City of Springfield, MA

Fiscal Year 2014
Recommended Budget

Domenic J. Sarno, Mayor

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City of Springfield, Massachusetts
Fiscal Year 2014
Recommended Budget

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Mayor

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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City of Springfield

Massachusetts

For the Fiscal Year Beginning

July 1, 2012

President

Executive Director

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE BASKETBALL HALL OF FAME

To the City of Springfield and Springfield City Council:

Today, we respectfully submit to you the Fiscal Year 2014 budget recommendation, which totals $571.8 million. This is a "hold the line" budget that preserves core services and maintains the levels of service our residents expect. The result is a spending plan that meets the needs of our community without compromising our financial future.

When this year's budget development began, we were faced with a projected deficit of nearly $22 million and entered our sixth year of major budget cuts. Once again, reaching our levy ceiling and meager growth in State Aid have prevented us from making investments in critical City services. As we began our budget discussions, a number of painful decisions seemed inevitable.

This budget request represents the hard work of City staff that helped establish a balanced budget, implemented investments in City priorities, and did so without reducing any staff. Fiscal Year 2014's bottom-line budget represents a 1.6% increase from the FY 2013 revised budget, and funds 1,241.2 City-side general fund employees. This staffing level is well below our FY 2008 FTE level of 1,581, yet we have been able to maintain critical services while realizing a 21.5% reduction in staff.

The challenge of balancing the FY2014 budget, while avoiding lay-offs, was met by using a three-pronged approach: expenditure cuts, revenue increases, and strategic use of reserve funds. First, we reduced expenses; City departments analyzed the details of their budgets, assessed their programs, and were able to find substantial savings by identifying efficiencies and personnel savings. A number of current vacancies were eliminated rather than backfilled, facility leases are being renegotiated or eliminated, and where appropriate some current general fund costs are being offset onto grants. In addition, the School Department has been a great partner in identifying and funding services that we mutually agree on as necessary for the education and safety of our children.

Second, the Assessor's Office has worked tirelessly to identify additional tax levy, which could bring a potential boost to local revenue. The City's revenue stream is greatly influenced the overall economic conditions and the housing market. For the first time since the "great recession" began we are seeing a moderate increase in State Aid as well as what could be a once-in-a-lifetime, game-changing economic development project. We were able to negotiate a $1 million "signing bonus" that will be paid out to the City. In addition to the initial signing bonus, an upfront payment of $4 million will be made for this fiscal year should Springfield be selected as the location for the Western Massachusetts casino.

Third, this budget includes the use of $7 million in reserves and $4 million looking to have declared surplus in the Overlay Account. The City Council has adopted financial ordinances establishing clear guidelines on the use of reserves to supplement our general fund, and it is important to remember that a large portion of these reserves exist to address immediate and difficult fiscal times like these.

For the first time in three years, we are seeing a modest increase in the City's assessed valuation, and home prices are ticking upward which can help to address the City's structural deficit. There also is the potential to see over $800 million in economic benefits through casino spin-off businesses: hotels, restaurants, entertainment, etc., which could contribute to the City's assessed value and provide substantial fiscal benefits in the near future. The FY 2014 budget employs conservative growth assumptions, but reflects a cautiously optimistic point-of-view. While we have had to make a number of difficult decisions about expenditure cuts, we have been able to make a number of exciting investments as well.

The FY 2014 budget provides the financial resources necessary to foster a vibrant and diversified economic base and create and retain quality jobs. Funding has been allocated to a number of economic development initiatives and projects. Two of the City's major initiatives are the renovation of Union Station, which is now underway, and the re-paving of the Boston Road corridor from Pasco Road to the Wilbraham town line, which will commence in FY 2014. We are in the process of rebuilding both Brookings and Dryden Schools, which were heavily damaged by the June 1st tornado. We are also developing funding strategies that will allow the City to construct a new senior center in Blunt Park, improve safety and security in all our schools, and move forward with the Environmental Center for Our Schools (ECOS) project.

Public safety also is a vital component to quality-of-life in Springfield. This budget strives to underscore the city's ongoing commitment to the most important responsibility of any local government. This budget fully funds a police-recruit class of twenty-two (22), and will continue to emphasize our community-based policing approach with the highly successful C-3 model, Operation BADGE, and the Ordinance/Flex Squad. Each of which proactively addresses neighborhood concerns while establishing vital relationships with community leaders. We are supporting a number of one-time requests by both the Police and Fire departments for computer and technology upgrades. This budget also includes funding that will allow the Fire Department to fill eight (8) vacant firefighter positions, which are critical since we are projecting a number of retirements in the coming years.

Education is another key City priority. State Aid, known as Chapter 70, is transferred directly to the School Department. However, the City supports additional education expenses for non-net school spending for items like transportation and adult education. Realizing the impact this has on municipal operations, the Superintendent and School Committee have partnered with the City to successfully implement cost-saving strategies such as the consolidation of services, positions and processes, which will help to reduce the City's structural deficit.

In FY 2014, City departments will be able to provide the following services:

- Libraries - Two (2) City library branches (Liberty Street and Pine Point) will be re-purposed to host neighborhood programs like adult literacy and a drop-by center for seniors;
- Libraries - All remaining libraries will increase their operations to 30 hours per week, and will continue to offer traditional youth activities that offer homework assistance and reading programs;
- Parks and Recreation - City Parks will resume mowing and maintenance in ten (10) parks not funded in FY 2013;
- Parks and Recreation - All pools and splash pads will remain open during the summer months, and summer recreation programs remain active, including fully-staffed golf courses;
- Parks and Recreation - Terraces will be maintained across the City using the most cost effective labor available;
- Department of Public Works - Will continue to provide free single-stream recycling and yard waste pickup;
- Department of Public Works - Will continue to provide low-cost bulk pickup and free hazardous waste drop-off dates;
- 9-1-1 Dispatch Center - Will have a fully developed back-up for the primary dispatch center located on Pearl Street;
- Fire Department - Will begin to replace obsolete and poor-functioning turnout gear, and maintain training programs to ensure firefighter safety;
- The Department of Planning and Economic Development is fully-staffed, and will continue all development and recovery activities that will move the City forward;

Our back office functions will continue to serve all departments as necessary to ensure they provide high-quality services to our residents:

- Assessors – Will utilize a residential appraiser and a contract with a commercial/industrial appraiser to maximize values in all areas;
- Treasurer – Will continue Tax Title and Collection Services to maximize the City's revenue collections;
- Elections – Has been reorganized to more efficiently service residents and meet government mandates;
- City Council –The installation of more cameras will televise meetings not currently broad-

cast. These cameras are grant-funded and will allow residents to view more public meetings, making the City more transparent and accountable;

- Information Technology – Install a high-speed, fiber optic, data infrastructure.
- School Department – The City will continue to maximize relationships with the School Department to seek out cost-sharing opportunities.

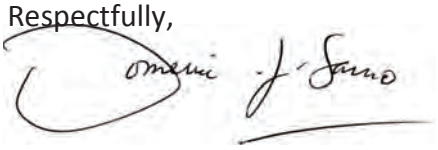
This budget assumes short-run economic conditions will not weaken, and accounts for marginal increases to economic activity during this period. The FY 2014 budget conforms to national expectations of a gradual recovery and makes key investments, while maintaining fiscal prudence. In order to manage the structural budget deficit, this budget resists embracing additional and ongoing commitments beyond those identified in our current spending forecast and struggles to maintain critical services. If the negotiated Host Community Agreement related to a world class resort casino development does not come to fruition, it will be tremendously difficult to maintain the current level of services contemplated in this budget and in FY 2015.

As Mayor, I will continue to work tirelessly to ensure that our City receives its fair share of resources, and that these resources are utilized in the most efficient and effective manner possible. I am proud of the efforts of my entire team: Cabinet Heads, Department Heads, and City Staff that work hard for Springfield every day. I am also proud that for the fifth consecutive year, the City has received the Government Finance Officers Association's (GFOA) "Distinguished Budget Presentation Award;" I attribute the receipt of this award to having a strong team of financial professionals.

We ask that these FY 2014 budget recommendations be reviewed by the Committee of the Whole, so that the entire body can hear from our departments in a manner that is both timely and efficient.

Thank you for your consideration of these recommendations and we look forward to your input as we finalize the budget for the start of Fiscal Year 2014.

Respectfully,



Domenic J. Sarno
Mayor

Timothy J. Plante
Chief Administrative & Financial Officer

Executive Summary

The Recommended Budget for Fiscal Year 14 is $571,878,838. This represents a 3.48% increase over the FY14 Adopted Budget and a 1.6% increase from the FY13 Revised Budget.

FISCAL 2012 ACTUAL GENERAL FUND	FISCAL 2013 ADOPTED GENERAL FUND	FISCAL 2013 REVISED GENERAL FUND	FISCAL 2014 MYFP - PROJECTED GENERAL FUND	FISCAL 2014 RECOMMENDED GENERAL FUND	% Change from FY13 Adopted	% Change from FY13 Revised
559,912,790	552,671,876	566,155,775.67	578,893,392	571,878,838	3.48%	1.60%

The annual budget for the City of Springfield is the financial plan for a given fiscal year. This plan outlines how much revenue will be available for spending and how that revenue will be spent on City services. The budget process is a management tool that is 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.

Fiscal Year 2014 will be a challenging year for the City and all of its departments. During the budget planning process, certain assumptions were made to project the amount available for spending including the City's levy ceiling and local aid support from the State. Although the overall economy appears to be rebounding from the Great Recession, revenues for the City are experiencing a lag in that recovery. State Aid has grown slightly for the first time in six consecutive years, property values have slightly rebounded, and local receipts remain relatively level. Costs, however, continue to increase with the need to support legal and contractual obligations, employee costs, and other fixed costs across all City departments.

The gap created between spending and revenue must be carefully evaluated and closed using a balanced approach; spending solutions, revenue enhancements and utilizing reserve funds have all been carefully considered to balance the FY14 budget.

Fiscal Year 2013 Budget Update

Based on the latest Monthly Financial Statements published for April 2013, a surplus is estimated for year-end. This projected surplus is smaller than prior years because the City has budgeted more closely in the areas that were previously driving the surpluses. In prior years the City budgeted a premium growth rate and enrollment growth rate for Health Insurance based on estimates. For FY13, the GIC premium rates were known and factored into the analysis. No enrollment growth was included since new hires were not widely budgeted. In addition, on the revenue side, tax lien revenue is not budgeted for, and in prior years any revenue collected was counted as surplus. That, in combination with budgeting at a 98% collection rate, drove significant surpluses to help build the City's reserves. Overall, the City is working to maintain a realistic and balanced budget throughout the fiscal year, to encourage cost savings where ever possible, and to scrutinize all expenses and revenue to ensure the budget remains balanced. In FY13, the City conducted monthly reviews of spending and revenue; and a quarterly review of spending and revenue, including year-end projections, in an effort to estimate our position at year-end to ensure that the budget could sustain its trajectory.

It is important to note that the year-end surplus estimate is based on a projection made at the end of April and is subject to change as the fiscal year is closed by the City Comptroller and surpluses are verified by the State Department of Revenue (DOR). Departments are responsible for living within appropriated amounts and spending funds as responsibly as possible. A surplus projection should not be considered a reason to spend more or spend faster. All surplus funds are reviewed by the DOR for certification of "Free Cash." Once the DOR completes their certification, the funds are available to the City to spend (subject to appropriation) or for transfer to the Stabilization reserve to replenish some of what were used in FY13. "Free Cash" is defined as remaining unrestricted funds from operations from the previous fiscal year. The City has had positive free cash at year-end since FY05. Prior to that, however, the City had certified negative free cash from 1989 - 2004.

Fiscal Year 2014 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 that reduced their budget by 10% below their FY13 adopted budgets and to provide impacts of those reductions. This allows the Mayor and his finance team to review requests and understand how departments would suggest living within lesser amounts.

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

For FY14, the projected gap after budget submission totaled $24.1 million driven by the following spending and revenue assumptions:

- State Aid – Assumptions based on Legislative proposals for Unrestricted General Government Aid & C.70
- Other Local Receipts – Collections level to FY13 budgeted
- Reserves – Declining use
- Departmental Growth – Budget submissions were 3.4% greater than FY13
- Scheduled growth for pensions, debt service

Budget Solutions

A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue increases, and a use of stabilization reserves. All of these things were considered in the context of providing vital programs and services to the City with the intention of minimizing layoffs that would impact vital services. The FY14 budget solutions include:

FY 14 Budget Balancing	
FY 14 Initial Gap (based on departmental budget submissions)	(23,537,896)
Spending Reductions - All Departments	12,134,945
Spending Reductions - School Transportation/Leases	1,175,113
Revenue Increases - Capital Trust	1,295,000
Revenue Increases - Covanta	600,000
Revenue Increases - Schools SLA	960,943
Revenue Increases - Additional State Aid	756,895
Revenue Increases (no Council Action required) - Medicaid, Parks	1,115,000
Revenue Increases - Additional Levy	1,500,000
Overlay Surplus	4,000,000

Spending Reductions - All Departments

Every department was impacted by budget reductions in the Fiscal Year 2014 budget planning process. Including $1.6 million in reductions from personal services (salaries, benefits and elimination of vacant positions), $9.2 million in reductions from other than personal services (OTPS), and $400,000 in reductions to capital expenditures related to computer and radio equipment.

Overall, the budget reductions across departments impacted 17.0 requested FTE vacancies. The General Fund FTE complement is at one of its lowest to date at 1,242.2 FTEs. That is a reduction of 344 FTEs (-21.5%) since Fiscal Year 2008. Some specific departmental reductions include:

- Police Department - Elimination of 11 vacant officer positions requested; reduction of $300,000 in requested computer and radios which could be funded using other sources such as Pay-As-You-Go capital.
- Fire Department - Reduction of $127,000 for vacancy savings for projected retirements expected in FY14.
- Public Works - Eliminates $50,000 to level-fund the snow and ice account; and $180,000 shifting the salary costs of 3 engineers to the Chapter 90 grant which reduces funding for road projects.
- Public Works - Trash - Eliminates $600,000 for vehicle leases; $100,000 in requests for new barrels; and $50,000 in reduced tonnage fees
- Parks—Eliminates $225,000 for 4 vacant positions throughout the department.
- Facilities—Eliminates $626,000 for the New Leadership lease, and moves other school programs to the Holy Name site
- Health Insurance— Reduction of $2,300,000 in health insurance costs due to reconciling City paid plans
- Treasurer—Reduction of $370,000 in debt service a direct result of efforts to successfully refinance in February 2013; reduction of $350,000 to debt service by offsetting the ESCO related costs to the ESCO fund.

In addition, every department took some type of reduction from the request for Fiscal Year 2014 which will have varying degrees of impacts. It is becoming clear that the City has continually been asked to do more with less, but is at the point where doing less with less, could become a new reality.

Spending Reductions - School Transportation/Leases

The City is responsible for funding 100% of School Transportation costs, which totals $23.4 million in Fiscal Year 2014. This is a reduction from the original request of $456,000 to account for updating start times at Van Sickle Middle and Renaissance High Schools. The City is also responsible for leasing buildings for educational purposes which total $552,000. This is a reduction in the original request of $1.4 million to account for the loss of the lease for the New Leadership Charter School.

Revenue Increases - Covanta

The City is receiving one time revenue from Covanta, the result of a successful collaboration between the City and Covanta to undertake plans to raise electrical wires at the landfill rather than relocate them. Because the City was able to help Covanta reduce its project costs, Covanta has agreed to split its savings with the City.

Revenue Increases - School Service Level Agreements (SLAs)

The School Department and School Committee in collaboration with the City have agreed to pay for services and costs for work performed on behalf of the School Department by other municipal departments within the City. These funds will pay for services in the 3-1-1 call center, Law, Labor Relations, and Parks and Facilities Departments, totaling $960,943.

Revenue Increases - Additional State Aid

The State, as presented in the House 1 budget, added a supplemental appropriation of Local Aid and calculated it by using demographic and poverty data. With this change, the City was projected to receive an additional $1.6 million. The House Ways and Means budget included the calculation but only partially funding it, producing an additional $756,000 in Local Aid for the City.

Revenue Increases - No Council Action Required

The City receives revenue by billing Medicaid for services received by school students. Billing is completed by an outside vendor, PCG. Based on a current review of PCG's billing practices, the City is set to receive an additional $800,000 in revenue. The Parks Department, after reviewing the Cyr Arena budget, is projecting an additional $315,000 in revenue from ice rental. In addition, the Building Commissioner projected an increase in building permits based upon upcoming projects around the community. These increases would generate $200,000 annually.

Revenue Increases - Additional Levy

The City's Assessors Office is continually working to update the levy through the budget planning process. This process begins during the budget season, usually in January and continuing through May,

and concludes in late November or December when the tax rate is set. The Budget department requests levy projections from the Assessor's Office during the budget season or the beginning of the calendar year. The Assessor's have just completed the annual abatement process and monthly sale updates and have a general idea of next year's levy capacity. These projections are included in the budget and define the level of spending for the upcoming fiscal year. The exact tax levy is not known until half way through the budgeted fiscal year once the tax rate is set and properties are levied.

Overlay Surplus

Annually, the City's Board of Assessors reviews the overlay account to determine if obligations have been met and balances can be declared as surplus. Each year, the City reserves a new amount for that fiscal years potential obligations. The Assessors have declared surpluses in the overlay accounts for FY07, FY08, FY09,FY10, and FY13 totaling $14.4 million.

All of these actions combined make for a balanced Fiscal Year 2014 budget that preserves programs and services yet changes many areas of service delivery across the City.

City of Springfield – General Fund Revenue and Expenditures

FY14 Revenue

To understand a budget, it is important to understand the sources of revenue available to Springfield including:

State Aid

State aid is the largest source of revenue for the City of Springfield, historically comprising approximately 62% of the City's total revenue. All State Aid is disclosed via the Cherry Sheet 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. It is finalized based on the final State budget known as the General Appropriations Act (GAA) by July 1st of each year. For FY14, the House and Senate have generally agreed on State Aid numbers of the major categories of Aid which include Chapter 70 and Unrestricted General Government Aid (UGGA) however the final GAA is pending in Conference Committee.

Property Tax

Property tax is the largest and most dependable local source revenue, but is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable property, which is revalued every three years and updated annually. Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980. Proposition 2 ½ created two levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5% of the total full and fair cash value of all taxable real and personal property in the community. This is known as the levy ceiling. Second, a community's levy is also constrained in that it cannot increase more than 2.5% over the prior year's levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality's levy limit is only increased in three ways: 2.5% increase over the previous year's levy limit, new growth in the tax base, and a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit. Currently the City is the only municipality in the Commonwealth that has reached its levy ceiling. As a result, an override is not feasible under the current law. In the past three years the City has lost over $30 million in levy capacity resulting in program cuts, vacancy reductions and layoffs. Springfield's current property tax rate is $19.71 per $1,000 of value for residential property and $38.98 per $1,000 of value for commercial, industrial, and personal property. Estimates on the tax rate for the FY14 budget are still being reviewed and will be part of the tax rate setting process this fall.

	FY11	FY12	FY13	FY14
	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation
Tax Levy	170,824,032	171,233,218	169,400,199	167,408,833
Increase Levy 2.5%	4,292,701	4,318,594	4,452,106	4,185,221
Subtotal	**175,116,733**	**175,551,812**	**173,852,305**	**171,594,054**
New Growth	3,482,214	4,526,534	5,868,281	4,000,000
Subtotal of Gross Tax Levy	**178,598,947**	**180,078,346**	**179,720,586**	**175,594,054**
Levy Ceiling	**171,233,218**	**169,400,199**	**167,408,833**	**165,734,744**
LOST REVENUE	7,365,729	10,678,147	12,311,753	9,859,310
To Support Operations				
		Total lost to date FY11-FY13:	30,355,629	

Local Receipts

Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax. Local receipts 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. In prior years, the City experienced negative Free Cash meaning that spending exceeded revenues for a given fiscal year. Through strict controls and monitoring, the City has made great strides in controlling spending and certified positive free cash for the last six consecutive years, which will help to continue to build the City's Stabilization Fund.

FY14 Spending

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

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

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

Administration and Finance Division - These departments are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, centralized procurement, human resources, data analysis, and collection of taxes. A real estate appraiser is funded in Fiscal Year 2014 to help address the City's levy ceiling issue; and the CAFO and Finance Departments consolidated and renamed the Office of Management and Budget. The result is a savings to the City of at least $100,000.

Development Services- The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city. Renovating Un-

ion Station and re-paving the Boston Road corridor will be funded in FY 2014.
Public Safety Division - These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety. In FY 2014, eight fire fighter vacancies will be filled and twenty-two police officer positions will be filled once recruits have completed the academy.

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

Health & Human Services Division - This division includes support for the elderly and veterans, provides public health and animal control services to the community, and maintains the City's library system. This year the City will be closing two branches, Pine Point and Liberty Street, in exchange for opening the remaining branches thirty hours every week, an increase from In Fiscal Year 2013 ware branches were open only eighteen hours a week.

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. Ten parks will re-open with funding in Fiscal Year 2014 and the terrace program will continue using crews from the Sherriff's Department.

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

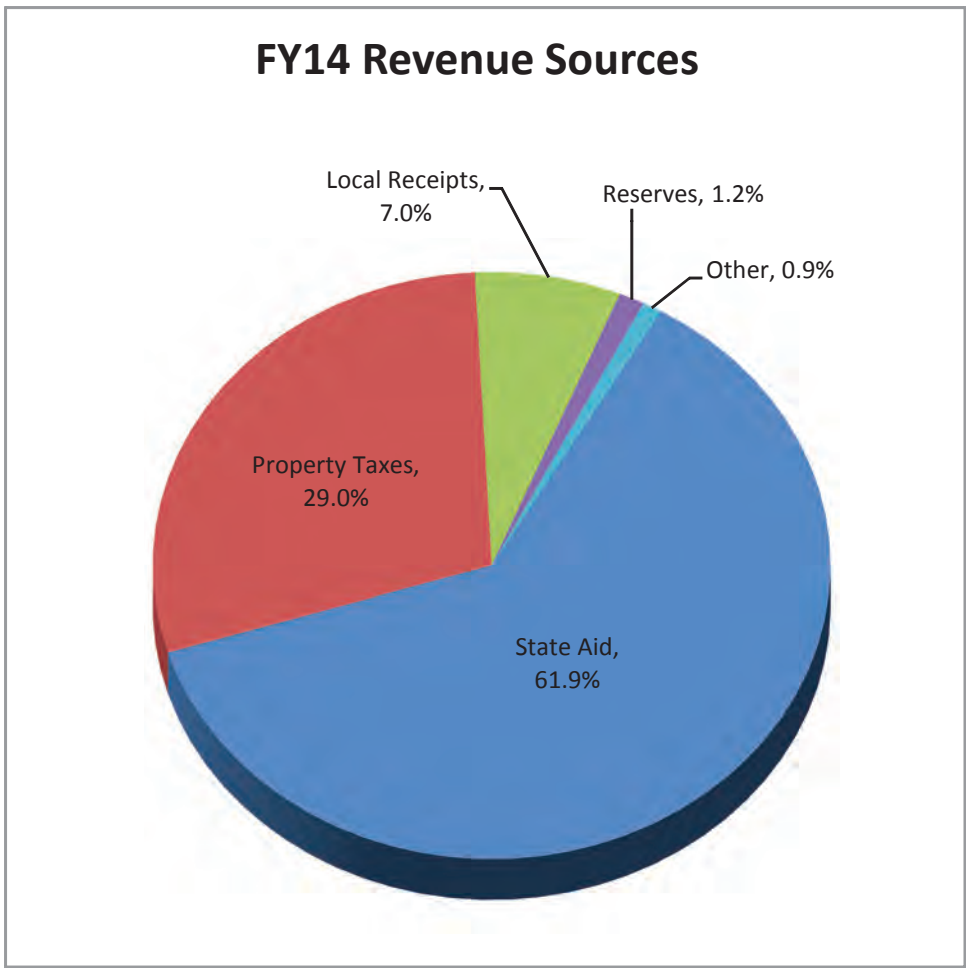
Benefits – This includes benefits for all active and retired City employees including health insurance and retirement.

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 payment to the Springfield Museums Association, the contract with the Springfield Parking Authority, and the City's reserve for emergency expenses that may come up throughout the year.

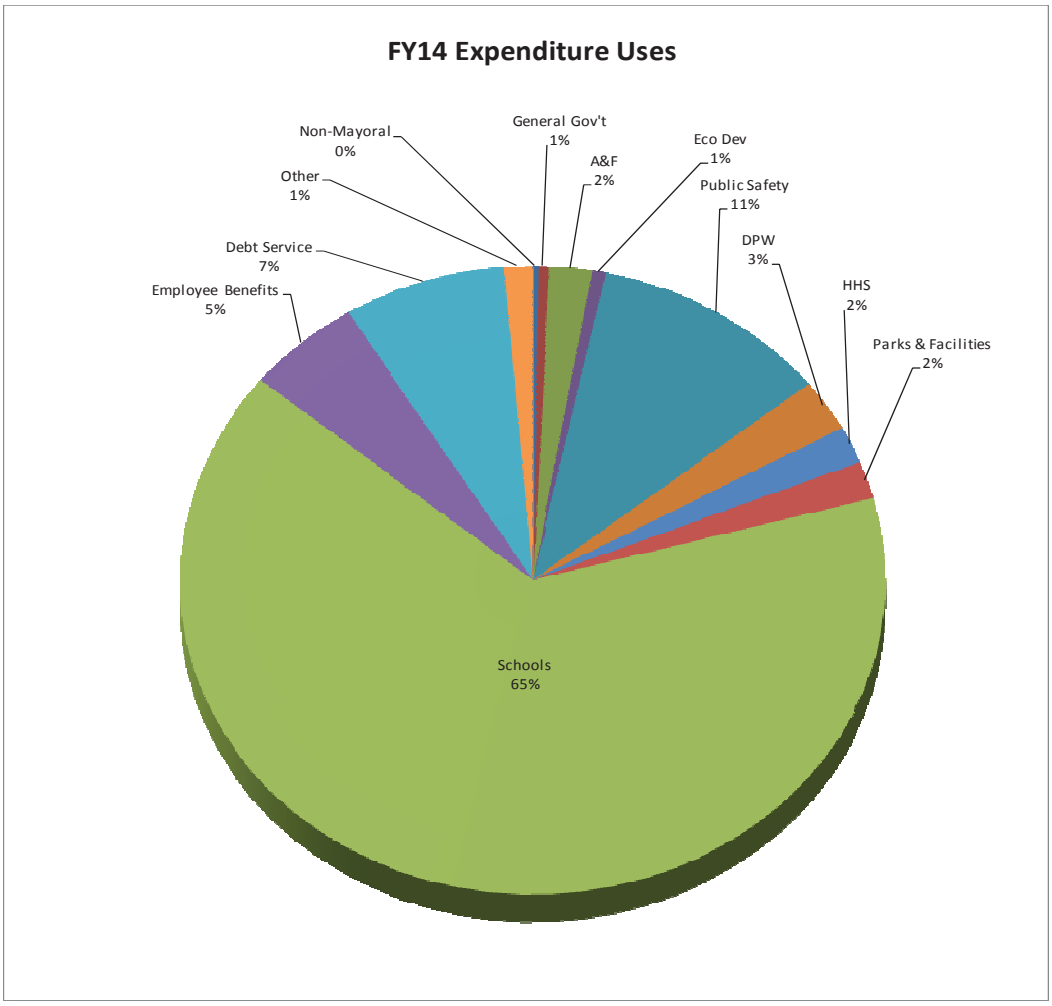
City Revenue – Where does it come from?

In determining the amount of revenue available to spend for each Fiscal Year, there are five major categories. For Fiscal Year 14, the chart below shows the percent of revenue coming from each of the major categories. It is important to note that State Aid represents 61.9% of the City's revenue. Much of this aid is dedicated to specific purposes such as Education, Veterans Benefits, and Tax Exemptions. The remaining revenue, generated locally, must be used to meet all other City needs.



City Spending – How is City Revenue Spent?

The City spends money within its Divisions and Departments based on the needs of City residents and priorities of the Mayor. For Fiscal Year 14, the chart below shows how the $571.8 million of City revenue is spent across City divisions. It is important to note that much of the spending within the City is driven by the costs associated with operating our School Department. Expenses within the remaining Divisions are driven by the costs of employees. Salaries and benefits of City employees (exclusive of the School Department) represent 60% of the City's operating budget.



Conclusion

The FY14 Adopted Budget for the City is balanced and responsible. It addresses the priorities of its residents and aggressively looks for savings and efficiencies. It continues to require all City Departments to maximize resources and do more with less. It also provides programs and services that cannot be found through any other private entity. While this budget is full of difficult decisions that will require hard work and creativity from the departments, the City will work to maintain core programs and services to its residents, business and visitors.

Section 1
Overview

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Introduction

About This Document

This document presents the City of Springfield's Fiscal Year 2014 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 2014. Four components are included in this budget document:

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

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

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

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

Budget Document Format

This budget is divided into 13 sections: (1) an overview complete with an organizational chart, (2) a fiscal summary , (3-11) departmental budgets, (12) the Fiscal Year 2014-2018 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. This statement contains the priorities and plans for the upcoming fiscal year, and highlights of the most important issues facing the City.

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

The second section is the *Fiscal Summary*, which summarizes the City's 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 2013 highlights, risks and challenges for the upcoming year, strategic decisions for Fiscal Year 2014, departmental programs, and the goals associated with those programs, fiscal details, and performance measures.

The *Fiscal Year 2014-2018 Capital Improvement Plan* section provides a capital plan overview, highlights some of the departmental project requests, summarizes the capital scoring and selection process, and gives a detailed account of all the capital projects by department.

The final section, the *Appendices*, includes a glossary of budget terms, a general level explanation of the City's expense code classification, employment data, property tax information, the City's financial policies, CAFR for Fiscal Year ended June 30, 2012, Fiscal Year 2014 Appropriation Orders and the City's expense budget detail for the Fiscal Year 2014.

The Budget Documents

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

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

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

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

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

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

** Printing and mailing charges may apply*

Budget Administration

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

Section	Ordinance Citation	Summary
Compliance with finance laws	4.44.010	Requires compliance by all City employees with state laws, special acts and local ordinances as they relate to finance and financial management. In addition requires the Finance Department to regularly review and update the financial ordinances to reflect changes in state law.
Ordinances with regard to the budget	4.44.020	Requires the Mayor to submit a balanced budget with specific sections related to expenditures, revenues, debt, and capital. Defines the level at which the budget must be adopted, defines the deadline for the creation of the annual multi-year financial plan and requires the comptroller to submit a monthly report of spending and revenue to the City Council.
Revenue policies	4.44.030	Requires a review at least every 2 years of all fees to ensure fees are recovering costs. Requires a conservative revenue base to be used for locally generated revenues and requires updates to property tax values consistent with State law.
Policies with regard to self supporting operations	4.44.040	Requires that all enterprise fund operations are supported by revenues and requires a report to the Council if a deficit in enterprise operations occurs.
Capital planning policies	4.44.050	Defines capital purchases and requires an annual capital plan that is developed by departments and reviewed by a diverse committee. Requires the regular review of capital expenditures.
Financial reserve policies	4.44.060	Defines the requirements for the City's undesignated fund balance, stabilization reserve, free cash, capital reserve and self insurance reserve funds.
Debt Policies	4.44.070	Defines how the City will manage debt as a percentage of revenues, how debt should be utilized and the term of issuances of short term debt. Requires the City to complete an annual debt affordability analysis to evaluate the affordability of the issuance of new debt.
Policies regarding cash management	4.44.080	Requires the City to manage all cash resources in a prudent and diligent manner and to report quarterly on investment strategies.
Policies regarding financial reporting and reconciliation	4.44.090	Develops polices for reporting including notification of non-compliance with financial ordinances, monthly spending and revenue report, reconciliation of bank accounts and year end reconciliation of spending and revenue.
Policies regarding financial responsibilities of departments	4.44.100	Requires all departments to report on revenue collections (in departments where revenue is collected), requires use of the City's accounting system, prohibits departments from opening bank accounts and from over-spending appropriations. Requires the proper use of procurement policies and the diligent pursuit of delinquent taxes.
Policies regarding grants	4.44.110	Requires oversight of all grants, the establishment of grant policies, the review of all grants and the use of grant funds prior to the use of general fund appropriations for employees, goods and services.

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

The major breakdowns of expenditure categories and detailed lists of the items normally charged to each are provided below. Since all numbers in the range are not assigned, the City of Springfield has

built in additional detail by using the unassigned numbers. Use of the available numbers is conditionally permitted by the DOR as long as any modification is logically consistent with the structure set forth in the UMAS manual.

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

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

Budget Preparation Calendar: Budget preparation begins in the late fall/early winter of each year by distributing instructions and forms to departments. Departments submit their budget requests for review and analysis to the Office of Management and Budget in 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 Office of Management and Budget invite all City departments to present their requested budgets. These meetings serve as an opportunity to discuss departmental priorities behind the budget calculations, as well as request subsequent documentation from the departments. According to Chapter 44, Section 32 of the Massachusetts General Laws, the Mayor is required to submit a recommended budget to the City Council no later than 170 days after the first City Council meeting in any given calendar year.

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

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

Budget Transfers: Revisions to the Adopted Budget may be made throughout the year. A department must submit a “Budget Transfer Request” form to the Office of Management and Budget, where it is reviewed, and given approval by the Management Analyst, Budget Director, and Finance Director before being forwarded to the Chief Administration and Finance Officer for final authorization. City Council approval is necessary if the request adjusts the Fiscal Year 2013 Schedule of Appropriations (“Schedule A”) adopted by the City Council. Upon final authorization, the Officer of the Comptroller processes the request.

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

- Internal Transfers – Transfers within the budget categories of Personnel Services and Other than Personnel Services (OTPS) can be completed by the Office of Management and Budget upon request of the Department head if sufficient funds are available. For example, if the salaries category is projecting a surplus due to position vacancies and overtime is projected to be in deficit, funds can be moved from salaries to overtime to accommodate this need.

- City Council Transfers – If funds are being transferred between budget categories (i.e. from Personnel to OTPS), a request from the Mayor to the City Council must be made once it is determined by Finance and the requesting department that funds are available to transfer.

- Mayoral Budget Requests – Upon a determination that additional funds are required, the Mayor can request to transfer funds from identified surplus funds or the City's Stabilization Reserve fund to address a specific need. This request must be approved by the City Council.

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

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

The Fiscal Year 2014 budget is based upon revenues from the General Fund. The General Fund is the largest fund within the City and accounts for most of the City's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenue. This fund includes expenditures and financing for basic operating services such as public safety, education, health and human services, finance, parks and recreation, and public works, among other departments. The adopted budget is strictly on General Fund revenues.

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

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

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

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

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

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

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

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

Department	FY13 Adopted	FY13 Revised	FY14 Recommended	Enterprise Funds	Grant Funds	Total Available
CITY COUNCIL	346,717	346,717	366,245	-	-	366,245
MAYOR	437,294	437,294	444,893	-	154,806	599,698
FINANCE	497,608	497,608	-	-	-	-
OFFICE OF MANAGEMENT AND BUDGET*	229,927	229,927	619,247	-	24,105	643,352
CITISTAT	-	-	-	-	-	-
DEPT 3-1-1	344,785	344,785	423,346	-	-	423,346
COMPTROLLER	591,626	591,626	545,031	-	-	545,031
INTERNAL AUDIT	399,438	399,438	458,902	-	-	458,902
OFFICE OF PROCUREMENT	415,247	415,247	496,503	-	-	496,503
BOARD OF ASSESSORS	705,826	705,826	998,185	-	-	998,185
TREASURER	2,858,761	2,858,761	2,056,253	-	-	2,056,253
COLLECTOR	419,768	419,768	428,981	-	-	428,981
LAW	1,237,488	1,812,488	1,804,086	-	115,846	1,919,932
DEPARTMENT OF HUMAN RESOURCES & LABOR RELATIONS	1,322,842	1,322,842	1,615,759	-	-	1,615,759
PAYROLL DEPARTMENT	111,735	111,735	184,886	-	-	184,886
INFORMATION TECHNOLOGY DEPARTMENT	2,909,117	2,909,117	3,020,036	-	-	3,020,036
CITY CLERK	480,031	480,031	482,130	-	-	482,130
BOARD OF ELECTION COMMISSION	477,427	477,427	591,426	-	-	591,426
PLANNING DEPARTMENT	1,286,155	1,286,155	1,310,026	-	-	1,310,026
FACILITIES MANAGEMENT	3,592,449	3,592,449	2,935,200	-	-	2,935,200
CAPITAL ASSET CONSTRUCTION	382,732	382,732	326,658	-	77,677,223	78,003,881
POLICE	35,252,755	35,252,755	38,776,603	-	196,077	38,972,680
FIRE	19,135,621	19,135,621	19,486,362	-	19,325	19,505,687
BUILDING - CODE ENFORCEMENT	1,361,150	1,361,150	1,404,502	-	-	1,404,502
HOUSING - CODE ENFORCEMENT	619,253	619,253	638,387	-	-	638,387
CENTRALIZED DISPATCH	1,363,115	1,363,115	1,738,594	-	-	1,738,594
TJ O'CONNOR ANIMAL CONTROL	1,218,213	1,218,213	1,254,942	-	19,115	1,274,057
SCHOOL DEPARTMENT	344,286,266	354,286,266	357,868,724	-	-	357,868,724
DEPARTMENT OF PUBLIC WORKS	10,078,590	10,322,690	10,227,389	4,532,450	-	14,759,839
HEALTH & HUMAN SERVICES	1,337,057	1,337,057	1,292,146	-	-	1,292,146
DEPARTMENT OF ELDER AFFAIRS	298,517	298,517	304,141	-	1,528,892	1,833,033
VETERANS SERVICES	3,151,491	3,151,491	3,573,436	-	500	3,573,936
LIBRARY	3,555,318	3,755,318	4,104,851	-	1,352,418	5,457,269
COMMUNITY DEVELOPMENT	-	-	-	-	-	-
OFFICE OF HOUSING	-	-	-	-	-	-
MUSEUM	1,320,000	1,320,000	1,320,000	-	-	1,320,000
PARKS DEPARTMENT	7,547,672	7,672,672	7,592,960	-	-	7,592,960
DEBT SERVICE	37,750,576	37,750,576	38,128,115	-	-	38,128,115
STATE ASSESSMENTS	2,958,885	2,958,885	3,245,637	-	-	3,245,637
CONTRIBUTION RETIREMENT PENSION	24,322,157	24,322,157	25,380,802	-	-	25,380,802
UNEMPLOYMENT	378,069	378,069	253,069	-	-	253,069
WORKERS COMPENSATION INDEMNITY	935,069	935,069	935,069	-	-	935,069
WORKERS COMPENSATION MEDICAL CLAIMS	1,000,000	1,000,000	1,000,000	-	-	1,000,000
HEALTH INSURANCE	23,052,239	23,052,239	23,214,252	-	-	23,214,252
MEDICARE - EMPLOYER MATCH	895,533	895,533	939,077	-	-	939,077
NON-CONTRIB. PENSIONS	300,000	300,000	285,000	-	-	285,000
PROVISION FOR UNCOMPENSATED ABSENCES	(800,000)	(800,000)	(800,000)	-	-	(800,000)
CAPITAL RESERVE FUND	2,500,995	2,500,995	2,500,995	-	-	2,500,995
M.C.D.I. CONTRACT	-	-	-	-	-	-
RESERVE FOR CONTINGENCIES	300,000	55,900	300,000	-	-	300,000
PARKING CONTRACT	1,497,884	1,497,884	1,048,522	-	-	1,048,522
PAY-AS-YOU-GO CAPITAL	2,938,413	2,938,413	2,095,020	-	-	2,095,020
DIF Debt Service Payment	130,000	130,000	130,000	-	-	130,000
ENTERPRISE FUND SUPPLEMENT	4,940,063	4,940,063	4,532,450	4,750,000	-	9,282,450
TOTAL	**552,671,876**	**563,571,876**	**571,878,838**	**9,282,450**	**81,088,307**	**662,249,595**

*The Finance and Department of Administration and Finance departments were consolidated in FY 2014 under the direction of the CAFO

City of Springfield Budget Cycle

January: Departments submit operating budget requests to the Office of Management and Budget (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)

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

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

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

April: The Mayor and Finance draft budget recommendations.

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

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

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

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

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

August: 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.

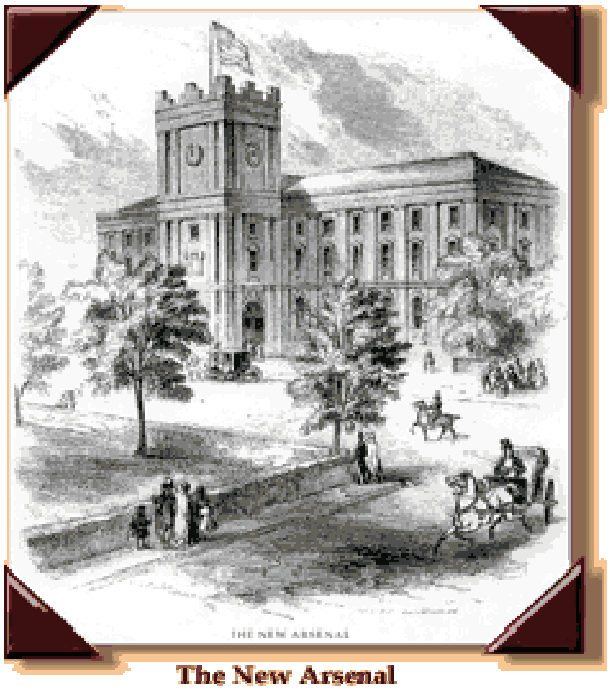
The Finance staff reviews the capital project requests and gathers additional information.

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 Office of Management and Budget 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 152,000, it is the third largest city in the Commonwealth of Massachusetts and the fourth largest in New England.

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



The New Arsenal

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

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

Springfield Demographics

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

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

Springfield Economy

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.

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

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

Geographic Characteristics	
Land Area (Square Miles)	32
Persons Per Square Mile	4,738

Population Characteristics	
Population	153,060
% Male / Female	47% / 53%
Median Age	32.2
Average Family Size	3.22
Race:	
White	51.8%
Latino	38.8%
Black	22.3%
Asian	2.4%
Two or More Races	4.7%
Other	0.6%

Household Characteristics	
Households	56,752
Persons Per Household	3
Persons Under 5 Years Old	7.3%
Persons Under 18 Years Old	27.0%
Persons Over 65 Years	10.9%

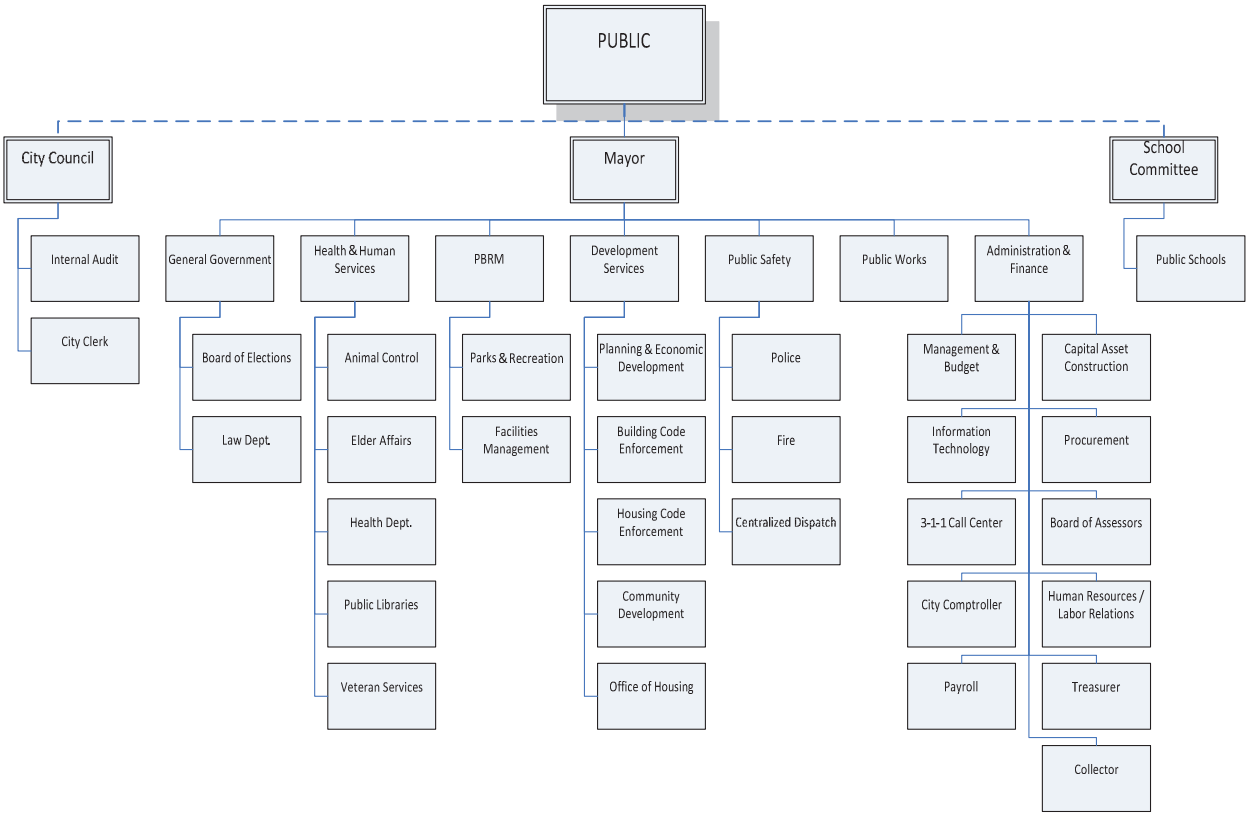
2012 Tax Rates (Per $1,000 Value)		
Residential Tax Rate	$	19.83
Average Single Family Home Value	$	133,800
Commercial / Industrial / Personal Property	$	39.99

Ten Largest Employers (2008)	
Baystate Health Systems	9,115
MassMutual Financial Group	4,319
US Postal Service	2,700
Sisters of Provident Health Systems	2,437
Big Y Supermarkets	950
Western New England College	650
Smith & Wesson	613
Springfield Republican	600
Springfield College	560
Solutia, Inc.	504

Employment Sector Information	
Hospitals (positions 8,339)	11%
Ambulatory Health Service (positions 6,634)	9%
Colleges and Universities (positions 2,266)	3%
Manufacturing (positions 4,455)	6%
Finance and Industry (positions 6,429)	8%
Other Sectors (positions 47,773)	63%

Parcels	
Single Family	26,037
Condominiums	1,982
Two and Three Family	7,652
Vacant Land	3,117
Apartment	703
Misc Residential	99
Mixed Use Residential	171
Mixed Use Commercial	97
Commercial	2,262
Industrial	391
Personal Property	3,422
Exempt Parcels	2,267

Organizational Structure Overview



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

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

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

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

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

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

Strategic Planning Initiative

Introduction

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

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

VISION

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

MISSION

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

VALUES

The City will operate with the following values:

Accountability
Operate with integrity, fiscal responsibility, and transparent practices

Diversity
Respect and celebrate differences in all aspects of community life

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

Continuous Improvement
Encourage new ideas, creative solutions, and innovation

STRATEGIC PRIORITIES

1. ***Public Safety*** **-** Preserve, maintain and improve the safety of those living, working and visiting in the City of Springfield

2. ***Education*** **-** Students realize their full potential and lead fulfilling lives as life long learners, responsible citizens and leaders

3. ***Economic Vitality*** **-** Facilitate growth and development to ensure the physical, environmental and economic health of the City

4. ***Healthy Neighborhoods*** **-** Strengthen and enhance the physical, mental, and social health of residents and neighborhoods

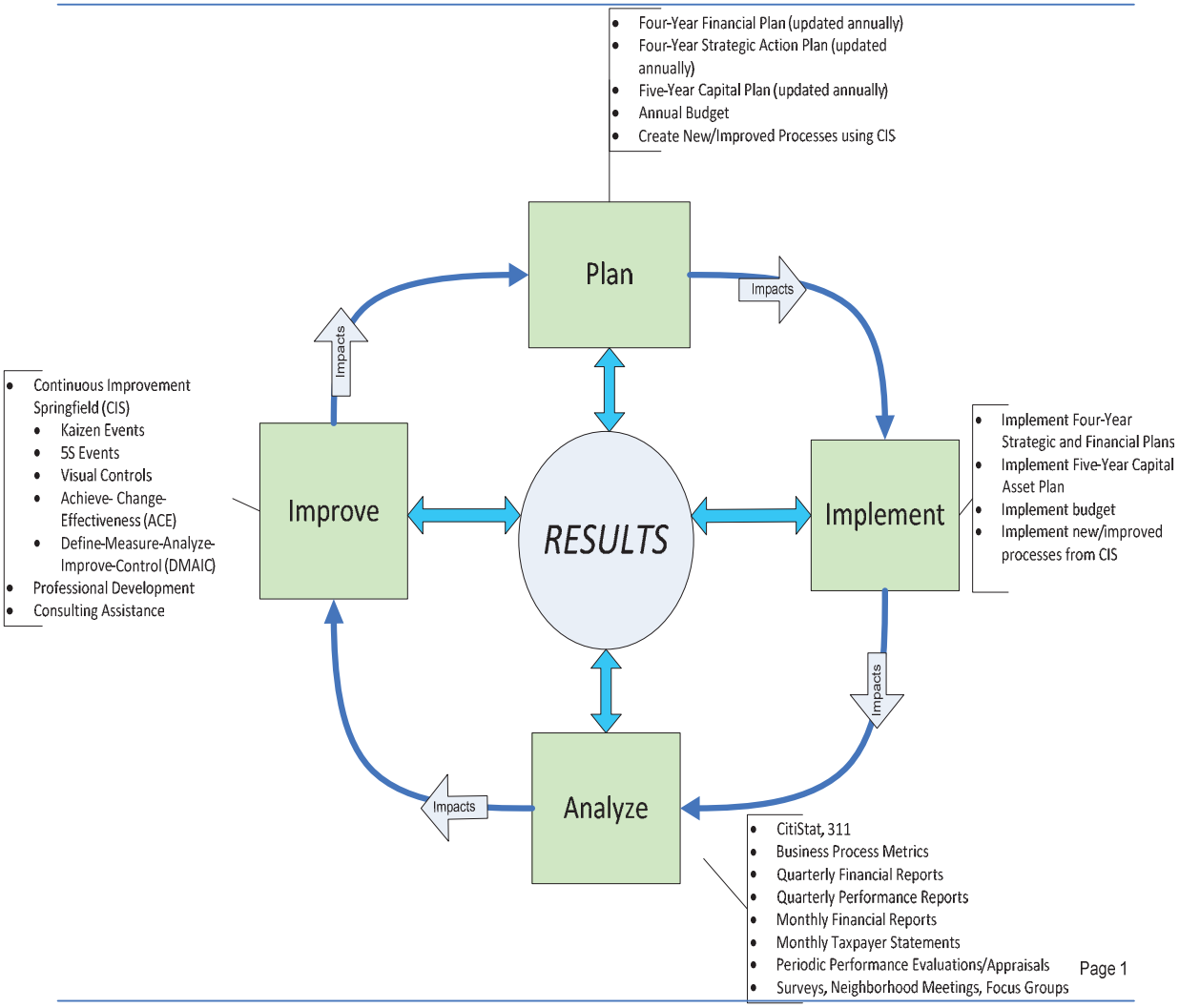
5. ***Fiscal & Operational Excellence*** **-** Ensure operational excellence, fiscal health, and sustainability in all divisions, departments, programs and activities

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

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

The Strategic Action Plan included in the Fiscal Year 2013 budget reflects achievable goals and measures based on the resources available within the budget. They are not, however, currently aligned with the Rebuild Springfield Plan. Once the Strategic Action Plan is updated in Fiscal Year 2013, goals and measure will be based on achieving the overall City and neighborhood vision identified in the Rebuild Springfield Plan.

City of Springfield Management Framework



Timeline

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

July 2010

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

August 2010

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

September 2010

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

October 2010

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

November 2010

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

December 2010

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

January 2011

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

February-June 2011

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

Definition of Terms

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

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

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

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

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

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

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

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

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

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Section 2
Fiscal Summary

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Fiscal Summary

Revenue Overview

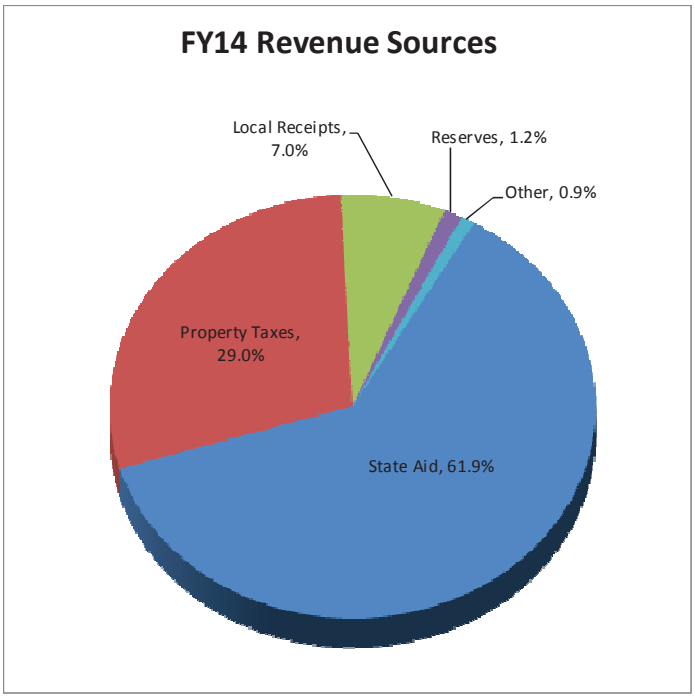
The budget for the City of Springfield is supported by revenue from varying sources including property taxes, other local receipts and state aid. Each dollar of this revenue allows the City to address the Mayor's priorities of Public Safety, Education, Economic Vitality, Neighborhood Revitalization and Fiscal and Operational Excellence.

The City's Fiscal Year 2014 revenue totals $571.8 million. This represents an increase of 3.6% from the Adopted Fiscal Year 2013 budget.

FISCAL 2012 ACTUAL	FISCAL 2013 ADOPTED	FISCAL 2013 REVISED	FISCAL 2014 RECOMMENDED	% Change from FY13 Adopted	% Change from FY13 Revised
561,683,785	551,792,875	562,676,343	571,878,838	3.6%	1.6%

The main drivers of revenue changes for Fiscal Year 2014 include:

- Increase in Chapter 70 (Education) State Aid
- Slight increase of funding in Unrestricted General Government State Aid
- Slight increase in the City's Property Tax levy
- Slight increase of 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 2014, the City estimates to receive $352.1 million in General Fund state aid, an increase of $12.0 million or 3.5% above Fiscal Year 2013. 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 the official notification from the Massachusetts Department of Revenue (DOR) regarding the next Fiscal Year's State Aid to municipalities. The Cherry Sheet is updated throughout the State budget process, first in January based on the Governor's budget recommendation, then again for each of the House and Senate budgets. They are finalized based on the final State budget known as the General Appropriations Act (GAA) effective July 1st of each year. Categories of State Aid include:

Education Aid	
Chapter 70	295,698,063
School Building Assistance	15,987,228
Charter School Tuition Reimbursement	4,751,187
TOTAL SCHOOL AID	**316,436,478**

Non-Education Aid	
Unrestricted Gen. Gov't Aid	32,777,293
Veterans Benefits	2,393,148
Exempt: Vets, Blind, Surv Spouses	496,712
State Owned Land	29,728
TOTAL NON-EDUCATION AID	**35,696,881**

TOTAL STATE AID	**352,133,359**

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 2014 State budget proposals maintain this structure.

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 2014 are $37.2 million, an increase of $4 million.

State Aid Brief History

During the past five years, there has been a focus at the state level on Local Aid to cities and towns, particularly in the form of Chapter 70. Since Fiscal Year 2009, State Aid for Education has significantly increased to $57 million more than in Fiscal Year 2009. Non-Education State Aid, or General Government Aid, however, has steadily declined by $1.1 million since Fiscal Year 2009. Although there has been growth in Education Aid, it does not keep pace with growth for fixed costs. The School system, therefore, still needs to solve for annual budget gaps.

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Education Aid	258,525,872	280,776,073	284,697,120	295,116,365	305,540,764	316,436,478
General Government Aid	45,564,480	35,347,683	35,162,974	35,296,485	36,172,901	35,696,881
TOTAL STATE AID	**304,090,352**	**316,123,756**	**319,860,094**	**330,412,850**	**341,713,665**	**352,133,359**

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. Ninety percent of Springfield's State Aid supports education. Springfield will receive over $316.4 million for educational purposes in Fiscal Year 2014, an increase of $10.9 million from Fiscal Year 2013. Because of the City's reliance on State Aid to support its budget, the City is subject to the economic effects experienced by the Commonwealth and continuously monitors State budget actions throughout the year to understand the impacts on Springfield.

State Education Aid

Overall, the City estimates to receive $316.4 million in Education Aid from the State for Fiscal Year 2014. This Aid comes in the form of the following categories:

Education Aid	
Chapter 70	295,698,063
School Building Assistance	15,987,228
Charter School Tuition Reimbursement	4,751,187
TOTAL SCHOOL AID	**316,436,478**

Chapter 70

Springfield will receive $295.7 million in Chapter 70 aid in Fiscal Year 2014, an increase of $9.8 million or 3.1% from Fiscal Year 2013. Springfield's Chapter 70 allocation represents approximately 7% 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 Re-

ports. DESE informs municipalities of their education appropriation for the next fiscal year, known as the required local contribution. A municipality's local contribution, combined with its Chapter 70 state aid, equals the district's NSS requirement. If a municipality does not spend at least 95 % of its net school spending requirement, the municipality's Chapter 70 aid may be reduced the following fiscal year.

The City's NSS requirement increased in Fiscal Year 2014 from $320.6 million to $331.4 million and increasing Springfield's local contribution from $34.7 million to $35.7 million.

School Building Assistance Aid

The City of Springfield will receive $15.8 million in reimbursements from the Massachusetts School Building Authority (MSBA) for school capital projects. This represents a slight decrease from Fiscal Year 2013. Every year, Springfield and other Massachusetts municipalities can receive up to 90 % 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 learning facilities. This program is invaluable to Springfield for a number of reasons. For example, there are 45 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.

Charter School Tuition Reimbursement

Springfield is estimated to receive $4.7 million in charter tuition reimbursements, a $811,000 increase from Fiscal Year 2013. The charter tuition reimbursements from the State only cover a small percentage of the cost for charter school tuition assessments. Springfield's Fiscal Year 2013 costs for charter schools tuition is $30.1 million, a $4 million increase from Fiscal Year 2013.

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.

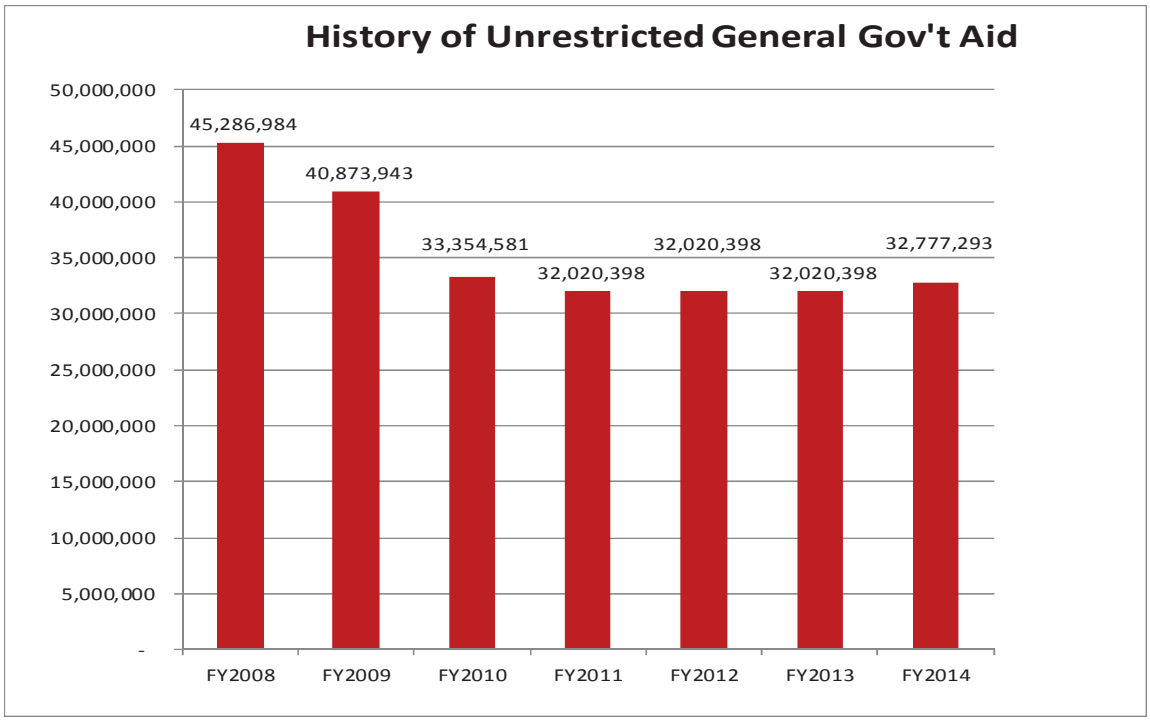
State Non-Education Aid

Overall, the City estimates to receive $35.7 million in Non-Education Aid from the State for Fiscal Year 2014. This Aid comes in the form of the following categories:

Non-Education Aid	
Unrestricted Gen. Gov't Aid	32,777,293
Veterans Benefits	2,393,148
Exempt: Vets, Blind, Surv Spouses	496,712
State Owned Land	29,728
TOTAL NON-EDUCATION AID	**35,696,881**

Unrestricted General Government State Aid

In Fiscal Year 2014, Unrestricted General Government Aid is $32.7 million, $756,000 more than in Fiscal Year 2013. Since Fiscal Year 2009, this category of aid has received significant reductions totaling 20%. 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 2014, the State has continued without properly funding for its portion of the $3.8 million Quinn benefit to Police Officers. The City will maintain its commitment to funding its portion for Fiscal Year 2014 and has appropriated for the State's portion, if needed, dependent on the result of current contract negotiations.

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%, 20%, or 25% 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 $2.3 million, an increase of $300,000 for Veterans' Benefits in Fiscal Year 2014. From the State, municipalities receive a 75% reimbursement on all spending towards veterans' financial, medical, and burial benefits paid to the City in arrears. Chapter 115 of Massachusetts General Laws provides financial and medical assistance for indigent veterans and their dependents. Qualifying veterans and their dependents receive assistance for food, shelter, utilities, clothing, housing supplies, and medical care.

Exemptions: Veterans, Blind Persons, Surviving Spouses and Elderly

For Fiscal Year 2014, the State will reimburse the City $496,712, an increase of $14,284 from Fiscal Year 2013. 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 $29,728 in reimbursements for tax-exempt state-owned land in Fiscal Year 2014, a slight increase from Fiscal Year 2013 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.

Local Source Revenue

Approximately 38% 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. The City continues to budget revenue conservatively since the general economy impacts these local collections.

Local Source Revenue	
Real & Personal Property Taxes, (net of refunds)	165,624,697
Motor Vehicle and other excise taxes	8,800,000
Hotel/Motel tax	1,065,000
Charges for services	163,000
Penalties and interest on taxes	1,730,000
Payments in lieu of taxes	2,199,500
Licenses and permits	3,136,070
Fines and forfeitures	397,710
Departmental and other	20,680,999
Investment Income	150,000
Refunds and Reimbursements	1,553,483
Meals Tax	1,600,000
Other (Overlay, etc.)	5,295,020
Reserves	7,000,000
Total Local Source Revenue	**219,395,479**

Property Tax

The City of Springfield will receive $165.6 million in property taxes in Fiscal Year 2014, an increase of $8.1 million from Fiscal Year 2013 adopted budget. Property tax revenue accounts for 75% of the City's local source recurring revenue. While property tax is the largest and most dependable revenue source, it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property, such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable land, which is revalued every three years and updated annually. The total value of land is also known as the gross levy. The gross levy is partitioned amongst all non-exempt parcels throughout the City, creating a tax per parcel. If the owner of the parcel does not agree with the tax, they can appeal to the Board of Assessor's and the Appellate Tax Board if necessary. Should the taxpayer prevail, the City must reimburse the taxpayer for the over assessment. Reimbursement funds are set aside each year for this purpose. The total of these funds is also known as the Overlay. The total amount of taxes the City can expect to collect is the difference between the gross levy amount and the overlay or the Net Levy amount. Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980. Proposition 2 ½ created two levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5% of the total full and fair cash value of all taxable real and personal property in the community. This is known as the levy ceiling. Second, a community's levy is also constrained in that it cannot increase more than 2.5% over the prior year's total levy, known as the levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality's levy limit is only increased in three ways: 2.5% increase over the previous year's levy limit, new growth in the tax base, and a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit.

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

Springfield's property tax rate for FY13 is $19.17 per $1,000 of value for residential property and $38.98 per $1,000 of value for commercial, industrial, and personal property.

Year	Notes	Residential	Commercial	Industrial	Personal	Value	+ / -
2008	Reval	$ 6,036,956,400	$ 1,079,322,350	$ 246,327,200	$ 444,536,550	$ 7,807,142,500	
2009		$ 5,484,722,870	$ 1,072,958,950	$ 242,991,100	$ 440,601,660	$ 7,241,274,580	-7.2%
2010		$ 5,252,153,800	$ 1,052,016,750	$ 229,288,700	$ 461,359,650	$ 6,994,818,900	-3.4%
2011		$ 5,155,722,500	$ 1,045,580,000	$ 184,851,100	$ 463,175,130	$ 6,849,328,730	-2.1%
2012	*Reval*	$ 5,038,856,200	$ 1,009,971,300	$ 166,822,500	$ 560,357,950	$ 6,776,007,950	-1.1%
2013	*Projected*	$ 4,813,950,336	$ 967,092,911	$ 155,572,100	$ 583,071,480	$ 6,519,686,827	-3.8%

The City's current levy of $163.0 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% of the total assessed value. From Fiscal Year 1996 through Fiscal Year 2000, Springfield's tax levy was at 2.5% of the total assessed value, limiting the City's ability to increase property taxes. Fiscal Year 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.

Local Receipts

The City of Springfield anticipates collecting $39.8 million in local revenue other than personal or real property taxes, an increase of 5.0% from Fiscal Year 2013 projected amounts. Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax. Local receipts generally remain relatively flat from year to year unless a policy change is implemented that would change the amount or schedule by which this revenue is collected. The City has also made great strides in recent years to improve its collection of local receipts.

Motor Vehicle Excise

In Fiscal Year 2014, the City will collect $8.8 million in motor vehicle excise, an increase of $800,000. This increase assumes normal excise collections of $8 million and $800,000 of excise collections through utilizing the License Plate Reader legislation passed this year by the State. 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 $1.07 million in hotel/motel excise taxes for Fiscal Year 2014 which includes $400,000 for the local option increase of the tax. In FY09, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs in light of the State Aid de-

creases that were implemented. One of the tools was an increase to the Room Occupancy Excise from 4% to 6%. The City was previously reluctant to implement this local option because Springfield is one of three (3) cities that currently has an enhanced room occupancy tax because of the convention center housed here. Boston and Worcester have the same enhanced rate.

Charges for Services

The City estimates that charges for services will total $163,000 for Fiscal Year 2014, level to Fiscal Year 2013. 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 2014, penalties and interest on taxes are expected to be $1.7 million. The City imposes penalties and charges interest on all late payments and taxes, including tax title accounts, property taxes, and late motor vehicle excise taxes. Interest rates for overdue property taxes are 14% and 16% for tax title accounts and motor vehicle excise tax.

Payments in lieu of Taxes (PILOTs)

Collection of PILOT revenues for Fiscal Year 2014 is estimated to be $2.2 million, which is $1.8 million less than the current fiscal year. 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. The City has been working on developing a policy for negotiating PILOT payments in an effort to increase revenue and to reflect the services provided to these non-profit entities. No new PILOTs from this effort are included in the revenue assumptions for FY13.

Licenses and Permits

Licenses and Permit revenue are expected to total $3.1 million in Fiscal Year 2014, which is almost $156,000 to FY13 projected collections. The City issues permits to residents and businesses to conduct regulated activities, such as building, plumbing or electrical work. The cost of construction determines the amount of the permit. This revenue source is closely related to the economic activity of the City.

Fines and Forfeitures

The City estimates it will collect $397,000 in fines and forfeitures in Fiscal Year 2014 which is level to FY13 projected amounts. The City collects fines for a variety of violations from several departments, including the City Clerk's Office, the Planning and Economic Development Department 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 $20.7 million for Fiscal Year 2014, which is $3 million higher than Fiscal Year 2013 mainly due to the Service Level Agreements that the City will be charging the School Department to cover the back office functions necessary to operate those functions. This is also due to the greater than projected revenue at the City's Cyr Arena and municipal Medicaid reimbursements. Municipal Medicaid reimbursements are for school health services. Due to Federal changes in the requirements for administrative claiming, the City estimates receiving approximately $4.0 million, which is up significantly from Fiscal Year 2013. 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 $150,000 in Fiscal Year 2014, which is $345,000 less than the current year budget. Chapter 44 of Massachusetts General Laws requires that all funds that are not necessary for liquidity be invested to obtain the highest possible rate of return. Resources should be invested with an emphasis first on safety of principal, second on liquidity, and third on financial yield. For the coming fiscal year, the City is working toward maximizing its investment earnings by looking to a broad range of investments opportunities that are available to municipalities.

Refunds and Reimbursements

The City has budgeted $1.5 million in this source the majority of which is revenue related to our Qualified School Construction Bond Issuance that was completed in FY10. This revenue is interest earned on the sinking fund and the Federal subsidy received to help offset interest costs for the life of the bond.

Reserves

The City of Springfield's Fiscal Year 2014 budget includes the use of $7.0 million from stabilization reserves. In addition, the City is using $5.2 million in surplus that has been certified by the Board of Assessors. Over the past 6 years, the City has worked hard to increase its reserve balances through careful planning and tracking of spending. It is estimated that the City will have a balance of $30 million in its stabilization fund based on this transfer. At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in free cash. Free cash is not available for appropriation until certified by the Massachusetts Department of Revenue Director of Accounts.

City Revenue

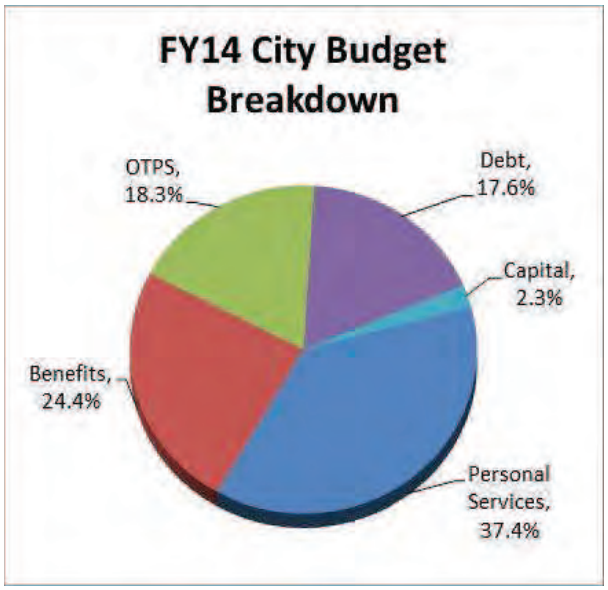
	ACTUAL FY2010 GENERAL FUND	ACTUAL FY2011 GENERAL FUND	FISCAL 2012 ACTUAL GENERAL FUND	FISCAL 2013 ADOPTED GENERAL FUND	FISCAL 2013 REVISED GENERAL FUND	FISCAL 2014 RECOMMENDED GENERAL FUND
Tax Levy	**163,097,495**	**171,233,218**	**169,389,217**	**162,992,170**	**162,992,170**	**168,217,700**
Increase Levy 2.5%	**4,136,499**	**-**	**-**	**-**	**-**	-
Subtotal	**167,233,994**	**171,233,218**	**169,389,217**	**162,992,170**	**162,992,170**	**168,217,700**
New Growth	**3,590,038**	**-**	**-**	**-**	-	-
Subtotal of Gross Tax Levy	**170,824,032**	**171,233,218**	**169,389,217**	**162,992,170**	**162,992,170**	**168,217,700**
Actual Levy Billed	*170,816,604*	*166,482,619*	*169,389,217*	-	-	
Less Overlay	**(5,369,540)**	**(2,506,666)**	**(5,144,964)**	**(5,500,000)**	**(5,500,000)**	**(2,593,003)**
Subtotal of Net Tax Levy	**165,454,492**	**168,726,552**	**164,244,253**	**157,492,170**	**157,492,170**	**165,624,697**
				-	-	
CITY RECEIPTS				-	-	
Real & Personal Property Taxes, net of refunds	165,100,169	160,748,781	159,593,039	157,492,170	157,492,170	165,624,697
Local Receipts	***42,537,995***	***38,431,505***	***42,035,174***	***38,402,040***	***39,275,508***	***39,875,762***
Tax Liens	3,768,128	3,448,477	3,833,024	-	-	-
Motor Vehicle and other excise taxes	7,480,671	7,691,115	8,814,442	8,500,000	8,500,000	8,800,000
Hotel/Motel tax	727,765	767,571	872,952	1,300,000	1,065,000	1,065,000
Charges for services	277,470	242,743	284,844	163,000	163,000	163,000
Penalties and interest on taxes	1,563,609	1,677,741	1,736,960	1,630,000	1,630,000	1,730,000
Payments in lieu of taxes	6,523,169	5,082,080	5,054,420	4,012,200	4,012,200	2,199,500
Licenses and permits	2,573,866	3,583,060	2,565,744	2,979,370	2,979,370	3,136,070
Fines and forfeitures	353,135	385,262	241,848	397,710	397,710	397,710
Departmental and other	16,338,068	12,843,357	15,975,932	17,570,748	18,695,748	20,680,999
Investment Income	724,942	1,397,809	262,013	495,640	479,108	150,000
Not Classified	2,207,172	1,312,290	2,392,995	1,353,372	1,353,372	1,553,483
QSCB Interest Earnings	-	-		-	-	
Subtotal City Receipts	**207,638,164**	**199,180,286**	**201,628,213**	**195,894,210**	**196,767,678**	**205,500,459**
				-	-	
STATE RECEIPTS				-	-	
School Aid	***280,776,073***	***283,699,293***	***294,452,761***	***305,540,764***	***305,540,764***	***316,436,478***
School Building Assistance	16,635,321	16,703,948	15,756,611	15,756,614	15,756,614	15,987,228
Chapter 70	257,480,215	262,704,774	275,403,995	285,844,612	285,844,612	295,698,063
Charter Tuition Assessment Reimbursement	6,660,537	4,290,571	3,292,155	3,939,538	3,939,538	4,751,187
Prior Year State Aid	-	-	-	-	-	-
School Construction			-	-	-	-
Chater School Capital Reimbursement			-	-	-	-
General Government Aid	***34,498,898***	***34,411,890***	***34,053,665***	***36,172,901***	***36,172,901***	***37,296,881***
UGGA	33,354,581	32,020,398	32,020,398	32,020,398	32,020,398	32,777,293
Meals Tax				1,600,000		1,600,000
Highway Revenue		620,806	-	-	-	-
Police Career Incentive	348,696	175,070	-	-	-	-
Urban Renewal Projects	41,826	5,556	-	-	-	-
Veterans Benefits	736,372	1,213,403	1,521,142	2,040,368	2,040,368	2,393,148
Exempt: Vets, Blind Persons & Surv Spouses	-	347,986	482,428	482,428	482,428	496,712
Exempt: Elderly	-	-	-	-	-	-
State Owned Land	17,423	28,671	29,697	29,707	29,707	29,728
				-	-	
Subtotal State Aid	**315,274,971**	**318,111,183**	**328,506,426**	**341,713,665**	**341,713,665**	**353,733,359**
				-	-	
RESERVES	**10,000,000**	**13,500,000**	**6,454,644**	**8,000,000**	**8,575,000**	**7,000,000**
				-	-	
Total Revenue	**532,913,135**	**530,791,469**	**536,589,283**	**545,607,875**	**547,056,343**	**566,233,818**
				-	-	
Other Sources				-	-	
Continuing Appropriations	2,845,611	1,897,128	-	-	-	-
NSS Shortfall	4,240,600	10,881,300	18,636,202	-	10,000,000	-
Certified Free Cash	726,820	-	1,458,300	-	-	-
Other Financing Sources	776,758	3,048,226	5,000,000	6,185,000	5,620,000	5,295,020
Subtotal Other Sources	8,589,789	15,826,654	25,094,502	6,185,000	15,620,000	5,295,020
TOTAL SOURCES	**541,502,924**	**546,618,123**	**561,683,785**	**551,792,875**	**562,676,343**	**571,528,838**

Expenditure Overview

The Recommended Fiscal Year 2014 budget recommends $571.8 million for municipal and educational purposes. This represents an increase of 3.4% from Fiscal Year 2013 Adopted budget. 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:

FISCAL 2012 ACTUAL GENERAL FUND	FISCAL 2013 ADOPTED GENERAL FUND	FISCAL 2013 REVISED GENERAL FUND	FISCAL 2014 MYFP - PROJECTED GENERAL FUND	FISCAL 2014 RECOMMENDED GENERAL FUND	% Change from FY13 Adopted	% Change from FY13 Revised
559,912,790	552,671,876	566,155,775.67	578,893,392	571,878,838	3.48%	1.60%

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 2014 budget appropriates $80.0 million for salaries and overtime. This represents funding for 1,242.2 General Fund Full Time Equivalents (FTEs) across all City departments. In addition, there are 56.0 Trash Fee Enterprise Fund FTEs at DPW, 90.5 Grant Funded Employees across all departments and 28 Trust Funded Employees across several departments. In addition to salaries and overtime costs, the budget appropriates $52 million for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 61 % 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 utilizes a Personnel Review Com-

mittee (PRC), comprised of representatives from the Mayor's Office, Human Resources, Office of Management and Budget (CAFO and Budget Director) that reviews every hiring, including backfills, promotions, and new non-School Department positions. The Fiscal Year 2014 General Fund FTEs of 1,242.2 is 34.9 more than those budgeted for in Fiscal Year 2013. The variance is made up of adding employees to the police academy and the reorganization of the Library Department.

DEPARTMENT	FY08	FY09	FY10	FY11	FY12	FY13	FY14
CITY COUNCIL	12.0	11.6	15.6	15.8	15.8	15.8	16.0
MAYOR	5.5	7.0	7.0	7.0	7.0	7.0	7.0
INTERNAL AUDIT	-	-	3.0	3.0	2.0	3.0	3.0
CITY CLERK	11.0	12.0	11.0	11.0	10.0	10.0	10.0
BOARD OF ELECTION COMMISSION	5.0	5.0	4.0	5.0	4.0	4.5	4.5
LAW	27.0	25.6	19.5	24.5	22.2	24.8	23.0
General Gov't Subtotal	**60.5**	**61.2**	**60.1**	**66.3**	**61.0**	**65.1**	**63.5**
CAFO/OFFICE OF MANAGEMENT & BUDGET	-	-	4.3	3.0	2.0	2.0	8.0
FINANCE	14.0	10.0	10.5	9.0	7.0	6.0	-
CITISTAT	4.0	4.0	4.0	5.0	-	-	-
311	-	10.0	11.0	10.8	9.8	8.8	8.8
COMPTROLLER	14.0	16.2	13.5	13.5	11.0	10.0	9.0
OFFICE OF PROCUREMENT	12.0	12.8	11.0	9.0	6.0	6.0	7.0
BOARD OF ASSESSORS	12.0	14.0	13.0	13.0	12.0	11.0	12.0
TREASURER/COLLECTOR	20.0	19.5	18.0	18.0	17.0	16.0	16.0
HUMAN RESOURCES AND LABOR RELATIONS	23.0	22.0	14.0	17.5	17.5	15.0	16.0
LABOR RELATIONS	-	-	3.5	-	-	-	-
PAYROLL DEPARTMENT	-	-	5.0	5.0	4.0	-	-
INFORMATION TECHNOLOGY DEPARTMENT	22.0	22.6	18.0	18.0	15.0	14.0	14.0
CAPITAL ASSET CONSTRUCTION	-	4.0	4.0	3.0	3.0	3.0	2.0
A&F Subtotal	**121.0**	**135.1**	**129.8**	**124.8**	**104.3**	**91.8**	**92.8**
PLANNING DEPARTMENT	14.0	14.0	13.6	13.0	12.0	13.0	13.0
BUILDING - CODE ENFORCEMENT	25.0	25.0	25.0	25.0	25.0	25.0	25.0
HOUSING - CODE ENFORCEMENT	16.0	18.9	13.9	13.5	12.5	11.3	11.3
Planning and Eco Dev Subtotal	**55.0**	**57.9**	**52.5**	**51.5**	**49.5**	**49.3**	**49.3**
PARKS DEPARTMENT	103.0	101.5	86.3	92.0	73.5	72.0	70.0
FACILITIES MANAGEMENT	56.0	56.0	65.0	68.0	58.0	23.0	23.0
PBRM Subtotal	**159.0**	**157.5**	**151.3**	**160.0**	**131.5**	**95.0**	**93.0**
POLICE	583.0	583.0	537.0	539.0	510.0	477.0	485.0
FIRE	290.0	291.0	262.0	263.0	251.0	239.0	240.0
CENTRALIZED DISPATCH	-	-	28.0	28.0	28.0	27.0	27.0
Public Safety Subtotal	**873.0**	**874.0**	**827.0**	**830.0**	**789.0**	**743.0**	**752.0**
DEPARTMENT OF PUBLIC WORKS	174.0	135.5	99.0	66.0	60.0	60.0	70.0
Public Works Subtotal	**174.0**	**135.5**	**99.0**	**66.0**	**60.0**	**60.0**	**70.0**
TJ O'CONNOR ANIMAL CONTROL	13.0	13.5	10.5	10.0	10.0	11.0	12.0
HEALTH & HUMAN SERVICES	32.0	32.5	30.0	26.9	25.0	22.5	22.5
DEPARTMENT OF ELDER AFFAIRS	6.0	6.8	6.1	5.9	5.9	6.4	5.3
VETERANS SERVICES	4.0	4.0	4.0	4.0	4.0	4.0	4.0
LIBRARY	84.0	79.9	62.9	64.9	62.6	59.2	77.9
HHS Subtotal	**139.0**	**136.7**	**113.5**	**111.7**	**107.5**	**103.1**	**121.6**
City GRAND TOTAL	**1,581.5**	**1,557.9**	**1,433.2**	**1,410.3**	**1,302.8**	**1,207.3**	**1,242.2**

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 330) of the City's employees are not in a union, it is important to negotiate long-term, sustainable union contracts. In FY05, the City and the Finance Control Board renegotiated long-term contracts with every union, allowing for better long-term financial planning. Those agreements all expired on June 30, 2012. The Fiscal Year 2014 budget assumes a 0-2.5% wage increase for employees (union and non-union), subject to contractual agreement ratified and approved.

Health Insurance

Springfield's Fiscal Year 2014 budget includes $23.2 million for health insurance for City department employees representing a 1.0% increase above the Fiscal Year 2013 projection. This amount pays for active and retired City employees. At this time, the GIC is not projecting increases to premium contributions, co-pays or deductibles for Fiscal Year 2014.

Prior to 2007, the City's health insurance costs were approximately 10 % of the budget and increasing at a rate of 13 % annually. This trend would have been unsustainable because the City's largest revenue source, real property taxes, can only increase by 2.5 % annually. The most significant measure to controlling costs was becoming the first Massachusetts municipality to join the GIC. The GIC purchases health insurance for 265,000 state employees and retirees. The City also requires employees to contribute 25% of premium costs and eligible subscribers to join Medicare Part A and B. By joining Medicare through Chapter 32B of the Massachusetts General Laws, the City shifts a portion its retiree health care costs to the federal government. Retirees are eligible if they paid into the Medicare system for 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 % of their health, vision, and dental premium. For retirees whose gross annual pension benefit is $30,000 or less, the City funds 85% of their premium. This additional benefit will decrease each fiscal year until Fiscal Year 2016, when all retirees will pay 25 % of their health, life, and dental premium. In addition to health, dental, and vision insurance premiums, the City provides 100 % reimbursement for Medicare Part B penalty premiums and 50 % on life insurance policies. The City's unfunded actuarial accrued liability for other post employment benefits is estimated to be $1 billion based on the valuation of the system completed in FY11. At this time, the City has not recommended funding an annual appropriation for this liability and is looking for ways to address this expense for future years.

Retirement

The Fiscal Year 2014 budget appropriates $25.2million for retirement costs for City employees and School Department employees who are not members of the Massachusetts Teachers Retirement System (MTRS). The City does not contribute to teachers' and certain administrators' retirement, as they receive their retirement through the MTRS.

Chapter 32 of Massachusetts General Laws establishes benefits, contribution requirements, and an accounting and fund structure for all Massachusetts retirement boards. The Public Employee Retirement Administration Commission (PERAC), created under Chapter 306 of the Acts of 1996, oversees the 106 contributory retirement systems for public employees in Massachusetts.
Membership is mandatory for all permanent municipal full-time employees. Employees contribute a portion of their salaries based on when they began their service, ranging from five to nine percent of

their compensation. If an employee earns more than $30,000, 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% 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. Chapter 32 of the Massachusetts General Laws requires municipalities to fully fund their retirement liability by 2039.

For Fiscal Year 2014, Springfield utilizes an updated pension valuation as of January 2012 with a funding schedule extended to 2037. This valuation defines the City's accrued liabilities as $657 million with a funded ratio of 29%.

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 2014 budget includes $39.9 million for debt service, a slight decrease from the FY13 appropriation as a direct result of refinancing in February 2013 saving over $600,000 in the first year. Springfield's annual debt expenditures comprise of approximately 17.6% of the City's overall general fund expenditures.

Enterprise Fund

The Fiscal Year 2014 Budget appropriates $4.5 million to supplement the Solid Waste Enterprise Fund. All solid waste functions are funded in the Enterprise Fund. In addition to the supplement provided for in the budget, the fund generates $4.75 million in revenue to fund operations. The City Council approved a trash fee of $90 per bin for Fiscal Year 2013.

Assessments

The Fiscal Year 2014 budget appropriates $37.4 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. $30.1 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 $501,000 in Fiscal Year 2014 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 2014 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.

School Department

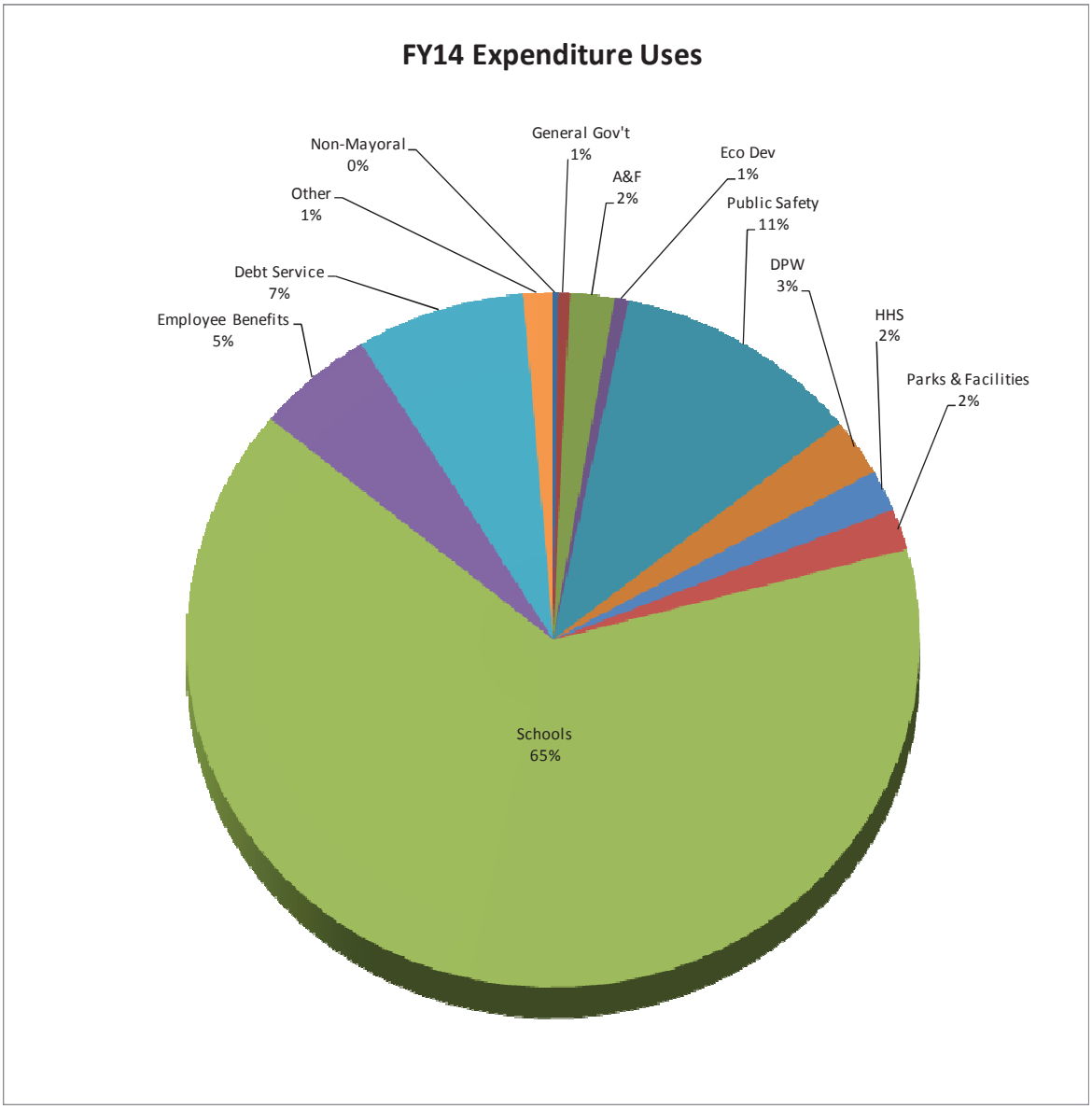
The City operates the second largest school district in the Commonwealth of Massachusetts and is comprised of 38 elementary schools (12 contain on-site early childhood programs), six middle schools, six high schools, and seven specialized schools. Students also have alternative educational options of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

Attending public school within Springfield are over 28,441 students served by 4,701 employees.

Additionally, the City provides per pupil funding to four Charter Schools that collectively enroll approximately 2,300 students, and to other neighboring school districts that collectively enroll about 650 students who reside in Springfield but attend school in other districts under the School Choice Program.

City Departments

Springfield's Fiscal Year 2014 budget appropriates $209.2 million for City departments and $357.9 million for the School Department. The allocation of funding by Division is as follows:



Non-Mayoral Division

The Fiscal Year 2014 budget includes $1,307,277 for the Non-Mayoral Division departments, an increase of $81,095 from the FY13 Adopted budget. This division consists of three departments: the City Council, the City Clerk and the Internal Auditor. The City Council is elected by the residents of Springfield, with the City Clerk and the Director of Internal Audit reporting to the Council.

FY14 Recommended Budget Non Mayoral Division					
	FY13 Adopted	FY13 Revised	FY14 Recommended	% Change from FY13 Adopted	% Change from FY13 Revised
City Council	346,717	346,717	366,245	5.6%	5.6%
City Clerk	480,031	480,031	482,130	0.4%	0.4%
Internal Auditor	399,438	399,438	458,902	14.9%	14.9%
Total	**1,226,186**	**1,226,186**	**1,307,277**	**6.6%**	**6.6%**

The City Council's Fiscal Year 2014 budget is $366,245. 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. No reductions were taken in this department.

The City Clerk's Fiscal Year 2014 budget is $482,130. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements. The reductions taken within this department will be charged to a recurring grant that the department receives and should not impact operations.

The Internal Auditor's Fiscal Year 2014 budget is $458,902. The Internal Auditor is responsible for conducting internal audits. The Director of Internal Audit is appointed by the Mayor with the approval of the City Council. The School Department support costs associated with the annual audit.

General Government Division

The Fiscal Year 2013 budget includes $2,840,404 for the General Government Division, a decrease of $113,195 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.

FY14 Recommended Budget General Government Division					
	FY13 Adopted	FY13 Revised	FY14 Recommended	% Change from FY13 Adopted	% Change from FY13 Revised
Mayor	437,294	437,294	444,893	1.7%	1.7%
Law	1,237,488	1,812,488	1,804,086	45.8%	-0.5%
Elections	477,427	477,427	591,426	23.9%	23.9%
Total	**2,152,209**	**2,727,209**	**2,840,404**	**32.0%**	**4.2%**

The Mayor's Office Fiscal Year 2014 budget is $444,893. 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 2014 budget is $1,804,086. The Law Department conducts all legal business of the City and administers the License Commission. The increase impacting this department include directly charging $550,000 to the School Department for services provided through an agreed upon service level agreement.

The Board of Elections Fiscal Year 2014 budget is $591,426. The department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. The increases are due to a general election and the ballot question related to the casino.

Administration and Finance Division

The budget for the Administration and Finance Division totaled $10,714,885 in Fiscal Year 2014, a decrease of $75,090. 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.

FY14 Recommended Budget Administration & Finance Division					
	FY13 Adopted	FY13 Revised	FY14 Recommended	% Change from FY13 Adopted	% Change from FY13 Revised
Office of Management & Budget	229,927	229,927	619,247	169.3%	169.3%
Finance	497,608	497,608	-	-100.0%	-100.0%
CitiStat	-	-	-	0.0%	0.0%
Dept 3-1-1	344,785	344,785	423,346	22.8%	22.8%
Comptroller	591,626	591,626	545,031	-7.9%	-7.9%
Procurement	415,247	415,247	496,503	19.6%	19.6%
Assessors	705,826	705,826	998,185	41.4%	41.4%
Treasurer	2,858,761	2,858,761	2,056,253	-28.1%	-28.1%
Collector	419,768	419,768	428,981	2.2%	2.2%
Human Resources & Labor	1,322,842	1,322,842	1,615,759	22.1%	22.1%
Payroll	111,735	111,735	184,886	65.5%	65.5%
Information Technology	2,909,117	2,909,117	3,020,036	3.8%	3.8%
Capital Asset Construction	382,732	382,732	326,658	-14.7%	-14.7%
Total	**10,789,975**	**10,789,975**	**10,714,885**	**-0.7%**	**-0.7%**

The Office of Management and Budget's Fiscal Year 2014 budget is $619,247. 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. In FY14, the CAFO's department was combined with the Budget department creating the Office of Management and Budget. By doing so, the department has streamlined its operations which created increased capacity and the opportunity to build in a performance management function; at the same time saving the City $100,000 in salary savings.

The 3-1-1 budget for Fiscal Year 2014 is $423,346 which is 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 increase within this department is supported by the School Department in the amount of $75,000 in Fiscal Year 2014 for the services that 3-1-1 provides to the Parent Information Center. Along with this service, the department is also collaborating on an internship program that will fund an intern from the Putnam Vocational High School to work and learn at the call center.

The Comptroller's Office Fiscal Year 2014 budget is $545,031. The Comptroller is responsible for maintaining the City's financial system of record, ensuring all financial transactions are in compliance. The reductions taken within this department transfers 1.0 FTE to the utility fund to help alleviate costs on the general fund.

The Fiscal Year 2014 budget appropriates $496,503 for the Office of Procurement. The department is responsible for procuring quality goods and services at a reasonable cost, in accordance with Massachusetts General Laws. A Contract Compliance Officer was transferred from the Parks department in an effort to maintain the core functions that are provided. This position directs compliance matters on all municipal construction projects. It will also be responsible for assisting the investigation and resolution of bid disputes regarding EEO, Affirmative Action, and the Responsible Employer Ordinance (REO).

The Board of Assessors' Fiscal Year 2014 budget is $998,185. This department provides accurate and equitable valuation of all real and personal property within the City. The department's increase is due to the DOR mandated re-evaluation of the City and the creation of a real estate appraiser position. This position will help maintain the core function of the department and fair and equitable assessments for taxpayers.

The Treasurer/Collector department's Fiscal Year 2014 budget is $2,056,253 and $428,981 respectively The reductions taken within Treasury is a result of moving the City's portion of Medicaid out of the budget and into a separate account. The increase taking in Collectors is a result of built-in raises within the department pending contractual union negotiation.

The Human Resources and Labor Relations Department Fiscal Year 2013 budget is $1,615,759. 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. The increases are a due to a funding an insurance consultant for the new federal health care changes. It also reflects the Schools support for related services completed by this department.

The Payroll Department's Fiscal Year 2014 budget is $184,886. The Payroll Department is responsible for conducting payroll matters for the city and school departments. The City has entered into a service level agreement with the School Department to consolidate the City and Schools payroll function. The costs included in this budget represent the School Department's chargeback to the City for the payroll services provided for City employees.

The Information Technology Department's Fiscal Year 2014 is $3,020,036. The IT Department maintains and supports the City's electronic information infrastructure and software applications. The budget for this department has increased as a result of contract clauses and built-in raises.

The Capital Asset Construction Department's Fiscal Year 2014 budget is $326,658. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments.

Development Division

The Developmental Services Division Fiscal Year 2014 budget appropriates $3,350,415, an increase of 483,857. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city.

FY14 Recommended Budget Development Division					
	FY13 Adopted	FY13 Revised	FY14 Recommended	% Change from FY13 Adopted	% Change from FY13 Revised
Planning	1,286,155	1,286,155	1,310,026	1.9%	1.9%
Building Code	1,361,150	1,361,150	1,404,502	3.2%	3.2%
Housing Code	619,253	619,253	638,387	3.1%	3.1%
Total	**3,266,558**	**3,266,558**	**3,352,915**	**2.6%**	**2.6%**

The Fiscal Year 2014 budget appropriates $1,310,026 for the Planning and Economic Development Division. The Office of Planning and Economic Development manages programs and projects that fulfill the physical, economic, and environmental needs of the city.

The Building Inspectional Services Division's Fiscal Year 2014 budget is $1,402,002. The department enhances public safety through inspections and licensing of physical operations of businesses in the city. The Department submitted fee changes for Fiscal Year 2013 that generated $367K of additional fees and update the fee schedule consistent with like communities.

The Housing Inspectional Services Division Fiscal Year 2014 budget is $638,387. 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 daily functions of the two Code Enforcement departments directly affect residents' quality of life by enforcing health, sanitary, and safety codes in the City of Springfield. In addition, these departments partner with the Parks Department's Mayor's Clean City initiative to clean and maintain illegal dumping sites throughout the City.

Public Safety Division

The Public Safety Division departmental budgets total $60,005,359. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

FY14 Recommended Budget Public Safety Division	FY13 Adopted	FY13 Revised	FY14 Recommended	% Change from FY13 Adopted	% Change from FY13 Revised
Police	35,252,755	35,252,755	38,776,603	10.0%	10.0%
Fire	19,135,621	19,135,621	19,486,362	1.8%	1.8%
Dispatch	1,363,115	1,363,115	1,738,594	27.5%	27.5%
Total	**55,751,491**	**55,751,491**	**60,001,559**	**7.6%**	**7.6%**

The Police Department's Fiscal Year 2014 budget is $38,776,603. 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 increases in this department include fully supplementing the State's portion of the Quinn benefit payments, pending negotiations, along with funding for the City's obligation. In addition, this budget fully funds the Police Academy currently in session.

The Fire Department's Fiscal Year 2014 budget is $19,490,162. The increases in the Fire Department will fund eight current fire fighter vacancies.

The Dispatch Department has an appropriation of $1,738,594 for Fiscal Year 2014. Some operational costs have been funded through the department's E911 grant funded by the State for FY14 in an effort to maintain adequate staffing levels. In addition, a lease agreement was entered in Fiscal Year 2013 to fund the FCC mandated upgrade of the City's communication signals.

Public Works Division

The Department of Public Works (DPW) Fiscal Year 2014 Budget is $14,759,839. The department monitors and preserves the City's fleet inventory (except Public Safety vehicles) and equipment. Additionally, DPW provides preservation of public way infrastructures (streets, sidewalks, street signs, and traffic signals) and administering solid waste, recycling and yard waste programs.

FY14 Recommended Budget Public Works Division					
	FY13 Adopted	FY13 Revised	FY14 Recommended	% Change from FY13 Adopted	% Change from FY13 Revised
DPW - General Fund	10,078,590	10,322,690	10,227,389	1.5%	-0.9%
DPW - Enterprise Fund Supplement	4,940,063	4,940,063	4,532,450	-8.3%	-8.3%
Total	**15,018,653**	**15,262,753**	**14,759,839**	**-1.7%**	**-3.3%**

The reductions taken in the DPW's General Fund account will shift 3 FTEs to the Chapter 90 grant funding provided by the State. The DPW budget does include the ten drivers funded in Fiscal Year 2013 to fully support the City's snow plow efforts during a snow event.

In addition to the reductions taken in the General Fund, reductions were also taken in DPW's Solid Waste Enterprise Fund which pays for all costs associated with trash service. The reductions include the reduction in the tonnage removal costs which reflect the Fiscal Year 2013 tonnages and the reduction in the number of replacement barrels purchased for Fiscal Year 2014.

Health and Human Services

The Fiscal Year 2014 budget appropriates $10,474,515 for the Health and Human Services Division. This division includes support for the elderly and veterans, provides public health and animal control services to the community, and maintains the City's library system.

FY14 Recommended Budget Health & Human Services Division	FY13 Adopted	FY13 Revised	FY14 Recommended	% Change from FY13 Adopted	% Change from FY13 Revised
TJO - Animal Control	1,218,213	1,218,213	1,254,942	3.0%	3.0%
Health	1,337,057	1,337,057	1,292,146	-3.4%	-3.4%
Elder	298,517	298,517	304,141	1.9%	1.9%
Veterans	3,151,491	3,151,491	3,573,436	13.4%	13.4%
Library	3,555,318	3,755,318	4,104,851	15.5%	9.3%
Total	**9,560,596**	**9,760,596**	**10,529,516**	**10.1%**	**7.9%**

The Thomas J. O'Connor Animal Control and Adoption Center's Fiscal Year 2014 is $1,254,942. This department provides comprehensive animal control services and programs, including adoptions, licensing, vaccines, and education. The increases include built-in raises and a position originally paid for using a grant that is no longer funded. TJO provides 24/7 animal control services to Springfield, as well as the cities of Chicopee and Holyoke. In addition, the TJO updated some fees based on like organizations that will generate recurring revenue to the City.

The Health Department Fiscal Year 2014 is $1,237,146. The department promotes physical and mental health, disease prevention, disability management and enforcement of public health rules and regulations. The reductions taken are a result of shifting salaries to grant funds and a position under the Department of Elder Affairs.

The Department of Elder Affairs Fiscal Year 2014 budget is $304,141. The department enhances the quality of life for elderly citizens through outreach, senior centers, and recreational programming. The increases include built-in raises and a position that was transferred from the HHS budget.

The Veterans Services department's Fiscal Year 2014 budget is $3,573,436. This department provides aid and advisement to veterans and their dependents. The budget for this department is caseload driven and over the past several years caseload has significantly increased. The budget represents current year caseload which is the highest it has ever been.

The Fiscal Year 2014 budget appropriates $4,104,851 for the Library Department. This Fiscal Year's budget increase includes closing of 2 branches: Pine Point and Liberty Street. However, the remaining branches will all be open thirty hours a week. This is an increase of past years were branches were only open eighteen hours a week.

Parks, Buildings, and Recreation Management Division

The Parks, Buildings and Recreation Management Division's Fiscal Year 2014 budget is $10,528,160. 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.

FY14 Recommended Budget Parks, Building & Recreation Management Division					
	FY13 Adopted	FY13 Revised	FY14 Recommended	% Change from FY13 Adopted	% Change from FY13 Revised
Parks & Recreation	7,547,672	7,672,672	7,592,960	0.6%	-1.0%
Facilities	3,592,449	3,592,449	2,935,200	-18.3%	-18.3%
Total	**11,140,122**	**11,265,122**	**10,528,160**	**-5.5%**	**-6.5%**

The Parks Department's Fiscal year 2014 budget is $7,592,960. The Parks Department is responsible for maintaining the City's parks, golf courses, and athletic fields. Reductions in this department eliminates the funding for terrace maintenance work performed by a contractor but rather the work will now be performed by the Hampden County Sherriff's crews saving an estimated $135,000 per year.

The Fiscal Year 2014 budget appropriates $2,935,200 for the Facilities Department. The Facilities Department maintains and repairs over 90 municipal and school buildings. The major change in this department is how it is funded in conjunction with the School Department. For Fiscal Year 2014, all School related costs are transferred to the School Department and any services utilized by the City will be charged back to the department. In addition, the City will no longer be responsible to pay for the New Leadership Charter School lease.

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Section 3
Non-Mayoral Division

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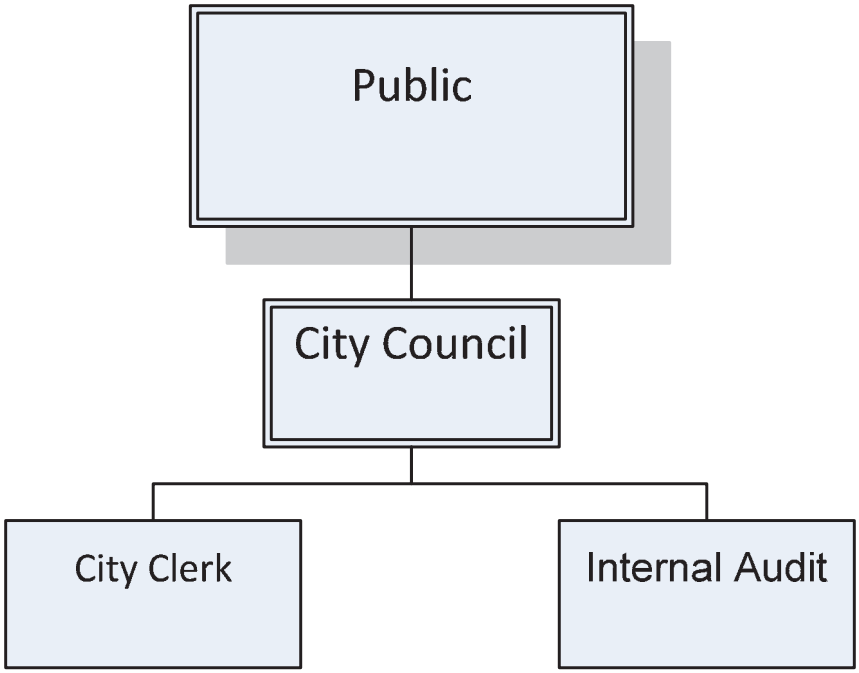
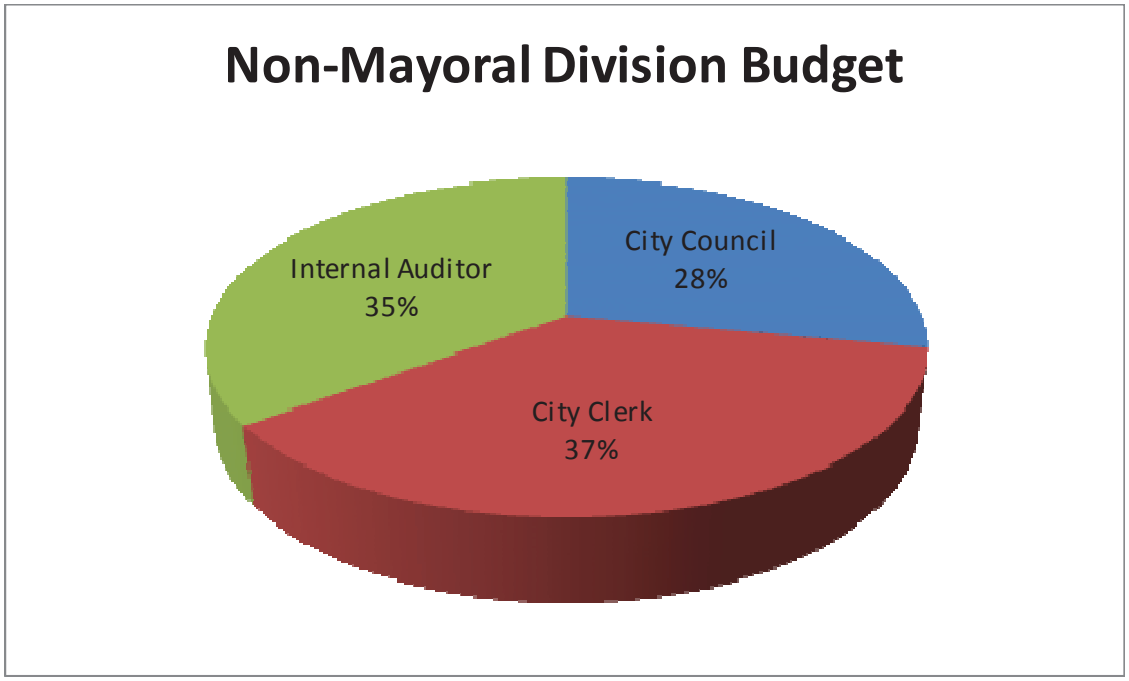
Non-Mayoral



Mission Statement

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

General Fund Budget and Staffing Overview



Non-Mayoral Division Budget	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
City Council	324,078	340,409	311,855	366,245	54,390	17.4%
City Clerk	556,586	499,664	423,884	482,130	58,246	13.7%
Internal Auditor	404,648	346,653	279,994	458,902	178,908	63.9%
Total Division	**1,285,312**	**1,186,726**	**1,015,733**	**1,307,277**	**291,544**	**28.7%**

Division Personnel (FTE's)	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
City Council	15.8	15.8	15.8	16.0	0.2	1.3%
City Clerk	11.0	10.0	10.0	10.0	-	0.0%
Internal Auditor	3.0	2.0	2.0	3.0	1.0	50.0%
Total FTE's	**29.8**	**27.8**	**27.8**	**29.0**	**1.2**	**4.3%**

Non-Mayoral Division FY14 Funding Sources

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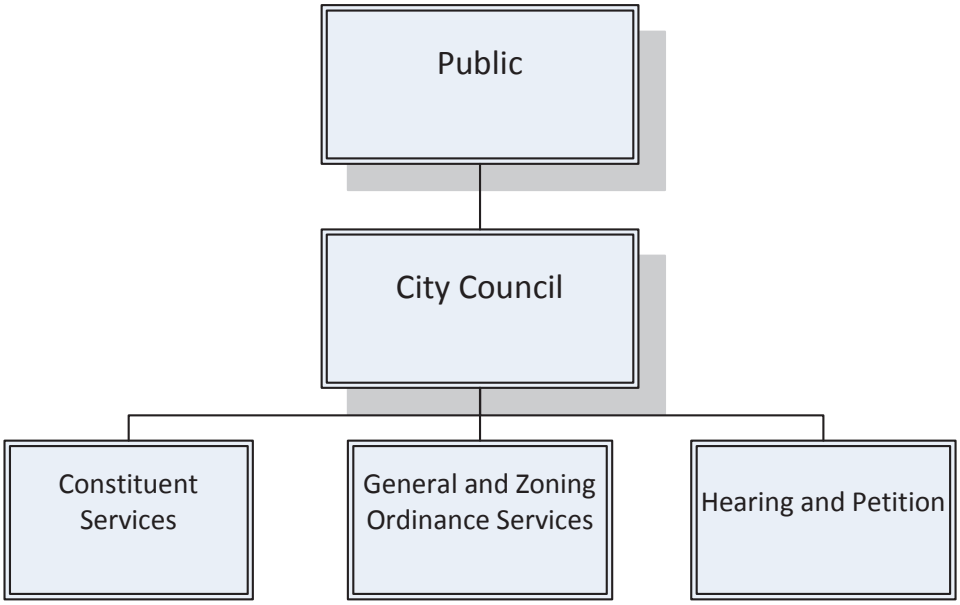
City Council

The City Council enacts general and zoning ordinances, hears petitions for special permits, authorizes legislation for special acts, and accepts grants on behalf of the City. The City Council also passes resolutions and issues proclamations on behalf of the residents of the City of Springfield.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	15.80	15.80	16.0	0.2	1.3%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**15.8**	**15.8**	**16.0**	**0.2**	**1.3%**

All Funds Budget

Revenue Overview:

City Council Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	-	-	-	-	0.0%
External Funds	-	-	-	-	0.0%
General Fund Revenue	350,388	346,717	366,245	19,528	5.6%
Total Departmental Revenue	**350,388**	**346,717**	**366,245**	**19,528**	**5.6%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	336,760	334,979	354,507	19,528	5.8%
OTPS	13,628	11,738	11,738	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	**350,388**	**346,717**	**366,245**	**19,528**	**5.6%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**350,388**	**346,717**	**366,245**	**19,528**	**5.6%**

Budget Development

City Council Department Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	336,760	334,979	354,507	354,507	19,528	5.8%
OTPS	13,628	11,738	11,738	11,738	-	0.0%
Capital	-	-	-	-	-	0.0%
Total General Funds	**350,388**	**346,717**	**366,245**	**366,245**	**19,528**	**5.6%**

- ◊ Funds 16 FTEs, (FY13 FTE count was 15.8) Aide's hours increased from 30 to 37.5, weekly.
- ◊ Increase to Personal Services due to 2% staff increases and Aides increasing hours

Expenditure Cuts:

- ◊ No expenditure cuts for this department.

Revenue:

- ◊ No revenue collected by this department.

Grants:

- ◊ No grants received by this department.

Departmental Overview & Highlights

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 is complete 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 from the Councilors. Through its internal committee system, the Council conducts oversight, initiates action on, and considers proposals.

The Council Office staff produces reports and backup for City Council meetings and hearings. They also provide accurate and timely recordings of all Council meetings, sub-committee meetings, documents, and reports as required by law.

Fiscal Year 2013 Highlights

The City Council provided timely and 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 City Council meeting minutes within 3 days after the meeting was held.

Tracked and analyzed 2100 complaints, telephone calls relative to complaints, and requests for information received regarding matters that affect the quality of life in Springfield.

Processed the following: 21 proposed ordinances, 3 zone changes, 132 resolutions and orders, 55 reports of the board of public works, 32 financial orders, 168 proclamations, 41 special permits, 198 sub-committee meetings, 45 City Council meetings, 3 revocation hearings, and 8 petroleum storage permits within five (5) days, as required by law.

Risks and ChallengeS for Fiscal Year 2014

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

The other major challenge facing the City Council's office is the ability to handle requests for 13 City Councilors with only a staff of 1.9 FTE's. One staff member is on an extended sick leave. The Council also has increased the numbers of committees from 12 (in 2011) to 16 (in 2012) and 18 (in 2013) including the casino and school safety committees with the same 1.9 staff support.

Processing ordinances, zone changes, resolutions and orders, proclamations, special permits, sub-committee meetings, city council meetings, and petroleum storage permits is a challenge with a staff of only three (3) employees and thirteen (13) City Councilors as requested by law.

Strategic Decisions for Fiscal Year 2014

In Fiscal Year 2014, the City Council's office will continue to meet with neighborhood residents to improve communication between the City Council and its staff.

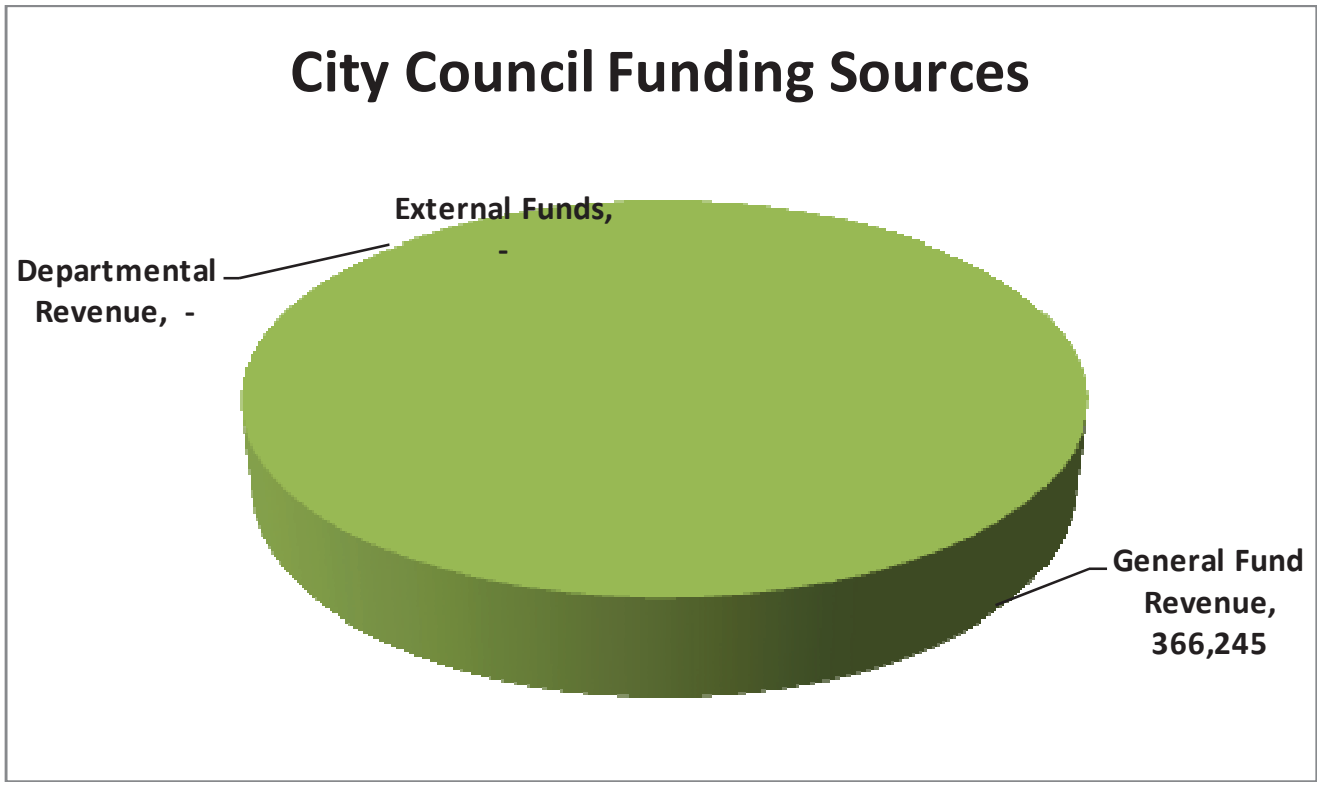
The City Council's Office will need additional staff or a reduced number of committees in fiscal year 2014 as 1.9 or 2.9 staff members will be unable to handle and ever increasing work load.

The Council will seek to improve the tax factors rate setting processes by having meeting is with citizens and businesses in October 2013, and setting the tax factor in November 2013 for Fiscal Year 2014.

The council staff will assist in implement live video streaming of City Council meetings.

Revenue Detail

Departmental Revenue:

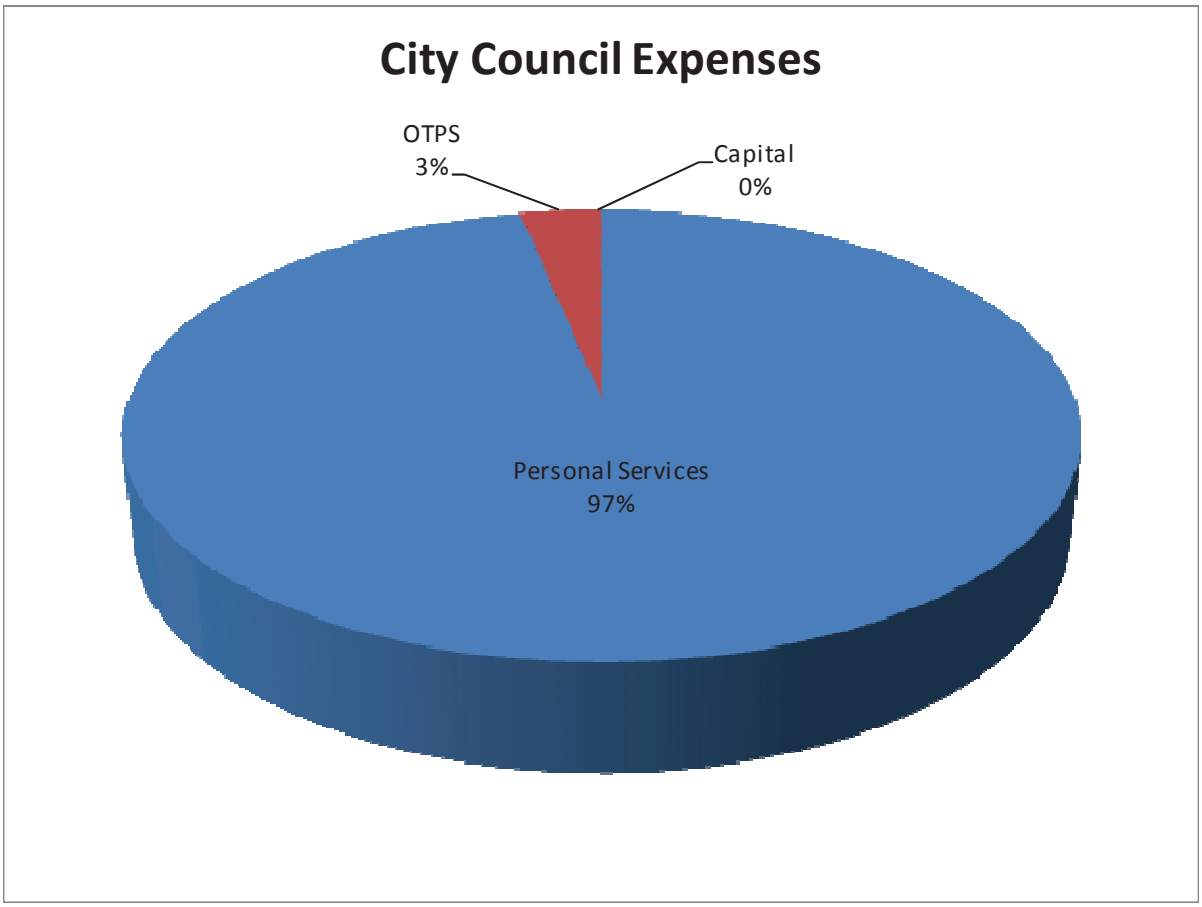


Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	**-**	**-**	**-**	**-**	**0.0%**

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
Subtotal Multi-year grants:			N/A	-
Subtotal FY14 anticipated grants:			N/A	-
			-	-
Subtotal Other Funding:			N/A	-
TOTAL External Funding Sources:			N/A	-
TOTAL External Funding Sources:			-	-

Expenditure Detail



City Council Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	336,760	334,979	354,507	19,528	5.8%
OTPS	13,628	11,738	11,738	-	0.0%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**350,388**	**346,717**	**366,245**	**19,528**	**5.6%**

Program Summaries

Constituent Services

Constituent Services is responsible for acting as a conduit between the thirteen 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.

Citywide Strategic Priority: Fiscal & Operational Excellence

Fiscal Year 2014 Performance Measures - City Council Constituent Services				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Percent of responses to public and press within legal requirements	97%	97%	97%	98%
Percent of public meetings that comply with Open Meeting Laws	99%	99%	99%	99%
Percent of complaints reviewed and responded to	97%	97%	97%	98%

General and Zoning Ordinance Service

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 for other duties as assigned for compliance with state and federal laws.

Citywide Strategic Priority: Fiscal & Operational Excellence

Fiscal Year 2014 Performance Measures - City Council General and Zoning Ordinance Services				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Numbers of sub-committee meetings conducted	215	219	253	200
Number of Special Acts, Special Permits Zoning and General Ordinances proposed	27	29	29	30
Number of Council meetings conducted	25	31	34	32
Percent of viewing audience watching via live video streaming	97%	15.0%	15.0%	50%

Hearing and Petition Services

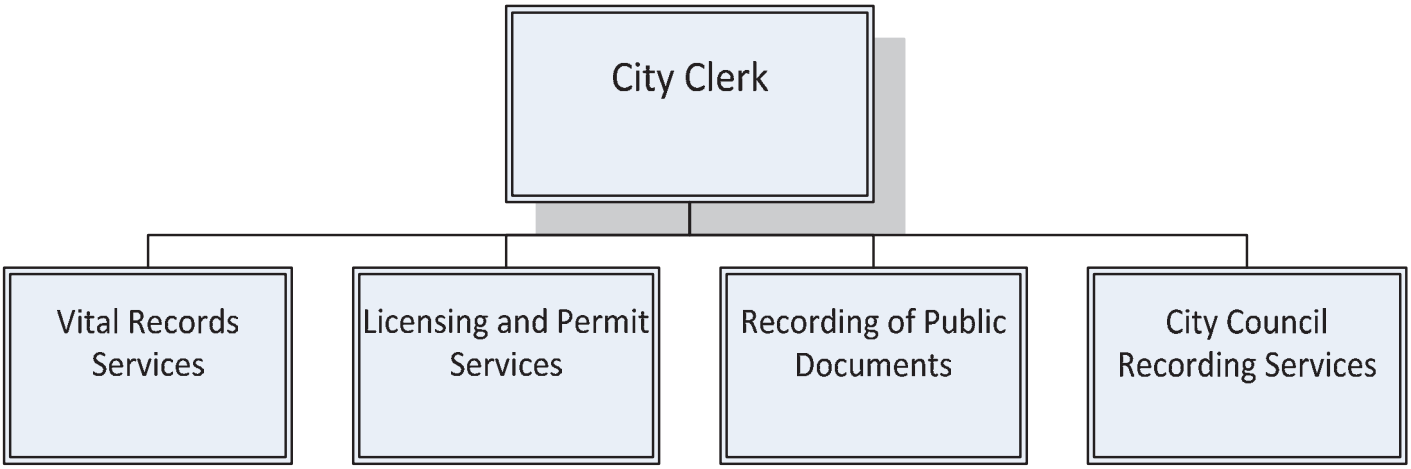
This program is responsible for conducting committee hearings and meetings, filing reports regarding changes to self-service gas stations, open-air parking lots, above and underground storage licenses and renewals, and confirmation of Mayoral appointments.

Citywide Strategic Priority: Fiscal and Operational Excellence

Fiscal Year 2014 Performance Measures - City Council Hearing and Petition Services				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Percent of permits renewed vs. number outstanding	99%	99%	99%	99%
Number of un-renewed permits and licenses posted online	9	3	6	3
Percent of meetings posted within 48 hours as required by law	100%	100%	100%	100%

City Clerk

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 the community benefits from sound licensing, permitting and recording practices.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	10.00	10.00	10.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**10.0**	**10.0**	**10.0**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

City Clerk Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	828,936	1,035,000	1,088,000	53,000	5.1%
External Funds	-	-	-	-	0.0%
General Fund Revenue	478,959	480,031	482,130	2,099	0.4%
Total Departmental Revenue	**1,307,895**	**1,515,031**	**1,570,130**	**55,099**	**3.6%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	436,949	435,713	447,370	11,658	2.7%
OTPS	42,010	44,318	34,760	(9,559)	-21.6%
Capital	-	-	-	-	0.0%
Total General Funds	**478,959**	**480,031**	**482,130**	**2,099**	**0.4%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**478,959**	**480,031**	**482,130**	**2,099**	**0.4%**

Budget Development

City Clerks Department Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	436,949	435,713	477,370	447,370	11,658	2.7%
OTPS	42,010	44,318	44,760	34,760	(9,559)	-21.6%
Capital	-	-	-	-	-	0.0%
Total General Funds	**478,959**	**480,031**	**522,130**	**482,130**	**2,099**	**0.4%**

- ◊ Funds 10 FTEs consistent with FY13
- ◊ Increase to Personal Services builds in a 2% increase to salaries

Expenditure Cuts:

- ◊ Salaries and Wages offset to Comcast grant—$30,000
- ◊ Software Line offset to Comcast grant—$10,000
- ◊ Increase Revenue to absorb $49,000 in cuts

Revenue:

- ◊ Revenue increase of $60,000—Increase fee by $5.00 for Marriage, Birth and Death Certificates
- ◊ All other revenues remain level with FY13

Grants:

- ◊ No grants received by this department.

Departmental Overview & Highlights

As the official record keeper for the City of Springfield, the City Clerk's services include copying and issuing vital records, licenses and permits, attestation of public documents, and 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 2013 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 that have filed e-mail addresses with the City Clerk's office.

E-mailed tag sale permits to the Police Department each Friday for compliance and spot checks.

Mailed notice letters of time to renew Business Certificates to city businesses 45 days prior to the certificates expiration dates.

Entered rabies certificates into tracking system to compare registered dogs against filed rabies certificates, as required by law. This increased the total number of registered dogs from 15,895 to 17,545 as of December 31, 2012.

Implemented Minute Traq and Media Traq software allowing the Clerk's Office, and various departments, to file City Council agenda items electronically. The Clerk's Office now has the ability to produce meeting minutes electronically and provide live video streaming of City Council meetings. This system went "live" in January, 2012.

Notified all unregistered physicians of their requirement to register with the City.

Risks and Challenges for Fiscal Year 2014

The Clerk's office will continue to improve its ability to provide efficient customer service by reducing wait times for vital records and distribution of records of actions by the City Council. The Clerk's office will increase 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 six years the office lost four fill time employees with over 15 years 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 Minute Traq and Media Traq software system were not fully implemented because additional cameras are needed. Cameras will be acquired through a grant, and should be fully operational by July, 2013.

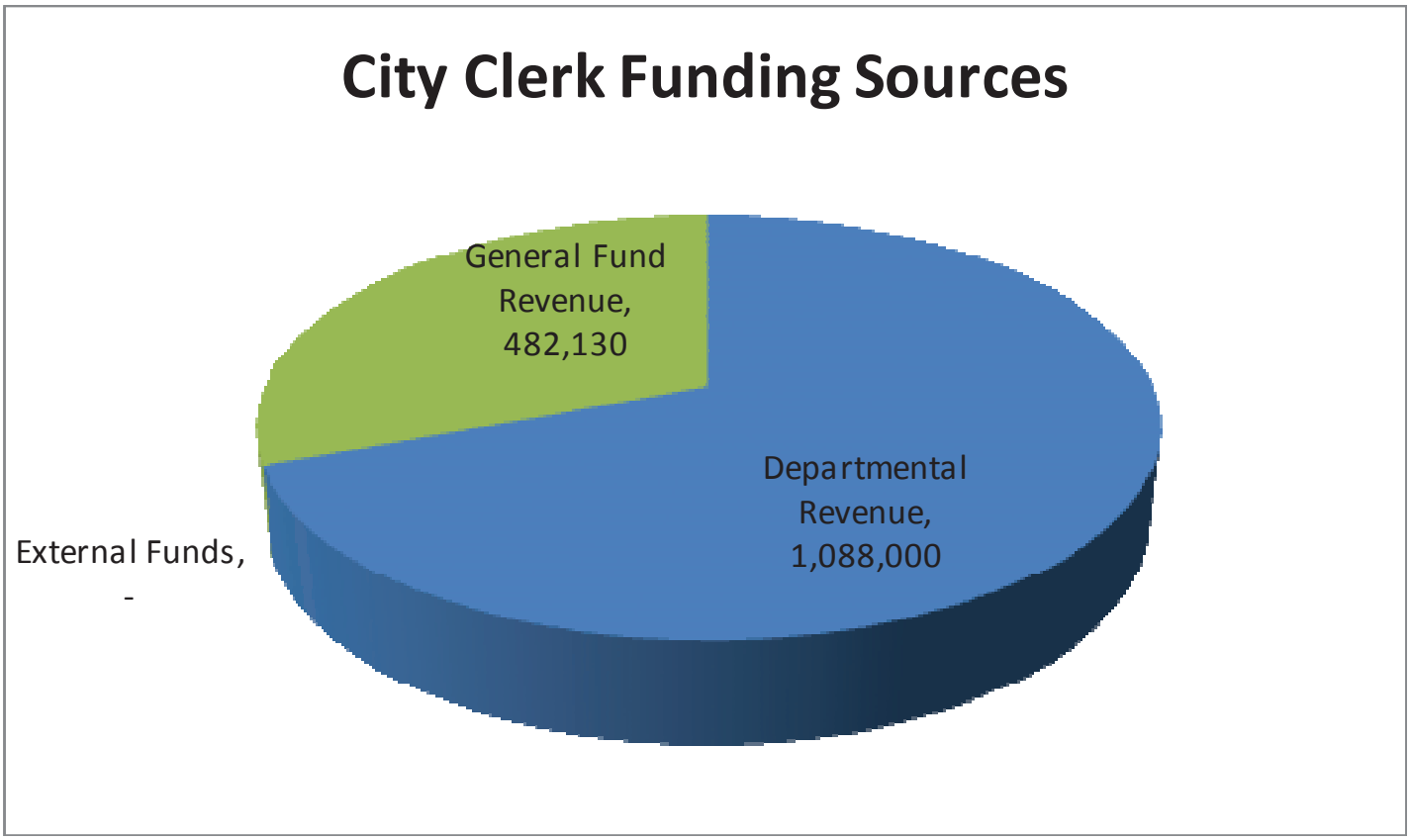
Strategic Decisions for Fiscal Year 2014

The City Clerk's office continues to take steps to increase dog registrations. All dog owners will be notified in February and March of the need to register their dog(s) via the Elections Office Annual Census. In July of each year, a list of all registered and unregistered dogs will be placed on the City Clerk's website. Further, a list will be provided to the Police Department and Thomas J O'Connor Animal Control and Adoption Center for spot checks when they are canvasing neighborhoods.

The Clerk's Office will fully implement the Minute Traq and Media Traq software system additional cameras. Cameras have been acquired and should be fully operational on or before July, 2013 which include live video streaming of all city council and sub-committee meetings, and other meetings conducted in city hall.

Revenue Detail

Departmental Revenue:

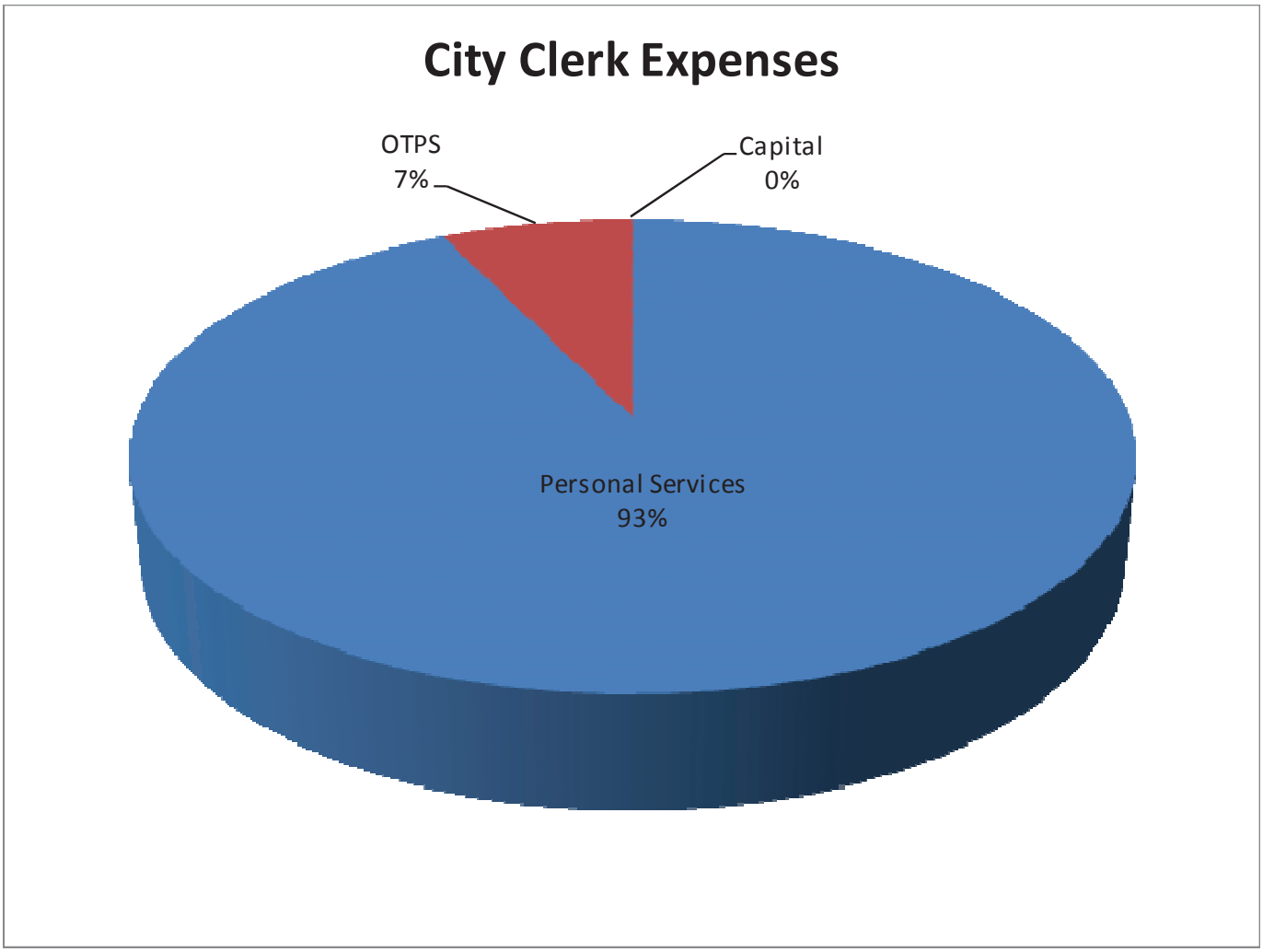


City Clerk Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	686,297	785,000	838,000	53,000	6.8%
DEPARTMENTAL FINES	142,638	250,000	250,000	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-		-	0.0%
Total Departmental Revenue	**828,936**	**1,035,000**	**1,088,000**	**53,000**	**5.1%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
Subtotal Multi-year grants:			NA	-
Subtotal FY14 anticipated grants:			NA	-
			NA	-
Subtotal Other Funding:			NA	-
TOTAL External Funding Sources:			**NA**	**-**



Expenditure Detail

City Clerk Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	436,949	435,713	447,370	11,658	2.7%
OTPS	42,010	44,318	34,760	(9,559)	-21.6%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**478,959**	**480,031**	**482,130**	**2,099**	**0.4%**

Program Summaries

Vital Records

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

Citywide Strategic Priority: Fiscal & Operational Excellence

Fiscal Year 2014 Performance Measures - City Clerks Vital Records Services				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Training hours provided per staff	7 hours	6 hours	8 hours	7 hours
% of birth, marriage, and death certificates filed on time i.e. 15th of the next month.	99%	99%	99%	99%
% of birth records created using the new system (program began April 2011)	50%	60%	75%	100%

Licensing and Permit Services

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 permits and licenses as assigned for compliance with city, state or federal laws.

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

Fiscal Year 2014 Performance Measures - City Clerks Licensing and Permit Services				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
% of dogs with rabies certificates registered	62%	50%	55%	60%
Ratio of business renewals versus returned business renewal letters	60%	60%	62%	65%
% of underground storage and open air parking lots licenses and permits renewed	99%	95%	96%	97%

Recording of Public Documents Services

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.

Citywide Strategic Priority: Fiscal and Operational Excellence

Fiscal Year 2014 Performance Measures - City Clerks Recording of Public Documents Services				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
% of public documents recorded and filed within 10 day	98%	98%	98%	99%

Recording Services

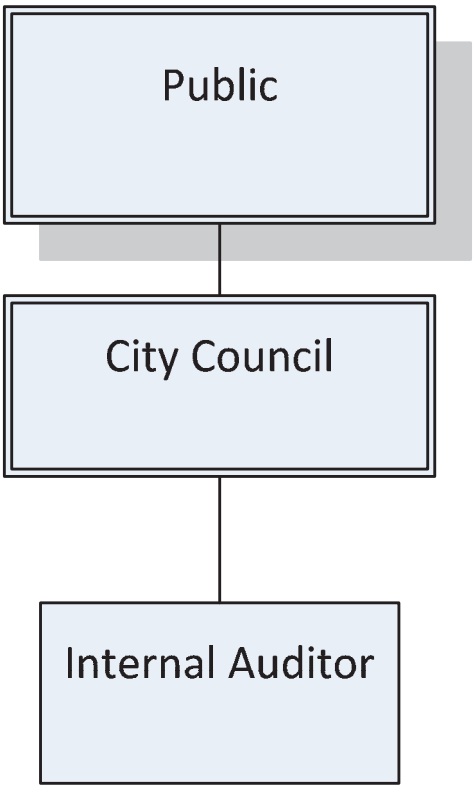
This program is responsible for filing agendas for City Council meetings and drafting minutes and actions of the City Council. The department will also post/file notices of meetings, special permits decisions, Zoning Board appeals, Planning Board and City Council decisions, and actions in the Registry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

Citywide Strategic Priority: Fiscal and Operational Excellence

Fiscal Year 2014 Performance Measures - City Clerks Recording Service				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
% agendas, votes, and City Council actions posted and emailed within 3 days after the meeting	100%	100%	100%	100%
% of City Councilors trained on ethics, new requirements, and open meeting laws	100%	100%	100%	100%
% of board and commission members trained on ethics, new requirements and open meeting laws	75%	75%	75%	80%

Internal Audit

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.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	2.00	3.00	3.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**2.0**	**3.0**	**3.0**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

Internal Audit Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	-	-	-	-	0.0%
External Funds	-	-	-	-	0.0%
General Fund Revenue	291,700	399,438	458,902	59,465	14.9%
Total Departmental Revenue	**291,700**	**399,438**	**458,902**	**59,465**	**14.9%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	115,264	242,622	248,426	5,804	2.4%
OTPS	176,437	156,816	210,477	53,661	34.2%
Capital	-	-	-	-	0.0%
Total General Funds	**291,700**	**399,438**	**458,902**	**59,465**	**14.9%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**291,700**	**399,438**	**458,902**	**59,465**	**14.9%**

Budget Development

Internal Audit Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	115,264	242,622	248,426	248,426	5,804	2.4%
OTPS	176,437	156,816	219,882	210,477	53,661	34.2%
Capital	-	-	-	-	-	0.0%
Total General Funds	**291,700**	**399,438**	**468,307**	**458,902**	**59,465**	**14.9%**

- ◊ Funds 3 FTEs
- ◊ The increase to Personal Services builds in a 2% increase to salaries.
- ◊ The increase to OTPS includes— $63,000 in external audit fees that were offset to grants in FY13

Expenditure Cuts:

- ◊ $9,405 to be offset by grant funds.

Revenue:

- ◊ No revenue received by this department.

Grants:

- ◊ No grants received by this department.

Departmental Overview & Highlights

On January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This new legislation, along with subsequently adopted new City Ordinances, contained a series of governance changes including the creation of the Director of Internal Audit and an Audit Committee. The City is required by ordinance to annually appropriate amounts sufficient for the proper administration of the Office 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 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.

The Director of Internal Audit conducts financial and performance audits intended to prevent and detect waste, fraud and abuse, and 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 ensuring that an independent audit of the City is conducted on an annual basis.

Highlights for Fiscal Year 2013

- ◊ Worked collaboratively with City management and other officials to resolve findings related to the Roger L. Putnam Vocational Technical Academy.
- ◊ Coordinated the completion of the City's second annual Comprehensive Annual Financial Report which was prepared by independent external auditors in collaboration with the Office of the Comptroller.
- ◊ Conducted risk-assessment based audits and reviews, identified several areas of risk, assisted management with implementing practical improvements, and presented findings along with management responses.
- ◊ Maintained the Fraud Hotline which works to detect fraud or abuse and assessing controls and risks to reduce opportunities for misappropriation.
- ◊ Continued on-going updates to the Fraud Hotline website to assist City residents, City employees or any other concerned individual to report fraud, waste or abuse of City resources to the Office of Internal Audit.
- ◊ Maintained tracking system for management comments identified in annual audit.

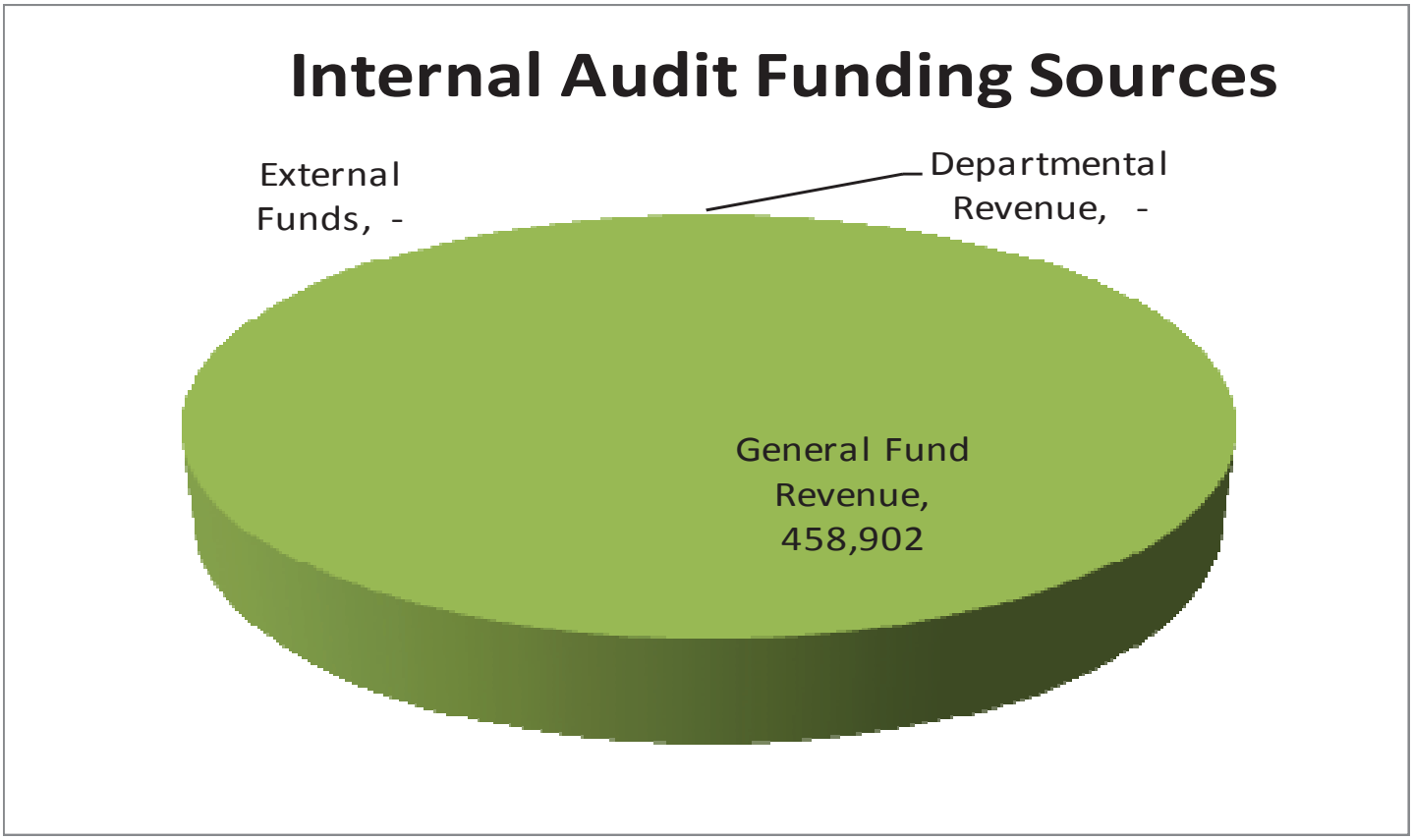
Risks and Challenges for Fiscal Year 2014

Major risks include: Limited or insufficient city resources necessary for properly administering core functions, hiring needed personnel, obtaining continuing education to ensure best practices, retaining the assistance of audit firms as subject matter experts, or as needed, to supplement internal audit activities, and obtaining proper technology necessary to identify emerging issues or risks before they become crises.

- ◊ Limited of quantity and quality of experienced auditors necessary to achieve audit objectives and to ensure timely mitigation of identified risks.
- ◊ Frequent requests to perform ad-hoc engagements at the request of management, rather than a continued focus on a risk-based audit plan that can be supported by available resources.
- ◊ Political influences that may create conflicts of interest, impair independence in fact and appearance, or interference in conducting and reporting issues.
- ◊ Audit programs and methodologies that must be created and established from scratch.

Revenue Detail

Departmental Revenue:



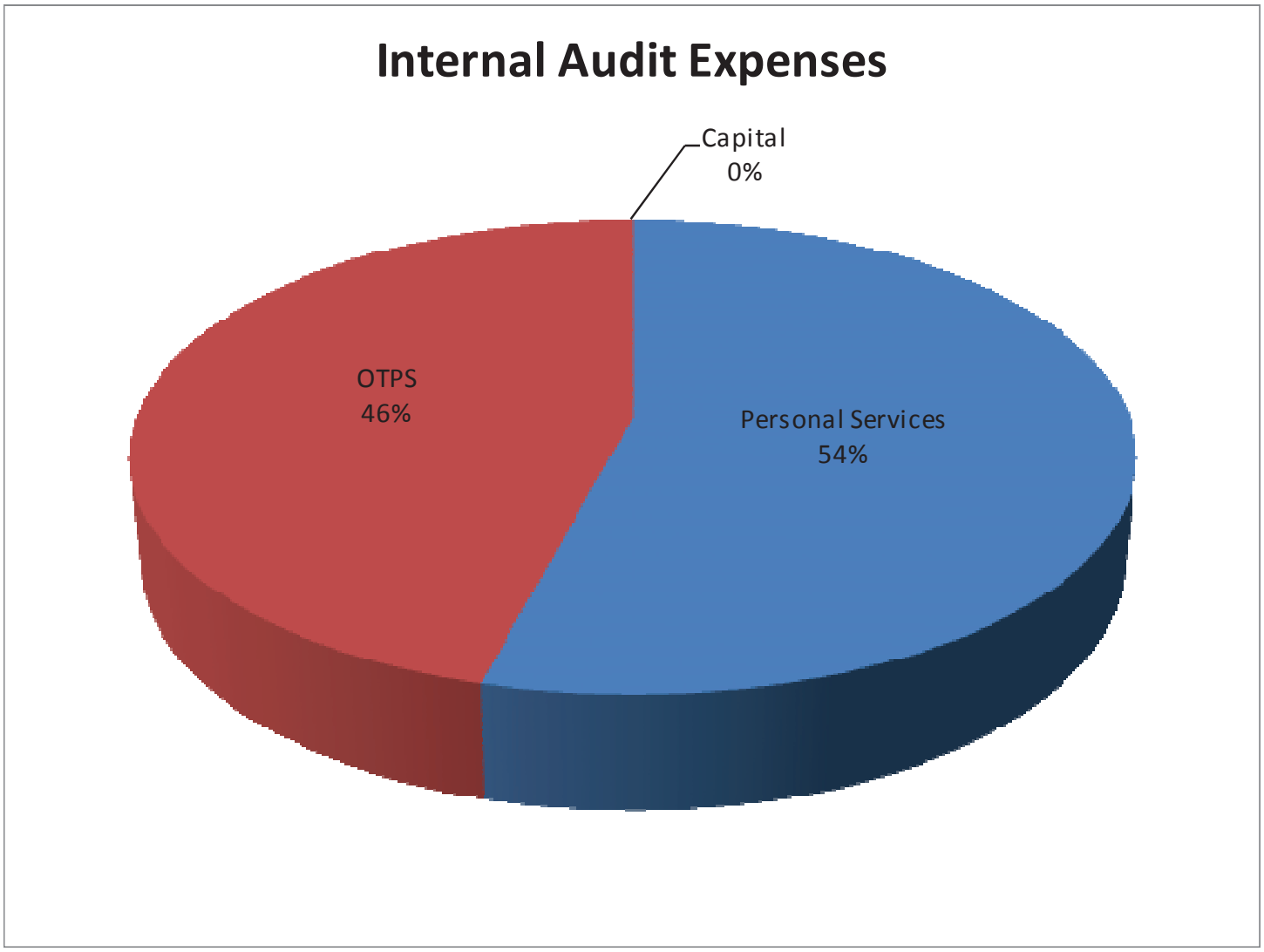
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEN	-	-	-	-	0.0%
Total Departmental Revenue	**-**	**-**	**-**	**-**	**0.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
Subtotal Multi-year grants:			NA	-
Subtotal FY14 anticipated grants:			NA	-
			NA	-
Subtotal Other Funding:			NA	-
TOTAL External Funding Sources:			NA	-
TOTAL External Funding Sources:			**NA**	**-**

Expenditure Detail



Internal Audit Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	115,264	242,622	248,426	5,804	2.4%
OTPS	176,437	156,816	210,477	53,661	34.2%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**291,700**	**399,438**	**458,902**	**59,465**	**14.9%**

Program Summary

The department conducts internal financial and compliance reviews of city departments, offers recommendations for improvements to processes and procedures where applicable, and provides additional analysis of financial and operating data as needed. Internal Audit strengthens public governance by enhancing accountability while detecting and deterring improper activity. In addition to internal reviews, the department engages and collaborates with an independent certified public accounting firm to conduct the annual external audit of the City.

Citywide Strategic Priority: Fiscal & Operational Excellence

- ◊ Conduct audits of items identified in risk assessment and offers recommendations for improvements to city managers
- ◊ Performs fraud hotline maintenance, follow-up and investigation
- ◊ Follow up on other matters City managers bring to our attention

Fiscal Year 2014 Performance Measures - Internal Audit				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
% of Audit hours - risk assessment	50.0%	50.0%	50.0%	50.0%
% of Audit hours – fraud hotline	20.0%	20.0%	20.0%	20.0%
% of Audit hours – other	30.0%	30.0%	30.0%	30.0%

Section 4
General Government

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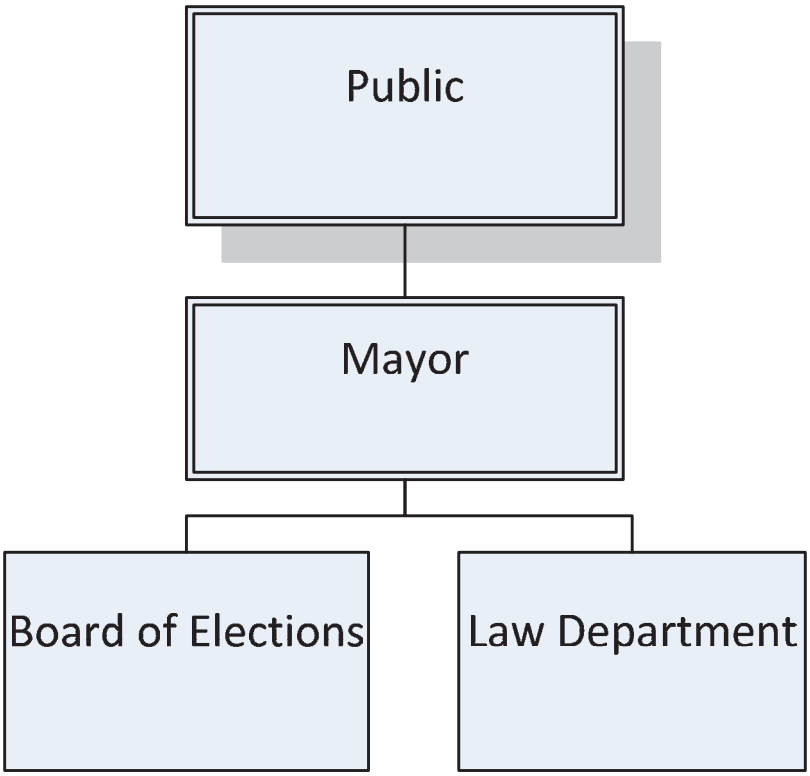
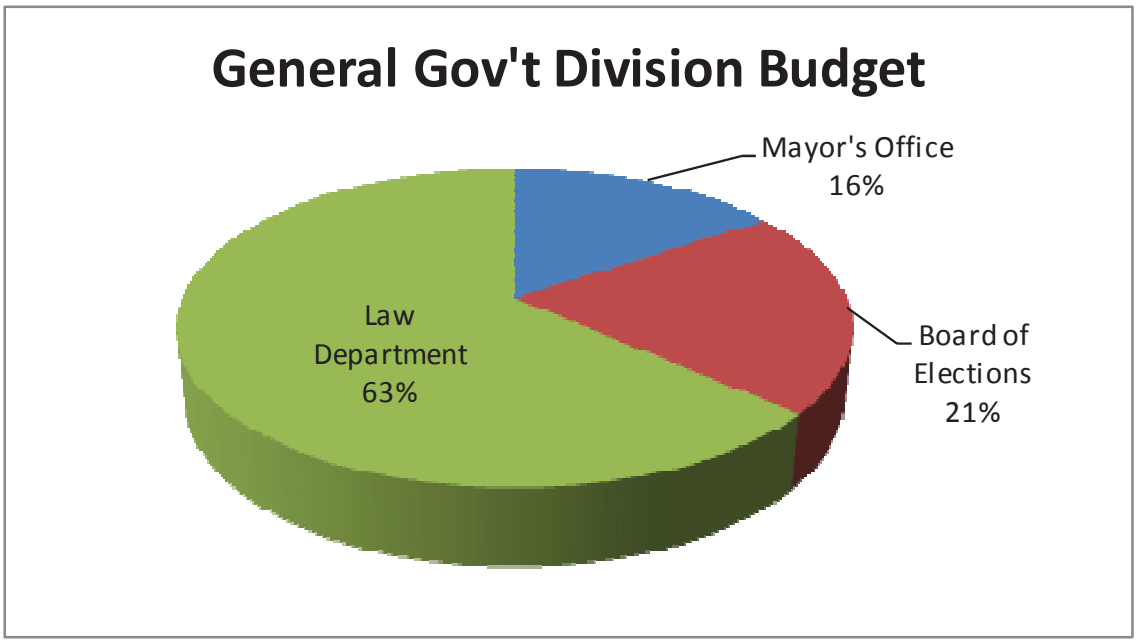
General Government Division



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.

General Fund Budget and Staffing Overview



General Gov't Division Budget	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Mayor's Office	431,283	420,607	369,319	444,893	75,574	20.5%
Board of Elections	497,709	507,138	538,199	591,426	53,227	9.9%
Law Department	1,948,959	1,766,733	1,378,104	1,804,086	425,982	30.9%
Total Division	**2,877,951**	**2,694,478**	**2,285,622**	**2,840,404**	**554,782**	**24.3%**

Division Personnel (FTE's)	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Mayor's Office	7.0	8.5	8.5	7.0	(1.5)	-17.6%
Board of Elections	5.0	4.0	4.0	4.5	0.5	12.5%
Law Department	24.5	22.2	22.2	26.2	4.0	17.9%
Total Division	**36.5**	**34.7**	**34.7**	**37.7**	**3.0**	**8.6%**

General Gov’t Division FY14 Funding Sources

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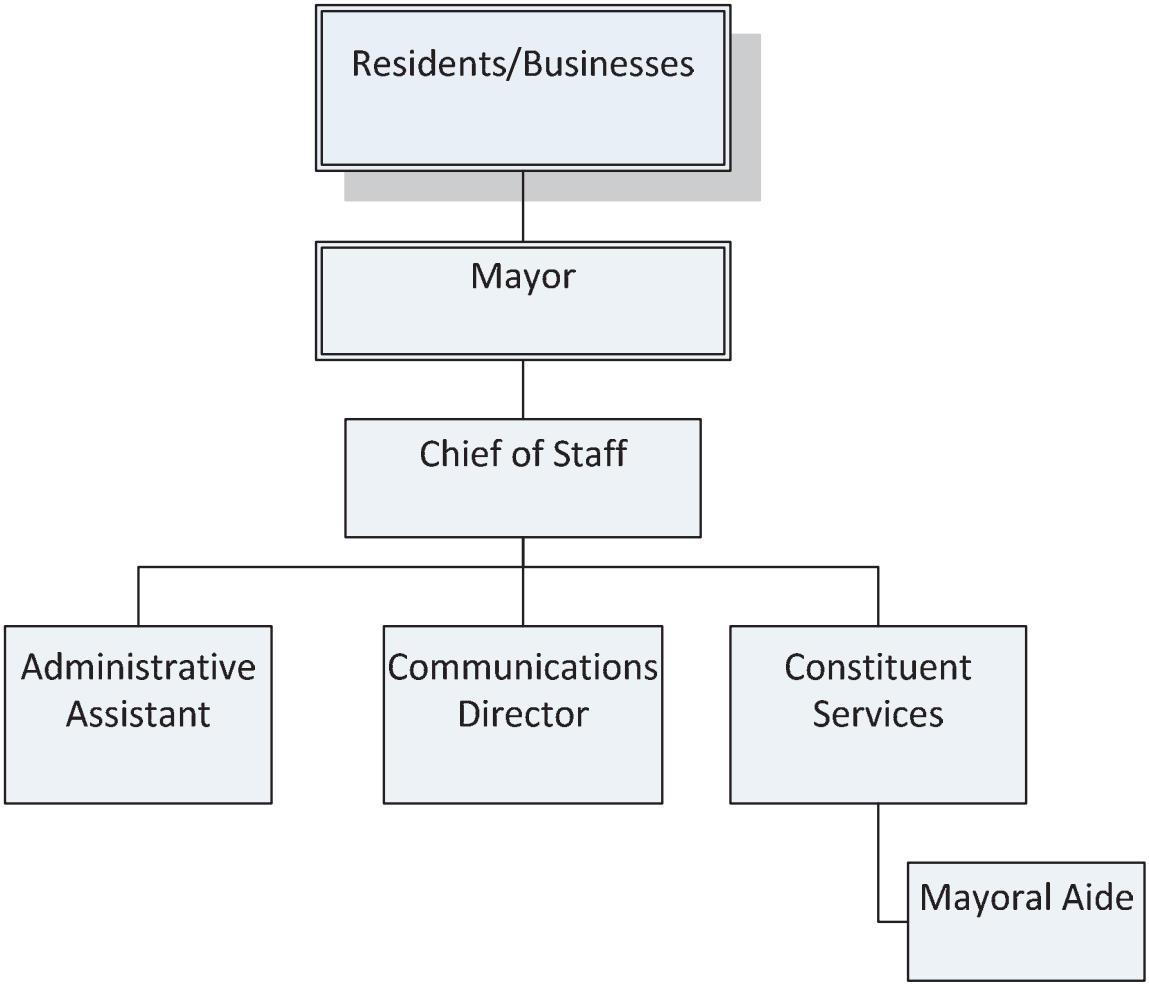
Mayor's Office

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.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	7.00	7.00	7.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	1.5	1.5	-	(1.5)	-100.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**8.5**	**8.5**	**7.0**	**(1.5)**	**-17.6%**

All Funds Budget

Revenue Overview:

Mayor's Office Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	-	-	-	-	0.0%
External Funds	185,646	316,295	154,806	(161,489)	-51.1%
General Fund Revenue	419,536	437,294	444,893	7,598	1.7%
Total Departmental Revenue	**605,182**	**753,589**	**599,698**	**(153,891)**	**-20.4%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	411,343	422,911	430,510	7,598	1.8%
OTPS	8,193	14,383	14,383	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	**419,536**	**437,294**	**444,893**	**7,598**	**1.7%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	185,646	316,295	154,806	(161,489)	-51.1%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**185,646**	**316,295**	**154,806**	**(161,489)**	**-51.1%**
All Funds Budget:	**605,182**	**753,589**	**599,698**	**(153,891)**	**-20.4%**

Budget Development

Mayor's Office Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	411,343	422,911	430,510	430,510	7,598	1.8%
OTPS	8,193	14,383	14,383	14,383	-	0.0%
Capital	-	-	-	-	-	0.0%
Total General Funds	**419,536**	**437,294**	**444,893**	**444,893**	**7,598**	**1.7%**

- ◊ Funds 7.0 FTEs consistent with FY13
- ◊ Personal Services increase includes 2% salaries increase

Expenditure Cuts:

- ◊ No expenditure cuts for this department.

Revenue:

- ◊ No revenue received by this department.

Grants:

- ◊ Local Consumer Aid - $78,000

Departmental Overview & Highlights

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

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

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

Mayoral Aides Darryl Moss and Jose Delgado are responsible for a variety of tasks, all of which support the Mayor in providing responsive and effective government leadership. Their duties include, but are not limited to: responding to all quality-of-life inquiries on a case-specific basis in an effort to work toward a resolution, acting as a Mayoral liaison to the Springfield Police Department's Ordinance Flex Squad, concentrating time on youth outreach and violence prevention, partnering with community organizations and neighborhood associations, and state and federal agencies in a constant effort to improve the quality of life for all who live, work, or visit the City. Mr. Moss serves as the Mayor's liaison to the City-wide Violence Prevention Taskforce and is the host of Springfield's Community Television Show "People are Talking" as well as serving as the backup Communications Director. Mr. Delgado oversees the paperwork filings for Constable Certificates and chairs the Buy Springfield Now initiative.

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

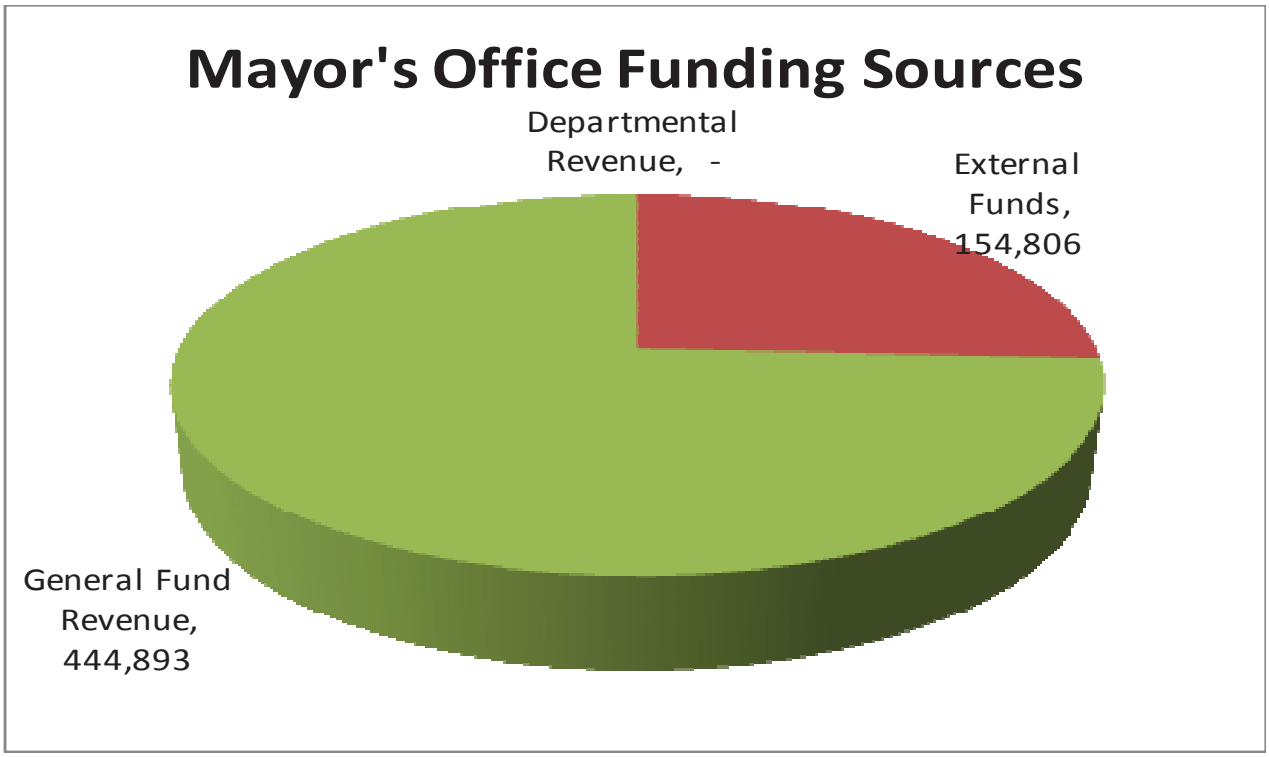
The Mayor's Office is highly visible, and the Mayor's Communications Director, Mr. Jim Leydon, is responsible for developing, executing, and managing strategic internal and external communication strategies that support the objectives of the City of Springfield. He must continuously coordinate message content, audience impact, and is responsible for the production of materials on behalf of the City of Springfield. He also handles media inquiries and requests, and gathers all appropriate information in a timely and accurate manner. He partners with City departments to accomplish the mission of accurately disseminating information on behalf of the City of Springfield.

Departmental Overview & Highlights

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

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

Revenue Detail



Departmental Revenue:

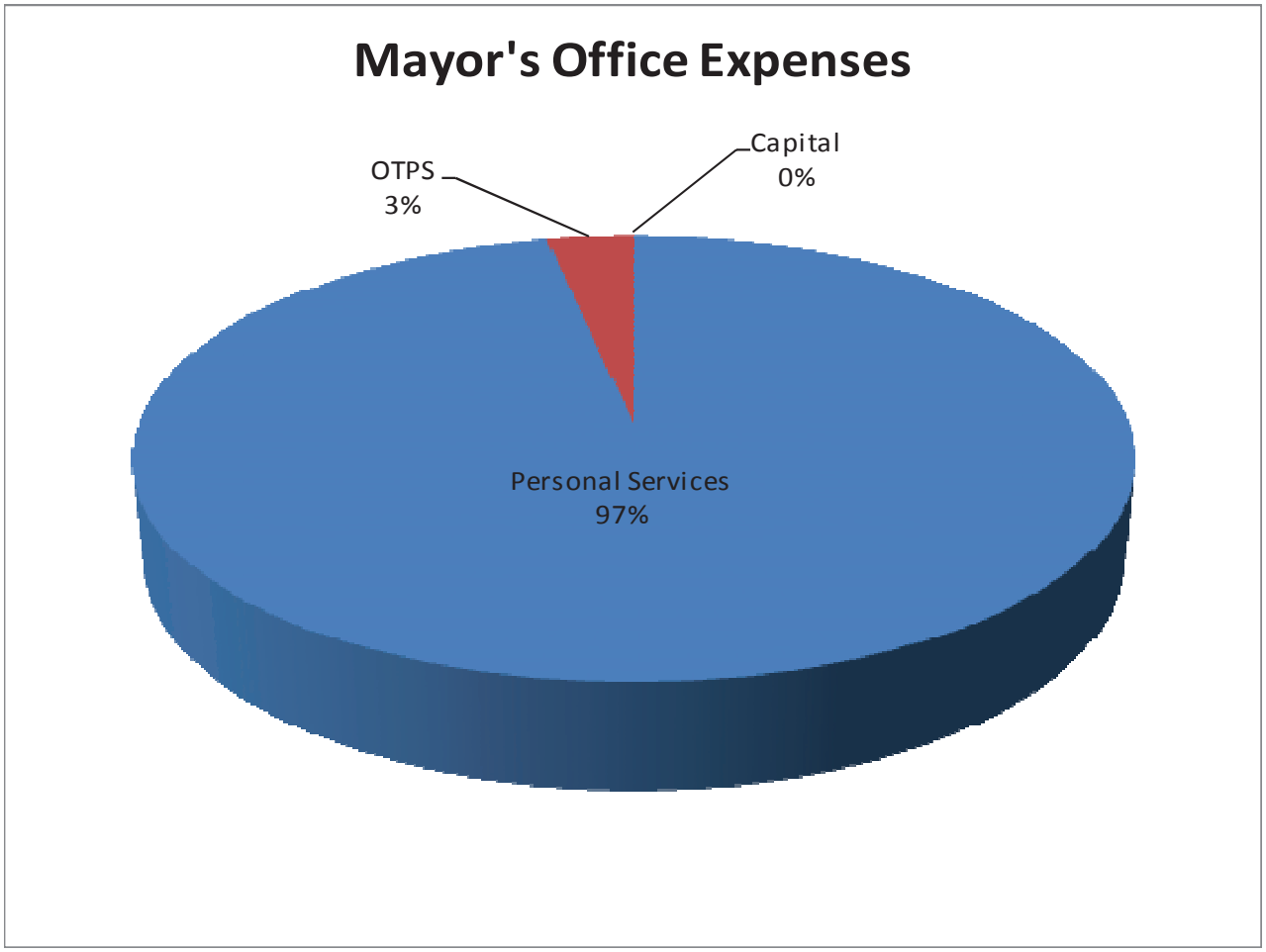
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	**-**	**-**	**-**	**-**	**0.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
MAYOR'S OFFICE OF CONSUMER INFORMATION FY13	GRANT	6/30/2013	78,000	43,109
SPRINGFIELD CULTURAL COUNCIL FY11	GRANT		96,915	-
SPRINGFIELD CULTURAL COUNCIL FY12	GRANT	12/31/2012	94,980	24,233
PEOPLE ARE TALKING	GRANT		54,400	9,463
Subtotal Multi-year grants:			**324,295**	**76,806**
MAYOR'S OFFICE OF CONSUMER INFORMATION FY14	GRANT	6/30/2014	78,000	78,000
Subtotal FY14 anticipated grants:			**78,000**	**78,000**
			-	-
Subtotal Other Funding:			**-**	**-**
TOTAL External Funding Sources:			**402,295**	**154,806**

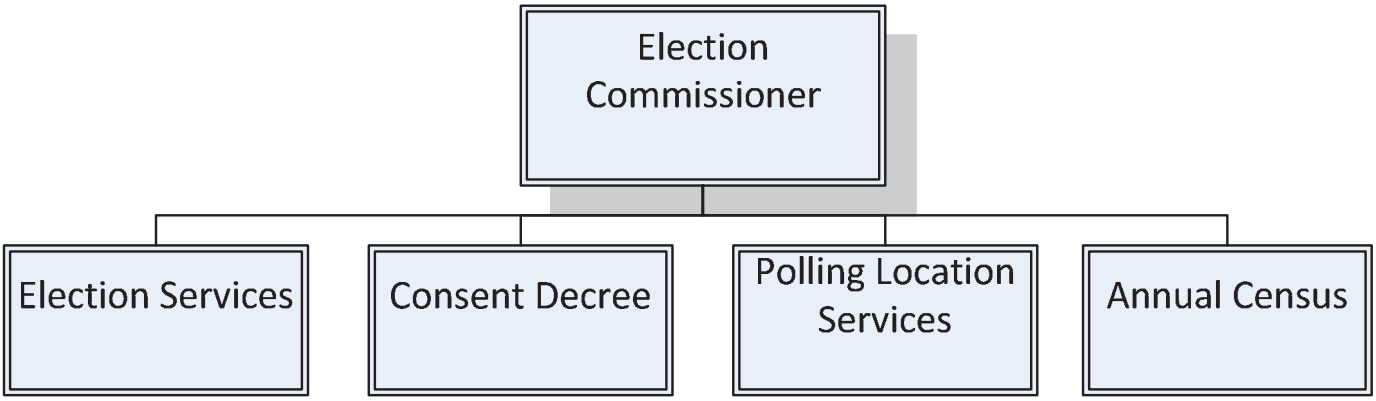
Expenditure Detail



Mayor's Office Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	411,343	422,911	430,510	7,598	1.8%
OTPS	8,193	14,383	14,383	-	0.0%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**419,536**	**437,294**	**444,893**	**7,598**	**1.7%**

Board of Elections

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



Department Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	4.00	4.50	4.5	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**4.0**	**4.5**	**4.5**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

Board of Elections Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	37,471	49,193	146,693	97,500	198.2%
External Funds	-	10,000	-	(10,000)	-100.0%
General Fund Revenue	586,276	477,427	591,426	113,999	23.9%
Total Departmental Revenue	**623,747**	**536,621**	**738,119**	**201,498**	**37.5%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	438,234	378,983	413,976	34,993	9.2%
OTPS	148,042	98,444	177,450	79,006	80.3%
Capital	-	-	-	-	0.0%
Total General Funds	**586,276**	**477,427**	**591,426**	**113,999**	**23.9%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	10,000	-	(10,000)	-100.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**10,000**	**-**	**(10,000)**	**-100.0%**
All Funds Budget:	**586,276**	**487,427**	**591,426**	**103,999**	**21.3%**

Budget Development

Board of Elections Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	438,234	378,983	473,976	413,976	34,993	9.2%
OTPS	148,042	98,444	177,450	177,450	79,006	80.3%
Capital	-	-	-	-	-	0.0%
Total General Funds	**586,276**	**477,427**	**651,426**	**591,426**	**113,999**	**23.9%**

- ◊ Funds 4.5 FTEs consistent with FY13
- ◊ Increase to Personal Services due to increased funding for part-time FTE, Police Overtime, and a 2% salary increase
- ◊ Increase to OTPS: additional non-city owned building being used as polling locations, increase to HMA cost, printing of ballots for municipal election, Increased postage for cost for the census

Expenditure Cuts:

- ◊ Offset Police Overtime to Police budget—$60,000

Revenue:

- ◊ Reimbursement for Prior Years Election estimated at $49,193

Grants:

- ◊ No grant anticipated this year

Departmental Overview & Highlights

Elections Services

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 are also managed by the Board.

Annual Census

The Annual City Census is mandated by the Commonwealth and must provide a list of all residents age 17 and older to the Jury Commission. The Board of Elections compiles the list of residents through an annual citywide census including residents of mutli-dwelling units, college residences and nursing homes and shelters. 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.

Bilingual Program

The Board of Elections is responsible for the continued standardization of mandates set forth by the consent decree established by the U.S. Department of Justice and City of Springfield. The agreement required 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. As of February 2010 the Revised Agreed Settlement Order was officially dismissed. The Board of Elections will nevertheless continue to honor the mandates set forth in the Settlement Order with the intention of achieving institutionalization of said mandates.

Polling Location Service

The Board of Elections is responsible for the procurement, staffing, and operation of polling locations throughout the city. The Board of Elections is also responsible for equipping election sites with the proper equipment.

Fiscal Year 2013 Highlights

- Conducted the Annual City Census.
- Conducted the State Primary, State Election, Special State Primary and Special State Election in an efficient and impartial manner, adhering to corresponding election law and reporting election results in a timely and effective manner.
- Increased outreach at community events, in the Spanish language media, and with neighborhood organizations to advance goals set forth under the Bilingual Election Program.
- Successfully relocated four polling locations and notified all affected voters of changes in polling locations.
- Certified nomination and petition signatures.

Departmental Overview & Highlights

Risks and Challenges for Fiscal Year 2014

Over the past four 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 formally dissolved in March 2010 with the expectation that the City of Springfield and the Board of Elections would continue to institutionalize the changes made in election procedures as of 2006. The increased efforts to comply with the consent decree continue put an unanticipated burden on the Board of Elections staff.

Another major challenge facing the department is the absence of a senior member of the Board of Elections staff. The staff member's medically related absence has put a severe burden on the office.

Strategic Decisions for Fiscal Year 2014

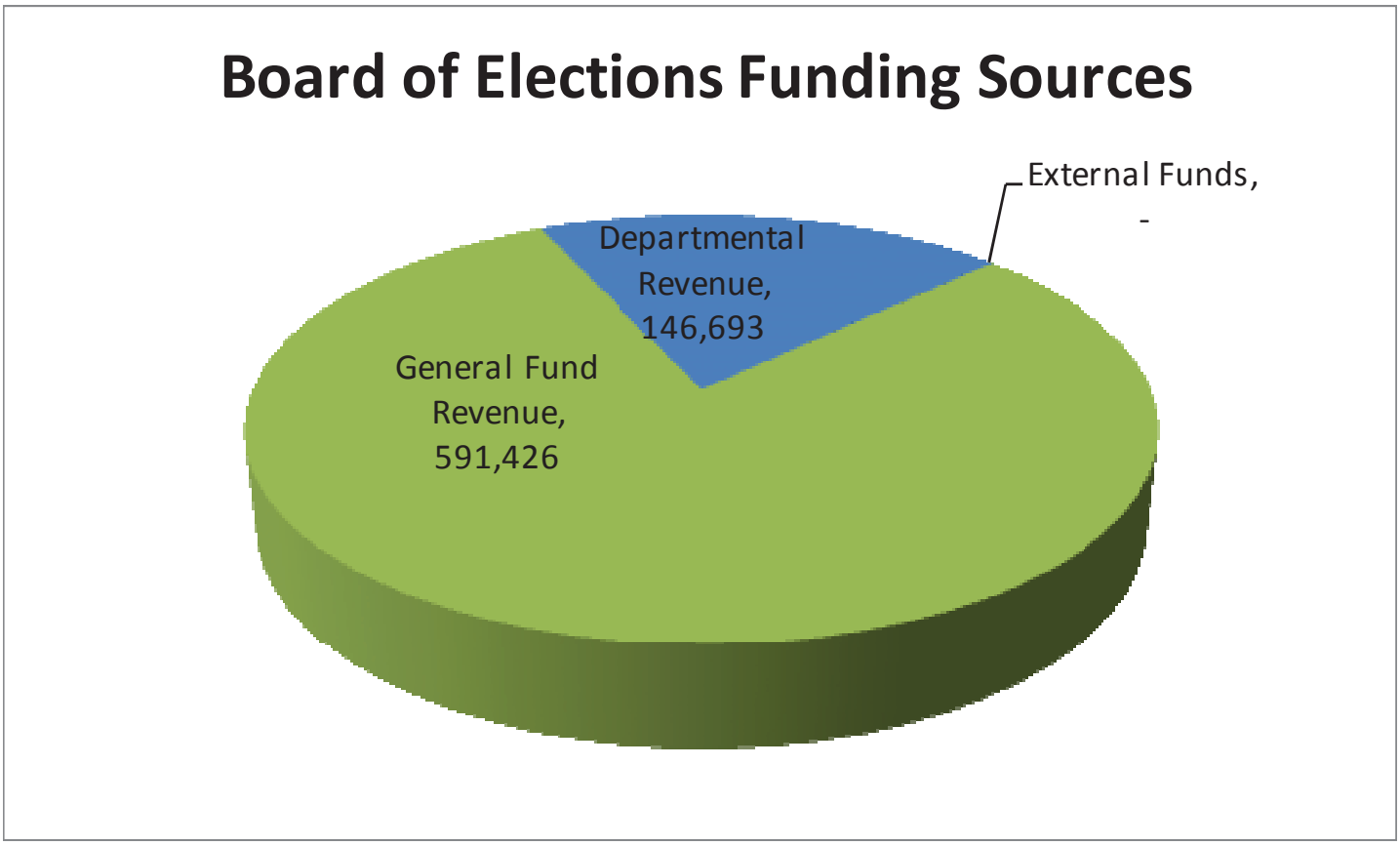
The Election Department will continue to improve the response rate to the Annual City Census, including increased efforts to publicize key information to city residents.

The Election Department will continue to improve its poll worker recruitment and retention efforts through expanded advertising, community outreach and poll worker training.

The Election Department will thoroughly review election and census processes to streamline and standardize work process.

Revenue Detail

Departmental Revenue:



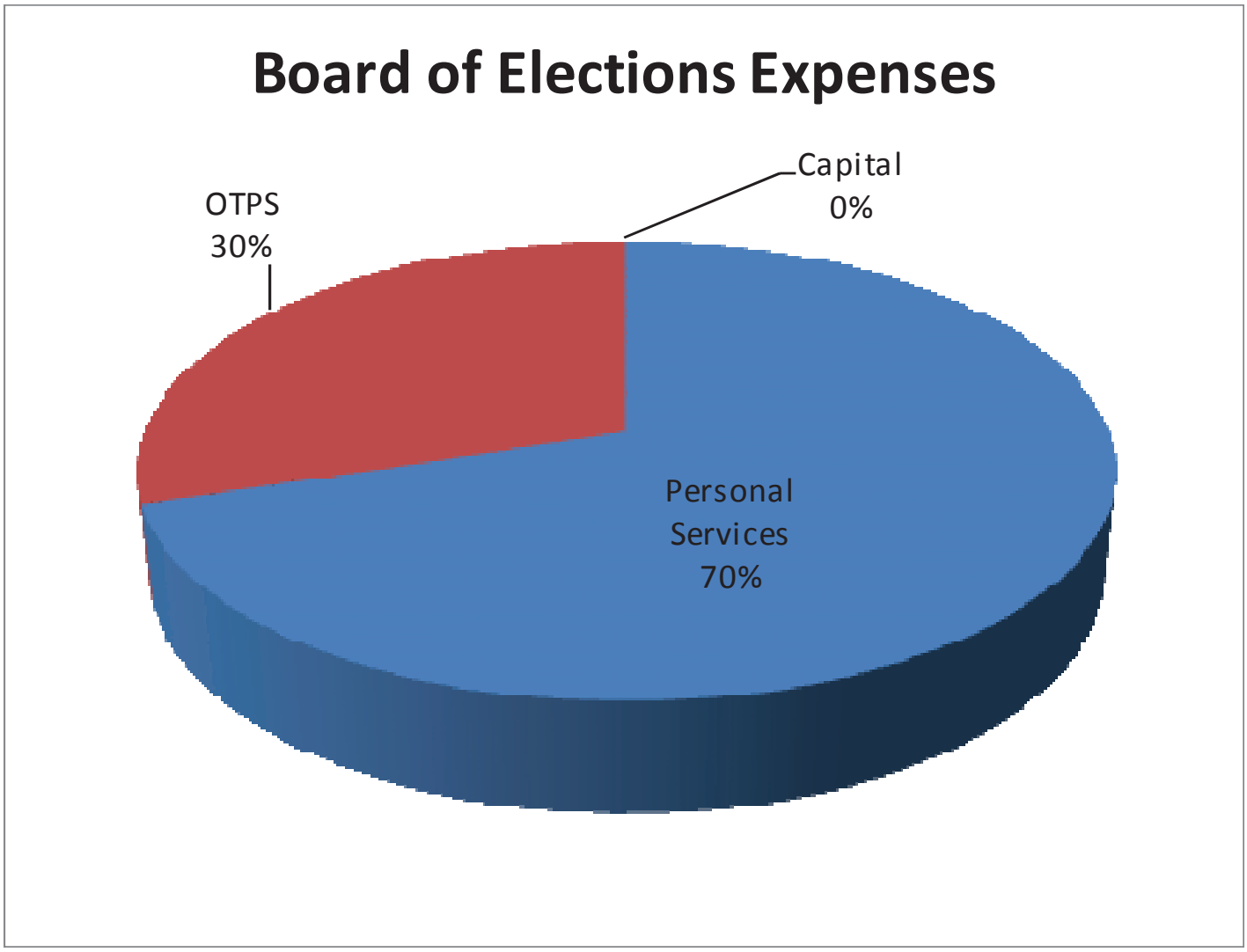
Board of Elections Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	11,666	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	25,806	49,193	146,693	97,500	198.2%
Total Departmental Revenue	**37,471**	**49,193**	**146,693**	**97,500**	**198.2%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
VOTER REGISTRATION/VOTER EDUCATION	GRANT	12/31/2012	10,000	-
Subtotal Multi-year grants:			***10,000***	**-**
			N/A	
Subtotal FY14 anticipated grants:			**-**	**-**
			N/A	
Subtotal Other Funding:			**-**	**-**
TOTAL External Funding Sources:			**10,000**	**-**

Expenditure Detail



Board of Elections Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	438,234	378,983	413,976	34,993	9.2%
OTPS	148,042	98,444	177,450	79,006	80.3%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**586,276**	**477,427**	**591,426**	**113,999**	**23.9%**

Program Summaries

Election Services:

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.

Citywide Strategic Priority: Fiscal and Operational Excellence

Fiscal Year 2014 Performance Measures - Election Services				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
ELECTION SERVICES				
Elections Administered	2	3	4	3
Provisional ballots cast	126	135	1,072	100
Absentee ballots cast & counted	1,343	944	2074	1200
# of Registered Voters	93,178	87,361	94,724	95,000
# of Newly registered voters	5,119	7161	8811	7500
Voter Turnout	23.40%	18.38%	36.95%	25%
# of Retirement Board Elections Conducted	1	0	1	0

Program Summaries

Annual Census

The Annual City Census is mandated by the Commonwealth to provide a list of all residents 17 years of age and older to the Jury Commission. The Board of Elections compiles the list of residents through an annual citywide census including residents of multi-dwelling units, college residences and nursing homes and shelters. 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.

Citywide Strategic Priority: Fiscal and Operational Excellence

Fiscal Year 2014 Performance Measures - Board of Elections Annual Census				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Census records maintained	117,252	123,839	123,839	130,000
Census response rate	26.30%	18.38%	36.95%	50.00%

Bilingual Election Program

The Board of Elections is responsible for the continued standardization of mandates set forth by the consent decree established by the U.S. Department of Justice and City of Springfield. The agreement required 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. As of February 2010 the Revised Agreed Settlement Order was officially dismissed. The Board of Elections will nevertheless continue to honor the mandates set forth in the Settlement Order with the intention of achieving institutionalization of said mandates.

Citywide Strategic Priority: Fiscal and Operational Excellence

Fiscal Year 2014 Performance Measures - Bilingual Election Program				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Number of community-based organizations in the outreach network	47	53	55	60

Polling Location Services

The Board of Elections is responsible for the procurement, staffing, and operation of polling locations throughout the city. The Board of Elections is also responsible for equipping election sites with the proper equipment.

Citywide Strategic Priority: Fiscal and Operational Excellence

Fiscal Year 2014 Performance Measures - Polling Location Service				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Poll workers recruited and hired (bilingual)	131	123	118	117
Poll workers recruited and hired (non-bilingual)	272	261	326	300
Poll worker training sessions administered	-	4	8	4
HAVA compliant voter equipment maintained	60	60	60	60

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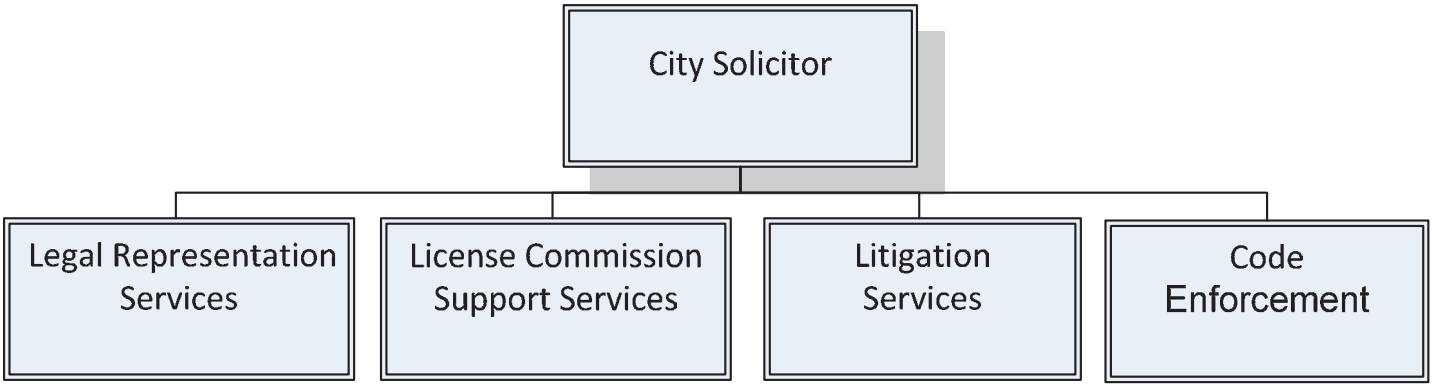
Law Department

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



Department Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	22.20	24.80	23.0	(1.8)	-7.2%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	2.5	3.2	0.7	26.4%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**22.2**	**27.3**	**26.2**	**(1.1)**	**-4.1%**

All Funds Budget

Revenue Overview:

Law Department Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	755,603	804,132	804,132	-	0.0%
External Funds	22,602	104,000	115,846	11,846	11.4%
General Fund Revenue	1,813,448	1,237,488	1,804,086	566,598	45.8%
Total Departmental Revenue	**2,591,653**	**2,145,620**	**2,724,064**	**578,444**	**27.0%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,140,557	713,145	1,318,118	604,973	84.8%
OTPS	672,891	524,343	485,968	(38,375)	-7.3%
Capital	-	-	-	-	0.0%
Total General Funds	**1,813,448**	**1,237,488**	**1,804,086**	**566,598**	**45.8%**
External Funds Budget	**FY12 Actual**	**FY13 Adopted**	**FY14 Recommended**	**Variance FY14-FY13**	**Percent Change**
Grant Funds	21,890	104,000	115,846	11,846	11.4%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	712	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**22,602**	**104,000**	**115,846**	**11,846**	**11.4%**
All Funds Budget:	**1,836,050**	**1,341,488**	**1,919,932**	**578,444**	**43.1%**

Budget Development

Law Department Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,140,557	713,145	1,343,118	1,318,118	604,973	84.8%
OTPS	672,891	524,343	524,818	485,968	(38,375)	-7.3%
Capital	-	-	-	-	-	0.0%
Total General Funds	**1,813,448**	**1,237,488**	**1,867,936**	**1,804,086**	**566,598**	**45.8%**

- ◊ Funds 23.0 General Fund, and 3.2 Grant Fund FTEs—1.1 below FY13
- ◊ The School MOU contract ($550,000) and the Comcast grant ($25,000) will fund $580,000 of the Personal Services Line. Also included is the 2% salaries increase.
- ◊ OTPS remains consistent the FY13 amount

Expenditure Cuts:

- ◊ Salaries and Wages— (550,000 MOU and 25,000 COMCAST grant)
- ◊ Professional Services—$15,000 charged to Comcast Grant
- ◊ Office Supplies—$600
- ◊ Legal Service— $15,000 Law, $10,000 Legal Code
- ◊ Advertising—$13,250 Legal Code

Revenue:

- ◊ Revenue Level to FY13—$804,132

Grants:

- ◊ Comcast Settlement—$80,000 ($40,000 to City Clerks Office)

Departmental Overview & Highlights

Department Summary:

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

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

License Commission: 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 holding hearings.

Highlights for Fiscal Year 2013

During fiscal year 2013 (July 1, 2012 through March 15, 2013), the Law Department opened 605 new matters. The highlights of some of the Law Department activities in FY13 included:

Legal Services Division:

Casino Gaming Development and Licensing Process:

- ◊ Supported City's efforts with regard to the development of a destination resort casino through a Request for Qualifications (RFQ) to retain outside counsel to provide legal advice and services related to the development of a casino in Springfield;
- ◊ Assisted the City in negotiating numerous host community agreements;
- ◊ Provided legal advice concerning negotiations, as well as live entertainment venue mitigation agreements;
- ◊ Set up oversight procedures, advised the City on permitting, construction, zoning, and licensing issues related to the development and construction of a casino;
- ◊ Worked with consultants to determine potential impacts of such a development and mitigation measures.
- ◊ Conducted an RFQ/P process to solicit responders to be permitted to participate in the City's Phase I and Phase II selection process for developers of a destination resort casino.

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

Provided legal services to the Springfield Parking Authority with regard to the procurement of a new vendor for Parking Management Services, and refinance of debt obligations. Renegotiated a memorandum of understanding with the Springfield Parking Authority with regard to on street parking management.

Fiscal Year 2013 Highlights Cont.

Eminent domain:

◊ Drafted orders and filings necessary for eminent domain takings for the new Brookings Elementary School site, and worked closely with the City's relocation consultant to assist displaced owners and residents.

◊ Drafted orders and filings necessary for eminent domain takings of temporary and permanent easements for the Indian Orchard Traffic Improvement project, and the Boston Road Traffic Improvement project.

Real Estate Matters:

◊ Obtained an easement for WMECO at Bondi's Island for a metal recycling facility. Drafted releases, and partial releases, of deed restrictions and mortgages for various properties. Successfully concluded years of negotiations with the Commonwealth for the Division of Capital Asset Management's acquisition of the City's Fire Training Center to be used as a State Fire Training Center, with a closing in November, 2012.

◊ City received $2 million revenue, and the Springfield Fire Department will remain at the newly constructed State Fire Training Center for 20 years rent-free under a Memorandum of Agreement between the parties.

Monitored and implemented election administration practices to assure continued compliance with Voting Rights Act;

Participated in regular weekly meetings with the School Department, Comptroller's Office, and Office of Procurement to ensure School Department compliance with procurement and contract requirements;

Responded to inquiries from the public and media concerning various legal issues and Public Records request.

Drafted, reviewed and participated in City Council Agenda Review Committee regarding City Council Orders sponsored by the Mayor.

Represented the City before the Appellate Tax Board hearings and motions. Briefed and argued before the Mass. Appeals Court regarding the appeal of a jurisdictional issue at the Appellate Tax Board;

Drafted contracts, and drafted and reviewed bids and Requests for Proposals, including:

◊ Negotiated new agreement with surrounding communities in renegotiation of Inter-municipal Agreement and procure new lease for TJO Animal Control Center;

◊ Provided legal support for the re-issuance of a Request for Proposals for the Lease of the TJO Animal Control facility;

◊ Issued a bid seeking a supplier for the City's electricity usage and executed a contract with supplier that is expected to save the City $2.6 million dollars in energy costs per year for the next three years; Issued a bid seeking a private waste hauler to collect solid waste at approximately 1000 properties no longer eligible to receive City collection. Executed a contract with Waste Management that provides residents and businesses with collection services at a competitive rate;

◊ Issued a request for proposals seeking a bank to serve all of the City's banking needs. Executed a contract with Peoples Bank that features significantly lower fees than the City's prior banking contract;

◊ Issued a request for qualifications seeking a developer to install solar panels on three municipal buildings and a capped landfill. Currently in negotiations with a vendor. Agreement expected to save the City $2 million over a twenty-year term.

Highlights for Fiscal Year 2013 Cont.

Worked with the Office of Housing and private developers to modify the terms of loan documents and affordable housing restrictions to ensure the continued viability of two affordable housing developments in the City.

Litigation Division and Code/Legal Division:

Successfully defended litigation matters:

◊ Successfully settled 11 matters scheduled for hearing or trial in state and federal courts and administrative agencies, resolving cases at a fraction of the amounts claimed, and protecting the City against potentially large money damages that might be awarded by juries. This included the Melvin Jones litigation.

◊ Successfully appealed a $1 million dollar award of damages in the Lucy Jones litigation to the Supreme Judicial Court, resulting in remand to the Superior Court for a hearing on damages

Utilized law student interns to provide support for legal services continued efforts to fight neighborhood blight and spur economic revitalization through the prosecution of code enforcement and licensing violations in conjunction with the Police, Fire, Health, License Commission, and Building Inspectors;

Proposed revisions to the City's Foreclosure ordinance to settle an appeal pending in the First Circuit Court of Appeals. The proposed settlement was voted down by the City Council.

The Legal/Code Enforcement division filed approximately 400 new cases from July 1st to March 15th, including 80 emergency condemnation cases involving occupied buildings. One case involved a building with 40 units, another involved a building with 19 units. Emergency condemnations are labor intensive to prepare and coordinate, and require multiple court appearances in a short period of time. The Legal/Code division also has successfully used the receivership process to bring properties into code compliance. The division aggressively attempts to recover costs of service of process in our cases.

Tax Title Matters: Assisted City/Treasurer Collector of Taxes for the FY 2013 tax takings , tracking and monitoring of pending Land Court cases; drafted deeds and orders for City Council approval; represented the City at closings for RFP sales of all foreclosed tax title properties; provided legal advice and opinions to city departments concerning tax/title matters, real estate issues, bankruptcy, and collection of real estate taxes, personal property taxes, excise taxes, betterments, and trash fees.

Revised approach for dealing with public records requests for Police Internal Investigation records, in consultation with the Secretary of State's Office.

License Commission:

Assisted in the adoption, implementation and legal defense of litigation concerning new-late night entertainment regulations promulgated by the Mayor. Increased revenue raised through the administration of the License Commission. Changed to email distribution system for distribution of License Renewal Packets for Alcohol, Common Victualler's, and Auto Dealer Licenses, to reduce postage costs. Only 10% of Licensees had to be mailed their License Renewal Packets due to lack of email.

Assistance from a part-time temporary employee from September through January greatly assisted in processing License Commission business, filing important paperwork, and assisting the public at the counter.

Risks and Challenges for Fiscal Year 2014

Legal Services: Managing large numbers of School and City contracts, bids and RFP's, and Procurement questions due to staffing shortages in the Office of Procurement. Lack of understanding of bid requirements and RFP procedures by City departments, which sometimes result in cancellation and rejection of bids and bid protests.

The Casino development process is labor intensive and time-consuming with limited staff. The Law Department continues to work with outside consultants to finalize a host community agreement and present it to the City Council for approval. It will now place a referendum question on the ballot.

Litigation: Hearing on damages in the Lucy Jones case in the Superior Court. Several major litigation cases scheduled for trial in state and federal courts in April and May, 2013. Defending appeal of landmark ordinance adopted by City Council for historic preservation in lawsuit challenged in pending lawsuit alleging unconstitutional action in violation of First Amendment;

For the Legal/Code Litigation Division, the challenge for FY14 will be the sheer volume of cases requiring our attention. Staffing challenges and reallocation to natural disaster incidents have resulted in a decrease in the number of Housing Court filings. Each demolition case requires title examinations, notification to lienholders, cases filed in court and orders sought to allow the City to demolish the property and place a lien against the property to recover the costs of demolition. We also will be filing for orders to allow the City to enter and clean and lien properties. We continue to identify many properties that might be appropriate for a receiver, and those cases need to be brought into court and put in a posture to allow the court to appoint a receiver. We have had three (3) paid law student interns for 18 hours per week each paid for through grants. For the next fiscal year we will only have two (2). We struggle to balance the increasing volume of cases, the increasing complexity of the cases, and the diminishing resources.

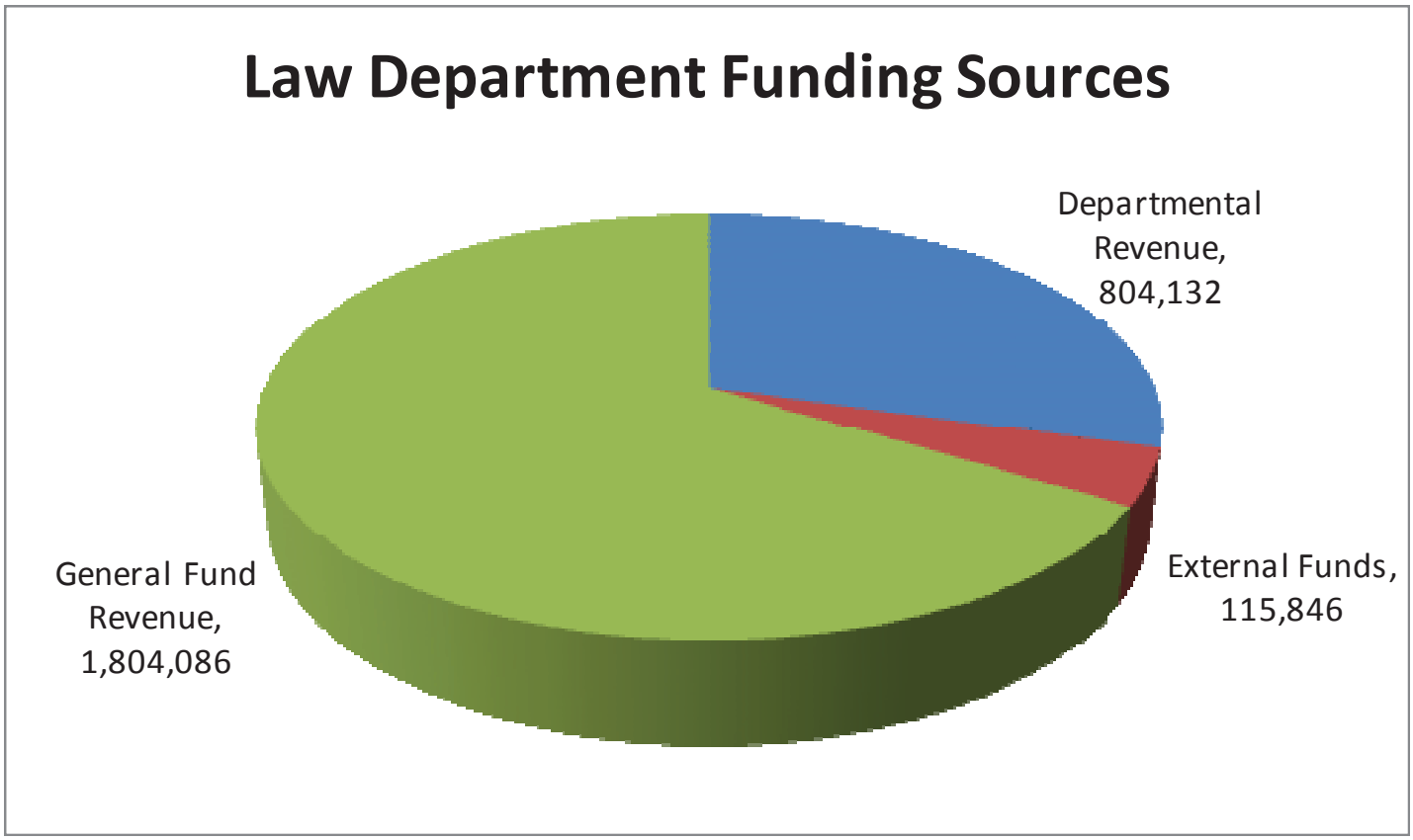
In FY14, the Legal/Code Litigation Division will continue to deal with properties that were damaged/condemned secondary to the June 1, 2011 tornado. Additionally, because of the 2011 tornado, many routine code enforcement cases were deferred contributing to the backlog.

Licensing:

Managing the License Commission with only one employee will be difficult. Processing renewal applications in a timely manner will be a struggle if the department is unable to hire a part-time temporary employee from September through January/February in FY14.

Revenue Detail

Departmental Revenue:



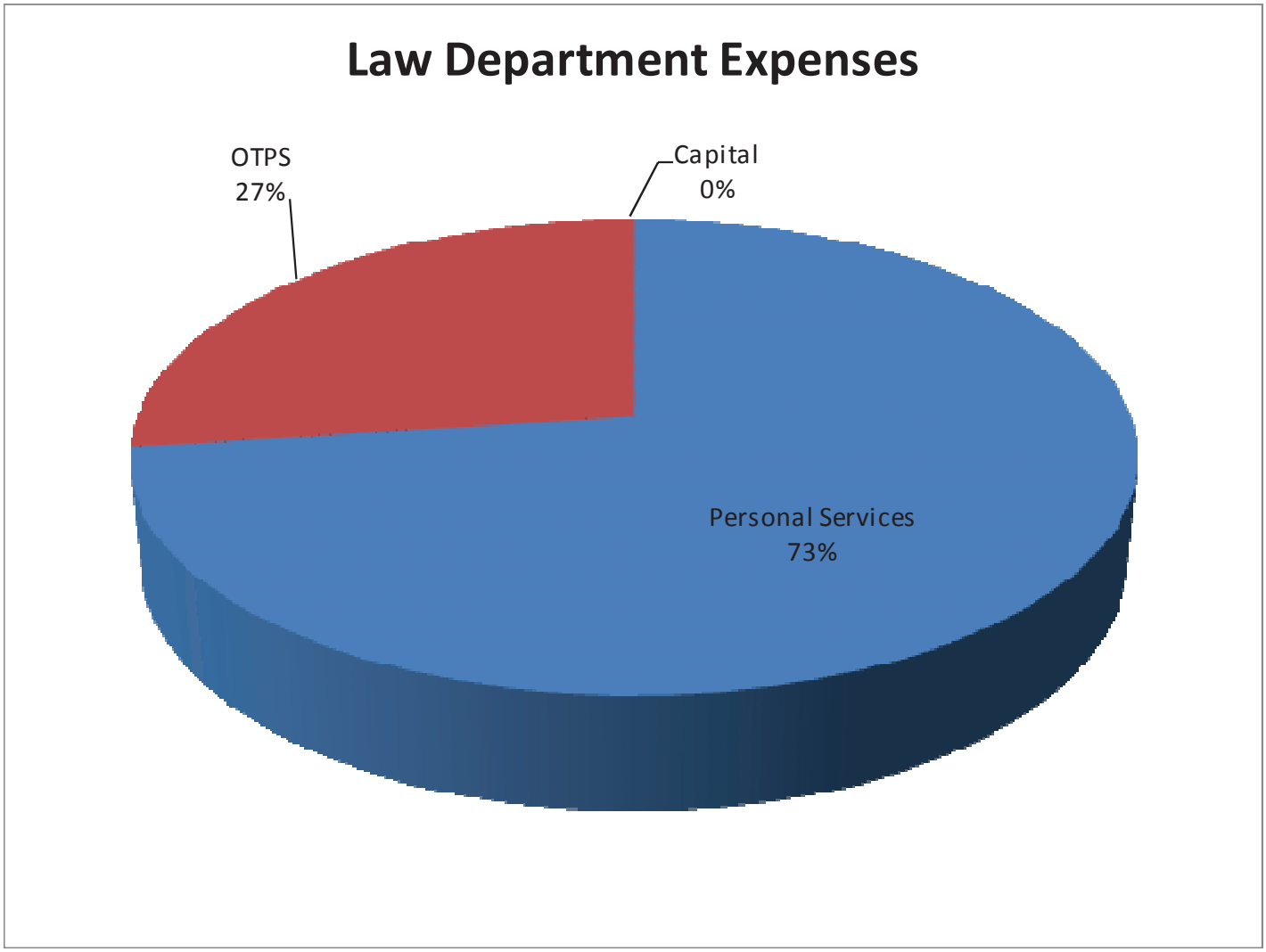
Law Department Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
RENTALS	-	2,500	2,500	-	0.0%
ALCOHOL BEVERAGE LICENSES	477,568	470,000	470,000	-	0.0%
OTHER PERMITS	108,651	116,000	116,000	-	0.0%
MISCELLANEOUS REVENUE	110,575	215,632	215,632	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	58,809	-	-	-	0.0%
Total Departmental Revenue	**755,603**	**804,132**	**804,132**	**-**	**0.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
COMMUNITY HOUSING INITIATIVE	GRANT	6/30/2013	24,000	11,574
COMCAST-CITY OF SPFLD CABLE RELATED	GRANT		80,000	30,059
Subtotal Multi-year grants:			**104,000**	**41,633**
COMCAST-CITY OF SPFLD CABLE RELATED	GRANT		80,000	80,000
Subtotal FY14 anticipated grants:			**80,000**	**80,000**
MOBILE HOME PARK	TRUST		712	-
Subtotal Other Funding:			**712**	**-**
TOTAL External Funding Sources:			**172,712**	**115,846**

Expenditure Detail



Law Department Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,140,557	713,145	1,318,118	604,973	84.8%
OTPS	672,891	524,343	485,968	(38,375)	-7.3%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**1,813,448**	**1,237,488**	**1,804,086**	**566,598**	**45.8%**

Program Summary

Law Department—General Government Counsel

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.

Citywide Strategic Priority: Fiscal and Operational Excellence

Fiscal Year 2014 Performance Measures - Law Department				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Percentage of contracts drafted and reviewed within 60 days of receipt of complete information	90%	92%	95%	95%
Percentage Reviewed and signed within 7 days	99%	99%	99%	99%
Target (settlements against city)	$500,000	$376,182	$764,496	$400,000
Revenue Collected	$534,079	$755,603	$623,995	$540,000
To file timely answers to court complaints:				
Percentage of on time responses to court complaints	99%	99%	99%	100%
To investigate all claims received.				
Number of claims investigated	125	146	73%	100%

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Section 5
Division of Administration and Finance

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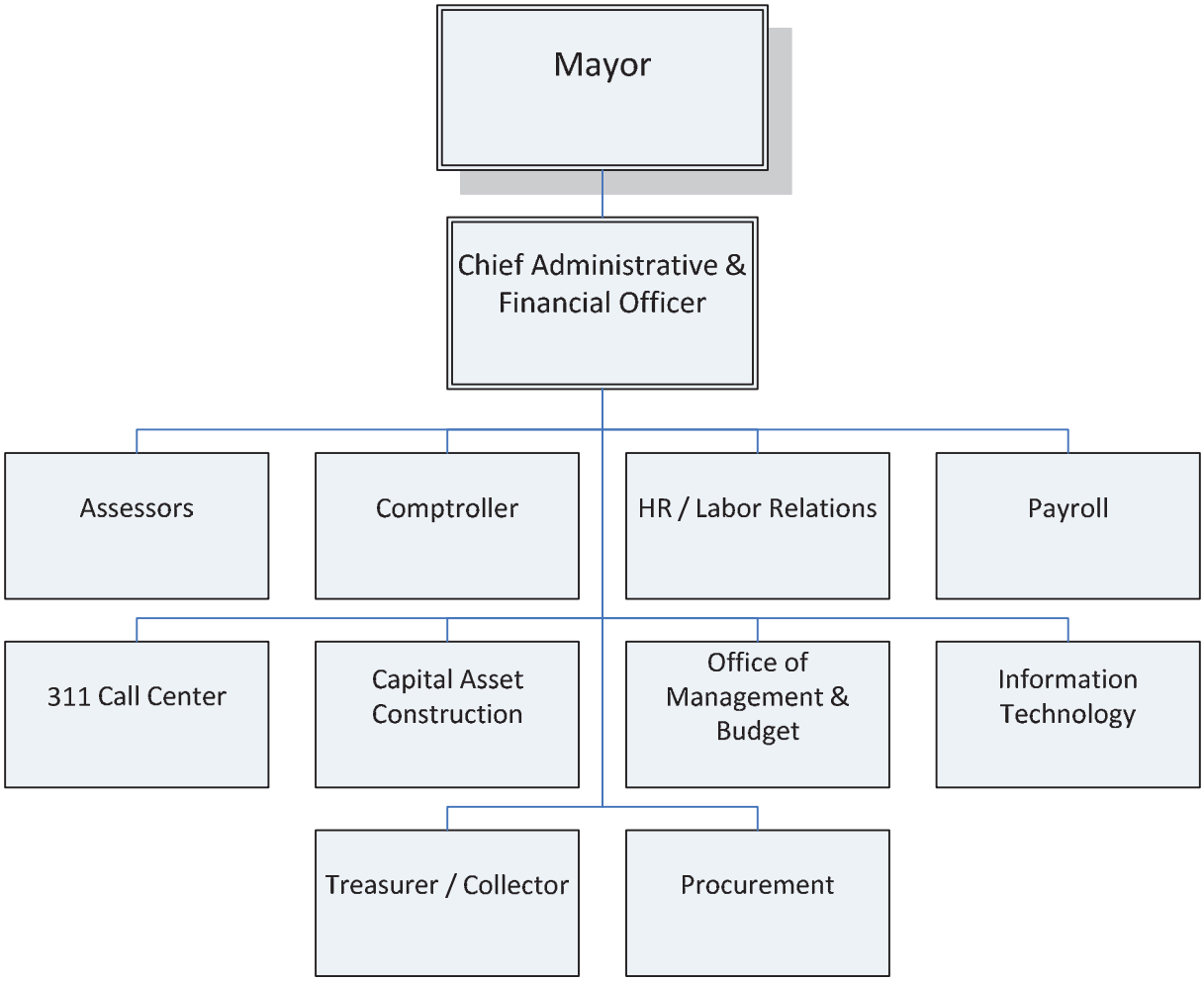
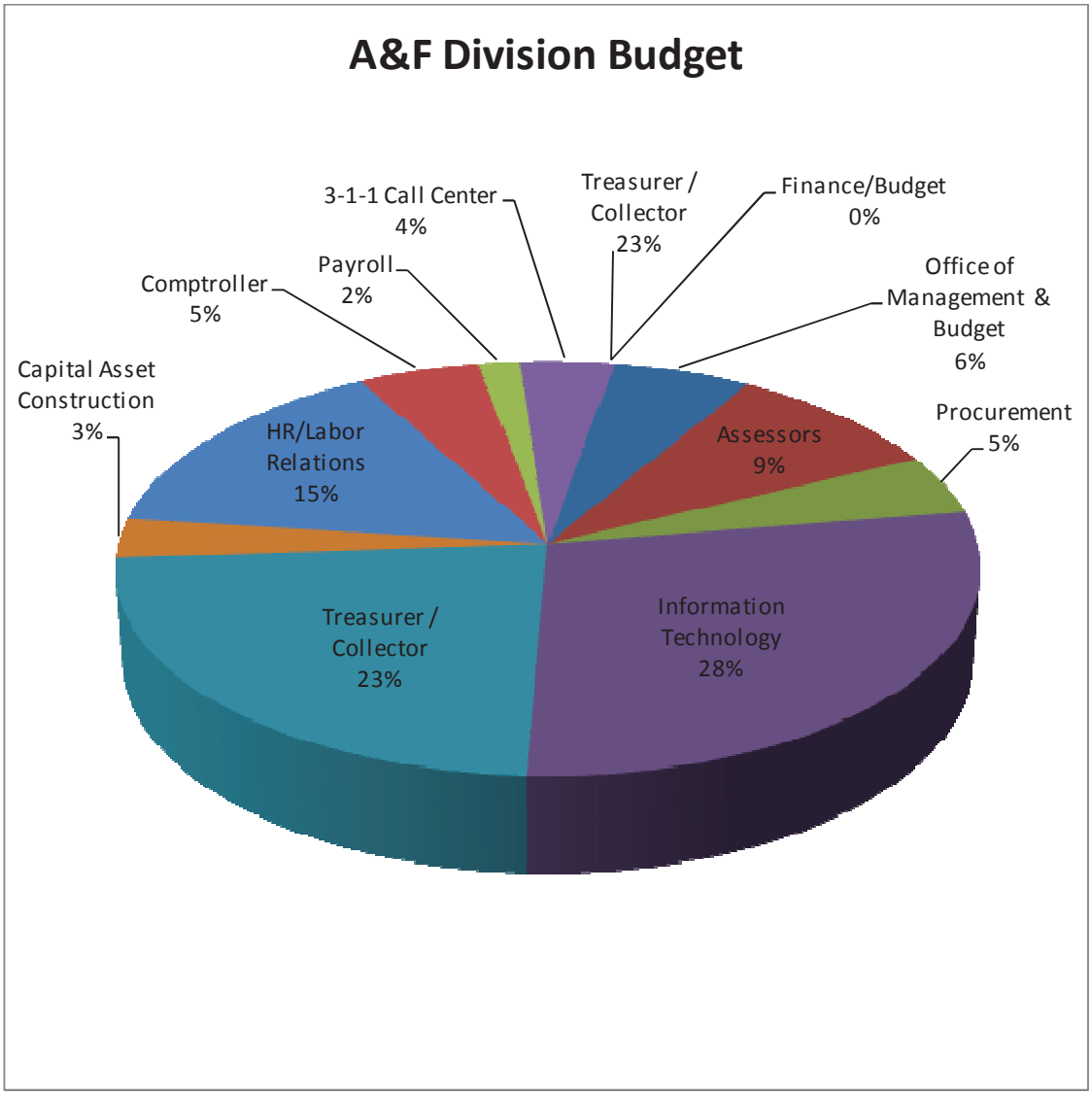
Division of Administration and Finance



Mission Statement

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

General Fund Budget and Staffing Overview



General Fund Budget and Staffing Overview

A&F Division Budget	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Office of Management & Budget	512,742	277,185	208,550	619,247	410,697	196.9%
Assessors	925,673	718,822	628,846	998,185	369,339	58.7%
Procurement	532,082	425,881	367,318	496,503	129,185	35.2%
Information Technology	2,644,941	2,772,701	2,513,585	3,020,036	506,451	20.1%
Treasurer / Collector	3,815,351	3,456,040	2,788,603	2,485,234	(303,369)	-10.9%
Capital Asset Construction	531,502	437,462	248,829	326,658	77,829	31.3%
HR/Labor Relations	1,277,898	1,631,779	1,287,029	1,615,759	328,730	25.5%
Comptroller	671,408	641,283	600,123	545,031	(55,092)	-9.2%
Payroll	590,032	312,803	270,464	184,886	(85,578)	-31.6%
3-1-1 Call Center	417,662	400,883	339,870	423,346	83,476	24.6%
CitiStat	198,605	-	-	-	-	0.0%
Finance/Budget	835,260	475,471	371,537	-	(371,537)	-100.0%
Total Division	**12,953,156**	**11,550,310**	**9,624,754**	**10,714,885**	**1,090,131**	**11.3%**

Division Personnel (FTE's)	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Office of Management & Budget	3.0	2.0	2.0	8.0	6.0	300.0%
Assessors	13.0	12.0	11.0	12.0	1.0	9.1%
Procurement	9.0	6.0	6.0	7.0	1.0	16.7%
Information Technology	18.0	15.0	14.0	14.0	-	0.0%
Treasurer/Collector	18.0	17.0	16.0	16.0	-	0.0%
Capital Asset Construction	3.0	3.0	3.0	2.0	(1.0)	-33.3%
Human Resources/Labor Relations	17.5	17.5	15.0	16.0	1.0	6.7%
Comptroller	13.5	11.0	10.0	9.0	(1.0)	-10.0%
Payroll	5.0	4.0	-	-	-	0.0%
3-1-1 Call Center	10.8	9.8	8.8	8.8	-	0.0%
CitiStat	5.0	-	-	-	-	0.0%
Finance/Budget	9.0	7.0	6.0	-	(6.0)	-100.0%
Total FTE's	**124.8**	**104.3**	**91.8**	**92.8**	**1.0**	**1.1%**

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Admin & Finance Division FY14 Funding Sources

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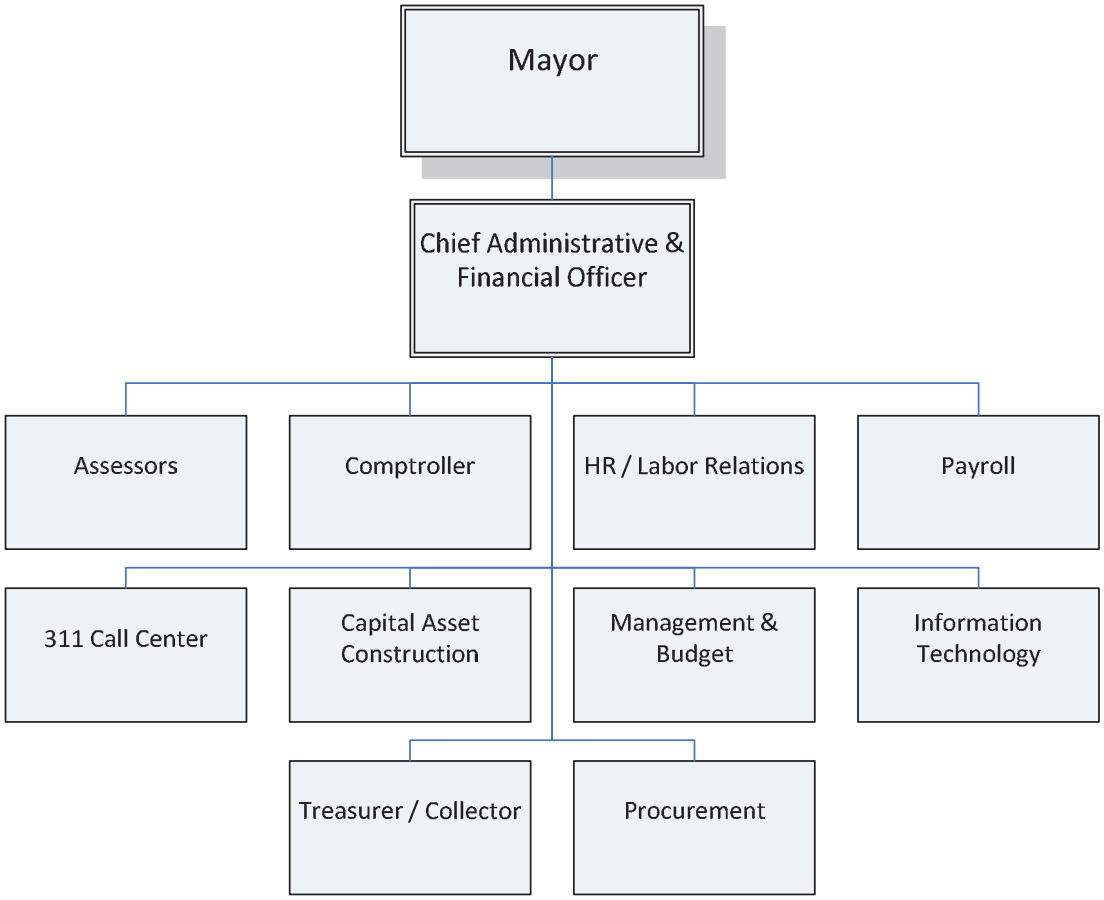
Office of Management & Budget

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



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	9.0	8.0	8.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**9.0**	**8.0**	**8.0**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

OMB Department Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	51,791	2,121,457	3,711,893	1,590,436	75.0%
External Funds	25,000	-	-	-	0.0%
General Fund Revenue	659,528	713,444	619,247	(94,197)	-13.2%
Total Departmental Revenue	**736,319**	**2,834,901**	**4,331,140**	**1,496,239**	**52.8%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	600,187	657,607	557,410	(100,197)	-15.2%
OTPS	59,341	55,837	61,837	6,000	10.7%
Capital	-	-	-	-	0.0%
Total General Funds	**659,528**	**713,444**	**619,247**	**(94,197)**	**-13.2%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	25,000	-	24,105	24,105	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**25,000**	**-**	**24,105**	**24,105**	**0.0%**

All Funds Budget:	**684,528**	**713,444**	**643,352**	**(70,092)**	**-9.8%**

Budget Development

OMB Department Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	600,187	679,357	657,607	557,410	(121,947)	-18.0%
OTPS	59,341	48,178	55,837	61,837	13,659	28.4%
Capital	-	-	-	-	-	0.0%
Total General Funds	**659,528**	**727,535**	**713,444**	**619,247**	**(108,288)**	**-14.9%**

- ◊ Funds 8.0 FTEs consistent with FY13
- ◊ Publication of Multi-Year Financial Plan (MYFP)
- ◊ Publication of 5 Year Capital Plan
- ◊ Performance Management
- ◊ Continuous Improvement
- ◊ Grant Analysis

Expenditure Cuts:

- ◊ Reorganization of the CAFO and Finance departments to become the Office of Management and Budget
- ◊ Reduced Personal Services ($100k)

Revenue:

- ◊ $1.8M in revenue included for administrative rate charged to grants
- ◊ $960k in revenue included for Service Level Agreements
- ◊ $1M in revenue included for Casino sign-on bonus

Grants:

- ◊ No grants received by this department

Departmental Overview & Highlights

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 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) who 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 311 Call Center, duties include developing department budgets, monitoring expenditures, reviewing transfers, allotments, and implementing and maintaining uniform financial systems and controls for all departments.

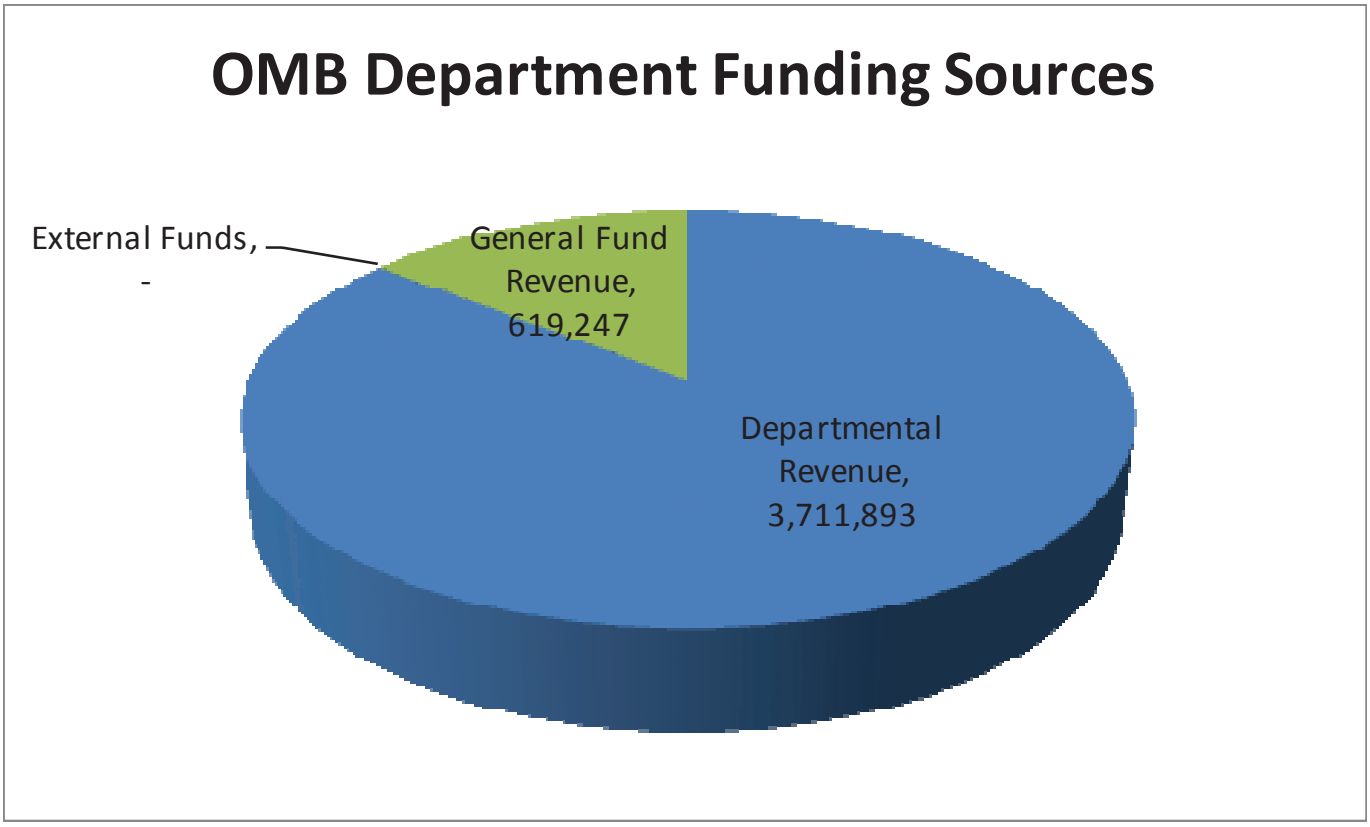
The CAFO ensures that the City uses all of its financial resources both general fund and grants, effectively and efficiently, by regularly monitoring government spending and revenue collections. This includes reviewing the current year's budget-to-actual figures and analyzing programs and services for continuous improvement opportunities.

With the reorganization of the CAFO and Finance departments to become the Office and Management and Budget (OMB), the department became leaner and more diverse while saving the City $100,000.

The Office of Management and Budget is responsible for creating the City's Operating Budget, the Capital Improvement Plan (CIP), Multi-Year Financial (MYFP), Performance Management and Process Improvement plan on an annual basis. In addition, the department coordinates the Quarterly Financial report, specifically the year end projection. Under the direction of the CAFO, the OMB department works with the Mayor, City Council and departmental personnel to create a complete, transparent and balanced budget that reflects the strategic priorities of the City.

The following department heads report to the CAFO: the Chair of the Board of Assessors, Treasurer, Collector, Budget Director, Comptroller, Payroll Director, Chief Information Officer, Chief Procurement Officer, Director of Human Resources and Labor Relations, 311 Director, and Director of Capital Asset Construction.

Revenue Detail



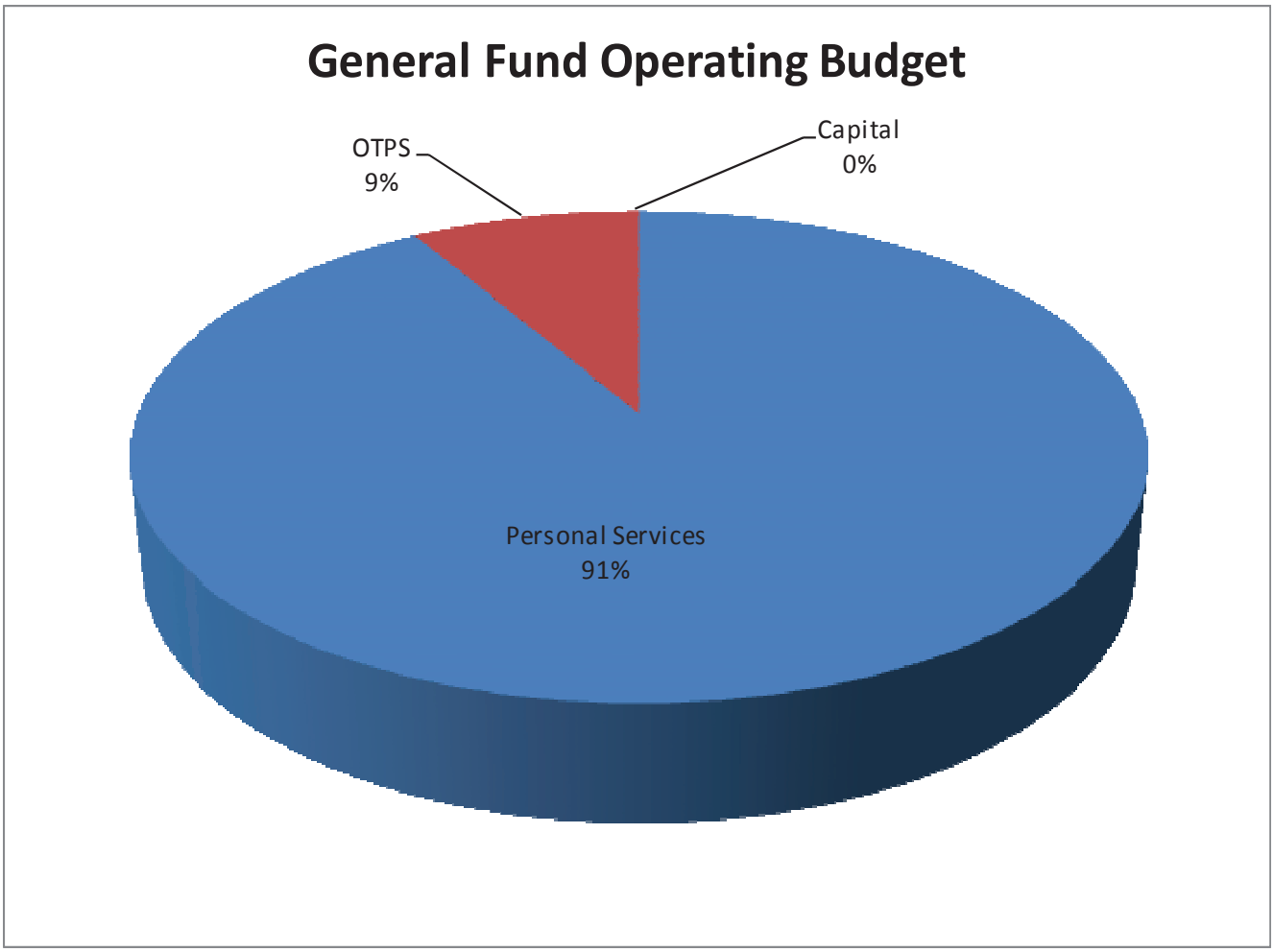
Departmental Revenue:

Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	51,791	2,121,457	3,771,893	1,650,436	77.8%
REIMB FOR PRIOR YEAR EXPEN	-	-	-	-	0.0%
Total Departmental Revenue	**51,791**	**2,121,457**	**3,771,893**	**1,650,436**	**77.8%**

Revenue Detail

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
Continuous Improvement - Davis Foundation			**25,000**	**24,105**
Subtotal Multi-year grants:			***25,000***	***24,105***
			N/A	-
Subtotal FY14 anticipated grants:				**-**
			N/A	-
Subtotal Other Funding:				**-**
TOTAL External Funding Sources:			**25,000**	**24,105**



Expenditure Detail

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	600,187	679,357	657,607	557,410	(121,947)	-18.0%
OTPS	59,341	48,178	55,837	61,837	13,659	28.4%
Capital	-	-	-	-	-	0.0%
Total General Funds	**659,528**	**727,535**	**713,444**	**619,247**	**(108,288)**	**-14.9%**

Program Summaries

- ◊ Multi-Year Financial Plan (MYFP)
- ◊ Capital Plan (CIP)
- ◊ Budget
- ◊ Grants
- ◊ Continuous Improvement (CI)
- ◊ Process Improvement
- ◊ Performance Management

Office of Management and Budget

This program is responsible for the development of the City's operating budget, Capital Improvement Plan, Debt Affordability Analysis, Capital Budget, Multi-Year Financial Plan and Quarterly Financial projections for the Quarterly Financial Report. This includes monitoring departmental expenditures and revenue collections while working with departments and City officials to ensure that all government expenditures, regardless of source are used effectively and efficiently. The goal of the program is to monitor the City's finances for each department and the City as a whole.

The goals of the Office of Management and Budget for FY14 are to monitor the City's finances for each department and the City as a whole and support the mayor's strategic priority to ensure fiscal and operational excellence.

Citywide Strategic Priority: Fiscal & Operational Excellence

Fiscal Year 2014 Performance Measures - OMB				
	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Goal
Operating surplus maintained	0.4%	<1%		
Stabilization reserves as a percent of the General Fund	8.0%	11.00%		
Debt as a percentage of General Fund budget	4.6%	3.13%		

Fiscal Year 2014 Performance Measures - OMB				
	FY11 Actual	FY12 Actual	FY13 YTD 4-30-13	FY14 Goal
Develop and provide expenditure and revenue reports to all City Departments	12	12	12	12

Grants

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

Citywide Strategic Priority: Fiscal & Operational Excellence; Healthy Neighborhoods

Capital

This program analyzes the City's capital needs on an annual basis and develops a five-year Capital Improvement Plan (CIP), using input from departments and their infrastructure experts. In addition, this program analyzes the fiscal affordability of issuing new debt and its impact on the operating budget. The goal of the Capital Program is to review and identify improvements to the capital improvement process and to identify funding sources to meet capital needs.

Citywide Strategic Priority: Fiscal & Operational Excellence

Fiscal Year 2014 Performance Measures - Capital				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Production of the Capital Improvement Plan (CIP)	3/30/2011	3/30/2012	3/30/2013	3/30/2014

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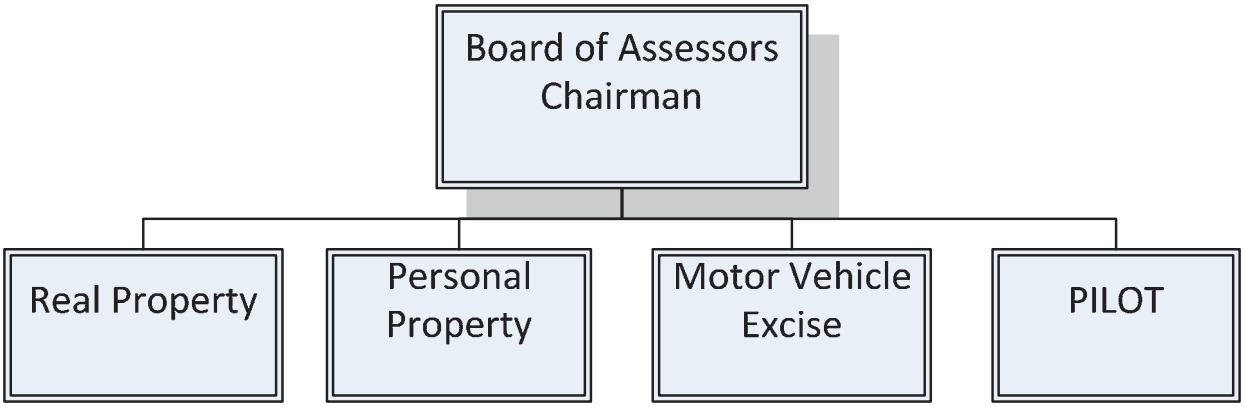
Board of Assessors

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



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	12.0	12.0	12.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**12.0**	**12.0**	**12.0**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

Board of Assessors Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	5,054,464	4,077,200	2,264,500	(1,812,700)	-44.5%
External Funds	-	-	-	-	0.0%
General Fund Revenue	782,188	705,826	998,185	292,359	41.4%
Total Departmental Revenue	**5,836,652**	**4,783,026**	**3,262,685**	**(1,520,341)**	**-31.8%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	589,440	573,696	634,854	61,158	10.7%
OTPS	192,748	132,130	363,331	231,201	175.0%
Capital	-	-	-	-	0.0%
Total General Funds	**782,188**	**705,826**	**998,185**	**292,359**	**41.4%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds			-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations		-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**782,188**	**705,826**	**998,185**	**292,359**	**41.4%**

Budget Development

Board of Assessors Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	589,440	573,696	634,854	634,854	61,158	10.7%
OTPS	192,748	132,130	363,331	363,331	231,201	175.0%
Capital	-	-	-	-	-	0.0%
Total General Funds	**782,188**	**705,826**	**998,185**	**998,185**	**292,359**	**41.4%**

- ◊ Funds 12.0 FTEs
- ◊ OTPS increase due to:
  - ♦ Recertification work for FY15 - $165,000
  - ♦ Personal Property Review - $20,000
  - ♦ Litigation for Utilities - $50,000

Revenue:

- ◊ The Board of Assessors manages PILOT agreements. FY14 revenue is estimated to be $2,264,500.
- ◊ No other departmental fees are collected by the Board of Assessors.

Grants:

- ◊ The Board of Assessors is not supported by grant funding.

Departmental Overview & Highlights

The Assessing Department determines the property tax levy, which is the primary local source of General Fund revenue. The FY14 levy is estimated to be approximately $167 million. The Assessing Department determines the value of all real and personal property located within the city. Assessors must comply with state laws and regulations in annually assessing all real property at its full and fair cash value (FFCV) based on physical condition as of June 30 and market conditions as of January 1.

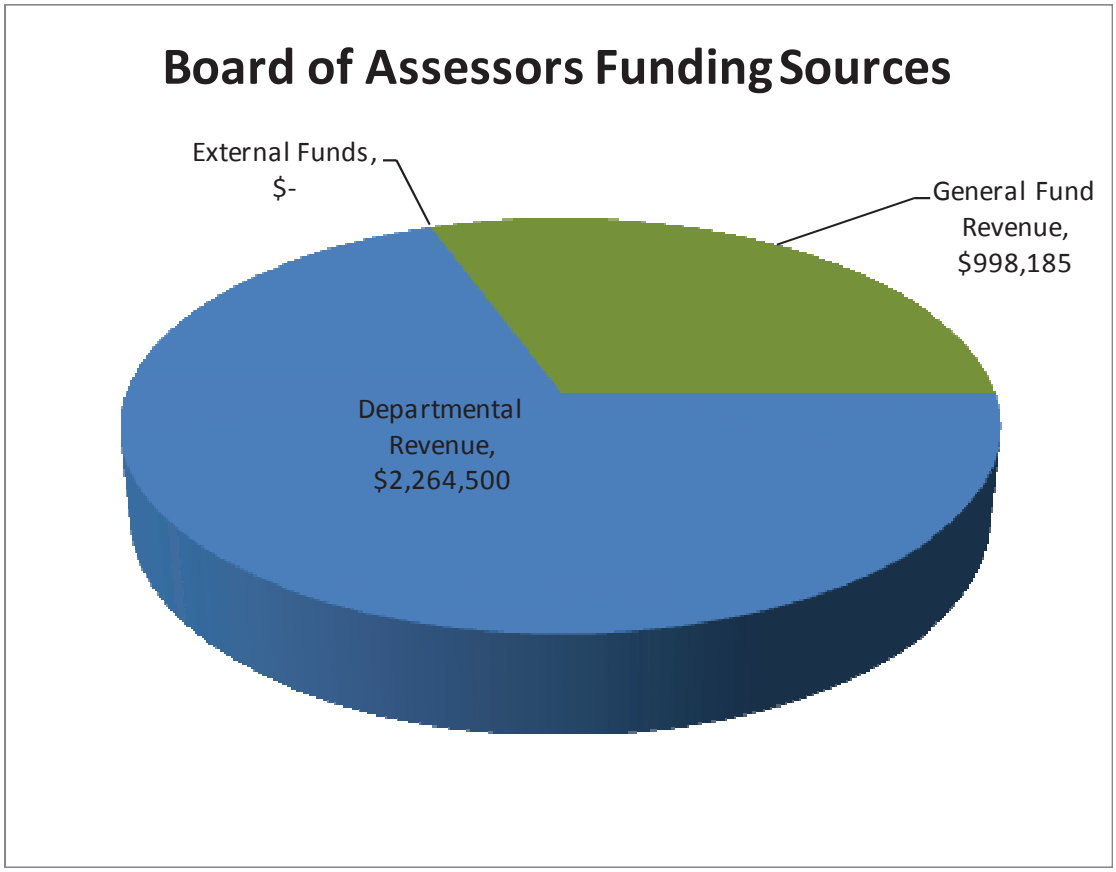
The department strives to maintain accurate records on all land and buildings, and items of personal property, in establishing fair and equitable estimates of FFCV. The department researches value indicators by gathering and analyzing data from property sales and income property performance.

The department changes ownership, mailing address, and parcel records regularly based on deeds and maps filed at the Registry of Deeds. This activity is essential to the orderly collection of property taxes.

The department is also responsible for over $10 million in local revenue through the motor vehicle excise system and the PILOT program. The City issues 105,000 motor vehicle excise bills annually, totaling $7.5 million. The PILOT category generates roughly $2 million, largely through payments from Urban Redevelopment Excise (MGL Chapter 121A) corporations.

The department administers the system of abatements, exemptions, and appeals on all categories of property: real, personal, and motor vehicles. State law governs the procedures for seeking relief from taxes and excises. Our board applies principles of law and valuation in deciding these matters.

Revenue Detail



Departmental Revenue:

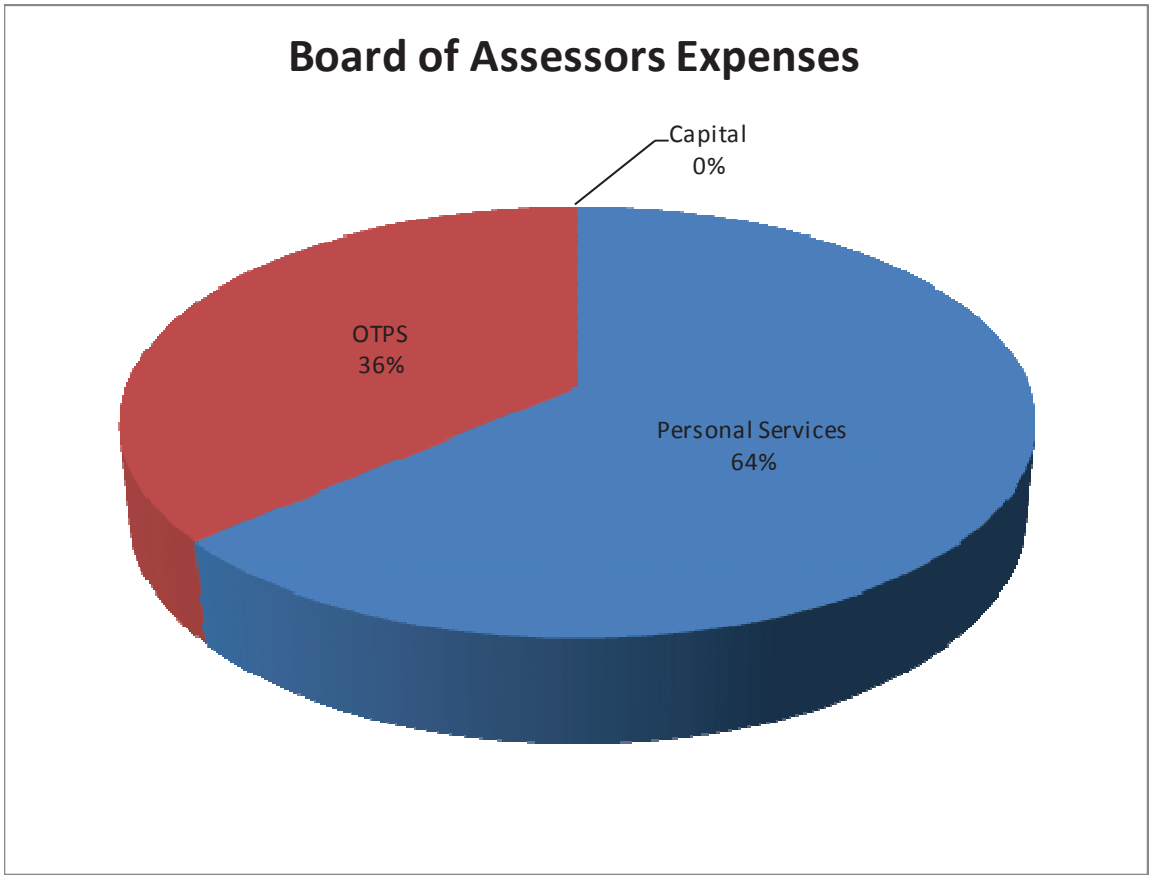
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
PILOT - LOCAL	2,715,401	1,984,500	2,199,500	215,000	10.8%
PILOT - SEC 10	476,178	602,900	-	(602,900)	-100.0%
PILOT - SEC 121A	1,862,841	1,424,800	-	(1,424,800)	-100.0%
MISCELLANEOUS REVENUE	44	65,000	65,000	-	0.0%
Total Departmental Revenue	**5,054,464**	**4,077,200**	**2,264,500**	**(1,812,700)**	**-44.5%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	-
Subtotal Multi-year grants:			-	-
			N/A	-
Subtotal FY14 anticipated grants:			-	-
			N/A	
Subtotal Other Funding:				-
TOTAL External Funding Sources:			-	-

Expenditure Detail



Board of Assessors Expenses	FY12 Actual	FY13 Adopted	FY14 Requested	Variance FY14-FY13	Percent Change
Personal Services	589,440	573,696	634,854	61,158	10.7%
OTPS	192,748	132,130	363,331	231,201	175.0%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**782,188**	**705,826**	**998,185**	**292,359**	**41.4%**

Program Summaries

Real Property

Assessors determine the full and fair cash value of all taxable parcels as of each January 1st. The categories of real property are residential, commercial and Industrial. Assessed valuations must be in compliance with the applicable Massachusetts laws and regulations.

Personal Property

Personal property is tangible property and is subject to the personal property tax unless exempted by statute. Tangible personal property is as varied in its nature and type as the range of types of businesses.

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 (Registry) 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.

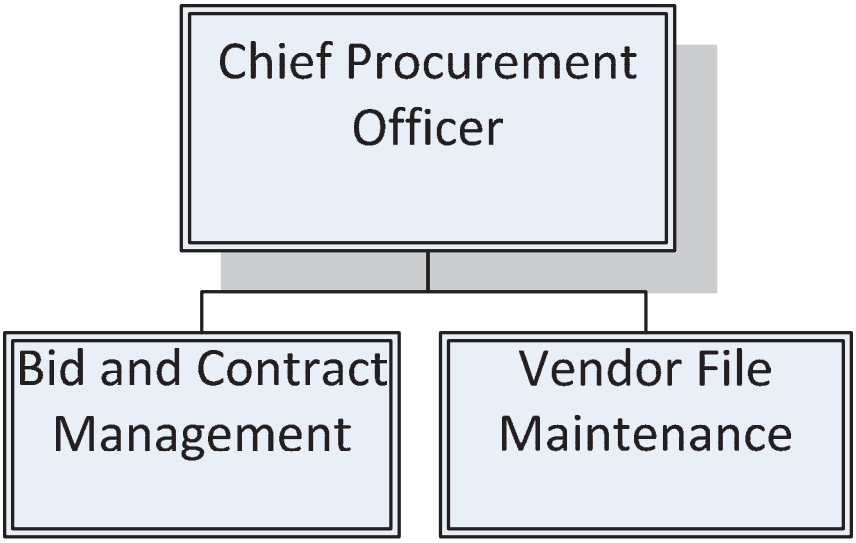
Payments-in-lieu-of-taxes (PILOTS)

PILOTS are agreements in which the property owner is not subject to conventional property taxation under Chapter 59. PILOTS include Chapter 121A projects which make excise payments to the Commonwealth which are then transferred to the City. Some exempt property owners voluntarily contribute to the General Fund.

Fiscal Year 2014 Performance Measures -Board of Assessors				
	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Goal
Date of tax rate certification				
Deeds reviewed and recorded	4,500	3,466	2,633	3,000
# Arms-Length Sales (# of verified market sales)		602	562	600
Single Family House	n/a	424	389	450
Resident Condos	n/a	58	41	50
Two Houses on One Parcel	n/a	0	1	1
Two Family House	n/a	69	59	75
Three Family House	n/a	8	11	15
Apartments	n/a	12	10	15
Vacant Residential Land	n/a	10	7	12
Commercial	n/a	19	39	25
Industrial	n/a	2	5	10
Form of List mailed and processed	4,312	3,943	3,957	4,000
Forms of List returned	2,266	1,736	1,810	2,000
Accounts issued tax bills	3,449	3,160	2,975	3,000
Average # of properties inspected per full-time inspector annually	130	1,529	1,318	1,500
Total number of properties inspected	4,680	4,588	3,955	4,500

Office of Procurement

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.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	6.0	6.0	7.0	1.0	16.7%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**6.0**	**6.0**	**7.0**	**1.0**	**16.7%**

All Funds Budget

Revenue Overview:

Procurement Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	12,484	1,000,000	50,000	(950,000)	-95.0%
External Funds	-	-	-	-	0.0%
General Fund Revenue	426,772	415,248	496,503	81,256	19.6%
Total Departmental Revenue	**439,256**	**1,415,248**	**546,503**	**(868,744)**	**-61.4%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	313,834	317,494	398,749	81,256	25.6%
OTPS	112,937	97,754	97,754	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	**426,772**	**415,248**	**496,503**	**81,256**	**19.6%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**426,772**	**415,248**	**496,503**	**81,256**	**19.6%**

Budget Development

Office of Procurement Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	313,834	317,494	412,744	398,749	81,256	25.6%
OTPS	112,937	97,754	97,754	97,754	-	0.0%
Capital	-	-	-	-	-	0.0%
Total General Funds	**426,772**	**415,248**	**510,498**	**496,503**	**81,256**	**19.6%**

- ◊ Funds 7.0 FTEs; 7.0 FTEs General Fund; 0.0 FTEs Grant funded
- ◊ Additional 1.0 FTE is a transfer from the Parks Department

Expenditure Cuts:

- ◊ Reduce Personal Services - $14,000

Revenue:

- ◊ Revenue estimates for FY14 are contingent on the successful sale of surplus property at City-sponsored auctions.

Grants:

- ◊ The Office of Procurement is not supported by grant funding.

Departmental Overview & Highlights

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. The department also utilizes 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.

All requisitions over $25.00 must be approved by an assigned Agent in the office. The Procurement Agents have approved over 10,000 requisitions. Once they approved the CPO will post requisitions. Currently we have sent out 9,835 purchase orders this fiscal year.

The Procurement Office is responsible for the production of bids for any goods or services over $5,000. There are various types of bids: Quotes, Invitation to Bid, Request for Proposals, Request for Qualifications, Disposition of Real Property (For Sale bids), and Construction contracts.

Informal bids can be created by the quote process, which can range anywhere from $5,000 to $24,999. The Procurement staff will review with the end user to make sure a 3 quote process is complete, will also ensure the lowest price from a responsible bidder was received. Once completed and sent to department head for recommendation and final approval from the CPO, a contract will be drafted.

Formal bids are anything $24,999 and up. Formal bids require the creation of legal advertisements in local newspaper, posting on the COS website depending on dollar threshold or service type, must be posted in state publications in either the Goods and Services Bulletin or the Central Register.

Request for Proposals are based on qualifications and adherence to the rules of Chapter 30B. Once bids are privately-opened and reviewed for completeness they will then be reviewed and scored by an evaluation committee. After CPO receives the scores the committee may then review pricing, conduct interviews and make their recommendations for award to CPO.

Construction bids required strict adherence to the laws of Chapter 149, Chapter 30 section 39M and 149A. Staff works closely with DCAC, DPW, Parks and Facilities Management, to maintain with project scheduling. All documents are posted on a construction site for competitive bidding. Bidders must follow strict rules and regulations along with the commitment of working with City on the Responsible Employer Ordinance. Agents must make sure completed documents are received before and during the bidding process.

Deputy Procurement Agent attends weekly REO meetings to keep informed with progress of each vendor abiding by the rules and regulations of the City's Responsible Employee Ordinance.

All purchases of $5,000 or more, must have contracts associated with them, whether they are exempt from the bidding process or not in accordance with City ordinance. Procurement maintains 540 active contracts in FY 13 plus an additional 85 City-wide blanket contracts. City-wide contracts have been created based on the needs of all departments which results in better pricing for the City and less duplication of bids for similar departmental needs. These contracts are created through the formal bid process, the use of state contracts, and collaborative bidding. Some of these contracts offer the City rebates that have given close to $6,000 dollars back to the City this fiscal year.

Multi-year contracts are monitored by the Procurement Office, which issues timely renewal letters, and/or amendments and change orders to meet the needs of departments.

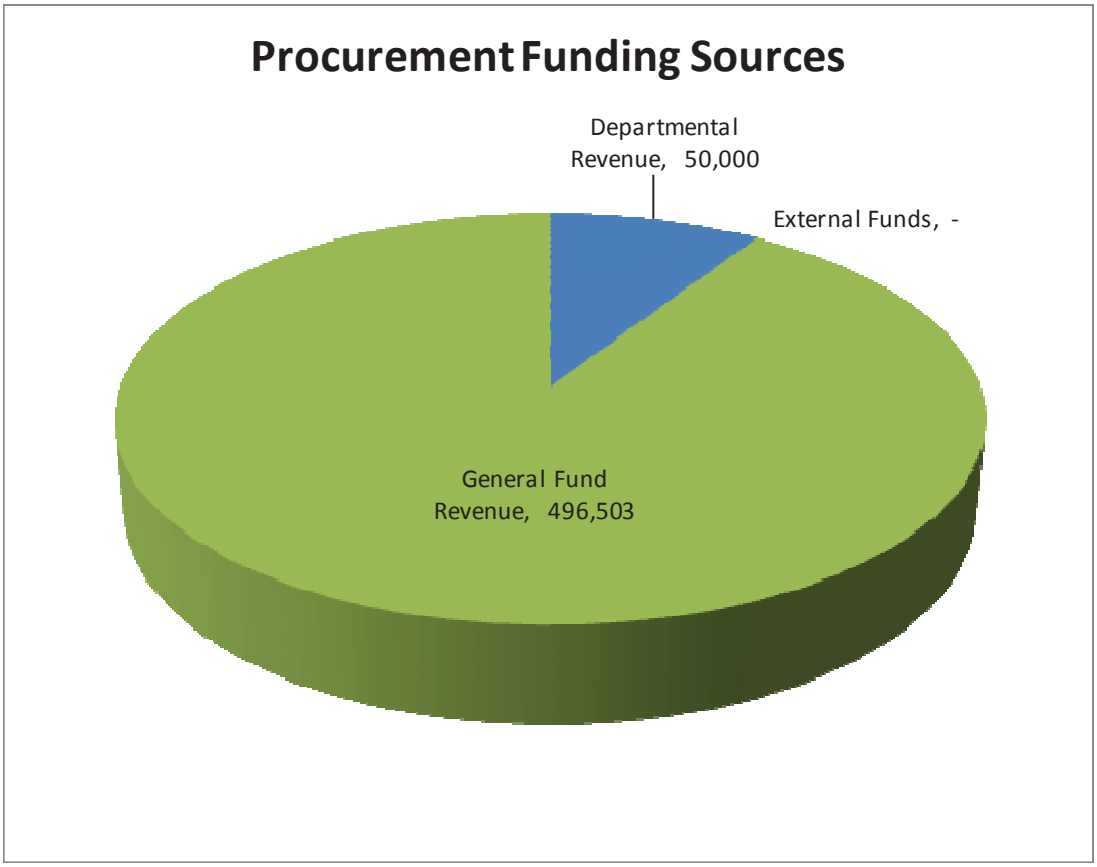
FY13 Departmental Highlights

- Use of an on-line auction to dispose of any obsolete or surplus items from the City. If items are valued at more than $5,000, a legal advertisement will be posted in the newspaper informing potential buyers when the auction will take place and instructions on using a public auction website. The online auction process was used this year for the sale of old items at Putman High School and the Fire training facility generated the City an additional $68,321.94 and $5,870.00 respectively.
- Disposition RFP's for various Property Redevelopment opportunities, such as Zanetti, SECC, and Page Boulevard that received quality proposals from developers which in turn with produce substantial revenue for City.
- Construction Bids for Renovations at Gerena, Brookings, Dryden and Forest Park Middle Schools.
- Utilizing new 1099 forms with the help of IT to stream-line the process of getting the forms out. The new process reduced the time from six people, taking a full day to stuff and seal envelopes to one hour.
- Procurement also maintain the timely creation of all bids/contracts for City snow plowing. The process begins in October, with 100+ plow contracts being finalized by November.
- Office of Procurement will be adding a Compliance position. Having the Compliance Office back in the Procurement Office will aid the staff in handling construction monitoring throughout the complete bid/contract process. (Procurement has posted job and is process finding a qualified individual to assist department.)

FY14 Risks and Challenges

- Effect of Employee loss
- Existing staff cannot absorb the workload
- Difficult to allow staff needed time off
- No longer able to be proactive department we have become *reactive* to all new procurement business
- Deputy handles three (3) of largest departments (DCAC, Parks & Facilities) which is challenging since those departments are not adequately staffed to draft their bidding needs.
- DCAC projects are the most costly and hold the greatest liability to the City.
- With no clerical staff all agents are answering phones, filing, scanning, and making their own copies. The clerical position is an employee who is working out of classification to meet the demands and requirements of the department.

Revenue Detail



Departmental Revenue:

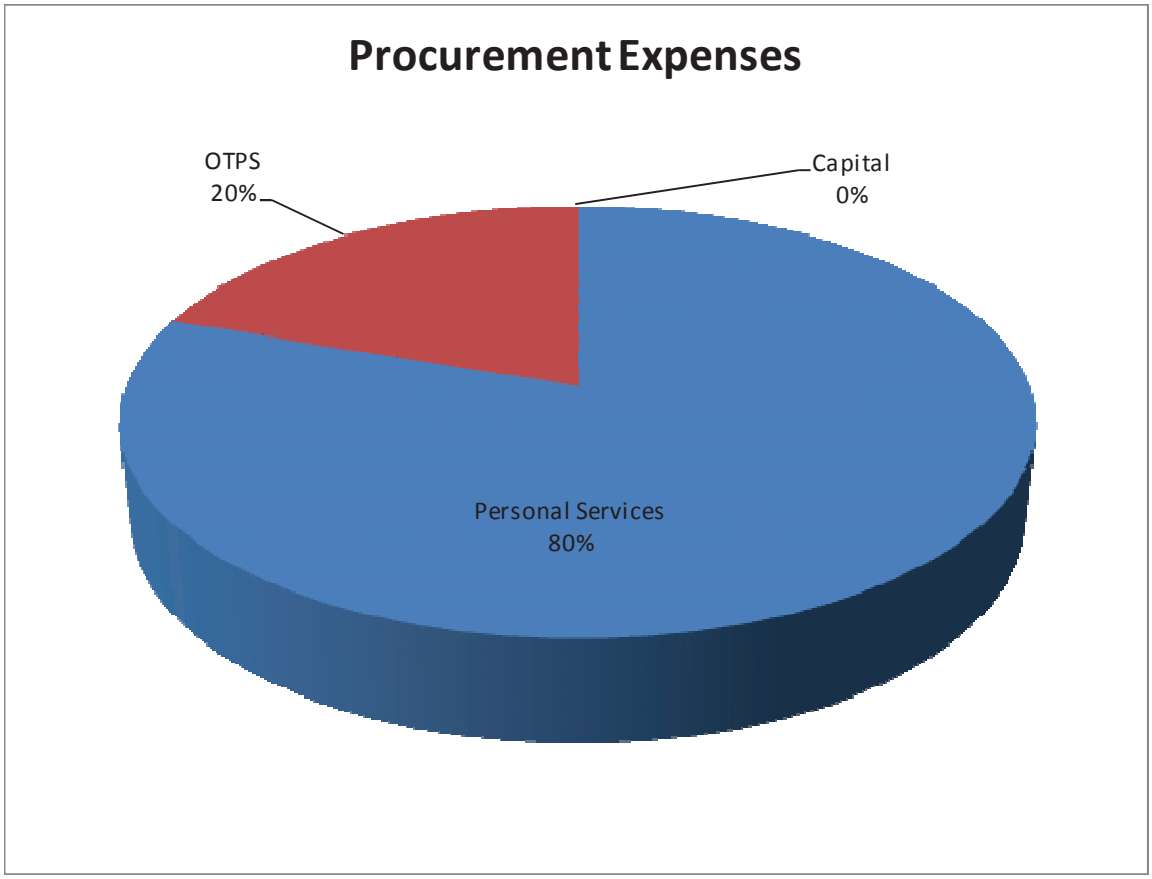
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	137	-	-	-	0.0%
SALE OF OLD MATERIALS	12,347	-	50,000	50,000	0.0%
SALE OF LAND & BLDG	-	1,000,000	-	(1,000,000)	-100.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	**12,484**	**1,000,000**	**50,000**	**(950,000)**	**-95.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	
Subtotal Multi-year grants:			-	-
			N/A	
Subtotal FY14 anticipated grants:			-	-
			N/A	
Subtotal Other Funding:			-	-
TOTAL External Funding Sources:			-	-

Expenditure Detail



Procurement Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	313,834	317,494	398,749	81,256	25.6%
OTPS	112,937	97,754	97,754	-	0.0%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**426,772**	**415,248**	**496,503**	**81,256**	**19.6%**

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 requirements.

Fiscal Year 2014 Performance Measures - Bid & Contract Management				
	FY11 Actual	**FY12 Actual**	**FY13 Actual**	**FY14 Goal**
% of requisitions processed per month: City	730	504		
% of requisitions processed per month: Schools	645	736		
Average # of Changes per Purchase Order per month: City	376	141	350	
Average # of Changes per Purchase Order per month: Schools	445	98	300	
Percent of bids submitted that do not progress within 1 work week	n/a	0	25%	
Percent of contracts processed within 60 work days (bid opening to purchase order conversion)	1	1	80%	
Average number of days to prepare and execute procurement blanket and lump sum contracts based on	n/a	50	48	
Average number of days to prepare and execute on procurement state blanket and lump sum contracts	n/a	45	30	
Percent of Customer Service Requests answered within 2 work days	1	1	80%	
Number of monthly requests received relative to the bid and contract module	20	800	200	
Number of monthly requests received relative to requisitions and purchase orders	10	800	300	
Percent of requisitions converted to purchase orders within 1-2 work days after finalizing the contract	1	1	95%	

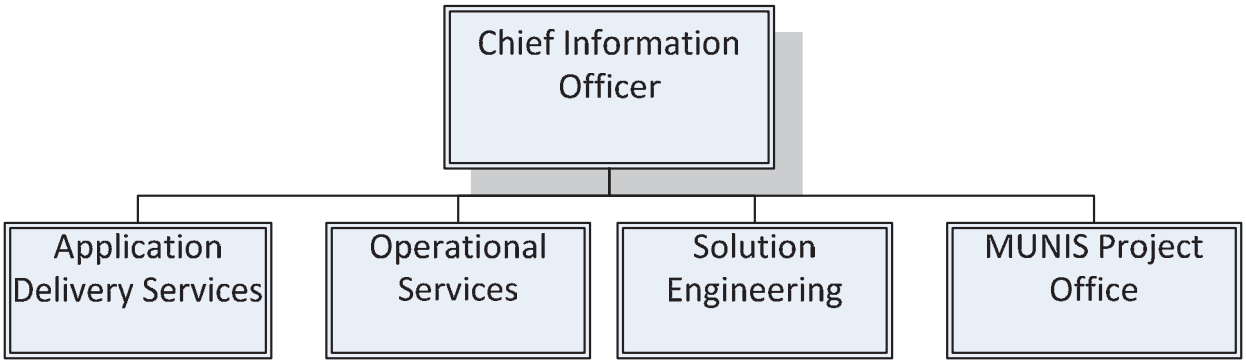
Vendor File Maintenance

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 2014 Performance Measures - Vendor File Maintenance				
	FY11 Actual	**FY12 Actual**	**FY13 Actual**	**FY14 Goal**
Number of active vendor files updated per month	10	160	200	
# of vendors issued a reconcilled 1099M Form	918	550	850	
% of 1099M vendors who request a corrected form	15	8	15	
Of the 14,000 vendors # of W-9 information that is current with updated vendor information	2,000	2,000	7,000	

Information Technology

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



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	15.0	14.0	14.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs:	**16.0**	**15.0**	**15.0**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

ITD Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	12,931	-	-	-	0.0%
External Funds	-	-	-	-	0.0%
General Fund Revenue	2,746,842	2,909,117	3,020,036	110,918	3.8%
Total Departmental Revenue	**2,759,773**	**2,909,117**	**3,020,036**	**110,918**	**3.8%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	998,311	962,706	977,416	14,709	1.5%
OTPS	1,649,702	1,846,411	1,952,620	106,209	5.8%
Capital	111,759	100,000	90,000	(10,000)	-10.0%
Total General Funds	**2,759,773**	**2,909,117**	**3,020,036**	**110,918**	**3.8%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**2,759,773**	**2,909,117**	**3,020,036**	**110,918**	**3.8%**

Budget Development

ITD Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	998,311	962,706	977,416	977,416	14,709	1.5%
OTPS	1,649,702	1,846,411	1,989,009	1,952,620	106,209	5.8%
Capital	111,759	100,000	100,000	90,000	(10,000)	-10.0%
Total General Funds	**2,759,773**	**2,909,117**	**3,066,425**	**3,020,036**	**110,918**	**3.8%**

- ◊ Funds 15.0 FTEs; 14.0 FTEs General Fund; 1.0 FTE utility fund
- ◊ No change in FTES from FY13

Expenditure Cuts:

- ◊ Renegotiate contract with Xerox: ($13,602)
- ◊ Reduce Printing/Binding services: ($4,500)
- ◊ Telephone savings: ($12,000)
- ◊ Reduce Software purchases for end users: ($5,000)
- ◊ Reduce Other Supplies line item: ($787)
- ◊ Reduce In State Travel line item: ($500)
- ◊ Reduce Hardware purchases for end users: ($10,000)

Revenue:

- ◊ The ITD Office does not produce any departmental revenue.

Grants:

- ◊ The ITD Office is not supported by grant funding.

Departmental Overview & Highlights

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

- Analyze, design, program, implement and support custom developed software.
- Build, maintain and manage a stable, secure infrastructure of computers, networks, e-mail and voice communication systems with attention toward unification.
- Maintain a City-wide Metropolitan Ethernet Network (Metro-E) that interconnects city buildings and services in a high speed ring.
- Provide management and staffing support of the City's integrated financial accounting system (MUNIS) and Time Labor Management system (Kronos).
- Print Services, black & white and full color high speed printing up to 11x17 and finishing services such as collation, stapling, booklet creation and binding.
- Provide departments with assistance in selecting, planning, testing and implementing software packages that can improve productivity and efficiency.
- Administer all voice and cellular phones, and high speed data circuits as well as all related equipment and manage associated contractors.

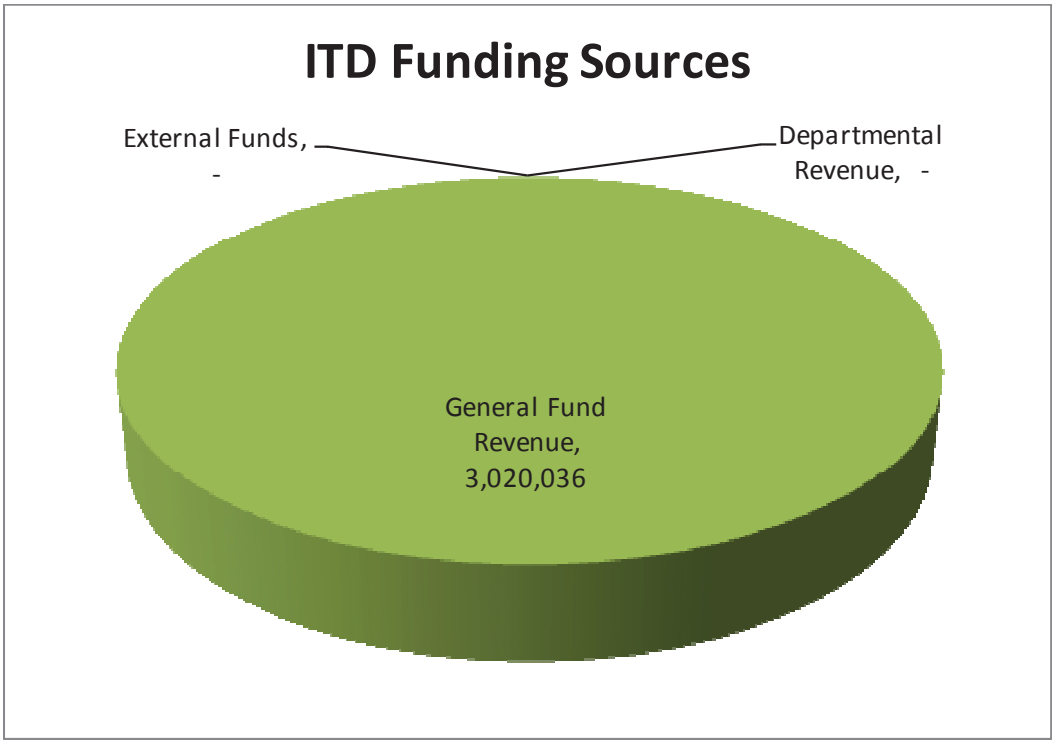
Fiscal Year 2013 Highlights

- Continued 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 ITD's Green Imitative.
- ITD has increased the ability to survive a system failure in the virtual environment by upgrading both hardware and software. This includes additional hardware and software to provide redundant systems and connectivity.
- Implemented core VoIP platform as well as backup core platform to test system survivability.
- As a part of our business continuity planning phase 2, a disaster recovery location has been selected for both telecom and computing infrastructure and is currently undergoing preparations for redundant systems.
- Worked with City Council and Comptrollers to assist in providing more of a transparent government in the form of Open Checkbook, which places the City's checkbook online in an easy to use format.
- Completed and "lit" the City's first 9 node Metropolitan Ethernet fiber optic communications system which delivers data at speeds of 10 Gigabits per second.

Risks and Challenges

- Lack of sustained personnel to maintain the environment as it increases in size and complexity.
- 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.
- Without adequate funding relating to hardware, aging hardware cannot be replaced and could have a significant impact on end-users, constituents and related infrastructure.
- 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.
- 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.

Revenue Detail



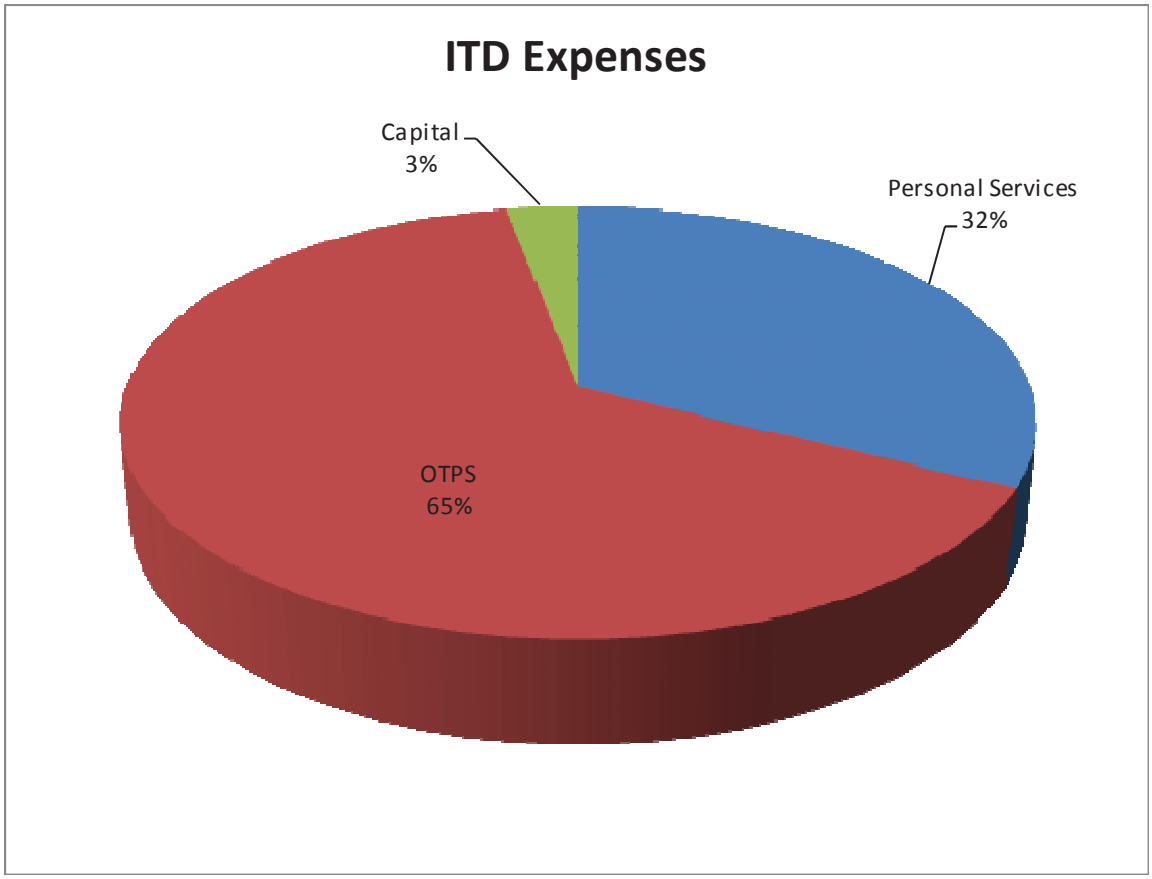
Departmental Revenue:

Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTALFEES	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	12,931	-	-	-	0.0%
Total Departmental Revenue	**12,931**	**-**	**-**	**-**	**0.0%**

Revenue Detail (continued)

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	
Subtotal Multi-year grants:			-	-
			N/A	
Subtotal FY14 anticipated grants:			-	-
			N/A	
Subtotal Other Funding:			-	-
TOTAL External Funding Sources:			-	-

Expenditure Detail



ITD Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	998,311	962,706	977,416	14,709	1.5%
OTPS	1,649,702	1,846,411	1,952,620	106,209	5.8%
Capital	111,759	100,000	90,000	(10,000)	-10.0%
Total Departmental Expenditures	**2,759,773**	**2,909,117**	**3,020,036**	**110,918**	**3.8%**

Program Summaries

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, www.springfieldcityhall.com, and the internal site, COSInfo for employees of the city. Our services include working with departments to streamline work processes, interfacing with outsourced applications, and locating and consulting on the purchase and use of commercial software.

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

Fiscal Year 2014 Performance Measures - Application Delivery				
	FY11 Actual	**FY12 Actual**	**FY13 Actual**	**FY14 Goal**
Professional development hours per FTE	5.5	0	0	0
Number of FTE's assigned to a strategic project	7	7	7	7
Number of FTEs trained in business process analysis and design	7	0	0	7
Number of Staff trained in Accela	2	2	2	1
Number of unique visitors to the public website	450,000	399,780	548,969	550,000
Number of application Service requests	n/a	500	560	500
Number of adhoc Crystal Reports created	n/a	26	47	45
% of Requests acknowledged in 48 hours with est. completion date	100%	100	100	100
Number of Requests Completed on time	90%	90	84	95
Obsolete Applications to shutdown	4	1	1	1

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.

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 2014 Performance Measures - Operations				
	FY11 Actual	FY12 Actual	FY13 YTD 4-30-13	FY14 Goal
Number of Trainings	6	0	0	5
Implement servers by year end	June	2		
Number of desktops to replace (contingent upon funding)	80	30	40	80
Number of laptops to replace (contingent upon funding)	25	6	5	5
Establish backup [power source for City Hall by year end	June	0	0	Sept
Percentage of Telephone Requests, Cell	n/a	40	47	35
Percentage of Telephone Requests, Other	n/a	70	53	65
% of Telephone Service Requests resolved, Cell in 3 work days	90%	90%	97%	100%
% of Help Desk Requests resolved in 24 hours	98%	87%	89%	95%
% of Telephone Service Requests resolved, Other in 5 days	90%	90%	95%	100%
Average number of Help Desk requests per month	n/a	421	280	300
MUNIS – Core – 99.5% (1 hour downtime per month) MUNIS – 24x7 – 98% (3 hours downtime per month)	1 3	1 99.38 2 99.73	1 99.95 1.5 99.93	1 99.95 2 99.73
TLM – core – 99.5% (1 hour downtime per month) TLM – 24x7 – 98% (3 hours downtime per month)	1 3	.5 99.69 .5 99.93	.08 99.99 .08 99.99	.5 99.69 .5 99.93
Email – Core – 99.5% (1 hour downtime per month) Email – 24x7 – 98% (3 hours downtime per month)	1 3	1.5 99.94 2 99.73	1.5 99.9 1 99.98	1 99.95 1 99.95

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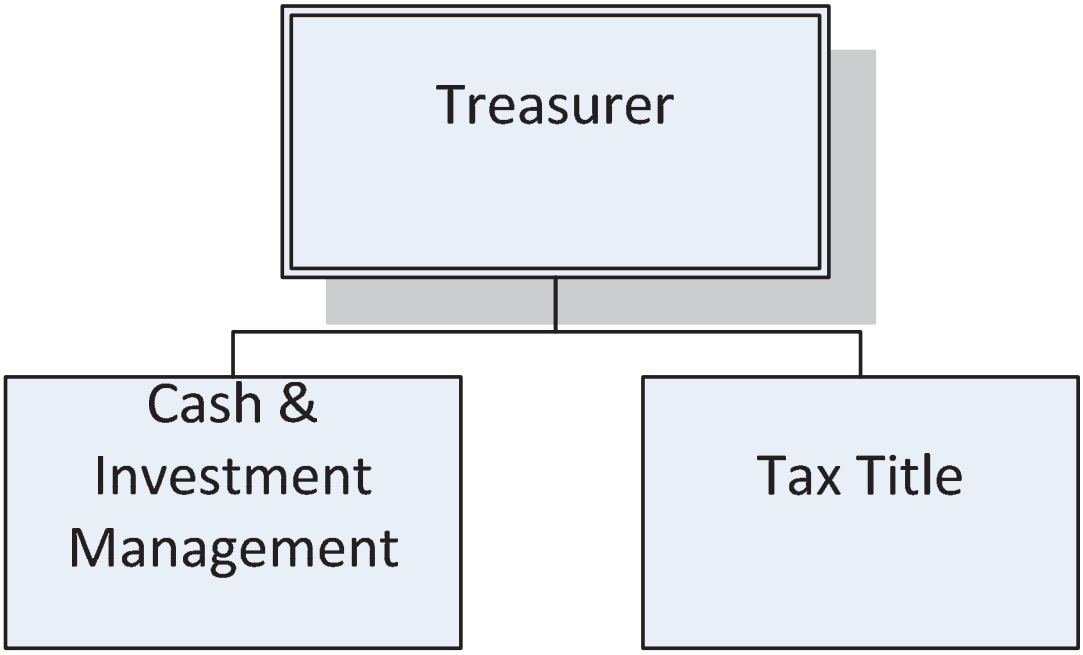
Treasurer's Office

Provide financial resources to the City by efficiently collecting and investing revenues to ensure that the City has ample cash available to effectively administer all programs. Administer all aspects of Tax Title properties to encourage neighborhood revitalization and return to the tax rolls.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	10.0	8.5	9.0	0.5	5.9%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**10.0**	**8.5**	**9.0**	**0.5**	**5.9%**

All Funds Budget

Revenue Overview:

Treasurer's Office Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	338,782,752	346,065,231	361,797,212	15,731,981	4.5%
External Funds	-	-	-	-	0.0%
General Fund Revenue	2,942,696	2,858,762	2,056,253	(802,509)	-28.1%
Total Departmental Revenue	**341,725,448**	**348,923,993**	**363,853,465**	**14,929,472**	**4.3%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	422,922	435,929	458,395	22,466	5.2%
OTPS	2,519,774	2,422,833	1,597,858	(824,975)	-34.1%
Capital	-	-	-	-	0.0%
Total General Funds	**2,942,696**	**2,858,762**	**2,056,253**	**(802,509)**	**-28.1%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds			-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations		-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**2,942,696**	**2,858,762**	**2,056,253**	**(802,509)**	**-28.1%**

Budget Development

Treasurer's Office Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	422,922	435,929	458,395	458,395	22,466	5.2%
OTPS	2,519,774	2,422,833	2,538,915	1,597,858	(824,975)	-34.1%
Capital	-	-	-	-	-	0.0%
Total General Funds	**2,942,696**	**2,858,762**	**2,997,310**	**2,056,253**	**(802,509)**	**-28.1%**

- ◊ Funds 9.0 FTEs
- ◊ Slight increase in Employer's Match - Medicare
- ◊ Fully restore 1.0 FTE position due to retirement last year (budgeted at 0.5 FTE in FY13)

Expenditure Cuts:

- ◊ Reduce Seminars - ($1,980)
- ◊ Employer's Match - Medicare incorporated with benefits budget ($939,077)

Revenue:

- ◊ Projected $361.8 million for education, school construction, lottery, local meals tax, veteran's benefits, charter tuition, local hotel tax and income investments. This is up from $346.0 million in FY13 due to a $14 million increase in State aid for education and charter school tuition, $500,000 increase in Veteran's Benefits and $756,000 from State Additional Assistance from the updating the assistance formula.

Grants:

- ◊ The City Treasurer's Office is not supported by grant funding.

Departmental Overview & Highlights

The Treasurer/Business Office ensures that the City of Springfield has ample funds available to effectively administer all programs and to be able to provide necessary services to the citizens of Springfield by the investing of revenues. This is done in a manner that inspires public confidence in the integrity and fairness of the Office.

Fiscal Year 2013 Highlights

The department, guided by Massachusetts General Law, Chp 44 Sec. 55, continued the policy of investing in local banks, increasing the amount invested to approximately 45% of available City funds.

The department has continues to follow the policy of investing with local banks, as guided by Massachusetts General Law Ch.44 Sec 55, increasing the amount invested locally to approximately 45% of available funds. This was done while ensuring the safety and liquidity of the funds. Additionally these funds have earned a higher yield.

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 tracks the status of all tax title properties and works with taxpayers, through payment plans to facilitate the removal of a lien as quickly as possible, and exhausts all possible efforts of collection in order to avoid foreclosure. If foreclosure cannot be avoided, a judgment of foreclosure is obtained and the property is eligible to be auctioned and returned to the City's tax rolls. During FY2013, participation by delinquent taxpayers in the Tax Repayment Plan Program, this allows monthly payments against the delinquent taxes avoiding foreclosure and eviction, increased by 11% from FY2012.

Worked with the Housing Department, developed a new program for the returning City owned parcels to the tax rolls. This program allows owners of abutting parcels to purchase the adjourning lot from the City and combine it with their existing lot.

Risks and Challenges for Fiscal Year 2014

Over the past several years, the Treasurer Office has made many improvements to its ability to manage 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, public and abutter auctions, and disposition of surplus properties.

Another 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 staff levels, training and support must be provided. Additionally, as evidenced by the impact of the costs of the recent natural disasters, the tornado and October 2011 snowstorm, the City's cash position must be reviewed and analyzed on a regular basis. Working with the Comptroller, Finance and CAFO departments, the City's cash flow is analyzed and discussed to determine when, and the amount, of any borrowing is needed.

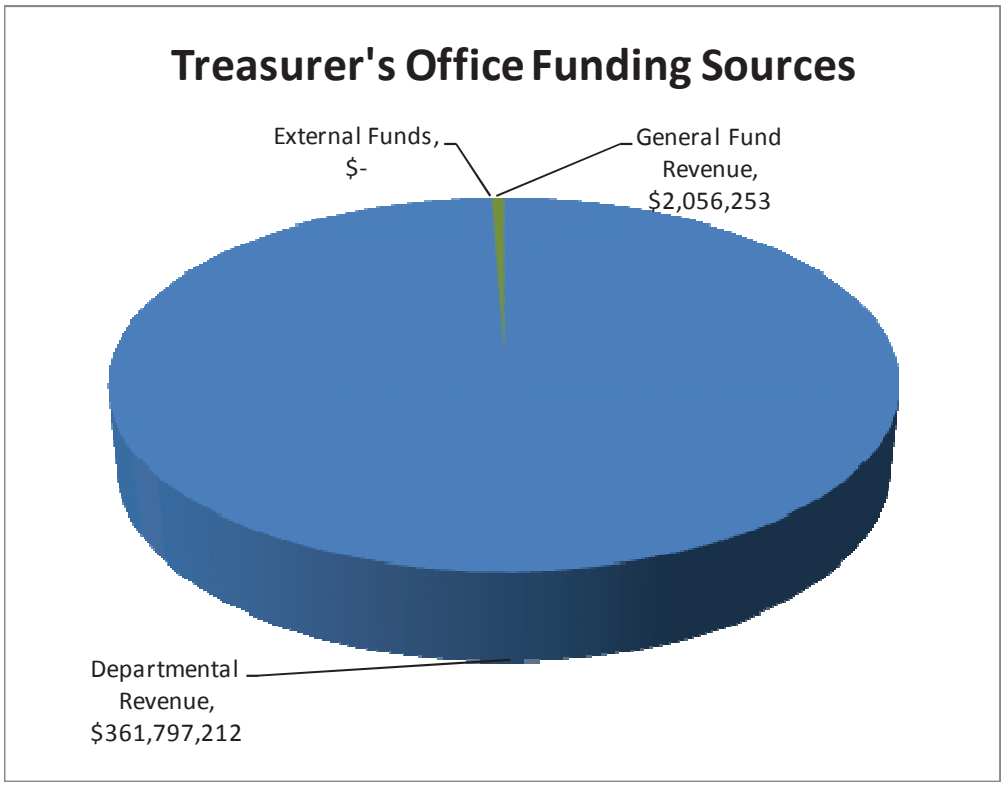
Strategic Decisions for Fiscal Year 2014

The Treasurer/Business Office will continue to improve its ability to monitor and analyze all City cash management efforts, by reviewing, updating, maintaining and following internal policies/procedures to track and control money as it flows through the office, from receipt until disbursement.

The Treasurer/Business Office will create monthly, quarterly and annual reports to show investment and tax title trends, and cash management.

The Treasurer/Business Office, through the Tax Title program, will continue review, analyze and enforce policies regarding delinquent taxes. This includes encouraging enrollment in tax title repayment plans, public auctions and request for proposals (RFP). Additionally, the department plans on reaching out to the public to provide education and assistance for all matters related to tax title issues.

Revenue Detail



Departmental Revenue:

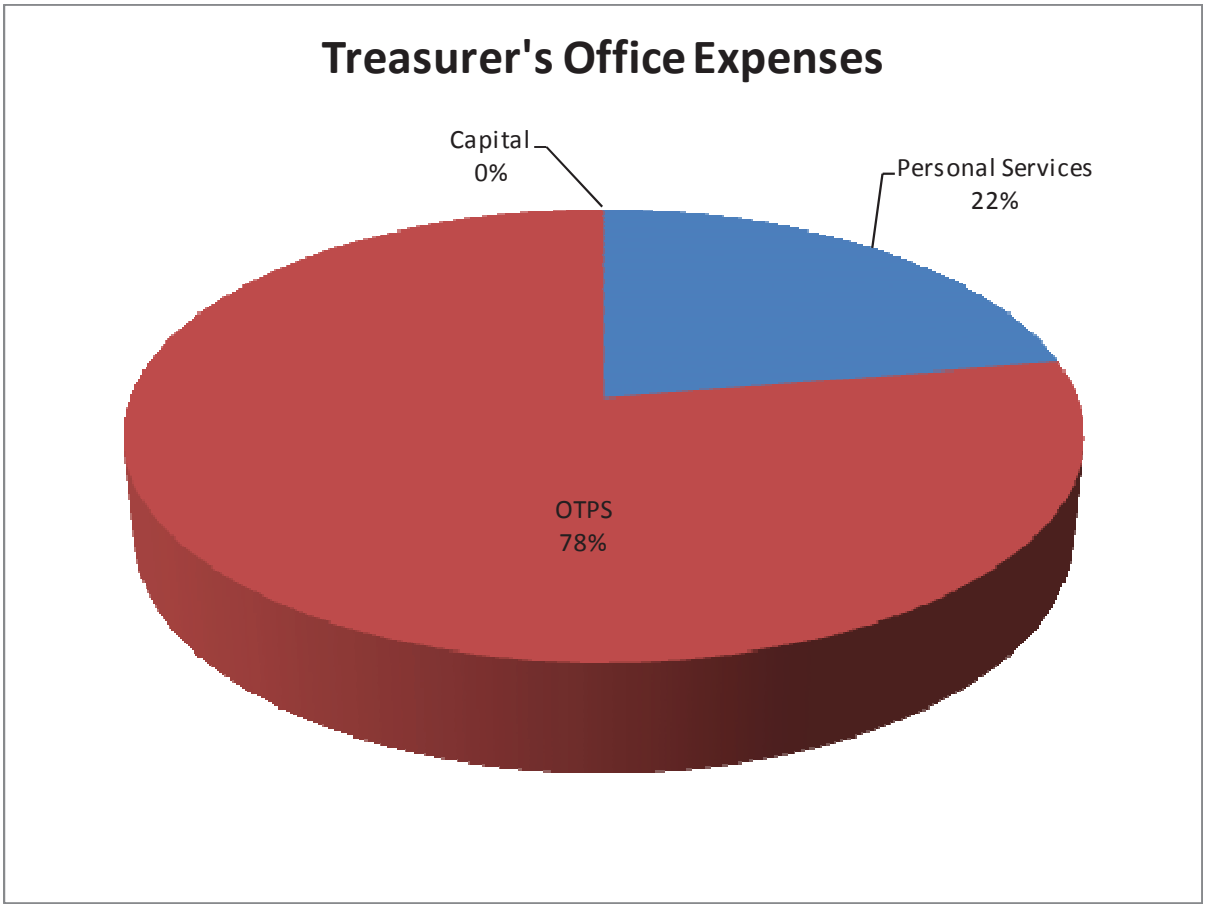
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental & Other	1,493,322	1,172,279	1,092,279	(80,000)	-6.8%
Hotel / Motel Tax	872,952	1,065,000	1,065,000	-	0.0%
Investment Income	262,013	479,108	320,000	(159,108)	-33.2%
Not Classified	1,151,976	1,035,179	1,035,179	-	0.0%
Penalties & Interest	1,038,922	600,000	600,000	-	0.0%
State Aid	330,130,541	341,713,665	357,684,754	15,971,089	4.7%
Tax Liens	3,833,024	-	-	-	0.0%
Total Departmental Revenue	**338,782,752**	**346,065,231**	**361,797,212**	**15,731,981**	**4.5%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	
Subtotal Multi-year grants:			-	-
			N/A	-
Subtotal FY14 anticipated grants:			-	-
			N/A	-
Subtotal Other Funding:			-	-
TOTAL External Funding Sources:			-	-

Expenditure Detail



Treasurer's Office Expenses	FY12 Actual	FY13 Adopted	FY14 Requested	Variance FY14-FY13	Percent Change
Personal Services	422,922	435,929	458,395	22,466	5.2%
OTPS	2,519,774	2,422,833	1,597,858	(824,975)	-34.1%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**2,942,696**	**2,858,762**	**2,056,253**	**(802,509)**	**-28.1%**

Program Summaries

Cash and Investment Management

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

Tax Title Program

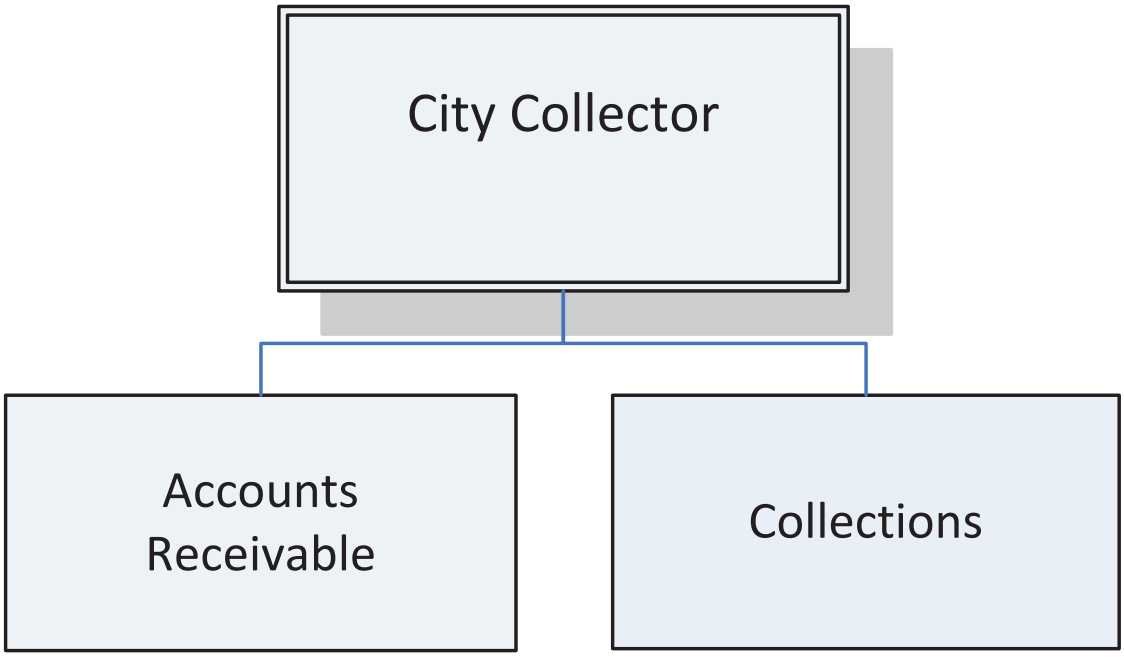
The Tax Title Program's main function is the oversight of all properties that the City has taken title to for failure to pay real estate taxes. It is responsible for the collection of delinquent real estate taxes. The goal of the program is to increase the number of parcels returned to the City's tax rolls, while reducing the number of City owned parcels. This is accomplished through public and abutter auctions, redemptions and request for proposals (RFP). Under this program, staff tracks and monitors the status of all tax title properties and work with tax payers to facilitate the removal of a lien as quickly as possible, including the issuing and monitoring of tax repayment plans. Additionally, the program exhausts all possible efforts of collection in order to avoid foreclosure. If foreclosure is unavoidable, a judgment of foreclosure is obtained through Land Court, and the property then is eligible to be auction and returned to the City's tax rolls.

Citywide Strategic Priority: Fiscal & Operational Excellence

Fiscal Year 2014 Performance Measures -Treasurer				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Percentage of Foreclosures Returned to the Tax Rolls		14%	15%	20%
Percentage of Tax Liens Redeemed		30%	10%	25%
Percentage of Foreclosures Redeemed		10%	15%	20%
Percentage of Foreclosures Sold at Auction returned to the Tax Rolls		11%	7%	15%
Number of Public Auctions Held		4	1	2

Collector's Office

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



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	8.0	7.0	7.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**8.0**	**7.0**	**7.0**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

Collectors Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	170,063,585	170,063,585	170,063,585	-	0.0%
External Funds	-	-	-	-	0.0%
General Fund Revenue	412,668	419,768	428,981	9,213	2.2%
Total Departmental Revenue	**170,476,253**	**170,483,353**	**170,492,566**	**9,213**	**0.0%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	309,539	300,316	307,498	7,182	2.4%
OTPS	103,129	119,452	121,483	2,031	1.7%
Capital	-	-	-	-	0.0%
Total General Funds	**412,668**	**419,768**	**428,981**	**9,213**	**2.2%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds			-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations		-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**412,668**	**419,768**	**428,981**	**9,213**	**2.2%**

Budget Development

Collector's Office Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	309,539	300,316	307,498	307,498	7,182	2.4%
OTPS	103,129	119,452	121,733	121,483	2,031	1.7%
Capital	-	-	-	-	-	0.0%
Total General Funds	**412,668**	**419,768**	**429,231**	**428,981**	**9,213**	**2.2%**

- ◊ Funds 7.0 FTEs
- ◊ Represents a level service request

Expenditure Cuts:

- ◊ Reduced in state travel—($250)

Revenue:

- ◊ Projected $170.5 million for taxes, penalties and interest on personal property, real property and motor vehicle excise. This is level funded from FY13 adopted. As property value information comes in, this will be updated accordingly

Grants:

- ◊ The Collector's Office is not supported by grant funding.

Departmental Overview & Highlights

The Collector/Customer Service Center ensures 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 2013 Highlights

The Collector Department continues to look for, and implement, improvements to the process of collecting all monies due the City. Programs such as Revenue Recapture and Tax Certification, deputy collectors, and License Plate Reader, enable the department to collect delinquent taxes, fees and monies due the City by withholding refunds, settlements, or licenses from taxpayers. The License Plate Reader places a boot upon vehicles until all delinquent motor vehicle excise and outstanding parking tickets are paid in full.

Since the implementation of the Revenue Recapture program in FY 2010, the City has realized $181,034 in past due taxes and fees.

A deputy collector was hired in FY 2012 to assist in the collection of delinquent personal property taxes at no cost to the City. Since FY 2012, $494,394 in delinquent personal property taxes has been collected and turned over to the City.

The License Plate Reader program, implemented through home rule legislation, targets delinquent motor vehicle excise taxes and parking tickets. In FY 2013, $90,000 in delinquent Motor Vehicle taxes and an additional $13,000 in parking tickets have been collected. Additionally, the program has encouraged many delinquent taxpayers to come to City Hall to pay any delinquent taxes before their cars were booted.

Working with the City's deputy collector and the Springfield Parking Authority, parking tickets can now be paid in the Collector's Office. This provides taxpayers with the option to pay all bills (taxes, trash fee, and parking) at one location.

In addition, working with other departments, the Collectors have improved the collection process for outstanding accounts receivables. The department worked with the Comptroller and Finance departments to refine and modify the City's departmental collection process, by meeting with individual departments and utilizing the General Billing module of MUNIS.

Risks and Challenges for Fiscal Year 2014

Over the past several years, the Collector Office has 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 the boot program, revenue recapture, marking licenses and registrations at the Registry of Motor Vehicles, and tax certification.

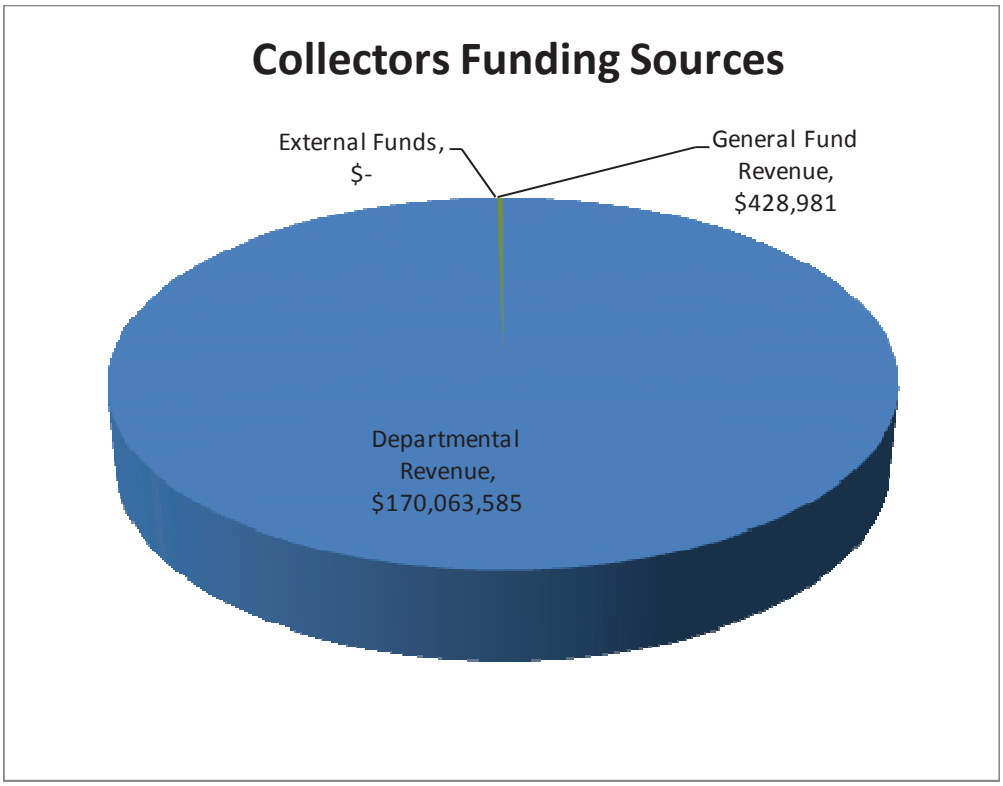
Another major challenge facing the Office is the recruitment and retention of qualified personnel. In order to achieve the department's goals and best serve the taxpayers of Springfield, proper staff levels, training and support must be provided.

Strategic Decisions for Fiscal Year 2014

The Collector/Customer Service Center will continue to improve its ability to monitor and analyze all City collection efforts, by reviewing, updating, maintaining and following internal policies/procedures to track and control money as it flows through the office, from receipt until disbursement.

The Collector/Customer Service offices will create monthly, quarterly, and annual reports to show collection trends.

Revenue Detail



Departmental Revenue:

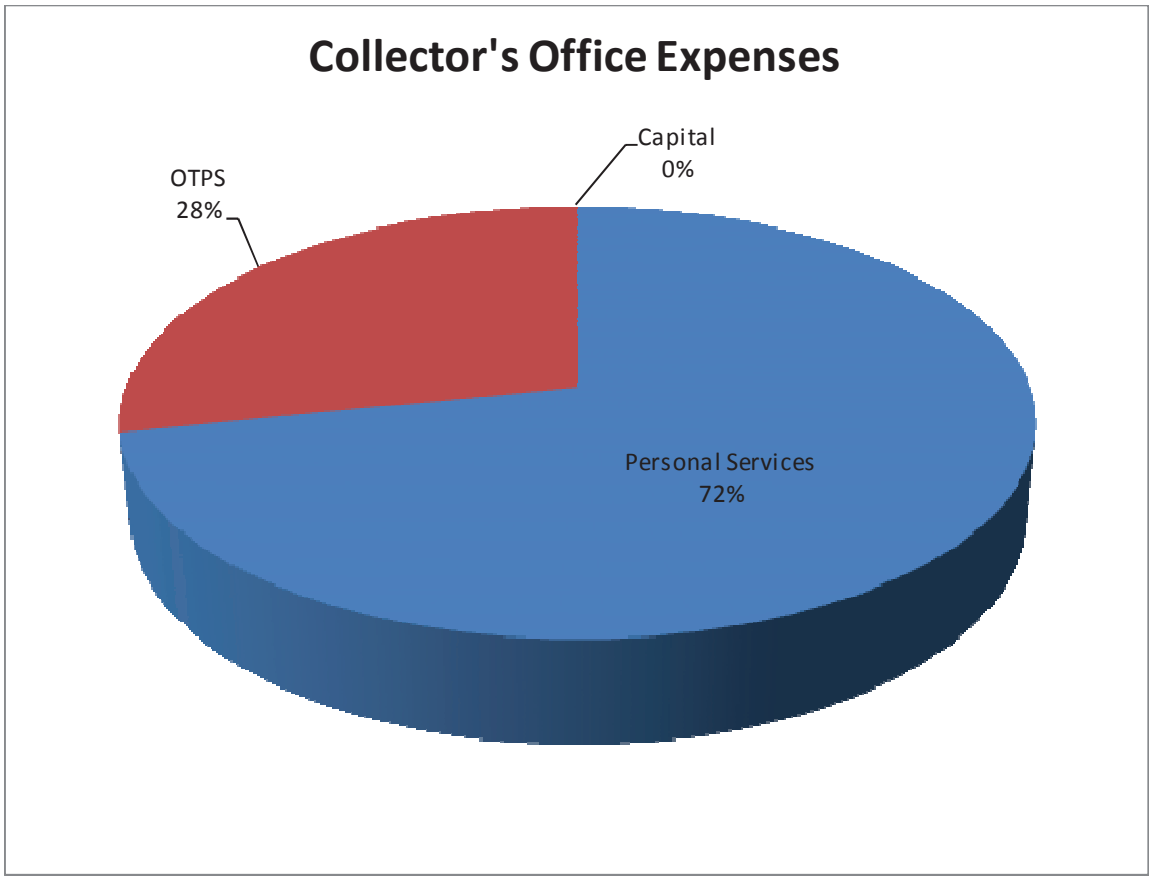
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
TAXES ON PERSONAL PROPERTY	17,823,688	17,823,688	17,823,688	-	0%
TAXES ON REAL PROPERTY	142,925,094	142,925,094	142,925,094	-	0%
MOTOR VEHICLE EXCISE	7,691,115	7,691,115	7,691,115	-	0%
PENALTIES & INTEREST - TAXES	876,544	876,544	876,544	-	0%
DEPARTMENTAL FEES	739,137	739,137	739,137	-	0%
SPECIAL ASSESSMENTS	8,007	8,007	8,007	-	0%
Total Departmental Revenue	**170,063,585**	**170,063,585**	**170,063,585**	**-**	**0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	-
Subtotal Multi-year grants:			-	-
			N/A	-
Subtotal FY14 anticipated grants:			-	-
			N/A	
Subtotal Other Funding:				-
TOTAL External Funding Sources:			-	-

Expenditure Detail



Collector's Office Expenses	FY12 Actual	FY13 Adopted	FY14 Requested	Variance FY14-FY13	Percent Change
Personal Services	309,539	300,316	307,498	7,182	2.4%
OTPS	103,129	119,452	121,483	2,031	1.7%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**412,668**	**419,768**	**428,981**	**9,213**	**2.2%**

Program Summaries

Collection Program

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

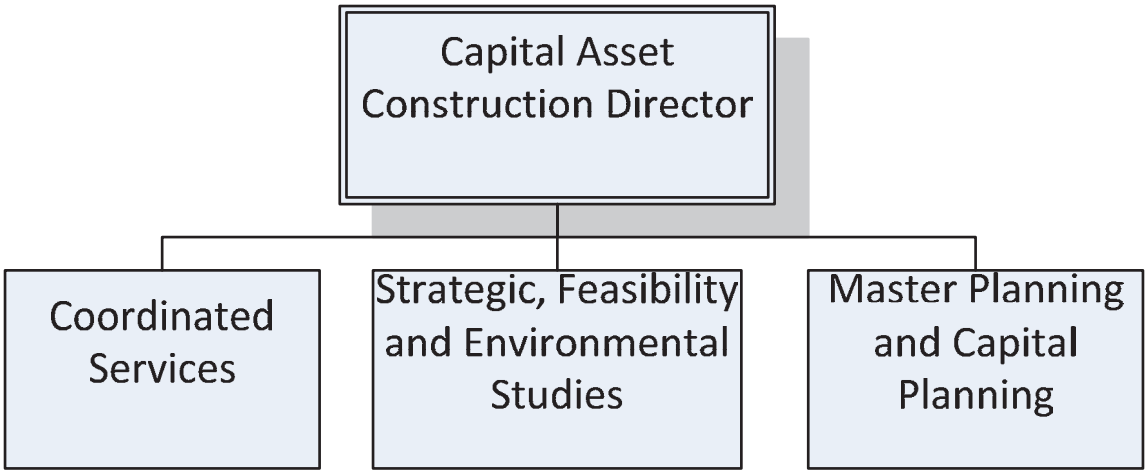
The Collection Program also ensures that all monies due the City by taxpayers and/or vendors are collected before issuing any refunds or contracting with them to do work for the City.

Citywide Strategic Priority: Fiscal & Operational Excellence

Fiscal Year 2014 Performance Measures -Collectors				
	FY11 Actual	**FY12 Actual**	**FY13 Actual**	**FY14 Goal**
Current year Real Estate and Personal Property Tax collection rate		96%	94%	98%
Current year Motor Vehicle Excise Tax collection rate*		78%	80%	85%
Current year Trash Fee Collection Rate**		80%	56%	85%
Delinquent Tax (RE & PP) collection rate		38%	26%	30%
Number of New Liens Placed on Properties		653	634	615
Number of Liens from previous years remaining		1,014	1,164	1,000
Number of properties in Tax Title		1,667	1,798	1,615
Percentage of eligible properties on which tax taking procedures have been initiated		100%	100%	100%
Percentage of revenue budgeted compared to revenue received		32%	31%	35%
Tax Revenue Maintained		30%	28%	30%
Number of Monthly Account Reconciliations between Collector's and Comptroller's Offices		12	8	12

Department of Capital Asset Construction

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.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	3.0	3.0	2.0	(1.0)	-33.3%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**3.0**	**3.0**	**2.0**	**(1.0)**	**-33.3%**

All Funds Budget

Revenue Overview:

DCAC Department Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	-	-	-	-	0.0%
External Funds	78,263,720	258,262,476	77,666,938	(180,595,538)	-69.9%
General Fund Revenue	466,998	382,732	326,658	(56,074)	-14.7%
Total Departmental Revenue	**78,730,718**	**258,645,208**	**77,993,596**	**(180,651,612)**	**-69.8%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	213,386	232,234	160,660	(71,574)	-30.8%
OTPS	253,612	150,498	165,998	15,500	10.3%
Capital	-	-	-	-	0.0%
Total General Funds	**466,998**	**382,732**	**326,658**	**(56,074)**	**-14.7%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	78,162,129	258,262,476	77,666,938	(180,595,538)	-69.9%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	101,591	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**78,263,720**	**258,262,476**	**77,666,938**	**(180,595,538)**	**-69.9%**
All Funds Budget:	**78,730,718**	**258,645,208**	**77,993,596**	**(180,651,612)**	**-69.8%**

Budget Development

Capital Asset Construction Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	213,386	232,234	132,234	160,660	(71,574)	-30.8%
OTPS	253,612	150,498	250,998	165,998	15,500	10.3%
Capital	-	-	-	-	-	0.0%
Total General Funds	**466,998**	**382,732**	**383,232**	**326,658**	**(56,074)**	**-14.7%**

- ◊ Funds 2.0 FTEs
- ◊ FTEs support the Construction Manager and a partnership with Wentworth College for an internship
- ◊ Transferred $100,000 from salaries to professional service line item for outsourced project management

Expenditure Cuts:

- ◊ Reduced professional services ($85k)
- ◊ Reduced internship ($23k)

Revenue:

- ◊ The Department of Capital Asset Construction does not produce any departmental revenue.

Grants:

- ◊ MSBA Grant Funded Projects—Remaining Budgets for FY14
  - ♦ Forest Park—$3,281,895
  - ♦ Brookings—$27,900,000
  - ♦ Dryden—$14,397,142
  - ♦ Central High Science Lab—$32,087,901

Departmental Overview & Highlights

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

Putnam Vocational Technical High School

The new Putnam School opened on time and under budget. Currently the phase 2 work is ongoing and includes the demolition of the existing school, the removal of underground storage tanks and hazardous soil from the site, the construction of parking lots, walkways, landscaping, and fencing. This project is scheduled to be completed by December 2013.

Forest Park Middle School

Construction and renovation of this project began in March 2012. The project is currently on schedule for students to return at the end of August 2013. Construction of the gym is completed with the contractor now focused on completing renovations of the existing school. As with most restoration projects, there have been many unforeseen conditions that have led to change orders. When completed, the Forest Park Middle School will have its main entrance relocated to the current lower level of the school with all classroom spaces being housed on the first and second floors.

Mary Dryden Elementary School

This school was one of the two damaged by the June 1, 2011 tornado. The MSBA and FEMA in conjunction with the City, will work together to fund the improvements and restoration of this facility. The north wing of the school was completely demolished by the tornado. This wing has been rebuilt and the remainder of the school will see new mechanical systems, plumbing, electrical, new finishes for floors, walls and ceilings. These improvements will extend the life of this school by approximately 50 years. Project completion is expected by May 2014.

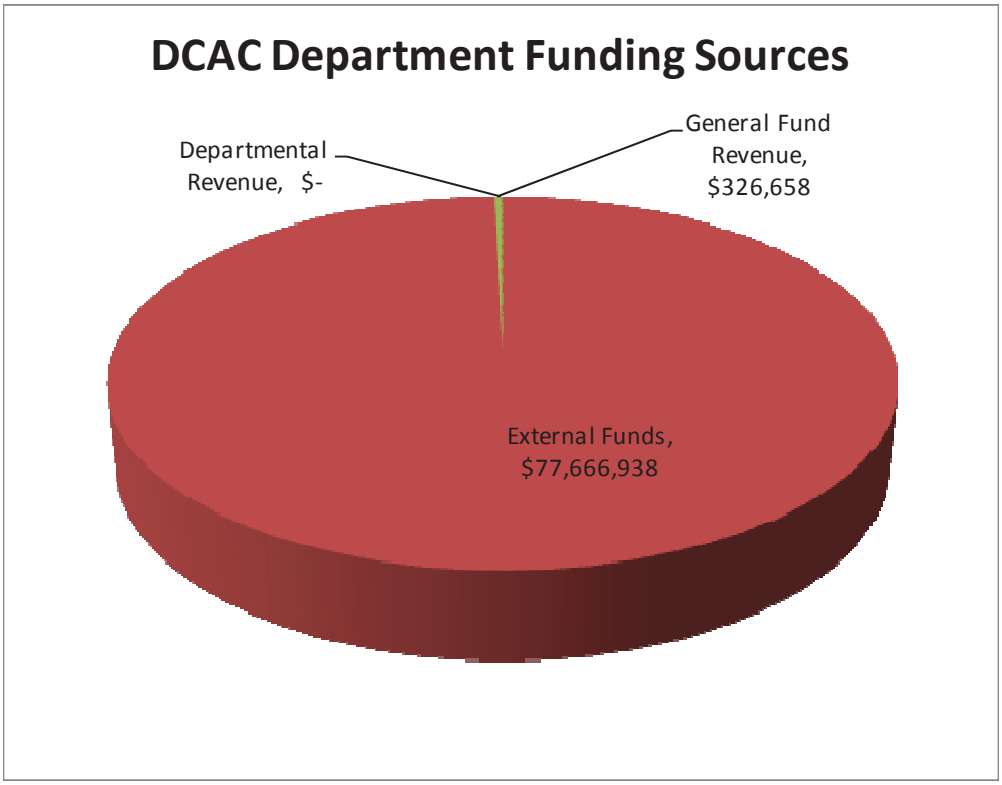
Elias J. Brookings Elementary School

This school was also severely damaged by the June 1, 2011 tornado. Students will not be returning to the existing Brookings School on Hancock St, as the MSBA has agreed to partner with the City and fund 80% of the cost to design and construct a new Brookings School. The new facility will be located at 433 Walnut St. As part of this project, the City acquired, via eminent domain, 4 residential properties, 1 auto body shop and a vacant parcel of land to construct the school upon. All tenants have successfully been relocated to other locations. Demolition of the properties commenced in March 2013 and has recently been completed. Groundbreaking is scheduled for June 2013, with completion scheduled by March 2015.

Central High School Science Lab Initiative

Once again the MSBA has agreed to partner with the City to fund a renovation of the existing science labs within Central High School and to add 12 labs in a separate new addition to the school. Also included as part of this project is a new roof and a sprinkler system for the entire school. This project is currently in the design stage and is slated to commence in the summer of 2013. Completion is scheduled for January 2015.

Revenue Detail



Departmental Revenue:

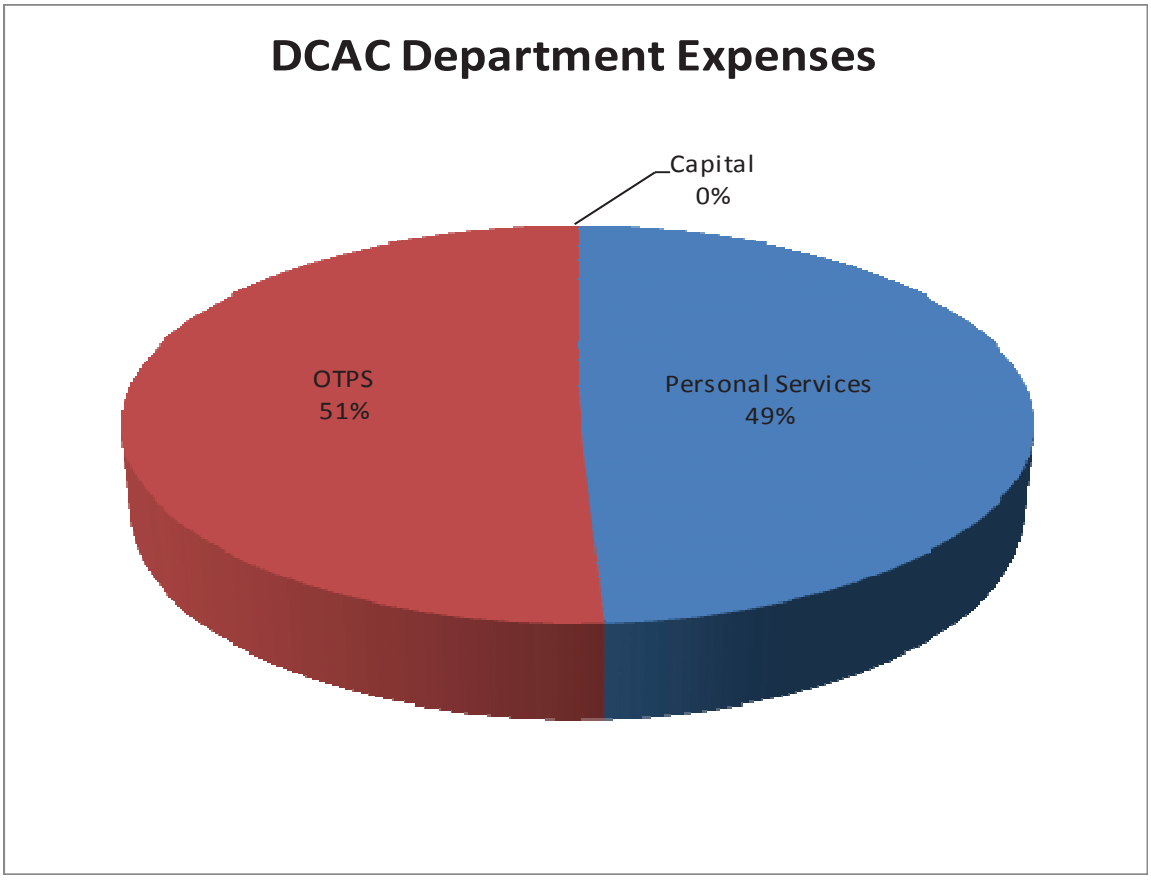
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
Total Departmental Revenue	**-**	**-**	**-**	**-**	**0.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
PARC EMERSON WIGHT PARK	Grant	6/30/2012	500,000	8,126
FOREST PARK BIKEWAY PHASE II	Grant	6/30/2013	250,000	2,159
Subtotal Multi-year grants:			***750,000***	***10,285***
FOREST PARK MIDDLE SCHOOL	Grant		43,403,081	3,281,895
SCHOOL IMPROVEMENTS	Grant		25,421,200	-
PUTNAM	Grant		114,303,152	-
BROOKINGS	Grant		27,900,000	27,900,000
DRYDEN	Grant		14,397,142	14,397,142
CENTRAL HIGH SCIENCE LAB	Grant		32,087,901	32,087,901
Subtotal FY14 anticipated grants:			***257,512,476***	***77,666,938***
Subtotal Other Funding:			-	-
TOTAL External Funding Sources:			**258,262,476**	**77,677,223**

Expenditure Detail



DCAC Department Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	213,386	232,234	160,660	(71,574)	-30.8%
OTPS	253,612	150,498	165,998	15,500	10.3%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**466,998**	**382,732**	**326,658**	**(56,074)**	**-14.7%**

Program Summaries

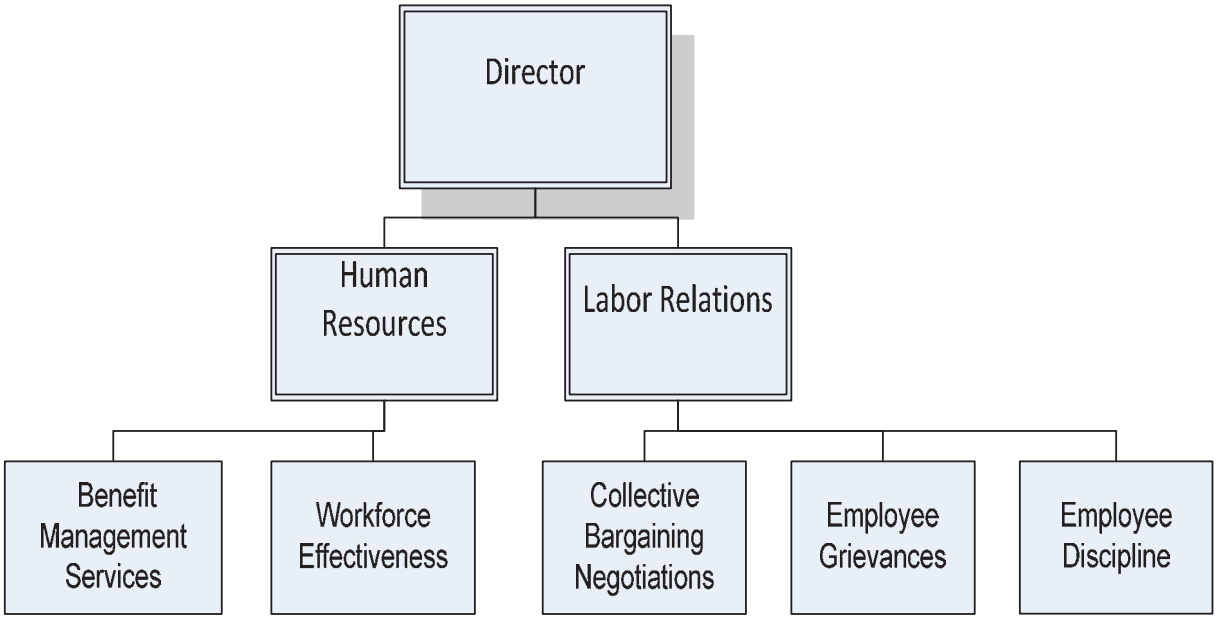
The Capital Asset Construction Department plays a leading role in the development, enhancement and preservation of the quality of the physical environment of the City of Springfield. The department provides professional project management services to various City departments, ensuring that improvements 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.

Citywide Strategic Priority: Fiscal & Operational Excellence

Fiscal Year 2014 Performance Measures - DCAC				
	FY11 Actual	**FY12 Actual**	**FY13 Actual**	**FY14 Goal**
Percent of funded capital projects completed on schedule, on budget and on design		100%	98%	100%
Percent of funded capital projects advanced to the next milestone of design, bidding, and/or construction		100%	85%	100%
Percent of projects requiring change orders not due to unforeseen changes or a change in scope		85%	80%	75%
Percentage of change orders of total construction budget per project		<5%	<5%	<5%
Number of webinars/educational seminars attended per Project Manager		6	4	6

Human Resources / Labor Relations

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



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	17.5	15.0	16.0	1.0	6.7%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**17.5**	**15.0**	**16.0**	**1.0**	**6.7%**

All Funds Budget

Revenue Overview:

HR/Labor Relations Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	1,750,111	1,416,500	1,641,500	225,000	15.9%
External Funds	-	-	-	-	0.0%
General Fund Revenue	1,259,925	1,322,842	1,615,759	292,917	22.1%
Total Departmental Revenue	**3,010,036**	**2,739,342**	**3,257,259**	**517,917**	**18.9%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,012,224	776,545	1,057,349	280,804	36.2%
OTPS	247,701	546,297	558,410	12,113	2.2%
Capital	-	-	-	-	0.0%
Total General Funds	**1,259,925**	**1,322,842**	**1,615,759**	**292,917**	**22.1%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**1,259,925**	**1,322,842**	**1,615,759**	**292,917**	**22.1%**

Budget Development

HR / Labor Relations Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,012,224	776,545	1,057,349	1,057,349	280,804	36.2%
OTPS	247,701	546,297	542,910	558,410	12,113	2.2%
Capital	-	-	-	-	-	0.0%
Total General Funds	**1,259,925**	**1,322,842**	**1,600,259**	**1,615,759**	**292,917**	**22.1%**

- ◊ Funds 16.0 FTEs; 16.0 FTEs General Fund; 0.0 FTEs Grant funded
- ◊ $225,000 added to request in FY14 budget. Revenue from the School Dept was added to the budget.

Expenditure Cuts:

- ◊ Reduce Rental Office Equipment by ($2,040)
- ◊ Reduce office supplies by ($2,000)
- ◊ Reduces unemployment budget by ($125,000) to reflect historical costs

Revenue:

- ◊ Revenue estimates for FY14 are comparable to FY13

Grants:

- ◊ The HR/Labor Relations Office is not supported by grant funding.

Departmental Overview & Highlights

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

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

Fiscal Year 2013 Highlights

The Human Resources Department's Fiscal Year 2013 highlights included:

Worked with a multi-departmental team to identify, adopt, and implement a new performance evaluation program and an application management program.

Prepared for the implementation phase of the Milliman salary study for adoption in FY 2014.

Continued training City employees in Sexual Harassment Prevention, Ethics, Worker's Compensation, and Diversity: Valuing Differences.

Continued to introduce and implement workplace safety management programs to improve productivity and reduce the number and severity of workplace injuries. Worked closely with our external partners to reduce worker's compensation costs and ensure adequate medical services for employees injured at work. Coordinated with our outside vendor to ensure appropriate medical care was made available to our employees injured in the recent natural gas explosion.

Continued the recruiting plan for all City positions posting on both the City's website and www.government jobs.com.

Provided support to the Chief Administrative and Finance Officer Search Committee.

Re-issued the City-wide Affirmative Action Plan.

Continued to make significant progress in resolving long-standing workers' compensation claims and improved return to work results for new claims.

Updated 18 Human Performance Evaluations for various departments and created 7new job task analyses and Human Performance Evaluations.

Developed cooperative internship programs with the University of Massachusetts and Springfield College which provided college students with real world experience in government administration.

Issued an RFP for the City's third party administrator for employee assistance programs.

Continued a successful relationship between the Lighthouse, the Library Department, and the Election Department for poll worker staffing.

Prepared for the third bi-annual retirement seminar for City and School employees.

Implemented new supplemental insurance programs and flexible spending accounts. The new program relieved the City of the administrative cost of the City's flexible spending accounts, saving the City our limited tax dollars while maintaining a very effective program.

Conducted over 130 collective bargaining sessions in CY 2012.

Completed drug/alcohol interest arbitration with one bargaining unit.

Risks and Challenges for Fiscal Year 2014

The City has realized dramatic savings by switching its group health insurance coverage to the Commonwealth's Group Insurance Commission. This switch has provided our employees with twelve plan options and our retirees with seven plan options. Our employees and retirees have received excellent coverage and low premiums. The 2011-12 National Committee for Quality Assurance rankings found that many of the plans we offer our employees and retirees are among the highest rated in the United States, including the two highest rated plans in the nation! Premium increases have been kept to single digit increases. For FY 12 our premium increase was an aggregated amount of 3.9%. For FY 13 our premium increase was an aggregated increase of 1.4%. As we discuss coverage changes in the future we must be cognizant of the associated risks with changing coverage for employees, retirees and the City, both short term and long term. The majority of our employees and retirees are enrolled in two of the GIC's least expensive plans which results in significant savings for our employees and the City.

The Commonwealth of Massachusetts passed health care reform legislation in FY 12 making it even easier for municipalities to join the GIC and take advantage of their group purchasing power. As the purchasing pool expands to an even larger size there is the potential for greater savings and cost containment. In addition to all state employees the GIC now counts 10 cities and 26 towns as members. It is significant to note that the GIC has gone out to bid in FY 2013 and as a participating community we are awaiting the results of these bids and their impact on our plans.

On June 28, 2012 the United States Supreme Court issued its decision upholding the Affordable Care Act. As such, there is the potential for new costs that our health insurance plans must cover which may have a negative impact on our rates. These changes will need to be closely monitored.

Progress has been made in improving the consistency in applying HR policies and processes across city departments.

Recognizing the diversity within our city and the benefits of diversity within our workplace, we must aggressively pursue creative opportunities for increasing the diversity of our workforce.

The most significant challenge the HR/LR Department faces in the FY 13 is to maintain an adequately staffed department. The challenges and workload have not mitigated, in fact they have been steadily increasing. In FY 13 HR/LR has been forced to eliminate one full time position, replace one full time position with a lower graded position and reduce another position to part-time status due to the City's budget constraints. These reductions follow the loss of an Insurance Clerk in FY 10 and the loss of a Staffing Director prior to this. In 2008 the HR Department (without Labor Relations) was staffed with 23 employees. It is now down to 15.5 employees. As employees leave City service or opt for part-time status their positions have not been back-filled which has resulted in a backlog of work.

Strategic Decisions for Fiscal Year 2014

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. The department will issue an RFP for life insurance benefits in FY 2014.

Ensure that HR policies are applied consistently throughout the City and work with departments to ensure that variations occur only when unique circumstances of the department demand them.

Continue to work with all unions to reduce sick leave amongst City departments and impress upon the workforce the negative impact that a high utilization rate has on providing services to the public.

Continue to centralize more aspects of the hiring and recruitment process, as noted in the updated HR Hiring Manual. The use of the NEO-GOV application management system should assist the HR Department in achieving this goal.

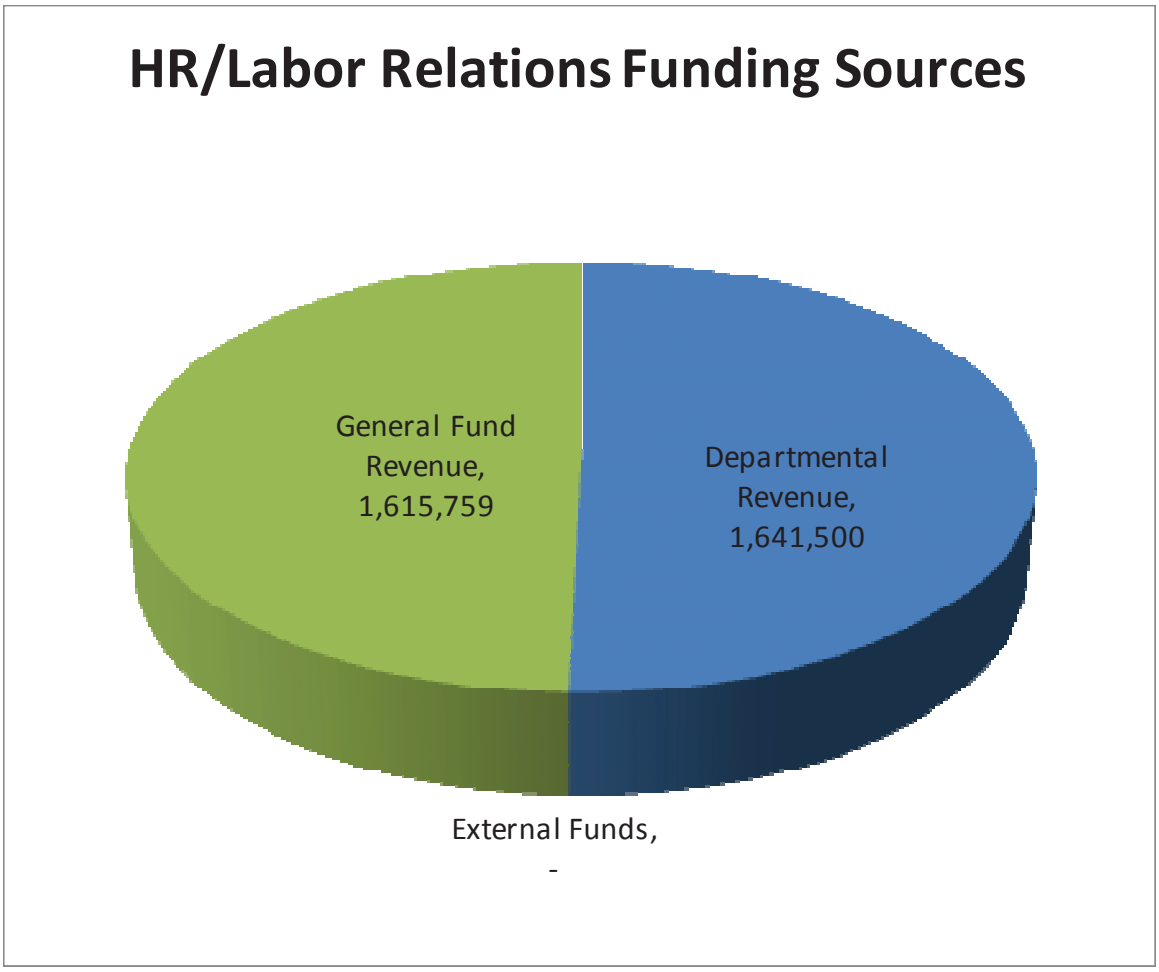
Continue and finalize the multiple sets of labor negotiations that commenced in FY 2012.

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.

Develop and expand our offering of wellness programs.

Revenue Detail



Departmental Revenue:

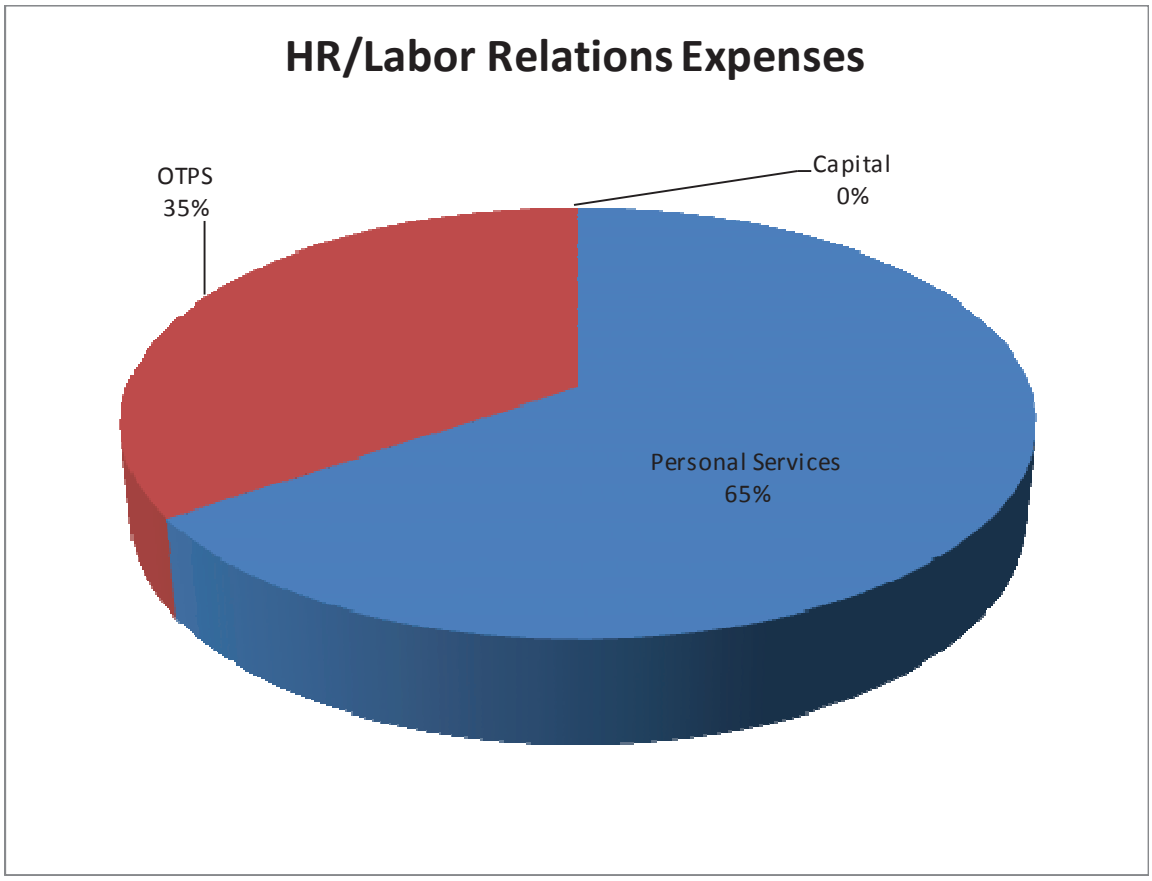
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
MISCELLANEOUS REVENUE	-	-	225,000	225,000	0.0%
MUNICIPAL MEDICAID PART D	1,508,257	-	-	-	0.0%
MEDICARE PART D	-	1,300,000	1,300,000	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	4,739	-	-	-	0.0%
REIM W&S RETIREE HEALTH INS PR	237,115	116,500	116,500	-	0.0%
Total Departmental Revenue	**1,750,111**	**1,416,500**	**1,641,500**	**225,000**	**15.9%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	
Subtotal Multi-year grants:			-	-
			N/A	
Subtotal FY14 anticipated grants:			-	-
			N/A	
Subtotal Other Funding:			-	-
TOTAL External Funding Sources:			-	-

Expenditure Detail



HR/Labor Relations Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,012,224	776,545	1,057,349	280,804	36.2%
OTPS	247,701	546,297	558,410	12,113	2.2%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**1,259,925**	**1,322,842**	**1,615,759**	**292,917**	**22.1%**

Workforce Effectiveness

Description: Workforce Effectiveness is responsible for all of the activities associated with hiring, developing, and supporting the municipal workforce of approximately 1,500 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 2014 Performance Measures - Workforce Effectiveness				
	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Goal
Percent of municipal unemployment claims responded to within 9 days of receipt (at TALX)	100%	100%	100%	100%
Percent hired employees from EEO protected groups : Officials/Administrators	N/A	Minority: 21.2%	0% No Hires	36%
Percent hired employees from EEO protected groups : Technicians	N/A	Minority: 17.1%	0% No Hires	36%
Percent hired employees from EEO protected groups : Paraprofessionals	N/A	Minority: 37.8%	50.0%	36%
Percent hired employees from EEO protected groups : Skilled Craft Workers	N/A	Minority: 30.3%	0% No Hires	36%
Percent hired employees from EEO protected groups : Professionals (TPA/MM)	Minority: 15% Female: 55%	Minority: 20.0%	25%	36%
Percent hired employees from EEO protected groups : Administrative Support (Clerical)	Minority: 30% Female: 62%	Minority: 45.9%	56.3%	36%
Percent hired employees from EEO protected groups : Service-Maintenance	N/A	Minority: 34.8%	69.2%	36%
Total indemnity claims per year	79	55	31%	N/A
Percent of worker's compensation claims received and closed	95%	77%	79%	100%

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, negotiating collective bargaining agreements, entering into settlements with unions on various matters; administering employee grievance procedures, advocating on behalf of the City at arbitration, Civil Service, and before the Massachusetts Commission Against Discrimination (MCAD); also investigating employee misconduct, and managing the resulting imposition and resolution of disciplinary action.

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, flexible spending accounts, 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 2014 Performance Measures - Benefit Management				
	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Goal
Percent of Health Plan Customer Service encounters	96%	98%	97%	97%
Percent of initial entry for necessary payroll changes	97%	96%	96%	96%
Percent of payroll changes activated in MUNIS within 3	97%	100%	100%	100%
Percent variance between actual and budgeted health insurance costs	0%	0%	0%	0%

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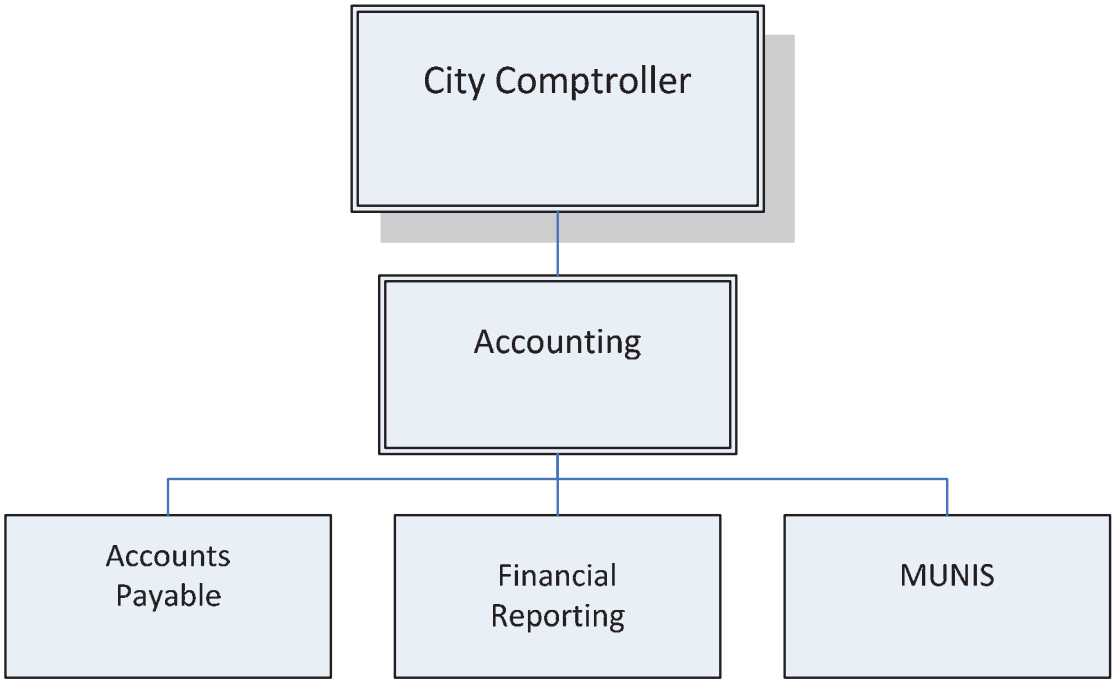
City Comptroller

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; to ensure that City financial transactions are in compliance with applicable accounting regulations, laws, and to maximize the productivity and efficiency of MUNIS.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	11.0	10.0	9.0	(1.0)	-10.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	1.0	1.0	0.0%
Total FTEs:	**11.0**	**10.0**	**10.0**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

Comptroller Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	1,628,074	1,617,453	1,450,814	(166,639)	-10.3%
External Funds	-	-	-	-	0.0%
General Fund Revenue	645,493	591,626	545,031	(46,595)	-7.9%
Total Departmental Revenue	**2,273,566**	**2,209,079**	**1,995,845**	**(213,234)**	**-9.7%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	635,544	580,615	534,020	(46,595)	-8.0%
OTPS	9,949	11,011	11,011	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	**645,493**	**591,626**	**545,031**	**(46,595)**	**-7.9%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	60,474	60,474	0.0%
Total External Funds	**-**	**-**	**60,474**	**60,474**	**0.0%**
All Funds Budget:	**645,493**	**591,626**	**605,505**	**13,879**	**2.3%**

Budget Development

Comptroller Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	635,544	580,615	594,494	534,020	(46,595)	-8.0%
OTPS	9,949	11,011	11,011	11,011	-	0.0%
Capital	-	-	-	-	-	0.0%
Total General Funds	**645,493**	**591,626**	**605,505**	**545,031**	**(46,595)**	**-7.9%**

- ◊ Funds 10.0 FTEs; 9 FTEs General Fund; 1 FTEs Grant funded
- ◊ No change in FTEs from FY13

Expenditure Cuts:

- ◊ Reduce Salaries & Wages; transfer 1.0 FTE to Utility Fund ($60,474)

Revenue:

- ◊ Revenue estimates for FY14 are consistent with the FY13 Adopted Budget.

Grants:

- ◊ The Comptroller's Office is not supported by any grant funding.

Departmental Overview & Highlights

Chapter 468 of the Acts of 2008, created the position of Comptroller in the City of Springfield. The Comptroller, appointed by the CAFO and approved by the Mayor, maintains the City's financial records and prepares its financial statements. The primary mission is to produce timely and accurate financial reports and to enforce the City's budget. The Comptroller is entrusted with the powers and duties of a City Auditor under Chapter 44 sections 50 to 54A, of Mass General Law, provided, however, that section 50 of said chapter 41 shall only apply to the Comptroller to the extent that it does not conflict with the duties of the Director of Internal Audit under section 3. The Comptroller serves as the "ex-officio" member of the Springfield Contributory Retirement Board.

Fiscal Year 2013 Highlights

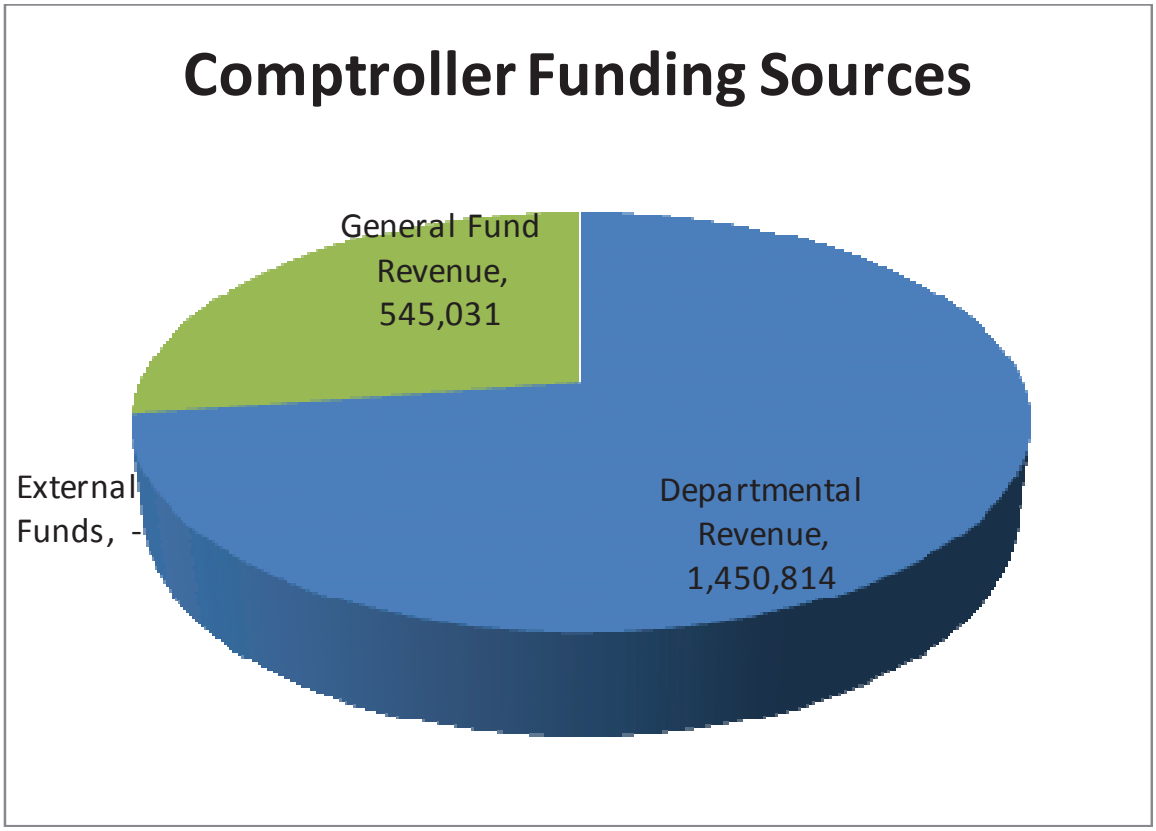
- Received the Certificate of Achievement for Excellence in Financial Reporting for the issuance of the City's first Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association of the United States and Canada.
- Launched the City's Open Checkbook on-line in conjunction with City Council President James J. Ferrera III, IT Department and Payroll Department.
- The Department of Revenue (DOR) certified Free Cash of $7.5M on November 6, 2012 after the completion of the DOR Year End Checklist. This is the earliest Free Cash Certification in the City's history.
- Successfully implemented a Fixed Asset software program which reconciles to the City's Audited Financial Statements.
- Compiled reports for use by external auditor firm in preparation of audited Financial Statements, Report of Federal Award Programs and agreed upon procedures and compliance to Massachusetts Department of Elementary and Secondary Education End of Year Report.
- Continue to develop and prepare the City of Springfield's Quarterly Financial reports, including Balance Sheets, Revenue Expenditure Statements, departmental expenses, which are available to the public on the City of Springfield's website.

Risks and Challenges

The Comptroller's Office will need to have the ability to attract and retain a professional staff in the event of state aid cuts or other unforeseen circumstances.

Interdepartmental cooperation is necessary to achieve all of the City Comptroller's goals.

Revenue Detail



Departmental Revenue:

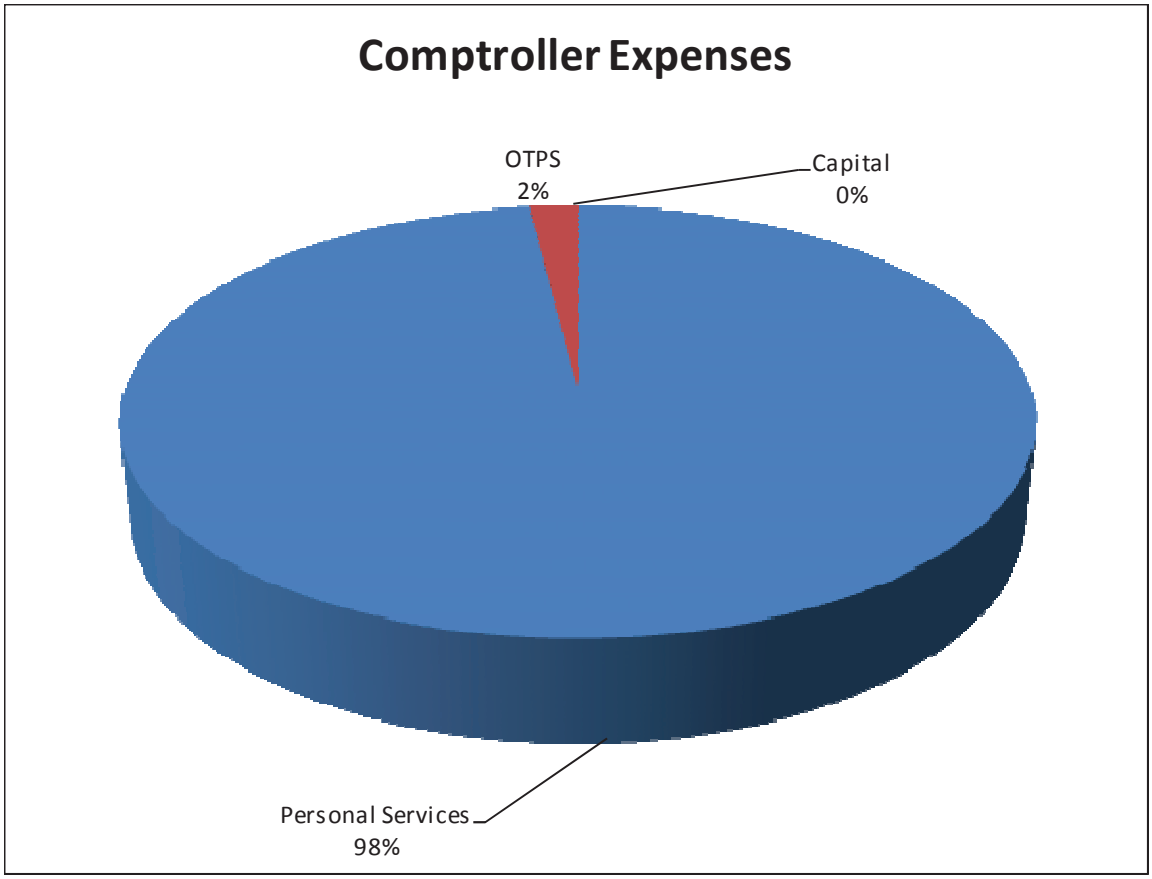
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
OTHER REVENUE - STATE	608,136	650,000	600,000	(50,000)	-7.7%
MISCELLANEOUS REVENUE	940,654	947,453	815,814	(131,639)	-13.9%
REIMB FOR PRIOR YEAR EXPEND	42,471	15,000	15,000	-	0.0%
INDIRECT COST REIMB	500	-	-	-	0.0%
REFUND OF EXPENDITURE	36,313	5,000	20,000	15,000	300.0%
Total Departmental Revenue	**1,628,074**	**1,617,453**	**1,450,814**	**(166,639)**	**-10.3%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	
Subtotal Multi-year grants:			-	-
			N/A	
Subtotal FY14 anticipated grants:			-	-
			N/A	
Subtotal Other Funding:			-	-
TOTAL External Funding Sources:			-	-

Expenditure Detail



Comptroller Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	635,544	580,615	534,020	(46,595)	-8.0%
OTPS	9,949	11,011	11,011	-	0.0%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**645,493**	**591,626**	**545,031**	**(46,595)**	**-7.9%**

Program Summaries

Accounting Division

Fiscal Year 2014 Year Goals:

Goal: Provide accurate accounting and financial records 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 and completely, 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. Implement MUNIS General Billing Loan program version 9.4 for accountability via "general billing" invoicing and monthly/yearly detail reports for CDBG Loans.
6. Centralize payment of all utility invoices in the Comptroller's Office to ensure timely and accurate payment.

Fiscal Year 2014 Performance Measures - Accounting Division				
	FY11 Actual	FY12 Actual	FY13 Projected	FY14 Goal
Percent of invoices processed within five days.	100%	100%	100%	100%
Number of invoices paid.	66,784	66,784	63,000	63,000
Number of days to complete year-end close	25	19	19	19
Number of contracts/price agreements processed	1,217	1,217	1,380	1,260
Amendments processed	N/A	450	420	420
Number of warrants produced	218	218	241	233
Prepare Tax Recapitulation Sheet	12/8/10	12/27/13	12/17	12/17
Complete Annual Audit	3/18/11	12/27/13	12/15	12/15
MASS DOR Year End Reports	10/31/10	10/31	10/25	10/1
Free Cash/Year End Checklist	1/25/11	1/25	11/6	11/1

Citywide Strategic Priority Supported: Financial Management

Fiscal Year 2014 Performance Measures - MUNIS Division				
	FY11 Actual	**FY12 Actual**	**FY13 Actual**	**FY14 Goal**
Provide comprehensive on-going weekly training to new hires, advanced users, and mangement on a one-on-one basis for all programs	N/A	10/Week	20/Week	30/Week
Provide weekly MUNIS HELP support via email and phone	N/A	10/Week	20/Week	30/Week
Increase General Biulling implementation for Department's processing internal invoicing	N/A	9	12	16

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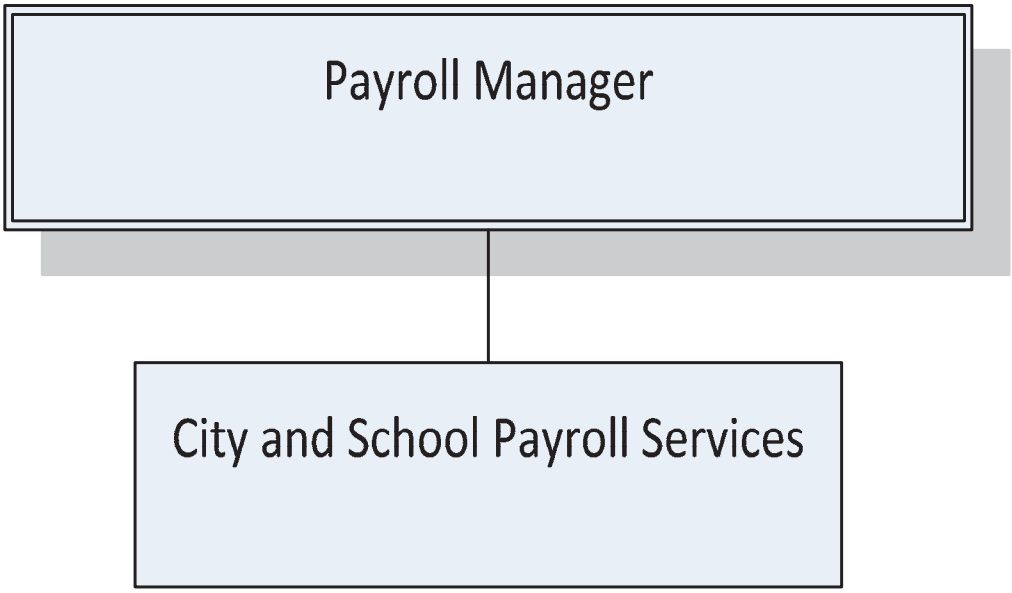
Payroll Department

The Payroll Department is responsible for conducting all payroll matters for the City and School departments.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	4.0	-	-	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**4.0**	**-**	**-**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

Payroll Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	-	-	-	-	0.0%
External Funds	-	-	-	-	0.0%
General Fund Revenue	317,622	111,735	184,886	73,151	65.5%
Total Departmental Revenue	**317,622**	**111,735**	**184,886**	**73,151**	**65.5%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	254,201	-	-	-	0.0%
OTPS	63,421	111,735	184,886	73,151	65.5%
Capital	-	-	-	-	0.0%
Total General Funds	**317,622**	**111,735**	**184,886**	**73,151**	**65.5%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**317,622**	**111,735**	**184,886**	**73,151**	**65.5%**

Budget Development

Payroll Department Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	254,201	-	-	-	-	0.0%
OTPS	63,421	111,735	113,970	184,886	73,151	65.5%
Capital	-	-	-	-	-	0.0%
Total General Funds	**317,622**	**111,735**	**113,970**	**184,886**	**73,151**	**65.5%**

- ◊ Funds 0.0 FTEs in the City budget
- ◊ 4.0 FTEs budgeted under SPS
- ◊ Professional Services increased to fund the cost of the annual Kronos maintenance contract

Expenditure Cuts:

- ◊ There were no reductions to the Payroll Department

Revenue:

- ◊ The Payroll Department does not produce any departmental revenue.

Grants:

- ◊ The Payroll Department is not supported by any grant funding.

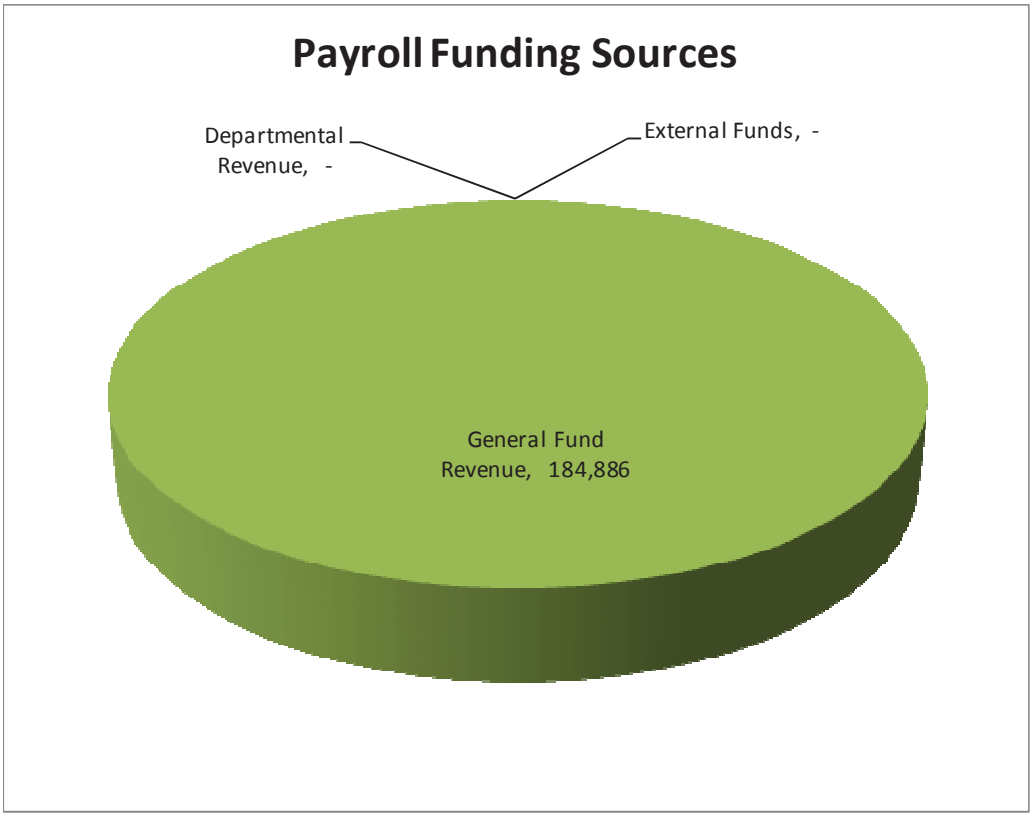
Departmental Overview & Highlights

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.

Risks and Challenges for Fiscal Year 2014

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.

Revenue Detail



Departmental Revenue:

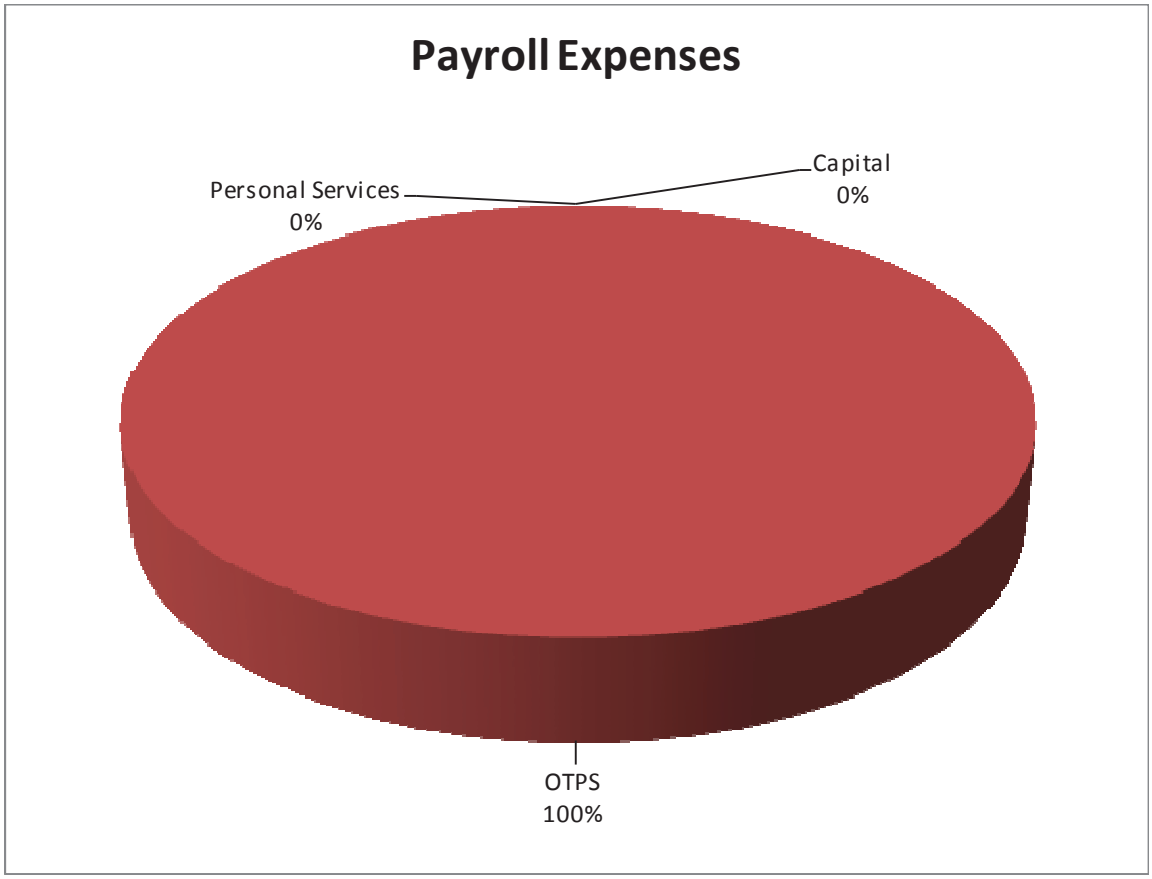
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	**-**	**-**	**-**	**-**	**0.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	
Subtotal Multi-year grants:			-	-
			N/A	
Subtotal FY14 anticipated grants:			-	-
			N/A	
Subtotal Other Funding:			-	-
TOTAL External Funding Sources:			-	-

Expenditure Detail



Payroll Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	254,201	-	-	-	0.0%
OTPS	63,421	111,735	184,886	73,151	65.5%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**317,622**	**111,735**	**184,886**	**73,151**	**65.5%**

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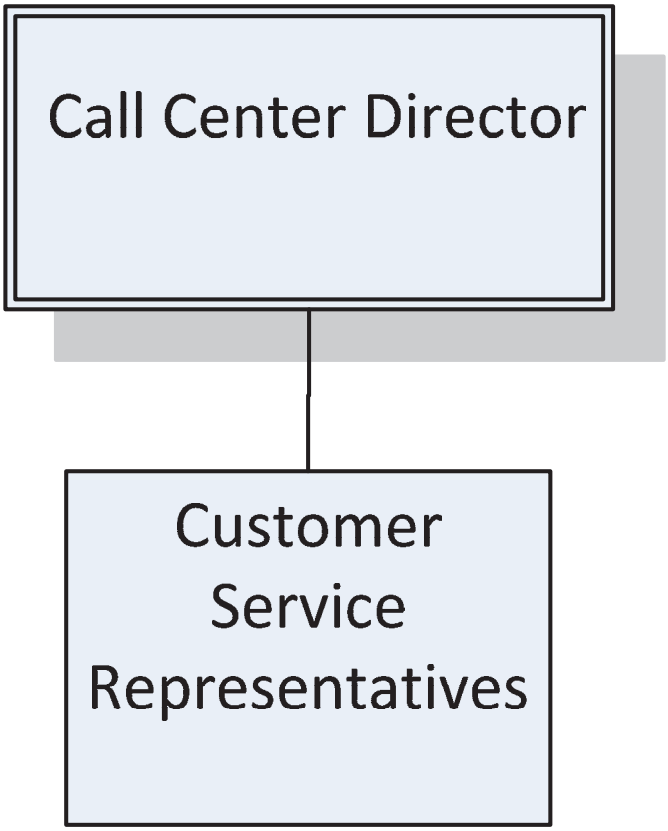
311 Department

311 provides quality customer service for Springfield residents, businesses, and visitors through a single source for increased access and accountability to local government.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	9.8	8.8	8.8	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**9.8**	**8.8**	**8.8**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

311 Department Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	-	-	-	-	0.0%
External Funds	-	-	-	-	0.0%
General Fund Revenue	381,799	344,785	423,346	78,560	22.8%
Total Departmental Revenue	**381,799**	**344,785**	**423,346**	**78,560**	**22.8%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	376,976	289,735	370,296	80,560	27.8%
OTPS	3,870	53,850	51,850	(2,000)	-3.7%
Capital	953	1,200	1,200	-	0.0%
Total General Funds	**381,799**	**344,785**	**423,346**	**78,560**	**22.8%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**381,799**	**344,785**	**423,346**	**78,560**	**22.8%**

Budget Development

311 Department Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	376,976	289,735	368,528	370,296	80,560	27.8%
OTPS	3,870	53,850	51,850	51,850	(2,000)	-3.7%
Capital	953	1,200	1,200	1,200	-	0.0%
Total General Funds	**381,799**	**344,785**	**421,578**	**423,346**	**78,560**	**22.8%**

- ◊ Funds 8.8 FTEs consistent with FY13, however a Senior Customer Service Representative was lost through attrition and backfilled with an entry level CSR
- ◊ Assumes $75K service level agreement with the School Department is built back into the level service request ; this is why an increase in personal services appears. Revenue has been added to the City budget to cover these expenses.

Expenditure Cuts:

- ◊ No reductions were taken in the 3-1-1 department.

Revenue:

- ◊ The 311 Call Center does not produce any departmental revenue.

Grants:

- ◊ The 311 Call Center is not supported by any grant revenue.

Departmental Overview & Highlights

The 311 Citizen Service Centers' purpose is to provide customer service for non-emergency calls, and act as the first point of contact for city offices. This is achieved by having one all-purpose telephone number for the residents of Springfield.

The 311 Service Center has mailed over 1,500 vacant property registrations forms for the Housing Department. From renewals and new property registrations of bank-owned and private property owners. This account has collected $101,218 from July 2011 through July 2012 in fees and fines, for July 2012 through January of 2013 the City has received $70,500. An increase in collections is expected during FY14 with an increase in fees of $100 to $200 for registering and $400 for vacant property renewal.

In March 2012 the 311 Customer Service Center introduced a smartphone application to the residents of Springfield. This new smartphone application will allow any citizen to enter a pothole, non-operational traffic light, or tree trimming request, among others requests, from an iPhone or Android device. The resident will receive an automatic response advising them that their request has been received by the department. The activity from our mobile application represents about 1%- 2% of our service requests entered, similar to web portal requests. Residents utilized the application during the blizzard in the month of February, where the DPW was alerted of snow issues. We will continue to improve this application as we receive resident feedback.

The 311 Citizen Service Center continues to support the Parent Information Center of the School Department with their calls regarding forms, registration processes, events, to name a few. It is estimated the department will handle 15,000 calls or 10% of our total call volume for FY13 going forward. This past year we had access to Keylink which provided bus route information and the assignment of the child. 311 also was trained in assisting parents with inquiries regarding the schools web portal where parents can retrieve attendance, homework assignments and grades for their child if the teacher submits such information.

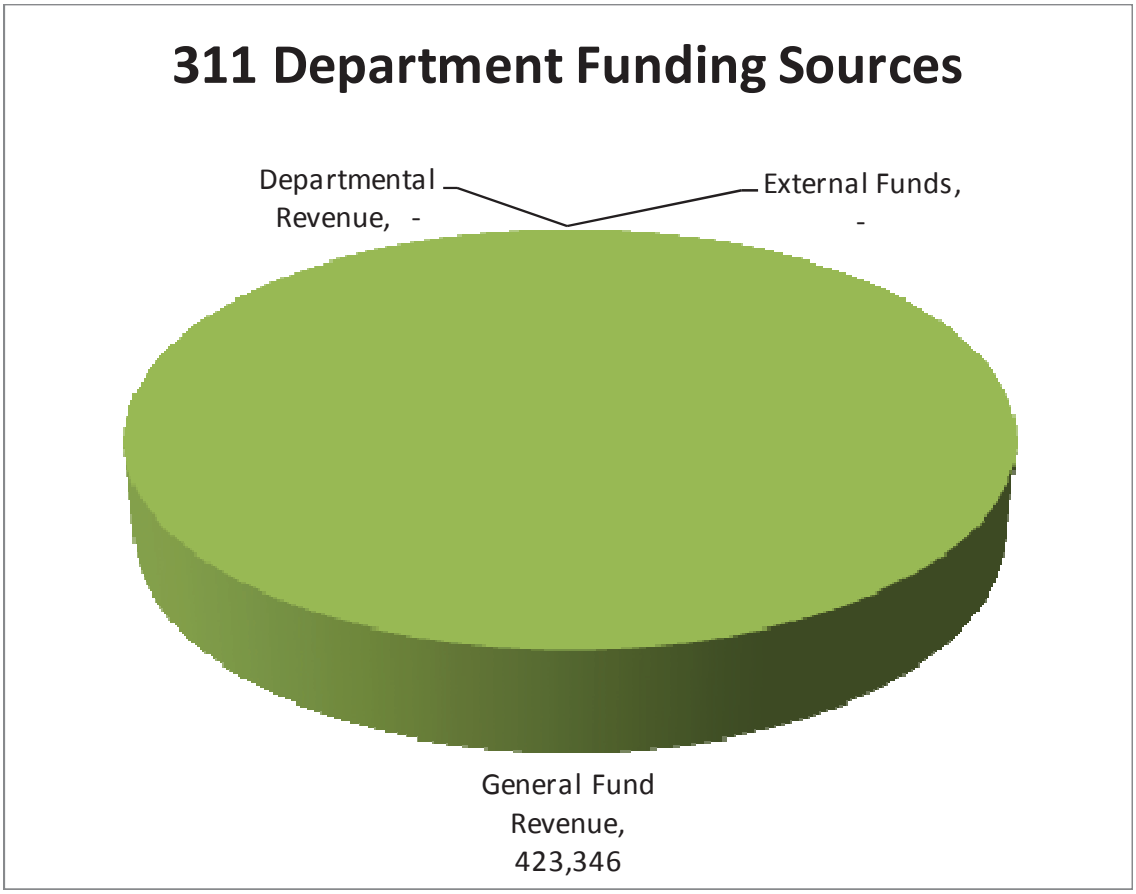
311 initiated a program for those enrolled in the BIM program at Putnam Technical School. Springfield has many call centers within Springfield, two being Mass Mutual and Liberty Mutual. It is probable there are students who will explore customer service/call center careers. This exposure expands the knowledge of City government, customer service skills and call center disciplines. The student who participated this year was named Outstanding Vocational Student of the year. The school department received a small grant from the Regional Employment Board for this program. The School Department is actively looking for corporate sponsors to continue this program for the upcoming fiscal year.

311 trained their employees in the use of DPW's mapping system. This is a tool of great significance in assisting residents as we receive inquiries about the status of road conditions during a snowstorm. It changed the dynamic from request taking to more informational calls; this was a true advantage in our call taking.

311 now has access to view parking tickets for the residents of Springfield, and the city Collector is now accepting payments for these violations resulting in calls to 311 for balance and payment information.

Revenue Detail

Departmental Revenue:



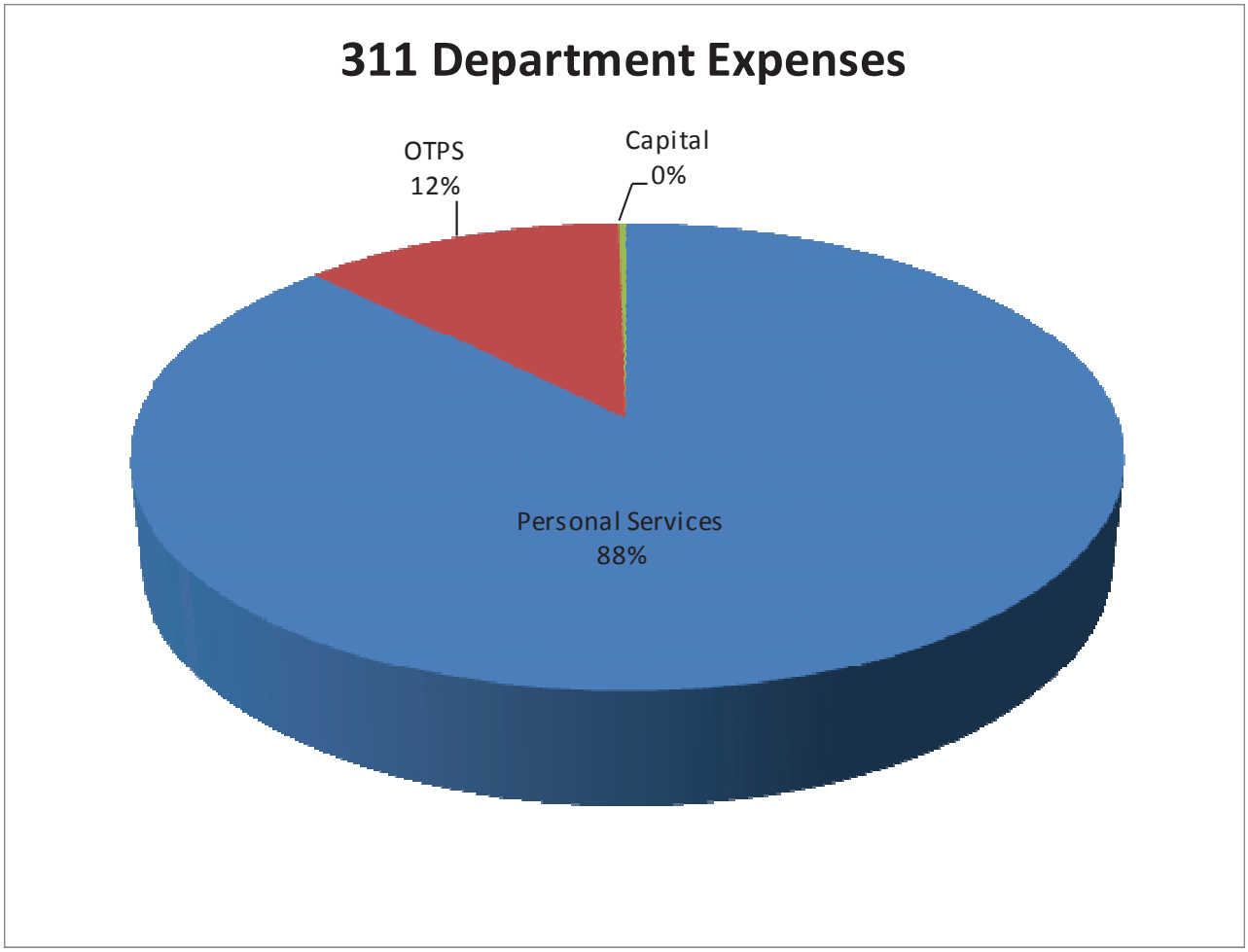
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	**-**	**-**	**-**	**-**	**0.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	
Subtotal Multi-year grants:			-	-
			N/A	
Subtotal FY14 anticipated grants:			-	-
			N/A	
Subtotal Other Funding:			-	-
TOTAL External Funding Sources:			-	-

Expenditure Detail



311 Department Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	376,976	289,735	370,296	80,560	27.8%
OTPS	3,870	53,850	51,850	(2,000)	-3.7%
Capital	953	1,200	1,200	-	0.0%
Total Departmental Expenditures	**381,799**	**344,785**	**423,346**	**78,560**	**22.8%**

Program Summaries

311 Citizen Service Center

The 311 Citizen Service Center is one of two 311 centers within the Commonwealth of Massachusetts. The 311 is the first point of contact for residents needing quick and easy access to government services or information, and offers the highest level of customer service. Means of communicating with the service center are telephone, email, fax, and web. At this time 311 handles all calls to city hall but is the sole primary source and contact for 18 departments within the city. The goal of the 311 Program is to provide a centralized call center for the City of Springfield. The 311 service is a single telephone number for all non-emergency inquiries and services for the City of Springfield.

Citywide Strategic Priority: Fiscal & Operational Excellence; Healthy Neighborhoods

Fiscal Year 2014 Performance Measures - 311				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 Actual**	**FY14 Goal**
Number of calls answered by the Center	161,000	161,000	123,675	153,000
Number of calls missed (hang ups)	8,000	8,000	9,162	9,180
Average speed of answered time	30 seconds	30 seconds	42 seconds	30 seconds
Percentage of calls answered within 30 seconds	90%	85%	78%	80%
Percent of calls answered by the Center without transfers to another department	85%	88%	81%	83%

Fiscal Year 2014 Performance Measures - 311 Schools				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 Actual**	**FY14 Goal**
Abandonded Rate	N/A	9.9%	9.4%	10%
Number of calls answered by the Center	N/A	14,270	11,916	15,000
Number of calls missed (hang ups)	N/A	1,412	1,344	1,500
Average speed of answered time	N/A	31 seconds	31 seconds	30 seconds
Percentage of calls answered within 30 seconds	N/A	90%	80.3%	70%
Percent of calls answered by the Center without transfers to another department	N/A	70%	69%	70%

Section 6
Development Services Division

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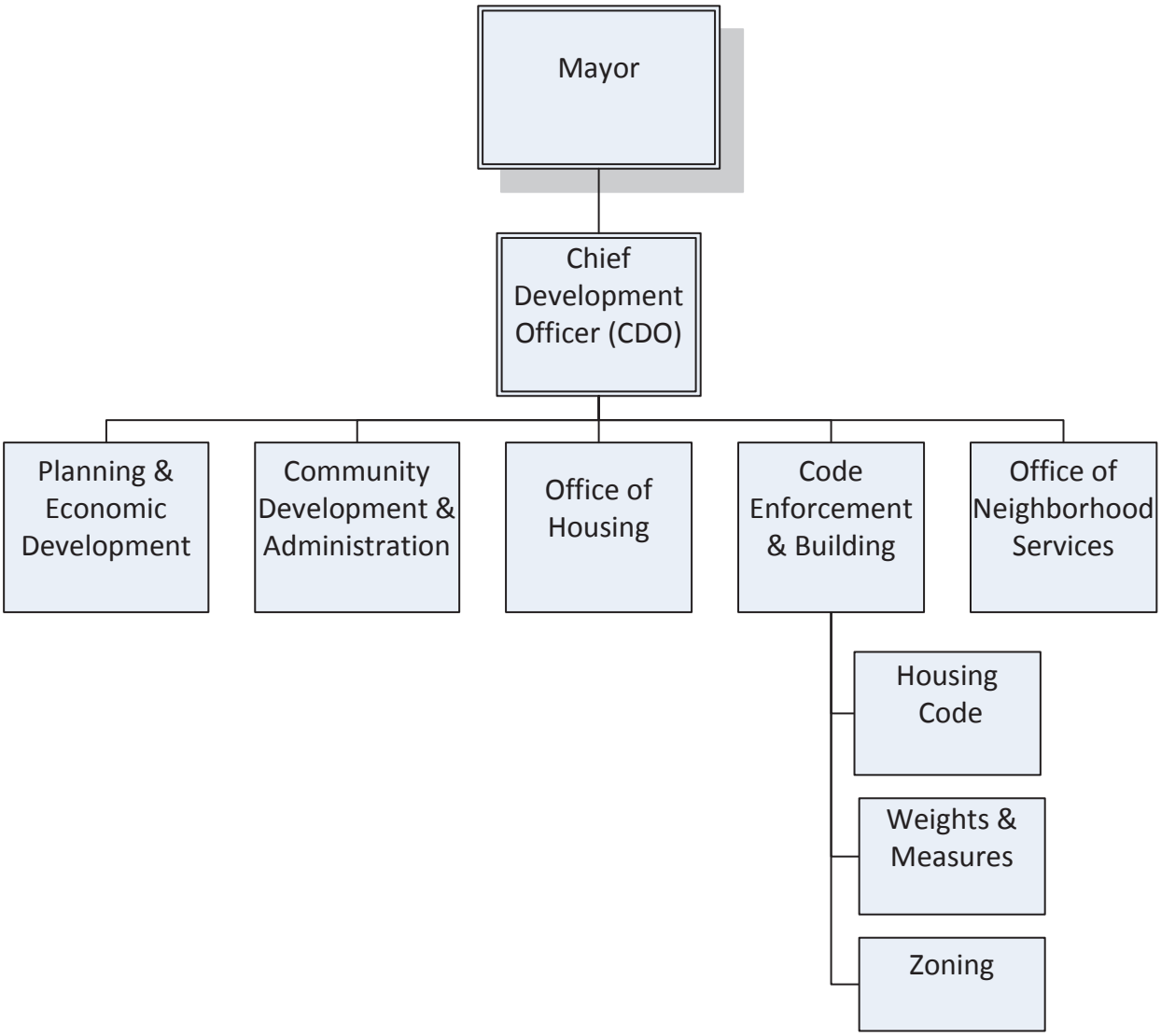
Development Services Division

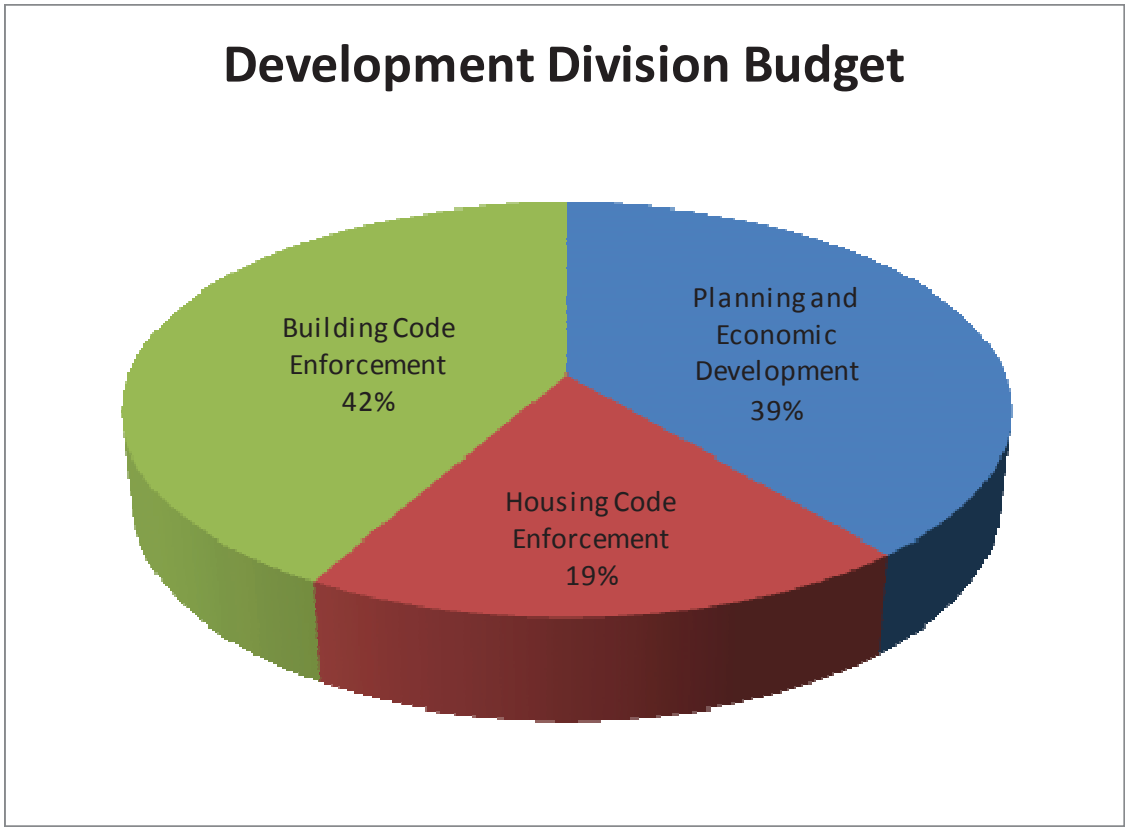


**Community Development and Office of Housing are part of the Development Services Division but both are completely grant funded*

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.

General Fund Budget and Staffing Overview



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

Development Division Budget	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Planning and Economic Development	1,202,671	1,079,193	1,286,155	1,310,026	23,872	1.9%
Housing Code Enforcement	631,531	637,777	619,253	638,387	19,134	3.1%
Building Code Enforcement	1,271,751	1,254,674	1,361,150	1,402,002	40,852	3.0%
Total Division	**3,105,953**	**2,971,644**	**3,266,558**	**3,350,415**	**83,857**	**2.6%**

Division Personnel (FTE's)	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Planning and Economic Development	13.0	12.0	13.0	13.0	-	0.0%
Housing Code Enforcement	13.5	12.5	11.3	11.3	-	0.0%
Building Code Enforcement	25.0	25.0	25.0	25.0	-	0.0%
Total FTE's	**51.5**	**49.5**	**49.3**	**49.3**	**-**	**0.0%**

Development Division FY14 Funding Sources

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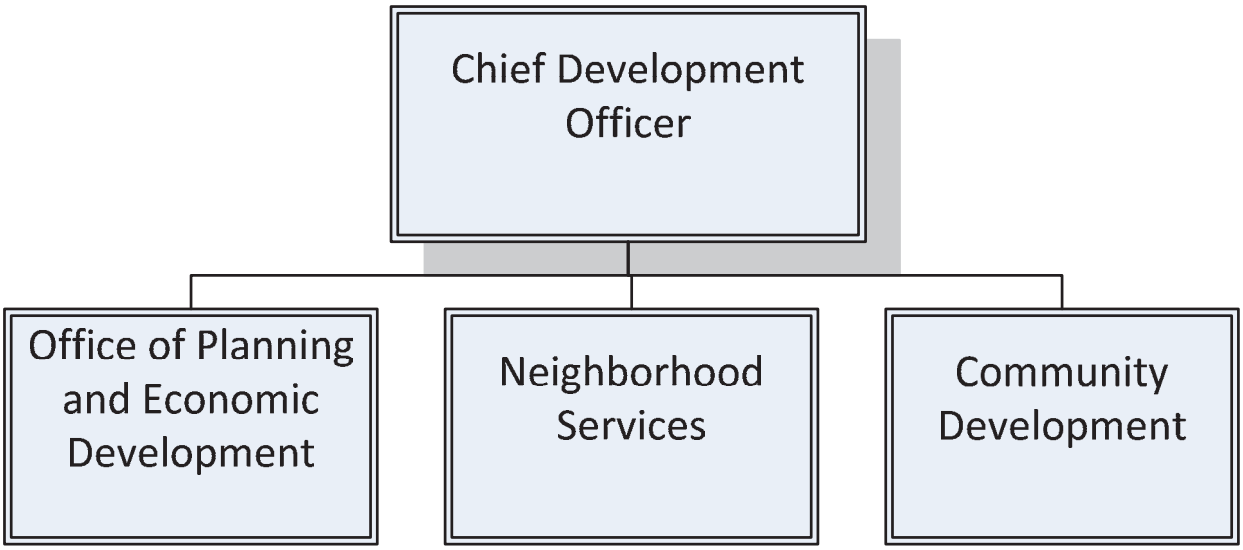
Planning / Economic Development

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



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	12.0	13.0	13.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**12.0**	**13.0**	**13.0**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

Planning Eco Dev Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	6,251	5,600	5,600	-	0.0%
External Funds	-	-	-	-	0.0%
General Fund Revenue	1,073,220	1,286,155	1,310,026	23,871	1.9%
Total Departmental Revenue	**1,079,471**	**1,291,755**	**1,315,626**	**23,871**	**1.8%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	714,135	848,801	872,672	23,871	2.8%
OTPS	353,583	437,354	437,354	0	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	**1,067,718**	**1,286,155**	**1,310,026**	**23,872**	**1.9%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**

All Funds Budget:	**1,067,718**	**1,286,155**	**1,310,026**	**23,872**	**1.9%**

Budget Development

Planning/Eco Dev Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	714,135	848,801	872,672	872,672	23,871	2.8%
OTPS	353,583	437,354	437,354	437,354	-	0.0%
Capital	-	-	-	-	-	0.0%
Total General Funds	**1,067,718**	**1,286,155**	**1,310,026**	**1,310,026**	**23,871**	**1.9%**

- ◊ Funds 13.0 FTEs; 13.0 FTEs General Fund; 0.0 FTEs Grant funded
- ◊ No change in FTEs from FY13

Expenditure Cuts:

- ◊ No reductions were taken in the Planning/Eco Dev department.

Revenue:

- ◊ Revenue estimates for FY14 are equal to the FY13 Adopted Budget.

Grants:

- ◊ The Planning/Economic Development Office did not supply any information regarding grant funding estimates for Fiscal Year 2014.

Departmental Overview & Highlights

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

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

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

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

Fiscal Year 2013 Highlights

Ongoing review and coordination of planning and development issues related to the potential development of casinos in Springfield

Administered and funded HUD Section 108 loan for the redevelopment of 711 Dwight Street into a LaQuinta Inn & Suites, opened in early 2013 and representing a nearly $5 million private investment.

Completion of transfer and sale of the Mason Square Fire Station and Indian Motocycle B building to a partnership of American International College for a $25 million redevelopment into housing and limited office/commercial space.

Springfield Redevelopment Authority (SRA) moved forward with construction kickoff of the $48 million Phase I of Union Station, completing remediation activities with full construction beginning in early 2013.

Applied for and received $400,000 grant from EPA to fund remediation activities at the former Hotel Charles site in coordination with Union Station.

Asylum Building at 1600 Main Street partial demolition and parking lot development and property sale and transfer completed for future use as a Bier Garten in coordination with The Fort restaurant.

Applied for, and was awarded a $1.2 million MassWorks grant to fund the construction of Dwight Street Extension improvements in Hollywood (in the South End), in addition to $75 million private redevelopment funds for Outing Park apartments. Work is scheduled for completion in late 2012.

Created and earned local and state approval on Housing Development Incentive Program (HDIP), a program that offers incentives for the development of market rate housing in Springfield. Final program approval occurred in January, 2013.

Identified a new preferred developer for the redevelopment of the long vacant, historic Chestnut Junior High. The Peregrine Group, out of Rhode Island is currently doing due diligence activities in relation to a potential market rate housing project targeted towards medical district professionals.

Identified a preferred developer for the redevelopment of the former Zanetti School and Howard Street school in the South End. The developer, MGM, plans to include the properties in an $800 million mixed use redevelopment.

Utilized a HUD EDI grant to make improvements to invest in the former Forest Park monkey house for physical up-

grades to assist in the winter farmers market, including historic windows and plumbing and electrical upgrades.

Completed South End Urban Renewal amendment including Marble Street housing acquisitions and completion of expansion of Emerson Wight Park.

Applied and was awarded $420,000 in MassWorks grant funding for the design of parking in relation to the redevelopment of the Court Square buildings on Elm Street, design was completed in January, 2013.

Continued implementation of the South End Neighborhood Revitalization Plan including the sale and transfer of publicly owned parcels and urban renewal activities.

Continued re-drafting of the Zoning Modernization project to be submitted to City Council for adoption in 2013.

Completed sale and Tax Increment Financing plan, and due diligence of $1,000,000 sale of 14 acre property in the Springfield Smith & Wesson Industrial Park to F.W. Webb creating new jobs, and new tax revenue. Opening slated for March, 2013.

Completed Tax Increment Financing plan for Latino Food Distributors, allowing for the expansion of their building on Avocado Street in coordination with their 90 Meat Outlet Business, creating new tax revenue and new jobs; relocating a facility that was in West Springfield.

Completed a Special Tax Assessment plan for NASH Manufacturing, a specialized manufacturer of auto and aerospace technology, relocating from Holyoke to a formerly vacant facility on St. James Avenue.

Completed the sale and transfer of the long vacant former Cornerstone building on Page Boulevard, sold to neighboring Genden Auto Parts for future development for parking.

Expanded new business assistance programs – Neighborhood Storefront Improvement Program and Small Business Loan Program - funded via Community Development Block Grants. Over $200,000 has been awarded in both loans and small grant funding and over 25 jobs have been created and retained in working with local small businesses.

Coordinated efforts for vegetative trimming, and continued improvements to Riverfront Park and the Connecticut River Walk/Bikeway.

Outreach after the Columbia Gas explosion downtown, working directly with company claim representatives and small businesses and residents, and future planning activities for rebuilding.

Ongoing working partnership with the UMass/Court Square Urban Design Center to at 3-7 Elm Street, completing several neighborhood design studios. Ongoing discussions regarding future expansion of UMASS presence in Springfield.

Offered CDBG funded Historic Preservation fund for the acquisition and renovation of the city's most endangered historic assets including properties on Maple Street, Avon Place, and Pine Street.

Risks and Challenges for Fiscal Year 2013

Given the local and regional economic conditions, there is an on-going challenge to secure sufficient resources to satisfy economic needs, achieve sustainable growth, and facilitate development. Nonetheless, Springfield has recently received favorable reviews for decreasing office and storefront vacancy in the downtown as compared to Hartford and Providence. OPED will look to maximize growth opportunities including those in the health care, education, and financial sectors, and potential growth in tourism and construction trades should a gaming resort be located in or around the city.

Strategic Decisions for Fiscal Year 2013

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—including the Tornado Recovery Master Plan Strategy—that continues implementation strategies.

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.

With the possibility of the largest economic development project in the history of the City of Springfield, and with potential projects of over $800 million being proposed, OPED will take an active role in site plan review, design, and workforce and economic development issues.

Multi-Year Goals

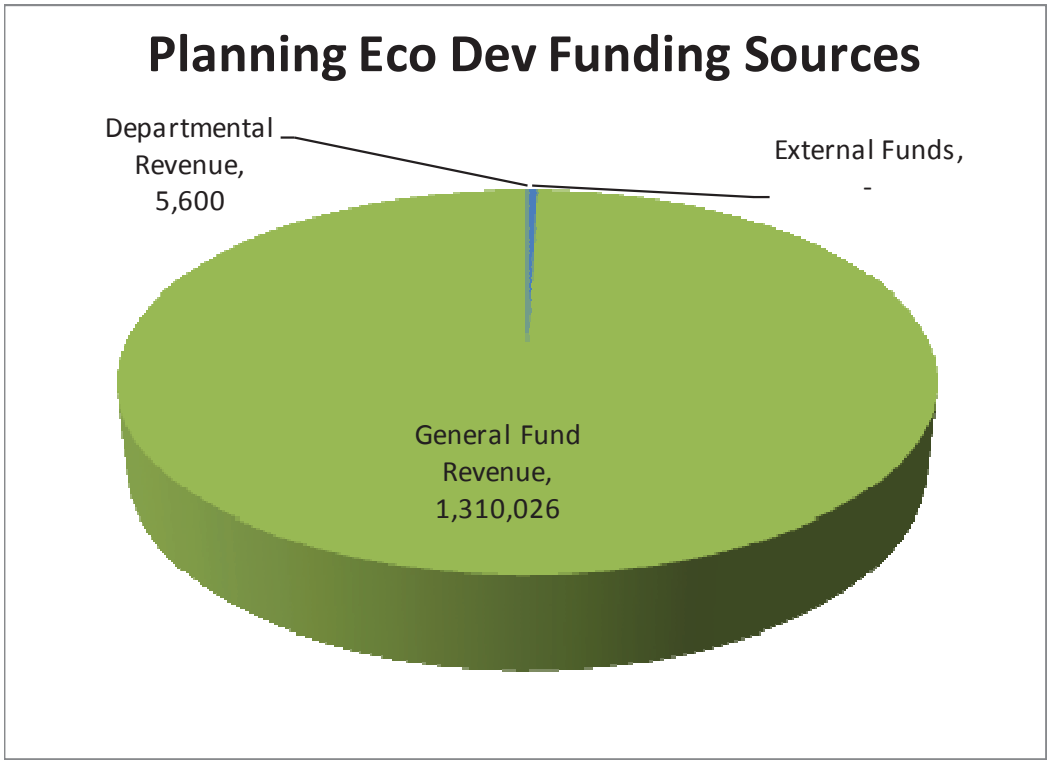
Continue ongoing review and administrative activities as they relate to gaming proposals

Complete a new citywide zoning code

Redevelop long-vacant, publicly owned, properties including the Chestnut Junior High School, the former Court Square Hotel building, and tornado-damaged properties in the South End

Continue the ongoing program and business assistance and incentive activities designed to increase tax revenue and create new job opportunities for city residents

Revenue Detail



Departmental Revenue:

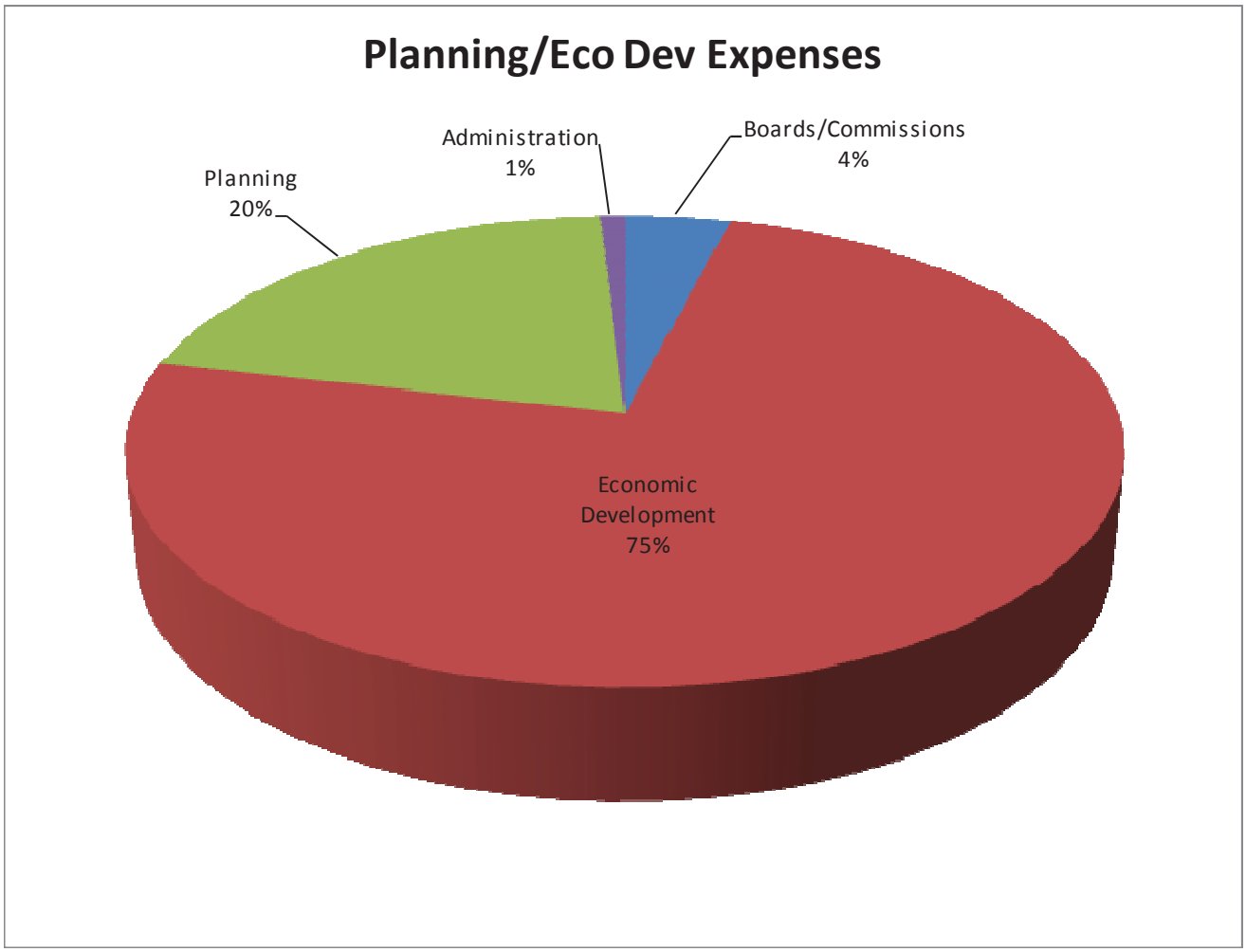
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	3,451	4,600	4,600	-	0.0%
RENTALS	-	-	-	-	0.0%
OTHER PERMITS	2,800	1,000	1,000	-	0.0%
Total Departmental Revenue	**6,251**	**5,600**	**5,600**	**-**	**0.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	
Subtotal Multi-year grants:			-	-
			N/A	
Subtotal FY14 anticipated grants:			-	-
			N/A	
Subtotal Other Funding:			-	-
TOTAL External Funding Sources:			-	-

Expenditure Detail



Planning/Eco Dev Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Boards/Commissions	45,135	50,978	52,198	1,220	2.4%
Economic Development	802,040	965,710	977,410	11,700	1.2%
Planning	216,162	257,617	268,568	10,951	4.3%
Administration	9,883	11,850	11,850	-	0.0%
Total Departmental Expenditures	**1,073,220**	**1,286,155**	**1,310,026**	**23,871**	**1.9%**

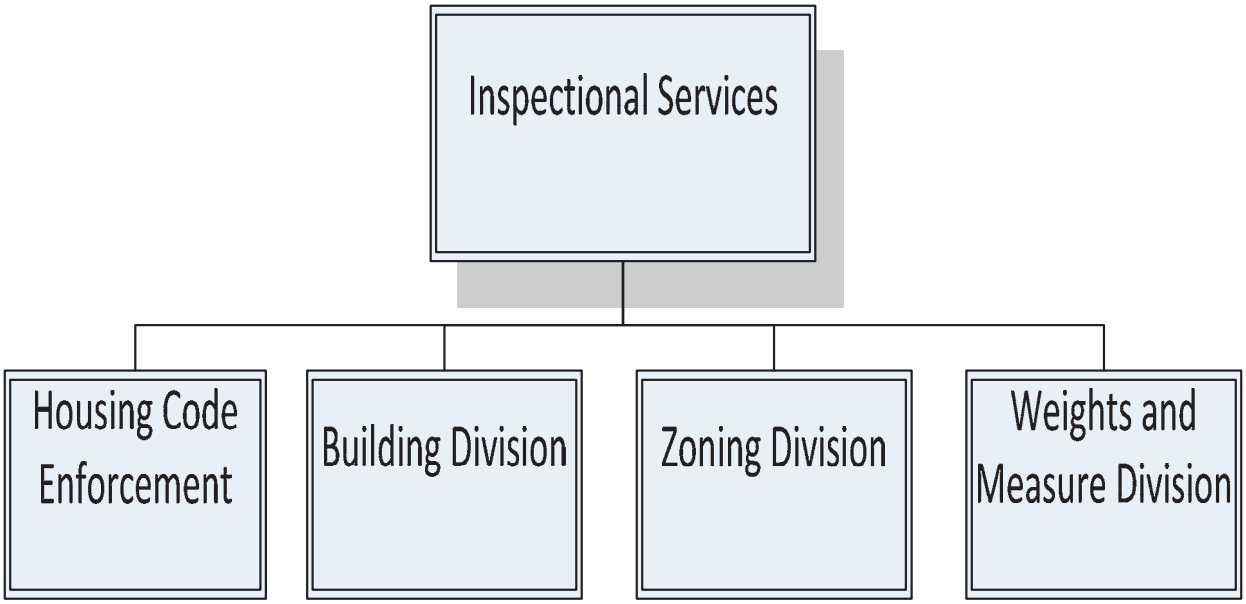
Program Summaries:

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

Fiscal Year 2014 Performance Measures - Planning/Eco Dev				
	FY11 Actual	FY12 Actual	FY13 YTD 4-30-13	FY14 Goal
% of special permit application recommendations provided to the City Council before the next scheduled hearing date	N/A	100%		
% of zoning change applications recommendations provided to the City Council before the next scheduled hearing date	N/A	100%		
Percent of historic applications reviewed and processed to the Historical Commission before the next scheduled hearing date	N/A	100%		
New construction value	$99.4 million	$148.7 million		
Number of business forums held annually	4	8		
Average number of weekly business visits	2	5		

Building Code Enforcement

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



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	25.0	25.0	25.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**25.0**	**25.0**	**25.0**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

Building Code Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	1,807,302	2,069,000	2,275,700	206,700	10.0%
External Funds	-	-	-	-	0.0%
General Fund Revenue	1,304,065	1,361,150	1,404,502	43,352	3.2%
Total Departmental Revenue	**3,111,367**	**3,430,150**	**3,680,202**	**250,052**	**7.3%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,251,677	1,310,300	1,345,652	35,352	2.7%
OTPS	52,388	50,850	58,850	8,000	15.7%
Capital	-	-	-	-	0.0%
Total General Funds	**1,304,065**	**1,361,150**	**1,404,502**	**43,352**	**3.2%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**1,304,065**	**1,361,150**	**1,404,502**	**43,352**	**3.2%**

Budget Development

Building Code Enforcement Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,251,677	1,310,300	1,343,152	1,345,652	35,352	2.7%
OTPS	52,388	50,850	50,850	58,850	8,000	15.7%
Capital	-	-	-	-	-	0.0%
Total General Funds	**1,304,065**	**1,361,150**	**1,394,002**	**1,404,502**	**43,352**	**3.2%**

- ◊ Funds 25.0 FTEs; 25.0 FTEs from the General Fund. None are grant funded
- ◊ No change in FTEs from FY13

Expenditure Cuts:

- ◊ No reductions were taken in the Building—Code department
- ◊ Additional costs ($8,850) are related to contract negotiations for clothing and overtime
- ◊

Revenue:

- ◊ Revenue estimates for FY14 have increased by 10% over the FY13 Adopted Budget.

Grants:

- ◊ The Building Code Enforcement Office is not supported by grant funding.

Departmental Overview & Highlights

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

The Inspectional Services 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.

Fiscal Year 2013 Highlights

To increase revenue and maintain future self-sufficiency, Building Division permit fees were reviewed and proposed fee increases, received final approval from City Council to be implemented for FY 2013.

Moved the 21-D ticket ordinance forward with the implementation of a collection process that will add all outstanding tickets and fees to the yearly property tax bills.

Maintained weekly review meetings with legal staff and special enforcement teams on re-inspections, status reports for new court cases, and the current backlog of pending court cases.

Maintained monthly review of all open building and zoning complaints (to increase resolve rates).

Maintained monthly review of all open building permits for expiration, past completion dates, and no issuance of Certificate of Occupancy.

Maintained the implementation process of new 8th edition State Building Code and 8th edition of the one and two family dwelling State Building Codes with ongoing training of inspectors.

Inspectional Services Division legal team maintained two full time attorneys and one full time paralegal to directly work on case load management to help expedite emergency condemnations, reduce case back log, increase new court filings, and track case loads.

Building Division implemented specially scheduled Saturday team street 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, and referrals to other departments for possible enforcement issues.

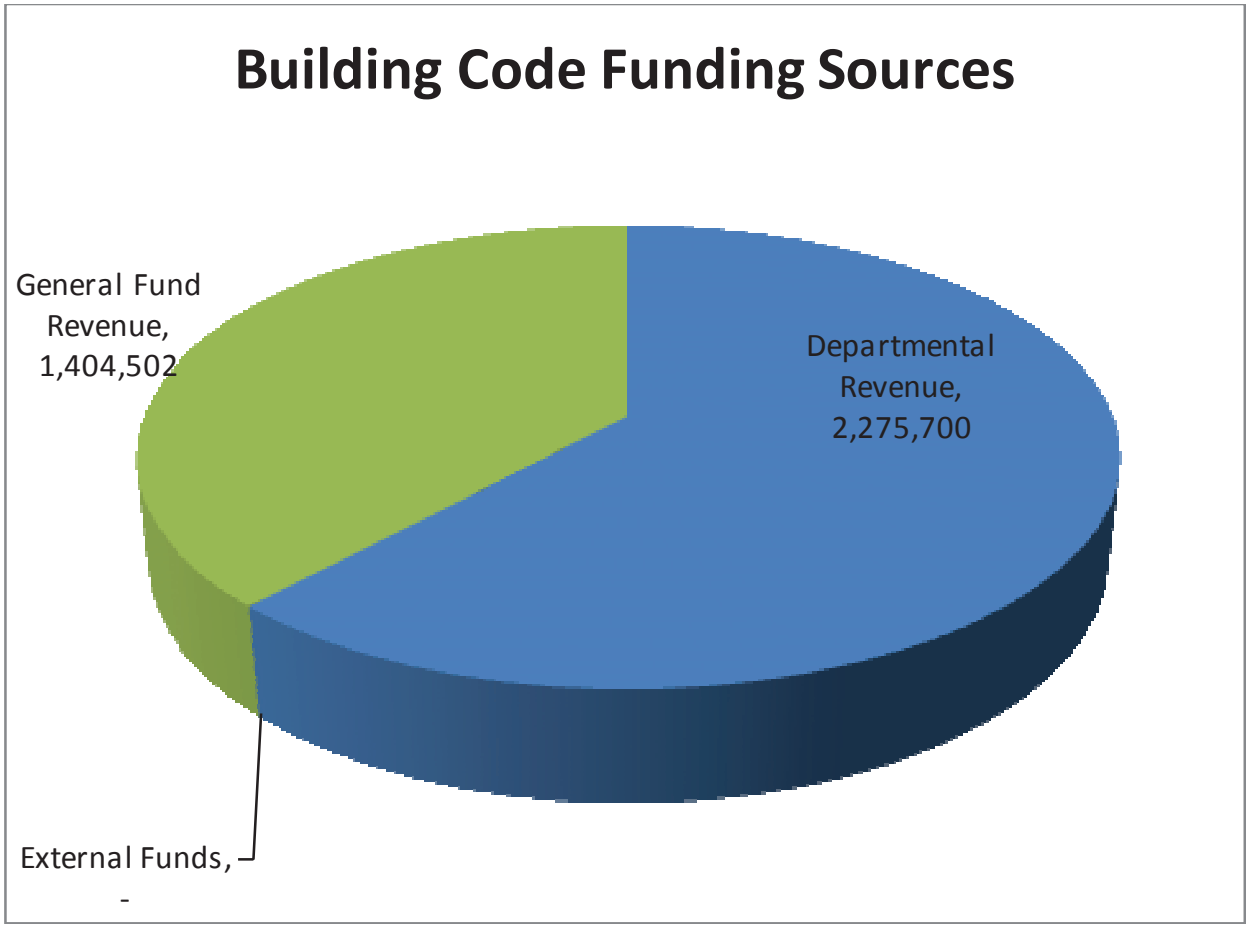
Risks and Challenges

Filling current vacant positions, retention of our best and brightest non bargaining personnel, and maintaining current public safety code enforcement services do to possible budget cuts.

Because of working in separate operational software systems, Inspectional Services Division and legal staff are struggling to meet there expected modern day service level demands. I propose moving the Inspectional Services legal support team from Practice Manager into the new Accela system which is used by Inspectional Services.

Completing the rollover of aged inspectional services car fleet for FY 2014, the lack of efficient dependable vehicles for the remaining 9 field inspectors and expensive repairs applied to budget.

Revenue Detail



Departmental Revenue:

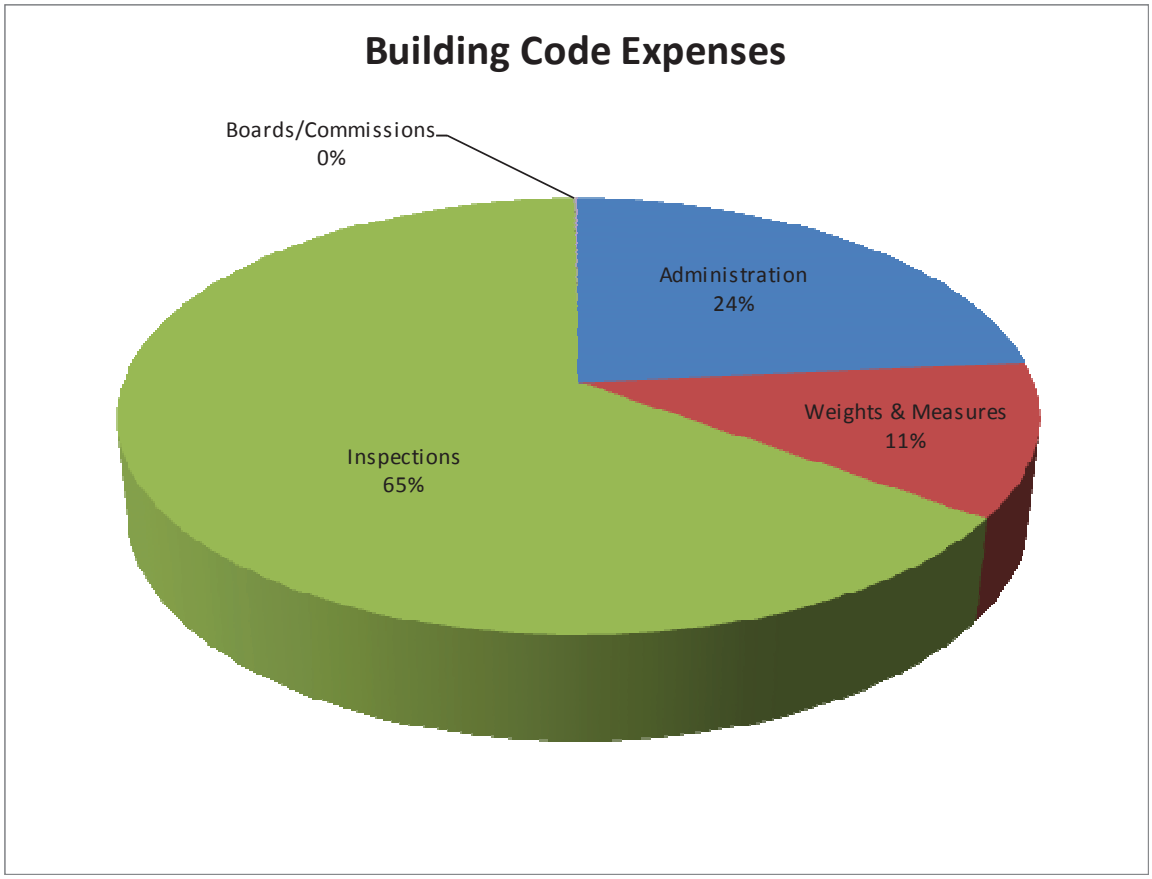
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	452,104	500,000	550,000	50,000	10.0%
OTHER PERMITS	1,353,298	1,567,000	1,723,700	156,700	
DEPARTMENTAL FINES	1,900	2,000	2,000	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	**1,807,302**	**2,069,000**	**2,275,700**	**206,700**	**10.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	
Subtotal Multi-year grants:			-	-
			N/A	
Subtotal FY14 anticipated grants:			-	-
			N/A	
Subtotal Other Funding:			-	-
TOTAL External Funding Sources:			-	-

Expenditure Detail



Building Code Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Administration	266,892	319,698	330,977	11,279	3.5%
Weights & Measures	132,064	160,180	159,895	(285)	-0.2%
Inspections	715,055	878,632	910,990	32,358	3.7%
Boards/Commissions	610	2,640	2,640	-	0.0%
Total Departmental Expenditures	**1,114,621**	**1,361,150**	**1,404,502**	**43,352**	**3.2%**

Program Summaries

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

Fiscal Year 2014 Performance Measures - Building Code Enforcement				
	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Goal
Number of Section 106 life and safety certificates issued	667	660		
Percentage of complaints resolved within 90 days	58.20%	17%		
Percentage of permits issued within 14 days	95%	84%		
Number of average monthly inspections per zoning inspector	143	119		
Number of average monthly inspections per building inspector	191	86		
Number of joint housing and building inspections	N/A	520		

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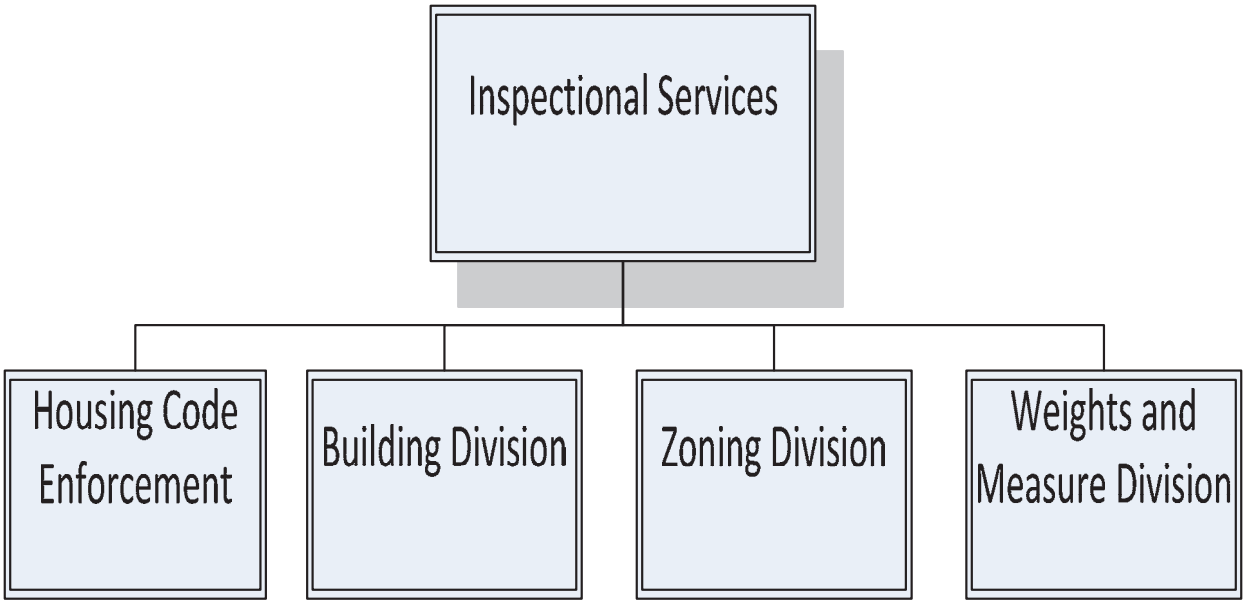
Housing Code Enforcement

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



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	12.5	11.3	11.3	(0.1)	-0.4%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**12.5**	**11.3**	**11.3**	**(0.1)**	**-0.4%**

All Funds Budget

Revenue Overview:

Housing Code Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	153,032	139,000	139,000	-	0.0%
External Funds	-	-	-	-	0.0%
General Fund Revenue	506,996	619,253	638,387	19,134	3.1%
Total Departmental Revenue	**660,028**	**758,253**	**777,387**	**19,134**	**2.5%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	478,191	475,953	487,287	11,334	2.4%
OTPS	136,345	143,300	151,100	7,800	5.4%
Capital	-	-	-	-	0.0%
Total General Funds	**614,537**	**619,253**	**638,387**	**19,134**	**3.1%**
External Funds Budget	**FY12 Actual**	**FY13 Adopted**	**FY14 Recommended**	**Variance FY14-FY13**	**Percent Change**
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**
All Funds Budget:	**614,537**	**619,253**	**638,387**	**19,134**	**3.1%**

Budget Development

Housing Code Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	478,191	475,953	487,287	487,287	11,334	2.4%
OTPS	136,345	143,300	153,300	151,100	7,800	5.4%
Capital	-	-	-	-	-	0.0%
Total General Funds	**614,537**	**619,253**	**640,587**	**638,387**	**19,134**	**3.1%**

- ◊ Funds 11.0 FTEs; 11.0 FTEs General Fund; 0.0 FTEs Grant funded
- ◊ -0.3 General Fund FTES from FY13

Expenditure Cuts:

- ◊ Reduced Gasoline & Diesel to historical usage levels - ($2,200)

Revenue:

- ◊ Revenue estimates for FY14 are consistent with the FY13 Adopted Budget.

Grants:

- ◊ The Housing Code Enforcement Office is not supported by grant funding.

Departmental Overview & Highlights

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

Fiscal Year 2013 Highlights

Continued expansion of our proactive strategy in targeting code violations and quality of life issues. This expansion is being accomplished through ongoing training of outside City departments of what Code Enforcement does, and what can be done in the spirit of combined team efforts.

Continued implementation of new Accela software to integrate information from all departments for use by the inspectional divisions.

Received CDBG grant funds for 3rd year in a row to fund continued proactive Saturday street sweeps of CDBG targeted neighborhoods. CDBG funding has been an important resource to support our Proactive Code Enforcement programs to keep neighborhoods safe and economically secure.

Risks and Challenges

The lack of resources to perform mandated and proactive public safety Housing Code inspections, proactive Neighborhood Quality of life enforcement inspections.

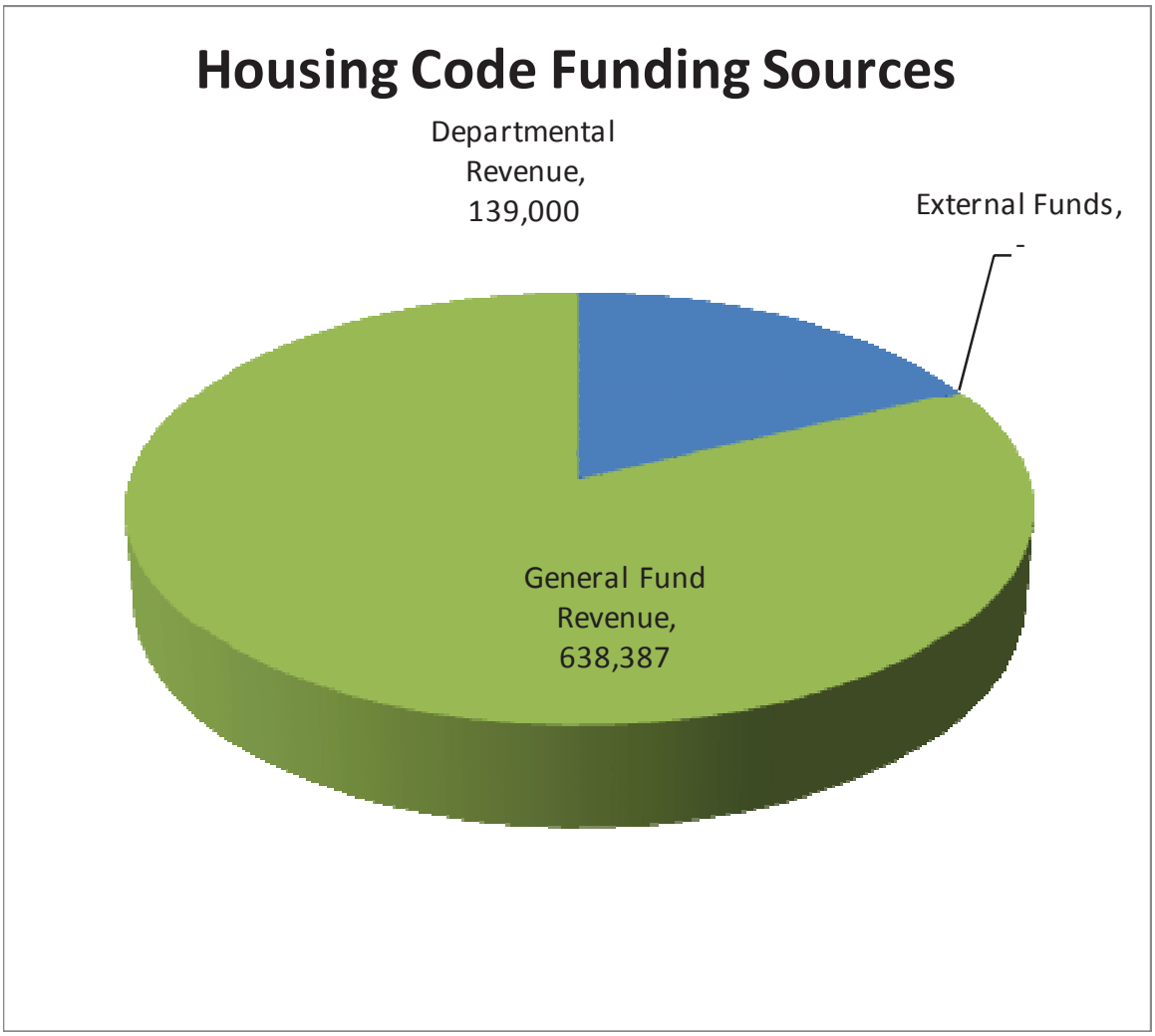
Loss of personnel in supporting roll departments. Examples: Law department ability to maintain legal support staff to prosecute court case backlog. IT department's ability to continue implementation of technology advancements.

Aged inspectional services car fleet, the lack of efficient dependable safe vehicles for 9 field inspectors and expensive repairs applied to budget.

Establishing and holding accountable responsible parties with regard to management and maintenance of occupied properties in the foreclosure process.

Monitor through proactive inspections the maintenance and redevelopment of abandoned and foreclosed properties created by the economy's downturn.

Revenue Detail



Departmental Revenue:

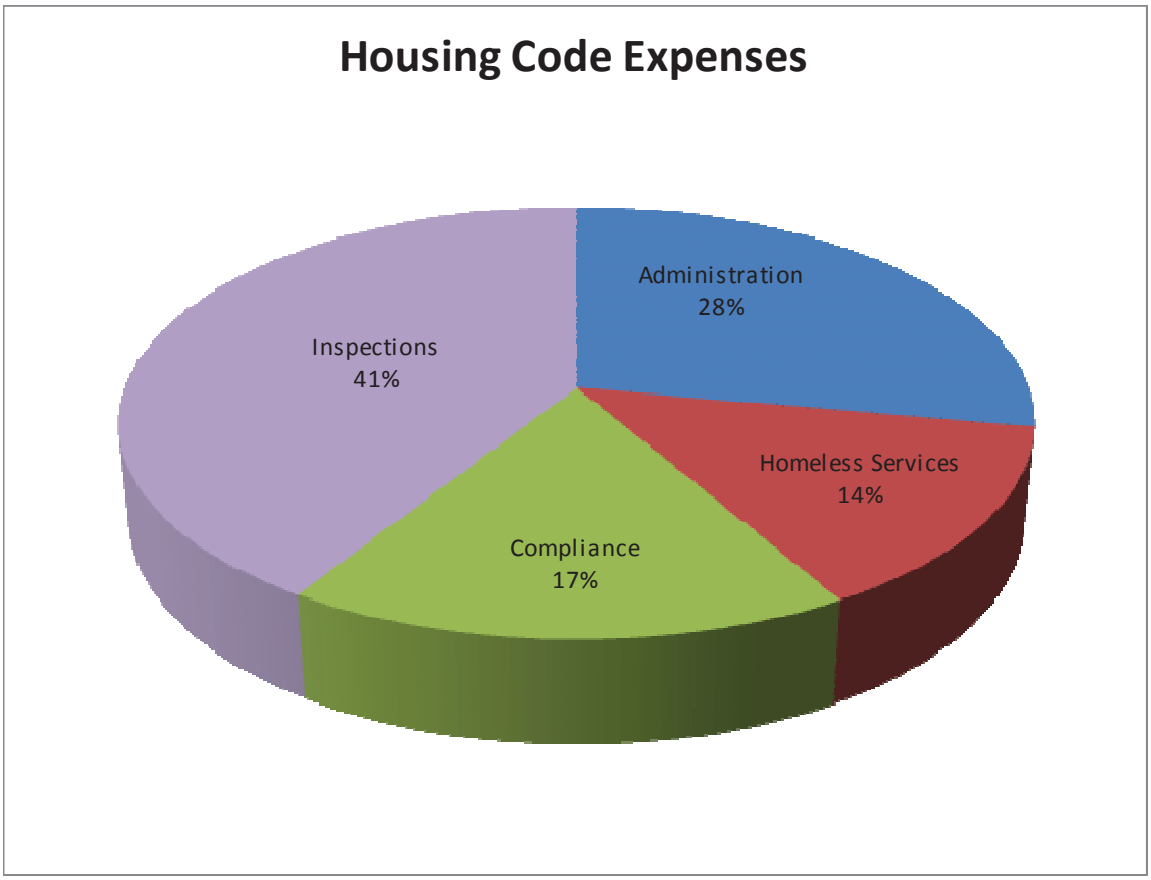
Housing Code Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	153,032	139,000	139,000	-	0.0%
External Funds	-	-	-	-	0.0%
General Fund Revenue	506,996	619,253	638,387	19,134	3.1%
Total Departmental Revenue	**660,028**	**758,253**	**777,387**	**19,134**	**2.5%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	
Subtotal Multi-year grants:			-	-
			N/A	
Subtotal FY14 anticipated grants:			-	-
			N/A	
Subtotal Other Funding:			-	-
TOTAL External Funding Sources:			-	-

Expenditure Detail



Housing Code Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Administration	143,376	164,452	177,965	13,513	8.2%
Homeless Services	72,090	86,064	88,075	2,011	2.3%
Compliance	75,172	110,000	110,000	-	0.0%
Inspections	216,358	258,737	262,346	3,609	1.4%
Total Departmental Expenditures	**506,996**	**619,253**	**638,387**	**19,134**	**3.1%**

Program Summaries:

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

Fiscal Year 2014 Performance Measures - Housing Code Enforcement				
	FY11 Actual	FY12 Actual	FY13 YTD 4-30-13	FY14 Goal
Percent of violations found through proactive deployment	7.1%	17%		
Percent of complaints responded to within 10 business days	27.0%	65%		
Percent of emergency complaints responded to within 1 business day	76.3%	85%		
Percent of violations resolved within 70 days	14.0%	34%		
Average weekly inspections per inspector	24	33		
Training sessions provided for inspectors	N/A	12		

Section 7
Public Safety Division

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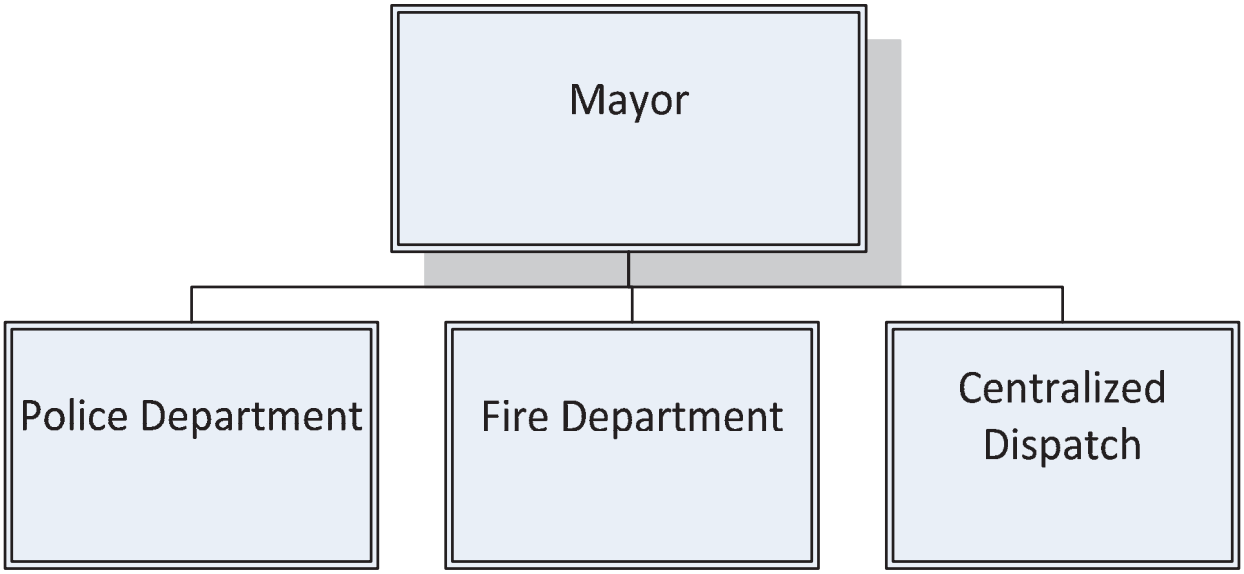
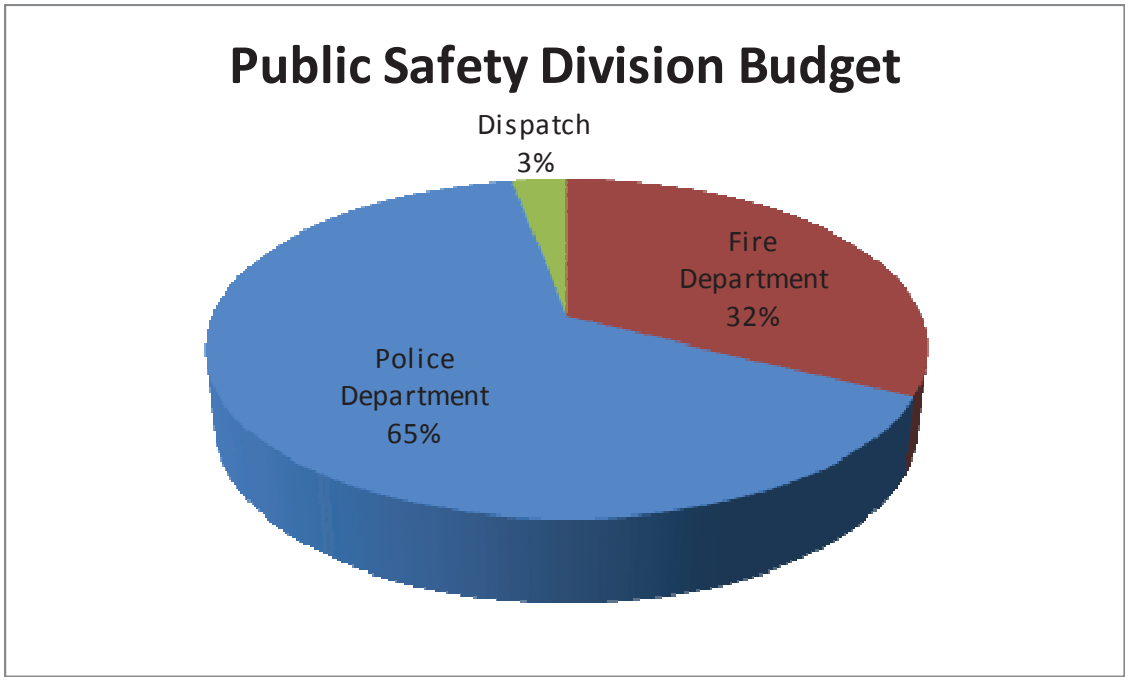
Public Safety



Mission Statement

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

General Fund Budget and Staffing Overview



Public Safety Division Budget	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Fire Department	18,781,108	18,066,785	16,760,496	19,486,362	2,725,866	16.3%
Police Department	36,429,746	37,083,693	33,016,300	38,776,603	5,760,303	17.4%
Dispatch	1,314,686	1,422,349	1,487,810	1,738,594	250,784	16.9%
Total Division	**56,525,540**	**56,572,828**	**51,264,606**	**60,001,559**	**8,736,953**	**17.0%**

Division Personnel (FTE's)	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Fire Department	263.0	252.0	252.0	241.0	(11.0)	-4.4%
Police Department	537.0	535.0	535.0	510.0	(25.0)	-4.7%
Dispatch	43.0	43.0	43.0	46.0	3.0	7.0%
Total FTE's	**843.0**	**830.0**	**830.0**	**797.0**	**(33.0)**	**-4.0%**

Public Safety Division FY14 Funding Sources

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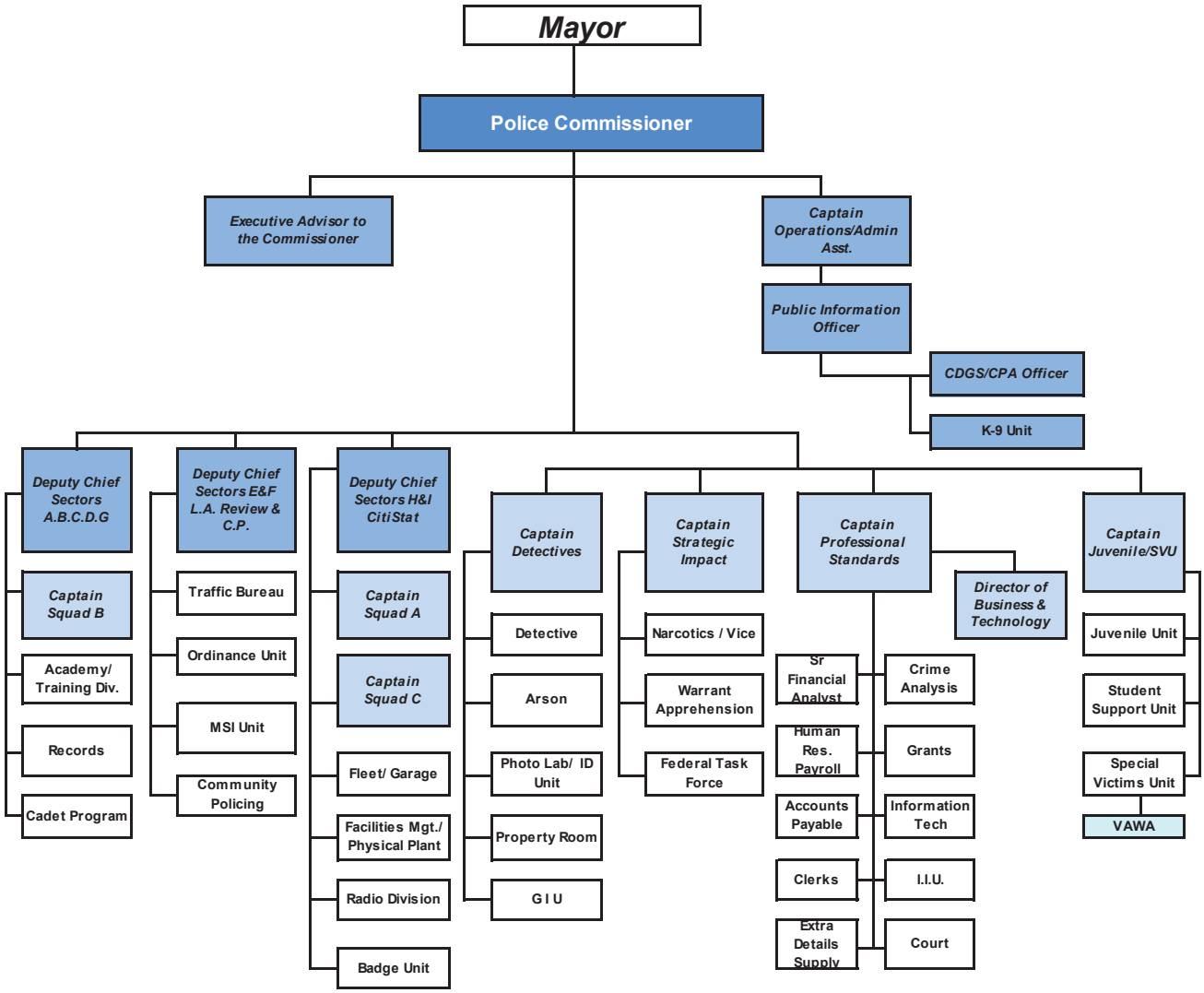
Police Department

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.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	506.0	477.0	485.0	8.0	1.7%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	3.0	1.0	1.0	-	0.0%
Trusts/Donations/Other FTEs	22.0	22.0	24.0	2.0	9.1%
Total FTEs:	**531.0**	**500.0**	**510.0**	**10.0**	**2.0%**

All Funds Budget

Revenue Overview:

Police Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	466,440	440,000	435,000	(5,000)	-1.1%
External Funds	1,239,645	896,224	-	(896,224)	-100.0%
General Fund Revenue	37,008,153	35,252,755	38,776,603	3,523,848	10.0%
Total Departmental Revenue	**38,714,238**	**36,588,979**	**39,211,603**	**2,622,624**	**7.2%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	35,006,389	32,983,586	36,369,833	3,386,247	10.3%
OTPS	1,992,606	2,253,689	2,341,290	87,601	3.9%
Capital	9,158	15,480	65,480	50,000	323.0%
Total General Funds	**37,008,153**	**35,252,755**	**38,776,603**	**3,523,848**	**10.0%**
External Funds Budget	**FY12 Actual**	**FY13 Adopted**	**FY14 Recommended**	**Variance FY14-FY13**	**Percent Change**
Grant Funds	1,239,645	896,224	-	(896,224)	-100.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations		-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**1,239,645**	**896,224**	**-**	**(896,224)**	**-100.0%**
All Funds Budget:	**38,247,798**	**36,148,979**	**38,776,603**	**2,627,624**	**7.3%**

Budget Development

Police Department Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	35,006,389	32,983,586	38,618,210	36,369,833	3,386,247	10.3%
OTPS	1,992,606	2,253,689	2,710,857	2,341,290	87,601	3.9%
Capital	9,158	15,480	65,480	65,480	50,000	323.0%
Total General Funds	**37,008,153**	**35,252,755**	**41,394,547**	**38,776,603**	**3,523,848**	**10.0%**

- ◊ Funds 521 FTEs—56 Civilians & 465 Sworn Officers
- ◊ Level service budget request is $41.3 M. This is over the level funding by $6.1M. The $6.1M stems from:
  - ♦ Fully funding the Quinn Bill $1.8M
  - ♦ Funding the Quebec Unit until an MOU is signed $1.6M
  - ♦ Raises built into the FY 14 request $1.1M
  - ♦ Overtime costs associated with the Election Polls $90K
  - ♦ Recruit Class of 20 $1M
  - ♦ Increased Fixed OTPS Costs $501K

Expenditure Cuts:

- ◊ Offset Quebec Team Costs onto School 's budget—$1,628,797 (includes Quinn)
- ◊ Eliminates 11 vacant officer positions—$619K
- ◊ Reduces funding for computer and radio equipment—$300k

Revenue:

- ◊ Revenue projections are roughly the same as FY13—$435,000

Grants:

- ◊ No new grants are expected in FY14. $196,077 is available from older grants

Departmental Overview & Highlights

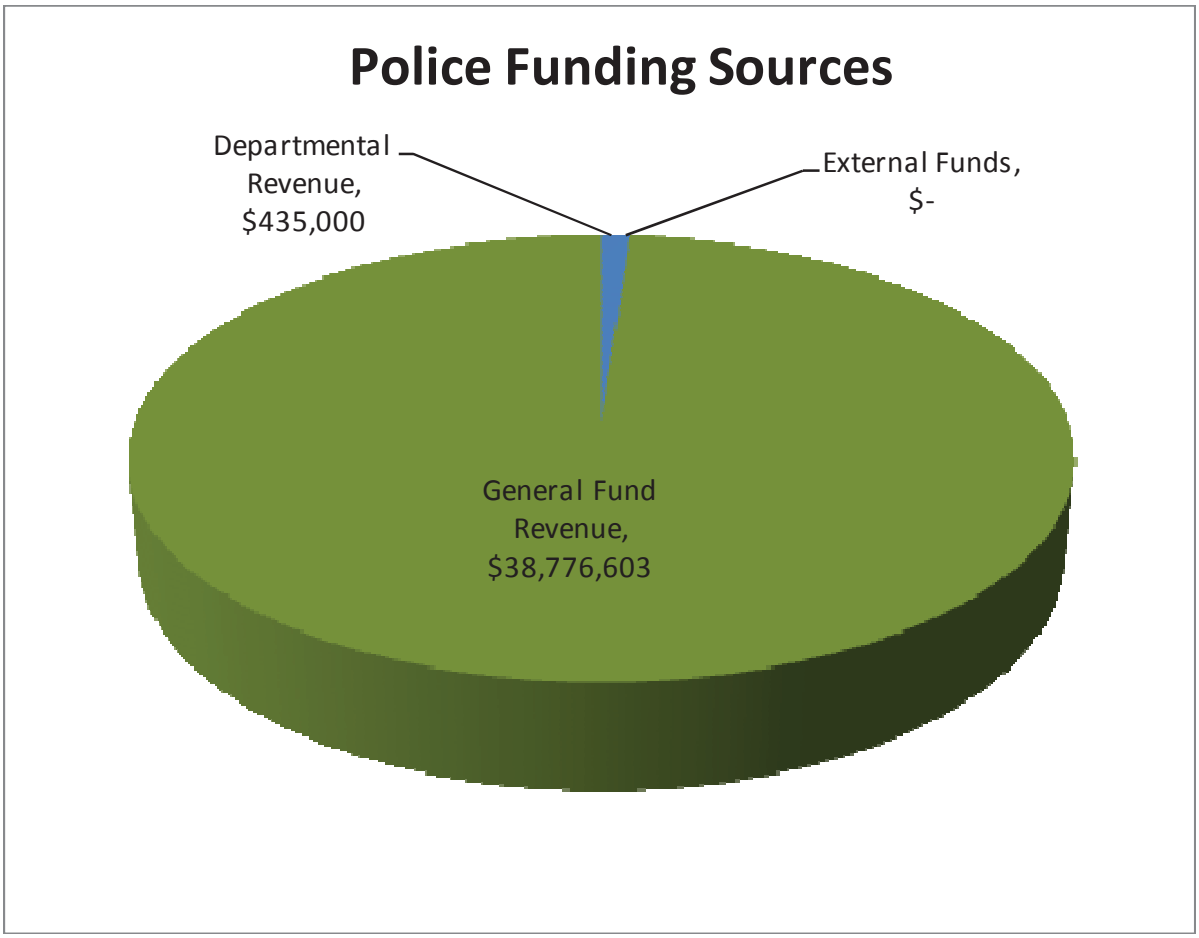
The Springfield Police Department operational practice is a neighborhood-based, problem-oriented, data-driven strategy. The emphasis for response and proactive approaches take into account the unique needs and quality-of-life issues particular to each of the City's neighborhoods. This working premise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

The department is structured by divisions: Patrol, Investigative, and Support. Each and are led by one of the Department's four Deputy Chiefs. Three Deputy Chiefs have command of the Neighborhood Sectors as well as having secondary supervisory duties. The Deputies have 24 hour a day 7 day a week responsibility over their assigned neighborhoods and Bureaus, Units or Divisions, these assignments are consistent with the Department's focus on neighborhoods. The Deputy Chief of Police overseeing the Investigative Division, who also oversees several support units, deploys officers to various neighborhood sectors in partnership with neighborhood-based officers to cooperatively address crime trends. This Deputy works in conjunction with the Deputies covering the City Sectors on joint resource deployments.

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

Fiscal Year 2014 Performance Measures -Police				
	FY11 Actual	FY12 Actual	FY13 YTD 4-30-13	FY14 Goal
Violent Crime rate per 1,000 pop	11.84	10.04	5.348	12.403
Property crime rate per 1,000 pop.	51.05	51.99	25.889	51.145

Revenue Detail



Departmental Revenue:

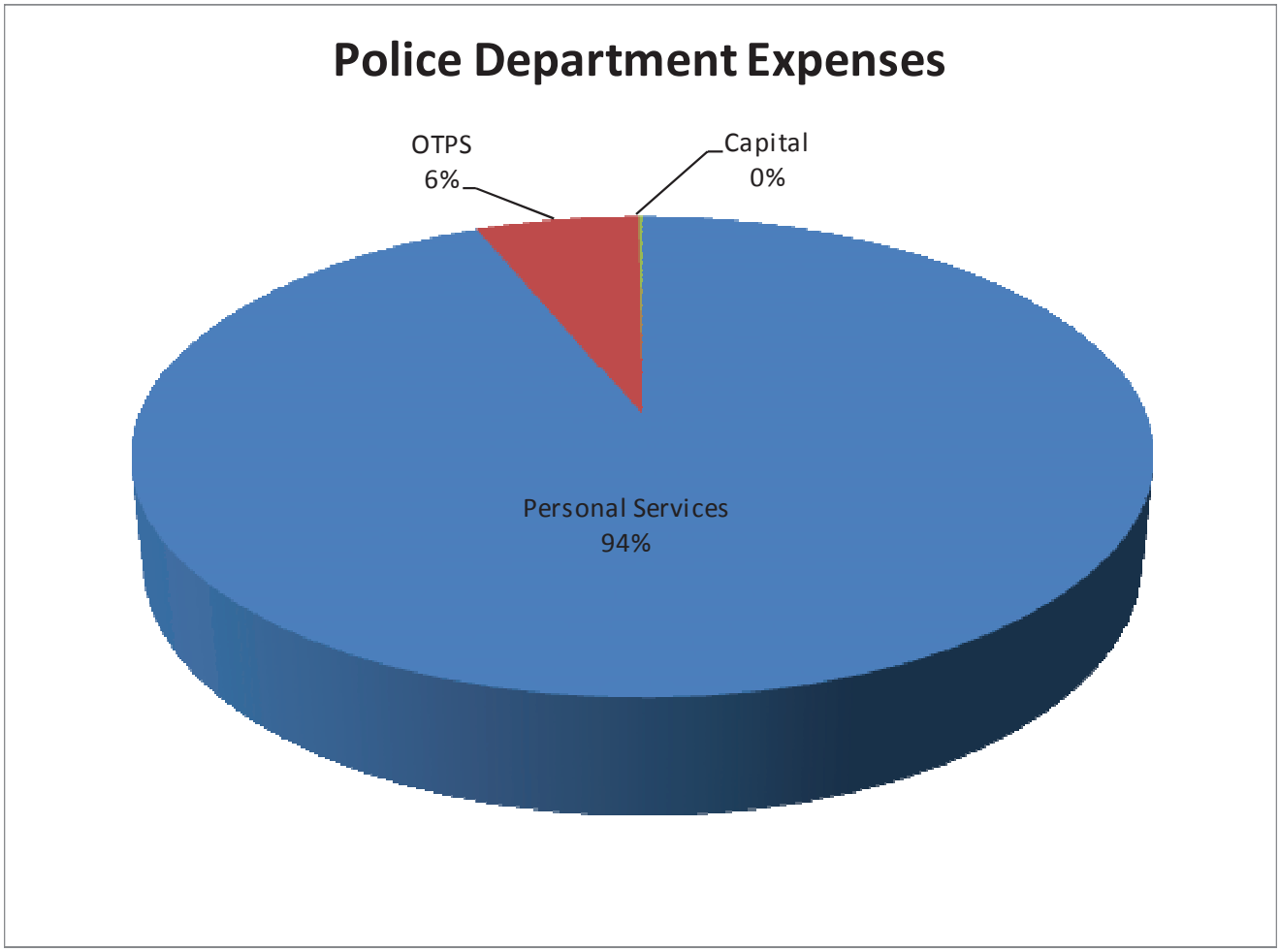
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	436,541	400,000	400,000	-	0.0%
OTHER PERMITS	28,385	15,000	15,000	-	0.0%
DEPARTMENTAL FINES	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	-	25,000	20,000	(5,000)	-20.0%
REIMB FOR DAMAGES	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEN	1,514	-	-	-	0.0%
Total Departmental Revenue	**466,440**	**440,000**	**435,000**	**(5,000)**	**-1.1%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
JAG TECHNOLOGY IMPROVEMENT FY11	Grant	9/30/2012	267,703	-
JAG TECHNOLOGY IMPROVEMENT FY12	Grant	9/30/2014	207,195	1,706
JAG TECHNOLOGY IMPROVEMENT FY13	Grant	9/30/2015	170,077	31,860
JAG ARRA	Grant	2/28/2013	1,255,375	39,224
GREAT GRANT FY 11	Grant	6/30/2011	7,000	5,531
V.A.W.A. FY 12	Grant	9/30/2012	40,000	-
V.A.W.A. FY 13	Grant	9/30/2013	35,100	29,230
GOVERNOR'S HIGHWAY SAFETY TRAFFIC E	Grant	9/30/2012	60,000	17,308
FFY 2012 TRAFFIC ENFORCEMENT-CLICK	Grant	9/30/2012	6,600	1,601
SHANNON GRANT FY12	Grant	12/31/2012	645,000	18,863
WEED AND SEED TRUANCY	Grant	8/10/2007	18,596	4,614
SAFE & SUCCESSFUL YOUTH INITIATIVE	Grant	12/31/2012	800,000	46,141
Subtotal Multi-year grants:			***3,512,646***	***196,077***
			-	-
Subtotal FY14 anticipated grants:			**-**	**-**
Subtotal Other Funding:			**-**	**-**
TOTAL External Funding Sources:			**3,512,646**	**196,077**

Expenditure Detail



Police Department Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	35,006,389	32,983,586	36,369,833	3,386,247	10.3%
OTPS	1,992,606	2,253,689	2,341,290	87,601	3.9%
Capital	9,158	15,480	65,480	50,000	323.0%
Total Departmental Expenditures	**37,008,153**	**35,252,755**	**38,776,603**	**3,523,848**	**10.0%**

Program Summaries

Patrol Operations

The uniformed divisions of the Department patrol the 43.5 Square miles of the city twenty-four hours a day, 7 days a week, 365 days a year. Supervisors and Officers are assigned to three squads: A,B, and C, covering midnight to 8am, 8am to 4pm, and 4pm to midnight. These squad officers perform routine patrol of the City's neighborhood sectors, respond to 911 calls for emergency service, perform routine patrols, conduct traffic enforcement, and perform preventive and high-visibility patrols around identified crime hot spots.
Officers under the direction of their Deputy Chief perform directed patrols, "Park & Walk" details and other crime deterrent activities. 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.

Citywide Strategic Priority: Public Safety

Fiscal Year 2014 Performance Measures -Patrol Division				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
No. of Calls for Service	178,478	178,144	86,770	181,558
No. of Reports Taken	17,152	17,765	10,084	19,603
No. of Alarm Calls	14,642	14,136	7,008	15,558
Shots Fired / Shot Spotter	1,109	1,177	769	1,600
No. of Adult Arrests	4,689	4,929	2,094	5,170
No. of DPR + P&W Deployments	21,354	19,138	7,442	21,800
No. of DPR'S	17,497	18,130	7,092	17,500
No. of PARK AND WALKS	3,856	1,002	350	4,300
Avg Response Time Priority 1 calls (minutes)	5.6	5.41	5.33	5.5
Avg Response Time Priority 2 calls (minutes)	8	6.99	6.32	7.5
Avg Response Time Priority 3 calls (minutes)	6.47	7	7.69	6.45

Investigative Divisions

The Police Department's Investigative Division consisting of the Detective Bureau, the Special Victims / Domestic Violence Unit, Youth and Family Services, and the Narcotics/Vice Control Division, which is commanded by a Deputy Chief of Police. The Deputy Chief in charge of these Units coordinates activities in accordance with the strategies developed through the intelligence-led police methodology. Strategic anti-crime deployments such as "Anti House break", "Car Break/Theft," "Copper Theft" are done based on information obtained through crime analysis, investigative leads, and information obtained at Senior Staff meetings. Deployments are also coordinated through the Deputy Chief to counter drug sales, prostitution, alcohol sales violations and any bar violations. The Deputy relies on the exchange of information from formal meetings, direct contact with residents, and informal conversations as well as observations had throughout the day in creating deployment strategies. Quality-of-life needs of the City as a whole and the neighborhood sectors also are taken into account. The Deputy Chief also oversees officers assigned to State and Federal Task Force Units. These units work with crimes in and around the city as crime doesn't respect city boundaries.

Citywide Strategic Priority: Public Safety

Fiscal Year 2014 Performance Measures - Detective Bureau				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
No. of M/V Stolen Investigations	848	777	448	830
No of B&E Investigations	2,652	2,313	1,242	2,800
No of Aggravated Assault Investigations	999	749	412	880
No of Homicide Investigations	15	17	6	16

Fiscal Year 2014 Performance Measures - Juvenile & Family Services				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
No of Juvenile Arrests	733	639	222	744
No of Arrests in Schools	363	293	76	360
No. of Runaway/Missing Rpts	1,211	1,112	469	1,226

Fiscal Year 2014 Performance Measures - Special Victims Unit				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
No. of Rape Investigations	86	77	29	100
No of Domestic Investigations	3,401	3,181	1,489	3,126
Total Investigations	3,891	3,656	1,719	3,650

Fiscal Year 2014 Performance Measures - Narcotics/Vice				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
No of Prostitution Arrests	147	123	19	145
No. of Drug Arrests	796	874	358	875

Support Divisions

The Department's Support Divisions along with direct assignment and responsibilities, provide assistance to and supplement the work in the neighborhood sectors. The units in this division have responsibility city-wide responding to the needs and strategies expressed by the Commissioner, and the Deputy Chiefs. Intelligence-led Policing methodologies as well as crime analysis and mapping are used in deployment strategies.

Citywide Strategic Priority: Public Safety

Fiscal Year 2014 Performance Measures - Traffic				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
No. of M/V Violations	17,894	17,850	3,597	17,500
No of M/V Accidents	7,026	6,323	3,437	6,500
No of M/V Fatalities	11	11	7	8

Business and Technology

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

Grants

The Office of Grants and Planning is fully engaged and operational in the areas of grant research, grant writing, grant management, and grant administration. Calendar year 2012 was a very busy year for grant research, writing, management and administration. In total, $6,537,436 was under application and/or management. Of that, $3,125,436 is under award and requires active management, including monthly and quarterly reporting. Grants included in this total are: SSYI, BTRNE, VAWA GHSB, JAG, as well as MASS VEST a DOF and Alcohol Enforcement. Research, planning, application and management of state and federal grant opportunities has never been more complicated and/or competitive. Across the board, funding has been reduced in all areas. As funding becomes available throughout the year, we continuously review funding opportunities that will best support overall operations. We weight the potential of the opportunity on the following criteria:

- ◊ Improve operational efficiency in the delivery and application of modern police services
- ◊ Reduce crime, fear, and disorder
- ◊ Increase officer safety and public trust
- ◊ Improve and enhance technology infrastructure

Professional Standards

The Internal Investigation Unit is charged with investigating complaints against police department employees, both sworn and civilian. Complaints that are received from internal and/or external sources are investigated as well. The Unit currently consists of one (1) lieutenant, three (3) sergeants and an administrative assistant. Sworn personnel are responsible for the thorough investigation of allegations of departmental rules violations. Those violations may be purely administrative or involve alleged criminal activity. The investigations are professionally conducted and are non-biased for or against the complainant or the employees. When doing these investigations the investigators offer no opinions as to the validity of complaint(s). The Unit is responsible to adhere to Civil Service Law and union contracts. The Unit's investigations are reviewed by the Police Commissioner and the City's Civilian Review Board. In the preparation for cases, the unit works closely with the Springfield Law Department which is currently charged with the prosecuting cases deemed to require a hearing. The Unit is also the central depository for all information concerning the discipline of department employees.

Citywide Strategic Priority: Public Safety

Fiscal Year 2014 Performance Measures - Internal Investigation				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
No. of Citizen Complaints Investigated	39	35	21	68
No. of P.I.E.s Investigated	76	61	25	70
No. of SOs Investigated	44	23	8	45

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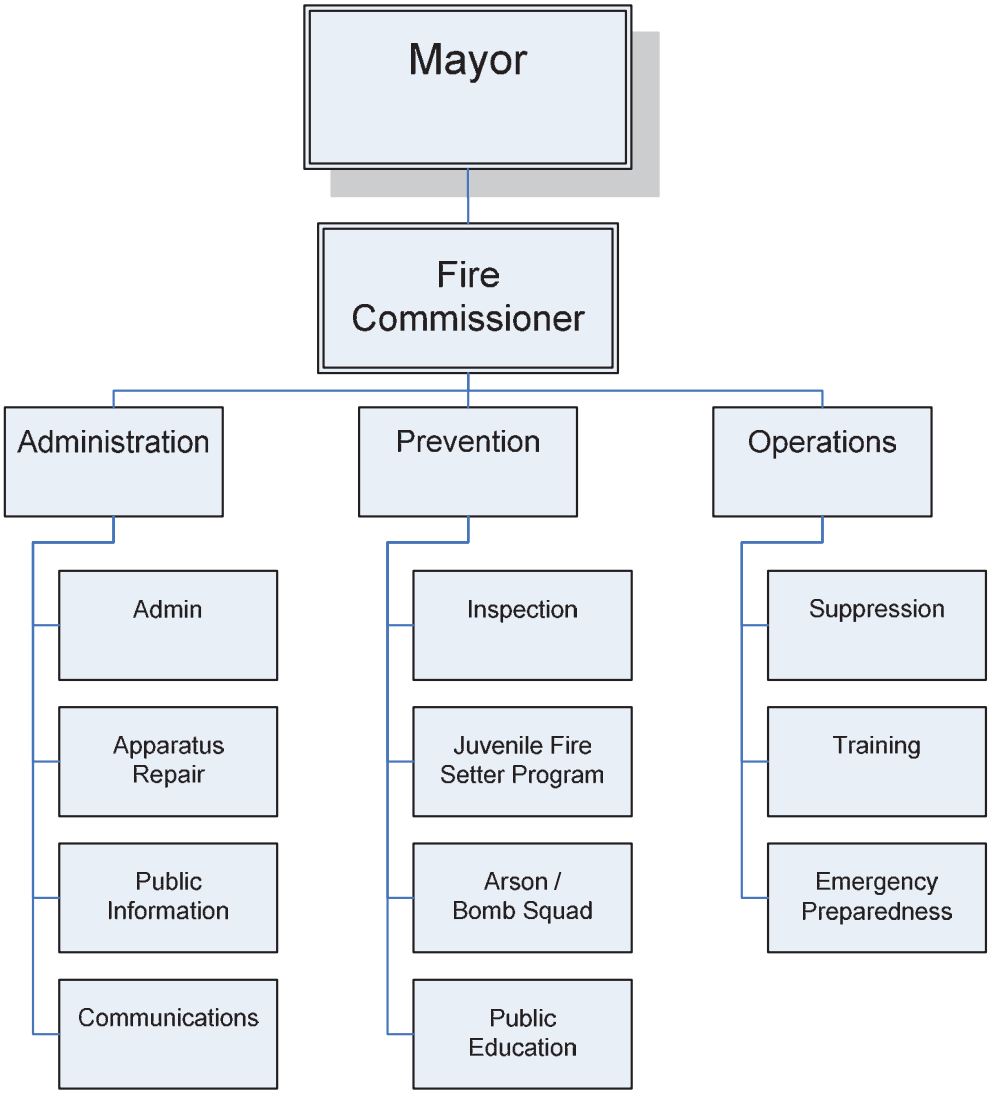
Fire Department

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



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	251.0	240.0	240.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**252.0**	**241.0**	**241.0**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

Fire Department Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	368,951	295,060	357,907	62,847	21.3%
External Funds	-	-	19,325	19,325	0.0%
General Fund Revenue	15,859,115	19,135,623	19,486,362	350,740	1.8%
Total Departmental Revenue	**16,228,066**	**19,430,683**	**19,863,595**	**432,912**	**2.2%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	17,644,245	17,614,422	17,967,859	353,437	2.0%
OTPS	1,232,573	1,514,087	1,498,503	(15,584)	-1.0%
Capital	-	7,112	20,000	12,888	181.2%
Total General Funds	**18,876,818**	**19,135,621**	**19,486,362**	**350,741**	**1.8%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	17,325	17,325	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	2,000	2,000	0.0%
Total External Funds	**-**	**-**	**19,325**	**19,325**	**0.0%**
All Funds Budget:	**18,876,818**	**19,135,621**	**19,505,687**	**370,066**	**1.9%**

Budget Development

Fire Dept Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	17,644,245	17,614,422	18,094,859	17,967,859	353,437	2.0%
OTPS	1,232,573	1,514,087	1,498,503	1,498,503	(15,584)	-1.0%
Capital	-	7,112	20,000	20,000	12,888	181.2%
Total General Funds	**18,876,818**	**19,135,621**	**19,613,362**	**19,486,362**	**350,741**	**1.8%**

- ◊ Funds 241.0 FTEs: 240.0 General Fund, 1.0 Grant
- ◊ General Fund = 228.0 sworn personnel; 12.0 civilian
- ◊ Grant Fund = 1.0 civilian
- ◊ Fully budgets for safety equipment replacement for front-line personnel
- ◊ Budgets for technological upgrades for Training & Inspections

Expenditure Cuts:

- ◊ Reduced Personal Services by $127,000 - vacancy savings

Revenue:

- ◊ Revenue estimates of $357,907 are 21% higher than the FY13 Adopted Budget due to changes made to the amounts of certain fees.

Grants:

- ◊ The Fire Department's expected grant awards are as follows:
  - ♦ Mass Decontamination Units $ 6,000
  - ♦ S.A.F.E Grant $ 11,325
  - ♦ Exxon-Mobil Good Neighbor Program $ 2,000

Departmental Overview & Highlights

The Springfield Fire Department (SFD or Department) provides services and programs that ensure public safety, and the preservation of life, and property within the City of Springfield. SFD is the City's first responder for 9-1-1 calls and alarm alerts, and is the first responder for medical 9-1-1 calls.

The Department faces a broadening range of calls and is increasingly challenged to provide the level and types of services needed to properly serve a diverse urban population.

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

Unique to SFD, the Office of Emergency Preparedness operates two critical services for the region: the federally funded Springfield Metropolitan Medical Response System which helps coordinate disaster and crisis medical preparedness for eleven (11) Western Massachusetts hospitals, twenty six (26) communities and the self-supporting Springfield Coordinated Emergency Medical Direction (CMED), that provides critical radio communications between ambulances and hospitals for all of the Pioneer Valley. Emergency Preparedness also provides day-to-day oversight of the City's Emergency Medical Services Contract, which operates at no cost to the City.

In addition to its role as emergency first responder, the Department provides proactive fire prevention services and ensures the City of Springfield's compliance with the Massachusetts Comprehensive Fire Safety Code (§ 527 CMR and MGL 148). As part of fire prevention and safety enforcement, SFD provides fire inspection services and coordinates with the City's building inspection program. Prevention services include an on-going and effective public education program that focuses on outreach in schools and at risk populations. The "Fire Stop" service is an innovative and well regarded prevention program that intervenes with juvenile fire starters.

Organizationally, the department has three bureaus: Administration, Operations, and Prevention:

- The Administration Bureau includes the Repair, Alarm, Administration and Public Information. These divisions provide 24/7 repair of apparatus and safety equipment, alarm systems support and administrative support for the department. Administration also includes the department's senior command structure of the Fire Commissioner, Deputy Chiefs and District Chiefs. Administration provides a single point-of-contact for clear and consistent public information.
- The Operations Bureau consists of the complement of fire suppression personnel assigned to engines, ladders and/or direct service stations who respond to service calls. It also includes the Department's training division as well as the Office of Emergency Preparedness function.
- The Prevention Bureau consists of Fire Prevention, the Arson Division / Bomb Squad, Public Education and the "Fire Stop" juvenile fire setter program.

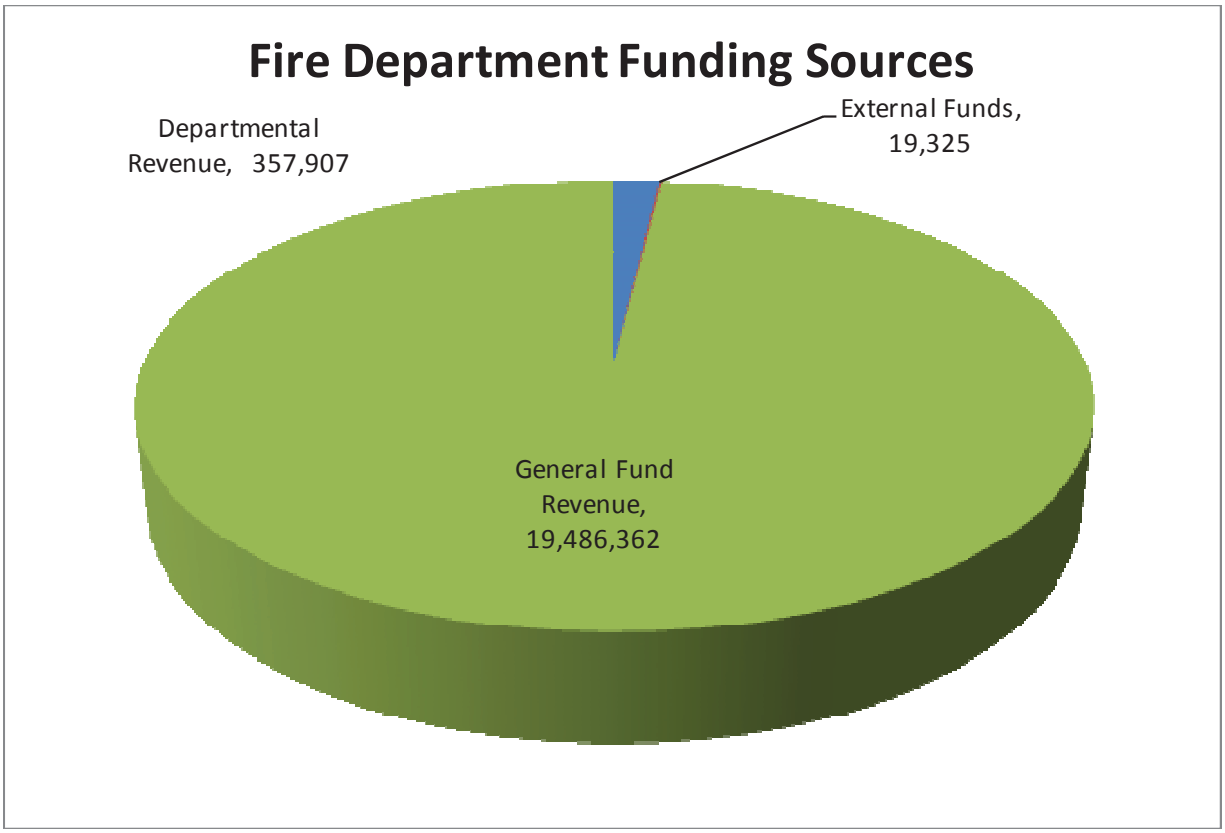
FY13 Departmental Highlights

- Responded to over 16,000 calls for emergency services, comparable with FY2012 despite a decrease in staffing.
- The SFD exceeded its goal of 90% by responding to structure fires in under five minutes.
- Finalized the sale of the City's training center to the State.
- Despite a reduction in staffing, exceeded its goal of 6,000 inspections in FY12.
- Moved the Captain position in Public Education to Training and trained fire inspectors to provide public education services, creating a more diverse education service while enhancing training opportunities.
- Used grants to enhance our fire extinguisher training program and implement a "Multi-Language Public Education Fire safety Initiative" concentrating on Somali, Russian, Nepali, Vietnamese and Hispanic populations.
- Received technology grants to automate our payroll system and streamline our daily operations to create a more effective work place.
- Implemented a new program on a trial basis, utilizing light response vehicles to respond to medical emergencies in certain areas of the city.

FY14 Risks & Challenges

- Maintaining proper funding in the OTPS budget in order to provide firefighters with lifesaving protective gear and equipment.
- Potential budget cutbacks may result in layoffs, fire companies being put out of service, station closings and/or curtailment of services, as well as, mandatory inspections. This could result in the full elimination of the juvenile offender Fire Stop program and the Fire Education in schools program.
- Ensuring a smooth transition of the City's Fire Training Center to State ownership, and monitor that usage agreements that are in place to meet the City's needs.
- Continue to apply for grant funding for equipment and staffing despite diminished funding on the state and federal level.
- Work to supply mobile data terminals in all our apparatus with GPS for better response and safety.

Revenue Detail



Departmental Revenue:

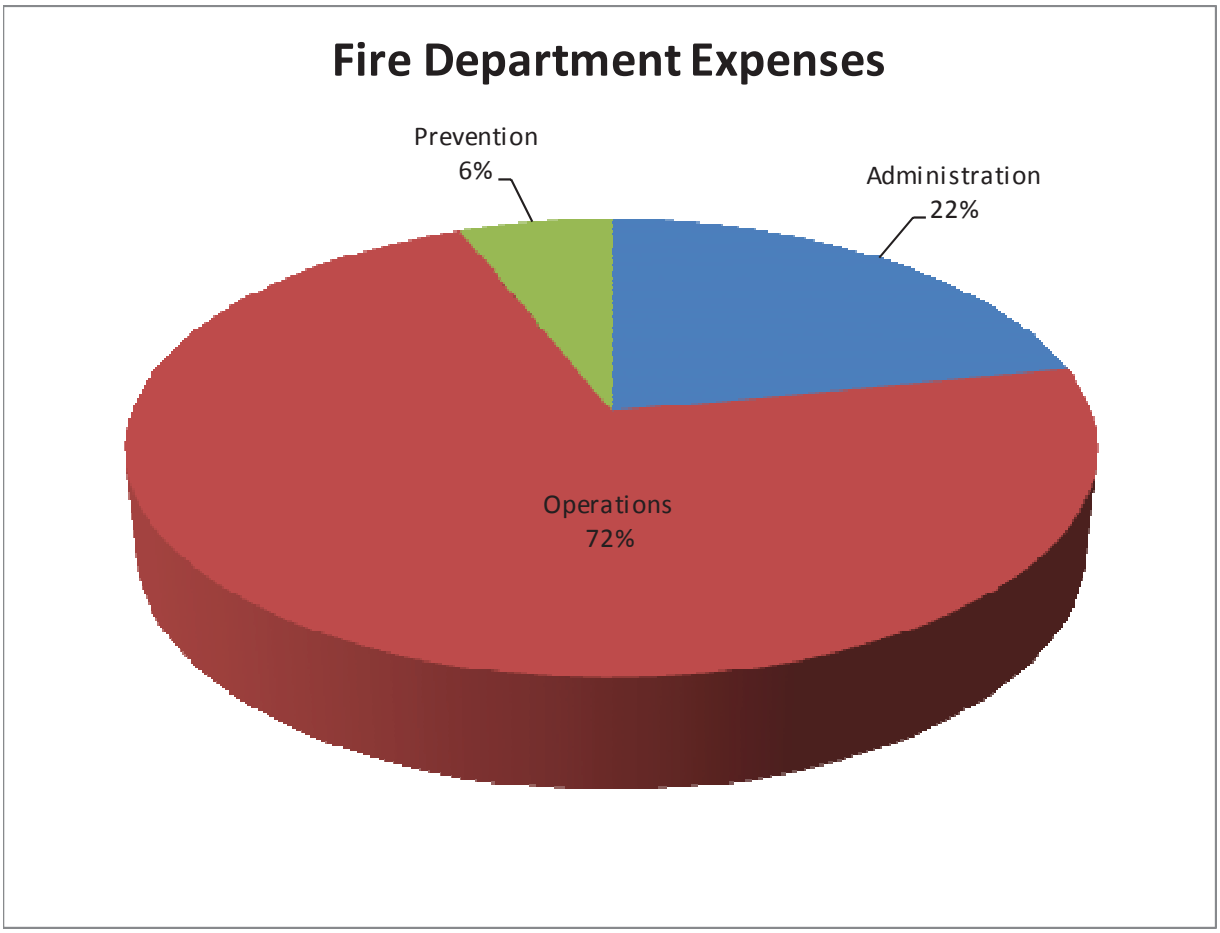
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	222,007	160,000	201,847	41,847	26.2%
RENTALS	2,475	3,000	3,394	394	13.1%
OTHER PERMITS	143,494	130,000	142,732	12,732	9.8%
DEPARTMENTAL FINES	950	2,060	5,073	3,013	146.2%
REIMB FOR PRIOR YEAR EXPEND	25	-	4,861	4,861	0.0%
Total Departmental Revenue	**368,951**	**295,060**	**357,907**	**62,847**	**21.3%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	
Subtotal Multi-year grants:			-	-
MASS DECONTAMINATION UNIT	Grant	6/30/2014	6,000	6,000
S.A.F.E GRANT	Grant	6/30/2014	11,325	11,325
Subtotal FY14 anticipated grants:			***17,325***	***17,325***
GOOD NEIGHBOR PROGRAM-EXXON MOBIL	Donation	6/30/2014	2,000	2,000
Subtotal Other Funding:			***2,000***	***2,000***
TOTAL External Funding Sources:			**19,325**	**19,325**

Expenditure Detail



Fire Department Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Administration	2,944,165	4,247,761	4,271,852	24,091	0.6%
Operations	11,987,626	13,699,463	14,061,027	361,564	2.6%
Prevention	927,324	1,188,399	1,153,483	(34,915)	-2.9%
Total Departmental Expenditures	**15,859,115**	**19,135,623**	**19,486,362**	**350,740**	**1.8%**

ADMINISTRATION:

This program is responsible for providing leadership and support to the Department's line divisions. The Administration Bureau supports the mission of the Department by maintaining ,and when possible, enhancing apparatus and equipment, supporting administrative policies and procedures, and providing a consistent single point of contact for emergency coordination and public information.

Sub-Programs:

Fire Alarm: responsible for the department's emergency communications.

Fire Repair: responsible for the repair and maintenance of all fire department vehicles.

Finance & Administration: responsible for the department's internal governance and finances, to include policy creation and oversight, staffing, payroll, etc.

Fiscal Year 2014 Performance Measures - Administration				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Percent of repairs that are unscheduled	6.6%	3.0%	3%	3%
% of major incidents for which information was provided to the media	75%	100%	100%	100%
# of reported injuries	204	46	84	100
# of instances of sick leave of 2 tours or less	226	220	217	250
# of neighborhood meetings attended by Fire Dept personnel	12	0	0	n/a

OPERATIONS:

This program is responsible for fire suppression, training, and the Office of Emergency Preparedness. The Suppression Division provides emergency mitigation services to those emergencies reported by alarm, dispatch or within larger emergency events. Training plans, arranges, and delivers training for department personnel including fire, Rescue, EMS, and HazMat training. Training also provides in-station drills that keep companies' training up-to-date. The Office of Emergency Preparedness (OEP) prepares and maintains emergency response plans for the City, and the region. The OEP coordinates exercise programs to train departments, both in Springfield and in neighboring communities, as to their roles in the plans and are responsible for providing management and technical support during emergency responses.

Sub-Programs:

Suppression: responsible for responding to all calls for help including structure fires, vehicle extrications and medical emergencies.

Training: responsible for ensuring that all staff are trained in accordance with state and federal mandates, as well as departmental and industry policies or best practices.

Emergency Preparedness: responsible for preparing and administering the city and regions emergency response plans.

Fiscal Year 2014 Performance Measures - Operations				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Percent of structure fires responded to within 5 minutes from time of dispatch	94%	94%	91%	90%
Percent of property value saved	85%	75%	72%	75%
Percent of members trained in EMSFR	33%	43%	11%	33 - 100%
Percent of members trained in AED/CPR	100%	83%	76%	100%
Number of Days from July 1 to the opening of the W. Mass Fire Academy.	N/A	2 years from sale (pending, Spring 2012)	1 year, 9 months	9 months
Number of members trained in Mass Decon	160	63	109	109
Number of joint exercises participated in	4	5	28	28

PREVENTION:

This division provides public education programs to Springfield residents, (focusing on youth and at risk populations), issues fire permits, reviews plans for fire safety, investigates safety complaints, conducts mandated fire inspections, conducts fire alarms and sprinklers acceptance testing, and tracks under and above ground storage tank removals and installations.

Sub-Programs:

Prevention: responsible for issuing fire permits, reviews plans for fire safety, investigates safety complaints, conducts mandated fire inspections, of fire alarms and sprinkler systems, and tracks underground storage tank removals and installations.

Fire Stop: responsible for providing an intervention and education program for juvenile fire setters.

Arson and Bomb Squad: responsible for the investigation of all fires, bomb threats and suspicious packages

Public Education: responsible for providing fire safety education to youth and at risk populations

Fiscal Year 2014 Performance Measures - Prevention				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Number of investigations made	300	268		
Number of fires whose cause was determined to be incendiary	56	67		
Avg. monthly inspections per inspector	75	65		
Residential units inspected	N/A	0		
# Inspectors certified to level of Fire Inspector 1	4	5		
Percent of investigated fires whose cause was determined	97.0%	84.0%		
Number of fire investigator classes attended	20	15		
Number of bomb investigator classes attended	10	8		
Percent of first-grade classes that participated in a Fire and Life Safety class.	100.0%	80.0%		
Percent of third-grade classes that participated in a Fire and Life Safety class.	100.0%	80.0%		
Number of classes held for businesses	10	7		
Number of classes held for elderly	3	7		
Number of classes held in a language other than English	1	2		
Number of classes held in apartment complexes	2	7		
Percent of juvenile fire-setter referrals screened within 2 weeks	80.0%	39.0%		
Percent of juvenile fire-setter referrals that completed an appropriate education program within 6 months	N/A	15.0%		

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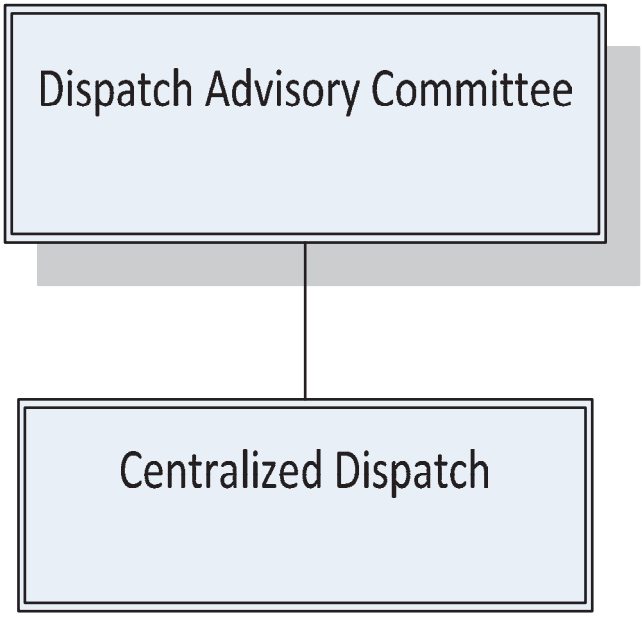
Centralized Dispatch Department

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



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	28.0	27.0	28.0	1.0	3.7%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	15.0	18.0	18.0	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**43.0**	**45.0**	**46.0**	**1.0**	**2.2%**

All Funds Budget

Revenue Overview:

Centralized Dispatch Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	-	-	-	-	0.0%
External Funds	615,557	812,974	808,552	(4,422)	-0.5%
General Fund Revenue	1,236,904	1,363,115	1,738,594	375,479	27.5%
Total Departmental Revenue	**1,852,461**	**2,176,089**	**2,547,146**	**371,057**	**17.1%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,123,274	1,291,165	1,305,684	14,519	1.1%
OTPS	113,630	66,950	428,910	361,960	540.6%
Capital	-	5,000	4,000	(1,000)	-20.0%
Total General Funds	**1,236,904**	**1,363,115**	**1,738,594**	**375,479**	**27.5%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	615,557	812,974	808,552	(4,422)	-0.5%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations		-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**615,557**	**812,974**	**808,552**	**(4,422)**	**-0.5%**
All Funds Budget:	**1,852,461**	**2,176,089**	**2,547,146**	**371,057**	**17.1%**

Budget Development

Dispatch Department Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,123,274	1,291,165	1,984,345	1,305,684	14,519	1.1%
OTPS	113,630	66,950	66,950	428,910	361,960	540.6%
Capital	-	5,000	5,000	4,000	(1,000)	-20.0%
Total General Funds	**1,236,904**	**1,363,115**	**2,056,295**	**1,738,594**	**375,479**	**27.5%**

- ◊ Funds 46 FTEs
- ◊ Level Service does not include grant fund offsets

Expenditure Cuts:

- ◊ Offset expenses to Support and Incentive Grant - $663,261

Revenue:

- ◊ The Centralized Dispatch Department does not produce any departmental revenue.

Grants:

- ◊ State Grants totaling $808,552
  - ♦ Support and Incentive (E9-1-1) $ 663,261
  - ♦ Training $ 145,291

Departmental Overview & Highlights

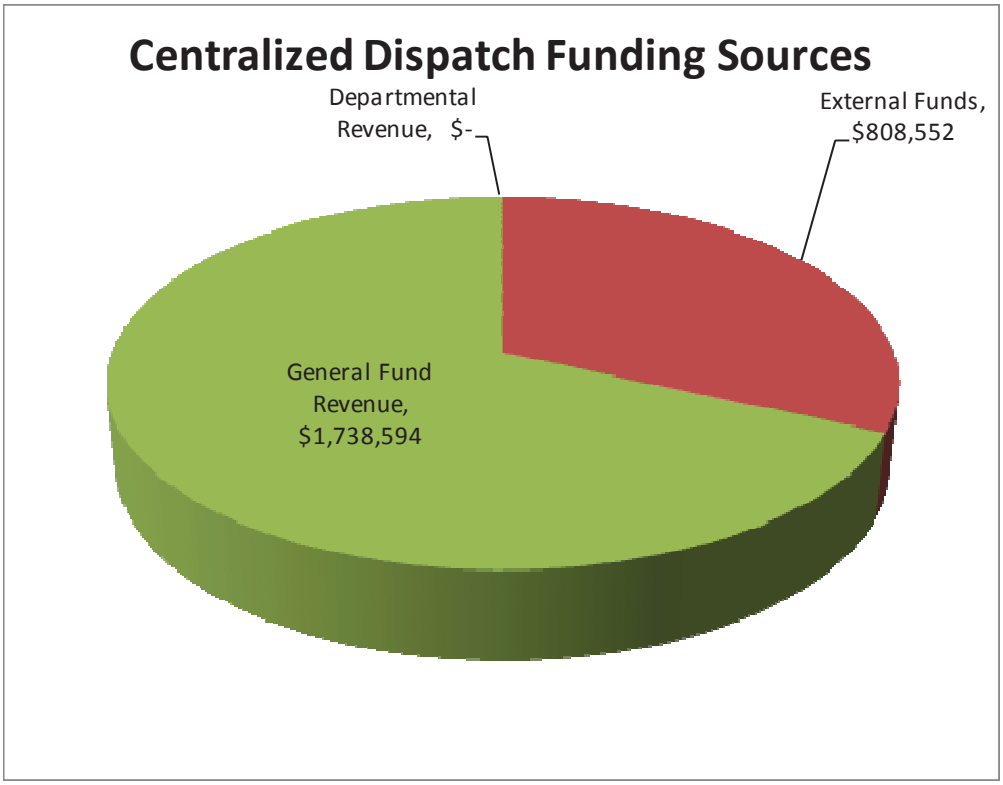
The Department completed an upgrade for the Secondary PSAP (Dispatch Department Fire Alarm Division) which includes a new eight (8) position back-up 911 system, new UPS and electrical, new business phone system, and IT redundancy with the Police Division. This location will continue to run 24/7 as the Fire Dispatch/Secondary 911 PSAP for the City, but can now also act as a fully functional back-up to the Primary 911 PSAP, which is located at Springfield Police Headquarters.

A critical gap was identified in Public Safety Radio Emergency Communications, and the department worked with a multidiscipline (Police, Fire, Dispatch, IT) team to develop a mitigation solution. The solution includes replacement of the Dispatch Department console equipment at both Police and Fire Division Dispatch locations, and converting five (5) public safety radio channels (3 police, 2 fire) to digital technology. This solution will increase radio coverage for the Police and Fire Departments, and reduce vulnerability caused by using aging and non-serviceable equipment. The Dispatch Department consoles will work off of a statewide IP backbone, increasing redundancy and back-up capacity. The project is currently underway and scheduled for completion by the end of FY13.

A call handling system was adopted—Powerphone's Total Response System—to aid in efficient and effective call processing for both divisions within the department. Following full staff training and testing, the system is now scheduled for official deployment in June 2013.

The Dispatch Department answered 101,523 9-1-1 calls in 2012 (56% wireless, 44% landline). The Police Division handled 173,463 total calls for service in 2012, and processed over 760 requests for electronic information (500 from DCF and 250 from the DA's office). The Fire Division handled 15,476 total calls for service in 2012.

Revenue Detail



Departmental Revenue:

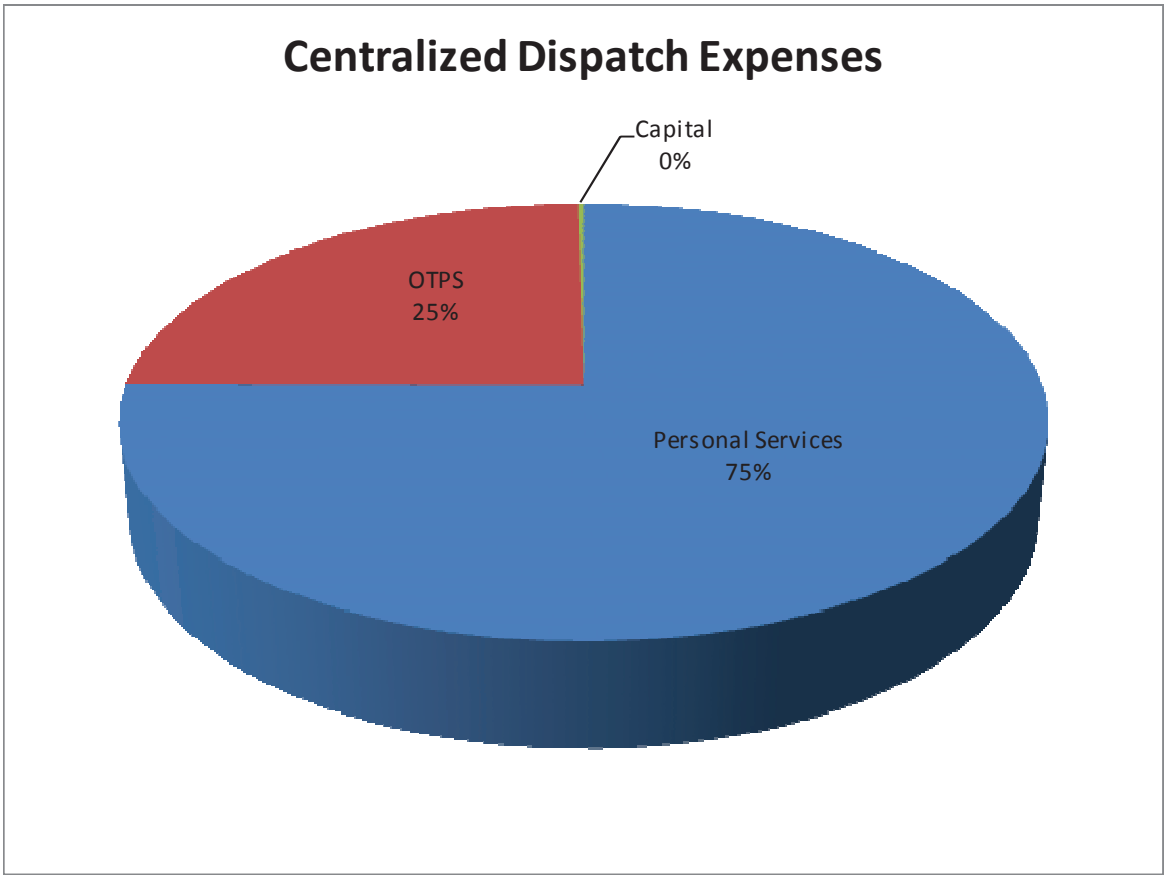
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
REIMB FOR DAMAGES	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	**-**	**-**	**-**	**-**	**0.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
SETB-STATEWIDE EMERGENCY TELECOMMUN	Grant	6/30/2008	101,000	-
SETB-STATEWIDE EMERGENCY TELECOMMUN	Grant	6/30/2009	98,588	-
SETB-STATEWIDE EMERGENCY TELECOMMUN	Grant	6/30/2010	123,457	-
SETB-STATEWIDE EMERGENCY TELECOMMUN	Grant	6/30/2011	123,457	-
SETB-STATEWIDE EMERGENCY TELECOMMUN	Grant	6/30/2012	164,997	-
SETB-STATEWIDE EMERGENCY TELECOMMUN	Grant	6/30/2013	149,743	-
			-	-
STATE 911 SUPPORT INCENTIVE GRANT	Grant	6/30/2009	496,707	-
STATE 911 SUPPORT INCENTIVE GRANT	Grant	6/30/2010	663,082	-
STATE 911 SUPPORT INCENTIVE GRANT	Grant	6/30/2011	663,261	-
STATE 911 SUPPORT INCENTIVE GRANT	Grant	6/30/2012	663,261	-
STATE 911 SUPPORT INCENTIVE GRANT	Grant	6/30/2013	663,261	-
Subtotal Multi-year grants:			***3,910,814***	**-**
SETB-STATEWIDE EMERGENCY TELECOMMUN	Grant	6/30/814	145,291	145,291
STATE 911 SUPPORT INCENTIVE GRANT	Grant	6/30/2014	663,261	663,261
Subtotal FY14 anticipated grants:			***808,552***	***808,552***
Not Applicable for this Department				
Subtotal Other Funding:			**-**	**-**
TOTAL External Funding Sources:			**4,719,366**	**808,552**

Expenditure Detail



Centralized Dispatch Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,123,274	1,291,165	1,305,684	14,519	1.1%
OTPS	113,630	66,950	428,910	361,960	540.6%
Capital	-	5,000	4,000	(1,000)	-20.0%
Total Departmental Expenditures	**1,236,904**	**1,363,115**	**1,738,594**	**375,479**	**27.5%**

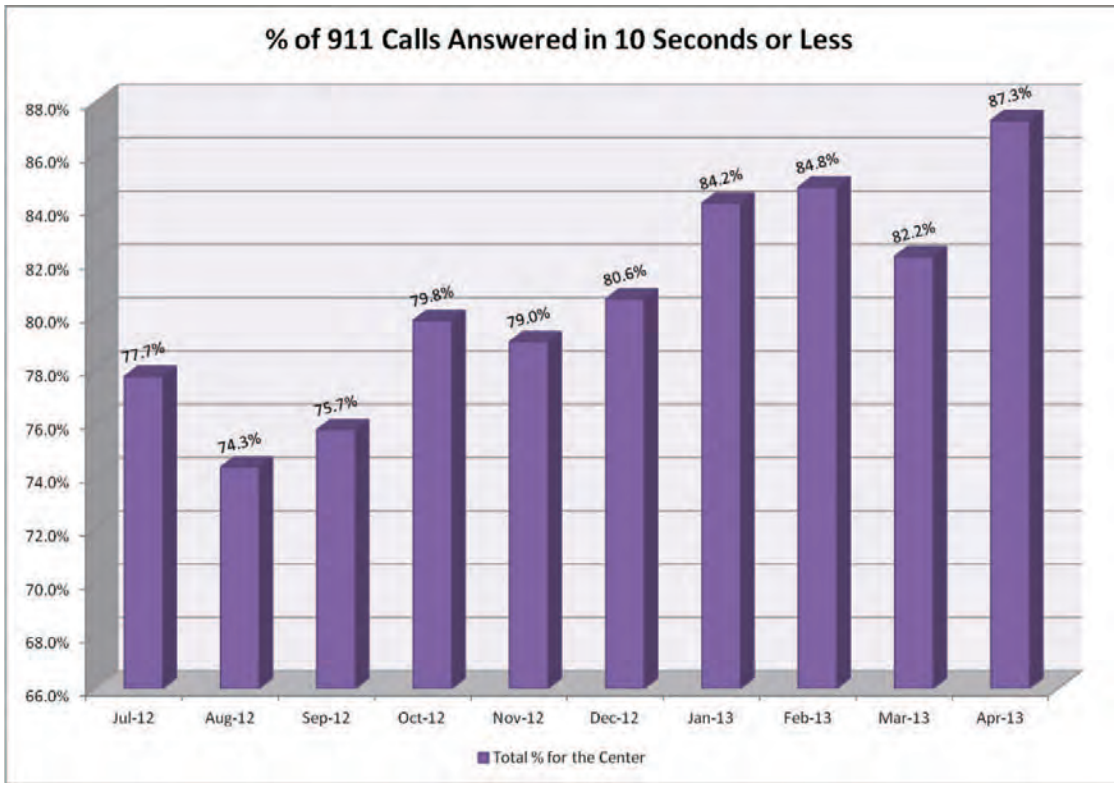
Program Summaries

Centralized Dispatch

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

Citywide Strategic Priority: Public Safety

Fiscal Year 2014 Performance Measures -Centralized Dispatch				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Percentage of 9-1-1 calls to be answered in no more than ten (10) seconds in normal peak operating periods	72.6%	77.9%	80.8%	90.0%
Percentage of 9-1-1 calls processed and prioritized accurately	n/a	n/a	n/a	Establish Baseline



Section 8
Department of Public Works

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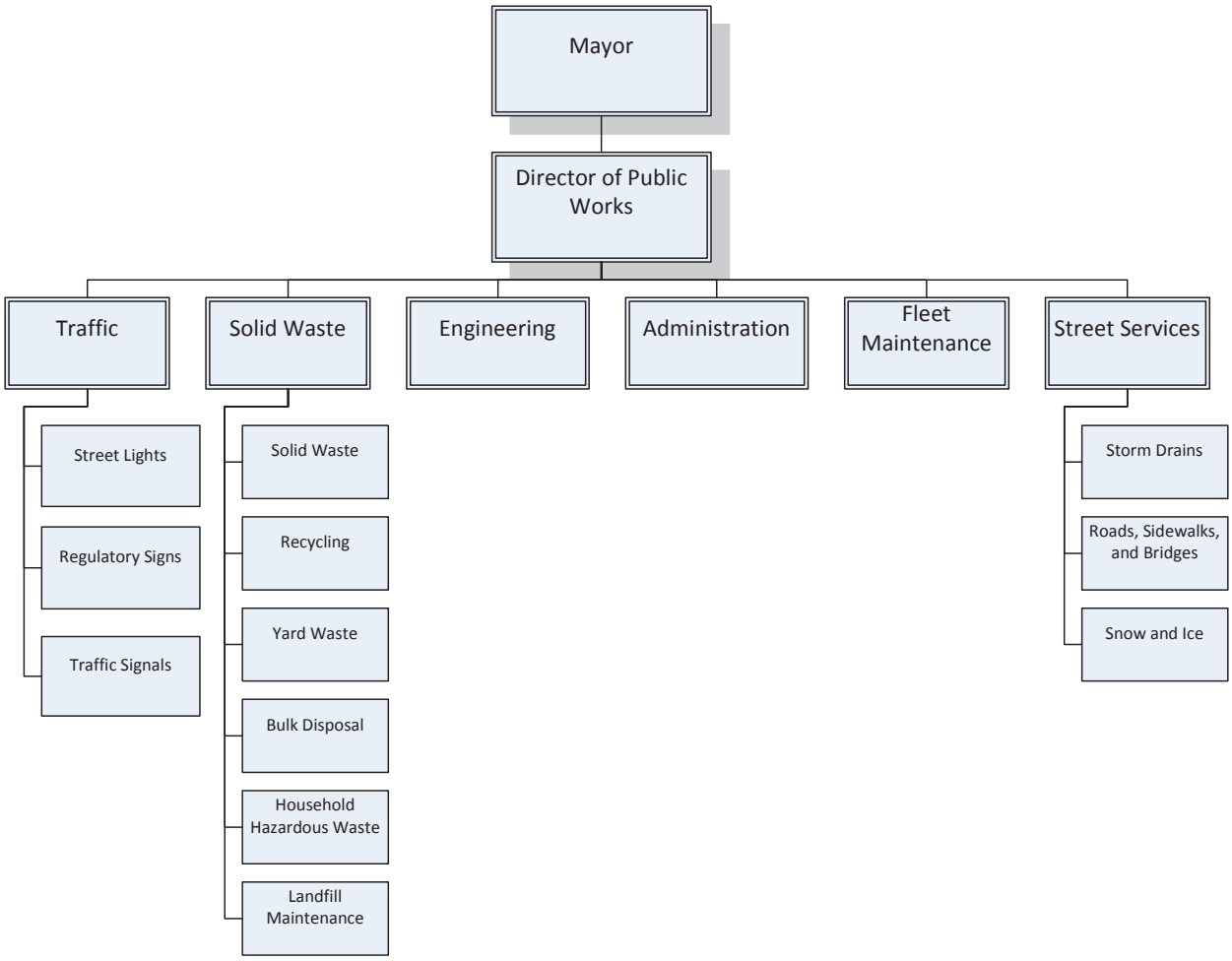
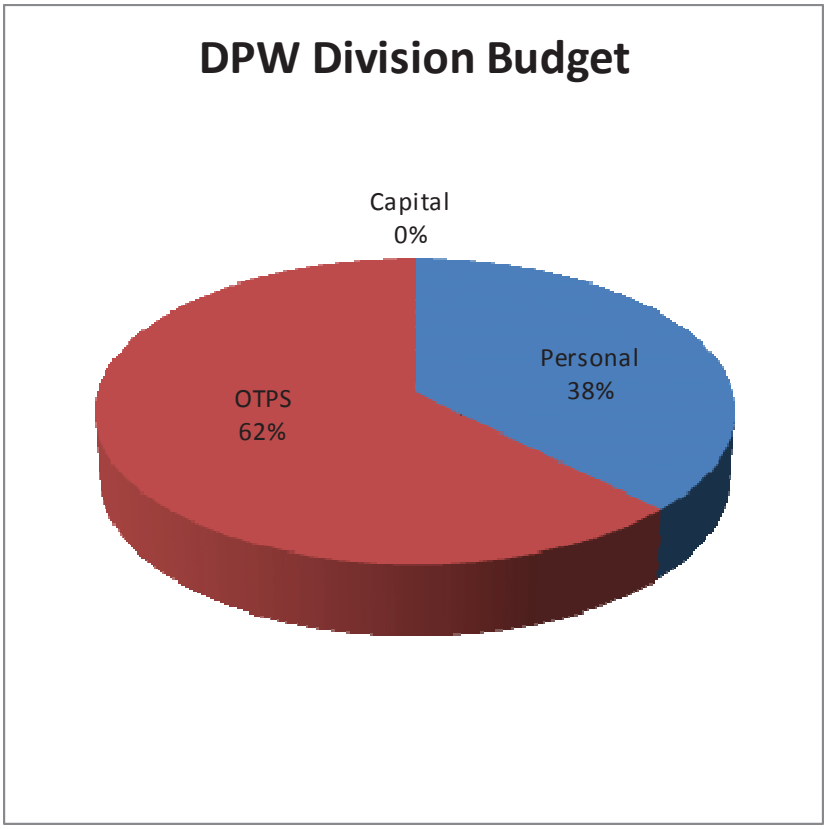
Department of Public Works



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.

General Fund Budget and Staffing Overview



DPW Division Budget	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal	3,356,854	3,542,156	2,613,280	3,844,945	1,231,665	47.1%
OTPS	7,903,060	6,602,780	5,953,824	6,382,445	428,621	7.2%
Capital	-	-	-	-	-	0.0%
Total General Fund	**11,259,914**	**10,144,936**	**8,567,104**	**10,227,389**	**1,660,285**	**19.4%**

Department of Public Works	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	66.0	60.0	60.0	70.0	10.0	16.7%
Enterprise Fund FTEs	60.0	53.0	53.0	56.0	3.0	5.7%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	4.0	4.0	-	(4.0)	-100.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	**126.0**	**117.0**	**117.0**	**126.0**	**9.0**	**7.7%**

Public Works Division FY14 Funding Sources

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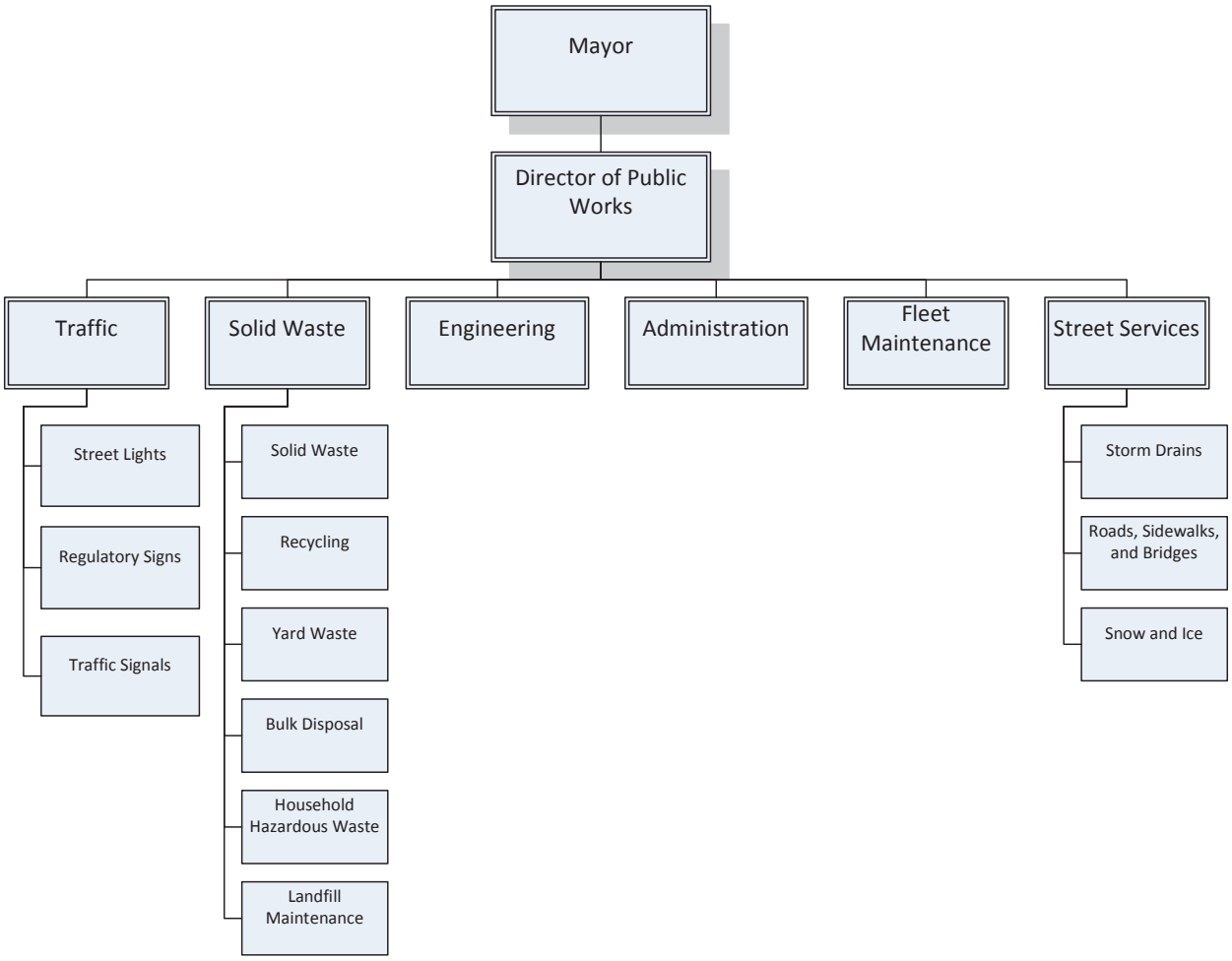
Department of Public Works

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



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	60.00	60.00	70.0	10.0	16.7%
Enterprise Fund FTEs	53.00	55.00	56.0	1.0	1.8%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	4.00	3.00	-	(3.0)	-100.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**117.0**	**118.0**	**126.0**	**8.0**	**6.8%**

All Funds Budget

Revenue Overview:

DPW - General & Enterprise Funds	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	679,814	423,370	423,370	-	0.0%
External Funds	7,454,994	7,876,553	8,610,363	733,810	9.3%
General Fund Revenue	14,239,513	15,018,653	14,759,839	(258,814)	-1.7%
Total Departmental Revenue	**22,374,320**	**23,318,576**	**23,793,573**	**474,997**	**2.0%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	2,947,485	3,347,478	3,844,945	497,466	14.9%
OTPS	6,376,778	6,731,112	6,382,445	(348,667)	-5.2%
Capital	-	-	-	-	0.0%
Total General Funds	**9,324,263**	**10,078,590**	**10,227,389**	**148,799**	**1.5%**
Total Enterprise Funds - General Fund Contribution	**4,915,250**	**4,940,063**	**4,532,450**	**(407,613)**	**-8.3%**
External Funds Budget	**FY12 Actual**	**FY13 Adopted**	**FY14 Recommended**	**Variance FY14-FY13**	**Percent Change**
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	3,828,441	4,250,000	4,750,000	500,000	11.8%
Revolving Funds	-	-	-	-	0.0%
Donations		-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding (Chapter 90)	3,626,553	3,626,553	3,860,363	233,810	6.4%
Total External Funds	**7,454,994**	**7,876,553**	**8,610,363**	**733,810**	**9.3%**
All Funds Budget:	**21,694,507**	**22,895,206**	**23,370,203**	**474,997**	**2.1%**

Budget Development

Department of Public Works General Fund Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	2,947,485	3,347,478	4,025,424	3,844,945	497,466	14.9%
OTPS	6,376,778	6,731,112	6,457,445	6,382,445	(348,667)	-5.2%
Capital	-	-	-	-	-	0.0%
Total General Funds	**9,324,263**	**10,078,590**	**10,482,868**	**10,227,389**	**148,799**	**1.5%**

◊ Funds 70 FTEs, (there were 60 FTEs in FY13). 10 additional drivers were approved by the City Council and added during the middle of FY13

◊ Personal Services increase is due to adding drivers and a 2% salaries increase

Expenditure Cuts:

◊ Offset salaries to Ch90 funds—$180,479

◊ Reduction in hired equipment—$50,000

◊ Reduction in repair and maintenance for vehicles—$25,000

Revenue:

◊ Revenue Estimated at $430,000—Level with FY14

Grants:

◊ Additional MHD Chapter 90 Funds estimated at — $1,864,154 for a total $3,860,363 available to spend

Budget Development

Department of Public Works Enterprise Fund Level Service Request:

Enterprise Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	2,822,571	2,872,571	2,900,249	2,870,249	(2,322)	-0.1%
OTPS	5,921,120	6,317,492	7,199,201	6,412,201	94,709	1.5%
Capital	-	-	-	-	-	0.0%
Total Enterprise Funds	**8,743,691**	**9,190,063**	**10,099,450**	**9,282,450**	**92,387**	**1.0%**

◊ Funds 56 FTEs, a 1 FTE increase from FY13

◊ Increase to Personal Services due is to a 2% Salaries increase

◊ OTPS increases:

1. Increase to Condo Collection contract—$12,800
2. Replace & Repair Trash Barrels—$420,000
3. Replace Shed at Landfill—$10,000
4. 3% Waste Disposal Fee Increase—$239,820
5. Vehicles Repair and Maintenance—$55,000
6. GPS—$25,000
7. Vehicle Supplies—$30,000—(Repair parts, truck flipper etc.)

Expenditure Cuts: (variance from request)

◊ Personal Services — $30,000

◊ Heath Insurance - $7,000

◊ OTPS— Waste Disposal—$50,000, Replace & Repair Trash Barrels—$100,000, Temporary Services—$30,000

◊ Vehicle Leases—$600,000

Revenue:

◊ Revenue estimated at $4,150,000—$100,000 below FY13 budget due to decrease in recycling revenue

Departmental Overview & Highlights

The DPW consists of one administrative division and six operational divisions. The operational divisions are: Engineering, Fleet Management, Solid Waste, Storm Drains, Streets Services, and Traffic. Each one of these divisions, through its normal course of business, contributes to the vibrancy of the City.

The Engineering division provides project management and construction management services for major city design and construction projects, water resources engineering for EPA Storm-water permit compliance, flood protection, dams and drainage systems, pavement management, right of way permits, and manages the plans of the city's infrastructure.

The Fleet Maintenance division supports the department's operational divisions, and the City's motor fleet (excluding the Police and Fire departments) by providing vehicle and equipment safety and emission inspections, and repairs and maintenance.

The Solid Waste division provides a curbside collection of rubbish, recycling material, yard waste, and bulk items to approximately 43,000 residential units.

The Streets Services division is responsible for the repair and maintenance of City's 1,100 lane miles of roadways, and snow and ice operations.

The Storm Drain division maintains an estimated 14,000 catch basins, 5,000 manholes, 325 outfalls, 24 separate drainage basins, and miles of storm drainage pipe of various sizes throughout the City.

The Traffic division is responsible for the City's 200 signalized intersections, 180 miles of pavement markings, regulatory transportation and street name signage.

FY13 Highlights

Completed the third of eight sections of a 960,000 cubic yard expansion at the Bondi's Island sanitary landfill.

Resurfaced $ 3 million worth of public roadways.

Completed the mandated FEMA (Federal Emergency Management Agency) Flood Control system inspection and certification.

Completed the $4 million North Main Street enhancement project.

Completed Phase 1 of the new Pavement Management System that will allow for improved condition analysis of the City's roadways.

Implemented an oversight committee and developed task determination protocol to address issues related to the new National Pollutant Discharge Elimination System (NPDES) phase II permit from the Environmental Protection Agency (EPA).

Managed the design and construction of $400,000 worth of roadway and sidewalk improvements under a Community Development Block Grant Program.

Competed design of the $9 million dollar improvement to Boston Road from Pasco Road in Springfield to Stony Hill Road in Wilbraham.

Began the construction of the $2.5 million dollar reconstruction of Allen Street / Bicentennial Highway Project.

The Fleet Division has implemented a 5 year vehicle replacement plan. The second year of that plan was purchased in

FY13 Highlights (cont'd)

2013.

Converted all semi-automated trash routes to automated routes.

The City's recycling rate increased from 19% to 20.25%. DPW received a $2,000 grant from the Massachusetts Department of Environmental Protection for public outreach. With help from this grant the DPW will continue to work towards increasing the city's recycling rate.

DPW became a member of the DigSafe program, which provids the department with a notice of all excavations being planned for City Streets. By joining this program the City nearly doubled the revenues collected from permit fees from entities who previously did not obtain the proper permit for excavations.

Eliminated 4,000 commercial accounts from the waste collection system by requiring them to obtain private waste collection services. This change reduced trash tonnage by 4,000 tons and resulted in a savings of $300,000.

Received a $200,000 grant for Massachusetts Department of Environmental Protection to pilot a food waste composting site. Construction of that site will begin in FY 14.

Completed the reconstruction of Dwight Street extension.

Began the reconstruction of Main Street, Front Street, and Myrtle Streets in Indian Orchard.

Completed the design and construction of the new artificial surface field at Central High School.

Completed the $1.5 million design of the reconstruction of Spring Street, Elliot Street, and Edwards Streets.

Risks and Challenges for Fiscal Year 2014

One of the ongoing challenges facing the DPW is finding an indoor location to store its vehicles and equipment. If DPW is successful in securing such a location, the useful life of the City's vehicles will be extended considerably.

In the wake of Hurricane Katrina in 2005, the United States Army Corp of Engineers (USACE) mandated changes to how Springfield maintains the Connecticut River levee system. These new mandates require DPW to secure and oversee a vendor to perform inspections, repairs, and maintenance activities in accordance to USACE standards.

In a continuing effort to address to quality of surface waters throughout the United States, the federal government, through its regional EPA offices, has initiated the draft Phase II permit of its National Pollutant Discharge Elimination System (NPDES) program. In order to comply with the permit, municipalities like Springfield will be forced to invest a significant amount of capital funds and manpower to address compliance issues. This federal mandate has been imposed without any financial support from either state of federal sources.

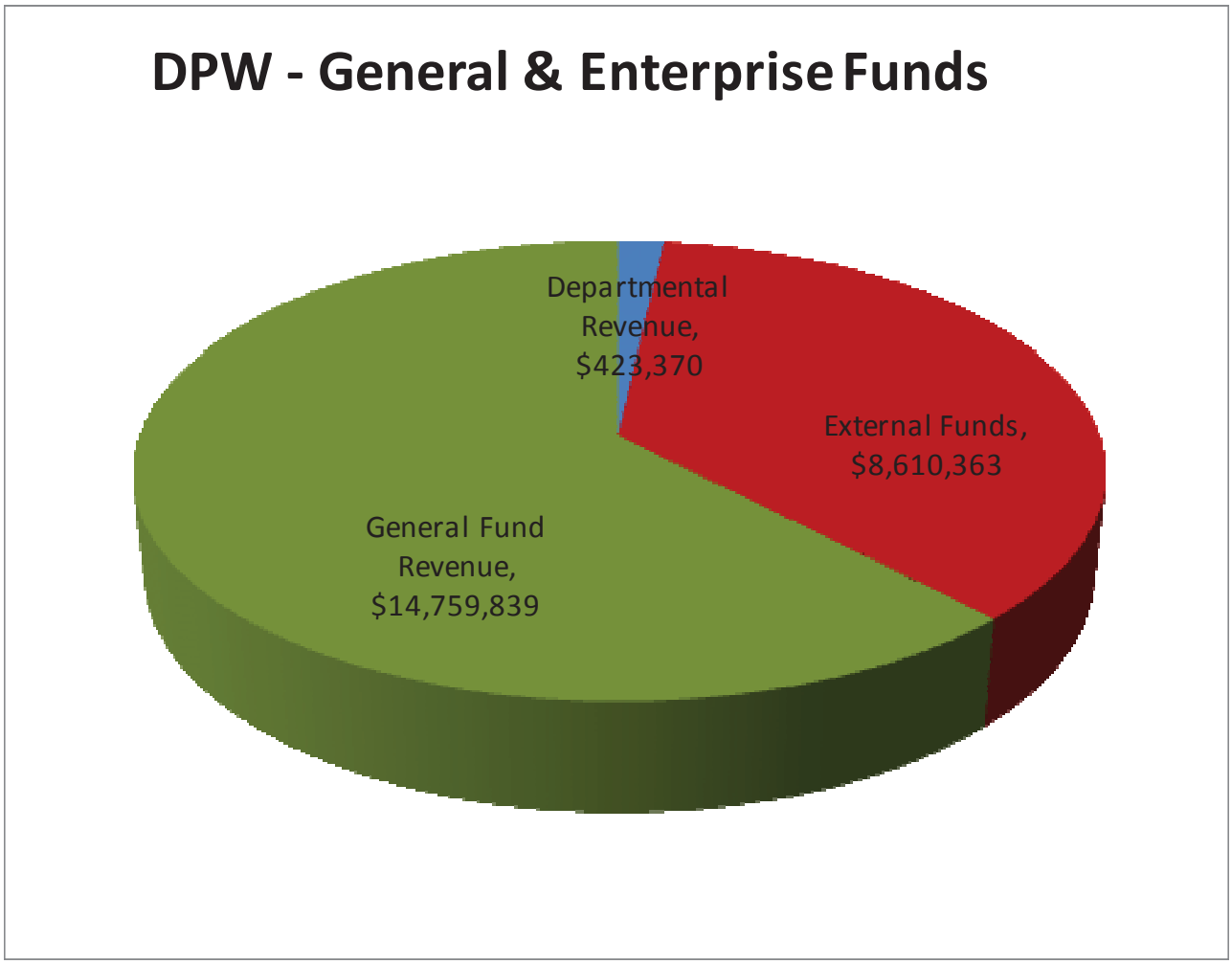
A majority of the City's fleet is beyond its useful life cycle. The City will need to continue to make substantial investment in vehicle and equipment replacements over the next five (5) years.

The City will need to consider re-establishing the sidewalk replacement program to address a backlog of sidewalk repairs and replacement applications.

The City's waste disposal costs continue to escalate. As of January 2013, Solid Waste tonnage is down 12% from the same time last year. This reduction in tonnage is due to the policy decision to eliminate collection service to commercial customers. Despite a waste tonnage decrease, waste disposal costs increased by 3.05% from FY 2012 to 2013. DPW is anticipating a similar increase in FY2014.

Revenue Detail

Departmental Revenue:



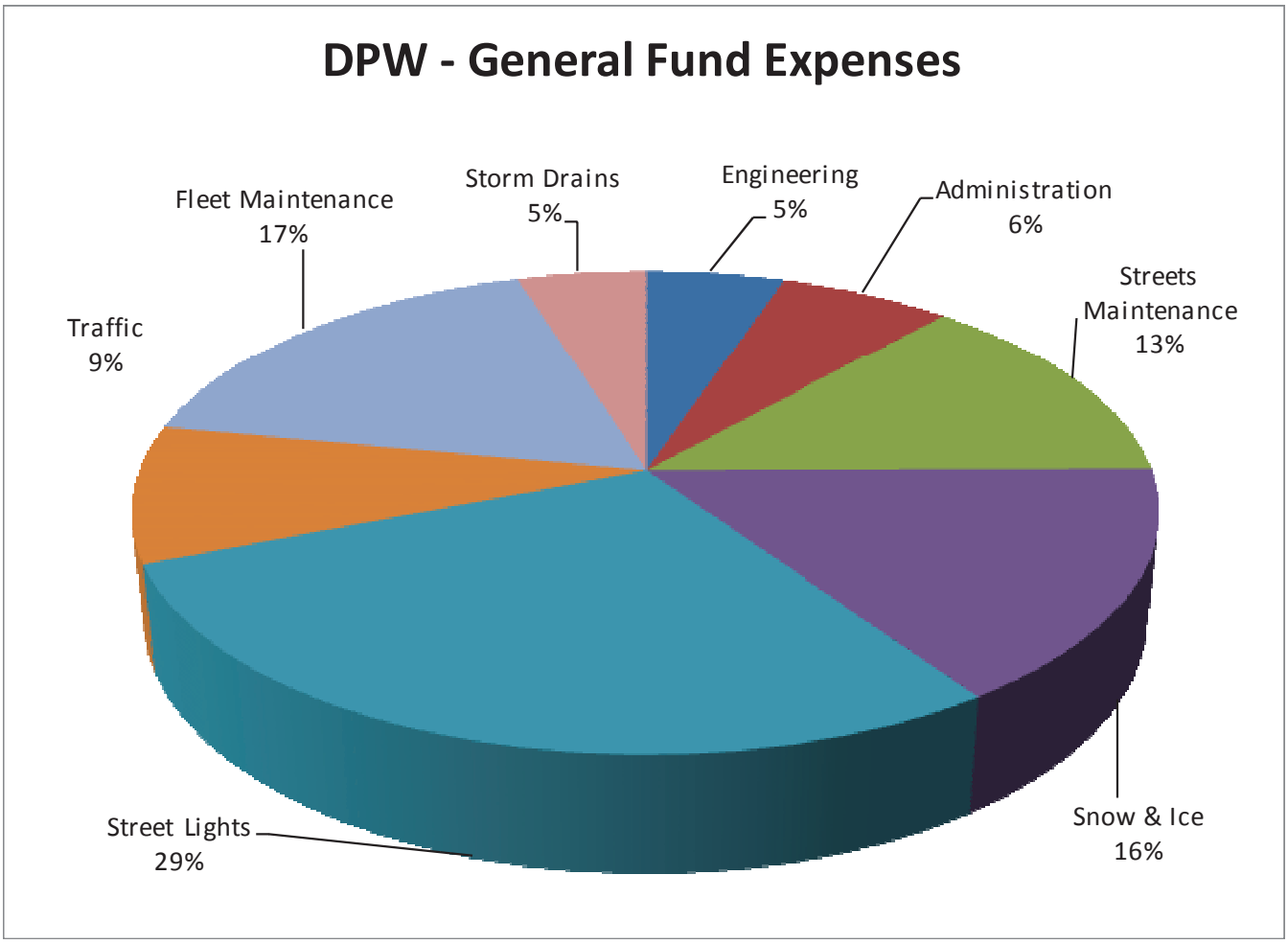
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	9,240	15,000	15,000	-	0.0%
OTHER PERMITS	216,832	393,370	393,370	-	0.0%
SALE OF OLD MATERIALS	9,183	15,000	15,000	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	444,558	-		-	0.0%
Total Departmental Revenue	**679,814**	**423,370**	**423,370**	**-**	**0.0%**

Revenue Detail (continued)

General Fund External Funding:

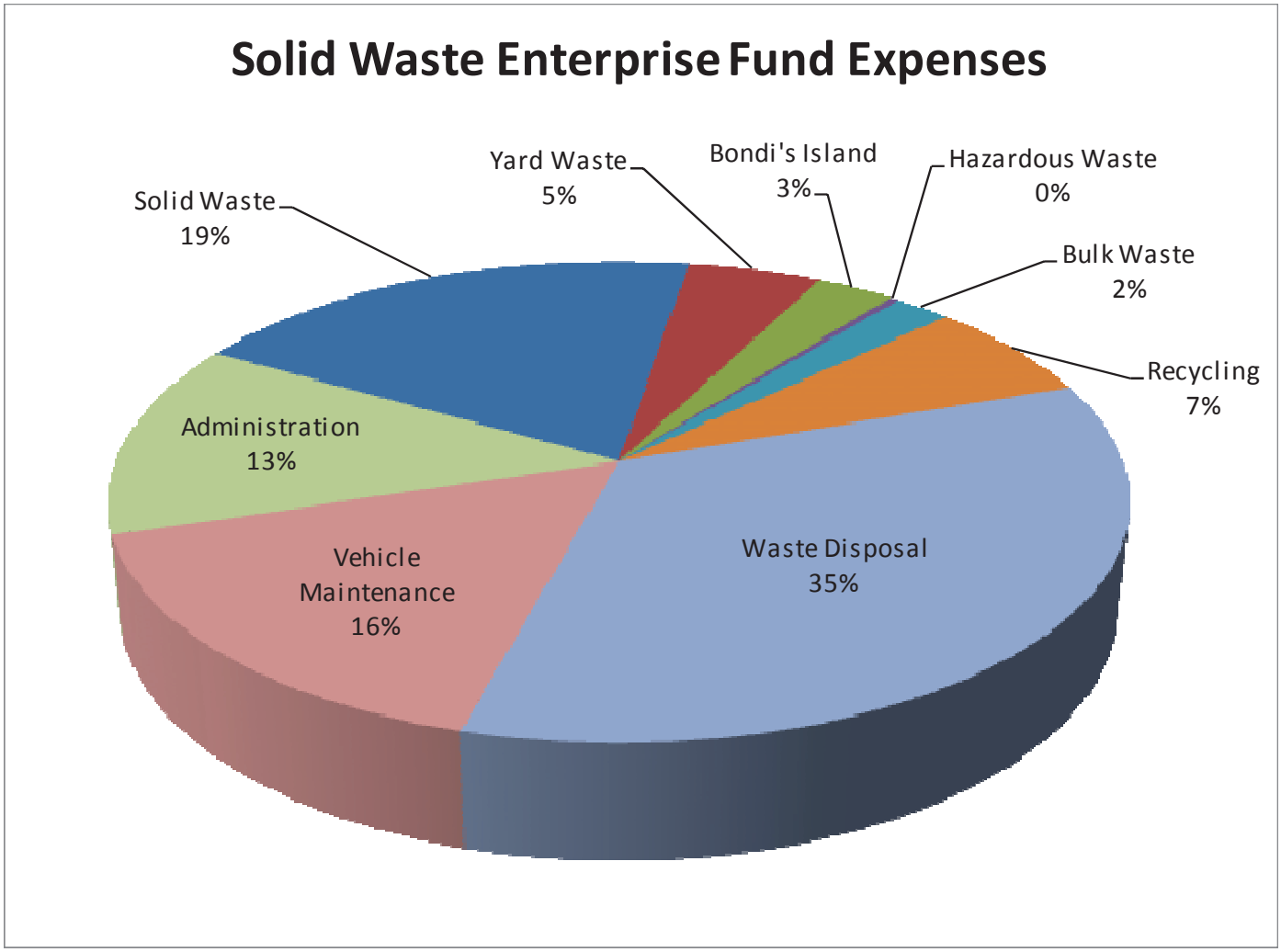
External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
CH 291 MEMO 44680	State Aid		566,362	-
MHD CHAPTER 90 FUNDS	State Aid	6/30/2017	2,663,537	-
MHD CHAPTER 90 FUNDS FY10	State Aid	6/30/2017	2,716,439	-
MHD CHAPTER 90 FUNDS FY11	State Aid	6/30/2017	2,800,730	**62,521**
MHD CHAPTER 90 FUNDS FY12	State Aid	6/30/2017	3,626,553	**303,987**
MHD CHAPTER 90 FUNDS FY13	State Aid	6/30/2017	3,625,910	**1,864,154**
BOSTON ROAD CORRIDOR DESIGN	Grant	6/30/2015	240,000	-
Subtotal Multi-year grants:			***16,239,531***	***2,230,662***
			-	-
Subtotal FY14 anticipated grants:			-	-
MHD CHAPTER 90 FUNDS FY14	State Aid	6/30/2017	3,626,553	**1,864,154**
Subtotal Other Funding:			***3,626,553***	***3,625,910***
TOTAL External Funding Sources:			**19,866,084**	**3,860,363**

Expenditure Detail



DPW - General Fund Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Engineering	374,492	507,100	522,425	15,325	3.0%
Administration	543,346	640,937	659,738	18,801	2.9%
Streets Maintenance	1,119,047	1,084,914	1,363,892	278,978	25.7%
Snow & Ice	1,529,333	1,591,250	1,591,250	-	0.0%
Street Lights	3,240,092	3,240,092	2,911,885	(328,207)	-10.1%
Traffic	783,771	866,792	933,583	66,791	7.7%
Fleet Maintenance	1,431,131	1,812,993	1,757,126	(55,867)	-3.1%
Storm Drains	131,843	334,511	487,490	152,979	45.7%
Total Departmental Expenditures	**9,153,055**	**10,078,589**	**10,227,389**	**148,800**	**1.5%**

Expenditure Detail



Solid Waste Enterprise Fund Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Solid Waste	1,047,712	1,527,058	1,787,278	260,220	17.0%
Yard Waste	321,247	390,217	458,361	68,144	17.5%
Bondi's Island	219,647	218,473	270,281	51,808	23.7%
Hazardous Waste	28,187	31,002	31,002	-	0.0%
Bulk Waste	137,633	139,644	197,089	57,445	41.1%
Recycling	419,058	467,411	622,383	154,972	33.2%
Waste Disposal	2,587,008	3,024,980	3,214,800	189,820	6.3%
Vehicle Maintenance	2,197,394	1,966,500	1,478,500	(488,000)	-24.8%
Administration	668,449	1,424,778	1,222,756	(202,022)	-14.2%
Total Departmental Expenditures	**7,626,335**	**9,190,063**	**9,282,450**	**92,387**	**1.0%**

Program Summaries

Administration

This division provides support to the operational divisions of the Department of Public Works. The administrative division is responsible for department-wide human resources, budgeting, financial oversight, payroll processing, accounts payable and receivable, contract administration, information technology, and employee training and professional development. The DPW Director utilizes an administrative staff to ensure the day-to-day needs of the operational divisions are met.

Citywide Strategic Priorities Supported: Public Safety

Fiscal Year 2014 Performance Measures -DPW - Administration				
	FY11 Actual	FY12 Actual	FY13 YTD 4-30-13	FY14 Goal
Number of neighborhood meetings attended by DPW	n/a	n/a	n/a	n/a

Engineering

Under the direction of the City Engineer, this division provides project management for the design, permitting and construction of roadway and utility capital projects, pavement management, water resources engineering for flood protection systems, dams and drainage systems, issuance of right of way permits, maintenance of infrastructure records, and compliance with Federal and State regulations. The Engineering Division also provides professional civil and environmental engineering technical support to various boards, City departments and public agencies. This division will be responsible for the issuance and oversight of excavation permits within the City.

Fiscal Year 2014 Performance Measures -DPW - Engineering				
	FY11 Actual	FY12 Actual	FY13 YTD 4-30-13	FY14 Goal
Number of private ways converted	n/a	20	20	20
Number of streets analyzed	n/a	650	650	650
Percentage of streets analyzed	n/a	33.30%	33.30%	33.30%

Citywide Strategic Priorities Supported: Healthy Neighborhoods; Fiscal and Operational Excellence

Fleet Maintenance

The Fleet Management Division is responsible for the repair and maintenance of approximately 550 vehicles and heavy pieces of equipment. Examples of these include cars, pickup trucks, dump trucks, refuse collection trucks, rollers, road graders, loader/backhoes, street sweepers, log loaders, catch basin service trucks, tractor / mowers, light maintenance equipment, and a variety of trailers and tailored equipment. Services provided by the Division include tire replacement and repair, state safety and emission inspections, body repair, welding, road call assistance, 24-hours-per-day, year-round emergency response, and procuring replacement vehicles/equipment for the Departments served.

The Division is committed to being environmentally responsible and follows DEP guidelines regarding the use and disposal of any regulated items. Measures also are taken to reduce the amount of regulated waste generated. An example of this is our research and use of a parts washer cleaning solvent that is permitted to be disposed with our waste oil. We utilize two DEP-approved Clean Burn waste oil burners which also provide an alternative heat source and support the Mayor's green initiative program.

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Fiscal Year 2014 Performance Measures - Fleet Division				
	FY11 Actual	**FY12 Actual**	**FY13 Actual**	**FY14 Goal**
Repair Work Orders Completed	n/a	2,120	1,832	2100
Preventative Maintenance Work Orders Completed	n/a	496	391	500
State Safety Inspections Completed	n/a	301	218	300
Tire Repair Orders Completed	n/a	454	460	450
Auto Body Work Orders Completed	n/a	134	155	145

Solid Waste Division

The Solid Waste division provides weekly curbside pick-up of municipal solid waste and bi-weekly collection of single stream recycling and yard waste to 43,583 residential units. The Solid Waste division is responsible for the management of three (3) City owned landfills: Cottage Street Landfill, Armory Street Landfill, and the Bondi's Island Landfill. The Solid Waste division operates nine (9) automated trash trucks, five (5) semi-automated trash trucks, six (6) semi-automated recycling trucks, four (4) yard waste trucks, one (1) bulk waste truck, and one (1) complaint truck for waste collection each day. The complaint truck is utilized in responding to solid waste issues throughout the City as well as collecting carts in alleys and dead end streets. The Solid Waste division also provides curbside bulk waste pickup for a fee of $8 per item. Residents can schedule bulk waste pick-ups through the City's 3-1-1 Call Center. The Solid Waste division offers household hazardous waste collections twice a year. Household hazardous waste collection is free of charge to residents. The City, through the City Comptroller's Office, established the Trash Fee Enterprise Fund to track revenues and expenses associated with the collection of solid waste throughout the City.

In Fiscal Year 2013, the Springfield Department of Public Works will continue to work to develop and initiate new solid waste reduction programs. DPW will continue to enforce the City's mandatory recycling ordinance through the efforts of a full-time Waste Compliance Specialist. An aggressive campaign also will be put in place to educate residents on the environmental benefits of recycling as well as its impact to the City's budget. In Fiscal Year 2013, DPW plans on organizing two (2) electronic drop-off days. These electronic drop-off days will allow city residents to dispose of common household electronic items at no cost to City residents. Collection routes will be routinely examined for ways to maximize efficiency based on the results of the waste reduction program. Also, the division will work with the Solid Waste Advisory Committee (SWAC) to review its current operations and produce a Solid Waste Master Plan.

Citywide Strategic Priorities Supported: Healthy Neighborhoods, Fiscal and Operational Excellence

Fiscal Year 2014 Performance Measures -DPW-Solid Waste Division				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
# of complaints for missed collection		n/a	n/a	n/a
Total grant funds received		$2,500	$202,000	$50,000
Total Trash Tonnage		43,978	40,590	40,000
Recycling Rate		19.03%	20.25%	22.00%
Gallons of hazardous waste collected		7,500	7,500	7,500
Pounds of electronic waste collected		53,733	52,000	52,000

Storm Drains Division

This division maintains the City's storm drain system. The Storm Drain division follows the best management practices under the National Pollutant Discharge Elimination System (NPDES) Phase II Stormwater General Permit. Under this permit this subdivision "must have an operation and maintenance plan to ensure that the systems function as designed for all stormwater management systems." The Storm Drains Division estimates there that are approximately 14,000 catch basins, 5,000 manholes, 325 outfalls, 24 separate drainage basins, and an unknown number of miles of storm drainage pipe of various sizes throughout the city. The division consists of six (6) maintenance personnel divided into two (2) crews. The first crew consists of two (2) employees and a jet/vacuum machine to clean catch basins while the second crew utilizes the four (4) remaining employees for catch basin repair. Additional activities include washout repairs and facility inspections

Citywide Strategic Priorities Supported: Public Safety

Fiscal Year 2014 Performance Measures -DPW - Storm Drains Division				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Percentage of storm water outfalls inspected	n/a	n/a	10%	10%
Number of storm water outfalls inspected	n/a	n/a	30	30
Number of sweeps around bodies of water	n/a	n/a	1	1
Number of catch basins cleaned	n/a	n/a	2681	2400

Street Services

The Street Service division maintains 1,100 lane miles of roads, 600 miles of sidewalks and is responsible for fifteen (15) bridges. The Street Maintenance division's core services include roadway repair, asphalt patching, street sweeping, support to the storm water division, and respond to snow & ice events. The Street Maintenance division combats deteriorating streets with its milling and paving machines. The milling and paving program allows the division to extend the life of roadways by repairing small sections which large contractors would not otherwise service. This program milled and paved over 10,000 square yards of roadway surface. In Fiscal Year 2013, the street sweeping program expects to sweep the entire City once and the Central Business District streets as needed. Snow and Ice Control is a seasonal operation responsible for snow removal, and sand and salt spreading during the winter months. The Snow and Ice Control employees utilize 20 pieces of City equipment to fight small snow and ice events. During large snow events the City fleet is supplemented with up to 185 hired plows.

Citywide Strategic Priorities Supported: Public Safety

Fiscal Year 2014 Performance Measures -DPW - Street Services				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Response time to pot hole complaints (days)	n/a	n/a	2 days	2 days
DPW average response time to snow complaints (based on 24 hour days)	n/a	n/a	n/a	n/a
Number of city drivers available for snow operations	n/a	n/a	20	32
Yards of streets milled and paved by DPW (sq. yards)	n/a	n/a	0	0
Number of times the streets have been swept	n/a	n/a	1	2

Traffic Division

The Traffic division is responsible for the maintenance and repair of the City's 200 signalized intersections and 14 school zone flashers. The division manufactures and installs all regulatory, warning and guide signs. The division maintains 180 miles of pavement markings including crosswalks and administers the accident recovery program for damages to City property. Additionally, this division administers in conjunction with Western MA Electric Company, the maintenance of 14,000 city street lights.

Citywide Strategic Priorities Supported: Public Safety

Fiscal Year 2014 Performance Measures -DPW - Traffic Division				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Percent of stop signs geocoded (replacement plan)	n/a	n/a	100%	n/a
Percent of stop signs repaired/replaced within 1-2 days	n/a	n/a	100%	100%

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Section 9
Health and Human Services Division

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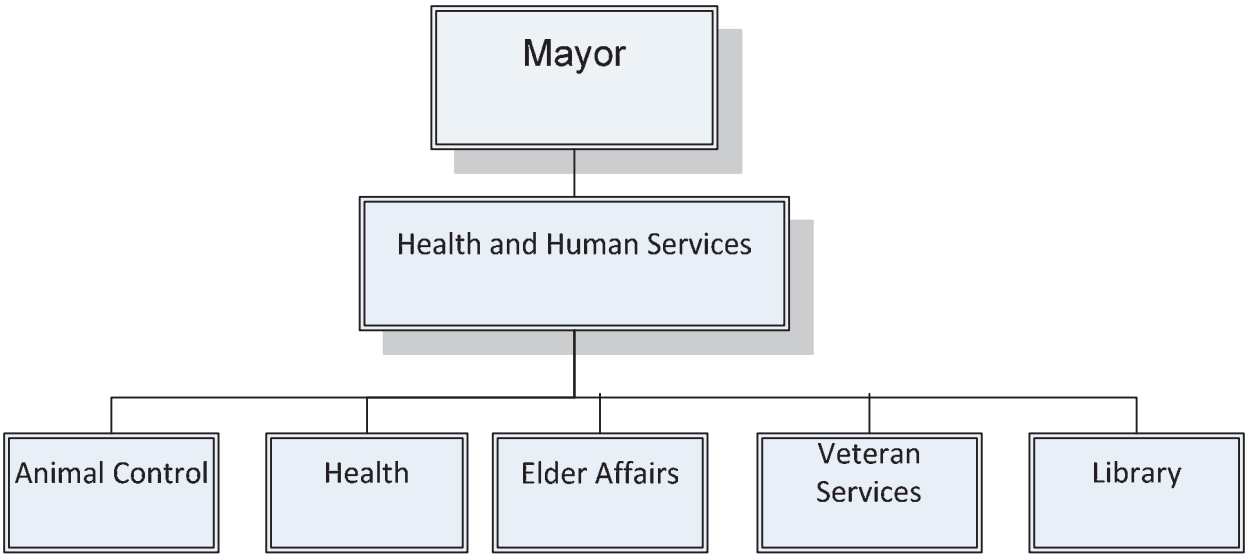
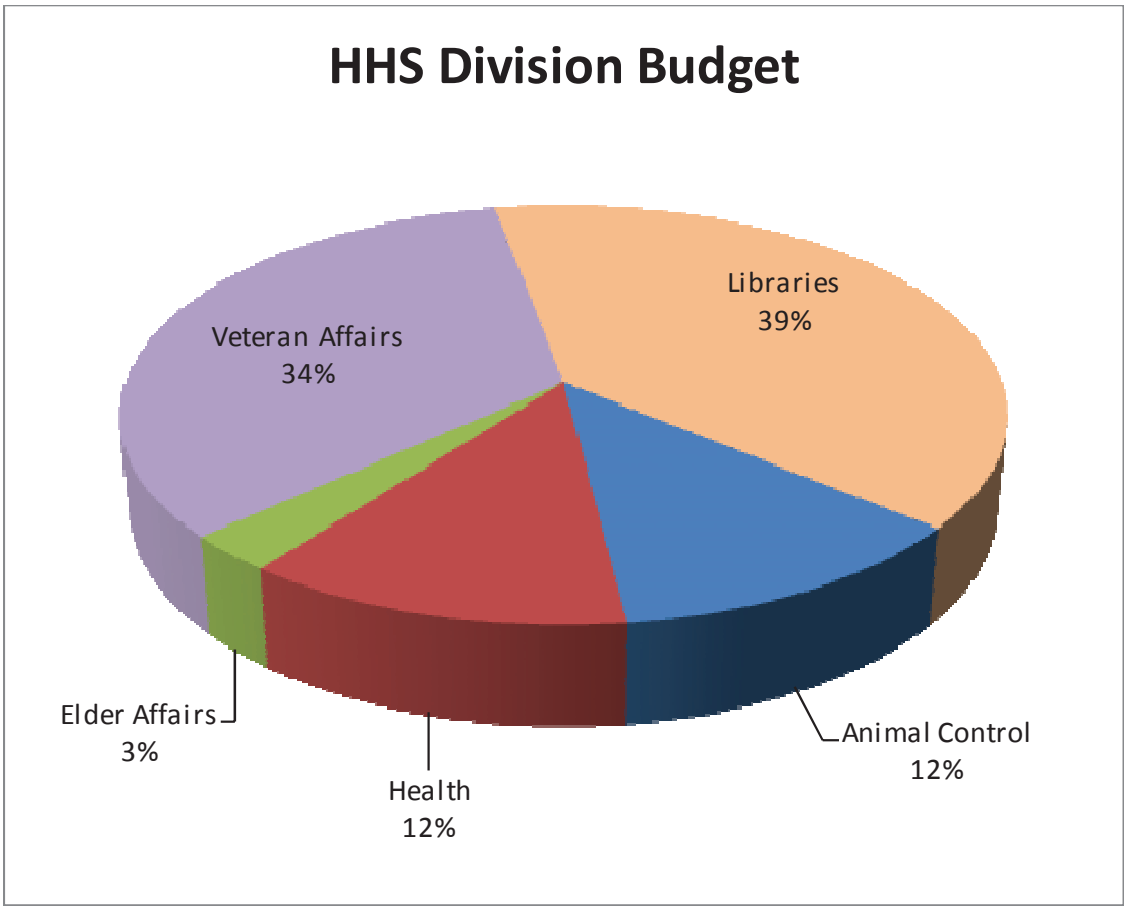
Health and Human Services Division



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.

General Fund Budget and Staffing Overview



HHS Division Budget	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Animal Control	1,067,324	1,248,244	960,644	1,254,942	294,298	30.6%
Health	1,466,112	1,371,200	1,221,883	1,292,146	70,263	5.8%
Elder Affairs	300,349	295,645	266,040	304,141	38,101	14.3%
Veteran Affairs	2,484,399	2,271,116	2,705,127	3,573,436	868,309	32.1%
Libraries	3,960,154	3,669,638	3,270,863	4,104,851	833,988	25.5%
Total Division	**9,278,338**	**8,855,842**	**8,424,557**	**10,529,515**	**2,104,958**	**25.0%**

Division Personnel (FTE's)	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Animal Control	10.0	10.0	10.0	12.0	2.0	20.0%
Health	26.9	44.1	44.1	40.5	(3.7)	-8.3%
Elder Affairs	5.9	14.5	14.5	13.0	(1.5)	-10.3%
Veterans	4.0	4.0	4.0	4.0	-	0.0%
Library	64.9	74.1	74.1	84.0	9.9	13.3%
Total FTE's	**111.7**	**146.7**	**146.7**	**153.4**	**6.7**	**4.6%**

HHS Division FY14 Funding Sources

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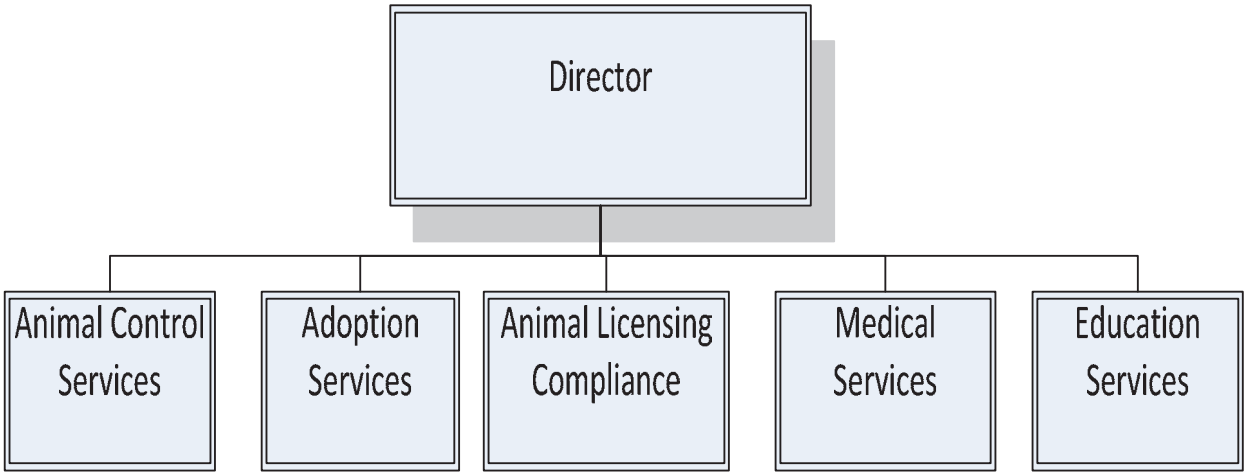
Thomas J. O'Connor Animal Control & Adoption Center

The mission of the Thomas J. O'Connor Animal Control and Adoption Center is to provide comprehensive animal control services and programs to our communities for the protection of public health and safety, and for homeless animals.



Departmental Staffing

T. J. O'connor Animal Control	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	10.0	11.0	12.0	1.0	9.1%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**10.0**	**11.0**	**12.0**	**1.0**	**9.1%**

All Funds Budget

Revenue Overview:

T. J. O'Connor Animal Control	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	-	-	633,610	633,610	0.0%
External Funds	305	12,000	19,115	7,115	59.3%
General Fund Revenue	1,197,972	1,218,213	1,254,942	36,730	3.0%
Total Departmental Revenue	**1,198,277**	**1,230,213**	**1,907,667**	**677,455**	**55.1%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	357,702	373,382	400,159	26,777	7.2%
OTPS	840,269	844,831	854,784	9,953	1.2%
Capital	-	-	-	-	0.0%
Total General Funds	**1,197,972**	**1,218,213**	**1,254,942**	**36,730**	**3.0%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	305	12,000	19,115	7,115	59.3%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations		-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**305**	**12,000**	**19,115**	**7,115**	**59.3%**

All Funds Budget:	**1,198,277**	**1,230,213**	**1,274,057**	**43,845**	**3.6%**

Budget Development

TJO Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	357,702	373,382	400,159	400,159	26,777	7.2%
OTPS	840,269	844,831	856,784	854,784	9,953	1.2%
Capital	-	-	-	-	-	0.0%
Total General Funds	**1,197,972**	**1,218,213**	**1,256,942**	**1,254,942**	**36,730**	**3.0%**

- ◊ Funds 11.5 FTEs, an increase of .05 FTE over FY13.
- ◊ Personal Services—.5 FTE increase is being funded by a donation account. New line salaries also include 2% raises.
- ◊ OTPS Increase— Electricity, Waste Removal Services, Gasoline and Diesel Fuel

Expenditure Cuts:

- ◊ Custodial & Housekeeping Supply - $2,000

Revenue:

- ◊ Anticipated Revenue - $633,610 due to adoption fee increases

Grants:

- ◊ Anticipate $10,000 - $12,000 MAC grant for spay/neutering.

Departmental Overview & Highlights

The Thomas J. O'Connor Animal Control and Adoption Center (TJO) provides animal control services to the cities of Springfield, Chicopee, and Holyoke. It operates out of one facility, a multi-service adoption center, often referred to as "TJO" or the "Center", it is located at 627 Cottage Street in Springfield. 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 for each of the nearly 4,000 animals that are received annually. Four animal control officers focus on providing professional, knowledgeable, field service, and respectable field response times, meeting 95% of targeted goals. Within the Center, a staff of four animal care and adoption counselors focus on providing the best possible care for sheltered animals, decreasing euthanasia rates and maintaining responsive customer service. Due to very lean staffing levels, TJO has expanded the opportunities and responsibilities of its 130 volunteers. TJO networks with hundreds of local businesses and non-profits to recruit volunteers and make TJO animal control and adoption services better known. TJO collaborates with 53 animal welfare organizations across the state and northeast to transfer animals, resulting in increased animal placements, decreased euthanasia, reduced holding times for animals, and reduced expenditure of City resources.

Highlights for Fiscal Year 2013

Each year the TJO Adoption Center becomes increasingly popular, with hundreds of patrons visiting the facility each week. Adopted animals are vaccinated, microchipped, spayed/neutered, canine heartworm or feline leukemia virus tested, and licensed when applicable. Each dog is given a multi-point behavioral assessment prior to adoption to help ensure safe dogs are being returned to the community. In FY13, TJO achieved a 97% adoption rate for adoptable animals.

Veterinary services are provided two days per week. The TJO veterinarian examines every animal presenting with a medical problem and each animal made available for adoption. The veterinarian administers rabies vaccinations, performs routine surgeries such as spay/neuter, as well as other surgeries such as limb amputation, tumor removals and hernia repairs for animals needing temporary housing at the Center. (Expenses for non-critical surgeries and treatments are not funded by the City, but instead, are funded by the Thomas J. O'Connor Animal Control and Adoption Center Foundation.)

TJO successfully met a target of sterilizing 100% of adopted animals. This ensures that TJO adopted animals do not reproduce, adding to the current burden of animal overpopulation/homelessness. In addition, sterilization reduces the frequency of behavioral problems such as roaming, fighting, excess vocalizing and biting.

In the first half of FY13, TJO animal control officers responded to 1,984 field calls. Of those, 396 were priority 1 and 2 calls (those involving (1) a human being threatened or (2) an animal in distress) in an average time of 14 minutes.

TJO animal control officers partnered with Kane's Krusade, a Springfield non-profit organization that improves the lives of Springfield's backyard dogs in need. After an initial investigation and subsequent referral from TJO officers, Kane's Krusade brings care kits to needy families and their dogs. Important items such as dog houses, fencing, food, dishes, etc., are provided at no cost along with assistance securing spay/neuter and vaccination services.

TJO's team of 130 volunteers provides an average of 1,100 hours of service each month in many areas of operations such as: greeting, matchmaking, cleaning/disinfecting, veterinary assistance, housekeeping, maintenance, special events, animal transport, animal training and enrichment, animal foster care, website updates, telephones, volunteer training and more.

TJO staff and volunteers participated in 90 community and special events with educational messages about safety around animals and responsible pet ownership. These include many youth and civic groups visiting TJO for tours and educational presentations.

As a result of being out and about in the community continually, support of the TJO Facebook page soared to over 8, 500 people. Social media provides TJO an opportunity to broadcast special events, reunite more animals with their families, promote adoptable animals, and to share important reminders such as vaccination and license deadlines.

TJO received a $12,000 grant from the Massachusetts Animal Coalition's Animal Friendly license plates. These funds provide for the sterilization (spay/neuter) of shelter animals to help fight animal overpopulation/homelessness.

With a grant from the MSPCA, TJO is piloting a low cost to free Pit Bull sterilization (spay/neuter) program for residents of Springfield, Chicopee and Holyoke whose dogs have been impounded. Often there are financial barriers to reclaiming dogs forcing relinquishment to TJO. TJO receives 600 Pit Bull type dogs annually. They are the only type of dog currently requiring euthanasia due to overpopulation in Massachusetts.

Risks and Challenges for Fiscal Year 2014

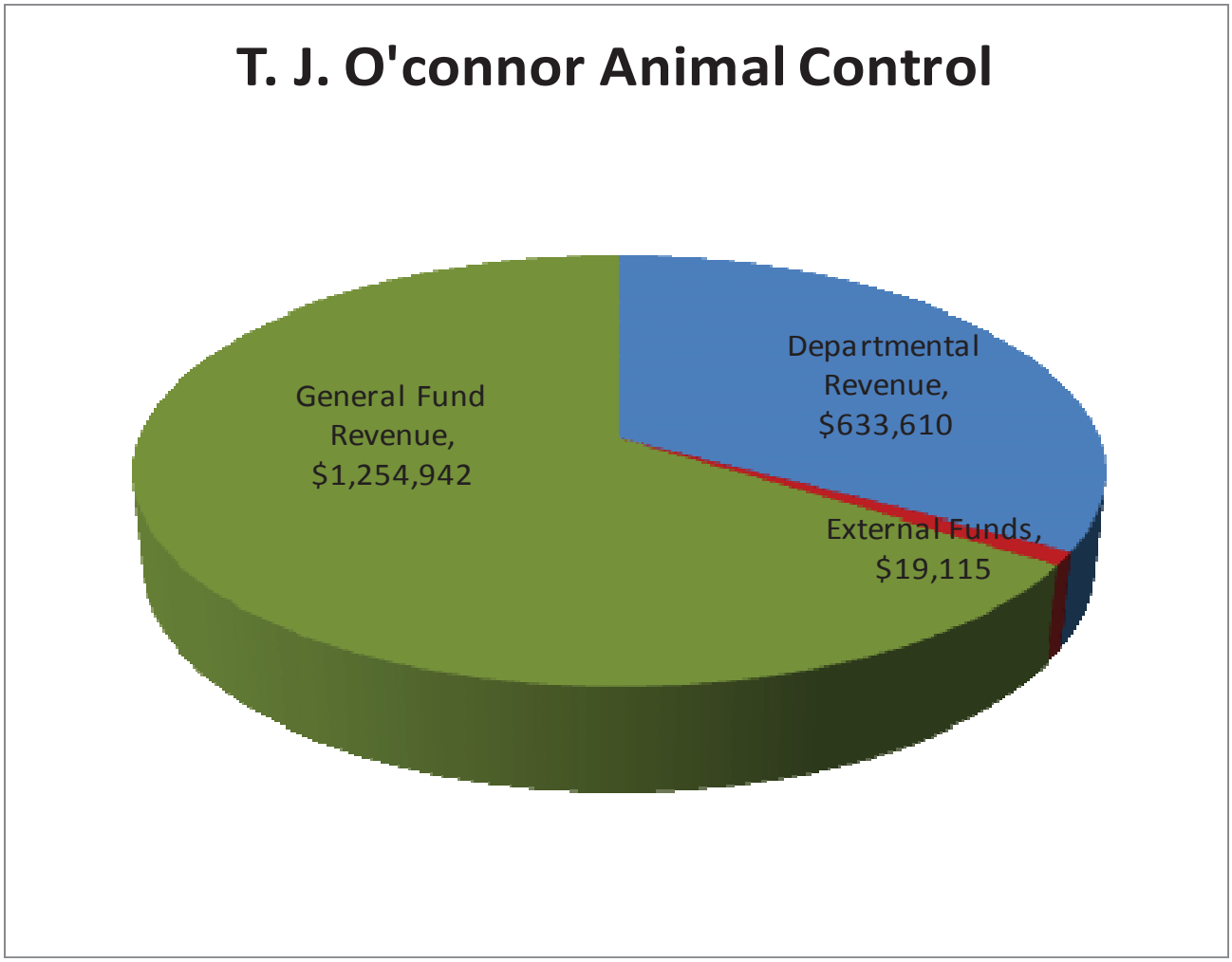
The staff at TJO is extremely conscious of the broad affects, both positive and negative, that animals can have on the quality of life of the City's residents. TJO remains committed to listening and responding to the communities' needs regarding animal control, but the staff is sometimes stymied in these efforts due to budgetary restrictions.

Despite recent successes, the current staffing level causes TJO's operations to be more reactive, than proactive. It is a concerted but seriously strained effort to maintain service levels. In the field, four animal control officers respond to calls during the hours of 8 am to midnight every day, with emergency response provided 24/7. This low officer level leaves just one officer on duty routinely, presenting safety concerns. Within the Center, a team of four staff provide animal and customer care seven days a week in a remarkably busy environment. TJO's extraordinarily lean staffing levels often allow just one person on duty within the Center. This, again, presents serious safety concerns due to physical and mental exhaustion, and from dangerous animals or threatening people. Growth in programs at this time is unlikely. Four years of budget reductions, at the same time TJO is realizing a significant increase in cost of supplies/ vendor services is prohibiting program growth.

Currently, TJO is staffed with a veterinarian and veterinary technician two days each week. There is a serious need for a vet/tech team at minimum 32 hours each week. Having medical professionals on site for only 16 hours each week results in a heavier reliance on costly private emergency animal hospitals and causes interruptions in animal medical care. In addition, animal control officer time is used transporting animals from TJO to animal hospitals and back. This time could be more efficiently spent within our neighborhoods addressing animal related issues.

The TJO fleet consists of three vehicles. Each of the vehicles has high mileage and is in poor repair creating safety concerns for the operator and leaving one or more to frequently be unavailable while with mechanics.

Revenue Detail



Departmental Revenue:

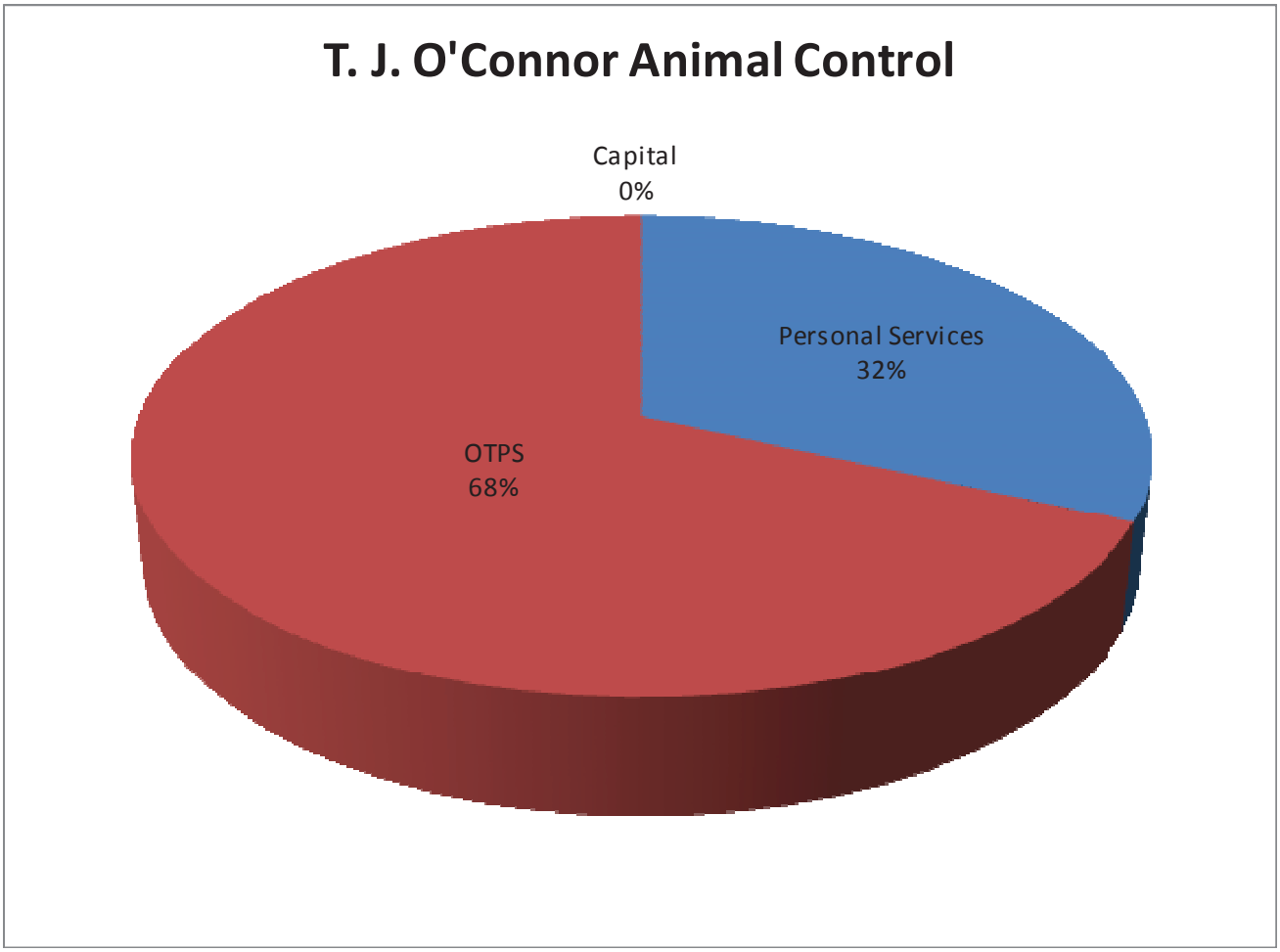
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	582,452	618,610	633,610	15,000	2.4%
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	**582,452**	**618,610**	**633,610**	**15,000**	**2.4%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			-	
MASS ANIMAL COALITION FY 12	Grant	6/30/2012	12,000	7,115
MASS ANIMAL COALITION FY 13	Grant	6/30/2013	-	12,000
Subtotal Multi-year grants:			***12,000***	***19,115***
			N/A	-
Subtotal FY14 anticipated grants:			**-**	**-**
			N/A	
Subtotal Other Funding:			**-**	**-**
TOTAL External Funding Sources:			**12,000**	**19,115**

Expenditure Detail



T. J. O'Connor Animal Control	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	357,702	373,382	400,159	26,777	7.2%
OTPS	840,269	844,831	854,784	9,953	1.2%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**1,197,972**	**1,218,213**	**1,254,942**	**36,730**	**3.0%**

Program Summaries

Animal Control

Animal Control Officers (ACOs) are on duty 24 hours per day, 7 days a week, providing animal control services to Springfield, Chicopee, and Holyoke. Officers respond to a variety of calls for assistance, giving top-priority to calls regarding at-large aggressive animals, ill or injured animals, investigating animal bite cases, and assisting law enforcement agencies retrieve free-roaming animals

TJO responds primarily to calls regarding dogs and cats. However, its response is not exclusive to those species. The staff assists utility workers, property owners and managers, and the general public as required. Dangerous/nuisance animal issues are quickly addressed and Springfield's strong dangerous dog ordinance is enforced. Furthermore, ACOs assist with dog licensing compliance and waste removal ordinances.

Historically, alleged cruelty or neglect offenses were handled by MSPCA law enforcement officers, but increasingly, the TJO Animal Control Officers have become first responders to these events. Each ACO is certified through Animal Control Officers Association of Massachusetts.

Citywide Strategic Priority: Fiscal & Operational Excellence

Fiscal Year 2014 Performance Measures -TJO				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Number of neighborhood meetings attended by Animal Control		3	3	4
Average response times to Priority One calls (minutes)		19	14	17.5
Average response times to Priority Two calls (minutes)		19	19	18.5
Average recorded response times for calls non priority 1 and 2		3	1 Day	1 day

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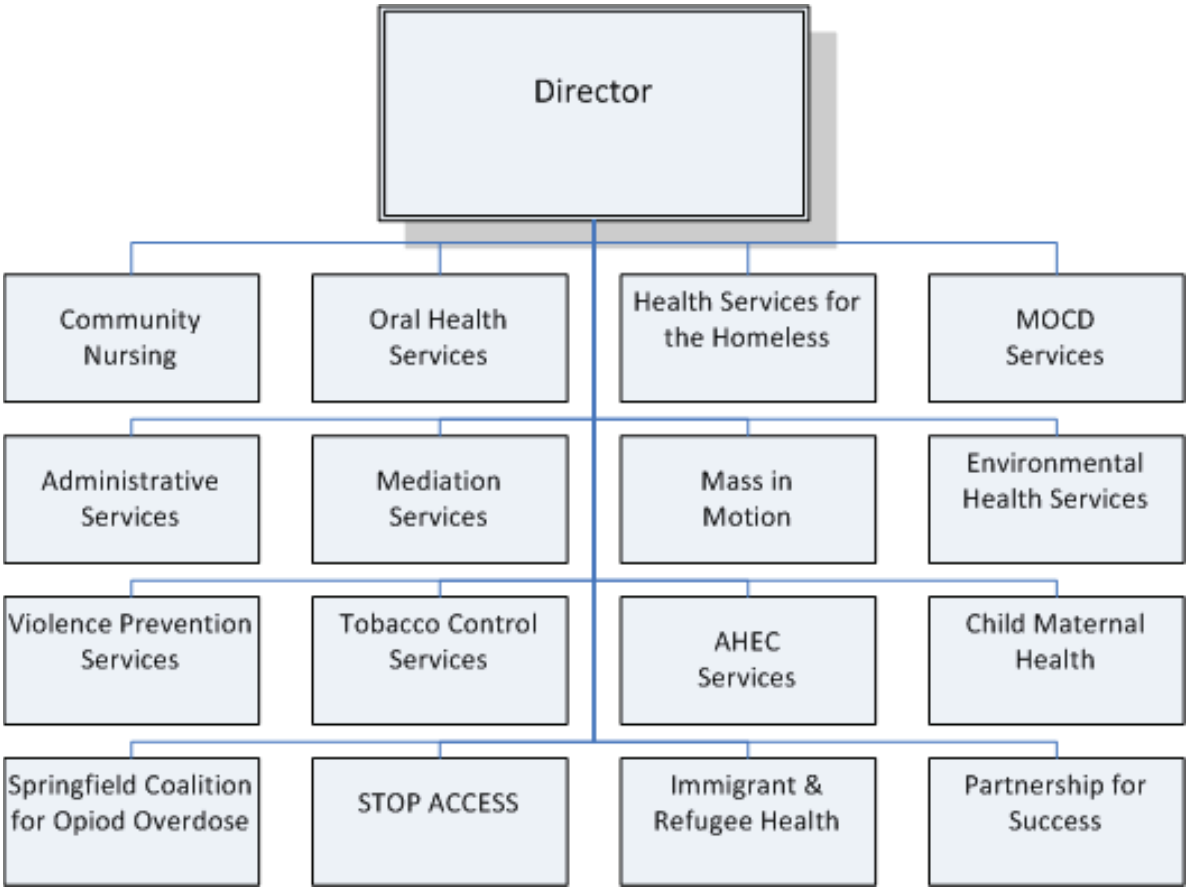
Health & Human Services

The mission of the Springfield Health and Human Services 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 also is mandated to enforce rules and regulations that govern public health under Massachusetts General Law Chapter 111.



Departmental Staffing

Heath & Human Services	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	25.00	22.53	22.5	(0.1)	-0.3%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	19.10	21.20	18.0	(3.2)	-15.2%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**44.1**	**43.7**	**40.5**	**(3.3)**	**-7.5%**

All Funds Budget

Revenue Overview:

Health & Human Services	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	237,265	491,650	291,650	(200,000)	-40.7%
External Funds	3,098,904	1,973,023	3,073,399	1,100,376	55.8%
General Fund Revenue	1,355,392	1,337,057	1,292,146	(44,912)	-3.4%
Total Departmental Revenue	**4,691,560**	**3,801,730**	**4,657,194**	**855,464**	**22.5%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,153,407	1,140,868	1,089,108	(51,760)	-4.5%
OTPS	201,985	196,189	203,037	6,848	3.5%
Capital		-	-	-	0.0%
Total General Funds	**1,355,392**	**1,337,057**	**1,292,146**	**(44,912)**	**-3.4%**
External Funds Budget	**FY12 Actual**	**FY13 Adopted**	**FY14 Recommended**	**Variance FY14-FY13**	**Percent Change**
Grant Funds	3,098,904	1,973,023	1,075,767	(897,256)	-45.5%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations		-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	1,997,632	1,997,632	0.0%
Total External Funds	**3,098,904**	**1,973,023**	**3,073,399**	**1,100,376**	**55.8%**
All Funds Budget:	**4,454,296**	**3,310,080**	**4,365,544**	**1,055,464**	**31.9%**

Budget Development

Health & Human Services Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,153,407	1,140,868	1,134,108	1,089,108	(51,760)	-4.5%
OTPS	201,985	196,189	203,842	203,037	6,848	3.5%
Capital	-	-	-	-	-	0.0%
Total General Funds	**1,355,392**	**1,337,057**	**1,337,950**	**1,292,146**	**(44,912)**	**-3.4%**

- ◊ FY14 General Fund Budget supports 20.5 FTEs -.6 below FY13 Budget =Reduction in staff hours
- ◊ Grants Fund 18.0 FTE's -3.22 below FY13 Budget = 3 Case managers .22 reduction in Dentist hours
- ◊ Total Decrease of FTE's -3.28

Expenditure Cuts:

- ◊ Salaries and Wages Grant Offset - $45,000
- ◊ $83,759 anticipated revenue increase to offset additional cuts
- ◊ Additional $3,095 in cuts moved to other object codes within the Health Department

Revenue:

- ◊ Revenue decrease from $491,650 in FY13 to $375,409 in FY14. ($116,241 decrease)
- ◊ The Revenue decrease is due to one time revenue re-classed from a grant to the general fund in FY13

Grants:

- ◊ The Health & Human Services Department anticipates FY14 Grants and other funding sources in the amount of $3,073,399

Departmental Overview & Highlights

The Springfield Department of Health and Human Services (SDHHS) works closely with governmental agencies and community-based organizations through a collaborative process to determine the health and human services needs of the residents of the City of Springfield. In addition, SDHHS is charged with developing policies that will protect the health and well-being of residents and ensuring a quality, diverse, healthcare workforce by improving access to education, employment, and health services.

Springfield Department of Health and Human Services for the Homeless Health Center

The HSH Health Center, a 330 Health Center, is eligible for Health Safety Net (HSH) plan benefits. We will have the ability to access some of the funds from this program to pay for dental care for those homeless adult patients in need. The billing department is working with HSH to set up the HSH Health Center with their reimbursement program. HSH would cover some of the services MassHealth eliminated for adults in 2010 – mainly restorative services. HSH is credentialed with Health New England

Springfield Coalition for Opioid Overdose Prevention - (SCOOP)

SCOOP trained/educated all of the Springfield Police Department's cadets and seasoned officers during their mandated in-service training on opioid overdose reversal techniques and how to address the barrier for contacting EMS during an overdose incident with community stakeholders.

SCOOP contracted to create a culturally competent opioid overdose prevention curriculum as an effort for substance abuse serving agencies to work more effectively with individuals they serve.

Springfield Department of Health and Human Services – Mass in Motion – Springfield Wellness Leadership Council (SWLC)

Springfield Wellness Leadership Council (SWLC) Wellness Council formed a subcommittee to map all the places where people can be physically active in the city and identify areas that were in most need of places to be active. We partnered with the parks department and our city's planning department and gained access to open space maps to help us determine the areas greatest need.

Springfield Department of Health and Human Services – Emergency Preparedness

Neighborhoods that are prepared for public health emergencies and disaster events save lives, reduce severity of injuries, trauma and reduce property damage. Individuals and neighbors work together to help develop stronger communities and improve the quality of life.

Community Emergency Preparedness trainings	(12)
Staff Incident Command System trainings	(4)
Hampden County Health Coalition meetings	(12)

Springfield Department of Health and Human Services – Springfield Adolescent Sexual Health Advisory (SASHA)

SASHA, in conjunction with the Springfield School Department, advocated for a condom availability policy to be implemented in the Springfield Public Schools.

SASHA held a community forum at the Basketball Hall of Fame on May 30, 2012 to gather input from the community.

The Springfield School committee approved the condom availability policy.

Task force recommendations will go to The Mayor and Superintendent in September.

Springfield Department of Health and Human Services – Community Health Nursing

Community Health Nursing distributed more than 2,012 flu shots to city residents. In addition, the unit managed in excess of 100 tuberculosis cases.

Springfield Department of Health and Human Services – Environmental Health

Environmental Health initiated more than 2,100 inspections for food handling. Fee increases are recommended.

Springfield Department of Health and Human Services – Tobacco Control Program

Implemented a regulation banning the sale of tobacco products in Healthcare Institutions, including pharmacies. The ban went into effect on May 21, 2012. Permit fees increased from $50 to $100.

Partnerships for Success

The Department of Health and Human Services was awarded a $120,000 grant to work with young people to prevent prescription misuse and abuse.

Risks and Challenges for Fiscal Year 2014

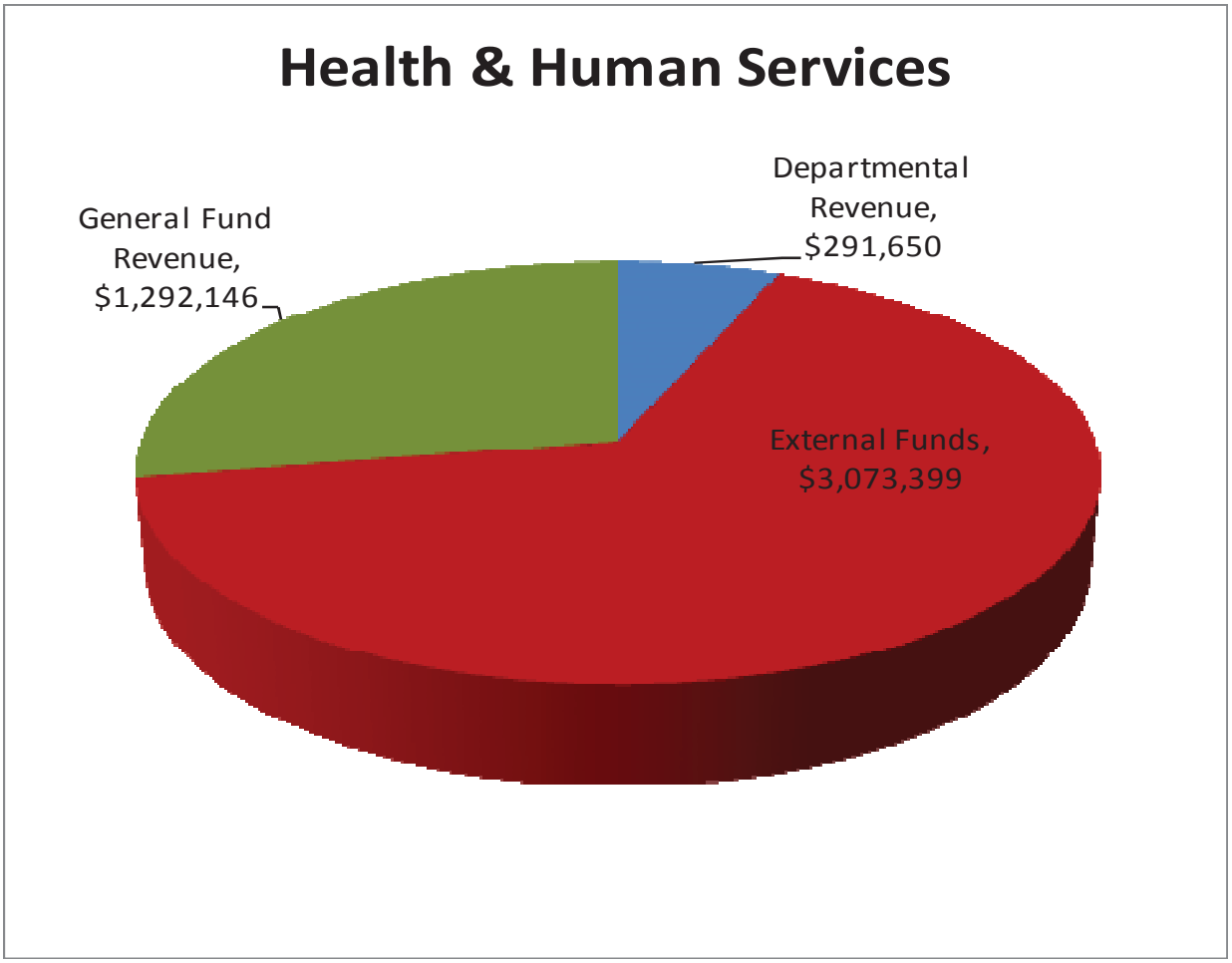
Massachusetts General Law Chapter 111 mandates that public health services be available to the residents of the city to follow up and prevent the spreading of communicable diseases and to contain outbreaks. It is essential that the City deal with the many health issues confronting City residents, especially those living in poverty, that do not have access to good nutrition and regular preventive care.

In the event of a public health emergency our ability to respond would be severely diminished. Since September 11, 2001, Public Health has increasingly been asked to respond to and prepare for potential bioterrorism threats.

The nursing staff plays a critical role when the department is asked to staff and maintain a sheltering system when the need arrives. Closing the SMITH clinic means thousands of residents will have no access to life saving services.

Revenue Detail

Departmental Revenue:



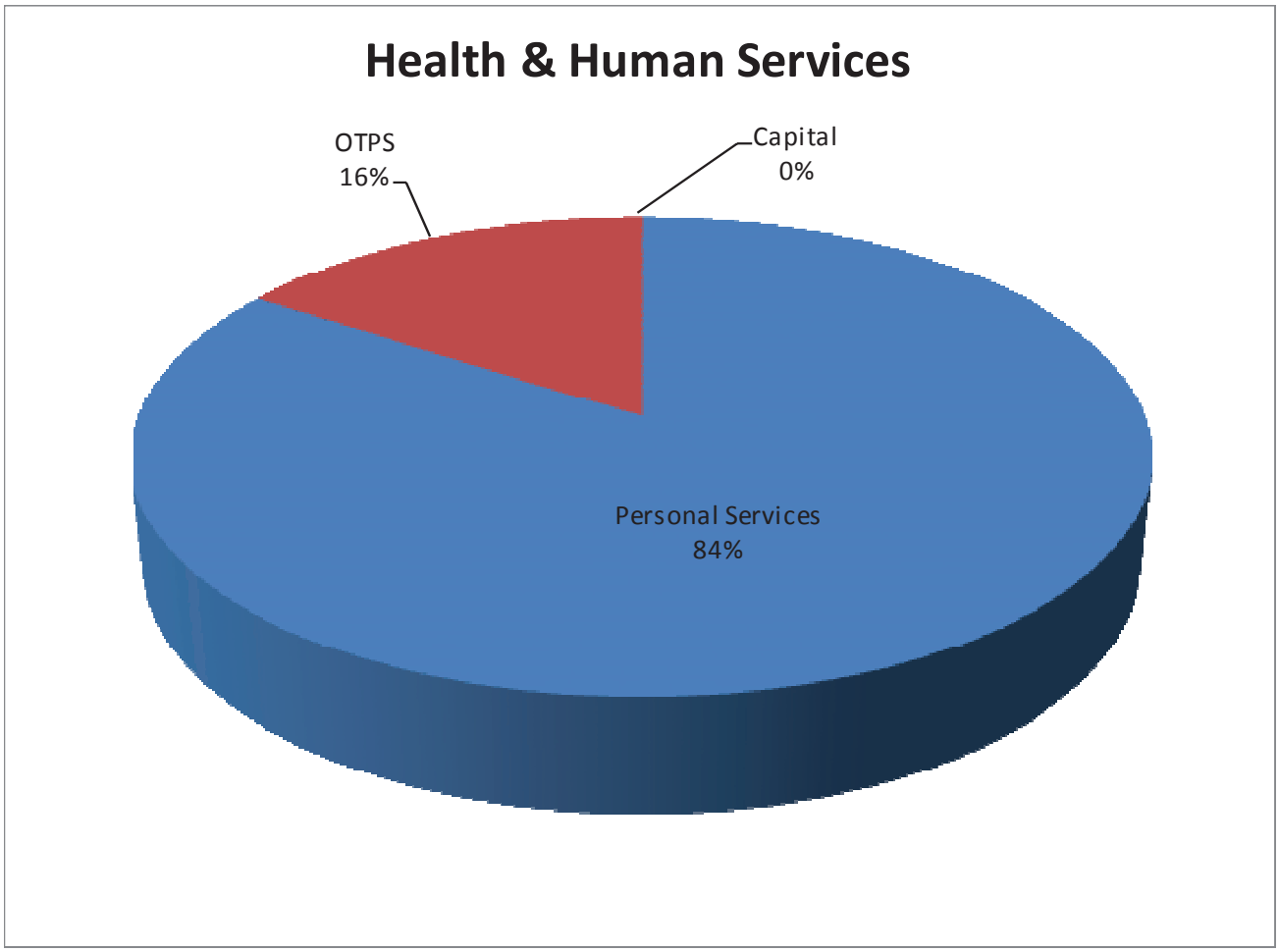
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
OTHER PERMITS	234,715	287,000	287,000	-	0.0%
DEPARTMENTAL FINES	2,550	4,650	4,650	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	200,000	-	(200,000)	-100.0%
Total Departmental Revenue	**237,265**	**491,650**	**291,650**	**(200,000)**	**-40.7%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
CAP	GRANT	Various	263,843	-
PIONEER VALLEY AHEC-CORE	GRANT	Various	671,280	66,079
PIONEER VALLEY AHEC-MODEL	GRANT	Various	397,375	15,593
PIONEER VALLEY AHEC-MIT	GRANT	Various	162,788	(8,025)
HIV/AIDS	GRANT	Various	400,000	77,294
TOBACCO PROGRAM	GRANT	Various	453,527	207,069
STOP ACCESS	GRANT	Various	500,000	93,097
MASS CALL2	GRANT	Various	420,000	76,628
MASS IN MOTION	GRANT	Various	134,020	4,230
HEALTH SERVICES FOR THE HOMELESS	GRANT	Various	2,922,438	126,066
Subtotal Multi-year grants:			***6,325,271***	***658,031***
STOP ACCESS 5035	GRANT	6/30/2014	80,000	36,666
STOP ACCESS 5034	GRANT	6/30/2014	80,000	36,666
AHEC MYAT MINI GRANT FY13	GRANT	6/30/2014	-	-
MASS CALL II FY13	GRANT	6/30/2013	120,000	26,692
AHEC-MODEL FY13	GRANT	8/31/2013	68,950	66,530
HEALTH SERVICES FOR THE HOMELESS	GRANT	10/31/2014	1,194,003	178,068
TOBACCO FY13	GRANT	6/30/2013	65,832	26,856
PIONEER VALLEY AHEC-CORE FY13	GRANT	6/30/2013	109,000	21,753
MA Cmty Transformation-MA Motion	GRANT	9/29/2013	52,500	1,629
ORI-TAG FY13	GRANT	9/30/2013	113,207	1,401
Parntership For Success II	GRANT	6/30/2013	120,000	21,473
Subtotal FY14 anticipated grants:			***2,003,492***	***417,735***
HANDICAP PARKING	OTHER	NONE	457,607.65	457,608
MA Cmty Transformation-MA Motion	GRANT	NONE	17,500.00	17,500
HEALTHCARE FOR THE HOMELESS - MED ASST.	OTHER	NONE	228,521.43	228,521
HEALTH SERVICES FOR THE HOMELESS	GRANT	10/31/2014	1,194,003	1,194,003
MASS CALL II FY14	GRANT	NONE	100,000	100,000
Subtotal Other Funding:			***1,997,632***	***1,997,632***
TOTAL External Funding Sources:			**10,326,395**	**3,073,399**

Expenditure Detail



Health & Human Services	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	1,153,407	1,140,868	1,089,108	(51,760)	-4.5%
OTPS	201,985	196,189	203,037	6,848	3.5%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**1,355,392**	**1,337,057**	**1,292,146**	**(44,912)**	**-3.4%**

Program Summaries

Springfield Coalition for Opioid Overdose Prevention (SCOOP)

SCOOP's mission is to train, educate, advocate, and provide support and resources to all who are affected by opiate abuse and overdoses, for both users and non-users.

SCOOP is comprised of a diverse group of people who live and work in Springfield and who are concerned with the health of the Springfield community, particularly with the impact of opiate overdoses in the community. By reducing the stigma associated with opiate use and the barriers to seeking assistance, SCOOP's goal is to decrease the number of fatal, and non-fatal, opiate overdoses; thereby saving lives.

Department Summary:
Although SCOOP's mission is specific to Springfield, it is the only MassCALL2 initiative in Western MA, with the Department of Health and Human Services being the lead agency. SCOOP has worked closely with the only legal Naloxone (Narcan) pilot program in Western MA, Tapestry Health La Voz Program, to insure that information is disseminated to the public in a comprehensive manner. SCOOP has ensured that services and resources are not duplicated, in order to increase the number of newly informed and trained community stakeholders. Since SCOOP's inception, the program has trained/educated over 2500 individuals within Springfield.

Administrative Services

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.

Citywide Strategic Priority: Education, Fiscal & Operational Excellence

Fiscal Year 2014 Performance Measures -Health (Administrative Service)				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Increase the number of trainings attended by administrative support staff				
Number of trainings attended per staff member	N/A	3	2	3

Child Maternal Health

The Springfield Infant/Child/Adolescent Health and Safety Program 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.

Citywide Strategic Priority: Public Safety

Fiscal Year 2014 Performance Measures -Health (Child Maternal Health)				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Reduce the infant mortality rate in Springfield				
Infant Mortality Rate per 100,000	N/A	6	N/A	6
Number of participants at community events providing maternal health education	N/A	300	536	600

Community Health Nursing

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.

Citywide Strategic Priority: Public Safety

Fiscal Year 2014 Performance Measures -Health (Community Health Nursing)				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Goal - Increase prevention				
Flu Shots dispensed	N/A	3,000	1,732	2,500
Pneumonia Shots dispensed	N/A	N/A	72	100
Goal - Increase treatment				
Tuberculoses active/latent cases managed	N/A	100	100/156	90/130
Number of visits for patients receiving treatment/follow-up visits	N/A	300	600	550
Goal - Increase the number of community-based sites offering various services				
Number of agencies and organizations in partnership wth HHS	N/A	220	200	175
Number of residents receiving disaster preparedness training	N/A	700	300	400

Environmental Health Department

Environmental Health engages in:

- ◊ Inspection and issuance of permits pertaining to food establishments such as restaurants, markets, bakeries, convenience stores, bars, and mobile units. Also institutional food establishments such as colleges, hospitals, nursing homes, public and private schools, and day care enters. Temporary food events such as festivals.
- ◊ Inspection and issuance of permits pertaining to public, semi-public, and private swimming pools.
- ◊ Inspection and issuance of permits pertaining to health clubs.
- ◊ Inspection and issuance of permits pertaining to tanning salons.
- ◊ Inspection and issuance of permits pertaining to body art establishments.
- ◊ Inspection and issuance of permits pertaining to recreational, sports, residential, and day camps.
- ◊ Collection of water samples for analysis at bathing beaches.
- ◊ A vector control program – Mosquito larvicide of wetland areas.
- ◊ A rodent control program – Bait replacement in sewers.
- ◊ Issuing quarantine orders pertaining to animal bites and investigate suspected rabid animal complaints.
- ◊ Enforcing MA Department of Environmental Protection Regulations (DEP) relating to subsurface disposal system (septic).
- ◊ Investigating complaints relating to public health.

Health Services for the Homeless

Health Services for the Homeless provides direct health care, social services, advocacy and outreach to homeless persons at thirty two (32) sites throughout the City.

Citywide Strategic Priority: Fiscal and Operational Excellence; Healthy Neighborhoods

Fiscal Year 2014 Performance Measures -Health (Health Services for the Homeless)				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Goal - Provide health, social, advocacy, and outreach services to homeless persons efficiently				
Number of homeless persons receiving services	N/A	4,000	3,622	4,500
Percentage of homeless persons controlling hypertension disease	N/A	23%	45%	60%
Percentage of homeless persons controlling diabetes disease	N/A	19%	30%	50%
Goal - Ensure compliance with all State Sanitary Codes and Standards				
Number of facilities inspected for proper disposal of medical waste	N/A	7	N/A	N/A
Percentage of facilities closed	N/A	N/A	N/A	N/A
Number of recreation camps inspected for proper sanitary standards	N/A	28%	N/A	N/A
Percentage of recreational camps closed	N/A	0%	N/A	N/A
Number of public pools inspected for proper sanitary standards	N/A	35	N/A	35
Percentage of public pools closed	N/A	N/A	0	N/A
Number of food handling establishments inspected for proper food handling		3,223	3,125	3,000
Number of food handling establishments inspections	N/A	2,138	1,921	2,100
Percentage of facilities warned for non-compliance	N/A	N/A	N/A	N/A
Number of investigations for food-borne illness	N/A	10	N/A	N/A
Number of code complaints received	N/A	110	14	N/A
Percentage of code complaints resolved	N/A	100%	100%	100%

Mayor's Office for Citizens with Disabilities

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 is complied with in the City of Springfield.

Tobacco Control

The Tobacco Control Program is dedicated to helping the residents of Springfield understand the hazards of tobacco smoke, and educating the public about living a healthier, smoke-free, lifestyle. The program also develops policy on a city-wide level.

Citywide Strategic Priority: Healthy Neighborhoods

Fiscal Year 2014 Performance Measures -Health (Tobacco Control)				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Goal - Ensure compliance with all State and Local Mandated Trainings				
Number of employees completing Ethics Training	N/A	125	49	52
Percentage of employees completing Ethics Training	N/A	100%	100%	100%
Goal - Ensure Compliance with local Youth Access Tobacco Ordinance				
Under Age Sale Attempts	N/A	250	109	280
Percentage of Failed Inspections	N/A	TBD	10%	8%
Number of compliance checks on tobacco retailers	N/A	250	313	350

Oral Health Program

The Oral Health Program delivers quality dental care to those members of the community seeking 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 disease where possible and restoring to dental health those patients with dental diseases. The oral health program tries to be as visible as possible within the community and rarely turns down an invitation to be a part of a community event.

Citywide Strategic Priority: Public Safety

Fiscal Year 2014 Performance Measures -Health (Oral Health Program)				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Number of visits (oral health)	N/A	500	439	500
Number of completed treatment plans based on total visits	N/A	300	129	250
Percentage of completed treatment plans based on total visits	N/A	100%	32%	52%

Violence Prevention

The Violence Prevention unit implements components of a prevention and intervention program for youth by working with community-based organizations and other city departments.

Citywide Strategic Priority: Public Safety

Fiscal Year 2014 Performance Measures -Health (Violence Prevention)				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Number of students trained city-wide in mediation / violence prevention / anti- bullying	N/A	400	450	500

Mediation Services

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.

Citywide Strategic Priority: Public Safety

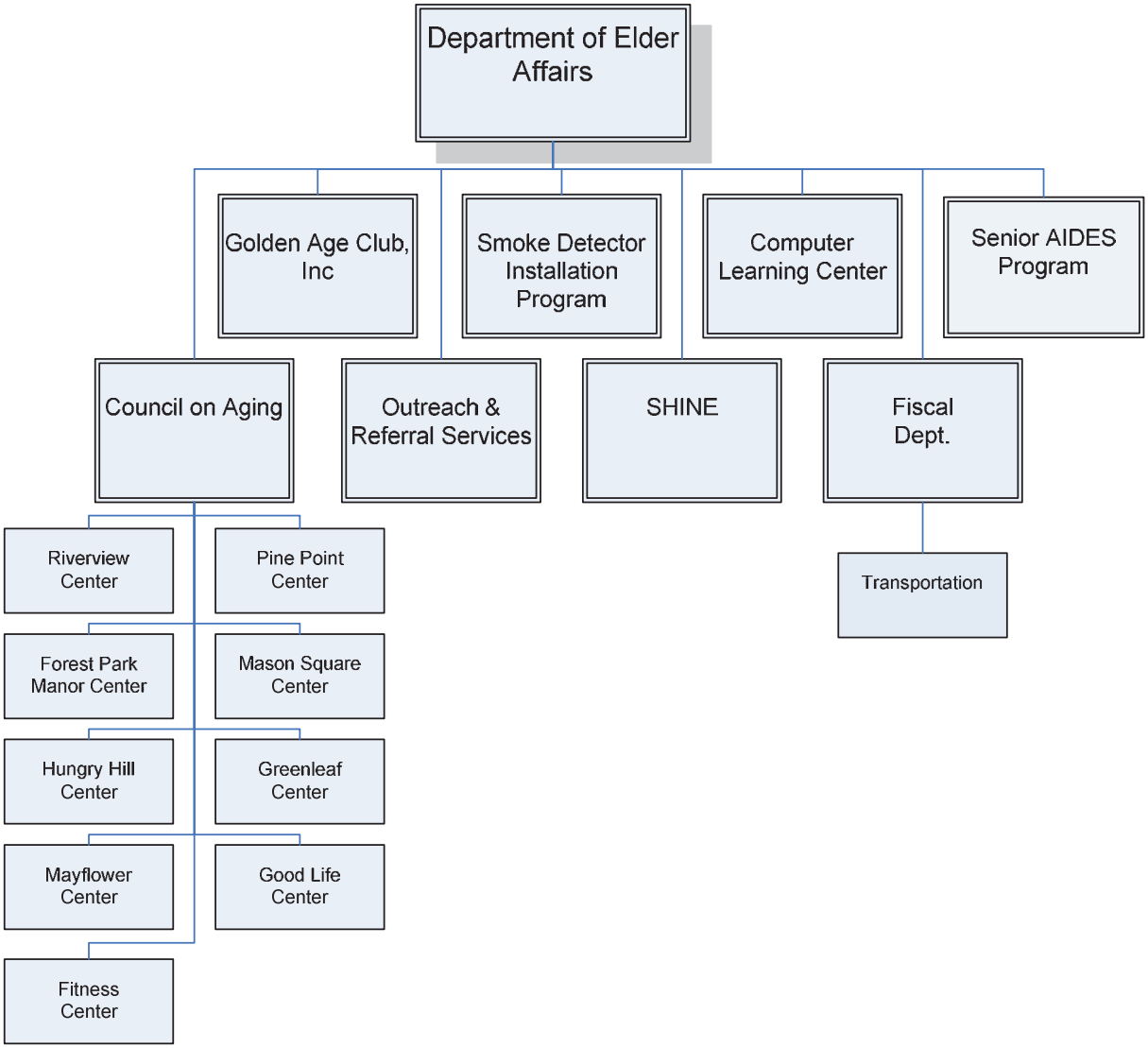
Fiscal Year 2014 Performance Measures -Health (Mediation Services)				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Goal - Increase trained volunteers in mediation				
Number of volunteers trained in mediation	N/A	48	25	40
Number of clients intakes for mediation services	N/A	275	161	250

Area Health Education Center (AHEC)

The Pioneer Valley Area Health Education Center (AHEC) is one of six regional AHEC's (MassAHEC Network) in the Commonwealth of Massachusetts. Administered by the City of Springfield since 1996, its mission is to reduce health disparities by enhancing the skills and increasing the diversity of the healthcare taskforce. AHEC staffs and coordinates a coalition of community outreach workers that provides professional development and networking opportunities and an annual one-day conference to greater Springfield community outreach workers. In addition, AHEC administers a preparatory training on the profession of a medical interpreter.

Elder Affairs

The Department of Elder Affairs is dedicated to enhancing the quality of life for elderly citizens in the City of Springfield.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	5.90	6.40	5.3	(1.2)	-18.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	8.6	8.0	7.8	(0.2)	-3.1%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**14.5**	**14.4**	**13.0**	**(1.4)**	**-9.7%**

All Funds Budget

Revenue Overview:

Elder Affairs Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	154	-	-	-	0.0%
External Funds	1,015,632	1,240,314	1,528,892	288,578	23.3%
General Fund Revenue	300,555	298,517	304,141	5,624	1.9%
Total Departmental Revenue	**1,316,341**	**1,538,831**	**1,833,033**	**294,202**	**19.1%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	279,975	282,838	287,338	4,500	1.6%
OTPS	20,580	15,678	16,802	1,124	7.2%
Capital	-	-	-	-	0.0%
Total General Funds	**300,555**	**298,517**	**304,141**	**5,624**	**1.9%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	1,015,632	1,240,314	1,528,892	288,578	23.3%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**1,015,632**	**1,240,314**	**1,528,892**	**288,578**	**23.3%**
All Funds Budget:	**1,316,187**	**1,538,831**	**1,833,033**	**294,202**	**19.1%**

Budget Development

Elder Affairs Services Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	279,975	282,838	287,338	287,338	4,500	1.6%
OTPS	20,580	15,678	16,802	16,802	1,124	7.2%
Capital	-	-	-	-	-	0.0%
Total General Funds	**300,555**	**298,517**	**304,141**	**304,141**	**5,624**	**1.9%**

- ◊ 5.3 General Fund FTE's
- ◊ 7.6 Grant Fund FTE's
- ◊ 1.6 decrease in total FTE's
- ◊ 2% Salary increase to Personal Services

Expenditure Cuts:

- ◊ No reductions taken in the Elder Affairs department.

Revenue:

- ◊ The Department of Elder Affairs does not generate any departmental revenue.

Grants:

- ◊ The Department of Elder Affairs anticipates grants in the amount of $1,242,825 in FY14.

Departmental Overview & Highlights

The Department of Elder Affairs provides a continuum of services from center-based programs, to advocating for the needs of elders citywide. The Department offers recreational and educational programs at seven program sites throughout the City. It provides outreach and referral services that provides elder citizens access to resources. The Department re-trains and places low-income, unemployed, mature workers back into the workforce through its Senior Aide program. This program is supported by the Department of Labor provider, Senior Service America.

The Department of Elder Affairs also administers the Serving Health Information Needs of Elders (SHINE) program from the state Department of Elder Affairs. This program 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, tours, and holds weekly meetings at eleven locations throughout the City. Lastly, the Department of Elder Affairs collaborates with the Springfield Fire Department to administer the Smoke Detector Program. This program protects the City and its residents by installing 10-year lithium smoke detectors in senior owned homes.

Fiscal Year 2013 Highlights

- ◊ Serviced more than 12,000 elders in our senior center and programs city wide.
- ◊ Department of Elder Affairs received a grant from Department of Public Health to purchase 1000 carbon monoxide detectors
- ◊ Installed more than 500 smoke detectors program to date has installed 5,000 smoke detectors in homes.
- ◊ Increased mobile market participation FY12,we had 5 sites and increased to 9 consisting of senior centers and elder housing sites. Elders purchased over 20,000 pounds of fresh organic produce.
- ◊ Expanded our physical education classes to include Tai Chi in Forest Park and Kennefick Park.
- ◊ Expanded our AARP partnership by increasing our Tax Aide program to include more days and number of tax preparers to service the increased number of elders.
- ◊ Created a grandmother/ young mother literacy group with Brightwood Library. The goal of program is to increase literacy by utilizing library resources along with grandmothers mentoring young moms on parenting.

Risks and Challenges for Fiscal Year 2014

The population of elders is growing beyond 24,000 aged 65 and older. The increased retiree population is expected to stay in their homes longer, and utilize more municipal serves to support that longevity.

Median elder income is less than $13,000. More elders are seeking supportive services for basic needs, yet the department has no access to the required resources, and community nonprofits also have limited resources. Seeing increased need for congregated lunches and brown bags.

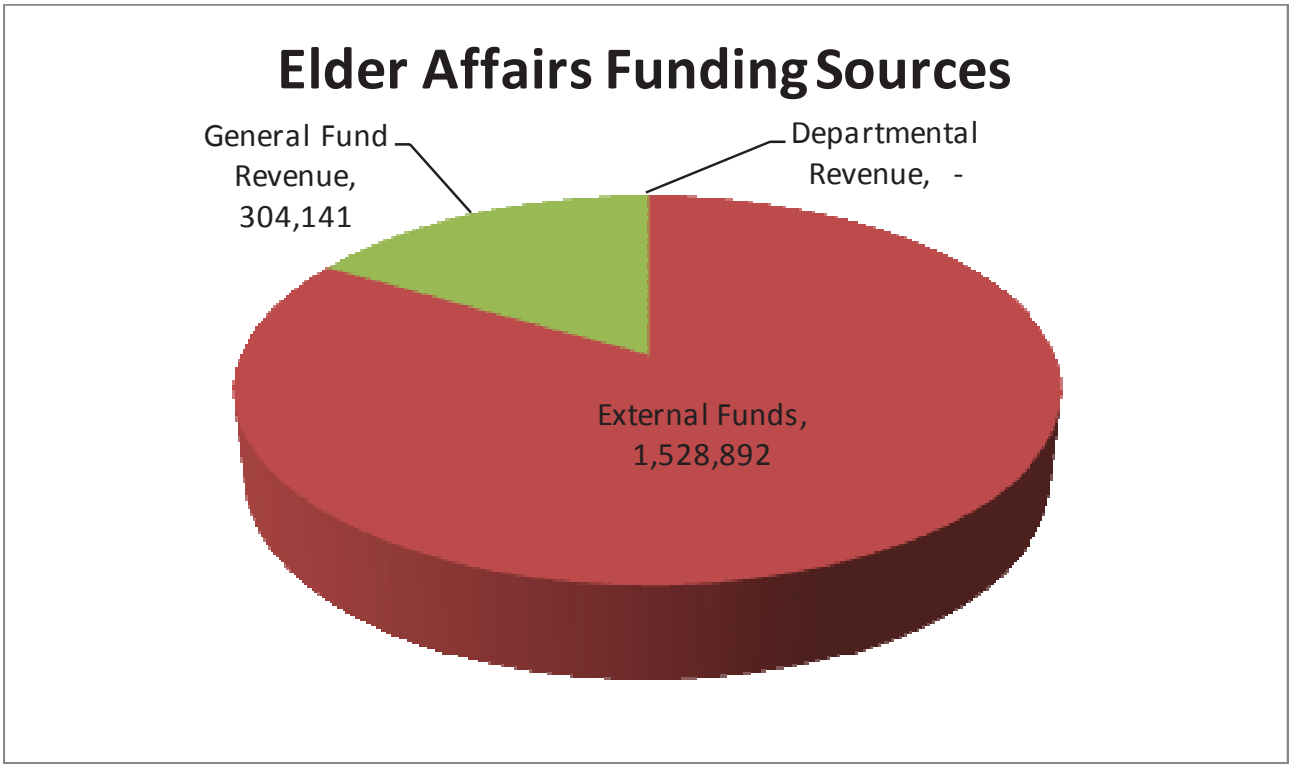
Elders not having access to outside home maintenance during seasonal and weather events, i.e. shoveling, raking etc.

An extreme challenge is for the Department to continue providing services at the Goodlife Center which is not handicapped accessible for elders using the DEA Van and public transit.

Continuing to provide services with decreased funding resources

Revenue Detail

Departmental Revenue:



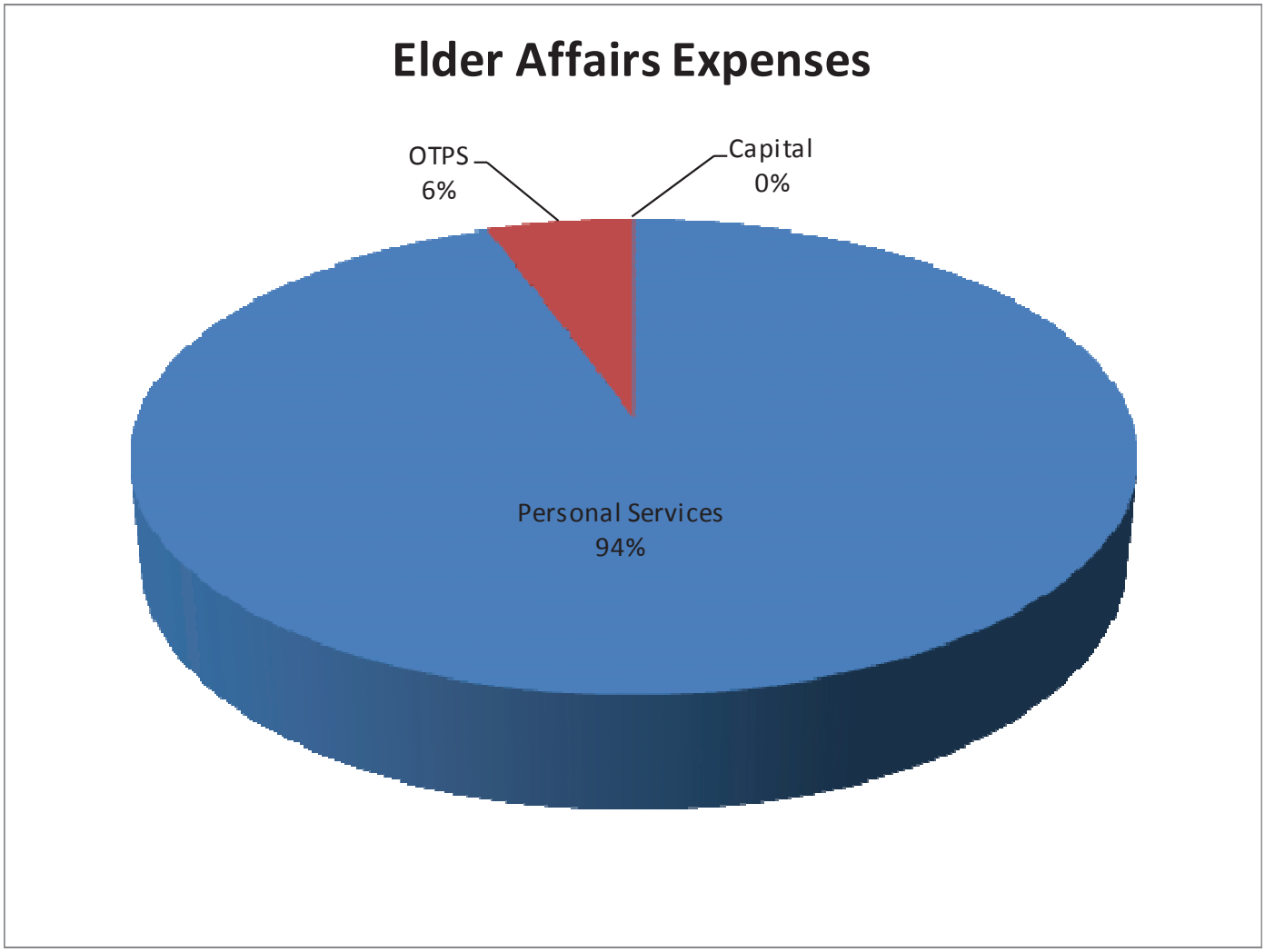
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEN	-	-	-	-	0.0%
Total Departmental Revenue	**-**	**-**	**-**	**-**	**0.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
GREATER SPRINGFIELD SENIOR SERVICES 13	GRANT	9/30/2013	87,390	21,848
COMMONWEALTH CARE ALLIANCE - SENIOR	GRANT	3/7/2014	15,000	5,000
SENIOR AID	GRANT	Various	4,906,126	169,514
GREATER SPRINGFIELD SENIOR SERVICES	GRANT	Various	326,940	(10,386)
SHINE	GRANT	Various	441,798	53,453
MIPPA	GRANT	Various	181,039	4,178
COUNCIL ON AGING	GRANT	Various	954,933	42,461
COMCAST - SENIOR CITIZENS	GRANT	6/30/2013	40,000	-
Subtotal Multi-year grants:			**6,953,226**	**286,067**
SENIOR AID 14	GRANT	6/30/2014	844,446	844,446
GREATER SPRINGFIELD SENIOR SERVICES 14	GRANT	9/30/2014	88,980	88,980
SHINE 14	GRANT	6/30/2014	64,195	64,195
MIPPA 14	GRANT	6/30/2014	38,016	38,016
COUNCIL ON AGING 14	GRANT	6/30/2014	167,188	167,188
COMCAST - SENIOR CITIZENS 14	GRANT	6/30/2014	40,000	40,000
Subtotal FY14 anticipated grants:			**1,242,825**	**1,242,825**
Subtotal Other Funding:			**-**	**-**
TOTAL External Funding Sources:			**8,196,051**	**1,528,892**

Expenditure Detail



Elder Affairs Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	279,975	282,838	287,338	4,500	1.6%
OTPS	20,580	15,678	16,802	1,124	7.2%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**300,555**	**298,517**	**304,141**	**5,624**	**1.9%**

Program Summaries

Council on Aging Senior Centers

Senior Centers (program sites) provide health and recreational activities for Springfield is senior residents. These Centers include; Riverview, Hungry Hill, May Flower, Good Life, Mason Square, Pine Point, Forest Park Manor, and Green Leaf Community Center. In order to support Senior Center activity, the Department of Elder Affairs utilizes the Council on Aging (COA) grant. This grant partially funds programs that promote fitness, education, health screenings, recreational activities, trips, and special events. COA grants also partially fund staffing at the Senior Centers and a City-wide van driver to assist elder citizens who are unable to provide their own transportation.

Citywide Strategic Priority: Education, Healthy Neighborhoods

Fiscal Year 2014 Performance Measures - Elders-Council on Aging Senior Center				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Number of community based partnerships established to enhance services	N/A	6	6	9
Unduplicated number of senior citizens participating in senior activities	3,416	5,575	5,258	6,000
Duplicated number of senior citizens participating in senior activities	87,790	115,845	52,892	118,000
Number of outreach programs offered (including health information workshops)	9	10	12	14
Number of health and wellness programs offered	4	4	6	7
Number of participants in health and wellness programs	1,211	1,564	1600	1,700
Number of meals provided per week	550	550	623	700
Number of participants in Brown Bag program	300	328	434	500
Percent of participation: Latino	90%	95%	95%	97%
Percent of participation: Vietnamese	N/A	0.2%	0.3%	0.38%

Serving the Health Information needs of Elders (SHINE)

The SHINE program helps seniors understand 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.

Citywide Strategic Priority: Education, Healthy Neighborhoods

Fiscal Year 2014 Performance Measures - Elders Shine				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Number of SHINE counseling sessions	1,200	3,015	2,450	2,500
Number of community based partnerships established to enhance services	8	8	10	11
Number of health/Medicare-related trainings held	80	100	108	120
Percent of new volunteers	3.75	9	4	4
Number of home visits	120	250	130%	200
Number of volunteer trainings	12	14	14	13

Greater Springfield Senior Services Outreach and Referral

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 elders or caregivers receiving or providing quality care, conducts community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, under-insured, uninsured, or homeless.

Citywide Strategic Priority: Education, Healthy Neighborhoods

Fiscal Year 2014 Performance Measures - Elders Greater Springfield Senior Services Outreach and Referral				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Number of visits to elder housing facilities and organizations	183	200	200	200
Number of community based partnerships established	60	60	100	100
Number of services offered by DEA	120	120	120	120
Number of referrals provided	1500	4000	40	4000

Senior Aides Program

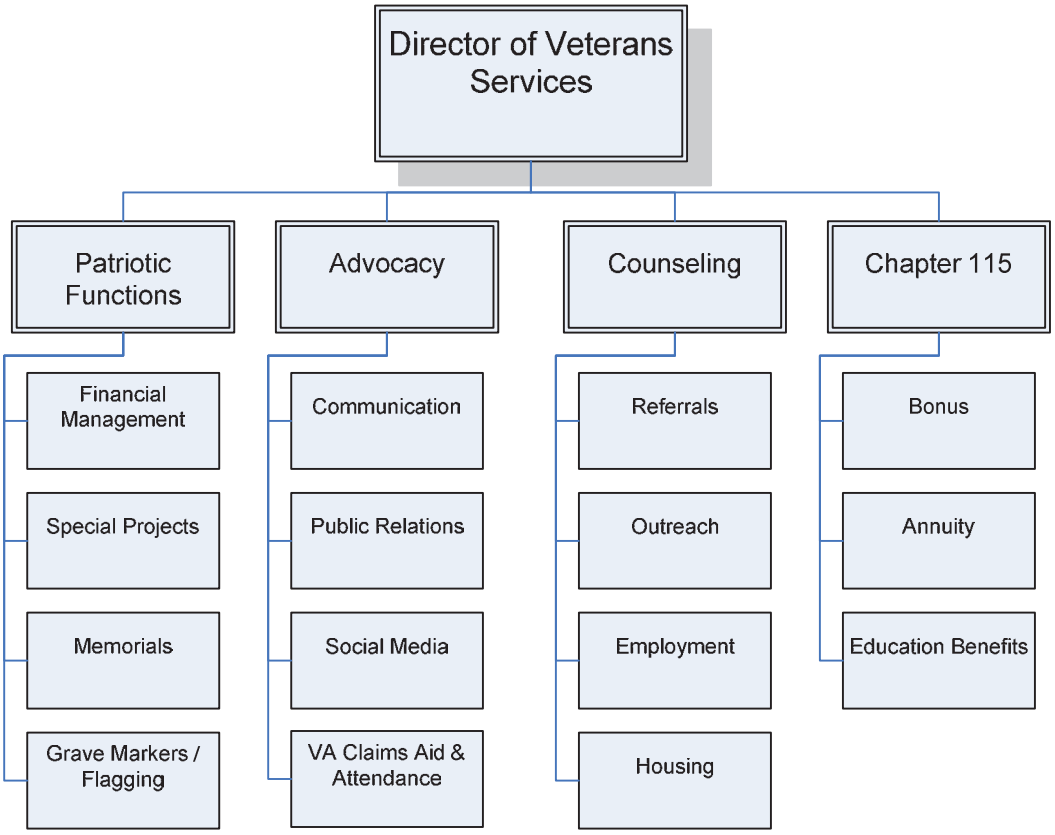
The Senior Aides program promotes the transition of the unemployed mature worker from subsidized to unsubsidized employment. The major objective of the program is to address needs commonly experienced by low-income, mature workers: additional income, re-entry into the workforce, and economic independence. Funds for this program are furnished by a federal program, Senior Service of America, Inc.

Citywide Strategic Priority: Education, Healthy Neighborhoods, Economic Vitality

Fiscal Year 2014 Performance Measures - Elders Senior Aides Program				
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Number of additional Senior Aide program training sites	3	2	2	3
Percent of unsubsidized job placements for the Senior Aid Employment Program (does not take into account other participants exits from the program)	20%	19%	12%	24%
Number of enrollees	110	70	70	75
Number of unsubsidized job placements	22	15	8	18
Number of community based partnerships established to increase change of placement	4	3	2	4
Number of new host agencies recruited	3	3	2	3
Average number of days at host agencies	365	365	180	180
Number of participants per training	55	51	6	6
Number of training sessions provided	4	4	10	24

Veteran Services

The mission of the Department of Veterans' Services is to advocate on behalf of all the Commonwealth's Veterans , to provide them with quality support services, and to direct an emergency financial assistance program for Veterans and their dependents in need.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	4.0	4.0	4.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**4.0**	**4.0**	**4.0**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

Veteran Services Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	-	-	2,040,368	2,040,368	0.0%
External Funds	-	500	500	-	0.0%
General Fund Revenue	2,965,318	3,151,491	1,533,068	(1,618,423)	-51.4%
Total Departmental Revenue	**2,965,318**	**3,151,991**	**3,573,936**	**421,945**	**13.4%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	211,482	226,973	219,918	(7,055)	-3.1%
OTPS	2,753,836	2,924,518	3,353,518	429,000	14.7%
Capital	-	-	-	-	0.0%
Total General Funds	**2,965,318**	**3,151,491**	**3,573,436**	**421,945**	**13.4%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	500	500	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**500**	**500**	**-**	**0.0%**
All Funds Budget:	**2,965,318**	**3,151,991**	**3,573,936**	**421,945**	**13.4%**

Budget Development

Veteran Services Department Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	211,482	226,973	264,886	219,918	(7,055)	-3.1%
OTPS	2,753,836	2,924,518	3,274,518	3,353,518	429,000	14.7%
Capital	-	-	-	-	-	0.0%
Total General Funds	**2,965,318**	**3,151,491**	**3,539,404**	**3,573,436**	**421,945**	**13.4%**

- ◊ Funds 5 FTEs, which is a 1 FTE increase from FY13
- ◊ Personal Services increase is due to adding 1 FTE and a 2% increase to salaries
- ◊ OTPS increase due to Veteran Case growth

Expenditure Cuts:

- ◊ Patriotic Functions—$8,000
- ◊ VETS—Nursing Homes—$13,000

Revenue:

- ◊ 75% State Reimbursement—$2,040,368

Grants:

- ◊ No grants currently anticipated by this department.

Departmental Overview & Highlights

In accordance with Massachusetts General Law Chapter 115, Section 3, the Department Veteran Services is charged with taking applications for veterans' benefits and for providing financial and medical assistance to qualified veterans and their dependents. The Department is also responsible for dispensing other state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The Department acts as the burial agent for the City and arranges for proper internment of deceased veterans in accordance with state regulations.

The department conducted a training session for Massachusetts Veterans Service Officers Association (MVSOA) at the Annual Conference to improve VSO skills in managing change.

The department organized monthly job skills workshops to assist veterans in securing employment of any kind, and installed computer workstations to support job search efforts.

Had four(4) VA work study interns and 4 Chapter 115 veteran volunteers in the operation of the department.

Established a partnership and have collaborated with a regional Employment Board in obtaining a $750,000 grant for the Precision Manufacturing Training Program.

The department intensified its efforts to end Veteran homelessness, by making referrals to HUD VASH program. Currently 27 Chapter 115 recipients have obtained HUD VASH permanent housing.

The department has met a critical need of veterans surrounding information, services and referral for Traumatic Brain Injury and Mental Health for Veterans.

Fine tuned the Department of Revenue Child Support Enforcement program to assist veterans in becoming current with their payments.

Continued to strengthen the department staff's performance by attending the mandated State Department of Veteran Services training and development conducted by State Department of Veterans Services and Massachusetts Veterans Service Officer Association, which has resulted in three staff members being trained.

Department greatly enhanced its readiness posture by creating policies and procedures to coordinated and executed a wide range of services and emergency assistance.

Veterans Services created the first "employable veterans" customer survey. The feedback was used in the design and development of The Veterans and Employer Summit. In addition, we created a customer login tracking system to keep track of the volume of veterans and customers on a daily, weekly, and monthly basis.

The department's veteran outreach programs have improved tremendously based on caseload numbers. In addition, we have revised our "We Are Here For You! Booklet on the services and veterans' benefits we provide, including "Frequently-Asked-Questions" about the department.

The department's staff has actively participated in numerous meetings, schools and college visits, and television and radio talk shows to share information about veterans and the services available as part of our outreach efforts. Created a social media page to better inform and communicate with our local community.

Coordinated placement of American flags on approximately 25,000 veterans' graves for Memorial Day and Veterans Day.

Collaborated with Fuel Assistance to ensure that Veterans who qualified could receive the benefit.

A National Service Officer from the DAV came once a month to assist Chapter 115 recipients with their Veteran claims. Due to the increasing volume these services will increase in FY14.

Risks and Challenges for Fiscal Year 2014

The Department of Veterans Services is staffed with four full-time employees. All aspects of services and benefits have increased in the department, yet the staffing remains constant.

Due to staffing needs, the department's primary duty to furnish information, advice, and assistance to veterans and their dependents, and assist them in procuring benefits to which they may be entitled is at risk. Employment, vocational, or other educational opportunities, hospitalization, medical care, pensions and other veteran benefits may also be in jeopardy.

All Patriotic Function will be eliminated; nursing home services for veterans will be cut. Decreased focus on events and services geared toward veterans.

The Department of Veterans Services will shorten their hours of operation by 2 hours each day starting July 1, 2013. The new hours of operation will be from 9 a.m. to 2:00 p.m. this will allow staff to work on applicant processing, administrative duties, and service activities due to staffing shortages. This action is a way to manage the shortage of staff, its impact on Chapter 115 applications, and its payroll processing.

State Department of Veterans Services requirements also might be impacted. The mandatory biannual recertification has been scaled back in order to process veterans' checks on time. This will cost the City of Springfield a minimum of $100,000 in the upcoming fiscal year.

We will be unable to support the programs which reduce the number of homeless vets in the City of Springfield, which has enabled the State of Massachusetts to reduce homelessness by 30% over the past two years. The department's inability to properly process HUD-VASH (HUD-Veterans Affairs Supportive Housing) veteran's rental checks may cost the City an additional $7,000 to $9,000 per month.

Compliance with veteran's service laws and regulations due to the lack of personnel may be a challenge.

The department will decrease support programs like training and placement of veterans in jobs, improving mentorship, and networking for veterans to assist with job placement.

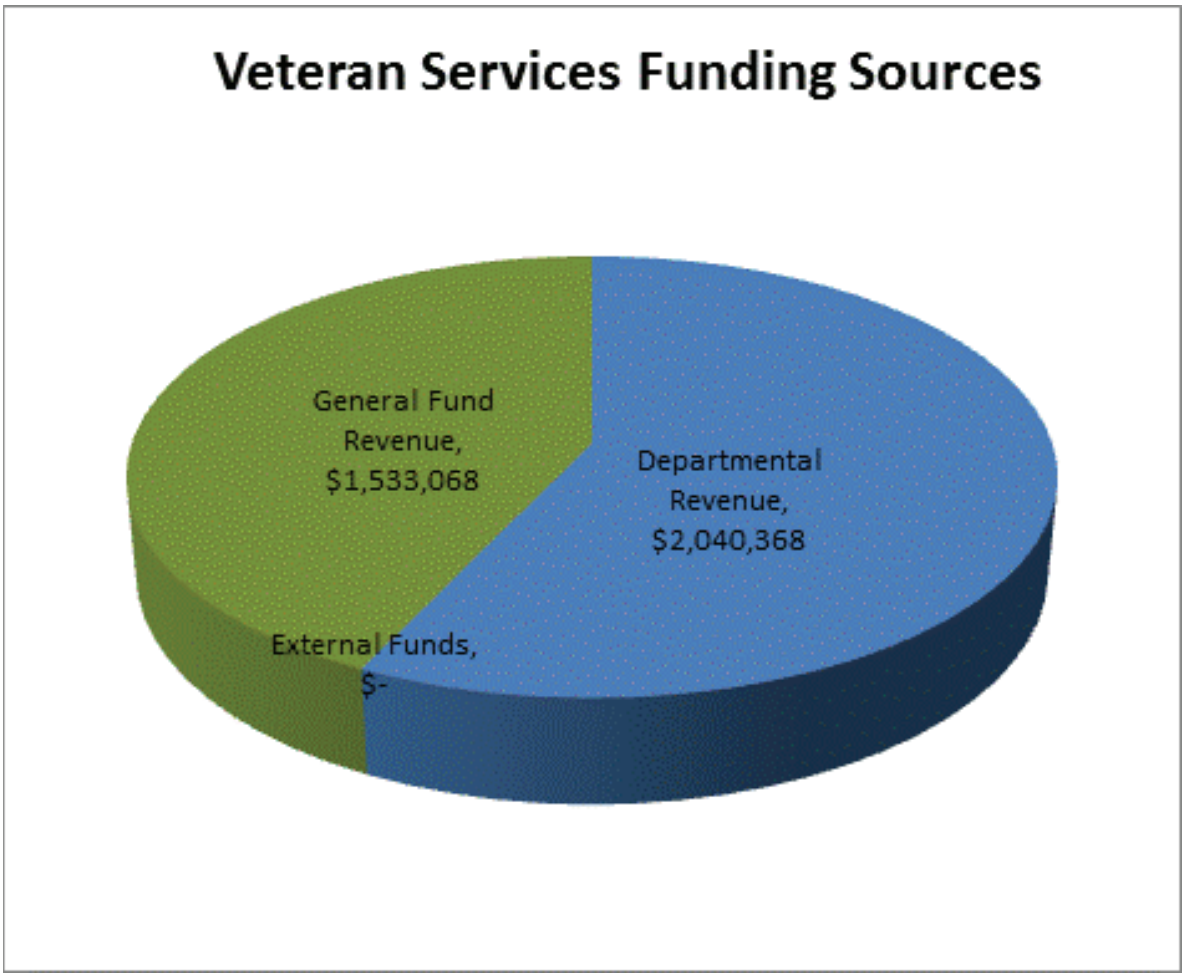
The Department of Veterans' Services operates under a number of mandated statutes and regulations requiring the department to perform certain actions and services; with a lack of staffing, we are not fully able to comply with many of the directives laid out.

The department is unable to effectively prevent and manage debt collectability. The projected impact is as follows:

- ◊ Of approximately $1,000,000 in debt Collectables, $300,000 is considered unrecoverable at this point due to timeframe, resulting in only $700,000.
- ◊ Monthly average Debt Collectables are $3,500, with the exception of a two month per year monthly average Debt Collectables of $50,000.

Revenue Detail

Departmental Revenue:



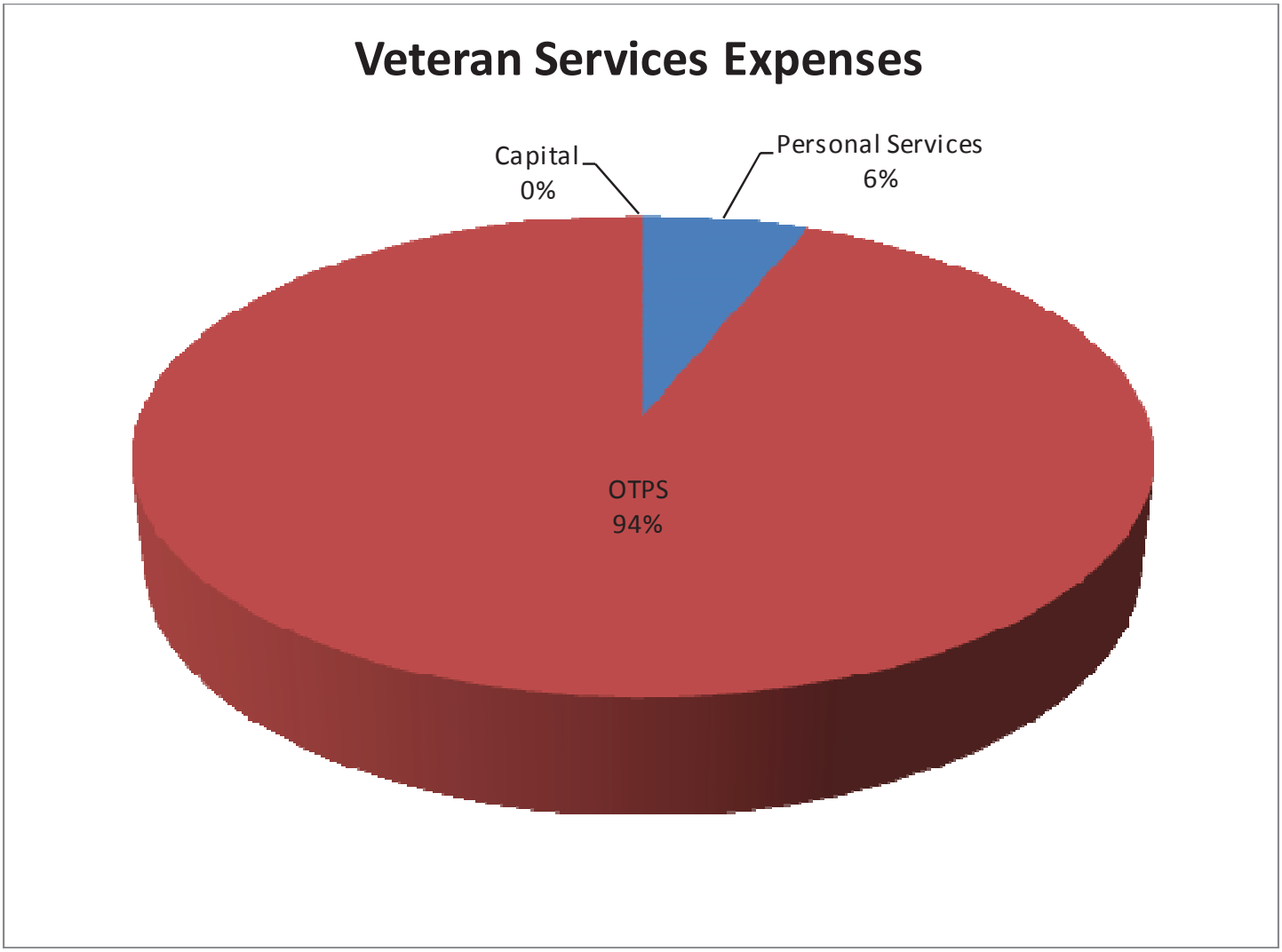
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	1,338	-	-	-	0.0%
Total Departmental Revenue	**1,338**	**-**	**-**	**-**	**0.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
DAVIS FOUNDATION-EMPLOYERS SUMMIT	Grant	6/30/2013	500	500
Subtotal Multi-year grants:			***500***	***500***
			N/A	-
Subtotal FY14 anticipated grants:			**-**	**-**
			N/A	
Subtotal Other Funding:			**-**	**-**
TOTAL External Funding Sources:			**500**	**500**

Expenditure Detail



Veteran Services Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	211,482	226,973	219,918	(7,055)	-3.1%
OTPS	2,753,836	2,924,518	3,353,518	429,000	14.7%
Capital	-	-	-	-	0.0%
Total Departmental Expenditures	**2,965,318**	**3,151,491**	**3,573,436**	**421,945**	**13.4%**

Program Summaries

Veteran Services

Advocate on behalf of eligible city veterans and their dependents on a local, state, and federal level so that they may receive all available benefits.

Citywide Strategic Priority: Fiscal & Operational Excellence, Healthy Neighborhoods, Economic Vitality

Fiscal Year 2014 Performance Measures -Veteran Services			
Metrics	**FY11 Actual**	**FY12 Actual**	**FY13 YTD 4-30-13**
Advocate on behalf of eligible city veterans and their dependents on a local, state and federal level so that they may receive all benefits available.			
Prevail in case appeals	N/A	N/A	N/A
Process Notice of Intent in a timely manner	N/A	N/A	N/A
Process Notice of Action will be issued 14 after Notice of Intent is issued.	N/A	N/A	N/A
Provide monetary benefits to eligible city veterans and their dependents to maximize their financial stability.			
Process all initial applications for benefits within 10 working days as per 108CMR	N/A	N/A	N/A
Provide and support military personnel, city veterans, and all city residents both ceremonially and educationally in order to maximize all services available.			
Number of veteran events organized	N/A	N/A	N/A

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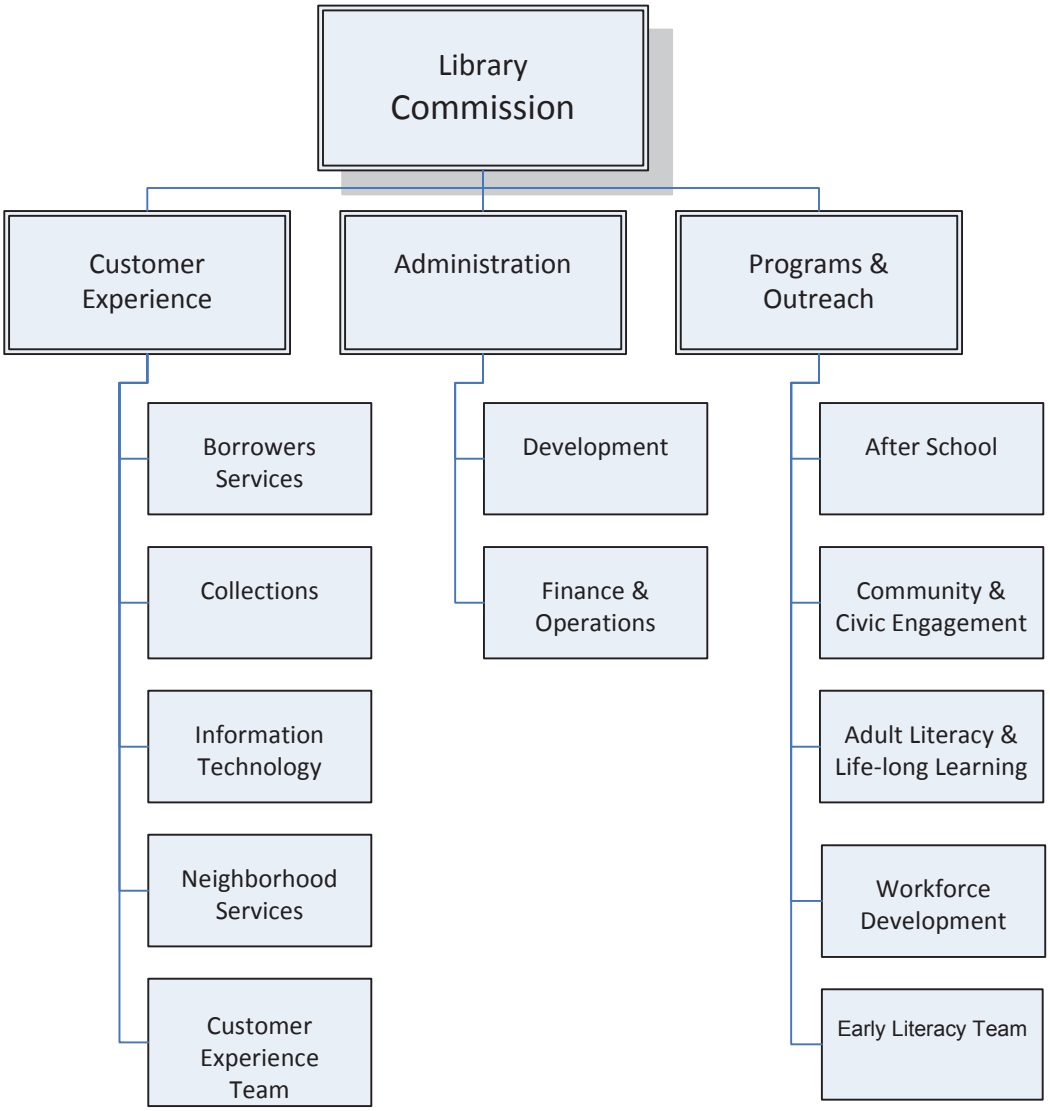
Libraries

Building connections, Broadening horizons, Strengthening community. The community source for literacy, technology and information.



Departmental Staffing

Library	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13
General Fund FTEs	64.9	62.6	59.2	77.9	124.4%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	-	9.2	10.8	6.1	66.3%
Trusts/Donations/Other FTEs	-	2.3	-	-	0.0%
Total FTEs:	**64.9**	**74.1**	**70.0**	**84.0**	**113.3%**

All Funds Budget

Revenue Overview:

Library Department	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	-	-	178,000	178,000	0.0%
External Funds	969,981	623,034	1,352,418	729,384	117.1%
General Fund Revenue	3,586,394	3,555,318	4,104,851	549,533	15.5%
Total Departmental Revenue	**4,556,375**	**4,178,352**	**5,635,269**	**1,456,917**	**34.9%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	2,267,172	2,155,059	2,595,504	440,446	20.4%
OTPS	1,281,487	1,360,259	1,469,347	109,088	8.0%
Capital	37,735	40,000	40,000	-	0.0%
Total General Funds	**3,586,394**	**3,555,318**	**4,104,851**	**549,533**	**15.5%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	828,646	473,034	1,202,418	729,384	154.2%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations		-	-	-	0.0%
Trusts & Edowments	141,336	150,000	150,000	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**969,981**	**623,034**	**1,352,418**	**729,384**	**117.1%**
All Funds Budget:	**4,556,375**	**4,178,352**	**5,457,269**	**1,278,917**	**30.6%**

Budget Development

Libraries Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	2,267,172	2,155,059	2,660,143	2,595,504	440,446	20.4%
OTPS	1,281,487	1,360,259	1,512,404	1,469,347	109,088	8.0%
Capital	37,735	40,000	75,000	40,000	-	0.0%
Total General Funds	**3,586,394**	**3,555,318**	**4,247,547**	**4,104,851**	**549,533**	**15.5%**

◊ Funds 77.9 General Funded FTEs and 6.1 Grant Funded FTEs

◊ Increase to Personal Services after adding staff back to 3 branches previously closed during the FY13 budget process, and a 2% salary increase

◊ Increase to OTPS due to re-opening three libraries

◊ Capital Increase of $35,000 due to the decrease in outside funding source (Gates Foundation) it is imperative to keep up with advances in technology at the libraries.

Expenditure Cuts:

◊ Grant off-sets totaling— $158,470

Revenue:

◊ Level funded to FY13 estimated revenue—$178,000

Grants:

◊ Estimated FY14 grants total $593,017

Departmental Overview & Highlights

For over 150 years, the Springfield City Library has provided public library service to area residents. Starting with a single central library in 1857, the Springfield City Library now provides essential services to all residents and neighborhoods of Springfield through collections, services and programs, selected and developed to meet the specific needs of Springfield residents in neighborhood locations and community outreach.

Today, the Springfield City Library receives nearly one million visitors in person and online each year who take advantage of the many resources and programs available. Families with young children attend story times and educational programs designed to improve early childhood literacy and to promote reading success by 4th grade. Teens and school age children avail themselves of after school programs and activities including help with homework and the library's exciting plans for a digital media creation lab. Adult visitors receive assistance with job seeking, career advancement and computer skills. And everyone enjoys fun family programming or a quiet haven to explore new ideas, perspectives and worlds in the pages of a book or eBook.

Springfield's libraries are welcoming spaces that provide free and open access to information and are a vital source of education and empowerment for all Springfield residents. (634,091 visitors inFY12)

Every day, the library helps Springfield residents of all ages by providing access to a vast range of programs and resources designed to help them improve their lives.

The library is aligned with the City of Springfield priority areas.

- **Public Safety** creates the positive atmosphere necessary for Springfield to thrive. The library is an essential contributor to public safety through active roles such as after school programs and supporting roles, collaborating with agencies and groups to extend their reach and impact.
- **Education** is essential for Springfield's successful future. Low educational outcomes and attainment are linked to a cycle of poverty and currently limits the potential of Springfield and its residents. The library makes significant contributions in this area with its adult literacy program and its strong participation in citywide early childhood literacy efforts.
- **Economic vitality** reflects the complex interactions between the business community, consumers and the workforce in the city's strategic plan. The Library provides services to job seekers, those seeking career advancement and small businesses.
- **Healthy Neighborhoods** addresses a variety of needs including awareness and access to technology as well as health and social services programs. The library provides public computers and programs that improve adult literacy and that expand awareness and access to social services.

Fiscal Year 2013 Program Highlights

The most important undertaking during FY2013 was the major **"Re: Thinking Springfield City Library" consultant study**. Stephen Spohn explored the current status of the system, compared it with other similar systems across the country and in New England, conducted numerous interviews and focus groups, met with City officials, and pointed the way toward a new, **more sustainable** approach to library services and organization that aligned the library even more directly with the specific needs of this community.

This study transforms all the library's efforts by targeting its **programs and outreach efforts** on a citywide basis to address major issues such as Adult Literacy and Lifelong Learning, Early Literacy, After School opportunities for teens, Community and Civic Engagement and Workforce Development. Another new initiative is to shift attention not so much on the library and its current services but on how **customers perceive and experience the library**. All future efforts will be made to ensure that people are drawn to and encounter libraries across the system that are welcoming, comfortable, easy-to-use, consistent and designed with their needs in mind.

Due to inadequate funding at the start of FY2013, **three branch libraries** (East Forest Park, Liberty and Pine Point) were closed in July 2012. Fortunately, a proactive effort was made by the City Council, spearheaded by Councilor Tim Allen and approved by the Mayor, to raise City revenues that resulted in additional funding for the library system. As a result, on October 15, 2012, those three branches were reopened.

The library obtained a grant from **MassMutual** to hold a series of programs, including **Sunday music concerts** at the Central Library, to offer City residents free, positive cultural experiences in the downtown area. These opportunities contributed to a 49% increase in visitors and 37% more items borrowed on event Sundays in comparison with those same Sundays the previous year!

A second phase of the MassMutual grant provided "seed money" to make possible a giant **Gala** fundraising event celebrating the start of the Central Library's second 100 years of service to the people of Springfield. Called **"An Evening with Andrew Carnegie,"** the April 20, 2013 event attracted about 300 paying attendees who experienced their library in a new way, with its grand interior enhanced, along with special lighting effects, music and refreshments to highlight the beauty of this historic building. An actor portraying Mr. Carnegie, who funded construction of this library 100 years ago, visited with the crowd and reflected on how important this library is to the people of Springfield, then and 100 years ago, and how wonderful an investment it had been! About $15,000 profit was realized by the Friends of the Springfield Library group from sponsorships, silent auction bids and admission tickets. The Friends are important supporters of library programs and activities.

Another highlight was a gift from the **Barker Foundation**, through the efforts of Troy Murray, to make possible a dramatic renovation to the Children's Room of the **Forest Park Branch** Library. The intent was for a project to honor former **Mayor Charlie Ryan**; the Foundation felt his championing of the library system made the library a most appropriate way to demonstrate appreciation for his efforts over the years. The design theme was based on Forest Park itself, with areas of the Room reflecting different features of the Park. The whole area was painted in attractive bright colors, outfitted with state-of-the-art technologies, animal and wildlife decorations were everywhere, and the collections were reorganized to appeal to different age children. Much help came from the City Facilities Department. The Friends of the Library sponsored a wonderful reception on the evening of October 26, 2012 that raised funds toward bricks inscribed as desired by the donors that would be used to create a Reading Garden outside the library. The official reopening ceremony took place the next day, with the room dedicated as the "Charlie and Joan Ryan Family Place."

Risks and Challenges for Fiscal Year 2014

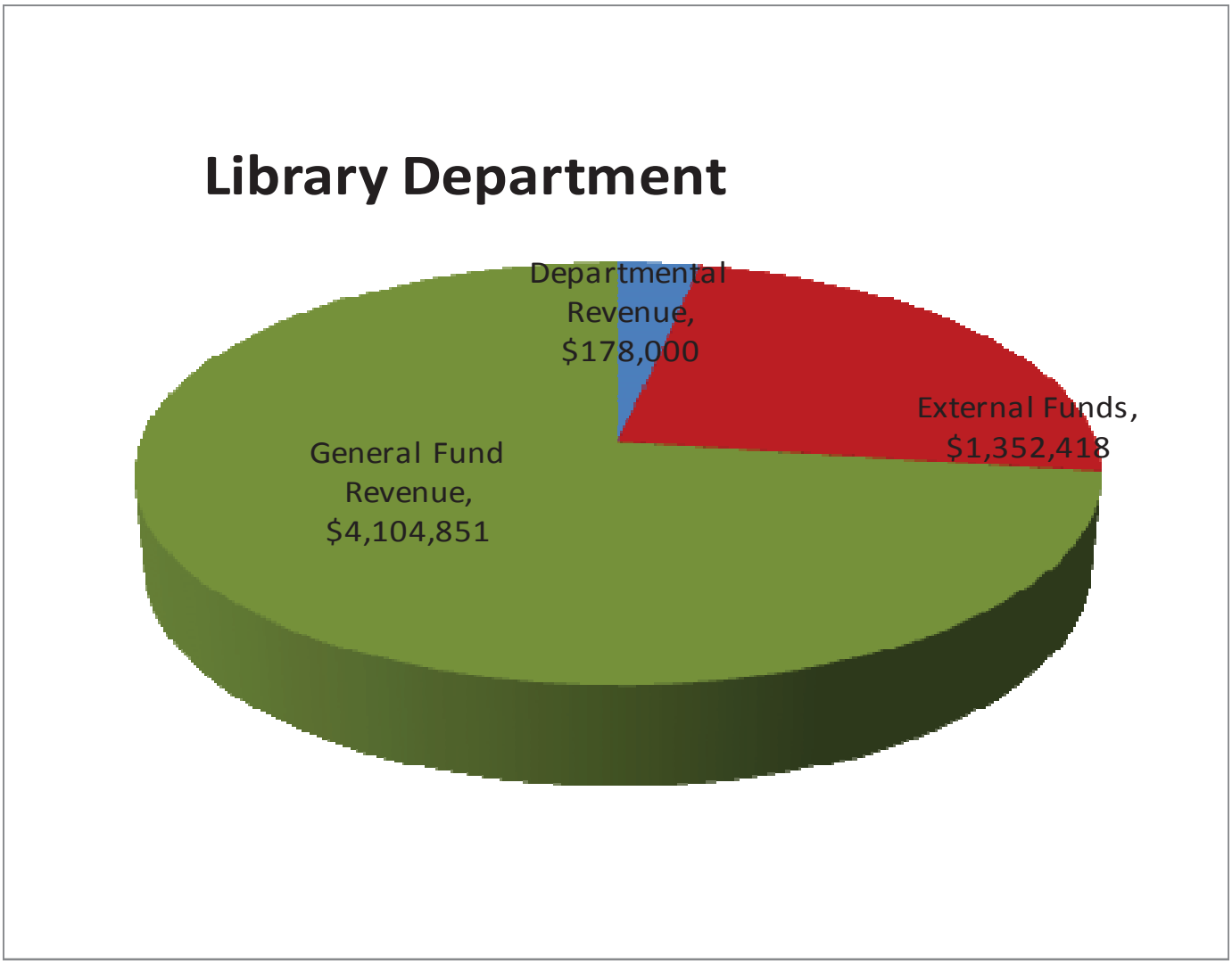
While the FY2014 budget permits increased library operating hours of 7 branches, several existing **library buildings need to be replaced**. **East Forest Park** is located in a leased, inadequate space; grants and funding will be needed to replace that facility with a new, capable library, as called for in the "Rebuild Springfield" planning effort. The **East Springfield and Liberty neighborhoods** need a combined facility that is accessible and adequate to provide the community space and areas people need from a library.

The **Central Library's schedule** remains far below the norm for a main library in a city of this size. Most large Massachusetts main libraries are open 63 hours per week, not the current 45 of the Central Library. Funding shortfalls mean the Central Library will continue to be closed on Fridays, and is open only 2 nights per week. Efforts must be stepped up to increase the hours of the Central Library, as many people are often disappointed to get there only to find out it's closed.

Technology as a critical means for libraries to provide services, and the library is now at a disadvantage, since funding for technology from the Bill & Melinda Gates Foundation is no longer available. It will be necessary to secure funds to keep the library's computers, internet and other technologies up-to-date and adequate t meet the needs of city residents.

Revenue Detail

Departmental Revenue:



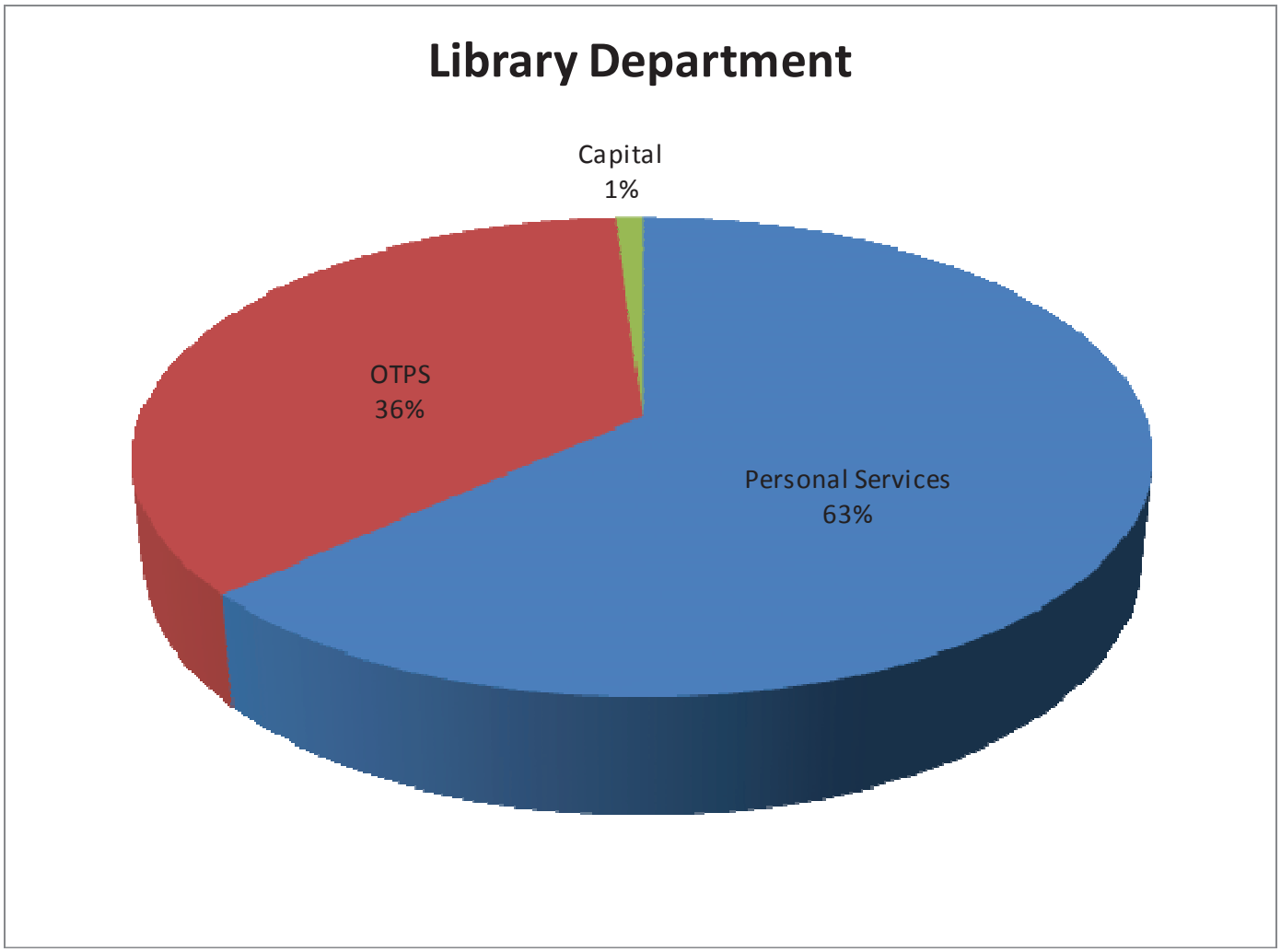
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
DEPARTMENTAL FEES	78,321	75,000	75,000	-	0.0%
DEPARTMENTAL FINES	55,691	103,000	103,000	-	0.0%
MISCELLANEOUS REVENUE	3,474	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	**137,486**	**178,000**	**178,000**	**-**	**0.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
EARLY CHILDHOOD RESOURCE CENTER FY1		06/30/2013	$7,000	(650)
CELEBRATE SPRINGFIELD AND ITS' LIBR		06/30/2013	$10,000	**5,960**
HAMPDEN BANK			$5,000	**508**
HAMPDEN BANK			$5,000	**5,619**
FAMILY CHILD CARE LITERACY PROJECT		08/31/2012	$10,492	**9,841**
GATES GRANT PROGRAM		06/30/2010	$85,854	**100**
CONVERSATION CIRCLES-LSTA FY12		09/30/2012	$12,500	**596**
ABE GRANT FY13		VARIOUS	$195,695	**88,196**
LSTA - STAR PROJECT		09/30/2006	$0	**200**
MASS CULTURAL COUNCIL FY13		06/30/2013	$10,000	(265)
MBLC STATE AID FY12		VARIOUS	$223,604	**389,840**
PUBLIC LIBRARIES FUND MATCHING GRAN			$2,471	**2,796**
MURIEL SCHWARTZ			$6,700	(3,649)
LITERACY CENTER, MISC.			$7,050	**1,924**
SCC-PHOTOGRAPHING LATINO LIFE IN SP		12/31/2012	$3,717	**315**
LIBRARY LITERACY VOLUNTEER TUTOR PR		06/30/2012	$16,750	**21,005**
FOREST PARK LIBRARY FAMILY PLACE LI		06/30/2013	$216,000	**30,556**
MASON SQUARE LIBRARY FY13		06/30/2013	$134,413	**4,445**
MASON SQUARE LIBRARY			$708,969	**52,064**
Subtotal Multi-Years Grants:			**1,661,214**	**609,401**
EARLY CHILDHOOD RESOURCE CENTER FY1				**$7,000**
FAMILY CHILD CARE LITERACY PROJECT				**5,000**
TEEN TECH LAB-LSTA FY13				**10,000**
ABE GRANT FY13 (ADULT LITERACY PROGRAM)				**200,000**
MASS CULTURAL COUNCIL FY13				**10,000**
MBLC STATE AID FY13				**223,604**
SCC-PHOTOGRAPHING LATINO LIFE IN SP				**3,000**
MASON SQUARE LIBRARY FY13				**134,413**
Subtotal FY14 anticipated grants:			**-**	***593,017***
TRUST & ENDOWMENT				150,000
Subtotal Other Funding:				**150,000**
TOTAL External Funding Sources:			**1,661,214**	**1,352,418**

Expenditure Detail



Library Department	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	2,267,172	2,155,059	2,595,504	440,446	20.4%
OTPS	1,281,487	1,360,259	1,469,347	109,088	8.0%
Capital	37,735	40,000	40,000	-	0.0%
Total Departmental Expenditures	**3,586,394**	**3,555,318**	**4,104,851**	**549,533**	**15.5%**

Program Summaries

Libraries Administration

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, human resources, and staff development, fundraising and volunteer coordination.

Administration includes the following library programs:

- Development
- Finance and Operations

Development represents an expanded focus on library fundraising and includes coordination with the Springfield Library Foundation and the Friends of Springfield City Library, major donors, fundraising events, and library-wide leadership for fundraising and grants.

Finance and Operations comprises the budgeting, purchasing, facilities management and human resources functions of the library. The library will also launch a new staff recognition program to improve overall staff engagement in the realignment of the library.

Library Customer Experience

Customer Experience is a new library program that will arise in FY 2014. The library will realign existing library departments under a banner of customer experience to provide focus on customer service and to facilitate consistent, quality service and experiences to all library users – in person at one of the library's neighborhood outlets and online. The library will also create a new Customer Experience Team led by the Assistant Director that will lead efforts to improve the customer experience.

Customer Experience includes the following library programs:

- Borrowers Services
- Collections and Technical Services
- Information Technology
- Neighborhood Services
- Customer Experience Team

Borrowers Services lends books and media to library users, manages the delivery and receipt of library materials between library locations, manages interlibrary lending via C/W MARS and other cooperative library networks, and ensures that books and media collections are orderly and easy to browse.

Collections and Technical Services comprises the functions that select, acquire, describe and process books, media and online content so that users can easily access the content that meets their needs.

Information Technology maintains library networks as well as staff and public computer equipment.

Neighborhood Services comprises the neighborhood library outlets that are available throughout Springfield, including the Central Library. This is a new designation and reflects the library's desire to achieve the balance between citywide and neighborhood library service that best meets the needs and interests of Springfield's residents.

The Customer Experience Team will focus on library facilities, processes, policies and workflows in order to provide a consistent and high quality library experience to users. This team is critical to the success of the library program teams mentioned in the next section, as this team will also streamline processes and workflows to free staff time for those program teams.

Library Programs and Outreach

This is another new area that will fully emerge in FY 2014 in response to the Rethinking Springfield City Library Report. In this new model, the library will reorganize to strengthen its contributions and to empower the library staff to make meaningful contributions that are felt citywide and throughout the individual neighborhoods. In order for this to occur, neighborhood library staff will shift focus from individual library locations to take a citywide approach to the library's plans and activities with responsibility to optimize the impact of the library citywide and in Springfield's diverse neighborhoods. Each new team will be responsible for programs, outreach, collections, partnerships and development with respect to the focus of the team.

Programs and Outreach includes the following library programs:

- After School
- Community and Civic Engagement
- Early Literacy
- Adult Literacy and Lifelong Learning
- Workforce Development

After School will build safe, creative and inspiring places, activities and programs for Springfield's children 12+ after school, on the weekend and during the summer in library locations. This team directly impacts the City of Springfield strategic plan in the areas of Public Safety, Education and Healthy Neighborhoods.

Community and Civic Engagement recognizes the unique position of the library to strengthen community and to build awareness and engagement in civic activities throughout Springfield. This team directly impacts the City of Springfield strategic plan in the areas of Public Safety, Economic Vitality and Healthy Neighborhoods.

Early Literacy. In this area, the library provides programs, collections and outreach to people and organizations in order to strengthen early literacy. Community leaders consistently emphasized the importance of education and literacy to citywide efforts to strengthen Springfield with focus on the importance of citywide collaborative efforts.

Adult Literacy and Lifelong Learning This major programmatic contribution of the library to the city comprises adult literacy and lifelong learning. In this area, the library provides programs, collections and outreach to people and organizations in order to strengthen the fabric of continuing and adult education. Community leaders consistently emphasized the importance of education and literacy to citywide efforts to strengthen Springfield with focus on the importance of citywide collaborative efforts.

Workforce Development will focus on programs and partnerships that expand services for job seekers and that build 21st Century skills and digital literacy for a stronger workforce in Springfield. This team directly impacts the City of Springfield strategic plan in the areas of Education and Economic Vitality.

Section 10
Parks, Recreation and Building Management

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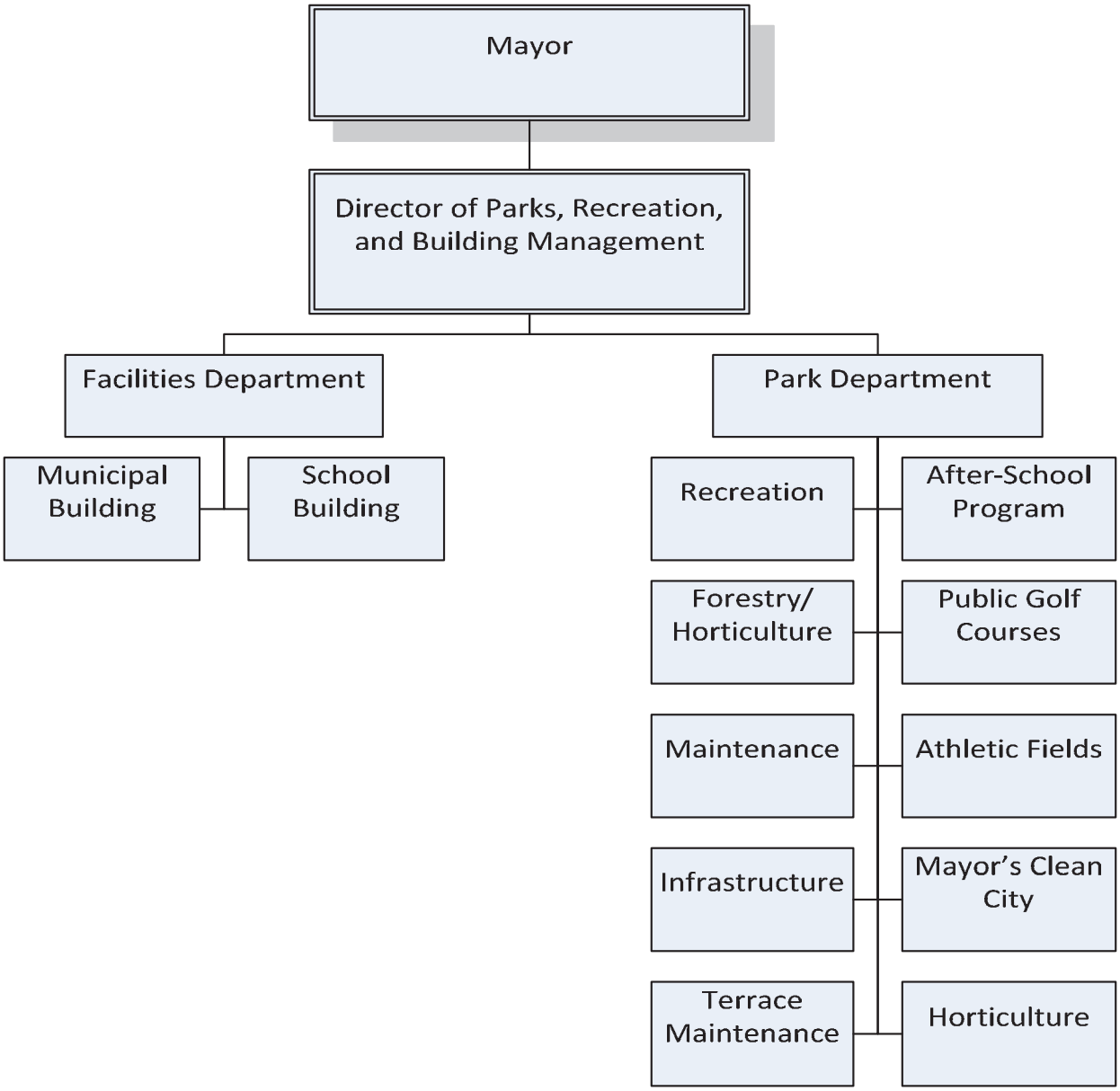
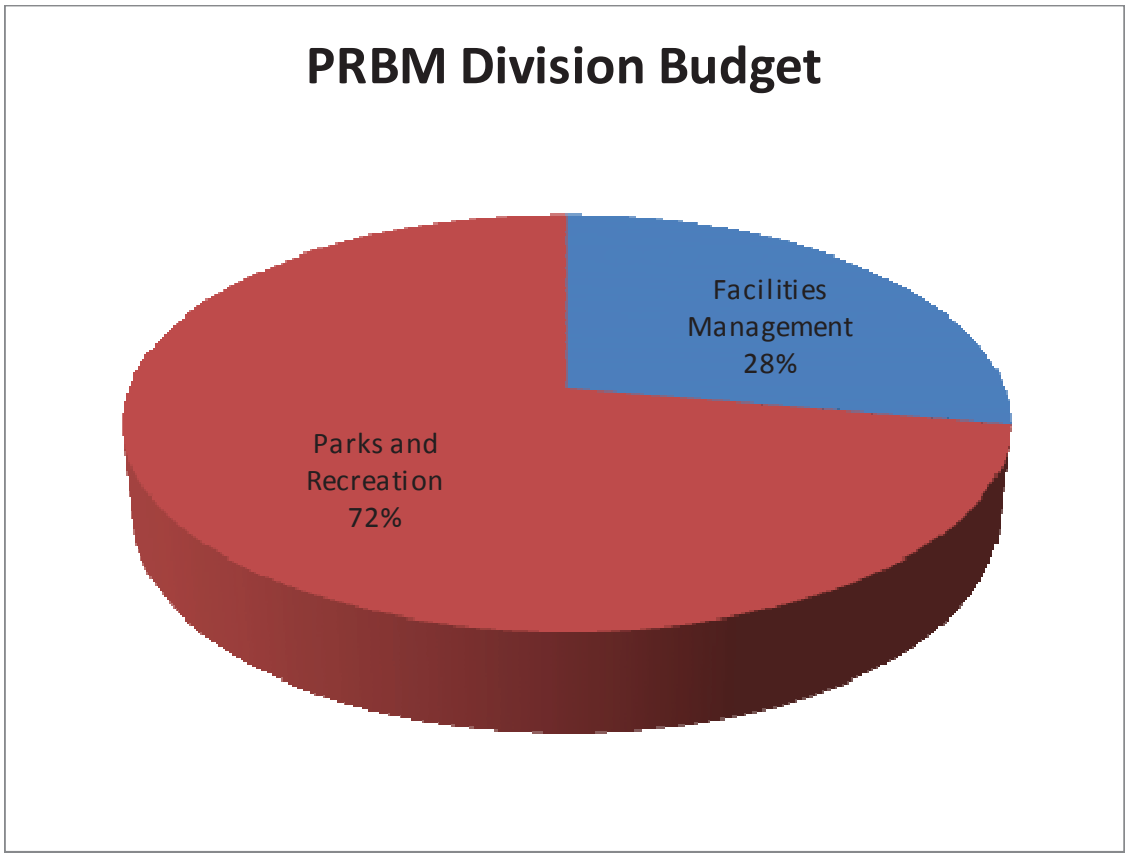
Parks, Recreation and Building Management



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.

General Fund Budget and Staffing Overview



PRBM Division Budget	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Facilities Management	12,953,293	5,577,821	4,440,757	2,935,200	(1,505,557)	-33.9%
Parks and Recreation	8,487,302	7,559,678	6,081,153	7,592,960	1,511,807	24.9%
Total Division	**21,440,595**	**13,137,499**	**10,521,910**	**10,528,160**	**6,250**	**0.1%**

Division Personnel (FTE's)	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Facilities Management	68.0	58.0	23.0	23.0	(39.0)	-61.9%
Parks and Recreation	92.0	73.5	72.0	70.0	(6.0)	-7.1%
Total FTE's	**160.0**	**131.5**	**95.0**	**93.0**	**(45.0)**	**-47.4%**

** the FTE count is for permanent staff only - excludes temporary and summer staff*

PRBM Division FY14 Funding Sources

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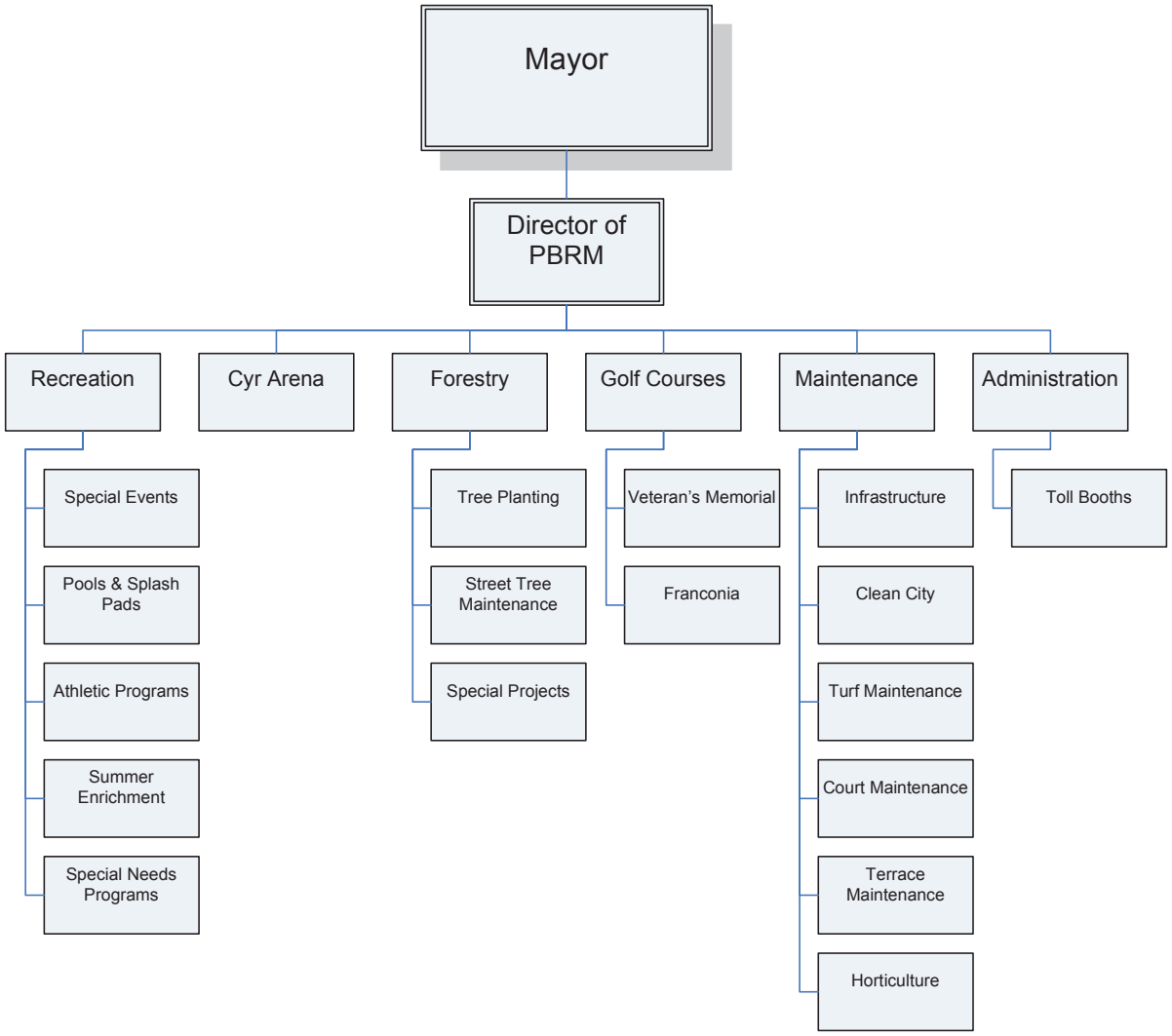
Springfield Parks Division

The mission of the Springfield Parks Department is to maintain and improve the City's parks and open space, as well as offer a diverse range of recreational programs.



Departmental Staffing

Parks Department	FY12 Adopted	FY13 Adopted	FY14 Adopted	Variance FY14-	Percent Change
General Fund FTEs	79.0	72.0	70.0	(2.0)	-2.8%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	2.8	3.8	2.0	(1.8)	-47.4%
Trusts/Donations/Other FTEs	3.0	3.0	2.0	(1.0)	-33.3%
Total FTEs:	**84.8**	**78.8**	**74.0**	**(4.8)**	**-6.1%**

**** Excludes temporary and seasonal staffing***

All Funds Budget

Revenue Overview:

Parks Department Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	2,359,017	2,168,171	2,483,171	315,000	14.5%
External Funds	250,000	262,252	-	(262,252)	-100.0%
General Fund Revenue	7,488,084	7,547,672	7,592,960	45,288	0.6%
Total Departmental Revenue	**10,097,101**	**9,978,095**	**10,076,131**	**98,036**	**1.0%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	3,802,003	3,842,673	3,938,631	95,958	2.5%
OTPS	3,686,081	3,704,999	3,654,329	(50,670)	-1.4%
Capital	-	-	-	-	0.0%
Total General Funds	**7,488,084**	**7,547,672**	**7,592,960**	**45,288**	**0.6%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	250,000	262,252	-	(262,252)	-100.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**250,000**	**262,252**	**-**	**(262,252)**	**-100.0%**
All Funds Budget:	**7,738,084**	**7,809,924**	**7,592,960**	**(216,964)**	**-2.8%**

Budget Development

Parks Dept Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	3,802,003	3,842,673	4,160,340	3,938,631	95,958	2.5%
OTPS	3,686,081	3,704,999	3,697,490	3,654,329	(50,670)	-1.4%
Capital	-	-	-	-	-	0.0%
Total General Funds	**7,488,084**	**7,547,672**	**7,857,830**	**7,592,960**	**45,288**	**0.6%**

- ◊ Funds 74.0 FTEs in FY14; 70.0 General Fund, 2.0 Grant funded; 2.0 Other Funding

Expenditure Cuts:

- ◊ Eliminate 4.0 vacant positions ($221,709)
- ◊ Reduce budget for utilities ($28,291)

Revenue:

- ◊ Revenue estimates for FY14 are 22% above the FY13 Adopted Budget due to a change in fee amounts as voted by the Parks Commission.

Grants:

- ◊ No grants are anticipated in FY14

Departmental Overview & Highlights

The Park Maintenance Division is responsible for the care and maintenance of 35 parks (2,500 acres), 160 traffic islands and terraces (70 acres), and 30 miles of city sidewalks to ensure a safe passage for school children. Responsibilities include playground equipment repair; park building maintenance and repair; trash and litter clean-up and removal; athletic field maintenance; mowing, trimming, leaf/fall clean-up and disposal; vegetation management; horticulture; and illegal dumping reporting and remediation. The Maintenance Division also conducts small construction projects aimed at expanding and reclaiming parkland and open space to increase, diversify, and improve quality recreational programming and leisure activities.

The Park Forestry Division was established in 1898 and is responsible for care and maintenance of all shade trees on public property. The Forestry Division also serves as a source of arbor-related knowledge for residents of the city.

The Recreation Division provides a variety of programming such as after-school and out-of-school-time programs, special events, concerts, therapeutic recreation for adults and children, scheduling of athletic fields for youth and adult organizations, and coordinating walkathons/other events in 35 parks and playgrounds. The Recreation Division also serves as a central program information center for all sports activities and seasonal youth-serving programs located within the City of Springfield.

Franconia and Veterans 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 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 golf operation.

Cyr Arena has a number of area youth organizations that rent ice time for both practices and games. High schools rent time for practices and Varsity/Junior Varsity games. Public skating is an activity that has recently grown in popularity. Furthermore, there are various adult leagues and ice rentals at the arena.

2013 Department Highlights

The Forestry Division has completed over $1.5 million in cleanup work in the tornado zone. The Division has also coordinated a comprehensive effort to replant trees on private property. The funding for these projects was provided by the state's Division of Energy and Conservation Services. Three hundred forty-four (344) street trees were planted and another 796 trees were planted on private property. PBRM department is completing an assessment to continue a replanting program over the next three years.

Phase One of the Camp STAR Angelina renovation will be initiated this spring. Phase One consists of constructing a new swimming pool and bathhouse, entryway, road improvements, landscaping, and new utility infrastructure. The department has raised $600,000 for this project working in conjunction with the Springfield Council for Cultural and Community Affairs.

In FY 2013, the Recreation Division was awarded a $123,900 21st Century Community Learning Centers Summer Pilot Enhancement Grant from the MA Department of Elementary and Secondary Education (DESE). Springfield was one of four state-wide districts to receive this funding. The program, which was housed at Van Sickle Middle School, served a total of 145 city youth.

Since 1998 the PBRM's Park Division has installed fourteen splash pads which house and drain sprinklers and water jets for summer recreation at various parks. Due to age and use the condition of the pavement has deteriorated. Foot traffic, constant watering, and heating and cooling of the asphalt contribute to the splash pads degradation. We were able to completely restore two splash pads in FY'13: Jaime Ulloa Park and Calhoun Park.

PBRM has worked with the city's Fleet Manager to develop a plan to trade-in some older vehicles and purchase needed new vehicles such as bucket-loaders, pick-up trucks, and passenger vehicles. Mayor Sarno approved the purchase of snow-removal equipment in FY'13. This equipment was critical in ensuring the safety of students walking to and from school. Without this equipment we would not have been able to successfully perform snow-clearing operations during and after the 2/8/13 major snow event. The department is currently reviewing the fleet to ensure all aspects of public safety are maintained at a high standard.

Veterans Golf Course developed, in coordination with arborists from Northern Tree Company, a master plan to introduce specimen trees, wild grasses, and shrubs into the tornado-affected areas of the golf course. The city received $2,100,000 from the state for new tree plantings throughout storm damaged areas of the city and a portion of this funding will be used to plant trees on the Plumtree Road area of Veterans Golf Course.

Cyr Arena is anticipating generating additional revenue of nearly $10,000 over initial FY'13 projections from public skating at the facility.

Risks and Challenges

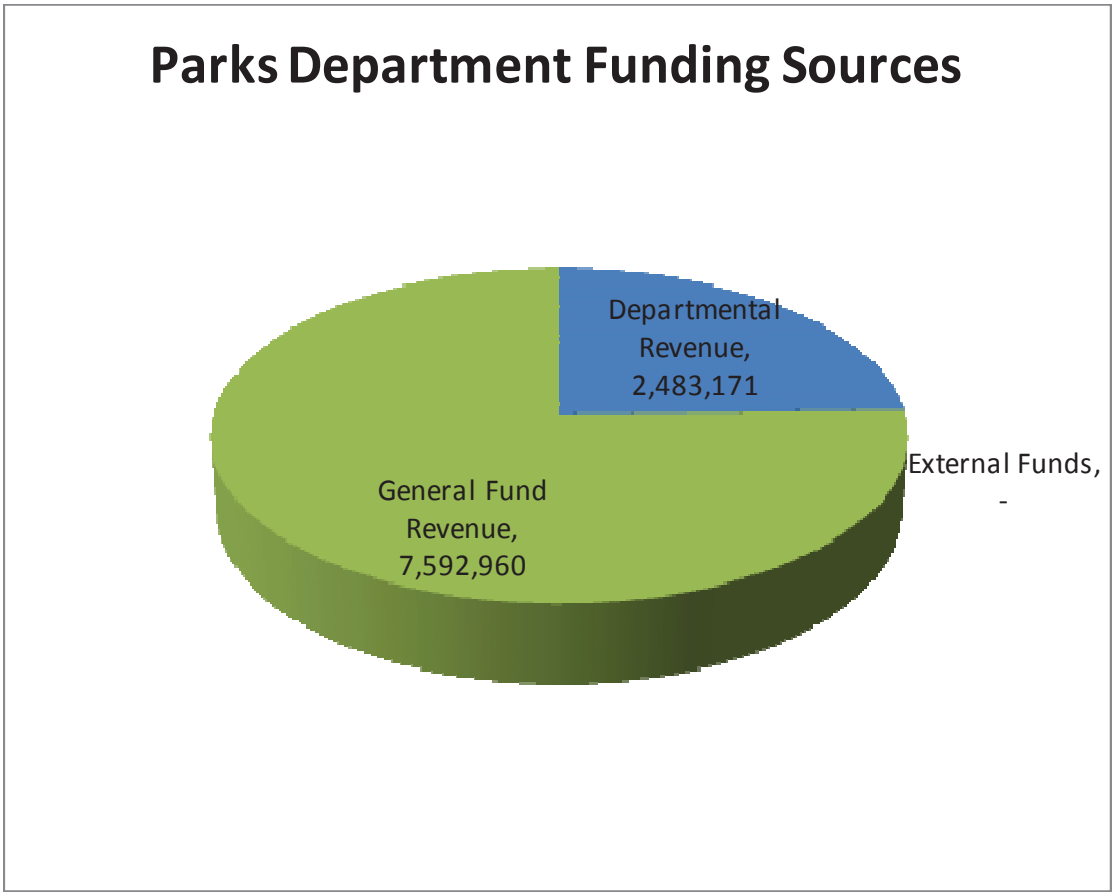
PBRM is currently facing critical funding concerns as we continue to meet our responsibilities in delivering services and maintaining safe, functional buildings and open spaces. The FY'14 proposed budget needs to have proper funding to cover services required during all potential weather and storm events. We take great pride in working in conjunction with all city departments to ensure the safety of residents during storm events.

PBRM is greatly concerned with the reduced funding from the federal government for our 21st century afterschool program. This program has provided a positive atmosphere for our youth and is an alternative to the danger of children having to endure protracted periods of time without proper structure or supervision. Studies show that sixty-six percent of the students that attend the city's afterschool program graduate from high school. It is our goal to work with all levels of government to ensure these programs are restored to an appropriate funding level.

PBRM is expanding its collaborative with the Hampden County Sherriff's Department by adding two crews to maintain terraces and re-open closed parks. It is possible this interagency agreement could save the city over $100,000 within the next two years.

Realizing that ramifications of federal cuts will severely impact future city budgets, we are reviewing all of our departmental responsibilities and operations and will develop a five-year strategy to maintain quality services for the residents of Springfield.

Revenue Detail



Departmental Revenue:

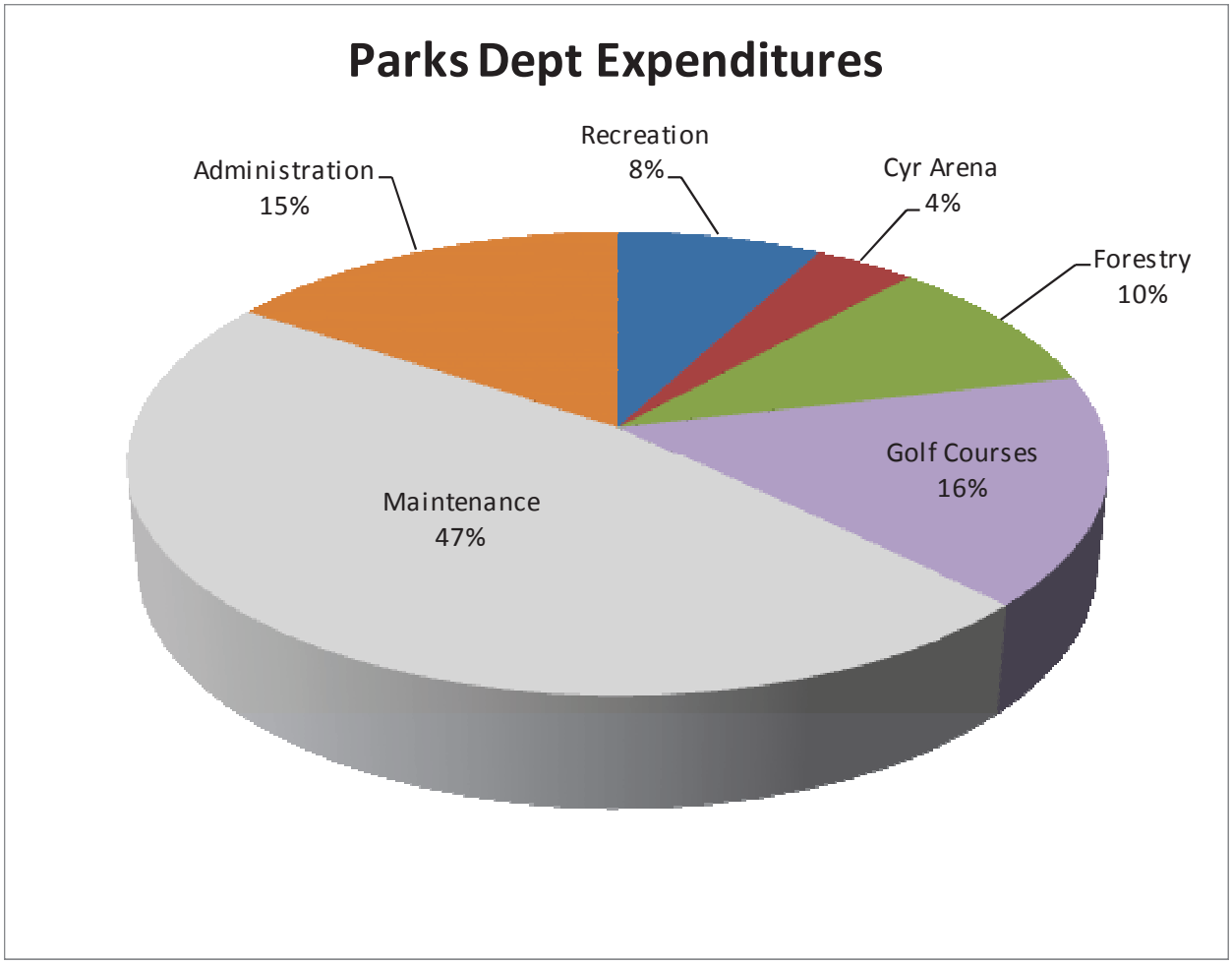
DEPARTMENTAL REVENUE:	FY11 ACTUAL	FY12 ACTUAL	FY13 ADOPTED	FY14 ADOPTED
Recreation	1,590,782	1,794,651	2,005,171	343,171
Cyr Arena	241,285	284,844	163,000	350,000
Forestry	1,017	1,705	-	-
Golf Courses	-		-	1,505,000
Maintenance	-	1,788	-	-
Administration	221,538	276,029	-	285,000
Total Departmental Revenue:	**2,054,622**	**2,359,017**	**2,168,171**	**2,483,171**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
SUMMER 2012 HASBRO	Grant	12/30/2012	-	-
COMMUNITY INITIATIVE GRANT	Grant	6/30/2011	-	-
21ST CENTURY -PARK FY12	Grant	8/31/2012	-	-
21ST CENTURY SUMMER ENHANCEMENT FY12	Grant	8/31/2012	-	-
Subtotal Multi-year grants:			**-**	**-**
URBAN FOREST CHALLENGE GRANT	Grant	6/30/2012	-	-
TREE REPLACEMENT	Grant	6/30/2012	-	-
DCR TORNADO PARK CLEAN UP	Grant	6/30/2013	-	-
SPRINGFIELD TREE PLANTING INITIATIVE	Grant	8/31/2012	-	-
DAVIS FOUNDATION	Grant	-	-	-
TWO GYM EVENING SITES	Grant	-	-	-
Subtotal FY14 anticipated grants:			**-**	**-**
OLD FIRST CHURCH DONATION	Donation	5/1/2012	-	-
OLD FIRST CHURCH	Donation	6/25/2012	-	-
SENIOR CENTER-ELDER AFFAIRS	Donation	-	-	-
TENNIS - PARK	Revolving	-	-	-
CAMP STAR DONATION-15 PASSENGER VAN	Donation	12/19/2012	-	-
Subtotal Other Funding:			**-**	**-**
TOTAL External Funding Sources:			**-**	**-**

Expenditure Detail



Parks Dept Expenditures	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Recreation	$821,076	$627,681	$594,304	($33,377)	-5.3%
Cyr Arena	$356,093	$125,000	$293,003	$168,003	134.4%
Forestry	$675,224	$724,580	$736,027	$11,447	1.6%
Golf Courses	$1,227,505	$1,210,532	$1,216,150	$5,618	0.5%
Maintenance	$3,509,807	$3,605,474	$3,565,684	($39,790)	-1.1%
Administration	$969,973	$1,379,409	$1,187,793	($191,616)	-13.9%
Total Departmental Expenditures	**$7,559,678**	**$7,672,676**	**$7,592,960**	**($79,716)**	**-1.0%**

Program Summaries

Administration

The goal of the Administration Program is to provide administrative, managerial, and operational support for the Parks Department. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing, and volunteer coordination.

Citywide Strategic Priority: Fiscal & Operational Excellence; Healthy Neighborhoods

General Fund Budget: $ 1,187,793
General Fund FTEs: 14.0

Fiscal Year 2014 Performance Measures - Administration				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
# of safety seminars held annually	1	3	3	3
# of days taken to update the Parks website with program changes	7	7	1	1

Recreation

The goal of the Recreation Division is to provide a variety of educational programming and serves as the central information center for all sports activities, and seasonal youth-serving programs located within the City of Springfield.

- ◊ Special Events - Bright Nights, Pancake Breakfast, July 4th festivities, etc.
- ◊ Pools & Splash Pads - Five Mile Pond, 1 indoor pool, 1 outdoor pool, 14 splash pads
- ◊ Athletic Programs - 9 summer programs, 7 after school (fall/winter) programs
- ◊ Summer Enrichment - 9 programs; overlaps with Athletic Programs
- ◊ Special Needs Programs - 1 program; 2 sessions of summer camp

Citywide Strategic Priority: Healthy Neighborhoods

General Fund Budget: $ 594,304
General Fund FTEs: 5.0

Fiscal Year 2014 Performance Measures - Recreation				
	FY11 Actual	**FY12 Actual**	**FY13 YTD 4-30-13**	**FY14 Goal**
Number of special events held annually	6	5	5	5
% increase of pool/splash pad attendance over prior year	-11%	6%	-16%	5%
% increase in athletic program participation over prior year	*548	*335	*280	10%
# of new summer enrichment programs added	3	0	0	1
# of new special education programs added	2	4	7	9

Cyr Arena

The goal of the Cyr Arena Program is to provide a home for multiple adult, youth, and school-based hockey leagues. In addition, open skates for members of the public are held on a regular basis during the week.

- ◊ Adult Leagues - 5 leagues scheduled for FY14
- ◊ Youth Leagues - 9 leagues scheduled for FY14
- ◊ School Varsity & JV usage - 3 school-based teams scheduled for FY14
- ◊ Open Skate - # of days/hours scheduled for FY14

Citywide Strategic Priority: Healthy Neighborhoods

General Fund Budget: $ 293,003
General Fund FTEs: 4.0

Fiscal Year 2014 Performance Measures - Cyr Arena				
	FY11 Actual	FY12 Actual	FY13 YTD 4-30-13	FY14 Goal
# of adult leagues	5	5	5	5
# of youth leagues	7	7	7	9
# of school-based teams	3	3	3	3
Increase open skate participation over prior year	20%	20%	28%	5%

Forestry

The goal of the Forestry Program is to responsibly care for and maintain of all public shade trees. The division also assists in the management and care of all trees on public property.

- ◊ Tree Planting - Regular tree replacement of street & parkland trees
- ◊ Street Tree Maintenance - Trimming program & removal of hazard/diseased trees
- ◊ Special Projects - Reforestation in areas of the City affected by the 6/1/11 tornado and 10/29/11 nor'easter

Citywide Strategic Priority: Healthy Neighborhoods; Public Safety

General Fund Budget: $ 736,027
General Fund FTEs: 6.0

Fiscal Year 2014 Performance Measures - Forestry				
	FY11 Actual	FY12 Actual	FY13 YTD 4-30-13	FY14 Goal
# of street trees replanted	216	700	622	0
# of hazardous/diseased street trees removed	1,113	676	493	1,050
# of hazardous/diseased street trees trimmed	843	706	522	600

Golf Courses

The goal of the Golf Courses Program is to provide residents and neighbors with quality golf facilities by operating Franconia and Veteran's Memorial Golf Courses. In total, the two courses generate 65,000 rounds of competitively-priced golf on an annual basis.

- ◊ Veteran's Memorial - 18-holes, Par 72, 6,100 yards
- ◊ Franconia - 18-holes, Par 70, 6,318 yards

Citywide Strategic Priority: Healthy Neighborhoods

General Fund Budget: $ 1,216,150
General Fund FTEs: 5.0

Fiscal Year 2014 Performance Measures - Municipal Golf Courses				
	FY11 Actual	FY12 Actual	FY13 YTD 4-30-13	FY14 Goal
# of golf leagues	21	21	20	22
# of tournaments	54	51	57	60
# of rounds of open golf	7,000	8,000	7,000	5,000

Maintenance

The goal of the Maintenance Program is to responsibly care for and maintain 35 parks, 43 schools, and 160 traffic islands and terraces totaling over 2,630 acres. Its responsibilities include: playground equipment repair, park building maintenance and repair, trash and litter clean-up and removal, athletic field maintenance, mowing, trimming, leaf and fall clean-up and disposal, vegetation management, and illegal dumping reporting and remediation.

- ◊ Infrastructure Improvement - Maintenance of 55 buildings and 25 structures as well as infrastructure of drainage systems, sidewalks, roads, bridges, and dams
- ◊ Clean City - Acts as the authority on illegal dumping identification, reporting, and remediation; provides property management services for the "abandoned house" portfolio
- ◊ Turf Maintenance - Maintains 91 athletic fields at 31 City-owned locations
- ◊ Court Maintenance - Maintains outdoor hard courts (tennis/basketball) at City-owned locations
- ◊ Terrace Maintenance - Maintains 175 traffic islands & terraces covering over 70 acres
- ◊ Horticulture - Provides advanced plant care for terraces, gateways, and parks

Citywide Strategic Priority: Healthy Neighborhoods

General Fund Budget: $ 3,565,684
General Fund FTEs: 36.0

Fiscal Year 2014 Performance Measures - Maintenance				
	FY11 Actual	FY12 Actual	FY13 YTD 4-30-13	FY14 Goal
# of open space parcels cleaned & maintained	n/a	n/a	250	250
# of ball fields rehabilitated	8	2	7	2
# of hard courts (tennis, basketball) rehabilitated	n/a	n/a	2	2
# of times (Apr-Nov) landscaped terraces are mowed	n/a	n/a	14	14
# of grass/low-maintenance plantings	n/a	n/a	35	35

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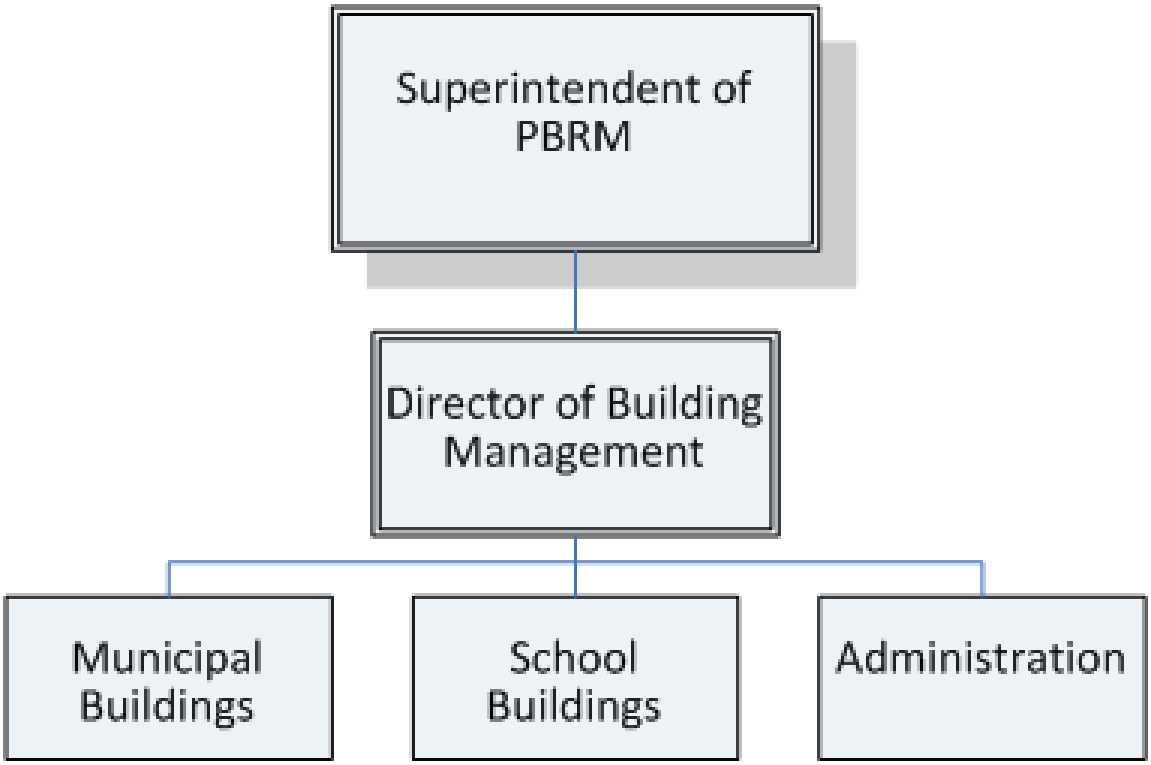
Facilities Division

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.



Departmental Staffing

Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
General Fund FTEs	58.0	23.0	23.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	**59.0**	**24.0**	**24.0**	**-**	**0.0%**

All Funds Budget

Revenue Overview:

Facilities Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Departmental Revenue	208,409	161,000	-	(161,000)	-100.0%
External Funds	-	-	-	-	0.0%
General Fund Revenue	3,063,911	3,592,449	2,935,200	(657,249)	-18.3%
Total Departmental Revenue	**3,272,320**	**3,753,449**	**2,935,200**	**(818,249)**	**-21.8%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	3,022,876	1,079,430	1,177,014	97,584	9.0%
OTPS	2,400,568	2,513,019	1,758,186	(754,833)	-30.0%
Capital	-	-	-	-	0.0%
Total General Funds	**5,423,444**	**3,592,449**	**2,935,200**	**(657,249)**	**-18.3%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	-	-	-	-	0.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	**-**	**-**	**-**	**-**	**0.0%**

All Funds Budget:	**5,423,444**	**3,592,449**	**2,935,200**	**(657,249)**	**-18.3%**

Budget Development

Facilities Management Level Service Request:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Requested	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	3,022,876	1,079,430	1,190,924	1,177,014	97,584	9.0%
OTPS	2,400,568	2,513,019	2,406,560	1,758,186	(754,833)	-30.0%
Capital	-	-	-	-	-	0.0%
Total General Funds	**5,423,444**	**3,592,449**	**3,597,484**	**2,935,200**	**(657,249)**	**-18.3%**

- ◊ Funds 23.0 FTEs General Fund; 1.0 FTE Utilities Fund
- ◊ No change in FTEs from FY13 Adopted Budget

Expenditure Cuts:

- ◊ Eliminate funding for New Leadership Charter School lease - ($626,379)

Revenue:

- ◊ Revenue estimates for FY14 are consistent with the FY13 Adopted Budget.

Grants:

- ◊ Grant funding information was not supplied.

Departmental Overview & Highlights

The Facilities Division is responsible for all aspects of the maintenance, repair, and daily building operations of all municipal, school buildings, and grounds. The Facilities Division is responsible for over 90 buildings and approximately 6.5 million square feet of space with building ages ranging from the late 1800's through 2007. PBRM continues to provide an environment in municipal and school buildings that ensures the health and safety of the students, municipal workforce, and residents visiting the facilities.

Fiscal Year 2013 Highlights

PBRM continues to ensure all municipal buildings meet safety/building codes and, to that end, has developed an inspection schedule with the city's Code Enforcement Department to certify that all buildings have a current Certificate of Occupancy. All public buildings are inspected annually and the department's capital plan is updated accordingly.

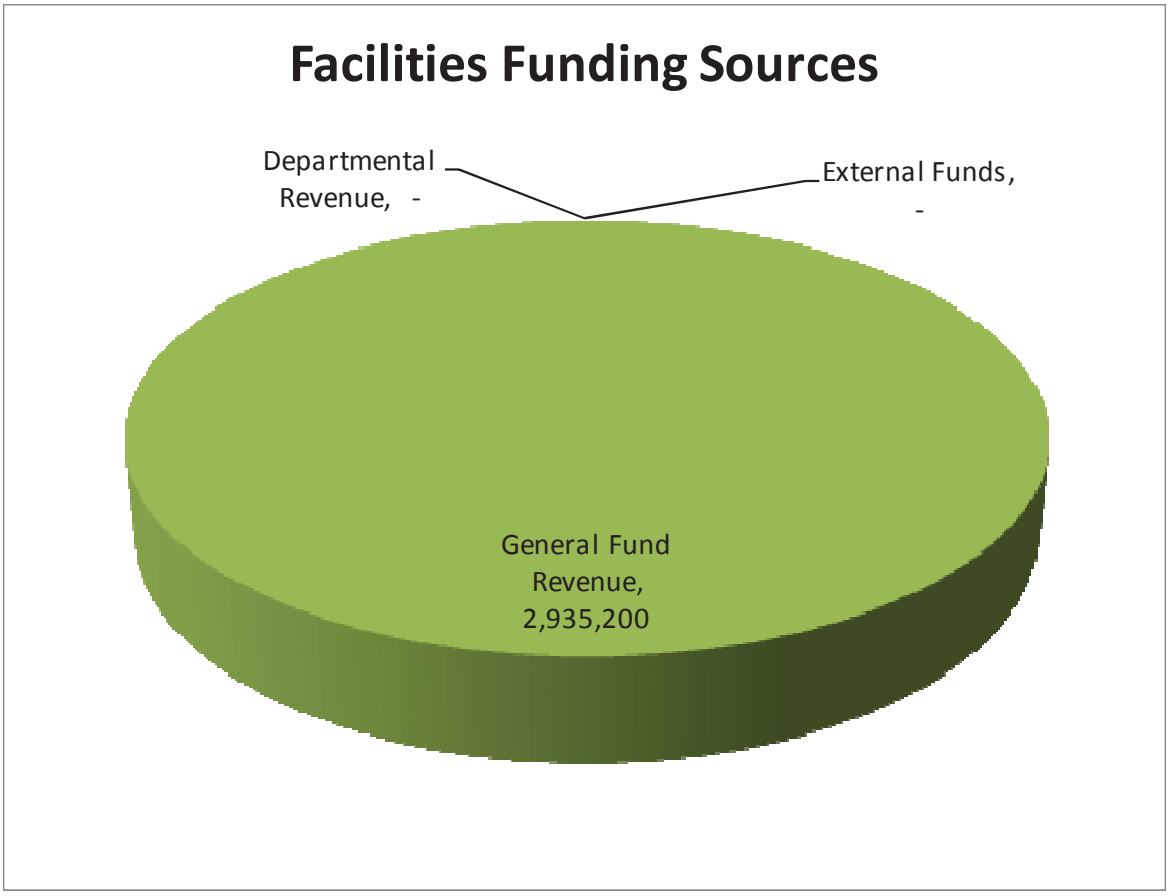
PBRM coordinated a new agreement for the purchase of electricity resulting in the city reducing its electric bill by $2.6 million dollars. The city has locked in a three-year price and continues to explore all resources to reduce costs and diminish its carbon footprint.

Risks and Challenges for Fiscal Year 2013

PBRM is currently facing critical funding concerns as we continue to meet our responsibilities in delivering services and maintaining safe, functional buildings, and open spaces. The FY'14 proposed budget needs to have proper funding to cover services required during all potential weather and storm events. We take great pride in working in conjunction with all city departments to ensure the safety of residents during storm events.

Realizing that ramifications of federal cuts will severely impact future city budgets, we are reviewing all of our departmental responsibilities and operations, and will develop a five-year strategic plan to maintain quality services for the residents of Springfield.

Revenue Detail



Departmental Revenue:

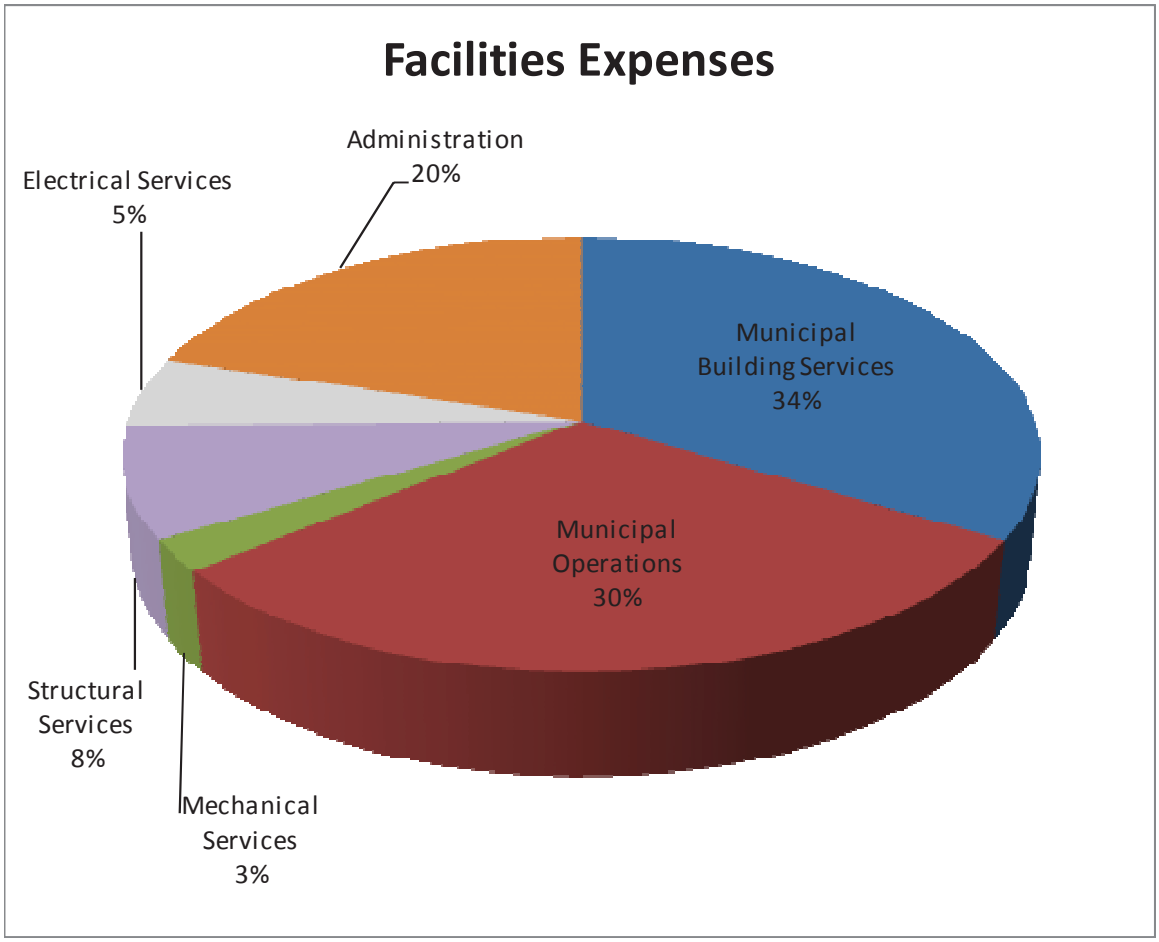
Departmental Revenue	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
RENTALS	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	206,956	161,000	-	(161,000)	-100.0%
REIMB FOR DAMAGES	466	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	987	-	-	-	0.0%
Total Departmental Revenue	**208,409**	**161,000**	**-**	**(161,000)**	**-100.0%**

Revenue Detail (continued)

External Funding:

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY14 Projected Available
			N/A	
Subtotal Multi-year grants:			-	-
			N/A	
Subtotal FY14 anticipated grants:			-	-
			N/A	
Subtotal Other Funding:			-	-
TOTAL External Funding Sources:			-	-

Expenditure Detail



Facilities Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Municipal Building Services	752,164	976,228	988,010	11,782	1.2%
Municipal Operations	1,380,259	1,644,322	890,677	(753,645)	-45.8%
Mechanical Services	74,865	73,933	70,037	(3,896)	-5.3%
Structural Services	227,979	248,980	244,261	(4,719)	-1.9%
Electrical Services	182,177	155,999	150,704	(5,295)	-3.4%
Administration	446,467	492,987	591,511	98,524	20.0%
Total Departmental Expenditures	**3,063,911**	**3,592,449**	**2,935,200**	**(657,249)**	**-18.3%**

Program Summaries:

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.

Fiscal Year 2014 Performance Measures - Facilities Maintenance				
	FY11 Actual	FY12 Actual	FY13 YTD 4-30-13	FY14 Goal
% of Emergency Work Orders completed within 2 days	15%	50%	88%	50%
% of Critical Work Orders completed within 14 days	50%	50%	53%	60%
% of Routine Work Orders completed within 30 days	65%	60%	70%	60%
Reduce the number of open emergency and safety emergency work orders by 15%	12	42	41	35
Reduce the number of work orders three to four months old by 10%	180	260	188	170
Reduce the number of work orders two to three months old by 15%	316	216	370	325
Reduce the number of work orders one to two months old by 25	307	250	428	300
Ethics Training	100%	100%	100%	100%
Reduce Trash Tonnage from Schools	1724	2600	1514	2600
Increase Recycling tonnage from Schools	278	260	206	350
Improve Recycling Rate from Schools	14%	12%	12%	12%

Section 11
Public Schools

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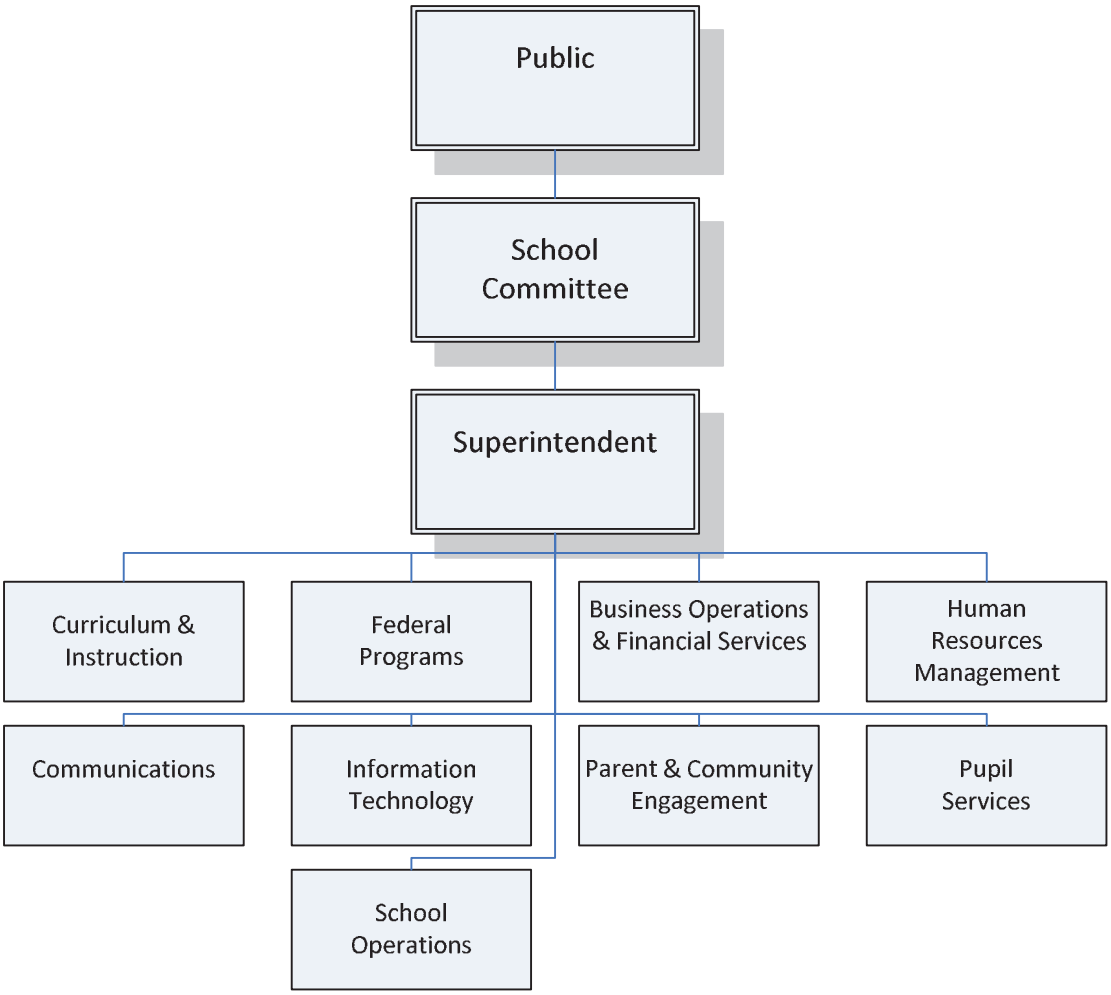
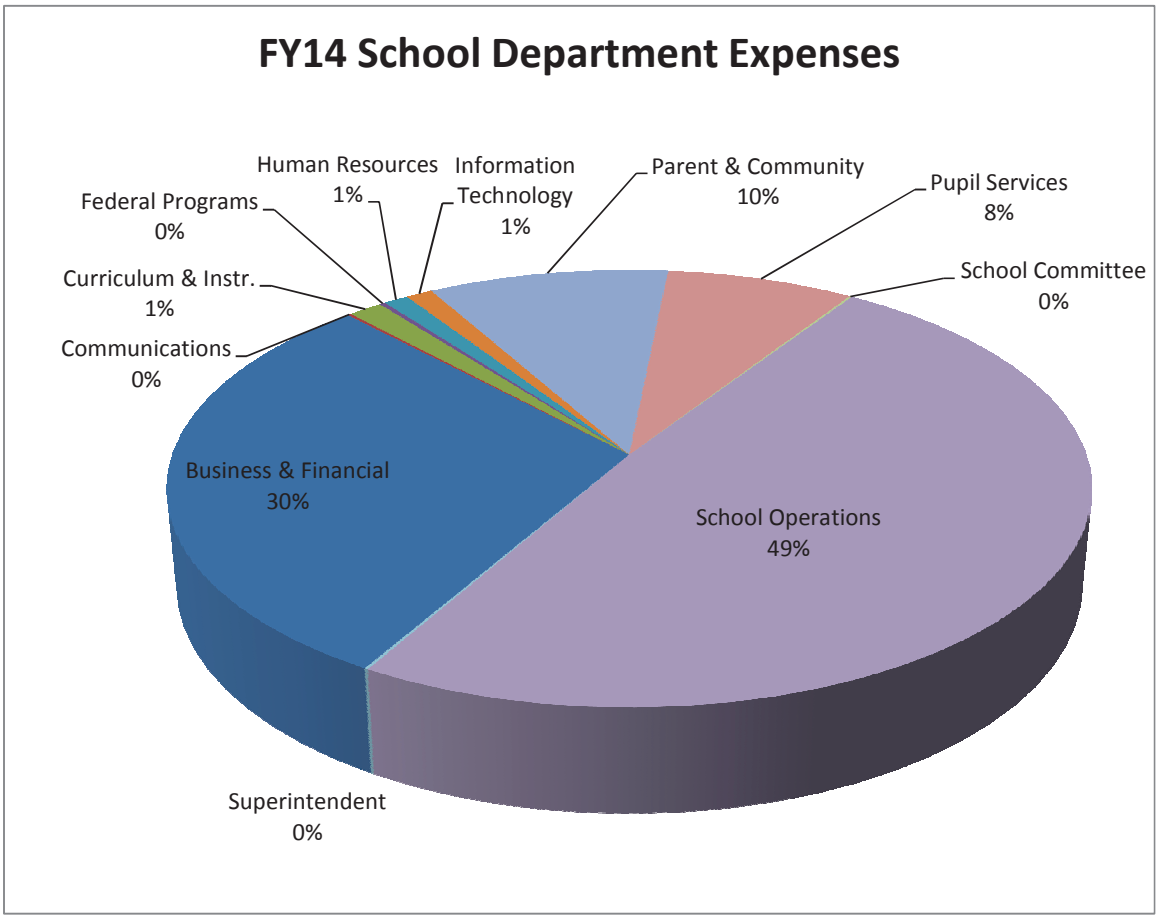
School Department



Mission Statement

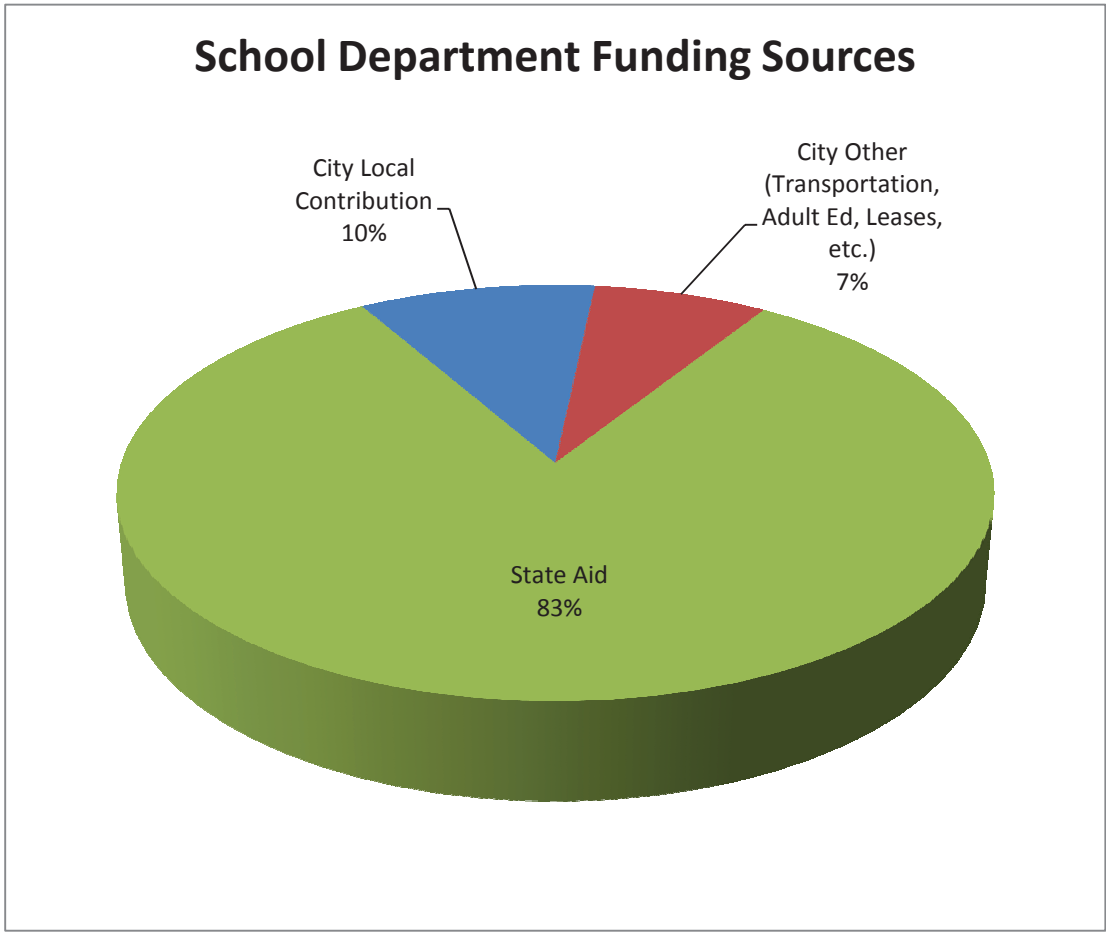
The mission of the Springfield Public Schools is to provide the highest quality of education so that all of our students are empowered to realize their full potential and lead fulfilling lives as lifelong learners, responsible citizens and leaders in the 21st Century.

General Fund Budget



FY14 School Department Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Business & Financial	97,835,453	97,498,803	106,124,566	8,625,763	8.8%
Communications	338,997	398,784	521,100	122,316	30.7%
Curriculum & Instr.	7,810,427	5,889,718	4,977,176	(912,542)	-15.5%
Federal Programs	1,105,239	2,144,917	849,957	(1,294,960)	-60.4%
Human Resources	3,015,588	3,302,933	3,569,637	266,704	8.1%
Information Technology	4,573,228	4,512,563	3,868,829	(643,734)	-14.3%
Parent & Community	34,170,010	36,390,542	34,793,669	(1,596,873)	-4.4%
Pupil Services	25,273,738	25,907,391	27,175,097	1,267,706	4.9%
School Committee	282,657	306,518	352,268	45,750	14.9%
School Operations	150,598,402	167,533,408	175,245,387	7,711,979	4.6%
Superintendent	336,209	400,690	391,038	(9,652)	-2.4%
Total Departmental Expenditures	**325,339,949**	**344,286,266**	**357,868,723**	**13,582,456**	**3.9%**

Springfield Public Schools FY14 Funding Sources



School Department Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
City Local Contribution	34,205,756	34,766,731	35,768,013	1,001,282	2.9%
City Other (Transportation, Adult Ed, Leases, etc.)	21,224,579	23,674,923	26,402,648	2,727,725	11.5%
State Aid	275,403,995	285,851,656	295,698,063	9,846,407	3.4%
Total Departmental Revenue	**330,834,330**	**344,293,310**	**357,868,724**	**13,575,414**	**3.9%**

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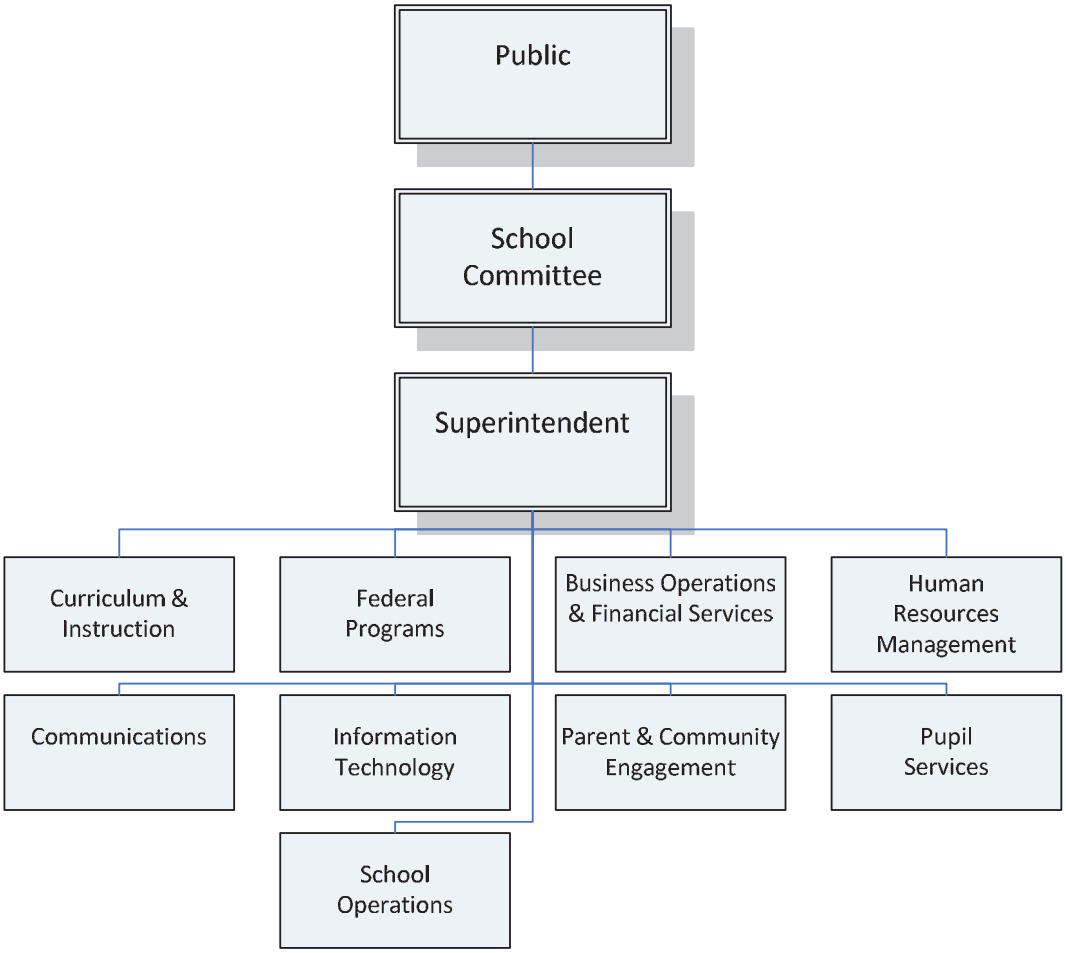
Springfield Public Schools

The mission of the Springfield Public Schools is to provide the highest quality of education so that all of our students are empowered to realize their full potential and lead fulfilling lives as lifelong learners, responsible citizens, and leaders of the 21st Century.



School Department FTEs	FY12 Adopted	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Business Operations	425.1	429.0	443.0	14.0	3.3%
Communications	4.0	5.0	5.0	-	0.0%
Curriculum & Instruction	50.9	59.4	60.2	0.8	1.3%
Federal Programs	19.9	23.4	25.4	2.0	8.5%
Human Resources	18.0	22.0	22.0	-	0.0%
Information Technology	34.0	39.0	39.0	-	0.0%
Parent & Community	20.5	22.0	23.0	1.0	4.5%
Pupil Services	271.3	283.2	275.9	(7.3)	-2.6%
School Committee	8.3	6.3	7.0	0.7	11.1%
School Operations	3,644.5	3,760.0	3,798.1	38.1	1.0%
Superintendent	3.0	3.0	3.0	-	0.0%
Total FTEs:	**4,499.5**	**4,652.3**	**4,701.6**	**49.3**	**1.1%**

All Funds Budget

Revenue Overview:

School Department Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
City Local Contribution	34,205,756	34,766,731	35,768,013	1,001,282	2.9%
City Other (Transportation, Adult Ed, Leases, etc.)	21,224,579	23,674,923	26,402,648	2,727,725	11.5%
State Aid	275,403,995	285,851,656	295,698,063	9,846,407	3.4%
Total Departmental Revenue	**330,834,330**	**344,293,310**	**357,868,724**	**13,575,414**	**3.9%**

Expenditure Overview:

General Fund Operating Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Personal Services	172,701,245	193,224,541	201,218,122	7,993,581	4.1%
OTPS	151,195,611	153,426,554	158,726,611	5,300,057	3.5%
Capital	1,443,092	3,008,342	549,359	(2,458,983)	-81.7%
NSS Carryforward	-	(5,373,171)	(2,625,370)	2,747,801	0.0%
Total General Funds	**325,339,949**	**344,286,266**	**357,868,723**	**13,582,456**	**3.9%**

External Funds Budget	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Grant Funds	60,652,607	57,378,264	53,851,361	(3,526,903)	-6.1%
Enterprise Funds	-	-	-	-	0.0%
Revolving Funds	18,517,505	17,948,215	17,762,345	(185,871)	-1.0%
Donations	-	-	-	-	0.0%
Trusts	-	-	-	-	0.0%
Other Funding	569,090	587,050	510,078	(76,972)	-13.1%
Total External Funds	**79,739,202**	**75,913,529**	**72,123,783**	**(3,789,746)**	**-5.0%**
All Funds Budget:	**405,079,151**	**420,199,796**	**429,992,506**	**9,792,710**	**2.3%**

Fiscal Year 2014 Budget Development

	ADOPTED FY 2012	ADOPTED FY 2013	12/28/2012 Preliminary FY2014	1/23/2013 Governor FY2014	2/27/2013 Level Service FY2014	4/17/2013 Level Service FY2014	CHANGE FY13 - FY14	%
REVENUES								
Chapter 70 State Aid	275,403,995	285,844,612	295,570,976	297,948,053	297,948,053	295,698,063	9,853,451	3.4%
City of Springfield Contribution	34,205,756	34,766,731	35,336,905	35,768,013	35,768,013	35,768,013	1,001,282	2.9%
Required Net School Spending	**309,609,751**	**320,611,343**	**330,907,881**	**333,716,066**	**333,716,066**	**331,466,076**	**10,854,733**	3.4%
Schedule 19 Indirect Costs	(6,442,356)	(3,125,649)	(3,272,461)	(3,275,974)	(3,275,974)	(3,004,792)	120,857	-3.9%
Charter Tuition/Other Revenues	4,030,982	4,189,538	3,980,061	6,013,724	6,063,724	5,207,944	1,018,406	24.3%
Transportation, Adult Ed, Leases (Non-NSS)	23,635,953	22,611,034	23,402,420	23,402,420	25,275,545	24,199,495	1,588,461	7.0%
Total General Fund Budget	**330,834,330**	**344,286,266**	**355,017,902**	**359,856,236**	**361,779,361**	**357,868,724**	**13,582,458**	3.9%
Supplemental Funding	5,064,088	-	-	-	-	-	-	-100.0%
TOTAL OPERATING REVENUE	**335,898,418**	**344,286,266**	**355,017,902**	**359,856,236**	**361,779,361**	**357,868,724**	**13,582,458**	3.9%
EXPENSES								
Salaries	173,444,160	187,299,472	198,350,141	198,350,141	202,756,013	198,201,670	10,902,198	5.8%
Supplies & Services	31,502,331	25,781,261	26,683,605	26,683,605	29,421,142	29,350,479	3,569,218	13.8%
Total Discretionary Expenses	**204,946,491**	**213,080,733**	**225,033,746**	**225,033,746**	**232,177,155**	**227,552,149**	**14,471,416**	**6.8%**
Health Insurance	35,679,870	36,660,514	38,493,540	38,493,540	38,866,012	38,366,012	1,705,498	4.7%
Retirement	10,410,677	10,425,377	10,943,692	10,943,692	10,943,692	10,943,692	518,315	5.0%
Other Benefits	6,444,167	6,809,447	7,149,919	7,149,919	6,976,650	5,476,650	(1,332,797)	-19.6%
Utilities	9,746,122	9,081,697	9,435,883	9,435,883	9,167,851	6,371,787	(2,709,910)	-29.8%
SPED Out of District Tuition	12,260,897	9,798,318	10,288,234	10,288,234	12,500,000	10,814,500	1,016,182	10.4%
Charter Tuition/School Choice	32,774,241	35,819,146	38,326,486	39,568,017	33,958,072	34,144,439	(1,674,707)	-4.7%
Total Non-Discretionary Expenses *	**107,315,974**	**108,594,499**	**114,637,754**	**115,879,285**	**112,412,276**	**106,117,080**	**(2,477,419)**	**-2.3%**
Transportation, Adult Ed, Leases (Non-NSS)	23,635,953	22,611,034	23,402,420	23,402,420	25,275,545	24,199,495	1,588,461	7.0%
Sub-Total Operating Budget Expenses	**335,898,418**	**344,286,266**	**363,073,921**	**364,315,451**	**369,864,976**	**357,868,724**	**13,582,458**	**3.9%**
Grants/Funds Expiring	-	-	2,950,000	2,950,000	-	-	-	100.0%
TOTAL EXPENSES PROJECTED	**335,898,418**	**344,286,266**	**366,023,921**	**367,265,451**	**369,864,976**	**357,868,724**	**13,582,458**	**3.9%**
Total FY14 Anticipated Budget Gap	**0**	**-**	**(11,006,019)**	**(7,409,215)**	**(8,085,615)**	**(0)**	**0**	

* Non- Discretionary Expenses - cannot cut without statute/policy changes

School Department Summary

The City of Springfield opened its first schoolhouse in 1679. Today the City operates the second largest school district in the Commonwealth of Massachusetts with thirty-one elementary schools, one kindergarten through eighth-grade school, eight middle schools, one sixth through twelfth-grade school, four high schools, and eight alternative schools. Students also have the option of attending a local charter school or participating in school choice, which allows them to attend school in another school district.

Approximately 28,000 of Springfield's residents (about 18%) are students who attend public schools, and of those 28,000 students, just under 25,000 attend Springfield Public Schools. With over 4,400 employees, including over 2,600 teachers, the District boasts a 95.5% Highly Qualified Teacher rate in core subjects taught. Additionally, the City provides per pupil funding to three Springfield and four Out-of-District charter schools that collectively enroll approximately 2,800 students, and to other neighboring school districts that collectively enroll 683 students who reside in Springfield, but attend school in other districts under the School Choice Program.

The Springfield Public Schools are fortunate to have over 250 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 approximately 2,400 volunteers yearly.

Similar to other large urban school districts, the student population demographics in Springfield include 85% minority. The first language of about 24% of Springfield's students is one of nearly 50 languages other than English. Poverty is common among students and is evidenced by 87.2% of the student body receiving free or reduced price meals. Each day, over 30,500 school meals are served including an average of 10,000 breakfasts and 20,525 lunches.

Fiscal Year 2013 Highlights

The Springfield Public Schools graduation rate increased 4.5 percentage points and its dropout rate decreased 1.7 percentage points in 2012, outpacing the state average. By way of comparison, the state graduation rate rose by 1.3 percent and its dropout rate decreased two-tenths of a percentage point over a four-year cohort.

Tenth grade results on the 2012 MCAS represented the biggest gains the school district has ever experienced. The percentage of 10th graders scoring proficient or advanced jumped 10 percentage points in English Language Arts (ELA) and five percentage points in math. Compared to five years ago, the percentage proficient or advanced on the tenth grade ELA and math exams rose 24 points and eight points respectively.

The 2013 Pioneer Valley Excellence in Teaching Award was bestowed upon 25 Springfield Public School teachers. The Pioneer Valley Excellence in Teaching award acknowledges an educator's high degree of professionalism, subject knowledge, effectiveness, creativity, student impact and support for colleagues.

Individual Springfield Public Schools teachers and principals were recognized with dozens of awards. Some of them include: (Regional) Magnet School Principal of the Year (Dr. Stephen Mahoney), 2013 National Science Teacher Fellow (Bridget Ward); Ronald McDonald House Charities Local Heroes (Conor Martin and Judy Medina) along with many others.

Springfield Central High School and The Springfield Renaissance School both won a National Magnet School of Merit Award; Magnet School of Excellence.

Springfield Central High School was placed in the Washington Post Top 1900 National Schools for 2013. This is an honor that only around 9% of the country's approximately 22,000 high schools achieve.

Roger L. Putnam Vocational-Technical Academy students now enjoy a new state of the art building. The 315,000 square foot facility, which sits on 16.1 acres of land, was built as a $114M project; reimbursed at a rate of 90 percent by the state.

Edward P. Boland Elementary School chorus won the children's Folk/World category at Together in Song III. The students were one of 36 groups to compete at the event. Judges and viewers voted to select a winner in each category, totaling nine groups to perform in their showcase.

Indian Orchard Elementary fifth graders reached out to the community and collected over 1,400 pounds of food for the Community Survival Center.

Homer Street Elementary School has achieved significant strides to raise the school out of its Level 4 status. The 2012 MCAS results, just like the 2011 MCAS results, demonstrated double digit improvement in Math, ELA, and Science. Homer Street achieved the distinction from the Department of Elementary and Secondary Education of being the most improved of all Level 4 schools in the state.

Risks and Challenges for Fiscal Year 2014

By utilizing the framework for developing the budget, which included aligning resources to support the strategic plan, Springfield Public Schools has closed a $11M budget shortfall without negatively affecting the classroom. With an all funds budget of $430 million, this budget is a success that we can be proud.

Though we continue to operate in a tough economic environment, the Springfield Public Schools will continue to move 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 achievement for all.

Strategic Decisions for Fiscal Year 2014

During the annual budget kickoff, the revised deficit of $7.4M was communicated to the Superintendent and Cabinet Chiefs; their responses were a mix of surprise and relief. Being in a similar budget situation as last year the team knew what was expected to try to close the deficit.

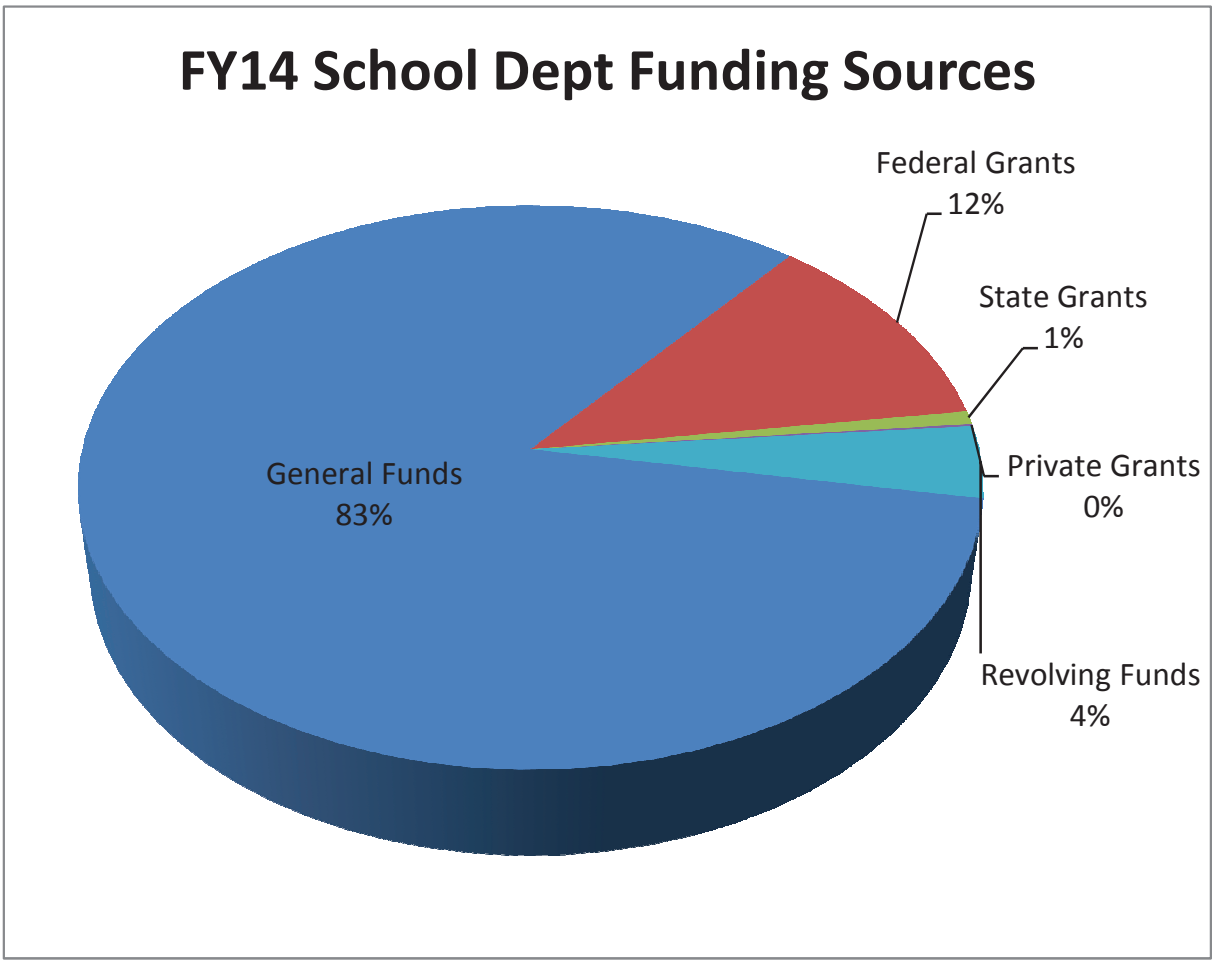
In addition, the Superintendent's Budget Advisory Committee reconvened to brainstorm, strategize, and share information. Co-chaired by the Superintendent and the Acting Chief Financial Officer, the cross-functional team was comprised of representatives from the Superintendent's Cabinet, the Office of Business and Financial Services, school principals, and school unions.

Similar to prior years, each Cabinet Chief was required to submit a prioritized proposal of where they would cut 5% from their budgets. At the same time, the Budget Team analyzed and adjusted the major underlying assumptions in the budget. In FY13, the City of Springfield partnered with World Energy Solutions, Inc. to conduct an online auction to purchase electricity over the next three years. In doing so, SPS was able to reduce its electricity budget by $1.5M, which contributed to reducing our expected deficit. In addition, the District partnered with UTCA to manage our unemployment process. This partnership proved to be a success and we were able to reduce our unemployment costs for FY 14 by another $1.5M. After reviewing the level service requests and considering each department's 5% suggestions for cuts, reductions were implemented that would have no impact on students that resulted in dropping our deficit to $5.9M.

Unfortunately, although the Governor initially proposed increasing the funding for education, his budget relied heavily on new tax revenue that did not make it through Legislature. The House Ways and Means Budget proposed funding Chapter 70 aid at $116.6M below what the Governor had proposed. This meant that the District was going to receive less revenue. Eventually our strategy proved to be successful, and after another round of hearings with the Superintendent, the "Final Balanced (4)" budget was released.

With strategic fiscal management, thorough budget review, and cross-functional collaboration, the District was again able to solve the deficit, all while investing in new initiatives.

Revenue Detail



Departmental Revenue:

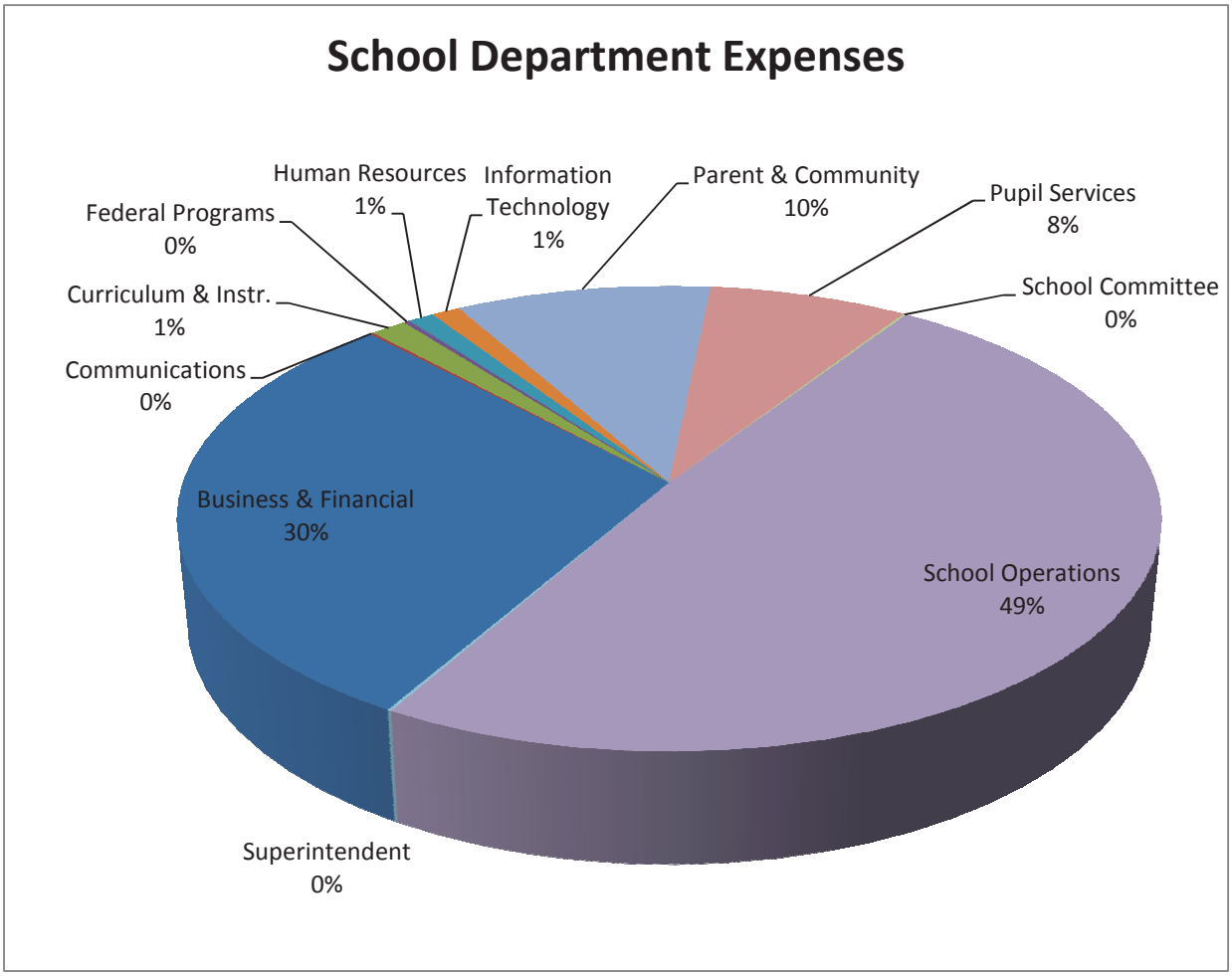
School Department Funding Sources	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
City Local Contribution	34,205,756	34,766,731	35,768,013	1,001,282	2.9%
City Other (Transportation, Adult Ed, Leases, etc.)	21,224,579	23,674,923	26,402,648	2,727,725	11.5%
State Aid	275,403,995	285,851,656	295,698,063	9,846,407	3.4%
Total Departmental Revenue	**330,834,330**	**344,293,310**	**357,868,724**	**13,575,414**	**3.9%**

Revenue Detail (continued)

External Funding:

	FY 2011 Budget	FY 2012 Budget	FY 2013 Budget	FY 2014 Projected
FEDERAL GRANTS				
Title I	19,799,269	20,029,775	20,029,775	18,323,032
IDEA - Special Education Entitlement	7,446,001	7,450,734	7,450,734	7,431,777
School Redesign Implementation (SIG)	1,157,758	4,783,841	4,390,837	3,748,900
Race To The Top (RTTT)	685,487	4,447,166	4,579,511	5,476,589
Teacher Incentive Funds (TIF)	430,717	2,874,440	2,702,829	3,370,557
Magnet	3,889,500	3,889,500	3,889,500	2,756,883
Title IIA - Improving Educator Equality	3,146,650	2,699,491	2,699,491	2,666,667
Title III - English Language Acquisition	709,256	630,494	630,494	713,883
Stabilization/Education Jobs	11,135,231	5,064,088	0	0
Miscellaneous Federal Grants	23,263,048	5,530,572	7,752,086	6,082,487
TOTAL FEDERAL GRANTS	**71,662,917**	**57,400,101**	**54,125,257**	**50,570,775**
STATE GRANTS				
Quality Full Day Kindergarten	1,204,718	1,168,576	1,168,576	1,160,988
Recovery High School	500,000	500,000	500,000	500,000
Coordinated Family & Community Engagement	426,106	400,656	400,656	400,656
Miscellaneous State Grants	1,296,493	1,183,274	1,183,775	1,218,942
TOTAL STATE GRANTS	**3,427,317**	**3,252,506**	**3,253,007**	**3,280,586**
TOTAL PRIVATE GRANTS	**925,378**	**569,090**	**587,050**	**510,078**
REVOLVING FUNDS				
Food Service Program (Ch. 548 Acts 1948)	12,482,673	13,626,496	13,880,604	13,694,646
Circuit Breaker (Ch. 139 Acts 2006)	2,550,264	3,702,606	2,925,000	2,697,500
Tuition (Ch. 71 Sec. 71F)	193,479	322,040	263,373	500,000
Miscellaneous Revolving Funds	1,001,065	866,363	879,238	870,199
TOTAL REVOLVING FUNDS	**16,227,481**	**18,517,505**	**17,948,215**	**17,762,345**
TOTAL GRANTS & SPECIAL REVENUE	**92,243,093**	**79,739,202**	**75,913,529**	**72,123,783**

Expenditure Detail



FY14 School Department Expenses	FY12 Actual	FY13 Adopted	FY14 Recommended	Variance FY14-FY13	Percent Change
Business & Financial	97,835,453	97,498,803	106,124,566	8,625,763	8.8%
Communications	338,997	398,784	521,100	122,316	30.7%
Curriculum & Instr.	7,810,427	5,889,718	4,977,176	(912,542)	-15.5%
Federal Programs	1,105,239	2,144,917	849,957	(1,294,960)	-60.4%
Human Resources	3,015,588	3,302,933	3,569,637	266,704	8.1%
Information Technology	4,573,228	4,512,563	3,868,829	(643,734)	-14.3%
Parent & Community	34,170,010	36,390,542	34,793,669	(1,596,873)	-4.4%
Pupil Services	25,273,738	25,907,391	27,175,097	1,267,706	4.9%
School Committee	282,657	306,518	352,268	45,750	14.9%
School Operations	150,598,402	167,533,408	175,245,387	7,711,979	4.6%
Superintendent	336,209	400,690	391,038	(9,652)	-2.4%
Total Departmental Expenditures	**325,339,949**	**344,286,266**	**357,868,723**	**13,582,456**	**3.9%**

Curriculum and Instruction

Description: Curriculum and instruction (C&I) under the direction of the Chief Instructional Officer, 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, targeted professional development for teachers, remedial and accelerated learning opportunities for students, and exceptional student education, to provide an optimal and equitable education for all students.

Expected Outcomes	FY14 Goal	FY13 Goal	FY13 Result
Increase the District CPI scores in ELA, Math, and Science		ELA 76.5 Math 65.9 Science 63.1	N/A
Increase the high school cohort graduation rate		64.7%	N/A
Decrease the 2012-2013 Dropout rate to 9.8%		9.8%	N/A
Increase the District's MCAS Growth Percentile score to 50 in both ELA and Math		50 in both ELA and Math	N/A
Increase the ELL Subgroup scores in ELA and		ELA 58.2 Math 53.8	N/A
Increase the percentage of high school gradu-		Increase 2%	N/A
Complete the work to align our curriculum to the Common Core standards		Aligned to Common Core	N/A
Work to ensure successful implementation of		System imple-mented	N/A

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) 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 2014 Goals

Expected Outcomes	FY14 Goal	FY13 Goal	FY13 Result
Develop effective communication strategies to help increase the 2013 district CPI scores in ELA, Math, and Science to the following scores:	ELA – 76.5 Math – 65.9 Science – 63.1		Results not available yet
Revise and monitor successful implementation of the District Wide Communications Plan	Successfully implement 100% of the deliverables laid out in the 2012-2014 Communications Plan	Revise the District Wide Communication Plan and engage in 100% of its action items	Fully engaged in 100% of 2013 deliverables or initiatives outlined in 2012-2014 Communication Plan
Work to improve the quality of Customer Service provided by SPS Central Office employees to the public, SPS faculty and staff	Deliver one unit of Customer Service Campaign to Central Office and also School Clerks in conjunction with SPA	Partner with Springfield Parent Academy to revise Customer Service Campaign	Revised 1 unit of the Customer Service Campaign for Central Office. Will be offered 2013-2014 school year.
Develop communication strategies to help support increasing the District-wide student attendance rate in 2012-2013, increasing the 4 year cohort graduation rate, and decreasing the 2012-2014 dropout rate.	Attendance rate – 92.4% Graduation rate – 64.7% Dropout rate – 9.8%	Attendance rate – 91.8%	Attendance rate – 91.8% Graduation rate – 52.1% Dropout rate – 11.7%
Improve the perception of Springfield Public Schools in the community.	91% monthly positive publicity	85% monthly positive publicity	89% average positive publicity rate per month
Increase the SPS communication system's level of interaction and responsiveness to the needs of students, families and staff.	Provide 40 communication deliverables	Provide 30 communication deliverables	Provided 32 communication deliverables

Pupil Services

Description: The Department of Pupil Services is comprised of the Special Education, Nursing and Health Services, student attendance units, and supervision of the Public Day Schools. Special Education is the largest of all the units in the department and is charged with meeting the educational needs approximately 5,000 students with disabilities in the District, while maintaining compliance with state and federal regulations. Health Services oversees all nursing and health services for students in partnership with the Department of Public Health and community health providers. The student attendance unit is responsible for the deployment of School Attendance Officers and the Springfield Student Attendance Resource Center (SSARC) to support schools towards goals of improving student attendance and reducing truancy rates. Supervision of the elementary, middle, and high public day schools requires ongoing monitoring of implementation of special education services, staffing and budget, student outcomes and safety.

Fiscal Year 2014 Goals

Expected Outcomes	FY14 Goal	FY13 Goal	FY13 Result
Assist in successful implementation of the new Educator Evaluation system.			Accomplished
Improve compliance in the Special Education Program			Accomplished
Expand and successfully implement the PBIS and City Connects Programs across the District			Accomplished
Increase the CPI in ELA, Math, and Science	3 points	reach PPI standard	
Increase the District CPI score for the SPED sub-group in the appropriate academic areas		ELA – 60.8 Math – 54.2	
Increase student participation in AP courses			Accomplished

Human Resources

Description: Human Resources provides for the effective, efficient and timely management of human resources and school safety and security. Human Resources works with employees in all matters related to employment, serves as the primary contact for all individuals considering employment with the Springfield Public Schools, and is responsible for ensuring safety and security across the District. With the support of four Human Resources Zone Managers and a Senior Administrator of Human Resources aligned to specific school zones, Human Resources serves the schools by linking school principals to human resource support services that will help them operate their schools more efficiently and help accelerate progress in the District. Another core service is the provision of human resource information management. The Human Resource Department plays a major role in our Collective Bargaining and Contractual compliance efforts. In addition, acting through its Safety and Security Department, it seeks to provide a safe environment for all students and staff in the Springfield Public Schools by working with police and school officials, and providing a consistent approach to preventing crime and violence, including the presence of weapons; illegal drug and alcohol use; theft and vandalism, in our schools. 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 2014 Goals

Expected Outcomes	FY14 Goal	FY13 Goal	FY13 Result
Increase the percentage of core academic classes taught by Highly Qualified Teachers (HQT) in		Increase HQT to 97.2%	HQT 96%
Increase the teacher attendance rate to 96.1%		96.1%	95.6%
Increase the paraprofessional attendance rate		93.1%	89.6%
Decrease the number of teachers on waivers		62 waivers	60 waivers
Through effective recruiting, hiring and retention practices for teachers and administrators, increase the District aggregate CPI scores in ELA,		ELA 76.5 Math 65.9 Science 63.1	Results not yet available
Improve school safety for students and staff by decreasing the number of assaults and battery		Decrease assault & battery by 5%	Decreased 14.8%
Decrease the amount of vandalism in schools		Decrease vandalism 5%	Decreased 32.4%
Decrease the number of out of school suspen-		Decrease by 10%	N/A

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 the Elementary and Secondary Education Act reporting and regulatory accountability, Title I services for disadvantaged students, Title II initiatives to support Highly Qualified Teachers and Administrators, Safe Schools Prevention and Intervention, Magnet Schools Assistance Program, Extended Instructional Services, Night School, Summer School Programming, and Adult basic Education Programs.

Operating within the framework of the Elementary and Secondary Education Act 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; grant writing and management; and effectively manage program resources and provide support services to schools.

Fiscal Year 2014 Goals

Expected Outcomes	FY14 Goal	FY13 Goal	FY13 Result
Increase by 5% the number of first and second choice enrollment applications for schools funded under the Magnet Schools Assistance Program (MSAP), 5% increase in the number of students enrolled in advanced classes at the two MSAP funded high schools, and 5% increase in parent participation in magnet school functions.	Same as FY13.	Increase various Magnet statistics by 5%.	N/A
Reduce the percentage of student bullying incidents in schools by 2%	Reduce bullying by 3%.	Reduce bullying by 2%.	N/A
Increase the amount of grants acquired in the district by 5%	Same as FY13.	Increase grant acquisition by 5%.	N/A

Information, Instructional Tech., Research & Accountability

Description: The Department of Information, Instructional Technology and Accountability addresses Planning, Evaluation, Assessment, and Research; Information Systems, including Student Information Systems, Data Warehouse, internal systems development; test use of technology in instruction; 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, and continuous improvement strategies to support high student achievement. Robust, reliable communications are ensured through monitoring and improvement of computer network infrastructure and technology assets

Fiscal Year 2014 Goals

Expected Outcomes	FY14 Goal	FY13 Goal	FY13 Result
Improve effectiveness of instruction and efficiency of operations.	Design and implement accountability systems including an expanded SchoolStat program to support principals and senior leaders.	Deployment of teacher dashboard; addition of new data to admin dashboard; deployment of data coaches and SchoolStat meetings with each zone.	Accomplished
Promote operational improvement and sound decision-making through project and process mgmt systems, including revising current systems.	Implement and manage revised project and process management systems and provide management to District departments.	Implemented a new change request form, project work group, portfolio management process, and reporting process to leadership teams.	Accomplished
Improve Department's responsiveness and timeliness in delivery of technology and info systems support to deptts and schools.	Improved responsiveness and timeliness.	Closed over 85% of help desk tickets within 5 days; laptops to teachers in 17 schools; supported schools data needs through PowerSchool; submitted all state data reports on time.	Accomplished
Increase the District aggregate CPI score in ELA, Math, & Science through classroom-instructional technology enhancements, & piloting new technologies.	Increase by 4 points.	Deployed document cameras & projectors to every classroom; supported mobile device pilot projects (15 schools); worked toward integrating technology activities into core curriculum.	Data Not Yet Available
Support technology solutions to compliment and expand course offerings and improve use of data across district.	In order to help decrease the dropout rate by 10%.	Piloted the PowerSchool parent portal with high schools; provided data to high schools on dropouts for recovery efforts.	Data Not Yet Available

Business Operations & Financial Services

Description: The Office of Business and Financial Services, under the direction of the Chief Financial Officer, and in collaboration with principals and administrative department heads, develops individual school and department budgets, which comprise the operating budget for the District; provides support and oversight; and maintains compliance with federal, state, and local laws as well as policies set by the School Committee. The Office of Business and Financial Services is responsible for the filing of financial reports required by the Massachusetts Department of Elementary and Secondary Education (DESE) and the United States Department of Education.

Fiscal Year 2014 Goals

Expected Outcomes	FY14 Goal	FY13 Goal	FY13 Result
Increase school-level support by implementing school visits and one-to-one support and collaboration from business office analysts with principals, clerks, and administrative departments on a quarterly basis.	6 school visits per year	4 school visits per year	Accomplished
Increase the percentage of actual expenditures to budgeted revenues to a level of 98%.	Actual exp. to bud. rev. to 99%	Actual exp. to bud. rev. to 98%	N/A
Improve school and district accountability and compliance with federal state and local laws by developing and implementing a new Student Activity Account process for all principals.	All SAAs at year end are 100% compliant	SAA policies and procedures for principals	Accomplished
Increase the proficiency of principals in the utilization of financial and Human Resource data by increasing the number of principals participating in Business Office/MUNIS training to 100%.	Offer more training to ensure 100% participation	Principals participation in Business Office/MUNIS trainings	N/A
Improve overall business management and performance by providing a system-wide resource of policies, procedures, guidelines and processes through the development of a Business and Financial Service Department Manual, vetting through the school committee where appropriate.	Release and communicate the manual to SPS staff and post to website	Development of Business and Financial Services Department Manual	Pending
Increase breakfast and lunch meal participation. Pilot universal free high school lunch program.	Same as FY13	Increase meal participation	N/A
Reduce the number of workers compensation claims, sick leave and overtime hours worked by SPS custodians.	Same as FY13	Reduce custodial W/C, sick leave & OT	Accomplished

Parent & Community Engagement

Description: Parent & Community Engagement has been undergoing reorganization and restructuring for the last two years, and will continue to build on the skills, talents, and abilities of staff for continuous improvement and exemplary customer service. Due to a seasoned (33-year) veteran retirement, hiring, training, and developing the new administrator for the Parent Information Center is in process. Continued capacity building will be their core work.

PACE's professional development at the school level began this year and will continue strong into FY14. Helping principals, teachers and counselors implement research-based parent and community engagement strategies with fidelity, is one of their overarching goals.

Building the capacity of families and other caring adults is essential. Therefore, a citywide infrastructure was designed for the Springfield Parent Academy, which offers parents and families *FREE* learning opportunities. These opportunities (workshops) are designed to help children succeed and help parents and caring adults attain personal and professional goals. The Springfield Public Schools, in partnership with community representatives, have launched an initiative to help families link to a network of community learning opportunities, support student learning and success, and strengthen communication between home and school. Next year and ongoing, they will continue to expand partner and family participation.

Fiscal Year 2014 Goals

Expected Outcomes	FY14 Goal	FY13 Goal	FY13 Result
Increase parent participation in the Springfield Parent Academy	Expand partner participation by 20% to build parent capacity by creating and delivering training workshops that improves student outcomes.	5%	Accomplished
Manage the McKinney-Vento Program providing diverse and high quality educational opportunities with integrity.	Enhance program delivery by providing family supports and networks.		Accomplished
Increase the number of parent conferences in the District by 5%	Collaborate with schools to increase parent/family participation	5%	Accomplished
Develop Parent and Community Engagement Strategies that help to increase the number of school vol-	Increase volunteer pool	5%	Accomplished

School Committee

Description: The School Committee is an oversight board which, according to M.G.L. Ch. 71 §37, is responsible for creating school policies 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 year's budget.

Fiscal Year 2014 Goals

N/A

School Operations

Description: School Operations ensures the alignment and delivery of instructional programs and support services to 45 schools, through oversight provided by the Chief Schools Officers. The four chief Schools Officers are assigned by zones. School operations focuses on student achievement, home school connections, school safety and improved school performance through their work with assigned schools to provide teachers and principals with the supervision, mentoring, technical support services need to deliver a quality education to our students.

Fiscal Year 2014 Goals

Expected Outcomes	FY14 Goal	FY13 Goal	FY13 Result
Increase the District's Composite Performance Index (CPI) scores in English language arts (ELA), math, and science.	ELA – 76.5 Math – 65.9 Science – 63.1	Increase scores by 4 points	Results not yet available
Improve District-wide student attendance rate.	From 91.8% to 92.4%	From 90.4% to 92%	Increased to 91.8%
Increase the District's MCAS Growth Percentile	To 50 in both ELA and Math	N/A	N/A
Increase the high school 4-year cohort gradua-	To 64.7%	Increase	Accom-plished
Decrease the Dropout rate.	To 9.8%	Reduce by 2%	Reduced by
Decrease the number of external student sus-	By 10%	N/A	N/A
Increase the teacher attendance rate.	To 96.1%	N/A	N/A
Increase the paraprofessional attendance rate.	To 93.4%	N/A	N/A

Superintendent

Description: The Superintendent attempts to maintain clear direction of Springfield Public Schools' vision of *A Culture of Educational Excellence* through the closure of the achievement gap. His actions are directly representative of the District's progress and success. The Superintendent is also responsible for the adherence and oversight of the District priorities.

Fiscal Year 2014 Goals

Expected Outcomes	FY14 Goal	FY13 Goal	FY13 Result
Increase the District's Composite Performance Index (CPI) scores in English language arts (ELA), math, and science.	ELA – 76.5 Math – 65.9 Science – 63.1	Increase scores by 4 points	Results not yet available
Improve District-wide student attendance rate.	From 91.8% to 92.4%	From 90.4% to 92%	Increased to 91.8%
Increase the District's MCAS Growth Percentile score.	To 50 in both ELA and Math	N/A	N/A
Increase the high school 4-year cohort graduation rate.	To 64.7%	Increase	Accomplished
Decrease the Dropout rate.	To 9.8%	Reduce by 2%	Reduced by 1.7%
Decrease the number of external student suspensions.	By 10%	N/A	N/A
Increase the teacher attendance rate.	To 96.1%	N/A	N/A
Increase the paraprofessional attendance rate.	To 93.4%	N/A	N/A

Section 12
Fiscal Year 2014 - 2016
Capital Improvement Plan

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City of Springfield, Massachusetts

Fiscal Years 2014-2018 Capital Improvement Plan

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March 30, 2013

Honorable Mayor Domenic J. Sarno, Chairman and Members of the City Council:

This memorandum provides an overview of planning and budgeting for the City's five year Capital Improvement Plan for Fiscal Years 2014-2018. The plan reflects and builds upon the priorities established by the Administration during the Strategic Action and Rebuild Springfield planning which took place over the past three years. Planning has been broad and comprehensive, but proposed projects are limited to concerns of the highest priority due to constrained resources.

This plan provides a detailed view of the capital needs within the City of Springfield. The total amount of capital requests is $535.2 million. The highest priority projects total $248.5 million or almost half of all requests. One of the City's top priorities with this plan is to support economic development and rebuilding after the tornado, snow storm and other disasters that have affected the City.

Although the City has not had the capacity to bond for projects in Fiscal Year 2013, most projects have been funded through a concerted effort with Federal and State agencies. An important part of funding both the initial response and re-building efforts is a direct result of maximizing FEMA and MSBA reimbursements for schools, facilities and infrastructure improvements. Along with this, the City has also restructured its debt service schedule with the intention of having the capacity to issue debt to maximize additional FEMA reimbursements. Through this process the City was able to reaffirm its bond rating by Moody's of Aa2 with a stable outlook. Additionally, the City was selected by the MSBA to partake in the High School Science Lab Initiative. This grant allows the City to add an additional twelve science labs and five classrooms to its Central High School.

The City's projected Fiscal Year 2014 capital budget is still to be determined and will be evaluated based on the coming year's overall budgetary needs with the goal of staying within the $40 million debt service level. This document should be viewed as a planning tool for the City's leadership and will be subject to change based upon the availability of funds.

I look forward to your feedback and to working with the City Departments on these important projects.

Sincerely,

Timothy J Plante
Acting Chief Administrative and Financial Officer

CAPITAL PLAN OVERVIEW

The City of Springfield's $535.2 million five-year Capital Improvement Plan (CIP) is updated annually for the acquisition, renovation or construction of new or existing facilities and infrastructure. The Capital Plan is the City's investment roadmap for the next five years and is strategically implemented to address the Mayor's five essential priorities for sustaining a vibrant community; public safety, education, economic vitality, healthy neighborhoods, and fiscal and operational excellence. All of these efforts are directed toward achieving the City's mission: To provide a high quality of life for residents, visitors and businesses through the provision of public safety, education, economic development, parks, recreation, health and human services.

The CIP document details major spending for construction and equipment projects over the next five years, providing policymakers the opportunity to finance projects, coordinate City needs, and plan for future risks and needs. A capital project, according to the financial ordinances section 4.44.050 (A) of the City of Springfield, is *"…a facility, object or asset costing more than $25,000 with an estimated useful life of ten years or more."* Projects and assets that do not meet both of these requirements shall be considered operating expenses and shall be included in the operating budget."

Annually, the City develops and presents a capital improvement ***plan***. Projects in the capital plan are based on a quantitative analysis of project need and merit. The capital ***budget*** represents the funding for the first year of that plan each year. Projects in the annual budget represent the City's most immediate investment priorities and 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 of existing City assets. The Planning and Economic Development Department manages new development or redevelopment 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. Lastly, the Department of Public Works is responsible for the repair and maintenance of the City's roadways and sidewalks - a key piece to the City's infrastructure.

Since the scope of the capital plan is limited to affordability, the City continues to have a significant capital need. Over the years many projects on buildings and roads were deferred due to budgetary issues. While financial shortcomings will always be an issue within City government, the CIP allows the City to better plan for when projects need to be completed or when replacement equipment needs to be purchased. The following are ways that were used to help the City fund some of the CIP:

- Increased use of Federal and State funding – There continues to be an effort to seek federal and state funds for projects such as school rehabilitations, road and dam repairs,

emergency mitigation plans and economic development. Currently the City has maximized reimbursements from agencies such as FEMA, MSBA, and the State and Federal Transportation and Highway departments. Gaining access to federal and state funds will require the City to maximize the use of its debt capacity.

- Increased use of grants –There continues to be an interest in seeking grants for projects such as park rehabilitation, fire engine replacements, repair of dams, the rehabilitation of roads, and energy efficiency projects (such as the ESCO project). Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
- Strategic use of pay-as-you-go capital funds – The pay-as-you-go capital account was established in the financial ordinances in order to fund smaller capital projects through the annual operating budget. The City must fund those projects that move the City's strategic goals forward.
- Review use of bond funds – On an annual basis the City conducts a Debt Affordability Analysis to monitor factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has and its ability to afford new debt. This will help City leaders make financially sound decisions in issuing new debt since debt service is a legal requirement that must be paid before all other City expenses.
- Complete master plans for potential building projects – By funding property condition assessments for school buildings, the City can be strategic in the way which projects need to be funded. Because of this, funds would not be put toward a school for a normal renovation or repair when the entire building should be renovated or even replaced.
- Use reserves or other one-time funds for certain one-time capital projects.
- Increase the frequency of asset inventory – By regularly taking inventory of City assets, the need for certain pieces of small equipment for replacement is being determined. It also ensures that departments are properly storing and maintaining the important tools that are integral for their operations.
- Use of unexpended capital funds – On an annual basis starting in Fiscal Year 2009, the Finance Department compiles a list of projects funded by bond proceeds in an effort to find if there were proceeds that were unexpended. The City is then able to use those funds for other projects while following bond proceed laws.

Projects that are included in the CIP are not guaranteed for funding as the Plan is a reflection of the need within the City.

BRIEF HISTORY

In order to understand specific projects within the plan it is important to understand the context of the City's capital improvement review process. In prior years, the City did not have a system in place to capture all capital project requests and needs from each department or a process for evaluating requested projects for approval. There was also no rating or prioritization system in place to evaluate all requests and make decisions based on a set of criteria. As a result the City may not have been aware of the true capital need or deferred maintenance of the City's assets.

In FY09 the City produced its first comprehensive Capital Improvement Plan. City Departments were asked for a comprehensive list of capital needs, those needs were organized in a database managed by the Finance Department and a panel of City departments evaluated the submissions based upon a set of criteria. The major benefit of the capital process is to evaluate all department requests and analyze projects based on the benefit to the City rather than funding projects on an ad-hoc basis. The projects funded during the first year of implementing this process included large equipment and vehicle purchases, park projects, road and sidewalk projects, and ensured locations within the City are compliant with the Americans with Disabilities Act. In fiscal year 2010 the City took advantage of the Qualified School Construction Bonds (QSCB) program which was part of the Federal Government's economic recovery program. QSCB's allows local educational agencies or school systems to issue taxable bonds and use 100 percent of the proceeds for specified purposes which include renovations or construction of a school building. Through this method the investor receives 100 percent of the tax credit associated with this issuance. The City also took advantage of its Forest Park Middle School project being grandfathered in as a 90% reimbursement project under the new MSBA. Given this the City issued over $32 million to fund the renovation project along with the renovation of two parochial schools purchased for City use. In FY2011 and FY2012, the City did not have the capacity to go out to bond but rather used its Pay-As-You-Go Capital to fund emergency related projects as well as the City's higher priority projects.

In FY13 a total of $112.6 million was appropriated for capital projects. City schools account for the majority of funds, roughly $75 million. These projects include rebuilding Brookings and Dryden Schools and construction of new Central High Science Labs. Brookings and a wing at Dryden were destroyed by the June 1st tornado, deemed structurally unsound and needed to be reconstructed. Central and the City were selected by MSBA to partake in the MSBA's High School Science Lab Initiative. MSBA is utilizing the remaining allocation of Qualified School Construction Bond proceeds to provide the Science Lab Initiative. Several other projects geared toward public safety and economic development were also funded.

Funding Source	
Pay-Go	2,942,725
Unexpended Bonds	3,993,851
BANS	105,672,687
Total FY13 Appropriations	**112,609,263**

To date since the Capital Plan was initiated, the City has funded over $184.2 million. As the City balances its fiscal constraints each year, it continues to make efforts to fund the most needed projects.

Project Requests	Funded	Unfunded	Total
FY09	$23,256,670	$454,588,879	$477,845,549
FY10	$54,595,864	$437,651,911	492,247,775
FY11	$3,014,702	$373,660,886	376,675,588
FY12	$2,637,239	$192,160,536	$194,797,775
FY13	$112,609,263	$300,609,468	$413,218,731

REVIEW: FY13 CAPITAL BUDGET

During FY13, $55.8 million of debt was issued for new projects. This coupled with existing debt and Pay-As-You-Go capital funds, totaling $62.8 million, were used to complete some priority need. The following is a brief description of the funded projects by priority.

FY13 Projects Funded to Date

Priority	Category	Project Description	City Funds	Other Funds	Total Project Cost	City Funding Source
Economic Development	Infrastructure	Boston Rd Corridor	4,000,000	-	4,000,000	BOND
Economic Development	Infrastructure	Roofs for Solar Panels	1,200,000	-	1,200,000	BOND
Economic Development	Buildings	Union Station	2,200,000	75,800,000	78,000,000	BOND
Education	Buildings	Brookings School	11,528,392	16,371,608	27,900,000	BOND
Education	Buildings	Brookings School Land Takings	1,213,757	-	1,213,757	UNEXPENDED BOND PROCEEDS
Education	Infrastructure	Central High Science Lab Expansion	6,517,963	25,563,938	32,081,901	BOND,UNEXPENDED BOND PROCEEDS
Education	Buildings	Dryden School	4,786,485	10,460,657	15,247,142	BOND
Education	Buildings	Gerena Playscape and Classroom	350,000		350,000	PAY-GO
Education	Buildings	Mt Carmel School Purchase	2,700,000	-	2,700,000	BOND
Education	Buildings	School St School Purchase	2,000,000	-	2,000,000	BOND
Fiscal and Operational Excellence	Buildings	City Match for Green Repair Grant	4,000,000	-	4,000,000	BOND, UNEXPENDED BOND PROCEEDS
Fiscal and Operational Excellence	Technology	Metro E Network (VOIP)	236,113		236,113	PAY-GO, PRODUCTIVITY BANK
Fiscal and Operational Excellence	Vehicles	VRC - Vehicle Replacements	1,000,000		1,000,000	PAY-GO
Healthy Neighborhoods	Infrastructure	Demolition	150,000		150,000	PAY-GO
Healthy Neighborhoods	Land/Park/Fields	Hubbard Park	200,000	750,000	950,000	PAY-GO, GRANT
Public Safety	Buildings	Bondi's Island Landfill	1,000,000	-	1,000,000	BOND
Public Safety	Infrastructure	Emergency Disaster Funding	15,337,644	-	15,337,644	BOND
Public Safety	Equipment	Grant Match for Fire Radio Project	40,082		40,082	PAY-GO
Public Safety	Infrastructure	Indian Orchard Signal Project	562,848	300,000	862,848	PAY-GO,UNEXPENDED BOND FUNDS
Public Safety	Equipment	Jaws of Life for Ladder 1	43,500		43,500	PAY-GO
Public Safety	Infrastructure	Main St Sidewalk Replacements	238,850		238,850	PAY-GO
Public Safety	Equipment	Narrowbanding	2,175,000		2,175,000	PAY-GO, LEASE
Public Safety	Technology	Secondary Fire Dispatch Upgrade	150,000	350,000	500,000	PAY-GO
Public Safety	Infrastructure	Skywalk	889,180		889,180	PAY-GO,BOND
Public Safety	Buildings	Temporary Staging for Main Library	267,246	-	267,246	PAY-GO
		Total FY13	**62,787,060**	**129,596,203**	**192,383,263**	

Economic Development

The Economic Development department is also involved with the revitalization of Union Station, a crucial project for the continued revitalization of the City of Springfield. The goal is to transform a long-vacant property into a sustainable transportation facility bolstering downtown redevelopment efforts. When completed, the historic downtown station will be transformed into the region's main transportation hub. It will provide connections for the continuation and expansion of services, including local, regional and intercity buses; Amtrak, commuter and high-speed passenger rail; and other ground-transportation services.

The Economic Development department has issued a Request for Proposal (RFP) for companies to apply for placement of solar panels on roofs of City-owned buildings. Savings in utilities generation and usage is expected.

The Department of Public Works (DPW) continues to make investments in the City's infrastructure. To date $4,000,000 has been funded for the Boston Road corridor project for street improvements near a major shopping center. This will help attract national chain stores to the area.

Education

Most projects funded in the FY13 Capital Budget fall under Education. Three schools have experienced a major renovation or construction and two additional schools will be purchased instead of leased.

Brookings Elementary was destroyed by the June 1st tornado and deemed unusable. Students were put in temporary school buildings while the school is completely rebuilt across the street from the original building. Dryden Elementary also experienced damage from the June 1st tornado with one wing destroyed. This wing will be rebuilt while the students are in the remaining sections of the building and temporary building. The MSBA has signed a Project Financial Agreement for 80% reimbursement and has verbally committed to 100% reimbursement. Should the City receive 100% reimbursement, this will free up its debt capacity and provide additional funding for other projects.

Central High was selected by the MSBA to partake in the MSBA's High School Science Lab Initiative. MSBA is utilizing the remaining allocation of Qualified School Construction Bond proceeds to provide the $60 Million Science Lab Initiative.

The City is currently leasing two school buildings from the Dioceses of Springfield with options to buy in FY13. Lease costs outweigh purchase costs and therefore the City plans to purchase these buildings this fiscal year. By purchasing the buildings, the City will not have to pay lease payments and amortize costs over a twenty year period.

Fiscal and Operational Excellence

The IT department has been working on Voice over Internet Protocol (VoIP) where delivery of voice communications and multimedia sessions over Internet Protocol (IP) networks, such as the Internet and telephone services are provided. The VoIP project will require ordering, testing and implementation of phones, switchgears and routine maintenance which will be funded as savings allows.

City-wide vehicle purchases have been made by the Department of Public Works (DPW) in an effort to update the City's aging fleet and realize savings in maintenance costs. Purchases were made for new Police Department cruisers and 20 new passenger cars that will be used by several departments. Capitalizing on low interest rates, another nine vehicles were also leased.

Healthy Neighborhoods

In an effort to stabilize neighborhoods, particularly in critical neighborhoods, the Community Development Department has made continued efforts in the areas of redevelopment of abandoned/vacant homes, homebuyer down payment incentives and demolition of blighted residential structures. They have also worked with receivers to take control of residential properties and target proactive code enforcement. They have board and secured vacant homes, acquired and disposed of tax-foreclosed residential properties and rehabilitated historic properties and cleaned up lots including graffiti removal.

The Department of Capital Asset Construction (DCAC) was awarded a grant to renovate Hubbard Park, a community-wide asset which will be enhanced with A.D.A accessibility, path systems, picnic areas, improved drainage, enhanced ball fields, environmental signage, improved tennis and basketball courts in addition to traffic safety enhancements.

Public Safety

Recently the Dispatch and Police Department worked in collaboration to meet the Federal Communications Commission (FCC) mandate where by January 1, 2013, all public safety land mobile radio systems operating in the 150-174 MHz and 421-470 MHz bands must cease using 25 kHz efficiency technology and begin using at least 12.5 kHz efficiency technology. The project comprised of handling all radios at Fire, Police, Dispatch and DPW and updating the frequency they run on as well as the tower and mobile radios. This increases public safety personnel's ability to communicate using more efficient radio communications throughout the City.

The Fire and Dispatch Department also collaborated with the State to upgrade the City's secondary dispatch center at the Fire Department to create a fully redundant Dispatch Center in the event the Police Department's main dispatch center is compromised. Upgrades included new wiring, UPCs and computers.

The DPW in conjunction with the Economic Development Department is working together to update the traffic flow on Main and Myrtle Streets in the City's Indian Orchard section. The project will add a light at this intersection for better traffic flow and increased public safety. The project is funded from Ch90, Pay-Go and Unexpended Bond Proceeds.

The Department of Environmental Protection (DEP) has required the City to submit an updated itemized cost of closure and post-closure for its landfill. It also required the City to fund a Financial Assurance Mechanism (FAM) to ensure the owner of the landfill, the City, has adequate funding available to close it. The City authorized $4.9M for the FAM and will be using $1M of it to close two cells this year.

PROJECTED FY13 CAPITAL PROJECTS

Armory Funding

The Springfield Armory was destroyed by the June 1st tornado. Erected in 1895, the Armory was active until the end of World War II, and most recently housed a neighborhood community center. The Armory was deemed too costly to rebuild and therefore the City, working with FEMA and MEMA, is planning to use awarded funds for alternative projects that would benefit the entire community. The City is currently examining potential projects in its Priority A list that would best meet the needs of the community.

CDBG-Disaster Recovery

The *Disaster Relief Appropriations Act of 2013*, signed into law by President Obama on January 29th, included $16 billion in CDBG-Disaster Recovery funding (CDBG-DR). Eight days later, the U.S. Department of Housing and Urban Development (HUD) announced a first round of aid totaling $5.4 billion for five states including the City of New York all impacted by Hurricane Sandy. HUD will announce additional allocations throughout the year based upon the level of remaining needs to help other states and local communities impacted by natural disasters in 2011-2013. This grant, part of $514 million allocated among nine states, is provided through HUD's *Community Development Block Grant (CDBG) Program* to support long-term disaster recovery efforts in areas with the greatest extent of 'unmet need'. Just recently the City received word from HUD that it would be receiving over $21 million for long-term disaster recovery costs caused by the severe storms in 2011. The City is currently working on an action plan which incorporates the Rebuild Springfield Plan in order to prioritize the necessary projects for a successful rebuilding effort.

Together these two funding sources are bringing in over $40 million in revenue for capital projects to the City. Below is a sample of projects the City could potentially fund using these resources.

Emergency Funding Projects
South End Community Center
Senior Center
Camp Angelina
Roofs for Solar Panels
Purchase Mt Carmel School
Purchase School St School
Demolitions
Roads and Sidewalks (or Central Street or 6 Corners)
Boston Road
Skybridge
City Dams
50 East St Renovations
Tapley St Buildout (CityHall Backup)
ECOS

South End Community Center – The City wants to rebuild the South End Community Center to have a public location where members of the community can have a safe place to gather for group activities, social support, public information, and other purposes.

Senior Center – The City wants to build a new senior center to provide a welcoming place for all seniors, their families and caregivers, elder service providers and the community at large.

Camp Angelina – The City wants to contribute to the renovation efforts for an inclusive camp which provides recreational opportunities for all children and young adults, particularly those with physical disabilities, developmental delays, learning and emotional disabilities, medical concerns, and hearing and visual impairments.

Roofs for Solar Panels – The Economic Development department has issued a Request for Proposal (RFP) for companies to apply for placement of solar panels on roofs of City-owned buildings. Savings in utilities generation and usage is expected.

Purchase Mt Carmel and School Street Schools – Lease agreements are legally funded by the School Department for the first three years of the agreement. The leases for these two schools are in the fourth year and the City has determined it would be more cost effective to purchase these buildings.

Demolitions – The City would like to fund more demolitions to help fight blight especially in areas affected by the tornado.

Roads/ Boston Road and Sidewalks – The City would like to fund improvements in its infrastructure especially in key areas that would help drive economic development. These repairs were deferred in years past due to budgetary constraints and will help drive national chain stores to specific areas.

Skybridge – The City is working with the ADA to ensure access to the riverfront is available for those with disabilities. Currently there is access but the elevator continues to be problematic so the City has come up with a plan to build a ramp in place of the elevator.

City Dams – There are several dams throughout the City that have been neglected in their maintenance and need to be updated.

50 East Street – In addition to the Pearl Street location the Police Department is in need of space for its evidence, training academy, Juvenile and Youth division and Ordinance Division. This would consolidate several divisions into one building reducing lease payments and allowing the divisions to be more efficient.

Tapley Street build out – The second floor of the City's Tapley Street public works location can be built out to become the City's backup center for emergencies and data warehousing along with office space. This will consolidate private leases the City is paying for currently.

ECOS - The City in collaboration with the School Department would like to update its Environmental Center for our Schools (ECOS) building by completing a massive renovation

including an energy-efficient structure, a model 'green' facility complete with solar panels and new technology.

PROPOSED FY14 CAPITAL BUDGET

In November of 2012, the Capital Improvement Committee convened its first planning meeting to evaluate the City's obligation for the tornado and snowstorm emergencies, its expected reimbursement from FEMA and the projected debt capacity remaining. The most recent submissions were reviewed and priorities and departmental ratings were validated. Based on this meeting a list of priority projects was developed and reviewed by the Committee for approval. Once debt capacity becomes available to address some of the need, the below list of the "Priority A" projects or those projects with the highest scores based on the Committee's evaluation, will be funded. Options for funding these priorities will include:

- Use of leftover FY12 Pay-As-You-Go Capital funds
- Use of leftover FY13 Pay-As-You-Go Capital funds
- Use of FY14 Pay-As-You-Go Capital funds
- Use of Unexpended Bond Proceeds
- FY14 bond issuance / Bond Anticipation Notes Issuance
- Grants funds

At the present time, the City is expected to issue additional debt for FY13 and FY14 based on the debt affordability analysis conducted in February 2013 and included in Appendix D of this document. In addition, the City will aggressively pursue other sources and continue to examine the feasibility of selling Bond Anticipation Notes (BANs) or internally financing critical projects for the next year or two at the same time the City sells bonds.

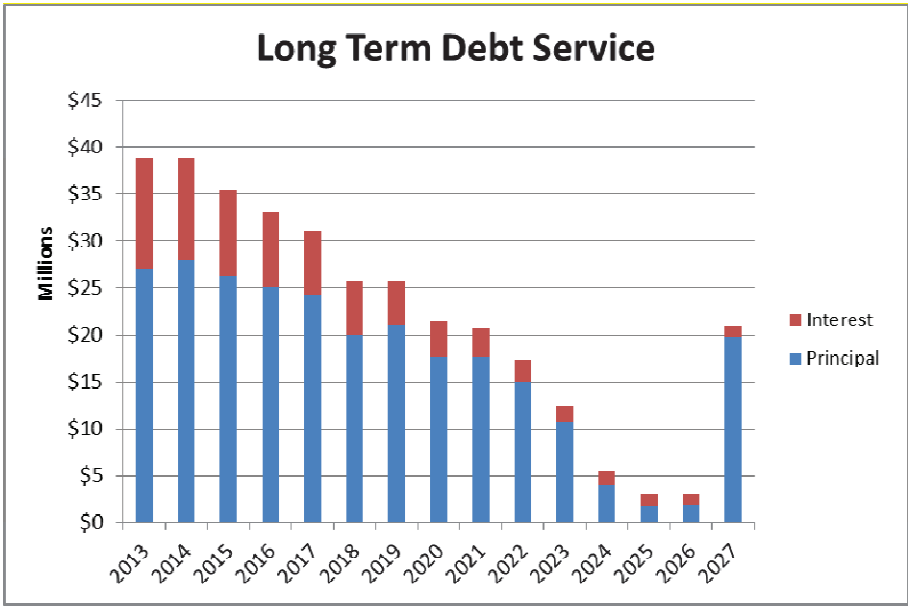
DEBT AFFORDABILITY ANALYSIS

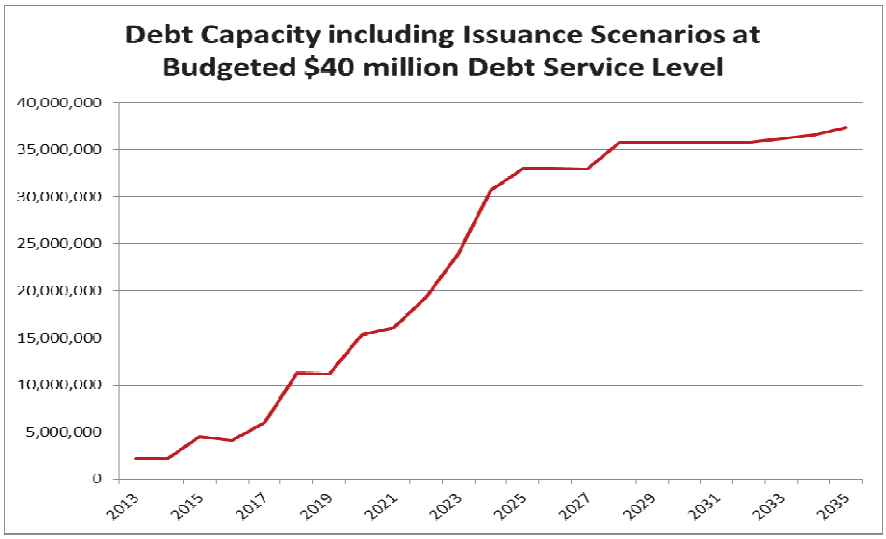
The City will publish a Debt Affordability Analysis in 2013 to illustrate the factors used to evaluate our ability to afford new debt. In recent years, the City has made a concerted effort to restructure its debt for the purposes of increasing the capacity for future debt issuances and preventing dramatic increases in future debt payments. This has also helped reduce the risk of back-loading future debt and to reduce the total cost of interest payments.

Currently, the City has a gross debt liability of $333.1 million including principal and interest. This does not include, however, the City's reimbursement from the Massachusetts School Building Authority and rebates from the water and sewer bond issuances. When these funds are added to the total debt liability, the net debt equals $224.2 million. Net debt is the City's true debt liability after reimbursements and rebates from debt issuances.

Based on the analysis included in the Debt Affordability report (full report in Appendix D), the City is in a solid debt position but can improve its standing even more. By doing this, the City can lower the debt per total income and debt per capita. These metrics are important when comparing Springfield's debt to other municipalities. The City should also look to strategically use pay-as-you-go capital, capital reserve fund, and the stabilization reserve fund in order to address some of the City's infrastructure, building, and vehicle needs without adding debt and the associated debt service payments.

In 2013 Springfield plans to issue $30 million in BANs or bonds to continue efforts to update its infrastructure and for permanent funding needed for previously issued BANs. Capitalizing on its decreasing debt schedule, in 2014, Springfield plans to go out to bond for $20 million, alleviating almost half of its highest priority requests. These issuances do not have an effect on the City's operation or operating budget as the City has entered a declining debt schedule resulting in over $2 million in FY2013 and another $2 million FY2014 of debt service capacity compared to its annual budgeted level of $40 million.




Debt Capacity including Issuance Scenarios at Budgeted $40 million Debt Service Level
40,000,000
35,000,000
30,000,000
25,000,000
20,000,000
15,000,000
10,000,000
5,000,000
0
2013
2015
2017
2019
2021
2023
2025
2027
2029
2031
2033
2035

APPENDIX A: PROPOSED FY14 CAPITAL BUDGET PROJECTS

Once this City completes its review of the operating budget, it will determine what next steps should be taken to address the capital needs discussed in this report. Consideration of new bonds, Bond Anticipation Notes, Grants and Pay-Go capital funds will all be reviewed.

APPENDIX B: CAPITAL IMPROVEMENT PROCESS

CAPITAL IMPROVEMENT PROCESS

Departments submit capital requests to the Finance Department electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Finance Department and are reviewed by the Capital Improvement Committee. This process is required by City ordinance and is consistent with best practices regarding capital investment.

Database Requirements - All capital requests are submitted in electronic format and include the following information:

- Project Category
- Project Type
- Priority placed by Requesting Department
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Description of the Project's Prior Phases Completed

Categories - Capital projects are categorized into one of seven categories:

- Building – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.
- Infrastructure – This category includes roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature that are not building structures.
- Equipment (Vehicular) – This includes equipment capable of self-propulsion from one location to another.
- Equipment (Other) – This includes all other equipment that meets the definition of a capital project item but is not capable of self-propulsion.
- Land/Parks/Fields - This category includes the acquisition, replacement, renovation, addition to, construction or long-term lease of parks and playing fields. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project would be categorized in those respective categories.
- Technology – This category includes all purchases that meet the definition of a capital item in the area of technology such as computers, digital copiers, printers, telephone systems and software programs.
- Salary – This category includes salary for staff associated with a specific project and helps to determine what, if any, operating costs are included in the project plan.

Types - Each project is further classified into one of five different types of projects:

- New – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.
- Reconstruction/Replacement – The substantial reconstruction or replacement of a capital asset, such as a street, building or a piece of capital equipment. This may entail the demolition of an existing asset or the abandonment of an asset and the construction or acquisition of a new asset to replace it.
- Demolition – This includes commercial and residential building demolition.
- Major Repair/Renovation – Large-scale renovations and repairs to capital assets, such as building system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.
- Repair – Smaller scale capital repairs that extend the useful life of a capital asset.

Capital Improvement Committee - The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the Chief Administrative and Finance Officer, the Director of Finance, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of the City's Capital Asset Construction Department and the Director of Economic Development and Planning for the City and a representative of the City Council. Any member who has an interest in any item before the committee must recuse him or herself from deliberations on that item. For the FY12 planning process the Committee members included:

- Acting CAFO – Timothy J Plante
- Budget Director - LeeAnn Pasquini
- Public Works Director – Allen Chwalek
- PBRM Director – Patrick Sullivan
- Capital Asset Construction Director – Rita Coppola
- Planning and Economic Development Director – Kevin Kennedy
- City Council Representative – Timothy Rooke

The Capital Improvement Committee reviews each submission. After appropriate review and consideration, the committee establishes project priorities given quantitative measures of need and justification as established by the rating department and reviewed by the committee.

Criteria - Each project is ranked on six criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are their funding sources other than the general fund for this project?
- Legal obligations – Does the project improve compliance with federal law, state law, or local ordinance?
- Impacts on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?
- Urgency of maintenance needs - Is the asset currently broken and in need of immediate replacement?

- Prior phases - If the project is a multiyear project, have prior phases been previously conducted?
- Department priority – What priority does the department place on the projects based on the departmental mission, goals and objectives.

Each criterion above receives a different weight as seen in Appendix B. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital plan is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.

APPENDIX C: RATING CRITERIA

CITY OF SPRINGFIELD
PROJECT REQUEST RATING SHEET
DESCRIPTION OF RATING CRITERIA AND SCALES

CRITERIA A- OVERALL FISCAL IMPACT **Weight: 4**

Rationale: Limited resources exist for competing projects. This requires that each project's full impact on the City's budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.

Considerations: Ratings for this factor will consider these major points:

A. Capital cost of the project relative to all other project requests.
B. Impact of the project on City operating costs and personnel levels.
C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
D. Impact on the City's tax revenue or fee revenue.
E. Will external funding be lost should the project be delayed?

Illustrative Ratings:

5- Project requires less than 10% City funding.
4- Project requires less than 50% City funding.
3- Project requires more than 50% City funding, decreases operating costs and increases City revenues.
2- Project requires more than 50% City funding, increases operating costs and increases City revenues.
1- Project requires more than 50% City funding, decreases operating costs and decreases City revenues.
0- Project requires more than 50% City funding, increases operating costs and decreases City revenues.

Note: Projects which do not impact either revenues or operating costs will receive the score of a project that is more favorable in the category (for revenue, the score will be the "increasing revenue" score and for costs, the "decreasing costs" score). This score will then be reduced by 0.5 to reflect the lack of actual increase in revenue or decrease in costs.

CRITERIA B- LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 4

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations: Ratings for this factor will consider these major points:

A. Whether the City is under direct court order to complete this project.
B. Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

5- City or Department is currently under court order to take action.
4- Project is necessary to meet existing state and federal requirements.
3- Legislation is under discussion that would require the project in future.
2- There is no legal or court order or other requirement to conduct the project.
1- Project requires change in state or law to proceed.
0- Project requires change in federal or law to proceed.

CRITERIA C-IMPACT ON SERVICE TO THE PUBLIC **Weight: 3**

Rationale: Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues as well as those that improve the services provided by a department. Service is broadly defined, as are the City's objectives in meeting the health, safety or accreditation needs of our residents and/or improved operations of an existing department.

Considerations: Ratings for this factor will consider these major points:

A. Whether the service is already being provided by existing agencies.
B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
C. Whether the project focuses on a service that is currently a "high priority" public need.

Illustrative Ratings:

5- The service itself addresses an immediate public health, safety, accreditation, or maintenance need.
4- Service is improved and addresses a public health, safety, accreditation, or maintenance need.
3- Service is greatly improved.
2- Service is improved.
1- Service is minimally improved and addresses a public health, safety, accreditation, or maintenance need.
0- Service is minimally improved.

CRITERIA D- URGENCY OF MAINTENANCE NEEDS **Weight: 3**

Rationale: The City's most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

A. Whether a service is currently interrupted.
B. Whether the project as requested will result in full restoration of an interrupted service.
C. Whether the project is the most cost-effective method of providing or maintaining a service.
D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
F. Whether the agency has prepared a comprehensive maintenance/rehabilitation/ replacement schedule and the project is due under that schedule.

Illustrative Ratings:

5- Service is currently interrupted and the project will restore service in the most cost-effective manner possible.
4- Service is likely to be disrupted in a five-year horizon if the project is not funded.
3- The project is necessary to maintain an orderly schedule for maintenance and replacement.
2- The cost of the project will increase in future (beyond inflation) if it is delayed at this time.
1- There is a minor risk that costs will rise or service will be interrupted if the project is not funded.
0- There is no financial or service risk in delaying or not funding the project (e.g., the project is new and has no impact on current service).

CRITERIA E - PRIOR PHASES **Weight: 2**

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

A. Whether the project has received prior funds.
B. Whether the project requires additional funding to be operational.

Illustrative Ratings:

5- All but the final phase has been fully funded.
4- Multiple phases have been fully funded.
3- Multiple phases have been partially funded.
2- The first phase has been fully funded.
1- The first phase has been partially funded.
0- No prior phases have been funded or partially funded.

CRITERIA F – DEPARTMENTAL PRIORITY **Weight: 2**

Rationale: Departments are expected to provide an indication of which projects are most important to their mission.

Considerations: Ratings for this factor will consider these major points:

A. Departmental ranking of each individual project.
B. The total number of project requests that are submitted by a department.

Illustrative Ratings:

5- The project is within the top 20% of departmentally ranked project requests (81% to 100%).
4- The project is within the next 20% of projects (61% to 80%).
3- The project is within the next 20% of projects (41% to 60%).
2- The project is within the next 20% of projects (21% to 40%).
1- The project is within the bottom 20% of ranked projects (0% to 20%).

Capital Improvement Plan FY14-FY18

Capital Project Requests by Department Priority

Updated as of 3-29-13

Priority A

Priority	Department	Project Summary	Partial/ Funded	Total Rating	Total Cost FY14-FY18	2012 Funded	2013 Funded	Funded Sources	2014	2015	2016	2017	2018
A	DCAC	ELIAS BROOKINGS - SCHOOL REBUILD		84	-	613,831	27,385,000	FEMA, MSBA	-	-	-	-	-
A	DCAC	DRYDEN - REPAIRS AND REBUILDING		84	-	1,000,000	15,247,142	FEMA, MSBA	-	-	-	-	-
A	DCAC	PUTNAM VOC - SOIL CONTAMINATION&DENTAL CLINIC	F	81	-	120,000	1,400,000	Putnam Bond	-	-	-	-	-
A	ECO DEV	UNION STATION	P	81	74,218,490		3,834,389	Grants and City Match	74,218,490				
A	DCAC	SKYWALK	P	80	-	-	678,030	PAY-GO FY13	-	-	-	-	-
A	DCAC	SECC - EARMARK		79	25,000,000	-			25,000,000	-	-	-	-
A	FACILITIES	CITY HALL - BOILER PLANT		77	2,000,000	-			750,000	625,000	625,000	-	-
A	ECO DEV	COURT SQUARE REDEVELOPMENT -SHEAN BLOCK AQUISITION	P	76	26,011,390	420,000		State Grant	3,711,390	22,300,000	-	-	-
A	DCAC	FOREST PARK - PORTER LAKE SKATEHOUSE RENOVATIONS (ECOS)	P	76	-	95,000	2,547,923	PAY-GO FY12/Potential Bond	-	-	-	-	-
A	DISPATCH	Back-up 911 Center Upgrade	P	76	-	10,262	150,000	PAY-GO FY13	-	-	-	-	-
A	FIRE	JAWS OF LIFE	F	76	-	-	43,500	PAY-GO FY13	-	-	-	-	
A	DCAC	SCHOOL PROPERTY CONDITION ASSESSMENTS	P	75	300,000	-			75,000	75,000	75,000	-	75,000
A	DCAC	POLICE STATION - ELECTRICAL UPGRADES PHASE III	F	75	-	474,280	500,000	Police & Fire Design Bond and Pay-Go FY12	-		-	-	-
A	LIBRARY	CENTRAL LIBRARY - ADA Handicap Ramp	F	75	-	267,000		OLD BOND FUNDS	-	-	-	-	-
A	DCAC	BUSINESS CONTINUITY PLAN - PHASE 1- DPW GEN UPGRAD	P	74	1,450,000	-	50,000	SNOW AND ICE FUND	1,450,000	-	-	-	-
A	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	P	74	12,000,000	-			3,000,000	3,000,000	2,000,000	2,000,000	2,000,000
A	DPW	ROAD RESURFACING AND SIDEWALK CONSTRUCTION	P	74	18,350,000	-	2,800,000	PAY-GO FY13/Ch90	10,850,000	4,500,000	3,000,000	-	-
A	FACILITIES	SCHOOLS - SAFETYCAMERAS	P	73	2,828,391	1,296,609		School Budget	2,828,391	-	-	-	-
A	DCAC	SENIOR CENTER	P	73	10,090,000	348,430	356,000	PAY-GO FY12/OLD BOND FUNDS	-	10,000,000	-	-	90,000
A	DISPATCH	CITYWIDE NARROWBANDING REQUIREMENT	F	73	-	-	175,000	PAY-GO FY13	-	-	-	-	-
A	DPW	BONDI'S ISLAND LANDFILL CLOSURE		73	2,500,000	-	500,000	BOND	500,000	500,000	500,000	500,000	500,000
A	POLICE	50 EAST STREET		73	5,000,000				5,000,000				
A	ECO DEV	ROOFS FOR SOLAR PANELS		73	1,200,000				1,200,000				
A	DPW	PRIVATE WAYS - RESURFACING		73	1,500,000				300,000	300,000	300,000	300,000	300,000
A	PARKS	CAMP STAR ANGELINA RENOVATIONS		73				Grant	900,000	1,600,000			
A	DPW	NORTH END LIGHTING	F	72	-	129,442		PAY-GO FY12	-	-	-	-	-
A	DCAC	CENTRAL HIGH EXPANSION	P	72	32,081,901	250,000	250,000	OLD BOND FUNDS, MSBA 80%	32,081,901	-	-	-	-
A	FACILITIES	PURCHASE MT CARMEL BUILDING		71	2,700,000	-			2,700,000	-	-	-	-
A	FACILITIES	PURCHASE SCHOOL ST BUILDING		71	975,000				975,000	-	-	-	-
A	FACILITIES	ESCO PHASE 2		71	15,000,000	-			15,000,000	-	-	-	-
A	DCAC	CITY DAMS		70	3,000,000	-			1,000,000	1,000,000	1,000,000	-	-
A	DPW	INDIAN ORCHARD MILLS SIGNAL PROJECT	F	70	-	-	900,000	PAY-GO FY13, CH90, OLD BOND FUNDS	-	-	-	-	-
A	DPW	City-wide Vehicles Replacement Project - Non-Public Safety	P	70	1,280,647	426,616	450,000	PAY-GO FY12	1,280,647	-	-	-	-
A	DISPATCH	Radio Console replacement/upgrade to Digital	F	70	-	-	1,800,000	FINANCING					
A	FACILITIES	MSBA MATCH		70	25,000,000	2,000,000			5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
A	DPW	SOUTHBRANCH PKWY GUARDRAIL	F	70	-		100,000	CH90					
A	DPW	BOSTON ROAD	P	70	-		4,000,000	BOND					
A													
		Total Priority A			**262,485,819**	**7,451,470**	**59,166,984**		**187,820,819**	**48,900,000**	**12,500,000**	**7,800,000**	**7,965,000**

Priority B

Priority	Department	Project Summary	Partial/ Funded	Total Rating	Total Cost FY14-FY18	2012 Funded	2013 Funded	Funded Sources	2014	2015	2016	2017	2018
B	SCHOOL	SCHOOL TECHNOLOGY	P	69	11,873,154	4,360,816	5,284,128	School Budget	5,910,276	5,962,878	-	-	-
B	FACILITIES	SCHOOLS - ELECTRICAL WORK TO SUPPORT ERATE	P	67	1,375,000	1,375,000	1,375,000	MSBA 80%	1,375,000	-	-	-	-
B	POLICE	RENOVATION OF POLICE DEPARTMENT FACILITY		67	19,698,363	-			6,000,000	6,000,000	6,000,000	1,698,363	-
B	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS		66	600,000	-			200,000	200,000	200,000	-	-
B	DCAC	IT Cooling System Replacement (Damaged by Tornado)	F	65	-	161,930		FEMA, FY12 Pay-Go	-	-	-	-	
B	FACILITIES	HOMER - BATHROOM REPLACEMENT		65	650,000	-			650,000	-	-	-	-
B	FACILITIES	WASHINGTON - BATHROOM REPLACEMENT		65	250,000	-			250,000	-	-	-	-
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT		65	150,000	-			-	150,000	-	-	-

Capital Improvement Plan FY14-FY18
Capital Project Requests by Department Priority
Updated as of 3-29-13

B	FACILITIES	DUGGAN - EMERGENCY LIGHTING		65	30,000	-			30,000	-	-	-	-
B	FACILITIES	DUGGAN - UNIVENT REPAIRS		65	180,000	-			180,000	-	-	-	-
B	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT		65	200,000	-			200,000	-	-	-	-
B	DCAC	CENTRAL HIGH - ARTIFICIAL TURF FOOTBALL FIELD	F	65	-	105,000		PAY-GO FY12	-	-	-	-	
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	P	64	1,200,000	-	236,113	PAY-GO FY13, PRODUCTIVITY BANK	1,200,000	-	-	-	
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR		64	80,000	-			-	80,000	-	-	-
B	DCAC	CITY HALL - REPAIRS TO LEADED WINDOWS		64	75,000	-			75,000	-	-	-	-
B	PARKS	FOREST PARK PAVING INCLUDING GREENLEAF ROAD	F	64	500,000	-	500,000	GRANT	-	-	-	500,000	-
B	CLERK	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS		62	130,550	-			65,275	-	-	65,275	-
B	FACILITIES	SCHOOLS - MS ARCHITECT/ENGINEERING STUDIES		62	1,200,000	-			1,200,000	-	-	-	-
B	FACILITIES	BRUNTON - REPLACE PORTABLE CR'S		62	250,000	-			250,000	-	-	-	-
B	FACILITIES	BRIGHTWOOD - RESTROOM REPLACEMENT		62	350,000	-			350,000	-	-	-	-
B	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT		62	145,000	-			145,000	-	-	-	-
B	FACILITIES	LIBERTY - BATHROOM REPLACEMENT		62	240,000	-			240,000	-	-	-	-
B	FACILITIES	WHITE - BATHROOM REPLACEMENT		62	600,000	-			600,000	-	-	-	-
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT		62	650,000	-			650,000	-	-	-	-
B	FACILITIES	LINCOLN - SPRINKLER (CODE)		62	30,000	-			30,000	-	-	-	-
B	FACILITIES	TALMADGE - REPLACE EXTERIOR DOORS		62	40,000	-			40,000	-	-	-	-
B	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS		62	35,000	-			35,000	-	-	-	-
B	FACILITIES	WHITE - SPRINKLER (CODE)		62	25,000	-			25,000	-	-	-	-
B	FACILITIES	HOMER - SPRINKLER (CODE)		62	25,000	-			25,000	-	-	-	-
B	FACILITIES	HOMER - ELECTRICAL PANEL		62	100,000	-			100,000	-	-	-	-
B	FACILITIES	KENNEDY - SPRINKLER (CODE)		62	30,000	-			30,000	-	-	-	-
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT		62	120,000	-			120,000	-	-	-	-
B	DCAC	FOREST PARK - ZOO DRAINAGE REPAIR		62	450,000	-			450,000	-	-	-	-
B	DCAC	FOREST PARK - SWAN POND DAM		62	400,000	-			400,000	-	-	-	-
B	IT	BUSINESS CONTINUITY PLAN - PHASE 3 - REGIONALIZATION		61	1,000,000	-			-	1,000,000	-	-	-
B	IT	BUSINESS CONTINUITY PLAN - PHASE 2- CITY HALL/TAPLEY ST UPGRADE		61	8,500,000	-			8,500,000	-	-	-	-
B	FACILITIES	KENNEDY - POOL REPLACEMENT		61	2,500,000	-			2,500,000	-	-	-	-
B	FACILITIES	LIBERTY - REDESIGN ADA ENTRANCES		61	25,000	-			25,000	-	-	-	-
B	FACILITIES	LYNCH - REPLACE PORTABLE CLASS ROOMS		61	250,000	-			250,000	-	-	-	-
B	FACILITIES	POTTENGER - BASEMENT VENTILATION		61	35,000	-			35,000	-	-	-	-
B	FACILITIES	WASHINGTON - BASEMENT VENTILATION		61	850,000	-			850,000	-	-	-	-
B	FACILITIES	HOMER - BASEMENT VENTILATION		61	35,000	-			35,000	-	-	-	-
B	FACILITIES	KENSINGTON - BASEMENT VENTILATION		61	850,000	-			850,000	-	-	-	-
B	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)		61	30,000	-			30,000	-	-	-	-
B	DPW	VEHICLE AND EQUIPMENT STORAGE		61	2,500,000	-			2,500,000	-	-	-	-
B	FACILITIES	SCHOOLS - OIL TANK REMOVAL	P	60	1,486,554	-		MSBA 80%	684,552	802,002	-	-	-
B	DPW	INDIAN ORCHARD SIDEWALK DAMAGE FROM MICROBURST	F	60	-	100,000		PAY-GO FY12	-	-	-	-	
B	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT		60	650,000	-			650,000	-	-	-	-
B	FACILITIES	BRIDGE - INTERIOR RENOVATIONS		60	700,000	-			-	700,000	-	-	-
B	FACILITIES	BALLIET - WINDOW REPLACEMENT		60	300,000	-			300,000	-	-	-	-
B	FACILITIES	WHITE - BASEMENT VENTILATION		60	850,000	-			850,000	-	-	-	-
B	FACILITIES	DEBERRY - REBUILDING FLOOR		60	1,200,000	-			1,200,000	-	-	-	-
B	FACILITIES	DORMAN - BASEMENT VENTILIATION		60	35,000	-			35,000	-	-	-	-
B	FACILITIES	DUGGAN - INTERIOR RENOVATION		60	6,000,000	-			3,000,000	3,000,000	-	-	-
B	FACILITIES	KENNEDY - REPLACE GYM FLOOR		60	90,000	-			90,000	-	-	-	-
B	DCAC	CAMPANILE RESTORATION		60	15,850,000	-			850,000	8,000,000	7,000,000	-	-
B	FIRE	ROOF, WINDOWS AND DOORS (IO, MASON SQUARE, HQ BLD)		60	180,000	-			180,000	-	-	-	-
B	FACILITIES	BALLIET - RENOVATION FOR PROGRAMMING SPACE - SEMORE		59	2,000,000	-			2,000,000	-	-	-	-
B	FACILITIES	SCHOOLS - FLOOR REPLACEMENT		59	750,000	-			250,000	250,000	250,000	-	-
B	FACILITIES	BRIGHTWOOD - DROP CEILING INSTALLATION PROGRAM		59	30,000	-			30,000	-	-	-	-
B	FACILITIES	KENNEDY - BATHROOM REPLACEMENT		59	30,000	-			30,000	-	-	-	-
B	FACILITIES	SCI-TECH - BATHROOM PARTITIONS		59	25,000	-			25,000	-	-	-	-
B	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION		59	90,000	-			90,000	-	-	-	-
B	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS		59	35,000	-			35,000	-	-	-	-
B	FACILITIES	VAN SICKLE - REPLACE CERAMIC TILES IN BATHROOM		59	145,000	-			145,000	-	-	-	-

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B	FACILITIES	GLENWOOD - CLASSROOM EXPANSION/BASEMENT		59	250,000	-			250,000	-	-	-	-
B	FACILITIES	GLICKMAN - BATHROOM PARTITIONS		59	25,000	-			25,000	-	-	-	-
B	FACILITIES	HARRIS - BATHROOM PARTITIONS		59	20,000	-			20,000	-	-	-	-
B	FACILITIES	BEAL - REPLACE PORTABLE CR'S		58	250,000	-			250,000	-	-	-	-
B	FACILITIES	BRIGHTWOOD - BASEMENT VENTILATION		58	850,000	-			850,000	-	-	-	-
B	FACILITIES	BRIGHTWOOD - DRYWELL/ROOF DRAINS		58	86,000	-			86,000	-	-	-	-
B	DCAC	CITY HALL - WINDOW RESTORATION		58	3,000,000	-			1,500,000	-	-	-	1,500,000
B	DPW	STORMWATER IMPROVEMENTS		58	150,000	-			50,000	50,000	50,000	-	-
B	FACILITIES	REPLACE HOMER ST SCHOOL		58	15,000,000	-			15,000,000	-	-	-	
B	FACILITIES	REPLACE BRIGHTWOOD SCHOOL		58	15,000,000	-			-	15,000,000	-	-	
B	IT	DESKTOP COMPUTER REPLACEMENT		57	360,000	-			120,000	120,000	120,000	-	-
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING		57	32,000	-			32,000	-	-	-	-
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)		57	10,000	-			10,000	-	-	-	-
B	FACILITIES	LIBERTY - FLOOR TILE REPLACEMENT PROGRAM	F	57	45,000	-	45,000		45,000	-	-	-	-
B	FACILITIES	LYNCH - DOOR REPLACEMENT		56	500,000	-			-	500,000	-	-	-
B	DCAC	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION		56	750,000	-			100,000	650,000	-	-	-
B	FIRE	ISTATION PAPERLESS FILES	F	56	-	-	13,500	PRODUCTIVITY BANK	-	-	-	-	
B	DCAC	PECOUSIC BROOK RESTORATION		56	250,000	-			250,000	-	-	-	-
B	DCAC	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION		56	1,000,000	-			800,000	200,000	-	-	-
B	DISPATCH	Consolidated Dispatch Building w/equipment		56	10,000,000	-			-	10,000,000	-	-	-
B	PARKS	HANDICAP ACCESSIBLE PARK PROGRAM		56	300,000	-			100,000	100,000	100,000	-	-
B	IT	LAPTOP REPLACEMENT		55	25,000	-	25,000		25,000	-	-	-	-
B	FACILITIES	SCHOOLS - EXTERIOR STORAGE BUILDING (CODE)		55	288,000	-			288,000	-	-	-	-
B	FACILITIES	SPS BERKSHIRE - REPLACE EXTERIOR DOORS		55	40,000	-			-	40,000	-	-	-
B	FACILITIES	SPS BERKSHIRE - WINDOWS AND DOORS REPLACEMENT		55	650,000	-			650,000	-	-	-	-
B	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT		55	60,000	-			60,000	-	-	-	-
		Total Priority B			**137,644,621**	**6,102,746**	**7,478,741**		**67,356,103**	**52,804,880**	**13,720,000**	**2,263,638**	**1,500,000**

Priority C

Priority	Department	Project Summary	Partial/ Funded	Total Rating	Total Cost FY14-FY18	2012 Funded	2013 Funded	Funded Sources	2014	2015	2016	2017	2018
C	ECO DEV	SOUTH END STREET IMPROVEMENTS	F	54	-	1,200,000	3,189,000	State Grant	-	-	-	-	-
C	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT		54	70,000	-			70,000	-	-	-	-
C	FACILITIES	BEAL - ELECTRICAL PANELS		54	200,000	-			200,000	-	-	-	-
C	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT		54	70,000	-			-	70,000	-	-	-
C	FACILITIES	BRUNTON - WINDOW AND DOOR REPLACEMENT		54	1,000,000	-			-	1,000,000	-	-	-
C	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT		54	30,000	-			30,000	-	-	-	-
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS		54	300,000	-			150,000	150,000	-	-	-
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM		54	60,000	-			-	60,000	-	-	-
C	FACILITIES	DORMAN - FLOOR TILE REPLACEMENT	F	54	30,000	-	38,000		30,000	-	-	-	-
C	FACILITIES	ELLS - REPLACE TILE		54	40,000	-			40,000	-	-	-	-
C	FACILITIES	FREEDMAN - FLOOR TILE REPLACEMENT		54	125,000	-			125,000	-	-	-	-
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS		54	600,000	-			300,000	300,000	-	-	-
C	FACILITIES	GLICKMAN - FLOOR TILE REPLACEMENT	F	54	25,000	-	59,000		25,000	-	-	-	-
C	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT		53	100,000	-			-	100,000	-	-	-
C	PARKS	CITY-WIDE LAKE MANAGEMENT PROGRAM		53	360,000	-			120,000	120,000	120,000	-	-
C	ELECTIONS	NEW VOTING MACHINES		52	384,000	-			384,000	-	-	-	-
C	PARKS	STORAGE BARN FOR BRIGHTNIGHT STRUCTURES		52	1,130,853	-			1,130,853				
C	FACILITIES	BEAL - BATHROOM RENOVATION		51	120,000	-			120,000	-	-	-	-
C	FACILITIES	ELLS - DOOR REPLACEMENT		51	500,000	-			500,000	-	-	-	-
C	FACILITIES	KILEY - WINDOW AND DOOR REPLACEMENT		51	2,500,000	-			2,500,000	-	-	-	-
C	FACILITIES	BALLIET - BATHROOM AND PARTITION REPLACEMENT		51	600,000	-			600,000	-	-	-	-
C	FACILITIES	SUMNER - BATHROOM PARTITIONS		51	15,000	-			15,000	-	-	-	-
C	FACILITIES	ELLS - BATHROOM UPGRADE		51	30,000	-			30,000	-	-	-	-
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION		51	20,000	-			20,000	-	-	-	-
C	FACILITIES	INDIAN ORCHARD - PARAPET REPAIR		51	60,000	-			60,000	-	-	-	-
C	FACILITIES	KENSINGTON - FLOOR TILE REPLACEMENT PROGRAM	F	51	30,000	-	59,000		-	30,000	-	-	-
C	FACILITIES	KENSINGTON - WINDOWS AND DOORS REPLACEMENT		51	350,000	-			350,000	-	-	-	-

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C	FACILITIES	RELOCATION OF RENAISSANCE SCHOOL		50	10,000,000	-			10,000,000	-	-	-	-
C	FACILITIES	BALLIET - CAFETARIA IMPROVEMENT/DESIGN STUDY		50	3,900,000	-			900,000	3,000,000	-	-	-
C	SCHOOL	WALSH BUILDING REPAIRS - CEILING TILES WEST WING		50	85,000	-			85,000	-	-	-	-
C	SCHOOL	WALSH BUILDING REPAIRS - CEILING TILES SCIENCE ROOM		50	40,000	-			40,000	-	-	-	-
C	FIRE	AUTOMATE PAYROLL - TELESTAFF	F	50	-		34,350	PRODUCTIVITY BANK					
C	PARKS	CAMEROTA PROPERTY		50	750,000	-			750,000	-	-	-	-
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM		49	65,000	-			-	65,000	-	-	-
C	IT	NETWORK SERVERS	F	48	178,125	-			59,375	59,375	59,375	-	-
C	FACILITIES	SCHOOLS - PAINTING PROJECTS		48	1,386,000	-			462,000	462,000	462,000	-	-
C	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)		48	75,000	-			75,000	-	-	-	-
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE		48	15,000	-			15,000	-	-	-	-
C	DCAC	CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE		48	100,000	-			100,000	-	-	-	-
C	DCAC	CITY HALL - REMOVE STAINING		48	30,000	-			30,000	-	-	-	-
C	FIRE	REPLACEMENT VEHICLES AND VEHICULAR EQUIPMENT		48	520,000	-			260,000	-	-	-	260,000
C	SCHOOL	WALSH BUILIDING REPAIRS - REMOVE OIL TANK FROM PARKING LOT		48	15,850	-			15,850	-	-	-	-
C	SCHOOL	WALSH BUILDING REPAIRS - SIDEWALK REPAIRS		48	30,000	-			30,000	-	-	-	-
C	FACILITIES	SCHOOLS - CLOCKS		47	120,000	-			120,000	-	-	-	-
C	FACILITIES	CHESTNUT - SEAL BRICK TOWERS		47	35,000	-			35,000	-	-	-	-
C	FIRE	APPARATUS BAY FLOOR RENOVATIONS-HQ,NMAIN,IO,MS,MAS		47	200,000	-			200,000	-	-	-	-
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY		47	750,000	-			-	750,000	-	-	-
C	FACILITIES	JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS		46	300,000	-			300,000	-	-	-	-
C	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM		46	25,000	-			25,000	-	-	-	-
C	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET		46	90,000	-			-	90,000	-	-	-
C	FACILITIES	BRUNTON - LIBRARY HEATING SYSTEM UPGRADE		46	35,000	-			35,000	-	-	-	-
C	DCAC	WALSH - PLAYGROUND		46	130,000	-			130,000	-	-	-	-
C	FIRE	16 ACRES FIRE STATION REPLACEMENT		46	5,000,000	-			-	5,000,000	-	-	-
C	ECO DEV	PYCHON PARK RESTORATION		45	2,000,000	-			1,500,000	-	-	-	500,000
C	FACILITIES	RENOVATION OF MULBERRY BUILDING		45	5,000,000	-			5,000,000	-	-	-	-
C	POLICE	POLICE STATION - NEW POLICE HEADQUARTERS		45	45,000,000	-			45,000,000	-	-	-	-
C	POLICE	POLICE STATOIN - REPLACE MALE CELL BLOCK		45	500,000	-			500,000	-	-	-	-
C	FIRE	COMMAND VEHICLE REPLACEMENT (2)		45	124,000	-			124,000	-	-	-	-
C	FIRE	AERIAL LADDER #5-INDIAN ORCHARD REPLACEMENT		45	900,000	-			-	-	900,000	-	-
C	FIRE	COMMAND AND SUPPORT VEHICLES, REPLACEMENT		45	185,000	-			185,000	-	-	-	-
C	PARKS	REPLACEMENT OF CITY-WIDE PLAYGROUND EQUIPMENT		45	510,000	-			170,000	170,000	170,000	-	-
C	PARKS	BLUNT PARK BIKEWAY/WALKWAY		45	1,500,000	-			-	1,500,000	-	-	-
C	IT	NETWORK SWITCH REPLACEMENT		44	126,000	-			42,000	42,000	42,000	-	-
C	IT	INCREASE STORAGE CAPACITIES		44	30,000	-			30,000	-	-	-	-
C	FACILITIES	WHITE - INSTALL DROP CEILING		44	60,000	-			60,000	-	-	-	-
C	FACILITIES	FREEDMAN - GROUNDS CAPITAL IMPROVEMENT		44	500,000	-			500,000	-	-	-	-
C	FACILITIES	GLENWOOD - FLOOR TILE REPLACEMENT	F	44	30,000	-	30,000		-	30,000	-	-	-
C	FACILITIES	KILEY - FLOOR TILE REPLACEMENT		44	200,000	-			200,000	-	-	-	-
C	DCAC	KENNEDY - POOL BUILDING ENVELOPE REPAIRS		44	800,000	-			800,000	-	-	-	-
C	FIRE	ENGINE REPLACEMENT, ENGINE 5		44	610,000	-			-	610,000	-	-	-
C	DPW	TRASH BARRELL REPLACEMENTS	P	44	1,058,000	-		PAY-GO FY11	300,000	300,000	300,000	-	158,000
C	PARKS	UPGRADE SCHOOL ATHLETIC FIELDS		44	1,860,000	-			620,000	620,000	620,000	-	-
C	FIRE	HEALTH & WELLNESS (ADDL. STATION UPGRADES)		43	115,000	-			115,000	-	-	-	-
C	PARKS	WATERSHOPS POND		43	1,500,000	-			1,500,000	-	-	-	-
C	PARKS	ZOO IMPROVEMENTS		43	600,000	-			-	600,000	-	-	-
C	FIRE	ENGINE REPLACEMENT, ENGINE 1		42	610,000	-			610,000	-	-	-	-
C	FIRE	ENGINE REPLACEMENT, ENGINE 9		42	610,000	-			-	610,000	-	-	-
C	FIRE	ENGINE REPLACEMENT, ENGINE 8		42	610,000	-			610,000	-	-	-	-
C	FACILITIES	BRUNTON - FLOOR TILE REPLACEMENT PROGRAM	F	41	80,000	-	77,000		80,000	-	-	-	-
C	PARKS	MILL POND		41	2,000,000	-			-	2,000,000	-	-	-
C	PARKS	HUBBARD PARK IMPROVEMENTS	F	41	-	-	950,000	PAY-GO FY13, GRANT	-	-	-	-	-
C	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS		41	3,600,000	-			3,600,000	-	-	-	-
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE		41	600,000	-			-	600,000	-	-	-
C	IT	CISCO ROUTER REPLACEMENT		40	36,000	-			36,000	-	-	-	-

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C	FIRE	ENGINE REPLACEMENT, ENGINE 3		40	610,000	-			-	-	610,000	-	-
C	LIBRARY	PINE POINT - REPLACE HVAC SYSTEM		40	300,000	-			150,000	-	150,000	-	-
C	LIBRARY	CENTRAL LIBRARY - WINDOW REPLACEMENT		40	200,000	-			200,000	-	-	-	-
C	LIBRARY	CENTRAL LIBRARY - ROOF REPLACEMENT		40	90,000	-			90,000	-	-	-	-
C	LIBRARY	CENTRAL LIBRARY -OUTDOOR LIFT		40	25,000	-			25,000	-	-	-	-
C	PARKS	FOREST PARK PLAYGROUND EQUIPMENT		40	125,000	-			125,000	-	-	-	-
C	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT		39	50,000	-			50,000	-	-	-	-
C	FACILITIES	JOHNSON - WINDOW HARDWARE		39	25,000	-			25,000	-	-	-	-
C	FACILITIES	WALSH - TRAFFIC ROUTE REPAY BUS DROPOFF		39	150,000	-			150,000	-	-	-	-
C	PARKS	JAIME ULLOA PARK IMPROVEMENTS		39	300,000	-			-	300,000	-	-	-
C	PARKS	DAVINCI PARK IMPROVEMENTS		39	150,000	-			-	150,000	-	-	-
C	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS		39	275,000	-			275,000	-	-	-	-
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK		38	30,000	-			30,000	-	-	-	-
C	POLICE	REPLACE COMM 1		38	1,000,000	-			1,000,000	-	-	-	-
C	FIRE	HQ/16A APRON (CONCRETE) AND PARKING LOT REPAIRS		38	200,000	-			200,000	-	-	-	-
C	PARKS	RIVERFRONT PARK MASTER PLAN		38	3,000,000	-			3,000,000	-	-	-	-
C	PARKS	CITY WIDE TENNIS COURT IMPROVEMENTS		38	250,000	-			150,000	100,000	-	-	-
C	PARKS	BARNEY MAUSOLEUM		38	1,500,000	-			-	-	1,500,000	-	-
		Total Priority C			**112,258,828**	**1,200,000**	**4,436,350**		**87,519,078**	**18,888,375**	**4,933,375**	**-**	**918,000**

Priority D

Priority	Department	Project Summary	Partial/ Funded	Total Rating	Total Cost FY14-FY18	2012 Funded	2013 Funded	Funded Sources	2014	2015	2016	2017	2018
D	LIBRARY	PINE POINT - FIRE ALARM SYSTEM		37	40,000	-			40,000	-	-	-	-
D	LIBRARY	FOREST PARK - EXTERIOR SECURITY SYSTEM WITH CAMERAS		37	13,000	-			13,000	-	-	-	-
D	LIBRARY	CENTRAL LIBRARY - REPLACE LIGHTING IN ROTUNDA		37	50,000	-			50,000	-	-	-	-
D	LIBRARY	FOREST PARK - FIRE ALARM SYSTEMS		37	40,000	-			40,000	-	-	-	-
D	LIBRARY	EAST SPFLD - FIRE ALARM SYSTEMS		37	40,000	-			40,000	-	-	-	-
D	LIBRARY	LIBERTY - FIRE ALARM SYSTEMS		37	40,000	-			40,000	-	-	-	-
D	LIBRARY	EAST SPFLD - EXTERIOR SECURITY SYSTEM WITH CAMERAS		37	13,000	-			13,000	-	-	-	-
D	LIBRARY	LIBERTY- EXTERIOR SECURITY SYSTEM WITH CAMERAS		37	13,000	-			13,000	-	-	-	-
D	LIBRARY	PINE POINT - EXTERIOR SECURITY SYSTEM WITH CAMERAS		37	13,000	-			13,000	-	-	-	-
D	PARKS	COTTAGE HILL PARK		37	450,000	-			-	450,000	-	-	-
D	PARKS	FIVE MILE POND PARK COVE DREDGING		37	1,500,000	-			-	1,500,000	-	-	-
D	IT	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE		36	475,000	-			225,000	250,000	-	-	-
D	FACILITIES	BOWLES - FLOOR TILE REPLACEMENT	F	36	60,000	-	60,000		-	60,000	-	-	-
D	FACILITIES	BRUNTON - CARPET	F	36	40,197	-	84,000		40,197	-	-	-	-
D	FACILITIES	MILTON BRADLEY - REPAIR PIPING		36	200,000	-			200,000	-	-	-	-
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK		36	150,000	-			150,000	-	-	-	-
D	FACILITIES	ELLS - REDESIGN PARKING LOT ISLAND	F	36	25,000	-	25,000		25,000	-	-	-	-
D	LIBRARY	LIBERTY - NEW PARKING LOT		36	75,000	-			-	75,000	-	-	-
D	LIBRARY	FOREST PARK - WINDOW REPLACEMENT		36	85,000	-			-	85,000	-	-	-
D	LIBRARY	CENTRAL LIBRARY - PAVE ADJACENT PARKING LOT		36	150,000	-			150,000	-	-	-	-
D	LIBRARY	CENTRAL LIBRARY - AIR CONDITIONING		36	650,000	-			650,000	-	-	-	-
D	LIBRARY	EAST SPFLD - WINDOW REPLACEMENT		36	65,000	-			-	65,000	-	-	-
D	LIBRARY	LIBERTY - WINDOW REPLACEMENT		36	100,000	-			-	100,000	-	-	-
D	FACILITIES	TALMADGE - REPAVE PARKING LOT		35	80,000	-			80,000	-	-	-	-
D	POLICE	POLICE CRUISER REPLACEMENTS (30/YEAR)	P	35	5,010,000	575,000		PAY-GO FY12	2,850,000	1,080,000	1,080,000	-	-
D	POLICE	POLICE - SHOT SPOTTER		35	1,092,000	-			764,000	164,000	164,000	-	-
D	PARKS	CITY WIDE BASKETBALL COURT IMPROVEMENTS		35	300,000	-			150,000	150,000	-	-	-
D	PARKS	SOLUTIA PARK		35	1,200,000	-			-	1,200,000	-	-	-
D	PARKS	VAN HORN PARK		35	3,000,000	-			-	-	3,000,000	-	-
D	FACILITIES	CENTRAL HIGH - INTERIOR CLASSROOM DOORS		34	66,000	-			66,000	-	-	-	-
D	FACILITIES	HARRIS - ADD ADDITIONAL PARKING		34	100,000	-			-	-	100,000	-	-
D	LIBRARY	EAST SPFLD - REPLACE PHONE SYSTEM		34	5,000	-			5,000	-	-	-	-
D	LIBRARY	LIBERTY - REPLACE PHONE SYSTEM		34	5,000	-			5,000	-	-	-	-
D	LIBRARY	PINE POINT - REPLACE PHONE SYSTEM		34	5,000	-			5,000	-	-	-	-
D	LIBRARY	SIXTEEN ACRES - REPLACE PHONE SYSTEM		34	5,000	-			5,000	-	-	-	-

Capital Improvement Plan FY14-FY18
Capital Project Requests by Department Priority
Updated as of 3-29-13

D	LIBRARY	INDIAN ORCHARD - REPLACE PHONE SYSTEM	34	5,000	-		5,000	-	-	-	-
D	LIBRARY	FOREST PARK - REPLACE PHONE SYSTEM	34	5,000	-		5,000	-	-	-	-
D	PARKS	BLUNT PARK NEW MAINTENANCE BUILDING	34	800,000	-		-	800,000	-	-	-
D	PARKS	FOREST PARK BIKE PATH	34	500,000	-		-	500,000	-	-	-
D	FACILITIES	BALLIET - PLAYGROUND REPLACEMENT	33	60,000	-		-	60,000	-	-	-
D	FACILITIES	BOLAND - HVAC SYSTEM	33	60,000	-		-	60,000	-	-	-
D	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION	33	85,000	-		-	85,000	-	-	-
D	LIBRARY	LIBERTY - BUILDING ACCESSIBILITY	32	875,000	-		-	875,000	-	-	-
D	LIBRARY	EAST SPFLD - ROOF REPLACEMENT	32	71,000	-		-	71,000	-	-	-
D	LIBRARY	EAST SPFLD - BUILDING ACCESSIBILITY	32	875,000	-		-	875,000	-	-	-
D	LIBRARY	ALL BRANCHES - RFID	32	801,000	-		65,110	735,890	-	-	-
D	LIBRARY	ALL BRANCHES - MEDIA MANAGER MACHINES	32	195,000	-		45,000	150,000	-	-	-
D	PARKS	RUTH ELIZABETH NEW COMMUNITY BUILDING	32	800,000	-		-	800,000	-	-	-
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	31	100,000	-		100,000	-	-	-	-
D	FACILITIES	LIBERTY - ADD ADDITIONAL PARKING	31	35,000	-		35,000	-	-	-	-
D	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN	31	2,000,000	-		-	2,000,000	-	-	-
D	LIBRARY	FOREST PARK - CENTRAL AIR CONDITIONING	30	45,000	-		-	45,000	-	-	-
D	LIBRARY	ALL BRANCHES - COMPUTER UPGRADES	30	120,000	-		40,000	40,000	40,000	-	-
D	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS	30	60,000	-		60,000	-	-	-	-
D	LIBRARY	CENTRAL LIBRARY - 3M INTELLIGENT RETURN/SORTER SYSTEM	30	232,000	-		232,000	-	-	-	-
D	LIBRARY	EAST SPFLD - CENTRAL AIR CONDITIONING	30	45,000	-		-	45,000	-	-	-
D	LIBRARY	LIBERTY - CENTRAL AIR CONDITIONING	30	45,000	-		-	45,000	-	-	-
D	FACILITIES	BEAL - REPAVE PARKING LOT	28	100,000	-		100,000	-	-	-	-
D	FACILITIES	HOMER - REPAVE DRIVEWAY	28	800,000	-		800,000	-	-	-	-
D	PARKS	ZIMMERMAN PROPERTY	28	350,000	-		350,000	-	-	-	-
D	PARKS	STEARNS SQUARE RENOVATION	28	50,000	-		50,000	-	-	-	-
D	PARKS	WALKER GRANDSTAND RENOVATION	28	1,000,000	-		1,000,000	-	-	-	-
D	PARKS	TRAIL RENOVATIONS	28	300,000	-		100,000	100,000	100,000	-	-
D	FACILITIES	BRIDGE - REPAVE PARKING LOT	27	180,000	-		180,000	-	-	-	-
D	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS	27	230,000	-		-	230,000	-	-	-
D	LIBRARY	PINE POINT - REPAVE PARKING LOT	27	35,000	-		-	35,000	-	-	-
D	LIBRARY	MASON SQUARE - REPAVE PARKING LOT	27	62,000	-		-	62,000	-	-	-
D	PARKS	MEADOW BROOK RAVINE RESTORATION	26	150,000	-		-	150,000	-	-	-
D	FACILITIES	DUGGAN - DRYWELL	25	25,000	-		25,000	-	-	-	-
D	PARKS	FOREST PARK SIGN REPLACEMENT PROJECT	25	100,000	-		50,000	50,000	-	-	-
D	FACILITIES	BEAL - CLASSROOM CABINETRY	23	25,000	-		25,000	-	-	-	-
D	FACILITIES	CHESTNUT - INTERIOR COUTRYARD REPAIRS	23	45,000	-		45,000	-	-	-	-
D	LIBRARY	FOREST PARK - CIRCULATION DESK	23	30,000	-		30,000	-	-	-	-
D	PARKS	MCKNIGHT GLEN IMPROVEMENTS	23	180,000	-		-	180,000	-	-	-
D	LIBRARY	INDIAN ORCHARD - RENOVATE BASEMENT AREA	20	75,000	-		-	75,000	-	-	-
D	PARKS	TRIANGLE/TERRACE RESTORATIONS	20	300,000	-		100,000	100,000	100,000	-	-
D	PARKS	TREE REPLACEMENT PROGRAM	20	1,800,000	-		600,000	600,000	600,000	-	-
D	PARKS	BOWLES FOUNTAIN RESTORATION	20	400,000	-		-	400,000	-	-	-
D	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE	18	3,000,000	-		-	-	3,000,000	-	-
		Total Priority D		**32,206,197**	**575,000**	**169,000**	**9,674,307**	**14,347,890**	**8,184,000**	**-**	**-**
		Total Cost of Capital Requests FY13-FY17		**544,595,465**	**15,329,216**	**71,251,075**	**352,370,307**	**134,941,145**	**39,337,375**	**10,063,638**	**10,383,000**

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Appendices

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Appendix A
Glossary of Municipal Finance Terms *

* The terms contained in this glossary are all applicable to Massachusetts municipal finance, but may not necessarily appear in this document.

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Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Account Code: An expenditure classification based on the types or categories of spending, such as personnel services, employee benefits, purchase of services, supplies and materials, intergovernmental, other charges and expenses, capital outlay and debt service.

Accounting System: The total set of records and procedures, which are used to record and report information on the financial operations of an organization.

Accrual Basis of Accounting: Accounting transactions are recorded to a fiscal year when the underlying economic event takes place, and without regard for when the cash receipt or cash disbursement occurs. Revenues are recorded when the revenue-generating activities are performed, and expenses are recorded when goods or services are received. The City's solid waste program (trash pick up) is an example of this whereas other general funds are on a modified accrual basis of accounting.

Adequate Yearly Progress (AYP): As required by the federal No Child Left Behind Act (NCLB), all schools and districts are expected to meet or exceed specific student performance standards in ELA and Mathematics each year. AYP determinations are issued yearly based on the performance of all students and for student groups to monitor the interim progress toward attainment of grade-level proficiency by the 2013-2014 school year. Prior to 2003, AYP determinations were based on aggregate student performance.

Appropriated Fund Balance: The amount of fund balance estimated to be available from previous years and designated for use in the current year and/or ensuing years.

Appropriation: An authorization made which permits officials to incur obligations and to make expenditures of public funds. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation: The estimated value of real estate or other property by a government as a basis for levying taxes. The value may only be a fraction of the property's market value.

Assessed Value Tax Rate: The amount of tax levied for each $1,000 of assessed valuation.

Assets: Property owned by the City, which has a monetary value and must be recorded.

Balanced Budget: A budget in which funding sources are equal to estimated expenditures.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, sewage treatment facilities and water distribution systems.

Bond Anticipation Notes (BANs): Short-term interest-bearing securities issued in anticipation of a long-term issuance at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A comprehensive financial plan of operation which allocates available revenues among competing expenditure requirements for a given time period.

Budget Calendar: The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

Budget Gap: The difference between total estimated revenue sources and the total requested budget amounts for any given fiscal year. The budget gap must be reduced to $0 before the Mayor submits his recommended budget for City Council approval and adoption.

Budget Document: The official document prepared by the Mayor and Finance Department, which presents the proposed budget to the City Council.

Budget Message: An introductory statement of the proposed budget presented in narrative form. The budget message explains principal budget issues, provides a summary of the most important aspects of the budget, changes from the previous fiscal years, and the views and recommendations of the Mayor.

Budget Transfer: Modifications to the operating budget, which involve the transfer of appropriations within and between organizational units and accounts.

Budgetary Control: The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and estimated revenues.

Capital Assets: A fixed facility, object or asset costing more than $25,000 with an estimated useful life of ten (10) years or more. Capital assets are also called fixed assets.

Capital Improvements: Physical assets, purchased or constructed, the acquisition of land, and improvements to land or buildings. Capital improvements typically involve buildings, water and sewage systems, roads, and recreational facilities.

Capital Outlay: Expenditures for land, equipment, vehicles, or machinery that results in the acquisition of or addition to fixed assets.

Cash Management: An effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized.

Carryover: If goods or services which have been encumbered in the year are not received by June 30th of that fiscal year, and the commitment is still valid, then the encumbrance remains open at year-end and is carried forward into the next fiscal year with an equal portion of the prior year's budget to cover the eventual pay out. (See also Encumbrance and prior year expenditures).

Cherry Sheet: Named for the cherry colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services.

Composite Performance Index (CPI): The Composite Performance Index (CPI) is a 100-point index that combines the scores of students who take standard MCAS tests (the Proficiency Index) with the scores of those who take the MCAS-Alternate Assessment (MCAS-Alt) (the MCAS-Alt Index) and is a measure of the extent to which students are progressing toward proficiency in ELA and Mathematics, respectively.

Contingency: A budgetary reserve set aside for unforeseen expenditures.

Debt Service: The payment of principal and interest on borrowed funds, according to a predetermined payment schedule.

Deficit: The excess of an entity's liabilities over its assets and/or the excess of expenses over revenues, during a specified accounting period.

Delinquent Taxes: Taxes that remain unpaid as of the close of business on the date due, after which a penalty for nonpayment is attached and interest begins to accrue.

Department: The highest organizational level for the provision and delivery of a specific governmental service or closely related services. A department may be composed of sub-departments, agencies, programs, etc.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. This represents the decrease in value of physical assets due to use and the passage of time.

Designated Fund Balance: A component of Fund Balance that indicates the portion of Fund Balance, that is segregated by City management for specified future purposes.

Disbursement: Payment for goods and services.

Employee Benefits: Employee benefits includes, but is not limited t, the City's appropriations for retirement, worker's compensation benefits, health, dental, and unemployment costs.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures. They cease to be encumbrances and become expenditures when the goods/services have been received or rendered and payment is made.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures on full accrual accounting procedures.

Equalized Valuations (EQV): The determination of an estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs.

Equalization: An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the City. This annual increase or decrease is due to value changes rather than to new construction/growth.

Estimated Revenues: The amount of projected revenue to be collected during the current or ensuing fiscal year.

Expenses: Charges incurred for the operation of an organization, such as maintenance, interest, travel, mileage, equipment, rentals, utilities, professional services, contracts, and other charges.

Federal Emergency Management Agency (FEMA): FEMA is an agency of the United States Department of Homeland Security, initially created by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders. On 1 April 1979. The primary purpose of FEMA is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.

Federal Highway Administration (FHWA): The FHWA is a division of the United States Department of Transportation that specializes in highway transportation. The agency's major activities are grouped into two "programs," the Federal-aid Highway Program and the Federal Lands Highway Program. Its role had previously been performed by the Office of Road Inquiry, Office of Public Roads and the Bureau of Public Roads.

Fiscal Restraint: The practice of restraining growth in expenditures and disbursements to stay within revenue forecasts.

Fiscal Year (FY): A twelve-month period designated as the operations year for an organization, also called the budget year. For the City, the fiscal year is July 1 to June 30. The fiscal year for the State of Massachusetts is the same. The Federal fiscal year is October 1 to September 30.

Fixed Assets: Property of high value and long-term character such as land, buildings, machinery and other equipment.

Foundation Budget: The Commonwealth's calculation of an "adequate" spending level for a district.

Free Cash: Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on

the tax recapitulation sheet, and unspent budget amounts. Free cash is not available or appropriation until certified by the Director of Accounts.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations, typically used in reference to bonds.

Full Valuation: The term used to indicate a property appraisal at 100% of market value at a specified point in time.

Full Value Tax Rate: The amount of property tax levy for each $1,000 of full valuation on all properties, to arrive at a desired total tax collection.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Accounting: Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance: The difference of a fund's total assets versus its total liabilities. A negative fund balance, sometimes called a fund deficit, occurs when liabilities exceed assets. When assets exceed liabilities it is called a surplus. There are three subcomponents of fund balance: reserve; designated; and undesignated fund balances.

Gain Target: As shown on data reports generated by the School Department, the Gain Target figure shows the amount of improvement—as measured in CPI points—a school, district, or student group is expected to make from 2009 to 2010. Gain targets are calculated by subtracting the baseline CPI from 100 (the year 2014 performance target for all Massachusetts schools and districts), and dividing the difference by the number of remaining years, including the current year, until the year 2014. For 2010, that number is five. Gain targets are set separately for ELA and Mathematics.

Generally Accepted Accounted 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 oth-

er general revenues.

Government Finance Officers Association (GFOA): The GFOA is a professional organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Graduation Rate: All Massachusetts public high schools and districts at the grade 9-12 grade span must meet or exceed the State's graduation rate standard for all reportable student groups in order to make AYP. The graduation rate is one of two criteria (the other being the fulfillment of local requirements) required by the Department as a condition for high school graduation.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another. Generally the largest contributions made to local governments are from the state and federal governments. Grants are usually made for specified purposes.

Interest: The price paid for the use of money, or the return on investment obtained from investing money.

Liability: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.

Line-Item Budget: A budget that lists each expenditure category (personal services, purchase of services, supplies and materials, etc.) and revenue category (state aid, departmental revenue, etc.) separately, along with the dollar amount budgeted for each specified category.

Local Receipts: Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

Long Term Debt: Debt with a maturity date of more than one year after the date of issuance.

Management Initiatives: Changes to internal business practices undertaken by City Managers to improve efficiency, productivity, and customer satisfaction.

Mandate: Any responsibility, action or procedure that is imposed by one sphere of government on another through legislative, executive, or judicial action as a direct order, and/or that is required as a condition for reimbursement of expenditures.

Massachusetts Comprehensive Assessment System (MCAS): The Massachusetts Comprehensive Assessment System (MCAS) is the Commonwealth's student academic assessment program. 2009 school and district AYP findings were based on the results of MCAS tests administered in grades 3-8 and 10 in ELA and Mathematics.

MCAS-Alternate Assessment (MCAS-Alt): While the majority of students with disabilities take standard paper and pencil MCAS tests, either with or without accommodations, the MCAS-Alt is used to assess the attainment of students who, by reason of severe and complex disabilities, are not able to participate in the standard MCAS testing program. According to federal rules, up to one percent of the stu-

dent population assessed using the MCAS-Alt may be included in AYP determinations using the MCAS-Alt Index. The MCAS-Alt is a portfolio review of student work and other student data, designed to measure knowledge of the key concepts and skills outlined in the learning standards of the Massachusetts Curriculum Frameworks. The portfolio consists of a structured collection of products, compiled throughout the school year, that document the student's performance of skills and understanding based on the Curriculum Framework in the content area being assessed.

MCAS-Alt Index: The MCAS-Alt Index is a measure of the distribution of student performance among students with significant cognitive impairments (up to 1% of all students assessed statewide) who demonstrate performance equivalent to each of the five MCAS Alternate Assessment performance levels (*Progressing, Emerging, Awareness, Portfolio Incomplete, Portfolio not Submitted*). The number of students at each MCAS-Alt performance level is multiplied by the number of MCAS-Alt Index points associated with each and divided by the total number of students. The result is a number between 0-100, called the MCAS-Alt Index.

Massachusetts Emergency Management Agency (MEMA): MEMA is a Commonwealth of Massachusetts agency that coordinates Federal, State, local and private resources throughout the Commonwealth during times of disasters and emergencies.

Maturity Date: The date at which full and/or final payment of principal and interest is due on debt obligations.

Mission Statement: A mission statement is a broad, philosophical statement of the purpose of an agency, specifying the fundamental reasons for its existence. A mission statement is a written statement of purpose that can be used to initiate, evaluate, and refine business activities.

Modified Accrual Basis of Accounting: The modified accrual basis is used for all funds except for the proprietary funds. Accounting transactions for revenue are recognized when they become susceptible to accrual, that is when they become both measurable and available to finance expenditures of the current period. "Available" means collectible in current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred.

Municipal Bond: Bond issued by a state, local or government authority in the U.S. The interest is exempt from U.S. Federal taxation and usually from state taxation within the state of issue.

MUNIS: MUNIS is the financial software of record used by the City of Springfield.

Natural Resources Conservation Service (NRCS): The NRCS was formerly known as the Soil Conservation Service (SCS), and is an agency of the United States Department of Agriculture (USDA) that provides technical assistance to farmers and other private landowners and managers.

No Child Left Behind (NCLB): Signed into law by President George W. Bush on January 8, 2002, NCLB is the principal federal law affecting public education from kindergarten through high school. NCLB is built on four pillars: expanded local control and flexibility; doing what works based on scientific research; accountability for results; and more options for parents. The goal of NCLB is for all students to reach grade level proficiency in ELA and Mathematics by the 2013-2014 school year.

Non-Discretionary: Funds appropriated and expended to pay for utilities and/or utility type expenditures. Common descriptions associated with these types of expenditures are, heat, light, and electric. Other types of expenditures may be controlled at this level such as the fuel for the school buses.

Operating Budget: The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains all appropriations and revenues necessary to operate the government.

Other than Personal Services (OTPS): This acronym is a catch-all used by Springfield City personnel when discussing a certain group of operating expenditure categories. OTPS includes Purchase of Services, Supplies and Materials, Intergovernmental Charges, and Other Charges & Expenditures. Additional detail on these expenditure classifications can be found in Appendix B.

Outcome: Measurable or tangible consequences associated with a program service, e.g., reduction in fire deaths or percent of juveniles not reconvicted within 12 months.

Output: Quantity or number of units produced. Outputs are activity-oriented, measurable and usually under managerial control.

Participation: A required component of AYP calculations, the Participation figure shows the number of students who participated in MCAS/MCAS-Alt tests (# assessed) divided by the number of students enrolled (# enrolled) on the date MCAS tests are administered, including LEP students enrolled in U.S. schools for the first time. As a matter of federal law, the minimum participation rate required to make AYP is 95%.

Performance Level: Student results on MCAS and MCAS-Alt tests are assigned one of four performance levels:

> MCAS performance levels in grades 4-8 and 10 – *Advanced*, *Proficient*, *Needs Improvement*, or *Warning/Failing*.
>
> For grade 3 only, a fourth performance level is *Above Proficient*.
>
> MCAS-Alt performance levels (called *alternate achievement standards*) provide information that allows meaningful interpretation of student achievement and the progress these students have made in learning the academic skills and content addressed by all students at that grade level, even though the skills and content have been addressed well below the grade-level expectations of their peers – *Progressing*, *Emerging*, *Awareness*, or *Portfolio Not Submitted*.

Post Employment Benefits: These include health benefits provided to retirees and are normally recorded when incurred. However, there are long-term, future costs associated with these benefits that accrue during the period that the employees actually are rendering their services to the City. That liability is required to be actuarially determined and recognized for financial reporting purposes.

Premium Compensation: Additional premiums paid to eligible City employees for working under specific conditions.

Principal: The par value or face value of a bond, note, or other fixed amount security, not including accrued interest.

Property Tax: Citywide taxes levied on all real property according to the property's valuation and tax rate.

Pupil Enrollment: For any budget year, the number of pupils enrolled.

Request for Proposals (RFP): A document used by the City to request offers when competitive sealed bidding for the purchase of goods or services is not practical or advantageous. An RFP is generally used when precise specifications cannot be developed or are not appropriate and price is only one of several evaluation factors to be weighed by the City in awarding the bid.

Reserve: An account used to indicate that a portion of an operating fund's "fund balance" is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Reserved Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that cannot be appropriated because of legal restrictions (e.g., encumbrance from prior year budget for contracts to be completed).

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments (state aid), fines, forfeitures, grants and interest income.

Revenue Forecast: A projection of future City revenue collections.

Revolving Fund: An accounting mechanism that allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund.

Tax Base: The aggregate value of taxed items. The base of the City's real property tax is the market value of all real estate in the City.

Tax Levy: The total amount to be raised by property taxes for the purpose stated in the City's financial plan for various funds.

Tax Rate: The amount of tax levied for each $1,000 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

Tax Roll: The certified list of assessed/taxable values prepared by the Assessor and presented to the taxing authority each year.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

Undesignated Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that is neither legally restricted (e.g. encumbered) or specifically segregated for future purposes (e.g. designated).

User Fees: The direct payment of a fee for receipt of a public service by the party benefiting from the service. An example would be payment for use of a park swimming pool.

Appendix B
Expense Code Classifications

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Expenditure accounts are distinguished from other accounts by use of an account code beginning with a "**5**." These account codes have been defined by Massachusetts Department of Revenue (DOR) by the Uniform Massachusetts Accounting System (UMAS) most recently updated in August 2007 and is applicable to all political subdivisions in the Commonwealth.

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

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

A further breakdown of these object codes into a more detailed classification of expenditures by object code is used for budget and accounting purposes in the City.

5000 - Personal Services

Personal Services consists of cost of salaries, wages and related employment benefits. This includes, but is not limited to, regular wages, overtime, part-time and temporary staff pay, shift differential, merit pay, educational pay, and holiday pay. An employee is defined as a person working for another person or a business firm for pay. Persons not meeting the requirements of this definition who are paid for performing services for the City are considered contractors and are paid under the category of Purchase of Services (code 5200).

5100 - Fringe Benefits

Fringe benefits fall into three main categories: benefits paid directly to employees, benefits paid on behalf of employees, and other personal services.

Fringe benefits paid to employees include vacation pay, sick leave, maternity leave, standard holiday pay, court leave, educational leave, military leave, time paid for official union activities, and bereavement leave.

Fringe benefits paid on behalf of employees consist of the City's matching share of Medicare and Social Security as well as Health insurance policies.

Other Personal Service benefits paid by the City may include tuition reimbursement, career incentive payments, in-service training, uniform or clothing allowance, unused sick-leave buyback or other stipends determined by the City.

5200 - Purchase of Services

Generally used to code the cost of purchased professional services; specifically for services, which require professional methods or are specialized in nature, that are not rendered by City personnel. Examples include: medical, psychological, veterinary and laboratory services; legal, expert testimony and court stenographic services; architectural, engineering and appraisal services; computer software development and maintenance services (not inclusive of pre-programmed software); interpretive services (bilingual and hearing impaired); nursing, counseling, teaching, actuarial and other expert, professional consultants and contractors; stenographic services, serving jurors, special counsel and trial expense, other expert and professional services, reward and other fees for services, non-employees.

PURCHASE OF SERVICES	
ENERGY	**Proper Use:**
521010 ..... Oil Heat 521015 ..... Electricity 521020 ..... Natural Gas 521030 ..... Water/Sewer	Energy Services received from public or private utility companies. **For Facility Management/School Business Office Use Only.**
REPAIRS AND MAINTENANCE	**Proper Use:**
524010 ..... Rep & Maint - Vehicles 524015 ..... Rep & Maint - Equipment 524020 ..... Rep & Maint - Office Equipment 524030 ..... Rep & Maint - Buildings 524040 ..... Rep & Maint - Software 524045 ..... Rep & Maint - Computer Hardware 524050 ..... Rep & Maint - Telephones 524060 ..... Rep & Maint - Parking Meters 524070 ..... Rep & Maint - Signs	Repair and energy servies not provided directly by municipal personnel. This includes contracts and agreements covering the upkeep of buildings and equipment. **Examples**: Building & grounds, recreational facilities, communication lines, HVAC equipment, machine tools, computer equipment, office furnishings.
RENTAL AND LEASE	**Proper Use:**
527010 ..... Rental - Building 527020 ..... Rental - Equipment 527030 ..... Rental - Office Equipment 527040 ..... Rental - Vehicles 527050 ..... Rental - Storage	Renting or leasing land, buildings, equipment, and vehicles. **Examples**: Data processing equipment, photo-copiers, recreatioanl facilities, communication equipment, HVAC equipment.
OTHER PROPERTY SERVICES	**Proper Use:**
529100 ..... Waste Removal Services 529200 ..... Demolition Services 529300 ..... Landscaping Services 529400 ..... Snow Removal Services	Property related services. **Examples**: Custodial service contracts, snow removal contracts, solid waste disposal contracts.
PROFESSIONAL SERVICES	**Proper Use:**
530105 ..... Professional Services 530130 ..... Program Evaluation 530140 ..... Translation Services 530150 ..... Consultant/Student Instruction 530180 ..... Supplemental Tutoring Services 530600 ..... Engineer & Architectural, Surveys 530900 ..... Legal Services	Services which by their nature can be performed by persons of firms with specialized skills and knowledge. **Examples**: Food service management, manage-ment consultant, student testing, accounting/audit architectural/engineering, legal, tutoring, labor relations.
OTHER PURCHASED SERVICES	**Proper Use:**
531010 ..... Alarm/Guard Services 531020 ..... Seminars/Education/Training/Workshop 531030 ..... Tuition 531040 ..... Dues and Memberships 531050 ..... Moving Services 531060 ..... Exhibitions/Admissions 531070 ..... Exterminations 531080 ..... Physical Therapy 531100 ..... Medical & Dental 531200 ..... Printing/Binding 531500 ..... Test/Inspections 531710 ..... Hired Equipment 531730 ..... Temporary Services 531740 ..... Insurance Premiums	Services which by their nature can be performed by persons of firms with specialized skills and knowledge. While a product may or may not result from the transaction, the primary reason for purchase is the service provided. **Examples**: Professional development, reimburs-ment to educational agencies for instructional services to students, medical and dental services, any service temporary in nature, safety testing, testing and monitoring services, environmental study.
SCHOOL TRANSPORTATION	**Proper Use:**
533100 ..... Contract Carrier 533200 ..... Special Education 533300 ..... Athletics 533400 ..... Instruction 533500 ..... Other (Tokens)	Transporting children to/from school and school activities. **Examples**: Instructional field trips, SPED transportation, school year and summer transportation services, various school athletic event and alternative school transportation.
COMMUNICATIONS	**Proper Use:**
534050 ..... Data Communication Services 534100 ..... Postage and Delivery 534200 ..... Telephone 534300 ..... Advertising 534400 ..... Audio/Video	Transmitting messages or information through all means. **Examples**: Postage, newspaper advertising, telephone and wireless phone services, delivery services, internet use, and e-rate services.
RECREATION	**Proper Use:**
535100 ..... Officials/Referees 535200 ..... Special Events 535300 ..... Recreation Playground 535400 ..... Pool Cleaning	Recreation activities. **Examples**: Entertainers, lecturers, films, museum or event admission fees, athletic event official fees, and museum or event admission fees.

5400 - Supplies and Materials

A supply item is any article or material, which meets at least one of the following conditions:

It is consumed in use;

It loses its original shape or appearance with use;

It is expendable; that is, if the article is damaged or some of its parts are lost or worn out, and is usually better to replace it with an entirely new unit rather than repair it;

It is an inexpensive item whose small unit cost (less than $5,000) makes it inadvisable to capitalize the item; it loses its identity by incorporation into a different or more complex item.

SUPPLIES AND MATERIALS	
ENERGY SUPPLIES	**Proper Use:**
541100 ..... Energy Supplies	Expendable supplies purchased to provide energy.
OFFICE SUPPLIES	**Proper Use:**
542010 ..... Office Supplies 542300 ..... Software	Expendable supplies/materials used in offices. **Examples**: Toner, print cartridges, stationery, paper, pens, forms, pencils, paper clips, software, and software licenses.
BUILDING SUPPLIES	**Proper Use:**
543100 ..... Mechanical/Engineer Supplies 543200 ..... Electrical Supplies 543500 ..... Hardware Supplies 543600 ..... Lumber/Wood Supplies 543700 ..... Paint/Materials Supplies 544000 ..... Roofing Supplies 544100 ..... Flooring Supplies 544200 ..... Ceiling Supplies 544300 ..... HVAC Supplies 544600 ..... Glass Supplies 544900 ..... Preventative Maintenance Supplies	Supplies to repair or maintain buildings owned by a municipality. **Examples**: HVAC items, plumbing, hand/power tools, floor/wall/window coverings, electrical, paint, glass, doors, and ballasts.
CUSTODIAL AND HOUSEKEEPING	**Proper Use:**
545100 ..... Custodial & Housekeeping Supplies	Expendable supplies related to custodial and house-keeping functions. **Examples**: Cleaning supplies, brooms, rags, and mops.
GROUNDSKEEPING/LANDSCAPING SUPPLIES	**Proper Use:**
546100 ..... Fertilizer 546200 ..... Pesticides & Herbicides 546300 ..... Seed 546400 ..... Trees	Expendable supplies related to groundskeeping functions. **Examples**: Rakes, hoes, and other tools, paint for grounds, loam, grass seed, lime, soil/sod, fertilizers, trees/shrubs, track cinders, pesticides and herbicides.
RECREATION SUPPLIES	**Proper Use:**
547200 ..... Recreation Supplies	Expendable supplies related to recreation functions. **Examples**: Tents, summer program supplies, lifeguard chairs, plaques, trophies, and medals.
VEHICLE SUPPLIES	**Proper Use:**
548100 ..... Vehicle Supplies/Parts/Accessories 548400 ..... Gasoline and Diesel	Expendable supplies utilized for maintenance purposes in municipally owned motor vehicles. **Examples**: Gasoline, anti-freeze, batteries, tires/tubes, motor oil/lubricants, parts and accessories.
FOOD SERVICE SUPPLIES	**Proper Use:**
549100 ..... Food 549300 ..... Paper Goods	Expendable supplies used for food service purposes. **Examples**: Perishables/non-perishables, serving utensils.
MEDICAL SUPPLIES	**Proper Use:**
550300 ..... Pharmaceutical Drugs 550500 ..... Therapy Supplies 550600 ..... Disposable Supplies 550700 ..... Nursing Materials	Expendable supplies and materials used for surgical or medical purposes. **Examples**: First aid kits, chemical/solutions, sutures, instruments, isotopes, veterinary, cold packs, etc.
EDUCATION SUPPLIES	**Proper Use:**
551200 ..... Textbooks 551300 ..... Library Materials 551400 ..... Subscriptions 551600 ..... Classroom 551700 ..... Other Supplies 551800 ..... Athletic Supplies 551900 ..... Testing Materials	Expendable supplies and materials used for educational purposes. **Examples**: Test materials, teaching aids, workbooks, textbooks, kindergarten supplies, athletic equipment, books and processing, plan books/registers, maps/charts, special education supplies, encyclopedias, audio-visual supplies, and magazine subscriptions.
PUBLIC WORKS SUPPLIES	**Proper Use:**
553200 ..... Mixes 553800 ..... Salt	Expendable supplies and materials used for public works operational purposes.
OTHER SUPPLIES	**Proper Use:**
558100 ..... Crime Prevention Supplies 558200 ..... Uniform, Clothing 558400 ..... Safety Items Supplies 558600 ..... Photo Lab Supplies	Expendable supplies utilized for purposes not classified elsewhere. **Examples**: Firefighting, crime prevention, uniforms/other clothing, training guns, ear/eye protection.

5600 – Intergovernmental Expenditures

Any payments made to Federal, State, or County agencies for services provided to the City of Springfield are classified as Intergovernmental Expenditures. State Assessments that are listed on the Cherry Sheet are also considered to be Intergovernmental Expenditures.

INTERGOVERNMENTAL		
C.S. ASSESSMENTS		**Proper Use:**
563000	RMV Non-Renewal Surcharge	Amounts paid to the state for services provided by the State.
563100	Special Education	
563900	Mosquito Control	
564000	Air Pollution District	
564100	Planning Council	
566300	Regional Transit - PVTA	
566500	School Choice Assessment	**Proper Use:**
566600	Charter School Assessment	Amounts paid to entities other than federal, state, or county, for municipal services, provided by others
569200	Intergov. - Lic, Fees, Permits	**Proper Use:**
	Employer Match - Medicare Tax - EMP	
569300	MED	Expenses for intergovernmental functions not classified elsewhere.
569900	State - Other	

5700 – Other Charges & Expenditures

The 5700 series should be used whenever a charge does not qualify for any of the previously mentioned expenditure categories. In-state and out-of-state travel, dues and memberships, property, liability and fidelity insurance, expenditures for court judgments against the City, and veterans' benefits are all examples of charges that are classified here.

OTHER CHARGES AND EXPENSES		
TRAVEL		**Proper Use:**
571100	In State Travel	Transportation, meals, hotel, and other travel expenses incurred within the Commonwealth.
572100	Out of State Travel	Transportation, meals, hotel, and other travel expenses incurred outside the Commonwealth.
VETERANS SERVICES		**Proper Use:**
577100	Benefits	Payments for veterans benefits as provided by law.
577200	Funerals	
577300	Sold/Sailors Graves	**For Veterans Office Use Only.**
577400	Patriotic Functions	
577500	Vets - Ordinary Benefits	
577510	Vets - Fuel	
577520	Vets - Nursing Home	
577530	Vets - Doctor Bills	
577540	Vets - Medication Drugs	
577550	Vets - Hospital	
577560	Vets - Dental	
577570	Veterans Benefits	

5800 - Capital Outlay

These codes should be used whenever possible to monitor expenditures for eventual capitalization of fixed asset acquisitions. Capital Outlay expenditures fall into the following categories:

Land - Expenditures for the acquisition of land, air rights, water rights, and mineral rights.

Buildings - Expenditures for the direct purchase of or major capital improvements to existing buildings. Capitalized lease obligations for buildings would be charged here as would new construction performed by a contracted vendor.

Plant - Expenditures for the acquisition of or major capital improvements to existing buildings used to provide utility services (e.g., water pumping station. electric generating station). Capitalized lease obligations for plant would be charged here along with new plant construction performed by a contracted vendor.

Site Improvements - Expenditures for major capital improvement of sites and adjacent ways after acquisition.

Additional Equipment - Expenditures for equipment, which increases the number of items of equipment available (e.g., a local government's first police car or a sixth car to expand a fleet of five).

Replacement Equipment - Expenditures for equipment, which replaces existing assets. For example, purchase of a new or used ambulance to replace one which has or will be sold would be recorded here.

CAPITAL OUTLAY	
CAPITAL OUTLAY	**Proper Use:**
580100 ..... Land	Payments for capital outlay acquisitions.
580200 ..... Building	
580400 ..... Building Improvements	
580500 ..... Furniture & Fixtures	
580600 ..... Machinery & Equipment	
580700 ..... Vehicles	
580800 ..... Infrastructure	
580900 ..... Computer Hardware	
584000 ..... Site Improvement	
589000 ..... Depreciation	

5900 – Debt Service

Debt Service is defined as the repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue. The three components of debt service are as follows:

Maturing Principal on Long-Term Debt - Disbursements to repay the principal portion of long-term debt;

Interest on Long-Term Debt - Disbursements to pay the interest owed on long-term debt.

Interest on Notes - Disbursements to pay the interest owed on notes and other short-term borrowings.

DEBT SERVICE		
DEBT SERVICE		**Proper Use:**
591000	..... Long Term Debt - Principal	Disbursements to repay the principal portion or interest owed on long-term debt.
591200	..... Long Term Debt - Interest	
595000	..... Temporary Loans/Principal	
595050	..... Temporary Loans/Interest	
595100	..... Cost of Issuance	

CITY OF SPRINGFIELD
EXPENDITURE OBJECT CODES

PERSONAL SERVICES

SALARIES & WAGES

501000 ..... Salaries & Wages
501020 ..... Police - Salaries & Wages (Shift A) SAL-A
501021 ..... Police - Salaries & Wages (Shift B) SAL-B
501022 ..... Police - Salaries & Wages (Shift C) SAL-C
501199 ..... Salaries & Wages -Quinn Bill/Educ Inc.
502000 ..... Board Members Salaries & Wages
503000 ..... Temporary Salaries & Wages
504000 ..... Summer Help
505000 ..... Holiday Pay
505020 ..... Police - Holiday (Shift A) HOL-A
505021 ..... Police - Holiday (Shift B) HOL-B
505022 ..... Police - Holiday (Shift C) HOL-C
506000 ..... Overtime
506020 ..... Police - Overtime (Shift A) OT-A
506021 ..... Police - Overtime (Shift B) OT-B
506022 ..... Police - Overtime (Shift C) OT-C
506050 ..... Court Time
507000 ..... Bonus
507500 ..... Allowances - Clothes, Tools etc
508000 ..... Shift Differential
508020 ..... Police - Shift Differential (Shift A) SHIFT-A
508021 ..... Police - Shift Differential (Shift B) SHIFT-B
508022 ..... Police - Shift Differential (Shift C) SHIFT-C
509000 ..... Additional Pay
509010 Additional Pay - Class Coverage
509900 Imputed Income
509950 ..... Lost Time
509999 ..... Payroll Suspense School

BENEFITS

517010 ..... Health/Life Insurance
517020 ..... Retirement
517021 ..... Non-Contributory
517030 ..... Unemployment
517040 ..... Workers' Compenstion - Indemity
517050 ..... Workers' Compenstion - Medical
517120 ..... Clothing Allowance
517130 ..... Meal Allowance
517140 ..... Canarx Reimbursement

PURCHASE OF SERVICES

ENERGY

521010 ..... Oil Heat
521015 ..... Electricity
521020 ..... Natural Gas
521030 ..... Water/Sewer

REPAIRS AND MAINTENANCE

524010 ..... Rep & Maint - Vehicles
524015 ..... Rep & Maint - Equipment
524020 ..... Rep & Maint - Office Equipment
524030 ..... Rep & Maint - Buildings
524040 ..... Rep & Maint - Software
524045 ..... Rep & Maint - Computer Hardware
524050 ..... Rep & Maint - Telephones
524060 ..... Rep & Maint - Parking Meters
524070 ..... Rep & Maint - Signs

RENTAL AND LEASE

527010 ..... Rental - Building
527020 ..... Rental - Equipment
527030 ..... Rental - Office Equipment
527040 ..... Rental - Vehicles
527050 ..... Rental - Storage

OTHER PROPERTY SERVICES

529100 ..... Waste Removal Services
529200 ..... Demolition Services
529300 ..... Landscaping Services
529400 ..... Snow Removal Services

PROFESSIONAL SERVICES

530105 ..... Professional Services
530130 ..... Program Evaluation
530140 ..... Translation Services
530150 ..... Consultant/Student Instruction
530180 ..... Supplemental Tutoring Services
530600 ..... Engineer & Architectural, Surveys
530900 ..... Legal Services

OTHER PURCHASED SERVICES

531010 ..... Alarm/Guard Services
531020 ..... Seminars/Education/Training/Workshop
531030 ..... Tuition
531040 ..... Dues and Memberships
531050 ..... Moving Services
531060 ..... Exhibitions/Admissions
531070 ..... Exterminations
531080 ..... Physical Therapy
531100 ..... Medical & Dental
531200 ..... Printing/Binding
531500 ..... Test/Inspections
531710 ..... Hired Equipment
531730 ..... Temporary Services
531740 ..... Insurance Premiums

SCHOOL TRANSPORTATION

533100 ..... Contract Carrier
533200 ..... Special Education
533300 ..... Athletics
533400 ..... Instruction
533500 ..... Other (Tokens)

COMMUNICATIONS

534050 ..... Data Communication Services
534100 ..... Postage and Delivery
534200 ..... Telephone
534300 ..... Advertising
534400 ..... Audio/Video

RECREATION

535100 ..... Officials/Referees
535200 ..... Special Events
535300 ..... Recreation Playground
535400 ..... Pool Cleaning

SUPPLIES AND MATERIALS

ENERGY SUPPLIES

541100 ..... Energy Supplies

OFFICE SUPPLIES

542010 ..... Office Supplies
542300 ..... Software

BUILDING SUPPLIES

543100 ..... Mechanical/Engineer Supplies
543200 ..... Electrical Supplies
543500 ..... Hardware Supplies
543600 ..... Lumber/Wood Supplies
543700 ..... Paint/Materials Supplies
544000 ..... Roofing Supplies
544100 ..... Flooring Supplies
544200 ..... Ceiling Supplies
544300 ..... HVAC Supplies
544600 ..... Glass Supplies
544900 ..... Preventative Maintenance Supplies

CUSTODIAL AND HOUSEKEEPING

545100 ..... Custodial & Housekeeping Supplies

GROUNDSKEEPING/LANDSCAPING SUPPLIES

546100 ..... Fertilizer
546200 ..... Pesticides & Herbicides
546300 ..... Seed
546400 ..... Trees

RECREATION SUPPLIES

547200 ..... Recreation Supplies

VEHICLE SUPPLIES

548100 ..... Vehicle Supplies/Parts/Accessories
548400 ..... Gasoline and Diesel

FOOD SERVICE SUPPLIES

549100 ..... Food
549300 ..... Paper Goods

MEDICAL SUPPLIES

550300 ..... Pharmaceutical Drugs
550500 ..... Therapy Supplies
550600 ..... Disposable Supplies
550700 ..... Nursing Materials

EDUCATION SUPPLIES

551200 ..... Textbooks
551300 ..... Library Materials
551400 ..... Subscriptions
551600 ..... Classroom
551700 ..... Other Supplies
551800 ..... Athletic Supplies
551900 ..... Testing Materials

PUBLIC WORKS SUPPLIES

553200 ..... Mixes
553800 ..... Salt

OTHER SUPPLIES

558100 ..... Crime Prevention Supplies
558200 ..... Uniform, Clothing
558400 ..... Safety Items Supplies
558600 ..... Photo Lab Supplies

INTERGOVERNMENTAL CHARGES

CHERRY SHEET ASSESSMENTS

563000 ..... RMV Non-Renewal Surcharge
563100 ..... Special Education
563900 ..... Mosquito Control
564000 ..... Air Pollution District
564100 ..... Planning Council
566300 ..... Regional Transit - PVTA
566500 ..... School Choice Assessment
566600 ..... Charter School Assessment
569200 ..... Intergov. - Lic, Fees, Permits
569300 ..... Employer Match - Medicare Tax - EMP MED
569900 ..... State - Other

OTHER CHARGES AND EXPENSES

TRAVEL

571100 ..... In State Travel
572100 ..... Out of State Travel

JUDGEMENTS

576100 ..... Damages
576400 ..... Settlement Claims

VETERANS SERVICES

577100 ..... Benefits
577200 ..... Funerals
577300 ..... Sold/Sailors Graves
577400 ..... Patriotic Functions
577500 ..... Vets - Ordinary Benefits
577510 ..... Vets - Fuel
577520 ..... Vets - Nursing Home
577530 ..... Vets - Doctor Bills
577540 ..... Vets - Medication Drugs
577550 ..... Vets - Hospital
577560 ..... Vets - Dental
577570 ..... Veterans Benefits

OTHERWISE UNCLASSIFIED

578200 ..... Reserve for Contingency
578300 ..... Salary & Position Adjustment
578700 ..... Indirect Costs
579000 ..... Flow-Through-LEA

CAPITAL OUTLAY

580100 ..... Land
580200 ..... Building
580400 ..... Building Improvements
580500 ..... Furniture & Fixtures
580600 ..... Machinery & Equipment
580700 ..... Vehicles
580800 ..... Infrastructure
580900 ..... Computer Hardware
584000 ..... Site Improvement
589000 ..... Depreciation

DEBT SERVICE

591000 ..... Long Term Debt - Principal
591200 ..... Long Term Debt - Interest
595000 ..... Temporary Loans/Principal
595050 ..... Temporary Loans/Interest
595100 ..... Cost of Issuance
599999 ..... Prior Year Expenditures

Revised as of 5/10/10

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Appendix C
Property Taxes
Collection and Levy Data

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Percentage Share of City's Assessed Valuation and Levy Share of Taxable Property

FY	Residential Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	5,776,964,500	77.71%	$ 16.04	$ 92,662,511	63.67%
2008	6,036,956,400	77.33%	$ 16.03	$ 96,772,411	63.05%
2009	5,484,722,870	75.74%	$ 17.89	$ 98,121,692	60.17%
2010	5,252,153,800	75.09%	$ 19.50	$ 102,416,999	59.96%
2011	5,155,722,500	75.27%	$ 19.49	$ 100,485,032	60.36%
2012	5,038,856,200	74.36%	$ 19.83	$ 99,920,518	58.99%
2013	4,858,355,700	72.55%	$ 19.71	$ 95,758,191	57.20%

FY	Commercial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	1,003,757,800	13.50%	$ 31.91	$ 32,029,911	22.01%
2008	1,079,322,350	13.82%	$ 32.04	$ 34,581,488	22.53%
2009	1,072,958,950	14.82%	$ 36.98	$ 39,678,022	24.33%
2010	1,052,016,750	15.04%	$ 39.25	$ 41,291,657	24.17%
2011	1,045,580,000	15.27%	$ 38.97	$ 40,746,253	24.47%
2012	1,009,971,300	14.91%	$ 39.99	$ 40,388,752	23.84%
2012	1,047,246,800	15.64%	$ 38.98	$ 40,821,680	24.39%

FY	Industrial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	234,694,400	3.16%	$ 31.91	$ 7,489,098	5.15%
2008	246,327,200	3.16%	$ 32.04	$ 7,892,323	5.14%
2009	242,991,100	3.36%	$ 36.98	$ 8,985,811	5.51%
2010	229,288,700	3.28%	$ 39.25	$ 8,999,581	5.27%
2011	184,851,100	2.70%	$ 38.97	$ 7,203,647	4.33%
2012	166,822,500	2.46%	$ 39.99	$ 6,671,232	3.94%
2013	159,725,600	2.39%	$ 38.98	$ 6,226,104	3.72%

FY	Personal Prop. Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	418,233,820	5.63%	$ 31.91	$ 13,345,841	9.17%
2008	444,536,550	5.69%	$ 32.04	$ 14,242,951	9.28%
2009	440,601,660	6.08%	$ 36.98	$ 16,293,449	9.99%
2010	461,359,650	6.60%	$ 39.25	$ 18,108,366	10.60%
2011	463,175,130	6.76%	$ 38.97	$ 18,049,935	10.84%
2012	560,357,950	8.27%	$ 39.99	$ 22,408,714	13.23%
2012	631,025,200	9.42%	$ 38.98	$ 24,597,362	14.69%

FY	Total Value	% of Value		Tax Levy	% of Levy
2007	7,433,650,520	100.00%		$ 145,527,361	100.00%
2008	7,807,142,500	100.00%		$ 153,489,174	100.00%
2009	7,241,274,580	100.00%		$ 163,078,974	100.00%
2010	6,994,818,900	100.00%		$ 170,816,604	100.00%
2011	6,849,328,730	100.00%		$ 166,484,866	100.00%
2012	6,776,007,950	100.00%		$ 169,389,217	100.00%
2013	6,696,353,300	100.00%		$ 167,403,337	100.00%

2009	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,484,722,870	75.74%	**$ 17.89**	$ 98,121,692	60.17%	(552,233,530)	-9.15%	$ 1,349,281	1.39%
Commercial	1,072,958,950	14.82%	**$ 36.98**	$ 39,678,022	24.33%	(6,363,400)	-0.59%	$ 5,096,534	14.74%
Industrial	242,991,100	3.36%	**$ 36.98**	$ 8,985,811	5.51%	(3,336,100)	-1.35%	$ 1,093,487	13.86%
Personal	440,601,660	6.08%	**$ 36.98**	$ 16,293,449	9.99%	(3,934,890)	-0.89%	$ 2,050,498	14.40%
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TOTAL	**7,241,274,580**			**$ 163,078,974**		**(565,867,920)**	-7.25%	**9,589,801**	6.25%
		Levy Increase		$ 9,589,801	6.25%				

2010	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,252,153,800	75.09%	**$ 19.50**	$ 102,416,999	59.96%	(232,569,070)	-3.85%	$ 4,295,307	4.44%
Commercial	1,052,016,750	15.04%	**$ 39.25**	$ 41,291,657	24.17%	(20,942,200)	-1.94%	$ 1,613,635	4.67%
Industrial	229,288,700	3.28%	**$ 39.25**	$ 8,999,581	5.27%	(13,702,400)	-5.56%	$ 13,771	0.17%
Personal	461,359,650	6.60%	**$ 39.25**	$ 18,108,366	10.60%	20,757,990	4.67%	$ 1,814,917	12.74%
	====			====		====		====	
TOTAL	**6,994,818,900**			**$ 170,816,604**		**(246,455,680)**	-3.40%	**7,737,630**	4.74%
		Levy Increase		$ 9,589,801	6.25%				

2011	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,155,722,500	75.27%	**$ 19.49**	$ 100,485,032	60.36%	(96,431,300)	-1.76%	$ (1,931,968)	-1.97%
Commercial	1,045,580,000	15.27%	**$ 38.97**	$ 40,746,253	24.47%	(6,436,750)	-0.60%	$ (545,405)	-1.37%
Industrial	184,851,100	2.70%	**$ 38.97**	$ 7,203,647	4.33%	(44,437,600)	-18.29%	$ (1,795,934)	-19.99%
Personal	463,175,130	6.76%	**$ 38.97**	$ 18,049,935	10.84%	1,815,480	0.41%	$ (58,431)	-0.36%
	====			====		====		====	
TOTAL	**6,849,328,730**			**$ 166,484,866**		**(145,490,170)**	-2.08%	**(4,331,738)**	-2.54%
		Levy Increase		$ (4,331,738)	-2.66%				

2012	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,038,856,200	74.36%	**$ 19.83**	$ 99,920,518	58.99%	(116,866,300)	-2.23%	$ (564,513)	-0.55%
Commercial	1,009,971,300	14.91%	**$ 39.99**	$ 40,388,752	23.84%	(35,608,700)	-3.38%	$ (357,500)	-0.87%
Industrial	166,822,500	2.46%	**$ 39.99**	$ 6,671,232	3.94%	(18,028,600)	-7.86%	$ (532,416)	-5.92%
Personal	560,357,950	8.27%	**$ 39.99**	$ 22,408,714	13.23%	97,182,820	21.06%	$ 4,358,780	24.07%
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TOTAL	**6,776,007,950**			**$ 169,389,217**		**(73,320,780)**	-1.07%	**2,904,351**	1.74%
		Levy Increase		$ 2,904,351	1.70%				

2013	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	4,858,355,700	72.55%	**$ 19.71**	$ 95,758,191	57.20%	(180,500,500)	-3.72%	$ (4,162,328)	-4.35%
Commercial	1,047,246,800	15.64%	**$ 38.98**	$ 40,821,680	24.39%	37,275,500	3.56%	$ 432,928	1.06%
Industrial	159,725,600	2.39%	**$ 38.98**	$ 6,226,104	3.72%	(7,096,900)	-4.44%	$ (445,128)	-7.15%
Personal	631,025,200	9.42%	**$ 38.98**	$ 24,597,362	14.69%	70,667,250	11.20%	$ 2,188,648	8.90%
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TOTAL	**6,696,353,300**			**$ 167,403,337**		**(79,654,650)**	-1.19%	**(1,985,880)**	-1.19%
		Levy Decrease		$ (1,985,880)	-1.17%				

Rank	Owner	Use	2013 Par/Accts	2013 Total Value	$ 2,013.00 Total Tax	2013 Levy 167,403,337 % of Levy
1	WESTERN MASSACHUSETTS ELECTRIC COMPANY	Utility	30	**258,676,360**	**$ 10,082,117.68**	6.02%
2	BAY STATE GAS COMPANY	Utility	6	**98,265,330**	**$ 3,830,382.56**	2.29%
3	MASSACHUSETTS MUTUAL LIFE INSURANCE	Insurance	27	**83,825,900**	**$ 3,257,838.84**	1.95%
4	NEW ENGLAND TELEPHONE CO/VERIZON	Utility	11	**53,063,290**	**$ 2,068,407.04**	1.24%
5	INEOS NOVA LLC	Chemicals	2	**41,157,200**	**$ 1,604,307.66**	0.96%
6	CATALDO FRANCIS J & JOHN M WALLACE	Office	43	**32,333,220**	**$ 1,252,465.56**	0.75%
7	COMCAST OF MASSACHUSETTS II IN	Utility	4	**25,255,480**	**$ 984,458.61**	0.59%
8	WIRELINE LEASING CO	Utility	1	**24,851,280**	**$ 968,702.89**	0.58%
9	SOLUTIA INC	Chemicals	9	**24,141,700**	**$ 941,006.85**	0.56%
10	HUBBARD REAL ESTATE INVESTMENTS	Retail	9	**23,434,300**	**$ 913,469.01**	0.55%
11	EASTFIELD ASSOCIATES LLC	Retail	12	**23,561,860**	**$ 907,098.98**	0.54%
12	SPRINGFIELD CENTER I ASSOCIATES LIMITED	Retail	11	**22,639,800**	**$ 881,988.75**	0.53%
13	AMERISTAR CASINO	Office	1	**15,847,000**	**$ 617,716.06**	0.37%
14	WASON AVENUE PARTNERS II LLC	Office	3	**15,711,700**	**$ 612,442.07**	0.37%
15	PYNCHON I & II APARTMENTS LIMITED	Residential	2	**24,207,600**	**$ 477,131.80**	0.29%
16	LOWES HOME CENTERS INC	Retail	3	**11,985,040**	**$ 467,176.86**	0.28%
17	HAYMARKET SQUARE ASSOCIATES LIMITED	Retail	3	**11,532,100**	**$ 449,521.26**	0.27%
18	LEVENTHAL NORMAN B & EDWIN N SIDMAN TRS	Residential	8	**21,353,900**	**$ 420,885.37**	0.25%
19	DAVID L BABSON & CO	Office	1	**10,325,460**	**$ 402,486.43**	0.24%
20	D'AMOUR CHARLES L & DONALD H TRUST/BIG Y	Retail	10	**10,319,500**	**$ 402,254.11**	0.24%
21	SPRINGFIELD VF L L C	Retail	2	**10,005,200**	**$ 390,002.70**	0.23%
22	RELATED SPRINGFIELD ASSOCIATES LIMITED	Residential	4	**16,395,270**	**$ 385,668.56**	0.23%
23	3500 MAIN ST LLP	Office	6	**9,119,700**	**$ 355,485.91**	0.21%
24	AMERICAN MASTERS VILLAGE LLC &	Residential	3	14,428,140	$ 302,229.21	0.18%
25	CENTER SQUARE INC	Office	1	7,522,000	$ 293,207.56	0.18%
	TOTAL			**889,958,330**	**$ 33,268,452.33**	**19.87%**

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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

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AMENDING TITLE 4, OF THE REVISED ORDINANCES OF THE CITY OF SPRINGFIELD, 1986, AS AMENDED HEREBY FURTHER AMENDED BY ADDING A NEW CHAPTER 4.44 THERETO: FINANCIAL POLICIES.

Title 4, of the Revised Ordinances of the City of Springfield, 1986, as amended, hereby further amended by adding the following new Chapter 4.44 thereto:

Chapter 4.44

FINANCIAL ORDINANCES

Sections:
4.44.010 Compliance with finance laws
4.44.020 Ordinances with regard to the budget.
4.44.030 Revenue policies.
4.44.040 Policies with regard to self-operations.
4.44.050 Capital planning policies.
4.44.060 Financial reserve policies.
4.44.070 Debt policies.
4.44.080 Policies regarding cash management.
4.44.090 Polices regarding financial reporting and reconciliation.
4.44.100 Polices regarding financial responsibilities of departments.
4.44.110 Policies regarding grants.

4.44.010 Compliance with finance laws.

A. All city employees, agents, boards, commissions and authorities shall comply with all General Laws, Special Acts of the Commonwealth, and city ordinances that relate to finance and financial management.

B. By September 30 of each year, the finance department shall provide to all departments an update regarding the financial policies and ordinances of the city of Springfield. By November 1 of each year, the law department shall provide to all departments an annual update regarding changes to municipal finance law and regulations that may impact departmental operations.

4.44.020 Ordinances with regard to the budget.

A. The mayor shall propose to the city council and the city council shall adopt balanced budgets in which non-one-time revenue equals or exceeds expenditures.

B. The city will not balance the budget by using one time or other nonrecurring revenues to fund ongoing expenditures. Transfers from "free cash" and a "stabilization reserve fund" shall be the only exception; appropriation from free cash or a stabilization reserve fund to fund ongoing expenditures shall require a written disclosure by the chief administrative and financial officer of the size of the appropriation, the remaining balance in reserve after said appropriation and a projection as to how the city will finance these recurring expenses in upcoming fiscal years.

C. The city will not use budgetary procedures that balance the budget at the expense of future years, including postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt.

D. The annual budget shall include the following sections: the expenditure budget, a summary of the city's financial condition, an analysis of revenues used in the proposed budget, a proposed allotment schedule for the budget as required by Chapter 656 of the Acts of 1989, an analysis of outstanding debt and a summary of the city's capital condition, including municipal buildings, infrastructure, equipment, rolling stock and information technology.

E. The city's annual budget shall be adopted at the level of departmental salaries, expenses and capital.

F. The budget will provide for adequate maintenance and the replacement of capital plant and equipment. In the event that the budget is not able to provide for adequate maintenance and replacement of capital plant and equipment, the city will identify and report on the funding gap and the maintenance, equipment and capital which are not funded in the proposed budget. All budgetary procedures will conform with existing state and local regulations.

G. The chief administrative and financial officer shall produce and issue a four (4) year financial plan for the city by March 30th of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the city may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.

H. Within two (2) weeks of the start of the fiscal year, the comptroller shall encumber all personnel service funds in all departments for the entire fiscal year for each budgeted position then occupied by an employee.

I. The comptroller shall provide to the mayor and city council a monthly report of revenues and expenditures at the line item level.

4.44.030 Revenue policies.

A. The city's annual budget shall include a revenue budget that is created in line item detail for City operations.

B. The City will estimate its revenue using conservative methods and present this along with the balanced budget.

C. The chief administrative and financial officer shall review and propose to the city council an updated fee schedule for each of the city's departments no less than every two (2) years to ensure the cost of services is being adequately recovered.

D. The city may build into its revenue base from one fiscal year to the next an increase in each revenue line item of no more than three percent (3%), with the exception of

1. Real and personal property taxes, whose increase shall not exceed the revenue permitted under law, with New Growth set at a level certified by the Assessors as reasonable.

2. Chapter 70 (school) aid and school building assistance payments from the Commonwealth, which shall be budgeted in an amount no greater than the estimates provided by the Commonwealth of Massachusetts, and

3. Certain fees and fines, which may increase more than three percent (3%) only if the underlying cost of the fee or fine is increased. In such an instance, the city may budget the entire increase associated with the fee and/or fine so long as said revenue assumptions are certified as reasonable by the chief administrative and financial officer.

E. Any revenue increase in excess of the three percent (3%) limit established herein shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund non-recurring capital expenditures.

F. The city will maintain property assessment for the purpose of taxation at full and fair market value, as prescribed by State law.

G. The city shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law. On or before May 30th of each year, the city shall commence tax title proceedings against all properties that owe property taxes to the city.

4.44.040 Policies with regard to self supporting operations.

A. The city shall annually adopt the rates and fees for all enterprise fund activities, and the chief administrative and financial officer shall propose no less than every two years the rates and fees for all other rate- and-fee-supported services in city government.

B. In the event that an enterprise fund requires General Fund or other support because its revenue does not fully support its operations, the finance director and relevant department head shall make a report to city council regarding the fund, its revenue and expenditure position and the reason a deficit occurred.

4.44.050 Capital planning policies.

A. For purposes of this ordinance, the term "capital" shall refer to a facility, object or asset costing more than twenty-five thousand dollars ($25,000) with an estimated useful life of ten (10) years or more.

B. The capital improvement program will directly relate to the long-range plans and policies of the city.

C. The capital improvement plan shall be issued by March 30th of each year and shall be produced by and in the form designated by the chief administrative and financial officer.
At a minimum, the capital improvement plan shall be a "rolling" five (5) year plan which shall be submitted to the city council for approval annually.

D. The capital improvement plan shall be reviewed by the capital improvement planning committee and shall include all capital expenditures proposed by the various departments. The committee shall recommend in each year of the plan the capital investments to be funded, and how these expenditures should be financed.

E. The capital improvement planning committee shall be comprised of the city's chief administrative and financial officer or his/her designee, the finance director, a representative from the city council, the director of parks, buildings and recreation management, the budget director, the planning director, the director of capital asset construction, the director of public works and the director of community and economic development or other officials with different titles who perform the duties of said positions. Any member with an interest in a capital item before the committee shall recuse him/herself from deliberations regarding said items. The committee shall provide its recommendations in writing to the mayor and city council. Any capital funding request that is at variance from the committee's recommendation shall be accompanied by a written justification of the variance, including a comparison of cost-benefit analyses for the effected projects.

F. Except as required by an emergency, all approved capital projects must be part of the adopted capital improvement plan. Capital projects that were not included in the capital improvement plan may not be conducted unless an emergency has occurred and a written report explaining the emergency has been provided to the city council.

G. All capital expenditure decisions shall analyze the potential use of alternative energy and fuel/

energy efficient technologies and devices, and the use of recycled materials and environmentally preferable products.

H. The capital improvement plan shall include a multi-year forecast of annual debt service requirements for items in the plan to permit the examination of the future implication of debt issuance.

I. Each capital item in the capital improvement plan shall be accompanied by an analysis that includes the identification and cost estimation of additional operational and personnel costs associated with that capital improvement.

J. All proposals for capital improvements shall include a proposed source of funding for each capital improvement. Pay-as-you-go capital funding shall be considered as a financing source for each proposed capital improvement.

K. As part of a comprehensive capital improvement program, the city shall maintain net tax-financed capital improvement expenditures (pay as you go) at a level of one and one-half percent of local source revenue.

L. The finance director shall review the finances and status of all capital projects no less than annually. For a non-construction capital expenditure, the city shall conduct project close out within six (6) months of project completion. For a construction-related capital expenditure, the city shall conduct project close out within nine (9) months of the end of construction. The city shall release unexpended bond proceeds within six (6) months of project close out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

4.44.060 Financial reserve policies.

A. The city shall maintain an undesignated fund balance of between five percent (5%) and fifteen percent (15%) of general fund revenues, less debt exclusions.

B. In the event that the city's undesignated fund balance falls below five percent (5%) of general fund revenues, less debt exclusions, a plan for specific expenditure reductions and/or revenue increases that will bring the city into compliance with the minimum fund balance requirement shall be submitted to the city council during the next budget cycle.

C. Pursuant to the provisions of Chapter 656 of the Acts of 1989, the city shall maintain a reserve for extraordinary expenses of at least one percent (1%) and not greater than three percent (3%) of the prior year's tax levy. No direct drafts shall be permitted from this fund, but transfers may be made from it in the same manner as required for other budgetary transfers.

D. The amount of money to be held in free cash shall not be less than three percent (3%) or more than six percent (6%) of General Fund operating revenue, less debt exclusions.

E. The city shall maintain a primary stabilization reserve fund equal to between five percent (5%) and fifteen percent (15%) of General Fund operating revenues, less debt exclusions. As prescribed by Mas-

sachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year's property tax levy, nor can the fund balance exceed ten percent (10%) of the equalized value of the city.

F. Pursuant to the provisions of Chapter 169 of the Acts of 2004, the city shall annually fund a capital reserve of at least one and half percent (1.5%) of the committed property taxes from the prior fiscal year. Said fund may be expended on capital projects for which the city may issue bonds for a term of ten (10) years or longer as provided for in Chapter 44 of the Massachusetts General Laws.

G. Whenever the city is self insured for the purposes of property, liability and/or workers' compensation insurance, it shall maintain a Self Insurance Reserve Fund that may be expended to pay for the loss of or damage to municipal property, whose loss or damage would be covered by property and liability insurance had the city purchased it. Said Reserve may also be used to pay justified damage, liability and workers' compensation claims against the city and shall be in the amount of 5% of the aggregate assessed valuation of City Hall, Symphony Hall and the Campanile.

4.44.070 Debt policies.

A. The city shall comply with debt limitations as detailed in Massachusetts General Law.

B. The City shall manage the issuance of debt in line with the following debt ratios:

1. General Fund debt service as a percentage of general fund revenues, net of debt exclusions – not to exceed eight percent (8%).

2. Enterprise fund debt service as a percentage of enterprise operating revenue – not to exceed fifteen percent (15%).

3. Percentage of total debt that will be retired at the end of ten (10) years – at least sixty-five percent (65%).

C. Short-term debt, such as bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest rate advantage, or if there is an advantage to delaying long-term debt until market conditions are more favorable.

D. The city may use inter-fund and inter-account operating loans rather than outside debt instruments to meet short-term cash flow needs. Such loans may only occur if the affected fund or account has excess funding available and the use of these funds will not impact the fund's or account's current operations. All such loans shall be repaid by June 30th of each year.

E. Any bond anticipation debt will be retired within six (6) months after completion of the project it financed.

F. Short-term debt will not be rolled over beyond two (2) years without a principal pay down or as prescribed by state law.

G. The term of debt issued to finance capital improvements or procurements may not exceed the useful life of the asset or improvement so financed.

H. The city shall conduct debt financing on a competitive basis unless, for reasons of market volatility, unusual financing structure or a complex security structure the city would be better served through a negotiated financing.

I. In all instances in which the city issues bonds or notes of a term exceeding twelve (12) months, the city shall utilize the services of a financial advisor firm to advise it on structuring the transaction, issues related to the compensation paid to firms involved in the transaction and other items. Said firm may not have served as underwriter for a city debt transaction during the thirty-six (36) months prior to the issuance of the bonds or note then being financed.

J. The finance director shall annually conduct and release to the public a report on the amount and affordability of debt issued by the city, using established and generally accepted benchmarks as a basis for comparison.

K. The city shall establish and maintain a debt schedule that avoids large increases in debt service on a year-to-year basis, and shall seek to use an "equal principal" repayment structure rather than level debt service structure.

L. The City may issue refunding bonds if the savings associated with the refunding are at least twice the cost of issuing the refunding bonds, there are positive savings in each year of the refunding bonds so issued, the present value of the savings is at least three percent (3%) of the par amount of the refinancing issuance, and the refunding bonds do not extend the term of the debt to be refinanced.

M. The city may not use bond proceeds to finance operating expenses other than those certified by the chief administrative and financial officer as being specifically related to implementation of the project. The city may not use bond accounts or bond proceeds as a source of inter-fund or inter-account operating loans.

N. The City shall comply with all Federal and State government laws and polices with regard to arbitrage earnings on bond proceeds.

4.44.080 Policies regarding cash management.

A. The city shall manage its cash resources in a prudent and diligent manner with an emphasis first on safety of principal, second on liquidity and third on financial return on invested cash. The treasurer/collector shall ensure investment managers who invest municipal funds operate in a manner consistent with these requirements.

B. Except when cash is invested in the Massachusetts Municipal Depository Trust, the city shall not invest cash in instruments with a term exceeding three hundred sixty-five (365) days. Cash invested outside of the Massachusetts Municipal Depository Trust shall only be invested in cash, money market funds and certificates of deposit, with a preference for insured certificates of deposit where appropriate. The city shall not invest in derivatives of cash products or any structured financial vehicle.

C. The treasurer/collector shall submit a written report with regard to the city's cash investments to the office of internal audit no less than quarterly. Said report shall be in the form required by the director of internal audit and shall document the city's cash investments in detail to ensure compliance with Massachusetts General Law and relevant policies and ordinances.

D. Except as otherwise provided for in Massachusetts General Law, all fees, fines and other revenue shall be collected by the office of the city collector. The finance director may permit individual departments to collect fees, fines and other revenue if, in his/her judgment, said department has established proper policies, procedures and controls and that said controls are followed at all times. All receipts collected by any department shall be forwarded to the city collector on a daily basis or on another schedule as may be approved in writing by the finance director.

E. The finance director shall develop, document and publish a system of internal controls for cash management, including but not limited to receipt of money, safeguarding of assets, verification of accuracy, use of financial computer systems, promotion of operational efficiency, proper segregation of duties and others.

4.44.090 Policies regarding financial reporting and reconciliation.

A. All department heads shall notify the chief administrative and financial officer in writing within one (1) week of becoming aware of non-compliance with any financial ordinance or policy of the city of Springfield. The chief financial officer shall provide a written report to the city council when the city fails to comply with any financial policy of the city of Springfield. Said report shall occur within three weeks of the failure to comply, and shall be updated no less than annually. This shall explicitly include instances of intentional non-compliance, such as the use of non-recurring revenue (reserves) to support the operating budget, failure to maintain minimum reserve fund levels, and others.

B. The comptroller shall produce and present to the mayor and chief administrative and financial officer a statement of monthly revenues and monthly expenditures, both of which shall be compared to budget estimates and historical trends.

C. The treasurer/collector shall reconcile the city's revenues and bank accounts on a monthly basis, within fifteen (15) business days of the close of each month.

D. The city shall reconcile revenues and expenditures for each fiscal year within two (2) months of the end of the fiscal year.

4.44.100 Policies regarding financial responsibilities of departments.

A. All departments authorized to collect receipts by the finance director shall remit them to the city collector on a daily basis, or on another schedule approved by the finance director in writing on a case by case basis.

B. All departments shall utilize the city's central accounting system and shall post all financial transactions thereto in a timely manner.

C. No department shall open an account in any financial institution or maintain a checkbook or other means of receiving or making payments without the prior written approval of the finance director and may not make any payment outside of the city's central financial system.

D. No department shall be permitted to over-expend a line item in its budget unless authorized to do so by Massachusetts General Law, and then only after following the procedures established in said Laws. Pursuant to Chapter 656 of the Acts of 1989, any department head who over-expends their budget may be held individually and personally liable and required to make payment to the city in the amount of the over-expenditure, with determination of said liability made by the mayor.

E. No department may seek procurement for any capital project for which funding is not legally available via appropriation, bond funding, grant funding, gift or other legal source unless specifically permitted by law. In instances where law permits procurement without a previously-identified funding source, said department must seek and receive the approval of the finance director prior to initiating procurement activity.

F. All departments that issue fines and tickets under law and city ordinance shall provide written monthly reports to the finance director of the number and dollar value of tickets issued and paid. Said report shall be reconciled prior to submission so as to provide an accurate accounting of collections and outstanding unpaid balances to date.

G. The city shall commence and actively pursue collections activities against properties which are delinquent on their property taxes and personal property taxes at the earliest timeframe permitted by law.

4.44.110 Policies regarding grants.

A. The grant director shall oversee all grants for the city of Springfield and, to the extent permitted by law, for the Springfield public school department. With the approval of the chief administrative and financial officer, he/she shall establish policies and procedures regarding the management and administration of grants, including the submission of grant applications for funding.

B. Departments shall be encouraged to pursue all available grants funding consistent with the mission and strategic direction of the department and the city.

C. All grant applications shall be reviewed by the grant director prior to submission. Departments shall provide all information requested by the grant director in a timely manner to allow proper oversight and reporting to grantors and others.

D. To the extent allowed by the granting entity, all grant applications which seek to fund personnel costs shall request funding for fringe benefit costs. A department applying for a grant which can not pay for fringe benefits shall stipulate to the grant director in advance how the department will pay for the related fringe benefit costs.

E. Grant funds shall be expended prior to the expenditure of general fund operating budgets whenever possible. Grant reimbursements shall be submitted in a timely manner; a schedule for submitting grant reimbursements, which shall be binding on all parties, may be established by the finance director if he/she finds that reimbursements are not taking place in a timely manner.

F. Department heads shall notify the finance director no later than three (3) months prior to the expiration of a grant if they reasonably believe grant funds may be returned unspent to the granting agency.

G. All employees, entities, boards, commissions or others which submit grant applications requiring a city match shall identify an available source of funding which shall serve as the matching funding for the grant, prior to submitting the grant to the grant director for review.

H. No employee paid in whole or in part from the General Fund shall be moved to being funded by a grant without the prior written approval of the finance director. No employee who is paid in whole or in part from a grant shall be moved to being funded by the General Fund without the prior written approval of the finance director.

Appendix F
City of Springfield
Consolidated Annual Financial Report
for the fiscal year ended
June 30, 2012

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CITY OF SPRINGFIELD, MASSACHUSETTS

COMPREHENSIVE ANNUAL FINANCIAL REPORT

FOR THE FISCAL YEAR ENDED JUNE 30, 2012

On the cover: A view of downtown Springfield from the historic McKnight neighborhood.

A view of downtown Springfield from the Memorial Bridge.

City of Springfield, Massachusetts

Comprehensive Annual Financial Report

For the Fiscal Year ended June 30, 2012

Prepared by:

The Comptroller's Office of the City of Springfield, Massachusetts

CITY OF SPRINGFIELD, MASSACHUSETTS

COMPREHENSIVE ANNUAL FINANCIAL REPORT

FISCAL YEAR ENDED JUNE 30, 2012

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Introductory Section

The Springfield Armory, the first armory in the nation commissioned by General George Washington in 1777.

City of Springfield, Massachusetts
Comprehensive Annual Financial Report
For the fiscal year ended June 30, 2012

An aerial view of the Basketball Hall of Fame Located on the water front.

Introductory Section

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The City of Springfield

Department of Administration and Finance
36 Court Street, Room 312
Springfield, MA 01103

LEE C. ERDMANN
CHIEF ADMINISTRATIVE
AND FINANCIAL OFFICER
(413) 886-5288

Letter of Transmittal

December 27, 2012

To the Honorable Mayor, Members of the City Council and Citizens of the City of Springfield, Massachusetts:

At the close of each fiscal year, Massachusetts General Law (MGL) requires the City of Springfield to publish a complete set of financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP), and that are audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. Pursuant to that requirement, we hereby issue the ***Comprehensive Annual Financial Report (CAFR)*** of the City of Springfield, Massachusetts, for the fiscal year ending June 30, 2012.

This report consists of management's representations concerning the finances of the City. Consequently, management assumes full responsibility for the completeness and reliability of all of the information presented in this report. To provide a reasonable basis for making these representations, management of the City has established a comprehensive internal control framework that is designed both to protect the government's assets from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the City's financial statements in conformity with GAAP. Because the cost of internal controls should not outweigh their benefits, the City's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements for the fiscal year ended June 30, 2012, are fairly presented in conformity with GAAP.

The City of Springfield's financial statements have been audited by Powers & Sullivan, LLC, a firm of licensed certified public accountants. The goal of the independent audit was to provide reasonable assurance that the financial statements of the City for the fiscal year ended June 30, 2012, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation. Powers & Sullivan concluded, based upon the audit, that there was a reasonable basis for rendering an unqualified opinion that the City's financial statements for the fiscal year ended June 30, 2012 are fairly presented in conformity with GAAP. An "unqualified opinion" means that the Auditors have no significant reservation regarding information provided in the financial statements. The independent auditor's report is presented as the first component of the financial section of this report.

The independent audit of the financial statements of the City was part of a broader, federally mandated "Single Audit" designed to meet the special needs of federal grantor agencies. The standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the audited government's internal controls and compliance with legal requirements, with special emphasis on internal controls and legal requirements involving the administration of federal awards. These reports are available in the City of Springfield's separately issued Single Audit Report.

GAAP requires that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement that analysis and should be read in conjunction with it. The City's MD&A can be found immediately following the report of the independent auditors.

Profile of the City

The City of Springfield is located in western Massachusetts along the east bank of the Connecticut River. Strategically Located, Springfield lies 90 miles west of Boston, 85 miles east of Albany, New York, 25 miles north of Hartford, Connecticut, 150 miles northeast of New York City, and 301 miles south of Montreal, Quebec, Canada. The City occupies a land area of approximately 33 square miles. The City is served by Bradley International Airport which is within 20 miles of downtown Springfield

Settled in 1636, Springfield is the cultural, commercial, and healthcare center of western Massachusetts. Springfield was incorporated as a town in 1641 and as city in 1852. In 2010, the City had a population of 153,060 making it the third largest city in The Commonwealth of Massachusetts. In 2009, Greater Springfield's population was estimated at 698,903. The City is governed by its Massachusetts Plan "A" charter, where voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers. A thirteen-member City Council, elected at large, serves as a Representative legislature.

The Springfield Metropolitan Area is one of the two metropolitan areas in Massachusetts – the other is Greater Boston. Historically the first Springfield in the New World, it is the largest city in Western New England, and the urban, economic, and cultural capital of Massachusetts' Connecticut River Valley, (colloquially known as the Pioneer Valley). It is the third largest city in Massachusetts and fourth largest in New England (after Boston, Worcester and Providence). Springfield has several nicknames – The City of Firsts, because of its many innovations, The City of Homes, due to its attractive Victorian residential architecture.

The City of Springfield has played an important role throughout American history – founded on New England's most fertile soil, next to one of America's most significant rivers, Springfield is located midway between the major North American ports of New York City, Boston, Albany, and Montreal. In 1777, Springfield's prime location led George Washington and Henry Knox to found the fledgling United States' National Armory at Springfield, which produced the first American musket in 1794, and later the famous Springfield rifle. From 1777 until its controversial closing during the Vietnam War, the Springfield Armory attracted skilled laborers to Springfield, making it the United States' longtime epicenter for precision manufacturing. Springfielders produced many of America's most significant innovations, including the first American-English dictionary (1805, Merriam Webster); the first use of interchangeable parts and the assembly line in manufacturing, (1819, Thomas Blanchard;) the first American horseless car, (1825, Thomas Blanchard;) the discovery and patent of vulcanized rubber, (1844, Charles Goodyear;) the first American, gasoline-powered car, (1893, Duryea Brothers); the first successful motorcycle company, (1901, "Indian"); America's first commercial radio station, (1921, WBZA from the Hotel Kimball); and most famously basketball, (1891, Dr. James Naismith).

Profile of Government

The City of Springfield is governed by its Massachusetts Plan "A" charter, where voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers. A thirteen-member City Council serves as a representative legislature. With the enactment of Chapter 169 of the Acts of 2004 and the appointment of the Springfield Finance Control Board (SFCB), the authority of the City's executive officers and the City Council over financial matters was largely pre-empted by that of the SFCB between 2004 and 2009. The SFCB was dissolved effective June 30, 2009, and authority over financial matters returned to local control.

The Mayor is elected for four years in November with the latest term starting in January 2012. The Mayor is the administrative head of the City and chairman ex-officio of the School Committee, the Board of Library Trustees, and the Board of Trust Fund Commissioners. The Mayor acts with the City Council and School Committee to carry out city business. The Mayor appoints his or her office staff, the City Solicitor, and the Assistant City Solicitor without City Council confirmation. The appointments of most City department heads, and members of the various boards and commissions, however, require City Council confirmation. The Mayor has the right to veto any order, resolution, or ordinance passed by the Council. However, a veto may be overturned by a two-thirds

vote of all councilors. As the general administrator of all City departments, the Mayor is consulted by department heads pertaining to the City's welfare.

On January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included the creation of the Chief Administrative and Financial Officer (CAFO) position and a Department of Administration and Finance, which is responsible for the overall budgetary and financial administration of the city. This department is under the control of the CAFO, who reports to the Mayor. The CAFO is appointed to a term no longer than three years. The CAFO is responsible for administering and supervising the City's financial services, which includes developing department's budgets, monitoring expenditures and implementing and maintaining uniform financial systems and control for all departments. The CAFO is also required to submit a four year financial plan and a five year capital plan to the Mayor and the city council.

The City Council is primarily the legislative branch of the City government. As the legislative body, the Council confirms appointments made by the Mayor and appropriates all monies necessary to City operation. It can approve, disapprove, or reduce the amount of appropriations, but not add to the appropriation. The Council receives orders of recommendation by the Mayor and petitions from the public, and acts on them after committee study. The City Council also has the power to enact the Ordinances and other regulations. A majority of the City Council constitutes a quorum, and the affirmative vote of a majority of all the members of the Council is necessary for the adoption of any motion resolution, or ordinance. In some instances, adoption by a two-thirds vote of the members is required by statute.

The level of budgetary control is established by City Council and defines the level at which expenditures may not exceed appropriations. The level is typically personnel services, expenditures, and capital at the individual department level. The City Comptroller's office is responsible for ensuring the budgetary controls are maintained before authorizing payment.

The City provides general governmental services for the territory within its boundaries including police and fire protection, disposal of garbage and rubbish, public education in grades K-12, including vocational technical education at the high school level, street maintenance, parks and recreation facilities. The fire department operates eight stations. Springfield also provides a library system with a main library and nine branches. Water and sewer facilities are provided to Springfield residents and five surrounding communities by the Springfield Water and Sewer Commission.

Local Economy

Springfield is the regional employment center for Western Massachusetts, with a diverse and balanced mix of financial, manufacturing, commercial and service trade industries. The financial sector is characterized by a strong presence of insurance and regional banking operations that have continued to expand led by Massachusetts Mutual Insurance Company, Bank of America, and TD Bank. Springfield also serves as the largest manufacturing employer in the region producing a wide range of precision-manufactured parts, medical devices, chemicals, paper and metal products. The technology industry continues to experience sustained growth and through Springfield Technical Community College's nationally recognized expertise in technology education, Springfield is poised for future advances in information technology. Tourism continues to be an important component of the City's economic health due to the opening of the Mass Mutual Convention Center, Naismith Memorial Basketball Hall of Fame, Dr. Seuss Memorial Park and the success of the Six Flags Amusement Park in nearby Agawam. Marketing has been implemented as a facet of economic development to promote positive awareness of the City as a residential, commercial and recreational destination.

Technology

Springfield Technical Community College Technology Park provides 465,000 square feet of lease space for telecommunication technology–based and light manufacturing companies. Currently the Technology Park is home to 23 tenant companies employing over 1,200 employees. Liberty Mutual, a fortune 100 company, established a Customer Response Center at the site. Complementing the city's existing technological infrastructure, the Commonwealth announced in 2010 the redevelopment of the former Tech High School into the state's new $76 million data center. The center will house virtually all of the state's electronic records. The local facility is expected to generate about 70 full-time jobs. Construction will take two years and will employ another 200 people. Additionally, in 2009 the Massachusetts Broadband Institute (MBI), a division of Massachusetts Technology

Collaborative began a $71.6 million project connecting 120 communities in western and north-central Massachusetts with more than 1,300 miles of fiber optic network.

Manufacturing

Approximately 15% of the City is zoned for industrial uses; employment in the sector has increased primarily among small and start-up companies, and remains an important sector of Springfield's economy providing jobs and income for the City. Major manufacturers in Springfield include:

- Smith and Wesson 1,300 employees
- Solutia Chemical 750 employees
- Farmland Foods 282 employees
- Nu Visions 219 employees
- TiteFlex 100 employees
- Clarity Imaging 130 employees

In 2010, City officials and the Commonwealth completed incentive proposals for Smith & Wesson Corporation and TiteFlex. TiteFlex agreed to remain in the City, invest $3.4 million into their property, retain 100 manufacturing positions and demolish underutilized facilities on their property to create more available industrial space. The City proposed a multi-year Tax Increment Finance agreement that will save the company approximately $300,000 in local property taxes. The company has since completed the work, invested $4.1 million, retained all jobs and added an additional 20 positions.

In December, Smith & Wesson Corporation and the city announced the company's decision to relocate their long barrel rifle business from Rochester, New Hampshire to Springfield resulting in the creation of 225 new jobs in Springfield. The company also committed to investing an additional $63 million dollars into facility improvements and new technology over the next five years. The Commonwealth approved $6 million in tax credits and the City was poised to approve a 5-year STA agreement resulting in $600,000 in savings to the company. Smith & Wesson has enjoyed continued growth over the last five years and is actively engaged with Springfield's Putnam Vocational Technical High School and Springfield Technical Community College to create training programs for new machinists. Smith & Wesson donated $250,000 for equipment needs in the new Putnam High School that formally opened in August, 2012.

Recognizing the demand for new industrial land, in 2003 the City created the Springfield Smith & Wesson Industrial Park on 85 acres, next to the Smith & Wesson headquarters. The new park has the potential to produce 650,000 square feet of industrial, commercial and general office space and generate as many as 1,000 jobs. Grants in the amount of $2.48 million from the Federal Economic Development Administration (EDA) and a Public Works Economic Development grant (PWED) was used to design and build the infrastructure in the park. The first investor was Performance Food Group (PFG) – a Fortune 500 company - purchased 35 acres and opened a 210K square foot facility in 2007. F.W. Webb has agreed to purchase 15 acres of the property for $1,000,000 from the Springfield Redevelopment Authority to build a 70,000 square foot facility with showroom.

The Chicopee River Business Park, shared by Springfield and Chicopee, is ready for development and continues to be marketed by both cities and the Western Massachusetts Economic Development Corporation. The first tenant was Prima North America, an industrial laser company. Since its opening in 2003, the company expanded its building to 86,000 square feet.

Housing Development

A number of major single family development projects and rental housing rehabilitation and construction projects are currently underway or were recently completed in the City, aggregating 219 homes with work completed valued at an average of about $134,500 each. It was estimated at the time the permits were issued that approximately $40 million of private investment would be directed toward the construction and/or rehabilitation of 1,107 residential structures. A new downtown market rate housing complex is under construction with the redevelopment of 195 State Street, the former Springfield School Department Headquarters. The historic property will undergo an estimated $3 million worth of renovations in being transformed to 33 market rate housing units by developer CSM North.

Higher Education
Higher education is available in Springfield at American International College, Springfield College, Western New England University and School of Law and Springfield Technical Community College. In addition, the main campuses of the University of Massachusetts (UMass-Amherst), Amherst College, Hampshire College, Mount Holyoke College, Smith College, Bay Path College, Elms College and Westfield State University are located in nearby communities. In 2010 UMass-Amherst established a presence in the City's downtown with the Urban Design Center. Enrollment at Springfield's institutions of higher education is approximately 19,000 full and part-time students. During the past several years, all three Colleges and the University have upgraded and expanded their facilities to accommodate student needs and remain competitive. In addition, a number of construction projects are underway or in the planning stages at these institutions.

Healthcare and Social Assistance
Baystate Health Systems is one of the largest employers in Western Massachusetts with approximately 9,115 employees in the region, of which an estimated 8,772 work in Springfield. In recent years, Baystate Health Systems was named one of the "Top 100 Most Highly Integrated Healthcare Networks" in the U.S. by Verispan for the eighth consecutive year and one of "America's Best Hospitals" by U.S. News and World Report. In 2007, Baystate Health Systems announced a $259 million expansion of the Baystate Medical Center in Springfield. The project will expand the largest medical facility in Western Massachusetts with a new eight story, 600,000 square foot building. The expansion will provide 200 construction jobs plus permanent employment for 50 doctors and 500 staff members. The new wing opened in December 2012.

Leisure and Hospitality
Springfield has in excess of 300 leisure and hospitality firms employing in excess of 5,000 persons. The opening of the Naismith Basketball Hall of Fame in September 2002 marked a milestone for Springfield's tourism economy. Located inside the Hall of Fame complex, it contains 100,000 square feet of exhibition space. In addition, occupants of the complex include Subway, Samuel's Tavern, Reebok, Plan B Burger, Cold Stone Creamery, and Max's Tavern. In March 2008, the City completed the demolition of the former York Street Jail in anticipation of the potential redevelopment of a 3.3 acre parcel at the southern end of the site. The River's Landing Project, completed in the spring of 2008 is a $14 million sports, fitness and entertainment destination in the former Naismith Memorial Basketball Hall of Fame along the City's waterfront. This 70,000 square foot entertainment and fitness center contains a LA Fitness facility, Mama Iguana's restaurant, and a Trillium Sports Medicine and Day Spa. A July 2001 economic analysis of downtown Springfield prepared by the Cecil Group, Inc. of Boston found that Springfield had a strong market for additional hotel development and tourism/entertainment related services. Since the report was completed, Springfield has continued to strengthen this sector of its economy with the opening of the new Basketball Hall of Fame, a Visitor Information Center, the Dr. Seuss Memorial Park, a Hilton Garden Inn, and a 3.5 mile bikeway/walkway that stretches the length of the Connecticut River in Springfield. Each of these projects complement the expanded Six Flags Amusement Park located across the river in Agawam, which attracts over one million visitors each year.

In addition, the Legislation enacted in 2011 is hoped to have a direct economic benefit to the City in the coming years. Currently, two major casino companies have submitted proposals for casino development in either the City's North End or South End of the downtown. Both proposals seek to invest over $800 million in development along with bringing hundreds of jobs at all skill levels to the area. The City has hired a consultant to help evaluate the proposals and to develop a host agreement for the City. A casino must be voted on by either the impacted neighborhood or City-wide which has yet to be determined.

Government Projects
The State has and continues to be a strong partner and advocate in the disaster recovery efforts of the City as it continues to recover from the June 2011 tornado and October 2011 snow storm. The tornado, estimated to cost the City a total of $89 million in damages, impacted two schools and the local armory, which was being used as a community center, along with various emergency protective measures such as police, fire and code enforcement support. The Elias Brookings Elementary School was a three story, 85-year old school directly in the path of the tornado. Based on the need to update the building to current codes and standards, and the fact that enrollment was higher than the current school could accommodate, the decision was made to build a new school for the neighborhood, as opposed to repairing the damaged building. The MSBA approved the $27 million project and will provide 80% reimbursement to the City.

In addition to the Brookings project, the Mary Dryden Elementary School lost an entire wing of the building as a result of the tornado. The MSBA approved the rebuilding of the wing at a cost of approximately $15 million, and will provide 80% reimbursement to the City.
In the meantime, both Schools are utilizing portable classrooms for the students during the current school year through the completion of the two projects.

In addition to School projects, the City recently authorized funding for the redevelopment of Union Station. The project, estimated to cost over $78 million will be completed in two phases which will restore the terminal and central concourse along with demolishing the baggage claim to provide space for the bus terminal and parking. The project will integrate intercity rail service, PVTA bus service and Peter Pan bus service into one area.

Financial Overview
Within 170 days after the annual organization of the city government (which is ordinarily in early January), the Mayor is required to submit a budget of proposed expenditures for the fiscal year beginning on July 1. The city council may make appropriations for the recommended purposes and may reduce or reject any item. Without a recommendation of the Mayor, the council may not make any appropriation for a purpose not included in the proposed budget, except by a two-thirds vote in case of a failure of the Mayor to recommend an appropriation for such a purpose within 7 days after a request from the city council. The council may not increase any item without the recommendation of the Mayor (except as provided by legislation, subject to local acceptance, under which the school budget or regional school district assessment can be increased upon recommendation of the school committee or regional district school committee and by two-thirds vote of the council, provided that such increase does not cause the total annual budget to exceed property tax limitations). If the council fails to act on any item of the proposed budget within 45 days, that item takes effect. If the Mayor does not make a timely budget submission, provision is made for preparation of a budget by the council. Provision is also made for supplementary appropriations upon recommendation of the Mayor.

As a result of an initiative law adopted in November 1980, school committees are no longer autonomous with respect to school expenditures for current purposes. The school budget is limited to the total amount appropriated by the city council, but the school committee retains full power to allocate the funds appropriated. City department heads are generally required to submit their budget requests to the Mayor in January. This does not apply to the school department, which must submit its requests in time for the Mayor to include them in his submission to the council. State and county assessments, abatements in excess of overlays, principal and interest not otherwise provided for, and final judgments are included in the tax levy whether or not included in the budget. Revenues are not required to be set forth in the budget but estimated non-tax revenues are taken into account by the assessors in fixing the tax levy.

History of Prior Financial Problems (1989-2004)

Since 1989 the City has experienced varying periods of financial stress. Contributing factors included the regional economic downturn, increases in employee health care costs, cutbacks in state aid and deficits associated with the operation of a municipal hospital. The City undertook a series of steps between 1989 and 1995 to address these issues, but a structural imbalance remained into FY96. In response, the City sold its municipal hospital in 1996 to end the structural deficits this enterprise was creating for the City. The State Legislature acted in 1989 to assist the City in overcoming its financial difficulties. Chapter 656 of the Acts of 1989 established a Department of Finance under the direction of a Chief Financial Officer. The position of Chief Financial Officer allowed the City to consolidate and centralize financial management under a professional with specific skills and experience as a financial manager. Chapter 656 of the Acts of 1989 also provided for the consolidation of personnel activities under the City's Human Resources Director. Both operational reforms were designed to improve the City's ability to manage two of its largest and most important areas – finance and personnel. Chapter 656 also established a fiscal stability reserve fund and created personal liability for department heads who failed to manage within their budgets. The Chapter 656 reserve is currently 1 percent of the gross amount to be raised as shown on the assessors' tax recapitulation sheet approved by the Department of Revenue. During FY96 it was determined that various hospital revenue deficits from prior years had not been raised as required by Massachusetts General Law. The City sought and received special legislative authority to issue in June 1996 deficit notes to eliminate this deficit and permit its amortization over a ten year period. In addition to budgetary reductions, service shedding through sale of the municipal hospital and operational reforms, the City undertook a successful operational

override of Proposition 2 ½ in June 1990. This created $10.8 million in additional, recurring, tax revenue. Combined with the issuance of deficit notes, these actions assisted the City in achieving some financial flexibility and stability. In FY03, the Commonwealth received lower than anticipated revenue. The State Legislature authorized the Governor to make significant budgetary reductions to compensate for this loss of revenue, including significant reductions in the amount of state aid originally appropriated for cities and towns. As a result, state aid for Springfield was reduced by $3.4 million mid-year, after its tax rate had been set. The City took steps to reduce expenditures to absorb the cuts and in doing so, reduced its workforce by 295 employees. This reduced expenditures by approximately $2.5 million. The City saved another $1.5 million by reducing work hours for some personnel, reducing non-personnel expenditures, and through the receipt of additional grant funds. Continued changes in the local economy, significant growth in certain cost areas and management difficulty continued to impact the City's financial performance. In FY04 these difficulties resulted in a budget deficit of approximately $20 million. Exercising authority granted to the City under Chapter 656 of the Acts of 1989, the City imposed a wage freeze on all collective bargaining units, and utilized non-recurring revenue to address this deficit.

Springfield Finance Control Board (SFCB)

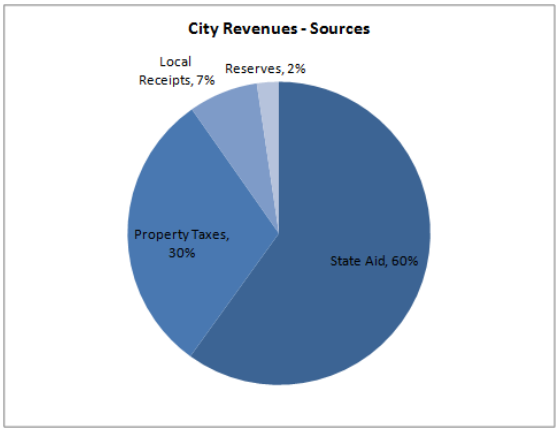
Over two decades, the City of Springfield experienced varying periods of financial stress, culminating in a $41 million deficit for FY05. In response to this fiscal crisis on June 9, 2004, the Massachusetts Legislature enacted Chapter 169 of the Acts of 2004, An Act Relative to the Financial Stability of the City of Springfield. This legislation provided a $52 million no interest loan to the City and created the SFCB. The SFCB consisted of five members including the Mayor, the President of the City Council and three members appointed by the Secretary of Administration and Finance. The SFCB acts by a majority vote of its members. The SFCB dissolved June 30, 2009. The $52 million Loan was deposited into a Trust Fund which was subject to the control of the Secretary and from which interest-free loans were disbursed to the City from time to time on terms and conditions determined by the SFCB and approved by the Secretary. Over the ensuing years, the SFCB improved the City's finances by renegotiating all collective bargaining agreements; implementing an integrated financial software system MUNIS; collecting tens of millions of dollars in unpaid taxes; investing in infrastructure through the Capital Improvement Plan; restructuring the City's debt structure; enrolling in the state Group Insurance Commission (GIC) for group health insurance; consistently certifying Free Cash and steadily increasing the reserves each year; implementing a time and attendance system; and improving the effectiveness and efficiency of delivering municipal services through a variety of means, including the establishment of the CitiStat Department and 311 Call Center.

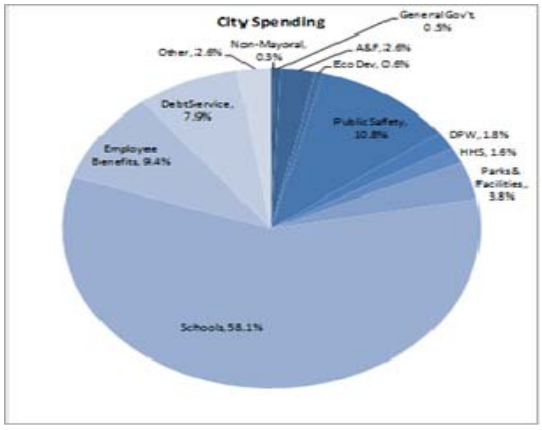
In anticipation of the expiration of the SFCB on June 30, 2009 and continuing a structured transition to local control July 1, 2009, on January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008 (Chapter 468). This legislation included a series of governance changes, including the creation of the CAFO and the affirmation of the Director of Internal Audit and Comptroller positions created by the SFCB. In addition, the legislation extended the $52 million loan payback schedule from five years to fifteen years. The CAFO is responsible for administering and supervising the City's financial services, which includes developing department budgets, monitoring expenditures, reviewing transfers and allotments and implementing and maintaining uniform financial systems and controls for all departments. The CAFO is also required to submit a four year financial plan and a five year capital plan to the Mayor and city council. The Board of Assessors, Treasurer/Collector, Budget Director, Comptroller, Director of Information Technology, Office of Procurement, Director of Human Resources, Labor Relations Director, Director of Capital Asset Construction and any other positions or departments approved by the Mayor are under the direction of the CAFO. The business and financial services of the School Department are under the authority of the CAFO as well. The City and school financial operations were formally consolidated by a vote of the school committee on December 2, 2010, and are overseen by the Director of Finance pursuant to an interdepartmental agreement. The Office of Comptroller is responsible for maintaining the City's financial records, including the general ledger and subsidiary ledgers, verifying that all payments are lawful and funding exists, and preparing financial statements and reports. The Director of Internal Audit examines the City's financial records and conducts financial and performance audits to prevent and detect waste, fraud and abuse as well as improve the efficiency, effectiveness and quality of municipal services. The Director of Internal Audit is also responsible for administering the City's Fraud Hotline. Previously, the responsibilities of Comptroller and Director of Internal Audit were combined under the position of City Auditor.

Budget Highlights

- **Fiscal Year 2011 -** The City Council approved its first budget under local control for FY11 totaling $533.5 million. At the beginning of the budget process in January 2010, initial estimates suggested a $45.5 million gap based on departmental budget requests and revenue projections. This gap was closed by a careful review of all spending and revenue and use of Municipal Relief in the City's pension schedule offered by the Commonwealth, along with a conservative use of reserves. The FY11 adopted budget experienced a drop in the budgeted levy based on initial projections by the Assessor's office. This reduction was built into the initial budget planning and spending was adjusted accordingly. In the fall of 2010 as part of the tax rate setting process, the tax levy was finalized and did not see the magnitude of the reduction originally projected during the budget process. Overall, state aid increased by 1.2%, the major driver of which was the increase in Chapter 70 aid, which increased by $5.2 million or 2% over FY10. Unrestricted General Government Aid decreased by $1.3 million or 4% below FY10. This represented the fourth consecutive year of reductions in this category totaling 30% since fiscal year 2008. The City utilized $12.5 million in stabilization reserves to balance the FY11 budget. The FY11 adopted budget included appropriations 1.2% higher than FY10. Employee costs continue to be the main driver of the City's expenses, with 1,460 budgeted employees. Collective bargaining increases were honored within this year's budget, that range from 2.0 to 2.5% increases across all unions. This City maintains its health insurance with the State's GIC that has increased at lesser amounts than experienced prior to joining the GIC. Enrollment in health insurance this year has experienced increases due to health insurance changes at other local businesses, however, that has been offset by the City's policy to educate employees about less expensive plans. This year the City's pension schedule increased by 9%, however, the funding schedule was also extended to 2039 per State legislation; otherwise a more significant increase would have been budgeted. Although the City has been aggressive about debt restructuring and is currently on a declining schedule, there was a 2.9% budgeted increase to account for the Qualified School Construction Bonds issued at the end of FY10. The City continues to support the trash fee enterprise fund with a supplement of $4.6 million in fiscal year 2011. A $75 trash fee and late fees and interest payments will support the remaining trash costs of $3.7 million. On June 1, 2011, the City experienced a category F3 tornado that impacted a 1 mile swath across the entire City. Estimated costs to the City total $89 million. The City has segregated all tornado related costs and is continuing recovery efforts which will include Federal and State reimbursements.

FY11 Sources & Uses

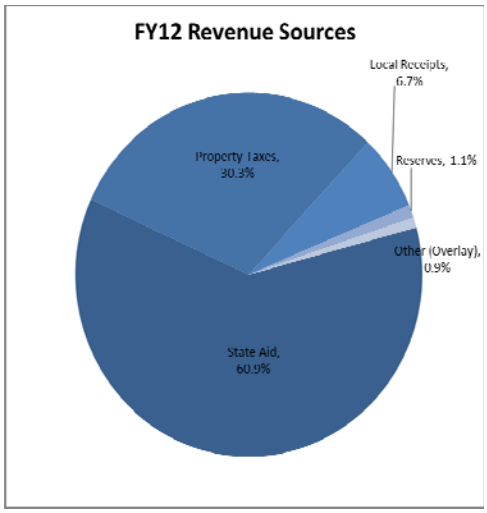


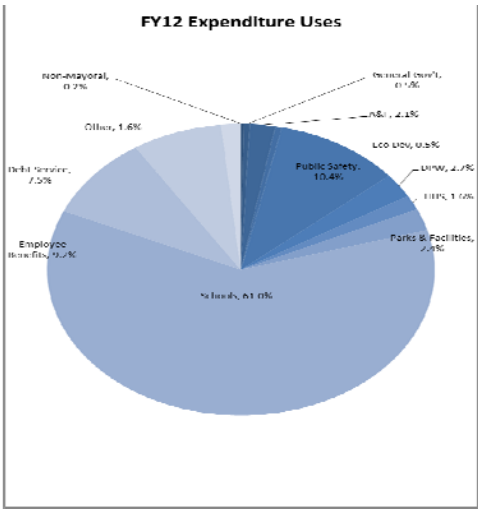


- **Fiscal Year 2012 -** On May 16, 2011, the Mayor presented the FY12 budget recommendation to the City Council. The FY12 budget recommendation totaled $544.9 million and represented a 2.1% increase over the FY11 Adopted budget and a 0.7% decrease from the FY11 Projected Budget for the City. The City began the budget process with a projected $49.4 million gap driven by increases in spending for health insurances and departmental fixed costs and revenue decreases assuming no reserves would be used, the trash fee would be eliminated, State Aid would be reduced and locally generated revenue would remain level. Ultimately, $25.6 million in spending reductions were implemented including updating the pension valuation schedule based on a 2039 schedule, updating health insurance estimates based on approved GIC rates, elimination of

vacant positions, 13.5 layoffs, a wage freeze and 12 furlough days, tiered by salary, for non-bargaining employees and departmental budget reductions to supplies, professional services, training, travel, and overtime, among other categories. In addition, revenue solutions including updated locally generated revenue based on actual collections, implementing the trash fee in the same $75 structure as the current year and using $6.2 million in stabilization reserves and $5 million in overlay surplus certified by the Board of Assessors, balanced the FY12 budget. The City continues to be reliant on State Aid for 60% of its revenue. The State FY12 budget reduced Unrestricted General Government Aid by 7.2%. The City is currently at its Levy ceiling and could not recognize new growth as part the FY12 tax rate setting process. The City continues to maintain a healthy reserve balance but FY11 will be the first year that the City will not re-pay what was borrowed to balance the budget. On June 22, the City Council held its formal budget meeting to adopt an FY12 budget. Before adoption, the Council voted to reduce the budget by $2.7 million which included a 5% across the board reduction to all departmental "other than personal services" accounts, the elimination of the CitiStat department and other targeted reductions in Finance, Audit, Information Technology and Procurement, among others. With these reductions the bottom line of the FY12 budget is $542,203,022 which is a 1.6% increase from the FY11 adopted budget.

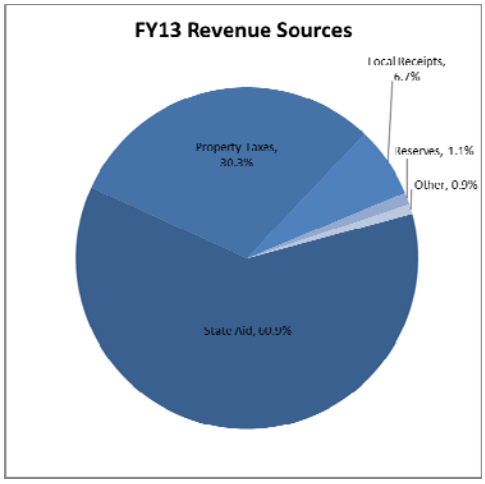
FY12 Sources & Uses

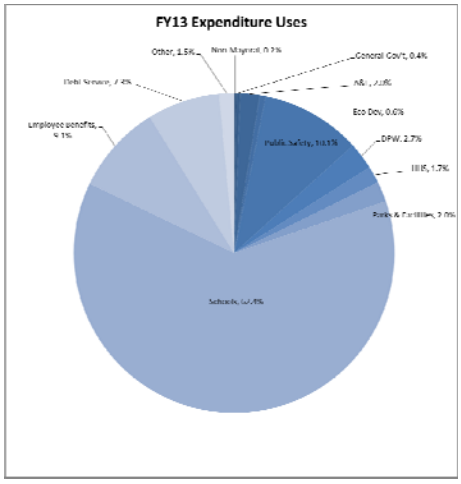




- **Fiscal Year 2013 -** The Mayor's Recommended Budget for Fiscal Year 13 is $551,776,343. This represents a 1.8% increase over the FY12 Adopted Budget and a 1.8% decrease from the FY12 Projected Budget. For FY13, the projected gap at the beginning of the process totaled $30.1 million. A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue increases and a use of stabilization reserves. All of these things were considered in the context of providing vital programs and services to the City with the intention of minimizing layoffs that would impact vital services. Every department was impacted by budget reductions in the Fiscal Year 2013 budget planning process. Including $10.2 million in reductions from personal services (salaries, benefits, elimination of vacant positions, layoffs), $4.6 million in reductions from other than personal services (OTPS), and $269,000 in reductions to capital expenditures. Overall, the budget reductions across departments impacted 108.0 requested FTEs which are divided into the elimination of 96.0 FTE vacancies and the layoff of 12.0 FTEs. The General Fund FTE complement is at its lowest to date at 1,207.3 FTEs. That is a reduction of 374 FTEs (-24%) since Fiscal Year 2008. The City is using a total of $8 million in reserves from its $40 million reserve account. This amount leaves the fund balance at 6% of the overall budget which complies with the City's financial ordinances. Utilizing reserves is necessary to fund programs and services that would otherwise be decimated by that level of reductions. The City utilized revenue growth intuitive including enacting the final municipal partnership act local option for an increase to the hotel/motel tax from 4% to 5%, an increase to the trash fee from $75 to $90, and targeted increases in Departmental Fees. The City is currently at its Levy ceiling and could not recognize new growth as part the FY13 tax rate setting process. On June 29, the City Council held its formal budget meeting to adopt an FY13 budget. The Council approved the Mayor's budget as submitted.

FY13 Sources & Uses





Long Term Financial Planning

The City's Chief Administrative and Financial Officer and Finance Department prepares a 4-year forecast and updates it annually. The instrument provides an initial roadmap of the City's financial future, aids in planning for upcoming budget years, and provides stakeholders with information about the upcoming challenges facing the City. The City engages in the planning process to illustrate how budget and operational decisions today impact the City in the future. The process and the final report helps the City understand and think through budget decisions. By knowing the projected gap in the future, the City is required to make decisions that may not have an immediate impact but will help alleviate future budgetary gaps. The plan outlines and explores the environment the City operates in (the nationwide economic situation, upcoming issues, the state economy) and the environment's impact on the City's future.

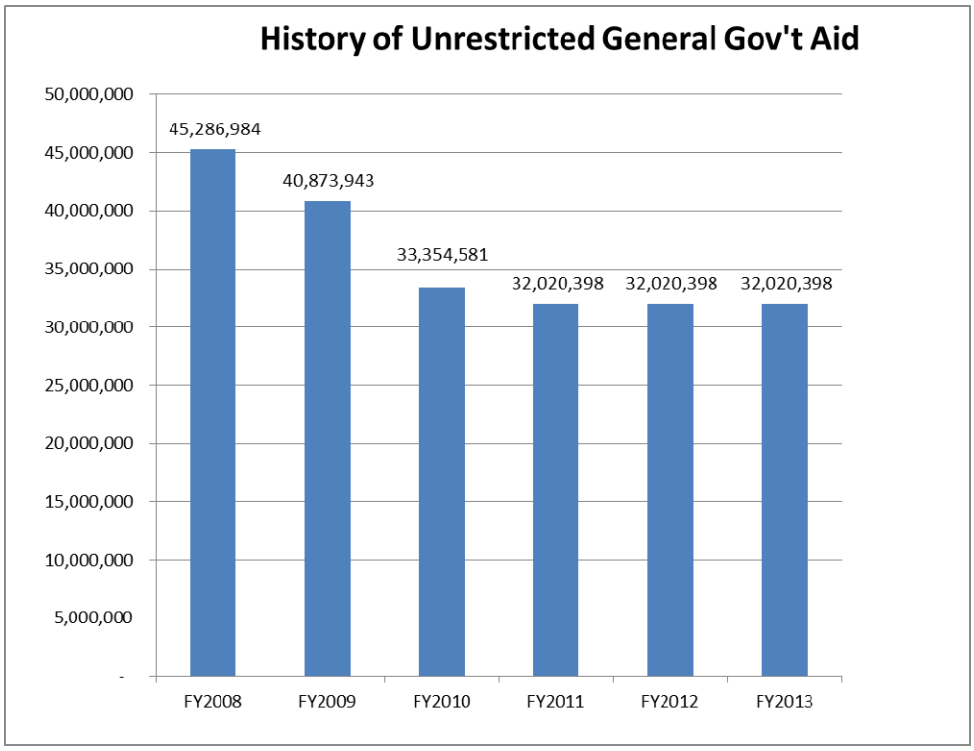
	FISCAL 2013 REVISED	FISCAL 2014 MYFP - PROJECTED	FISCAL 2015 MYFP - PROJECTED	FISCAL 2016 MYFP - PROJECTED	FISCAL 2017 MYFP - PROJECTED
SPENDING ASSUMPTIONS					
Administration and Finance Division	10,789,975	11,515,775	11,740,090	11,968,892	12,052,270
Development Division	3,266,558	3,581,889	3,653,527	3,726,598	3,801,130
General Government Division	2,727,209	2,645,254	2,598,159	2,650,122	2,703,124
Non-Mayoral Division	1,226,186	1,250,710	1,275,724	1,301,238	1,327,263
Health and Human Services Division	9,760,596	10,865,808	11,508,124	12,163,286	12,831,552
Public Safety Division	55,751,491	61,018,463	62,535,072	64,089,420	65,682,446
Public Works Division	15,262,753	15,883,008	16,200,668	16,524,682	16,855,176
Parks & Facilities Division	11,265,122	12,215,424	12,459,732	12,708,927	12,963,106
School Department	354,286,266	355,821,454	364,969,488	374,489,716	384,543,757
Debt	40,381,571	40,381,571	40,381,571	40,381,571	40,381,571
Health Insurance & Fringe	25,365,377	26,582,920	27,793,162	29,063,917	30,398,209
Pensions	24,622,157	25,561,067	26,824,120	28,415,567	30,102,502
Other Spending	7,971,082	8,324,656	8,430,554	8,539,439	8,650,890
TOTAL	**562,676,343**	**575,647,997**	**590,369,992**	**606,023,375**	**622,292,995**
REVENUE ASSUMPTIONS					
Property Taxes	157,492,170	161,908,833	161,908,833	161,908,833	161,908,833
Local Receipts	39,275,508	34,354,951	34,322,951	34,322,951	34,322,951
State Aid	341,713,665	351,573,498	358,272,711	364,880,213	371,867,211
Reserves	8,575,000	5,000,000	2,000,000	-	-
Net School Spending	10,000,000	-	-	-	-
Other Financing Sources	5,620,000	2,000,000	1,500,000	-	-
TOTAL	**562,676,343**	**554,837,282**	**558,004,495**	**561,111,997**	**568,098,995**
SURPLUS / (GAP)	**0**	**(20,810,715)**	**(32,365,497)**	**(44,911,379)**	**(54,194,000)**

As with any large organization long-term liabilities are continually evaluated and help drive decisions on current year services.

- **Property Tax Limitations** - From 1996 to 2000 Springfield's tax levy was up against its 2.5 percent levy ceiling, limiting the City's ability to increase property taxes. Since 2004, the City increased its room between the tax levy and the tax ceiling through additional economic development and higher assessed values. In 2011, Springfield's assessed values decreased by 2.1 percent and, in 2012, decreased by an additional 1.1 percent. Although a lesser decline than originally expected was encountered in FY12, the City made an effort to reduce property taxes for the majority of businesses and residents.

	FY11	FY12	FY13	FY14	FY15	FY16	FY17
	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation
Tax Levy	170,824,032	171,233,218	**169,400,199**	**167,408,833**	**165,734,744**	**164,077,397**	**164,077,397**
Increase Levy 2.5%	4,292,701	4,318,594	4,452,106	4,185,221	4,143,369	4,101,935	4,101,935
Subtotal	**175,116,733**	**175,551,812**	**173,852,305**	**171,594,054**	**169,878,113**	**168,179,332**	**168,179,332**
New Growth	3,482,214	4,526,534	5,868,281	4,000,000	4,000,000	4,000,000	32,000,000
Subtotal of Gross Tax Levy	**178,598,947**	**180,078,346**	**179,720,586**	**175,594,054**	**173,878,113**	**172,179,332**	**200,179,332**
Levy Ceiling	**171,233,218**	**169,400,199**	**167,408,833**	**165,734,744**	**164,077,397**	**164,077,397**	**181,577,397**
LOST REVENUE To Support Operations	**7,365,729**	**10,678,147**	**12,311,753**	**9,859,310**	**9,800,716**	**8,101,935**	**18,601,935**
		Total lost to date FY11-FY13:	**30,355,629**			***Total estimated lost FY11-FY17:***	**76,719,525**

- **State Aid** - The Commonwealth reduced state aid (Unrestricted General Government Aid) to Springfield by 30% since FY08. Chapter 70 Aid continues to grow, however, so do our education expenses including the City's required contribution and the non-School eligible spending cost for transportation. Because the City's budget is reliant on State Aid for 60% of our revenues, our budget follows the same economic cycles experienced by the State.



- **Personnel** - One of the largest costs in the City's budget is personnel. The City is able to manage these costs through strict control mechanisms such as the Personnel Review Committee. This Committee reviews every hire, backfill, and promotion prior to filling a vacancy and frequently drives a re-examination and modernization of departmental structures as part of its review. Department heads must justify and/or reaffirm the need for every position when a vacancy occurs. Union positions make up the majority of the City's FTEs along with the need to address their annual contractual pay increases.

	FY08	FY09	FY10	FY11	FY12	FY13
City GRAND TOTAL	1,581.5	1,557.9	1,433.2	1,410.3	1,302.8	1,207.3

- **Benefits** - Prior to Fiscal Year 2007, the City's health insurance costs were increasing at a rate of 18 percent annually. The City became the first community to join the Group Insurance Commission (GIC). The GIC purchases health insurance for 265,000 state employees and retirees and has significant purchasing power. Over the last number of years, GIC premiums increased at an average 5% annually which is significant growth but much more controlled than under the previous situation.

- **Retirement** - Retirement benefits for local and state employees are uniform across the Commonwealth. Until July 2009, Chapter 32 of the Massachusetts General Laws required municipalities to fully fund their retirement liability by 2028. The Commonwealth's Fiscal Year 2010 budget included an extension of this requirement to 2030, and further modifications to 2040 were adopted in FY11. The City must revalue its schedule every 3 years and adjust the schedule accordingly. Springfield's most recent actuarial valuation estimated the City's unfunded actuarial accrued liability (UAAL) at $657.2 million as of January 1, 2012. Our funded status is 29.0%.

- **Other Postemployment Benefits** - In addition to providing pension benefits, the City provides health, dental, vision and life insurance to retired employees and their survivors, in accordance with Chapter 32 of the Massachusetts General Laws. The City's OPEB unfunded actuarial accrued liability is estimated at $1,029 million as of June 30, 2012. In order to fully fund this liability in 30 years, as it does with retirement, the City would have to appropriate $65.8 million on an annual basis. We currently fund 43.6% of this amount.

- **Debt Service and Capital Needs** - The City has a $540.4 million Capital Improvement Plan that identifies major equipment and construction needs over the next five years. Due to previous deferred maintenance and the number of facilities and parks, the City has significant capital needs. Based on the October 2012 report entitled "Analysis of Outstanding Debt" we are currently evaluating our capacity to sell notes and bonds in calendar year 2013.

Awards & Acknowledgements

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Distinguished Budget Presentation Award to the City of Springfield for its budget document for the fiscal years 2009, 2010, 2011, 2012 and 2013. The GFOA established the Distinguished Budget Award in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's recommended practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

The GFOA awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Springfield for its comprehensive annual financial report for the fiscal year ended June 30, 2011. This was the first year that the City submitted for and achieved this prestigious award. In order to be awarded a certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

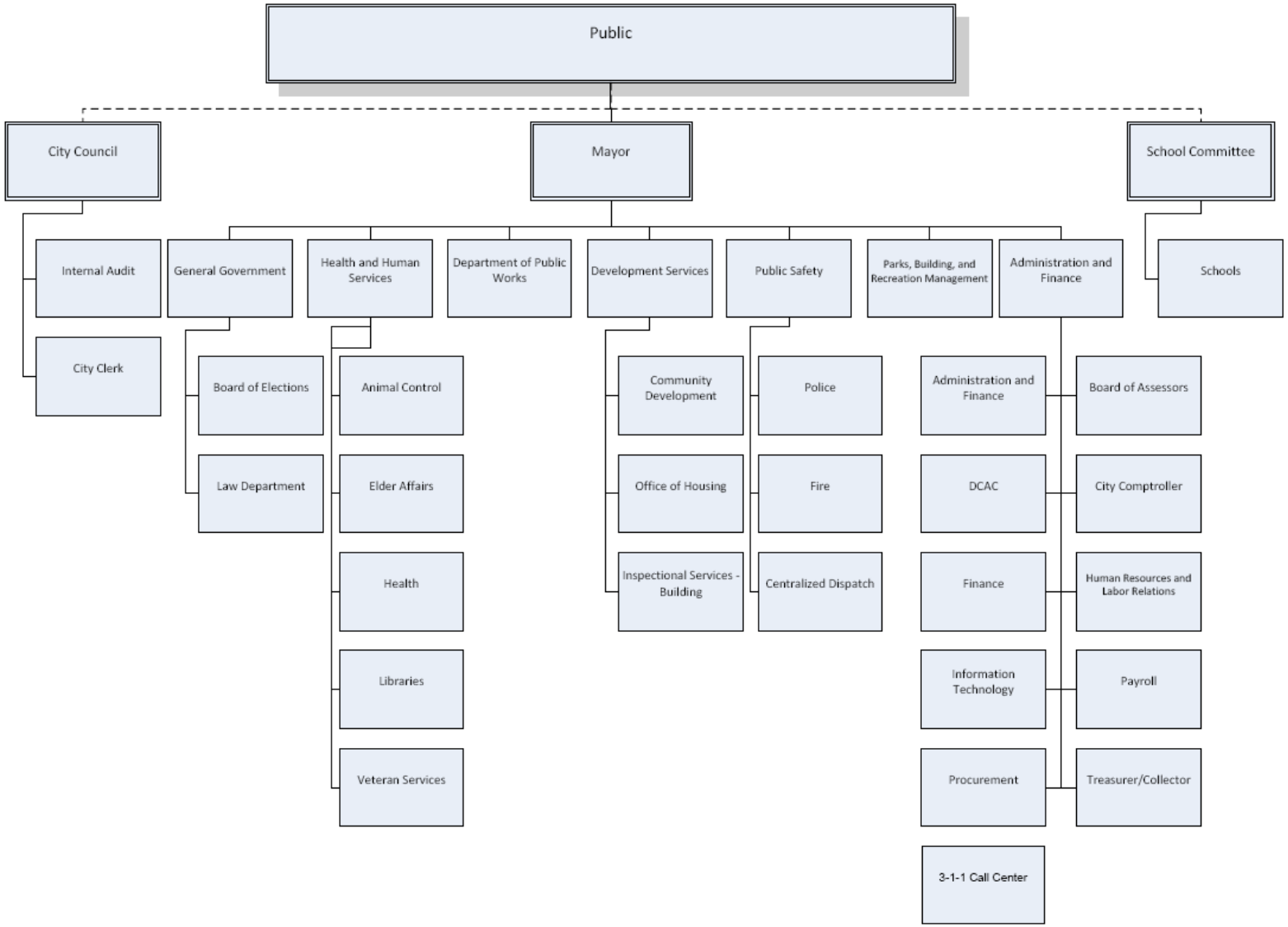
A Certificate of Achievement is valid for a period of one year only. We believe that our current comprehensive annual financial report continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

The preparation of both the CAFR and the Distinguished Budget Presentation Award would not have been possible without the efficient and dedicated services of the Administration and Finance Division staff. We would like to express our appreciation to all the members of the departments who assisted and contributed to the preparation of this report. Credit must also be given to the City Council and Mayor for their unfailing support for maintaining the highest standards of professionalism in the management of the City of Springfield's finances.

Respectfully submitted,

Lee C. Erdmann
Chief Administrative & Financial Officer

Organizational Chart



Fiscal Year 2012

Directory of Officials

Mayor

Domenic J Sarno

City Council

James Ferrera At Large (President)

Kateri Walsh At Large	Zaida Luna Ward 1
Michael Fenton Ward 2	Melvin Edwards Ward 3
E. Henry Twiggs Ward 4	Clodovaldo Concepcion Ward 5
Kenneth Shea Ward 6	Timothy Allen Ward 7
John Lysak Ward 8 (Vice President)	Thomas Ashe At Large
Bud Williams At Large	Timothy Rooke At Large

School Committee

Mayor Domenic J Sarno (Chairman)

Christopher Collins District 3 (Vice-Chairman)	Norman Roldan District1
Barbara Gresham District 2	Denise Hurst At Large
Attorney Peter Murphy District 4	Antonette Pepe At Large

Appointed City Executive Branch

Chief Administrative and Financial Officer	Lee C. Erdmann
Finance Director	Timothy J. Plante
Comptroller	Patrick Burns
Budget Director	LeeAnn Pasquini
Acting Director of Internal Audit	Cecelia Goulet
Treasurer/Collector	Stephen Lonergan
Chairman of the Board of Assessors	Richard J. Allen
City Clerk	Wayman Lee, Esq

Certificate of Achievement for Excellence in Financial Reporting

Presented to

City of Springfield Massachusetts

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended
June 30, 2011

A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.

President

Executive Director

Financial Section

A bridge spanning the Mill River in the scenic Forest Park.

City of Springfield, Massachusetts
Comprehensive Annual Financial Report
For the fiscal year ended June 30, 2012

An aerial view of the Springfield Federal Courthouse on State Street built in 2008.

Financial Section

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F. 781-914-1701
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Independent Auditors' Report

To the Honorable Mayor and the City Council
City of Springfield, Massachusetts

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Springfield, Massachusetts, as of and for the fiscal year ended June 30, 2012 (except for the Springfield Contributory Retirement System which is as of and for the year ended December 31, 2011), which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Springfield, Massachusetts' management. Our responsibility is to express an opinion on these financial statements based on our audit. We did not audit the financial statements of the Springfield Redevelopment Authority and the Springfield Library and Museums Association, which represent 100% of the discretely presented component unit activities and net assets. Those financial statements were audited by other auditors whose reports thereon have been furnished to us, and our opinion, insofar as it relates to the amounts included for the Springfield Redevelopment Authority and the Springfield Library and Museums Association are based solely on the reports of the other auditors.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, based on our audit and the reports of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, the aggregate remaining fund information of the City of Springfield, Massachusetts, as of June 30, 2012, (except for the Springfield Contributory Retirement System which is as of and for the year ended December 31, 2011), and the respective changes in financial position and cash flows, where applicable, thereof for the fiscal year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated December 27, 2012, on our consideration of the City of Springfield, Massachusetts' internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be read in conjunction with this report in considering the results of our audit.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City of Springfield's basic financial statements. The combining statements, as listed in the table of contents, are presented for the purpose of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements taken as a whole.

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and required supplementary information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

The introductory section and statistical tables, as listed in the table of contents, are presented for the purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Powers & Sullivan, LLC

December 27, 2012

Management's Discussion and Analysis

Management's Discussion and Analysis

As management of the City of Springfield, Massachusetts, we offer readers of these financial statements this narrative overview and analysis of the financial activities of the City of Springfield for the fiscal year ended June 30, 2012. This is the eleventh year our financial statements have been prepared under the Government Accounting Standards Board Statement 34 – Basic Financial Statements - and Management's Discussion and Analysis – for State and Local Governments. We encourage readers to consider the information presented in this report.

The Governmental Accounting Standards Board (GASB) is the authoritative standard setting body that provides guidance on how to prepare financial statements in conformity with generally accepted accounting principles (GAAP). Users of these financial statements (such as investors and rating agencies) rely on the GASB to establish consistent reporting standards for all governments in the United States. This consistent application is the only way users (including citizens, the media, legislators and others) can assess the financial condition of one government compared to others.

Governments must adhere to GASB pronouncements in order to issue their financial statements in conformity with GAAP. The users of financial statements also rely on the independent auditor's opinion. If the City's financial statements have significant departures from GAAP the independent auditors' may issue a qualified opinion or a disclaimer (where no opinion is given). These types of opinions may have an adverse effect on the City's bond rating and our ability to borrow money at favorable interest rates. The financial statements of the primary government have received an unqualified auditor's opinion.

Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction to the City of Springfield's basic financial statements. These basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. The government-wide financial statements provide both long-term and short-term information about the City as a whole. The fund financial statements focus on the individual components of the City government, reporting the City's operations in more detail than the government-wide statements. Both presentations (government-wide and fund) allow the user to address relevant questions, broaden the basis of comparison and enhance the City's accountability. An additional part of the basic financial statements are the notes to the financial statements. The report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide financial statements. The *government-wide financial statements* are designed to provide readers with a broad overview of finances, in a manner similar to private-sector business.

The *statement of net assets* presents information on all assets and liabilities, with the difference between the two reported as *net assets.* Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position is improving or deteriorating.

The *statement of activities* presents information showing how the government's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows.* Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (*governmental activities)* from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities).* The governmental

activities include general government, public safety, education, public works, health and welfare, culture and recreation, storm damage associated with the October 2011 snow storm, and interest. The business-type activities consist of the City's trash collection activities.

Fund financial statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

Governmental funds. *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund statements focus on *near-term inflows of spendable resources,* as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities.*

The City adopts an annual appropriated budget for its general fund. A budgetary comparison schedule has been provided for the general fund to demonstrate compliance with this budget.

The City reports three major governmental funds that are presented separately in the governmental fund financial statements. The remaining non-major funds are combined into a single, aggregated presentation. Individual fund data for each of these non-major governmental funds is provided in the form of combining statements elsewhere in this report.

Proprietary funds. The City maintains two types of propriety funds.

Enterprise funds are used to report the same functions presented as *business-type activities* in the government-wide financial statements. The City uses an enterprise fund to account for its trash activities. The trash enterprise fund is not intended to be self-supporting and requires a substantial subsidy from the general fund; $4,699,000 and $5,009,000 in fiscal years 2012 and 2011, respectively.

Internal service funds are an accounting device used to accumulate and allocate costs internally among various functions. The City uses this fund to account for risk financing activities related to self-insured dental and eye care services, the fully insured health care plan, and a motor pool for gas and auto supplies operated by the Department of Public Works.

Fiduciary funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are *not* reflected in the government-wide financial statements because the resources of those funds are *not* available to support the City's own programs. The accounting used for fiduciary funds is much like that used for propriety funds.

Notes to the basic financial statements. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Financial Condition

The financial focus of the past several years has been on resolving the deteriorating financial condition of the City's General Fund and Health Insurance Internal Service Fund. The Special Revenue Funds are self-supporting through charges for services, grants and contributions and therefore do not create deficits in their operations. The Capital Projects Fund is supported by grants and long-term bond issues but can create deficits due to the uncertainty of the final costs incurred during construction.

In order for long-term stability to be obtained the City needed to solve its short-term term budget problems for FY2005 and FY2006. The original budget projections for FY2005 and FY2006 estimated there would be a $37 million and $8 million deficit, respectively, that would be funded by loans from the state trust fund. During fiscal years 2005 to 2009, the City initiated a series of cost cutting measures, revenue enhancement processes, and established budgetary reserves and conservative revenue projections to minimize the structural deficit in the General Fund.

As a result of these measures, the General Fund actually had budgetary surpluses/(deficits) of $300,000, ($8) million, $12 million, $23 million, $14 million, and $8 million, in 2012, 2011, 2010, 2009, 2008, and 2007, respectively, where revenues and transfers in exceeded expenditures and transfers out. These surpluses' are all exclusive of amounts transferred to/from the stabilization funds established by the City. The actual results far exceeded the initial expectations but the City believes the structural deficit still exists since some of the surplus was the one-time collection of past due amounts. The result of these favorable results has increased the General Fund total budgetary fund balance to $71 million at June 30, 2012.

At June 30, 2012 the Health Insurance Internal Service Fund has positive net assets of $4.5 million compared with $4.0 million in the prior year. The fund experienced a $531,000 increase during FY2012. Employee benefits increased from $77 million in FY2011 to $79 million in FY2012. During fiscal year 2007, the City joined the Commonwealth's Group Insurance Commission (GIC) program in order to gain access to more favorable health insurance rates and further the initiative to reduce costs while still providing quality health coverage to its employees and retirees. The GIC program is fully insured.

Recent Improvements

The last several years have included many steps toward improved and streamlined financial management. The City codified financial policies and procedures in order to have greater financial control in all departments. Through the use of the MUNIS financial system, departments have access to real-time budget data and monthly financial reports are generated for all City departments as well as trend analyses generated by the Finance Department. The City also took steps to implement improvements in the individual departments by the hiring of key managers, outsource programs where appropriate, and mandatory training for all financial staff to become familiar with financial policies and procedures. Greater management of the City's large cost centers has also been implemented. This includes joining the state health insurance program (GIC) in 2007 which is projected to provide significant savings for the City over the next several years. Debt service has been restructured to provide a declining payment schedule which will allow the City to address rising capital needs. Springfield has also invested in energy saving improvements in its facilities which has resulted in significant costs savings for the City.

Government-wide Financial Analysis

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. The City of Springfield's governmental assets exceeded liabilities for governmental activities by approximately $355 million. Key components of the City's activities are presented below.

Governmental Activities

	2012	2011
Assets:		
Current assets	$ 217,518,908	$ 241,691,382
Noncurrent assets (excluding capital)	67,428,324	78,647,932
Capital assets, non depreciable	115,526,356	77,100,462
Capital assets, net of accumulated depreciation	450,957,615	464,347,548
Total assets	**851,431,203**	**861,787,324**
Liabilities:		
Current liabilities (excluding debt)	67,391,964	66,935,511
Noncurrent liabilities (excluding debt)	161,095,591	127,118,554
Current debt	28,935,471	27,879,128
Noncurrent debt	239,147,646	267,402,742
Total liabilities	**496,570,672**	**489,335,935**
Net Assets:		
Invested in capital assets, net of related debt	374,981,234	332,597,837
Restricted	22,794,687	19,757,080
Unrestricted	(42,915,390)	20,096,472
Total net assets	$ **354,860,531**	$ **372,451,389**

Governmental net assets of $375 million reflects its investment in capital assets (e.g., land, buildings, infrastructure, and machinery, and equipment), less any related debt used to acquire those assets that are still outstanding. The City uses these capital assets to provide services to citizens; consequently, these assets are *not* available for future spending. Although the investment in its capital assets is reported net of its related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the net assets of $22.8 million represents resources that are subject to external restrictions on how they may be used. The remaining balance of *unrestricted net assets* resulted in a ($42.9) million deficit mainly relating to the cumulative effect of recording $137 million of other postemployment benefit liabilities through June 30, 2012.

Net assets decreased by ($17.6) million for the fiscal year 2012 compared with an increase of $8.7 million in 2011. The increase in 2011 was almost entirely related to the forgiveness of debt from the state loan as the governmental activities basically broke even after transferring $5 million to the trash enterprise fund. In 2012 revenues increased by just over $13 million while expenses increased $31 million. The City had two natural disasters occur during fiscal 2012. Expenses relating to the June 2011 tornado of $20 million were offset with federal and state assistance, however the $28 million of expenses for the October snow storm have not been fully recovered leaving the City with a deficit of ($12) million as of June 30, 2012. Net assets also continue to decrease from the recording of the City's other postemployment liability (OPEB) which increased by over $37 million this year. This was an increase of approximately $6.4 million over the previous year's OPEB expense.

	2012	2011
Program revenues:		
Charges for services	$ 29,668,976	$ 28,040,290
Operating grants and contributions	452,149,037	438,860,676
Capital grants and contributions	37,356,599	43,524,730
General Revenues:		
Real estate and personal property taxes	166,713,377	164,293,333
Motor vehicle and other excise taxes	12,096,067	9,604,605
Penalties and interest on taxes	1,802,033	1,677,741
Grants and contributions not restricted to specific programs	32,059,135	32,062,000
Unrestricted investment income	458,708	669,539
Payments in lieu of taxes	5,054,420	5,082,080
Other revenues	42,044	92,752
Total revenues	**737,400,396**	**723,907,746**
Expenses:		
General government	55,175,091	62,794,736
Public safety	111,769,805	110,047,282
Education	481,476,353	466,952,480
Public works	30,608,396	33,422,502
Health and welfare	10,241,088	10,299,084
Culture and recreation	20,769,658	22,118,556
Storm damage - October 2011 snow storm	27,596,332	-
Interest	12,170,740	13,266,838
Total expenses	**749,807,463**	**718,901,478**
Excess (Deficiency) before special items, extraordinary items, and transfers	**(12,407,067)**	**5,006,268**
Special item - forgiveness of debt, state loan	**-**	**8,700,000**
Extrordinary item - tornado reimbursements	**20,000,450**	**-**
Extrordinary item - tornado expenses	**(20,485,451)**	**-**
Transfers	**(4,698,790)**	**(5,009,149)**
Change in net assets	**$ (17,590,858)**	**$ 8,697,119**

2011 Forgiveness of debt – state loan

In 2009 the City established the Springfield Promise Fund with monies transferred from stabilization funds provided to the City as loans. The principal of this fund was to be appropriated annually to pay down the loan as scheduled, however the City agreed to pay the loan off in full as of June 30, 2010. As described in Note 3, the Commonwealth subsequently forgave $8.7 million of the loan and this money was re-deposited back into the fund. This fund will be used to provide Springfield students with financial aid counseling for post-secondary education and "last dollar scholarships".

Other financial notes related to governmental activities:

- Charges for services represent 4% of governmental activities resources. These charges no longer include trash services which are now accounted for under the business-type activities or for the activities of the Springfield Water and Sewer Commission where the City no longer provides these services. The City can exercise more control over this category of revenue than any other. Fees charged for services rendered that are set by the City are included in this category.
- Operating and capital grants and contributions accounted for 66% of the governmental activities resources. Most of these resources apply to education operations. These resources offset costs within the school department in addition to their General Fund operating budget. For 2012, operating grants include approximately $15.6 million of federal and state assistance for the October 2011 snow storm.
- Property and excise taxes are a significant revenue source for the City's governmental activities. They comprised 24% of current resources.
- Other taxes and other revenues comprised a total of 6% of the governmental activity's resources. Other revenues consist mainly of grants and contributions and investment income earned on the City's deposits.
- Education is by far the largest governmental activity of the City. Approximately $481 million in expenses were recorded in FY12. After accounting for $441 million in program revenues, an additional $40 million in taxes and other revenues were needed to cover its fiscal 2012 operating expenses. Approximately $48 million of a pension contribution made by the state on-behalf of Springfield teachers has been recorded as an expense and grant revenue.
- General government and Public safety are the second and third largest activities of the City. Approximately $26 million and $102 million, respectively, of taxes and other revenues were needed to cover their fiscal 2012 operating expenses.

Business-type Activities. Business-type activities decreased the City's net assets by $193,000 during fiscal year 2012. These activities consist of the Trash enterprise fund.

Trash business-type activities assets exceeded liabilities by $2.7 million at the close of fiscal year 2012. Capital assets net of related debt was $412,000 which related to the acquisition of capital assets through capital lease financing. Unrestricted net assets amounted to $2.3 million. The general fund subsidized the activities in the amount of $4.7 million and $5.0 million in fiscal years 2012 and 2011, respectively. Operating and depreciation expenses amounted to $8.3 million and $531,000, respectively.

	2012	2011
Assets:		
Current assets	$ 2,967,975	$ 3,232,093
Capital assets, net of accumulated depreciation	1,956,547	2,013,867
Total assets	**4,924,522**	**5,245,960**
Liabilities:		
Current liabilities (excluding debt)	206,086	246,437
Non-current liabilities (excluding debt)	424,621	309,551
Current debt	648,834	585,609
Noncurrent debt	895,437	1,161,560
Total liabilities	**2,174,978**	**2,303,157**
Net Assets:		
Invested in capital assets, net of related debt	412,276	266,698
Unrestricted	2,337,268	2,676,105
Total net assets	$ **2,749,544**	$ **2,942,803**
Program revenues:		
Charges for services	$ 3,982,627	$ 4,101,890
Total revenues	**3,982,627**	**4,101,890**
Expenses:		
Trash	8,874,676	8,537,689
Total expenses	**8,874,676**	**8,537,689**
Excess (Deficiency) before transfers	**(4,892,049)**	**(4,435,799)**
Transfers	**4,698,790**	**5,009,149**
Change in net assets	$ **(193,259)**	$ **573,350**

Financial Analysis of the Government's Funds

As noted earlier, the City uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds. The focus of the City of Springfield's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the City of Springfield's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of approximately $139.6 million, a decrease of approximately $24.2 million from the prior year. The decrease is primarily due to the $12.0 million decrease in the October 2011 snow storm fund cleanup activities and from a similar decrease in the nonmajor funds relating to the timing of when revenues and expenditures are recorded.

General Fund

The general fund is the chief operating fund. At the end of the current fiscal year, unassigned fund balance of the general fund was approximately $60.2 million, while total fund balance was approximately $98.3 million. As a measure of the general fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total fund expenditures. Unassigned fund balance represents approximately 10% of total general fund expenditures, while total fund balance represents approximately 17% of that same amount. The General fund virtually broke even for the year after transferring $4.7 million to the trash enterprise fund, $809,000 to the Tornado Relief fund, and approximately $2 million to various capital project funds.

October 29, 2011 Snow Storm Fund

The City was hit with a major snow storm on October 29, 2011 that closed over 2,000 roads and downed power lines throughout the City. Clean-up costs as of June 30, 2012 amounted to $27.6 million of which the City has received federal and state assistance of approximately $15.6 million. The fund has an accumulated deficit of just over $12 million at June 30, 2012.

Tornado Relief Fund

A major tornado touched down in the City on June 2, 2011 devastating large sections of the City. The storm killed 3 people, injured 300 others, and left over 500 people homeless in addition to leaving 48,000 electric customers without power. The Governor of Massachusetts declared a state of emergency and President Obama declared Springfield and the surrounding area a Federal disaster area. Relief expenditures and federal and state assistance of approximately $20 million each have been recorded as extraordinary items in the financial statements. The City's general fund transferred in $809,000 to eliminate any deficit in the fund at June 30, 2012.

General Fund Budgetary Highlights

The City of Springfield adopts an annual appropriated budget for its general fund. A budgetary comparison schedule has been provided for the general fund to demonstrate compliance with this budget. Actual revenues exceed budgeted revenues by $4.5 million or just less than 1%, while actual expenditures, including carryovers, were less than budgeted amounts by $4.0 million, or again just less than 1%. The City carried over $29.5 million in appropriations to FY13.

Capital Asset and Debt Administration

The City has been approved to receive school construction assistance on various older school construction projects through the Massachusetts School Building Authority (MSBA). The MSBA provides resources for eligible construction costs and related debt interest and borrowing costs. During fiscal year 2012, approximately $15.6 million of such assistance was received. Approximately $94.2 million is expected to be received in future fiscal years. Of this amount, $22.4 million represents reimbursement of long-term interest costs, and $71.8 million represents reimbursement of approved construction costs.

More recently, the MSBA offers a construction grant program which pays the City the State's share of approved school construction costs and therefore eliminates the need for the City to fund the State's share through long-term debt. In addition to the construction of the new Putnam High School, various on-going school projects are being funded by this grant program. The City has been approved for a grant of up to 90% or $112,500,000 of eligible construction costs towards the new Putnam School and up to 80% or $19,069,165 of eligible construction costs in conjunction with the new Green Repair agreement which consists of roof, exterior window, and exterior door replacement and associated work for 18 City schools. During the fiscal year the City received $32.8 million for these projects.

Major capital assets are funded by the issuance of long-term debt. During FY2012 the City spent and capitalized additions totaling approximately $32 million on the new Putnam Vocational School and an additional $24 million on other City-wide projects. The Business-Type Activities acquired $461,000 of new vehicles under capital leases.

Outstanding long-term debt of the general government, as of June 30, 2012, totaled approximately $265.8 million, including unamortized premiums of $5.3 million.

Please refer to notes 6, 8, 9, and 10 to the financial statements for further discussion of the major capital asset and debt activity.

Requests for Information

This financial report is designed to provide a general overview of the City of Springfield's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Chief Administrative and Financial Officer or the City Comptroller at 36 Court Street, Springfield, MA 01103.

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Basic Financial Statements

STATEMENT OF NET ASSETS

JUNE 30, 2012

	Primary Government			*Component Units*	
	Governmental Activities	Business-type Activities	Total	Springfield Redevelopment Authority	Springfield Library and Museums Association
ASSETS					
CURRENT:					
Cash and cash equivalents	$ 164,304,931	$ 1,861,228	$ 166,166,159	$ 660,205	$ 26,415
Restricted cash and cash equivalents	2,938,444	-	2,938,444	3,322,485	-
Investments	1,947,721	-	1,947,721	-	7,832,132
Receivables, net of allowance for uncollectibles:					
Real estate and personal property taxes	3,723,657	-	3,723,657	-	-
Tax liens	1,063,574	-	1,063,574	-	-
Motor vehicle excise taxes	3,059,210	-	3,059,210	-	-
Departmental and other	2,520,202	-	2,520,202	-	-
Trash fees	-	1,106,747	1,106,747	-	-
Intergovernmental	37,486,169	-	37,486,169	8,989,381	-
Loans	375,000	-	375,000	-	-
Contributions and other	-	-	-	-	481,535
Prepaid expenses and supplies	-	-	-	-	351,635
Working capital deposit	100,000	-	100,000	-	-
NONCURRENT:					
Restricted cash and cash equivalents held by custodian	1,607,648	-	1,607,648	-	-
Receivables, net of allowance for uncollectibles:					
Departmental and other	811,602	-	811,602	-	-
Intergovernmental	60,581,530	-	60,581,530	-	-
Loans	4,427,544	-	4,427,544	-	-
Contributions	-	-	-	-	2,960,239
Beneficial interest in perpetual trusts	-	-	-	-	24,015,478
Capital assets, non depreciable	115,526,356	-	115,526,356	4,228,577	-
Capital assets, net of accumulated depreciation	450,957,615	1,956,547	452,914,162	3,043,418	18,851,372
TOTAL ASSETS	851,431,203	4,924,522	856,355,725	20,244,066	54,518,806
LIABILITIES					
CURRENT:					
Warrants payable	12,611,789	161,335	12,773,124	187,091	609,195
Accrued unemployment liability	1,737,000	-	1,737,000	-	-
Accrued payroll	12,374,376	44,751	12,419,127	-	-
Employee contributions paid in advance	2,146,667	-	2,146,667	-	-
Health claims payable	111,117	-	111,117	-	-
Tax refunds payable	14,704,006	-	14,704,006	-	-
Accrued interest	4,986,833	-	4,986,833	28,878	-
Other liabilities	7,543,859	-	7,543,859	16,234	306,870
Taxes collected in advance and unearned revenue	14,687	-	14,687	8,979,381	-
Capital lease obligations	1,030,346	648,834	1,679,180	-	-
Landfill closure	750,000	-	750,000	-	-
Compensated absences	6,041,630	-	6,041,630	-	-
Workers' compensation	1,008,000	-	1,008,000	-	-
Due to granting agencies	3,362,000	-	3,362,000	-	-
Lines of credit	-	-	-	-	430,200
Bonds payable	27,905,125	-	27,905,125	2,121,773	82,570
NONCURRENT:					
Capital lease obligations	1,243,015	895,437	2,138,452	-	-
Due to granting agencies	4,644,000	-	4,644,000	-	-
Compensated absences	11,049,846	-	11,049,846	-	-
Workers' compensation	2,352,000	-	2,352,000	-	-
Landfill closure	6,500,000	-	6,500,000	-	-
Other postemployment benefits	136,549,745	424,621	136,974,366	-	-
Lines of credit	-	-	-	-	1,832,776
Bonds payable	237,904,631	-	237,904,631	2,120,857	2,397,963
TOTAL LIABILITIES	496,570,672	2,174,978	498,745,650	13,454,214	5,659,574
NET ASSETS					
Invested in capital assets, net of related debt	374,981,234	412,276	375,393,510	3,275,755	16,370,839
Restricted for:					
Chapter 656 Reserve	5,876,996	-	5,876,996	-	-
Debt service	1,607,648	-	1,607,648	-	2,463,618
Loans	158,543	-	158,543	-	-
Grants and gifts	15,151,500	-	15,151,500	3,128,617	6,483,527
Unrestricted	(42,915,390)	2,337,268	(40,578,122)	385,480	23,541,248
TOTAL NET ASSETS	$ 354,860,531	$ 2,749,544	$ 357,610,075	$ 6,789,852	$ 48,859,232

See notes to basic financial statements.

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2012

Functions/Programs	Expenses	Program Revenues: Charges for Services	Program Revenues: Operating Grants and Contributions	Program Revenues: Capital Grants and Contributions	Net (Expense) Revenue
Primary Government:					
Governmental Activities:					
General government	$ 55,175,091	$ 9,840,551	$ 19,407,262	$ -	$ (25,927,278)
Public safety	111,769,805	7,839,552	2,404,934	-	(101,525,319)
Education	481,476,353	6,873,282	401,322,137	32,819,413	(40,461,521)
Public works	30,608,396	2,687,598	131,218	4,537,186	(23,252,394)
Health and welfare	10,241,088	284,101	5,936,472	-	(4,020,515)
Culture and recreation	20,769,658	2,143,892	1,218,949	-	(17,406,817)
Storm damage - October 2011 snow storm	27,596,332	-	15,555,871	-	(12,040,461)
Interest	12,170,740	-	6,172,194	-	(5,998,546)
Total Governmental Activities	749,807,463	29,668,976	452,149,037	37,356,599	**(230,632,851)**
Business-Type Activities:					
Trash	8,874,676	3,982,627	-	-	**(4,892,049)**
Total Primary Government	$ 758,682,139	$ 33,651,603	$ 452,149,037	$ 37,356,599	$ **(235,524,900)**
Component Units:					
Springfield Redevelopment Authority	$ 2,422,594	$ 542,646	$ 2,137,701	$ -	$ **257,753**
Springfield Library and Museums Association	7,464,202	1,487,895	3,195,107	-	**(2,781,200)**
Total Component Units	$ 9,886,796	$ 2,030,541	$ 5,332,808	$ -	$ **(2,523,447)**

See notes to basic financial statements.

(Continued)

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2012

	Primary Government			*Component Units*	
	Governmental Activities	Business-Type Activities	Total	Springfield Redevelopment Authority (SRA)	Springfield Library and Museums Association
Changes in net assets:					
Net (expense) revenue from previous page	$ **(230,632,851)**	$ **(4,892,049)**	$ **(235,524,900)**	$ **257,753**	$ **(2,781,200)**
General revenues:					
Real estate and personal property taxes, net of tax refunds payable	163,454,196	-	163,454,196	-	-
Tax liens	3,259,181	-	3,259,181	-	-
Motor vehicle and other excise taxes	9,599,000	-	9,599,000	-	-
Hotel/motel tax	872,952	-	872,952	-	-
Local meals tax	1,624,115	-	1,624,115		
Penalties and interest on taxes	1,802,033	-	1,802,033	-	-
Payments in lieu of taxes	5,054,420	-	5,054,420	-	-
Grants and contributions not restricted to specific programs	32,059,135	-	32,059,135	-	1,071,403
Unrestricted investment income	458,708	-	458,708	17,868	859,011
Gain on sale of capital assets	-	-	-	1,141,453	-
Miscellaneous	42,044	-	42,044	-	19,290
Special item - allowance for uncollectible receivables	-	-	-	(1,478,994)	-
Extraordinary item - Tornado reimbursements	20,000,450	-	20,000,450	-	-
Extraordinary item - Tornado expense	(20,485,451)	-	(20,485,451)	-	-
Transfers, net	(4,698,790)	4,698,790	-	-	-
Total general revenues, special items, extraordinary items, and transfers	213,041,993	4,698,790	217,740,783	(319,673)	1,949,704
Change in net assets	(17,590,858)	(193,259)	(17,784,117)	(61,920)	(831,496)
Net Assets:					
Beginning of year, as restated for the SRA Component Unit	372,451,389	2,942,803	375,394,192	6,851,772	49,690,728
End of year	$ 354,860,531	$ 2,749,544	$ 357,610,075	$ 6,789,852	$ 48,859,232

See notes to basic financial statements. (Concluded)

GOVERNMENTAL FUNDS
BALANCE SHEET

JUNE 30, 2012

ASSETS	General	October 29, 2011 Snow Storm	Tornado Relief	Nonmajor Governmental Funds	Total Governmental Funds
Cash and cash equivalents	$ 100,492,398	$ -	$ -	$ 56,381,364	$ 156,873,762
Restricted cash and cash equivalents	-	-	-	2,938,444	2,938,444
Restricted cash and cash equivalents held by custodian	-	-	-	1,607,648	1,607,648
Investments	1,947,721	-	-	-	1,947,721
Receivables, net of uncollectibles:					
Real estate and personal property taxes	3,723,657	-	-	-	3,723,657
Tax liens	1,063,574	-	-	-	1,063,574
Motor vehicle excise taxes	3,059,210	-	-	-	3,059,210
Departmental and other	2,801,191	-	-	515,926	3,317,117
Intergovernmental	71,812,774	15,240,171	1,982,952	9,031,802	98,067,699
Loans	-	-	-	4,802,544	4,802,544
Due from other funds	29,106,554	-	-	839,928	29,946,482
Working capital deposit	100,000	-	-	-	100,000
TOTAL ASSETS	$ 214,107,079	$ 15,240,171	$ 1,982,952	$ 76,117,656	$ 307,447,858
LIABILITIES AND FUND BALANCES					
LIABILITIES:					
Warrants payable	$ 6,701,450	$ -	$ 157,030	$ 5,685,821	$ 12,544,301
Accrued unemployment liability	112,000	-	-	-	112,000
Accrued payroll	10,317,920	-	-	2,056,456	12,374,376
Tax refunds payable	14,704,006	-	-	-	14,704,006
Due to granting agencies	-	-	-	8,006,000	8,006,000
Other liabilities	3,080,117	-	-	4,463,742	7,543,859
Deferred revenues	80,911,003	-	-	1,677,160	82,588,163
Due to other funds	-	27,280,632	1,825,922	839,928	29,946,482
TOTAL LIABILITIES	115,826,496	27,280,632	1,982,952	22,729,107	167,819,187
FUND BALANCES:					
Restricted	35,132,415	-	-	53,388,549	88,520,964
Assigned	2,978,810	-	-	-	2,978,810
Unassigned	60,169,358	(12,040,461)	-	-	48,128,897
TOTAL FUND BALANCES	98,280,583	(12,040,461)	-	53,388,549	139,628,671
TOTAL LIABILITIES AND FUND BALANCES	$ 214,107,079	$ 15,240,171	$ 1,982,952	$ 76,117,656	$ 307,447,858

See notes to basic financial statements.

RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET
TOTAL FUND BALANCES TO THE STATEMENT OF NET ASSETS

JUNE 30, 2012

Total governmental fund balances		$ 139,628,671
Capital assets (net) used in governmental activities are not financial resources and, therefore, are not reported in the funds		566,483,971
Accounts receivable are not available to pay for current-period expenditures and, therefore, are deferred in the funds		82,588,163
Internal service funds are used by management to account for health insurance and parts inventory.		
The assets and liabilities of the internal service funds are included in the governmental activities in the statement of net assets		5,105,897
In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due		(4,986,833)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:		
Bonds payable	(265,809,756)	
Capital lease obligations	(2,273,361)	
Landfill closure liability	(7,250,000)	
Accrued unemployment liability	(1,625,000)	
Workers compensation liability	(3,360,000)	
Compensated absences	(17,091,476)	
Other postemployment benefits	(136,549,745)	
Net effect of reporting long-term liabilities		(433,959,338)
Net assets of governmental activities		$ 354,860,531

See notes to basic financial statements.

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2012

	General	October 29, 2011 Snow Storm	Tornado Relief	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES:					
Real estate and personal property taxes, net of tax refunds	$ 163,234,056	$ -	$ -	$ -	$ 163,234,056
Tax liens	3,833,024	-	-	-	3,833,024
Motor vehicle and other excise taxes	8,814,442	-	-	-	8,814,442
Hotel/motel tax	872,952	-	-	-	872,952
Local meals tax	1,624,115	-	-	-	1,624,115
Charges for services	451,807	-	-	2,211,736	2,663,543
Penalties and interest on taxes	1,802,033	-	-	-	1,802,033
Payments in lieu of taxes	5,054,420	-	-	-	5,054,420
Licenses and permits	3,823,239	-	-	-	3,823,239
Fines and forfeitures	5,986,168	-	-	33,165	6,019,333
Intergovernmental	377,407,646	15,555,871	-	138,531,282	531,494,799
Departmental and other	9,983,098	-	-	5,802,579	15,785,677
Contributions	-	-	-	1,832,890	1,832,890
Investment income	368,748	-	-	128,986	497,734
TOTAL REVENUES	583,255,748	15,555,871	-	148,540,638	747,352,257
EXPENDITURES:					
Current:					
General government	26,450,259	-	-	17,649,482	44,099,741
Public safety	60,235,082	-	-	10,095,571	70,330,653
Education	372,523,878	-	-	123,450,107	495,973,985
Public works	10,139,476	-	-	5,772,632	15,912,108
Health and welfare	4,601,783	-	-	4,267,726	8,869,509
Culture and recreation	12,258,649	-	-	1,736,408	13,995,057
Pension benefits	23,825,273	-	-	-	23,825,273
Employee fringe benefits - non school	728,470	-	-	-	728,470
Employee health benefits - non school	23,298,895	-	-	-	23,298,895
Storm damage	-	27,596,332	-	-	27,596,332
State, county and district assessments	2,760,698	-	-	-	2,760,698
Debt service:					
Principal	26,243,152	-	-	-	26,243,152
Interest	13,555,322	-	-	-	13,555,322
TOTAL EXPENDITURES	576,620,937	27,596,332	-	162,971,926	767,189,195
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	6,634,811	(12,040,461)	-	(14,431,288)	(19,836,938)
OTHER FINANCING SOURCES (USES):					
Capital lease financing	819,676	-	-	-	819,676
Transfers in	238,689	-	809,077	4,064,183	5,111,949
Transfers out	(7,463,664)	-	-	(2,347,075)	(9,810,739)
TOTAL OTHER FINANCING SOURCES (USES)	(6,405,299)	-	809,077	1,717,108	(3,879,114)
EXTRAORDINARY ITEM:					
Intergovernmental tornado revenue	-	-	20,000,450	-	20,000,450
Tornado relief expenditures	-	-	(20,485,451)	-	(20,485,451)
TOTAL EXTRAORDINARY ITEMS	-	-	(485,001)	-	(485,001)
NET CHANGE IN FUND BALANCES	229,512	(12,040,461)	324,076	(12,714,180)	(24,201,053)
FUND BALANCES AT BEGINNING OF YEAR	98,051,071	-	(324,076)	66,102,729	163,829,724
FUND BALANCES AT END OF YEAR	$ 98,280,583	$ (12,040,461)	$ -	$ 53,388,549	$ 139,628,671

See notes to basic financial statements.

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2012

Net change in fund balances - total governmental funds		$ (24,201,053)
Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.		
Capital outlay	56,268,521	
Depreciation expense	(31,232,560)	
Net effect of reporting capital assets		25,035,961
Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue		(11,961,161)
The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net assets. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the Statement of Activities.		
Capital lease financing	(819,676)	
Capital lease principal payments	894,453	
Amortization of bond premiums	880,824	
Debt service principal payments	26,243,152	
Net effect of reporting long-term debt		27,198,753
Some expenses reported in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.		
Net change in compensated absences accrual	2,425,723	
Net change in workers compensation accrual	105,000	
Net change in accrued interest on long-term debt	503,758	
Net change in unemployment liability accrual	(955,000)	
Net change in landfill accrual	750,000	
Other postemployment benefits	(37,004,390)	
Net effect of recording long-term liabilities		(34,174,909)
Internal service funds are used by management to account for health insurance and workers' compensation activities.		
The net activity of internal service funds is reported with Governmental Activities		511,551
Change in net assets of governmental activities		$ (17,590,858)

See notes to basic financial statements.

PROPRIETARY FUNDS
STATEMENT OF NET ASSETS

JUNE 30, 2012

	Business-type Activities - Trash Enterprise Fund	Governmental Activities - Internal Service Funds
ASSETS		
CURRENT:		
Cash and cash equivalents	$ 1,861,228	$ 7,431,169
Receivables, net of allowance for uncollectibles:		
Trash fees	1,106,747	-
Departmental and other	-	14,687
Total current assets	2,967,975	7,445,856
NONCURRENT:		
Capital assets, net of accumulated depreciation	1,956,547	-
TOTAL ASSETS	4,924,522	7,445,856
LIABILITIES		
CURRENT:		
Warrants payable	161,335	67,488
Accrued payroll	44,751	-
Unearned revenues	-	14,687
Capital lease obligations	648,834	-
Employee contributions paid in advance	-	2,146,667
Health claims payable	-	111,117
Total current liabilities	854,920	2,339,959
NONCURRENT:		
Capital lease obligations	895,437	-
Other postemployment benefits	424,621	-
Total noncurrent liabilities	1,320,058	-
TOTAL LIABILITIES	2,174,978	2,339,959
NET ASSETS		
Invested in capital assets, net of related debt	412,276	-
Unrestricted	2,337,268	5,105,897
TOTAL NET ASSETS	$ 2,749,544	$ 5,105,897

See notes to basic financial statements.

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2012

	Business-type Activities- Trash Enterprise Fund	Governmental Activities - Internal Service Funds
OPERATING REVENUES:		
Employee contributions	$ -	$ 19,675,016
Employer contributions	-	60,073,391
Charges for services	3,982,627	2,007,785
TOTAL OPERATING REVENUES	3,982,627	81,756,192
OPERATING EXPENSES:		
Cost of services and administration	7,620,060	2,026,768
Employee benefits	723,759	79,219,388
Depreciation	530,857	-
TOTAL OPERATING EXPENSES	8,874,676	81,246,156
OPERATING INCOME (LOSS)	(4,892,049)	510,036
NONOPERATING REVENUES (EXPENSES):		
Investment income	-	1,515
NET INCOME (LOSS) BEFORE TRANSFERS	(4,892,049)	511,551
TRANSFERS:		
Transfers in	4,698,790	-
CHANGE IN NET ASSETS	(193,259)	511,551
NET ASSETS AT BEGINNING OF YEAR	2,942,803	4,594,346
NET ASSETS AT END OF YEAR	$ 2,749,544	$ 5,105,897

See notes to basic financial statements.

PROPRIETARY FUNDS
STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2012

	Business-type Activities- Trash Enterprise Fund	Governmental Activities - Internal Service Funds
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from customers and users	$ 3,828,441	$ 19,713,228
Receipts from interfund services provided	-	62,079,590
Payments to vendors	(5,137,268)	-
Payments to employees	(3,131,832)	-
Payments for interfund services used	-	(81,206,878)
NET CASH FROM OPERATING ACTIVITIES	(4,440,659)	585,940
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:		
Transfers in	4,698,790	-
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:		
Acquisition and construction of capital assets	(12,468)	-
Capital lease payments	(663,967)	-
NET CASH FROM OPERATING ACTIVITIES	(676,435)	-
CASH FLOWS FROM INVESTING ACTIVITIES:		
Investment income	-	1,515
NET CHANGE IN CASH AND CASH EQUIVALENTS	(418,304)	587,455
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	2,279,532	6,843,714
CASH AND CASH EQUIVALENTS AT END OF YEAR	$ 1,861,228	$ 7,431,169
RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:		
Operating income (loss)	$ (4,892,049)	$ 510,036
Adjustments to reconcile operating income to net cash from operating activities:		
Depreciation	530,857	-
Changes in assets and liabilities:		
Trash fees	(154,186)	-
Departmental and other	-	4,287
Warrants payable	(46,419)	39,278
Accrued payroll	6,068	-
Unearned revenues	-	(4,287)
Other postemployment benefits	115,070	-
Employee contributions paid in advance	-	38,212
Health claims payable	-	(1,586)
Total adjustments	451,390	75,904
NET CASH FROM OPERATING ACTIVITIES	$ (4,440,659)	$ 585,940
NONCASH INVESTING, CAPITAL, AND FINANCING ACTIVITIES:		
Acquisition of capital assets under capital lease obligations	$ 461,069	$ -

See notes to basic financial statements.

FIDUCIARY FUNDS

STATEMENT OF FIDUCIARY NET ASSETS

JUNE 30, 2012

	Pension Trust Fund (as of December 31, 2011)	Agency Funds
ASSETS		
CURRENT:		
Cash and cash equivalents	$ 1,219,706	$ 582,783
Investments:		
Alternative investments	2,500,792	-
Pension Reserve Investment Trust (PRIT) funds	234,333,683	-
Receivables, net of allowance for uncollectibles:		
Departmental and other	714,196	-
TOTAL ASSETS	238,768,377	582,783
LIABILITIES		
Warrants payable	31,251	-
Liabilities due depositors	-	582,783
TOTAL LIABILITIES	31,251	582,783
NET ASSETS		
Held in trust for pension benefits	$ 238,737,126	$ -

See notes to basic financial statements.

FIDUCIARY FUNDS

STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2012

	Pension Trust Fund (year ended December 31, 2011)
ADDITIONS:	
Contributions:	
Employer	$ 39,380,318
Plan members	12,704,778
Total contributions	52,085,096
Net investment income:	
Net change in fair value of investments	(7,023,286)
PRIT investment income	7,248,972
Total investment income	225,686
Less: investment expense	(1,260,471)
Net investment income	(1,034,785)
Intergovernmental	1,075,127
Transfers from other systems	902,769
TOTAL ADDITIONS	53,028,207
DEDUCTIONS:	
Administration	693,856
Transfers to other systems	1,914,084
Retirement benefits and refunds	60,908,997
TOTAL DEDUCTIONS	63,516,937
CHANGE IN NET ASSETS	(10,488,730)
NET ASSETS AT BEGINNING OF YEAR	249,225,856
NET ASSETS AT END OF YEAR	$ 238,737,126

See notes to basic financial statements.

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying basic financial statements of the City of Springfield, Massachusetts (the City) have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant City accounting policies are described herein.

A. Reporting Entity

The City is a municipal corporation governed by its Massachusetts Plan A charter, by which voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers. A thirteen member City Council, consisting of five members elected at large and one from each of the eight wards serves as a representative legislature.

For financial reporting purposes, the City has included all funds, organizations, agencies, boards, commissions and institutions. The City has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the City are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the City (the primary government) and its component units. Three entities have been included as component units in the reporting entity because of the significance of their operational and financial relationships.

Blended Component Units – Blended component units are entities that are legally separate from the City, but are so related that they are, in substance, the same as the City or entities providing services entirely or almost entirely for the benefit of the City. The following component unit is blended within the primary government:

In the Fiduciary Funds:

(1) The Springfield Contributory Retirement System (the System) was established to provide retirement benefits to City employees and their beneficiaries. The System is governed by a five-member board comprised of the City Comptroller (ex-officio), two members elected by the System's membership, one member appointed by the System's four other Board members, and one member appointed by the City's Mayor. The System is presented using the accrual basis of accounting and is reported as a pension trust fund in the fiduciary fund financial statements.

Discretely Presented Component Units – Discretely presented component units are entities that are legally separate from the City, but are financially accountable to the City, or whose relationships with the City are such that exclusion would cause the City's financial statements to be misleading or incomplete. The City has included the following Discretely Presented Component Units:

(2) The Springfield Redevelopment Authority (SRA) was chartered by the Commonwealth of Massachusetts in 1960 and is governed by Chapter 121B of the Massachusetts General Laws. The Authority was formed to conduct Springfield urban renewal projects and to redevelop its downtown.

(3) The Springfield Library and Museums Association (SLMA) is a private nonprofit education association which holds and cares for collections of many different kinds of materials, objects and artifacts, makes them accessible and promotes their use for educational, recreational and informational purposes by the residents of Greater Springfield and Western New England.

The Association has entered into certain agreements, including a lease with the City of Springfield, whereby the City operates general library services using a building owned by the Association as its central library building.

Related Organizations – The Mayor has the responsibility, with the approval of the City Council, to appoint the three member Board of Commissioners for the Springfield Water and Sewer Commission, however, the City's accountability for these organizations does not extend beyond making these appointments.

Availability of Financial Information for Component Units

The System did not issue a separate audited financial statement. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts' (Commonwealth) Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the System located at 70 Tapley Street, Springfield, MA 01104.

The SRA issues a separate audited financial report. That report may be obtained by contacting the SRA located at 70 Tapley Street, Springfield, MA 01104.

The SLMA issues a separate audited financial report. That report may be obtained by contacting the SLMA located at 220 State Street, Springfield, MA 01103.

B. Government-Wide and Fund Financial Statements

Government-Wide Financial Statements

The government-wide financial statements (i.e., statement of net assets and the statement of changes in net assets) report information on all of the non-fiduciary activities of the primary government and its component units.

Governmental activities, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Nonmajor funds are aggregated and displayed in a single column.

Major Fund Criteria

Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*

- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Internal service funds and fiduciary funds are reported by fund type.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

Government-Wide Financial Statements

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions that are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions that are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of interfund activity has been removed from the government-wide financial statements. However, the effect of interfund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

Fund Financial Statements

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures generally are recorded when the related fund liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, and claims and judgments are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Issuance of long-term debt and acquisitions under capital leases are reported as other financing sources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days after fiscal year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *October 29, 2011 Snow Storm Fund* and the *Tornado Relief Fund* are used to account for the clean-up activities associated with the two natural disasters that affected the City during fiscal year 2012.

The nonmajor governmental funds consist of other special revenue, capital projects, and debt service funds that are aggregated and presented in the *nonmajor governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds, debt service, or capital projects.

The *capital projects fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.

The *debt service fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest. Debt service funds should be used to report resources if legally mandated. Financial resources that are being accumulated for principal and interest maturing in future years also should be reported in debt service funds.

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The following proprietary funds are reported:

The *trash enterprise fund* is used to account for the City's trash pick-up activities.

The *internal service fund* is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to the remaining self-insured dental and eye care services, the fully insured health care plan, and a motor pool for gas and auto supplies operated by the Department of Public Works.

Fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.

The *agency fund* is used to account for assets held in a purely custodial capacity. The City's agency fund mainly consists of payroll withholdings and fees collected on behalf of other governments. Agency funds apply the accrual basis of accounting but do not have a measurement focus.

D. Cash and Investments

Government-Wide and Fund Financial Statements

Cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with an original maturity of three months or less from the date of acquisition.

Investments are carried at fair value. The fair values were determined by the closing price for those securities trade on national stock exchanges and at an average bid-and-asked quotation for those securities traded in the over-the-counter market.

E. Accounts Receivable

Government-Wide and Fund Financial Statements

The recognition of revenue related to accounts receivable reported in the government-wide financial statements and the proprietary funds and fiduciary funds financial statements are reported under the accrual basis of accounting. The recognition of revenue related to accounts receivable reported in the governmental funds financial statements are reported under the modified accrual basis of accounting.

Real Estate, Personal Property Taxes and Tax Liens

Real estate and personal property taxes are levied and based on values assessed on January 1st of every year. Assessed values are established by the Board of Assessor's for 100% of the estimated fair market value. Taxes are due on August 1st, November 1st, February 1st and May 1st and are subject to penalties and interest if they are not paid by the respective due date. Real estate and personal property taxes levied are recorded as receivables in the fiscal year of the levy.

Real estate tax liens are processed on delinquent properties and are recorded as receivables in the fiscal year they are processed. Real estate receivables that are secured via the tax lien process are considered more likely to be collected. The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

Personal property taxes cannot be secured through the lien process. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

Motor Vehicle Excise

Motor vehicle excise taxes are assessed annually for each vehicle registered in the City and are recorded as receivables in the fiscal year of the levy. The Commonwealth is responsible for reporting the number of vehicles registered and the fair values of those vehicles. The tax calculation is the fair value of the vehicle multiplied by $25 per $1,000 of value.

The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

Intergovernmental

Various federal and state grants for operating and capital purposes are applied for and received annually. For non-expenditure driven grants, receivables are recorded as soon as all eligibility requirements imposed by the provider have been met. For expenditure driven grants, receivables are recorded when the qualifying expenditures are incurred and all other grant requirements are met.

These receivables are considered 100% collectible and therefore do not report an allowance for uncollectibles.

Other

Departmental and loan receivables are recorded as receivables in the fiscal year the revenue is earned. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

F. Inventories

Government-Wide and Fund Financial Statements

Inventories are recorded as expenditures at the time of purchase. Such inventories are not material in total to the government-wide and fund based financial statements, and therefore are not reported.

G. Capital Assets

Government-Wide and Proprietary Fund Financial Statements

Capital assets, including land, construction in process, land improvements, buildings and improvements, machinery and equipment, and infrastructure, are reported in the applicable governmental or business-type activity column of the government-wide financial statements, and in the proprietary fund financial statements, where applicable. Capital assets are recorded at historical cost, or at estimated historical cost, if actual historical cost is not available. Donated capital assets are recorded at the estimated fair market value at the date of donation. Except for the capital assets of the governmental activities column in the government-wide financial statements, construction period interest is capitalized on constructed capital assets.

All purchases and construction costs in excess of $15,000 are capitalized at the date of acquisition or construction with expected useful lives of greater than one year.

Capital assets (excluding land and construction in process) are depreciated on a straight-line basis. The estimated useful lives of capital assets being depreciated are as follows:

Capital Asset Type	Estimated Useful Life (in years)
Infrastructure……	40-100
Buildings……	40
Building improvements……	20
Vehicles……	5-10
Office equipment……	5-10
Computer equipment……	5-10

The cost of normal maintenance and repairs that do not add to the value of the assets or materially extend asset lives are not capitalized and are treated as expenses when incurred. Improvements are capitalized.

Governmental Fund Financial Statements

Capital asset costs are recorded as expenditures in the acquiring fund in the fiscal year of the purchase.

H. Interfund Receivables and Payables

During the course of its operations, transactions occur between and within individual funds that may result in amounts owed between funds.

Government-Wide Financial Statements

Transactions of a buyer/seller nature between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net assets. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of net assets as “internal balances”.

Fund Financial Statements

Transactions of a buyer/seller nature between and within funds are *not* eliminated from the individual fund statements. Receivables and payables resulting from these transactions are classified as “Due from other funds” or “Due to other funds” on the balance sheet.

I. Interfund Transfers

During the course of its operations, resources are permanently reallocated between and within funds. These transactions are reported as transfers in and transfers out.

Government-Wide Financial Statements

Transfers between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net assets. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of activities as “Transfers, net”.

Fund Financial Statements

Transfers between and within funds are *not* eliminated from the individual fund statements and are reported as transfers in and transfers out.

J. Deferred Revenue

Deferred revenue at the governmental fund financial statement level represents billed receivables that do not meet the available criterion in accordance with the current financial resources measurement focus and the modified accrual basis of accounting. Deferred revenue is recognized as revenue in the conversion to the government-wide (full accrual) financial statements.

K. Net Assets and Fund Equity

Government-Wide Financial Statements (Net Assets)

Net assets are reported as restricted when amounts that are not available for appropriation or are legally restricted by outside parties for a specific future use.

Net assets reported as "invested in capital assets, net of related debt" includes capital assets, net of accumulated depreciation, less the principal balance of outstanding debt used to acquire capital assets. Unspent proceeds of capital related debt are not considered to be capital assets. Outstanding debt related to future reimbursements from the state's school building program is not considered to be capital related debt.

Net assets have been "restricted for" the following:

"MGL Chapter 656; An Act relative to reorganization of the financial management structure of the City of Springfield" requires the City to raise an amount equal to 1% of the prior year's gross amounts to be raised. The City may reduce this amount by any funds remaining in the reserve from the prior year. Expenditures may be made for extraordinary and unforeseen expenses as determined by the Mayor with the approval of the City Council.

"Debt service" represents required sinking fund payment and the accumulation of funds for the retirement of long-term debt.

"Loans" represents the City's Community Development outstanding loans receivable balances, net of the amounts due back to granting agencies.

"Grants and gifts" represents amounts held for school and other grants, as well as gift funds.

Fund Financial Statements (Fund Balances)

Governmental fund equity is classified as fund balance. Fund balance is further classified as follows:

"Nonspendable" fund balance includes amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.

"Restricted" fund balance includes amounts subject to constraints placed on the use of resources that are either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or that are imposed by law through constitutional provisions or enabling legislation.

"Committed" fund balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority. The Mayor and City Council are the highest level of decision making authority that can commit funds for a specific purpose. Once voted, the limitation imposed by the vote remains in place until the funds are used for their intended purpose or a vote is taken to rescind the commitment.

"Assigned" fund balance includes amounts that are constrained by the City's intent to be used for specific purposes, but are neither restricted nor committed. The City's comptroller is authorized to assign fund balance. Assignments generally only exist temporarily. Additional action does not have to be taken for the removal of an assignment.

"Unassigned" fund balance includes the residual classification for the general fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the general fund.

Sometimes the City will fund outlays for a particular purpose from different components of fund balance. In order to calculate the amounts to report as restricted, assigned, and unassigned fund balance in the governmental fund financial statements a flow assumption must be made about the order in which the resources are considered to be applied. When different components of fund balance can be used for the same purpose, it is the City's policy to consider restricted fund balance to have been depleted first, followed by assigned fund balance. Unassigned fund balance is applied last.

L. Long-term Debt

Government-Wide and Proprietary Fund Financial Statements

Long-term debt is reported as liabilities in the government-wide and proprietary fund statement of net assets. Material bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount.

Governmental Fund Financial Statements

The face amount of governmental funds long-term debt is reported as other financing sources. Bond premiums and discounts, as well as issuance costs, are recognized in the current period. Bond premiums are reported as other financing sources and bond discounts are reported as other financing uses. Issuance costs, whether or not withheld from the actual bond proceeds received, are reported as general government expenditures.

M. Investment Income

Excluding the permanent funds, investment income derived from major and nonmajor governmental funds is legally assigned to the general fund unless otherwise directed by Massachusetts General Law (MGL).

N. Compensated Absences

Employees are granted vacation and sick leave in varying amounts based on collective bargaining agreements, state laws and executive policies.

Government-Wide and Proprietary Fund Financial Statements

Vested or accumulated vacation and sick leave are reported as liabilities and expensed as incurred.

Governmental Fund Financial Statements

Compensated absences are reported in the governmental funds only if they have matured as a result of employee resignations or retirements. Vested or accumulated vacation and sick leave, which will be liquidated with expendable available financial resources, are reported as expenditures and fund liabilities upon maturity of the liability.

O. Use of Estimates

Government-Wide and Fund Financial Statements

The preparation of basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure for contingent assets and liabilities at the date of the basic financial statements and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

P. Total Column

Fund Financial Statements

The total column on the fund financial statements is presented only to facilitate financial analysis. Data in this column is not the equivalent of consolidated financial information.

NOTE 2 – NATURAL DISASTERS

October 29, 2011 Snow Storm Fund

The City was hit with an unusually early major snow storm on October 29, 2011 that closed over 2,000 roads and downed power lines throughout the City. Clean-up costs as of June 30, 2012 amounted to $27.6 million of which the City has received federal and state assistance for in the amount of approximately $15.6 million. The fund has an accumulated deficit of just over $12 million at June 30, 2012.

On November 30, 2012, the City issued $13.1 million of bond anticipation notes to temporarily finance the deficit and additional costs incurred subsequent to year-end. The notes have a maturity date of February 15, 2013 at a rate of 1.5%.

Tornado Relief Fund

A major tornado touched down in the City on June 2, 2011 devastating large sections of the City. The storm killed 3 people, injured 300 others, and left over 500 people homeless in addition to leaving 48,000 electric customers without power. The Governor of Massachusetts declared a state of emergency and President Obama declared Springfield and the surrounding area a Federal disaster area. Relief expenditures and federal and state assistance of approximately $20 million each have been recorded as extraordinary items in the financial statements. The City's general fund transferred in $809,000 to eliminate any deficit in the fund at June 30, 2012.

On November 30, 2012, the City issued $2.2 million of bond anticipation notes to temporarily finance additional costs incurred subsequent to year-end. The notes have a maturity date of February 15, 2013 with rates ranging from 1.3% - 1.5%.

NOTE 3 – SPECIAL ITEM, FORGIVENESS OF DEBT

Beginning in fiscal year 2005 the Commonwealth of Massachusetts provided the City with a $52 million state loan to assist the City in balancing its budget. After the establishment of an agreed upon repayment schedule the unspent loan proceeds totaling $46.8 million were transferred into the Springfield Promise fund where the interest earnings were to be appropriated annually to provide Springfield students financial aid counseling for post-secondary education and “last dollar” scholarships of up to $1,000 to City students. In June 2010 the City and the state agreed to repay the state loan in full. Subsequently, in August of 2010, the state agreed to forgive a portion of the loan and they returned $8.7 million to the Springfield Promise fund.

NOTE 4 – CASH AND INVESTMENTS

A cash and investment pool is maintained that is available for use by all funds. Each fund type's portion of this pool is displayed on the balance sheet as "Cash and cash equivalents". The deposits and investments of the trust funds are held separately from those of other funds.

Statutes authorize the investment in obligations of the U.S. Treasury, agencies, and instrumentalities, certificates of deposit, repurchase agreements, money market accounts, bank deposits and the State Treasurer's Investment Pool (the Pool). The Treasurer may also invest trust funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the Commonwealth.

The Pool meets the criteria of an external investment pool. The Pool is administered by the Massachusetts Municipal Depository Trust (MMDT), which was established by the Treasurer of the Commonwealth who serves as Trustee. The fair value of the position in the Pool is the same as the value of the Pool shares.

The System participates in the Pension Reserve Investment Trust (PRIT), which meets the criteria of an external investment pool. PRIT is administered by the Pension Reserves Investment Management Board, which was established by the Treasurer of the Commonwealth of Massachusetts who serves as Trustee. The fair value of the position in the PRIT is the same as the value of the PRIT shares.

The PRIT fund, as a pool, invests in various products including, but not limited to, money market mutual funds, equities, pooled foreign and domestic fixed income and equity funds, United States government sponsored enterprises and Treasury notes, real estate, and commodities. The underlying components of PRIT’s fixed income portfolio had an effective weighted duration rate ranging from .08 to 8.58 years. There is no credit quality rating for the fund.

MMDT maintains a cash portfolio and a short-term bond portfolio with combined average maturities of approximately 3 months.

Custodial Credit Risk – Deposits

In the case of deposits, this is the risk that in the event of a bank failure, the City’s deposits may not be returned to it. The City does not have a deposit policy for custodial credit risk. At fiscal year-end, the carrying amount of deposits totaled $119,128,072 and the bank balance totaled $125,645,819. Of the bank balance, $1,567,498 was covered by Federal Depository Insurance, $87,542,736 was covered by the Depositors Insurance Fund, and $36,535,585 was collateralized.

At December 31, 2011, the carrying amount of deposits for the Retirement System totaled $1,219,707 and the bank balance totaled $1,219,707. The entire bank balance of $1,219,707 was covered by Federal Depository Insurance.

Investments

As of June 30, 2012, the City had the following investments:

Investment Type	Fair Value	6-10 Years	Over 10 Years
Debt Securities			
Government Sponsored Enterprises	$ 964,867	$ 501,823	$ 463,044
Municipal Bonds	982,854	-	982,854
Total Debt Securities	1,947,721	$ 501,823	$ 1,445,898

Other Investments	
Money Market Mutual Funds	$ 1,183,791
MMDT	50,983,171
Total Investments	$ 54,114,683

As of June 30, 2012, the City's investments had the following ratings:

Investment Type	Quality Ratings					
	AAA	AA2	AA1	A2	A3	Total
Debt Securities						
Government Sponsored Enterprises	$ 964,867	$ -	$ -	$ -	$ -	$ 964,867
Municipal Bonds	-	115,586	408,820	231,368	227,080	982,854
Total Debt Securities	$ 964,867	$ 115,586	$ 408,820	$ 231,368	$ 227,080	$ 1,947,721

As of December 31, 2011, the Retirement System had the following investments:

Investment Type	Fair Value
Other Investments	
Alternative Investments	$ 2,500,792
Pension Reserve Investment Trust (PRIT)	234,333,683
Total Investments	$ 236,834,475

Custodial Credit Risk – Investments

For investments, this is the risk that, in the event of a failure by the counterparty, the City will not be able to recover the value of its investments or collateral security that are in the possession of an outside party.

The City does not have an investment policy for custodial credit risk.

Of the Retirement System's total investments of $236,834,475 there was custodial credit risk exposure of $2,500,792 in alternative investments because the related securities are uninsured, unregistered and held by the counterparty.

Investment Rate Risk

The City does not have a formal policy that limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Credit Risk

The City has not adopted a formal policy related to Credit Risk.

Concentration Credit Risk

The City places no limit on the amount it may invest in any one issuer.

NOTE 5 – RECEIVABLES

At June 30, 2012, receivables for the individual major and nonmajor governmental funds in the aggregate, including the applicable allowances for uncollectible accounts, are as follows:

	Gross Amount	Allowance for Uncollectibles	Net Amount
Receivables:			
Real estate and personal property taxes	$ 7,886,234	$ (4,162,577)	$ 3,723,657
Tax liens	4,254,295	(3,190,721)	1,063,574
Motor vehicle and other excise taxes	8,068,348	(5,009,138)	3,059,210
Departmental and other	3,317,117	-	3,317,117
Intergovernmental	98,067,699	-	98,067,699
Loans	4,802,544	-	4,802,544
Total	$ 126,396,237	$ (12,362,436)	$ 114,033,801

The internal service fund has $14,687 of departmental and other receivables at June 30, 2012.

At June 30, 2012 receivables for the trash enterprise fund consist of the following:

	Gross Amount	Allowance for Uncollectibles	Net Amount
Receivables:			
Trash fees	$ 1,106,747	$ -	$ 1,106,747

Governmental funds report *deferred revenue* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. At the end of the current fiscal year, the various components of *deferred revenue* reported in the governmental funds were as follows:

	General Fund	Other Governmental Funds	Total
Receivable type:			
Real estate and personal property taxes	$ 2,174,254	$ -	$ 2,174,254
Tax liens	1,063,574	-	1,063,574
Motor vehicle excise	3,059,210	-	3,059,210
Departmental and other	2,801,191	515,926	3,317,117
Intergovernmental	71,812,774	1,002,691	72,815,465
Loans	-	158,543	158,543
Total	$ 80,911,003	$ 1,677,160	$ 82,588,163

NOTE 6 – CAPITAL ASSETS

Capital asset activity for the fiscal year ended June 30, 2012, was as follows:

	Beginning Balance	Increases	Decreases	Ending Balance
Governmental Activities:				
Capital assets not being depreciated:				
Land	$ 27,794,834	$ -	$ -	$ 27,794,834
Construction in progress	49,305,630	38,425,892	-	87,731,522
Total capital assets not being depreciated	77,100,464	38,425,892	-	115,526,356
Capital assets being depreciated:				
Land improvements	53,139,233	1,847,290	-	54,986,523
Buildings and improvements	401,041,253	9,320,229	-	410,361,482
Machinery and equipment	109,211,416	5,650,309	-	114,861,725
Infrastructure	427,013,867	1,024,801	-	428,038,668
Total capital assets being depreciated	990,405,769	17,842,629	-	1,008,248,398
Less accumulated depreciation for:				
Land improvements	(16,206,791)	(2,115,480)	-	(18,322,271)
Buildings and improvements	(141,618,522)	(13,763,209)	-	(155,381,731)
Machinery and equipment	(89,759,734)	(7,280,057)	-	(97,039,791)
Infrastructure	(278,473,176)	(8,073,814)	-	(286,546,990)
Total accumulated depreciation	(526,058,223)	(31,232,560)	-	(557,290,783)
Total capital assets being depreciated, net	464,347,546	(13,389,931)	-	450,957,615
Total governmental activities capital assets, net	$ 541,448,010	$ 25,035,961	$ -	$ 566,483,971

	Beginning Balance	Increases	Decreases	Ending Balance
Business-Type Activities:				
Capital assets being depreciated:				
Machinery and equipment	$ 3,103,869	$ 473,537	$ -	$ 3,577,406
Less accumulated depreciation for:				
Machinery and equipment	(1,090,002)	(530,857)	-	(1,620,859)
Total business-type activities capital assets, net	$ 2,013,867	$ (57,320)	$ -	$ 1,956,547

Depreciation expense was charged to functions/programs of the primary government as follows:

	2012
Governmental Activities:	
General government	$ 4,567,230
Public safety	2,721,167
Education	12,209,039
Public works	9,684,441
Human services	45,402
Culture and recreation	2,005,281
Total depreciation expense - governmental activities	$ 31,232,560
Business-Type Activities:	
Trash	$ 530,857

NOTE 7 – INTERFUND RECEIVABLES, PAYABLES AND TRANSFERS

Interfund receivables and payables between funds at June 30, 2012, are summarized as follows:

Receivable Fund	Payable Fund	Amount	
General Fund	Tornado Relief	$ 1,825,922	(1)
General Fund	Snow Storm	27,280,632	(1)
State Grants City	Highway Improvements	501,097	(1)
Public Buildings	Schools	338,831	(1)
		$ 29,946,482	

(1) Represents advances between funds to meet temporary cash flow needs.

Interfund transfers for the fiscal year ended June 30, 2012, are summarized as follows:

	Transfers In					
Transfers Out	General Fund	Tornado Relief	Nonmajor Governmental Funds	Trash Enterprise Fund	Total	
General Fund	$ -	$ 809,077	1,955,797	$ 4,698,790	$ 7,463,664	(1)
Nonmajor Governmental Funds	238,689	-	2,108,386	-	2,347,075	(2)
Total	$ 238,689	$ 809,077	4,064,183 -	$ 4,698,790	$ 9,810,739	

(1) Represents budgeted transfers to the tornado relief fund, various nonmajor capital projects funds and to the trash enterprise fund for operations.

(2) Represents budgeted transfers from various nonmajor funds, including $237,000 from the debt service fund, to the general fund and transfers within various nonmajor funds.

NOTE 8 – LEASES

Capital Leases

The City has entered into lease agreements to finance the acquisition of machinery and equipment for public safety, public works, general governmental, and for trash activities. The lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of their future minimum lease payments as of the inception date.

The following identifies the assets acquired through capital lease agreements:

	Governmental Activities	Business-Type Activities
Asset description:		
Machinery and equipment……	$ 5,341,815	$ 3,564,938
Less: accumulated depreciation……	(3,186,548)	(1,648,679)
Total……	$ 2,155,267	$ 1,916,259

Future minimum lease payments under capitalized leases consist of the following at June 30:

Fiscal Years Ending June 30	Governmental Activities	Business-Type Activities
2013……	$ 1,080,116	$ 673,407
2014……	500,837	334,692
2015……	360,675	250,381
2016……	220,511	170,158
2017……	220,511	170,158
Total minimum lease payments……	2,382,650	1,598,796
Less: amounts representing interest……	(109,289)	(54,525)
Present value of minimum lease payments…….	$ 2,273,361	$ 1,544,271

Operating Leases

The City leases office equipment, vehicles, and various facilities utilized primarily by the school system, the department of public works, parks and recreation, and the animal control center under non-cancelable operating leases that expire on various dates through fiscal year 2028. The cost of the leases for the fiscal year ended June 30, 2012, totaled approximately $2,748,000, and is reported as educational, public works, and general governmental expenditures in the general fund and special revenue funds.

The future minimum lease payments are as follows:

Fiscal Years Ending June 30	Governmental Activities
2013	$ 3,301,505
2014	1,800,166
2015	1,629,869
2016	1,652,479
2017 to 2021	6,622,260
2022 to 2026	2,929,664
2027 to 2028	902,995
	$ 18,838,938

NOTE 9 – SHORT-TERM FINANCING

Short-term debt may be authorized and issued to fund the following:

- Current operating costs prior to the collection of revenues through issuance of revenue or tax anticipation notes (RANS or TANS).
- Capital project costs and other approved expenditures incurred prior to obtaining permanent financing through issuance of bond anticipation notes (BANS) or grant anticipation notes (GANS).

Short-term loans are general obligations and carry maturity dates that are limited by statute. Interest expenditures and expenses for short-term borrowings are accounted for in the general fund.

The City had no short-term debt activity or outstanding balances at June 30, 2012.

NOTE 10 – LONG-TERM DEBT

Under the provisions of Chapter 44, Section 10, Municipal Law authorizes indebtedness up to a limit of 5% of the equalized valuation. Debt issued in accordance with this section of the law is designated as being "inside the debt limit". In addition, however, debt may be authorized in excess of that limit for specific purposes. Such debt, when issued, is designated as being "outside the debt limit".

Details related to the City's outstanding general obligation indebtedness at June 30, 2012, and the debt service requirements are as follows:

Bonds Payable Schedule – Governmental Funds

Project	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2011	Issued	Redeemed	Outstanding at June 30, 2012
State Qualified Bonds Dated August 1, 2001	2014	$ 61,316,000	3.50 - 5.0	$ 9,055,000	$ -	$ 2,870,000	$ 6,185,000
Qualified Zone Academy Bonds Dated July 25, 2002	2017	7,014,000	1.28	3,000,000	-	500,000	2,500,000
State Qualified Refunding Bonds Dated February 15, 2003	2013	7,359,619	2.0 - 5.0	7,528,175	-	3,732,164	3,796,011
State Qualified Refunding Bonds Dated July 7, 2005	2020	98,274,000	3.0 - 5.25	78,300,000	-	9,530,000	68,770,000
State Qualified New Money Bonds Dated July 7, 2005	2024	49,236,000	3.0 - 5.25	39,135,000	-	2,290,001	36,844,999
State Qualified New Money Bonds Dated February 7, 2007	2027	53,605,000	4.5 - 5.75	42,305,000	-	2,280,000	40,025,000
State Qualified Refunding Bonds Dated February 7, 2007	2023	73,795,000	4.5 - 5.75	73,730,001	-	10,000	73,720,001
State Qualified New Money Bonds Dated April 15, 2009	2024	19,500,000	2.0 - 4.0	12,370,000	-	2,935,000	9,435,000
State Qualified Refunding Bonds Dated April 15, 2009	2012	4,805,000	3.00	1,620,000	-	1,620,000	-
State Qualified General Obligation School Bonds Dated June 24, 2010	2027	17,864,000	6.00	17,864,000	-	-	17,864,000
August 1, 2001 MWPAT 91-59	2015	1,193,827	5.0 - 6.13	439,050	-	100,811	338,239
August 1, 2001 Phase 1 MWPAT 94-24	2015	2,988,254	5.0 - 6.13	1,098,981	-	252,339	846,642
State Qualified New Money Bonds Dated February 15, 2003	2013	68,300,000	2.0 - 5.0	261,823	-	122,837	138,986
Total General Obligation Bonds				286,707,030	-	26,243,152	260,463,878
Unamortized Premiums on Bonds				6,226,702	-	880,824	5,345,878
Total Long Term Debt				$ 292,933,732	$ -	$ 27,123,976	$ 265,809,756

The bonds outstanding at June 30, 2012 relate to the following projects:

Public education	$ 168,217,921
City-wide non-school buildings	64,218,255
Parks and recreation	11,764,982
Infrastructure	7,959,480
Equipment and other	8,303,240
Total long-term debt outstanding	$ 260,463,878

Debt service requirements for principal and interest for Governmental bonds payable in future fiscal years are as follows:

Year	Principal	Interest	Total
2013	$ 27,063,276	$ 12,342,644	$ 39,405,920
2014	28,024,556	10,920,824	38,945,380
2015	26,132,047	9,540,324	35,672,371
2016	25,044,995	8,221,158	33,266,153
2017	24,245,000	7,020,483	31,265,483
2018	19,970,000	5,943,858	25,913,858
2019	20,989,999	4,927,145	25,917,144
2020	17,660,000	3,967,908	21,627,908
2021	17,744,999	3,123,630	20,868,629
2022	15,104,999	2,370,052	17,475,051
2023	10,820,007	1,770,990	12,590,997
2024	4,150,000	1,422,871	5,572,871
2025	1,830,000	1,284,915	3,114,915
2026	1,885,000	1,201,327	3,086,327
2027	19,799,000	1,115,377	20,914,377
Total	$ 260,463,878	$ 75,173,506	$ 335,637,384

Qualified School Construction

On June 24, 2010, the City issued $17,864,000 State Qualified General Obligation School Bonds at a 6.00% interest rate, maturing June 1, 2027 with mandatory sinking fund installments payable annually on December 1, 2010 through December 1, 2026. The Bonds were underwritten on a negotiated basis by Wells Fargo Securities. The Bonds were designated as Qualified School Construction Bonds under the provisions of the American Recovery and Reinvestment Act of 2009 (“ARRA”). The Bonds are federally taxable and will receive a cash subsidy from the United States Department of the Treasury of 5.41% of the interest payable on the Bonds, which is equal to the amount of the applicable tax credit rate established on the sale date of the Bonds.

On July 15, 2010, the City entered into an Investment Repurchase Agreement with Bayerische Landesbank wherein the City agreed to deposit $776,911 annually on December 1, 2010 through December 1, 2026 into a sinking fund held by Wells Fargo Bank, National Association, acting as custodian and trustee for the agreement between the City and Bayerische Landesbank; the City’s annual deposit of $776,911 will be invested by Bayerische Landesbank, and at termination of the agreement on June 1, 2027, $17,864,000 will be made available to the City to retire the maturing Bonds. The City’s annual deposits are fully collateralized with either cash, obligations of the United States of America (i.e. treasury securities), Government National Mortgage Association securities (GNMAs), or Small Business Administration securities (SBAs); and the resulting fixed interest rate the City will earn over the life of the investment agreement is guaranteed at 3.42%. The use of the repurchase agreement reduced the City’s net borrowing cost to approximately 0.9509%. At June 30, 2012, the Bond Sinking Fund has a balance of $1,607,648 which is classified as a restricted asset in the City’s debt service fund.

The interest subsidy received by the City amounted to approximately $966,000 in Fiscal Year 2012. The City expects to receive future interest subsidies totaling approximately $14.5 million over the life of the bonds.

School Building Assistance

The City has been approved to receive school construction assistance on various older school construction projects through the Massachusetts School Building Authority (MSBA). The MSBA provides resources for eligible construction costs and related debt interest and borrowing costs. During fiscal year 2012, approximately $15.6 million of such assistance was received. Approximately $94 million is expected to be received in future fiscal years. Of this amount, $22 million represents reimbursement of long-term interest costs, and $72 million represents reimbursement of approved construction costs. Accordingly, a $72 million intergovernmental receivable and corresponding deferred revenue have been reported in governmental fund financial statements. The deferred revenue for the entire grant has been recognized as revenue in the conversion to the government-wide financial statements for prior fiscal years.

More recently, the MSBA offers a construction grant program which pays the City the State's share of approved school construction costs and therefore eliminates the need for the City to fund the State's share through long-term debt. In addition to the construction of the new Putnam High School, various on-going school projects are being funded by this grant program. The City has been approved for a grant of up to 90% or $112,500,000 of eligible construction costs towards the new Putnam School and up to 80% or $19,100,000 of eligible construction costs in conjunction with the new Green Repair agreement which consists of roof, exterior window, and exterior door replacement and associated work for 18 City schools. During the fiscal year the City received $32.8 million for these projects.

Advance Refunding and Defeased Bonds

In prior fiscal years, in order to take advantage of favorable interest rates, certain general obligation bonds were defeased by placing the proceeds of bonds in an irrevocable trust to provide for all future debt service payments on the refunded bonds. Accordingly, the trust account's assets and liabilities for the defeased bonds are not included in the financial statements. At June 30, 2012, $41,555,000 of the bonds refunded remain outstanding and are considered defeased.

Subsequent Event – December 2012 Refunding

On December 12, 2012, in order to take advantage of favorable interest rates, the City issued $26,355,000 of General Obligation State Qualified Refunding Bonds. $26,435,000 of general obligation bonds were defeased by placing the proceeds of the refunding bonds in an irrevocable trust to provide for all future debt service payments on the refunded bonds. This advance refunding was undertaken to reduce total debt service payments by $2,501,710 and resulted in an economic gain of $2,365,548.

Authorized and Unissued Debt

The City is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2012, the City has $31.5 million of authorized and unissued debt for various City-wide projects.

Changes in Long-term Liabilities

During the fiscal year ended June 30, 2012, the following changes occurred in long-term liabilities:

	Balance June 30, 2011	Bonds and Notes Issued	Bonds and Notes Redeemed	Other Increases	Other Decreases	Balance June 30, 2012	Current Amount Due
Governmental Activities:							
Long-Term Bonds Payable	$ 286,707,030	$ -	$ (26,243,152)	$ -	$ -	$ 260,463,878	$ 27,063,276
Capital Lease Obligations	2,348,138	-	-	819,676	(894,453)	2,273,361	1,030,346
Unamortized Bond Premium	6,226,702	-	(880,824)	-	-	5,345,878	841,849
Compensated Absences	19,517,199	-	-	3,615,907	(6,041,630)	17,091,476	6,041,630
Workers' Compensation	3,465,000	-	-	934,000	(1,039,000)	3,360,000	1,008,000
Due to Granting Agencies	8,561,000	-	-	-	(555,000)	8,006,000	3,362,000
Landfill Closure	8,000,000	-	-	-	(750,000)	7,250,000	750,000
Other Postemployment Benefits	99,545,355	-	-	65,645,467	(28,641,077)	136,549,745	-
Total governmental activity long-term liabilities	434,370,424	-	(27,123,976)	71,015,050	$ (37,921,160)	440,340,338	40,097,101
Business-Type Activities:							
Capital Lease Obligations	1,747,169	-	-	382,711	(585,609)	1,544,271	648,834
Other Postemployment Benefits	309,551	-	-	204,133	(89,063)	424,621	-
Total business-type activity long-term liabilities	2,056,720	-	-	586,844	(674,672)	1,968,892	648,834
Total	$ 436,427,144	$ -	$ (27,123,976)	$ 71,601,894	$ (38,595,832)	$ 442,309,230	$ 40,745,935

The governmental activities liabilities will be liquidated by the general fund. The business-type liabilities will be liquidated by the enterprise fund reporting the liability, namely the Trash fund.

NOTE 11 – GOVERNMENTAL FUND BALANCE CLASSIFICATIONS

The City adopted GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions,* as part of the fiscal year 2011 reporting. The intention of the GASB is to provide a more structured classification of fund balance and to improve the usefulness of fund balance reporting to the users of the City's financial statements. The reporting standard establishes a hierarchy for fund balance classifications and the constraints imposed on the uses of those resources.

GASB 54 provides for two major types of fund balances, which are nonspendable and spendable. Nonspendable fund balances are balances that cannot be spent because they are not expected to be converted to cash or they are legally or contractually required to remain intact. Examples of this classification are prepaid items, inventories, and principal (corpus) of an endowment fund. The City has reported principal portions of endowment funds as nonspendable.

In addition to the nonspendable fund balance, GASB 54 has provided a hierarchy of spendable fund balances, based on a hierarchy of spending constraints.

- Restricted: fund balances that are constrained by external parties, constitutional provisions, or enabling legislation.
- Committed: fund balances that contain self-imposed constraints of the government from its highest level

of decision making authority. The City's highest level of decision making is made by the Mayor and the City Council.

- Assigned: fund balances that contain self-imposed constraints of the government to be used for a particular purpose.

- Unassigned: fund balance of the general fund that is not constrained for any particular purpose.

Massachusetts General Law Ch.40 Section 5B allows for the establishment of Stabilization funds for one or more different purposes. The creation of a fund requires a two-thirds vote of the legislative body and must clearly define the purpose of the fund. Any change to the purpose of the fund along with any additions to or appropriations from the fund requires a two-thirds vote of the legislative body.

In accordance with GASB 54, the stabilization funds have been reported in the general fund. At fiscal year end the balance of the General Stabilization Funds is $41.4 million and is reported as unassigned fund balance within the General Fund.

The City has classified its fund balances with the following hierarchy.

	Governmental Funds			
	General	Snow Storm	Nonmajor Governmental Funds	Total Governmental Funds
Fund Balances				
Restricted for:				
Utility/Telephone	$ -	$ -	$ 720,574	$ 720,574
Receipts reserved	-	-	1,295,020	1,295,020
School Lunch	-	-	2,065,829	2,065,829
Highway Improvements	-	-	981,297	981,297
Revolving Funds	-	-	4,683,833	4,683,833
Federal Grants School	-	-	3,478,735	3,478,735
Federal Grants City	-	-	1,824,744	1,824,744
State Grants School	-	-	7,529,207	7,529,207
State Grants City	-	-	2,367,280	2,367,280
Debt Service Reserve	-	-	2,373,079	2,373,079
Other Special Revenue Funds	-	-	3,935,255	3,935,255
Bond Sinking Fund	-	-	1,607,648	1,607,648
School Capital Projects	-	-	3,435,479	3,435,479
Public Buildings Capital Projects	-	-	1,330,897	1,330,897
Parks Capital Projects	-	-	115,789	115,789
Equipment Capital Projects	-	-	2,383,295	2,383,295
Public Works Capital Projects	-	-	2,692,100	2,692,100
Other Capital Project Funds	-	-	872,371	872,371
Promise Fund	-	-	7,770,360	7,770,360
Expendable Governmental Trusts	-	-	1,925,757	1,925,757
Education	29,255,419	-	-	29,255,419
MGL Chapter 656	5,876,996	-	-	5,876,996
Assigned to:				
General government	2,009,445	-	-	2,009,445
Public safety	180,942	-	-	180,942
Public works	287,667	-	-	287,667
Human services	25,558	-	-	25,558
Culture and recreation	394,948	-	-	394,948
Employee fringe benefits	72,750	-	-	72,750
State and county charges	7,500	-	-	7,500
Unassigned	60,169,358	(12,040,461)	-	48,128,897
Total Fund Balances	$ 98,280,583	$ (12,040,461)	$ 53,388,549	$ 139,628,671

NOTE 12 – LANDFILL CLOSURE AND POSTCLOSURE CARE

State and Federal laws and regulations require the City to construct a final capping system on the Bondi's Island and Armory Street landfill sites as they stop accepting waste, and to perform certain maintenance and monitoring functions postclosure. The City closed the Armory Street landfill in 2010 and is currently implementing a post-closure monitoring plan. The Bondi's Island site is partially closed and is currently just accepting cash deposits and it is expected to be closed within 10 years. The City is developing plans for its closure and postclosure monitoring. To date, the City has expended approximately $6.8 million for both sites and has recorded an estimated $7.3 million liability for capping at Bondi's Island and postclosure maintenance and monitoring functions at both sites. Actual costs may be higher due to inflation, changes in technology or changes in regulations.

NOTE 13 – RISK FINANCING

The City is self-insured in most areas of risk including general liability, property, casualty, workers' compensation, unemployment, and certain employee health care claims. The City's legal liabilities are capped per M.G.L. Chapter 258 which limits the liability to a maximum of $100,000 per claim in all matters except actions relating to federal/civil rights, eminent domain, and breach of contract.

The City established a Self-Insured Stabilization fund to set aside amounts to be used by the law department to settle certain claims and judgments issues as they arise.

The City is self-insured for its dental and eye care insurance, workers' compensation insurance, and unemployment insurance activities. In January 2007, the City began purchasing fully insured health insurance through the Commonwealth's Group Insurance Commission (GIC). These fully insured health insurance activities are accounted for in the internal service fund where revenues are recorded when earned and expenses are recorded when the liability is incurred. The City contracts out the administration of the dental and eye care and the workers' compensation activities. The unemployment claims are administered by the City. Claims are funded on a pay-as-you-go basis from annual appropriations.

Liabilities are reported when it's probable that a loss has occurred and the amount of the loss can be reasonably estimated. Liabilities include an amount for claims that have been incurred but not reported (IBNR). The result of the process to estimate the claims liability is not an exact amount as it depends on many factors. Accordingly, claims are reevaluated periodically to consider the effects of inflation, recent claims settlement trends and other economic and social factors.

(a) Dental and Eye Care Insurance

The estimate of Incurred But Not Reported (IBNR) claims based on an estimate of claims incurred but unpaid at year end. At June 30, 2012, the liability for dental and eye care insurance claims totaled approximately $111,000. This liability is the best estimate based on available information. Changes in the reported liability since July 1, 2010, are as follows:

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claim Payments	Balance at Fiscal Year-End Currently Due
Fiscal Year 2011……	$ 99,070	$ 2,958,794	$ (2,945,161)	$ 112,703
Fiscal Year 2012……	112,703	2,995,390	(2,996,976)	111,117

(b) Workers' Compensation

The estimated future workers' compensation liability is based on history and injury type. At June 30, 2012, the amount of the estimated liability for workers' compensation claims totaled approximately $3.4 million. Changes in the reported liability since July 1, 2010 are as follows:

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claim Payments	Balance at Fiscal Year-End	Current Portion
Fiscal Year 2011……	$ 3,586,000	$ 4,368,829	$ (4,489,829)	$ 3,465,000	$ 1,039,000
Fiscal Year 2012……	3,465,000	3,546,657	(3,651,657)	3,360,000	1,008,000

The liability for unemployment claims at June 30, 2012 is based on known claims reported to the Massachusetts Division of Unemployment Assistance and the future liability at fiscal year end was estimated to be approximately $1,737,000.

NOTE 14 – PENSION PLAN

Plan Description - The City contributes to the System, a multi-employer cost-sharing defined benefit pension plan administered by the Springfield Contributory Retirement System (System). Substantially all employees are members of the System, except for public school teachers and certain administrators who are members of the Massachusetts Teachers Retirement System, to which the City does not contribute. Pension benefits and administrative expenses paid by the Teachers Retirement Board are the legal responsibility of the Commonwealth. The amount of these on-behalf payments totaled approximately $47,731,000 for the fiscal year ended June 30, 2012, and, accordingly, are reported in the general fund as intergovernmental revenues and pension expenditures.

The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. Cost-of-living adjustments granted between 1981 and 1997 and any increase in other benefits imposed by the Commonwealth's state law during those years are borne by the Commonwealth and are deposited into the pension fund. Cost-of-living adjustments granted after 1997 must be approved by the System and are borne by the System. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth's PERAC. That report may be obtained by contacting the System located at 70 Tapley Street, Springfield, MA 01104.

At December 31, 2011, the System's membership consists of the following:

Active members……	3,440
Inactive members……	856
Disabled members……	453
Retirees and beneficiaries currently receiving benefits……	2,388
Total……	7,137

Funding Policy - Plan members are required to contribute to the System at rates ranging from 5% to 11% of annual covered compensation. The City is required to pay into the System its share of the system-wide actuarial determined contribution that is apportioned among the employers based on active current payroll. Administrative

expenses are funded through investment earnings. Chapter 32 of the MGL governs the contributions of plan members and the City.

Annual Pension Cost - The City contributions to the System for the fiscal years ended June 30, 2012, 2011, and 2010 were $34,338,265, $32,253,937, and $31,039,501, respectively, which equaled its required contribution for each fiscal year. At June 30, 2012, the City did not have a net pension obligation. The required contribution was determined as part of the January 1, 2012 actuarial valuation using the entry age normal actuarial cost method. The actuarial assumptions included an 8.125% investment rate of return and a 4% rate of salary increases and inflation per year. The actuarial value of the System's assets was determined using an actuarial smoothing technique yielding 112.2% of the fair value of the assets. The System's unfunded actuarial accrued liability is being amortized as a level percentage of projected payroll on a closed basis. The remaining amortization period at January 1, 2012, was 25 years with payments increasing at 4% per year.

Schedule of Funding Progress
(Dollar amounts in thousands)

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/12	$ 267,807	$ 924,997	$ 657,190	29.0%	$ 134,750	487.7%
1/1/10	278,377	799,916	521,539	34.8%	124,130	420.2%
1/1/08	296,522	699,026	402,504	42.4%	126,478	318.2%
1/1/05	276,286	649,023	372,737	42.6%	115,383	323.0%
1/1/04	291,017	615,605	324,588	47.3%	109,937	295.2%
1/1/03	266,402	573,138	306,736	46.5%	113,848	269.4%
1/1/02	268,001	570,958	302,957	46.9%	137,353	220.6%
1/1/01	291,264	539,502	248,238	54.0%	131,363	189.0%

NOTE 15 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSIONS

Plan Description - The City maintains a single employer defined benefit healthcare plan. The plan provides lifetime medical, dental, and vision benefits for eligible retirees and their spouses. Chapter 32B of the MGL assigns authority to establish and amend benefit provisions of the Plan. The plan provides the benefits by participating in the Commonwealth of Massachusetts' Group Insurance Commission (GIC). Medical, prescription drugs, dental and vision benefits are provided to all eligible retirees through a variety of plans offered by the GIC. Benefit provisions are negotiated between the City and the unions representing City employees and are renegotiated each bargaining period.

At June 30, 2012, the Plan's membership consisted of the following:

Current retirees, beneficiaries, and dependents……	5,493
Current active members……	4,091
Total……	9,584

Funding Policy - Contributions requirements are also negotiated between the City and union representatives. Retired plan members and beneficiaries currently receiving benefits are required to contribute 25% of the cost of benefits provided depending on the plan they choose. There is also a relatively small group of retirees that are required to contribute between 13% and 25% up to the year 2016. The City is required to contribute the balance of the current premiums and may contribute additional amounts to pre-fund benefits. The City contributed approximately $29 million during fiscal year 2012 towards these benefits. Administrative costs of the Plan are assumed to be included in the fully insured premium rates.

Annual OPEB Costs and Net OPEB Obligation - The City's annual other postemployment benefit (OPEB) cost/ expense is calculated based on the *annual required contribution of the employer (ARC),* an amount actuarially determined in accordance with the parameters of GASB Statement 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years. The components of the City's annual OPEB cost for the 2012 fiscal year, the estimated amount actually contributed to the plan, and changes in the City's net OPEB obligations are summarized in the following table:

Annual required contribution	$ 65,290,057
Interest on net OPEB obligation	3,494,922
Adjustments to annual required contribution	(2,935,379)
Annual OPEB cost/expense	65,849,600
Contributions made	(28,730,140)
Increase in net OPEB obligation	37,119,460
Net OPEB obligation - beginning of year	99,854,906
Net OPEB obligation - end of year	$ 136,974,366

The City's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for 2012 and the two preceding years is as follows:

Fiscal Year Ended	Annual OPEB Cost	Percentage of Annual OPEB Cost Contributed	Net OPEB Obligation
6/30/2012	$ 65,849,600	43.6%	$ 136,974,366
6/30/2011	53,146,532	42.3%	99,854,906
6/30/2010	50,774,249	41.2%	69,199,843

Funded Status and Funding Progress - The funded status of the Plan as of the most recent actuarial valuation date, June 30, 2012, is as follows:

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
6/30/2012	$ -	$ 1,029,275,845	$ 1,029,275,845	0.00%	$ 253,791,624	405.56%

Actual valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the basic financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

Actuarial Methods and Assumptions – Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and the plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effect of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The following additional information is provided as of the latest actuarial valuation:

Actuarial cost method……	Projected Unit Credit
Amortization method……	Amortization payments increasing at 4.50%
Remaining amortization period……	30 years as of July 1, 2012, open
Actuarial Assumptions:	
Investment rate of return……	3.50%, pay-as-you-go scenario
Inflation rate……	4.5%
Projected salary increases……	4.5%
Medical/drug cost trend rate……	8.0% decreasing by 0.5% for 6 years to an ultimate level of 5.0% per year

NOTE 16 – COMMITMENTS

Museum Services Agreement

With the approval of Special Legislation (Chapter 54 of the Acts of 2008) in March of 2008, the City entered into an agreement with the Springfield Museums Association (SMA) where the City has agreed to pay SMA $1,320,000 per year for a minimum of 25 years. SMA has agreed to provide certain museum services to residents and visitors of the City and to transfer its branch libraries and their contents to the City under individual lease agreements. The 4 branch libraries and their respective contents are being leased to the City for the same 25 year term for the sum of $1 each per year. The City can extend this agreement with successive 5 year options at terms to be mutually agreed upon.

Waste Services Agreement

In August 1998, the City of Springfield and 6 other communities entered into nearly identical "Service Agreements" with what is now eco/Springfield, LLC, a company that owns and operates a 240 ton per day waste-to-energy facility located on Bondi's Island, Agawam, Massachusetts. Under the Service Agreement, the City has agreed to deliver for disposal at the facility, in each year for a period of 25 years, specified quantities of solid waste and to pay a specified monthly service fee. The City's obligation to pay the monthly service fee is absolute and unconditional and is payable whether or not it receives solid waste disposal services from the facility. For the fiscal year ending June 30, 2012, the City's costs under the Service Agreement were approximately $3.5 million.

NOTE 17 – CONTINGENCIES

Litigation

Various lawsuits, claims and proceedings have been or may be instituted or asserted against the City of Springfield, including those pertaining to potential negligent supervision in the schools, use of excessive force by police officers, motor vehicle accidents, eminent domain cases, premise liability cases, civil rights/discrimination cases, and labor and employment case matters. While the amounts claimed may be substantial, the ultimate liability cannot be determined because of the considerable uncertainties that exist. Therefore, it is possible that there could be material negative outcomes affected by certain contingencies existing as of June 30, 2012. However, management believes that the disposition of matters that are pending or asserted will not have a materially adverse effect on the financial statements.

Federal Grants

The City participates in a number of federal award programs. Although the grant programs have been audited in accordance with the provisions of the Single Audit Act Amendments of 1996 through June 30, 2012, these programs are still subject to financial and compliance audits. The amount, if any, of expenditures which may be disallowed by the granting agencies cannot be determined at this time, although it is expected such amounts, if any, to be immaterial.

NOTE 18 – IMPLEMENTATION OF NEW GASB PRONOUNCEMENTS

During fiscal year 2012, the following GASB pronouncements were implemented:

- The GASB issued Statement #62, *Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements.* The implementation of this pronouncement did not impact the basic financial statements.

- The GASB issued Statement #64, *Derivative Instruments: Application of Hedge Accounting Termination Provisions, an amendment of GASB Statement No. 53*. The implementation of this pronouncement did not impact the basic financial statements.

The following GASB pronouncements will be implemented in future fiscal years:

- The GASB issued Statement #60, *Accounting and Financial Reporting for Service Concession Arrangements*, which is required to be implemented in fiscal year 2013.

- The GASB issued Statement #61, *The Financial Reporting Entity: Omnibus*, which is required to be implemented in fiscal year 2013.

- The GASB issued Statement #63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position*, which is required to be implemented in fiscal year 2013.

- The GASB issued Statement #65, *Items Previously Reported as Assets and Liabilities*, which is required to be implemented in fiscal year 2013.

- The GASB issued Statement #66, *Technical Corrections – 2012, an amendment of GASB Statements No. 10 and No. 62*, which is required to be implemented in fiscal year 2013.

- The GASB issued Statement #67, *Financial Reporting for Pension Plans, an amendment of GASB Statement No. 25*, which is required to be implemented in fiscal year 2014.

- The GASB issued Statement #68, *Accounting and Financial Reporting for Pensions, an amendment of GASB Statement No. 27*, which is required to be implemented in fiscal year 2015.

Management is currently assessing the impact the implementation of these pronouncements will have on the basic financial statements.

Required Supplementary Information

General Fund Budgetary Comparison Schedule

The General Fund is the general operating fund of the City. It is used to account for the entire City's financial resources, except those required to be accounted for in another fund.

GENERAL FUND

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2012

	Budgeted Amounts				
	Original Budget	Final Budget	Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
REVENUES:					
Real estate and personal property taxes, net of tax refunds	$ 164,232,988	$ 164,232,988	$ 164,105,100	$ -	$ (127,888)
Tax liens	-	-	3,833,024	-	3,833,024
Motor vehicle and other excise taxes	7,650,000	7,650,000	8,814,442	-	1,164,442
Hotel/motel tax	900,000	900,000	872,952	-	(27,048)
Local meals tax	1,200,000	1,200,000	1,624,115	-	424,115
Charges for services	461,411	482,545	451,807	-	(30,738)
Penalties and interest on taxes	1,690,000	1,690,000	1,802,033	-	112,033
Payments in lieu of taxes	4,757,615	4,757,615	5,054,420	-	296,805
Licenses and permits	3,968,430	3,968,430	3,823,239	-	(145,191)
Fines and forfeitures	6,718,660	7,026,206	5,986,168	-	(1,040,038)
Intergovernmental	327,963,718	330,278,925	329,658,403	-	(620,522)
Departmental and other	8,596,110	9,046,110	9,983,098	-	936,988
Investment income	495,640	495,640	262,019	-	(233,621)
TOTAL REVENUES	528,634,572	531,728,459	536,270,820	-	4,542,361
EXPENDITURES:					
Current:					
GENERAL GOVERNMENT					
City Council					
Personal Services	328,867	336,777	336,760	-	17
Expenditures	13,798	14,522	14,508	-	14
Total City Council	342,665	351,299	351,268	-	31
Mayor					
Personal Services	406,943	411,344	411,344	-	-
Expenditures	13,664	13,664	8,192	-	5,472
Total Mayor	420,607	425,008	419,536	-	5,472
Finance					
Personal Services	440,071	416,814	408,003	-	8,811
Expenditures	41,816	35,816	24,058	446	11,312
Total Finance	481,887	452,630	432,061	446	20,123
Department of Administration and Finance					
Personal Services	213,844	194,595	183,184	-	11,411
Expenditures	67,616	63,441	44,256	98	19,087
Total Department of Administration and Finance	281,460	258,036	227,440	98	30,498
311 Call Center					
Personal Services	394,754	377,374	376,976	-	398
Expenditures	5,448	5,130	3,870	-	1,260
Capital	1,000	1,000	874	79	47
Total CITISTAT	401,202	383,504	381,720	79	1,705
Comptroller					
Personal Services	630,272	701,544	701,544	-	-
Expenditures	232,092	468,651	139,826	982	327,843
Total Comptroller	862,364	1,170,195	841,370	982	327,843
Internal Audit					
Personal Services	172,383	116,110	115,264	-	846
Expenditures	216,591	221,591	218,757	-	2,834
Total Internal Audit	388,974	337,701	334,021	-	3,680
Office of Procurement					
Personal Services	308,018	314,975	313,834	-	1,141
Expenditures	126,935	126,935	109,914	12,096	4,925
Total Office of Procurement	434,953	441,910	423,748	12,096	6,066
Board of Assessors					
Personal Services	609,576	596,690	589,440	-	7,250
Expenditures	178,104	260,202	205,950	54,053	199
Total Board of Assessors	787,680	856,892	795,390	54,053	7,449

(Continued)

GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2012

	Budgeted Amounts				
	Original Budget	Final Budget	Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
Treasurer					
Personal Services	399,820	426,673	422,922	-	3,751
Expenditures	1,696,393	1,690,465	1,617,489	72,538	438
Total Treasurer	2,096,213	2,117,138	2,040,411	72,538	4,189
Collector					
Personal Services	329,353	309,540	309,540	-	-
Expenditures	130,899	103,898	103,816	-	82
Total Collector	460,252	413,438	413,356	-	82
Law					
Personal Services	1,230,400	1,141,456	1,137,229	-	4,227
Expenditures	564,309	726,557	609,038	71,577	45,942
Total Law	1,794,709	1,868,013	1,746,267	71,577	50,169
Department of Humans Resources & Labor Relations					
Personal Services	1,076,944	1,013,028	1,012,224	-	804
Expenditures	591,896	568,862	466,706	87,426	14,730
Total Department of Humans Resources & Labor Relations	1,668,840	1,581,890	1,478,930	87,426	15,534
Medical & Dental					
Expenditures	1,000,000	1,035,000	962,017	-	72,983
Payroll					
Personal Services	260,030	256,802	254,201	-	2,601
Expenditures	91,032	66,839	62,687	59	4,093
Capital	1,680	1,680	734	-	946
Total Payroll	352,742	325,321	317,622	59	7,640
Information Technology					
Personal Services	996,414	1,000,021	998,311	-	1,710
Expenditures	1,688,446	1,688,023	1,659,381	14,557	14,085
Capital	179,757	178,534	149,226	28,567	741
Total Information Technology	2,864,617	2,866,578	2,806,918	43,124	16,536
City Clerk					
Personal Services	466,845	446,425	436,949	-	9,476
Expenditures	40,427	46,499	46,230	-	269
Total City Clerk	507,272	492,924	483,179	-	9,745
Board of Election Commission					
Personal Services	371,835	441,741	438,234	-	3,507
Expenditures	151,900	158,774	156,699	2,495	(420)
Total Board of Election Commission	523,735	600,515	594,933	2,495	3,087
Planning					
Personal Services	717,540	736,392	714,135	-	22,257
Expenditures	385,761	383,940	364,030	11,839	8,071
Total Planning	1,103,301	1,120,332	1,078,165	11,839	30,328
Facilities Management					
Personal Services	3,094,376	3,189,725	3,022,876	-	166,849
Expenditures	3,593,997	3,158,211	2,685,952	441,411	30,848
Capital	304	-	-	-	-
Total Facilities Management	6,688,677	6,347,936	5,708,828	441,411	197,697
Capital Asset Construction					
Personal Services	222,525	213,459	213,386	-	73
Expenditures	364,289	399,748	269,239	129,199	1,310
Total Capital Asset Construction	586,814	613,207	482,625	129,199	1,383
Provisions for Uncompensated Absences					
Expenditures	188,234	188,234	(50)	-	188,284

(Continued)

GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2012

	Budgeted Amounts				
	Original Budget	Final Budget	Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
M.C.D.I. Contract					
Expenditures	625,000	625,000	625,000	-	-
Reserve for Contingencies					
Expenditures	300,000	12,414	-	-	12,414
Parking Contract					
Expenditures	1,440,764	1,737,083	1,481,234	255,849	-
Pay-As-You-Go Capital					
Capital	3,543,882	2,492,543	1,656,109	826,174	10,260
TOTAL GENERAL GOVERNMENT	30,146,844	29,114,741	26,082,098	2,009,445	1,023,198
PUBLIC SAFETY					
Police					
Personal Services	35,111,647	35,157,880	35,006,389	-	151,491
Expenditures	2,085,877	2,155,377	2,082,993	22,646	49,738
Capital	15,622	15,622	9,391	713	5,518
Total Police	37,213,146	37,328,879	37,098,773	23,359	206,747
Fire					
Personal Services	16,724,423	17,777,457	17,644,245	-	133,212
Expenditures	1,412,203	1,371,897	1,229,496	57,611	84,790
Total Fire	18,136,626	19,149,354	18,873,741	57,611	218,002
Building - Code Enforcement					
Personal Services	1,202,092	1,253,007	1,251,677	-	1,330
Expenditures	52,583	52,583	52,388	-	195
Total Building - Code Enforcement	1,254,675	1,305,590	1,304,065	-	1,525
Housing - Code Enforcement					
Personal Services	494,992	495,914	478,191	-	17,723
Expenditures	154,722	144,163	121,569	16,155	6,439
Total Housing - Code Enforcement	649,714	640,077	599,760	16,155	24,162
Centralized Dispatch					
Personal Services	1,284,029	1,284,927	1,123,274	-	161,653
Expenditures	139,124	139,124	81,007	33,427	24,690
Total Centralized Dispatch	1,423,153	1,424,051	1,204,281	33,427	186,343
Animal Control					
Personal Services	343,686	361,993	357,702	-	4,291
Expenditures	991,821	937,515	796,760	50,390	90,365
Total Animal Control	1,335,507	1,299,508	1,154,462	50,390	94,656
TOTAL PUBLIC SAFETY	60,012,821	61,147,459	60,235,082	180,942	731,435
EDUCATION					
School Department	354,707,108	352,196,077	325,637,594	26,527,640	30,843
PUBLIC WORKS					
Personal Services	3,542,155	3,100,239	2,947,485	-	152,754
Expenditures	6,838,810	6,833,702	6,288,033	287,667	258,002
TOTAL PUBLIC WORKS	10,380,965	9,933,941	9,235,518	287,667	410,756
HEALTH & HUMAN SERVICES					
Health & Human Services					
Personal Services	1,159,084	1,168,676	1,153,407	-	15,269
Expenditures	221,225	217,507	182,070	25,306	10,131
Total Health & Human Services	1,380,309	1,386,183	1,335,477	25,306	25,400

(Continued)

GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2012

	Budgeted Amounts				
	Original Budget	Final Budget	Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
Department of Elder Affairs					
Personal Services	273,365	280,440	279,975	-	465
Expenditures	25,643	22,964	21,265	-	1,699
Total Department of Elder Affairs	299,008	303,404	301,240	-	2,164
Veterans Services					
Personal Services	226,973	211,483	211,483	-	-
Expenditures	2,044,142	2,944,142	2,753,583	252	190,307
Veterans Services	2,271,115	3,155,625	2,965,066	252	190,307
TOTAL HEALTH & HUMAN SERVICES	3,950,432	4,845,212	4,601,783	25,558	217,871
CULTURE & RECREATION					
Library					
Personal Services	2,258,628	2,267,172	2,267,172	-	-
Expenditures	1,397,478	1,398,474	1,284,323	16,955	97,196
Capital	37,900	37,900	37,735	-	165
Total Library	3,694,006	3,703,546	3,589,230	16,955	97,361
Museum					
Expenditures	1,320,000	1,320,000	1,320,000	-	-
Parks					
Personal Services	3,879,194	3,906,388	3,801,088	-	105,300
Expenditures	4,100,259	3,939,228	3,548,331	377,993	12,904
Total Parks	7,979,453	7,845,616	7,349,419	377,993	118,204
TOTAL CULTURE & RECREATION	12,993,459	12,869,162	12,258,649	394,948	215,565
OTHER					
Debt Service	40,001,919	40,000,169	39,916,688	-	83,481
State Assessments					
Expenditures	2,790,635	2,790,635	2,760,698	7,500	22,437
Contribution Retirement Pension					
Expenditures	23,703,102	23,703,102	23,531,632	-	171,470
Non-Contributory Pensions					
Expenditures	300,000	320,000	293,641	-	26,359
Unemployment					
Expenditures	538,741	510,309	254,877	72,750	182,682
Workers Compensation					
Expenditures	1,082,000	1,047,000	721,593	-	325,407
Health Insurance - Non School					
Expenditures	24,472,285	23,827,270	23,298,895	-	528,375
TOTAL EXPENDITURES	565,080,311	562,305,077	528,828,748	29,506,450	3,969,879
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	(36,445,739)	(30,576,618)	7,442,072	(29,506,450)	8,512,240
OTHER FINANCING SOURCES (USES):					
Transfers in	-	6,215,955	6,454,644	-	238,689
Transfers out	(5,325,701)	(9,895,220)	(9,895,220)	-	-
TOTAL OTHER FINANCING SOURCES (USES)	(5,325,701)	(3,679,265)	(3,440,576)	-	238,689
NET CHANGE IN FUND BALANCE	(41,771,440)	(34,255,883)	4,001,496	(29,506,450)	8,750,929
BUDGETARY FUND BALANCE, Beginning of year	66,816,525	66,816,525	66,816,525	-	-
BUDGETARY FUND BALANCE, End of year	$ 25,045,085	$ 32,560,642	$ 70,818,021	$ (29,506,450)	$ 8,750,929

See notes to required supplementary information. (Concluded)

Retirement System Schedules of Funding Progress and Employer Contributions

The Retirement System Schedule of Funding Progress presents multiyear trend information about whether the actuarial value of planned assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits.

The Retirement System Schedule of Employer Contributions presents multiyear trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the City is one participating employer, as well as the City's proportionate share of the plan's annual contributions.

SPRINGFIELD CONTRIBUTORY RETIREMENT SYSTEM
SCHEDULE OF FUNDING PROGRESS

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/12	$ 267,806,693	$ 924,996,962	$ 657,190,269	29.0%	$ 134,749,530	487.7%
1/1/10	278,377,005	799,915,756	521,538,751	34.8%	124,129,569	420.2%
1/1/08	296,522,245	699,026,798	402,504,553	42.4%	126,478,597	318.2%
1/1/05	276,286,563	649,023,965	372,737,402	42.6%	115,383,642	323.0%
1/1/04	291,017,758	615,605,168	324,587,410	47.3%	109,937,408	295.2%
1/1/03	266,402,470	573,138,293	306,735,823	46.5%	113,848,147	269.4%
1/1/02	268,001,414	570,958,349	302,956,935	46.9%	137,353,027	220.6%
1/1/01	291,264,389	539,502,444	248,238,055	54.0%	131,363,563	189.0%

See notes to required supplementary information.

SPRINGFIELD CONTRIBUTORY RETIREMENT SYSTEM
SCHEDULE OF EMPLOYER CONTRIBUTIONS

System-Wide				City of Springfield	
Fiscal Year Ended June 30,	Annual Required Contributions	(A) Actual Contributions	Percentage Contributed	(B) Actual Contributions	(B/A) City's Percentage of System-Wide Actual Contributions
2012	$ 39,380,319	$ 39,380,319	100%	$ 34,338,265	87.20%
2011	35,984,472	35,984,472	100%	32,253,937	89.63%
2010	34,785,581	34,785,581	100%	31,039,501	89.23%
2009	31,709,642	31,709,642	100%	28,597,332	90.18%
2008	30,788,044	30,788,044	100%	27,018,766	87.76%
2007	26,367,000	26,367,000	100%	23,657,210	89.72%
2006	25,400,000	25,400,000	100%	23,123,004	91.04%

See notes to required supplementary information.

Other Postemployment Benefit Plan Schedules

The Schedule of Funding Progress compares, over time, the actuarial accrued liability for benefits with the actuarial value of accumulated plan assets.

The Schedule of Employer Contributions compares, over time, the Annual Required Contributions to the Actual Contributions made.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

OTHER POSTEMPLOYMENT BENEFIT PLAN
SCHEDULE OF FUNDING PROGRESS AND EMPLOYER CONTRIBUTIONS

Schedule of Funding Progress

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
6/30/2012	$ -	$ 1,029,275,845	$ 1,029,275,845	0.00%	$ 253,791,624	405.56%
6/30/2010	-	854,411,443	854,411,443	0.00%	250,719,136	340.78%
6/30/2008	-	761,576,067	761,576,067	0.00%	299,998,526	253.86%

Schedule of Employer Contributions

Fiscal Year Ended	Annual Required Contribution (ARC)	Actual Contributions Made	Percentage of the ARC Contributed
2012	$ 65,290,057	$ 28,730,140	44.0%
2011	52,758,767	22,491,469	42.6%
2010	50,553,704	20,932,337	41.4%
2009	43,518,685	25,004,396	57.5%
2008	41,830,041	21,023,075	50.3%

The City implemented GASB Statement No. 45 for the fiscal year ended June 30, 2008.

See notes to required supplementary information.

OTHER POSTEMPLOYMENT BENEFIT PLAN
ACTUARIAL METHODS AND ASSUMPTIONS

Actuarial Methods:

Valuation date……	June 30, 2012
Actuarial cost method……	Projected Unit Credit
Amortization method……	Amortization payments increasing at 4.50%
Remaining amortization period……	30 years as of July 1, 2012, open
Actuarial Assumptions:	
Investment rate of return……	3.50%, pay-as-you-go scenario
Inflation rate……	4.5%
Projected salary increases……	4.5%
Medical/drug cost trend rate……	8.0% decreasing by 0.5% for 6 years to an ultimate level of 5.0% per year

Plan Membership:

Current retirees, beneficiaries, and dependents……	5,493
Current active members……	4,091
Total……	9,584

See notes to required supplementary information.

NOTE A – STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY

A. Budgetary Information

Municipal Law requires the adoption of a balanced budget that is approved by the Mayor and the City Council (the "Council"). The Mayor presents an annual budget to the Council, which includes estimates of revenues and other financing sources and recommendations of expenditures and other financing uses.

Supplementary appropriations are made upon recommendation of the Mayor and approval of the Council.

The majority of the City's appropriations are non-continuing which lapse at the end of each fiscal year. Others are continuing appropriations for which the governing body has authorized that an unspent balance from a prior fiscal year be carried forward and made available for spending in the current fiscal year. These carry forwards are included as part of the subsequent fiscal year's original budget.

Generally, expenditures may not exceed the legal level of spending authorized for an appropriation account. However, the payment of debt service is statutorily required, regardless of whether such amounts are appropriated. Additionally, expenditures for disasters, natural or otherwise, and final judgments may exceed the level of spending authorized by two-thirds majority vote of the Council and written approval from the Massachusetts Department of Revenue.

An annual budget is adopted for the general fund in conformity with the guidelines described above. The original fiscal year 2012 approved budget authorized approximately $570.4 million in appropriations and other amounts to be raised. The City Comptroller's office has the responsibility to ensure that budgetary control is maintained. Budgetary control is exercised through the accounting system.

B. Budgetary - GAAP Reconciliation

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30, 2012, is presented below:

Net change in fund balance - budgetary basis……	$	4,001,496
Basis of accounting differences:		
Increase in revenues due to on-behalf payments……		47,731,084
Increase in expenditures due to on-behalf payments……		(47,731,084)
Net change in recording 60 day receipts and other accrued revenues……		(61,086)
Net change in recording other accrued expenses……		776,730
Net change in recording tax refunds payable……		(809,958)
Perspective difference:		
Activity of the stabilization funds recorded in the general fund for GAAP……		(3,677,670)
Net change in fund balance - GAAP basis……	$	229,512

C. Appropriation Deficits

During fiscal year 2012, expenditures exceeded budgeted appropriations for the board of election commission. This deficit will be funded through tax levy in fiscal year 2013.

NOTE B – PENSION PLAN

The City contributes to the System, a cost-sharing, multiple-employer defined benefit pension plan (Plan) administered by the Springfield Contributory Retirement Board. The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. The City is required to pay into the System its share of the system-wide actuarially determined contribution which is apportioned among the employers based on active covered payroll.

The schedule of funding progress, presented as required supplementary information presents multi-year trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits. Additionally, the schedule of employer contributions, presented as required supplementary information, presents multi-year trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the City is one participating employer, as well as the City's proportionate share of the plan's annual contributions. This information is designed to be helpful for understanding the scale of the information presented relative to the City.

The following actuarial methods and assumptions were used in the Retirement System's most recent actuarial valuation:

Actuarial Methods and Assumptions:

Valuation Date……	January 1, 2012
Actuarial Cost Method……	Entry Age Normal Cost Method
Amortization Method……	Increasing at 4.00% per year through 2013, 5% 2014 - 2015, and 6% thereafter
Remaining Amortization Period……	25 years remaining as of January 1, 2012
Asset Valuation Method……	Market Value as reported by the Public Employees' Retirement Administration Commission (PERAC). The actuarial value is based on a 5 year smoothing of realized and unrealized earnings greater than or less than the expected return.
Investment Rate of Return……	8.125%
Projected Salary Increases……	4.00%
Cost of Living Adjustments……	3.00% for the first $12,000 of retirement income.

NOTE C – OTHER POSTEMPLOYMENT BENEFITS

The City administers a single-employer defined benefit healthcare plan ("The Other Postemployment Benefit Plan"). The plan provides lifetime medical, dental, and vision benefits for eligible retirees and their spouses through the City's participation in the Commonwealth of Massachusetts' Group Insurance Commission (GIC), which covers both active and retired members.

The City currently finances its other postemployment benefits (OPEB) on a pay-as-you-go basis. As a result, the funded ratio (actuarial value of assets expressed as a percentage of the actuarially accrued liability) was zero. In accordance with Governmental Accounting Standards, the City has recorded its OPEB cost equal to the actuarial determined annual required contribution (ARC) which includes the normal cost of providing benefits for the year and a component for the amortization of the total unfunded actuarial accrued liability of the plan.

The Schedule of Funding Progress presents multi-year trend information which compares, over time, the actuarially accrued liability for benefits with the actuarial value of accumulated plan assets.

The Schedule of Employer Contributions presents multi-year trend information for required and actual contributions relating to the plan.

Projections for benefits for financial reporting purposes are based on the substantive plan and include the types of benefits provided at the time of each valuation and the historical pattern of sharing benefits costs between the employer and the plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

Combining Statements

Nonmajor Governmental Funds

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for specific revenue sources that are restricted by law or administrative action to expenditures for specific purposes.

Utility/Telephone Fund – This fund accounts for the accumulation of funds used to offset the City's utility and telephone expenses.

Receipts Reserved Fund – This fund accounts for specific receipts identified by the Commonwealth that are to be held until appropriated.

Tornado Relief Fund – This fund is used to account for the federal grants, state grants, and other revenues related to the clean-up from the natural disaster of June 1, 2011.

School Lunch Fund – This fund accounts for the school cafeteria activities and is funded by user fees and grants.

Highway Improvements Fund – This fund is used to account for roadway improvements for which expenditures are reimbursed 100% by the Commonwealth.

Revolving Fund – This fund accounts for self-supporting programs sponsored by the City.

Federal Grants School Fund – This fund is used to account for grant funds received from the federal government which are designated for specific school related programs.

Federal Grants City Fund – This fund is used to account for grant funds received from the federal government which are designated for specific non-school related programs.

State Grants School Fund – This fund is used to account for grant funds received from the Commonwealth which are designated for specific school related programs.

State Grants City Fund – This fund is used to account for grant funds received from the Commonwealth which are designated for specific non-school related programs.

Promise Fund – This fund is used to account for the accumulation of resources to provide Springfield students financial aid counseling for post-secondary education.

Expendable Governmental Trusts – This fund accounts for contributions where both principal and investment earnings may be spent to support the government.

Other – This fund accounts for all other legally established special revenues where the funds are spent on governmental purposes.

DEBT SERVICE FUNDS

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general obligation long-term debt principal and interest.

Bond Sinking Fund – This fund is used to account for the accumulation of funds for the future payment related to the City's state qualified general obligation school bonds.

Debt Service Reserve Fund – This fund is used to account for the accumulation of resources for the payment of general obligation long-term debt principal and interest.

CAPITAL PROJECTS FUNDS

Capital projects funds are used to account for financial resources to be used for the acquisition, construction or improvement of major capital facilities and equipment (other than those financed by enterprise funds). Such resources are derived principally from proceeds of general obligation bonds and grants. The capital projects funds are grouped into the following categories:

Schools – This fund is used to account for the construction and renovation of various school buildings.

Public Buildings – This fund is used to account for the construction and renovation of various non-school buildings.

Parks – This fund is used to account for the acquisition, construction, and improvement of various city owned parks.

Equipment – This fund is used to account for the acquisition of capital equipment that is not funded by operating budgets.

Public Works – This fund is used to account for roadway, drainage and landfill improvements that are not funded by the Highway Improvements special revenue fund.

Other – This fund accounts for all other legally established capital projects where the funds are spent on governmental purposes.

NONMAJOR GOVERNMENTAL FUNDS
COMBINING BALANCE SHEET

JUNE 30, 2012

	Special Revenue Funds				
ASSET	Utility/ Telephone	Receipts Reserved	School Lunch	Highway Improvements	Revolving
Cash and cash equivalents	$ 735,968	$ 1,295,020	$ 2,907,987	$ -	$ 4,997,349
Restricted cash and investments	-	-	-	-	-
Receivables, net of uncollectibles:					
Departmental and other	-	-	-	-	515,926
Intergovernmental	-	-	-	2,485,085	-
Loans	-	-	-	-	-
Due from other funds	-	-	-	-	-
TOTAL ASSETS	$ 735,968	$ 1,295,020	$ 2,907,987	$ 2,485,085	$ 5,513,275
LIABILITIES AND FUND BALANCES					
LIABILITIES:					
Warrants payable	$ 13,116	$ -	$ 838,155	$ -	$ 54,014
Accrued payroll	2,278	-	4,003	-	251,862
Due to granting agencies	-	-	-	-	-
Other liabilities	-	-	-	-	7,640
Deferred revenues	-	-	-	1,002,691	515,926
Due to other funds	-	-	-	501,097	-
TOTAL LIABILITIES	15,394	-	842,158	1,503,788	829,442
FUND BALANCES:					
Restricted	720,574	1,295,020	2,065,829	981,297	4,683,833
TOTAL LIABILITIES AND FUND BALANCES	$ 735,968	$ 1,295,020	$ 2,907,987	$ 2,485,085	$ 5,513,275

Special Revenue Funds							
Federal Grants School	Federal Grants City	State Grants School	State Grants City	Promise Fund	Expendable Governmental Trusts	Other	Sub-total
$ 6,382,361	$ 2,279,275	$ 7,930,640	$ 1,962,660	$ 7,782,645	$ 1,966,942	$ 8,462,112	$ 46,702,959
-	2,938,444	-	-	-	-	-	2,938,444
-	-	-	-	-	-	-	515,926
-	351,795	-	132,597	-	-	-	2,969,477
-	4,802,544	-	-	-	-	-	4,802,544
-	-	-	501,097	-	-	-	501,097
$ 6,382,361	$ 10,372,058	$ 7,930,640	$ 2,596,354	$ 7,782,645	$ 1,966,942	$ 8,462,112	$ 58,430,447
$ 1,319,572	$ 325,234	$ 344,025	$ 158,371	$ 12,285	$ 41,185	$ 42,144	$ 3,148,101
1,584,054	57,537	57,408	70,703	-	-	28,611	2,056,456
-	8,006,000	-	-	-	-	-	8,006,000
-	-	-	-	-	-	4,456,102	4,463,742
-	158,543	-	-	-	-	-	1,677,160
-	-	-	-	-	-	-	501,097
2,903,626	8,547,314	401,433	229,074	12,285	41,185	4,526,857	19,852,556
3,478,735	1,824,744	7,529,207	2,367,280	7,770,360	1,925,757	3,935,255	38,577,891
$ 6,382,361	$ 10,372,058	$ 7,930,640	$ 2,596,354	$ 7,782,645	$ 1,966,942	$ 8,462,112	$ 58,430,447

(Continued)

NONMAJOR GOVERNMENTAL FUNDS
COMBINING BALANCE SHEET

JUNE 30, 2012

	Debt Service			*Capital Projects*	
	Bond Sinking Fund	Debt Service Reserve	Sub-total	Schools	Public Buildings
Cash and cash equivalents	$ -	$ 2,373,079	$ 2,373,079	$ -	$ 1,123,298
Restricted cash and investments	1,607,648	-	1,607,648	-	-
Receivables, net of uncollectibles:					
Departmental and other	-	-	-	-	-
Intergovernmental	-	-	-	6,062,325	-
Loans	-	-	-	-	-
Due from other funds	-	-	-	-	338,831
TOTAL ASSETS	$ 1,607,648	$ 2,373,079	$ 3,980,727	$ 6,062,325	$ 1,462,129
LIABILITIES AND FUND BALANCES					
LIABILITIES:					
Warrants payable	$ -	$ -	$ -	$ 2,288,015	$ 131,232
Accrued payroll	-	-	-	-	-
Due to granting agencies	-	-	-	-	-
Other liabilities	-	-	-	-	-
Deferred revenues	-	-	-	-	-
Due to other funds	-	-	-	338,831	-
TOTAL LIABILITIES	-	-	-	2,626,846	131,232
FUND BALANCES:					
Restricted	1,607,648	2,373,079	3,980,727	3,435,479	1,330,897
TOTAL LIABILITIES AND FUND BALANCES	$ 1,607,648	$ 2,373,079	$ 3,980,727	$ 6,062,325	$ 1,462,129

Capital Projects					Total
Parks	Equipment	Public Works	Other	Sub-total	Nonmajor Governmental Funds
$ 124,349	$ 2,415,803	$ 2,692,100	$ 949,776	$ 7,305,326	$ 56,381,364
-	-	-	-	-	4,546,092
-	-	-	-	-	515,926
-	-	-	-	6,062,325	9,031,802
-	-	-	-	-	4,802,544
-	-	-	-	338,831	839,928
$ 124,349	$ 2,415,803	$ 2,692,100	$ 949,776	$ 13,706,482	$ 76,117,656
$ 8,560	$ 32,508	$ -	$ 77,405	$ 2,537,720	$ 5,685,821
-	-	-	-	-	2,056,456
-	-	-	-	-	8,006,000
-	-	-	-	-	4,463,742
-	-	-	-	-	1,677,160
-	-	-	-	338,831	839,928
8,560	32,508	-	77,405	2,876,551	22,729,107
115,789	2,383,295	2,692,100	872,371	10,829,931	53,388,549
$ 124,349	$ 2,415,803	$ 2,692,100	$ 949,776	$ 13,706,482	$ 76,117,656

(Concluded)

NONMAJOR GOVERNMENTAL FUNDS

COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2012

	Special Revenue Funds				
	Utility/ Telephone	Receipts Reserved	School Lunch	Highway Improvements	Revolving
REVENUES:					
Charges for services	$ -	$ -	$ 1,530,832	$ -	$ 578,017
Fines and forfeitures	-	-	-	-	-
Intergovernmental	-	-	12,697,321	5,763,959	146,353
Departmental and other	340,159	-	-	-	5,450,350
Contributions	-	-	-	-	-
Investment income	-	-	1,761	124	36
TOTAL REVENUES	340,159	-	14,229,914	5,764,083	6,174,756
EXPENDITURES:					
Current:					
General government	-	-	-	-	-
Public safety	-	-	-	-	4,766,987
Education	-	-	14,185,743	-	530,586
Public works	-	-	-	5,015,591	69,725
Health and welfare	-	-	-	-	-
Culture and recreation	-	-	-	-	99,274
TOTAL EXPENDITURES	-	-	14,185,743	5,015,591	5,466,572
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	340,159	-	44,171	748,492	708,184
OTHER FINANCING SOURCES (USES):					
Transfers in	-	-	-	-	-
Transfers out	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-
NET CHANGE IN FUND BALANCES	340,159	-	44,171	748,492	708,184
FUND BALANCES AT BEGINNING OF YEAR	380,415	1,295,020	2,021,658	232,805	3,975,649
FUND BALANCES AT END OF YEAR	$ 720,574	$ 1,295,020	$ 2,065,829	$ 981,297	$ 4,683,833

Special Revenue Funds							
Federal Grants School	Federal Grants City	State Grants School	State Grants City	Promise Fund	Expendable Governmental Trusts	Other	Sub-total
$ -	$ -	$ -	$ -	$ -	$ -	$ 102,887	$ 2,211,736
-	-	-	-	-	-	33,165	33,165
53,955,814	18,723,446	7,159,463	7,129,308	-	-	-	105,575,664
-	-	-	-	-	-	12,070	5,802,579
-	-	-	4,000	-	459,140	1,369,750	1,832,890
-	14,465	-	131	71,809	119	-	88,445
53,955,814	18,737,911	7,159,463	7,133,439	71,809	459,259	1,517,872	115,544,479
-	14,894,028	-	185,646	-	-	134,173	15,213,847
-	836,026	-	3,724,212	-	-	171,246	9,498,471
58,152,967	4,891	5,480,159	-	385,844	-	557,856	79,298,046
-	-	-	-	-	-	-	5,085,316
-	2,956,017	-	1,269,920	-	-	41,789	4,267,726
-	167,862	-	565,318	-	390,642	346,071	1,569,167
58,152,967	18,858,824	5,480,159	5,745,096	385,844	390,642	1,251,135	114,932,573
(4,197,153)	(120,913)	1,679,304	1,388,343	(314,035)	68,617	266,737	611,906
-	-	-	82,087	-	-	191	82,278
-	-	-	(82,087)	-	-	(191)	(82,278)
-	-	-	-	-	-	-	-
(4,197,153)	(120,913)	1,679,304	1,388,343	(314,035)	68,617	266,737	611,906
7,675,888	1,945,657	5,849,903	978,937	8,084,395	1,857,140	3,668,518	37,965,985
$ 3,478,735	$ 1,824,744	$ 7,529,207	$ 2,367,280	$ 7,770,360	$ 1,925,757	$ 3,935,255	$ 38,577,891

(Continued)

NONMAJOR GOVERNMENTAL FUNDS

COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2012

	Debt Service			*Capital Projects*	
	Bond Sinking Fund	Debt Service Reserve	Sub-total	Schools	Public Buildings
REVENUES:					
Charges for services	$ -	$ -	$ -	$ -	$ -
Fines and forfeitures	-	-	-	-	-
Intergovernmental	-	-	-	32,819,413	-
Departmental and other	-	-	-	-	-
Contributions	-	-	-	-	-
Investment income	40,541	-	40,541	-	-
TOTAL REVENUES	40,541	-	40,541	32,819,413	-
EXPENDITURES:					
Current:					
General government	-	-	-	-	76,510
Public safety	-	-	-	-	597,100
Education	-	-	-	44,152,061	-
Public works	-	-	-	-	-
Health and welfare	-	-	-	-	-
Culture and recreation	-	-	-	-	17,287
TOTAL EXPENDITURES	-	-	-	44,152,061	690,897
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	40,541	-	40,541	(11,332,648)	(690,897)
OTHER FINANCING SOURCES (USES):					
Transfers in	776,911	-	776,911	2,000,000	26,108
Transfers out	-	(238,689)	(238,689)	(2,026,108)	-
TOTAL OTHER FINANCING SOURCES (USES)	776,911	(238,689)	538,222	(26,108)	26,108
NET CHANGE IN FUND BALANCES	817,452	(238,689)	578,763	(11,358,756)	(664,789)
FUND BALANCES AT BEGINNING OF YEAR	790,196	2,611,768	3,401,964	14,794,235	1,995,686
FUND BALANCES AT END OF YEAR	$ 1,607,648	$ 2,373,079	$ 3,980,727	$ 3,435,479	$ 1,330,897

Capital Projects					Total
Parks	Equipment	Public Works	Other	Sub-total	Nonmajor Governmental Funds
$ -	$ -	$ -	$ -	$ -	$ 2,211,736
-	-	-	-	-	33,165
-	136,205	-	-	32,955,618	138,531,282
-	-	-	-	-	5,802,579
-	-	-	-	-	1,832,890
-	-	-	-	-	128,986
-	136,205	-	-	32,955,618	148,540,638
-	1,218,906	-	1,140,219	2,435,635	17,649,482
-	-	-	-	597,100	10,095,571
-	-	-	-	44,152,061	123,450,107
-	-	687,316	-	687,316	5,772,632
-	-	-	-	-	4,267,726
149,954	-	-	-	167,241	1,736,408
149,954	1,218,906	687,316	1,140,219	48,039,353	162,971,926
(149,954)	(1,082,701)	(687,316)	(1,140,219)	(15,083,735)	(14,431,288)
-	1,178,886	-	-	3,204,994	4,064,183
-	-	-	-	(2,026,108)	(2,347,075)
-	1,178,886	-	-	1,178,886	1,717,108
(149,954)	96,185	(687,316)	(1,140,219)	(13,904,849)	(12,714,180)
265,743	2,287,110	3,379,416	2,012,590	24,734,780	66,102,729
$ 115,789	$ 2,383,295	$ 2,692,100	$ 872,371	$ 10,829,931	$ 53,388,549

(Concluded)

Internal Service Funds

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other governmental units, on a cost reimbursement basis.

Public Works Shared Services Fund – This fund is used to account for the inter-department services provided by the department of public works for the maintenance of vehicles and other services.

Health Insurance Fund – This fund is used to account for the payment of health and other employee benefit programs.

INTERNAL SERVICE FUNDS
COMBINING STATEMENT OF NET ASSETS

JUNE 30, 2012

	Public Works Shared Services	Health Insurance	Total Internal Service Funds
ASSETS			
CURRENT:			
Cash and cash equivalents	$ 644,161	$ 6,787,008	$ 7,431,169
Receivables, net of allowance for uncollectibles:			
Departmental and other	-	14,687	14,687
Total current assets	644,161	6,801,695	7,445,856
LIABILITIES			
CURRENT:			
Warrants payable	67,488	-	67,488
Unearned revenues	-	14,687	14,687
Employee contributions paid in advance	-	2,146,667	2,146,667
Health claims payable	-	111,117	111,117
Total current liabilities	67,488	2,272,471	2,339,959
NET ASSETS			
Unrestricted	$ 576,673	$ 4,529,224	$ 5,105,897

INTERNAL SERVICE FUNDS

COMBINING STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2012

	Public Works Shared Services	Health Insurance	Total Internal Service Funds
OPERATING REVENUES:			
Employee contributions	$ -	$ 19,675,016	$ 19,675,016
Employer contributions	-	60,073,391	60,073,391
Charges for services	2,007,785	-	2,007,785
TOTAL OPERATING REVENUES	2,007,785	79,748,407	81,756,192
OPERATING EXPENSES:			
Cost of services and administration	2,026,768	-	2,026,768
Employee benefits	-	79,219,388	79,219,388
TOTAL OPERATING EXPENSES	2,026,768	79,219,388	81,246,156
OPERATING INCOME	(18,983)	529,019	510,036
NONOPERATING REVENUES (EXPENSES):			
Investment income	-	1,515	1,515
CHANGE IN NET ASSETS	(18,983)	530,534	511,551
NET ASSETS AT BEGINNING OF YEAR	595,656	3,998,690	4,594,346
NET ASSETS AT END OF YEAR	$ 576,673	$ 4,529,224	$ 5,105,897

INTERNAL SERVICE FUNDS

COMBINING STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2012

	Public Works Shared Services	Health Insurance	Total Internal Service Funds
CASH FLOWS FROM OPERATING ACTIVITIES:			
Receipts from customers and users	$ -	$ 19,713,228	$ 19,713,228
Receipts from interfund services provided	2,007,785	60,071,805	62,079,590
Payments for interfund services used	(1,987,490)	(79,219,388)	(81,206,878)
NET CASH FROM OPERATING ACTIVITIES	20,295	565,645	585,940
CASH FLOWS FROM INVESTING ACTIVITIES:			
Investment income	-	1,515	1,515
NET CHANGE IN CASH AND CASH EQUIVALENTS	20,295	567,160	587,455
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	623,866	6,219,848	6,843,714
CASH AND CASH EQUIVALENTS AT END OF YEAR	$ 644,161	$ 6,787,008	$ 7,431,169
RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:			
Operating income	$ (18,983)	$ 529,019	$ 510,036
Adjustments to reconcile operating income to net cash from operating activities:			
Changes in assets and liabilities:			
Departmental and other	-	4,287	4,287
Warrants payable	39,278	-	39,278
Unearned revenues	-	(4,287)	(4,287)
Employee contributions paid in advance	-	38,212	38,212
Health claims payable	-	(1,586)	(1,586)
Total adjustments	39,278	36,626	75,904
NET CASH FROM OPERATING ACTIVITIES	$ 20,295	$ 565,645	$ 585,940

Fiduciary Funds

Agency Fund – This fund is used to account for payroll withholdings and other amounts held in a fiduciary capacity for nongovernmental purposes.

AGENCY FUND

STATEMENT OF CHANGES IN ASSETS AND LIABILITIES

FISCAL YEAR ENDED JUNE 30, 2012

	Agency Accounts July 1, 2011	Additions	Deletions	Agency Accounts June 30, 2012
ASSETS				
Cash and cash equivalents……	$ 546,152	$ 104,118,260	$ (104,081,629)	$ 582,783
LIABILITIES				
Liabilities due depositors……	$ 546,152	$ 104,118,260	$ (104,081,629)	$ 582,783

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Statistical Section

Statistical tables differ from financial statements since they usually cover more than one fiscal year and may present non-accounting data. The following tables reflect social and economic data, financial trends, and fiscal capacity.

A statue of Springfield resident Dr. Seuss and the Cat in the Hat at the Library Quadrangle Downtown.

City of Springfield, Massachusetts
Comprehensive Annual Financial Report
For the fiscal year ended June 30, 2012

The new Roger L. Putnam Vocational High School completed in 2012.

Statistical Section

This part of the City of Springfield's comprehensive annual financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the City's overall financial health.

Financial Trends

- These schedules contain trend information to help the reader understand how the City's financial performance and well-being have changed over time.

Revenue Capacity

- These schedules contain information to help the reader assess the City's most significant local revenue source, the property tax.

Debt Capacity

- These schedules present information to help the reader assess the affordability of the City's current levels of outstanding debt and the City's ability to issue additional debt in the future.

Demographic and Economic Information

- These schedules offer demographic and economic indicators to help the reader understand the environment within which the City's financial activities take place.

Operating Information

- These schedules contain service and infrastructure data to help the reader understand how the information in the City's financial report relates to the services the City provides and the activities it performs.

SOURCES: Unless otherwise noted, the information in these schedules is derived from the audited financial reports for the relevant year.

Net Assets By Component

Last Ten Fiscal Years

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Governmental activities										
Invested in capital assets, net of related debt	$ 23,999,233	$ 35,527,345	$ 152,135,812	$ 337,293,007	$ 355,316,577	$ 341,183,744	$ 325,029,046	$ 320,198,349	$ 332,597,837	$ 374,981,234
Restricted	9,061,095	9,202,820	24,352,366	19,216,828	11,626,045	10,548,347	18,386,621	15,210,173	19,757,080	22,794,687
Unrestricted	(28,246,654)	(26,633,470)	17,467,126	49,923,671	40,591,555	42,012,688	44,159,791	28,345,748	20,096,472	(42,915,390)
Total governmental activities net assets	$ 4,813,674	$ 18,096,695	$ 193,955,304	$ 406,433,506	$ 407,534,177	$ 393,744,779	$ 387,575,458	$ 363,754,270	$ 372,451,389	$ 354,860,531
Business-type activities										
Invested in capital assets, net of related debt	24,443	101,374	-	-	-	19,485	106,681	209,137	266,698	412,276
Unrestricted	270,027	469,380	-	-	-	727,929	1,050,992	2,160,316	2,676,105	2,337,268
Total business-type activities net assets	$ 294,470	$ 570,754	$ -	$ -	$ -	$ 747,414	$ 1,157,673	$ 2,369,453	$ 2,942,803	$ 2,749,544
Primary government										
Invested in capital assets, net of related debt	24,023,676	35,628,719	152,135,812	337,293,007	355,316,577	341,203,229	325,135,727	320,407,486	332,864,535	375,393,510
Restricted	9,061,095	9,202,820	25,282,204	20,736,803	13,972,030	12,177,583	20,024,916	16,968,807	21,614,220	22,794,687
Unrestricted	(27,976,627)	(26,164,090)	16,537,288	48,403,696	38,245,570	41,111,381	43,572,488	28,747,430	20,915,437	(40,578,122)
Total primary government net assets	$ 5,108,144	$ 18,667,449	$ 193,955,304	$ 406,433,506	$ 407,534,177	$ 394,492,193	$ 388,733,131	$ 366,123,723	$ 375,394,192	$ 357,610,075

During fiscal years 2005, 2006, and 2007, the City did not have any business-type actives.

Changes in Net Assets

Last Ten Fiscal Years

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Expenses										
Governmental activities:										
General government	$ 55,774,420	$ 49,309,817	$ 33,893,533	$ 37,313,464	$ 37,430,911	$ 48,467,529	$ 54,328,653	$ 63,024,227	$ 62,794,736	$ 55,175,091
Public safety	64,756,965	57,476,808	81,568,471	85,728,406	92,037,703	103,672,758	101,547,545	108,229,250	110,047,282	111,769,805
Education	283,088,674	301,128,474	346,130,455	362,864,927	397,224,731	420,017,056	440,556,125	455,624,524	466,952,480	481,476,353
Public works	30,761,581	22,092,283	35,625,891	39,852,304	42,335,873	34,956,415	30,235,260	26,963,956	33,422,502	30,608,396
Health and human services	4,896,292	5,012,259	5,599,409	14,629,017	10,665,056	12,075,838	8,244,515	9,813,743	10,299,084	10,241,088
Culture and recreation	13,990,907	10,788,760	14,854,349	17,056,712	18,500,551	22,120,662	23,275,504	21,342,468	22,118,556	20,769,658
Employee benefits	62,805,501	79,541,619	-	-	-	-	-	-	-	-
State and county charges	2,699,066	2,416,185	17,997,676	-	-	-	-	-	-	-
Finance Control Board	-	-	871,757	2,017,262	1,648,086	2,178,191	-	-	-	-
Storm damage - October 2011 snow storm	-	-	-	-	-	-	-	-	-	27,596,332
Interest	15,886,536	16,094,549	14,413,659	16,128,784	14,415,119	15,314,660	14,352,351	13,458,084	13,266,838	12,170,740
Claims and judgments	-	-	-	532,192	556,750	642,918	496,923	-	-	-
Miscellaneous	421,644	373,701	-	-	-	-	-	-	-	-
Total government activities expenses	535,081,586	544,234,455	550,955,200	576,123,068	614,814,780	659,446,027	673,036,876	698,456,252	718,901,478	749,807,463
Business-type activities:										
Parking	545,403	485,031	-	-	-	-	-	-	-	-
Trash	-	-	-	-	-	6,178,931	6,158,565	5,962,662	8,537,689	8,874,676
Total business type activities expenses	545,403	485,031	-	-	-	6,178,931	6,158,565	5,962,662	8,537,689	8,874,676
Total primary government expenses	$ 535,626,989	$ 544,719,486	$ 550,955,200	$ 576,123,068	$ 614,814,780	$ 665,624,958	$ 679,195,441	$ 704,418,914	$ 727,439,167	$ 758,682,139
Program Revenues										
Governmental activities:										
Education charges for services	$ 16,020,619	$ 14,832,327	$ 7,585,941	$ 6,011,926	$ 8,341,036	$ 9,545,159	$ 8,333,298	$ 7,903,176	$ 8,545,601	$ 6,873,282
Public safety charges for services	7,295,696	6,843,220	8,483,586	10,312,098	9,589,823	7,789,484	9,190,168	7,743,422	7,059,899	7,839,552
Other charges for services	11,246,983	7,808,285	25,565,737	23,265,544	8,347,038	8,854,798	11,363,902	14,075,803	12,434,790	14,956,142
Operating grants and contributions	300,741,279	323,819,663	339,811,117	345,756,999	363,885,595	394,416,551	413,665,113	419,677,283	438,860,676	452,149,037
Capital grant and contributions	25,738,366	25,280,773	4,543,703	4,537,749	12,815,331	7,585,134	3,467,296	10,232,406	43,524,730	37,356,599
Total government activities program revenues	361,042,943	378,584,268	385,990,084	389,884,316	402,978,823	428,191,126	446,019,777	459,632,090	510,425,696	519,174,612
Business-type activities:										
Charges for services - Parking	685,189	761,315	-	-	-	-	-	-	-	-
Charges for services - Trash	-	-	-	-	-	4,237,986	3,814,824	3,913,653	4,101,890	3,982,627
Total business-type activities program revenues	685,189	761,315	-	-	-	4,237,986	3,814,824	3,913,653	4,101,890	3,982,627
Total primary government program revenues	$ 361,728,132	$ 379,345,583	$ 385,990,084	$ 389,884,316	$ 402,978,823	$ 432,429,112	$ 449,834,601	$ 463,545,743	$ 514,527,586	$ 523,157,239
Net (Expense)/Revenue										
Governmental activities	$ (174,038,643)	$ (165,650,187)	$ (164,965,116)	$ (186,238,752)	$ (211,835,957)	$ (231,254,901)	$ (227,017,099)	$ (238,824,162)	$ (208,475,782)	$ (230,632,851)
Business-type activities	139,786	276,284	-	-	-	(1,940,945)	(2,343,741)	(2,049,009)	(4,435,799)	(4,892,049)
Total primary government net expense	$ (173,898,857)	$ (165,373,903)	$ (164,965,116)	$ (186,238,752)	$ (211,835,957)	$ (233,195,846)	$ (229,360,840)	$ (240,873,171)	$ (212,911,581)	$ (235,524,900)
General Revenues and other Changes in Net Assets										
Governmental activities:										
Real estate and personal property taxes, net of tax refunds payable	$ 112,905,843	$ 123,589,276	$ 132,057,410	$ 132,539,064	$ 140,716,369	$ 145,585,893	$ 156,376,934	$ 162,066,493	$ 159,965,027	$ 163,454,196
Tax liens	(A)	(A)	5,926,760	5,442,194	5,160,748	2,937,208	2,595,712	3,820,323	4,328,306	3,259,181
Motor vehicle and other excise taxes	7,580,414	8,680,469	8,770,981	8,928,670	8,207,546	7,779,625	9,155,042	7,602,869	7,323,777	9,599,000
Hotel/Motel tax	-	-	694,458	934,715	944,735	960,544	876,507	727,765	767,571	872,952
Local Meals Tax	-	-	-	-	-	-	-	848,785	1,513,257	1,624,115
Penalties and interest on taxes	8,636,525	10,061,195	3,892,106	3,537,692	3,360,657	2,185,178	2,342,311	1,613,260	1,677,741	1,802,033
Payments in lieu of taxes	-	-	6,785,417	6,363,640	7,077,264	6,936,565	5,820,090	6,523,169	5,082,080	5,054,420
Grants and contributions not restricted to specific programs	37,900,797	31,025,567	35,367,054	37,288,365	46,897,842	45,286,984	42,560,162	34,225,053	32,062,000	32,059,135
Unrestricted investment income	178,322	183,203	1,263,014	3,845,110	7,742,338	8,405,541	3,850,833	807,832	669,539	458,708
Miscellaneous	908,130	342,374	5,223,206	49,922	789,028	76,324	24,187	28,214	92,752	42,044
Transfers	-	-	-	-	-	(2,688,359)	(2,754,000)	(3,260,789)	(5,009,149)	(4,698,790)
Special Items:										
Forgiveness of debt - state loan	-	-	-	-	-	-	-	-	8,700,000	-
Extraordinary Items:										
Tornado reimbursements	-	-	-	-	-	-	-	-	-	20,000,450
Tornado expense	-	-	-	-	-	-	-	-	-	(20,485,451)
Total governmental activities	168,110,031	173,882,084	199,980,406	198,929,372	220,896,527	217,465,503	220,847,778	215,002,974	217,172,901	213,041,993
Business-type activities:										
Transfers	-	-	-	-	-	2,688,359	2,754,000	3,260,789	5,009,149	4,698,790
Total primary government	$ 168,110,031	$ 173,882,084	$ 199,980,406	$ 198,929,372	$ 220,896,527	$ 220,153,862	$ 223,601,778	$ 218,263,763	$ 222,182,050	$ 217,740,783
Changes in Net Assets										
Governmental activities	$ (5,928,612)	$ 8,231,897	$ 35,015,290	$ 12,690,620	$ 9,060,570	$ (13,789,398)	$ (6,169,321)	$ (23,821,188)	$ 8,697,119	$ (17,590,858)
Business-type activities	139,786	276,284	-	-	-	747,414	410,259	1,211,780	573,350	(193,259)
Total primary government	$ (5,788,826)	$ 8,508,181	$ 35,015,290	$ 12,690,620	$ 9,060,570	$ (13,041,984)	$ (5,759,062)	$ (22,609,408)	$ 9,270,469	$ (17,784,117)

(A) = In years 2003 and 2004 tax lien revenue was included with real estate and personal property tax revenue.
Source: Audited Financial Statements

Fund Balances, Governmental Funds

Last Ten Fiscal Years

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
General Fund										
Reserved for										
Encumbrances and continuing appropriations	$ 5,714,805	$ 9,620,120	$ 20,047,085	$ 30,904,387	$ 14,563,295	$ 9,885,173	$ 7,440,386	$ 9,660,020	$ -	$ -
Chapter 656 reserve	-	-	4,341,962	4,869,332	5,049,684	5,624,879	6,042,256	5,794,053	-	-
Schools	-	-	-	-	-	-	-	10,881,300	-	-
Unreserved	2,268,083	3,882,756	26,562,000	48,042,132	53,639,496	41,892,849	44,551,976	49,160,191	-	-
Restricted	-	-	-	-	-	-	-	-	30,421,176	35,132,415
Assigned	-	-	-	-	-	-	-	-	3,341,976	2,978,810
Unassigned	-	-	-	-	-	-	-	-	64,287,919	60,169,358
Total general fund	$ 7,982,888	$ 13,502,876	$ 50,951,047	$ 83,815,851	$ 73,252,475	$ 57,402,901	$ 58,034,618	$ 75,495,564	$ 98,051,071	$ 98,280,583
All Other Governmental Funds										
Reserved	$ 719,120	$ 732,241	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Unreserved, reported in:										
Special revenue funds	12,246,240	11,287,416	12,805,678	18,752,274	56,822,330	86,576,180	109,664,713	54,400,287	-	-
Capital projects funds	(33,754,131)	(35,656,164)	14,963,595	12,777,318	55,089,820	27,432,020	40,654,091	34,709,187	-	-
Permanent funds	-	-	899,467	1,519,975	2,345,985	1,629,236	1,638,295	1,758,634	-	-
Restricted	-	-	-	-	-	-	-	-	66,102,729	53,388,549
Unassigned	-	-	-	-	-	-	-	-	(324,076)	(12,040,461)
Total all other governmental funds	$ (20,788,771)	$ (23,636,507)	$ 28,668,740	$ 33,049,567	$ 114,258,135	$ 115,637,436	$ 151,957,099	$ 90,868,108	$ 65,778,653	$ 41,348,088

Notes:
Source: Audited Financial Statements
The City implemented GASB 54 in fiscal year 2011, fund balances prior to fiscal year 2011 have been reported in the pre-GASB 54 format.

Changes in Fund Balances, Governmental Funds

Last Ten Fiscal Years

	Fiscal Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Revenues:										
Real estate and personal property taxes, net of tax refunds	$ 114,705,199	$ 123,381,108	$ 122,261,374	$ 130,987,539	$ 141,134,996	$ 142,947,339	$ 157,510,645	$ 164,367,177	$ 160,413,338	$ 163,234,056
Tax liens	-	-	5,926,760	7,194,890	5,160,748	4,472,030	3,309,149	3,768,128	3,448,477	3,833,024
Motor vehicle and other excise taxes	7,452,124	8,966,277	9,206,553	9,211,096	8,635,626	8,921,591	8,340,690	7,839,549	7,691,115	8,814,442
Hotel/Motel tax	-	-	694,458	934,715	944,735	960,544	876,507	727,765	767,571	872,952
Local Meals Tax	-	-	-	-	-	-	-	848,785	1,513,257	1,624,115
Charges for services	9,840,705	26,160,700	15,214,204	13,431,571	7,854,157	3,599,893	2,148,630	2,439,774	1,353,944	2,663,543
Penalties and interest on taxes	8,636,525	10,061,195	3,892,106	3,537,692	3,360,657	2,185,178	2,342,311	1,613,260	1,677,741	1,802,033
Payments in lieu of taxes	-	-	6,785,417	6,363,640	7,077,264	6,936,565	5,820,090	6,523,169	5,082,080	5,054,420
Licenses and permits	1,803,961	1,836,229	3,067,713	2,953,760	3,341,714	2,556,063	5,414,924	3,734,353	3,432,098	3,823,239
Fines and forfeitures	1,480,731	1,422,400	1,672,981	2,187,751	1,480,434	1,437,672	6,720,709	6,444,218	5,451,805	6,019,333
Intergovernmental	377,689,227	377,357,995	394,065,295	406,253,585	426,261,115	447,473,783	465,309,318	473,123,963	527,373,079	531,494,799
Departmental and other	-	-	19,159,203	14,083,962	15,165,511	19,884,792	17,271,932	11,806,484	15,533,603	15,785,677
Investment income	178,332	183,203	1,246,770	3,804,110	7,702,368	8,302,737	3,792,330	787,970	675,518	497,734
Miscellaneous	9,029,620	2,912,764	123,239	69,200	-	-	-	-	-	-
Contributions	-	-	2,267,323	2,991,764	3,620,174	2,574,334	2,913,485	2,888,734	2,568,421	1,832,890
Total Revenue	530,816,424	552,281,871	585,583,396	604,005,275	631,739,499	652,252,521	681,770,720	686,913,329	736,982,047	747,352,257
Expenditures:										
General government	59,245,036	48,787,210	35,604,663	35,023,044	37,433,149	49,623,102	44,061,974	59,236,857	57,699,771	44,099,741
Public safety	64,650,696	55,601,857	57,360,810	57,415,730	69,214,379	70,597,009	66,059,643	74,986,038	73,028,036	70,330,653
Education	280,013,848	293,744,880	292,822,538	352,200,997	391,340,765	397,535,802	414,768,913	437,093,450	482,327,150	495,973,985
Public works	28,892,591	22,233,205	29,853,711	29,205,295	34,228,445	29,313,471	20,307,276	13,750,634	14,706,846	15,912,108
Health and human services	4,784,340	5,059,594	5,093,759	13,453,222	9,684,540	11,094,903	7,364,096	8,828,544	8,998,028	8,869,509
Culture and recreation	13,938,398	11,508,301	10,556,657	13,139,890	15,233,919	17,408,776	17,186,787	16,222,484	15,754,746	13,995,057
Finance Control Board Expenditures	-	-	871,757	2,017,262	1,648,086	2,178,191	-	-	-	-
Pension benefits	-	-	22,446,447	17,479,734	18,655,982	21,685,459	20,844,905	22,372,681	24,254,094	23,825,273
Employee benefits	63,618,153	75,597,564	-	-	-	-	-	-	-	
Miscellaneous	207,205	191,342	-	-	-	-	-	-	-	-
Employee fringe benefits	-	-	470,127	1,068,473	3,739,401	1,604,431	1,607,929	427,412	1,342,238	728,470
Employee health benefits	-	-	56,898,020	18,074,765	23,041,303	26,400,181	25,026,409	22,221,484	22,470,194	23,298,895
Claims and judgments	-	-	413,721	532,192	566,750	642,918	496,923	-	-	-
Storm damage	-	-	-	-	-	-	-	-	-	2,760,698
State, county, and district assessments	2,699,066	2,416,185	17,997,676	2,837,845	2,877,262	2,591,642	2,679,875	2,657,567	2,896,717	27,596,332
Debt service	31,172,018	34,469,481	-	-	-	-	-	-	-	-
Principal	-	-	19,324,296	18,952,085	20,528,965	20,477,383	26,269,682	72,701,316	26,509,108	26,243,152
Interest	-	-	15,598,461	13,790,706	15,057,019	16,445,028	15,532,168	14,646,118	14,656,717	13,555,322
Total Expenditures	549,221,351	549,609,619	565,312,643	575,191,240	643,249,965	667,598,296	662,206,580	745,144,585	744,643,645	767,189,195
Excess of revenues over (under) expenditures	(18,404,927)	2,672,252	20,270,753	28,814,035	(11,510,466)	(15,345,775)	19,564,140	(58,231,256)	(7,661,598)	(19,836,938)
Other Financing Sources (Uses)										
Issuance of long-term debt	75,314,000	-	49,236,000	-	53,605,000	-	19,500,000	17,864,000	-	-
Premium from issuance of bonds	-	-	-	3,463,068	1,875,817	-	599,991	-	-	-
Issuance of refunding bonds	7,575,000	-	-	98,274,000	73,795,000	-	4,805,000	-	-	-
Premium from issuance of refunding bonds	-	-	-	10,195,602	4,418,218	-	112,181	-	-	-
Payments to refunded bond escrow agent	(7,575,000)	-	-	(107,143,336)	(77,546,197)	-	(4,875,932)	-	-	-
State loan issuance	-	-	21,871,757	3,642,262	26,007,790	478,191	-	-	-	-
Capital lease financing	-	-	-	-	-	3,085,340	-	-	1,436,799	819,676
Transfers in	-	6,175,883	16,529,942	3,476,574	21,825,466	35,527,113	107,536,799	68,387,868	9,104,472	5,111,949
Transfers out	-	(6,175,883)	(16,529,942)	(3,476,574)	(21,825,466)	(38,215,472)	(110,290,799)	(71,648,657)	(14,113,621)	(9,810,739)
Total other financing sources (uses)	75,314,000	-	71,107,757	8,431,596	82,155,628	875,172	17,387,240	14,603,211	(3,572,350)	(3,879,114)
Special Item - Forgiveness of Debt, State Loan	-	-	-	-	-	-	-	-	8,700,000	-
Extraordinary Item - Intergovernmental tornado revenue	-	-	-	-	-	-	-	-	-	20,000,450
Extraordinary Item - Tornado relief expenditures	-	-	-	-	-	-	-	-	-	(20,485,451)
Net change in fund balance	$ 56,909,073	$ 2,672,252	$ 91,378,510	$ 37,245,631	$ 70,645,162	$ (14,470,603)	$ 36,951,380	$ (43,628,045)	$ (2,533,948)	$ (24,201,053)
Debt service as a percentage of noncapital expenditures	5.69%	6.41%	6.22%	5.80%	5.76%	5.82%	6.44%	12.33%	6.07%	5.60%

(1) Debt service in 2010 includes the early repayment of the $46.8 million state loan.

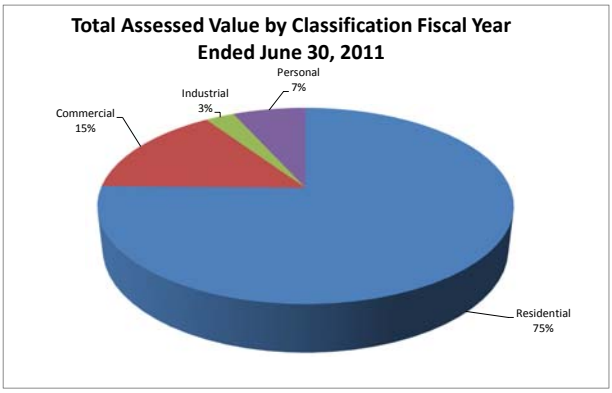
Source: Audited Financial Statements

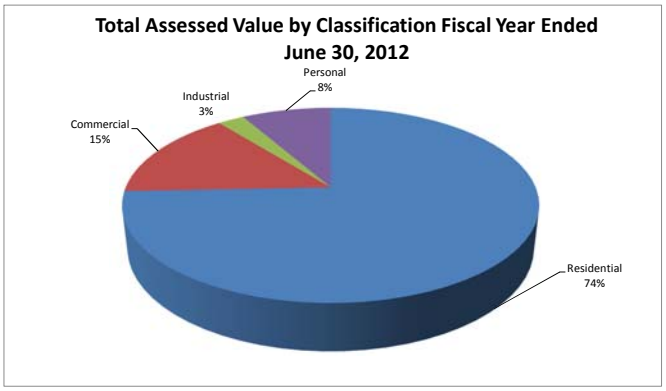
Assessed Value and Actual Value of Taxable Property by Classification and Tax Rates

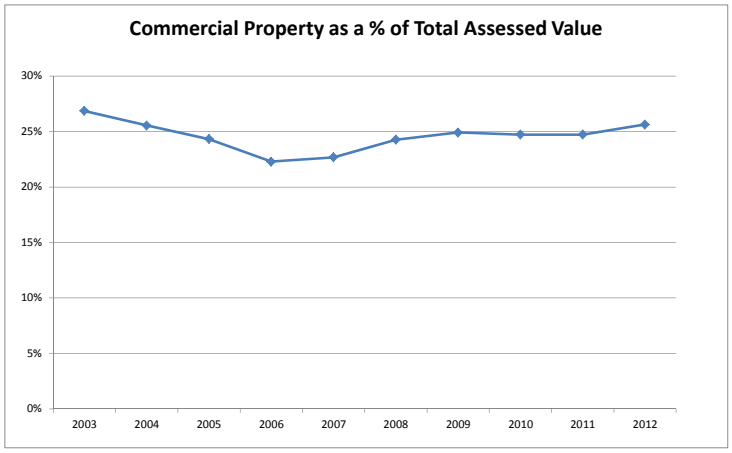
Last Ten Fiscal Years

Fiscal Year		Assessed and Actual Values and Tax Rates								
		Residential Value	Residential Tax Rate	Commercial Value	Industrial Value	Personal Property	Total CIP Value	CIP Tax Rate	Total Direct Rate (2)	Total City Value
2003		$3,364,538,700	$ 19.41	$798,829,100	$221,760,600	$274,896,260	$1,295,485,960	$ 34.54	$ 23.62	$4,660,024,660
2004		$3,981,811,000	$ 18.99	$828,245,700	$226,022,200	$407,898,910	$1,462,166,810	$ 34.18	$ 23.07	$5,443,977,810
2005	(1)	$4,524,791,200	$ 17.51	$916,603,200	$231,787,300	$404,317,690	$1,552,708,190	$ 33.36	$ 21.56	$6,077,499,390
2006		$5,015,641,700	$ 17.00	$965,788,700	$233,789,700	$412,180,550	$1,611,758,950	$ 33.02	$ 20.90	$6,627,400,650
2007		$5,776,964,500	$ 16.04	$1,003,757,800	$234,694,400	$418,233,820	$1,656,686,020	$ 31.91	$ 19.58	$7,433,650,520
2008	(1)	$6,036,956,400	$ 16.03	$1,079,322,350	$246,327,200	$444,536,550	$1,770,186,100	$ 32.04	$ 19.66	$7,807,142,500
2009		$5,484,722,870	$ 17.89	$1,072,958,950	$242,991,100	$440,601,660	$1,756,551,710	$ 36.98	$ 22.52	$7,241,274,580
2010		$5,252,153,800	$ 19.50	$1,052,016,750	$229,288,700	$461,359,650	$1,742,665,100	$ 39.25	$ 24.42	$6,994,818,900
2011		$5,155,722,500	$ 19.49	$1,045,580,000	$184,851,100	$463,175,130	$1,693,606,230	$ 38.97	$ 24.31	$6,849,328,730
2012		$5,038,856,200	$ 19.83	$1,009,971,300	$166,822,500	$560,357,950	$1,737,151,750	$ 39.99	$ 25.00	$6,776,007,950

Source: Board Of Assessors







(1) Revaluation year.
(2) The direct rate is the weighted average of the residential and CIP rates.
Source: Assessor's Department, City of Springfield
All property in the Commonwealth of Massachusetts is assessed at 100% of fair cash value.

Note: Chapter 59, Section 21C of the Massachusetts General Laws, known as "Proposition 2 1/2", imposes 2 separate limits on the annual tax levy of the City. The primary limitation is that the tax levy cannot exceed 2 1/2 percent of the full and fair cash value. The secondary limitation is that the tax levy cannot exceed the maximum levy limit for the preceding fiscal year as determined by the State Commissioner of Revenue by more than 2 1/2 percent, subject to an exception for property added to the tax rolls and for certain substantial valuation increases other than as part of a general revaluation. The secondary limit may be exceeded in any year by a majority vote of the voters, however it cannot exceed the primary limitation.

Principal Taxpayers

Current Year and Nine Years Ago

		2012			2003		
Name	Nature of Business	Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value	Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value
Western Mass Electric	Utility	$ 207,663,400	1	3.1%	$ 108,447,920	1	2.3%
Baystate Gas Co.	Utility	86,826,500	2	1.3%	44,093,930	4	0.9%
Massachusetts Mutual	Insurance	83,396,300	3	1.2%	44,952,400	3	1.0%
Verizon New England	Utility	44,786,500	4	0.7%	55,967,500	2	1.2%
Wireline Leasing Co.	Utility	25,700,960	5	0.4%			n/a
Ineos Nova	Chemicals	24,897,840	6	0.4%			
Comcast of Massachusetts	Communications	23,835,310	7	0.4%			
Solutia	Chemicals	23,186,900	8	0.3%	23,495,800	5	0.5%
Eastfield Associates	Retail	22,972,000	9	0.3%	16,223,600	8	0.3%
Springfield Center 1 Associates	Chemicals	22,878,700	10	0.3%	19,606,700	7	0.4%
Hubbard Real Estate	Real Estate	n/a	n/a	n/a	21,351,200	6	0.5%
Leventhal, Norman	Housing	n/a	n/a	n/a	15,180,290	9	0.3%
Related Springfield Associates	Housing	n/a	n/a	n/a	11,253,100	10	0.2%
	Totals	$ 566,144,410		8.4%	$ 360,572,440		7.7%

Source: Board of Assessors

Property Tax Levies and Collections

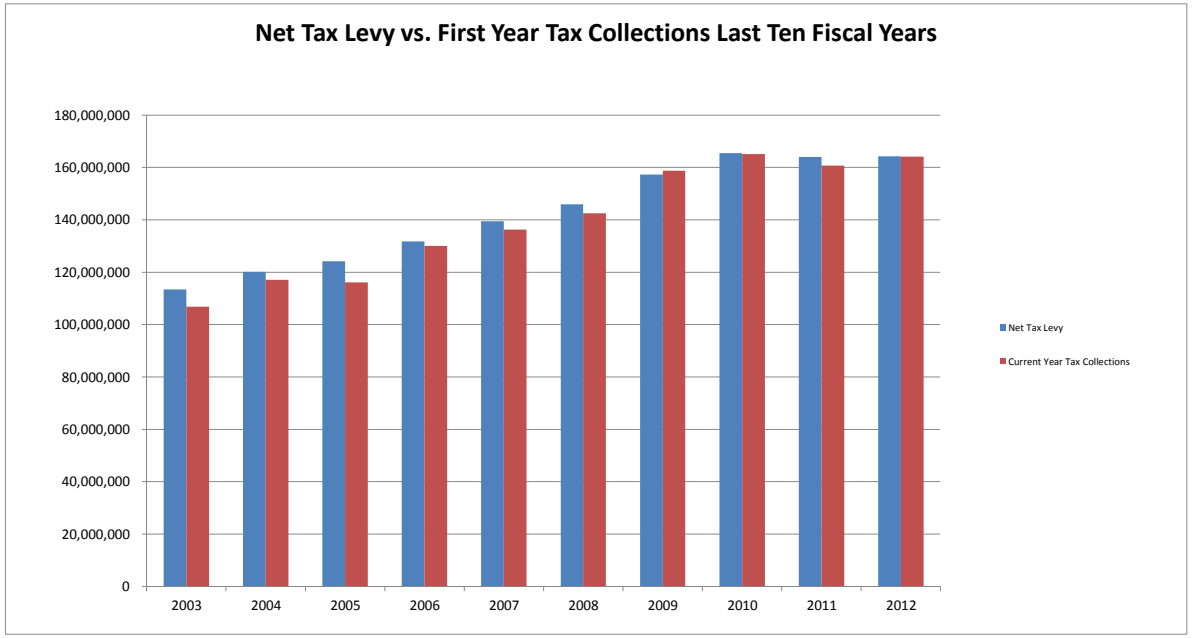
Last Ten Fiscal Years

Fiscal Year		Total Tax Levy	Less Reserve for Abatements & Exemptions	Net Tax Levy	Current Tax Collections	Percent of Net Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Net Tax Levy (2)
2003		$115,874,781	$2,498,585	$113,376,196	$106,804,739	94.2%	$4,559,436	$111,364,175	98.2%
2004		$125,591,452	$5,407,439	$120,184,013	$117,137,994	97.5%	$4,124,226	$121,262,220	100.9%
2005	(1)	$131,027,439	$6,798,667	$124,228,772	$116,065,409	93.4%	$8,146,933	$124,212,342	100.0%
2006		$138,488,062	$6,700,000	$131,788,062	$130,093,942	98.7%	$2,139,051	$132,232,993	100.3%
2007		$145,527,361	$6,061,827	$139,465,534	$136,302,756	97.7%	$4,472,030	$140,774,786	100.9%
2008	(1)	$153,489,174	$7,622,699	$145,866,475	$142,475,259	97.7%	$3,309,149	$145,784,408	99.9%
2009		$163,078,974	$5,752,571	$157,326,403	$158,790,820	100.9%	$3,768,128	$162,558,948	103.3%
2010		$170,816,604	$5,369,540	$165,447,064	$165,100,069	99.8%	$3,448,477	$168,548,546	101.9%
2011		$166,484,866	$2,506,666	$163,978,200	$160,748,781	98.0%	$3,833,024	$164,581,805	100.4%
2012	(1)	$169,389,217	$5,144,964	$164,244,253	$164,105,100	99.9%	$0	$164,105,100	99.9%

(1) Revaluation Year

(2) If the actual abatements and exemptions are lower than the reserve, the actual collections can exceed the levy.

Source: Board of Assessors, Official Statements



Ratios of Outstanding Debt and General Bonded Debt

Last Ten Fiscal Years

Fiscal Year	U. S. Census Population	Personal Income	Assessed Value	Governmental Activities Debt				
				General Obligation Bonds	Capital Leases	Per Capita	Percentage of Personal Income	Percentage of Assessed Value
2003	152,082	$2,413,608,932	$5,443,977,810	$313,907,403	$3,680,203	$2,088	13.16%	5.83%
2004	152,082	$2,462,156,886	$6,077,499,390	$305,292,968	$3,878,727	$2,033	12.56%	5.09%
2005	152,082	$2,510,704,840	$6,627,400,650	$356,668,311	$2,338,936	$2,361	14.30%	5.42%
2006	152,082	$2,559,252,794	$7,433,650,520	$344,249,407	$1,488,928	$2,273	13.51%	4.65%
2007	152,082	$2,607,800,748	$7,807,142,500	$404,765,433	$918,629	$2,668	15.56%	5.20%
2008	152,082	$2,656,348,702	$7,241,274,580	$383,844,043	$3,056,230	$2,544	14.57%	5.34%
2009	152,082	$2,704,896,656	$6,994,818,900	$376,146,432	$2,137,804	$2,487	13.99%	5.41%
2010	153,060	$2,771,151,300	$6,849,328,730	$320,358,951	$1,737,837	$2,104	11.62%	4.70%
2011	153,060	$2,820,011,453	$6,776,007,950	$292,933,732	$2,348,138	$1,929	10.47%	4.36%
2012	153,060	$2,868,803,580	$6,776,007,950	$265,809,756	$2,273,361	$1,751	9.34%	3.96%

Fiscal Year	Business-type Activities		Total Primary Government			
	General Obligation Bonds	Capital Leases	Total Debt Outstanding	Per Capita	Percentage of Personal Income	Percentage of Assessed Value
2003	$0	$0	$317,587,606	$2,088	13.16%	5.83%
2004	$0	$0	$309,171,695	$2,033	12.56%	5.09%
2005	$0	$0	$359,007,247	$2,361	14.30%	5.42%
2006	$0	$0	$345,738,335	$2,273	13.51%	4.65%
2007	$0	$0	$405,684,062	$2,668	15.56%	5.20%
2008	$0	$1,920,289	$388,820,562	$2,557	14.64%	5.37%
2009	$0	$1,545,719	$379,829,955	$2,498	14.04%	5.43%
2010	$0	$1,155,889	$323,252,677	$2,112	11.66%	4.72%
2011	$0	$1,747,169	$297,029,039	$1,941	10.53%	4.38%
2012	$0	$1,544,271	$269,627,388	$1,762	9.40%	3.98%

Source: Audited Financial Statements, U. S. Census

Direct and Overlapping Governmental Activities Debt

As of June 30, 2012

Overlapping Entity	Debt Outstanding	Percentage Applicable (1)	Share of Overlapping Debt
Pioneer Valley Regional Transit Authority……	$ -	38.60%	$ -
Pioneer Valley Planning Commission……	-	None	-
City direct debt……			268,083,117
Total direct and overlapping debt……			$ 268,083,117

(1) Estimated share based on debt service only.

Source: Official Statements, City Records

Note: Overlapping governments are those that coincide, at least in part, with the geographic area of the City. This schedule calculates the portion of the outstanding debt of those overlapping governments that is borne by the taxpayers of the City. This process recognizes that, when considering the government's ability to issue and repay long-term debt, the entire debt burden borne by the taxpayers should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of each overlapping government.

Computation of Legal Debt Margin

Last Ten Fiscal Years

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Equalized Valuation……	$ 4,855,466,000	$ 4,855,466,000	$ 5,778,583,600	$ 5,778,583,600	$ 7,118,922,700	$ 7,118,922,700	$ 8,479,854,100	$ 8,479,854,100	$ 7,856,633,600	$ 7,856,633,600
Debt Limit - 5% of Equalized Valuation…….	$ 242,773,300	$ 242,773,300	$ 288,929,180	$ 288,929,180	$ 355,946,135	$ 355,946,135	$ 423,992,705	$ 423,992,705	$ 392,831,680	$ 392,831,680
Less:										
Outstanding debt applicable to limit……	44,743,000	37,018,892	128,303,001	112,072,606	157,484,340	150,050,738	161,499,705	166,996,788	154,580,881	143,031,151
Authorized and unissued debt……	41,641,000	137,666,531	25,000,000	52,700,000	52,700,000	11,000,000	12,000,000	31,500,000	31,500,000	31,531,010
Legal debt margin……	$ 156,389,300	$ 68,087,877	$ 135,626,179	$ 124,156,574	$ 145,761,796	$ 194,895,397	$ 250,493,000	$ 225,495,917	$ 206,750,799	$ 218,269,519
Total debt applicable to the limit as a percentage of debt limit……	35.58%	71.95%	53.06%	57.03%	59.05%	45.25%	40.92%	46.82%	47.37%	44.44%

Source: Audited Financial Statements; Statement of Indebtedness

Demographic and Economic Statistics

Last Ten Fiscal Years

Fiscal Year	Population Estimates	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2003	152,082	$2,413,608,932	$15,870	32.0	26,594	8.1%
2004	152,082	$2,462,156,886	$16,190	32.1	26,132	7.8%
2005	152,082	$2,510,704,840	$16,509	32.2	25,975	7.3%
2006	152,082	$2,559,252,794	$16,828	32.2	25,206	7.4%
2007	152,082	$2,607,800,748	$17,147	32.3	25,791	7.0%
2008	152,082	$2,656,348,702	$17,467	32.4	25,233	7.9%
2009	152,082	$2,704,896,656	$17,786	32.4	25,360	11.7%
2010	153,060	$2,771,151,300	$18,105	32.5	25,141	12.6%
2011	153,060	$2,820,011,453	$18,424	32.5	25,213	10.4%
2012	153,060	$2,868,803,580	$18,743	32.6	25,185	10.7%

Source: Massachusetts Department Of Elementary and Secondary Education, Massachusetts Department of Labor and Workforce Development, Official Statements, US Census Bureau

Principal Employers (excluding the City)

Current Year and Nine Years Ago

		2012			2003		
Employer	**Nature of Business**	**Employees**	**Rank**	**Percentage of Total City Employment**	**Employees**	**Rank**	**Percentage of Total City Employment**
Baystate Health Systems	Healthcare	8,723	1	13.1%	6,368	1	9.6%
MassMutual Financial Group	Insurance	3,900	2	5.9%	3,940	2	5.9%
Big Y Foods	Grocery	2,932	3	4.4%	1,250	5	1.9%
Sisters of Providence Health Systems	Healthcare	2,200	4	3.3%	3,864	3	5.8%
Smith & Wesson	Firearms	1,300	5	2.0%	630	9	0.9%
Center for Human Development/Behavioral Health Network	Human Services	1,139	6	1.7%	n/a	n/a	n/a
Western New England College	Education	860	7	1.3%	n/a	n/a	n/a
Solutia Chemical	Manufacturing	743	8	1.1%	685	8	1.0%
Springfield College	Education	640	9	1.0%	n/a	n/a	n/a
Verizon	Utility	270	10	0.4%	n/a	n/a	n/a
US Postal Service	Mail	n/a	n/a	n/a	3,208	4	4.8%
Peter Pan Bus Lines	Transportation	n/a	n/a	n/a	760	6	n/a
Unicare	Insurance	n/a	n/a	n/a	751	7	1.1%
BankNorth N.A.	Banking	n/a	n/a	n/a	600	10	0.9%
		22,707		34.2%	22,056		32.0%

Source: Official Statements, Massachusetts Department of Labor and Workforce Development

Full-time Equivalent City Employees by Function

Last Ten Fiscal Years

Function	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
(A) General government	244	189	204	390	353	351	364	354	339	309
Public safety	1,068	844	867	852	903	927	918	891	894	832
Education	3,802	3,306	3,507	3,589	3,047	3,212	3,327	3,664	3,808	3,409
Public works	330	326	346	205	174	186	136	84	70	61
Health and human services	46	37	36	40	41	42	41	40	39	35
(A) Culture and recreation	282	285	185	102	84	84	80	63	64	63
Total	5,771	4,986	5,145	5,178	4,602	4,802	4,865	5,097	5,214	4,709

Source: Payroll Department

(A) In FY 2006 the Park and Facilities Departments were merged and the new department is recorded under the general government heading.

Operating Indicators by Function/Program

Last Ten Fiscal Years

Function/Program	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
General government										
Marriage recordings	918	929	849	860	865	885	861	850	810	901
Birth recordings	5,700	5,597	5,537	5,679	5,627	5,586	5,588	5,297	4,468	5,037
Death recordings	2,270	2,028	2,038	2,015	2,098	2,035	1,922	2,006	1,581	1,856
Police										
Physical arrests	6,175	7,156	7,381	6,562	6,792	6,720	6,069	5,474	5,634	3,058
Motor vehicle violations	19,324	23,400	27,410	20,715	19,974	32,881	27,736	18,581	14,205	5,175
Police personnel and officers	687	530	538	538	563	589	581	583	467	531
Fire										
Inspections	6,123	6,705	8,853	8,258	8,815	7,774	6,658	5,657	7,397	7,164
Emergency responses	10,638	9,943	10,791	11,170	12,219	13,664	14,235	15,019	15,519	15,953
Fire personnel and officers	368	282	269	255	268	279	264	250	260	225
Education										
Number of students	26,594	26,132	25,975	25,206	25,791	25,233	25,360	25,141	25,213	25,185
Number of graduating seniors	N/A	N/A	N/A	928	923	984	1,026	1,017	1,170	995
Number of teachers	N/A	2,302	2,235	2,308	2,215	2,208	1,882	2,144	2,076	2,393
Number of administrators	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	192	171
Elder Affairs										
Number of persons using COA transportation	N/A	N/A	1,054	1,377	1,462	1,394	1,547	1,513	830	108
Number of personnel	N/A	N/A	12	13	13	13	15	14	1	1
Libraries										
Volumes in circulation	769,891	781,510	800,895	806,449	818,033	801,258	782,835	795,409	785,977	785,436
Total volumes borrowed	579,795	585,087	606,627	611,893	635,188	647,913	650,386	608,946	604,071	569,199

Source: MBLC Annual Report Surveys
Van Trip Logs, Employee Workforce Reports
Mass Board of Library Commissioners
Annual Report Information Survey

N/A - Information not available

Capital Asset Statistics by Function/Program

Last Ten Fiscal Years

Function/Program	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
General government										
Number of buildings	38	38	38	38	38	38	38	39	39	39
Fire										
Number of stations	8	8	8	8	8	8	8	8	8	8
Police (1)										
Number of stations	2	2	2	2	2	2	2	2	2	2
Education										
Number of elementary schools	32	32	32	32	32	32	32	32	32	33
Number of middle/junior high schools	7	7	7	7	7	7	7	7	8	10
Number of secondary schools	6	6	6	6	6	6	6	6	5	10
Culture and recreation										
Parks and playgrounds	35	35	35	35	36	36	38	38	38	38
Park and playground (acreage)	2,091	2,091	2,091	2,091	2,093	2,093	2,102	2,102	2,102	2,102
Conservation land (acreage)	430	430	430	430	430	430	430	430	430	430
Public beaches	1	1	1	1	1	2	2	2	2	2
Ball fields	62	62	62	62	62	62	62	62	62	62
Tennis courts	37	37	37	37	37	37	37	37	37	37

Source: City Departmental records.

(1) Includes substations

Free Cash & Stabilization Fund Balances

Last Ten Fiscal Years

Fiscal Year		Free Cash		Stabilization Fund (B)
FY2012	$	7,498,622	$	41,422,909
FY2011	$	4,698,933	$	45,100,661
FY2010 (A)	$	33,776,930	$	31,354,741
FY2009	$	22,319,922	$	36,528,216
FY2008	$	12,543,347	$	68,047,256
FY2007	$	30,453,077	$	41,213,237
FY2006	$	17,372,051	$	-
FY2005	$	6,797,833	$	-
FY2004	$	(37,357,636)	$	-
FY2003	$	(22,957,298)	$	-

Source: City Records

(A) The FY 10 Certified Free Cash includes unappropriated FY 09 Free Cash totaling $18,996,401.
(B) The City did not have a Stabilization fund until FY 2007

Appendix H
Fiscal Year 2014
City of Springfield
Schedule A Documents

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Fund	Func	Dept	Classification	FISCAL 2014 RECOMMENDED GENERAL FUND
0100	**10**	**111**	**CITY COUNCIL**	**366,245**
0100	10	111	Personal Services	354,507
0100	10	111	Expenses	11,738
0100	10	111	Capital	-
0100	**10**	**121**	**MAYOR**	**444,893**
0100	10	121	Personal Services	430,510
0100	10	121	Expenses	14,383
0100	10	121	Capital	-
0100	**10**	**133**	**FINANCE**	**-**
0100	10	133	Personal Services	-
0100	10	133	Expenses	-
0100	10	133	Capital	-
0100	**10**	**129**	**OFFICE OF MANAGEMENT AND BUDGET**	**619,247**
0100	10	129	Personal Services	557,410
0100	10	129	Expenses	61,837
0100	10	129	Capital	-
0100	**10**	**134**	**CITISTAT**	**-**
0100	10	134	Personal Services	-
0100	10	134	Expenses	-
0100	10	134	Capital	-
0100	**10**	**132**	**DEPT 3-1-1**	**423,346**
0100	10	132	Personal Services	370,296
0100	10	132	Expenses	51,850
0100	10	132	Capital	1,200
0100	**10**	**135**	**COMPTROLLER**	**545,031**
0100	10	135	Personal Services	534,020
0100	10	135	Expenses	11,011
0100	10	135	Capital	-
0100	**10**	**136**	**INTERNAL AUDIT**	**458,902**
0100	10	136	Personal Services	248,426
0100	10	136	Expenses	210,477
0100	10	136	Capital	-
0100	**10**	**138**	**OFFICE OF PROCUREMENT**	**496,503**
0100	10	138	Personal Services	398,749
0100	10	138	Expenses	97,754

Fund	Func	Dept	Classification	FISCAL 2014 RECOMMENDED GENERAL FUND
0100	10	138	Capital	-
0100	**10**	**141**	**BOARD OF ASSESSORS**	**998,185**
0100	10	141	Personal Services	634,854
0100	10	141	Expenses	363,331
0100	10	141	Capital	-
0100	**10**	**145**	**TREASURER**	**2,056,253**
0100	10	145	Personal Services	458,395
0100	10	145	Expenses	1,597,858
0100	10	145	Capital	-
0100	**10**	**146**	**COLLECTOR**	**428,981**
0100	10	146	Personal Services	307,498
0100	10	146	Expenses	121,483
0100	10	146	Capital	-
0100	**10**	**151**	**LAW**	**1,804,086**
0100	10	151	Personal Services	1,318,118
0100	10	151	Expenses	485,968
0100	10	151	Capital	-
0100	**10**	**152**	**DEPARTMENT OF HUMAN RESOURCES & LABOR RELATIONS**	**1,615,759**
0100	10	152	Personal Services	1,057,349
0100	10	152	Expenses	558,410
0100	10	152	Capital	-
0100	**10**	**154**	**PAYROLL DEPARTMENT**	**184,886**
0100	10	154	Personal Services	-
0100	10	154	Expenses	184,886
0100	10	154	Capital	-
0100	**10**	**155**	**INFORMATION TECHNOLOGY DEPARTMENT**	**3,020,036**
0100	10	155	Personal Services	977,416
0100	10	155	Expenses	1,952,620
0100	10	155	Capital	90,000
0100	**10**	**161**	**CITY CLERK**	**482,130**
0100	10	161	Personal Services	447,370
0100	10	161	Expenses	34,760
0100	10	161	Capital	-
0100	**10**	**162**	**BOARD OF ELECTION COMMISSION**	**591,426**
0100	10	162	Personal Services	413,976

Fund	Func	Dept	Classification	FISCAL 2014 RECOMMENDED GENERAL FUND
0100	10	162	Expenses	177,450
0100	10	162	Capital	-
0100	**10**	**175**	**PLANNING DEPARTMENT**	**1,310,026**
0100	10	175	Personal Services	872,672
0100	10	175	Expenses	437,354
0100	10	175	Capital	-
0100	**10**	**190**	**FACILITIES MANAGEMENT**	**2,935,200**
0100	10	190	Personal Services	1,177,014
0100	10	190	Expenses	1,758,186
0100	10	190	Capital	-
0100	**10**	**193**	**CAPITAL ASSET CONSTRUCTION**	**326,658**
0100	10	193	Personal Services	160,660
0100	10	193	Expenses	165,998
0100	10	193	Capital	-
0100	**20**	**210**	**POLICE**	**38,776,603**
0100	20	210	Personal Services	36,369,833
0100	20	210	Expenses	2,341,290
0100	20	210	Capital	65,480
0100	**20**	**220**	**FIRE**	**19,486,362**
0100	20	220	Personal Services	17,967,859
0100	20	220	Expenses	1,498,503
0100	20	220	Capital	20,000
0100	**20**	**241**	**BUILDING - CODE ENFORCEMENT**	**1,404,502**
0100	20	241	Personal Services	1,345,652
0100	20	241	Expenses	58,850
0100	20	241	Capital	-
0100	**20**	**242**	**HOUSING - CODE ENFORCEMENT**	**638,387**
0100	20	242	Personal Services	487,287
0100	20	242	Expenses	151,100
0100	20	242	Capital	-
0100	**20**	**250**	**CENTRALIZED DISPATCH**	**1,738,594**
0100	20	250	Personal Services	1,305,684
0100	20	250	Expenses	428,910
0100	20	250	Capital	4,000
0100	**20**	**292**	**TJ O'CONNOR ANIMAL CONTROL**	**1,254,942**

Fund	Func	Dept	Classification	FISCAL 2014 RECOMMENDED GENERAL FUND
0100	20	292	Personal Services	400,159
0100	20	292	Expenses	854,784
0100	20	292	Capital	-
0100	**30**	**300**	**SCHOOL DEPARTMENT**	**357,868,724**
0100	30	300	SCHOOL DEPARTMENT	357,868,724
0100	**40**	**400**	**DEPARTMENT OF PUBLIC WORKS**	**10,227,389**
0100	40	400	Personal Services	3,844,945
0100	40	400	Expenses	6,382,445
0100	40	400	Capital	-
0100	**50**	**520**	**HEALTH & HUMAN SERVICES**	**1,292,146**
0100	50	520	Personal Services	1,089,108
0100	50	520	Expenses	203,037
0100	50	520	Capital	-
0100	**50**	**541**	**DEPARTMENT OF ELDER AFFAIRS**	**304,141**
0100	50	541	Personal Services	287,338
0100	50	541	Expenses	16,802
0100	50	541	Capital	-
0100	**50**	**543**	**VETERANS SERVICES**	**3,573,436**
0100	50	543	Personal Services	219,918
0100	50	543	Expenses	3,353,518
0100	50	543	Capital	-
0100	**60**	**610**	**LIBRARY**	**4,104,851**
0100	60	610	Personal Services	2,595,504
0100	60	610	Expenses	1,469,347
0100	60	610	Capital	40,000
0100	**90**	**613**	**MUSEUM**	**1,320,000**
0100	90	613	Personal Services	-
0100	90	613	Expenses	1,320,000
0100	90	613	Capital	
0100	**60**	**630**	**PARKS DEPARTMENT**	**7,592,960**
0100	60	630	Personal Services	3,938,631
0100	60	630	Expenses	3,654,329
0100	60	630	Capital	-
0100	**70**	**145**	**DEBT SERVICE**	**38,128,115**
0100	70	145	Personal Services	-

Fund	Func	Dept	Classification	FISCAL 2014 RECOMMENDED GENERAL FUND
0100	70	145	Expenses	-
0100	70	145	Capital	38,128,115
0100	**80**	**135**	**STATE ASSESSMENTS**	**3,245,637**
0100	80	135	Personal Services	-
0100	80	135	Expenses	3,245,637
0100	80	135	Capital	-
0100	**90**	**911**	**CONTRIBUTION RETIREMENT PENSION**	**25,380,802**
0100	90	911	Personal Services	-
0100	90	911	Expenses	25,380,802
0100	90	911	Capital	-
0100	**90**	**152**	**NON-CONTRIB. PENSIONS**	**285,000**
0100	90	152	Personal Services	-
0100	90	152	Expenses	285,000
0100	90	152	Capital	-
0100	**10**	**135**	**PROVISION FOR UNCOMPENSATED ABSENCES**	**(800,000)**
0100	10	135	Personal Services	(800,000)
0100	10	135	Expenses	-
0100	10	135	Capital	-
0100	**70**	**145**	**CAPITAL RESERVE FUND**	**2,500,995**
0100	70	145	Personal Services	-
0100	70	145	Expenses	-
0100	70	145	Capital	2,500,995
0100	**90**	**152**	**BENEFITS**	**26,341,467**
0100	90	152	Personal Services	-
0100	90	152	Expenses	**26,341,467**
			Unemployment	*253,069*
			Workers Compensation Indemnity	*935,069*
			Workers Compensation Medical Claims	*1,000,000*
			Health Insurance	*23,214,252*
			Medicare - Employer Match	*939,077*
0100	90	152	Capital	-
0100	**10**	**135**	**M.C.D.I. CONTRACT**	**-**
0100	10	135	Personal Services	-
0100	10	135	Expenses	-
0100	10	135	Capital	-
0100	**10**	**135**	**RESERVE FOR CONTINGENCIES**	**300,000**

Fund	Func	Dept	Classification	FISCAL 2014 RECOMMENDED GENERAL FUND
0100	10	135	Personal Services	
0100	10	135	Expenses	300,000
0100	10	135	Capital	
0100	**10**	**147**	**PARKING CONTRACT**	**1,048,522**
0100	10	147	Personal Services	-
0100	10	147	Expenses	1,048,522
0100	10	147	Capital	-
0100	**10**	**133**	**PAY-AS-YOU-GO CAPITAL**	**2,095,020**
0100	10	133	Personal Services	-
0100	10	133	Expenses	-
0100	10	133	Capital	2,095,020
0100	**10**	**133**	**OTHER (FY10 Homeless, FY11 Paygo & RIP)**	**-**
0100	10	133	Personal Services	-
0100	10	133	Expenses	-
0100	10	133	Capital	-
0100	**10**	**180**	**DIF Debt Service Payment**	**130,000**
0100	**10**	180	Personal Services	-
0100	**10**	180	Expenses	-
0100	**10**	180	Capital	130,000
0100	**10**		**TREES**	**-**
0100	**10**		Personal Services	-
0100	**10**		Expenses	-
0100	**10**		Capital	-
0100	**10**		**PRIOR YEAR PAY-GO**	**-**
0100	**10**		Personal Services	-
0100	**10**		Expenses	-
0100	**10**		Capital	-
6500			**ENTERPRISE FUND SUPPLEMENT**	**4,532,450**
6500			Personal Services	-
6500			Expenses	4,532,450
6500			Capital	-
			TOTAL	**571,878,838**