

City of Springfield, MA

Fiscal Year 2017 Recommended Budget

Domenic J. Sarno, Mayor



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**City of Springfield, Massachusetts
Fiscal Year 2017
Recommended Budget**



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**City of Springfield
Massachusetts**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE BASKETBALL HALL OF FAME

April 28, 2016

To the City of Springfield and Springfield City Council:

We are pleased to submit to you the FY17 Recommended Budget, which totals \$616.8 million and represents a 3.7% increase over the FY16 Adopted Budget. We continue to make progress, both as a community and as a government, toward a future that focuses on fiscal sustainability. This recommended budget is one more step along our progressive path, targeting our core mission with a continued focus on public education, and providing funding for improved public safety, economic developments and community services for the citizens of Springfield.

For the second consecutive year, the City has successfully balanced the FY17 budget without the need for stabilization reserve funds which is a testament to the administration's management of City finances. The City continues to maintain strong financial positions through improved bond ratings, and in FY17 we will maintain the City's \$40 million stabilization account, and again avoid layoffs or service reductions. In January 2015, Moody's Investor Services affirmed the City's A2 bond rating and elevated Springfield to a "positive" outlook. This came after a double bond upgrade to AA- from Standard and Poor's in January 2014, the highest in the City's history. These ratings, again, are a testament to the hard work being done citywide, every day.

In addition to our finances, new construction is underway in a resilient and continued response to our recent natural and man-made disasters. The City is focused on capital needs by investing in the Capital Improvement Plan, addressing road improvements, blight, technology and City-owned building repairs. Specific efforts have been made to leverage outside funding sources to reduce the burden on City funds. In FY15, 85% of the total \$340.7 million cost for capital projects was reimbursed by outside agencies including the Federal Emergency Management Agency (FEMA), the U.S. Department of Housing and Urban Development (HUD), and the Massachusetts School Building Association (MSBA). This strategy to leverage funding whenever possible left the City responsible for \$50.5 million, or 15% of total project costs. We are extremely proud of the capital investment made over the past few years and will continue

to use this strategy to fund capital investment in the City.

This budget closes a gap of over \$22.5 million. To develop this year's budget, two major factors were addressed. First was revenue maximization. In FY17, we will be able to build guaranteed revenue from MGM Resorts International into the City budget, and as part of the host-agreement, the City will receive \$5.5 million in revenue from MGM this fiscal year. This yearly payment is separate from any anticipated building permit revenue, but we are excited to report that MGM's construction projects are underway. Once these projects begin, they will provide a much-needed boost to the local economy and a projected \$4.5 million in City building permit revenue.

Closing this year's budget gap was not met without difficult decisions and tough compromises, but citywide we will continue to preserve core services and provide targeted investments that tie with our mission, all while utilizing a restricted amount of potential tax revenue. The investments made in this budget, and the revenue utilized is done assuming economic conditions will not weaken and accounts for marginal increases to economic activity during this period. Springfield operates at its tax levy ceiling, and while housing prices have stabilized, the City is hampered by the amount of new property tax growth that cannot be built into the operating budget. Below is an overview of the accomplishments we are able to achieve in FY17.

Public Safety

To solidify this exciting progress, as a City, we must continue to invest in public safety, economic development, and community services. This year's budget does just that. In the next fiscal year, the Springfield Police Department (SPD) will welcome new officers, with 60 cadets set to graduate from the academy in the fall of 2016: in all, the Police Department will have 424 officers, bringing the total complement to 504 sworn personnel, and an overall staff of 579. This level of staffing will help address department attrition brought on by upcoming mandatory retirements, and help the department focus on quality of life issues by supporting and enhancing neighborhood initiatives, such as the C3 policing units and the Ordinance Flex Squad units.

The added SPD staff will also support the new E-3 Metro Policing Unit which will increase police presence along Main Street. This will be achieved through the installation of four police booths to be staffed 24/7 and increased walking and roving patrols. This effort will increase public safety in the Springfield's metro-area without any reduction in police officer presence in any neighborhoods or other areas of the city. In FY17, the SPD will also continue its increased utilization of 50 East Street, which will eventually house a state-of-the-art evidence storage system, a juvenile assessment center, and add a new training center.

The FY17 Fire Department budget funds the hiring of twelve firefighters which will fill current vacancies; six of whom will graduate the State academy in November and the following six in June of 2017. In order to stay ahead of attrition and fulfill their complement of 261, the Fire Department will continually send new recruits to the State mini academies. This is a proactive measure to address the large number of retirements anticipated over the next five years. Additionally, two new apparatuses have been funded in the FY17 budget which will replace older ones.

The FY17 appropriation also includes the implementation of new software that will better utilize availa-

ble data to track fire patterns (common times for fires, busiest areas for fire-related calls, etc.). Lastly, a new state of the art Vocal Alert System will be installed in all Fire stations. This new system will quickly relay assignments throughout the station and decrease the risk of delayed response times.

Economic Development

Providing public safety is a vital part of this year's budget, but so too is investing in Springfield's future. Springfield is currently experiencing \$2.7 billion of economic development projects and continues to invest in neighborhoods and small/midsized businesses. The City's Planning and Economic Development Department continues to support a number of projects, including MGM, CRRC Railways, and Union Station.

In FY17, MGM construction will be underway and is poised to realize the potential \$950 million in economic benefits through casino spin-off businesses. The new hotels, restaurants, entertainment, etc., that will be attracted to the area could contribute to the City's assessed value and provide substantial fiscal benefits in the near future, but we need to be careful not to reach beyond our means.

CRRC Railways, the world's largest rail car maker, is slated to complete the construction on their 220,000-square foot factory building in the fall of 2017. Once this factory is up and running, it will employ 150 production workers with starting salaries of at least \$66,000 a year. This is in addition to the 150 construction workers that have already been employed to build the plant.

Progress continues with the ongoing renovation of the historic Union Station which is expected to be completed by the end of 2016. Once completed, the station will also have a 26-bay terminal for intracity buses operated by the Pioneer Valley Transit Authority (PVTA), Peter Pan Bus and others. This project will continue to promote increased job opportunities for Springfield residents and will also provide improved transportation services.

The City is utilizing the Department of Capital Asset Construction (DCAC) to develop a new senior center at Blunt Park and a new South End Community Center. DCAC will also be working with the Police Department on the continued build out of 50 East Street, and with the Parks and Facilities Department to build the Technical Training Facility at Forest Park, and to renovate the Phaneuf Environmental Center, which houses the beloved Environmental Center for Our Schools (ECOS) program.

In addition, Springfield is excited to start working on innovative projects that will increase resiliency in the City. Thanks to a recent \$17 million National Disaster Resilience grant received from HUD, the City will be able to leverage additional funds from outside sources to carry out a variety of projects including the restoration of hydropower at the Watershops Pond Dam. This will provide electricity to the newly built Brookline School which will be used as an emergency shelter in the event of a future disaster.

Community Services

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

Park's and Recreation – will expand the existing After School Program.

- ◆ Additional funding will also be provided for terrace maintenance.

Veterans Services- will receive an additional Service Investigator which will ease caseloads and provide improved services to the veteran community.

311 Customer Service – 311 will continue their partnership with the Roger Putnam Technical School to provide work experience for students as they prepare for higher education and future careers.

Department of Public Works – will continue to provide free single-stream recycling and yard waste pickup, low-cost bulk pickup and free hazardous waste drop-off dates, and will continue to update the city vehicle fleet with newer cars and trucks to reduce maintenance costs.

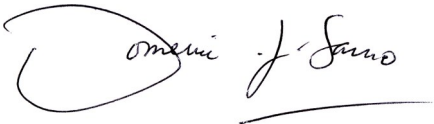
Building Code- will receive 3 new inspectors to handle increased workload which will assist the City by boosting economic development.

Assessor- will receive funding to hire a commercial appraiser which will help in promoting growth to Springfield's tax base.

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

I ask that these FY17 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 FY17.



Domenic J. Sarno
Mayor

Respectfully,



Timothy J. Plante
Chief Administrative & Financial Officer

Executive Summary

The Recommended Budget for FY17 is \$616.8 million. This represents a 3.7% increase over the FY16 Adopted Budget and a 1.9% increase from the FY16 Revised Budget.

Fiscal 2014 Actual General Fund	Fiscal 2015 Actual General Fund	Fiscal 2016 Adopted General Fund	Fiscal 2016 Revised General Fund	Fiscal 2017 Recommended General Fund	% Change from FY16 Adopted	% Change from FY16 Revised
594,391,147	576,300,126	594,911,803	605,139,058	616,807,963	3.7%	1.9%

FY17 marks the second consecutive year that the City has been able to balance its budget without the use of supplemental reserve funds. The City’s assessed property valuations, budgeted State Aid, local receipt estimates, and reduced reliance on reserves costs, however, continue to increase with the need to support legal and contractual obligations, employee salaries and benefits, and other city-wide fixed costs.

This year a \$22.5 million gap widened between requested spending and estimated revenue after state charter education assessments increased. All budget decisions have been carefully evaluated and closed using a three-pronged approach: revenue increases, expenditure reductions, and strategic use of reserve funds. In addition, budgets have been analyzed and presented based on departmental programs. This is the first time the City has budgeted on a programmatic basis, allowing for more data-driven decision making. By analyzing and presenting departmental funding in this manner, programs are clarified which helps to improve expenditure prioritization. The City’s resources are allocated to the programs that deliver the greatest benefits to the community.

Fiscal Year 2016 Budget Update

Based on the City Comptroller’s Monthly Financial Statements published for April 2016, a surplus of approximately \$3 million is estimated for year-end. This projected surplus is very similar to the past three years because the City has budgeted more closely to projections and anticipated outcomes. Overall, the City has and continues to focus on maintaining realistic and balanced budgets throughout each fiscal year. The City is able to maintain its fiscal health by conducting monthly reviews of spending and revenue in an effort to estimate our position at year end. This process allows the City to scrutinize all expenses and revenues which encourages cost savings and ensures that the budget sustains its trajectory.

It is important to note that the year-end surplus estimate is based on a projection made at the end of 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. 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 FY14. “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.

Fiscal Year 2017 Budget Challenges

The budget process for any given fiscal year begins in January when departments submit their budget requests. Budget requests are meant to first build up costs to provide 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 3% below their FY16 Adopted budgets and to provide the impacts of those reductions. This allows the Mayor and his finance team to review requests and understand how departments would suggest living within lesser amounts.

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

For FY17, the projected gap after budget request submissions totaled \$22.5 million driven by the following spending and revenue assumptions:

- ◆ State Aid- Estimates were used based on the Governor's Recommended Budget.
- ◆ Other Local Receipts - Original estimates were level to FY16 budgets.
- ◆ Reserves - No reserves were incorporated this year.
- ◆ Departmental Growth - Budget requests were 3.8% greater than the FY16 Adopted budget and 1.9% greater than the FY16 Recommended Budget.
- ◆ Scheduled growth for pensions and debt service.

Budget Solutions

A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue maximization, and notably, did not utilize stabilization reserves. All budget decisions were considered in the context of providing vital programs and services to the City with the intention of avoiding layoffs that would impact vital services. The FY17 budget solutions include:

Balancing FY17 Budget	
Original Gap, based on MYFP	(16,677,468)
Increased Gap, after Department Reques	(22,512,588)
<i>Solutions:</i>	
<u>Expense</u>	13,142,877
Grant Offsets	2,943,844
Department Spending Reductions	2,821,984
Debt Schedule Reduction	6,750,000
School Transportation	627,050
<u>Revenue</u>	5,869,711
Dept Revenue Increase	1,677,398
Permit Revenue	4,500,000
State Revenue Decreases	(307,687)
<u>Property Values</u>	
New Growth	3,500,000
<u>One Time Revenue</u>	
Free Cash	-
Reserves	-
Balance	0

Revenue Increases

Additional Levy

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

Local Source Revenue

The City is projecting to collect additional local receipts in FY17. The most notable is the projected revenue from MGM Resorts casino construction which will add \$4,500,000 to projected revenues.

Debt Restructuring

In FY15, the City refunded bonds sold in 2007, and paid the remaining balance of the loans off at a lower interest rate. This saved the City over \$1.4 million in debt repayments. In addition, previous years' efforts to restructure debt have prevented dramatic increases in future debt payments, and placed the City onto a declining debt schedule which increases our capacity for future debt issuances. Springfield's debt retirement benchmark is currently 81.9% paid off within ten years, which is well within the municipal finance standard of between 65% and 100%.

MGM International Revenue

As part of the host community agreement between Springfield and MGM Resorts International, a schedule of guaranteed revenue was established. FY17 will be the second year of the schedule and \$5,500,000 will be paid to the City.

Additional State Aid

Per the State's FY17 recommended budget, the City is projecting to have an increase in Unrestricted General Governmental Aid (UGGA) by \$1.5 million. In addition, the State is projecting to provide an increase of more than \$10.7 million for educational purposes in its Chapter 70 allocation.

Expenditure Reductions

Departmental Spending Reductions

Despite the increased unrestricted state aid, MGM revenue, and potential permit fees, however, Springfield continues to operate within a structural deficit, and is currently at its tax levy ceiling. Therefore to submit a balanced budget, departmental budgets must be evaluated for potential reductions. Not all departments were impacted by budget reductions as steeply as others, partly because departmental budgets have been cut year over year, and further reductions could severely hamper operations. Most of the reductions taken were based on historical spending trends and all departmental programs remain intact for FY17 without the need to curtail any operations.

Some specific departmental reductions include:

- ◆ Health Insurance - Health insurance costs of \$737,113 offset to the Solid Waste Enterprise Fund and grant funds where appropriate
- ◆ Citywide - Offset \$2,943,844 in eligible costs to grants.
- ◆ Citywide - Gasoline & Diesel accounts reduced by \$123,298 due to low prices.
- ◆ Citywide - Departmental budget reduced by \$2.12M by level-funding line items with requested increases or cutting budgets to historical spending levels

Workers' Compensation & Unemployment

For FY17, the City has increased its appropriations for Workers' Compensation by \$150,000. Workers' compensation costs continue to shrink year over year because of active management by the Human Resources and Labor Relations Department.

Unemployment costs will remain level funded in FY17. In the past, this appropriation has been reduced as a result of the City's avoidance of layoffs in the FY15 and FY16 budgets.

City of Springfield – General Fund Revenue and Expenditures

FY17 Revenue

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, the official notification from the Massachusetts Department of Revenue (DOR) regarding the next Fiscal Year's state aid to municipalities. The Cherry Sheet is updated throughout the State budget process, first in January based on the Governor's budget, then again for each of the House and Senate budgets. It is finalized based on the final State budget known as the General Appropriations Act (GAA) by July 1st of each year.

Property Tax

Property tax is the largest and most dependable local source revenue, but is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable property, which is revalued every three years and updated annually. Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980, creating two levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5% of the total full and fair cash value of all taxable real and personal property in the community. This is known as the levy ceiling. Second, a community's levy is also constrained in that it cannot increase more than 2.5% over the prior year's levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality's levy limit is only increased in three ways: 2.5% increase over the previous year's levy limit, new growth in the tax base, and a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit. Estimates on the tax rate for the FY17 budget are still being reviewed and will be part of the tax rate setting process this fall.

	FY14	FY15	FY16	FY17
	Levy Calculation	Levy Calculation	Levy Calculation	Recommended
Tax Levy	167,780,962	172,959,829	176,123,213	181,910,553
Increase Levy 2.5%	4,194,524	4,324,696	4,406,624	4,547,764
Subtotal	171,975,486	177,284,525	180,529,837	186,458,317
New Growth	981,487	-	1,380,716	3,500,000
Subtotal of Gross Tax Levy	172,956,973	177,284,525	181,910,553	189,958,317
<i>Actual Levy Billed</i>	<i>172,956,973</i>	<i>176,123,123</i>	<i>181,910,553</i>	<i>189,958,317</i>
Less Overlay	(5,556,859)	(4,000,000)	(4,000,000)	(4,000,000)
Subtotal of Net Tax Levy	161,237,933	172,123,123	177,910,553	185,958,317

Local Receipts

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

Reserves

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

FY17 Spending

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

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

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

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

Development Services - the Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city. The ongoing renovation of Union Station is set to be finalized in FY17.

Public Safety Division - These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety. In FY17, twelve (12) fire fighter vacancies will be filled and sixty (60) police officer positions will be filled once recruits have completed the academy.

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

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

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

School Department - The City's School Department operates the second largest school district in the Commonwealth and is comprised of thirty-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 a staff of 4,761.1 employees. 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, dental, and life insurance and contributions to the City's retirement board.

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

Other - This category includes other payments made on behalf of the City to varying entities including the payment to the Springfield Museums Association, the contract with the Springfield Parking Authority, and the City's

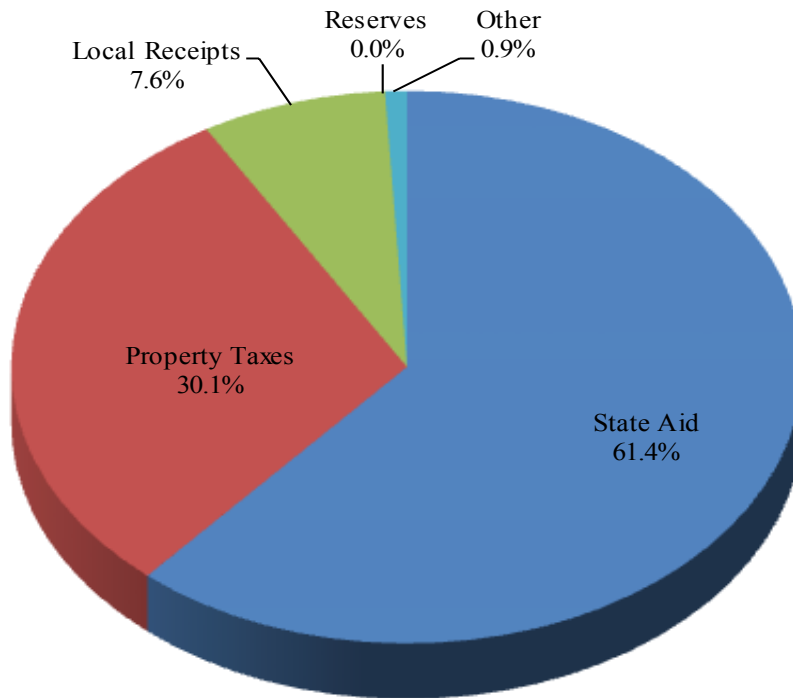
reserve for emergency expenses that may come up throughout the year.

City Revenue – Where does it come from?

In determining the amount of revenue available to spend for each Fiscal Year, there are five major categories. For FY17, the chart below shows the percent of revenue coming from each of the major categories. It is important to note that State Aid represents 61.4% of the City’s revenue. Much of this aid is dedicated to specific purposes such as Education, Veterans Benefits, and Tax Exemptions. The remaining revenue, generated locally, must be used to meet all other City needs.

City Revenue	FY14	FY15	FY16	FY16	FY17	% of		
	Adopted	Adopted	Adopted	Revised	Recommended	Total	\$ Change	% Change
State Aid	353,733,359	358,397,988	366,959,416	366,881,506	378,594,165	61.4%	11,712,659	3.2%
Property Taxes	165,624,697	174,280,896	176,662,920	177,910,553	185,958,317	30.1%	8,047,764	4.5%
Local Receipts	40,225,762	46,387,823	47,289,467	45,493,834	46,755,481	7.6%	1,261,648	2.8%
Reserves	7,000,000	2,856,130	-	-	-	0.0%	-	-
Other	5,295,020	-	4,000,000	4,000,000	5,500,000	0.9%	1,500,000	37.5%
TOTAL	571,878,838	581,922,838	594,911,802	594,285,893	616,807,963	100%	22,522,070	3.8%

FY17 Revenue Sources

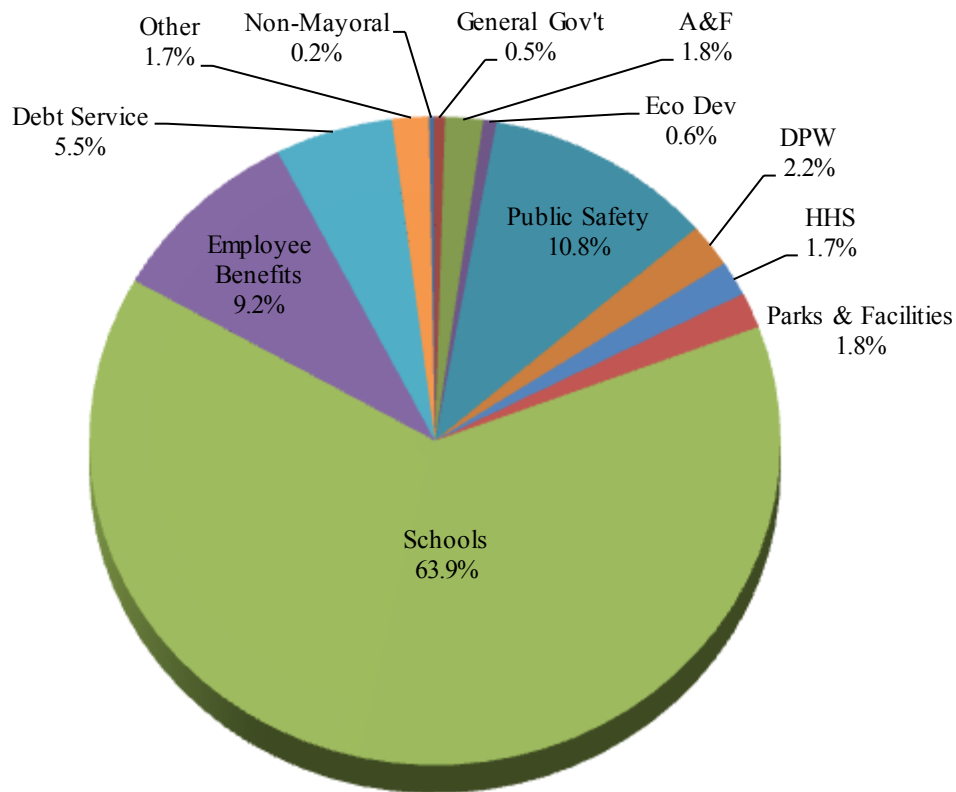


City Spending – How is City Revenue Spent?

The City spends money within its Divisions and Departments based on the needs of City residents and priorities of the Mayor. For FY17, the chart below shows how the \$616.8 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 64% of the City’s operating budget.

City Spending	FY13 Adopted	FY14 Adopted	FY15 Adopted	FY16 Adopted	FY17 Recommended	% of Total	\$ Change	% Change
Non-Mayoral	1,226,186	1,307,277	1,302,048	1,403,119	1,391,514	0.2%	(11,605)	-0.8%
General Gov't	2,152,209	2,840,404	2,923,400	3,108,779	3,172,818	0.5%	64,040	2.1%
A&F	10,789,975	10,714,885	10,629,745	10,859,610	10,919,522	1.8%	59,913	0.6%
Eco Dev	3,266,558	3,352,915	3,461,440	3,646,220	3,868,681	0.6%	222,460	6.1%
Public Safety	55,751,491	60,001,559	62,356,954	64,493,609	66,392,461	10.8%	1,898,852	2.9%
DPW	15,018,653	14,759,839	14,147,010	14,029,642	13,340,665	2.2%	(688,976)	-4.9%
HHS	9,560,596	10,529,516	10,663,637	10,383,664	10,641,495	1.7%	257,831	2.5%
Parks & Facilities	11,440,122	10,528,160	10,740,732	10,607,583	10,933,366	1.8%	325,783	3.1%
Schools	344,286,266	357,868,724	369,413,119	378,568,674	394,423,973	63.9%	15,855,299	4.2%
Employee Benefits	27,830,828	28,793,017	51,857,580	54,612,636	57,048,139	9.2%	2,435,503	4.5%
Debt Service	40,381,571	40,759,110	38,090,246	36,395,462	34,070,027	5.5%	(2,325,435)	-6.4%
Other	8,215,182	7,209,179	6,336,928	6,802,804	10,605,301	1.7%	3,802,497	55.9%
TOTAL	529,919,637	548,664,585	581,922,838	594,911,802	616,807,963	100%	21,896,161	3.7%

FY17 Expenditure Uses



Conclusion

The FY17 Recommended 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 2017 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 2017. 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 recommended 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) planning documents, (13) appendices.

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

The bulk of the budget, the middle nine sections, contains detailed budgets for city departments. Each departmental budget includes a mission statement, a budget overview, a department summary, Fiscal Year 2016 highlights, program budgets, budget adjustments, and the goals associated with those programs.

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

The final section, the *Appendices*, includes a glossary of budget terms, a general level explanation of the City's expense code classification, employment data, property tax information, the City's financial policies, Fiscal Year 2017 Appropriation Orders and the City's expense budget detail for the Fiscal Year 2017.

The Budget Documents

Access to the Budget Document Series: All documents in this series are available for public reference at the City's Central Public Library. The Annual Operating Budget 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. The budget was prepared in accordance with the City’s Financial Policies (Appendix E), adopted as City ordinances in April 2009, summarized in the chart below.

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

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

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

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

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

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

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

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

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

Budget Transfers: Revisions to the Adopted Budget may be made throughout the year. A department must submit a “Budget Transfer Request” form to the Office of Management and Budget, where it is reviewed and given approval by the Management Analyst and Budget Director before being forwarded to the Chief Administrative and Financial Officer for final authorization. City Council approval is necessary if the request adjusts the Fiscal Year 2016 Schedule of Appropriations (“Schedule A”) adopted by the City Council. Upon final authorization, the Office of the Comptroller processes the request.

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

- ◆ Internal Transfers – Transfers within the budget categories of Personnel Services and Other than Personnel Services (OTPS) can be completed by 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. Management Analysts regularly review accounts in the City’s financial software system (MUNIS) and conduct trend and variance analysis.

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

The Fiscal Year 2017 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 built 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 Municipal Finance Oversight Board (MFOB). 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.

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 other words, it becomes a part of free cash.

The City's Solid Waste Enterprise Fund was established to collect revenue associated with trash pick-up 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 certain 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	FY17 Recommended	Enterprise/Revolving Funds	Capital/Bond Funds	Grant Funds	FY17 All Funds Budget
CITY COUNCIL	433,887	-	-	-	433,887
MAYOR	532,520	-	-	-	532,520
FINANCE	2,106,196	-	-	-	2,106,196
OFFICE OF MANAGEMENT AND BUDGET*	684,978	-	-	-	684,978
DEPT 3-1-1	449,475	-	-	-	449,475
COMPTROLLER	588,744	-	-	-	588,744
INTERNAL AUDIT	467,582	-	-	-	467,582
OFFICE OF PROCUREMENT	518,502	-	-	-	518,502
BOARD OF ASSESSORS	928,134	-	-	-	928,134
TREASURER	1,944,088	-	-	-	1,944,088
COLLECTOR	454,820	-	-	-	454,820
LAW	2,022,208	-	-	40,000	2,062,208
DEPT OF HUMAN RESOURCES & LABOR RELATIONS	1,629,801	-	-	-	1,629,801
PAYROLL DEPARTMENT	151,317	-	-	-	151,317
INFORMATION TECHNOLOGY DEPARTMENT	3,123,864	-	-	-	3,123,864
CITY CLERK	490,045	-	-	40,000	530,045
BOARD OF ELECTION COMMISSION	618,090	-	-	-	618,090
PLANNING DEPARTMENT	1,270,019	-	-	-	1,270,019
FACILITIES MANAGEMENT	2,755,139	-	-	-	2,755,139
CAPITAL ASSET CONSTRUCTION	445,800	-	44,912,832	-	45,358,631
POLICE	43,166,081	-	-	1,525,000	44,691,081
FIRE	21,316,555	-	-	158,975	21,475,530
BUILDING - CODE ENFORCEMENT	1,767,582	-	-	-	1,767,582
HOUSING - CODE ENFORCEMENT	831,080	-	-	-	831,080
CENTRALIZED DISPATCH	1,909,826	-	-	788,262	2,698,088
TJ O'CONNOR ANIMAL CONTROL	1,394,790	-	-	15,000	1,409,790
SCHOOL DEPARTMENT	394,423,973	27,493,508	-	44,383,760	466,301,241
DEPARTMENT OF PUBLIC WORKS	10,054,484	3,286,181	-	3,643,947	16,984,612
HEALTH & HUMAN SERVICES	1,448,836	518,209	-	3,121,497	5,088,542
DEPARTMENT OF ELDER AFFAIRS	302,458	-	-	1,018,381	1,320,839
VETERANS SERVICES	2,986,798	-	-	-	2,986,798
LIBRARY	4,508,613	-	-	809,313	5,317,926
COMMUNITY DEVELOPMENT	-	-	-	30,151,682	30,151,682
OFFICE OF HOUSING	-	-	-	-	-
MUSEUM	1,320,000	-	-	-	1,320,000
PARKS DEPARTMENT	8,178,227	-	-	879,731	9,057,958
DEBT SERVICE	31,191,369	-	-	-	31,191,369
STATE ASSESSMENTS	3,519,143	-	-	-	3,519,143
CONTRIBUTION RETIREMENT PENSION	30,059,288	-	-	-	30,059,288
UNEMPLOYMENT	153,069	-	-	-	153,069
WORKERS COMPENSATION INDEMNITY	735,069	-	-	-	735,069
WORKERS COMPENSATION MEDICAL CLAIMS	1,000,000	-	-	-	1,000,000
HEALTH INSURANCE	23,699,273	-	-	-	23,699,273
MEDICARE - EMPLOYER MATCH	1,216,440	-	-	-	1,216,440
NON-CONTRIB. PENSIONS	185,000	-	-	-	185,000
PROVISION FOR UNCOMPENSATED ABSENCES	(1,000,000)	-	-	-	(1,000,000)
CAPITAL RESERVE FUND	2,728,658	-	-	-	2,728,658
RESERVE FOR CONTINGENCIES	225,000	-	-	-	225,000
PARKING CONTRACT	1,072,521	-	-	-	1,072,521
PAY-AS-YOU-GO CAPITAL	3,362,442	-	-	-	3,362,442
OTHER (FY10 Homeless, FY11 Paygo & RIP)	-	-	-	-	-
DIF Debt Service Payment	150,000	-	-	-	150,000
ENTERPRISE FUND SUPPLEMENT	3,286,181	-	-	-	3,286,181
TOTAL	616,807,963	31,297,898	44,912,832	86,575,549	779,594,242

City of Springfield Budget Cycle



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

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

March: The Mayor and OMB review department budget requests. Meetings are scheduled between department heads, the Mayor, and OMB to review departmental budgets and request supplemental materials if necessary. The Capital Improvement Committee meets to review project rankings submitted by the departments.

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 OMB 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.

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

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

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

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

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

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

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

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

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

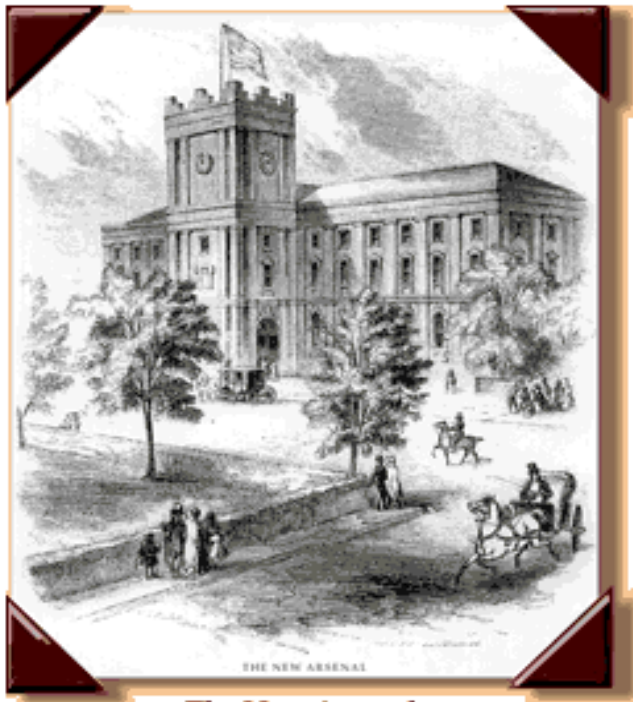
Ongoing: OMB works with city departments to manage expenses and revenues as to maintain a balanced budget. Either party can initiate account transfers as necessary. Also, in monitoring the City's finances, the Office of Management and Budget conducts regular payroll, expenditure, and revenue forecasts.

City of Springfield Overview

The City of Springfield is located in Western Massachusetts along the east bank of the Connecticut River. Located 89 miles west of Boston, 85 miles east of Albany, New York, 25 miles north of Hartford, Connecticut, and 134 miles northeast of New York City, Springfield is often referred to as the "Crossroads of New England" because of the crossing of major east-west and north-south railroads and interstate highways including Interstate 90 and Interstate 91. Occupying a land area of approximately thirty-three (33) square miles, Springfield is the cultural, commercial, and health center of Western Massachusetts. With a population just over 153,000, 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

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:

- ◆ **Union Station** - The Planning & Economic Development department is overseeing \$83 million in revitalization efforts to Union Station, integrating multiple transit modes (local and intercity bus; Amtrak intercity and planned New Haven-Hartford-Springfield commuter rail; and taxi, bicycle and pedestrian travel in one state-of-the-art transportation complex. This project is crucial for the continued revitalization of the City of Springfield. The goal is to transform the 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.
- ◆ **School Building Improvements** - Springfield has worked closely with MSBA over the years, leveraging reimbursements for school improvements. The City was invited to participate in MSBA’s - Accelerated Repair Program initiative, an innovative competitive grant program which represents a unique opportunity for the City. This program will repair or replace roofs, windows

and/or doors at four City schools this year. In addition, the MSBA has pledged to fund 80 percent of the cost of replacing the 118-year-old Brightwood Elementary School.

- ◆ **Resiliency and Recovery Projects** - In the aftermath of the 2011 tornado, FEMA granted the City a \$25.3 million settlement for damages to two city-owned properties, the Springfield Armory and the vacant Zanetti School on Howard Street. The City received approval from FEMA to put the funding towards four important City projects. In FY16, the renovation and expansion of the Clifford Phaneuf Environmental Center at Forest Park was completed. This project updated the City's Environmental Center for our Schools (ECOS) building and will provide both educational values to Springfield students and be an important resource for the Greater Springfield community. Funding will also benefit three ongoing projects, on schedule for completion in FY17: a new senior center at Blunt Park, a new South End Community Center, and major renovations to the former Arthur MacArthur Army Reserve Center at 50 East Street, for various Police Department uses. In January 2016, the Department of Housing and Urban Development (HUD) announced that the City of Springfield had been selected as one of thirteen winners of the National Disaster Resilience Competition (NDRC). The City will receive \$17,056,880 in CDBG-NDR (Community Development Block Grant – National Disaster Resilience) funding for innovative projects that will increase resilience in the City. Receiving this award will also leverage \$80,199,042 from outside sources to fund projects throughout the City. These projects include: Hydropower at Watershops Pond, a Safe and Healthy Rental Homes program for the rehabilitation of 1-4 unit homes, and the creation of the Springfield Innovation Center to assist equip low-income residents with the skills they need to work on projects being funded through the NDRC grant.

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	153,991
% Male / Female	47% / 53%
Median Age	32.2
Average Family Size	3.22
Race:	
White	51.8%
Latino	38.8%
Black	22.3%
Asian	2.4%
Two or More Races	4.7%
Other	0.6%

Household Characteristics (US Census 2013)	
Households	55,894
Persons Per Household	3
Persons Under 5 Years Old	7.3%
Persons Under 18 Years Old	27.0%
Persons Over 65 Years	10.9%

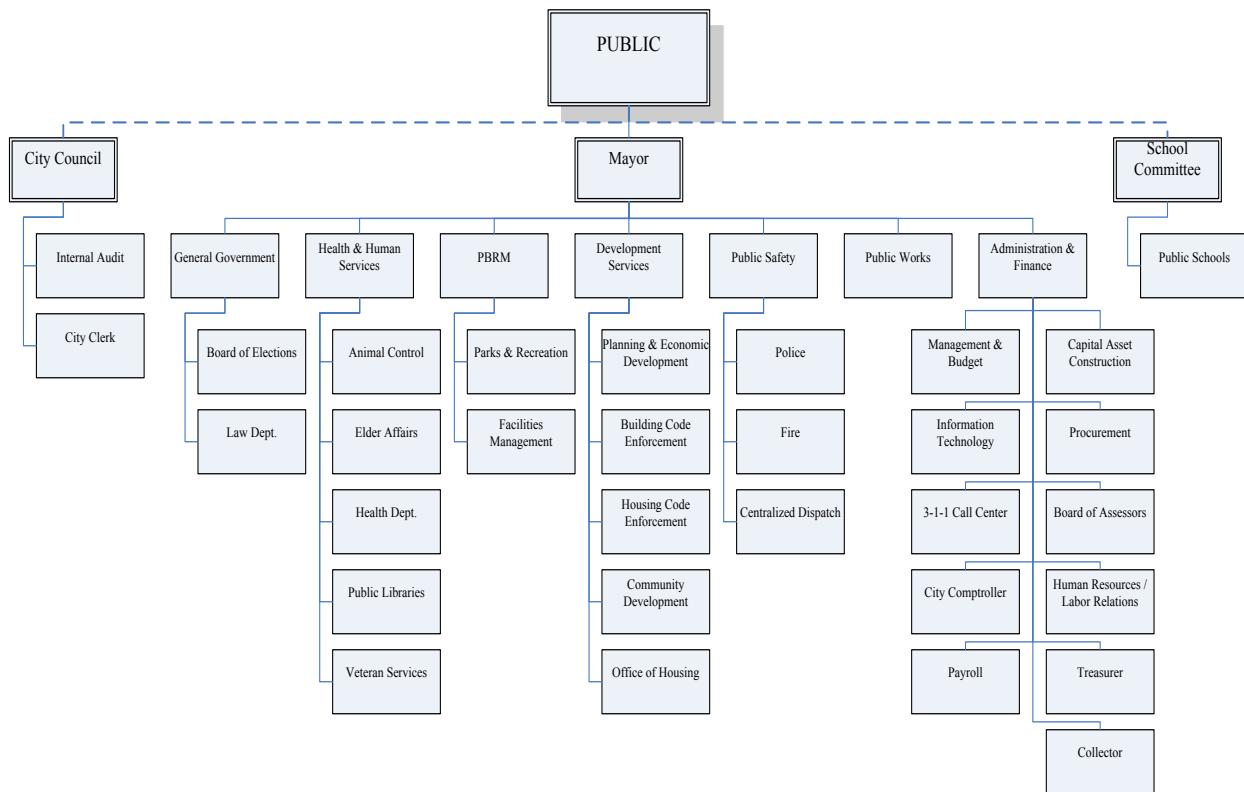
2015 Tax Rates (Per \$1,000 Value)		
Residential Tax Rate	\$	19.71
<i>Average Single Family Home Value</i>	\$	133,800
Commercial / Industrial / Personal Property	\$	39.04

Ten Largest Employers (2014)	
Baystate Health Systems	7,339
Mass Mutual Financial Group	7,000
Big Y World Class Markets	5,600
Sisters of Providence	3,367
Smith & Wesson	1,480
Center for Human Development	1,300
Springfield College	1,000
Verizon	1,000
Springfield Technical Community College	880
Western New England University	875

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

Parcels	
Single Family	26,052
Condominiums	1,886
Two and Three Family	7,706
Vacant Land	3,090
Apartment	703
Misc Residential	95
Mixed Use Residential	261
Mixed Use Commercial	261
Commercial	2,248
Industrial	36
Personal Property	2,976
Exempt Parcels	2,359

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, 2015 election, the mayor is now elected to a 4-year term.

City Council: Legislative powers of the City are vested in the City Council, 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.

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

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

City Departments: City Department Heads are appointed by the Mayor (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 struck on June 1, 2011, the City began its Rebuild Springfield Initiative, integrating community input with planning expertise to develop a realistic action plan for neighborhoods and the city as a whole. It was decided that this plan, along with the City's Strategic Action Plan, align so both initiatives are working toward the same goals. This was completed in Fiscal Year 2013 and incorporated into the budget cycle.

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

Vision

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

Mission

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

Values

The City will operate with the following values:

Accountability

Operate with integrity, fiscal responsibility, and transparent practices

Diversity

Respect and celebrate differences in all aspects of community life

Collaboration

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

Continuous Improvement

Encourage new ideas, creative solutions, and innovation

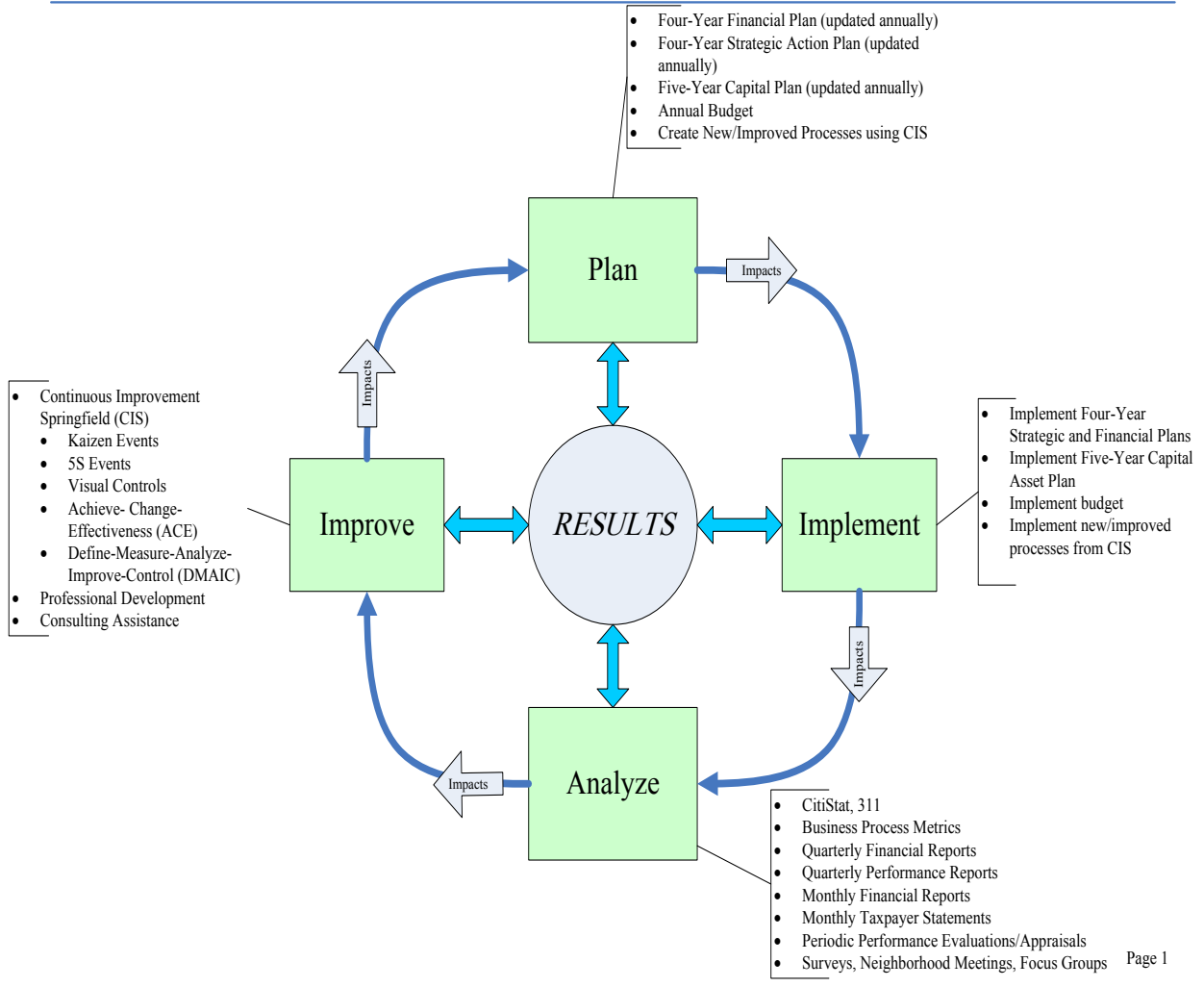
STRATEGIC PRIORITIES

- 1. Public Safety** - Preserve, maintain and improve the safety of those living, 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.

City of Springfield Management Framework



Strategic Plan Development Timeline

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

July 2010

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

August 2010

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

September 2010

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

October 2010

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

November 2010

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

December 2010

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

January 2011

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

February-June 2011

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

Definition of Terms

One inevitable issue in the development of strategic plans is confusion over terminology. For some, strategic plans consist of goals, objectives, and action steps, while others include strategies and tactics. 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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OVERVIEW

The state of the City of Springfield's finances remains on an upswing, gaining momentum in recent years. This continued improvement includes maximizing revenues in spite of being at our levy ceiling, consolidating expenditures through strategic reductions, grant offsets, and creating efficiencies. In recent years, the City has been strategically addressing the structural deficit by reducing the reliance of stabilization reserves to fund operating expenses. FY17 reflects the second consecutive year the City has avoided using reserve funds to balance the budget. Before FY16 the City had been unable to do this for the previous eight fiscal years, dating back to FY08. Being able to accomplish this goal is a testament to the administration's management of the City's finances.

Through the annual planning process of building the City's four-year Multi Year Financial Plan, amassing department budget requests and with consideration of projected casino revenue, the City contended with an initial deficit of \$16.7M. Upon receiving departmental budget requests this gap increased up to \$22.5M. The Administrative goals for the FY17 budget process were threefold. First was solving for a \$22.5M deficit that was created due to rising salaries, benefits, contractual costs as well as stagnant projected revenue. Second was reducing our reliance on one-time revenue to solve for the budget gap. Finally, with these limited resources, providing strategic investments to the City in the areas of public safety and education.

At the onset, the \$22.5M deficit was managed primarily by evaluating rising property values and economic development as a way to raise the levy ceiling. The City is projecting property values to grow 2.5% or \$4.5M, as allowed under Proposition 2 1/2. Unfortunately, because the City is at its levy ceiling, it cannot capture all the new growth as calculated by the Department of Revenue. As a result, the City is working with the Governor's Office, Legislature, and City Council on changing this home rule legislation. By leveraging new development projects over the next fiscal year, the City can capture new growth and consequently grow the levy ceiling.

Internally, departments continue to develop and implement innovative ways to increase and maintain revenue collection. Through all of these initiatives, \$5.9M in additional revenue was attained, further bridging the FY17 budget gap. Reductions in expenses were realized by analyzing details and expenditures of City departments and in total, over \$13.1M in requested funding was eliminated without layoffs. Of the \$13.1M in expense reductions, \$6.75M was a result of strategically issuing and restructuring debt. The other \$6.4M is comprised of both departmental budget reductions as well as offsets to grants. Staffing levels remain intact and, in certain cases, strategically increased to better serve City residents.

In a continuing effort to strategically solve for the budgetary deficit, the FY17 budget is built without the use of one-time revenue, with the exception of departmental revenue expected from building permits. This deliberate effort speaks to the long-term financial goals of the City. In a perfect world, recurring revenue would be enough to support recurring expenses. Although we are able to manage expenses, we are not able to do the same with revenue which is problematic when balancing a budget. The efforts made today have a direct impact on the future of the City of Springfield. Reducing dependence on one-time revenue allows the City to grow its reserves. We are happy to report that reserves will remain above \$40M.

The FY17 budget includes increases to the Police and Fire Department complements by means of funded academies, added staff, funded vacancies and technology upgrades. Public Safety continues to be at the forefront of the Mayor's strategic initiatives, and the FY17 budget reflects the dedication to the safety of City residents. For the Police Department, funding includes a Police Academy of 60 re-

cruits that were hired in FY16 and will be graduating this coming Fall. This will help support the ongoing effort of staying ahead of attrition by growing the complement of officers to 424 and a total of 504 sworn personnel, this level of staffing will help the department focus on quality of life issues by supporting neighborhood initiatives, the C3 policing units and maintaining the Ordinance Flex Squad.

The budget funds numerous deployment strategies without any reduction in police officer presence in neighborhoods or other areas of the city. The newly-implemented Metro Policing unit will provide 24/7 staffing to key areas ranging from Union Station to the MGM Casino and the Basketball Hall of Fame. The budget also funds the North End Initiative, four new C3 Policing Units and the Ordinance Squad, and the continued operation of “ShotSpotter,” assisting with the Department’s response to gun violence, and additional funding for professional development for the force. Lastly, funding for the coming fiscal year allows the department to upgrade critical technology that enhances the Police Commissioner’s “Intelligence-Led Policing” strategy, highlighted by the Command Central platform. Utilizing this new platform, the Crime Analysis Division will provide real-time data to first responders through the use of analytics and intelligence gathering, further enhancing an officer’s ability to prepare for emergency situations. This real-time data will be gathered using a geographical information system that connects with multiple sources such as social media, camera locations, and State and Federal databases.

The Fire Department budget funds an academy of 12 twelve firefighters in FY17; six of whom will graduate in November and the following six in June of 2017. In order to stay ahead of attrition and fulfill their complement of 262.0 FTEs, the Fire Department will continually send new recruits to State-operated academies. This is a proactive measure to address the large number of retirements anticipated over the next five years. Additionally, two new apparatuses have been funded in this year’s budget. The new engine and ladder will replace older vehicles in the aging fleet with the goal of reducing costly repair and maintenance expenses. The FY17 appropriation also includes the implementation of new software that will better utilize available data to track key patterns (common times for fires, busiest areas for fire-related calls, etc.). Lastly, a new state-of-the-art Vocal Alert System will be installed in all fire stations. This new system will quickly relay assignments throughout the station and decrease the risk of delayed response times.

Often a direct correlation to enhanced public safety is economic development. The Mayor’s commitment to public safety is two-fold: strengthening public safety in the City will attract more residents and businesses to come to Springfield, therefore increasing overall economic development. The FY17 budget not only provides level funding and staffing for the Planning & Economic Development department but also increases the number of building inspectors working throughout the City. Three new inspectors will be brought on board for FY17 to meet a higher demand of work based on large-scale commercial projects such as the MGM Casino and CRRC Railway Facility. As business development increases in the upcoming years, the City will be fully prepared to handle the workload in an efficient manner due to planning ahead and increasing staff in the Development Services division.

Funding is also provided for the City’s continued commitment to community services via public libraries and parks, new vehicles and equipment for the DPW and Parks department, along with funding for technology upgrades in several departments across the City. Meanwhile, departmental budget appropriations maintain current staffing and service levels, including library hours, summer recreation programs, and health services.

In January 2015, Moody’s Investor Services affirmed the City’s bond rating at “A2” and elevated Springfield to a “positive” outlook. In addition, City continues to maintain its “AA-” credit rating, which was a result from a double update from Standard & Poor’s in 2014. This is a testament to how well the City has navigated through the economic downturn and made appropriate decisions to keep the budget balanced. Moody’s also credited Springfield’s stabilized financial position with “satisfactory reserve

levels, as well as demonstrated ability to independently manage the city, following the disbanding of the City’s finance control board in 2009.”

Revenue Overview

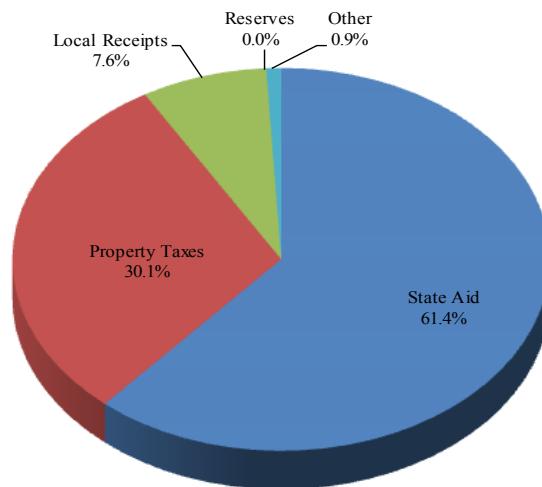
Fiscal 2014 Actual General Fund	Fiscal 2015 Actual General Fund	Fiscal 2016 Adopted General Fund	Fiscal 2016 Revised General Fund	Fiscal 2017 Recommended General Fund	% Change from FY16 Adopted	% Change from FY16 Revised
594,391,147	576,300,126	594,911,803	605,139,058	616,807,963	3.7%	1.9%

Revenue from varying sources supports the budget for the City of Springfield. These sources include state aid, local source revenue and local receipts. The City’s Adopted FY17 revenue totals \$616.8M, a 3.7% increase over the Adopted FY16 budget.

The most significant factors driving the revenue increase include:

- ◆ Increase in Chapter 70 State Aid (Education)
- ◆ Increases in Unrestricted General Government State Aid
- ◆ Increase in the City’s Property Tax Levy
- ◆ Increase in Permit Revenue based on the casino and other economic development projects.
- ◆ MGM revenue based on the host community agreement schedule

FY17 Revenue Sources



To understand the FY17 revenue projections, it is important to understand what drives the City’s revenue sources, and how changes impact the City’s budget.

State Aid

State Aid is the largest source of revenue for the City of Springfield, historically totaling approximately 62% of the City’s revenue. In FY17, the City estimates to receive \$378.6M, an increase of \$11.6M, or 3.17%, over FY16. Within the category of State Aid, several sources are appropriated through the State budget. 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 was once printed on, is the official notification from the Massachusetts Department of Revenue (DOR) regarding the next FY'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	319,871,030
School Building Assistance	10,696,808
Charter School Tuition Reimbursement	9,224,364
TOTAL SCHOOL AID	339,792,202
Non-Education Aid	
Unrestricted Gen. Gov't Aid	36,399,631
Veterans Benefits	1,849,071
Exempt: Vets, Blind, Surv Spouses	534,873
State Owned Land	18,388
TOTAL NON-EDUCATION AID	38,801,963
TOTAL STATE AID	378,594,165

Included in Springfield's Cherry Sheet are assessments the Commonwealth charges for services. These services include the Pioneer Valley Transit Authority (PVRTA) regional transit system and charter school tuition. Springfield's FY17 assessments are \$49.9M, an increase of \$2.9M over the previous fiscal year.

State Education Aid

State Aid for Education has significantly increased over the past seven years, from \$283.7M in FY11, to \$339.8M in FY17. Although there has been significant growth in educational state aid, over the past four years, the percentage increase over the previous year's appropriation has dropped, and does not keep pace with growth for fixed costs. Consequently, the School Department still needs to solve for budget gaps each year.

State Education Aid comes in the form of the following:

Education Aid	
Chapter 70	319,871,030
School Building Assistance	10,696,808
Charter School Tuition Reimbursement	9,224,364
TOTAL SCHOOL AID	339,792,202

Chapter 70

Springfield will receive \$319.9M in Chapter 70 aid in FY17, an increase of \$10.7M, or 3.5% over FY16. The Education Reform Act of 1993 established the Chapter 70 funding program, which created educa-

tion spending requirements for school districts to prevent or alleviate funding inequities. Annually, the Commissioner of the Department of Elementary and Secondary Education (DESE) determines the spending requirements for each municipality to fund adequate levels of education. This is known as Net School Spending (NSS). Long-term debt service, adult education, and student transportation are excluded from NSS. This determination is based on the district's End-of-Year Pupil and Financial Reports. DESE informs municipalities of their education appropriation for the next FY, 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 FY. The City's NSS requirement increased in FY17 from \$345.6M to \$356.6M and increasing Springfield's local contribution from \$36.4M to \$36.7M.

School Building Assistance Aid

The City of Springfield will receive \$10.7M in reimbursements from the Massachusetts School Building Authority (MSBA) for school capital projects. Every year, Springfield and other Massachusetts municipalities can receive up to 80% reimbursement from the MSBA for approved school building projects. In 2014, the Massachusetts Legislature passed a tornado relief bill, allowing the MSBA to reimburse up to 100% for repairs to damages caused by the June 1, 2011 tornado, saving the City approximately \$13M in funds that otherwise would have not been reimbursed.

MSBA programs are meant to help communities keep building costs at a manageable level and give students first-class learning facilities, and are invaluable to the City. There are 57 public school buildings in Springfield, and without these programs, the City would find it very difficult to generate sufficient revenue to build and renovate schools under Proposition 2 ½. The MSBA programs help to ensure that Springfield schools can have the same opportunities as other communities.

Charter School Tuition Reimbursement

Springfield is estimated to receive \$9.2M in charter tuition reimbursements, an increase of \$2.0M from FY16. Charter tuition reimbursements cover a small percentage of the cost for charter school tuition. Springfield's FY17 costs for charter school tuition are \$46.2M, a \$2.7M increase from FY16.

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 in FY17 school districts receive 100% tuition reimbursement for the first year, and 25% tuition reimbursement each year, for the five years following.

State Non-Education Aid

Ninety percent of Springfield's State Aid supports education. While educational aid increases, in previous years, decreases in non-Education Aid has had direct impacts on core City services, resulting in program reductions and layoffs. Because of the City's reliance on State Aid to support its budget, the City is subject to the economic effects experienced by the Commonwealth and continuously monitors State budget actions throughout the year to understand the impacts on Springfield.

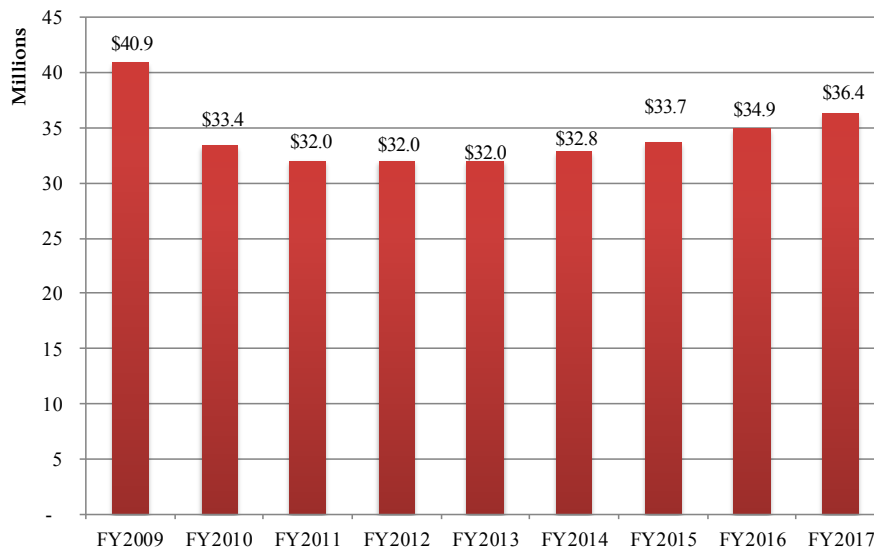
The City estimates to receive \$38.8M in Non-Education Aid from the State for FY17, an increase of \$1.2M or 3.20% over FY16.

This Aid comes in the form of the following:

Non-Education Aid	
Unrestricted Gen. Gov't Aid	36,399,631
Veterans Benefits	1,849,071
Exempt: Vets, Blind, Surv Spouses	534,873
State Owned Land	18,388
TOTAL NON-EDUCATION AID	38,801,963

Unrestricted General Government Aid

In FY17, Unrestricted General Government Aid is \$36.4M, \$1.5M more than FY16. In the past, reductions in this aid have had direct impacts on City services and have required program and staffing reductions to live within the reduced appropriations.



Veterans' Benefits

Springfield estimates to receive \$1.85M in Veterans' benefits this year, a decrease of \$308K over FY16. 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 FY17, the State will reimburse the City \$535K, an increase of \$9K from FY16. 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 \$18K in reimbursements for tax-exempt state-owned land in FY17, level to FY16. 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

Local Source Revenue	
Real & Personal Property Taxes, net of refunds	185,958,317
Motor Vehicle and other excise taxes	9,900,000
Hotel/Motel tax	1,152,927
Meals Tax	1,650,000
Charges for services	776,353
Penalties and interest on taxes	1,870,000
Payments in lieu of taxes	2,133,730
Licenses and permits	10,533,003
Fines and forfeitures	6,439,113
Rentals	166,381
Departmental and other	1,985,169
Schools and other	1,371,331
Investment Income	1,346,859
Medicaid	3,500,000
Not Classified	3,930,615
Total Local Source Revenue	232,713,798

Approximately 38% of the total revenue is collected in the City of Springfield. 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.

Property Taxes

The City of Springfield is projecting to receive \$186M in property taxes in FY17. Property tax revenue accounts for 80% 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 3 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 2 levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5% of the total full and fair cash value of all taxable real and personal property

in the community. This is known as the levy ceiling. Second, a community's levy is also constrained in that it cannot increase more than 2.5% over the prior year's total levy, known as the levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality's levy limit is only increased in 3 ways: 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 FY16 is \$19.66 per \$1,000 of value for residential property and \$38.60 per \$1,000 of value for commercial, industrial, and personal property.

The City's projected levy for FY17 is \$186M. 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 FY96 through FY00, Springfield's tax levy was at 2.5% of the total assessed value, limiting the City's ability to increase property taxes.

While the City continues to make 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 \$46.8M in local revenue other than personal or real property taxes, a decrease of 1.13% from FY16 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. Currently, there are two ordinances before City Council to increase fees for the City Clerk's office and the Fire Department.

Departmental and Other Revenue

This category includes a variety of miscellaneous and departmental revenue projecting to be nearly \$2M in FY17. Included in this revenue category are parking meter reimbursements, various departmental fines and fees municipal Medicaid reimbursements. Under the Individuals with Disabilities Education Act, the City is eligible for reimbursement for services provided to students with special needs.

Motor Vehicle Excise

In FY17, the City will collect \$9.9M in motor vehicle excise, an increase of \$100K from FY16. 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 \$1.2M in hotel/motel excise taxes for FY17, an increase of \$53K from FY16. In 2009, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs in light of the State Aid decreases 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 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 \$776K for FY17, an increase of \$97.7K over FY16. 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 FY17, penalties and interest on taxes are expected to be \$1.9M. The City imposes penalties and charges interest on all late payments and taxes, including tax title accounts, property taxes, and late motor vehicle excise taxes. Interest rates for overdue property taxes are 14% and 16% for tax title accounts and motor vehicle excise tax.

Payments in lieu of Taxes (PILOTs)

Collection of PILOT revenue for FY17 is estimated to be \$2.1M, level to FY16. 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. If property changes from a previously non-taxable use to a taxable use, this change is reflected in the revenue source.

The City has been working on developing a policy for negotiating PILOT payments in an effort to increase revenue and to reflect the services provided to non-profit entities. No new PILOTs from this effort are included in the revenue assumptions for FY17.

Licenses and Permits

Licenses and Permits revenue is expected to total \$10.5M in FY17, which is almost an increase of \$2.1M over FY16 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 \$6.4M in fines and forfeitures in FY17, which is less than FY16 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.

Interest Earned on Investments

Interest earned on investments will generate \$1.3M in FY17, level to the FY16 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 FY, the City is working toward maximizing its investment earnings by looking to a broad range of investments opportunities that are available to municipalities.

Reserves

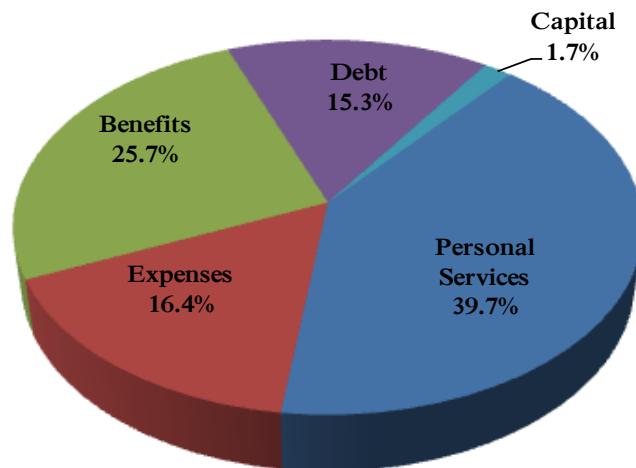
The City of Springfield’s FY17 budget includes zero use of stabilization reserves, an accomplishment the City has now achieved for the 2nd consecutive year. Prior to that, the City had been unable to accomplish this goal since FY08. Over the past 6 years, the City has worked hard to increase its reserve balances through careful planning and tracking of spending. At the end of every FY, 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.

Expenditure Overview

Fiscal 2014 Actual General Fund	Fiscal 2015 Actual General Fund	Fiscal 2016 Adopted General Fund	Fiscal 2016 Revised General Fund	Fiscal 2017 Recommended General Fund	% Change from FY16 Adopted	% Change from FY16 Revised
594,391,147	576,300,126	594,911,803	605,139,058	616,807,963	3.7%	1.9%

The Recommended FY17 budget recommends \$616.8M for municipal and educational purposes. This represents an increase of 3.7% from the Adopted FY 2016 budget. The total budget funds both the School Department and the City-side of government (Police, Fire, Public Works, etc.).

FY17 City Budget Breakdown



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 FY17 budget appropriates \$84.2M for salaries and overtime. This represents funding for 1,355.8 General Fund Full Time Equivalents (FTEs) across all City departments. In addition, there are 56.0 Solid Waste Enterprise Fund FTEs at DPW, 92.9 Grant Funded Employees across all departments and 29.0 Trust Funded Employees across several departments. FY17 General Fund FTEs increased 27.5 over FY16. The variance includes an addition of 20 new sworn FTEs to the Police department’s complement.

DEPARTMENT	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
CITY COUNCIL	11.6	15.6	15.8	15.8	15.8	16.0	16.0	16.0	16.0
MAYOR	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
INTERNAL AUDIT	-	3.0	3.0	2.0	3.0	3.0	3.0	3.0	3.0
CITY CLERK	12.0	11.0	11.0	10.0	10.0	10.0	9.0	9.0	9.0
BOARD OF ELECTION COMMISSION	5.0	4.0	5.0	4.0	4.5	4.5	4.5	4.5	5.0
LAW	25.6	19.5	24.5	22.2	24.8	23.0	23.0	25.5	26.0
General Gov't Subtotal	61.2	60.1	66.3	61.0	65.1	63.5	62.5	65.0	66.0
CAFO/OFFICE OF MANAGEMENT & BUDGET	-	4.3	3.0	2.0	2.0	8.0	8.0	8.0	8.0
FINANCE	10.0	10.5	9.0	7.0	6.0	-	-	-	-
CITISTAT	4.0	4.0	5.0	-	-	-	-	-	-
311	10.0	11.0	10.8	9.8	8.8	8.8	9.0	8.8	8.8
COMPTROLLER	16.2	13.5	13.5	11.0	10.0	9.0	9.0	9.0	9.0
OFFICE OF PROCUREMENT	12.8	11.0	9.0	6.0	6.0	7.0	7.0	7.0	7.0
BOARD OF ASSESSORS	14.0	13.0	13.0	12.0	11.0	12.0	12.0	12.0	13.0
TREASURER/COLLECTOR	19.5	18.0	18.0	17.0	16.0	16.0	16.0	16.0	16.0
HUMAN RESOURCES AND LABOR RELATIONS	22.0	14.0	17.5	17.5	15.0	16.0	16.0	16.0	16.0
LABOR RELATIONS	-	3.5	-	-	-	-	-	-	-
PAYROLL DEPARTMENT	-	5.0	5.0	4.0	-	-	-	-	-
INFORMATION TECHNOLOGY DEPARTMENT	22.6	18.0	18.0	15.0	14.0	14.0	13.0	13.0	13.0
CAPITAL ASSET CONSTRUCTION	4.0	4.0	3.0	3.0	3.0	2.0	4.0	4.0	5.0
A&F Subtotal	135.1	129.8	124.8	104.3	91.8	92.8	94.0	93.8	95.8
PLANNING DEPARTMENT	14.0	13.6	13.0	12.0	13.0	13.0	13.0	13.0	13.0
BUILDING - CODE ENFORCEMENT	25.0	25.0	25.0	25.0	25.0	25.0	25.3	25.3	28.3
HOUSING - CODE ENFORCEMENT	18.9	13.9	13.5	12.5	11.3	11.3	13.0	15.0	15.0
Planning and Eco Dev Subtotal	57.9	52.5	51.5	49.5	49.3	49.3	51.3	53.3	56.3
PARKS DEPARTMENT	101.5	86.3	92.0	73.5	72.0	70.0	72.0	79.5	80.5
FACILITIES MANAGEMENT	56.0	65.0	68.0	58.0	23.0	23.0	23.0	23.0	23.0
PBRM Subtotal	157.5	151.3	160.0	131.5	95.0	93.0	95.0	102.5	103.5
POLICE	583.0	537.0	539.0	506.0	477.0	485.0	503.0	529.0	552.0
FIRE	291.0	262.0	263.0	251.0	240.0	240.0	260.0	260.0	261.0
CENTRALIZED DISPATCH	-	28.0	28.0	28.0	27.0	27.0	27.0	27.0	27.0
Public Safety Subtotal	874.0	827.0	830.0	785.0	744.0	752.0	790.0	816.0	840.0
DEPARTMENT OF PUBLIC WORKS	135.5	99.0	66.0	60.0	60.0	70.0	71.0	70.0	70.0
Public Works Subtotal	135.5	99.0	66.0	60.0	60.0	70.0	71.0	70.0	70.0
TJ O'CONNOR ANIMAL CONTROL	13.5	10.5	10.0	10.0	11.0	12.0	11.5	14.0	14.0
HEALTH & HUMAN SERVICES	32.5	30.0	26.9	25.0	22.5	22.5	22.0	22.0	22.0
DEPARTMENT OF ELDER AFFAIRS	6.8	6.1	5.9	5.9	6.4	5.3	5.8	5.6	5.6
VETERANS SERVICES	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0	6.0
LIBRARY	79.9	62.9	64.9	62.6	59.2	77.9	77.1	76.6	76.6
HHS Subtotal	136.7	113.5	111.7	107.5	103.1	121.6	120.4	123.2	124.2
CITY GRAND TOTAL	1,557.9	1,433.2	1,410.3	1,298.8	1,208.3	1,242.2	1,284.2	1,323.8	1,355.8

In addition to salaries and overtime costs, the budget appropriates over \$57M for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 66.6% 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 Committee (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 majority of Springfield employees are union members covered by collective bargaining agreements. In order to allow for better long-term financial planning, it is important to continue to negotiate long-term, sustainable union agreements. While many of the City's union agreements were recently settled, these agreements were only valid through the end of FY16. Because of this, the City is projecting that 17 out of 24 agreements, or 71%, will be expired at the start of FY17. The FY17 budget assumes a 2.0% wage increase for all non-bargaining employees as well as separate retro account to budget for potential collective bargaining settlements during the next fiscal year.

Health Insurance

Springfield's FY17 budget includes \$23.7M for health insurance for City department employees representing a 0.52% increase from the FY16 projection. This amount pays for active and retired City employees.

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 proven 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 10 years or if a spouse contributed to Medicare.

Other Post-Employment Benefits

In addition to providing pension benefits, the City also provides health, dental, vision and life insurance to retired employees and their survivors, including those retired under the Massachusetts Teachers Retirement System (MTRS). This policy is in accordance with Chapter 32 of the Massachusetts General Laws. For retirees whose gross annual pension benefit is more than \$30K, the City funds 75% of health, vision, and dental premiums. For retirees whose gross annual pension benefit is \$30K or less, the City funds 85% of premiums. This additional benefit will decrease each FY until FY 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 FY17 budget appropriates \$30.1M for retirement costs for City and School Department employees who are not members of the Massachusetts Teachers Retirement System (MTRS). The City does not contribute to teachers' and certain administrators' retirement, 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 \$30K, an additional two percent is withheld from the portion in excess of \$30K.

Retirement benefits are uniform for all Massachusetts retirement systems. Retired employees receive a pension up to 80% of the employee's highest three-year average annual rate of regular compensation. Benefit payments are based on a member's age, length of creditable service, level of compensation, veteran status and group classification. Members become vested after ten years of creditable service. Management of Springfield's retirement system assets was transferred to the Pension Reserves Investment Management Board of the Commonwealth of Massachusetts (PRIM), 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 FY17, Springfield utilizes an updated pension valuation as of January 2014 with a funding schedule extended to 2037. This valuation defines the City's accrued liabilities as \$731M with a funded ratio of 27%.

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 FY17 budget includes \$31.2M for debt service. Springfield's annual debt expenditures for FY17 comprise of approximately 5% of the City's overall general fund expenditures, which represents a decrease from 6% in FY 2016. As required by the City's financial ordinances and policies (Ch. 4.44.050), the City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt.

Enterprise Fund

The FY17 Budget appropriates \$3.3M to supplement the Solid Waste Enterprise Fund. The Enterprise Fund supports all solid waste functions. In addition to the supplement provided in the budget, the fund generates \$4.5M in revenue to fund operations. The City Council approved a trash fee of \$90 per bin in FY13.

Assessments

The FY17 budget appropriates \$49.9M for state assessments. Springfield's assessments are mandated costs based on the City's Cherry Sheet, which is the Department of Revenue's notification of the next FY'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. \$46.2M is for School Choice Sending Tuition

and Charter School Sending Tuition, 93% 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 cost for FY17 is \$33K and is determined through a formula based on population and equalized valuation.

The Commonwealth assessed the City \$500K in FY17 to reimburse the Registry of Motor Vehicles for marking licenses and registrations for non-renewal. If an individual does not pay parking violations, motor vehicle excise, or abandoned vehicle costs, a \$20 charge per violation is placed on the individual's license or registration. The State charges the City \$20 for each marking to offset costs for this service.

Springfield Museums Association

The FY17 budget appropriates \$1.32M for the Springfield Museums Association (SMA), a not-for-profit corporation. The City and SMA have an agreement that the City will provide \$1.32M annually to the SMA until 2031. This agreement stems from a settlement between the SMA and the City over the Association's sale of the Mason Square Library Branch in 2003. The agreement includes free admission for City residents to the Springfield Science Museum, the D'Amour Museum of Fine Arts, the Wood Museum of Springfield History and the George Walter Vincent Smith Art Museum.

School Department

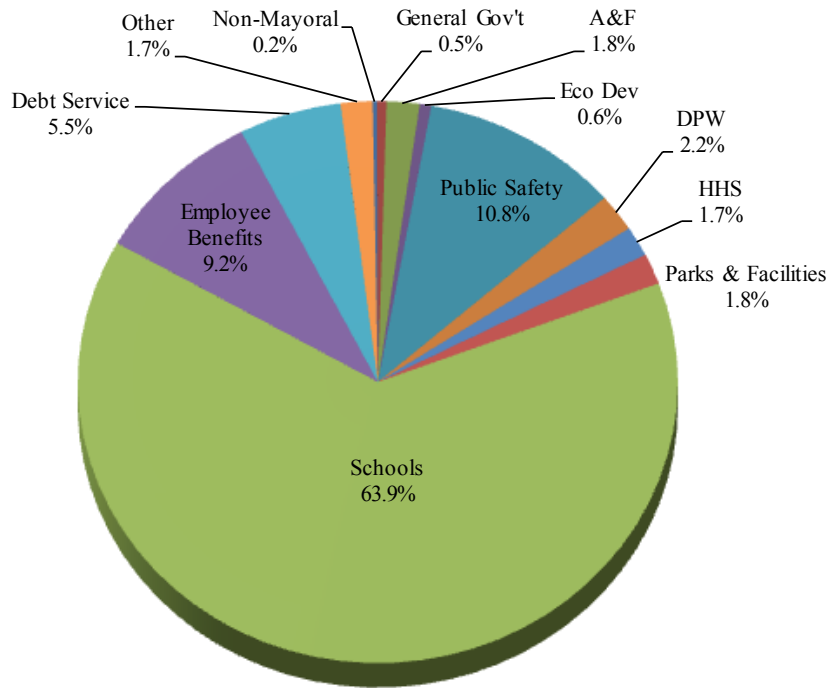
The City operates the second largest school district in the Commonwealth of Massachusetts and is comprised of 38 elementary schools (12 contain on-site early childhood programs), 6 middle schools, 6 high schools, and 7 specialized schools. Students also have alternative educational options of attending one of four available charter schools or participating in school choice, which allows them to attend school in another school district.

Springfield has approximately 29,109 students of which roughly 25,757 attend Springfield Public Schools in the District. With over 5,000 employees and over 2,500 teachers in-District, Springfield boasts a 90.9 percent Highly Qualified Teacher rate in core subjects taught. Additionally, the City provides per pupil funding to Charter Schools both in and out of the District. These programs enroll approximately 3,337 students as well as other neighboring school districts that enroll approximately 790 students. These students actually reside in Springfield, but attend schools in other districts under the School Choice Program.

City Departments

Springfield’s FY17 budget appropriates \$222.4M for City departments and \$394.4M for the School Department. The allocation of funding by Division is as follows:

FY17 Expenditure Uses



Non-Mayoral Division

The FY17 budget includes \$1,391,514 for the Non-Mayoral Division departments, an decrease of \$11,605 from the FY16 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.

	FY17 Recommended Budget Non-Mayoral Division				% Change from FY16 Adopted	% Change from FY16 Revised
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended		
City Council	408,771	426,507	426,507	433,887	1.7%	1.7%
City Clerk	468,204	503,954	503,954	490,045	-2.8%	-2.8%
Internal Auditor	348,952	472,658	472,658	467,582	-1.1%	-1.1%
Total	1,225,926	1,403,119	1,403,119	1,391,514	-0.8%	-0.8%

The City Council’s FY17 budget is \$433,887. The City Council is responsible for enacting general and zoning ordinances, reviewing petitions for special permits, and authorizing legislation and special acts on behalf of Springfield residents. The appropriation for this department continues level service and staffing for the City Council.

The City Clerk’s FY17 budget is \$490,045. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements. The appropriation for this department continues level service and staffing.

The Internal Auditor’s FY17 budget is \$467,582. The Internal Auditor is responsible for conducting internal audits. The Director of Internal Audit is appointed by the Mayor with the approval of the City Council. The appropriation for this department includes necessary funding to continue its main function of internal audit, as well as funding for full staffing.

General Government Division

The FY17 budget includes \$3,172,818 for the General Government Division, an increase of \$60,289 from the prior FY. These departments provide a variety of functions for the City, including administrative support, expertise, and oversight, supporting the vision of the Mayor.

FY17 Recommended Budget General Government Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
Mayor's Office	499,170	524,354	524,354	532,520	1.6%	1.5%
Law Department	3,279,332	1,976,405	2,126,405	2,022,208	2.3%	-5.2%
Elections Department	493,328	608,019	608,019	618,090	1.7%	1.6%
Total	4,271,830	3,108,779	3,258,779	3,172,818	2.1%	-2.7%

The Mayor’s Office FY17 budget is \$532,520. The Mayor’s Office is the administrative office for the Mayor of Springfield, responsible for executing all policy initiatives and implementing the City’s ordinances. The appropriation for this department continues level service and staffing for the Mayor’s Office.

The Law Department’s FY17 budget is \$2,022,208. This year’s appropriation includes level service for staffing as well as all services

The Board of Elections FY17 budget is \$618,090. The department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. This year’s appropriation is increased in order to maintain proper service level for the upcoming Presidential election.

Administration and Finance Division

The budget for the Administration and Finance Division totaled \$10,919,522 in FY17, an increase of \$43,443 from the prior FY. These departments, reorganized under the Chief Administrative and Financial Officer in 2010, are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, centralized procurement, human resources, labor relations and collection of taxes. The Payroll department, previously funded through appropriations from both the City and School Department budgets, has been fully funded through the Service Level Agreement with the School Department for FY17.

FY17 Recommended Budget Administration & Finance Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
Office of Management & Budget	592,629	680,012	649,345	684,978	0.7%	5.2%
Dept 3-1-1	428,924	435,010	428,667	449,475	3.3%	4.6%
Comptroller	499,186	585,473	568,950	588,744	0.6%	3.4%
Procurement	470,817	512,372	486,503	518,502	1.2%	6.2%
Assessors	833,352	970,790	970,790	928,134	-4.4%	-4.6%
Treasurer	1,994,701	1,967,839	1,967,839	1,944,088	-1.2%	-1.2%
Collector	405,807	445,957	445,957	454,820	2.0%	1.9%
HRLR	1,425,225	1,657,143	1,654,362	1,629,801	-1.6%	-1.5%
Payroll	111,735	184,886	-	151,317	-18.2%	100%
Information Technology	2,858,581	2,969,910	2,969,910	3,123,864	5.2%	4.9%
Capital Asset Construction	489,588	459,503	459,503	445,800	-3.0%	-3.1%
Total	10,110,545	10,868,896	10,601,827	10,919,522	0.5%	2.9%

The Office of Management and Budget's FY17 budget is \$684,978. The Chief Administrative and Financial Officer is responsible for administering and supervising the City's financial services, which includes developing department budgets, monitoring expenditures, reviewing transfers and allotments and implementing and maintaining uniform financial systems and controls for all departments. The appropriation for this department includes level funding of staff and services.

The 3-1-1 budget for FY17 is \$449,475. 3-1-1 is the first point of contact for residents needing services or information from City government. All requests are tracked and departmental performance is measured daily, monthly and annually. The appropriation for this department continues its funding for an internship program that will fund two interns from the Putnam Vocational High School to work and learn at the call center.

The Comptroller's Office FY17 budget is \$588,744. The Comptroller is responsible for maintaining the City's financial system of record, ensuring all financial transactions are in compliance. The appropriation for this department includes level service and staffing.

The FY17 budget appropriates \$518,502 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. The appropriation for this department includes level funding of staff and services.

The Board of Assessors' FY17 budget is \$928,134. This department provides accurate and equitable valuation of all real and personal property within the City, driving the City's top source of local revenue. This year's appropriation funds level service and staffing for the department.

The Treasurer's Office FY17 budget is \$1,944,088. This department manages the financial accounts of the City of Springfield, and invests funds to cover both short-term and long-term debt. This office has custody of all tax-title foreclosed properties within the City of Springfield, and administers all redemption payments, maintenance, and auctions of those properties. This year's appropriation continues to level fund service and staffing for the department.

The Collector's Office FY17 budget is \$454,820. This department prepares tax bills and collects payments of real estate, personal property, and excise taxes as well as trash fees and parking fines. This of-

office also prepares and facilitates the tax-taking of delinquent properties. This year's appropriation continues to support Tax Title and Cash & Investment programs.

The Human Resources and Labor Relations Department FY17 budget is \$1,629,801. 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. The appropriation for this department includes necessary funding to continue monitoring benefit costs and handling all labor relations matters for the City and its departments.

The Information Technology Department's FY17 budget is \$3,123,864. The IT Department maintains and supports the City's electronic information infrastructure and software applications. The appropriation for this department includes level staffing, along with additional funding for a new Helpdesk Technician that was hired this past March.

The Capital Asset Construction Department's FY17 budget is \$445,800. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments. This appropriation includes level funding staff and services which provides continuous savings to the City on project management consultant costs by bringing work in-house. Additionally, the budget funds a new Project Administrator to the staff. This position was added this past Spring.

Development Division

The Developmental Services Division FY17 budget appropriates \$3,868,681, an increase of \$222,460. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the City.

FY17 Recommended Budget Development Division						
	FY15	FY16	FY16	FY17	% Change	% Change
	Actual	Adopted	Revised	Recommended	from FY16	from FY16
					Adopted	Revised
Planning	1,202,997	1,282,703	1,263,733	1,270,019	-1.0%	0.5%
Community Development	-	-	-	-	-	-
Building Code	1,420,761	1,530,811	1,469,193	1,767,582	15.5%	16.9%
Housing Code	756,119	832,706	760,271	831,080	-0.2%	8.5%
Total	3,379,877	3,646,220	3,493,197	3,868,681	6.1%	9.7%

The FY17 budget appropriates \$1,270,019 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 department's appropriation includes level fund staffing and services to support projects such as the MGM Casino and CRRC USA Rail Corp which will provide economic growth and development for the City.

The Building Inspectional Services Division's FY17 budget is \$1,767,582. The department enhances public safety through inspections and licensing of physical operations of businesses in the City. This year's appropriation includes three additional Code Inspectors as well as increased hours for all Inspectors to prepare for projected workload from CRRC USA Rail Corp & MGM projects.

The Housing Inspectional Services Division FY 2016 budget is \$831,080. This department investigates and documents violations of Municipal Ordinances and State Sanitary Codes. This year's appropriation continues to level fund staffing and services for the department.

The daily functions of the two Code Enforcement departments directly affect residents' quality of life by

enforcing health, sanitary, and safety codes in the City of Springfield. In addition, these departments collaborate with the Parks Department's Mayor's Clean City initiative to clean and maintain illegal dumping sites throughout the City.

Public Safety Division

The Public Safety Division departmental budgets total \$66,392,461. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

FY17 Recommended Budget Public Safety Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
Police Department	36,704,844	40,386,314	40,388,209	43,166,081	6.9%	6.9%
Fire Department	20,130,041	21,413,297	21,413,297	21,316,555	-0.5%	-0.5%
Centralized Dispatch	1,733,452	1,828,958	2,339,980	1,909,826	4.4%	-18.4%
Total	58,568,337	63,628,570	64,141,487	66,392,461	4.3%	3.5%

The Police Department's FY17 budget is \$43,166,081. The department's mission is to reduce the incidence of crime, improve the quality of life, and create an environment where all residents can live safely and without fear. The appropriation increases the officer complement by 20, bringing the total to 424 police officers and 504 sworn personnel. The appropriation also includes funding for critical technology upgrades designed to strengthen the department's "Intelligence-Led Policing" strategy by gaining access to various sources of real-time data.

The Fire Department's FY17 budget is \$21,316,555. The appropriation for this department includes funding for a lease of two new apparatus which will aid in replacing the department's aging fleet. There is also an increase in funding to support the addition of a new software program aimed at better utilizing data to track key patterns related to common times for fires, busiest areas for fire-related calls, etc.).

The Dispatch Department has an appropriation of \$1,909,826 for FY17. Some operational costs have been funded through the department's E911 grant funded by the State for FY17 in an effort to maintain adequate staffing levels. This year's appropriation, along with efficient managing of grant funding, supports level staffing along with funding to support the operation of Smart911. Smart911 is a software which provides dispatchers access to more comprehensive information on 911 calls such as photographs, detailed medical information, enhanced geographic location and other relevant information in an effort to provide the most efficient level of service possible.

Public Works Division

The Department of Public Works (DPW) FY17 Budget is \$18,552,006. 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.

FY17 Recommended Budget Public Works Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
DPW - GF	10,356,014	10,115,555	10,147,086	10,054,484	-0.6%	-0.9%
DPW - EF	9,190,063	8,807,416	8,866,793	8,497,522	-3.5%	-4.3%
Total	19,546,077	18,922,971	19,013,879	18,552,006	-2.0%	-2.5%

DPW was able find a number of operational efficiencies, and the department’s appropriation includes full funding for several storm drain and riverfront management projects. These projects are mandated upgrades and the funds are now available to bring Springfield into compliance on a continuing basis.

Health and Human Services

The FY17 budget appropriates \$10,641,495 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.

FY17 Recommended Budget Health & Human Services Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
TJO - Animal Control	1,155,996	1,362,110	1,378,269	1,394,790	2.4%	1.2%
Health	1,230,333	1,416,057	1,416,057	1,448,836	2.3%	2.3%
Elder Affairs	287,171	293,698	293,698	302,458	3.0%	2.9%
Veterans	3,041,090	3,136,242	3,136,242	2,986,798	-4.8%	-5.0%
Libraries	4,411,050	4,175,557	4,175,557	4,508,613	8.0%	7.4%
Total	10,125,641	10,383,664	10,399,823	10,641,495	2.3%	2.3%

The Thomas J. O’Connor Animal Control and Adoption Center’s FY17 budget is \$1,394,790. This department provides comprehensive animal control services and programs, including adoptions, licensing, vaccines, and education. This year’s appropriation funds continuing animal control services to residents of Springfield, Chicopee and Holyoke twenty-four hours a day, seven days a week.

The Health Department FY17 budget is \$1,448,836. The department promotes physical and mental health, disease prevention, disability management and enforcement of public health rules and regulations. The department works closely with governmental agencies and community-based organizations through a collaborative process to determine the health and human services needs of the residents of the City of Springfield. This year’s appropriation continues level service along with increased funding to support the lease for a new location.

The Department of Elder Affairs FY17 budget is \$302,458. The department enhances the quality of life for elderly citizens through outreach, senior centers, and recreational programming. This year’s appropriation includes a transfer of a full time employee’s partial salary from grant funding to the General Fund which will provide additional savings to the City.

The Veterans Services department’s FY17 budget is \$2,986,798. This department is responsible for dispensing state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The State reimburses the City 75% of costs allocated for Veteran’s benefits. The budget for this department is caseload driven and over the past several years, caseload has significantly increased. The FY17 appropriation supports increased staffing of one service investigator to support the changing caseload.

The Library Department’s budget for FY17 is \$4,508,613. In FY15 the City, acting on the recommendations of the “Re: Think Springfield City Library” consultant study, supported the resurgence of the Springfield City Library. After repurposing the Liberty Branch Library for use as a senior drop-in center and converting Pine Point into a Library Express and adult literacy center, hours at the other 7 branch libraries were increased from 18 to 30 hours. The FY17 appropriation continues to support the increased hours put in place in FY15 while providing additional savings by offsetting costs to Library State Aid.

Parks, Buildings, and Recreation Management Division

The Parks, Buildings and Recreation Management Division’s FY17 budget is \$10,933,366. 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.

FY17 Recommended Budget Parks, Recreation, and Building Management Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
Facilities	2,880,139	2,752,211	2,862,619	2,755,139	0.1%	-3.9%
Parks Department	7,499,249	7,855,372	7,878,112	8,178,227	4.1%	3.7%
Total	10,379,388	10,607,583	10,740,731	10,933,366	3.1%	1.8%

The Parks Department’s FY17 budget is \$8,178,227. The Parks Department is responsible for maintaining the City’s parks, golf courses, and athletic fields. The department’s appropriation includes funds for continued operation and servicing of 5-Mile Pond, and all City pools and splash pads, Veteran’s and Franconia golf courses and Cyr Arena. It also includes funding for a new Zamboni and other maintenance equipment. FY17’s appropriation also provides funding for the renovation of a number of properties around the city including Mary Troy Park and the Phaneauf Environmental Center in Forest Park. It also provides funding for terrace maintenance and to expand the existing After School Program.

The FY17 budget appropriates \$2,755,139 for the Facilities Department. The Facilities Department maintains and repairs over 90 municipal and school buildings. This year’s appropriation level funds staffing and provides increased funding to insure City-owned properties that were damaged due to the 2011 tornado.

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Fiscal Year 2017: Financial Forecast

Financial Forecast

MULTI-YEAR FINANCIAL PLAN (FY17-FY20):

	FISCAL 2015 ACTUAL	FISCAL 2016 ADOPTED*	FISCAL 2017 MYFP - PROJECTED	FISCAL 2018 MYFP - PROJECTED	FISCAL 2019 MYFP - PROJECTED	FISCAL 2020 MYFP - PROJECTED
SPENDING ASSUMPTIONS						
Administration and Finance Division	10,895,862	10,859,610	11,076,802	11,148,339	11,221,305	11,295,731
Development Division	3,403,253	3,646,220	3,719,145	3,793,528	3,869,398	3,946,786
General Government Division	4,334,659	3,108,779	3,170,954	3,234,373	3,299,061	3,365,042
Non-Mayoral Division	1,231,831	1,403,119	1,431,182	1,459,805	1,489,002	1,518,782
Health and Human Services Division	10,250,695	10,383,664	11,101,338	11,323,364	11,549,832	11,780,828
Public Safety Division	61,111,192	64,493,609	69,770,598	71,426,010	73,114,530	74,836,821
Public Works Division	14,722,761	14,029,642	14,310,235	14,596,439	14,888,368	15,186,136
Parks & Facilities Division	10,901,014	10,607,583	10,819,734	11,036,129	11,256,852	11,481,989
School Department	384,865,943	378,730,282	392,360,793	404,131,617	416,255,565	428,743,232
Debt	36,734,208	36,395,462	40,820,027	38,547,429	38,263,792	38,263,792
Health Insurance & Fringe	24,909,004	26,254,817	27,624,555	28,907,749	30,253,704	31,665,535
Pensions	26,749,744	28,357,819	30,059,288	31,862,845	33,774,616	35,801,093
Other Spending	6,256,485	6,802,804	8,636,243	8,812,150	8,992,348	9,176,942
TOTAL	596,366,650	595,073,411	624,900,895	640,279,778	658,228,373	677,062,709
REVENUE ASSUMPTIONS						
Property Taxes**	168,431,087	177,910,553	182,458,317	187,119,775	191,897,769	196,795,214
Local Receipts	45,351,709	43,041,834	41,704,467	41,704,467	41,704,467	41,704,467
State Aid	358,636,209	367,121,024	378,560,643	380,671,304	388,825,750	397,907,745
Reserves	2,856,130	-	-	-	-	-
Net School Spending	18,571,226	-	-	-	-	-
Other Financing Sources	6,692,065	-	-	-	-	-
Casino Revenue	-	7,000,000	5,500,000	4,500,000	20,422,857	21,242,857
TOTAL	600,538,426	595,073,411	608,223,427	613,995,546	642,850,844	657,650,283
SURPLUS / (GAP)	4,171,776	0	(16,677,468)	(26,284,232)	(15,377,530)	(19,412,426)

As the City plans for upcoming budget cycles, it is important to understand how the decisions we make today will effect tomorrow. It also is important to focus on the guiding principles of budget development. These principles include:

- ◆ Providing core services to residents, businesses, and visitors that will require an evaluation of everything we do to determine our priorities and to be leaders in the services we can afford to provide.
- ◆ Preserving and maintaining our assets while making strategic economic development investments that will grow our City's tax base and in turn strengthen the services we are able to provide.
- ◆ Treating the City workforce fairly, this will require honest conversations with employee unions, and weighing the costs and benefits of providing salary increases while maintaining benefits at current levels.
- ◆ Continued implementation of our financial policies that require us to maintain reserves, reducing our structural deficit, and maximizing revenue collection when possible.

As shown in this financial forecast, the City's operating costs continue to grow at a faster rate than our revenue sources. Between FY17 and FY18, expenses are projected to grow 2.5%, while revenue projections only increase by .9%. Even with the introduction of MGM revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits averaging \$20M in future years.

Fiscal Year 2017: Financial Forecast

The following pages show a breakdown of projected budgets for FY17, FY18, FY19 and FY20. The projected budgets for F17 include estimates and assessments based on Governor Baker's FY17 proposed state budget. Remaining years were estimated by using appropriate and conservative assumptions for revenues and spending and are outline below:

- ◆ A 4.3% increase in Non-School State Aid in FY17, 3% increase thereafter
- ◆ A 3.46% increase in Chapter 70 in FY17, level funding thereafter
- ◆ A 2.5% increase in property tax revenue for all years
- ◆ Level Local Receipts revenue with a reduction in revenue for one-time revenue built into the FY16 budget
- ◆ No use of one time resources / reserves
- ◆ Departmental spending growth ranging up to 2.0% and other known growth costs, including an increase to Fire and Police department compliments
- ◆ Scheduled growth for pensions, 5% assumptions for health insurance, and adherence to the City's debt schedule

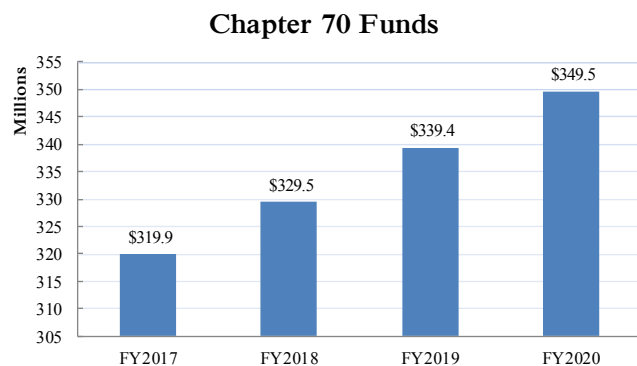
It should be noted that of the entire City budget, only a small portion (approximately 20%) is discretionary in that it is not mandated by law or ordinance. Therefore, the discretionary portion of the budget must assume much of the necessary reductions to achieve a balanced budget. Based on these assumptions, even with scheduled MGM revenue, it is clear that spending growth will continue to outpace revenue growth for the coming years forcing the City to develop creative solutions, reduce or eliminate programs and services and ask the State for additional assistance to meet the core service needs that the City provides to residents, businesses and visitors.

Revenue Assumptions - FY17 through FY20

State Aid – In March, the Governor released his budget, the financial forecast utilizes these estimates for FY17 assumptions.

Chapter 70

The City's largest source of revenue is state aid from Chapter 70 funds, which is devoted exclusively to education. Created from the Education Reform Act of 1993, the Commonwealth determines every municipality's required local contribution. A municipality's local contribution, combined with its Chapter 70 aid, equals the school district's net school spending requirement, the minimum the district must spend on education each fiscal year. The projection assumes a 3.46% increase consistent with the Governor's budget and a 3% increase in the remaining years of the plan based on pupil estimates.



Charter School Tuition Reimbursements

The Commonwealth provides assistance to municipalities whose resident students attend charter schools. Sending districts are reimbursed a portion of the costs associated with students attending char-

Fiscal Year 2017: Financial Forecast

ter schools, 100 percent of the tuition for the first year, and 25 percent for each of the next five years. The projection assumes a \$1.8M increase in Charter School reimbursements based on enrollment information for FY17. The remaining years of the projection assume an annual 25% decrease.

Unrestricted General Government Aid (UGGA)

Unrestricted General Government Aid is undedicated revenue provided by the State for municipal services. The Governor's budget includes an allocation of \$36.4 million, an increase of 4.3%, and future years are projected to be level.

School Building Assistance Aid

The Massachusetts School Building Authority (MSBA) reimburses approved school building projects through School Building Assistance aid. This program is designed to help struggling communities keep building costs at a manageable level and provide students first class facilities in which to learn. These are the final projects statewide being funded under the "old" MSBA method. The official reimbursement schedule has been supplied by MSBA therefore the amounts included in the plan are based on that schedule.

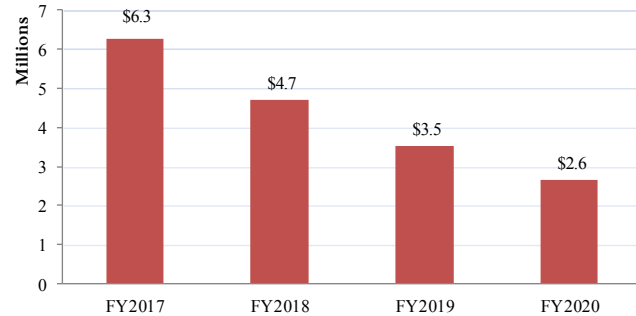
Other State Aid

- ◆ The following are the assumptions for the other state aid categories Springfield receives:
- ◆ Quinn Bill – The State eliminated its portion of funding for this program in FY12 therefore the City has been paying the full amount of the \$3.4M annual program.
- ◆ Veterans' Benefits - The City receives a 75 percent reimbursement on all eligible spending towards veterans' financial, medical and burial benefits. The projection assumes the Governor's FY17 budget recommendation for Veterans' benefits.
- ◆ Tax Exemptions - Chapter 59 of Massachusetts General Laws set a series of exemptions for Veterans and their surviving spouses, persons over 70 years old and legally blind persons. Those who meet the requirements as stated by Chapter 59 receive exemptions from their property taxes, ranging from \$175 to \$500. The State reimburses municipalities for these exemptions. The projection assumes the Governor's FY17 budget recommendation for tax exemptions.
- ◆ The State reimburses municipalities for a portion of the taxes lost on state owned land. The projection assumes the Governor's FY17 budget recommendation for PILOT payments.

Local Source Revenue

The remainder of revenue collected by the City is through local source revenue, including property taxes, excise tax on motor vehicles, fees, fines and payments-in-lieu of taxes. Over the last several years, the City made great strides in improving local source revenue collections. These revenue sources are discussed in greater detail, as some are relatively stable while others are cyclical with the economy. For the purpose of the plan, all local source revenue remained level with the current year budget with the exception of PILOT payments to the City from non-profit entities based on the expiration of the PILOT agreements.

Charter Tuition Reimbursement



Fiscal Year 2017: Financial Forecast

Property Taxes

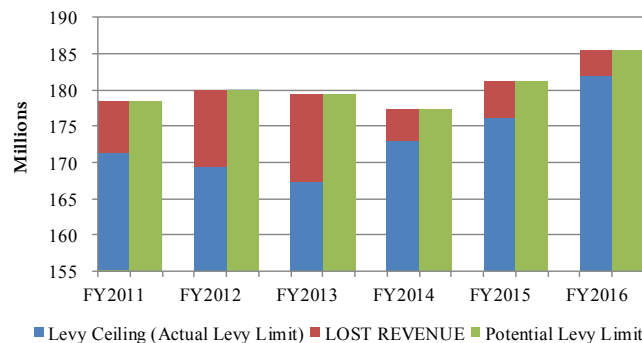
Based on initial estimates completed by the City's Board of Assessors, property values are finally increasing after two years of decline. The City continues to remain at the primary levy ceiling and is constrained from all growth by the rules of Proposition 2½. The chart below illustrates the constraints and the revenue lost due to the law:

The City's values have experienced over \$1 billion in decline since FY09. Because of this significant decline, the City's levy ceiling has been significantly constrained. As such, growth to the levy, even the annual 2.5% or the benefit of economic development known as "new growth" has not been able to be fully captured. Springfield, for some time, was the only community in the Commonwealth that was having this experience; however other communities have hit or are close to hitting their ceiling and will soon face the same issues. Without being able to grow local revenues and without increases in State Aid, non-discretionary costs are crowding out all other budgetary needs and impacting the City's ability to provide core services.

New Growth

In FY17, some new growth is anticipated, but like in FY16 where we were able to capture \$1.38M of the \$5M in certified new growth, the City cannot capture the full value of economic development projects in the first year of construction, because we are at our levy ceiling. Instead, the revenue is lost for the first year and absorbed in the overall base in the second year.

Levy Constraints



Local Receipts

In general, the forecast for Local Receipts does not substantially change on an annual basis unless it is affected by a legal change such as a fee or fine increase. This includes motor vehicle excise, rooms occupancy tax, fees and fines, interest income and license and permit revenue among others.

PILOT

The PILOT revenue assumes a gradual decline based on the agreements in place and their expiration dates. Some agreements may be renewed which would positively impact revenue collections. As these PILOT agreements expire, the City should see the tax revenue proportionally increase as these entities cycle back onto the tax rolls.

Reserves

For the purposes of the initial forecast it is assumed that no funding from one-time revenues (reserves and overlay) will be used. However, the City is going to be strategic on the amount of reserves or one time revenue used to balance that does not jeopardize our bond rating. We believe we are at the base core services and do not want to decimate services while we wait for the revenue from MGM Springfield.

Spending Assumptions - FY17 through FY20

Overall, the projection represents level service funding for the entire forecast period. Even with this assumption, there are still areas of the budget that continue to grow that must be accommodated within the revenue available. The following are the assumptions for spending in the large categories of the City's budget:

Fiscal Year 2017: Financial Forecast

City Departments

The projection assumes a 0-2.0% increase for all City Departments which encompasses all collective bargaining contracts currently settled and those currently being negotiated.

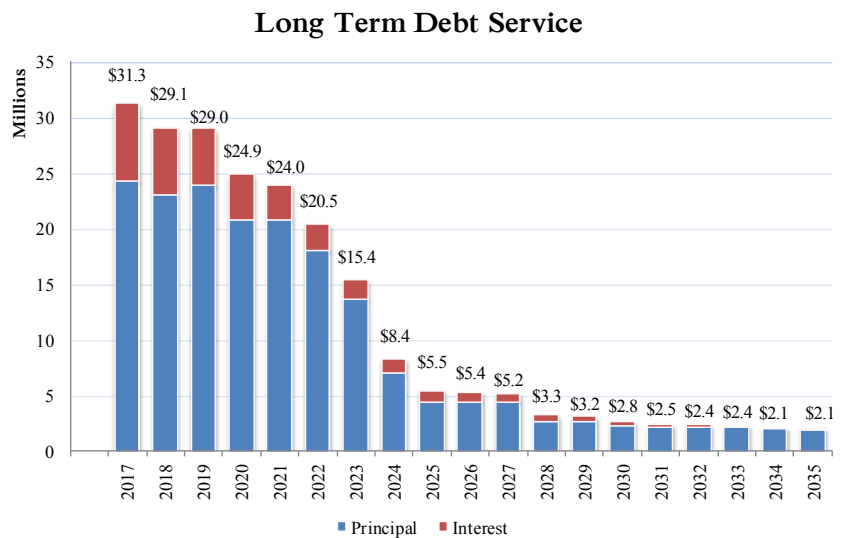
School Department

The School Department projection is based on a projected enrollment increase and the required funding rate per student, set out by the Commonwealth’s calculation for “Net School Spending (NSS).” This is the required amount of annual spending on schools that the Chapter 70 formula dictates, and is a combination of state aid for schools and the district’s required contribution.

The current projection assumes a 3.6% increase for FY17 and 3% thereafter, with approximately 80% of the School Department spending increase being offset by State Aid. The difference will be a direct cost to the city. In addition to the City’s contribution to meet NSS, it also is responsible for non-NSS costs such as transportation, leases and adult basic education (ABE), and must be funded by the City without any support from State Aid. Transportation costs alone are projected to increase 3% in FY17, and the costs are highly dependent on the amount and operation of local charter schools.

Debt Service

The City’s debt service projection is the current debt schedule based on the City’s most recent sale of Bonds and BANs. The current schedule is designed to have the debt service decline over the next several years. However it is hoped that by maintaining a level debt service payment, the City can make some investment in its capital needs as spelled out in the Capital Improvement Plan.



Health Insurance

The City has annually saved millions by receiving its health insurance through the Group Insurance Commission. Nonetheless, in FY16 the commission has estimated between a \$165M and \$190M deficit and an estimated 7% increase in the average premium for FY17. This financial forecast assumes an overall increase of 5% associated with this projection.

Retirement

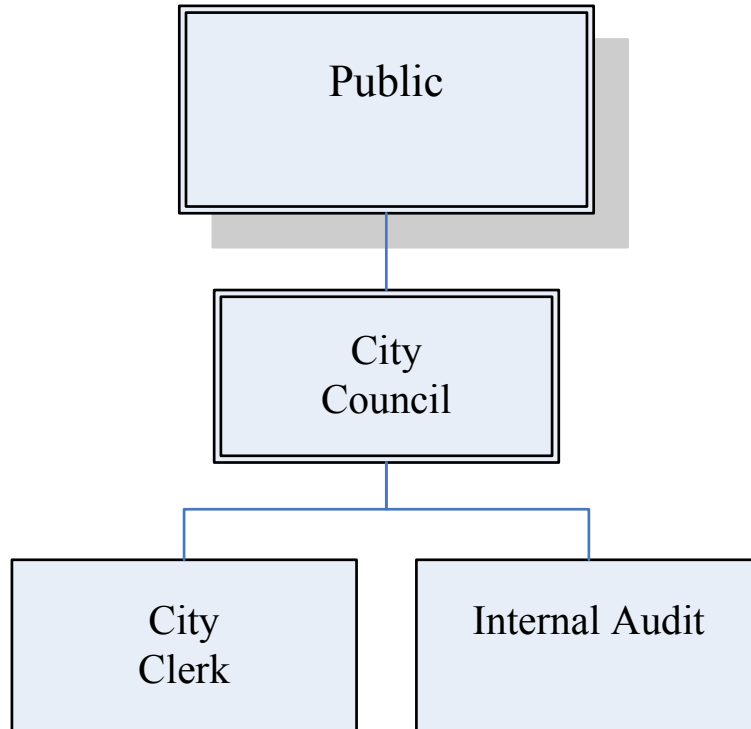
The retirement projection is based on the City’s most recent actuarial report which assumes annual increases to get to full funding by 2037. The most recently adopted schedule continues to account for FY08 market losses which require significant increases annual to appropriately fund the schedule within the scheduled period. The FY16 payment is 6% over the FY15 payment and another 6% increase over the FY16 payment for FY17.

The complete FY17-FY20 Multi-year Financial Plan can be found in the appendix of this budget document.

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Section 3

Non-Mayoral Division



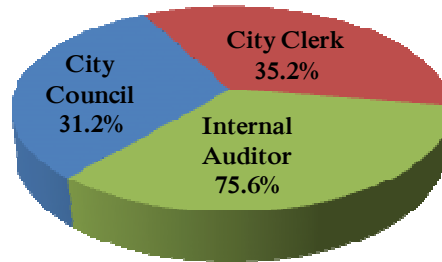
Mission Statement

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

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Fiscal Year 2017: All Funds Budget and Revenue Overview

Non-Mayoral Division



FY17 Recommended Budget Non-Mayoral Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
City Council	408,771	426,507	426,507	433,887	1.7%	1.7%
City Clerk	468,204	503,954	503,954	490,045	-2.8%	-2.8%
Internal Auditor	348,952	472,658	472,658	467,582	-1.1%	-1.1%
Total	1,225,926	1,403,119	1,403,119	1,391,514	-0.8%	-0.8%

Revenue Overview



Division / Department	FY17 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY17 Total Revenue
City Council	-	-	-	-	-	-
City Clerk	1,134,860	-	40,000	-	-	1,174,860
Internal Auditor	-	-	-	-	-	-
Total	1,134,860	-	40,000	-	-	1,174,860

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Fiscal Year 2017 Budget and Program Summaries

CITY COUNCIL

Mission

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

FY16 Department Highlights

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

- ◆ Provided full support for the approval and posting of City Council’s sub committee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Tracked and analyzed (2,290) telephone calls relative to complaints and/or requests for information received regarding matters affecting the quality of life issues in the City of Springfield.
- ◆ Processed (7) proposed ordinances and passed (4); (13) zone changes, (54) reports of the Board of Public Works, (155) financial orders including (26) budget transfers, (77) grants, (8) bonds, (23) donations, (245) proclamations, tributes and resolves, (32) special permits, filed (1) special acts; (1) revocation hearings; and confirmed (1) appointments of the Mayor all within 5 days or as requested or required by law.

FY17 Budget Highlights

- ◆ Funds 16.0 General Fund FTEs
- ◆ Includes 2% increase for non-bargaining standard employees
- ◆ Includes 3 full time aides to the City Council for continued assistance for committee meetings and constituent services
- ◆ Level funded OTPS

Department Budget

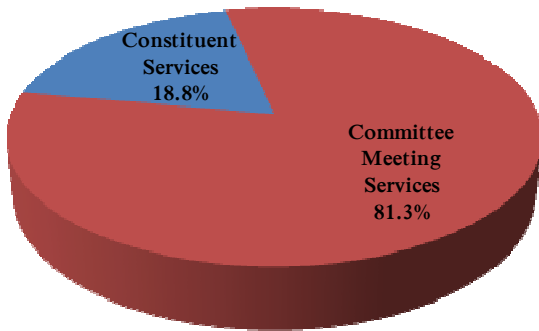
General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	398,624	414,969	422,349	7,380	1.8%
OTPS	10,147	11,538	11,538	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	408,771	426,507	433,887	7,380	1.7%

Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	16.0	16.0	16.0	-	0.0%
Total FTEs:	16.0	16.0	16.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries
CITY COUNCIL

Program Expenses



Program Summaries

Constituent Services — Acts as a conduit between City Councilors, the public and the press by answering questions, taking complaints, responding to emails, phone calls, proclamation requests, resolutions, and press releases.

Committee Meeting Services — Drafts and conducts committee hearings and meetings, and files reports regarding changes to special acts or ordinances.

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Constituent Services	76,645	79,970	81,354	1,384	18.8%
Committee Meeting Services	332,126	346,537	352,533	5,996	81.3%
Total Expenditures:	408,771	426,507	433,887	7,380	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2017 Budget and Program Summaries
CITY COUNCIL

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	398,624	414,969	422,349	7,380	1.8%
OTPS	10,147	11,538	11,538	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	408,771	426,507	433,887	7,380	1.7%
External Funds Budget					
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	408,771	426,507	433,887	7,380	1.7%

All Funds Revenue Detail

This department does not produce any revenue.

Fiscal Year 2017 Budget and Program Summaries
CITY COUNCIL

Program Summaries

Constituent Services

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	76,645	79,970	81,354
FTEs	3.0	3.0	3.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Percent of responses to public and press within legal requirements	97%	100%	100%
Percent of public meetings that comply with Open Meeting Laws	97%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Provided full support for the approval and posting of City Council’s subcommittee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Tracked and analyzed (2,290) telephone calls relative to complaints and/or requests for information received regarding matters affecting the quality of life issues in City of Springfield.
- ◆ Processed (7) proposed ordinances and passed (4); (13) zone changes, (54) reports of the board of public works, (155) financial orders, including (26) budget transfers; (77) grants; (8) bond orders; (23) donations; (245) proclamations, tributes and resolves, (23) special permits, (189) sub-committee meetings, (37) City Council meetings, including (13) special meeting, (5) cancelled, filed (1) special acts; (1) revocation hearings; and confirmed (1) appointments of the Mayor all within 5 days or as requested or required by law.

Fiscal Year 2017 Budget and Program Summaries
CITY COUNCIL

Program Summaries

Committee Meeting Services

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	332,126	346,537	352,533
FTEs	13.0	13.0	13.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Number of Special Acts, Special Permits Zoning and General Ordinances proposed	28	30	30
Percent of viewing audience watching meetings and hearing via live video streaming	15%	20%	30%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Department processed:

- ◆ (7) proposed ordinances and passed (4);
- ◆ (13) zone changes,
- ◆ (52) resolutions and orders,
- ◆ (54) reports of the board of public works,
- ◆ (155) financial orders, including
 - ◇ (26) budget transfers,
 - ◇ (77) grants,
 - ◇ (8) bonds, and
 - ◇ (23) donations
- ◆ (245) proclamations, tributes and resolves,
- ◆ (23) special permits,
- ◆ (189) sub-committee meetings,
- ◆ (37) City Council meetings, including
 - ◇ (13) special meetings,
 - ◇ (5) cancelled,
 - ◇ (6) special acts filed;
 - ◇ (1) revocation hearing and
 - ◇ Confirmed (1) appointments of the Mayor all within 5 days or as requested or required by law.
- ◆ Provided full support for the approval and posting of City Council’s subcommittee meetings within 48 hours as required by the Open Meeting Law.

Fiscal Year 2017 Budget and Program Summaries
CITY COUNCIL

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Constituent Services				
Personal Services				1,220
Overtime	-	(7,400)	-	
Committee Meeting Services				
Postage and Delivery	-	(200)	-	
TOTAL ADJUSTMENTS	-	(7,600)	-	1,220

Notes

- ◆ Personal Services — Salaries and Wages: Increase to level funding \$1,220

Fiscal Year 2017 Budget and Program Summaries

CITY CLERK

Mission

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

FY16 Department Highlights

- ◆ Posted and e-mailed all City Council votes and actions to neighborhood councils, citizen associations, and interest-ed citizens.
- ◆ E-mailed tag sale permits to the Police Department each Friday for compliance and spot checks.
- ◆ Mailed notice letters on time to renew Business Certificates to City businesses 45 days prior to the certificates' expiration dates.
- ◆ The MinuteTraq and MediaTraq software systems were fully implemented on March 3, 2014 which allows live online video streaming, and posting of agendas & minutes on the City Website (<http://springfieldcityma.iqm2.com/Citizens/default.aspx>).
- ◆ Entered rabies certificates into tracking system to compare registered dogs against rabies certificates as filed or as required by law. These actions increased the total number of dogs in the tracking system 23,672 to 24,053 as of December 31, 2015.
- ◆ The City Clerks' office continues to take steps to increase dog registrations. In February and March, all dog owners will be notified to register their dog(s) via Election 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 canvassing neighborhoods.

FY17 Budget Highlights

- ◆ Funds 9.0 General Fund FTEs
- ◆ Includes 1% or 2% salary increase for all non-bargaining employees
- ◆ Level funded OTPS

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	444,218	475,206	463,671	(11,535)	-2.4%
OTPS	23,986	28,748	26,374	(2,374)	-8.3%
Capital	-	-	-	-	0.0%
Total General Funds	468,204	503,954	490,045	(13,909)	-2.8%

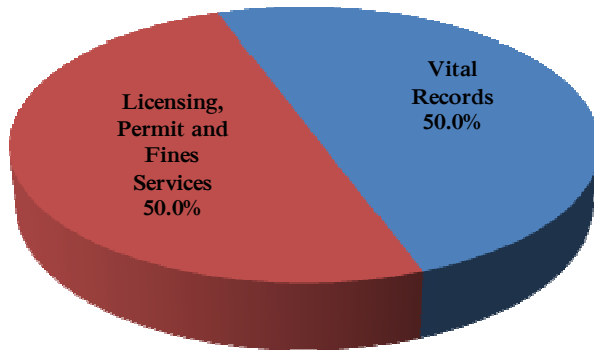
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	9.0	9.0	9.0	-	0.0%
Total FTEs:	9.0	9.0	9.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

CITY CLERK

Program Expenses



Program Summaries

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

Licensing and Permit Services — Provides licenses and permits.

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Vital Records	234,102	251,977	245,022	(6,955)	46.2%
Licensing, Permit and Fines Services	234,102	251,977	245,022	(6,955)	46.2%
Total GF Expenditures	468,204	503,954	490,045	(13,909)	92.5%
All Grant Funds Budget:	40,000	40,000	40,000	-	7.5%
Total Expenditure	508,204	543,954	530,045	(13,909)	100%

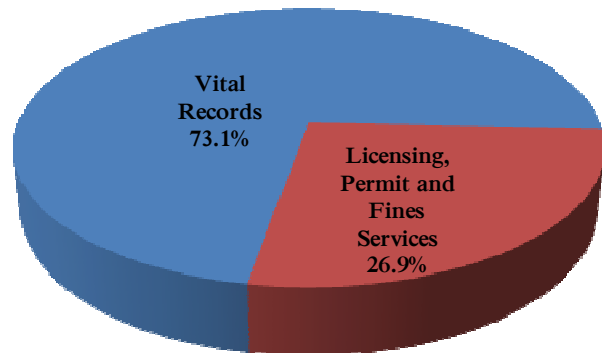
Revenue Summary

TOTAL REVENUE: \$1,134,860

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

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

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Vital Records	810,600	838,638	829,147	(9,491)	73.1%
Licensing, Permit and Fines Services	307,295	278,758	305,713	26,955	26.9%
Total Departmental Revenue	1,117,895	1,117,396	1,134,860	17,464	100%

Fiscal Year 2017 Budget and Program Summaries
CITY CLERK

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	444,218	475,206	463,671	(11,535)	-2.4%
OTPS	23,986	28,748	26,374	(2,374)	-8.3%
Capital	-	-	-	-	0.0%
Total General Funds	468,204	503,954	490,045	(13,909)	-2.8%
External Funds Budget					
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	40,000	40,000	40,000	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	40,000	40,000	40,000	-	0.0%
All Funds Budget:	508,204	543,954	530,045	(13,909)	-2.6%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
DEPARTMENTAL FEES	810,600	838,638	829,147	(9,491)	-1.1%
DEPARTMENTAL FINES	307,295	278,280	305,713	27,433	9.9%
REIMB FOR PRIOR YEAR EXPEND	-	478	-	(478)	-100%
Total Departmental Revenue	1,117,895	1,117,396	1,134,860	17,464	1.6%

External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Adopted	FY17 Projected
Comcast Grant	Grant		40,000	40,000	40,000
<i>Subtotal Multi-year grants:</i>			40,000	40,000	40,000
N/A				-	-
<i>Subtotal FY17 anticipated grants:</i>			-	-	-
TOTAL External Funding Sources:			40,000	40,000	40,000

Fiscal Year 2017 Budget and Program Summaries
CITY CLERK

Program Summaries

Vital Records

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	234,102	251,977	245,022
FTEs	6.0	6.0	6.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
% of records requests completed within 2 business days	99%	99%	99%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Clerk's office recorded the following vital records for the year 2015:

- ◆ Births: 5,257
- ◆ Deaths: 2,444
- ◆ Marriage intentions: 947

Fiscal Year 2017 Budget and Program Summaries
CITY CLERK

Program Summaries

Licensing, Permit and Fines Services

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	234,102	251,977	245,022
FTEs	3.0	3.0	3.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Percentage of registered dogs	40%	55%	60%
Ratio of business renewals vs returned business renewal letters	47%	65%	65%

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

Highlights

The Clerk's office granted the following permit and licenses for the year 2015:

- ◆ Business Certificates: 514 including 50 Renewals of 4-year-old Business Certificates
- ◆ Dog licenses: 5,969
- ◆ Tag Sale: 1,564
- ◆ Physician's Registration (one-time fee): 5
- ◆ Open-Air Parking: 29
- ◆ Above and Underground Storage Locations: 236

Fiscal Year 2017 Budget and Program Summaries
CITY CLERK

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Vital Records				
Elimination of Procedures Clerk vacancy	-	(37,239)		
Department Reorganization	-	26,358		
Printing and Binding				
Licensing, Permit and Fines Services				
Office Supplies, etc	-	-	(380)	
Postage & Delivery			(2,186)	(3,000)
Rental-Office Equipment			(1,446)	
Advertising	-	-	-	(3,000)
Salary offset to Comcast Grant	(30,000)	(20,000)	(20,000)	(20,000)
Software offset to Comcast Grant	(10,000)	(20,000)	(1,000)	
Software	-	19,000		
TOTAL ADJUSTMENTS	(46,848)	(31,881)	(25,012)	(26,000)

Notes

- ◆ Salaries & Wages Offset to Comcast Grant (\$20,000)
- ◆ OTPS:
 - ◇ Postage and Delivery: Reduction based on historical spending (\$3,000)
 - ◇ Advertising: Reduction based on historical spending (\$3,000)

Fiscal Year 2017 Budget and Program Summaries

INTERNAL AUDIT

Mission

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

FY16 Department Highlights

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

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

FY17 Budget Highlights

- ◆ Funds 3.0 FTE's with 2% increase to non-bargaining employees.
- ◆ Salary costs decreased due to the staffing of one position (Staff Auditor) at a lower salary range- \$54,255.
- ◆ Professional Services budget offset by Community Development grant funding for external audit costs—\$15,000.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	174,936	267,923	262,509	(5,414)	-2.0%
OTPS	174,016	204,735	205,073	338	0.2%
Capital	-	-	-	-	0.0%
Total General Funds	348,952	472,658	467,582	(5,076)	-1.1%

Department Staff

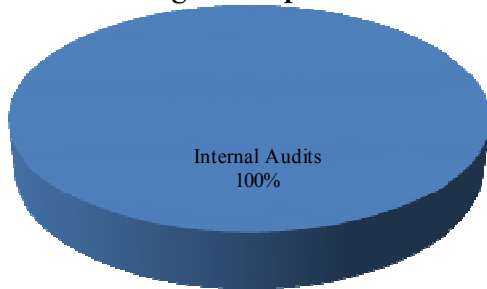
Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	3.0	3.0	3.0	-	0.0%
Total FTEs:	3.0	3.0	3.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

INTERNAL AUDIT

Program Summaries

Program Expenses



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

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Internal Audits	348,952	472,658	467,582	(5,076)	100%
Total Expenditures:	348,952	472,658	467,582	(5,076)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2017 Budget and Program Summaries
INTERNAL AUDIT

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY 17-FY 16	Percent Change
Personal Services	174,936	267,923	262,509	(5,414)	-2.0%
OTPS	174,016	204,735	205,073	338	0.2%
Capital	-	-	-	-	0.0%
Total General Funds	348,952	472,658	467,582	(5,076)	-1.1%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY 17-FY 16	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	348,952	472,658	467,582	(5,076)	-1.1%

All Funds Revenue Detail

This department does not generate revenue.

Fiscal Year 2017 Budget and Program Summaries

INTERNAL AUDIT

Program Summaries

Internal Audits

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	348,952	472,658	467,582
FTEs	3.0	3.0	3.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
% of hours allocated to performance audits and other audit related activities	47%	66%	50%
% of hours allocated to fraud hotline maintenance, follow-up and investigation	10%	29%	20%
% of other hours utilized for administrative, training, development, other	43%	32%	30%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Conducted reviews and assessments of various City departments and programs in accordance with the fiscal year 2016 annual audit plan, identified several areas of risk, assisted management with implementing practical improvements, and presented findings along with management responses. These projects identified opportunities and solutions for cost savings and improved effectiveness.
- ◆ Conducted required audits including City investment holdings to ensure compliance with Massachusetts General Laws and City ordinances.
- ◆ Provided other analysis of financial and operating data as requested by management, including the review of the Springfield Police Department's seized cash processes and procedures.
- ◆ Developed and proposed an annual audit work plan that identified the planned audits to be undertaken during the next fiscal year. Developed a comprehensive citywide risk assessment model on which the fiscal year 2017 annual audit plan was based.
- ◆ Investigated submitted reports of suspected fraud, waste, and/or abuse filed via the City's Fraud Hotline.
- ◆ All staff in the department are Certified Public Accountants. Other staff also hold the Certified Internal Auditor and Certified Governmental Accounting designations.
- ◆ Coordinated the completion of the City's Comprehensive Annual Financial Report which was prepared by independent external auditors in collaboration with the Office of the Comptroller.
- ◆ Continued to work with external auditors and other City departments in reducing professional services fees by allocating eligible portions to grants.
- ◆ Obtained 40 hours of continuing professional education for each staff member.

Fiscal Year 2017 Budget and Program Summaries

INTERNAL AUDIT

FY17 Budget Adjustments

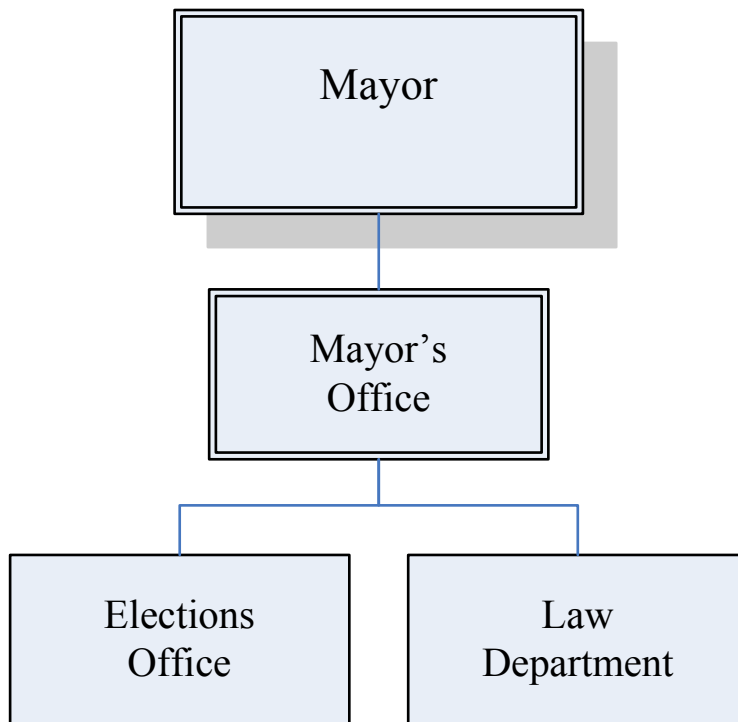
Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Internal Audits				
Salary - Reduction of Vacancy	-	(64,192)	-	-
Professional Services	(9,405)	(24,405)	(5,000)	
Rental – Office Equipment	-	(720)	-	-
TOTAL ADJUSTMENTS	(9,405)	(89,317)	(5,000)	-

Notes

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Section 4

General Government Division



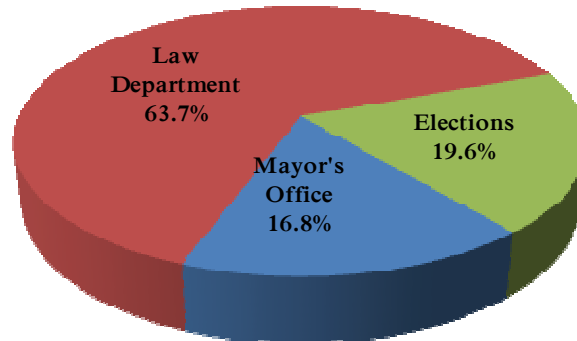
Mission Statement

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

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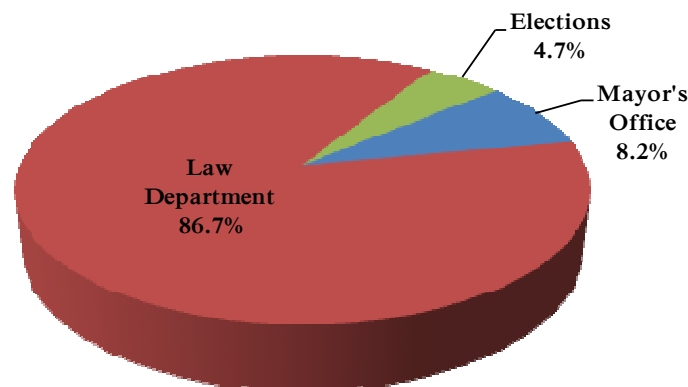
Fiscal Year 2017: All Funds Budget and Revenue Overview

General Government Division



FY17 Recommended Budget General Government Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
Mayor's Office	499,170	524,354	524,354	532,520	1.6%	1.5%
Law Department	3,279,332	1,976,405	2,126,405	2,022,208	2.3%	-5.2%
Elections Department	493,328	608,019	608,019	618,090	1.7%	1.6%
Total	4,271,830	3,108,779	3,258,779	3,172,818	2.1%	-2.7%

Revenue Overview



Division / Department	FY17 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY17 Total Revenue
Mayor's Office	-	-	93,000	-	-	93,000
Law Department	946,632	-	40,000	-	-	986,632
Elections Department	57,700	-	-	-	-	57,700
Total	1,004,332	-	133,000	-	-	1,137,332

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Fiscal Year 2017 Budget and Program Summaries

OFFICE OF THE MAYOR

Mission

The mission of the Mayor's Office is to ensure that city government is an effective partner in improving the quality of life within the City of Springfield.

FY16 Department Highlights

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

FY17 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY16.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	495,127	509,971	518,137	8,165	1.6%
OTPS	4,042	14,383	14,383	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	499,170	524,354	532,520	8,165	1.6%

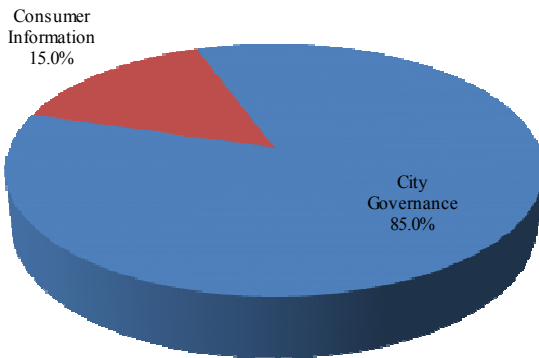
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	7.0	7.0	7.0	-	0.0%
Grant FTEs	1.7	1.7	1.7	-	0.0%
Total FTEs:	8.7	8.7	8.7	-	0.0%

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF THE MAYOR

Program Summaries

Program Expenses



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

Office of Consumer Information— Educates consumers on their consumer protection rights and mediates complaints.

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% Of Total
City Governance	499,170	524,354	532,520	8,165	85.1%
Consumer Information	87,000	87,000	93,000	-	14.9%
Total GF Budget:	499,170	524,354	532,520	8,165	85.1%
Total Other Budget:	87,000	93,000	93,000	-	14.9%
Total Expenditures:	586,170	617,354	625,520	8,165	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2017 Budget and Program Summaries

OFFICE OF THE MAYOR

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	495,127	509,971	518,137	8,165	1.6%
OTPS	4,042	14,383	14,383	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	499,170	524,354	532,520	8,165	1.6%
External Funds Budget	FY15 Actual	FY16 Actual	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	87,000	93,000	93,000	-	0.0%
Total External Funds	87,000	93,000	93,000	-	0.0%
All Funds Budget:	586,170	617,354	625,520	8,165	1.3%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
N/A		-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Adopted	FY17 Recommended
LOCAL CONSUMER AID FY16	GRANT	6/30/2016	87,000	93,000	93,000
<i>Subtotal FY17 Anticipated Grant Funds:</i>			87,000	93,000	93,000
			-	-	-
<i>Subtotal FY17 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			87,000	93,000	93,000

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF THE MAYOR

Program Summaries

City Governance

City Governance	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	499,170	524,354	532,520
FTEs	7.0	7.0	7.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

As Chief of Staff, Denise Jordan provides a broad range of professional support to the Mayor including the supervision of 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 Minerva Marrero 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. Ms. Marrero serves as the Mayor’s primary point of contact for residential and business inquiries from residents in Springfield’s North and South Ends, where she also participates as an active member in their monthly Neighborhood Council meetings. Ms. Marrero is the Mayor’s liaison for the *Buy Springfield Now Initiative* and also represents the Mayor on a number of neighborhood initiatives and organizations such as the C3 Policing committees for Sectors A and 1, New North Citizens Council and the Forest Park Civic Association.

Constituent Services Director William Baker responds to quality of life complaints logged by citizens and is the Mayoral representative on the “Quality of Life Flex Squad,” 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

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF THE MAYOR

Program Summaries

City Governance

Highlights (cont.)

representative.

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

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.

OFFICE OF THE MAYOR

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
City Governance				
Supplies & Operations	-	-	-	-
Office of Consumer Information				
	-	-	-	-
TOTAL ADJUSTMENTS	-	-	-	-

Notes

Fiscal Year 2017 Budget and Program Summaries

BOARD OF ELECTIONS

Mission

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

FY16 Department Highlights

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, the Board conducts the Annual City Census and is responsible for the continued standardization of election mandates set forth by the consent decree established by the U.S. Department of Justice and City of Springfield. The Board of Elections is responsible for the procurement, staffing, and operation of polling locations throughout the city. The Board of Elections is also responsible for equipping election sites with the proper equipment.

FY17 Budget Highlights

- ◆ Funds 5.0 FTEs and 4.0 Temporary FTEs which is an increase from FY16.
- ◆ Includes a 2% salary increase for non-bargaining employees.
- ◆ Funds operations related to the annual city census, one (1) presidential primary, one (1) state primary, voter registration and the implementation of changes to state voting laws.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	369,302	431,789	456,213	24,424	5.7%
OTPS	124,026	176,230	161,878	(14,352)	-8.1%
Capital	-	-	-	-	0.0%
Total General Funds	493,328	608,019	618,090	10,071	1.7%

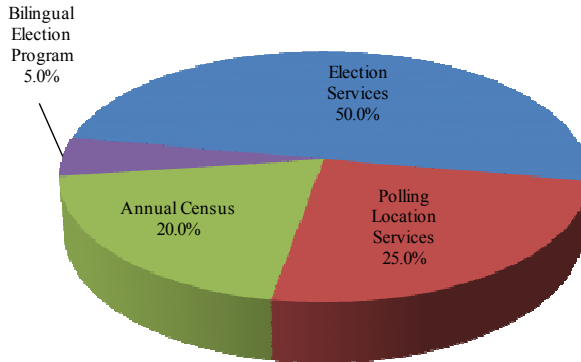
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	4.5	4.5	5.0	0.5	11.1%
Total FTEs:	4.5	4.5	5.0	0.5	11.1%

Fiscal Year 2017 Budget and Program Summaries

BOARD OF ELECTIONS

Program Expenses



Program Summaries

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

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

Annual Census - Is a responsibility of the department according to state law.

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

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Election Services	246,664	304,009	309,045	5,036	50.0%
Polling Location Services	123,332	152,005	154,523	2,518	25.0%
Annual Census	98,666	121,604	123,618	2,014	20.0%
Bilingual Election Program	24,666	30,401	30,905	504	5.0%
Total Expenditures:	493,328	608,019	618,090	10,071	100%

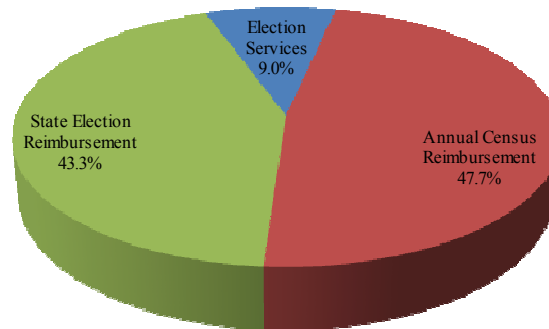
Revenue Summary

Annual Census Reimbursement - The Elections Department receives a reimbursement from the School Department for the annual census conducted: \$27,500

State Reimbursement - The Elections Department receives state-specified amount of revenue during state-election years: \$25,000

Departmental Fees – Fees received for the purchase of copies, maps and certified proof residence. \$5,200

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Election Services	1,051	-	5,200	5,200	9.0%
Annual Census Reimbursement	250,344	25,000	27,500	2,500	47.7%
State Election Reimbursement	215,632	27,500	25,000	(2,500)	43.3%
Total Departmental Revenue	467,027	52,500	57,700	5,200	100%

Fiscal Year 2017 Budget and Program Summaries
BOARD OF ELECTIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	369,302	431,789	456,213	24,424	5.7%
OTPS	124,026	176,230	161,878	(14,352)	-8.1%
Capital	-	-	-	-	0.0%
Total General Funds	493,328	608,019	618,090	10,071	1.7%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	493,328	608,019	618,090	10,071	1.7%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Departmental Fees	1,051	-	5,200	5,200	0.0%
Other Revenue-From Services	116,000	-	-	-	0.0%
Other Revenue-State	215,632	25,000	25,000	-	0.0%
Reimbursement For Prior Year Expenses	134,344	27,500	27,500	-	0.0%
Total Departmental Revenue	467,027	52,500	57,700	5,200	9.9%

Fiscal Year 2017 Budget and Program Summaries
BOARD OF ELECTIONS

Program Summaries

Election Services

Election Services	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	246,664	304,009	309,045
FTEs	2.0	2.0	2.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Elections Administered	3	3	2
Provisional ballots cast	92	28	200
Absentee ballots cast & counted	2,252	1,334	3,500
# of Registered Voters	92,564	97,203	99,500
# of Newly registered voters	6,100	6,321	10,000
Voter Turnout	23.0%	16.2%	60.0%
# of Retirement Board Elections Conducted	0	0	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY16 Election Services convened an active slate of Election Commissioners and administered a City Preliminary, Municipal Election and Presidential Preference Primary.
- ◆ Elections Services increased its use of social media as a platform for voter engagement and expanded staff participation in community events.
- ◆ In FY17 the department will conduct a State Primary and General Election in a cost efficient manner using a precinct-based computerized optical scanning system; and will strive to increase voter turnout in these elections by expanding voter outreach via marketing and civic engagement programs.
- ◆ In FY17 the department will collaborate with the Department of Housing to monitor neighborhood elections on an as needed basis.
- ◆ In FY17 the department will collaborate with Retirement to administer the Retirement Board election.

Fiscal Year 2017 Budget and Program Summaries
BOARD OF ELECTIONS

Program Summaries

Polling Location Services

Polling Location Services	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	123,332	152,005	154,523
FTEs	1.0	1.0	1.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Poll workers recruited and hired (bilingual)	106	86	120
Poll workers recruited and hired (non-bilingual)	300	300	300
Poll worker training sessions administered	12	20	10
HAVA compliant voter equipment maintained	60	60	60

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ This year the division was able to successfully manage 64 voting precincts. No relocation of the polling places was necessary. The division also was able to survey all polling locations and ensure compliance with A.D.A. standards.
- ◆ In FY17 the division will continue recruiting new poll workers to supplement the current roster which has been decreasing due to aging out of poll workers.
- ◆ In FY17 the division seeks to recruit additional poll workers in anticipation of increased voter turnout in November.

Fiscal Year 2017 Budget and Program Summaries
BOARD OF ELECTIONS

Program Summaries

Annual Census

Annual Census	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	98,666	121,604	123,618
FTEs	1.0	1.0	1.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Census records maintained	122,673	130,000	132,000
Census response rate	34.0%	40.0%	50.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY16 the Elections Department not only conducted the annual city census, but was able to expand marketing and publicity resulting in increased response rates.
- ◆ For FY17 the department will conduct the annual city census in accordance with state law, and hopes to increase the response rate to the census by at least fifteen percent (15%).
- ◆ For FY17 the department will continue to collaborate with the City Clerk via the City Census. Dog licenses will be mailed out and payments collected by the Board of Elections.

Fiscal Year 2017 Budget and Program Summaries
BOARD OF ELECTIONS

Program Summaries

Voter Outreach & Bilingual Election Program

Voter Outreach & Bilingual Election Program	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	24,666	30,401	30,905
FTEs	0.5	0.5	1.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Number of community-based organizations in the outreach network	55	68	80

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY17, the department will continue to effectively implement the Voting Rights Act consent decree; and will expand relationships with community-based organizations within the City of Springfield.
- ◆ In FY17 the Elections Department will be actively collaborating with the Springfield School Department on a Kids Vote Mock Election Project. The purpose of the collaboration is creating lifelong voting habits in children, increasing family communication about civic engagement, and encouraging greater adult voter turnout.
- ◆ The Election Commission and the Springfield City Library offered opportunities for voter/resident engagement.

Fiscal Year 2017 Budget and Program Summaries
BOARD OF ELECTIONS

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Election Services				
Salaries & Wages	(16,776)	(60,000)	-	-
Temporary Salaries & Wages	-	-	(7,600)	-
Dues & Memberships	-	-	(800)	-
Other Supplies	-	-	(5,000)	-
Services & Supplies	(22,616)	-	-	-
Postage & Delivery	-	-	-	(5,914)
Office Supplies	-	-	-	(1,128)
Polling Location Services				
Rental Building	-	-	(870)	(840)
TOTAL ADJUSTMENTS	(39,391.89)	(60,000.00)	(14,270.00)	(7,882)

Notes

- ◆ Postage & Delivery- \$5,914 reduction to reflect historical spending.
- ◆ Office Supplies- \$1,128 reduction to reflect historical spending.
- ◆ Rental Building- \$840 reduction to reflect actual needs in FY17 election season.

Fiscal Year 2017 Budget and Program Summaries

LAW DEPARTMENT

Mission

The Law Department’s mission is to conduct all legal business for the City and its departments; and to administer support for the License Commission, Entertainment Licenses issued by the Mayor, as well as the administration of the Taxi & Livery Commission. The Law Department participates in all municipal government initiatives to provide legal representation, guidance, and support services to its clients so that they may conduct city business in compliance with local, state, and federal laws.

FY16 Department Highlights

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.

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.

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.

FY17 Budget Highlights

- ◆ Funds 26.0 General Fund FTEs, and accounts for 1.5 FTEs paid by grant funding
- ◆ Includes 1% or 2% increases for non-bargaining employees
- ◆ Level Funded OTPS

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	1,375,734	1,543,487	1,587,490	44,003	2.9%
OTPS	1,903,597	432,918	434,718	1,800	0.4%
Capital	-	-	-	-	0.0%
Total General Funds	3,279,332	1,976,405	2,022,208	45,803	2.3%

Department Staff

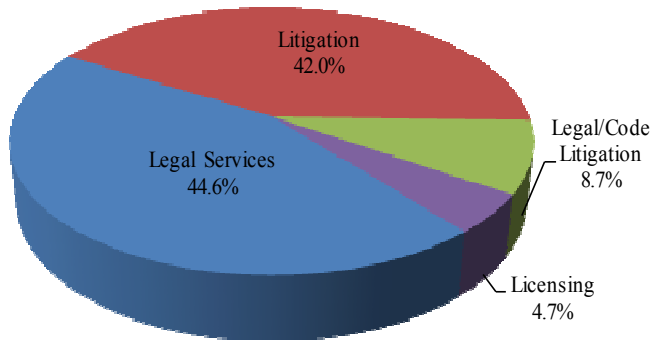
Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	23.0	25.5	26.0	0.5	2.0%
Grant FTEs	1.0	1.5	1.5	-	0.0%
Total FTEs	24.0	27.0	27.5	0.5	1.9%

Fiscal Year 2017 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Program Expenses



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

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

Licensing - Assists the License Commission with legal matters.

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

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Legal Services	2,252,380	881,477	901,905	20,428	44.6%
Litigation	778,556	830,090	849,328	19,238	42.0%
Legal/Code Litigation	163,126	173,924	175,932	2,008	8.7%
Licensing	85,270	90,914	95,044	4,130	4.7%
Total Expenditures	3,279,332	1,976,405	2,022,208	45,803	100%

Revenue Summary

TOTAL REVENUE: \$946,632

Legal Services— \$378,853

Miscellaneous Revenue:

- ◆ FOIA Requests
- ◆ Witness Fees

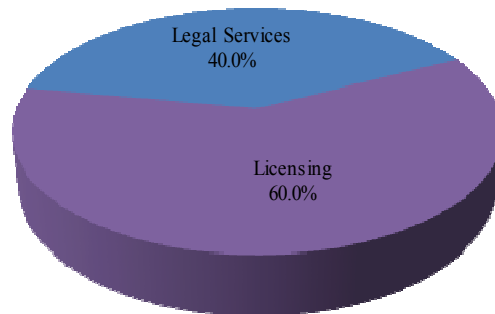
Licensing—

Alcoholic Beverage Licenses \$567,779

Other Permits

- ◆ Car Dealers
- ◆ Common Victualler

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Legal Services	625,976	360,632	378,853	18,221	40.0%
Litigation	-	-	-	-	0.0%
Legal/Code Litigation	-	-	-	-	0.0%
Licensing	547,683	586,000	567,779	(18,221)	60.0%
Total Departmental Revenue	1,173,659	946,632	946,632	-	100%

Fiscal Year 2017 Budget and Program Summaries
LAW DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	1,375,734	1,543,487	1,587,490	44,003	2.9%
OTPS	1,903,597	432,918	434,718	1,800	0.4%
Capital	-	-	-	-	0.0%
Total General Funds	3,279,332	1,976,405	2,022,208	45,803	2.3%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	64,000	40,000	40,000	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	712	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	64,712	40,000	40,000	-	0.0%
All Funds Budget	3,344,044	2,016,405	2,062,208	45,803	2.3%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
FREEDOM OF INFORMATION ACT			15,000	15,000	0.0%
ALCOHOL BEVERAGE LICENSES	442,279	470,000	452,129	(17,871)	-3.8%
TAXI CAB LICENSE			10,000	10,000	0.0%
OTHER PERMITS	105,404	116,000	105,650	(10,350)	-8.9%
MISCELLANEOUS REVENUE	625,976	360,632	363,853	3,221	0.9%
REIMB FOR DAMAGES			-	-	0.0%
Total Departmental Revenue	1,173,659	946,632	946,632	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Adopted	FY17 Projected
ATTORNEY GENERAL - COMMUNITY RESTORATION GRANT	GRANT	6/30/2014	24,000	-	-
COMCAST-CITY OF SPFLD CABLE RELATED	GRANT	6/30/2020	40,000	40,000	40,000
<i>Subtotal FY17 anticipated grants:</i>			64,000	40,000	40,000
N/A			-	-	-
<i>Subtotal FY17 Other Funding:</i>			-	-	-
TOTAL External Funding Sources			64,000	40,000	40,000

Fiscal Year 2017 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal Services

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	826,753	881,477	901,905
FTEs	12.0	11.5	12.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Percentage of contracts drafted and reviewed within 60 days of receipt of complete information	95%	95%	95%
Percentage reviewed and signed within 7 days	99%	99%	99%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

During fiscal year 2016 (July 1, 2015 through April 21, 2016), in addition to existing legal matters, the Law Department opened 363 new matters involving 32 litigation matters, 95 Contract/Transactional matters, 102 Public Records requests, and the balance involving: investigation of new claims alleging property damage or personal injury, responding to requests for opinions, legislation, or other matters such as providing legal services in conjunction with the Open Meeting Law and other legal advice and services in accordance with the mission of the Law Department. The highlights of some of the Law Department Legal Services activities in FY16 included:

Public Safety:

- ◆ Advised Community Police Hearing Board in case reviews and hearings, helped implement revisions to Mayor Sarno's Executive Order to provide greater transparency and improved reporting as to Case Data.
- ◆ Provided legal services in relation to transfer of 50 East Street Army Reserve Center to the City.
- ◆ Provided Legal support to SPD regarding the implementation of new policy and changes in procedures concerning the evidence rooms, and coordinated settlements of missing funds to persons with legitimate claims.
- ◆ Provided legal support to SPD regarding the Marcum Audit of SPD Narcotics evidence, including drafting contracts and amendments.
- ◆ Participated in Mayor's Citywide violence Prevention Taskforce.

Economic Development:

- ◆ Provided continuing legal services to the Springfield Redevelopment Authority regarding the design, construction, and redevelopment of Union Station.
- ◆ Provided continuing Legal Services to Springfield Parking Authority regarding the Civic Center garage project and other matters.
- ◆ Provided legal services to DPW and Disaster Recovery for the , North Main Street, Central Street, Marble Street, Island Pond Road/Alden Street and 6 Corners Traffic Improvement projects, including meeting with property owners and drafting appraisal and other professional service contracts, and drafting documents and notices for eminent domain takings.
- ◆ Drafted Article 97 Special Acts (change of use of park land) and related City Council Orders for the South End Community Center, Senior Center, and Central Street Traffic Improvement projects.
- ◆ Prepared and participated in successful foreclosure, auction, and disposition of Tax Title Properties to return properties to the tax rolls.

LAW DEPARTMENT

Program Summaries

Legal Services

Highlights cont.

Casino Gaming Development and Licensing Process:

- ◆ Supported the ongoing efforts to implement the Host Community Agreement at the local level including advising the City Council in establishing the Casino Overlay District and Completing the Site Plan Review
- ◆ Assisted in the preparation of Grant applications from the MGC mitigation reserve funds as well as historic preservation funds
- ◆ Participated in negotiation and review of proposed amendments to the Host Community Agreement.

Tornado Aftermath: While the tornado of 2011 is long gone, its effects continue to require the Law Department to work with many other departments as to ongoing issues. Together with Finance, and Planning & Economic Development, the Law Dept. worked on the City's compliance with a Memorandum of Agreement with FEMA, MEMA, Mass. Historical Commission, Springfield Historical Commission, and other stakeholders, to mitigate the partial demolition of the former Howard Street Armory following the June 1, 2011 tornado. In addition, the Law Department continued to provide support services for the successful construction of a new Brookings School, as well as support to the newly established Disaster Relief Office.

Contracts and Procurement Assistance: The Law Dept., Procurement, Comptroller's Office, and School Department held bi-weekly conference calls to update, discuss and trouble-shoot contract, procurement and payment issues. Drafted and received City Council approval of a Home Rule petition to increase the dollar threshold for written contracts, which is currently pending before the Massachusetts Legislature. The Law Dept. filed suit to recover against the surety bond pledged by the now terminated Grounds Management Services contractor, for the additional costs incurred by the City to obtain replacement services when the vendor's equipment was seized by creditors, and assisted Procurement with the rebid and award of a new contract. The Law Department also provided significant assistance to the School Dept. in responding to an investigation by the Dept. of Justice.

Major Contracts and Real Estate Matters: In FY 2016, the Law Dept. provided legal support to the School Dept. for a Request for Proposal and contracts for Early Childhood Education Providers at the newly acquired Early Education Center on Catharine Street, the School Foodservice Bid and 5-year contract, and for the proposed acquisition of a School Foodservice Warehouse by eminent domain.

Public Records: Responded to public records requests which have significantly increased, resulting in the need for the Law Department to designate a paralegal as a public records coordinator and to seek assistance from the City Clerk as the main point of contact. Pending litigation is likely to increase the demand for services in this area.

Appellate Tax Board: Represented the Board of Assessors at the Appellate Tax Board in various tax appeals involving the valuation of commercial, residential and personal property. This included drafting motions, discovery, and contracts for experts, appraisers, and others.

School Building Commission: Provided legal services to the School Building Commission at meetings, negotiations with the Mass. School Building Authority, drafted and reviewed contracts and amendments for the various school building and repair projects, including Dryden, Brookings, and Central Science Labs.

Fiscal Year 2017 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Litigation

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	778,556	830,090	849,328
FTEs	7.0	7.0	7.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Target (settlements against city)	400,000	290,000	400,000
Revenue Collected	311,635	542,505	540,000
To file timely answers to court complaints:			
Percentage of on time responses to court complaints	100%	100%	100%
To investigate all claims received:			
Number of claims investigated	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Trial and Appeals

The City encountered many challenges related to litigation in the state and federal court as well as various administrative bodies. These include lawsuits involving allegations of misconduct against police officers, as well as employment related litigation and lawsuits related to development and permitting of the casino. However, there were many other significant cases that were successfully disposed of in favor of the City through litigation or settlement.

This included:

- ◆ Successfully defended 11 cases at the Mass. Commission Against Discrimination (MCAD) which were resolved in the City's favor by a lack of probable cause determination, including 3 cases from the School Dept.
- ◆ Defending 2 cases in Federal Court where plaintiffs are attempting to certify class actions in claims against the School Department.
- ◆ Defending 2 complex cases involving claims of wrongful convictions.
- ◆ Defending various civil rights lawsuits in State and Federal Courts.
- ◆ Negotiated very favorable settlements of tort claims based on available legal defenses in a strategic manner.
- ◆ Handing multiple appeals in State and Federal appellate courts.
- ◆ Successfully defended Land Court challenge to City Council establishment of Casino Overlay District.
- ◆ Successfully defended federal court lawsuit alleging federal RICO statute violations related to entertainment licensing and permitting.
- ◆ Filing appeals with the Department of Public Safety with regard to statewide initiative in the issuance of fines for elevator inspections.
- ◆ Successfully Defended Appeal to First Circuit Court of Appeals of federal court judgment on behalf of City in claim of employment discrimination in Civil Service Promotional Testing for Sergeants.
- ◆ Assisting Labor Relations Department on various arbitrations, MCAD complaints and litigation related matters.

Fiscal Year 2017 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal/Code Litigation

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	163,126	173,924	175,932
FTEs	1.0	5.0	5.0
Grant FTEs	1.0	0.0	0.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
To file all emergency code enforcement cases within three (3) business days and prioritize non emergency code enforcement cases within forty-five 45 days of receipt.			
Number of cases filed	73.0	495.0	73.0
Percentage of emergency Code/Legal cases filed in 3 business days	95%	100%	99%
Percentage of Non-Emergency Code/Legal cases Prioritized and Filed within 45 days	N/A	100%	75%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Code Enforcement

- ◆ More than 495 Code Enforcement claims had been filed in court by the Law Department a little more than half-way through the fiscal year.
- ◆ The Law Department is on track to obtain approximately 60 receiverships involving blighted or non-compliant properties in this fiscal year.
- ◆ Provided Training for current and new receivers for Western Division of Housing Court as well as other Code Enforcement officials.

Fiscal Year 2017 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Licensing

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	85,270	90,914	95,044
FTEs	2.0	2.0	2.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Revenue	100%	100%	100%
Percent of Licenses Processed	95%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The Law Department's licensing supports activities assisted in the adoption, implementation of entertainment regulations promulgated by the Mayor.
- ◆ Increased revenue raised through the administration of the License Commission.
- ◆ Provided License Renewal Administration and Services 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.
- ◆ A new Rules and Regulations manual will provide businesses and other interested parties in understanding the basic rules and regulations with regard to common victualler (commonly known as a restaurant), liquor, entertainment, car dealer, video game, and billiard licensing in the City of Springfield, which all licensees are required to adhere to.
- ◆ In FY 2016 the Law Department has assumed responsibility for administration of the Taxi and Livery Commission from the Police Department.

Fiscal Year 2017 Budget and Program Summaries
LAW DEPARTMENT

FY17 Budget Adjustments

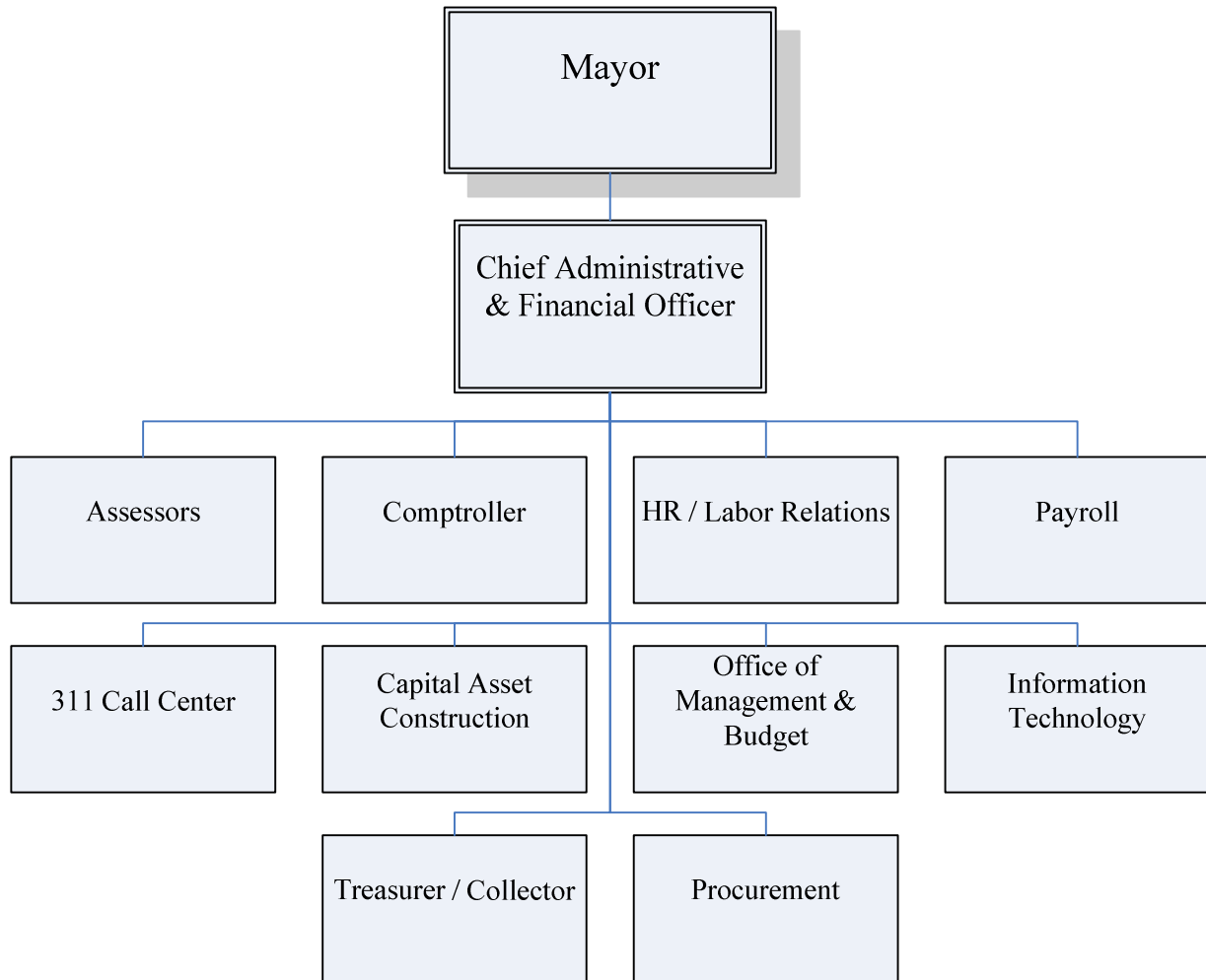
Program Budget Reductions	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Legal Services				
Salaries & Wages	(25,000)	(40,000)	(40,000)	(40,000)
Supplies & Services	(15,600)	(7,000)	(5,000)	
Litigation				
Professional Services	-	-		
Settlement Claims				
Licensing				
Legal/Code Litigation				
Supplies & Services	(23,250)	(30,000)	(15,000)	
TOTAL ADJUSTMENTS	(63,850)	(77,000)	(60,000)	(40,000)

Notes

- ◆ Salaries & Wages: Offset to Comcast Grant (\$40,000)

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Section 5 Administration & Finance Division



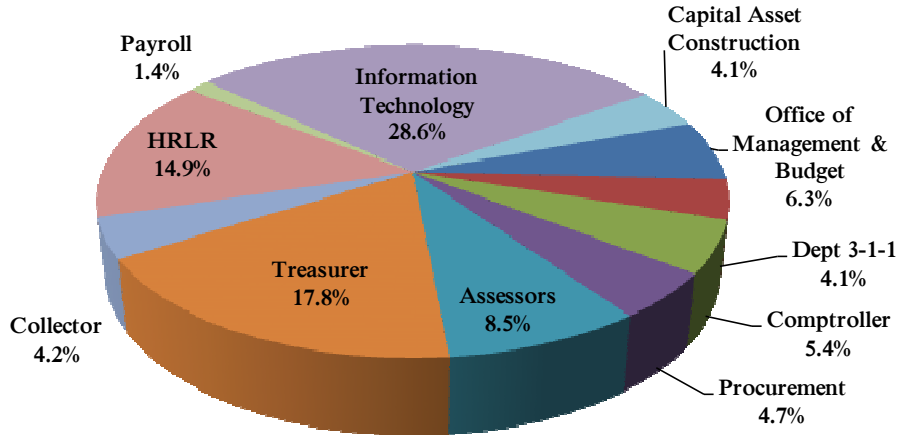
Mission Statement

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

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Fiscal Year 2017: All Funds Budget and Revenue Overview

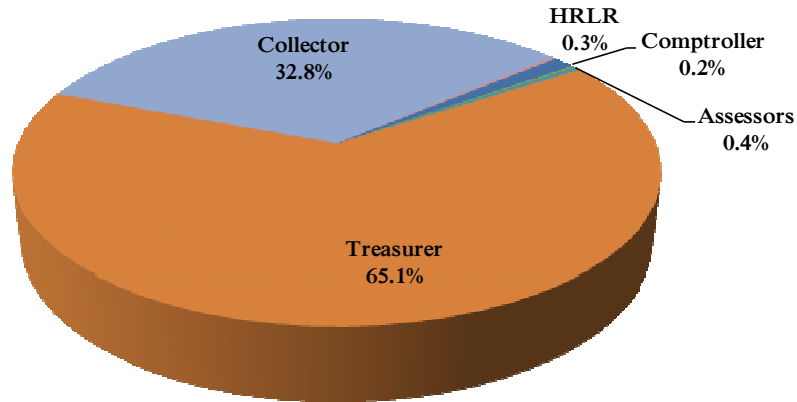
Administration & Finance Division



FY17 Recommended Budget Administration & Finance Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
Office of Management & Budget	592,629	680,012	649,345	684,978	0.7%	5.2%
Dept 3-1-1	428,924	435,010	428,667	449,475	3.3%	4.6%
Comptroller	499,186	585,473	568,950	588,744	0.6%	3.4%
Procurement	470,817	512,372	486,503	518,502	1.2%	6.2%
Assessors	833,352	970,790	970,790	928,134	-4.4%	-4.6%
Treasurer	1,994,701	1,967,839	1,967,839	1,944,088	-1.2%	-1.2%
Collector	405,807	445,957	445,957	454,820	2.0%	1.9%
HRLR	1,425,225	1,657,143	1,654,362	1,629,801	-1.6%	-1.5%
Payroll	111,735	184,886	-	151,317	-18.2%	100%
Information Technology	2,858,581	2,969,910	2,969,910	3,123,864	5.2%	4.9%
Capital Asset Construction	489,588	459,503	459,503	445,800	-3.0%	-3.1%
Total	10,110,545	10,868,896	10,601,827	10,919,522	0.5%	2.9%

Fiscal Year 2017: All Funds Budget and Revenue Overview

Revenue Overview



Division / Department	FY17 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY17 Total Revenue
Office of Management & Budget	7,300,000	-	-	-	-	7,300,000
Dept 3-1-1	-	-	-	-	-	-
Comptroller	1,060,615	-	-	-	-	1,060,615
Procurement	-	-	-	-	-	-
Assessors	2,133,730	-	-	-	-	2,133,730
Treasurer	4,809,138	-	-	-	368,609,416	373,418,554
Collector	11,750,000	176,662,918	-	-	-	188,412,918
HRLR	1,475,000	-	-	-	-	1,475,000
Payroll	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-
Capital Asset Construction	-	-	-	-	-	-
Total	28,528,483	176,662,918	-	-	368,609,416	573,800,817

Fiscal Year 2017 Budget and Program Summaries

OFFICE OF MANAGEMENT AND BUDGET

Mission

The Office of Management & Budget (OMB) oversees the City’s administrative and financial support functions 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 and accurate information, performance management and advice.

FY16 Department Highlights

- ◆ Maintained a credit rating of AA– from Standard and Poor’s Rating Agency. Received a credit rating upgrade to positive outlook from Moody’s Rating Agency.
- ◆ Continued the revenue budget build up by charge code to better understand what is driving City revenues.
- ◆ In the process of implementing Kronos Analytics, a module that enhances the organization’s ability to track and analyze personnel data.
- ◆ Funded healthcare study to analyze available health insurance options.
- ◆ Continued Strategic Workforce Analytics & Tactics (SWAT) teams comprised of specific people from different departments to address problems identified by departments. SWATS from FY16 include paperless hiring and change orders.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada for the eighth year.

FY17 Budget Highlights

- ◆ Funds department-wide training for updated procurement laws.
- ◆ Funds update to the City’s Indirect Cost Rate/Cost Allocation Plan for grants.
- ◆ Funds 8.0 FTEs consistent with FY16.
- ◆ Funds annual MMA (Massachusetts Municipal Association) dues.
- ◆ Includes a 2% salary increase for non-bargaining employees.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	525,431	574,456	584,782	10,326	1.8%
OTPS	67,198	105,556	100,196	(5,360)	-5.1%
Capital	-	-	-	-	0.0%
Total General Funds	592,629	680,012	684,978	4,966	0.7%

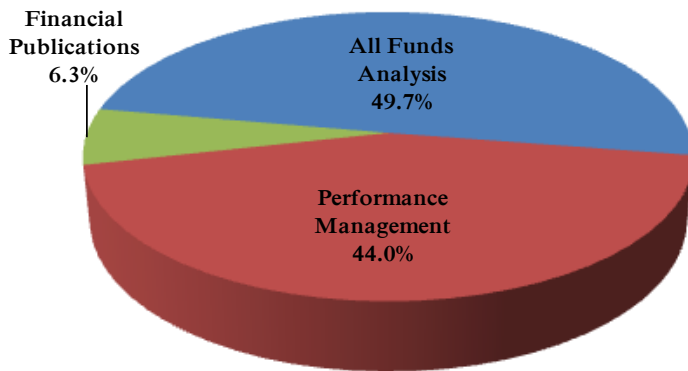
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	8.0	8.0	8.0	-	0.0%
Total FTEs:	8.0	8.0	8.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

OFFICE OF MANAGEMENT AND BUDGET

Program Expenses



Program Summaries

All Funds Analysis — Thorough analysis and year end projection of all City funds, including general fund, grants, trusts and donations

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

Financial Publications — Compilation and publication of four year general fund projection and five year capital plan budgeting along with an annual debt study

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
All Funds Analysis	294,537	337,966	340,434	2,468	49.7%
Performance Management	260,757	299,205	301,390	2,185	44.0%
Financial Publications	37,336	42,841	43,154	313	6.3%
Total Expenditures:	592,629	680,012	684,978	4,966	100%

Program Revenue

Revenue Summary

All Funds Analysis: \$7,300,000

- ◆ Service Level Agreements with School Department
- ◆ Indirect Costs from Grants
- ◆ McKinney/Vento Homeless Transportation Funds
- ◆ MGM Casino Revenue



Program Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Performance Management	-	-	-	-	0.0%
All Funds Analysis	2,915,350	8,675,000	7,300,000	(1,375,000)	100%
Financial Publications	-	-	-	-	0.0%
Total Departmental Revenue	2,915,350	8,675,000	7,300,000	(1,375,000)	100%

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	525,580	574,456	584,782	10,326	1.8%
OTPS	53,618	105,556	100,196	(5,360)	-5.1%
Capital	-	-	-	-	0.0%
Total General Funds	592,629	680,012	684,978	4,966	0.7%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	25,000	24,105	-	(24,105)	-100%
Enterprise/Revolving Funds				-	0.0%
Donations/Trusts				-	0.0%
Other Funding				-	0.0%
Total External Funds	25,000	24,105	-	(24,105)	-100%
All Funds Budget:	617,629	704,117	684,978	(19,139)	-2.7%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Miscellaneous Revenue	2,915,350	8,675,000	7,300,000	(1,375,000)	-15.9%
Total Departmental Revenue	2,915,350	8,675,000	7,300,000	(1,375,000)	-15.9%

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY16 Actual	FY17 Projected
Continuous Improvement	Grant	6/30/2013	25,000	24,105	-
<i>Subtotal Multi-year grants:</i>			25,000	24,105	-
N/A			-	-	-
<i>Subtotal FY17 anticipated grants:</i>			-	-	-
N/A			-	-	-
<i>Subtotal Other Funding:</i>			-	-	-
Total External Funding Sources:			25,000	24,105	-

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

All Funds Analysis

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	260,757	299,205	301,390
FTEs	4.0	4.0	4.0
	FY15 Actual	FY16 YTD	FY17 Goal
Performance Metrics			
% of Council Orders due to being over budget	N/A	2.0	2.0
Average number of days to review requisitions sent to OMB	N/A	1.0	1.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Managed to an operating surplus in FY16.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY16 budget.
- ◆ Completed refund of previously issued bonds, saving the City of \$850K in debt repayments as well as saving the Massachusetts School Building Authority \$1.2M in reimbursable debt payments.
- ◆ Maintained AA- credit rating from S&P and a “positive” outlook by Moody’s.

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Program Management

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	294,537	337,966	340,434
FTEs	3.5	3.5	3.5
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
#of SWATs	N/A	12	15

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Facilitated successful SWAT sessions:

Healthcare

- ◆ Budget request reduction of \$2.4M, budget appropriation reduction of \$1.2M
- ◆ Automated monthly reconciliation procedures

Bills on Real Estate Taxes

- ◆ Added unpaid housing and building code tickets to real estate property tax bill

Centralized Electronic Billing

- ◆ Created summary bill for City's gas accounts

Standardized Grant Reporting

- ◆ Developed and documented new process for grant set up and reporting

In-Progress SWATs

- ◆ Change Order/Purchase Order Approval Process
- ◆ Grant Reporting
- ◆ Procurement/Price Agreements Usage
- ◆ Paperless Hiring

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Financial Publications

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	37,336	42,841	43,154
FTEs	0.5	0.5	0.5
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Balanced budget published by June 30th	1.0	1.0	1.0
Released 3 financial documents by the appropriate deadline	3.0	3.0	3.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Released the following three financial publications within their respective deadlines:
 - ◇ Debt Study (Deadline: January 30, 2016)
 - ◇ 5-Year Capital Plan (Deadline: March 30, 2016)
 - ◇ Multiyear Financial Plan (Deadline: March 30, 2016)
 - ◇ FY17 Budget (Deadline: June 30, 2016)

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
All Funds Analysis				
Hold on hiring for Management Analyst vacancy		(14,320)		
Reduction Temporary Salaries & Wages			(2,500)	
Elimination of Finance Director and Grants Director	(100,197)			
Training, travel, memberships, subscriptions	(6,600)			
Office Equipment Rental				(3,500)
Professional Services - Consultant Fees				(5,000)
Performance Management				
Financial Publications				
TOTAL ADJUSTMENTS	(106,797)	(14,320)	(2,500)	(8,500)

Notes

- ◆ The following adjustments were made to the FY17 OTPS Budget:
 - ◇ Office Equipment Rental: Reduction based on historical spending (\$3,500)
 - ◇ Professional Services: Reduction based on departmental build-up (\$5,000)

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Fiscal Year 2017 Budget and Program Summaries

ASSESSORS DEPARTMENT

Mission

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

FY16 Department Highlights

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

The department is also responsible for over \$10 million in local revenue through the motor vehicle excise system, the Chapter 121A program and the PILOT program. The City issues 105,000 motor vehicle excise bills annually, totaling \$9.9 million. The 121A and PILOT categories generate roughly \$2 million.

FY17 Budget Highlights

- ◆ Funds 13.0 FTEs, including a new Commercial Appraiser position
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ Services to aid the levy ceiling growth and produce FY17 valuations

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	658,254	676,242	722,841	46,599	6.9%
OTPS	103,956	274,293	205,293	(69,000)	-25.2%
Capital	-	-	-	-	0.0%
Total General Funds	762,210	950,535	928,134	(22,401)	-2.4%

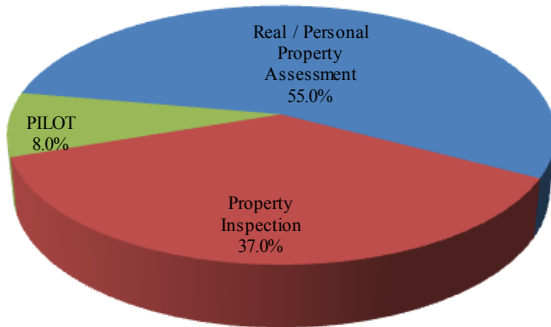
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	12.0	12.0	13.0	1.0	8.3%
Total FTEs:	12.0	12.0	13.0	1.0	8.3%

Fiscal Year 2017 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Expenses



Program Summaries

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

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

Payment-in-lieu-of-taxes (PILOTS) — Enters into agreements in which the property owner is not subject to conventional property taxation

Program Budgets

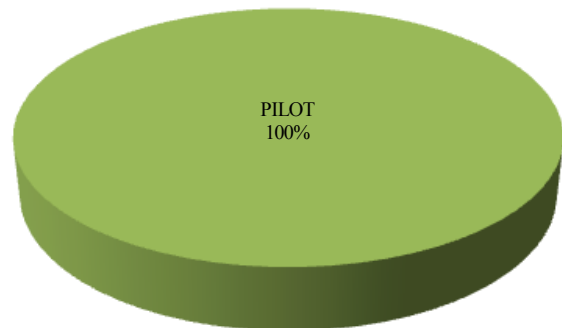
Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Real / Personal Property Assessment	419,216	522,794	510,474	(12,321)	55.0%
Property Inspection	282,018	351,698	343,410	(8,288)	37.0%
PILOT	60,977	76,043	74,251	(1,792)	8.0%
Total Expenditures:	762,210	950,535	928,134	(22,401)	100%

Revenue Summary

Revenue collected by the Assessor's Office includes PILOT and Urban Redevelopment Excise payments

TOTAL REVENUE: \$2,133,730

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Real / Personal Property Assessment	-	-	-	-	0.0%
Property Inspection	-	-	-	-	0.0%
PILOT	2,554,185	2,133,730	2,133,730	-	100%
Total Departmental Revenue	2,554,185	2,133,730	2,133,730	-	100%

Fiscal Year 2017 Budget and Program Summaries
ASSESSORS DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	658,254	676,242	722,841	46,599	6.9%
OTPS	103,956	274,293	205,293	(69,000)	-25.2%
Capital	-	-	-	-	0.0%
Total General Funds	762,210	950,535	928,134	(22,401)	-2.4%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	762,210	950,535	928,134	(22,401)	-2.4%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
PILOT - LOCAL	357,137	2,133,730	2,133,730	-	0.0%
CHAPTER 121A - SEC 10	495,029	-	-	-	0.0%
CHAPTER 121A - SEC 6A	1,701,796	-	-	-	0.0%
MISCELLANEOUS REVENUE	223	-	-	-	0.0%
Total Departmental Revenue	2,554,185	2,133,730	2,133,730	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Actual	FY17 Projected
					-
<i>Subtotal FY17 anticipated grants:</i>			-	-	-
<i>Subtotal FY17 Other Funding:</i>			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2017 Budget and Program Summaries
ASSESSORS DEPARTMENT

Program Summaries

Real / Personal Property

Real / Personal Property Assessment	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	512,674	512,674	510,474
FTEs	8.0	8.0	9.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
% of deeds transferred and entered within 30 days	100%	100%	100%
# of parcel transfers	2,142	3,000	3,000
Number of personal exemptions granted	1,264	1,350	1,375
Number of abatements granted	86	75	90
Actual Levy % change from prior year	2%	4%	4%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Increased the total taxable value by \$231.5 million which raised the levy ceiling and the actual levy by \$5.7 million.

Fiscal Year 2017 Budget and Program Summaries
ASSESSORS DEPARTMENT

Program Summaries

Property Inspection

Property Inspection	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	282,018	351,698	343,410
FTEs	3.0	3.0	3.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
% of total property inspected	13%	14%	14%
Average number of properties inspected per inspector annually	1,686	1,800	1,800

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Improved the rate of interior inspections by coupling sales inspections with the smoke detector inspections which are required for sales transactions.

Fiscal Year 2017 Budget and Program Summaries
ASSESSORS DEPARTMENT

Program Summaries

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

PILOT	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	60,977	76,043	74,251
FTEs	1.0	1.0	1.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
# of PILOTS	N/A	N/A	N/A
# of Urban Redevelopment Excise	N/A	N/A	N/A
% change of total PILOT from previous year	N/A	N/A	N/A

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Assessors Department has made progress in engaging some tax-exempt institutions in a proposed program of contributions to the General Fund.

Fiscal Year 2017 Budget and Program Summaries
ASSESSORS DEPARTMENT

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Real / Personal Property				
Personnel Services	-		-	46,599
Professional Services	-	(38,000)	(55,107)	(69,000)
Property Inspection				
Payment - in - lieu - of - taxes (PILOT)				
	-			
TOTAL ADJUSTMENTS	-	(38,000)	(55,107)	(22,401)

Notes

- ◆ The FY17 budget includes the addition of an in-house Commercial Appraiser position.

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Fiscal Year 2017 Budget and Program Summaries

OFFICE OF PROCUREMENT

Mission

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

FY16 Department Highlights

- ◆ Copy and Print Center- The Office of Procurement Assisted the School Department in conducting its Copy and Print RFP. The RFP and resulting contract was worth over \$5.275 Million.
- ◆ Plowing Contracts- Through 3/3/16, the office of Procurement has generated and processed 102 individual snow plow contracts, each with different types and amounts of equipment. Many of these contracts were done on short notice in response to snow events and emergencies, and are an increase from last year.
- ◆ DCAC Contracts- The OOP assisted the DCAC in procuring and securing contracts for several projects in FY16, including Skill Tech Training Facility (\$2.1 Million), South End Community Center (\$8.2 Million), Senior Center (\$9 Million), and the JFK Window MSBA Project (\$3.7 Million).
- ◆ Contract Processing- As of 3/9/16, the Office of Procurement has generated approximately 878 City Contracts.
- ◆ New On-Call Procedures- The OOP has developed new contract procedures for all on-call tradesmen contracts, which the state is now considering adopting into MA law.
- ◆ The OOP spearheaded a multi department Procurement Effort to establish a HCA with a Medical Marijuana Treatment Facility.

FY17 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY16, and includes 2% salary increase for non-bargaining employees
- ◆ Continues improvements in bid advertising processes, and fully funds staff training and certification

Department Budget

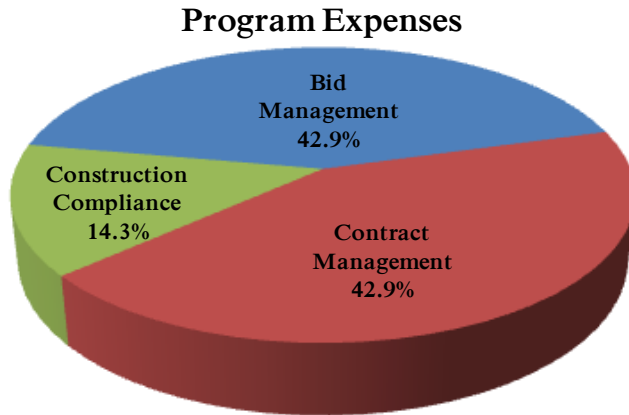
General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	374,052	417,618	423,748	6,130	1.5%
OTPS	96,765	94,754	94,754	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	470,817	512,372	518,502	6,130	1.2%

Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	6.0	7.0	7.0	-	0.0%
Total FTEs:	6.0	7.0	7.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF PROCUREMENT

Program Summaries



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

Contract Management—Maintains and monitors the large majority of City Contracts and Price Agreements meeting Department’s needs as prescribed by various local, state, and federal contracting laws as well as processing any amendments or renewals as needed.

Construction Compliance—Tracks Prevailing Wage and “Davis Bacon” Compliance on construction projects as well as ensures REO and MWBE City Ordinances are being followed

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Bid Management	222,583	212,787	222,215	6,801	42.9%
Contract Management	222,583	212,787	222,215	6,801	42.9%
Construction Compliance	-	70,929	74,072	2,267	14.3%
Total Expenditures:	445,166	496,503	518,502	15,869	100%

Revenue Summary

TOTAL REVENUE: \$0

Not a revenue generating department.

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF PROCUREMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	374,052	417,618	423,748	6,130	1.5%
OTPS	96,765	94,754	94,754	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	470,817	512,372	518,502	6,130	1.2%
External Funds Budget					
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds			-	-	0.0%
Enterprise/Revolving Funds			-	-	0.0%
Donations/Trusts			-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	470,817	512,372	518,502	6,130	1.2%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
DEPARTMENTAL FEES	-	-	-	-	0.0%
SALE OF OLD MATERIALS	59,967	-	-	-	0.0%
SALE OF LAND & BLDG	1,000,000	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	6,256	-	-	-	0.0%
Total Departmental Revenue	1,066,223	-	-	-	0.0%
External Funding Sources					
External Funding Sources	Expiration Date	Award Amount	FY15 Actual	FY16 Actual	FY17 Projected
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF PROCUREMENT

Program Summaries

Bid Management

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	212,787	222,215	222,215
FTEs	3.0	3.0	3.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
% bids needing amendments	<25%	<25%	<25%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The Procurement Office is responsible for the production of bids for any goods or services valued over \$5,000. The different types of bids are categorized by the Massachusetts Law and include: Quotes, Invitation to Bid, Request for Proposals, Request for Qualifications, Disposition of Real Property (For Sale bids) and construction contracts. Goods and services ranging in value from \$5,000.00 to \$34,999.99 do not require a bidding process, only to have a solicitation for three price quotes with the contract being awarded to the lowest responsible bidder. The procurement office conducts this process and acts as a liaison with the Department head requesting the procurement throughout the process. Any procurement valued over \$34,999 requires formal bidding procedures, legal advertisements, and sometimes state advertisement boards, depending on total value. RFP's are governed by M.G.L. Ch. 30B and are privately opened, reviewed for completeness and scored by committee, with price proposals being kept separately and reviewed by the CPO after scoring is completed and the contract is awarded.

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF PROCUREMENT

Program Summaries

Contract Management

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	212,787	222,215	222,215
FTEs	3.0	3.0	3.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Average number of days to prepare and execute contract	21	22	21

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ All purchases of \$5,000 or more must have contracts generated and associated with them, even if the purchase was exempt from 30B. As of 4/22/16, Procurement maintains over 980 Active contracts for the FY 16 plus additional Blanket Contracts and Price Agreements.
- ◆ 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.
- ◆ Multi-Year Contracts and the associated renewal process based on various departmental needs are also monitored by Procurement.

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF PROCUREMENT

Program Summaries

Construction Compliance

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	70,929	74,072	74,072
FTEs	1.0	1.0	1.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
#of active projects in compliance with the REO, M/WBE and residency	15	15	16
#of active projects with contract requirements reported	15	15	16

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Construction Compliance- Construction bids and contracting require strict adherence to the laws of M.G.L. Chapter 149, Chapter 30 section 39 M and 149A. Staff works closely with DCAC , DPW, Parks and Facilities Management in keeping with project schedules. All documents are posted on a construction site for competitive bidding and assurance of best pricing. Bidders must follow strict rules and regulations along with the commitment of working with City on the Responsible Employer Ordinance, as well as the Minority and Women Business Enterprise Policies. The Department monitors all bids and to make sure completed documents are received during the business and contracting process.

Fiscal Year 2017 Budget and Program Summaries
OFFICE OF PROCUREMENT

FY16 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Bid Management				
Eliminated budgeted salary increases	(13,995)			
Office Supplies	(316)			
Professional Services		(6,000)	-	
Seminars/Education/Training				
Advertising				
OTPS		(375)		
Contract Management				
Construction Compliance				
TOTAL ADJUSTMENTS	(14,311)	(6,375)	-	-

Notes

- ◆ The FY17 budget for the Office of Procurement is a level-service budget.
- ◆ Current funding will maintain services, and provide required training and certifications for Procurement staff.

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Fiscal Year 2017 Budget and Program Summaries

INFORMATION TECHNOLOGY DEPARTMENT

Mission

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

FY16 Department Highlights

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

- ◆ Analyzing, designing, programming, implementing and supporting custom developed software.
- ◆ Building, maintaining and managing a stable, secure infrastructure of computers, networks, e-mail and voice communication systems with attention toward unification.
- ◆ Maintaining a citywide Metropolitan Ethernet Network (Metro-E) that interconnects city buildings and services in a high speed ring. This network will provide a high-speed public safety interconnect for radio traffic.
- ◆ Providing management and staffing support of the City's integrated financial accounting system (MUNIS), Time Labor Management System (Kronos) and Accela Permits and Inspections System.

FY17 Budget Highlights

- ◆ Request includes funding for 14.0 FTEs, which is level funded with FY16.
 - ◇ Junior Helpdesk Technician added in March 2016.
- ◆ Funding for replacement of Storage Area Networks (SANs) to house all data and servers that operate the City (MUNIS, Kronos, Web, Email, Etc.).
- ◆ Funding for continued service and support for MUNIS, ConnectCTY and Accela.
- ◆ Level service for continued IT services and support.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	953,952	997,533	981,295	(16,238)	-1.6%
OTPS	1,860,965	2,005,152	2,122,568	117,417	5.9%
Capital	39,681	40,000	20,000	(20,000)	-50.0%
Total General Funds	2,854,598	3,042,685	3,123,864	81,179	2.7%

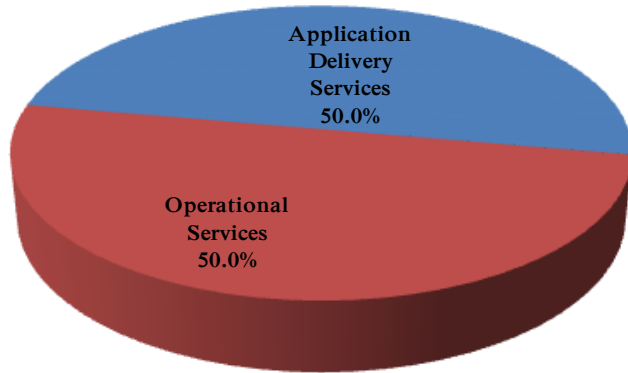
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	13.0	13.0	13.0	-	0.0%
Trusts/Donations/Other FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs:	14.0	14.0	14.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

INFORMATION TECHNOLOGY DEPARTMENT

Program Expenses



Program Summary

Application Delivery Services- Delivery Division is responsible for the developing, maintaining, and retiring software applications

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

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Application Delivery Services	1,427,299	1,521,343	1,561,932	40,589	50.0%
Operational Services	1,427,299	1,521,343	1,561,932	40,589	50.0%
Total Expenditures:	2,854,598	3,042,685	3,123,864	81,179	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2017 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	953,952	997,533	981,295	(16,238)	-1.6%
OTPS	1,860,965	2,005,152	2,122,568	117,417	5.9%
Capital	39,681	40,000	20,000	(20,000)	-50.0%
Total General Funds	2,854,598	3,042,685	3,123,864	81,179	2.7%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	2,854,598	3,042,685	3,123,864	81,179	2.7%

All Funds Revenue Detail

This department does not produce any revenue.

Fiscal Year 2017 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Application Delivery Services

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	1,427,299	1,521,343	1,561,932
FTEs	7.0	7.0	7.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Number of FTEs assigned to a strategic project	7.0	7.0	7.0
Number of unique visitors to the public website	548,969	613,172	600,000
% of requests completed on-time	90.0%	93.5%	95.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

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

Fiscal Year 2017 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Operational Services

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	1,427,299	1,521,343	1,561,932
FTEs	7.0	7.0	7.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Numbers of desktops/laptops to replace	40	112	25
% of Help Desk requests resolved within 24 hours	87.0%	93.0%	97.0%
Average number of Help Desk requests per month	421	188	175
Average number of email requests per day	N/A	19,540	21,000
Average number of allowed requests per day	N/A	10,929	11,000
Average number of spam blocked requests per day	N/A	8,135	10,000

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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.

In FY16, the Department continued to implement a hardware upgrade plan totaling about \$100,000. Securing funding through Pay-As-You-Go capital, the department purchased, issued and deployed over 100 new computers throughout various City departments. The new machines have allowed City employees to work more efficiently, and the Department has seen a declining trend in helpdesk calls.

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

Fiscal Year 2017 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Application Delivery Services				
Operational Services				
Salaries & Wages				(5,648)
Professional Services		(41,749)	(550)	(10,000)
Telephone		(606)		
Office Supplies		(1,000)	(220)	(2,000)
Repair and Maintenance - Office Equipment/Computers		(29,999)	(15,000)	(13,587)
Repair and Maintenance - Networks	-	-	-	(6,000)
Rental - Office Equipment	(13,602)	(18,361)	(1,500)	(3,851)
Other Supplies	(787)		(25)	
Printing/Binding	(4,500)	(500)	(120)	(1,380)
In State Travel	(500)	(25)	(100)	
Computer Hardware/Software	(27,000)	(138,000)	(38,218)	(20,000)
Gasoline	-	-	-	(250)
TOTAL ADJUSTMENTS	(46,389)	(230,240)	(55,733)	(62,716)

Notes

- ◆ Salaries & Wages- \$5,648 savings due to the reclassification of an employee's salary.

- ◆ OTPS- \$37,068 reduction to reflect level service spending:
 - ◇ Repair & Maintenance - Networks (\$6,000)
 - ◇ Repair & Maintenance - Computers (\$13,587)
 - ◇ Rental - Equipment (\$3,851)
 - ◇ Professional Services (\$10,000)
 - ◇ Printing & Binding (\$1,380)
 - ◇ Office Supplies (\$2,000)
 - ◇ Gasoline & Diesel (\$250)

- ◆ Computer Hardware- \$20,000 reduction due to the successful completion of the PC replacement schedule.

Fiscal Year 2017 Budget and Program Summaries

TREASURER’S DEPARTMENT

Mission

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

FY16 Department Highlights

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

FY17 Budget Highlights

- ◆ Funds 9.0 FTEs, level with FY16 Adopted Budget
- ◆ OTPS budget includes:
 - ◇ Full funding for Tax Title program including legal services, Registry of Deeds filing fees, and property maintenance fees

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	414,553	486,298	489,700	3,401	0.7%
OTPS	1,478,634	1,453,358	1,454,388	1,030	0.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,893,187	1,939,656	1,944,088	4,431	0.2%

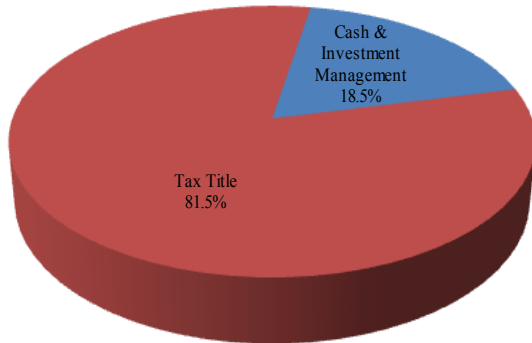
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	9.0	9.0	9.0	-	0.0%
Total FTEs:	9.0	9.0	9.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

TREASURER'S DEPARTMENT

Program Expenses



Program Summary

Cash & Investment Management - This program is responsible for managing funds that have been collected by the City Collector as well as effectively managing the City's funds in accordance with MGL Chapter 44 Section 55

Tax Title Program - The Tax Title Program's main function is the oversight of all properties that the City has placed a lien upon or taken title to for failure to pay real estate taxes. This includes working with delinquent taxpayers to facilitate payment of past-due taxes, enabling them to retain ownership. This assists in the revitalization of City neighborhoods.

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Cash & Investment Management	191,863	342,968	359,241	16,273	18.5%
Tax Title	1,701,323	1,596,688	1,584,847	(11,841)	81.5%
Total Expenditures:	1,893,187	1,939,656	1,944,088	4,431	100%

Revenue Summary

TOTAL REVENUE: \$384,931,230

Cash & Investment Management -

- ◆ Penalties & Interest \$ 1,222,927
- ◆ Charges for Services \$ 22,279
- ◆ Miscellaneous \$ 30,000
- ◆ MSBA Payments \$ 10,969,808
- ◆ Fines & Forfeits \$ 90,000
- ◆ Interest on Investments \$ 1,346,859
- ◆ Departmental & Other \$ 1,075,000

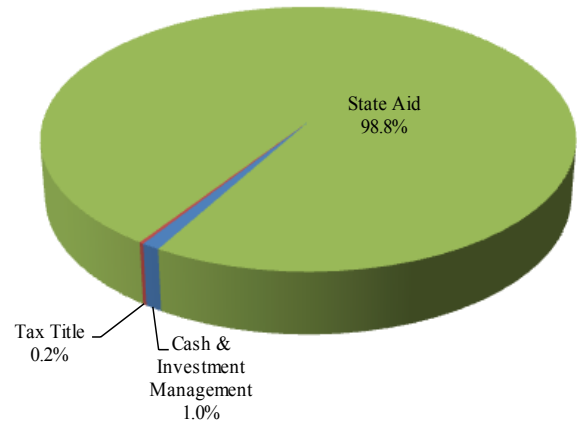
Tax Title -

- ◆ Penalties & Interest \$ 900,000

State Aid

- ◆ State Aid \$ 369,547,357

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Cash & Investment Management	4,508,915	3,762,065	3,787,065	25,000	1.0%
Tax Title	2,945,301	850,000	900,000	50,000	0.2%
State Aid	360,058,393	360,075,704	380,244,165	20,168,461	98.8%
Total Departmental Revenue	367,512,609	364,687,769	384,931,230	20,243,461	100%

Fiscal Year 2017 Budget and Program Summaries
TREASURER'S DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	414,553	486,298	489,700	3,401	0.7%
OTPS	1,478,634	1,453,358	1,454,388	1,030	0.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,893,187	1,939,656	1,944,088	4,431	0.2%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	1,893,187	1,939,656	1,944,088	4,431	0.2%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Taxes	2,141,570	-	-	-	0.0%
Penalties, interest and other taxes	2,222,840	2,072,927	2,122,927	50,000	2.4%
Charges for Services	22,279	22,279	22,279	-	0.0%
Miscellaneous	8,940	30,000	30,000	-	0.0%
Intergovernmental	345,498,340	345,515,651	369,547,357	24,031,706	7.0%
MSBA Payments	14,560,053	14,560,053	10,696,808	(3,863,245)	-26.5%
Fines and Forfeits	132,409	90,000	90,000	-	-
Interest earned on Investments	1,301,657	1,196,859	1,346,859	150,000	12.5%
Departmental & Other	1,624,521	1,200,000	1,075,000	(125,000)	-
Total Departmental Revenue	367,512,609	364,687,769	384,931,230	20,243,461	5.3%

External Funding Sources	Expiration Date	Award Amount	FY15 Actual	FY16 Actual	FY17 Projected
			-	-	-
			-	-	-
Subtotal FY17 Anticipated Grant Funds:			-	-	-
			-	-	-
			-	-	-
Subtotal FY17 Other Funds:			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2017 Budget and Program Summaries
TREASURER’S DEPARTMENT

Program Summaries

Cash & Investment Management

Cash & Investment Management	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	191,863	342,968	359,241
FTEs	4.5	4.5	4.5
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Percentage Increase in Investment Income	11%	19%	20%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

In FY2017, the City expects to see a continued increase in its earnings on investments. This is due in part to interest rates slowly increasing, and negotiations by the Treasurer with the banks. While the increased rates are a positive sign, the City is mindful of the security and safety of the funds, and all City funds are insured through the FDIC, Depositors Insurance Fund (DIF), and securities backed by the Federal government.

Fiscal Year 2017 Budget and Program Summaries
TREASURER’S DEPARTMENT

Program Summaries

Tax Title Management

Tax Title	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	1,701,323	1,596,688	1,584,847
FTEs	4.5	4.5	4.5
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Percentage of Foreclosures Returned to the Tax Rolls	24%	19%	30%
Percentage of Tax Liens Redeemed	17%	20%	25%
Percentage of Foreclosures Redeemed	2%	2%	5%
Percentage of Foreclosures Sold at Auction returned to the Tax Rolls	5%	3%	10%
Number of Payment Plans	270	106	178
Number of Public Auctions Held	4	3	3

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Tax Title Program’s main function is the oversight of all properties that the City has taken title to for failure to pay real estate taxes. It is responsible for the collection of delinquent taxes, maintaining tax title properties, working with taxpayers to offer the chance to redeem and maintain ownership of properties, and to work with other City departments to reduce blight in the City’s neighborhoods. This is accomplished through the payment plan program, public and abutter auctions, redemptions and request for proposals (RFP). Under this program, the tax title team tracks, and monitors the status of all tax title properties, and work with taxpayers to facilitate the payment of delinquent taxes to redeem and remove the lien as soon as possible. This is done through redemptions in full, or tax repayment plans. Participation in payment plans by taxpayers has increased by 55%.

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

Fiscal Year 2017 Budget and Program Summaries
TREASURER’S DEPARTMENT

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Recommended
Cash & Investment Management				
Personal Services	-	-		
OTPS	(1,980)	-	(3,500)	1,030
Tax Title Program				
Personal Services				
OTPS	-	(100,000)	-	-
TOTAL ADJUSTMENTS	(1,980)	(100,000)	(3,500)	1,030

Notes

- ◆ FY17 budget increases in-state travel funding for City Treasurer to attend additional Mass Collector Treasurer Association Executive Board meetings.

Fiscal Year 2017 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Mission

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.

FY16 Department Highlights

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

- ◆ Worked with the Springfield Parking Authority (SPA) on the City's Boot Program, which resulted in the collection of \$381,259 in delinquent motor vehicle excise taxes and outstanding parking tickets in FY2015, an increase of approximately 30% over FY2014
- ◆ Continued the acceptance of parking tickets through our Deputy Collector, Kelley and Ryan. This provides the taxpayer with "one stop shopping", allowing them to pay any tax, fee or ticket, while having the opportunity to resolve any issues, in one place and visit to City Hall.
- ◆ Dedicated one Customer Service Representative to producing Municipal Lien Certificates (MLC), which has assisted with collecting all taxes and municipal liens due the City as part of any real estate transaction.
- ◆ Worked with Housing, Code and the Office of Management and Budget, to lien past due charges to the real estate tax bill, resulting in increased collections.
- ◆ Worked with the Office of Procurement to develop a process in which all potential vendors are vetted to ensure that no monies are due the City before the contract is awarded.
- ◆ Worked with the Comptroller's Department to reconcile all City receivables
- ◆ Continued the successful Revenue Recapture/Tax Certification program which ensures that all monies due the City are collected before issuing any refunds, contracts for work with the City, and/or licenses/permits are issued. In FY 2015, this program resulted in the collection of \$62,736 in delinquent taxes/fees.

FY17 Budget Highlights

- ◆ Funds 7.0 FTEs, level service to FY16 Adopted
- ◆ OTPS budget includes:
 - ◇ Legal services and advertising related to delinquent collections
 - ◇ Postage & mailing costs

Department Budget

	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	315,658	330,844	331,774	930	0.3%
OTPS	123,725	118,026	123,046	5,020	4.3%
Capital	-	-	-	-	0.0%
Total General Funds	439,383	448,870	454,820	5,950	1.3%

Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	7.0	7.0	7.0	-	0.0%
Total FTEs:	7.0	7.0	7.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Program Expenses



Program Summary

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

	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Program Expenses					
Collections	439,383	448,870	454,820	5,950	100%
Total Budget:	439,383	448,870	454,820	5,950	100%

Revenue Summary

TOTAL REVENUE: \$ 197,858,317

Collections—

- ◆ Property Taxes \$ 185,958,317
- ◆ Motor Vehicle Excise \$ 9,900,000
- ◆ Penalties & Interest \$ 900,000
- ◆ Departmental Fees \$ 1,100,000

Program Revenue



Departmental Revenue

	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Program Revenue					
Collections	182,156,334	188,412,920	197,858,317	9,445,397	100%
Total Departmental Revenue	182,156,334	188,412,920	197,858,317	9,445,397	100%

Fiscal Year 2017 Budget and Program Summaries
COLLECTOR'S DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	315,658	330,844	331,774	930	0.3%
OTPS	123,725	118,026	123,046	5,020	4.3%
Capital	-	-	-	-	0.0%
Total General Funds	439,383	448,870	454,820	5,950	1.3%
External Funds Budget					
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	439,383	448,870	454,820	5,950	1.3%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
TAXES ON PERSONAL PROPERTY	22,030,686	-	-	-	0.0%
TAXES ON REAL PROPERTY	148,079,973	176,662,920	185,958,317	9,295,397	5.3%
MVTAXES PREVIOUSLY WRITTEN OFF	14,814	-	-	-	0.0%
MOTOR VEHICLE EXCISE	9,969,925	9,800,000	9,900,000	100,000	1.0%
PENALTIES & INTEREST - TAXES	837,078	900,000	900,000	-	0.0%
DEPARTMENTAL FEES	1,217,484	1,050,000	1,100,000	50,000	4.8%
CHARGES TO DEPTS	-	-	-	-	0.0%
SPECIAL ASSESSMENTS	6,374	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	182,156,334	188,412,920	197,858,317	9,445,397	5.0%

External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Actual	FY17 Projected
			-	-	-
			-	-	-
Subtotal FY17 Anticipated Grant Funds:			-	-	-
			-	-	-
			-	-	-
Subtotal FY17 Other Funds:			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2017 Budget and Program Summaries
COLLECTOR'S DEPARTMENT

Program Summaries

Collections

Collections	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	445,957	448,870	454,820
FTEs	7.0	7.0	7.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Current year Real Estate and Personal Property Tax collection Rate	95%	96%	98%
Current Year Motor Vehicle Excise Tax Collection Rate	83%	70%	85%
Delinquent Tax (RE & PP) Collection Rate	20%	13%	25%
Number of New Liens Placed on Properties	590	555	520
Number of Liens from Previous Years Remaining	1,183	1,073	1,025
Number of Properties in Tax Title	1,773	1,628	1,545
Percentage of Eligible Properties on Which Tax Taking Procedures Have Been Initiated	100%	100%	100%
Property Tax Revenue as a % of Total Revenue	22%	30%	30%
Number of Monthly Account Reconciliations between Collector's and Comptroller's Offices	7	9	12

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

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

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

Fiscal Year 2017 Budget and Program Summaries
COLLECTOR'S DEPARTMENT

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Collections				
Personal Services	-	-	-	-
OTPS	(250)	-	(16,538)	5,000
TOTAL ADJUSTMENTS	(250)	-	(16,538)	5,000

Notes

- ◆ The FY17 budget includes funding for additional office equipment including new cash counting machines.

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Fiscal Year 2017 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Mission

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

FY16 Department Highlights

Paul J. Fenton Public Safety Annex — DCAC has worked with the architect and the SPD to develop space needs for the project. The following main uses were identified by the design: the Police Academy, Juvenile Department, Central SPD Evidence Storage and Tactical Response Team. The project is set to start in May.

Accelerated Repair Projects — Install new window and door systems at Kennedy Middle School and Kensington International School. Preparing the design and bid packages for the roof system for STEM Middle School, and the window and door systems for Brunton, Walsh, and Public Day High School.

South End Community — The new South End Community Center will be constructed at Emerson Wight Park and located within the existing walking ellipse. The project is currently in construction.

Senior Center — The new Senior Center will be constructed at an identified site in Blunt Park. The building is now envisioned as a 25,000 square foot facility. The project is currently in construction.

Implementing the NDRC Grant — Installing Hydro power at the Mill River Dam for redundant power. Repairing the lower Dam at Van Horn Park.

Brightwood Elementary School — Working with MSBA to develop the program for the new Brightwood School.

Culinary and Nutrition Center — Working with the food service group on the function, design, and the construction of the new Culinary and Nutrition Center.

FY17 Budget Highlights

- ◆ Funds 5.0 FTEs; insourcing project management functions.
- ◆ Includes 1% or 2% salary increase for non-bargaining employees.
- ◆ Addition of Project Administrator in FY16.
- ◆ Project Management seminars / trainings.
- ◆ Funding for Professional Services for Capital Projects.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	317,688	361,103	367,150	6,046	1.7%
OTPS	171,900	98,400	78,650	(19,750)	-20.1%
Capital	-	-	-	-	0.0%
Total General Funds	489,588	459,503	445,800	(13,704)	-3.0%

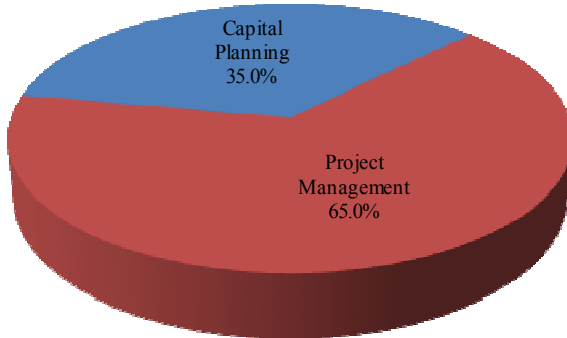
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	3.0	4.0	5.0	1.0	25.0%
Total FTEs	3.0	4.0	5.0	1.0	25.0%

Fiscal Year 2017 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Expenses



Program Summaries

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

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

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Capital Planning	171,356	160,826	156,030	(4,796)	35.0%
Project Management	318,232	298,677	289,770	(8,907)	65.0%
Total Expenditures	489,588	459,503	445,800	(13,704)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2017 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	317,688	361,103	367,150	6,046	1.7%
OTPS	171,900	98,400	78,650	(19,750)	-20.1%
Capital	-	-	-	-	0.0%
Total General Funds	489,588	459,503	445,800	(13,704)	-3.0%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	69,389,537	17,819,833	5,084,821	(12,735,011)	-71.5%
Total External Funds	69,389,537	17,819,833	5,084,821	(12,735,011)	-71.5%
All Funds Budget:	69,879,125	18,279,336	5,530,621	(12,748,715)	-69.7%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
	-	-	-	-	0.0%
	-	-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	Award Amount	YTD Expenses	FY17 Projected Available
<i>Subtotal Multi-year funds:</i>			-	-	-
Kensington	MSBA/BOND	VARIOUS	1,222,828	1,175,824	47,004
Kennedy	MSBA/BOND	VARIOUS	3,595,703	2,713,883	881,820
Paul J. Fenton Public Safety Annex	FEMA/BOND	VARIOUS	650,000	589,207	60,793
ECOS	FEMA/BOND	VARIOUS	4,019,991	3,730,788	289,203
South End Community Center	FEMA/BOND	VARIOUS	10,292,500	8,900,620	1,391,880
Senior Center	FEMA/BOND	VARIOUS	12,000,000	9,585,880	2,414,121
Skill and Technical Training Facility	GRANT	VARIOUS	1,290,000	1,290,000	-
<i>Subtotal FY17 anticipated:</i>			33,071,022	27,986,201	5,084,821
<i>Subtotal Other Funding:</i>			-	-	-
TOTAL External Funding Sources:			33,071,022	27,986,201	5,084,821

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Capital Planning

Capital Planning	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	171,356	160,826	156,030
FTEs	2.0	2.0	2.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Total # of new projects	6	12	8
# of projects scheduled for completion	12	8	10

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Department of Capital Asset Construction plays a leading role in the development, enhancement and preservation of the quality of the physical environment of the City of Springfield by providing professional project management services to various City of Springfield Departments, thereby ensuring that improvements to all City buildings adhere to health and safety codes, provide access to disabled citizens and provide energy and other operating cost savings.

A Project Administrator has been brought in-house, ensuring lowered costs and tighter controls on contract compliance.

We are currently working on the five year capital plan identifying projects and providing cost estimates and overall assessment of the needs of each project. DCAC reviews the projects with the Facilities Department and develops the statement of interest forms for submission to the MSBA and works with the MSBA to secure funding for the school projects. We are working on closing out all projects in a timely manner and receiving reimbursements back into the City coffers.

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Project Management

Project Management	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	318,232	298,677	289,770
FTEs	2.0	2.0	3.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Percentage of projects completed under budget	88.0%	100%	100%
Percentage of change orders of total construction budget per project	2.8%	2.6%	2.6%
Percentage of projects completed on schedule	100%	100%	100%
Total number of completed projects	8	10	6

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

Skilled & Technical Training Center

This project will move from finishing stage into close out.

South End Community Center

The new South End Community Center will be constructed at Emerson Wight Park and located within the existing walking ellipse. The project is in construction stage.

Senior Center

The new Senior Center will be constructed at an identified site in Blunt Park. The building is now envisioned as a 25,000 square foot facility. The project is in the construction stage.

Kennedy Middle school and Kensington International School

New energy efficient windows and doors for both buildings.

Paul J. Fenton Public Safety Annex

The following uses were identified by the design: the Police Academy, Juvenile Department, Central SPD Evidence Storage and Tactical Response Team. The project is set to start in May.

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Capital Planning				
Special Events		(3,000)		
Project Management				
Personal Services	(85,000)	150,000		(50,477)
Professional Services			(70,808)	(32,000)
TOTAL ADJUSTMENTS	(56,000)	147,000	(70,808)	(82,477)

Notes

Reductions for the department in FY17 impact both Personal Services and OTPS. These reductions include:

- ◆ Personal Services:
 - ◇ Salaries & Wages: Offset to Capital Construction Projects (\$50,000)
 - ◇ Salaries & Wages: Reduced to Level fund (\$477)
- ◆ OTPS:
 - ◇ Professional Services: Reduction based on historical spending (\$32,000)

Fiscal Year 2017 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

Mission

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

FY16 Department Highlights

The Human Resources and Labor Relations Department develops and maintains the infrastructure to hire, develop, manage, and compensate City employees, and promotes harmonious relations with collective bargaining representatives. This is accomplished through several distinct functions including: staffing, benefits, affirmative action, compensation, training, employee relations, labor relations, 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.

FY17 Budget Highlights

- ◆ Includes 16.0 General Funded FTEs
- ◆ Builds on efficiencies from NEOGOV and other platforms to reduce advertising and professional services lines.
- ◆ Integrates City benefit requirements stemming from continued implementation of the Affordable Care Act.
- ◆ Benefits:
 - ◇ Health/Life Insurance \$23,699,273
 - ◇ Unemployment \$153,069
 - ◇ Workers' Compensation \$735,069
 - ◇ Medical & Dental \$1,000,000
 - ◇ Medicare—Employer Match \$1,216,440

Department Budget

	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund Operating Budget					
Personal Services	974,255	1,085,473	1,100,958	15,485	1.4%
OTPS	450,970	571,671	528,843	(42,828)	-7.5%
Capital	-	-	-	-	0.0%
Total General Funds	1,425,225	1,657,143	1,629,801	(27,343)	-1.6%

Department Staff

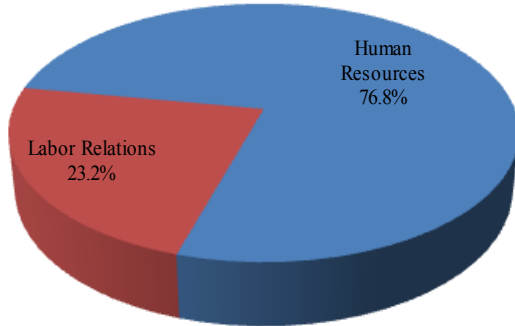
	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Department FTEs					
General Fund FTEs	15.0	16.0	16.0	-	0.0%
Total FTEs:	15.0	16.0	16.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Program Expenses



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

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

Program Budgets

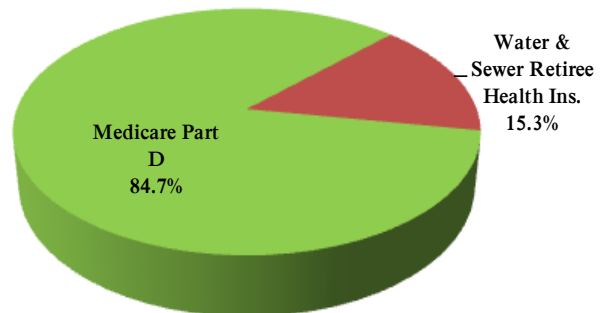
Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Human Resources	1,095,002	1,273,186	1,252,178	(21,007)	76.8%
Labor Relations	330,222	383,957	377,622	(6,335)	23.2%
Total Expenditures:	1,425,225	1,657,143	1,629,801	(27,343)	100%

Revenue Summary

TOTAL REVENUE: \$1,475,000

MEDICARE PART D REIMBURSEMENT: \$1,250,000
 WATER & SEWER RETIREE HEALTH INSURANCE REIMBURSEMENT: \$225,000

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Medicare Part D	1,250,927	1,250,000	1,250,000	-	84.7%
Water & Sewer Retiree Health Ins.	201,417	200,000	225,000	25,000	15.3%
Total Departmental Revenue	1,452,344	1,450,000	1,475,000	25,000	100%

Fiscal Year 2017 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	974,255	1,085,473	1,100,958	15,485	1.4%
OTPS	450,970	571,671	528,843	(42,828)	-7.5%
Capital	-	-	-	-	0.0%
Total General Funds	1,425,225	1,657,143	1,629,801	(27,343)	-1.6%

External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	1,425,225	1,657,143	1,629,801	(27,343)	-1.6%

All Funds Revenue Detail

Department Reimbursements	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
MUNICIPAL MEDICAID PART D	-	-	-	-	0.0%
MEDICARE PART D	1,250,927	1,250,000	1,250,000	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
REIM W&S RETIREE HEALTH INS PR	201,417	200,000	225,000	25,000	12.5%
Total Departmental Revenue	1,452,344	1,450,000	1,475,000	25,000	1.7%

External Funding Sources	Expiration Date	Award Amount	FY15 Actual	FY16 Actual	FY17 Projected
N/A			-	-	-
<i>Subtotal FY17 Anticipated Grant Funds:</i>			-	-	-
N/A			-	-	-
<i>Subtotal FY17 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2017 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Human Resources

Human Resources	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	1,095,002	1,273,186	1,252,178
FTEs	10.0	12.0	12.5
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Percent of Health Plan Customer Service encounters resolved within one day	100.0%	100%	100%
Percent of initial entry for necessary payroll changes made within 3 work days of receipt	96.0%	96.0%	97.0%
Percent of payroll changes activated in MUNIS within 3 work days of effected payroll	100%	100%	100%
Average hours a job interchanges from the Personnel Review Committee to posting on the COS.	24.0	8.0	8.0
Average hours from the close of the standard 14 day posting, to referring applicants to the department head.	24.0	8.0	8.0
Average hours from the draft of the offer letter to approval.	24.0	24.0	48.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Updated Affirmative Action Policy and created stronger guidance around priority hiring.
- ◆ Continued to streamline new hire process and eliminate excess paper usage.
- ◆ The average time for HR to review and refer qualified candidates to the hiring department after the closing of a posting is 24 hours.
- ◆ Our on-line job postings were viewed 87,641 times in FY 16 (to date-March 16, 2016). This is an average of 440 times per job.
- ◆ Completed the Deputy Police Chief Assessment Center where two (2) deputies were appointed to permanent status under Civil Service.
- ◆ Held the first annual City of Springfield Biggest Loser where 30 contestants participated losing a total of 187 pounds.
- ◆ Implemented new Kronos Leave Module to assist with tracking leave.
- ◆ Continued training program partnership with STCC -2- HCC to provide professional level training to City employees.
- ◆ Hosted two (2) blood drives: Mayor's Challenge and Battle of the Badges, with the American Red Cross.
- ◆ Continued to make significant progress in resolving long-standing workers' compensation claims and improved return to work results for new claims.
- ◆ Completed the RFP process for the City's third party administrator for unemployment services.
- ◆ Continued a successful relationship between the Lighthouse, the Library Department and the Election Department for poll worker staffing.

Fiscal Year 2017 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Labor Relations

Labor Relations	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	330,222	383,957	377,622
FTEs	5.0	4.0	3.5
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Bargaining Sessions	-	-	-
Level 4 Conciliations Completed	N/A	N/A	N/A
Interest Arbitrations Completed	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Hired a new Collective Bargaining Agent
- ◆ Completed negotiations with the following bargaining units:
 - ◆ Springfield Public Health Nurses Association through 6-30-16
 - ◆ International Association of Fire Fighters through 6-30-16
 - ◆ UFCW School Nurses through 6-30-17
 - ◆ UFCW School Security Guards through 6-30-17
 - ◆ UFCW Substitute Teachers through 06/30/14

Fiscal Year 2017 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Human Resources				
Salaries & Wages	-	-	-	
Services & Supplies	-	(19,967)	8,345	(42,828)
Labor Relations				
Salaries & Wages	-	-	9,546	
Benefits	(541,675)	(2,006,761)	-	
TOTAL ADJUSTMENTS	(541,675)	(2,026,728)	17,891	(42,828)

Notes

The FY17 Professional Services line item was reduced to reflect the removal of a contract of retiring outside counsel.

Fiscal Year 2017 Budget and Program Summaries

CITY COMPTROLLER

Mission

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

FY16 Department Highlights

- ◆ Received the Certificate of Achievement for Excellence in Financial Reporting for the issuance of the City's Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association of the United States and Canada for the fourth year in a row.
- ◆ Updated the City's website to include the Open Checkbook and the Taxpayer Monthly Statement on a timely basis
- ◆ Performed a successful year in close of the General Ledger in MUNIS on July 17, 2015.
- ◆ Worked with City's financial management team to affirm the City's A2 Bond Rating
- ◆ Four Staff Members successfully completed the Annual Massachusetts Municipal Auditing & Accounting Educational program.

FY17 Budget Highlights

- ◆ Funds 10.0 FTEs consistent with FY16
- ◆ Includes a 2% salary increase for all non-bargaining employees
- ◆ Includes level service funding to address state-mandated financial reporting, and Citywide accounts payable services

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	493,489	579,952	582,792	2,839	0.5%
OTPS	5,697	5,521	5,952	431	7.8%
Capital	-	-	-	-	0.0%
Total General Funds	499,186	585,473	588,744	3,270	0.6%

Department Staff

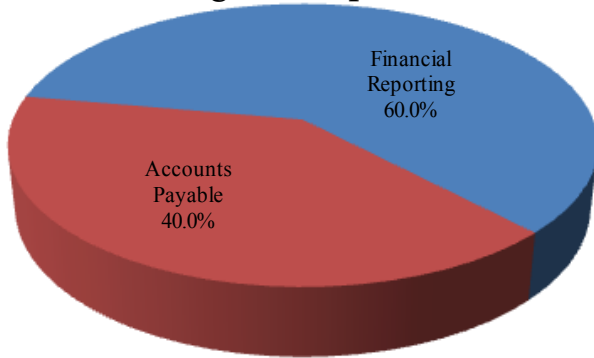
Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	10.0	9.0	9.0	-	0.0%
Grant FTEs	-	1.0	1.0	-	0.0%
Total FTEs:	10.0	10.0	10.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

CITY COMPTROLLER

Program Summaries

Program Expenses



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

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

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Financial Reporting	320,380	302,596	353,246	48,688	60.0%
Accounts Payable	256,683	242,435	235,497	(8,246)	40.0%
Total Expenditures:	511,458	568,950	588,744	19,794	100%

Revenue Summary

TOTAL REVENUE: \$1,060,615

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

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

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Accounts Payable	-	-	-	-	0.0%
Financial Reporting	1,596,195	1,115,568	1,060,615	(54,953)	100%
Total Departmental Revenue	1,195,869	1,195,869	1,060,615	(54,953)	100%

Fiscal Year 2017 Budget and Program Summaries
CITY COMPTROLLER

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	493,489	579,952	582,792	2,839	0.6%
OTPS	5,697	5,521	5,952	431	7.6%
Capital	-	-	-	-	0.0%
Total General Funds	499,186	585,473	588,744	3,270	8.1%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	499,186	585,473	588,744	3,270	0.0%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
OTHER REVENUE - STATE	357,617	685,000	660,000	(25,000)	-3.6%
MISCELLANEOUS REVENUE	838,252	423,568	398,615	(24,953)	-5.9%
REIMB FOR PRIOR YEAR EXPEND	-	5,000	-	(5,000)	0.0%
INDIRECT COST REIMB	-	-	-	-	0.0%
REFUND OF EXPENDITURE	-	2,000	2,000	-	0.0%
Total Departmental Revenue	1,195,869	1,115,568	1,060,615	(54,953)	-5.2%

External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Actual	FY17 Projected
Total External Funding Sources:	-	-	-	-	-

Fiscal Year 2017 Budget and Program Summaries
CITY COMPTROLLER

Program Summaries

Financial Reporting

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	320,380	302,596	353,246
FTEs	5.6	5.6	6.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Average # of days to close month	7	7	7
# of post-close adjustments	74	50	50

Citywide Strategic Priority: Fiscal Management

Highlights

- ◆ Submitted the State mandated Schedule A Report on November 30, 2015
- ◆ Coordinated Annual Audit and Federal Single Audit with External Auditors
- ◆ Submitted Monthly Revenue Vs. Expenditure Reports to the Mayor and City Council
- ◆ Certified Free Cash with the Massachusetts Department of Revenue in January 2015
- ◆ Completed the MA Department of Revenue Year End Checklist
- ◆ Completed the Tax Recap Sheet for Fiscal Year 2016
- ◆ Implementation of the MUNIS Upgrade to version 11.1
- ◆ Reconciliation of All Tax and Departmental Receivables
- ◆ Cash Reconciliation with Treasurers on a quarterly basis
- ◆ Proper recording of all General Journal and Budget Amendment entries in the Accounting System
- ◆ Maintenance of all records of Grants, Gifts and other Special Revenue Funds

Fiscal Year 2017 Budget and Program Summaries
CITY COMPTROLLER

Program Summaries

Accounts Payable

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	256,683	242,435	235,497
FTEs	4.4	4.4	4.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
# correcting accounting entries to total accounting entries	11	10	10
% vendors/bills not paid on time/after 90 days	4%	3%	3%

Citywide Strategic Priority: Fiscal Management

Highlights

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

Fiscal Year 2017 Budget and Program Summaries
CITY COMPTROLLER

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Accounts Payable				
Salaries & Wages			(910)	
Seminars/Trainings & Membership Fees			(2,790)	
Office Supplies & Equipment	(1,456)		(2,200)	(319)
Postage & Delivery				750
In-State Travel			(250)	
Transferred 1 employee salary to Utility Fund	(60,474)			
Financial Reporting				
TOTAL ADJUSTMENTS	(61,930)	-	(6,150)	431

Notes

- ◆ FY17 Budget reduces office equipment contracted costs
- ◆ Includes additional funding for the processing of City 1099 payroll forms, which was previously managed by Procurement

Fiscal Year 2017 Budget and Program Summaries

311 CALL CENTER

Mission

The 311 Call Center’s mission is to provide quality customer service for Springfield residents, businesses and visitors through a single source for increased access and accountability to local government. 311 offers one stop shopping and has several channels of communication for residents to contact us 24/7, including telephone, fax, email, web portal, phone app and night voicemail.

FY16 Department Highlights

- ◆ 311 works closely with Roger Putnam Vocational Technical School – exclusively the Business Information Management program. Interns are scheduled for a six week period and during this time they learn customer service skills, disciplines in call center culture, the importance of proper attendance and team building skills. This year we had the opportunity to work with 5 students, three sophomores and two seniors.
- ◆ Answered 1,076,442 calls since September of 2008. The department’s Customer Service Representatives answered 84% of all calls without needing to transfer to another department. The center expanded its’ services this year to the City Clerk and Police Ordinance Squad by gaining read-only access to Velosum.
- ◆ From the beginning of the FY16 to the end of February, a total of 83,138 calls were answered by our 8 CSR’s. Call volume is equal to last year’s activity even though it was a calm winter. Our residents waited less than 30 seconds 81% of the time with an average speed of answer of 33 seconds.

FY17 Budget Highlights

- ◆ Funds 8.8 FTEs
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ Funds operations related to 311 call center and DPW administrative services

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	377,599	383,010	397,475	14,466	3.8%
OTPS	51,325	52,000	52,000	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	428,924	435,010	449,475	14,466	3.3%

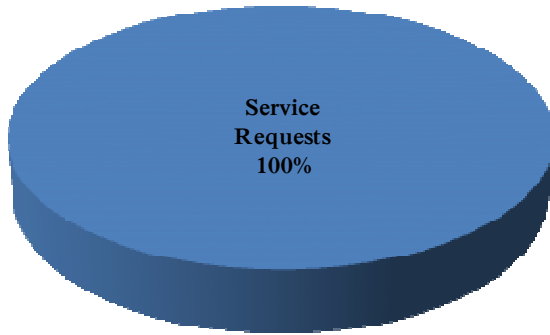
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	9.0	8.8	8.8	-	0.0%
Total FTEs:	9.0	8.8	8.8	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

311 CALL CENTER

Program Expenses



Program Summaries

Service Requests— enters service requests for Assessors Office, Collectors, DPW, Forestry, HHS, Fire, Housing, and Treasurer, Fire, Police Ordinance. Service requests are received via telephone, fax, email, web portal, and smartphone application. The department also handles DPW administration services.

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Service Requests	428,924	435,010	449,475	14,466	100%
Total Expenditures:	428,924	435,010	449,475	14,466	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2017 Budget and Program Summaries
311 CALL CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	377,599	383,010	397,475	14,466	3.8%
OTPS	51,325	52,000	52,000	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	428,924	435,010	449,475	14,466	3.3%
External Funds Budget					
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	428,924	435,010	449,475	14,466	3.3%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2017 Budget and Program Summaries

311 CALL CENTER

Program Summaries

Service Requests

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	428,924	435,010	449,475
FTEs	9.0	8.8	8.8
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
% of calls answered within 30 seconds	87%	81%	83%
% of calls completed without transfers to other departments	83%	84%	85%
% increase of smartphone application downloads	10%	56%	10%

Citywide Strategic Priority: Fiscal and Operational Excellence; Healthy Neighborhoods

Highlights

The 311 Call Center is a universal number for local residents to call for non-emergency government-related inquiries. 311 is in its seventh year and has handled 1, 0076,442 calls and entered over 1,089,907 service requests and inquiries. Our percent of inquiry for FY16 is 84%, meaning 84% of all calls are answered without needing to transfer to another department. The call center offers administrative tasks such as: mailing and faxing forms for the Department of Public Works, Assessors, Housing, City Clerk, and other City offices. This operational component represents roughly 2% of our volume.

Our partnership has continued with Putnam Technical Vocational Academy. Since July we've trained 5 students and four out of the five students were compensated through grant money from the Regional Employment Board. One student who has been with us for the past 2 years has been placed on our payroll as an intern working 29 hours bi-weekly due to his advancement and effort over the years. My hope is within this next year to career path him to a regular full time employee of the city. In most cases students work 16 hours a week within a six week period.

We had an employee leave towards the latter part of 2015 and another employee reduce their hours from 37.5 to 30 hours in FY16; I have found staffing is needed to support our goals. While our service levels are above satisfactory in servicing the residents, we are not reaching our goals. We filled the one vacancy in January of this year and have shown signs of improvement, however she is still learning. The department strives to be both efficient and effective for those it serves. Eighty-one percent of the time, residents waited less than 30 seconds for their call to be answered, a strong indication of the department's commitment to provide the highest quality of customer service to the City.

Overtime expenses have been less than \$400 in costs due to weather and these expenses are allocated to DPW.

This year we worked closely with the Fire department in scheduling safety checks and smoke alarm installs, we entered over 668 appointments resulting in over 1500 inspections /installs for Springfield residents. We created a special ticket within the Intelligov system and trained and gave access to the system.

In January, our newly appointed City Clerk Anthony Wilson and I worked together in getting 311 access to the Velosum system, which allows 311 service representatives to view Police Ordinance and Code violations. Prior to us having access representatives would transfer the call to either the City Clerk or the Police Department. This should help our percentage of transfers decrease and improve the quality of the call.

Internet requests received via our phone app, web portal and email support represents 2% of our volume. The number of requests and inquiries has increased 56% from the previous year; I attribute this to the quick response of the call center to answer the resident's inquiry. We have had a change in personnel in managing the web emails and have found the tracking of these requests are being more accurately recorded and responded to. Sargent Delaney and I have been discussing ways to better promote the mobile appl. in an attempt to make the public more aware of the application, having the support of the police should increase the number of requests coming in from the mobile application channel. It is a program in progress.

311 continues to handle the administration of DPW forms for opt-in-discounts, barrel inventory, and other forms as needed. 311 received and processed 383 forms since the beginning of FY16, 20% resulted in discounts for the City's annual trash fee.

Fiscal Year 2017 Budget and Program Summaries
311 CALL CENTER

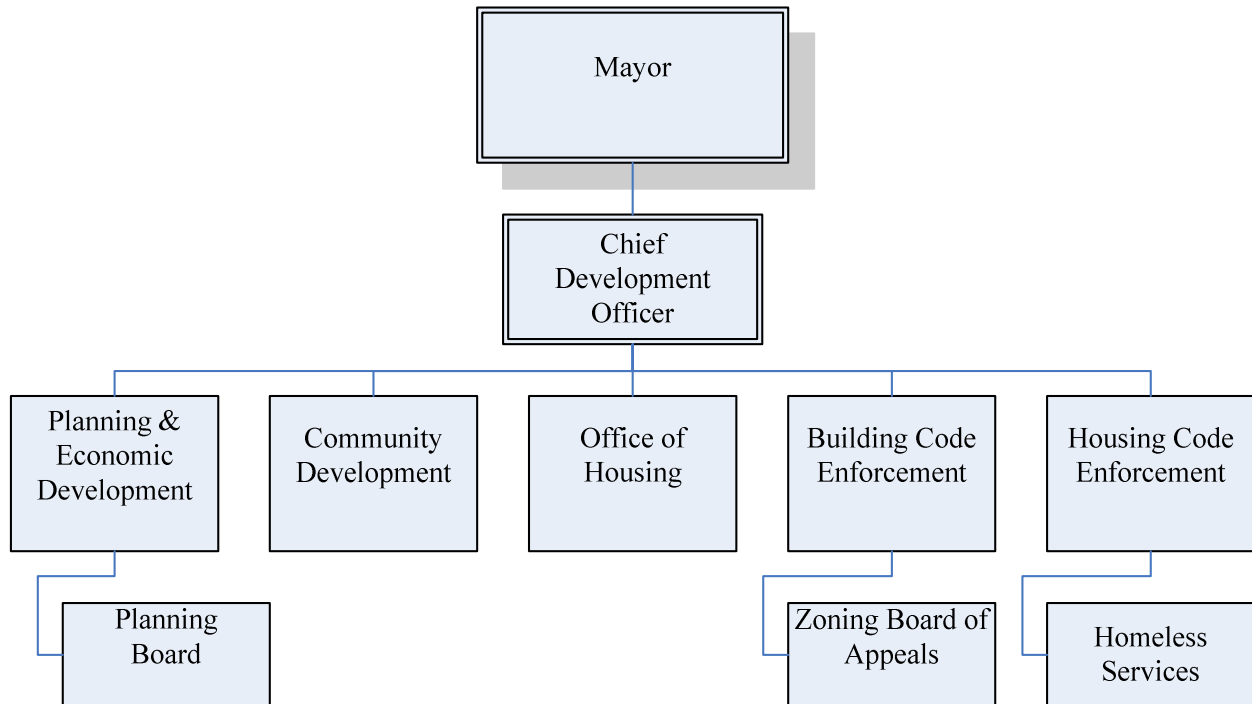
FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Service Requests				
Service Level Agreement with Springfield Public Schools	(75,000)	-	-	-
Elimination of CSR Position	(37,239)	-	-	-
Salaries & Wages	-	-	(6,464)	-
OTPS	-	(200)	(1,000)	-
Overtime	-	(5,900)	-	-
TOTAL ADJUSTMENTS	(112,239)	(6,100)	(7,464)	-

Notes

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Section 6 Development Services Division



Mission Statement

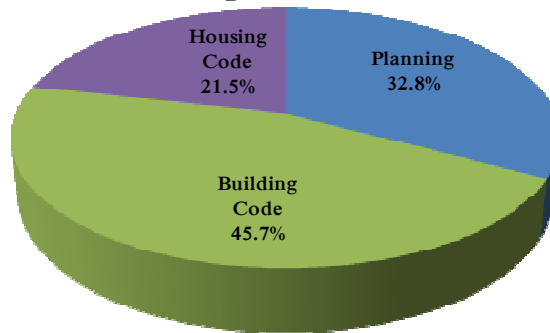
The Development Services Division integrates the resources of each department to enhance the quality of life in our City, to facilitate growth and development, to ensure appropriate planning and enforcement of regulatory standards, and to oversee and facilitate the revitalization of each neighborhood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

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

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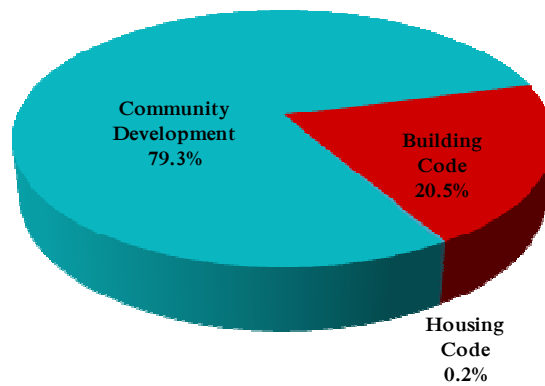
Fiscal Year 2017: All Funds Budget and Revenue Overview

Development Division



FY17 Recommended Budget Development Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
Planning	1,202,997	1,282,703	1,263,733	1,270,019	-1.0%	0.5%
Community Development	-	-	-	-	-	-
Building Code	1,420,761	1,530,811	1,469,193	1,767,582	15.5%	16.9%
Housing Code	756,119	832,706	760,271	831,080	-0.2%	8.5%
Total	3,379,877	3,646,220	3,493,197	3,868,681	6.1%	9.7%

Revenue Overview



Division / Department	FY17 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY17 Total Revenue
Planning	6,100	-	-	-	-	6,100
Community Development	50,000	-	30,151,682	-	-	30,201,682
Building Code	7,810,000	-	-	-	-	7,810,000
Office of Housing	-	-	-	-	-	-
Housing Code	85,500	-	-	-	-	85,500
Total	7,951,600	-	30,151,682	-	-	38,103,282

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Fiscal Year 2017 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Mission

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.

FY16 Department Highlights

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

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

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

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.

FY17 Budget Highlights

- ◆ Funds 13.0 FTEs consistent with FY16.
- ◆ Includes a 2% salary increase for bargaining and non-bargaining employees.
- ◆ OTPS includes funding for:
 - ◇ Union Station project management fees
 - ◇ Business Improvement District dues
 - ◇ SRA contractual payments
 - ◇ Property appraisal services

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	891,028	945,279	934,545	(10,735)	-1.1%
OTPS	311,970	337,424	335,474	(1,950)	-0.6%
Capital	-	-	-	-	0.0%
Total General Funds	1,202,997	1,282,703	1,270,019	(12,685)	-1.0%

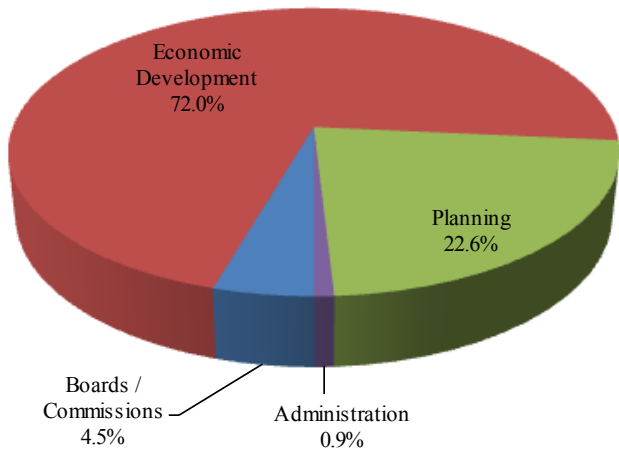
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	13.0	13.0	13.0	-	0.0%
Total FTEs:	13.0	13.0	13.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Program Expenses



Program Summary

Boards / Commissions - City Planning Board reviews special permits.

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

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

Administration— provides general administration for the Division.

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Boards / Commissions	54,509	55,936	57,055	1,119	4.5%
Economic Development	864,961	927,268	914,404	(12,865)	72.0%
Planning	272,626	287,649	287,160	(489)	22.6%
Administration	10,901	11,850	11,400	(450)	0.9%
Total Expenditures:	1,202,997	1,282,703	1,270,019	(12,685)	100%

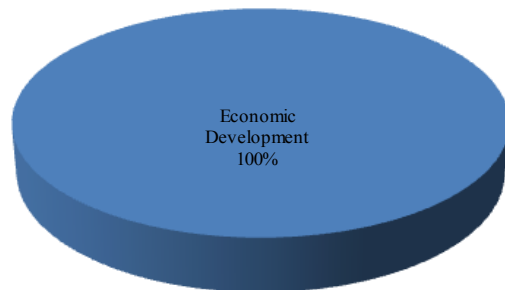
Revenue Summary

TOTAL REVENUE: \$6,100

Economic Development -

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

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Boards / Commissions	-	-	-	-	0.0%
Economic Development	5,277	6,100	6,100	-	100%
Planning	-	-	-	-	0.0%
Administration	-	-	-	-	0.0%
Total Departmental Revenue	5,277	6,100	6,100	-	100%

Fiscal Year 2017 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	891,028	945,279	934,545	(10,735)	-1.1%
OTPS	311,970	337,424	335,474	(1,950)	-0.6%
Capital	-	-	-	-	0.0%
Total General Funds	1,202,997	1,282,703	1,270,019	(12,685)	-1.0%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	1,202,997	1,282,703	1,270,019	(12,685)	-1.0%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Departmental Fees	3,277	4,600	4,600	-	0.0%
Rentals	-	-	-	-	0.0%
Other Permits	2,000	1,500	1,500	-	0.0%
Total Departmental Revenue	5,277	6,100	6,100	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY16 Actual	FY17 Projected
			-	-	-
			-	-	-
<i>Subtotal FY17 Anticipated Grant Funds:</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY17 Other Funds:</i>			-	-	-
Total External Funding Sources:			-	-	-

Fiscal Year 2017 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Boards/Commissions

Boards/Commissions	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	54,509	55,936	57,055
FTEs	1.0	1.0	1.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
% of special permit application recommendations provided to the City Council before the next scheduled hearing date	100%	100%	100%
% of zoning change application recommendations provided to the City Council before the next scheduled hearing date	100%	100%	100%
% of historic applications reviewed and processed to the Historical Commission before the next scheduled hearing date	100%	100%	100%

Citywide Strategic Priority: Economic Development

Highlights

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

Fiscal Year 2017 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Economic Development

Economic Development	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	864,961	927,268	914,404
FTEs	8.0	8.0	8.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
New construction value	\$210,219,201	\$133,318,438	\$200,000,000
Number of business forums held annually	10	8	12
Average number of weekly business visits	3	4	4

Citywide Strategic Priority: Economic Development

Highlights

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

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

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

Fiscal Year 2017 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Office of Planning

Planning	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	272,626	287,649	287,160
FTEs	4.0	4.0	4.0

Citywide Strategic Priority: Economic Development

Fiscal Year 2017 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Administration

Administration	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	10,901	11,850	11,400
FTEs	-	-	-

Citywide Strategic Priority: Economic Development

Highlights

Provides oversight for the Planning & Economic Development Department.

Fiscal Year 2017 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Boards / Commissions				
Personal Services	-	-	-	-
OTPS	-	-	-	-
Economic Development				
Personal Services	-	-	-	-
OTPS	-	-	-	(1,000)
Planning				
Personal Services	-	-	-	(5,208)
OTPS	-	-	-	(500)
Administration				
Personal Services	-	-	-	-
OTPS	-	-	-	(450)
TOTAL ADJUSTMENTS	-	-	-	(7,158)

Notes

- ◆ Personal Services- \$5,208 grant offset
- ◆ OTPS- \$1,950 reduction to reflect level service spending:
 - ◇ Seminars & Training (\$1,250)
 - ◇ Subscriptions (\$250)
 - ◇ Repair & Maintenance - Office Equipment (\$450)

Fiscal Year 2017 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Mission

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

FY16 Department 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. The 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.

FY17 Budget Highlights

- ◆ Funds 28.3 FTEs which includes three (3) additional Building Inspectors.
- ◆ Includes additional funding to allow an increase from 37.5 to 40 hours for Building Inspectors. This is to address the increased number of projects for FY17, highlighted by the MGM casino.
- ◆ Includes a 2% salary increase for non-bargaining employees and Springfield Building Inspectors Union employees.
- ◆ FY17 OTPS:
 - ◇ Includes funding for all contractually-obligated costs (uniforms & safety equipment).
 - ◇ Vehicle fuel (\$25,000) represents 46% of the total OTPS budget.
 - ◇ Funds training costs to ensure Inspectors are educated on updated code enforcement statutes.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	1,375,241	1,473,691	1,712,962	239,271	16.2%
OTPS	45,520	57,120	54,620	(2,500)	-4.4%
Capital	-	-	-	-	0.0%
Total General Funds	1,420,761	1,530,811	1,767,582	236,771	15.5%

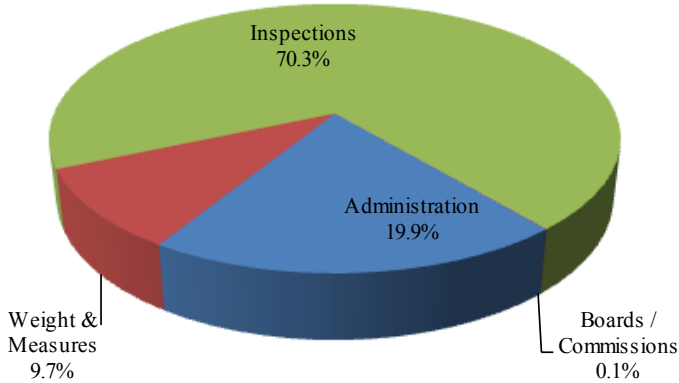
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	25.3	25.3	28.3	3.0	11.9%
Total FTEs:	25.3	25.3	28.3	3.0	11.9%

Fiscal Year 2017 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Expenses



Program Summary

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

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

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

Boards/Commissions - Reviews zoning change applications.

Program Budgets

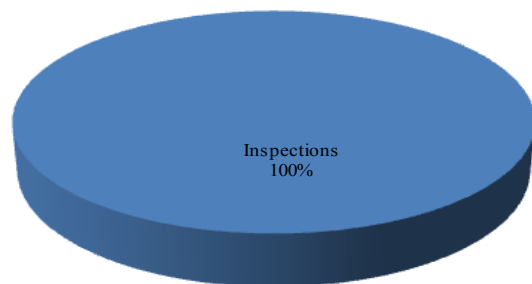
Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Administration	326,820	355,417	352,506	(2,911)	19.9%
Weight & Measures	168,209	169,615	170,995	1,380	9.7%
Inspections	924,922	1,004,280	1,242,581	238,301	70.3%
Boards / Commissions	810	1,500	1,500	-	0.1%
Total Expenditures:	1,420,761	1,530,811	1,767,582	236,771	100%

Revenue Summary

TOTAL REVENUE: \$7,810,000

- ◆ Departmental Fees - \$510,000
 - ◇ Weights & Measures: Scale, balance, pump, meter, and scanner calibration fees
- ◆ Permits - \$7,300,000
 - ◇ Occupancy permits
 - ◇ Building permits: Roofs, additions, demolitions, pools
 - ◇ Utility permits - Electrical, plumbing
 - ◇ Zoning change permits

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Administration	-	-	-	-	0.0%
Weight & Measures	-	-	-	-	0.0%
Inspections	2,610,252	5,810,000	7,810,000	2,000,000	100%
Boards / Commissions	-	-	-	-	0.0%
Total Departmental Revenue	2,610,252	5,810,000	7,810,000	2,000,000	100%

Fiscal Year 2017 Budget and Program Summaries
BUILDING CODE DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	1,375,241	1,473,691	1,712,962	239,271	16.2%
OTPS	45,520	57,120	54,620	(2,500)	-4.4%
Capital	-	-	-	-	0.0%
Total General Funds	1,420,761	1,530,811	1,767,582	236,771	15.5%
External Funds Budget					
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	1,420,761	1,530,811	1,767,582	236,771	15.5%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Departmental Fees	418,402	510,000	510,000	-	0.0%
Other Permits	2,190,926	5,300,000	7,300,000	2,000,000	37.7%
Departmental Fines	925	-	-	-	0.0%
Reimbursement for Prior Year Expenses	-	-	-	-	0.0%
Total Departmental Revenue	2,610,252	5,810,000	7,810,000	2,000,000	34.4%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY16 Actual	FY17 Projected
			-	-	-
			-	-	-
<i>Subtotal FY17 Anticipated Grant Funds:</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY17 Other Funds:</i>			-	-	-
Total External Funding Sources:			-	-	-

Fiscal Year 2017 Budget and Program Summaries
BUILDING CODE DEPARTMENT

Program Summaries

Administrative

Administration	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	326,820	355,417	352,506
FTEs	6.3	6.3	6.3

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

Fiscal Year 2017 Budget and Program Summaries
BUILDING CODE DEPARTMENT

Program Summaries

Weights & Measures

Weights & Measures	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	168,209	169,615	170,995
FTEs	3.0	3.0	3.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The function of the weights and measurement division is to ensure the delivery of accurate quantities, at the correct price, of all the products bought and sold, in the City.

Fiscal Year 2017 Budget and Program Summaries
BUILDING CODE DEPARTMENT

Program Summaries

Inspections

Inspections	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	924,922	1,004,280	1,242,581
FTEs	16.0	16.0	19.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Number of Section 106 life and safety certificates issued	1,443	1,023	1,400
Percentage of complaints resolved within 70 days	25%	14%	25%
Percentage of permits issued within 14 days	56%	54%	60%
Number of average monthly inspections per zoning inspector	158	195	180
Number of average monthly inspections per building inspector	103	104	110
Percentage of joint housing and building inspections	25%	25%	25%

Citywide Strategic Priority: Fiscal & Operational Excellence

Highlights

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

Fiscal Year 2017 Budget and Program Summaries
BUILDING CODE DEPARTMENT

Program Summaries

Boards/Commissions

Boards / Commissions	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	810	1,500	1,500
FTEs	-	-	-

Citywide Strategic Priority: Fiscal & Operational Excellence

Highlights

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

Fiscal Year 2017 Budget and Program Summaries
BUILDING CODE DEPARTMENT

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Administration	-	-	-	-
Personal Services	(2,500)	-	-	-
OTPS	(8,000)	-	(2,000)	(2,000)
Weights & Measures		-		-
Personal Services	-	-	(100)	-
OTPS	-	-	-	-
Inspections	-	-		-
Personal Services	-	-	(1,300)	178,176
OTPS	-	-	-	(4,500)
Boards / Commissions	-	-		-
Personal Services	-	-	(1,140)	-
OTPS	-	-	-	-
TOTAL ADJUSTMENTS	(10,500)	-	(4,540)	171,676

Notes

- ◆ Personal Services- \$178,176 increase to fund three (3) additional building inspectors.
- ◆ OTPS-\$6,500 overall reduction to reflect level service spending:
 - ◇ Office Supplies (\$1,000)
 - ◇ Gasoline And Diesel (\$5,000)
 - ◇ Repair & Maintenance - Office Equipment (\$1,000)
 - ◇ Safety Items Supplies (add for new inspectors) \$500

Fiscal Year 2017 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Mission

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

FY16 Department Highlights

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

FY17 Budget Highlights

- ◆ Funds 15.0 FTEs which is consistent with FY16.
- ◆ Includes a 2% salary increase for all non-bargaining employees.
- ◆ Funds contractual clothing & supply allowances for all members of the bargaining unit.
- ◆ Includes \$110,000 for Mayor's Clean City program.
- ◆ Bond funding for demolitions used to reduce blight throughout the city.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	604,031	681,306	681,980	674	0.1%
OTPS	152,088	151,400	149,100	(2,300)	-1.5%
Capital	-	-	-	-	0.0%
Total General Funds	756,119	832,706	831,080	(1,626)	-0.2%

Department Staff

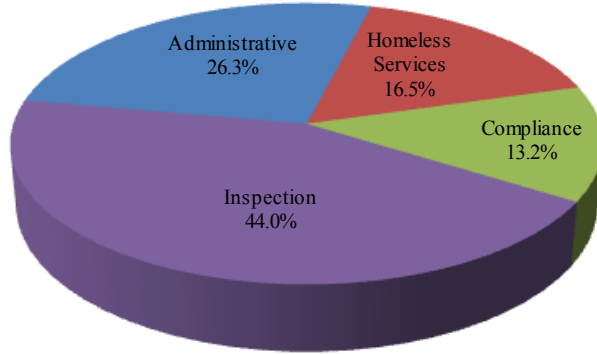
Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	13.0	15.0	15.0	-	0.0%
Total FTEs:	13.0	15.0	15.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summary

Program Expenses



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

Homeless - Homeless outreach services.

Compliance - Ensure compliance with State Laws and City Ordinances.

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

Program Budgets

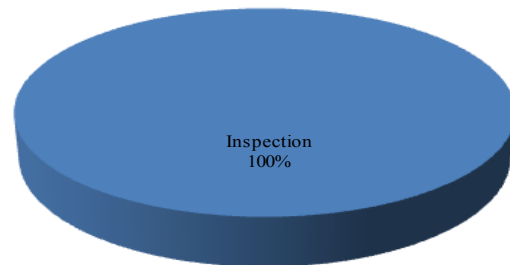
Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Administrative	179,041	216,991	218,196	1,205	26.3%
Homeless Services	132,355	135,617	137,378	1,761	16.5%
Compliance	113,463	110,000	110,000	-	13.2%
Inspection	331,260	370,098	365,507	(4,591)	44.0%
Total Expenditures:	756,119	832,706	831,080	(1,626)	100%

Revenue Summary

TOTAL REVENUE: \$85,500

- ◆ Departmental Fees - \$36,000
 - ◇ Littering, debris, illegal dumping
 - ◇ Quality of Life: Noise complaints, barking dogs, graffiti, property maintenance
 - ◇ Safety: Snow & Ice removal
- ◆ Departmental Fines - \$49,500
 - ◇ Sanitary/safety measures: Smoke detectors, insects & vermin, heat/hot water

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Administrative	-	-	-	-	0.0%
Homeless Services	-	-	-	-	0.0%
Compliance	-	-	-	-	0.0%
Inspection	81,823	139,075	85,500	(53,575)	100%
Total Departmental Revenue	81,823	139,075	85,500	(53,575)	100%

Fiscal Year 2017 Budget and Program Summaries
HOUSING CODE DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	604,031	681,306	681,980	674	0.1%
OTPS	152,088	151,400	149,100	(2,300)	-1.5%
Capital	-	-	-	-	0.0%
Total General Funds	756,119	832,706	831,080	(1,626)	-0.2%
External Funds Budget					
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	756,119	832,706	831,080	(1,626)	-0.2%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Departmental Fees	45,885	101,000	36,000	(65,000)	-64.4%
Departmental Fines	35,938	38,075	49,500	11,425	30.0%
Reimbursement for Prior Year Expenses	-	-	-	-	0.0%
Total Departmental Revenue	81,823	139,075	85,500	(53,575)	-38.5%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY16 Actual	FY17 Projected
			-	-	-
			-	-	-
<i>Subtotal FY17 Anticipated Grant Funds:</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY17 Other Funds:</i>			-	-	-
Total External Funding Sources:			-	-	-

Fiscal Year 2017 Budget and Program Summaries
HOUSING CODE DEPARTMENT

Program Summaries

Administrative

Administrative	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	179,041	216,991	218,196
FTEs	4.0	4.0	4.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Responsible for the administrative and logistical management of inspection services.

Fiscal Year 2017 Budget and Program Summaries
HOUSING CODE DEPARTMENT

Program Summaries

Homeless Services

Homeless Services	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	132,355	135,617	137,378
FTEs	2.0	3.0	3.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

Fiscal Year 2017 Budget and Program Summaries
HOUSING CODE DEPARTMENT

Program Summaries

Compliance

Compliance	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	113,463	110,000	110,000
FTEs	0.0	0.0	0.0

Citywide Strategic Priority: Fiscal & Operational Excellence

Highlights

Received CDBG grant funds for the 6th year in a row to fund continued proactive Saturday street sweeps of CDBG targeted neighborhoods. CDBG funding has been an important resource to support our Proactive Code Enforcement programs to keep neighborhoods safe and economically secure.

Fiscal Year 2017 Budget and Program Summaries
HOUSING CODE DEPARTMENT

Program Summaries

Inspections

Inspection	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	331,260	370,098	365,507
FTEs	7.0	8.0	8.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Percent of violations found through proactive deployment	24%	25%	25%
Percent of complaints responded to within 10 business days	74%	91%	90%
Percent of emergency complaints responded to within 1 business day	82%	83%	80%
Percent of violations resolved within 70 days	29%	34%	40%
Average weekly inspections per inspector	128	146	150
Training sessions provided for inspectors	5	6	6

Citywide Strategic Priority: Fiscal & Operational Excellence

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 2017 Budget and Program Summaries
HOUSING CODE DEPARTMENT

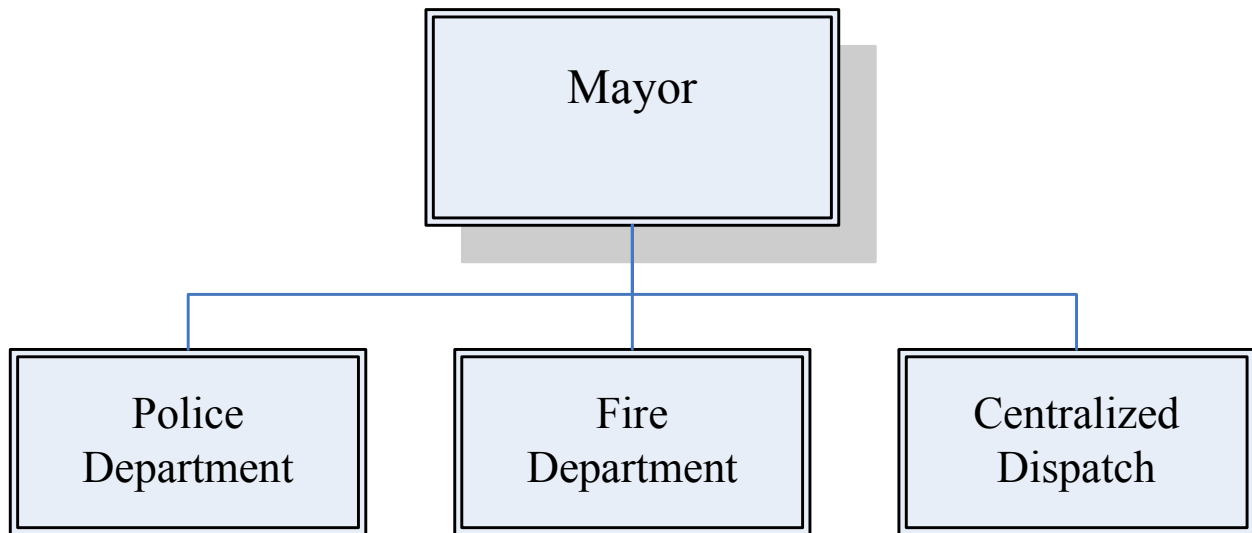
FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Administrative				
Personal Services	-	-	-	-
OTPS	-	-	(5,300)	(4,300)
Homeless Services				
Personal Services	-	-	-	-
OTPS	-	-	(400)	-
Compliance				
Personal Services	-	-	-	-
OTPS	-	-	-	-
Inspection				
Personal Services	-	-	(400)	-
OTPS	(2,200)	-	(5,000)	(2,000)
TOTAL ADJUSTMENTS	(2,200)	-	(11,100)	(6,300)

Notes

- ◆ OTPS- \$6,300 reduction to reflect level service spending:
 - ◇ Office Supplies (\$3,000)
 - ◇ Gasoline And Diesel (\$2,000)
 - ◇ Rep & Maintenance - Office Equipment (\$900)
 - ◇ Printing/Binding (\$400)

Section 7 Public Safety Division



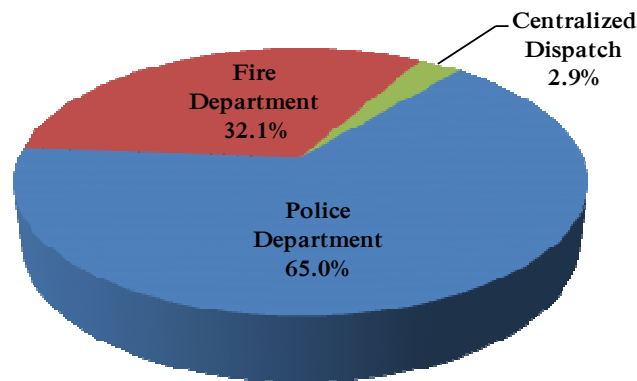
Mission Statement

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

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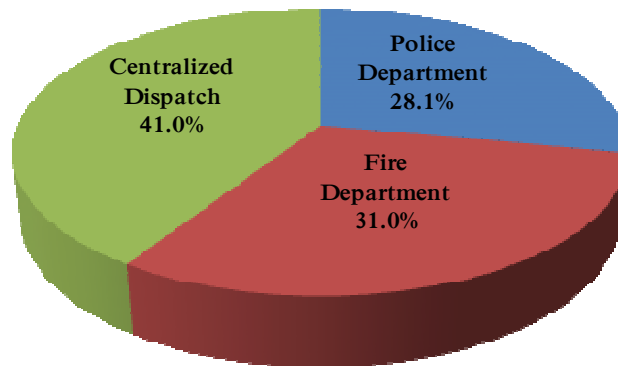
Fiscal Year 2017: All Funds Budget and Revenue Overview

Public Safety Division



FY17 Recommended Budget Public Safety Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
Police Department	36,704,844	40,386,314	40,388,209	43,166,081	6.9%	6.9%
Fire Department	20,130,041	21,413,297	21,413,297	21,316,555	-0.5%	-0.5%
Centralized Dispatch	1,733,452	1,828,958	2,339,980	1,909,826	4.4%	-18.4%
Total	58,568,337	63,628,570	64,141,487	66,392,461	4.3%	3.5%

Revenue Overview



Division / Department	FY17 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY17 Total Revenue
Police Department	540,000	-	-	-	-	540,000
Fire Department	437,200	-	158,975	-	-	596,175
Centralized Dispatch	-	-	788,262	-	-	788,262
Total	977,200	-	947,237	-	-	1,924,437

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Fiscal Year 2017 Budget and Program Summaries

POLICE DEPARTMENT

Mission

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

FY16 Department Highlights

Throughout Fiscal Year 2016, under the direction of Commissioner John Barbieri, the Police Department's priorities remain the following:

- ◆ Neighborhood- based proactive patrols
- ◆ Utilizing a staffing formula of 75% uniform patrol and 25% investigative division and support
- ◆ Enhanced Policing Strategies through Technology
- ◆ Up to Date Law Enforcement Training

Neighborhood-based proactive patrols, where supervisors and patrol officers are held accountable by geography and time of day and are responsible for building relationships with stake-holders for collaborative problem solving; enhanced communications and create a unified effort, have supported a reduction in Uniform Crime Reporting (UCR) crimes between 2014 and 2015. Between 2014 and 2015, there was a drop in all property crime categories (burglary, larceny, and motor vehicle theft), with the largest decrease in burglaries (23%). With respect to violent crimes, only murder increased (by 38%) from the previous year. There was a 17% decrease in the number of rapes, and a 13% decrease in the number of robberies. The number of robberies, aggravated assaults, and burglaries in 2015 also fell below the five-year average.

The uniformed patrol is considered the backbone of policing. Utilizing a staffing formula of 75% of officers in the field and 25% in investigations and support, officers are able to work proactively, respond quickly, and make arrests. Internal assignment reviews provided insights to a reorganization resulting in manpower savings and 26% more officers on the street. As a result, in 2015, there were 4,169 arrests. Of these arrests, 1,356 occurred in the North District; 1,917 occurred in the Central District; and 878 occurred in the South District (18 arrests did not fall within a specific district or were coded as out-of-state).

Based on Commissioner Barbieri's vision of a multifaceted Crime Analysis Unit, expansion increased from traditional crime analysis and CompStat preparation to include a "Real Time Intelligence and Communication Center." The Unit increased its productivity of Crime Pattern Bulletins, Maps and Analysis Reports, resulting in immediate success. Crime analysts have assisted in identifying patterns and information which aided investigations and highlighted important patterns, potential leads, and arrests. Additionally, the Unit added weekly presentations to include recommended deployment times and dates for specific areas and target crimes.

FY17 Budget Highlights

- ◆ Supports full funding for 20 additional positions added in FY16, including 15 new Police Officers and 5 new Sergeants. This will bring the officer complement to 424, and the complete sworn complement to 504
- ◆ Supports police academy of 60 officers, approved in FY16, which has an expected graduation date in the Fall
- ◆ Funds a total of 579.0 FTEs: 504.0 sworn, 75.0 civilian and includes a 2% increase for non-bargaining employees
- ◆ OTPS funding highlights include training for the Tactical Response Unit, new crime-prevention software highlighted by the Command Central Platform and additional uniforms for the graduating class of Academy Officers

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	36,171,326	38,771,386	40,615,031	1,843,645	4.8%
OTPS	2,750,358	2,479,968	2,551,049	71,081	2.9%
Capital	-	-	-	-	0.0%
Total General Funds	38,921,684	41,251,354	43,166,081	1,914,727	4.6%

Department Staff

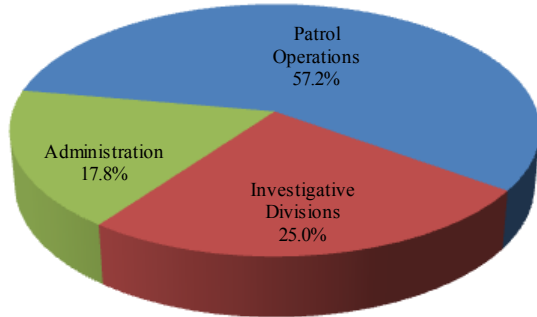
Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	503.0	529.0	552.0	23.0	4.3%
Grant FTEs	1.0	2.0	2.0	-	0.0%
Trusts/Donations/Other FTEs	25.0	25.0	25.0	-	0.0%
Total FTEs:	529.0	556.0	579.0	23.0	4.1%

Fiscal Year 2017 Budget and Program Summaries

POLICE DEPARTMENT

Program Summaries

Program Expenses



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

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

Administration—The units in this division include Information Services, Quality Assurance and Administrative Support each under the Supervision of a Police Captain.

Program Budgets

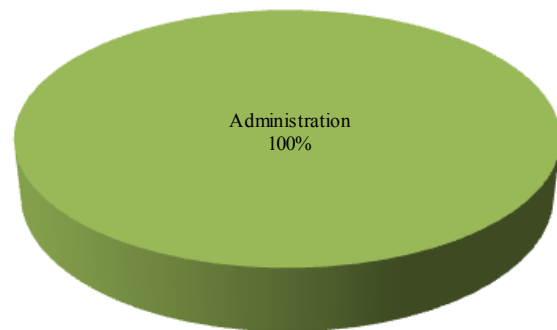
Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Patrol Operations	22,267,076	23,599,879	24,695,293	1,095,414	57.2%
Investigative Divisions	9,745,208	10,328,510	10,807,919	479,409	25.0%
Administration	6,909,401	7,322,965	7,662,869	339,903	17.8%
Total Expenditures:	38,921,684	41,251,354	43,166,081	1,914,727	100%

Revenue Summary

TOTAL REVENUE: \$461,900

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

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Patrol Operations	-	-	-	-	0.0%
Investigative Divisions	-	-	-	-	0.0%
Administration	546,779	540,000	461,900	(78,100)	100%
Total Departmental Revenue	546,779	540,000	461,900	(78,100)	100%

Fiscal Year 2017 Budget and Program Summaries
POLICE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	36,171,326	38,771,386	40,615,031	1,843,645	4.8%
OTPS	2,750,358	2,479,968	2,551,049	71,081	2.9%
Capital	-	-	-	-	0.0%
Total General Funds	38,921,684	41,251,354	43,166,081	1,914,727	4.6%
External Funds Budget					
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	1,269,193	1,210,903	1,525,000	314,098	26%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	24,261	24,650	-	(24,650)	-100%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,293,454	1,235,553	1,525,000	289,447	23%
All Funds Budget:	40,215,138	42,486,907	44,691,081	2,204,174	5.2%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
DEPARTMENTAL FEES	131,915	250,000	99,900	(150,100)	-60.0%
ADMIN FEE - EXTRA DETAIL	324,327	275,000	355,000	80,000	29.1%
OTHER PERMITS	10,448	15,000	7,000	(8,000)	-53.3%
MISCELLANEOUS REVENUE	526	-	-	-	0.0%
REIMBURSEMENTS (PRIOR YEAR AND DAMAGES)	79,564	-	-	-	0%
Total Departmental Revenue	546,779	540,000	461,900	(78,100)	-14.5%

External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Actual	FY17 Projected
JAG TECHNOLOGY IMPROVEMENT FY14	Grant	9/30/2016	157,193	-	-
JAG TECHNOLOGY IMPROVEMENT FY15	Grant	10/1/2016		159,149	160,000
FFY 13 BYRNE CRIMINAL JUSTICE INNOV	Grant	9/30/2016	1,000,000	-	-
HIGHWAY SAFETY SUSTAINED ENFORCEMEN	Grant	9/30/2015	-	124,822	-
GOVERNOR'S HIGHWAY SAFETY TRAFFIC F	Grant	9/30/2017	112,000		-
GOVERNOR'S HIGHWAY SAFETY TRAFFIC F	Grant	9/30/2017	-	140,000	-
SHANNON GRANT 16	Grant	12/31/2015	-	786,932	800,000
VAWA					65,000
SAFE & SUCCESSFUL YOUTH INITIATIVE FY17					500,000
<i>Subtotal Multi-year grants:</i>			1,269,193	1,210,903	1,525,000
Donations	Donations	N/A	24,261	24,650	-
<i>Subtotal Other Funding:</i>			24,261	24,650	-
TOTAL External Funding Sources:			1,293,454	1,235,553	1,525,000

Fiscal Year 2017 Budget and Program Summaries
POLICE DEPARTMENT

Program Summaries

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	22,267,076	23,599,879	24,695,293
FTEs	272.0	293.0	314.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
No. of Calls for Service	177,372	140,676	180,000
No. of Reports Taken	17,139	15,000	18,000
No. of Alarm Calls	14,355	13,629	12,950
No. Assigned Proactive Patrols	28,434	27,889	29,860
No. of Adult Arrests	3,733	3,151	3,920
Avg Response Time Priority 1 calls (minutes)	5.1	5.7	4.5
Avg Response Time Priority 2 calls (minutes)	6.1	6.0	6.0
Avg Response Time Priority 3 calls (minutes)	7.0	6.7	6.6

The Uniform Divisions

Citywide Strategic Priority: Public Safety

Highlights

The Uniform Divisions

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

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

Fiscal Year 2017 Budget and Program Summaries
POLICE DEPARTMENT

Program Summaries

Investigative & Strategic Impact Division

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	9,745,208	10,328,510	10,807,919
FTEs	172.0	172.0	172.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
No. of M/V Stolen Investigations	706	352	670
No of B&E Investigations	2,076	988	2,001
No of Aggravated Assault Investigations	711	329	700
No of Homicide Investigations	15	7	N/A

Citywide Strategic Priority: Public Safety

Highlights

Investigative Division

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

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

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

Fiscal Year 2017 Budget and Program Summaries
POLICE DEPARTMENT

Program Summaries

Administration

	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	6,909,401	7,322,965	7,662,869
FTEs	84.0	90.0	92.0
Grant FTEs	1.0	1.0	1.0

Citywide Strategic Priority: Public Safety

Highlights

Administrative Divisions

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

The Quality Assurance Unit encompasses the following:

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

The Information Services Unit encompasses the following:

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

The Administrative Support unit encompasses the following:

- Facilities Management - oversees the maintenance and upkeep of building and grounds
- Fleet - oversight for the motor vehicle fleet
- Extra Details - oversees extra job assignments as well as the billing process
- Court - works out of the Hampden County Court House and is tasked with assigning all officers needed for trials
- Supply - fulfills needs for supplies, equipment and uniforms
- Policy Review - has the responsibility of keeping procedures updated and current

Fiscal Year 2017 Budget and Program Summaries
POLICE DEPARTMENT

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Patrol Operations/Investigative Divisions				
Elimination of officer vacancies	(619,580)			
Service Level Agreement with School Department	(1,428,905)	(1,713,405)	(1,768,405)	(1,770,039)
Court time, differential, allowances, OT reductions			(446,429)	(457,000)
OTPS				(134,743)
Gasoline				
Uniforms/clothing		(99,608)		
Administration				
Ammunition				
Office Supplies, Telephone, etc.		(22,425)	-	
Capital requests, offset to grant/Capital fund	(300,000)	(372,375)	(33,650)	(27,000)
Seminars/Training				
Projected utility savings	(69,567)		(13,052)	
TOTAL ADJUSTMENTS	(2,418,052)	(2,207,813)	(2,261,536)	(2,388,782)

Notes

- ◆ Service Level Agreement with School Department (Quebec Unit)— (\$1,770,039)
- ◆ Reduction to Overtime & Bonus expenditures based upon an increased complement which adds 20 new officers for FY17—(\$457,000)
- ◆ Adds & Reductions to various OTPS line items:
 - ◇ Electricity (\$64,243)
 - ◇ Textbooks (\$1,500)
 - ◇ Settlements (\$100,000)
 - ◇ Rental Equipment \$31,000
- ◆ Capital request for new computers & tablets reduced; can be offset to a departmental capital account— (\$27,000)

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Fiscal Year 2017 Budget and Program Summaries

FIRE DEPARTMENT

Mission

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.

FY16 Department Highlights

The Springfield Fire Department (SFD or Department) provides emergency response services that ensure public safety and the preservation of life and property within the City of Springfield. The Department also has effective public education, fire prevention, and fire investigation programs that assist in the goal of public safety.

Springfield Fire's suppression services include direct emergency response to fires and emergencies related to life, property, and the environment. In addition, SFD provides specialized services including rescue operations, arson investigation, and bomb/explosive mitigation.

The Department faces a broadening range of calls, averaging nearly 16,000 calls per year, including over 800 fire incidents. The Department's efforts save over \$18M in property damage per year. In collaboration with the Mayor and the Office of Management and Budget in FY16, the Fire Department was able to add an additional apparatus to its lease plan, resulting in replacement of an apparatus at the end of its useful life, reducing the cost of repairs.

The Department was able to secure two highly competitive grants – the Assistance to Firefighter's Grant (AFG) and the Fire Prevention and Safety Grant (FP&S). Through the AFG the Department was able to replace all of the outdated Self Contained Breathing Apparatus (SCBA), the most critical component of a firefighter's equipment. This grant also allowed for a substantial amount of MA Fire Academy instructed trainings, including Fire Officer I and II, Fire Instructor, and Safety Officer. The FP&S grant allowed the department to conduct 550 home safety inspections, which included installing smoke detectors in homes that required them. It also allowed the translation of the Department's fire prevention materials to utilize in events throughout the city.

The Prevention Division conducts on average over 5,000 inspections per year and generates over \$400,000 in revenue. They also serve as the Department's Fire Education Team, conducting an average of 120 presentations every year.

FY17 Budget Highlights

- ◆ Funds 261.0 General Fund FTEs as well as two interns and includes a 2% salary increase for all non-bargaining employees.
- ◆ A fully funded staff to respond to nearly 16,000 calls saving an average of \$18 million in property damage each year.
- ◆ Appropriately funds turnout gear replacement and training in every effort to ensure firefighter safety.
- ◆ Apparatus replacement plan funding to accommodate lease payments, ensuring that the Department's apparatus' are replaced before they're in need of costly repairs and spend excessive amounts of time out of service.
- ◆ Funding for a software update that is critical for data collection and management for the Department.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	18,712,477	19,834,758	19,606,123	(228,634)	-1.2%
OTPS	1,400,791	1,568,540	1,700,431	131,892	8.4%
Capital	16,774	10,000	10,000	-	0.0%
Total General Funds	20,130,041	21,413,297	21,316,555	(96,742)	-0.5%

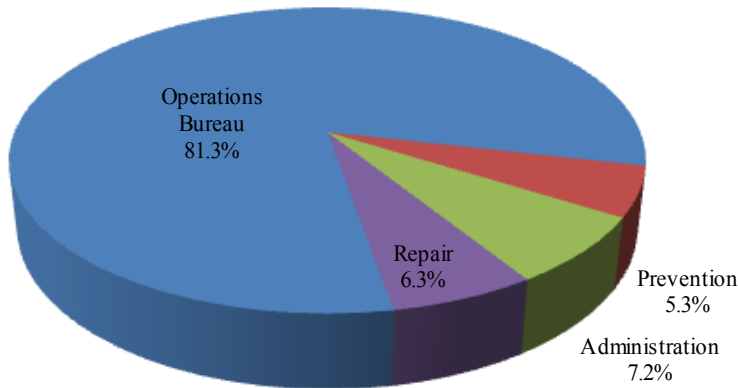
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	260.0	260.0	261.0	1.0	0.4%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	261.0	261.0	262.0	1.0	0.4%

Fiscal Year 2017 Budget and Program Summaries

FIRE DEPARTMENT

Program Budgets



Program Summaries

Operations Bureau - personnel assigned to engines, ladders, and/or direct service stations who respond to service calls

Prevention - Fire Prevention, the Arson Division / Bomb Squad, Public Education

Administration - provides a single point-of-contact for clear and consistent public information.

Repair- provide 24/7 repair of apparatus and safety equipment

Program Budgets

Program Budgets	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Operations Bureau	16,823,232	17,725,658	17,330,848	(394,810)	81.3%
Prevention	972,353	1,038,000	1,119,124	81,124	5.3%
Administration	1,287,890	1,432,754	1,528,413	95,659	7.2%
Repair	1,046,566	1,216,886	1,338,170	121,284	6.3%
Total Expenditures	20,130,041	21,413,297	21,316,555	(96,742)	100%

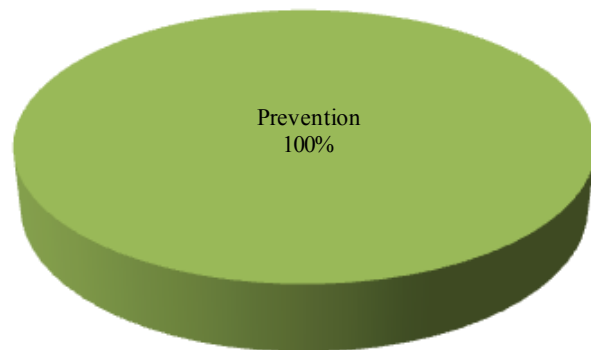
Revenue Summary

TOTAL REVENUE: \$437,200

Prevention-

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

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Operations Bureau	-	-	-	-	0.0%
Prevention	427,800	455,725	437,200	(18,525)	100%
Administration	-	-	-	-	0.0%
Repair	-	-	-	-	0.0%
Total Departmental Revenue	427,800	455,725	437,200	(18,525)	100%

Fiscal Year 2017 Budget and Program Summaries
FIRE DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	18,712,477	19,834,758	19,606,123	(228,634)	-1.2%
OTPS	1,400,791	1,568,540	1,700,431	131,892	8.4%
Capital	16,774	10,000	10,000	-	0.0%
Total General Funds	20,130,041	21,413,297	21,316,555	(96,742)	-0.5%
External Funds Budget					
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	76,500	87,300	158,975	71,675	82.1%
Enterprise/Revolving Funds				-	0.0%
Donations/Trusts	11,000	11,000	-	(11,000)	-100%
Other Funding	-	-	-	-	0.0%
Total External Funds	87,500	98,300	158,975	60,675	61.7%
All Funds Budget:	20,217,541	21,511,597	21,475,530	(36,067)	-0.2%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Penalties & Interest - Taxes	130	-	-	-	0.0%
Departmental Fees	285,467	258,725	280,985	22,260	8.6%
Other Permits	133,214	143,000	131,215	(11,785)	-8.2%
Departmental Fines	5,900	54,000	25,000	(29,000)	-53.7%
Reimbursement For Prior Year Expenditures	3,089	-	-	-	0.0%
Total Departmental Revenue	427,800	455,725	437,200	(18,525)	-4.1%

External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Adopted	FY17 Projected
Metropolitan Medical Response	Grant	5/30/2015	75,000	75,000	75,000
Good Neighbor Program - Exxon Mobil	Grant		1,500	1,500	-
FFY2015 Emergency Management Performance Grant	Grant	6/30/2016	-	-	69,975
S.A.F.E GRANT FY 16	Grant	1/7/2020	-	10,800	14,000
<i>Subtotal FY17 anticipated grants:</i>			76,500	87,300	158,975
DONATIONS			11,000	11,000	-
<i>Subtotal Other Funding:</i>			11,000	11,000	-
Total External Funding Sources:			87,500	98,300	158,975

Fiscal Year 2017 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Operations Bureau

Operations Bureau	FY15 Actual	FY16 Adopted	FY17 Rcommended
Budget	16,823,232	17,725,658	17,330,848
FTEs	230.0	230.0	230.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
% of structure fires responded to within 5 minutes from time of dispatch	92%	91%	90%
% of property value saved	83%	80%	80%
% of members trained in EMSFR/AED/CPR	N/A	98%	100%
# of OEP joint exercises	21	19	25

Citywide Strategic Priority: Public Safety

Highlights

This program consists of Emergency Response, Training, and the Office of Emergency Preparedness (OEP). The Emergency Response Division provides fire suppression, rescue operations, medical response, and all hazards mitigation. Training plans, arranges, and delivers training for all SFD personnel. The Office of Emergency Preparedness 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.

Fiscal Year 2017 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Fire Prevention

Prevention	FY15 Actual	FY16 Adopted	FY17 Rcommended
Budget	972,353	1,038,000	1,119,124
FTEs	15.0	15.0	15.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Percentage of investigated fires whose cause was determined	94%	92%	90%
Average monthly inspections	421	405	425
Average monthly public education presentations	14	18	12
Maintain collection rate	N/A	97%	93%

Citywide Strategic Priority: Public Safety

Highlights

The Prevention Bureau consists of Fire Inspection, the Arson and Bomb Squad, and Public Education. This division provides public education programs to Springfield residents (focusing on youth and at risk populations), issues fire permits, reviews plans for construction, investigates safety complaints, conducts mandated fire inspections, and conducts fire alarms and sprinklers acceptance testing. Additionally, the Arson and Bomb Squad provides thorough investigation of all fires and is responsible for the handling and disarmament of hazardous devices found within the city.

Fiscal Year 2017 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Administration

Administration	FY15 Actual	FY16 Adopted	FY17 Rcommended
Budget	1,287,890	1,432,754	1,528,413
FTEs	11.0	11.0	12.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Successfully apply for and obtain grants or coporate donations	N/A	7	8
Policies and Procedures revised or created	N/A	N/A	18
Number of new firefighters hired	N/A	N/A	12

Citywide Strategic Priority: Public Safety

Highlights

This program includes the Administration and Public Information divisions and is responsible for providing leadership and support to the Department’s line divisions. Administration includes the department’s senior command structure of the Fire Commissioner, Deputy Chief, and Director of Finance and Administration as well as administrative support for the department. The Administration Bureau supports the mission of the Department managing administrative policies and procedures and providing a consistent single point of contact for emergency coordination and public information.

Fiscal Year 2017 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Repair

Repair	FY15 Actual	FY16 Adopted	FY17 Rcommended
Budget	1,046,566	1,216,886	1,338,170
FTEs	5.0	5.0	5.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
To repair & perform maintenance of equipment in less than 48 hours	99%	91%	100%
Perform at least 10 monthly services on front line apparatus	5	8	10
Maintain 2 fully equipped spare apparatus at all times	89%	100%	100%

Citywide Strategic Priority: Public Safety

Highlights

The Repair Division is responsible for the maintenance and repair of the SFD's fleet of 65 vehicles including 13 engines, 7 ladders, Rescue Squad, spares, 38 support vehicles and 5 boats. The Repair Division is also responsible for maintenance and repair of all of the SFD's firefighting equipment, such as hand tools, fire hose, breathing apparatus, and power tools.

The Repair Division personnel are on call 24/7 for all fire department incidents requiring their assistance. The members of the Repair Division respond to fires and other incidents with the rehab bus to assist the firefighters. The Repair Division also refuels trucks and supplies SCBA tanks with breathing air and any repairs that may be necessary.

Fiscal Year 2017 Budget and Program Summaries

FIRE DEPARTMENT

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Operations Bureau				
Personal Services	(127,000)	770,645	(342,340)	(537,547)
Seminars/Education/Training				
Safety Items Supplies				
Overtime		(100,000)	(300,000)	(150,440)
Prevention				
Personal Services				
Administration				
Personal Services				43,229
Various OTPS Items			(56,297)	14,516
Safety Items		(10,000)		
Natural Gas		(16,702)		
Repair				
Repair & Maintenance - Vehicles		(15,800)	(30,000)	
Vehicle Supplies/Accessories		(8,000)	(55,125)	
Software		(24,176)		
Gasoline and Diesel		(15,000)	(30,000)	(20,000)
Apparatus Lease		(240,313)		
TOTAL ADJUSTMENTS	(127,000)	340,654	(813,762)	(650,243)

Notes

Additions and reductions for the department in FY17 impact both Personal Services and OTPS. These include:

- ◆ Personal Services:
 - ◇ Salaries & Wages, Holiday & Bonus: Adjusted wages based on contractual obligations (\$494,318)
 - ◇ Overtime: Adjustment based on increased staffing model (\$150,440)
- ◆ OTPS:
 - ◇ Administration Various OTPS Items: Adjusted for level service funding \$14,516
 - ◆ Oil Heat: (\$14,875)
 - ◆ Electricity: \$37,291
 - ◆ Professional Services: (\$7,500)
 - ◆ Printing/Binding: (\$400)
 - ◇ Gas & Diesel: (\$20,000)

Fiscal Year 2017 Budget and Program Summaries

CENTRALIZED DISPATCH

Mission

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.

FY16 Department Highlights

The Department has been managing a \$1.8 million capital project upgrade to the City's public safety emergency radio system, including dispatcher consoles located at the police and fire dispatch centers, transmission/receive components located at towers throughout the City, as well as end user equipment for the Police and Fire personnel in the field. The system includes redundancy that did not previously exist, and increased communications coverage to combat loss that was experienced following the City's compliance with the FCC Narrow-banding mandate in 2012.

The Dispatch Department answered 90,480 emergency 9-1-1 calls in 2015, plus between 350,000 and 400,000 non-emergency calls. The Police Division handled 185,207 total calls for service in 2015, and processed 1,250 requests for electronic information, an increase of 100% over last year. The Fire Division handled 16,106 total calls for service in 2015.

The department has hired 13 new dispatchers to fill vacant positions so far in FY16. These vacancies include both the Police and Fire divisions. In addition, 5 Police Cadets have been simultaneously cross-trained as Police Division call takers to assist in situations that require mandatory, emergency overtime. The Dispatch Department continues to meet mandated 9-1-1 call answer time regulations as required by Massachusetts General Law.

FY17 Budget Highlights

- ◆ Funds 45.0 FTEs, consistent with FY16 -
 - ◇ 32 Police Dispatchers, 9 Fire Dispatchers and 4 Administrative personnel
 - ◇ Factors in adjustments to Holiday, Overtime and Shift Differential. These figures reflect actual usage, which has increased due to contractual pay raises not captured in the FY16 budget.
- ◆ Offsets all eligible salary costs for dispatchers to State Support and Incentive Grant -
 - ◇ Salaries & Wages: \$663,262
- ◆ Includes Smart911 software, which provides a more effective method of obtaining information for emergency 9-1-1 calls.
- ◆ Includes increases to annual maintenance agreements.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	1,316,910	1,379,197	1,456,790	77,593	5.6%
OTPS	412,678	447,261	449,036	1,775	0.4%
Capital	3,864	2,500	4,000	1,500	60.0%
Total General Funds	1,733,452	1,828,958	1,909,826	80,868	4.4%

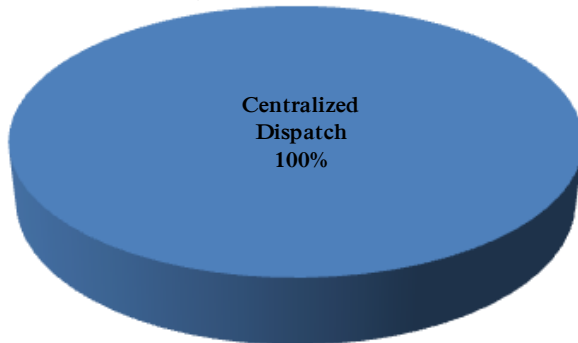
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	45.0	45.0	45.0	-	0.0%
Total FTEs:	45.0	45.0	45.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries
CENTRALIZED DISPATCH

Program Summaries

Program Expenses



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.

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Centralized Dispatch	1,733,452	1,828,958	1,909,826	80,868	70.8%
Grant Offsets	808,552	798,922	788,262	(10,660)	29.2%
Total GF Budget:	1,733,452	1,828,958	1,909,826	80,868	70.8%
Total Other Budget:	808,552	798,922	788,262	(10,660)	29.2%
Total All Funds Budget:	2,542,004	2,627,880	2,698,088	70,208	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2017 Budget and Program Summaries
CENTRALIZED DISPATCH

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	1,316,910	1,379,197	1,456,790	77,593	5.6%
OTPS	412,678	447,261	449,036	1,775	0.4%
Capital	3,864	2,500	4,000	1,500	60.0%
Total General Funds	1,733,452	1,828,958	1,909,826	80,868	4.4%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	808,552	798,922	788,262	(10,660)	-1.3%
Total External Funds	808,552	798,922	788,262	(10,660)	-1.3%
All Funds Budget:	2,542,004	2,627,880	2,698,088	70,208	2.7%

All Funds Revenue Detail

	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
N/A		-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Actual	FY17 Projected
State 911 Support & Incentive Grant	Grant	6/30/2017	663,261	663,261	663,262
SETB- Statewide Emergency Telecommunications	Grant	6/30/2017	145,291	135,661	125,000
<i>Subtotal FY17 Anticipated Grant Funds:</i>			808,552	798,922	788,262
<i>Subtotal FY17 Other Funds:</i>			-	-	-
Total External Funding Sources:			808,552	798,922	788,262

Fiscal Year 2017 Budget and Program Summaries

CENTRALIZED DISPATCH

Program Summaries

Centralized Dispatch Services

Centralized Dispatch	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	1,733,452	1,828,958	1,909,826
FTEs	45.0	45.0	45.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Percentage of 9-1-1 calls to be answered in no more than ten seconds in normal peak operating periods	90.8%	93.6%	95.0%
Percentage of 9-1-1 calls processed and prioritized accurately	N/A	Establishing Baseline	85.0%

Citywide Strategic Priority: Public Safety

Highlights

In FY13, 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 Department is now managing a \$1.8 million capital project upgrade to the City's Public Safety Radio Emergency Communications System, including dispatcher consoles located at the police and fire dispatch centers, transmission/receive components located at towers throughout the City, as well as end user equipment for the Police and Fire personnel in the field.

This project has resulted in full replacement of end-of-life Dispatch equipment, as well as the migration of five public safety radio frequencies (three police, two fire) to digital radio technology. The system includes redundancy that did not previously exist, and reduces the vulnerability caused by eliminating the use of aging and non-serviceable equipment. The upgrade has increased communications coverage to combat loss that was experienced following the City's compliance with the FCC Narrow-Banding mandate in 2012. The project is nearing completion.

A call handling system also was adopted (Powerphone's *Total Response System*) to aid in efficient and effective call processing for both divisions within the department. The manual card sets were deployed in the Fall of 2014. The quality assurance process has been underway since January 2015, a baseline has now been established for performance metrics to monitor overall effectiveness. The department's goal is to ensure accuracy in initial call categorization, prioritization and caller processing by reaching a score of 80% for reviewed calls in FY17.

The Dispatch Department answered 90,480 9-1-1 calls in 2015, including between 350,000 and 400,000 non-emergency calls.

- ◆ The Police Division handled 185,207 total calls for service in 2015, and processed 1,250 requests for electronic information, an increase of 100% over last year.
- ◆ The Fire Division handled 16,106 total calls for service in 2015.

Fiscal Year 2017 Budget and Program Summaries
CENTRALIZED DISPATCH

FY17 Budget Adjustments

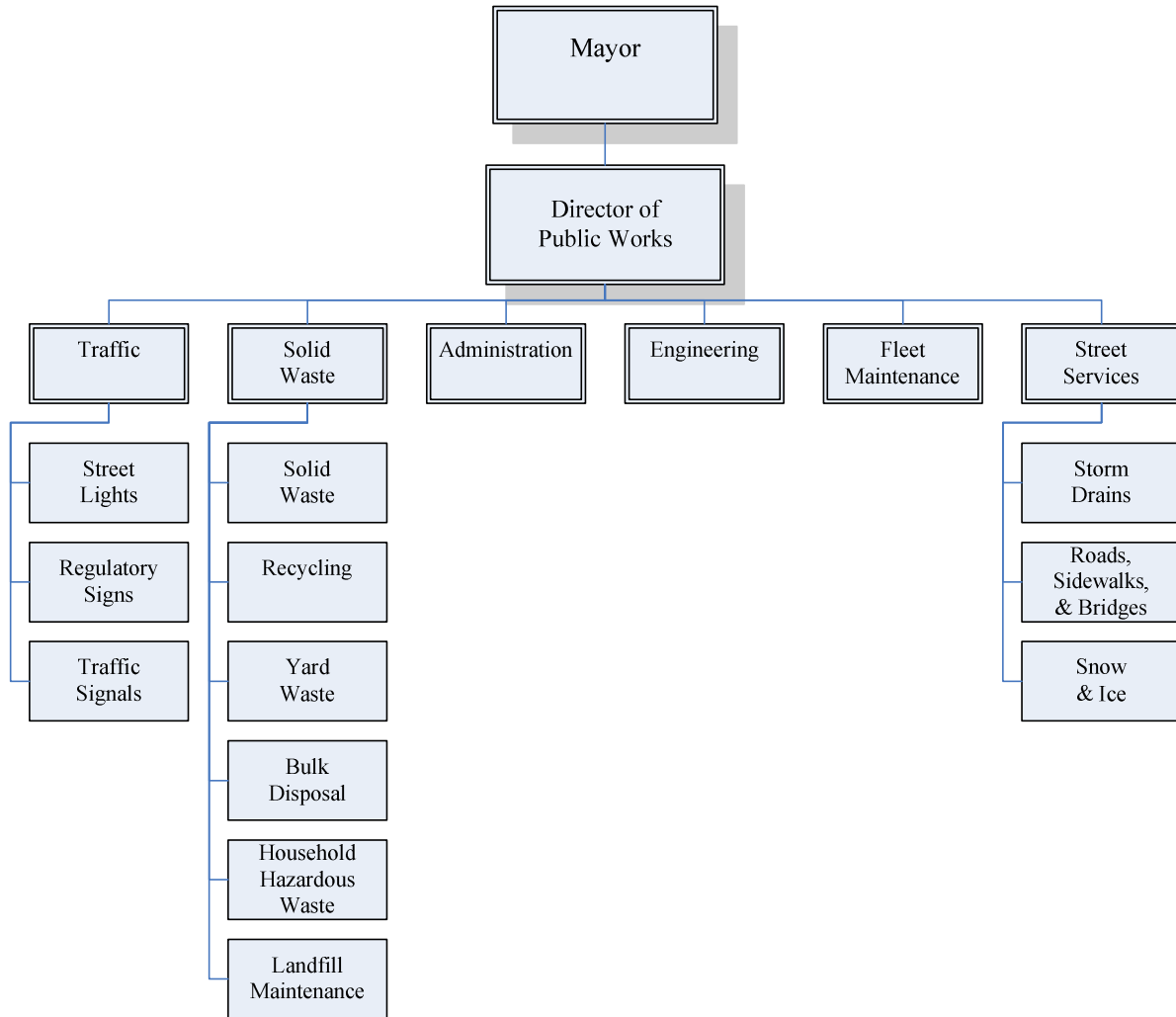
Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Centralized Dispatch				
Grant Offset	(678,661)	(687,911)	(673,261)	(663,262)
Overtime				(25,200)
Supplies & Operations	(500)	(1,250)	(4,500)	(39,400)
Capital			(1,500)	
TOTAL ADJUSTMENTS	(679,161)	(689,161)	(679,261)	(727,862)

Notes

- ◆ Requested budget offset of \$663,262 in salaries to grant funding.
- ◆ Reduction in departmental Overtime request of \$25,200. FY17 Overtime appropriation increased by 66% over the last fiscal year.
- ◆ OTPS- \$39,400 reduction to reflect level service spending:
 - ◇ Software (\$2,650)
 - ◇ Repair & Maintenance - Networks (\$33,750)
 - ◇ Out of State Travel (\$3,000)

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Section 8 Public Works Division



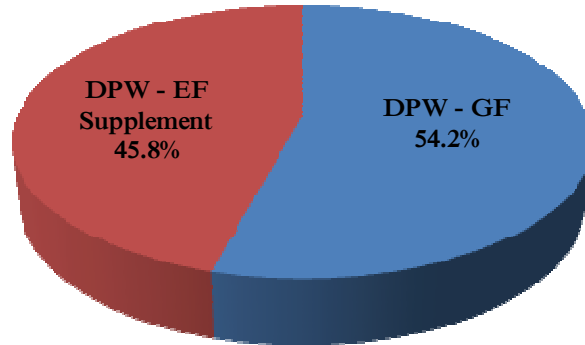
Mission Statement

The mission of the Department of Public Works (DPW) is to maintain, preserve and improve the City of Springfield's public way infrastructure.

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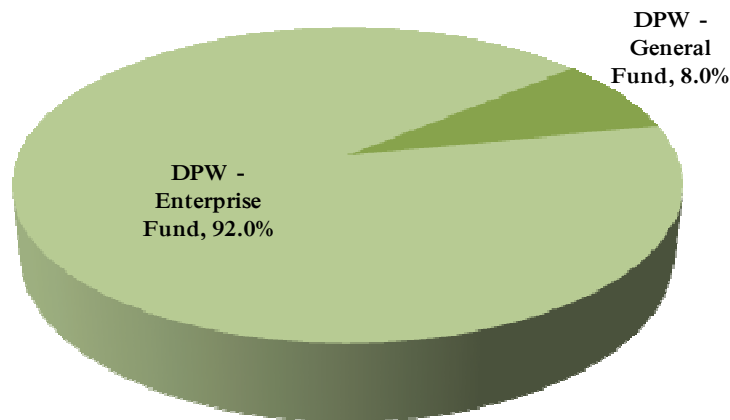
Fiscal Year 2017: All Funds Budget and Revenue Overview

Public Works Division



FY17 Recommended Budget Public Works Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
DPW - GF	10,356,014	10,115,555	10,147,086	10,054,484	-0.6%	-0.9%
DPW - EF	9,190,063	8,807,416	8,866,793	8,497,522	-3.5%	-4.3%
Total	19,546,077	18,922,971	19,013,879	18,552,006	-2.0%	-2.5%

Revenue Overview



Division / Department	FY17 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY17 Total Revenue
DPW - General Fund	380,000	-	-	-	-	380,000
DPW - Enterprise Fund	-	-	-	4,450,000	-	4,450,000
Total	380,000	-	-	4,450,000	-	4,830,000

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Fiscal Year 2017 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Mission

The mission of the Department of Public Works (DPW) is to maintain, preserve, and improve the City of Springfield's public way infrastructure.

FY16 Department Highlights

The DPW consists of one administrative division and six operational divisions. The operational divisions are: Engineering, Fleet Management, Solid Waste, Storm Drains, Streets Services, and Traffic. Each of these divisions, through its normal course of business, contributes to the vibrancy of the City.

- ◆ Completed Site Plan and Traffic Review Components of the Casino Project.
- ◆ Resurfaced \$6 million worth of public roadways.
- ◆ Completed all four of the required quarterly inspections of the city's flood control system.
- ◆ Maintained Pavement Management System Database that allows for improved condition analysis of the City's roadways.
- ◆ Completed the design and construction of roadway and sidewalk improvements under the CDBG program.
- ◆ Completed the construction and roadway improvements for the Boston Road corridor project.
- ◆ Continued compliance for Federal NPDES permits which include city wide street sweeping and catch basin cleaning program.
- ◆ Advanced to 75% design level of the Island Pond Road at Roosevelt Ave. and Alden Street at Roosevelt intersections.
- ◆ Responded to two snow plowing and eight sand/salt events throughout the winter season.
- ◆ Working with MassDOT on projects including the I-91 viaduct, North Main St. reconstruction and I-291 repairs.
- ◆ Worked with Columbia Gas and SWSC on projects including upgrades around the Casino site.

FY17 Budget Highlights

- ◆ Includes additional funding for pothole repair and software costs.
- ◆ Funds 70.0 General Fund and 56.0 Enterprise Fund employees.
- ◆ Provides funding for citywide vehicle purchase through a five-year lease.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	3,721,205	3,901,120	3,950,534	49,414	1.3%
OTPS	6,817,451	6,086,347	6,103,950	17,604	0.3%
Capital	-	-	-	-	0.0%
Total General Funds	10,538,656	9,987,467	10,054,484	67,017	0.7%
Enterprise Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	2,822,571	2,768,573	2,995,896	227,323	8.2%
OTPS	6,367,492	6,038,843	5,501,627	(537,216)	-8.9%
Capital	-	-	-	-	0.0%
Total Enterprise Funds	9,190,063	8,807,415	8,497,522	(309,894)	-3.5%

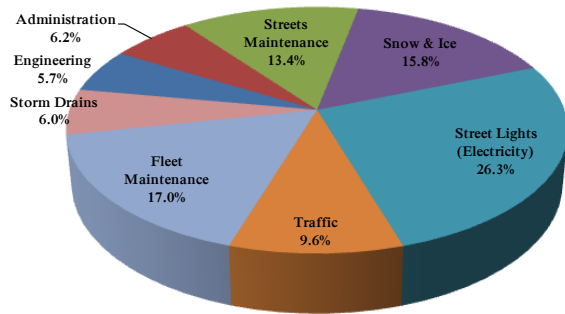
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	71.0	70.0	70.0	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Enterprise Fund FTEs	55.0	56.0	56.0	-	0.0%
Total FTEs:	127.0	127.0	127.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

DPW Expenses



Programs

Administration – Supports operational divisions.
Engineering – Provides project oversight and permitting for infrastructure upgrades and maintenance.
Fleet Maintenance – Repairs and maintains vehicles in the city’s fleet (excluding Police & Fire).
Traffic – Repairs traffic signals and signs to keep the city’s roadways safe.
Storm Drains – Repairs and maintains the city’s storm drain infrastructure in accordance with environmental standards.
Street Maintenance – Makes roadway repairs including pothole patching, street sweeping, and snow plowing.

Program Budgets

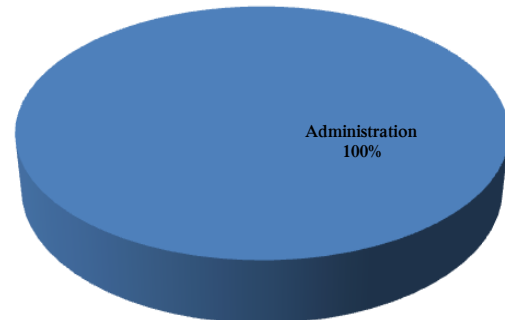
DPW Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Engineering	563,676	507,541	574,859	67,319	5.7%
Administration	642,083	603,829	624,647	20,818	6.2%
Streets Maintenance	1,488,037	1,414,793	1,347,929	(66,864)	13.4%
Snow & Ice	2,878,032	1,591,250	1,591,250	-	15.8%
Street Lights (Electricity)	2,377,498	2,646,911	2,646,165	(747)	26.3%
Traffic	849,007	933,757	963,827	30,071	9.6%
Fleet Maintenance	1,400,668	1,709,497	1,704,518	(4,979)	17.0%
Storm Drains	339,434	579,890	601,289	21,399	6.0%
Total General Fund Expenses	10,538,435	9,987,467	10,054,484	67,017	65.1%
Total Other Fund Expenses	-	-	-	-	0.0%
Total Expenditures:	10,538,434.8	9,987,467	10,054,484	67,017	100%

Revenue Summary

TOTAL REVENUE: \$480,000

DEPARTMENTAL FEES: \$15,000
 OTHER PERMITS: \$450,000
 SALE OF OLD MATERIALS: \$15,000

DPW Program Revenue



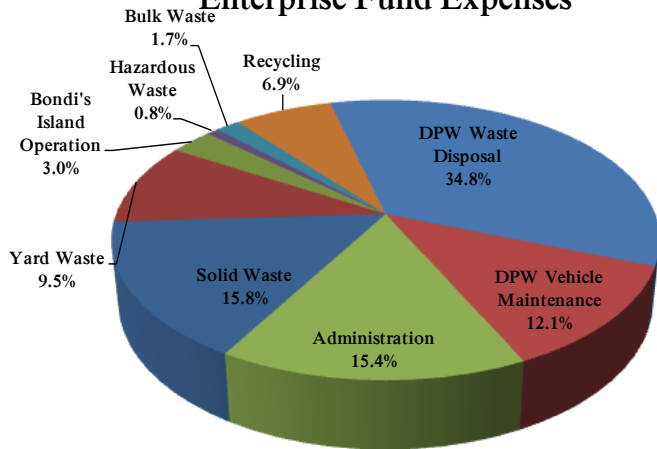
Departmental Revenue

DPW Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Administration	679,814	380,000	480,000	100,000	100%
Total Departmental Revenue	679,814	380,000	480,000	100,000	100%

Fiscal Year 2017 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Enterprise Fund Expenses



Programs

- Solid Waste** – Collects residential rubbish.
- Yard Waste** – Provides bi-weekly collection of residential yard waste.
- Bondi's Island** – Manages the landfill where the city's rubbish and yard waste is disposed.
- Hazardous Waste** – Collects and safely disposes residential hazardous waste.
- Bulk Waste** - Collects and in an environmentally responsible way, disposes residential bulky items.
- Recycling** – Provides bi-weekly single-stream collection of residential recycling.
- Administration** – Provides support to the operational divisions.

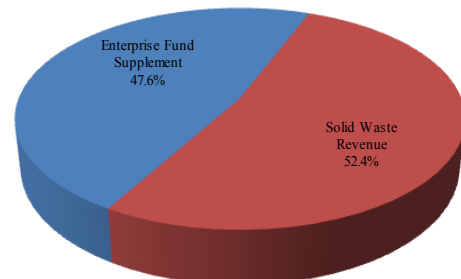
Program Budgets - Solid Waste

Enterprise Fund Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Solid Waste	1,454,233	1,670,873	1,341,170	(329,703)	15.8%
Yard Waste	388,822	320,086	811,259	491,173	9.5%
Bondi's Island Operation	222,185	254,901	255,423	522	3.0%
Hazardous Waste	45,389	71,002	71,002	-	0.8%
Bulk Waste	161,046	226,894	142,047	(84,847)	1.7%
Recycling	539,189	436,639	587,748	151,109	6.9%
DPW Waste Disposal	2,827,602	2,926,400	2,955,200	28,800	34.8%
DPW Vehicle Maintenance	1,383,819	1,553,500	1,029,131	(524,369)	12.1%
Administration	1,044,368	1,281,879	1,304,543	22,664	15.4%
Total Expenditures:	8,066,654	8,742,175	8,497,522	(244,653)	100%

Revenue Summary

TOTAL REVENUE:	\$8,497,522
General Fund Supplement/ Retained Earnings	\$4,047,522
Trash Liens Redeemed	\$120,000
Penalties & Interest	\$55,000
Departmental Fees	\$105,000
Trash Fees	\$3,400,000
Departmental Fines	\$50,000
Miscellaneous Revenue	\$720,000

Solid Waste Program Revenue



Departmental Revenue - Solid Waste

	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Solid Waste Revenue					
Enterprise Fund Supplement	4,616,957	4,532,450	4,047,522	(484,928)	-10.7%
Solid Waste Revenue	4,250,000	4,450,000	4,450,000	-	0.0%
Total Departmental Revenue	8,866,957	8,982,450	8,497,522	(484,928)	-5.4%

Fiscal Year 2017 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	3,721,205	3,901,120	3,950,534	49,414	1.3%
OTPS	6,817,451	6,086,347	6,103,950	17,604	0.3%
Capital	-	-	-	-	0.0%
Total General Funds	10,538,656	9,987,467	10,054,484	67,017	0.7%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds (Chapter 90)	5,460,623	3,647,523	3,643,947	(3,576)	-0.1%
Enterprise/Revolving Funds	4,750,000	4,450,000	4,450,000	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	10,210,623	8,097,523	8,093,947	(3,576)	0.0%
All Funds Budget:	20,749,279	18,084,990	18,148,431	63,441	0.4%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
DEPARTMENTAL FEES	9,240	15,000	15,000	-	0.0%
OTHER PERMITS	216,832	350,000	450,000	100,000	28.6%
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	380,000	480,000	100,000	26.3%

External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Actual	FY17 Projected
BOSTON ROAD CORRIDOR DESIGN	Grant	6/30/2015	-	-	-
<i>Subtotal FY17 Anticipated Grants:</i>			-	-	-
MHD CHAPTER 90 FUNDS FY14	State Aid	6/30/2017	3,624,412	-	-
MHD CHAPTER 90 FUNDS FY15	State Aid	6/30/2017	5,460,623	-	-
MHD CHAPTER 90 FUNDS FY16	State Aid	6/30/2017	-	3,647,523	3,643,947
<i>Subtotal FY17 Other Funds:</i>			9,085,035	3,647,523	3,643,947
TOTAL External Funding Sources:			9,085,035	3,647,523	3,643,947

Fiscal Year 2017 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Administration

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Administration	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	645,337	603,829	624,647
FTEs	9.0	9.0	8.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Number of neighborhood meetings attended by DPW	7	10	10

Highlights

This division provides support to the operational divisions of the Department of Public Works. The administrative division is responsible for department-wide human resources, budgeting, financial oversight, payroll processing, accounts payable and receivable, contract administration, information technology, and ensuring that employee training and professional requirements are met.

Fiscal Year 2017 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Engineering

Engineering	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	585,451	507,540	574,859
FTEs	7.0	11.0	11.0
Grant FTEs	4.0	1.0	1.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Number of private ways converted	20	20	20
Number of streets analyzed	650	650	650
Percentage of streets analyzed	33.3%	33.3%	33.3%

Citywide Strategic Priorities Supported: Healthy Neighborhoods; Fiscal and Operational Excellence

Highlights

Under the direction of the City Engineer, this division provides project management for the design, permitting and construction of roadway and utility capital projects, pavement management, water resources engineering for flood protection systems, dams and drainage systems, issuance of right of way permits, maintenance of infrastructure records, and compliance with Federal and State regulations.

This division is responsible for conducting site plan reviews including MGM, CRRC-rail facility and the PVRTA bus maintenance facility. They work closely with the Army Corps of Engineers regarding the Flood Protection Certification. They work with both Federal and State agencies to ensure compliance with storm water permitting regulations.

The Engineering Division also provides professional civil and environmental engineering technical support to various boards, City departments and public agencies. This division is responsible for the issuance and oversight of excavation permits within the City.

Fiscal Year 2017 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Fleet Maintenance

Fleet Division	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	1,602,635	1,709,496	1,704,518
FTEs	14.0	14.0	14.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Repair Work Orders Completed	2,310	1,848	2,000
Preventative Maintenance Work Orders Completed	550	451	650
State Safety Inspections Completed	330	264	330
Tire Repair Orders Completed	495	300	450
Auto Body Work Orders Completed	160	107	150

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Highlights

The Fleet Management Division is responsible for the repair and maintenance of approximately 575 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, year-round emergency response, and procurement of 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.

Fiscal Year 2017 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Traffic

Traffic Division	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	949,110	933,757	963,827
FTEs	10.0	10.0	10.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Percent of stop signs geocoded (replacement plan)	100%	100%	100%
Percent of stop signs repaired/replaced within 1-2 days	100%	100%	100%

Citywide Strategic Priorities Supported: Public Safety

Highlights

The Traffic division is responsible for the maintenance and repair of the City’s 245 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. The division is also responsible for the maintenance of 16,400 Regulatory Signs (MUTCD) and for a significant number of non-regulatory signs.

Fiscal Year 2017 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Storm Drains

Storm Drains Division	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	470,004	579,890	601,289
FTEs	7.0	7.0	8.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Percentage of storm water outfalls inspected	100%	100%	100%
Number of storm water outfalls inspected	1	N/A	N/A
Number of sweeps around bodies of water	1	1	2
Number of catch basins cleaned	753	383	800

Citywide Strategic Priorities Supported: Public Safety

Highlights

This division maintains the City’s storm drain system. The Storm Drain division follows the best management practices under the National Pollutant Discharge Elimination System (NPDES) Phase II Storm-Water General Permit. Under this permit this subdivision “must have an operation and maintenance plan to ensure that the systems function as designed for all storm-water management systems.” The Storm Drains Division estimates there that are approximately 22,565 catch basins, 6,100 manholes, 325 outfalls, 24 separate drainage basins, and a significant number of miles of storm drainage pipe of various sizes throughout the city. The division consists of six (6) maintenance personnel divided into two (2) crews. The first crew consists of two (2) employees and a jet/vacuum machine to clean catch basins while the second crew utilizes the four (4) remaining employees for catch basin repair. Additional activities include washout repairs and facility inspections. This division is also responsible for yearly maintenance of Springfield’s Flood Protection System as mandated by the Army Corps of Engineers.

Fiscal Year 2017 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Street Services

Street Services	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	1,488,037	1,414,793	1,347,929
FTEs	27.0	20.0	19.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Response time to pot hole complaints (days)	2 Days	2 Days	2 Days
DPW average response time to snow complaints (based on 24 hour days)	4 Hours	>4 Hours	>4 Hours
Number of city drivers available for snow operations	32	32	32
Yards of streets milled and paved by DPW (sq. yards)	0	0	N/A
Number of times the streets have been swept	2	2	2

Citywide Strategic Priorities Supported: Public Safety

Highlights

The Street Service division maintains 1,100 lane miles of roads, 600 miles of sidewalks and is responsible for fifteen (15) bridges. The Street Maintenance division's core services include roadway repair, asphalt patching, street sweeping, support to the storm water division, and respond to snow & ice events. The Street Maintenance division is responsible for maintaining and patching the existing public sidewalks. In Fiscal Year 2016, the street sweeping program expects to sweep the entire City twice and the Central Business District streets once per week. Snow and Ice Control is a seasonal operation responsible for snow removal, and sand and salt spreading during the winter months. The Snow and Ice Control employees utilize 21 pieces of City equipment to fight small snow and ice events. During large snow events the City fleet is supplemented with up to 185 hired plows.

Fiscal Year 2017 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Solid Waste

Solid Waste	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	8,066,654	8,742,175	8,497,522
FTEs	55.0	56.0	56.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Complaints for Missed Collection Resolved	N/A	100%	100%
Total Trash Tonnage	40,000	32,000	32,000
Recycling Rate	22.0%	25.0%	25%
Gallons of hazardous waste collected	7,500	5,445	8,500
Total "Bulk" Tonnage	N/A	7,803	9,000

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Solid Waste division provides weekly curbside pick-up of municipal solid waste and bi-weekly collection of single stream recycling and yard waste to 43,583 residential units. The Solid Waste division is responsible for the management of three (3) City owned landfills: Cottage Street Landfill, Armory Street Landfill, and the Bondi's Island Landfill. The Bondi's Island Landfill also provides a year round drop off area for small brush and leaves that is free to residents of the City of Springfield.

The Solid Waste division operates twelve (12) automated and semi-automated trash trucks, eight (8) 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 on dead-end streets. The Solid Waste division drivers and foreman are also utilized for snow plow operations during the winter months.

The Solid Waste division provides curbside bulk waste pickup for a fee of \$8 per item. Residents can schedule bulk waste pick-ups through the City's 3-1-1 Call Center. The Solid Waste division offers household hazardous waste collections six times a year. Household hazardous waste collection is free of charge to residents. The City, through the City Comptroller's Office, established the Trash Fee Enterprise Fund to track revenues and expenses associated with the collection of solid waste throughout the City.

The Springfield Department of Public Works continues to work to develop and initiate new solid waste reduction programs. The DPW will continue to enforce the City's mandatory recycling ordinance through the efforts of a full-time Waste Compliance Specialist. An aggressive campaign 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. Collection routes will be routinely examined for ways to maximize efficiency based on the results of the waste reduction program.

Fiscal Year 2017 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

FY17 Budget Adjustments

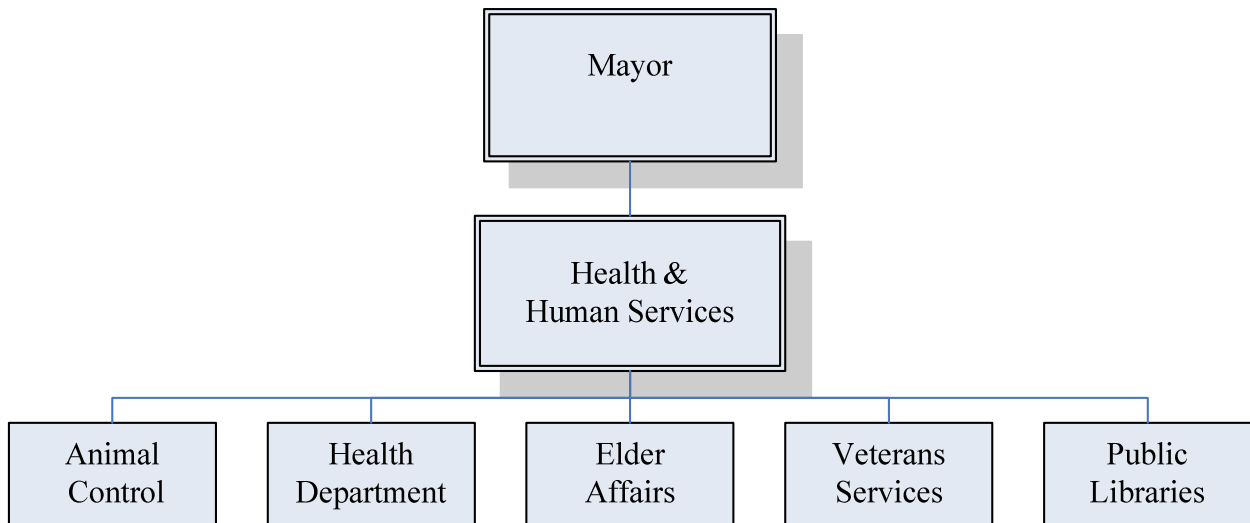
Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Engineering				
Salaries & Wages	(180,479)	(208,983)	2,442	(220,000)
Professional Services & Supplies	-	-	(900)	(9,958)
Administration				
Salaries & Wages		(45,300)	(41,921)	
Training, Software, etc.	-	-	(20,000)	12,000
Fleet Maintenance				
Salaries & Wages	-	(18,000)	3,536	
Tests, Equipment, Supplies	(25,000)	-	(16,868)	
Traffic				
Overtime	-	-	(33,464)	14,426
Storm Drains				
Maintenance & Supplies	-	(85,000)		
Streets Maintenance				
Salaries & Wages	-	(18,000)	1,111	
Maintenance & Supplies	-	(31,886)	76,000	1,882
Solid Waste				
Salaries & Wages	(30,000)	(31,498)	(42,550)	
Supplies & Operations	(787,000)	(173,558)	(300,572)	(493,283)
TOTAL GF ADJUSTMENTS	(25,000)	(198,186)	(30,064)	(201,650)
TOTAL EF ADJUSTMENTS	(817,000)	(205,056)	(343,122)	(493,283)

Notes

- ◆ FY17 Budget offsets \$220,00 in salaries to MassDOT Chapter 90 funds.
- ◆ Increases Traffic Division Overtime to account for services provided to Bright Nights and other events.
- ◆ Maintains scheduled funding for software contracts.
- ◆ Reduces the Enterprise Fund budget as lease-payments have expired, and fuel costs have decreased.

Section 9

Health & Human Services Division



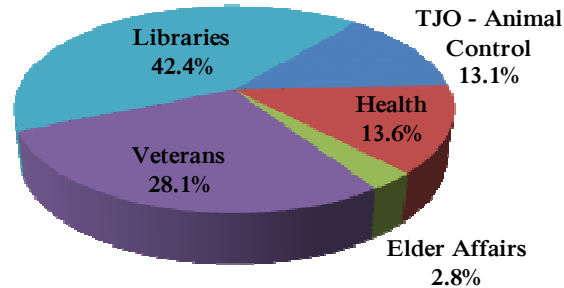
Mission Statement

The Health and Human Services (HHS) Division serves to provide awareness of contemporary health issues, as well as, advocate for and provide health services to the citizens of Springfield.

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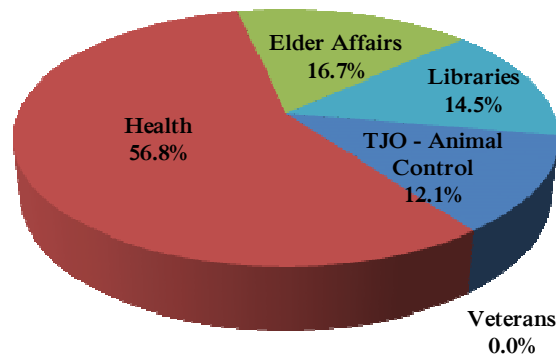
Fiscal Year 2017: All Funds Budget and Revenue Overview

Health & Human Services Division



FY17 Recommended Budget Health & Human Services Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
TJO - Animal Control	1,155,996	1,362,110	1,378,269	1,394,790	2.4%	1.2%
Health	1,230,333	1,416,057	1,416,057	1,448,836	2.3%	2.3%
Elder Affairs	287,171	293,698	293,698	302,458	3.0%	2.9%
Veterans	3,041,090	3,136,242	3,136,242	2,986,798	-4.8%	-5.0%
Libraries	4,411,050	4,175,557	4,175,557	4,508,613	8.0%	7.4%
Total	10,125,641	10,383,664	10,399,823	10,641,495	2.3%	2.3%

Revenue Overview



Division / Department	FY17 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY17 Total Revenue
TJO - Animal Control	739,024	-	-	-	-	739,024
Health	347,300	-	3,121,497	-	-	3,468,797
Elder Affairs	-	-	1,018,381	-	-	1,018,381
Veterans	-	-	-	-	-	-
Libraries	75,000	-	809,313	-	-	884,313
Total	1,161,324	-	4,949,191	-	-	6,110,515

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Fiscal Year 2017 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Mission

The mission of the Thomas J. O'Connor Animal Control and Adoption Center (TJO) is to provide comprehensive animal control services and programs to our communities for the protection of public health and safety and the welfare of animals.

FY16 Department Highlights

Animal control services are provided to residents of Springfield, Chicopee and Holyoke twenty four hours a day, seven days a week. Last year, animal control officers (ACO) responded to approximately 4,560 field calls. Ensuring public health and safety is the primary focus. ACOs respond to many complaints arising from conflicts between animals and people that may negatively affect the quality of life for humans, animals or both. ACOs investigate reports of animal bites, and TJO provides quarantine housing for animals that have bitten. ACO's investigated 461 complaints of suspected cruelty or neglect.

TJO temporarily housed approximately 3,300 animals last year. Most were found free-roaming, while others were left behind by owners who moved away, died or otherwise could not care for their animals. Of these animals, 46% are dogs, 44% are cats and the remainders are small mammals, birds and wildlife. Approximately 36% of stray dogs and 3% of stray cats impounded at TJO are claimed by the families who are missing them. Those not claimed are evaluated for sound temperament and medically assessed; most are made available for adoption.

TJO generates revenue through fees and fines associated with owner claimed animals and adoptions. In addition, participating cities contribute per capita for animal control services.

In collaboration with the City's department of emergency preparedness, TJO actively started recruiting and training key individuals to serve as volunteers on a disaster animal response team. Through a grant, the City procured an 18' long companion animal mobile equipment trailer. This is a completely stocked vehicle that will allow animal response team members to set up an emergency animal shelter in the event of a disaster.

FY17 Budget Highlights

- ◆ Funds 14.0 FTEs which includes the addition of an Animal Control Officer and Animal Control Supervisor in FY16.
- ◆ Includes a 2% salary increase for all non-bargaining employees.
- ◆ Animal Control Officers Association of Massachusetts Training Academy
- ◆ Provides professional, knowledgeable field service for a population of 248,000 throughout a 78 square mile area.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	395,294	574,818	567,138	(7,680)	-1.3%
OTPS	760,702	787,292	827,652	40,360	5.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,155,996	1,362,110	1,394,790	32,680	2.4%

Department Staff

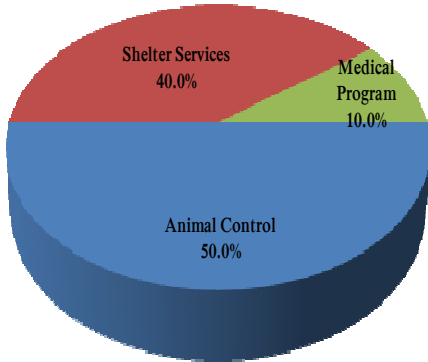
Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	11.5	14.0	14.0	-	0.0%
Total FTEs:	11.5	14.0	14.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Program Expenses



Field Services— Giving top-priority to calls regarding at-large aggressive animals, ill or injured animals, animal bite cases, assisting law enforcement agencies, and retrieving free-roaming animals.

Adoption Services - Provides animal control services to the cities of Springfield, Chicopee and Holyoke. It operates out of one 18,000 square foot facility, a multi-service adoption center

Medical Program - Administers rabies vaccinations, performs routine surgeries such as spay/neuter, as well as other surgeries such as limb amputation, tumor removals and hernia repairs for animals needing temporary housing at the Center. The medical team routinely provides stabilizing emergency care for strays with traumatic injuries.

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Animal Control	596,589	699,513	704,895	5,382	50.0%
Shelter Services	477,271	559,610	563,916	4,306	40.0%
Medical Program	119,318	139,903	140,979	1,076	10.0%
Total GF Budget:	1,155,996	1,362,110	1,394,790	32,680	98.9%
All Funds Budget:	37,182	36,915	15,000	(21,915)	1.1%
Total Expenditures:	1,193,178	1,399,025	1,409,790	10,765	100%

Revenue Summary

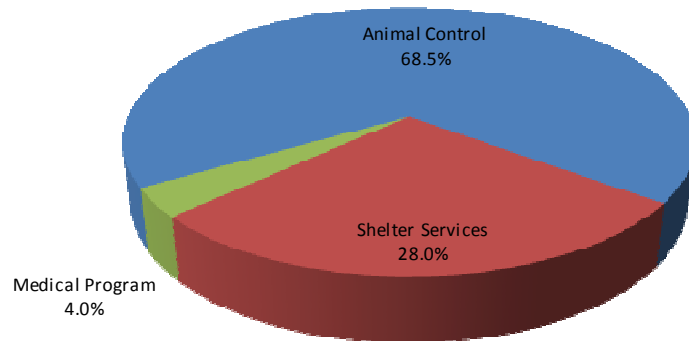
TOTAL REVENUE: \$804,024

Adoption Program - \$550,757

Shelter Services - \$225,127

Medical Fees - \$28,141

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Animal Control	489,911	529,391	550,757	21,366	68.5%
Shelter Services	200,256	216,393	225,127	8,734	28.0%
Medical Program	25,032	27,049	28,141	1,092	3.5%
Total Departmental Revenue	715,199	772,833	804,024	31,191	100%

Fiscal Year 2017 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	395,294	574,818	567,138	(7,680)	-1.3%
OTPS	760,702	787,292	827,652	40,360	5.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,155,996	1,362,110	1,394,790	32,680	2.4%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	25,075	36,915	15,000	(21,915)	-59.4%
Enterprise/Revolving Funds		-	-	-	0.0%
Donations/Trusts	12,107	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	37,182	36,915	15,000	(21,915)	-59.4%
All Funds Budget:	1,193,178	1,399,025	1,409,790	10,765	0.8%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
DEPARTMENTAL FEES	715,199	772,833	804,024	31,191	4.0%
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	715,199	772,833	804,024	31,191	4.0%
External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Adopted	FY17 Projected
MASS ANIMAL COALITION	GRANT	6/30/2016	-	15,000	15,000
TJO- TRAINING	GRANT	6/30/2016	-	13,650	-
TJO FOUNDATION-VET TECH	GRANT	6/30/2016	25,075	8,265	-
<i>Subtotal FY17 anticipated grants:</i>			25,075	36,915	15,000
TJO DONATIONS	DONATION		12,107	-	-
<i>Subtotal Other Funding:</i>			12,107	-	-
TOTAL External Funding Sources:			37,182	36,915	15,000

Fiscal Year 2017 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Animal Control

Animal Control	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	596,589	699,513	704,895
FTEs	4.0	6.0	6.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
<i>Enhance public health and safety by improving the overall quality of life for the residents and animal of Springfield</i>			
% of priority one calls & two calls	18%	19%	18%
# of events ACOs are first responders	128	118	125
# of free roaming animals impounded	3,397	2,303	3,100
# of animal bites investigated	163	123	118

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Five animal control officers (ACO), and one animal control supervisor, who are certified by the Massachusetts Animal Control Officers Association provide 24/7 field services. They focus on providing professional, knowledgeable field service for a population of 250,000 throughout a 78 square mile area. TJO animal control officers provided respectable response times, responding to high priority calls in under 17 minutes. This staffing level represents the addition of the supervisory position and one ACO in FY16. The additional animal control staff has allowed us to increase: presence in neighborhoods; response times; thorough follow-up for potentially dangerous or nuisance dogs; safety for public and officers; programming for feral or community cats.

Over the last year, ACO's realized a 3% increase in field calls from the prior year, responding to 4,560. Of those, 678 involved a human in danger (priority 1) or an animal in distress (priority 2). TJO ACOs were first responders along with police and/or fire in 118 cases. There were 103 animal bite investigations and 461 cruelty investigations.

Animal control received two new vehicles for animal rescue and transport, bringing the number of vehicles to three. Each vehicle has been professionally upfitted with a full stainless steel insert to safely separate and transport multiple animals.

TJO animal control officers strengthened their partnership with Kane's Krusade, a Springfield non-profit organization that improves the lives of marginally owned dogs. After an initial investigation and subsequent referral from ACOs, Kane's Krusade brings care kits to economically challenged 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. Through this partnership we will improve public safety and animal welfare by educating and empowering residents to become better pet guardians.

Fiscal Year 2017 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Shelter Services

Shelter Services	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	477,271	559,610	563,916
FTEs	7.0	7.0	7.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
<i>Decrease the number of homeless and abandoned animals</i>			
# of animals returned to owner	767	598	630
# of homeless and abandoned animals	3,750	2,624	3,200
% increase of shelter adoption	4%	2%	2%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Each year the TJO Adoption Center becomes increasingly popular, with hundreds of patrons visiting the facility each week. Adopted animals are vaccinated, micro chipped, 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 100% adoption rate for adoptable animals, and continues to maintain this impressive standard, placing 1,421 animals into adoptive homes last year. Animals were placed with adoptive families from 159 cities and towns throughout New England and New York.

TJO's team of 185 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; photography; volunteer training and much more.

TJO staff and volunteers participated in 67 community and special events with educational messages about safety around animals and responsible pet ownership. These include many youth and civic groups visiting TJO for tours and educational presentations.

As a result of continuous community engagement, support of the TJO Facebook page soared to nearly 27,000 people. Social media provides TJO an opportunity to: broadcast special events; reunite more animals with their families; promote adoptable animals; share important reminders such as vaccination and license deadlines, as well as other messages promoting responsible and humane animal care. TJO also maintains an active Twitter and Instagram account to help spread awareness.

Fiscal Year 2017 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Medical Program

Medical Program	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	119,318	139,903	140,979
FTEs	0.5	1.0	1.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
<i>Increase the number of Animals Returned to Owner</i>			
# of animals treated	3,200	2,388	3,050
# of rabies vaccinations	2,624	2,312	2,800

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Veterinary services are provided to animals in the shelter four days per week. A veterinarian and veterinary technician are funded through the city budget for two days each week and two days are funded through the Foundation for TJO Animals (a five-star rated 501(c)3 organization.) The TJO veterinarian examines every animal presenting with a medical problem and each animal made available for adoption. The veterinarian administers rabies vaccinations, performs routine surgeries such as spay/neuter, as well as other surgeries resulting from trauma or abuse, such as limb amputation, tumor removal, hernia repair and dental procedures.

Over the last year, the vet/tech team performed 1,094 surgical procedures, in addition to being responsible for the wellness of 3,300 impounded animals and assisting hundreds of economically-challenged pet owners in the cities we serve.

A large number of animals arrive to the Center injured or in very poor condition. These animals often need a considerable amount of veterinary care to ensure that they are well enough for adoption. (Expenses for non-critical surgeries and treatments are not funded by the City, but instead are funded by the Foundation for TJO Animals.)

Fiscal Year 2017 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Animal Control				
Housekeeping Supplies	(2,000)	(3,000)	-	-
Telephone	-	(979)	-	-
Electricity	-	-	(8,097)	2,300
Natural Gas	-	(34,150)	-	-
Uniform/ Clothing	-	(280)	-	-
Adoption Services				
Insurance	-	-	(23,500)	-
Alarm Guard Services	-	-	8,840	-
Professional Services	-	(10,000)	-	18,017
Office Supplies	-	(979)	-	-
Salaries & Wages	-	-	142,427	-
Pharmaceutical Drugs	-	-	(1,045)	-
Grant Offset to Salary	-	-	(8,691)	-
Inter-CGOV	-	(22,656)	-	-
TOTAL ADJUSTMENTS	(2,000)	(72,044)	109,934	20,317

Notes

- ◆ Electricity- \$2,300 increase to reflect true level service.
- ◆ Professional Services- \$18,017 increase for department to use outside vendor for incineration services.

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Fiscal Year 2017 Budget and Program Summaries

HEALTH DEPARTMENT

Mission

The mission of the Springfield Health and Human Services Department is to promote physical and mental health, control communicable diseases and sanitize the environment to prevent disease, injury and disability for the residents of the City of Springfield. The Department also is mandated to enforce rules and regulations that govern public health under Massachusetts General Law Chapter 111.

FY16 Department Highlights

The Springfield Department of Health and Human Services (SDHHS) works closely with governmental agencies and community-based organizations through a collaborative process to determine the health and human services needs of the residents of the City of Springfield. In addition, SDHHS is charged with developing policies that will protect the health and well-being of residents and ensuring a quality, diverse, healthcare workforce by improving access to education, employment, and health services.

FY17 Budget Highlights

- ◆ Funds 22.0 General Fund FTEs.
- ◆ Includes a 2% salary increase for non-bargaining employees.
- ◆ Animal Control Services
 - ◇ Pesticides & Herbicides—Rat Bait & Mosquito Control Program
- ◆ Public Health Information Materials
- ◆ Physician Services for Nursing Unit
- ◆ Staff training for registered nurses

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	1,113,169	1,173,336	1,218,392	45,056	3.8%
OTPS	117,164	242,721	230,444	(12,277)	-5.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,230,333	1,416,057	1,448,836	32,779	2.3%

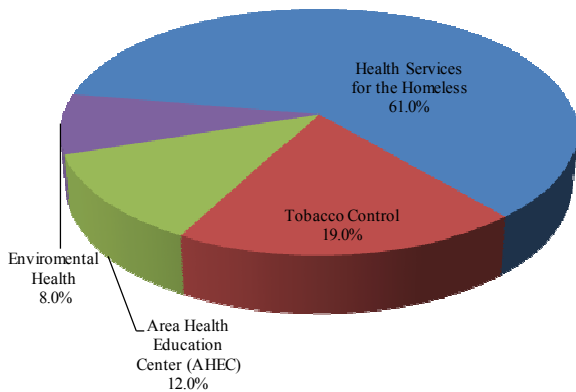
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	22.0	22.0	22.0	-	0.0%
Grant FTEs	20.0	20.0	20.0	-	0.0%
Total FTEs:	42.0	42.0	42.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

HEALTH DEPARTMENT

Program Expenses



Program Summaries

Health Services for the Homeless - provides direct health care, social services, advocacy and outreach to homeless persons at thirty two (32) sites throughout the City.

Tobacco Control - helping the residents of Springfield understand the hazards of tobacco smoke.

Area Health Education Center (AHEC) - to reduce health disparities by enhancing the skills.

Prevention — implements components of a prevention and intervention programs for youth.

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Health Services for the Homeless	2,203,542	2,976,482	3,104,011	127,529	61.0%
Tobacco Control	686,349	927,101	966,823	39,722	19.0%
Area Health Education Center (AHEC)	433,484	585,537	610,625	25,088	12.0%
Coalition for Opioid Overdose Prevention	288,989	390,358	407,083	16,725	8.0%
Total GF Budget:	1,230,333	1,416,057	1,448,836	32,779	28.5%
All Funds Budget:	2,382,031	3,463,422	3,639,706	176,284	71.5%
Total Expenditure:	3,612,364	4,879,478	5,088,542	209,064	100%

Revenue Summary

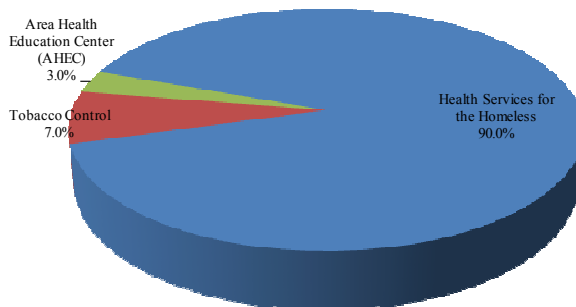
TOTAL REVENUE: \$373,803

Licenses and Permits - \$370,000

- ◆ Food Service Establishment
- ◆ Burial Permit
- ◆ Mobile Food Service
- ◆ Retail Food
- ◆ Milk
- ◆ Disposal Works Construction

Fine and Forfeits - \$3,803

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Health Services for the Homeless	313,707	312,570	336,423	23,853	90.0%
Tobacco Control	24,399	24,311	26,166	1,855	7.0%
Area Health Education Center (AHEC)	10,457	10,419	11,214	795	3.0%
Coalition for Opioid Overdose Prevention	-	-	-	-	0.0%
Total Departmental Revenue	348,564	347,300	373,803	26,503	100%

Fiscal Year 2017 Budget and Program Summaries

HEALTH DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	1,113,169	1,173,336	1,218,392	45,056	3.8%
OTPS	117,164	242,721	230,444	(12,277)	-5.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,230,333	1,416,057	1,448,836	32,779	2.3%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	1,941,078	2,945,213	3,121,497	176,284	6.0%
Enterprise/Revolving Funds	427,832	518,209	518,209	-	0.0%
Donations/Trusts	13,122	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	2,382,031	3,463,422	3,639,706	176,284	5.1%
All Funds Budget:	3,612,364	4,879,478	5,088,542	209,064	4.3%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
OTHER PERMITS	346,814	345,000	370,000	25,000	7.2%
DEPARTMENTAL FINES	1,750	2,300	3,803	1,503	65.3%
Total Departmental Revenue	348,564	347,300	373,803	26,503	7.6%
External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Adopted	FY17 Recommended
STOP ACCESS 5035	GRANT	6/30/2016	80,000	80,000	-
STOP ACCESS 5034	GRANT	6/30/2016	80,000	80,000	-
MLCHC-EMERGENCY PREPAREDNESS	GRANT	6/30/2015	-	3,000	-
AHEC-MODEL	GRANT	8/31/2016	92,165	73,700	73,700
HEALTH SERVICES FOR THE HOMELESS	GRANT	10/31/2016	1,120,946	743,264	1,864,210
HEALTH SERVICES FOR THE HOMELESS-EMERGENCY SERVICES	GRANT	8/31/2015	-	197,570	-
HEALTH SERVICES FOR THE HOMELESS-BEHAVIORAL HEALTH	GRANT	10/31/2015	-	249,789	-
HEALTH SERVICES FOR THE HOMELESS-QUALITY IMPROVEMENT	GRANT	11/30/2015	-	24,268	-
MASS MULTI CITY YOUNG CHILDREN'S MENTAL HEALTH SYSTEM OF CARE	GRANT	9/30/2016	61,019	198,000	198,000
HIV AIDS MOBILE OUTREACH	GRANT		8,199	-	-
TOBACCO	GRANT	6/30/2016	58,015	60,832	60,832
PIONEER VALLEY AHEC-CORE	GRANT	6/30/2016	105,624	60,000	60,000
NO TOOTH LEFT BEHIND CLINIC	GRANT	6/30/2015	2,385	48,023	-
MASS CALL II	GRANT	6/30/2016	86,517	100,000	100,000
PARTNERSHIP FOR SUCCESS	GRANT	6/30/2016	110,308	113,750	100,000
MASS IN MOTION-COMMUNITY TRANSFORMA	GRANT	6/30/2016	36,712	60,000	60,000
ORL-TAG	GRANT	9/30/2016	50,600	62,755	62,755
SPRINGFIELD FOOD POLICY COUNCIL	GRANT	6/30/2015	-	1,500	-
AHEC-MYAT MINI GRANT	GRANT	6/30/2016	1,794	2,000	2,000
AHEC- MODEL CARRY OVER	GRANT	6/30/2016	24,610	107,528	-
PIONEER VALLEY AHEC-CARRY OVER	GRANT	6/30/2016	5,728	142,886	-
AHEC-MIT CARRY OVER	GRANT	6/30/2016	16,456	26,656	-
MASS SUBSTANCE ABUSE COLLABORATIVE	GRANT	6/30/2016	-	100,000	100,000
MASS IN MOTION- SAFE PARK	GRANT	8/15/2015	-	10,000	-
MASS IN MOTION-1422	GRANT	6/30/2016	-	399,692	440,000
<i>Subtotal FY17 anticipated grants:</i>			1,941,078	2,945,213	3,121,497
HEALTH DONATIONS	DONATION	NONE	13,122		
HANDICAPPED PARKING	REVOLVING	NONE	427,832	518,209	518,209
<i>Subtotal Other Funding:</i>			440,954	518,209	518,209
TOTAL External Funding Sources:			2,382,031	3,463,422	3,639,706

Fiscal Year 2017 Budget and Program Summaries
HEALTH DEPARTMENT

Program Summaries

Health Services for the Homeless

Health Services for the Homeless	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	2,203,542	2,976,482	3,104,011
FTEs	15.0	15.0	15.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Provide health, social, advocacy, and outreach services to homeless persons efficiently			
# of homeless adults receiving health care	3,472	3,178	3,325
# of homeless children (under 17) receiving health care	149	87	118
# of homeless receiving dental care	345	319	332
# of homeless receiving social services	1,266	2,247	1,757

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

The City of Springfield Department of Health and Human Services (SDHHS) has a broad mandate to provide community medical care, health education and prevention programs, and environmental health services. Since 1988 and with funding from the BPHC 330 (h) grants, SDHHS has provided a comprehensive system of medical and oral health care, behavioral health services, case management, assistance with housing and other support services to its target population—individuals and families experiencing homelessness. The Health Services for the Homeless Health Center (HSH) is a collaboration of the applicant organization, City of Springfield’s Department of Health and Human Services and its subcontracted organizations, Mercy Medical Center’s Health Care for the Homeless (HCH) Program and South Middlesex Opportunity Council/Open Pantry Community Services. The HSH Health Center and Mercy’s HCH provide primary medical services for all health issues, focusing on those chronic conditions that disproportionately affect the homeless. The HSH Health Center also directly provides oral health and case management services. Mercy’s HCH Program is part of the Sisters of Providence Health System that offers the homeless a wide range of primary and specialty medical services, case management, behavioral healthcare, inpatient and outpatient detoxification and substance abuse services. Open Pantry provides case management, benefits interventions, counseling, housing assistance, job support, mental health and substance abuse services. The Health Center’s main clinic is located in the Springfield Worthington Street Shelter’s New Resource Center; in addition the Health Center operates an Adolescent Clinic in Springfield’s Mason Square neighborhood, and provides primary care services at 24 community partner locations throughout the Service Area.

- ◆ Community served: The city of Springfield and the 3-county service area of Western Massachusetts that includes Hampden, Hampshire, and Franklin Counties.
- ◆ Target population: Adult men and women and elderly population experiencing homelessness in Springfield and surrounding areas, as well as at-risk and homeless youth.
- ◆ One of our recent successes focused on homeless women and cervical cancer. In general, the women who participated in the educational and focus groups had prior knowledge of the need for cervical screenings. Many of them were not aware of the connection between HPV and cervical cancer. Barriers to care were discussed during the focus groups. Some women were afraid to have a repeat cervical screenings due to an abnormal test in the past. Transportation and child care were other barriers to care. The importance of yearly women’s exam was stressed, which includes a breast and pelvic exam. The education and focus groups centered on risk factors and prevention of cervical cancer. Safe sex practices, obtaining the HPV vaccine and how to prepare for a Pap test were some of the topics.

Fiscal Year 2017 Budget and Program Summaries
HEALTH DEPARTMENT

Program Summaries

Tobacco Control

Tobacco Control	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	686,349	927,101	966,823
FTEs	10.0	10.0	10.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
<i>Prevent youth from purchasing tobacco products</i>			
# of permits issued	250	223	255
# of investigated complaints and conducted onsite inspections	221	209	260
% of tobacco retailers adhering to youth access regulations	95%	83%	70%

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- ◆ Conduct requisite inspections to monitor compliance, including tobacco sales, Compliance checks.
- ◆ Issue fines, citations and suspension of permits for violations.
- ◆ Conduct routine inspections of tobacco retailers to check for signage, permits and self service displays and other violations.
- ◆ Conduct routine inspections of local bars and restaurant to ensure compliance with state smoke-free workplace law.
- ◆ Issued tobacco sales permit.
- ◆ Educate the public regarding the harmful effects of tobacco.
- ◆ Report violations of liquor establishments to liquor commission.
- ◆ Maintain current list of local tobacco retailers.
- ◆ Conduct merchant education work-shops.
- ◆ The participants are youth, in the Pioneer Valley Area Health Education Center (PVAHEC), which is a community-based public health education program hosted by the Springfield Department of Health and Human Services. It is one of six community-based centers located across Massachusetts which are associated with the Mass AHEC Network, sponsored by the University of Massachusetts Medical School.
- ◆ The youth are part of our youth into health careers component known as REACH (Recruitment & Educational Assistance for Careers in Health).
- ◆ The REACH program exposes Springfield public high school students to a variety of careers in the health and human service fields as well as to the public health issues affecting their communities while also providing them academic support. For this project the student works in collaboration with the Tobacco Control program of the Springfield Department of Health and Human Services as a service learning project.
- ◆ Across the City recently the youth have done multiple presentations at Neighborhood Councils and Community Organizations. They have obtained Letters of support from McKnight, Old Hill and South-end councils and have also received verbal agreements for Letters of support from Sen. Candares and Rep. Coakley.

Fiscal Year 2017 Budget and Program Summaries
HEALTH DEPARTMENT

Program Summaries

Area Health Education Center (AHEC)

Area Health Education Center (AHEC)	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	433,484	585,537	610,625
FTEs	10.0	10.0	10.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
<i>Reduce health disparities by enhancing the skills and increasing the diversity of the healthcare</i>			
% of minorities on healthcare taskforce	6%	6%	6%
# of professional development and networking opportunities sessions	7	5	8

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- ◆ AHEC program of Springfield Health/Human Services (SHHS) since 1996;
- ◆ Youth to health careers component (REACH) has served over 3,000 Springfield Public School students since 1984;
- ◆ Community Outreach Worker Network & Training (COWNT) Coalition is the only convener, network, and training entity for Community Outreach/ Health Workers in greater Springfield;
- ◆ REACH youth instrumental in passing the ordinance to banning the sale of tobacco and tobacco products in pharmacies in the City of Springfield;
- ◆ AHEC program advisory board membership composes of area health care professionals, local college allied health administrators and college administrators, and representatives from Springfield Public School System; and
- ◆ Program Office, MassAHEC is located at UMass Medical School.

Fiscal Year 2017 Budget and Program Summaries
HEALTH DEPARTMENT

Program Summaries

Coalition for Opioid Overdose Prevention

Coalition for Opioid Overdose Prevention	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	288,989	390,358	407,083
FTEs	7.0	7.0	7.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
<i>Reduce the number affected by opiate abuse and overdose</i>			
# of newly informed and trained community stakeholders	n/a	350	350

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- ◆ Weekly SPD training sessions regarding overdose prevention.
- ◆ Foster SPD involvement with SCOOP and promote more community engagement events with the SPD.
- ◆ Continue to conduct weekly training sessions with Carlson detox, SPD and Providence Methadone Clinic.
- ◆ Continue to provide monthly training sessions for New North’s Citizen’s Council’s Drop in Center.
- ◆ Will add new community training sessions for Springfield stakeholders.
- ◆ Work with HCSD in developing a harm reduction policy to be implemented first at the Alcohol Center then into the Main Facility focusing on overdose prevention.
- ◆ Working with Sheriff Ashe and the corrections department regarding enhancing our corrections strategy in direct regards to the Service to Science evaluation.
- ◆ Working with AISS to provide weekly/bi-weekly prevention training sessions for their harm reduction groups.
- ◆ Build SCOOP capacity with the city of Springfield.
- ◆ Work on Baystate High Utilizer ED Task Force monthly.
- ◆ Attend community meetings.
- ◆ Coordinate community engagement sessions for the community.
- ◆ Attend professional development sessions provided for and occasionally mandated by DPH.
- ◆ Complete DPH’s CLI reports and indicated.
- ◆ Work with federal evaluator on making corrections strategy a evidence based strategy.
- ◆ Process, track and evaluate data collected from data sources.
- ◆ Create a data base and map instances of overdoses within the city of Springfield.
- ◆ Will research and seek sustainability strategies for the coalition and it’s members.
- ◆ Provide assistance to the cultural and linguistically competent curriculum with BHWJLT (Dr. Haner Hernandez and Sandra Murnier, MSW).
- ◆ Hold quarterly coalition meetings and disseminate relevant data and documentation to coalition members.

Fiscal Year 2017 Budget and Program Summaries
HEALTH DEPARTMENT

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Health Services for the Homeless	-			
Personal Services	-		-	
Rental Building	-		39,684	
OTPS				(12,277)
TOTAL ADJUSTMENTS	-	-	39,684	(12,277)

Notes

- ◆ OTPS- \$12,277 reduction to reflect level spending.

Fiscal Year 2017 Budget and Program Summaries

ELDER AFFAIRS

Mission

The Department of Elder Affairs is dedicated to enhancing the quality of life for elderly citizens in the City of Springfield.

FY16 Department 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 9 sites throughout the city. The Department provides outreach and referral services that provide elderly citizens access to resources. The department retrains and places low income, unemployed, mature workers back into the workforce through its Senior Aide program within Hampden and Hampshire County. This program is supported by the Department of Labor and Senior Service America.

The Department of Elder Affairs administers the Serving Health Information needs of Everyone (SHINE) Program from the Executive Office of Elder Affairs for all of Hampden County and parts of Hampshire County. This program assists seniors in understanding their Medicare and Mass health benefits and other health insurance options. The department also administers the One Care grant through the Executive Office of Elder Affairs. This grant works with individuals under 65 that are also dual enrolled for all of Hampden County. Another grant we work with is the SNAP Grant, which provides Food Stamp application assistance and case management to seniors age 60 and above across Hampden County. In addition, the department oversees the private nonprofit 501(c)3 Golden Age Club, Inc. a recreational club that promotes travel, tours and holds weekly meetings at 8 locations throughout the city. The DEA 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.

- ◆ Services more than 13,000 elders in our centers and programs city wide.
- ◆ Received 2 Arts Council Grants to work with John Roots in delivering a lecture on Song birds of the Northeast and Davis Bates to perform 2 concerts on songs of your life.
- ◆ Continued growth of the new Hungry Hill Center
- ◆ Implemented suggested policy changes based on internal audit
- ◆ Assisted 600 Seniors to receive or increase their SNAP benefits
- ◆ SHINE serviced more than 1000 seniors during Medicare Open Enrollment in the Fall 2015, saving them more than \$5.6M in health related expenses
- ◆ Performed Tai Chi in Forest and Blunt Park for area seniors. Created outdoor Walking Clubs for all Centers.
- ◆ Broke ground in a ceremonial display with the Mayor for new senior center in Blunt Park.

FY17 Budget Highlights

- ◆ Funds 5.6 General Fund FTEs
- ◆ Includes a 2% salary increase for non-bargaining employees and 5% merit increase for two Senior Center Directors.
- ◆ Senior Center programs that promote fitness, education, health screenings, recreational activities, and trips
- ◆ Increase in gasoline line item to reflect level service spending.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	272,229	276,916	284,015	7,099	2.6%
OTPS	14,942	16,782	18,443	1,661	9.9%
Capital	-	-	-	-	0.0%
Total General Funds	287,171	293,698	302,458	8,760	3.0%

Department Staff

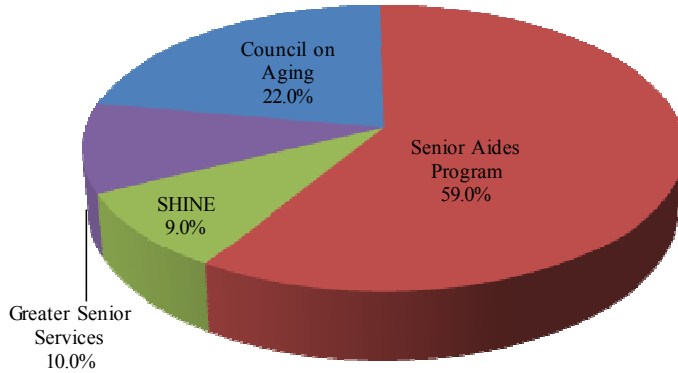
Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	5.8	5.6	5.6	-	0.0%
Grant FTEs	8.7	9.2	10.1	0.9	10.1%
Total FTEs:	14.5	14.8	15.7	0.9	6.3%

Fiscal Year 2017 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Program Expenses



Council on Aging - Senior Centers provide health and recreational activities for Springfield senior residents.

Senior Aides Program - Promotes the transition of the unemployed mature worker from subsidized to unsubsidized employment.

SHINE - Assists seniors in understanding their Medicare, Mass Health, and other health insurance benefits.

Greater Senior Services - Provides information on benefits and services available to seniors.

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Council on Aging	272,749	301,868	290,585	(11,284)	22.0%
Senior Aides Program	731,463	809,556	779,295	(30,261)	59.0%
SHINE	111,579	123,492	118,876	(4,616)	9.0%
Greater Senior Services	123,977	137,213	132,084	(5,129)	10.0%
Total GF Budget:	287,171	293,698	302,458	8,760	22.9%
All Grant Funds Budget:	952,596	1,078,431	1,018,381	(60,050)	77.1%
Total Expenditure:	1,239,767	1,372,129	1,320,839	(51,290)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2017 Budget and Program Summaries

ELDER AFFAIRS

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	272,229	276,916	284,015	7,099	2.6%
OTPS	14,942	16,782	18,443	1,661	9.9%
Capital	-	-	-	-	0.0%
Total General Funds	287,171	293,698	302,458	8,760	3.0%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	946,978	1,078,431	1,018,381	(60,050)	-5.6%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	5,619	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	952,596	1,078,431	1,018,381	(60,050)	-5.6%
All Funds Budget:	1,239,767	1,372,129	1,320,839	(51,290)	-3.7%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
DEPARTMENTAL FFES	158	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	677	-	-	-	0.0%
Total Departmental Revenue	835	-	-	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Adopted	FY17 Projected
SENIOR AIDE	GRANT	6/30/2016	587,116	611,029	611,029
GREATER SPRINGFIELD SENIOR SERVICES	GRANT	9/30/2016	77,552	92,400	92,400
SHINE	GRANT	6/30/2016	93,242	99,996	99,996
ONE CARE DUAL RATE	GRANT	6/30/2016	2,853	6,000	-
SENIOR SNAP ENROLLMENT INITIATIVE	GRANT	4/30/2016	-	50,000	-
ONE CARE DUAL FUNDING 2	GRANT	3/24/2016	3,580	4,050	-
COUNCIL ON AGING	GRANT	VARIOUS	182,634	214,956	214,956
<i>Subtotal FY17 anticipated grants:</i>			946,978	1,078,431	1,018,381
ELDER DONATIONS	DONATION	N/A	2,905	-	-
GSSSI	DONATION		2,714	-	-
<i>Subtotal Other Funding:</i>			5,619	-	-
TOTAL External Funding Sources:			952,596	1,078,431	1,018,381

Fiscal Year 2017 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Council on Aging

Council on Aging	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	272,749	301,868	290,585
FTEs	4.0	4.0	4.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
To encourage senior participation through health and recreational activities			
Number of who participated in recreational activities	7,473	2,100	7,700

Citywide Strategic Priority: Education, Fiscal and Operational Excellence, Economic Vitality

Highlights

Council on Aging (Senior Centers) provide health and recreational activities for Springfield senior residents. These Centers are Riverview, Hungry Hill, May Flower, Good Life, Mason Square, Pine Point, Clodo Concepcion Community Center and the Fitness Center are located throughout the city. In order to support Senior Center activity, the Department of Elder Affairs utilizes the Council on Aging (COA) grant. These funds are used to provide Senior Center programs that promote fitness, education, health screenings, recreational activities, trips, and special events. Funds from the COA grant also enable staffing at all Senior Centers and employ a van driver to assist those elder citizens who are, in some way, unable to provide for their own transportation.

Fiscal Year 2017 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Senior Aides Program

Senior Aides Program	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	731,463	809,556	779,295
FTEs	2.5	2.6	2.6
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
To assess and address the needs of seniors			
Number of seniors transitioned from subsidized to unsubsidized employment	19	20	20
Number of unsubsidized job placements	19	19	19
Number of enrolled participants	57	57	57

Citywide Strategic Priority: Education, Fiscal and Operational Excellence, Economic Vitality

Highlights

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. (SSAI)

DEA is a subcontractor of Senior Service America that has a 3 year contract with DOL. SSA is in the 3rd year of the 3 year contract. DEA contract is yearly contract. Contract calls for clear goals and outcomes.

Fiscal Year 2017 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

SHINE

SHINE	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	111,579	123,492	118,876
FTEs	3.5	3.6	3.6
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
To Improve awareness of benefits and services available to seniors			
Number of home visits	68	65	100
Number of community presentations	32	40	46
Number of seniors assisted	3,200	2,223	3,100

Citywide Strategic Priority: Education, Fiscal and Operational Excellence, Economic Vitality

Highlights

Senior Health Information network and education. The SHINE program provides information on benefits and services available to seniors. encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, under-insured, uninsured or homeless.

3 year contract state contract year FY17-FY20. We anticipate this program being level-funded again next year and await the next contract beginning July 1, 2016.

This contract is allocated through Federal, state, and affordable care act legislature.

Fiscal Year 2017 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Greater Senior Services

Greater Senior Services	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	123,977	137,213	132,084
FTEs	4.5	4.6	5.5
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
To Improve awareness of benefits and services available to seniors			
Number of follow-up home visits	1,050	580	1,100
Number of community presentations	25	22	300
Number of information and referral services	1,200	419	1,600

Citywide Strategic Priority: Education, Fiscal and Operational Excellence, Economic Vitality

Highlights

The Greater Springfield Senior Services, Inc. (GSSSI) Outreach program provides information on benefits and services available to seniors. GSSSI encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy and case management, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, under-insured, uninsured or homeless.

This is a 3 year Federal grant. We are in the second year. DEA is a sub grantee from Greater Senior Services grant is a Title 3b with the Department of Agriculture.

Fiscal Year 2017 Budget and Program Summaries

ELDER AFFAIRS

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Council on Aging				
Personal Services		-	(6,132)	-
Office Supplies		-	-	
Senior Aides Program				
		-	-	
SHINE				
Gas & Diesel		-	-	1,700
Greater Senior Services				
Special Events		-	-	
Professional Services		-	-	
In State Travel		-	-	
TOTAL ADJUSTMENTS	-	-	(6,132)	1,700

Notes

- ◆ Gasoline & Diesel– \$1,700 increase to reflect level service spending.

Fiscal Year 2017 Budget and Program Summaries

VETERAN SERVICES

Mission

To fulfill President Lincoln's promise, "To care for him who shall have borne the battle, and for his widow, and his orphan," by serving and honoring the men and women who are America's Veterans. The mission of the Springfield Department of Veteran Services (DVS) is to honor America's Veterans by providing exceptional services which improves their health and well-being. The Springfield DVS advocates on behalf of all the Commonwealth's veterans, provides quality supportive services and directs an emergency financial assistance program for veterans and their dependents in need.

FY16 Department Highlights

- ◆ Continued to provide historic levels of support to veterans and their families by:
 - ◆ Providing DD214s (military discharges)
 - ◆ Expanding aid and attendance benefits that improve quality of life
 - ◆ Assistance with HUD VASH voucher
 - ◆ Getting homeless veterans into shelters while waiting for permanent housing
 - ◆ Promoting jobs with MGM and Trade Unions
 - ◆ Increasing outreach efforts via social media (Facebook) and other venues to promote awareness of Chapter 115 program and its benefits
- ◆ Supported the Mayor's initiative to end homelessness by collaboration and partnership with various organizations; Successfully placed 15 veterans into permanent housing.
- ◆ Complied with the new Chapter 14 of Title 108, Code of Massachusetts Regulations mandate, which requires VSOs to be certified and strengthen the department staff's performance by attending the mandated State Department of Veterans' Services training and development.
- ◆ Major medical cost avoidance and cost reduction of \$50,000+.
- ◆ Actively reduced case load by numerous alternative sources of income.
- ◆ Spearheaded in the coordination of public events on Veterans' Day, Viet Nam Veterans' Day and Memorial Day. Each Memorial Day and Veterans' Day, over 19,000 flags are placed on the graves of Veterans interred in Springfield cemeteries.
- ◆ Attended funerals of Veterans Killed in Action and coordinated activities with the Casualty Assistance Office and the State Department of Veterans Services.

FY17 Budget Highlights

- ◆ Funding supports 6.0 FTEs, which includes the addition of a Service Investigator.
- ◆ Includes a 2% salary increase for non-bargaining employees.
- ◆ Budget request for OTPS for FY17 is consistent with funded service level for FY16

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	243,642	283,224	332,692	49,468	17.5%
OTPS	2,797,449	2,853,018	2,654,106	(198,912)	-7.0%
Capital	-	-	-	-	0.0%
Total General Funds	3,041,090	3,136,242	2,986,798	(149,444)	-4.8%

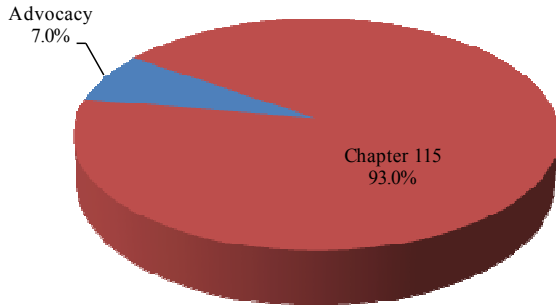
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	4.0	5.0	6.0	1.0	20.0%
Total FTEs:	4.0	5.0	6.0	1.0	20.0%

Fiscal Year 2017 Budget and Program Summaries

VETERAN SERVICES

Program Expenses



Program Summaries

Advocacy - Processes applications for veterans' benefits for financial assistance.

Chapter 115 - Provides financial and medical assistance to qualified veterans and their dependents.

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Advocacy	212,876	219,537	209,076	(10,461)	7.0%
Chapter 115	2,828,214	2,916,705	2,777,722	(138,983)	93.0%
Total Expenditures:	3,041,090	3,136,242	2,986,798	(149,444)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2017 Budget and Program Summaries
VETERAN SERVICES

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	243,642	283,224	332,692	49,468	17.5%
OTPS	2,797,449	2,853,018	2,654,106	(198,912)	-7.0%
Capital	-	-	-	-	0.0%
Total General Funds	3,041,090	3,136,242	2,986,798	(149,444)	-4.8%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	24,868	-	(24,868)	-100%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	24,868	-	(24,868)	-100%
All Funds Budget:	3,041,090	3,161,111	2,986,798	(174,313)	-5.5%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
REIMB FOR PRIOR YEAR EXPEND	1,911	-	-	-	0.0%
Total Departmental Revenue	1,911	-	-	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Adopted	FY 17 Recommended
<i>Subtotal FY17 anticipated grants:</i>					
PATRIOTIC FUNCTIONS	DONATION			23,768	-
VETERAN DONATIONS	DONATION			100	-
DAVIS FOUNDATIONS	DONATION			500	-
WESTERN MASS EMPLOYER SUMMIT	DONATION			500	-
<i>Subtotal Other Funding:</i>					
				24,868	-
TOTAL External Funding Sources:				24,868	-

Fiscal Year 2017 Budget and Program Summaries
VETERAN SERVICES

Program Summaries

Advocacy

Advocacy	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	212,876	219,537	209,076
FTEs	1.0	1.0	1.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
<i>Support and advocate on behalf of Veterans and their dependents</i>			
Monthly Average of Veterans receiving City Subsidy	500	498	400
% of successful advocacy claims / appeals	85%	90%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence, Healthy Neighborhoods, Economic Vitality

Highlights

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.

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.

Fiscal Year 2017 Budget and Program Summaries
VETERAN SERVICES

Program Summaries

Chapter 115

Chapter 115	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	2,828,214	2,916,705	2,777,722
FTEs	3.0	4.0	5.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
<i>Provide financial and medical assistance to qualified Veterans and their dependents</i>			
# of new applications for benefits approved	88	72	100
% increase of financial assistance to qualified Veteran	3%	0%	N/A

Citywide Strategic Priority: Fiscal and Operational Excellence, Healthy Neighborhoods, Economic Vitality

Highlights

In accordance with Massachusetts General Law Chapter 115, Section 3, the Department Veteran Services is charged with taking applications for veterans’ benefits and for providing financial and medical assistance to qualified veterans and their dependents. The Department is also responsible for dispensing other state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The Department acts as the burial agent for the City and arranges for proper internment of deceased veterans in accordance with state regulations.

The department conducted a training session for Massachusetts Veterans Service Officers Association (MVSOA) at the Annual Conference to improve VSO skills in managing change.

The department organized monthly job skills workshops to assist veterans in securing employment of any kind, and installed computer workstations to support job search efforts

Fiscal Year 2017 Budget and Program Summaries

VETERAN SERVICES

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Advocacy				
Personnel Services	(7,055)	5,401	-	47,721
OTPS	-	(500)	(200,000)	(200,000)
Chapter 115				
OTPS	429,000	(300,000)	-	-
TOTAL ADJUSTMENTS	421,945	(295,099)	(200,000)	(152,279)

Notes

- ◆ Personnel Services- \$47,721 increase provided for additional Service Investigator.
- ◆ OTPS- \$200,000 reduction due to historical spending.

Fiscal Year 2017 Budget and Program Summaries

LIBRARIES

Mission

Building connections, broadening horizons and strengthening the community. The Springfield City Libraries are the community's source for literacy, technology and information.

FY16 Department Highlights

The Library continues to thrive under Re: Think Springfield City Library model introduced in FY14. The model brought increased hours for the branches and a large increase in the number of programs and materials offered to residents in FY16. Attendance at programs has increased by 124%. Expanded programming and services coordinated by our programming and outreach teams continue to address important Springfield issues and populations and use of Library programs and services by Springfield residents continues to increase. A highlight of this year was the reopening of Library Express at Pine Point and the relocation of our Read/Write/Now Adult Learning Program in the newly renovated Pine Point Learning Center. Use of the express library is increasing as neighborhood residents welcome back the access to computers, popular reading and viewing materials, and assistance from librarians. Read/Write/Now expanded its classroom offerings through the HiSet level.

Work on a new East Forest Park Branch Library advanced. The \$50,000 planning and design grant from the Massachusetts Board of Library Commissioners (MBLC) was used to select an appropriate site for the new branch, incorporating significant community input. The architect has created initial plans and cost estimates and has strategically positioned the Library for the next round of MBLC funding in FY17 which could cover up to 50% of the cost of the building.

The Central Library Accessibility and Infrastructure Assessment was completed in FY16. The aim of the project is to modernize and maintain this historic landmark that receives over 400,000 visitors a year. The assessment identifies goals and establishes priorities that address accessibility, roof repair, masonry repair, mechanical systems including heating and cooling, electrical, telecommunications and security systems.

Long-time downtown marketing firm TSM Design celebrated its 30th anniversary by giving the Library the gift of a new brand and logo package. The Library's new tagline, "All Yours, Just Ask," reflects the staff, board, and leadership commitment to being here to help everyone find what they need, no matter who they are, where they come from, or what they're looking for. Members of the public, elected officials including the Mayor, and representatives from the Davis Foundation and TSM Design attended an open house to launch the new brand. The Davis Foundation awarded a grant to the Library to continue the marketing and publicity work.

Summer Reading Club was "super" with the theme "Every Hero Has a Story." It launched at City Hall with the Mayor, the Superintendent, Milton Bradley School librarian and students, and Springfield superhero Menzuo. We celebrated our readers' achievements with an August party attended by over 600 individuals in Forest Park and at the Zoo in Forest Park.

FY17 Budget Highlights

- ◆ Funds 76.6 FTEs - General Fund.
- ◆ Includes a 2% salary increase for non-bargaining.
- ◆ Maintains hours at the branches and the Central Library— 268 hours/week.
- ◆ Automated resource sharing services for Library; Library Materials 12% compliance.
- ◆ Fully fund security, electricity, and DATA at the Central Library, public computers.
- ◆ Established additional \$500,000 that was offset to grants in FY16.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	2,931,114	2,772,576	3,068,433	295,856	10.7%
OTPS	1,432,975	1,355,981	1,393,180	37,200	2.7%
Capital	46,961	47,000	47,000	-	0.0%
Total General Funds	4,411,050	4,175,557	4,508,613	333,056	8.0%

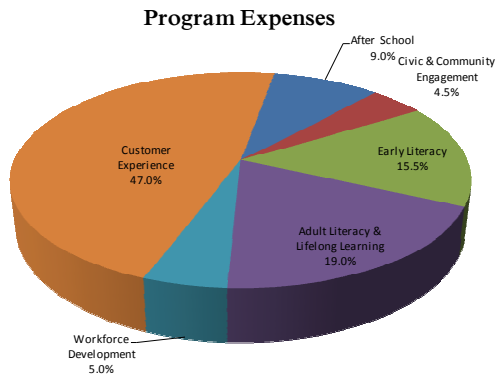
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	77.1	76.6	76.6	-	0.0%
Grant FTEs	12.6	10.0	10.0	-	0.0%
Total FTEs:	89.7	86.6	86.6	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

LIBRARIES

Program Summaries



After School - High quality educational and leisure opportunities for Springfield youth, from birth through age seventeen.

Civic & Community Engagement - Outreach, reading and program opportunities that meet their informational and leisure-time needs and preferences.

Early Literacy - Programs are offered for the education, entertainment, and enlightenment of these groups.

Adult Literacy & Lifelong Learning - Resources and skills that they need to explore topics of personal interest and continue to learn throughout their lives

Workforce Development - Helps residents with the opportunity to attain steady and meaningful jobs

Customer Experience - Provides timely and accurate information services for residents

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
After School	455,434	521,326	478,613	(42,712)	9.0%
Civic & Community Engagement	227,717	260,663	239,307	(21,356)	4.5%
Early Literacy	784,359	897,838	824,279	(73,560)	15.5%
Adult Literacy & Lifelong Learning	961,472	1,100,576	1,010,406	(90,170)	19.0%
Workforce Development	253,019	289,625	265,896	(23,729)	5.0%
Customer Experience	2,378,377	2,722,478	2,499,425	(223,053)	47.0%
Total GF Expenditures:	4,411,050	4,175,557	4,508,613	333,056	84.8%
Total Grant Expenditures:	649,327	1,616,949	809,313	(807,636)	15.2%
All Funds Expenditures:	5,060,378	5,792,506	5,317,926	(474,580)	100%

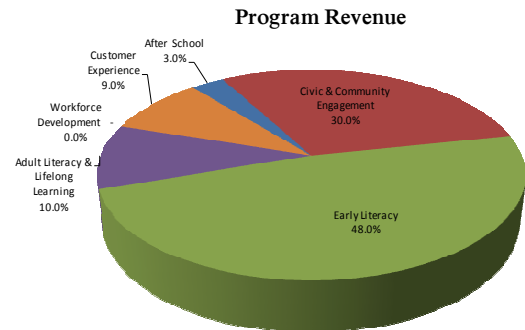
Revenue Summary

TOTAL REVENUE: \$884,313

Fees / Fines - \$75,000

◆ Late Charges

Grant Funds - \$809,313



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
After School	21,136	50,758	26,529	(24,229)	3.0%
Civic & Community Engagement	211,355	507,585	265,294	(242,291)	30.0%
Early Literacy	338,168	812,136	424,470	(387,665)	48.0%
Adult Literacy & Lifelong Learning	70,452	169,195	88,431	(80,764)	10.0%
Workforce Development	-	-	-	-	0.0%
Customer Experience	63,407	152,275	79,588	(72,687)	9.0%
Total General Fund:	55,190	75,000	75,000	-	8.5%
Total Grant / Donations / Trusts:	649,327	1,616,949	809,313	(807,636)	91.5%
All Funds Revenue:	704,517	1,691,949	884,313	(807,636)	100%

Fiscal Year 2017 Budget and Program Summaries

LIBRARIES

All Funds Expenditure Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	2,931,114	2,772,576	3,068,433	295,856	10.7%
OTPS	1,432,975	1,355,981	1,393,180	37,200	2.7%
Capital	46,961	47,000	47,000	-	0.0%
Total General Funds	4,411,050	4,175,557	4,508,613	333,056	8.0%
External Funds Budget					
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	491,663	1,129,175	656,913	(472,262)	-41.8%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	157,664	487,774	152,400	(335,374)	-68.8%
Other Funding	-	-	-	-	0.0%
Total External Funds	649,327	1,616,949	809,313	(807,636)	-49.9%
All Funds Budget:	5,060,378	5,792,506	5,317,926	(474,580)	-8.2%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
DEPARTMENTAL FINES	55,061	75,000	75,000	-	0.0%
MISCELLANEOUS REVENUE	129	-	-	-	0.0%
Total Departmental Revenue	55,190	75,000	75,000	-	0.0%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Adopted	FY17 Projected
EARLY CHILDHOOD RESOURCE CENTER	GRANT	6/30/2017	6,988	7,000	7,000
PLANNING & DESIGN GRANT	GRANT	6/6/2015	50,000	-	-
FOUNDATION FOR A LIFETIME OF READING	GRANT	12/31/2014	-	3,000	-
ABE GRANT	GRANT	8/31/2016	233,778	223,901	224,000
MASS CULTURAL COUNCIL	GRANT	6/30/2016	11,300	11,500	11,500
MBLC STATE AID	GRANT	6/30/2016	55,116	281,078	280,000
CURIOSITY CREATES	GRANT	6/1/2016	-	7,500	-
ADULT AND COMMUNITY LEARNING	GRANT	6/30/2016	-	3,266	-
WAYS WITH WORDS	GRANT	6/30/2017	-	5,050	-
MASON SQUARE LIBRARY	GRANT	6/30/2016	134,482	586,880	134,413
Subtotal FY17 anticipated grants:			491,663	1,129,175	656,913
LIBRARY DONATIONS	DONATION	n/a	2,197	39,621	-
WALKER TRUST	TRUST	n/a	35,057	180,466	48,000
MOSES TRUST	TRUST	n/a	49,059	31,807	22,000
JAMES GARVEY TRUST	TRUST	n/a	942	32,076	7,400
JAMES CORCORAN TRUST	TRUST	n/a	70,409	106,126	50,000
ENDOWMENT INTEREST	ENDOWMENT	n/a	-	88,780	25,000
765 STATE STREET	DONATION	n/a	-	8,899	-
Subtotal Other Funding:			157,664	487,774	152,400
TOTAL External Funding Sources:			649,327	1,616,949	809,313

Fiscal Year 2017 Budget and Program Summaries

LIBRARIES

Program Summaries

After School

After School	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	455,434	521,326	478,613
FTEs	13.9	13.4	13.4
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
YA Programs	453	429	772.2
YA Program Attendance	5,698	3,524	6,343
Partnerships with Organizations	2	10	18
Circulation of Young Adult Materials	48,015	28,523	51,341
Young Adult Cardholders	10,541	10,881	11,425

Citywide Strategic Priorities: Education, Public Safety and Healthy Neighborhoods

Highlights

After school activities include crafts such as jewelry- or mask-making, comics and anime programs including a “Create Your Own Comic Book” writing series, book discussion groups, and board games or videogaming. Vacation week events include pizza and karaoke parties and talent shows or jam sessions. Teen Advisory Groups help select books and movies for purchase, and suggest and help plan programs that they would like to see happen in the library. These groups help Springfield youth build leadership skills and learn to contribute to their community.

We offered teen Summer Reading Club (SRC) and Winter Reading Club. As part of SRC, we used two 3D printers to teach skills in engineering and technology. Each branch library had the printers on site, offering demonstrations of how the printers work and workshops in 3D design. Teens tried printing a small object that they had designed, troubleshooting and modifying it if it did not turn out as planned. In monthly “MakerLabs,” teens explore creative software-based activities as well as cooking, sewing and other more traditional “making” activities. Teen Tech Week in March featured more 3D printer events and making creative self-portraits with Photoshop Elements.

We support Springfield Public Schools initiatives and participate in the Stay in School community coalition. We hosted an exhibition of teen art from Forest Park Middle School, collaborate with the Springfield Conservatory of the Arts magnet schools on a family night at the library, and run the Winter Reading Club in Chestnut Middle School and Central High School classes. We will strengthen partnerships with these and other youth-serving organizations by offering more off-site programs to serve non-library-using Springfield teens; creating more substantive opportunities for teens to volunteer at the library; and maintaining spaces where teens feel safe and supported by our librarians.

Elementary school age youth enjoyed programs and activities as part of the Summer Reading Club: they built LEGO heroes, attended Comic Cons and super hero training camps, explored science topics, made super hero costumes, and met local heroes. The Club encouraged reading, participation in library programs, visits to museums, and use of library materials. The Springfield Park Department and the Zoo in Forest Park hosted an end of the summer celebration and we presented Summer Reading trophies to the elementary schools with the highest number of participants.

With a grant from Association of Library Services to Children, we offered **Rock the Stacks** with the Community Music School: Hip Hop, Bucket Drumming, and Latin Rhythms for Recorder. Bucket Drumming participants performed at the annual Martin Luther King, Jr. celebration. More staff participated in Springfield School Volunteers’ Read Aloud program, and multiple visits were made to the Jewish Community Center and the YMCA for the Winter Reading Club. The JCC supported the reading club with discounted tickets to their performances of Shrek, with additional funding from Berkshire Bank and the Davis Foundation.

Fiscal Year 2017 Budget and Program Summaries

LIBRARIES

Program Summaries

Civic & Community Engagement

Civic & Community Engagement	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	227,717	260,663	239,307
FTEs	20.4	19.7	19.7
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Civic & Community Programs	20	22	39
Civic & Community Program Attendance	1,897	1,078	1,940
Partnerships with Organizations	6	17	30
Community Group Meetings at Libraries	489	350	630
Attendance at Meetings of Organizations	11,731	7,408	13,334

Citywide Strategic Priorities: Public safety, Healthy Neighborhoods and Economic Vitality

Highlights

Activities during FY 16 focused on completing the grant from the American Library Association to learn the Harwood Institute’s approach to community engagement. Based on the residents’ aspirations, the Library has deepened its partnership with Gardening the Community and other urban gardening initiatives; offered more multigenerational programs, including the Winter Reading Club kick-off party with painting for the whole family; and provided teens with more leadership development opportunities, such as being the lead demonstrator and troubleshooter for our 3D printer at our January Open House.

We partnered with the Springfield Public Forum and offered two oversubscribed discussion groups about Forum speaker Supreme Court Justice Sotomayor’s book. They were skillfully led by neighborhood resident Haydee Rodriguez, and the participants had their photos taken with the Justice before attending her speech at the MassMutual Center together. Inspired by the discussion group, the team offered “**My Beloved Springfield: Women’s Leadership Development Panel and Information Fair.**” Panel members addressed their path to leadership. Moderated by Elizabeth Barajas-Roman of the Women’s Fund, the panelists were Elizabeth Cardona, Olga Pedraza, Dawn Leaks, Linda O’Connell, and Maite Parsi.

The Team offered a series of programs in conjunction with the Springfield Elections Commission: **Elections, A-to-Z, What’s It Like to Run for Office, and Campaign Finance Regulations.** Speakers included current and former elected official and candidates as well as experts from the Secretary of State’s office. The Library served as a centralized and neutral venue for candidates to meet voters when the team offered **Meet & Greet the Candidates for Springfield Mayor and City Council** and a follow-up **Candidates Forum** ahead of the preliminary and general elections. Elections Commission staff were on hand to register people to vote and provided information to hundreds of registered voters regarding candidates, polling locations, ballot questions, and the voting process. There are 5 polling locations situated in 3 library buildings, and the libraries have also distributed voter registration forms and absentee ballot applications at the Central Library. Finally, the team cooperated with the newly reorganized League of Women Voters’ compilation of Voter Guides, providing contact information, distribution points, and promotion of these guides which City voters have not had access to for many years.

Fiscal Year 2017 Budget and Program Summaries

LIBRARIES

Program Summaries Early Literacy

Early Literacy	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	784,359	897,838	824,279
FTEs	6.4	6.2	6.2
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Juvenile Programs	2,823	2,419	4,354
Juvenile Attendance	44,491	32,774	58,993
Circulation of Children's Materials	219,699	122,969	221,344
Children's Cardholders	11,500	12,075	21,735

Citywide Strategic Priorities: Education and Healthy Neighborhoods

Highlights

Participation in the Family Summer Reading Club - Read-To-Me- program increased citywide through collaboration with Springfield camp groups and the Hasbro Summer Learning Initiative. We hosted the **Process Not Product** workshop for Springfield librarians and professionals in which Amy Greil demonstrated techniques focusing on the process of creating crafts rather than the end product. Staff participated in the five week training of *Every Child Ready to Read*, to learn how to incorporate early literacy skills into our programs. Families with children under age 5 participated in the Read-to-Me Winter Reading Club and celebrated their accomplishments with a “Play-cation” party in February.

Storytimes at all nine locations for babies, toddlers and young children promote reading readiness to Springfield families. New this year is the **Sixteen Acres Playgroup**. Home*City*Families continues to be a great partner, assisting at Brightwood’s bilingual storytime and Indian Orchard and Forest Park’s Toddler Storytimes. We will work with H*C*F this spring on a **Music Together** series and **Sand Tray Programs** which allow children and families to work on literacy skills through play, especially narrative and vocabulary skills, the two biggest gaps seen in Springfield students. Other partners are Head Start, New Creation Child Care, and Giggle Gardens to provide read-alouds and model early literacy practices. After hearing an early literacy presentation from librarians, the Kiwanis Club invited the Library to participate in their **Zoo Babies** event May 7 and 8. Families signed up for library cards and learned about early literacy skills and practices. Over 1000 people attended. The library participated in the Community Baby Shower, another key event for young families to learn about resources and services available for their children.

As part of the Davis Foundation’s Reading Success by 4th Grade initiative, several staff are participating in the Lectio training which will help us assess our programs’ design and impact on children’s early literacy development, as well as forge and strengthen community partnerships.

Fiscal Year 2017 Budget and Program Summaries

LIBRARIES

Program Summaries

Adult Literacy & Lifelong Learning

Adult Literacy & Lifelong Learning	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	961,472	1,100,576	1,010,406
FTEs	9.6	9.3	9.3
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Read/Write/Now Classes	199	114	205
Read/Write/Now Attendance	5,912	3,338	6,008
Number Students Advancing a Level	28	18	32
Volunteer Tutor Hours	996	598	1,076
Number Adult Programs	512	417	750
Attendance at Adult Programs	7,722	6,532	11,757
New Programs Developed	4	15	27
Partnerships with Organizations	2	17	30
Circulation of Adult Materials	381,137	252,533	454,559
Adult Cardholders	55,779	53,874	56,567

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

Adult Literacy: Read/Write/Now, the Library’s Adult Learning Program, moved back to our Pine Point location at the beginning of the fiscal year when the Pine Point Branch Library building was completely renovated into the Pine Point Learning Center and we were able to start our fall classes on time and in the beautifully redone space. We have continued “community learning” days so that we can bring all of our students together around various themes. Read/Write/Now will serve more than 90 adult learners during this fiscal year and we continue to have a wait list of more than 100 people waiting for day and evening classes. We receive calls and drop-in visits on a daily basis from adults looking for adult basic education services. We have added a HiSET preparation class that is a combination face to face class and distance learning via computers. The addition of this class means the program offers day and evening classes serving 0 – 12 grade levels, basic literacy on up to high school equivalency.

Read/Write/Now staff support students as they work to accomplish a variety of goals related to their increasing literacy including moving up to the next level class, moving on to HiSET preparation classes at STCC, HCC, and other training programs, getting driver’s permits and licenses, becoming U.S. citizens, getting new jobs, and qualifying for promotions in existing jobs, and becoming active in supporting their children’s education. Many of our students registered and voted for the first time and several students became active in their churches and community organizations. We are confident that even more goals will be accomplished by our students this year in our wonderful facility.

The Adult Literacy & Lifelong Learning Team’s on-going programs draw excellent participation in our biannually-offered workshops for the Funding Information Network, as well as the Local Author Fair, both at the Central Library. Hi!Tech, the Library’s long-standing computer instruction and digital literacy series, underwent a complete review in which clear, outcomes were established to reflect community needs. The series continues to grow with more locations offering workshops (most notably East Springfield and Central) and more system-wide participation. Mason Square’s Summer Community Picnic was once again a clear success, as was East Springfield’s annual **Fall Fest**. Springfield’s Poet Laureate Maria Luisa Arroyo continues to be a wonderful partner with her reliable and inspiring reading series **7 Minutes**.

Indian Orchard Branch Library introduced a book discussion group called Orchard Reads and a walking tour of notable architecture in the Orchard’s Main Street area. Forest Park maintained The Artist’s Way, an extensive workshop series for developing new and aspiring artists. Sixteen Acres launched a well-liked knitting and book group, and the Brightwood Branch Library had strong showings with three art displays featuring many local painters and photographers. The Central Library introduced an Arts & Crafts Fair that also enjoyed very good attendance and feedback.

Other highlights included programming with supplemental funding by the Springfield Cultural Council including Greg Maichack’s pastel painting workshops, and Phyllis St. George’s writing workshops the latter of which grew into a library publication called Expressions, co-edited by Ms. St. George and team leader Matthew Jaquith. **Boo!**, the popular paranormal series, returned with Agawam Paranormal plus recently published Springfield authors.

Fiscal Year 2017 Budget and Program Summaries

LIBRARIES

Program Summaries

Workforce Development

Workforce Development	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	253,019	289,625	265,896
FTEs	3.2	3.1	3.1
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Workforce Development Events	2	12	21
Attendance at Workforce Events	150	703	1265
Workforce Dev. Partner Organizations	12	14	18
Workforce Development Trainings	15	20	36
Workforce Dev. Training Attendance	111	155	279

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

In response to community requests, the Springfield City Library hosted a series of job seeker support workshops with the help of Opportunities Services at our Sixteen Acres branch from late summer into early fall, 2015. Participants received valuable instruction on cooperative problem solving, relationships with supervisors and fellow coworkers, and other soft skills that are necessary in order to maintain employment.

The Library held well attended biannual job fairs in May and September at the Central Library, featuring local employers, area colleges, and small business supports available in Springfield.

New to the library for FY16, we hosted several workshops for entrepreneurs with Valley Venture Mentors and local businesswoman Angela Lussier at our Brightwood, Forest Park, and Indian Orchard branches. Senator Eric Lesser gave a talk on the future of high speed railroad in Western Massachusetts and its impacts on the local economy and job opportunities.

Strengthening partnerships with Springfield workforce development agencies and other nonprofits was another goal for the Workforce Development team in FY16. Librarians attended community events with other workforce development providers to promote the job seeker resources available at the library. Outreach included events at the Hampden County Regional Employment Board, STCC Community Partners Breakfast, Westover Job Corps, Valley Venture Mentors, TEDx Springfield, Springfield Partners for Community Action, Dress for Success of Western Massachusetts, and Suit Up Springfield.

Goals for FY17 include coordinating outreach efforts with the City of Springfield Workforce Development city council subcommittee, and visiting area housing authority and apartment complexes to demonstrate job seeker resources available at the library. Other proposals included introducing a mock interview appointment for job seekers to practice their interviewing skills.

Fiscal Year 2017 Budget and Program Summaries

LIBRARIES

Program Summaries

Customer Experience

Customer Experience	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	2,378,377	2,722,478	2,499,425
FTEs	36.2	34.9	34.9
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
Total Circulation	648,851	364,025	655,245
Total Reference Transactions	114,162	81,765	147,177
Total Cardholders	76,628	80,459	144,826
Total Website Hits	33,538,059	19,605,624	35,290,123
Total Database Searches	80,059	51,310	92,358
Total Computer Uses	128,018	70,097	126,174
Total Wi-Fi Uses	55,307	32,621	58,717
Total Visitors	729,083	477,425	859,365

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

Staff members from all library departments and locations have been involved in aligning library facilities, resources, services and policies to improve the experience of people visiting the library, both on-site and online.

The Customer Experience Team refocused its work into the Rebranding Action Team. After the gift of the new branding from TSM Design, the Team met with a library customer experience consultant, Maxine Bleiweis. She energized team members with observations from her experience and her research into best practices for consistent customer service in libraries and beyond. The team has been working on her recommendations over the year and adopted some system-wide guidelines for telephone greetings, including answering the phone outside of normal business hours, and assisting in any way possible to make callers feel welcome. In addition, all of our library staff were trained to help library customers download e-books, movies and music on a variety of portable devices in response to public demand.

Librarians have been implementing the practice of roaming reference during their public service hours. Staff circulate around the library or assigned area, making sure that visitors who may need help finding something or using equipment can get help right where they are, rather than having to go to a desk. Their friendly presence and availability is balanced with respectful acknowledgement that some visitors want to read and research in privacy.

In order to reinforce to ourselves and publicize to others the importance and value of providing high levels of customer service, team members are sharing ideas about the best ways to record great experiences. Some locations keep written notebooks; others are developing online journals. Recording excellent exchanges and sharing them with others makes it clear to all that this is the standard of service expected of all, and our library users' reactions reinforce the reason we are here: "It's all yours, just ask!"

Staff updated our Outreach Boxes with technology and proper paperwork to facilitate offsite library card registration and awareness-raising. The subcommittee is creating guidelines for authentic engagement so that we can continue to partner with community organizations, schools, and departments in ways that move the whole city forward and go beyond advancing the library.

The committee's work is a highlight of the June All-Staff meeting where each department will share stories of excellent customer service that have made an impact on residents' lives. Maxine Bleiweis will join us again for an update on how far we've come and where we're going. The day will also offer training in all summer reading programs, increasing the competency and confidence of all staff members to help implement our most important program of the year.

Fiscal Year 2017 Budget and Program Summaries

LIBRARIES

FY17 Budget Adjustments

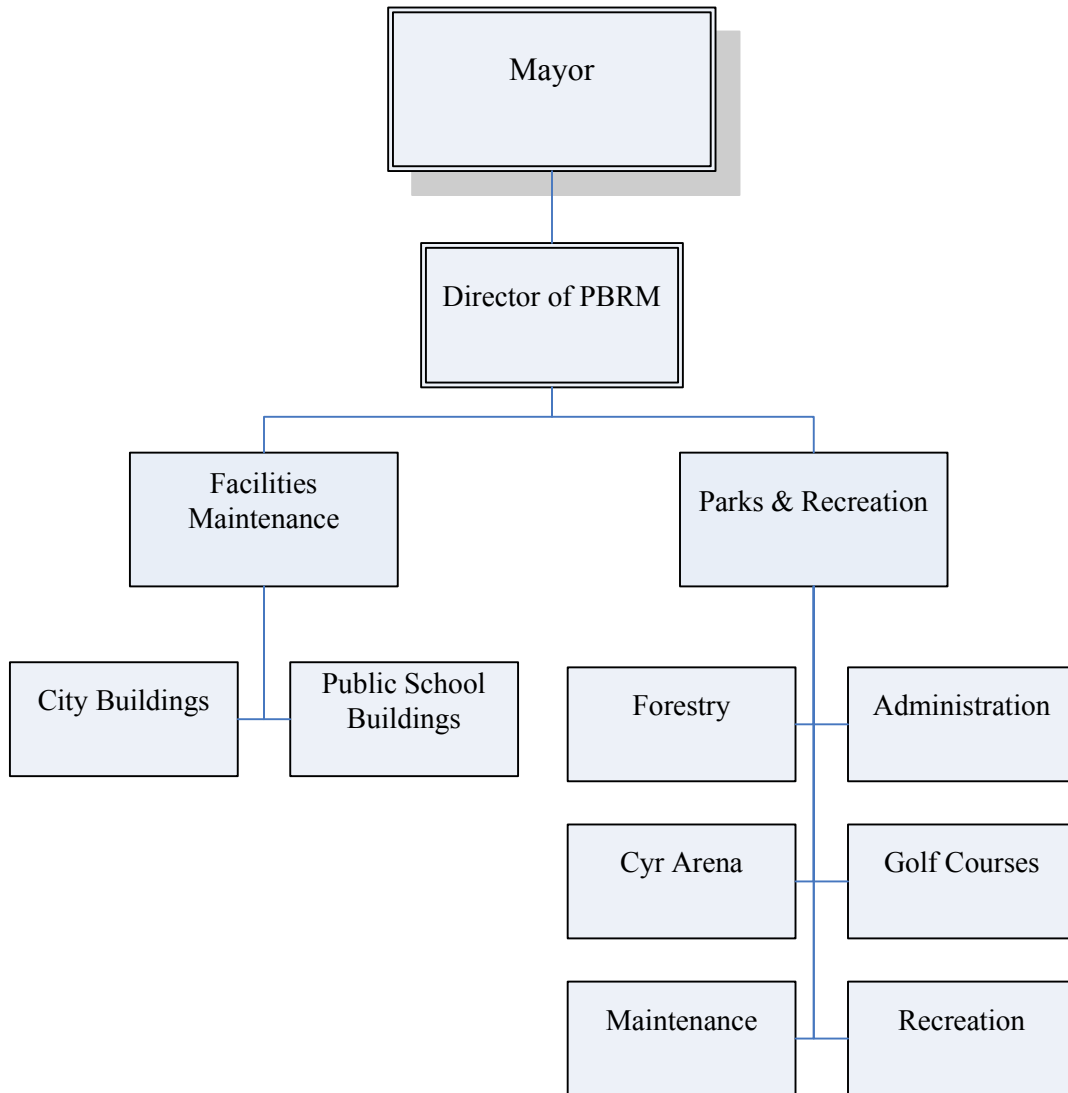
Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Customer Experience				
Salaries & Wages Grant Offset	440,446	(300,000)	(500,000)	(202,583)
Personal Services	-	-	4,860	
OTPS	-	(98,000)	(66,868)	(56,428)
Adult Literacy & Lifelong Learning				
Library Materials Grant Offset	-	(211,000)	(187,991)	(242,550)
OTPS	-	-	(83,130)	
TOTAL ADJUSTMENTS	440,446	(609,000)	(833,129)	(501,561)

Notes

- ◆ Salaries & Wages State Aid Offset- \$202,583
- ◆ Library Materials Trust Offset- \$242,550
- ◆ OTPS- \$56,428 reduction due to historical spending.

Section 10

Parks, Recreation and Building Management



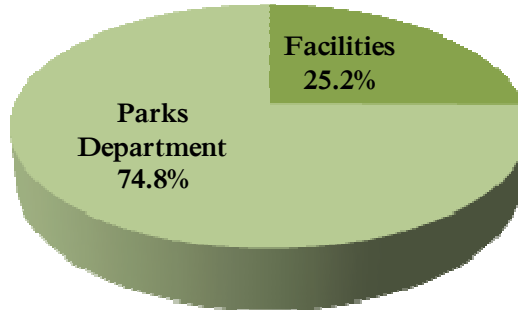
Mission Statement

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.

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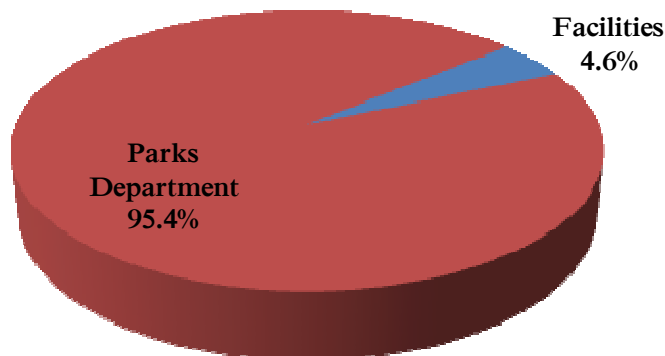
Fiscal Year 2017: All Funds Budget and Revenue Overview

Parks, Recreation, and Building Management Division



FY17 Recommended Budget Parks, Recreation, and Building Management Division						
	FY15 Actual	FY16 Adopted	FY16 Revised	FY17 Recommended	% Change from FY16 Adopted	% Change from FY16 Revised
Facilities	2,880,139	2,752,211	2,862,619	2,755,139	0.1%	-3.9%
Parks Department	7,499,249	7,855,372	7,878,112	8,178,227	4.1%	3.7%
Total	10,379,388	10,607,583	10,740,731	10,933,366	3.1%	1.8%

Revenue Overview



Division / Department	FY17 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY17 Total Revenue
Facilities	100,000	-	-	-	-	100,000
Parks Department	2,092,550	-	-	-	-	2,092,550
Total	2,192,550	-	-	-	-	2,192,550

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Fiscal Year 2017 Budget and Program Summaries

PARKS DEPARTMENT

Mission

The Parks Department's mission is to maintain and improve the City's parks and open spaces as well as offer a diverse range of recreational programs to Springfield's residents and visitors.

FY16 Department 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 general public has responded with favorable comments and is pleased that their requests are being answered in a timely manner. The illegal dumping camera monitoring program began in FY15 and has grown in FY16 to become highly successful. Several illegal dumping sites continue to be monitored. Upwards of a dozen alleged illegal dumpers were caught and cited through this program in FY16. The ongoing monitoring has also shown a reduction in illegal dumping at several historically common dumping grounds.

Forest Park continues to be a mecca of wildlife activity with a deer population upwards of twenty individuals. At the same time we have seen a reduction in nuisance species such as the traditionally problematic Canada Geese as a result of ongoing management. Park staff was even able to report a bobcat in Forest Park showing nature enthusiasts that they never know what they may see while visiting our beautiful City Parks.

FY17 Budget Highlights

- ◆ Additional funding for After School Programming and terrace maintenance.
- ◆ Funding for all City pools and splash pads, along with the 5-Mile Pond beach, to remain open in FY17.
- ◆ Mapping of invasive species.
- ◆ Includes full staffing of the City's two (2) golf courses; implementing real time cash monitoring.
- ◆ Two high risk dams will be replaced due to the successful grant by the HUD NDRC.

Department Budget

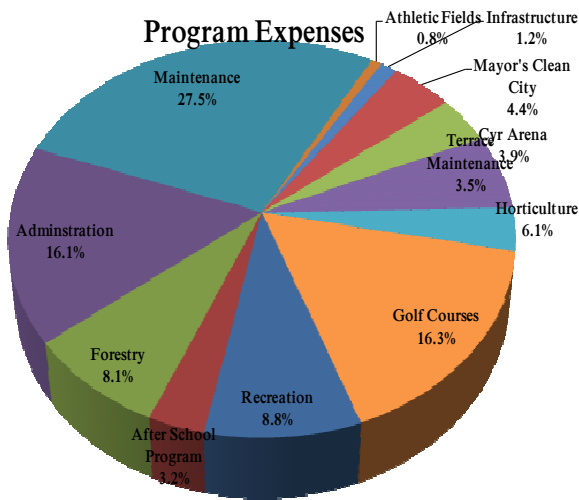
General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	4,029,436	4,388,467	4,663,729	275,262	6.3%
OTPS	3,271,841	3,240,642	3,288,234	47,593	1.5%
Capital	197,972	226,263	226,263	-	0.0%
Total General Funds	7,499,249	7,855,372	8,178,227	322,855	4.1%

Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	76.0	79.5	80.5	1.0	1.3%
Grant FTEs	2.0	2.0	2.0	-	0.0%
Total FTEs:	78.0	81.5	82.5	1.0	1.2%

Fiscal Year 2017 Budget and Program Summaries

PARKS DEPARTMENT



Program Summaries

Recreation - Year-round recreational activities for all ages.

After-School - Held during the school year from September to June.

Forestry - Maintains the City's street trees.

Maintenance - Upkeep of the City's parks and terraces.

Cyr Arena - Hosts youth, adult, and school-based hockey teams; also open skate programs.

Golf Courses - two (2) municipally-run, 18-hole golf courses.

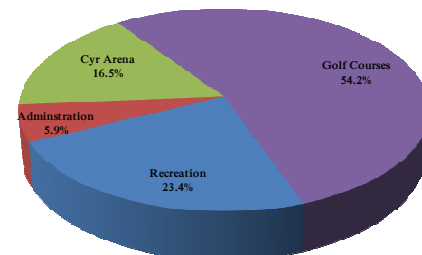
Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Recreation	595,723	633,229	718,072	84,843	8.8%
After School Program	150,887	144,301	260,405	116,104	3.2%
Forestry	660,890	661,884	658,895	(2,989)	8.1%
Administration	1,210,055	1,281,393	1,314,962	33,569	16.1%
Maintenance	2,238,159	2,231,077	2,252,726	21,649	27.5%
Athletic Fields	57,470	63,751	63,751	-	0.8%
Infrastructure	105,575	99,252	99,252	-	1.2%
Mayor's Clean City	328,149	363,170	363,430	260	4.4%
Cyr Arena	278,070	322,672	321,975	(697)	3.9%
Horticulture	293,901	410,450	500,422	89,972	6.1%
Terrace Maintenance	253,282	288,736	288,736	-	3.5%
Golf Courses	1,327,088	1,355,457	1,335,602	(19,855)	16.3%
Total Expenditures:	7,499,249	7,855,372	8,178,227	322,855	100%

Revenue Summary

- ◆ **Recreation** - Forest Park parking passes, field rentals, Bright Nights fees.
- ◆ **Administration** - Concession rental fees, Old First Church rental, billboard lease fees.
- ◆ **Cyr Arena** - Hockey leagues, open skate fees,

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Recreation	1,596,419	554,669	475,169	(79,500)	23.4%
Administration	111,495	119,102	119,102	-	5.9%
Cyr Arena	328,231	318,779	335,000	16,221	16.5%
Golf Courses	1,100,285	1,100,000	1,100,000	-	54.2%
Total Departmental Revenue	3,136,430	2,092,550	2,029,271	(63,279)	100%

Fiscal Year 2017 Budget and Program Summaries
PARKS DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	4,029,436	4,388,467	4,663,729	275,262	6.3%
OTPS	3,271,841	3,240,642	3,288,234	47,593	1.5%
Capital	197,972	226,263	226,263	-	0.0%
Total General Funds	7,499,249	7,855,372	8,178,227	322,855	4.1%
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	1,707,050	2,097,711	879,731	(1,217,980)	-58.1%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,707,050	2,097,711	879,731	(1,217,980)	-58.1%
All Funds Budget:	9,206,299	9,953,083	9,057,958	(895,125)	-9.0%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Departmental Fees	1,596,419	554,669	475,169	(79,500)	-14.3%
Park Rentals	111,495	119,102	119,102	-	0.0%
Cyr Arena	328,231	318,779	335,000	16,221	5.1%
Golf Courses	1,100,285	1,100,000	1,100,000	-	0.0%
Total Departmental Revenue	3,136,430	2,092,550	2,029,271	(63,279)	-3.0%
External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Adopted	FY17 Recommended
TURI-TOXIC USE REDUCTION	GRANT	6/30/2015	15,401	4,599	-
HASBRO SUMMER LEARNING I	GRANT	12/31/2015	-	2,900	294
21 ST CENTURY-POTTENGER	GRANT	6/30/2016	-	79,245	10,947
CDBG ENTITLEMENT 16	GRANT	6/30/2017	-	256,125	-
NORTH RIVERFRONT PARK	GRANT	6/30/2015	151,897	1,048,103	-
SUMMER YOUTH JOBS	GRANT	6/30/2016	-	8,963	-
ECONOMIC DEV. FUND	GRANT		-	7,791	-
TENNIS - PARK	GRANT		5,216	9,057	-
EVENING GYM	GRANT	8/13/2020	-	19,642	46,800
HUNGRY HILL SENIOR CENTE	GRANT	6/30/2014	19,547	25,533	1,691
MASON SQUARE SIGN	GRANT	4/6/2016	5,000	-	-
MGM FRANCONIA PA VILLION	GRANT	12/1/2016	2,500	147,500	5,000
SOUTH BRANCH PARKWAY PRO	GRANT	6/30/2016	-	52,064	400,000
STAR- FUN N' FITNESS	GRANT	6/30/2016	13,494	10,470	15,000
CAMP STAR ANGELINA	GRANT	6/30/2015	1,312,997	11,153	-
WILDR CAMP WILDER RENOVATION-E	GRANT	10/7/2015	145,998	49,567	-
BALLIET PARK	GRANT	6/1/2016	35,000	365,000	400,000
<i>Subtotal FY17 Anticipated Grants:</i>			1,707,050	2,097,711	879,731
			-	-	-
<i>Subtotal FY17 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			1,707,050	2,097,711	879,731

Fiscal Year 2017 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Recreation

Recreation	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	595,723	633,229	718,072
FTEs	5.0	8.0	9.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
# of participants who registered for a pool pass	4,669	5,169	5,400
# of athletic program participants	2,045	2,106	2,150
# of summer enrichment programs	7	7	5
# of therapeutic enrichment programs	2	2	2
# of special events	7	9	9
# of employment opportunities for youth	201	201	201
# of community groups served	69	74	78

Citywide Strategic Priority: Healthy Neighborhoods

The goal of the Recreation Division is to provide a variety of educational programming and serves as the central information center for all sports activities, and seasonal youth-serving programs located within the City of Springfield. This division offers three seasonal programs including Afterschool Enrichment at 5 elementary schools; 6 Evening Gym Programs and 6 Summer Enrichment Programs.

The Afterschool & Summer Enrichment programs provide students with opportunities to participate in academic enrichment activities including hands-on, experiential learning and to strengthen their social emotional skills. These programs are designed to measure increases in both academic and intermediary outcomes. The academic outcomes measured are increases in written and verbal communication and the intermediary outcomes measured are social emotional competencies including behavior, initiative, learning skills and peer relations.

The Summer Enrichment Programs served 340 students at six sites this past summer. A minimum of 78% of the students served were considered to be low-income. Of the students served 148 were African-American and 147 were Hispanic or Latino. The participants in the Afterschool and Summer Enrichment Programs usually attend the program 75% or more of the available programming time.

In Springfield, children are faced with a tidal pool of risk factors including: single parent families; under-performing schools, loosely structured households, lack of significant guidance; gang activity; poverty; and densely populated neighborhoods. The Evening Gym Programs are designed to provide a safe haven for participants and opportunities to increase their physical activity levels. Participants also benefit from the adult mentors who supervise the program. The program is currently serving 31% of African American students and 62% of Hispanic students. The overwhelming majority of students served at 98% are males with 2% females.

The Evening Gym Program has become a staple in the neighborhoods we serve and we do not have to advertise. The participants show up once they see the lights turned on in the gyms. We have also been very fortunate that little or no disruptive behavior has occurred.

Other recreational activities include:

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

Fiscal Year 2017 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

After-School Program

After-School Program	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	150,887	144,301	260,405
FTEs	3.0	3.0	3.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
# of participants in afterschool programs	296	310	325
# of partners involved in out-of-school-time programming	16	21	21

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the After-School Program is to provide safe and academically enriched programming that aligns with and supports school-day programming for City youth

Fiscal Year 2017 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Cyr Arena

Cyr Arena	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	660,890	661,884	323,225
FTEs	16.0	4.0	4.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
# of adult hours booked per week	13	14	14
# of youth hours booked per week	31	35	33
# of participants in Public skating	8,700	8,718	8,700

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of 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 FY16

Youth Leagues - 9 leagues scheduled for FY16

School Varsity & JV usage - 3 school-based teams scheduled for FY16

Fiscal Year 2017 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Forestry

Forestry	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	1,210,055	1,281,393	663,895
FTEs	6.0	9.0	9.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
# trees planted	320	160	200
# trees removed	643	477	500
# trees trimmed	1,004	980	1,500
# emergencies pickups/hangers	224	163	N/A
# new tree requiring after care water/stake/re-mulch	351	892	1,000
#stumps removed	194	17	200

Citywide Strategic Priority: Healthy Neighborhoods; Public Safety

Highlights

The goal of the Forestry 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

Fiscal Year 2017 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Golf Courses

Golf Courses	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	2,238,159	2,231,077	1,356,973
FTEs	4.0	5.0	5.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
# of golf leagues	80	80	82
# of tournaments	34	34	34
# of rounds of golf	43,000	33,000	43,000

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Golf Courses Program is to provide residents and neighbors with quality golf facilities by operating Franconia and Veteran’s Memorial Golf Courses. In total, the two courses generate 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

Fiscal Year 2017 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Maintenance

Maintenance	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	278,070	322,672	2,249,981
FTEs	35.0	36.0	36.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
# of residential site work by Clean City	1,518	1,239	2,100
# of lots cleaned by Clean City	260	332	400
# of athletic fields maintained	64	64	67
# of terraces maintained	158	158	158
# of flowers planted	643	1,399	1,425
# of acres debrushed	2	2	10

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Maintenance Program is to responsibly care for and maintain 35 parks, 43 schools, and 160 traffic islands and terraces totaling over 2,630 acres. Its responsibilities include: playground equipment repair, park building maintenance and repair, trash and litter clean-up and removal, athletic field maintenance, mowing, trimming, leaf and fall clean-up and disposal, vegetation management, and illegal dumping reporting and remediation.

- ◆ Infrastructure Improvement - Maintenance of 55 buildings and 25 structures as well as infrastructure of drainage systems, sidewalks, roads, bridges, and dams
- ◆ Clean City - Acts as the authority on illegal dumping identification, reporting, and remediation; provides property management services for the “abandoned house” portfolio
- ◆ Turf Maintenance - Maintains 91 athletic fields at 31 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

Fiscal Year 2017 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Administration

Administration	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	1,327,088	1,355,457	1,304,249
FTEs	16.0	16.5	16.5
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
# of safety seminars held annually	3	3	3
# of days taken to update the Parks website with program changes	1	1	1

Citywide Strategic Priority: Fiscal & Operational Excellence; Healthy Neighborhoods

Highlights

The goal of 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.

Fiscal Year 2017 Budget and Program Summaries
PARKS DEPARTMENT

FY17 Budget Adjustments

Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Recreation				
Personal Services	(211,149)	(44,458)	1,439	-
After School Program				
Personal Services	(140,232)	-	551	100,000
Cyr Arena				
Personal Services	-	-	725	-
OTPS	(173,631)	-	(8,500)	(1,750)
Forestry				
Personal Services	-	-	136,878	-
OTPS	-	-	(172,858)	(5,000)
Golf Courses				
Personal Services	-	-	(53,000)	-
OTPS	-	-	(5,500)	(21,371)
Capital	-	-	(1,028)	-
Maintenance				
Personal Services	(32,094)	(68,536)	4,488	-
OTPS	(255,000)	(29,161)	(37,489)	2,745
Administration				
Personal Services	-	(108,715)	2,046	27,050
OTPS	(43,760)	(14,000)	(40,331)	(16,338)
Horticulture				
OTPS	-	-	-	89,306
TOTAL ADJUSTMENTS	(855,866)	(264,870)	(172,579)	174,643

Notes

- ◆ Personal Services- \$100,000 increase to expand After School Program.
- ◆ Personal Services- \$27,050 increase for temporary staff minimum wage increase.
- ◆ OTPS- \$41,714 reduction to reflect level service spending.
- ◆ Horticulture- \$89,306 increase to expand terrace maintenance.

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Fiscal Year 2017 Budget and Program Summaries

FACILITIES DEPARTMENT

Mission

The Facilities Department is committed to maintaining our public buildings and school buildings 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.

FY16 Department Highlights

Facilities is responsible for all aspects of the maintenance, repair, and daily building operations of all municipal and 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 2012. 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.

FY17 Budget Highlights

- ◆ Funds 23.0 General Fund FTEs and 1.0 Grant FTE.
- ◆ Builds on energy efficiency programs.
- ◆ Maintains critical staffing at all City facilities.

Department Budget

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	1,218,190	1,272,267	1,245,621	(26,647)	-2.1%
OTPS	1,661,950	1,479,943	1,509,518	29,575	2.0%
Capital	-	-	-	-	0.0%
Total General Funds	2,880,139	2,752,211	2,755,139	2,928	0.1%

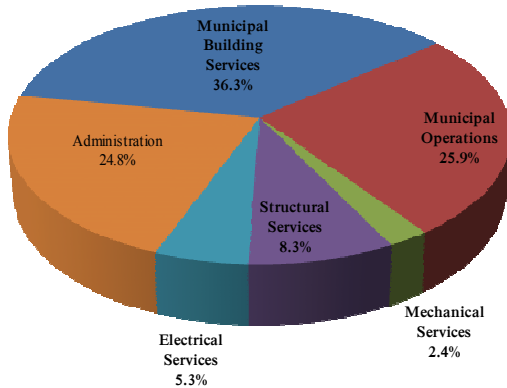
Department Staff

Department FTEs	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund FTEs	23.0	23.0	23.0	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	24.0	24.0	24.0	-	0.0%

Fiscal Year 2017 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Expenses



Program Summaries

Municipal Building Services - Custodial and general maintenance services to City buildings.

Municipal Operations - Utility costs and tradesman-related OTPS costs associated with City building maintenance.

Electrical/Structural/Mechanical - OTPS costs for outsourced maintenance to City buildings.

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Municipal Building Services	1,114,871	923,273	999,391	68,917	36.3%
Municipal Operations	747,717	707,891	712,824	(203)	25.9%
Mechanical Services	63,372	65,037	65,509	-	2.4%
Structural Services	217,648	227,803	229,456	-	8.3%
Electrical Services	134,033	145,704	146,761	-	5.3%
Administration	602,498	682,503	601,197	(85,638)	21.8%
Total Expenditures:	2,880,139	2,852,211	2,755,139	(16,924)	100%

Revenue Summary

Municipal Operations - \$200,000

- ♦ Payments from Western MA Electric Company (WMECO) resulting from the City's ESCO projects

Program Revenue



Departmental Revenue

Program Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Municipal Building Services	-	-	-	-	0.0%
Municipal Operations	41,061	161,000	200,000	39,000	100%
Mechanical Services	-	-	-	-	0.0%
Structural Services	-	-	-	-	0.0%
Electrical Services	-	-	-	-	0.0%
Administration	-	-	-	-	0.0%
Total Departmental Revenue	41,061	161,000	200,000	39,000	100%

Fiscal Year 2017 Budget and Program Summaries
FACILITIES DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	1,218,190	1,272,267	1,245,621	(26,647)	-2.1%
OTPS	1,661,950	1,479,943	1,509,518	29,575	2.0%
Capital	-	-	-	-	0.0%
Total General Funds	2,880,139	2,752,211	2,755,139	2,928	0.1%
External Funds Budget					
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	-	100,000	-	(100,000)	-100%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	100,000	-	(100,000)	-100%
All Funds Budget:	2,880,139	2,852,211	2,755,139	(97,072)	-3.4%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
RENTALS	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	41,061	161,000	200,000	39,000	24.2%
REIMB FOR DAMAGES	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	41,061	161,000	200,000	39,000	24.2%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Adopted	FY17 Projected
DOER Green Communities Grant- Glenwood	Grant	4/30/2016	-	100,000	-
<i>Subtotal FY17 Anticipated Grants:</i>			-	100,000	-
<i>Subtotal FY17 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			-	100,000	-

Fiscal Year 2017 Budget and Program Summaries
FACILITIES DEPARTMENT

Program Summaries

Facilities Administration

Facilities Administration	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	2,465,086	2,313,667	2,313,412
General Fund FTEs	8.0	8.0	8.0
Utility Fund FTEs	1.0	1.0	1.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
% of EEs participating in State-mandated ethics training	100%	100%	100%
Tonnage of trash from School Buildings	2,483	1,791	2,962
Tonnage of recyclable materials from School buildings	361	228	390
Recycling Rate for Springfield School Department	13%	12%	12%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

PBRM continues to ensure all municipal buildings meet safety/building codes and, to that end, has developed an inspection schedule with the city's Code Enforcement Department to certify that all buildings have a current Certificate of Occupancy. All public buildings are inspected annually and the department's capital plan is updated accordingly.

Fiscal Year 2017 Budget and Program Summaries
FACILITIES DEPARTMENT

Program Summaries

Facilities Operations

Facilities Operations	FY15 Actual	FY16 Adopted	FY17 Recommended
Budget	415,053	438,544	441,727
FTEs	15.0	15.0	15.0
Performance Metrics	FY15 Actual	FY16 YTD	FY17 Goal
% of Safety Emergency Work Orders completed within 2 working days	75%	75%	85%
% of Open Work Orders 1-3 Months old	50%	50%	50%
Reduce/close open work orders older than 24 months	90%	90%	90%
Reduce/close open work orders 12-24 months	75%	75%	85%
Reduce/close open work orders 6-12 months	75%	75%	75%
Evaluate balance of open work orders older than 9 months and prioritize resources to complete them or close them if they are unrealistic.	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Facilities Division is responsible for all aspects of the maintenance, repair, and daily building operations of all municipal, school buildings, and grounds. The Facilities Division is responsible for over 90 buildings and approximately 6.5 million square feet of space with building ages ranging from the late 1800's through 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 2017 Budget and Program Summaries
FACILITIES DEPARTMENT

FY17 Budget Adjustments

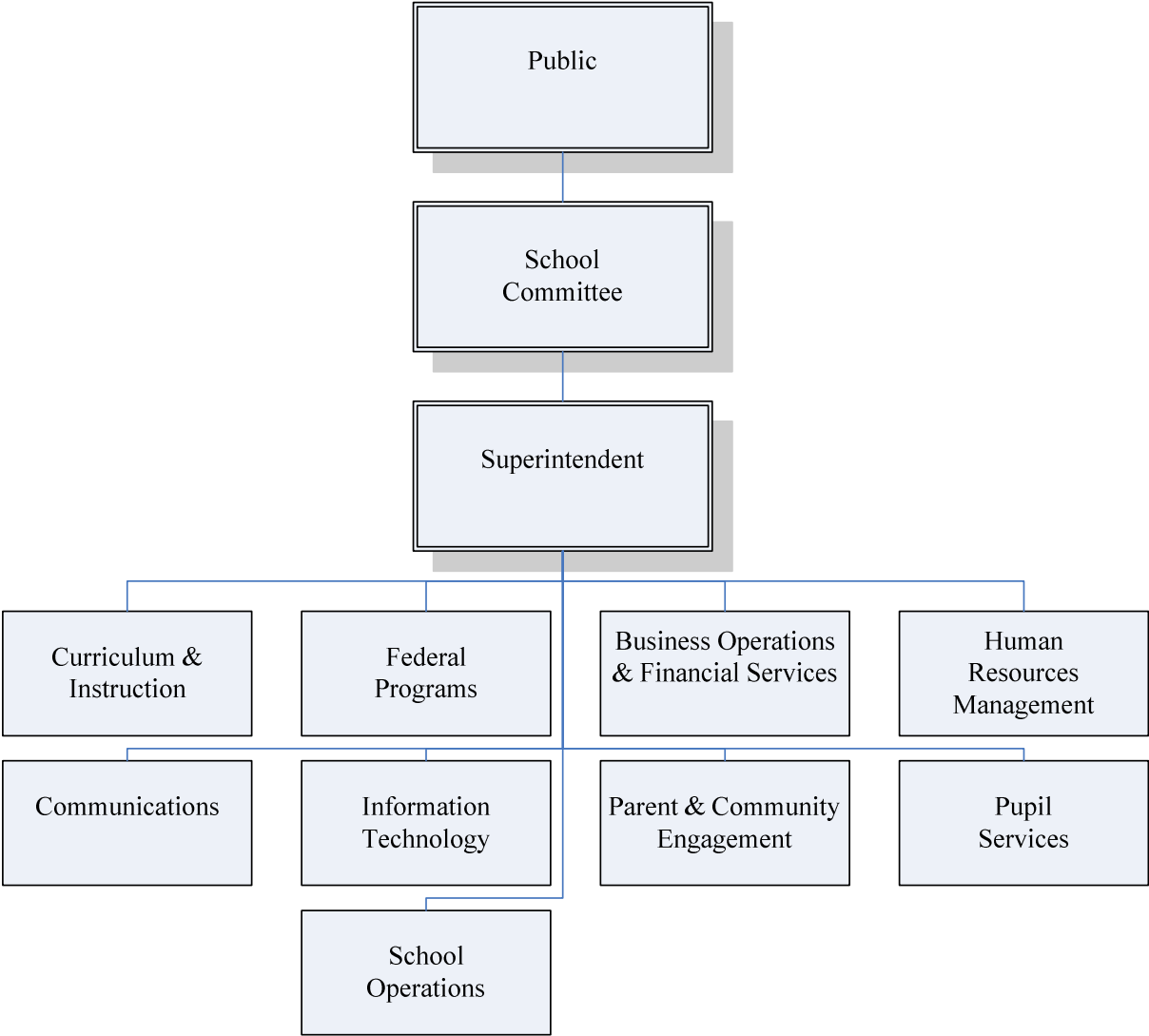
Program Budget Adjustments	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Recommended
Municipal Building Services				
Salaries & Wages	-	-	1,966	
OTPS	-	-	(14,800)	(29,246)
Municipal Operations				
Salaries & Wages	(139,849)	-	203	
OTPS	(71,037)	(648,374)	(61,604)	32,526
Mechanical Services				
Salaries & Wages	-	(3,896)		
OTPS	-	-		8,178
Structural Services				
Salaries & Wages	-	(4,719)		
OTPS	-	-	(11,458)	
Electrical Services				
Salaries & Wages	-	(5,295)		
OTPS	-	-		
Administration			-	
Salaries & Wages	-	-	2,605	
OTPS	-	-	-	
TOTAL ADJUSTMENTS	(210,886)	(662,284)	(83,088)	11,458

Notes

- ◆ Municipal Building Services OTPS- \$29,246 reduction to reflect historical spending.
- ◆ Municipal Operations OTPS- \$32,526 increase due to higher cost of utilities.
- ◆ Mechanical Services OTPS- \$8,178 increase due to higher cost of utilities.

Section 11

Springfield Public Schools



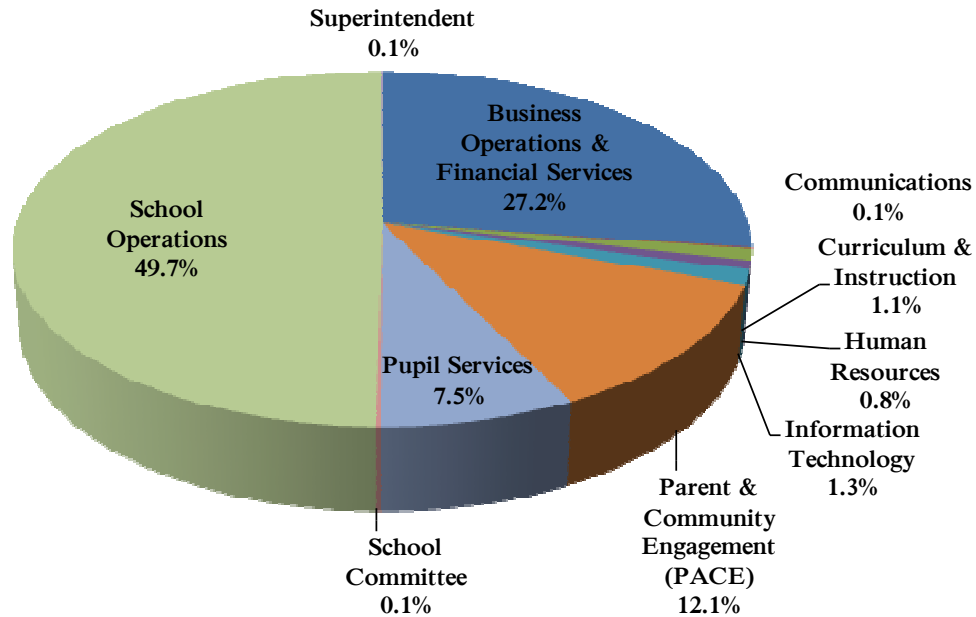
Mission Statement

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.

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Fiscal Year 2017: All Funds Budget and Revenue Overview

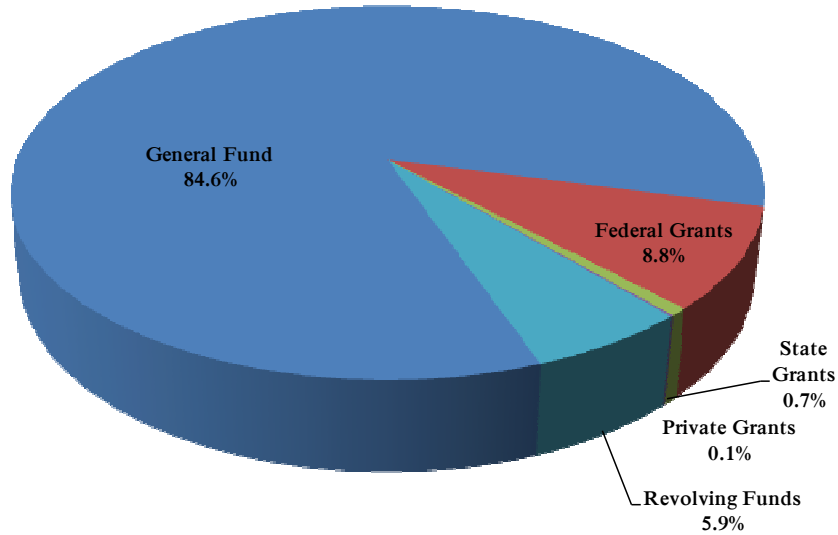
Program Expenses



FY17 Recommended Budget & FTEs						
Public School Division						
	FY14	FY15	FY16	FY17	Variance	% Change from
	Actual	Actual	Adopted	Recommended	(+/-)	FY16 Adopted
Business & Financial	106,702,497	108,601,748	108,594,771	107,318,223	(1,276,548)	-1.2%
Communications	440,942	431,724	414,365	376,447	(37,918)	-9.2%
Curriculum & Instruction	6,108,275	9,716,016	4,039,397	4,023,546	(15,851)	-0.4%
Grants Management	713,658	-	351,249	-	(351,249)	-100%
Human Resources	4,342,747	4,157,501	3,157,220	3,188,436	31,216	1.0%
Information Technology	5,476,406	16,674,267	5,237,366	5,190,629	(46,737)	-0.9%
Parent & Community Engagement (PACE)	35,082,052	38,900,336	44,415,114	47,755,976	3,340,862	7.5%
Pupil Services	26,546,868	28,177,649	27,625,508	29,499,914	1,874,406	6.8%
School Committee	356,338	381,108	417,507	556,131	138,624	33.2%
School Operations	170,275,974	178,817,034	184,268,068	195,911,808	11,643,740	6.3%
Superintendent	308,274	317,121	353,792	352,863	(929)	-0.3%
Total General Fund	356,354,032	386,174,502	378,874,356	394,173,973	15,299,617	4.0%

Fiscal Year 2017: All Funds Budget and Revenue Overview

Revenue Overview



All Funds Revenue Summary						
	FY14 Actual	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance (+/-)	% Change from FY16 Adopted
General Funds	356,354,032	386,174,502	378,874,355	394,173,973	15,299,618	4.0%
Federal Grants	50,570,775	45,350,422	46,086,825	40,831,949	(5,254,875)	-11.4%
State Grants	3,280,586	3,275,623	1,653,526	3,090,477	1,436,951	86.9%
Private Grants	510,078	570,204	615,970	461,334	(154,636)	-25.1%
Revolving Funds	25,257,924	25,302,404	26,669,135	27,493,508	824,373	3.1%
Total	435,973,395	460,673,155	453,899,811	466,051,241	12,151,430	2.7%

Fiscal Year 2017 Budget and Program Summaries

SCHOOL DEPARTMENT

Mission

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.

FY16 Department Highlights

- ◆ New Early Childhood Education Center Public/Private Partnership.
 - ◇ 144 SPS Pre-k Students
 - ◇ 200+ Private Infant, Toddler and Pre-k students
- ◆ Preschool Expansion Grant \$3.5 million.
 - ◇ 95 Private Students
- ◆ Springfield Empowerment Zone Partnership.
 - ◇ Duggan expanding to 6-12 (adding 10th grade)
 - ◇ Van Sickle becoming two smaller middle schools (East and West)
 - ◇ All Schools will now have Expanded School Day
 - ◇ Empower (Vacation) Academies
- ◆ Insourced Math Tutorial Program and expanded to additional schools and grades.
- ◆ Transferred control of Extended Learning Time programs from Central Office to School-based decision making.
- ◆ Expansion of Y-Aim Program to Middle Schools at no additional cost (Wrap Around Services).
- ◆ Expansion of Breakfast in the Classroom.
- ◆ Continued progress towards 1 to 1 Computing.
- ◆ Expansion of Teachers 21 Leadership Development Program.
- ◆ Conservatory of the Arts School expanding (adding 7th and 10th grade).

FY17 Budget Highlights

- ◆ Addition of Citywide Pre-School Teacher Literacy Coaches
- ◆ New Science texts and Writing software for Elementary Schools
- ◆ Expanding testing support to all schools to receive “real-time” results
- ◆ Fully implementing a 1 to 1 computing model for all schools
- ◆ Adding a new cohort to Teach for America
- ◆ Continued support of the Home Visit Project
- ◆ Investing in Discovery Ed “Digital Leader Corps.” and “WeLearn” Train the Trainers professional Development
- ◆ Breakfast in the Classroom participation in 14 schools (100% implementation in FY2018)

Department Budget

	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund Operating Budget					
Personal Services	257,971,650	266,133,579	267,176,785	1,043,206	0.4%
OTPS	128,202,852	112,740,777	126,997,187	14,256,410	12.6%
Capital	-	-	-	-	0.0%
Total General Funds	386,174,502	378,874,356	394,173,973	15,299,617	4.0%

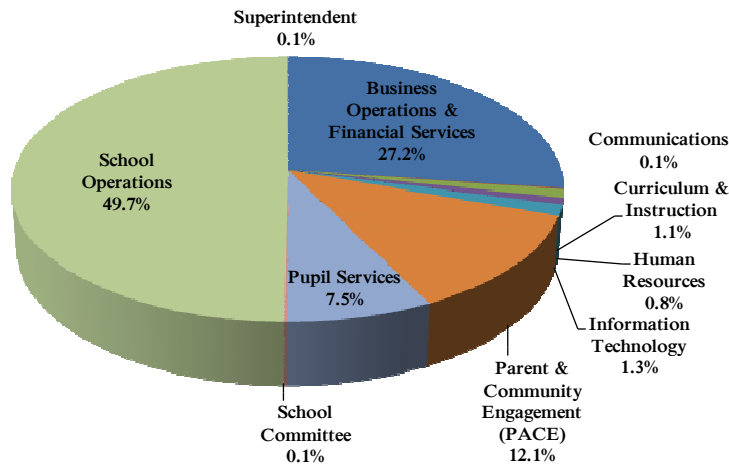
Department Staff

	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Department FTEs					
General Fund FTEs	4,014.9	4,044.0	3,996.2	(47.8)	-1.2%
Special Fund FTEs	693.9	736.9	765.0	28.0	3.8%
Total FTEs:	4,708.8	4,780.9	4,761.1	(19.8)	-0.4%

Fiscal Year 2017 Budget and Program Summaries

SCHOOL DEPARTMENT

Program Expenses



Program Summaries

Business Operations & Financial Services— develops individual school and department budgets, which comprise the operating budget for the District .

Communications—effectively describe and promote Springfield Public Schools to improve the image of the District and foster public confidence, interaction and support for District programs.

Curriculum & Instruction—provides instructional leadership and curriculum support across academic disciplines to impact student achievement and promote lifelong learning.

Grants Management— align resources to improve teaching and learning performance outcomes.

Human Resources—provides for the effective, efficient and timely management of human resources and school safety and security.

Information, Instructional Technology, & Accountability—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

Parent & Community Engagement—build on the skills, talents, and abilities of staff for continuous improvement and exemplary customer service

Pupil Services—meeting the educational needs of over 5,000 students with disabilities in the District while maintaining compliance with state and federal regulations.

School Operations—ensures the alignment and delivery of instructional programs and support services to 45 schools, through oversight provided by the Chief Schools Officers.

Program Budgets

Program Expenses	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	% of Total
Business Operations & Financial Services	108,601,748	103,682,944	107,318,223	3,635,279	27.2%
Communications	431,724	414,365	376,447	(37,918)	0.1%
Curriculum & Instruction	9,716,016	4,039,397	4,023,546	(15,851)	1.0%
Human Resources	4,157,501	3,157,220	3,188,436	31,216	0.8%
Information Technology	16,674,267	5,237,366	5,190,629	(46,737)	1.3%
Parent & Community Engagement (PACE)	38,900,336	44,415,114	47,755,976	3,340,862	12.1%
Pupil Services	28,177,649	27,724,465	29,499,914	1,775,449	7.5%
School Committee	381,108	417,507	556,131	138,624	0.1%
School Operations	178,817,034	189,432,186	195,911,808	6,479,622	49.7%
Superintendent	317,121	353,792	352,863	(929)	0.1%
Total Expenditures:	386,174,502	378,874,356	394,173,973	15,299,617	100%

Fiscal Year 2017 Budget and Program Summaries
SCHOOL DEPARTMENT

General Fund Expenses Detail

General Fund Expenses	FY15 Adopted	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Salaries	202,488,904	204,667,295	208,272,542	3,605,247	1.8%
Supplies & Services	32,840,414	27,406,346	30,127,099	2,720,753	9.9%
Total Discretionary Expenses	235,329,318	232,073,641	238,399,641	6,326,000	2.7%
Health Insurance	38,413,816	40,506,101	41,407,679	901,578	2.2%
Retirement	10,921,618	12,119,898	12,825,557	705,659	5.8%
Other Benefits	5,795,969	5,769,400	6,035,668	266,268	4.6%
Utilities	6,593,997	6,205,856	5,728,343	(477,513)	-7.7%
SPED Out of District Tuition	10,370,790	9,920,000	11,788,127	1,868,127	18.8%
Charter Tuition/School Choice	38,031,238	43,972,674	47,350,617	3,377,943	7.7%
Total Non-Discretionary Expenses	110,127,428	118,493,929	125,135,991	6,642,062	5.6%
Transportation, Adult Ed, Leases (Non-NSS)	24,703,265	28,306,785	30,638,341	2,331,556	8.2%
Sub-Total Operating Budget Expenses	374,013,119	378,874,355	394,173,973	15,299,618	4.0%
Grants/Funds Expiring	-	-	250,000	250,000	100%
Total Operating Expenses	374,013,119	378,874,355	394,423,973	15,549,618	4.1%

General Fund Revenue Detail

General Fund Revenue	FY15 Adopted	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Chapter 70 State Aid	301,586,519	309,186,094	319,871,030	10,684,936	3.5%
City of Springfield Contribution	36,066,908	36,405,937	36,682,622	276,685	0.8%
Required Net School Spending	337,653,427	345,592,031	356,553,652	10,961,621	3.2%
Schedule 19 Indirect Costs	(3,104,102)	(3,156,571)	(2,821,073)	335,499	0.0%
Charter Tuition Reimbursement	5,768,929	7,545,340	9,224,364	1,679,024	22.3%
Other Revenue	538,492	586,770	578,689	(8,081)	-1.4%
School To City Revenue (PayGO)	3,853,110	-	-	-	0.0%
Transportation, Adult Ed, Leases (Non-NSS)	24,703,265	28,306,785	30,638,341	2,331,556	8.2%
Total General Fund Budget	369,413,119	378,874,355	394,173,974	15,299,619	4.0%
Supplemental Funding	4,600,000	-	-	-	0.0%
Pre-K Investment	-	-	250,000	250,000	0.0%
Total Operating Revenue	374,013,119	378,874,355	394,423,974	15,549,619	4.1%

Fiscal Year 2017 Budget and Program Summaries
SCHOOL DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Personal Services	257,971,650	266,133,579.09	267,176,785.00	1,043,206	0.4%
OTPS	128,202,852	112,740,776.82	126,997,187.00	14,256,410	12.6%
Capital	-	-	-	-	0.0%
Total General Funds	386,174,502	378,874,356	394,173,972	15,299,616	4.0%
External Funds Budget					
External Funds Budget	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
Grant Funds	49,196,250	48,356,321	44,383,760	(3,972,560)	-8.2%
Enterprise/Revolving Funds	25,302,404	26,669,135	27,493,508	824,373	3.1%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	74,498,654	75,025,456	71,877,268	(3,148,187)	-4.2%
All Funds Budget:	460,673,156	453,899,812	466,051,240	12,151,429	2.7%

All Funds Revenue Detail

Department Revenue	FY15 Actual	FY16 Adopted	FY17 Recommended	Variance FY17-FY16	Percent Change
General Fund	386,174,502	378,874,355	394,173,973	15,299,618	4.0%
Federal Grants	45,350,422	46,086,825	40,831,949	(5,254,875)	-11.4%
State Grants	3,275,623	1,653,526	3,090,477	1,436,951	86.9%
Private Grants	570,204	615,970	461,334	(154,636)	-25.1%
Revolving Funds	25,302,404	26,669,135	27,493,508	824,373	3.1%
Total Departmental Revenue	460,673,155	453,899,811	466,051,241	12,151,430	2.7%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY15 Actual	FY16 Actual	FY17 Projected
Title I	FED GRANT	6/30/2017	21,016,781	18,778,287	18,850,241
IDEA - Special Education Entitlement	FED GRANT	6/30/2017	7,256,914	7,329,978	7,440,554
Magnet	FED GRANT	6/30/2017	5,850,000	5,599,351	2,500,000
Teacher Incentive Funds (TIF)	FED GRANT	6/30/2017	3,370,557	2,283,330	-
Title IIA - Improving Educator Equality	FED GRANT	6/30/2017	-	2,589,832	2,600,019
Race To The Top (RTTT)	FED GRANT	6/30/2017	1,250,000	-	-
Title III - English Language Acquisition	FED GRANT	6/30/2017	696,744	751,345	715,377
Perkins	FED GRANT	6/30/2017	607,156	735,142	694,434
School Redesign Implementation (SIG)	FED GRANT	6/30/2017	2,321,896	2,670,337	1,917,979
Pre-School Expansion Grant	FED GRANT	6/30/2017	-	3,500,000	3,562,500
Miscellaneous Federal Grants	FED GRANT	6/30/2017	2,980,374	1,849,223	2,550,845
Quality Full Day Kindergarten	STATE GRANT	6/30/2017	1,147,868	-	883,408
Recovery High School	STATE GRANT	6/30/2017	500,000	500,000	500,000
Coordinated Family & Community Engagement	STATE GRANT	6/30/2017	400,656	372,000	372,000
Miscellaneous State Grants	STATE GRANT	6/30/2017	1,227,099	781,526	1,335,069
Private Grants	GRANT	6/30/2017	570,204	615,970	461,334
Subtotal FY17 Anticipated Grants:			49,196,250	48,356,321	44,383,760
Food Service Program (Ch. 548 Acts 1948)	REVOLVING		18,989,394	20,049,535	22,250,000
Circuit Breaker (Ch. 139 Acts 2006)	REVOLVING		3,929,210	3,850,500	5,140,642
Tuition (Ch. 71 Sec. 71F)	REVOLVING		450,000	500,000	500,000
Miscellaneous Revolving Funds	REVOLVING		1,933,800	2,269,100	1,699,000
Subtotal FY17 Other Funds:			25,302,404	26,669,135	29,589,642
TOTAL External Funding Sources:			74,498,654	75,025,456	73,973,402

Section 12

Planning Documents

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Analysis of Outstanding Debt: FY16 Debt Affordability Study

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Analysis of Outstanding Debt

City of Springfield, Massachusetts

January 22, 2016

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- Appendix A: Debt Analysis Definitions
- Appendix B: Current Outstanding Debt Issuances

Timothy J. Plante
*Chief Administrative &
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Administration & Finance
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Springfield, MA 01103
Office: (413) 886-5004
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THE CITY OF SPRINGFIELD, MASSACHUSETTS

Dear Mayor Sarno and Members of the City Council:

I am pleased to provide you with the enclosed analysis of the City of Springfield's existing debt. The Analysis of Outstanding Debt is intended as a user-friendly examination of current and future debt, issued on behalf of the residents of our community. It evaluates the affordability of issuing new debt, while taking into account the City's existing annual debt service payment obligations. Additionally, the City can use the study as a tool to make informed decisions when assessing its debt and financial positions.

In this report, affordability is measured by determining the annual amount of debt service and other debt-like payment obligations as a percentage of general fund revenues. This measure (debt service as a percent of general fund revenues) is a commonly accepted standard for measuring debt capacity. It provides a true indication of the relative cost of the City's debt by taking into account the actual City's payment obligations on debt and the amount of revenue available to pay those obligations.

In recent years, the City has taken a proactive approach to debt strategy by reviewing outstanding debt for restructuring opportunities; consistently assessing capital needs, and offsetting project costs with outside funding whenever possible. The following debt affordability analysis will show that, consequent to these efforts, the City of Springfield is now in a position to strategically invest in its infrastructure and capital needs.

Along with a strong debt strategy, the ability to tackle the City's capital needs comes by offsetting project costs with grant awards, as well as funding provided by state and federal agencies. In February 2015, the City issued \$50.5 million of debt. The issuance provided the City's 15% share of costs to cover \$340.8 million in projects. The additional 85% of project costs were paid for or reimbursed by the agencies including Massachusetts School Building Authority (MSBA), Federal Emergency Management Agency (FEMA), Massachusetts Emergency Management Agency (MEMA), and US Department of Housing and Urban Development (HUD).

In FY15 and FY16, the City refunded previously issued bonds. Much like refinancing a home, this is an opportunity to pay the remaining balance of the loans off at a lower interest rate. The City's refunding efforts in FY15 saved the City over \$1.6 million in interest payments over the fifteen years of debt service. The refunding opportunity in FY16 was twofold. First, the City saved \$850,000 in interest payments over the next 15 years. Just as important, the MSBA was

able to reduce its reimbursement payments due to the City over the next four year, by \$1.2 million. The decision to move forward with the refunding effort is a testament to the relationship between the City and the MSBA, and with the hope that savings afforded to the MSBA will be reinvested in Springfield. By refunding bonds and thereby lowering the City's interest rate, the City's debt capacity increases enabling more debt to be issued.

Previous years' efforts to restructure debt have increased our capacity for future debt issuances and prevented dramatic increases in future debt payments. One of the established benchmarks reviewed by the municipal bond industry is debt retirement, which is the percent of debt to be paid off within ten years. Industry standard is between 65% and 100%, currently, Springfield's debt retirement number is 81.9%. This declining debt schedule and rapid repayment of principal indicates that the City is committed to repaying its debt.

Annually, the City publishes a Capital Improvement Plan (CIP), which provides a detailed view of the capital needs within the City of Springfield. This comprehensive capital plan includes roads, sidewalks, parks, land, buildings, equipment, fleet and other capital asset needs which will serve as a singular basis for capital funding decisions in future years. The Fiscal Year 2016-2020 Capital Improvement Plan (CIP) indicates there is over \$798.4 million in capital needs in the City. The Fiscal Year 2017-2021 Capital Improvement Plan process is underway.

As often as possible, the City takes advantage of the MSBA's Accelerated Repair Program initiative. This innovative competitive grant program represents a unique opportunity for the City. The main goals of the Accelerated Repair Program are to improve learning environments for children and teachers, reduce energy usage and generate cost savings for the City. To date, the City has been invited to take part in this program and has repaired and/or replaced roofs, windows, and doors in seven schools. In FY16, work will be done on the Daniel B Brunton School, Mary M. Walsh School, Springfield Public Day High School, and STEM Middle Academy. The collaboration between the City and MSBA results in high reimbursement levels, a major reason for the high percentage of school related debt.

The City has continued to pursue assistance from FEMA, MEMA, Federal Highway Administration (FHWA), HUD, and MSBA for the costs related to disaster recovery and resiliency efforts. Springfield has issued Bond Anticipation Notes (BANs) to address the Department of Revenue (DOR) requirement to extinguish the deficits; and we continue to seek reimbursement from these agencies. In the meantime, the City continues to monitor its cash flow and process timely payments.

The City of Springfield has maintained its 'AA-' credit rating, which was the result of a double upgrade from Standard & Poor's (S&P) in 2014. The S&P rating continues to be the highest rating in the City's record history. In addition, the City received a reaffirmed credit rating of A2 with a revised outlook from stable to positive by Moody's in January 2015. This is a testament to how well the City has made it through the economic downturn and made appropriate decisions to keep the budget balanced. Moody's credited Springfield's stabilized financial position with "satisfactory reserve levels, as well as demonstrated ability to independently manage the city, following the disbanding of the city's control board in 2009".

I hope this analysis is helpful to you and would welcome the opportunity to provide any additional information that would be useful to you or the residents of our community.

Very truly yours,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante". The signature is written in a cursive style with a long horizontal flourish extending to the right.

Timothy J. Plante
Chief Administrative and Financial Officer

Springfield Debt Overview

Mandated by Chapter 468 of Acts and Resolves of 2008, the City of Springfield’s Office of Management & Budget is required to provide a yearly review of the City’s current outstanding debt. This review is designed to have two desired effects:

1. An outstanding debt analysis will show financial officials and citizens the current state of debt management.
2. Secondly, this analysis will show if the City of Springfield could afford more debt in either the current fiscal year or future years, as debt service payments decline.

Currently, the City of Springfield has a total of \$284.0 million in outstanding total debt, including \$227.2 million in principal and \$56.8 million in interest. The total debt consists of issuances dating back to fiscal year 2002 up to the most recent debt issuance in 2015. This study will show that Springfield is currently within its debt capacity as mandated by the City’s financial ordinances, Chapter 4.44.070, which states “General Fund debt service as a percentage of general fund revenues, net of debt exclusions – should not exceed eight percent (8%)”.

Debt Service as a % of General Fund Revenue			Source
A	2015 Total Debt Service	\$37,590,246	First Southwest
B	2015 General Fund Revenue	\$604,626,326	Springfield
A/B	Debt Capacity	6.2%	

Analysis of City Debt

The City’s aggregate debt service totals \$284.0 million over thirteen years. Projects that make up this debt range from the small - \$200,000 for the remodeling of Libraries and Museums in 2005, to the large - \$10.0 million for citywide ESCO (Energy Service Contracts, Phase II of III) projects for facility enhancements and improvements that maximize energy efficiency.

There are many different ways to examine the City’s debt. This document first examines the policy issues associated with our debt – for what purpose was it issued, in what structure or manner was it issued – and then examines what this debt tells us about the finances of our community. The latter analysis relies on benchmarks established by Moody’s Investors Service, Standard & Poor’s and Fitch Ratings, the three large companies that evaluate and rate municipal debt. These benchmarks tell us what our ability is to repay our debt, highlights areas of further investigation and public discourse and will be used by rating agencies to rate our bonds. When Springfield wants to issue bonds, its bond rating reflects the amount of interest it has to pay an investor. The higher the bond rating, the lower the risk of default and the amount of risk the investor is taking. Lower risk means lower interest received by the investor and paid out by the City.

Annual Debt Service

The City is legally obligated to pay the principal and interest associated with a bond issuance before all expenses, including salary obligations. This annual payment is known as the *debt service payment*. Because of this mandated expense, the City must be cognizant of debt service payments when issuing new debt and whether or not the City has the ability to increase those payments.

Long Term Debt Service

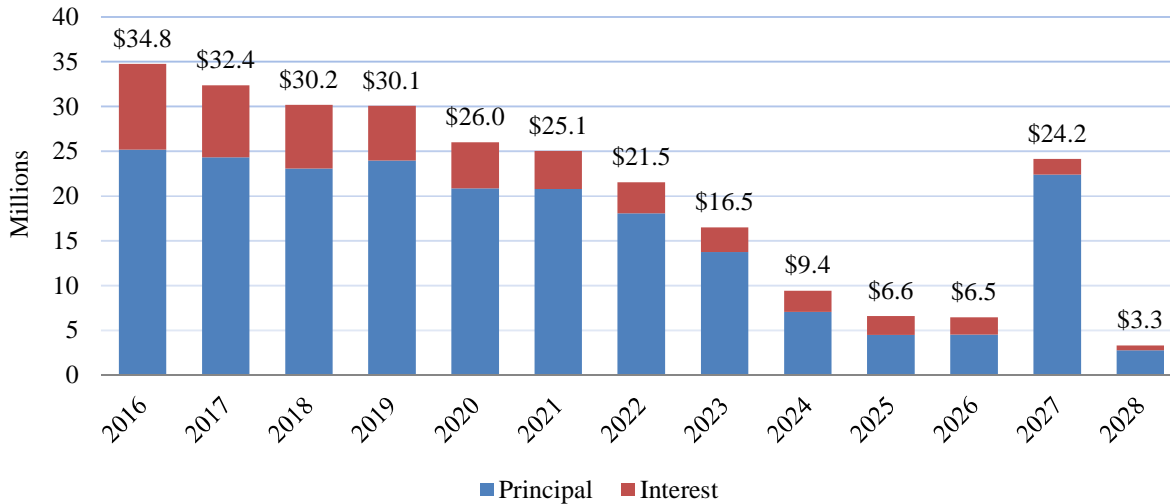


Figure 1: Debt service repayment schedule

The City’s debt service repayment schedule, as of June 30, 2014, is outlined in the chart above (Figure 1). In fiscal year 2010, the City took advantage of the Qualified School Construction Bond (QSCB) Act. This borrowing requires a “bullet” payment at the end of the seventeen year borrowing term. This “bullet” payment is seen as the large \$24.2M expenditure due in 2027. In order to prepare for this, the City will invest the required payments (\$776,910 annually) for the bond into a “sinking fund” each year. At the end of the term, the City will use the sinking fund to pay the principal and interest payments that are due. Otherwise, the City works to maintain a relatively smooth debt schedule as to not front or back load debt costs.

As illustrated above in Figure 1, the City has entered in to a declining debt service payment schedule. Each year, prior bond issuances “fall off” our debt schedule, decreasing the City’s annual long term debt service obligation. This means the City has bonding capacity for new capital improvement projects. In FY15, the City took advantage of the declining debt schedule and bonded for about \$50.5 million for new projects, including demolition, streets and sidewalk repairs, school improvements and city facility purchasing and improvements.

Additionally, the City’s ability to refund some of its outstanding bonds for interest cost savings, gives the City a larger debt capacity each year. This larger debt capacity enables more debt to be issued to capital improvement projects that are vital for the City. Similar to the refinancing of a

mortgage, savings are achieved by lowering interest costs. Our lower interest cost savings is a result of being able to call in high interest rate debt and substitute it with lower interest rate debt. This refunding gives the City a larger debt capacity each year enabling more debt to be issued. Between FY15 and FY16, the City completed two debt refunds, saving over \$2.5 million in interest payments over the fifteen years of debt service for the City and \$1.2 million as a reduction in QSCB payments from MSBA.

Purpose of Issuance

Of the City's \$227.2 million (principal only) debt, \$122.7 million (54%), was issued to finance school projects and \$104.4 million (45%), was issued for all other municipal purposes. The category of "all other municipal purposes" includes roads, sidewalks, police, fire, recreation, general government, as well as senior and other social services.

A majority of the City's debt is dedicated for school facilities because of varying degrees of need ranging from repairs, to major renovations, and new school construction. Many construction projects for school buildings are eligible for partial reimbursement from the Massachusetts School Building Authority (MSBA). School Construction aid received from the School Building Authority Board, the predecessor to the MSBA, allowed the City to issue debt for school building projects at a lower cost to the City's general fund. The City will receive a total of \$46.4 million in reimbursements from the MSBA over the next seven years.

Other Funding Sources

The City has been strategic in leveraging funds from Federal and State agencies. The City worked collaboratively with the Federal Emergency Management Agency (FEMA), the US Department of Housing and Urban Development (HUD), the Massachusetts Emergency Management Agency (MEMA), and the Massachusetts School Building Authority (MSBA) to maximize revenues for schools, facilities and infrastructure improvements.

In February 2015, the City issued \$50.5 million of debt for its shared costs of projects, outlined below, totaling \$340.8 million. This represents the City's responsibility of 15% of project costs with the additional 85% being paid for or reimbursed, by the agencies listed above. The City will continue this strategic use of federal, state, private and City funding as we make decisions about future debt issuances.

Composition of Debt

Debt can be issued for numerous purposes. Cities and towns deliver many services, from education and public safety, to transportation, recreation and social services. Each service has a different capital characteristic. Education, for example, requires the construction and maintenance of buildings in which to educate children. Education debt should therefore be heavily skewed toward building and facility debt. It is rare for the City to issue debt for non-facility or grounds related projects for the School Department. As shown below in Figure 2, the City's outstanding debt is mainly comprised of building and facility debt: City facility (53.1%) and demolition (28.2%).

General government services, however, should have a much more diverse mix of facility and non-facility debt. For example, parks and recreational debt should include some building debt, but also substantial non-facility debt, including the renovation of fields, pools, and other projects. Public Safety debt would normally include a mix of facility and non-facility debt, with non-facility debt being comprised mainly of vehicle, apparatus and equipment purchases. These non-facility debt categories account for 18.7% of the total City debt as shown in Figure 1 below.

Outstanding Total Debt City Projects as of June 30, 2015

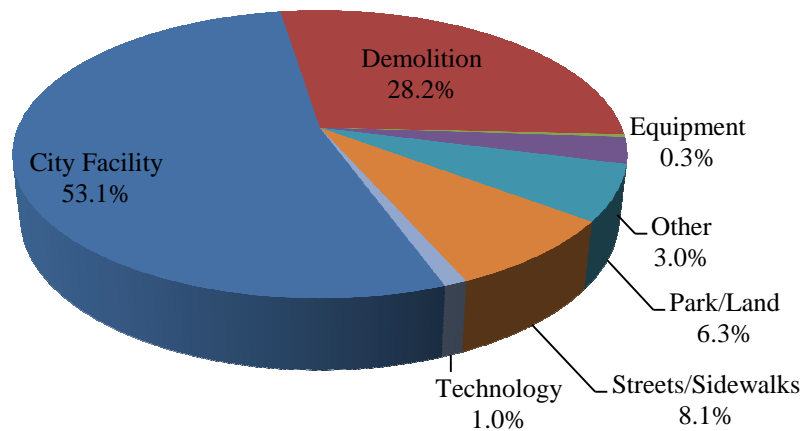


Figure 2: Breakdown of outstanding City debt

Examining non-facility debt, the City has begun to make substantial investments in equipment, parks, land purchases, the demolition of blight and condemned buildings, technology, and road and sidewalk infrastructure. The City’s CIP indicates there will need to be considerable future funding in those areas. These projects should also weigh heavily in the economic development plan for the City as dictated by the City’s executive leadership.

The City’s has shown its ability to fund non-facility investment projects with the use of debt. As mentioned above, a declining debt schedule has allowed for increased bonding capacity for new capital improvement projects. In FY15, the City issued \$50.5 million in debt for new capital projects. These projects included improvements to the Boston Road corridor, which is expected to generate a return on investment by attracting national chain stores to the neighborhood. In addition, funding has been used for the purpose of aiding the Springfield Redevelopment Authority in the implementation of the Union Station Redevelopment project. This type of clean up and improvement work is a driving force in economic development.

The FY15 bonds also fund the second phase of the City’s ESCO project, which includes improvements to increase energy efficiency within city and school facilities. This project includes upgrading boilers and heating systems in twenty municipal buildings; including thirteen

schools, three libraries and four public safety buildings. Returns on investment on this project are best viewed environmentally. Annually, energy efficiencies due to the City’s ESCO project improvements will yield the equivalent of 3.9 acres of forest preserved from deforestation, or 102.7 cars off the road for a year. And finally, the FY15 bonds also include additional school improvement projects, which will provide our students with a comfortable, technologically advanced environment in which to learn.

In Fiscal Year 2009, the City had instituted another source of funding for capital expenditures, which is known as “pay-as-you-go” capital. The City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt, as required by the City’s financial ordinances and policies (Ch. 4.44.050.) This source allows the City to reduce its overall borrowing costs by funding smaller routine projects through the operating budget and avoid interest payments associated with bonds. Over the last eight years, \$21.2 million has been appropriated for capital projects. With this source, the City has been able to fund emergency infrastructure repair, vehicle replacement schedules for Public Safety and Public Works departments, IT upgrades for software, security and servers, as well as park and building renovations.

Net Debt Service

As mentioned in the Purpose of Issuance section, the City of Springfield has a total outstanding debt portfolio (principal only) of \$227.2 million as of June 30, 2015. When interest is included, the total cost of this debt is \$284.0 million. However, this is not the actual amount that the City pays in debt service. The City receives reimbursement for certain debt funded projects which, when netted from the \$284.0 million, leaves a balance of \$226.0 million of liability (principal and interest). Figure 3 below shows net debt service through 2028. The 2027 debt service payment represents the sinking fund payment of the QSCB as explained previously.

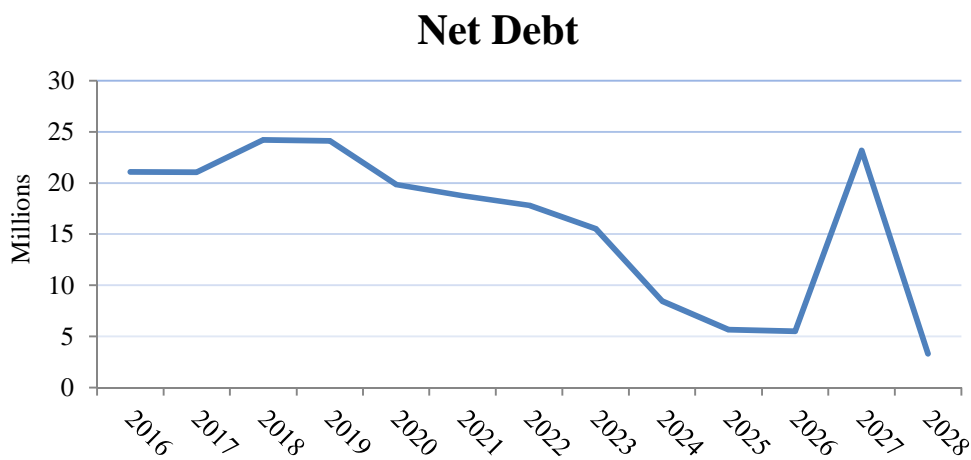


Figure 3: Net Debt Service payments

Currently the City receives a subsidy from the Massachusetts School Building Authority for qualified projects. One of the major projects that the City receives MSBA reimbursement is the construction of the new Putnam High School for which debt was issued in Fiscal Year 2007. The

following graph (Figure 4) shows the schedule of MSBA reimbursements. These reimbursements are subtracted from the City’s outstanding debt service to give an overall Net Debt. As you can see below, the reimbursements from MSBA are declining over the next seven years, as the debt is paid, before “falling off” in 2023. This graph does not include reimbursements for tornado affected schools.

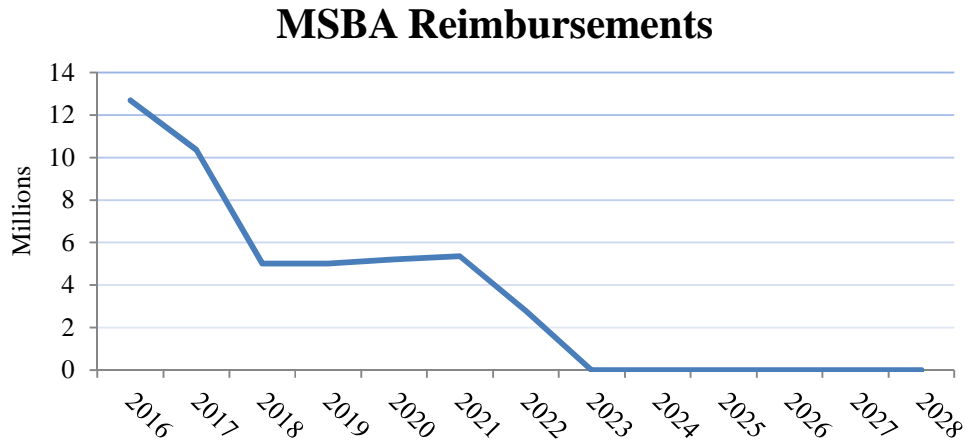


Figure 4: Reimbursement payments from MSBA

Industry Benchmarks

The municipal bond industry has established benchmarks that it uses to examine cities and towns across the nation. These benchmarks are intended to provide insight into a community’s ability and willingness to repay the debt it issues and can be valuable tools for communities to evaluate their financial management. This analysis is intended to provide insight into our finances and our ability to support debt and public investment.

What is included in this report and what is not?

This ratio analysis looks at all debt that places a burden on our general government revenue stream, but it excludes enterprise fund debt that would be repaid through dedicated revenue. Currently the City has not issued debt on behalf of its single enterprise fund. For ratios that examine debt service, this analysis also nets from overall debt service the value of reimbursements we receive from the Commonwealth for school construction projects. This revenue is dedicated to the repayment of bonds and therefore reduces the overall cost of repaying our debt.

This report assumes normal operations for the City of Springfield. A “worst case scenario” analysis could be conducted that would assume the Commonwealth stops making school building assistance payments. (This measure is appropriate as the City establishes its reserve funds, as these funds are established to address such emergencies.) The City’s debt study, however, should examine debt under normal operating conditions.

The following measurements have been performed for this analysis:

Measure	Industry Standard	Springfield - FY15	Springfield - FY16
Debt Service as a % of General Fund Expenditures	0%-8%	6.5%	5.8%
% of Principal Retired in Ten Years	65%-100%	89.4%	81.9%
Debt as a Percentage of EQV	0%-5%	2.9%	3.2%
Total Debt as a % of Total Personal Income	0%-7%	7.4%	8.1%
Net Debt Per Capita	\$0-\$1,000	\$1,176.42	\$1,467.87
Undesignated Fund Balance as a % of Revenues	10% or greater	10.4%	9.7%
General Fund Balance as a % of Revenues	15% or greater	16.9%	14.0%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0%-15%	9.6%	10.1%
Overall Net Debt as a % of Full Value	1.5% - 5%	2.6%	3.2%

Figure 5: Municipal Bond Industry Benchmarks

Debt Service as a Percentage of General Fund Expenditures

The metric used for this benchmark measures the City’s ability to finance debt within its current budget, similar to the measurement of household income dedicated to mortgage payments. This is the most immediate measure of ability to pay; however, it only examines the ability to pay for debt within a community’s existing budget. Cities and towns that have excess levy capacity – communities that do not tax to the maximum of their Proposition 2 ½ limitation – would have greater ability to pay for debt than this measure suggests because they have additional taxing capacity which they have not accessed.

The City’s measure of debt service as a percentage of General Fund expenditures is strong, with 5.8% of the Fiscal Year 2016 budget dedicated to debt service. This is down from Fiscal Years 2015 and 2014 due to decrease in total debt service and increase in the City’s general fund revenue. The City is required to annually fund a capital reserve at least one and one half percent of property taxes from the prior fiscal year (Ch, 4.44.060). Many cities and towns with similar traits to Springfield have higher ratios of debt service to general fund expenditures. Springfield should continue to maintain this ratio at a similar level in the future to ensure large debt service payments are not unfairly placed on the City’s budget in the future.

The City’s relatively low ratio of debt service to general fund expenditures provides more budgetary flexibility to address financial problems that may arise. Debt payments are not discretionary. Courts have ruled that these payments must be made even before salary payments for employees. Communities with high levels of debt service relative to operating expenditures have a larger portion of their budget dedicated to payments that must be made regardless of the community’s financial situation. The City restructured its debt service payments in order to have declining payments in future years. This not only makes the debt service more affordable but also allows the City to layer more debt in future fiscal years. Having a lower ratio means less money is dedicated to debt service, which means more flexibility exists within the operating budget.

**Debt Service as a Percentage of General Fund Expenditures
(Fiscal Year 2015)**

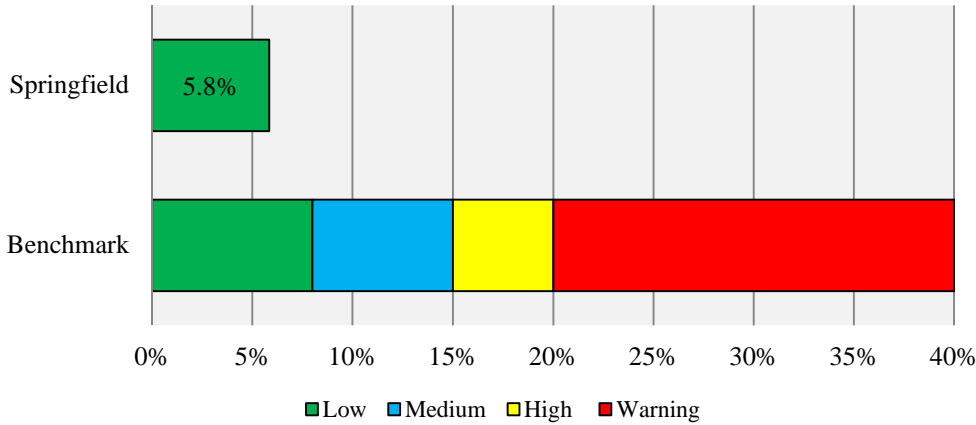


Figure 6

Debt Service as a % of General Fund Expenditures			
A	2016 Total Debt Service	\$34,767,437	<u>Source</u> First Southwest
B	2016 Budgeted General Fund Expenditures	\$594,911,803	Springfield
A/B	Debt Capacity	5.8%	

Figure 7

Debt Retirement: Percent Retired within Ten Years

The speed with which a community retires its debt indicates a number of important factors. Included in these are:

- Willingness to repay debt: rapid repayment of principal indicates that a community is committed to repaying its debt. This “willingness to pay” is measured in a number of ways and is particularly important to those who lend money to others, as it provides them some proof of the borrower’s intention to repay the money it borrowed.
- Ability to repay debt: rapid repayment of principal indicates that a city or town has the financial resources necessary to repay debt quickly. This demonstrates a level of financial stability; communities that are experiencing financial difficulty are unlikely to repay their debt in an accelerated manner.
- Prevention of future problems: rapid debt retirement ensures that a community is not “back loading” its debt, as the City once did, locking itself into debt repayments that are affordable now but that will grow as time passes. Back loading is a sign of poor financial management – either overspending is intentional or managers are unable to make the difficult immediate-term decisions to balance the budget using a more appropriate debt financing structure.

The percentage of debt retired within ten years is particularly important in determining the timing of debt repayment – the “back-loading” issue described above. Back-loading occurs when the cost of debt is pushed off into the future, reducing current year payments while increasing future ones. Back loading increases the cost of debt in the long term and can be a destabilizing financial factor when debt service requirements increase in future years. This means the City would need to reduce expenditures or programs, or increase taxes or other revenues to make the debt service payment. Prior to 2005, the City back-loaded debt issuances causing major spikes in its debt service payments in future years. This was accompanied through “front-loading” debt and making a number of other modifications to the City’s debt structure.

Failure to invest in maintenance and capital investment, otherwise known as deferred maintenance, can be considered a form of debt back-loading because capital needs must be addressed at some point; delay in maintenance or investment only delays the financing of these improvements, increases the likelihood that capital will fail *en masse*, forcing unaffordable costs onto future taxpayers. Delaying capital investment also tends to make projects more expensive because costs tend to increase over time.

The City currently has an aggressive debt retirement schedule. On average, 81.9% of the principal borrowed by the City is repaid within ten years as the remainder will be retired within fourteen years, as shown in Figures 8 and 9 below. This places the City well within the “excellent” ranking established by bond rating agencies (65% and above). Because of this schedule, the City will be able to borrow additional money to continue investing in its facilities, infrastructure, and other capital projects.

**Percent of Principal Retired in Ten Years
(Total Debt as of June 30, 2015)**

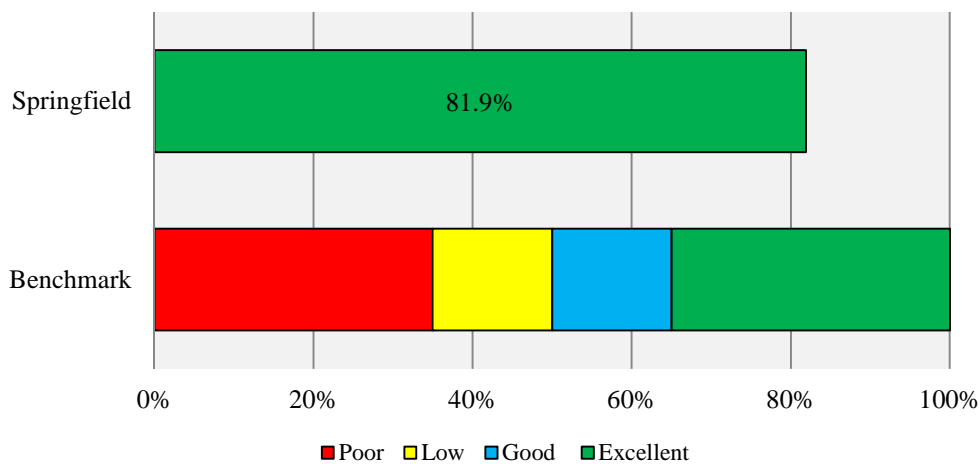


Figure 8

Percent of Principal Retired in 10 Years			Source
A	Total Debt Retired in 10 Years	\$232,617,284	First Southwest
B	Total Outstanding Debt Service	\$284,015,825	First Southwest
A/B	Percent of Principal Retired in 10 Years	81.9%	

Figure 9

Furthermore, the City’s overall debt retirement ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City’s overall debt schedule indicates that the City has not back loaded debt; the City’s overall debt structure is prudent and well within the industry benchmarks.

Debt as a Percentage of Full Property Value (EQV)

Debt as a percentage of full property value (known in government finance circles as “equalized value,” or EQV) measures the ability of a community’s property tax base to support borrowing. The majority of revenue in most communities comes from property taxation; therefore this ratio examines a community’s debt relative to its main revenue source. However, in Springfield, 62% of revenue comes from state aid while 38% comes from local revenue. In essence, this ratio looks at one of Springfield’s major sources of revenue to determine if outstanding debt would place too large a burden on it.

This measure is helpful but not deeply informative because it looks at total outstanding debt, not debt service. Examining debt as a ratio of full property value does not say much about the affordability of that debt. A small amount of debt issued at a high rate of interest can be more expensive than a larger amount of debt issued at a lower interest rate. Further, in Massachusetts communities are limited in their ability to access their property tax base by Proposition 2 ½. This measure is a helpful benchmark to compare communities to one another but is not an absolute measure of debt affordability because of these issues.

Mass. Gen. Laws ch. 44, § 10 dictates the City’s debt limit be no more than 5% of equalized value. The City’s ratio of debt to property value is 3.2% which is considered “medium” by rating agencies (Figure 10). As indicated above, this medium measure does not directly relate to the City’s ability to pay for this debt; this ratio does not take into account debt structure (how much money is due at what point in time for each issuance) or timing of payments, nor does it consider the City’s ability to access property values due to Proposition 2 ½.

Debt Service as a Percentage of Equalized Assessed Valuation (2014 EQV)

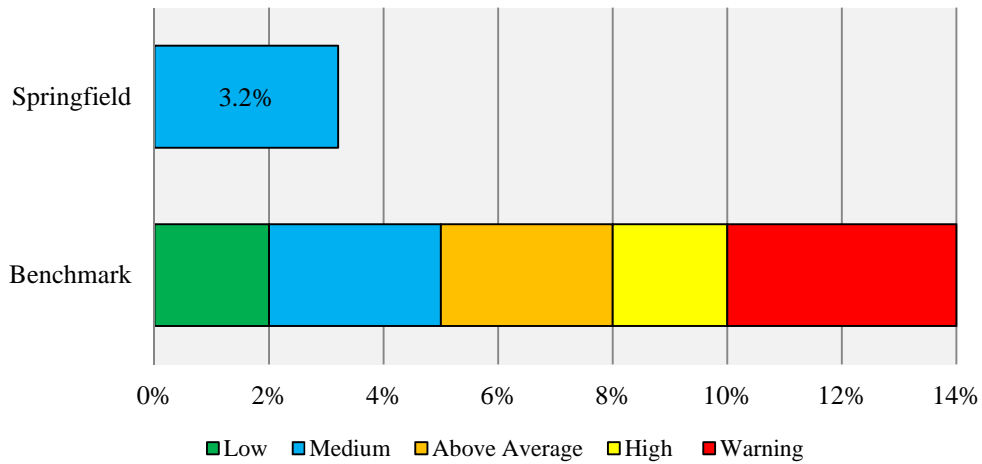


Figure 10

Debt Service as a Percentage of EQV			
A	Total Outstanding Debt (Principal)	\$227,162,000	<u>Source</u> First Southwest
B	2014 EQV	\$7,077,664,000	DOR
A/B	Debt Service as a Percentage of EQV	3.2%	

Figure 11

Debt per Capita

Debt per capita examines the amount of debt the City has issued per person in the community. This is not intended to be a literal measure because debt is not issued to benefit individuals, but rather the community as a whole. This measure provides a sense of the cost of the capital investments in a community and, at its most extreme, how much money would be required from each resident to repay the community’s debt if for some reason immediate repayment was required.

Debt per capita can be a useful measure when examining similar communities – by and large, comparable communities should issue similar amounts of debt for various capital purposes. Even similar sized communities have significant differences about them, however, so this measure should not be examined in absolute terms, but rather in the context of the unique requirements and challenges facing each community. It should also be viewed in light of Proposition 2 ½ which limits a community’s ability to access its property tax base; Proposition 2 ½ can force communities to issue debt for smaller projects that communities in other states would pay for in cash.

Debt per Capita

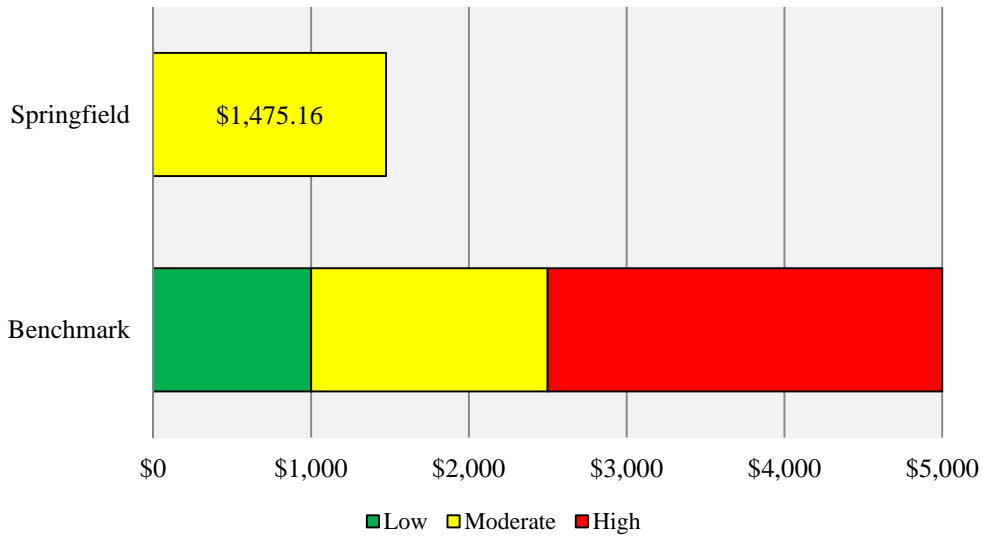


Figure 12

Total Outstanding Debt Per Capita			
			<u>Source</u>
A	Total Outstanding Debt (Principal)	\$227,162,000	First Southwest
B	2014 Population Estimate	153,991	US Census
A/B	Total Outstanding Debt Per Capita	\$1,475.16	

Figure 13: Ratio of outstanding debt per person

The City’s level of debt per capita is considered moderate by rating agencies. This measurement is not completely unexpected as the City has a large number of aging facilities (particularly schools) and infrastructure. The City is currently performing large school reconstruction projects, as well as, the replacement of schools and other facilities. Because of the major capital needs and significant backlog of deferred maintenance related to the City’s decade long financial issues, it will be difficult for the City to lower the debt per capita measurement. To address this, the City of Springfield restructured its debt repayment schedule between 2007, 2009 and 2012 in order to support future investment in capital infrastructure.

In terms of net debt at \$226.0 million, the debt per capita decreases to \$1,476.87. This could be considered a more accurate metric as this amount explains how much actual debt per person after reimbursements from issuances.

Debt as a Percentage of Total Personal Income

Like the ratio of debt to property value, the ratio of debt to personal income is a measure of affordability of the debt issued by a community. While property values provide the base that supports property taxation, it is personal income that allows people to buy goods and services,

make investments, and pay their taxes. Debt as a percentage of total personal income tells us how affordable debt is based on the income characteristics of a city or town.

**Total Debt as a Percentage of Total Personal Income
(2014 Income Estimate)**

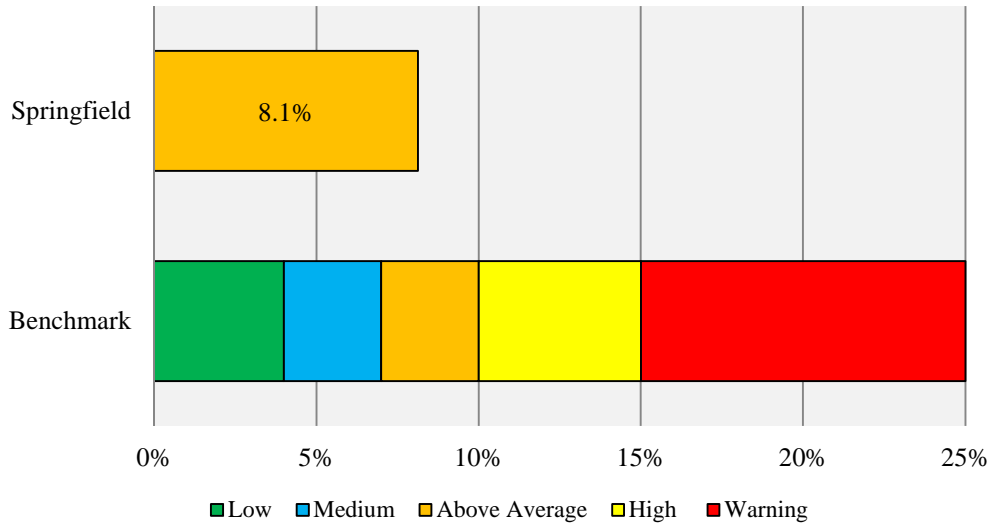


Figure 14

Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita			
			<u>Source</u>
A	Total Outstanding Debt Per Capita	\$1,475	US Census & First Southwest
B	2014 Per Capita Income	\$18,133	US Census
A/B	Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	8.1%	

Figure 15: Ratio of debt to personal income

Springfield’s ratio of debt to personal income is considered “above average” by credit rating agency standards. This means that the City’s debt can be considered a large share of a resident’s income. Like the prior measure, however, this does not examine the cost of the debt, but focuses on the amount of debt issued. In other words, this measure does not take in to account the net debt service or timing of debt payments. This year, when net debt is factored, the percentage of Total Personal Income remains constant at 8.1% because the City’s total outstanding debt (principal) and total outstanding net debt are very close.

There are two important factors to consider when examining this ratio. The first, as described above, is that the City has entered into an aggressive debt retirement schedule that does not

inappropriately delay debt payments. Another aspect to consider is that the City receives school and other reimbursements, decreasing the cost of the debt and the effective debt to personal income ratio. In 2015, the City of Springfield will receive \$12.7 million in MSBA grants with an average of \$5.6 million in each of the next six years. Since this ratio only looks at “total debt,” this subsidy is not considered.

The ratio of debt to personal income appears to be less favorable than that of debt to total property value, which indicates a disparity between home values and income. This variance is caused by higher commercial and industrial property values that are included in the debt to total property value but not in the debt to personal income ratio. The City would not be able to provide the level of services and investment in infrastructure without business property tax revenue. This disparity highlights the need for economic development to be a top priority of the City.

Overall Net Debt as a percentage of Full Value

Overall Net Debt as a percentage of full value or sometimes referred to as the “Debt Burden” of the community, measures the value of a city’s debt compared to the value of a city’s assessed real property. In a municipal bond issue, a ratio measuring the value of the municipality's net debt compared to the specified value of the real property being purchased as assessed for tax purposes.

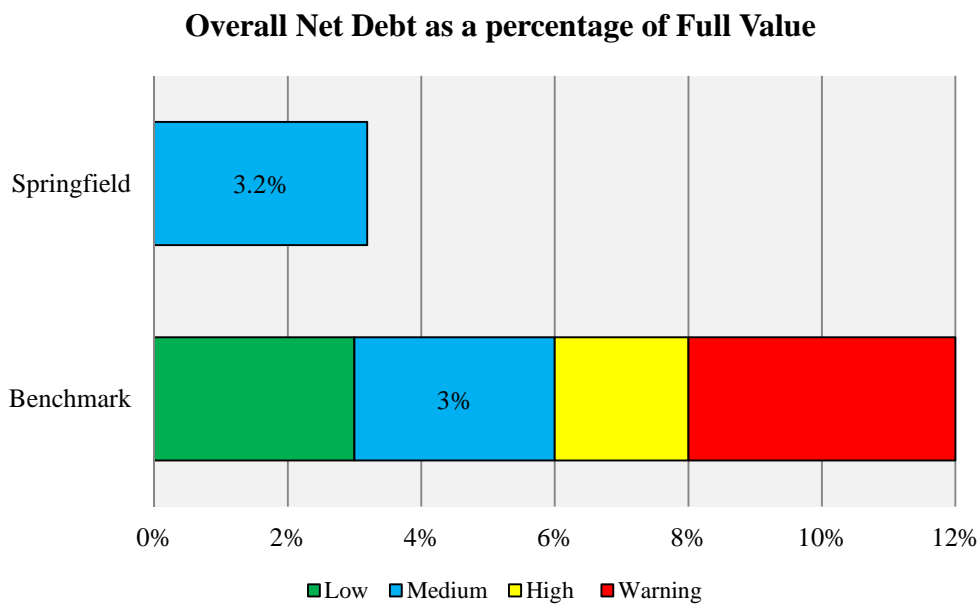


Figure 16

Overall Net Debt as a percentage of Full Value			Source
A	Total Outstanding Net Debt	\$226,038,818	First Southwest
B	2014 EQV	\$7,077,664,000	DOR
A/B	Overall Net Debt as a percentage of Full Value	3.2%	

Figure 17

This is one of the factors which determine the quality of a municipal bond issue. The lower the City's debt is relative to the assessed value of its property, the less risky its bonds are deemed to be. Ultimately, the more leveraged a tax base is, the more difficult it is to afford additional debt. Debt burdens that range from 3-4% tend to be viewed as average. The City's level of debt burden is of 3.2% which is considered medium by most rating agencies.

Conclusion

Since Fiscal Year 2005 continuing through present day, the City of Springfield has strengthened its financial position by not only instituting clear and strict financial policies but also passing responsible budgets and a comprehensive five-year capital investment plan, within the fiscal constraints illustrated in the debt affordability analysis. The City has paid particular attention to the debt policies that allow the City to borrow for specific projects and pay off the debt in a timely manner.

The City of Springfield has maintained its 'AA-' credit rating, which was the result of a double upgrade from Standard & Poor's (S&P) in 2014. This demonstrates that Standard & Poor's believes so strongly in the City's financial management and ability to make difficult decisions to balance the budget. S&P credited the City for having strong budgetary flexibility, with available reserves above 8% of general fund expenditures, very strong management conditions led by formalized financial policies and an experienced and capable management team as a few reasons for the credit rating upgrade. The S&P rating continues to be the highest rating in the City's recorded history, and one that the City has maintained over the last two years. In addition, the City received a reaffirmed credit rating of A2 with a revised outlook from stable to positive by Moody's in January 2015. Credit ratings have an integral role in the municipal bond market and are one factor that affects the City's cost of funds on debt offerings.

The debt service illustrates the City's ability to finance debt within its current budget as a Percentage of General Fund Expenditures. This is the most immediate measure of ability to pay; however, it only examines the ability to pay for debt within a community's existing budget. The City's measure of debt service as a percentage of General Fund expenditures is strong, with 5.8% of the Fiscal Year 2016 budget dedicated to debt service. This is down from 6.5% from Fiscal Year 2015. The improvement in the debt service ratio is attributable to the reduction of 2016 total debt service.

According to the measures presented in this plan, the City is in a solid debt position but can improve its standing even more. One way to bring the City more in line with its debt policies is

to foster an environment that promotes jobs and increase citizens' wealth. These policies help decrease the percentage of debt per total income and decrease debt per capita. This will bring Springfield in line with other communities in the Commonwealth and have the desired affect of increasing the City's financial standing.

The ability to address the City's large capital liability will be a substantial issue over the next few fiscal years. In addition to its standard capital improvement needs, Springfield was hit by a tornado on June 1, 2011 and an early snowstorm on October 29, 2011 realizing over \$120 million in infrastructure damage, specifically to two of its schools, a community center and several hundred city-owned trees. With help from the Federal Emergency Management Agency (FEMA), Massachusetts Emergency Management Agency (MEMA) and the MSBA most of the costs will be reimbursed. What remains will have to be paid for by Springfield and added to its capital liability.

In order to address some of its capital needs, Springfield will issue short and long term debt in 2016 and 2017 as well as use a combination of Pay-As-You-Go Capital funds and Capital Reserve funds. In 2016 Springfield will issue BANs to continue efforts to update its infrastructure and for permanent funding needed for previously issued BANs and Council authorized debt issuances. Capitalizing on its decreasing debt schedule, in 2017, Springfield plans to go out to bond again, alleviating several of its highest priority requests.

Appendix A

Debt Analysis Definitions

Consistent with the City’s financial policies as well as standard business practices, the City of Springfield has only issued debt to finance capital investment. Appendix B of this report is a summary of all projects financed by debt that are currently outstanding. Each of these projects is a capital project, and the expenditures are considered capital investments.

The City of Springfield defines **capital** as buildings, facilities, land, infrastructure or major equipment with an estimated useful life of at least ten years and costs at least \$25,000. Similarly, any improvements to capital which would extend the useful life of capital being improved by at least five years may be considered capital if it costs at least \$25,000.

A **capital investment** is the expenditure of funds to improve existing City infrastructure, extend its useful life, buildings, or acquire new capital assets. This is considered an investment because the funds expended are used to reduce costs and/or improve services over a multi-year timeframe.

Debt Service is the cost of repaying debt that has been issued. This includes principal and interest payments. Move definitions to appendix at end.

Municipal debt: usually bonds and notes – is a tool for financing investments in the infrastructure and capital equipment that permits government to provide services to the public. In its most basic form, debt occurs when a city or town borrows from lenders. The money that is borrowed is usually repaid over a number of years, and the lender usually charges interest to the borrower as compensation for allowing someone else to use their money. To begin to understand municipal borrowing, a few key terms are important:

Bond: A long-term financing tool that allows a community to borrow money to finance certain investments. Municipal bonds in Massachusetts are generally issued with a fixed interest rate and carry a term of between 10 and 30 years.

Note: A financing tool generally used for short-term needs, such as “bridge financing” during construction. In Massachusetts, notes are generally issued as one-year debt which can be “rolled” for a maximum of five years.

Term: The length of time a bond or note is outstanding. In other words, if a community borrows money for 20 years to finance the construction of City Hall, the “term” of the debt is 20 years. In five years, the “remaining term” would be 15 years.

With rare exception – exceptions which are authorized by the Commonwealth on a case-by-case basis through special legislation – municipal debt can only be incurred for investment in the capital needs of a community. State finance law permits communities to issue debt for the following purposes:

Public Works

- Construction and reconstruction of roads, bridges, sidewalks, walls and dikes, and for the acquisition of land
- Construction and reconstruction of municipal buildings, including schools
- Traffic signals, public lighting, fire alarm and police communication equipment

Municipal Equipment

- Departmental equipment, including fire equipment and heavy equipment such as graders, street sweepers, trash trucks, and semi-automated recycling trucks.
- Costs for design, development and purchase of computer software and equipment

Energy

- Energy conservation, to pay for energy audits or to implement alternative energy technologies

Environmental

- Asbestos abatement in municipal buildings
- Preservation and restoration of lakes and ponds

Recreational

- Construction of parks and playgrounds
- Construction of skating rinks, outdoor swimming pools, golf courses, tennis courts and other outdoor recreational facilities

Debt should be issued to finance capital improvements that will maintain or improve the rate of return on taxpayer dollars. Stated another way, debt should be issued to finance capital projects that prevent things from getting worse, make things better or improve operations, services or efficiency.

There are a number of reasons to issue debt to finance capital investment. As the City recovered from the June 2011 tornado and October 2011 snow storm, certain projects, such as the construction and reconstruction of the heavily damaged Elias Brookings Elementary and Mary Dryden Elementary Schools, could only be afforded by spreading their cost over many years. The MSBA Grant Program requires the City to appropriate the full cost of the project, before any reimbursements from MSBA can be requested, which required the issuance of debt.

The issuance of debt to finance projects with a long life is also considered “fair.” This equity concern is grounded in the argument that today’s taxpayers should not pay the entire cost of projects that will benefit future residents; rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well. This requires the issuance of debt.

As an example, the City has bonded for the construction of a new Brookings Elementary School that could provide educational services for 50 years. It would not be “fair” to finance the project

through direct cash appropriation because today's taxpayers would pay for its entire cost. Those who moved into Springfield in two years could receive 48 years of benefit without paying any of the cost, and those who moved out of Springfield in five years would have paid 50 years of cost but received only five years of benefit.

Similarly, it would not be "fair" or cost effective to bond for the project and structure the debt in such a way that the City would not pay the starting costs associated with the construction until 20 years from now. In other words, as the City issues debt, it begins paying back the principal and interest as to not back load the debt service schedule for future years to fund. The City's financial policies require the City to structure its debt in such a way that the City pays for the construction based on the depreciation of that building.

Debt management is the application of financial knowledge to ensure that our debt is structured in the manner that saves as much money as possible for our residents and protects our taxpayers from the risks associated with debt. Proper debt management can help the City take advantage of opportunities that suddenly arise and can help us predict and resolve problems before they occur. Specifically, proper debt management allows the City to plan additional debt issuances. The benefit of this is to allow the City to determine those projects that would be viewed as top priorities.

Debt management also helps a community ensure the cost of its debt is fair and equitable. Part of this fairness is issuing debt whose term does not exceed the useful life of the asset it finances. This reduces overall costs by placing a limit on the term of the debt and ensures that taxpayers will not be required to pay for assets that no longer exist, and therefore are no longer providing a public benefit.

Proper debt management should incorporate communication with the public to ensure the people we serve are fully informed of the ways in which their government is financed. This analysis continues the City's efforts to improve communication about public finances.

Appendix B

Current Outstanding Debt Issuances

City of Springfield, Massachusetts

Net Long-Term Debt Outstanding as of June 30, 2015 (including subsequent issues)

Net of MSBA & QSCB Subsidies

Does Not Reflect QSCB Annual Required Sinking Fund Deposits or Invested Sinking Fund Interest Earnings

Total Net Debt Service

Date	Principal	Interest	MSBA Subsidy (1)	QSCB Subsidy (2)	Net D/S
06/30/2015	-	-		-	-
06/30/2016	25,197,000.00	9,570,437.21	(12,694,418.00)	(966,442.40)	21,106,576.81
06/30/2017	24,326,000.00	8,060,976.36	(10,355,599.00)	(966,442.40)	21,064,934.96
06/30/2018	23,075,000.00	7,125,446.36	(5,004,683.00)	(966,442.40)	24,229,320.96
06/30/2019	23,980,000.00	6,114,633.86	(5,004,683.00)	(966,442.40)	24,123,508.46
06/30/2020	20,855,000.00	5,155,571.36	(5,203,316.00)	(966,442.40)	19,840,812.96
06/30/2021	20,790,000.00	4,274,721.36	(5,345,891.00)	(966,442.40)	18,752,387.96
06/30/2022	18,085,000.00	3,451,146.36	(2,771,108.00)	(966,442.40)	17,798,595.96
06/30/2023	13,735,000.00	2,778,558.86	-	(966,442.40)	15,547,116.46
06/30/2024	7,085,000.00	2,349,646.36	-	(966,442.40)	8,468,203.96
06/30/2025	4,490,000.00	2,118,146.36	-	(966,442.40)	5,641,703.96
06/30/2026	4,520,000.00	1,937,946.36	-	(966,442.40)	5,491,503.96
06/30/2027	22,394,000.00	1,756,946.36	-	(966,442.40)	23,184,503.96
06/30/2028	2,775,000.00	539,006.36	-	-	3,314,006.36
06/30/2029	2,775,000.00	441,881.36	-	-	3,216,881.36
06/30/2030	2,395,000.00	364,331.36	-	-	2,759,331.36
06/30/2031	2,205,000.00	295,331.36	-	-	2,500,331.36
06/30/2032	2,195,000.00	229,331.36	-	-	2,424,331.36
06/30/2033	2,195,000.00	162,109.44	-	-	2,357,109.44
06/30/2034	2,050,000.00	95,781.31	-	-	2,145,781.31
06/30/2035	2,040,000.00	31,875.05	-	-	2,071,875.05
Total	\$227,162,000.00	\$56,853,824.77	(46,379,698.00)	(11,597,308.80)	\$226,038,817.97

(1) Reflects reduced MSBA grant payments as a result of the October, 2015 refunding.

(2) Does not reflect an assumption regarding reduced subsidies as a result of sequestration.

Par Amounts of Selected Issues June 30, 2015

July 25 2002 QZAB (I)	1,000,000.00
July 2005 Advance Refunding SQ non-called -97 Chestnut Middle School modeling	82,715.00
July 2005 Advance Refunding SQ non-called -97 Chestnut Middle School Land	74,857.00
July 2005 Advance Refunding SQ non-called -97 School Roofs	43,425.00
July 2005 Advance Refunding SQ non-called -97 Industrial Park	28,942.00

July 2005 Advance Refunding SQ non-called -97 Milton Bradley School Land	619,773.00
July 2005 Advance Refunding SQ non-called -97 HS of Science and Tech	1,939,055.00
July 2005 Advance Refunding SQ non-called -97 Indian Orchard School Remodeling	33,898.00
July 2005 Advance Refunding SQ non-called -97 Commerce HS Remodeling	87,117.00
July 2005 Advance Refunding SQ non-called -97 Sumner Ave School Remodeling	33,898.00
July 2005 Advance Refunding SQ non-called -97 Chestnut Middle School	401,907.00
July 2005 Advance Refunding SQ non-called -98 Land Acquisition and Appraisal	125,578.00
July 2005 Advance Refunding SQ non-called -98 School Construction	3,694,779.00
July 2005 Advance Refunding SQ non-called -99 School 1	2,117,746.00
July 2005 Advance Refunding SQ non-called -99 Chestnut School Land Acquisition	96,050.00
July 2005 Advance Refunding SQ non-called -99 Urban Renewal	571,402.00
July 2005 Advance Refunding SQ non-called -99 Demolition	171,772.00
July 2005 Advance Refunding SQ non-called -99 Public Building 1	95,965.00
July 2005 Advance Refunding SQ non-called -99 Public Building 2	106,121.00
July 7 2005 New Money 1 non-called -Remodeling Public Buildings (ISQ)	55,000.00
July 7 2005 New Money 1 non-called -Dept. Equip. Facility Mgmt. and Park (ISQ)	10,000.00
July 7 2005 New Money 1 non-called -Public Building Renovations (ISQ)	210,000.00
July 7 2005 New Money 1 non-called -Roof Repairs - School (ISQ)	45,000.00
July 7 2005 New Money 1 non-called -Boston Road/Parker Street (ISQ)	10,000.00
July 7 2005 New Money 1 non-called -Repairs to Public Buildings ADA Requirements	105,000.00
July 7 2005 New Money 1 non-called -Repairs to Public Buildings (ISQ)	105,000.00
July 7 2005 New Money 1 non-called -Repairs to Public Buildings-School (ISQ)	50,000.00
July 7 2005 New Money 1 non-called -Repairs to Public Buildings-School Emerg. (I)	105,000.00
July 7 2005 New Money 1 non-called -Library & Museums Remodeling (SQ)	2,000.00
July 7 2005 New Money 1 non-called -Repairs to Municipal Group (ISQ)	384,908.10
July 7 2005 New Money 1 non-called -Final Phase Tapley Street (ISQ)	111,223.43
July 7 2005 New Money 1 non-called -School Building Repairs (ISQ)	158,117.44
July 7 2005 New Money 1 non-called -Public Building Repairs (ISQ)	28,751.03
July 7 2005 New Money 1 non-called -Rebecca Johnson School Improvements (ISQ)	50,000.00
July 7 2005 New Money 1 non-called -Demolition of Former Tech. High School (ISQ)	115,000.00
July 7 2005 New Money 2 non-called -Facility Construction (ISQ)	15,000.00
July 7 2005 New Money 2 non-called -Landfill Closure (OSQ)	285,000.00
July 7 2005 New Money 2 non-called -Departmental Equipment (ISQ)	15,000.00
July 7 2005 New Money 2 non-called -Urban Renewal I (OSQ)	40,000.00
July 7 2005 New Money 2 non-called -Park Improvements I (ISQ)	115,000.00
July 7 2005 New Money 2 non-called -Park Improvements II (ISQ)	240,000.00
July 7 2005 New Money 2 non-called -Cyr Arena (ISQ)	40,000.00
July 7 2005 New Money 2 non-called -Fire/Safety Complex (ISQ)	115,000.00
July 7 2005 New Money 2 non-called -Library & Museum (SQ)	175,000.00
July 7 2005 New Money 2 non-called -Urban Renewal II (OSQ)	175,000.00
July 7 2005 New Money 2 non-called -Park Improvements III (ISQ)	50,000.00
February 7 2007 New Money SQ NON-CALLED -Putnam School Renovation	1,330,000.00
February 7 2007 New Money SQ NON-CALLED -Our Lady Hope School Renovation	1,390,000.00

February 7 2007 New Money SQ NON-CALLED -Various School Water & Sewer	10,000.00
February 7 2007 New Money SQ NON-CALLED -Demolition 1	145,000.00
February 7 2007 New Money SQ NON-CALLED -Demolition 2	30,000.00
February 7 2007 New Money SQ NON-CALLED -Demolition 3	280,000.00
February 7 2007 New Money SQ NON-CALLED -Road Construction	965,000.00
February 7 2007 New Money SQ NON-CALLED -Sidewalk Construction	245,000.00
February 7 2007 New Money SQ NON-CALLED -Financial Software	665,000.00
February 7 2007 New Money SQ NON-CALLED -Fire Station Land Acquisition	75,000.00
February 7 2007 New Money SQ NON-CALLED -Fire Upgrades	60,000.00
February 7 2007 New Money SQ NON-CALLED -Library Upgrades	55,000.00
February 7 2007 New Money SQ NON-CALLED -Police Department Renovation	440,000.00
February 7 2007 New Money SQ NON-CALLED -Police/Fire Design	145,000.00
February 7 2007 New Money SQ NON-CALLED -Hope/Baptist Land Acquisition	20,000.00
February 7 2007 New Money SQ NON-CALLED -Greenleaf Park Building Repair	10,000.00
February 7 2007 New Money SQ NON-CALLED -Blunt Park Renovation	10,000.00
February 7 2007 New Money SQ NON-CALLED -Treetop Park Renovation	20,000.00
February 7 2007 New Money SQ NON-CALLED -Marshall Roy Park Renovation	20,000.00
February 7 2007 New Money SQ NON-CALLED -Park Land Acquisition	20,000.00
February 7 2007 New Money SQ NON-CALLED -Project Management	10,000.00
February 7 2007 ESCO SQ NON-CALLED	1,550,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Chestnut School Construction	6,818,395.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Commerce School Construction	2,070,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Aerial Mapping (ISQ)	211,605.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Improvements (ISQ)	235,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 GIS (ISQ)	115,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Restoration (ISQ)	378,550.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction (ISQ)	630,500.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Departmental Equipment (ISQ)	295,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction 2 (ISQ)	317,050.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Sidewalk Construction (ISQ)	239,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Design (ISQ)	613,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Van Sickle School Construct	1,735,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland Learning Center Design	507,600.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland Learning Center Land	472,100.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Construction (ISQ)	4,225,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Library (ISQ)	1,695,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland Learning Cntr Construct	4,695,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Fire and Safety Complex (ISQ)	2,115,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Demolition (ISQ)	1,080,000.00
February 7 2007 Advance Refunding -Adv Ref of 2003 Harris Elementary School (OSQ)	3,120,000.04
February 7 2007 Advance Refunding -Adv Ref of 2003 Bowland Learning Center (OSQ)	7,114,999.98
February 7 2007 Advance Refunding -Adv Ref of 2003 Van Sickle Middle/ HS (OSQ)	24,681,999.98
April 15 2009 Series A SQ -White Street Fire Station (ISQ)	2,750,000.00

April 15 2009 Series A SQ -Technology (ISQ)	80,000.00
April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ)	445,000.00
April 15 2009 Series A SQ -Old First Church (ISQ)	430,000.00
April 15 2009 Series A SQ -Forest Park Maintenance (ISQ)	190,000.00
April 15 2009 Series A SQ -Administrative Expenses (ISQ)	130,000.00
April 15 2009 Series A SQ -Van Horn Dam Study (ISQ)	50,000.00
June 24 2010 QSCB (Taxable)	17,864,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Remodel Public Buildings (ISQ)	562,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Dep.Equip.Fac.Mgmt & Park (ISQ)	134,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Reno (ISQ)	2,123,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Roof Repairs - School (ISQ)	437,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Boston Road/Parker St (ISQ)	104,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Build.ADA.Require (ISQ)	1,064,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Public Build (ISQ)	1,034,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to School Build (ISQ)	503,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Emergency School Repair (ISQ)	1,064,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum Remodel (ISQ)	13,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Muni Garage (ISQ)	3,845,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Final Phase Tapley St (ISQ)	1,123,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 School Build Repairs (ISQ)	1,535,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Repairs (ISQ)	259,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Rebecca Johnson School (ISQ)	522,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Demo of Former Tech HS (ISQ)	1,139,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Facility Construction (ISQ)	115,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Landfill Closure (OSQ)	2,416,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Departmental Equip (ISQ)	153,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 1 (OSQ)	346,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 1 (ISQ)	998,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 2 (ISQ)	2,077,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Cyr Arena (ISQ)	314,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Fire/Safety Complex (ISQ)	978,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum (ISQ)	1,469,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 2 (OSQ)	1,473,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 3 (ISQ)	455,000.00
February 12 2015 Series A SQ -Forest Park Middle School Renovation (OSQ)	3,140,090.00
February 12 2015 Series A SQ -Landfill Closure (OSQ)	1,000,000.00
February 12 2015 Series A SQ -Elias Brookings Elementary School Replace. (OSQ)	1,617,570.00
February 12 2015 Series A SQ -Mary Dryden Veterans Memorial School Remodel (OSQ)	2,176,784.00
February 12 2015 Series A SQ -Union Station (OSQ)	2,200,000.00
February 12 2015 Series A SQ -Central HS Science Lab Remodeling (OSQ)	6,112,627.00
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements I (ISQ)	4,500,000.00
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements II (ISQ)	1,500,000.00

February 12 2015 Series A SQ -School Roof Replacement - HS of Science/Tech (OSQ)	610,350.00
February 12 2015 Series A SQ -Ells School Roof Replacement (OSQ)	216,470.00
February 12 2015 Series A SQ -South End Middle School Roof Replacement (OSQ)	153,381.00
February 12 2015 Series A SQ -Springfield Public Day HS Roof Replacement (OSQ)	179,157.00
February 12 2015 Series A SQ -Pine Point Library Design & Construction I (ISQ)	750,000.00
February 12 2015 Series A SQ -Pine Point Library Design & Construction II (ISQ)	650,000.00
February 12 2015 Series A SQ -Chestnut Middle School Roof (OSQ)	453,644.00
February 12 2015 Series A SQ -Chestnut Middle School Demolition (OSQ)	2,298,967.00
February 12 2015 Series A SQ -Chestnut Middle School Medallions (OSQ)	201,033.00
February 12 2015 Series A SQ -School Remodeling - Green Communities (OSQ)	100,000.00
February 12 2015 Series A SQ -Putnam School (OSQ)	5,879,727.00
February 12 2015 Series A SQ -ESCO Phase II (ISQ)	10,000,000.00
February 12 2015 Series A SQ -Parker St. Road Improvements (ISQ)	1,000,000.00
February 12 2015 Series A SQ -City Hall HVAC Improvements (ISQ)	1,658,000.00
February 12 2015 Series A SQ -Land Acquisition/Remediation - Catherine St. (ISQ)	2,864,200.00
February 12 2015 Series B SQ (Taxable)	1,281,000.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Putnam School Renovation (ISQ)	509,950.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Our Lady Hope School Reno (ISQ)	1,554,000.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Various School & Water (ISQ)	241,350.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 1 (ISQ)	1,191,850.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 2 (ISQ)	1,006,700.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 3 (ISQ)	1,235,100.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Financial Software (ISQ)	57,895.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Station Land Acquisition (ISQ)	229,305.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Upgrades (ISQ)	272,600.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Library Upgrades (ISQ)	281,900.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police Dept Renovation (ISQ)	2,719,450.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police - Fire Design (ISQ)	748,950.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Hope-Baptist Land Acq. (ISQ)	149,625.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Greenleaf Park Building (ISQ)	38,850.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Blunt Park Renovation (ISQ)	10,400.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Treetop Park Renovation (ISQ)	125,300.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Marshall Roy Park Renovation (ISQ)	115,900.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Land Acquisition (ISQ)	149,650.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 Project Management (ISQ)	96,850.00
February 12 2015 Series C SQ -Adv Ref 2-7-07 ESCO (ISQ)	7,509,375.00
October 1 2015 SQ -Ref July 2005 Adv Ref 98 Land Acq. & Apprais. (ISQ)	392,000.00
October 1 2015 SQ -Ref July 2005 Adv Ref 98 School Construction (OSQ)	11,511,600.00
October 1 2015 SQ -Ref July 2005 Adv Ref 99 School 1 (OSQ)	8,865,000.00
October 1 2015 SQ -Ref July 2005 Adv Ref 99 Chestnut School Land (ISQ)	420,000.00
October 1 2015 SQ -Ref July 2005 Adv Ref 99 Urban Renewal (OSQ)	2,413,200.00
October 1 2015 SQ -Ref July 2005 Adv Ref 99 Demolition (OSQ)	725,000.00
October 1 2015 SQ -Ref July 2005 Adv Ref 99 Public Building 1 (ISQ)	401,000.00

October 1 2015 SQ -Ref July 2005 Adv Ref 99 Public Building 2 (ISQ)	457,200.00
Total	227,162,000.00

City of Springfield, Massachusetts
Short-Term Debt Outstanding as of June 30, 2015

Aggregate Debt Service

Date	Principal	Interest	Total P+I
06/30/2015	-	-	-
06/30/2016	13,656,990.00	164,788.28	13,821,778.28
Total	\$13,656,990.00	\$164,788.28	\$13,821,778.28

Par Amounts Of Selected Issues

June 12, 2015 BAN.....	11,643,498.00
June 12, 2015 Series A SAAN.....	808,580.00
June 12, 2015 Series B SAAN.....	880,912.00
June 30, 2015 FAAN.....	324,000.00
TOTAL.....	13,656,990.00

FirstSouthwest
Public Finance

Capital Improvement Plan

Fiscal Years 2017 - 2021

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City of Springfield, Massachusetts
Fiscal Years 2017-2021 Capital Improvement Plan



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- Appendix A: FY17 through FY21 Capital Improvement Plan
- Appendix B: Capital Improvement Process
- Appendix C: Rating Criteria



March 30, 2016

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Residents:

This transmittal letter provides an overview of planning and budgeting for the City's five year Capital Improvement Plan (CIP) for Fiscal Years 2017-2021. The CIP reflects a comprehensive process, builds upon priorities established by the current Administration and provides a detailed view of capital needs within the City of Springfield. The current amount of capital need is \$855.3 million. The highest priority projects total \$328.7 million which support economic development, improvements to public safety facilities, and continued upgrades in our schools.

In recent years, the City has made a concerted effort to address its capital needs by restructuring debt for the purposes of increasing its capacity for future debt issuances. In February 2015, the City issued \$50.4 million of debt for capital improvement projects within the City. The City has been strategic in leveraging funds from outside sources for capital projects in order to ensure the most cost effective use of City funds. The City worked collaboratively with the Federal Emergency Management Agency (FEMA), the US Department of Housing and Urban Development (HUD), the Massachusetts Emergency Management Agency (MEMA), and the Massachusetts School Building Authority (MSBA) to maximize revenues for schools, facilities and infrastructure improvements. The \$50.4 million of debt issued in Fiscal Year (FY) 2015 was the City share of project costs totaling \$340.7 million, or about 15% of total costs. The additional 85% of project costs were paid for or reimbursed by the agencies listed above. This means that for every dollar spent on a project, the City paid 15 cents. The City will continue to strategically use federal, state, private and City funding as we make decisions about capital improvement projects.

The City has made great strides in completing its highest priority projects. In FY16 the City completed numerous projects including the renovation and expansion of the Clifford Phaneuf Environmental Center at Forest Park for ECOS and placing wireless technology in every school through the Dense Wireless project. ECOS has provided an exciting environmental education program for generations of Springfield residents. The 750 acres of Forest Park provide a classroom containing a treasure of environmental experiences. Students can expand their knowledge of the natural world by exploring the diverse habitats of the park in the activity-centered program. Improvements to the ECOS facility include an updated educational plant, a wheelchair-accessible dock and ramp, a plaza, a boat dock, and new "green" technologies. The grand opening for the new facility is set for the spring of 2016. The Dense Wireless project in our schools addressed the gap in our wireless capability, which is expected to grow exponentially with the introduction of a one-to-one technology plan. The completion of this project has placed a wireless technology device in the hand of every student. A complete list of projects completed in FY16 can be seen below.



FISCAL YEAR 2016 COMPLETED PROJECTS				
Project Summary	Outside Funding	City Contribution	Total Project Cost	Funding Sources
ECOS - ENVIRONMENTAL CENTER FOR OUR SCHOOLS	1,519,991	2,500,000	4,019,991	FEMA, LOCAL, FY15 BOND
DENSE WIRELESS	-	2,300,000	2,300,000	CITY BOND
BOSTON ROAD CORRIDOR	6,000,000	1,400,000	7,400,000	MASSDOT, CITY BOND
DRYDEN	11,012,901	2,800,000	13,812,901	FEMA, MSBA, CITY BOND
SCHEMATIC DESIGN: PUBLIC DAY, WALSH, BRUNTON, STEM	-	237,000	237,000	PAY-GO
CITYWIDE COMPUTER HARDWARE UPGRADE	-	150,000	150,000	PAY-GO
NATHAN BILL TENNIS COURTS	-	150,000	150,000	PAY-GO
ENGINEERING SERVICES FOR THE IDDES SERVICES	-	100,000	100,000	PAY-GO
DPW REPLACEMENT BARRELS	-	78,042	78,042	PAY-GO
HUNGRY HILL SENIOR PARKING AREA	-	51,900	51,900	PAY-GO
FIRE EQUIPMENT - BREATHING APPARATUS	378,998	72,887	451,885	GRANT, PAY-GO
DOWNTOWN SURVEILLANCE CAMERAS (60)	-	15,660	15,660	PAY-GO
DEMOLITIONS	-	2,000,000	2,000,000	CITY BOND
ROAD/SIDEWALK REPAIR	2,967,334	3,000,000	5,967,334	CITY BOND, CH. 90
Total	21,879,223	14,855,489	36,734,712	

By leveraging Federal and State revenues in recent years, the City will continue work on or begin projects that help promote economic development, revitalization, infrastructure improvements, and housing throughout Springfield. Construction has begun on multiple projects that will provide valuable services to the community. The South End Community Center and Senior Center are two projects being funded, in part, through FEMA’s improved projects program, aimed at restoring facilities damaged in the 2011 tornado. Springfield’s South End Community Center is a non-profit organization serving children, youth and families in community. This new Center will re-establish services such “out of school time” programs, athletic and recreational activities, sports clinics, community meetings, and special events. The new Senior Center will replace services formally delivered out of the Armory building and provide senior residents with a safe, centralized and accessible facility that offers opportunities for socialization, recreation, and health and wellness activities.

FEMA funding will also contribute to a multi-purpose public safety facility at 50 East Street. The renovation will include a training academy, evidence storage, juvenile assessment center and space for the Police Department's Tactical Response Unit.

CURRENTLY IN PROGRESS				
Project Summary	Outside Funding	City Contribution	Total Project Cost	Funding Sources
SOUTH END COMMUNITY CENTER (SECC)	6,000,000	4,292,500	10,292,500	FEMA, FY16 BOND
SENIOR CENTER	7,608,496	4,391,504	12,000,000	FEMA, FY16 BOND
UNION STATION	82,800,000	5,200,000	88,000,000	FEDERAL, STATE, LOCAL
JOHN F. KENNEDY MIDDLE SCHOOL - WINDOWS & DOORS	2,876,562	719,141	3,595,703	MSBA, CITY BOND
KENSINGTON ELEMENTARY SCHOOL - WINDOWS & DOORS	978,262	244,566	1,222,828	MSBA, CITY BOND
SKILLS & TECHNICAL TRAINING FACILITY	1,475,353	1,539,897	3,015,250	FEDERAL GRANT, CITY
PAUL J. FENTON SAFETY ANNEX - 50 EAST STREET	2,890,464	8,909,536	11,800,000	FEMA, CITY BOND
ESCO II	-	10,000,000	10,000,000	FY16 BOND
ROAD/SIDEWALK REPAIR	-	1,000,000	1,000,000	CITY BOND
Total	104,629,137	36,297,144	140,926,281	

Additionally, some important projects that are scheduled to begin in FY17 include hydropower restoration at the Watershops Pond Dam, repair of Lower Van Horn Dam, a new Brightwood Elementary School, and MSBA renovations at Brunton, STEM, Walsh, and Public Day. The



City, in conjunction with the Springfield Public Schools will also purchase, design, and renovate a Culinary and Nutrition Center on Cadwell Drive in Springfield. This new center will house the operations, food storage, food preparation, and meal distribution for the Springfield Public Schools food service program and will enable the program to become centralized and expand.

SCHEDULED TO BEGIN IN FISCAL YEAR 2017				
Project Summary	Outside Funding	City Contribution	Total Project Cost	Funding Sources
HYDROPOWER AT WATERSHOPS DAM	5,050,000	1,000,000	6,050,000	NDRC, CITY BOND
LOWER VAN HORN RESERVOIR DAM	2,000,000	400,000	2,400,000	GRANT, STATE, PAY-GO
BRIGHTWOOD SCHOOL REPLACEMENT	21,000,000	14,000,000	35,000,000	MSBA, CITY BOND
BRUNTON/STEM/WALSH/PUBLIC DAY - MSBA	7,204,577	1,898,966	9,103,543	MSBA, CITY BOND
CULINARY AND NUTRITION CENTER	5,000,000	7,000,000	12,000,000	CITY BOND, USDA, GRANTS
CENTRAL LIBRARY - PHASE I	-	3,957,898	3,957,898	UNEXP. BOND PROCEEDS
SCHOOL CAPITAL PROJECTS	-	3,000,000	3,000,000	UNEXP. BOND PROCEEDS
POLICE VEHICLE REPLACEMENT	-	1,125,000	1,125,000	CITY BOND
DPW VEHICLE REPLACEMENT	-	923,925	923,925	CITY BOND
FIRE VOCAL ALERT SYSTEM	-	400,000	400,000	UNEXP. BOND, PAY-GO
Total	40,254,577	33,705,789	73,960,366	

As seen in the charts above, another strategic approach to address capital needs is the use of unexpended bond proceeds from completed projects. The Finance Department regularly reviews projects funded by bond proceeds in an effort to make sure funds are spent appropriately and within the two year time frame. When projects are completed, all tasks are finished and all expenses have been paid, any money left in the bond account is considered an unexpended bond proceed. Unexpended bond proceeds are the result of project scope changes, projects being completed under budget, or receiving reimbursements from outside agencies for expenses that were initially deemed “ineligible.” The City plans to use unexpended bond proceeds from the Forest Park Middle School Project for various School Building Improvements, and from the Roger L. Putnam Construction Project to fund the first phase of repairs at the Central Library.

An additional tool that the City has for addressing capital needs is the use of Pay-As-You-Go (Pay-Go) capital funds. By financial ordinance the City is required to fund the Pay-Go account with 1.5% of the local source revenue, approximately \$3.0 million. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fit the debt issuance requirements.

In 2015, Moody’s Investor Services affirmed and elevated the City’s bond rating as A2 with a positive outlook. This is an improvement from the City’s previous rating of A2 with a stable outlook. This is in addition to the double bond upgrade from Standard and Poor’s in January 2014. The City received a double upgrade of its credit rating to “AA-” from “A,” which continues to be the highest rating in the City’s recorded history. Recognitions like these are a testament to how well the City has navigated through the economic downturn and made appropriate decisions to keep the budget balanced. This rating puts the City in line with other communities such as Chicopee “AA-”, Hartford CT, “AA-”, and East Longmeadow “AA.”



The City will continue to look for ways to leverage funding to maximize its use of taxpayer dollars. I look forward to your feedback and to working with City Departments on these important projects.

Sincerely,

Timothy J. Plante
Chief Administrative and Financial Officer



CAPITAL PLAN OVERVIEW

The City of Springfield’s \$855.3 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, businesses and visitors.

This year, the Capital Committee made changes to the project rating criteria in order to rank projects to best reflect the Mayor’s five essential priorities. The eight criteria include: project funding, service to the public, legal obligations, operations impact, coordination with other projects, perception of need and the addition of economic development and resiliency (see Appendix C).

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 demands. A capital project, according to the financial ordinances section 4.44.050 (A) of the City of Springfield, is “...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more.”

The City develops and presents a Capital Improvement Plan. Projects in the capital plan are based on a quantitative analysis of project need and merit. The capital budget represents the funding for the overall estimate project cost of projects. Projects in the annual budget represent the City’s most immediate investment priorities and projects with the highest return on investment for the taxpayers of Springfield. The goal of the Capital Improvement Plan is to create a logical, data-driven, comprehensive, integrated, and transparent capital investment strategy that addresses infrastructure, roads, sidewalks, parks, land, buildings, equipment, technology, fleet and other capital asset needs.

The administration oversees all aspects of the CIP with multiple City departments playing an integral role. The Office of Management and Budget oversees the financial aspects of each capital project and maintains a record of expenses for each project. The City’s Capital Asset Construction Department is responsible for management and oversight of 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 Department also plays an integral role in capital projects by providing routine maintenance, repair and renovations to the City’s facilities. Lastly, the Department of Public Works is responsible for the repair and maintenance of city roadways and sidewalks, a key piece to the City’s infrastructure.

Projects that are included in the CIP are not guaranteed for funding as the Plan is a reflection of the needs within the City. Due to the fact that the scope of the capital plan is limited to



affordability, the City continues to have a significant challenge in meeting capital demands. While financial shortcomings will always be an issue within city government, the CIP allows the City to anticipate a better plan for projects that need to be completed, or when replacement equipment needs to be purchased. In past years, many buildings and road projects were deferred due to budgetary constraints. The City has made a concerted effort to address its capital need by restructuring its debt for the purposes of increasing its capacity for future debt issuances. The City is finally reaping these benefits and has more ability to address high priority projects within the CIP.

In February 2015, the City issued \$50.5 million of debt, based on the debt affordability analysis conducted in January 2014. In order to address high priority capital needs, Springfield issued short and long term debt, along with a combination of MSBA, FEMA, Pay-Go, unexpended bond proceeds and grant funding to finance over \$340.7 million of capital improvement projects. By capitalizing on its decreasing debt schedule, Springfield plans to sell debt again in 2017, alleviating more of its highest priority requests.

The strategic use of outside funding allows for the maximum impact, at a minimum price for the City. As illustrated in the February 2015 bond issuance, the City was left responsible for only 15% of the \$340.7 million project costs spent over FY14 and FY15. The City continues to employ this strategy of leveraging alternative funding sources. The following sources have been used to help the City fund portions 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.
 - Federal Emergency Management Agency (FEMA)
 - Massachusetts School Building Authority (MSBA)
 - Housing and US Department of Urban Development (HUD)
 - Massachusetts Emergency Management Agency (MEMA)
 - Federal Transportation and Highway departments (FHWA)
- 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. Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
- Strategic use of Pay-As-You-Go (Pay-Go) capital funds – The Pay-Go capital account was established in the financial ordinances with a goal to fund smaller capital projects through the annual operating budget.
- 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.
- 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 bond proceeds – On a continuing basis, the Finance Department compiles a list of projects funded by bond proceeds in an effort to find if there were proceeds that were unexpended.

CAPITAL IMPROVEMENT COMMITTEE

The Capital Improvement Committee is responsible for identifying and prioritizing the City's capital needs. The FY17-21 Capital Improvement Committee is comprised of the following:

Chief Administrative and Financial Officer	Timothy J. Plante
Chief Development Officer	Kevin Kennedy
Director of Department of Public Works	Christopher Cignoli
Director of Parks, Building/Recreation	Patrick Sullivan
Director of Capital Asset and Construction	Peter Garvey
City Council CIP Chair	Councilor Timothy Rooke
Budget Director	Lindsay Hackett
Deputy Director of Economic Development	Brian Connors
Capital Improvement Analyst	Jennifer Whisher

In March, the committee met to evaluate the proposed \$855.3 million Capital Improvement Plan. Representatives from departments attended to discuss their capital needs and to answer any questions put forth by the Committee. After all departmental requests were reviewed, the committee established priorities based on need and a list of priority projects was developed and reviewed by the committee for approval. Some options for funding capital projects include General Obligation Bonds / Bond Anticipation Notes (BANs), Pay-As-You-Go capital, unexpended bond proceeds, and federal and state grants. These funding options are looked at strategically to fully maximize available resources.

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 as required by law.



PROPOSED FY17 CAPITAL BUDGET AND PROJECTS

HUD/NDRC projects

In January 2016, the Department of Housing and Urban Development (HUD) announced that the City of Springfield had been selected as one of thirteen winners of the National Disaster Resilience Competition (NDRC). The City will receive \$17,056,880 in CDBG-NDR (Community Development Block Grant – National Disaster Resilience) funding for innovative projects that will increase resilience in the City. Receiving this award will also leverage \$80,199,042 from outside sources to fund projects throughout the City.

The NDRC was developed through a partnership between HUD and the Rockefeller Foundation in response to requests from state and local leaders seeking to build resilience and better prepare their communities for the impacts of climate change. The competition was modeled after the Rebuild by Design Competition that occurred after Hurricane Sandy. In the initial Phase I of the competition, 67 eligible applicants were invited to participate. Of the 67 participants, 40 finalists were asked to submit specific projects that would advance the resilience of their states and communities. HUD then selected 13 states and local communities to award funding to. Of those awarded funding, eight were states, four municipalities (including Springfield), and one county.

The National Disaster Resilience Competition was designed to promote risk assessment, stakeholder engagement, and resilience. The City of Springfield will use these funds to carry-out the following HUD selected projects:

Hydropower at Watershops Pond

Hydropower will be restored at the Watershops Pond Dam on land currently owned by the City. The City has already conducted a feasibility analysis for this project and has filed a FERC (Federal Energy Regulatory Commission) permit. The restored hydropower will generate 707,000 kwh during an average year and will be capable of functioning independent of the grid. A portion of the electricity will fully power the newly-built Brookings School, which will also have the capacity to serve as an emergency community shelter in the event of a disaster. The remainder of the energy can be made available to neighboring businesses. The expectation is that an uninterrupted power source can be an attractive amenity to businesses interested in locating in the area. The City will contribute \$1.0 million toward the \$6.05 million total project cost.

NDRC Funding	City Contribution	Total Project Cost
\$ 5,050,000	\$ 1,000,000	\$ 6,050,000

Safe and Healthy Rental Homes

Rehabilitation program for owners of 1-4 unit homes to restore affordable housing stock damaged by the 2011 tornado.



Business and Job Opportunities

Creation of the Springfield Innovation Center and provision of job training to foster a community of entrepreneurs, jumpstart re-investment and redevelopment in the City’s core, and equip low-income residents with the skills they need to work on NDRC-funded projects.

Community Engagement

Creation of the Citizen Tree Steward Program and the Community Based Citizen Science Initiative to involve the community in water quality and water conservation activities. The City will also partner with the Pioneer Valley Planning Commission to complete the remaining phases of the City’s climate change plan.

The following organizations partnered with the City of Springfield in Phase I or Phase II applications:

- Baystate Medical Center
- Develop Springfield
- Pioneer Valley Planning Commission
- Partners for a Healthier Community
- ReGreen Springfield
- Regional Employment Board
- Tech Foundry
- Northeast Climate Change Center and University of Massachusetts

MassMutual and the Commonwealth of Massachusetts, Office of Energy and Environmental Affairs agreed to commit a combined \$2.4 million to the City’s resilience projects.

Lower Van Horn Reservoir Dam

The City will begin repairing and upgrading the Lower Van Horn Dam in FY17. Currently, the Dam is in poor condition and deemed to have high hazard potential, making the \$2.4 million in repairs crucial. In the event of dam failure, Baystate Medical Center would be unable to continue operations; currently it is the only Level I trauma center in the region. Furthermore, many homes, industrial, and commercial facilities would be lost. The repairs and upgrades to the dam include new access roads to the outlet and inlet of the dam, and repairing the dam’s primary spillway, which currently has debris making it dangerous to access for maintenance purposes. The Massachusetts Executive Office of Energy and Environmental Affairs and MassMutual each contributed \$1.0 million toward the project and the City will contribute the remaining \$400,000.

MA Energy Grant	MassMutual Contribution	City Contribution	Total Project Cost
\$ 1,000,000	\$ 1,000,000	\$ 400,000	\$ 2,400,000



Massachusetts School Building Authority (MSBA) Projects

Brightwood Elementary School

The City plans to replace the 118 year old Brightwood Elementary School located in the North End with a new school at a site yet to be determined. MSBA has pledged to fund 80 percent of all eligible construction expenses for the approximate \$35 million project that will replace the existing school building located at 471 Plainfield Street. The City can anticipate reimbursement for all eligible construction costs up to the budgeted project cost as determined MSBA. Any expenses above the MSBA maximum are the responsibility of the City, including. As shown below, the City plans to contribute more than 20% of the project total because a land acquisition and schematic design for the new building are MSBA ineligible costs. Based on report published by the Department of Parks, Buildings and Recreation management, the current building is in need of extensive repairs and the City, along with MSBA, has found that a full replacement of the school is financially the best solution. Planning for this extensive construction project will begin in July 2016.

MSBA Funding	City Contribution	Total Estimated Project Cost
\$ 21,000,000	\$ 14,000,000	\$ 35,000,000

Walsh, Public Day, Brunton, STEM

In FY16, four Springfield public schools were invited into the MSBA Accelerated Repair Program: Mary M. Walsh School, Public Day High School, Daniel B. Brunton Elementary School for window and door projects and STEM Middle School for a roof replacement. In order to pay for this project, the City Council has authorized bonds for the total amount of the \$9,103,543 project. The City can expect 80% reimbursement of all eligible costs from MSBA. Any project costs in excess of the total project budget of \$7,204,577 as determined by MSBA, the City will be required to pay the additional expenses as MSBA will not increase the amount to be reimbursed. The roof system for STEM Middle School and the window and door systems for Brunton, Walsh, and Public Day High School projects are currently in the design and bidding stage.

School Project	MSBA Funding	City Contribution	Total Estimated Project Cost
Mary M. Walsh	\$ 2,117,495	\$ 529,374	\$ 2,646,869
Public Day High	\$ 1,352,646	\$ 338,162	\$ 1,690,808
Daniel B. Brunton Elem.	\$ 2,129,976	\$ 532,494	\$ 2,662,470
STEM Middle	\$ 1,604,459	\$ 498,937	\$ 2,103,396
Total	\$ 7,204,577	\$ 1,898,966	\$ 9,103,543

Culinary and Nutrition Center - Food Service Building

The Springfield Public Schools (“SPS”) provides universal free breakfast and lunch, dinner programs, summer meals and full service vending for all of its students and staff. Currently, meals are prepared in four facilities and then transported to sixty feeding sites because there isn’t a central production kitchen. The current food service facility is too small to accommodate the current program leaving SPS to outsource cold storage, baked goods production, and ship whole



fruits and vegetables from its local farm partner, to a facility in Rhode Island to be cleaned, cut, and packaged for SPS meals. The acquisition, design, and renovation of a building to house the operations, food storage, food preparation, and meal distribution for the Springfield Public Schools Food Service Program would enable the program to become centralized and expand. This year alone, the expansion of the food service program has added 34 jobs. This new, cutting edge facility will be the first in the nation and will be a model to other school systems around the country.

Through design and renovation, the new facility could include: producing and packaging food components to support the Breakfast in the Classroom (BIC) Program (30 schools, 84.6% participation), Lunch Program, Dinner Program, and Summer Program, centralizing catering services, increased frozen food storage to support direct USDA shipments and Field to Freezer Program. It will also increase food and equipment storage, increase vending operations, implement a student culinary arts training program (in partnership with Putnam Vocational and Central High), create a district bakery, and house equipment maintenance and repair workshop. The new facility could also be designed and outfitted to produce 100,000 meals daily to support the Springfield District Programs (BIC, lunch, dinner, and summer) and those that could potentially be outsourced to surrounding communities. Additionally, the acquisition and creation of the SPS food storage facility could create an additional 40 full-time jobs.

The purchase of the property will save SPS \$582,881 annually in storage and shipping costs, and commodity assessment fees and pay the City \$375,000 with an overall net savings of \$207,881. The entire project is estimated to cost \$12.0 million for the acquisition, design, and renovation of the new building. The City plans to bond for \$7.0 million as their share, while the remaining balance will be paid using USDA funds and grants.

USDA & Grant Funding	City Contribution	Total Estimated Project Cost
\$ 5,000,000	\$ 7,000,000	\$ 12,000,000

School Department Food Service Plan

The Food Service Department conducted a comprehensive review of all kitchens and cafeterias in Springfield Public Schools. Highlights of the FY17 plan include extensive renovations of Duggan Middle School, Kennedy Middle School and Commerce High School. These kitchen upgrades are designed to replace obsolete service and cooking equipment, in order to improve the quality of services provided to our students. As mentioned above, the new Culinary and Nutrition Center will save SPS money annually. The School Department plans to strategically invest this savings into school kitchen facilities each year, in order to maintain its high level standards.

Central Library

The Central Library, part of the Quadrangle-Mattoon Historic District in the City, has been around since 1912. After many years of daily use and natural “wear and tear”, the Central Library is in need of many renovations. The restoration of the Central Library is estimated to cost \$15.4 million and will take place in three phases. The first phase of the project will be



funded through the use of unexpended bond proceeds from the completed Putnam Construction project. Set to begin in FY17, the first phase will include the replacement of the existing rear library/museum stairs and closed ramp with a new plaza; including accessible ramp, stairs, decorative metal railings, seating, plantings, and lighting. The roof will also be replaced and the front stairs at the State Street entrance will be rebuilt. The second phase of the restoration will include: replacing the existing windows, installing a new HVAC system, upgrading the lighting, and replacing the existing electrical with a new electrical system, telecommunication system, fire alarm system, and video surveillance system. The third phase will include a new handicapped parking lot for easier accessibility and the repair of the existing dock lift.

Police Vehicles

The Police Department's current fleet is made up of 216 vehicles, serving many purposes, most important of which is primary patrol cruisers. The purchase of new vehicles is necessary to continue the provision of public safety and to improve, and contribute to, the quality of life for the citizens of the City of Springfield by protecting, serving, and working with the community. These replacements will protect officers' safety, save money on repair costs, and reduce the amount of time vehicles will be out of service.

Vehicle to Purchase	Units	Price per Unit	Total Amount
Police Cruisers	25	\$ 45,000	\$ 1,125,000

DPW Vehicles

The DPW currently has 40 vehicles in its fleet: 19 fully-automated trucks, 16 semi-automated trucks, four pick-up trucks, and one box truck. The purchase of new vehicles to replace those that are aging is necessary in order to continue the support of the City's solid waste program. The vehicles to be purchased include two pick-up trucks for daily operations, two semi-automated and one fully-automated 31-cubic yard trucks for trash removal services. These vehicle replacements will allow DPW to address the highest prioritized needs of its fleet.

Vehicle to Purchase	Units	Price per Unit	Total Amount
Semi-Automated 31 Cubic-yard Truck	2	\$ 281,300	\$ 562,600
Fully-Automated 31 Cubic-yard Truck	1	\$ 281,325	\$ 281,325
Pick-up Truck	2	\$ 40,000	\$ 80,000
Total	5		\$ 923,925

The complete FY17 Capital Improvement Plan can be found in Appendix A of this document.



FY16 OVERVIEW

Alternative and Improved (FEMA) Projects

FEMA granted the City a \$25.3 million settlement for damages to city-owned properties, primarily the destruction of the South End Community Center and the vacant Zanetti School on Howard Street. The City is able to use up to 75% of the settlement costs to fund FEMA approved Alternate and Improved projects. Through FEMA's Alternative and Improved Project Programs, the City can take advantage of eligible FEMA funding to make additional improvements to the facilities while making disaster repairs. The facilities must have the same function and capacity as that of before the disaster. Funding is also available to provide additional services to the community and upgrades to public facilities in a strategic and practical method, when restoration of the original damaged facility is not in the best interest of the public.

The renovation and expansion of the Clifford Phaneuf Environmental Center at Forest Park was completed in FY16. This project updated the City's 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. This project will provide both educational values to Springfield students and be an important resource for the Greater Springfield community.

Funding will also benefit three ongoing projects, on schedule for completion in FY17: a new senior center at Blunt Park, a new South End Community Center, and major renovations to the former Arthur MacArthur Army Reserve Center at 50 East Street, for various Police Department uses.

School Building Capital Improvements

The Springfield Public School has appropriated \$2.1 million to fund a total of 56 projects that are scheduled to begin at the end of FY16. These projects are comprised of abatements, plumbing, electrical, interior and exterior construction and finishing, HVAC, fire life safety, and paving. By far, the three categories with the highest estimated project costs are interior construction (\$598,000), interior finishing (\$332,000), and abatements (\$370,000). Some of the larger projects include replacing the plaster ceiling at Washington Elementary School and installing fire and stairwell doors at Central High School. Additionally, the School Department will replace the roof at Balliet Middle School, upgrade fire doors at Chestnut Middle School, and repave the parking lot at the Arthur T. Talmadge School. While these projects may seem small in comparison to other projects in the Capital Plan, they are just as important and are vital to maintain a safe and healthy learning environment for our children.

MSBA Accelerated Repair Program

In FY15, the Massachusetts School Building Authority approved Kennedy Middle School and Kensington International School as recipients of their school construction grant. MSBA will reimburse costs up to 80% for window and door replacements at each of the schools, extending each school's useful life and preserving assets for the City's education programs. These projects are currently under way.



(HUD) CDBG-Disaster Recovery

The City of Springfield continues to rebuild after the devastating tornado in June 2011 and damaging snowstorm in October 2012. The City was awarded \$21.8 million in CDBG-DR grant funding that continues to be used for disaster related relief, long-term recovery, restoration of infrastructure, and housing and economic revitalization activities in the most impacted distressed areas resulting from the Presidentially Declared Disasters.

Grant Matches

The City continues to actively pursue grant opportunities to offset funding costs for projects that may not otherwise have a chance of getting off the ground. Based on the competitive nature of some grant application processes, the City has worked hard to pursue grant opportunities for its Parks and Recreations divisions, as areas often fall under higher prioritized municipal buildings and infrastructure.

Skill Technical Training Facility

In FY15, the U.S. Economic Development Agency awarded the City of Springfield \$1.3 million for a Skill and Technical Training Facility, an 11,400-square-foot facility that will provide space to conduct work skills training in the precision manufacturing and construction trades industry. This new facility will house storage space for the Bright Nights holiday lighting display, replacing a deteriorating storage barn in Forest Park. Matches to fund the entirety of this project have been provided through a donation from the Spirit of Springfield and pay-go funds. This project is currently in construction.

City Parks

City Parks are considered community-wide assets and the preservation and improvements to them are in line with the City's priorities to provide recreational opportunities for all of its residents. In FY16, the City was awarded a competitive Parkland Acquisitions and Renovations for Communities (PARC) grants offered by the State. This grant award is for \$400,000 with a required City match of \$250,000. The project will greatly enhance this area with improved infrastructure such as enhanced ADA accessibility, path systems, picnic areas, boat launch, and a gazebo. The project will also restore the area impacted by the 2011 tornado back to its natural state. In FY16 PARC grants also funded the establishment of two new City parks, Mary Troy Park and Balliet Park.

FISCAL YEARS 2010-2015 OVERVIEW

In FY15, a total of \$223.2 million from various funding sources was appropriated for capital projects. The majority of funding, \$196.2 million was designated for school projects, including a new Elias Brookings Elementary, the acquisition of a new Early Education Center, and MSBA-funded repairs on five City schools (Springfield High School of Science and Technology, Margaret C. Ells School, South End Middle School, Springfield Public Day High School and Chestnut Accelerated Middle School). MSBA has approved up to \$9.0 million in reimbursements for the roof projects at the five schools, representing up to 80% of eligible costs.



Funding for City infrastructure projects, totaling \$16.9 million, came in as a distant second to the school projects. In 2015, the Planning & Economic Development department began phase I revitalizing the Union Station project, a crucial project for the continued revitalization of the City of Springfield. The redevelopment of Union Station will be a major catalyst for the redevelopment of the North Block of the City's downtown. When completed, the historic downtown station will be the region's main transportation hub providing connections for local, regional and intercity buses; Amtrak, commuter and high-speed passenger rail; and other ground-transportation services.

The Boston Road Corridor project cost totals \$7.4 million, made up of \$1.4 million from MassDOT and \$6.0 million from the City's FY15 bond sale. The project covered the section from Pasco Road to the Wilbraham Line, resulting in a better alignment of Boston Road and five key intersections: Pasco Road, Parker Street, the Eastfield Mall, Springdale Mall and Kent Road. The Boston Road project was completed in FY16 and through discussions with MassDOT the project came in under budget by \$45,000.

In February 2015, the City was able to bond for the \$2.1 million costs of razing and clearing the City-owned property at the former Chestnut Junior High School. The building had been unoccupied for several years due to a fire and had subsequent interior deterioration. The Building Commissioner deemed the building unstable and ordered it to be demolished.

The existing towers at the Columbus Avenue boiler plant which services City Hall and Symphony Hall were at the end of their expected useful lifecycles. The Department of Capital Asset and Construction recommended the replacement of the two Symphony Hall cooling towers, the condenser water basins in each of these towers, interconnection of piping between the cooling loops for Symphony Hall and City Hall and install new piping and manual valves between the two systems. In February 2015, the City was able to bond \$1.7 million in costs relating to this project.

Old First Church, built in 1819, is one of the oldest churches in Western Massachusetts, and an important part of Springfield history. Purchased by the City in 2008, the meeting house often serves as a venue for special events. Work to repair damage caused by the June 2011 tornado was finally completed, totaling almost \$100,000. The City is pursuing FEMA for a partial reimbursement of the repair costs.

In FY13, a total of \$81.9 million was appropriated for three capital school improvement projects and an additional \$43.4 million for the New Forest Park Middle School in FY12. The projects include rebuilding of Brookings and Dryden Schools and construction of 12 science labs at Central High School.

The City was selected by MSBA to partake in their High School Science Lab Initiative. The Springfield Central High school science lab project includes construction of a three-story science wing that consists of 12 new science laboratories and preparation rooms. In addition, the project



includes renovation of six existing science labs on the third floor of the high school, installation of a new roof for the entire school and a new sprinkler system. MSBA has approved up to \$25.6 million in reimbursements for the project, representing up to 80% of eligible costs.

The newly renovated and expanded Forest Park Middle School reopened in September 2013. The overall \$43.4 million project qualified for 90% reimbursement from the MSBA. The total MSBA grant for the project was up to \$39 million (90%) with a City contribution of \$4.3 million for an efficient, sustainable, affordable and much improved Forest Park Middle School.

Through the Capital Asset and Construction Department the new Putnam Vocational High School opened in September 2012. The \$114 million project provided a state-of-the-art vocational school for Springfield students. MSBA granted 90% reimbursement of costs to build this new facility. By reimbursing the City more than was originally planned, the City came in under budget. The unexpended bond proceeds from this project will be used to fund other capital projects throughout the City.

In FY10, 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% of the proceeds for specified purposes which include renovations or construction of a school building. Through this method the investor receives 100% of the tax credit associated with this issuance.

CONCLUSION

This plan is intended to provide a detailed view of the capital needs within the City of Springfield. The total amount of capital requests for FY17 through FY21 is \$855.3 million. The highest priority projects total \$328.7 million. The City continues to leverage funds from outside agencies to fund high priority projects that were identified within the CIP. Subsequently, the City of Springfield has maintained its 'AA-' credit rating from Standard and Poor's (S&P) and recently received a reaffirmed credit rating of A2, with a revised outlook from stable to positive by Moody's in January 2015. When Springfield wants to issue bonds, its bond rating reflects the amount of interest it has to pay an investor. The higher the bond rating, the lower the risk of default and the amount of risk the investor is taking. Lower risk means lower interest received by the investor and paid out by the City; allowing the City to maintain a responsible debt payment plan with low interest.

This plan was created with the underlying themes of upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping to improve the City's diverse and important neighborhoods. This Capital Improvement Plan is the City's investment roadmap for the next five years and should be strategically implemented to provide Springfield's residents with an improved quality of life, along with a more efficient and effective government.

APPENDIX A: PROPOSED CAPITAL PROJECTS Capital Improvement Plan: Fiscal Years 2017 - 2021

Priority	Department	Project Name	Partial/ Funded	Total Rating	Estimated Total Project Cost	Funding Sources	Year 1	Year 2	Year 3	Year 4	Year 5
PRIORITY A											
A	ECO DEV	COURT SQUARE REDEVELOPMENT -ADVANCE URBAN RENEWAL ACTIVITIES		89	10,000,000	PRVT, ST, FED TAX CRED.	10,000,000				
A	POLICE	UNIFORM - GUN REPLACEMENTS	P	89	200,000	GRANT	200,000				
A	POLICE	RADIO REPAIR - MOTOROLA - RADIOS	P	87	126,500	JAG/PAY-GO	126,500				
A	POLICE	RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS	P	87	50,000	FY 17 PD BUDGET	50,000				
A	POLICE	UNIFORM - TASER	P	87	26,530	FY 17 PD BUDGET/JAG	26,530				
A	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE		87	3,500,000		3,500,000				
A	PARKS	WATERSHOPS POND - HYDROPOWER	F	84	6,050,000	NDRC, CITY BOND	6,050,000				
A	POLICE	RADIO REPAIR - ANALOG CAMERAS TO DIGITAL AND STORAGE	P	84	60,858	GRANT	60,858				
A	POLICE	IT - NETWORK SWITCHES NEED REPLACEMENT	P	84	60,000	PAY-GO	60,000				
A	FACILITIES	HOMER ST SCHOOL - "NEW" BUILDING REPLACEMENT		83	40,000,000		40,000,000				
A	ECO DEV	UNION STATION	P	83	2,000,000	FED, STATE, LOCAL	2,000,000				
A	POLICE	IT - COMPUTERS, CRIME ANALYSIS TABLETS	P	82	48,000		48,000				
A	POLICE	MCU - LIVE SCAN FINGERPRINT SYSTEM	F	81	53,400	PAY-GO	53,400				
A	POLICE	RADIO CHANNEL UPDATE		80	550,000		550,000				
A	POLICE	POLICE VEHICLE REPLACEMENT	F	80	1,125,000	COMMUNITY HOST AGRMNT	1,125,000				
A	FACILITIES	GERENA SCHOOL - REPLACEMENT OF ELECTRICAL SWITCH GEAR	F	80	140,000	SCHOOL CARRY-OVER	140,000				
A	POLICE	RECONSTRUCTION OF 130 PEARL ST.	P	80	65,000,000	BOND, GRANT	65,000,000				
A	POLICE	CRIME ANALYSIS - I2 SOFTWARE	P	80	49,200	PAY-GO	-	49,200			
A	POLICE	RADIO REPAIR - CORE CLIENT	P	79	150,000	GRANT	150,000				
A	DCAC	50 EAST STREET		79	11,500,000	FEMA, FY16 BOND	11,500,000				
A	DPW	FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY SECTION		78	8,000,000	CITY BOND	3,000,000	3,000,000	2,000,000		
A	PARKS	LOWER VAN HORN RESERVOIR DAM	F	78	2,400,000	GRANT, STATE, PAY-GO	2,400,000				
A	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR		78	3,500,000		3,500,000				
A	DPW	ROAD RESURFACING AND SIDEWALK CONSTRUCTION		77	12,000,000	PAY-GO FY13/CH90	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000
A	POLICE	IT - DASH CAMS	P	77	2,125,000	PAY-GO	2,125,000				
A	POLICE	IT - DASH CAM STORAGE	P	77	152,640	PAY-GO	152,640				
A	DCAC	SOUTH END COMMUNITY CENTER (SECC)	F	76	10,292,500	FEMA, FY16 BOND	10,292,500				
A	PARKS	CITYWIDE - POND DREDGING		75	11,000,000		11,000,000				
A	POLICE	IT - FIXED LPR SAT 5 ACCESS POINTS		75	90,000		90,000				
A	FACILITIES	BRIGHTWOOD SCHOOL REPLACEMENT	F	75	35,000,000	MSBA, CITY BOND	35,000,000				
A	DPW	FLOOD CONTROL SYSTEM MAINTENANCE		75	1,000,000		200,000	200,000	200,000	200,000	200,000
A	POLICE	MOTOROLA REAL-TIME CRIME ANALYTICS	F	74	450,000	BOND	450,000				
A	DCAC	SENIOR CENTER	F	73	12,000,000	FEMA, FY16 BOND	12,000,000				
A	DPW	ARMORY ST LANDFILL UPGRADES		72	200,000	BOND	200,000				
A	DPW	FLOOD PREVENTION SYSTEM (FPS) REPAIR AND ABANDONMENT		72	75,000		75,000				
A	DPW	BOND'S ISLAND LANDFILL CLOSURE		72	5,000,000	BOND	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
A	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS		72	2,500,000		500,000	500,000	500,000	500,000	500,000
A	PARKS	UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT PROGRAM		72	750,000	APPLIED FOR DR GRANT	750,000				
A	LIBRARY	CENTRAL LIBRARY - PHASE I	F	71	3,866,373	UNEXP. BOND PROCEEDS	3,866,373				
A	POLICE	DOWNTOWN PD STATIONS - KOBANS		71	500,000		500,000				
A	FACILITIES	WHITE SCHOOL - FIRE PROTECTION SYSTEM		71	450,000		450,000				
A	DPW	DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)	P	71	5,000,000	PAY-GO, BOND	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
A	FACILITIES	KENNEDY - HAZS MAT ABATEMENT & CEILING TILES		71	4,600,000		4,600,000				
A	SCHOOL	CULINARY AND NUTRITION CENTER -FOOD SERVICE WAREHOUSE	F	70	12,000,000	CITY BOND, USDA, GRANTS	12,000,000				
A	DPW	MILL RIVER CONDUIT REPAIRS WING WALLS-LOCUST STREET		70	810,500	CITY BOND	810,500				
A	PARKS	FOUNTAIN LAKE DAM - REPAIR		70	1,500,000		1,500,000				
A	PARKS	PORTER LAKE DAM - REPAIR		70	1,500,000		1,500,000				

APPENDIX A: PROPOSED CAPITAL PROJECTS
Capital Improvement Plan: Fiscal Years 2017 - 2021

Priority	Department	Project Name	Partial/ Funded	Total Rating	Estimated Total Project Cost	Funding Sources	Year 1	Year 2	Year 3	Year 4	Year 5
A	DPW	PRIVATE WAYS - RESURFACING		70	1,346,811	PAY-GO FY14	300,000	446,811	300,000	300,000	
A	FACILITIES	BRUNTON - WINDOW AND DOOR REPLACEMENT	F	69	2,662,470	MSBA, CITY BOND	2,662,470				
A	FACILITIES	STEM - STRUCTURAL UPGRADES AND NEW ROOF	F	69	2,103,396	MSBA, CITY BOND	2,103,396				
A	FACILITIES	WALSH - WINDOWS AND DOORS	F	69	2,646,869	MSBA, CITY BOND	2,646,869				
A	FACILITIES	PUBLIC DAY - WINDOWS AND DOORS	F	69	1,690,808	MSBA, CITY BOND	1,690,808				
A	PARKS	FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD CULVERT		69	1,500,000		1,500,000				
A	PARKS	FOREST PARK ROADWAYS		69	950,000		950,000				
A	DCAC	SKYWALK		69	150,000	PAY-GO FY13	150,000				
A	PARKS	WESSON PARK		67	500,000		500,000				
A	FACILITIES	CITY HALL - FRONT STEP REPAIR	F	67	1,000,000	CITY BOND	1,000,000				
A	FACILITIES	DUGGAN - GYM FLOOR		67	300,000		300,000				
A	PARKS	FOREST PARK - TRAIL RENOVATIONS		67	750,000		750,000				
A	PARKS	UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY		67	750,000		750,000				
A	PARKS	RIVERFRONT PARK IMPROVEMENTS		67	2,500,000	\$1.5 FUNDED BY MGM	2,500,000				
A	LIBRARY	CENTRAL LIBRARY - PHASE II		66	11,053,009	GRANTS, CITY BOND		11,053,009			
A	LIBRARY	CENTRAL LIBRARY - PHASE III		66	440,727	GRANTS, CITY BOND		440,727			
A	FACILITIES	ADDITIONAL POLICE HEADQUARTERS RENOVATIONS		66	5,000,000		5,000,000				
A	PARKS	TREE NURSERY		66	500,000	APPLIED FOR DR GRANT	500,000				
A	FACILITIES	SCHOOL CAPITAL PROJECTS	F	66	2,120,786	SCHOOL CARRY-OVER	2,120,786				
A	FACILITIES	CITY HALL - PERIMETER SECURITY		66	750,000		750,000				
A	FIRE	FIRE STATION VOCAL ALERT SYSTEM	F	66	400,000	UNEXP. BOND, PAY-GO	400,000				
A	PARKS	VAN HORN PARK		65	2,500,000		2,500,000				
A	PARKS	FOREST PARK MAGAWISKA RD STABILITY AND DRAINAGE		65	800,000	STATE FUNDS	800,000				
A	DPW	FLOOD PREVENTION SYSTEM (FPS) SNOW DUMP		65	150,000			150,000			
A	FACILITIES	BRUNTON - ROOF		65	1,200,000		1,200,000				
A	SCHOOL	SCHOOL CIP FOOD SERVICES		65	2,500,000		2,500,000				
A	PARKS	CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)	F	65	2,500,000		2,500,000			500,000	500,000
A	POLICE	CRIME ANALYSIS - VIDEO WALL	F	65	40,000		40,000				
PRIORITY "A" TOTAL							286,116,630	20,589,747	8,050,000	5,900,000	5,600,000
PRIORITY B											
B	FACILITIES	KENSINGTON - ROOF	F	64	800,000	MSBA, CITY BOND	800,000				
B	DPW	BELMONT AVENUE - FLOOD PREVENTION SYSTEM (FPS)		64	200,000	CITY BOND			200,000		
B	DPW	FLOOD PREVENTION SYSTEM (FPS) TRASH RACK		64	40,000	PAY-GO		40,000			
B	FACILITIES	STEM - PLAYING FIELD INSTALLATION		64	200,000		200,000				
B	PARKS	FOREST PARK - TROLLEY PAVILION		64	500,000		500,000				
B	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS		64	1,500,000	CITY	1,500,000				
A	PARKS	GREENLEAF PARK		64	2,500,000	STATE FUNDS	2,500,000				
B	PARKS	SOUTH BRANCH PKWY CULVERT IMPROVEMENTS		63	500,000		500,000				
B	SCHOOL	SPS DISTRICT DISHWASHER REPLACEMENT PLAN		63	896,406		896,406				
B	IT	FIBER NETWORK EXPANSION		62	1,000,000	CITY	1,000,000				
B	DPW	FPS (SPS) CURTAIN DRAINS CENTRAL & SOUTHERLY SECTIONS		62	30,000	PAY-GO	30,000				
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR		62	220,000		220,000				
B	PARKS	PYNCHON PARK RENOVATIONS		62	1,000,000		1,000,000				
B	PARKS	GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE		62	2,500,000		2,500,000				
B	IT	BUSINESS CONTINUITY PLAN - PHASE 2- CITY HALL/TAPLEY ST UPGRADE		62	1,000,000	CITY	200,000	200,000	200,000	200,000	200,000
B	PARKS	HABITAT MANAGEMENT		62	-						
B	PARKS	CHICOPEE RIVER WATERFRONT (INDIAN ORCHARD)		62	500,000		500,000				
B	DCAC	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION		61	750,000		100,000	650,000			

APPENDIX A: PROPOSED CAPITAL PROJECTS
Capital Improvement Plan: Fiscal Years 2017 - 2021

Priority	Department	Project Name	Partial/ Funded	Total Rating	Estimated Total Project Cost	Funding Sources	Year 1	Year 2	Year 3	Year 4	Year 5
B	PARKS	DISTRICT AND GOLF COURSE MAINTENANCE BUILDINGS		61	3,500,000		3,500,000				
B	PARKS	CAMP STAR ANGELINA REDEVELOPMENT		61	1,750,000		1,750,000				
B	PARKS	ZOO IMPROVEMENTS		61	2,000,000	STATE FUNDS	2,000,000				
B	PARKS	STONE HOUSE		61	500,000		500,000				
B	PARKS	UPGRADE SCHOOL ATHLETIC FIELDS		61	3,000,000	STATE FUNDS	3,000,000				
B	FACILITIES	KENNEDY - SPRINKLER (CODE)		61	1,250,000		1,250,000				
B	FACILITIES	BALLIET ELEMENTARY - ELECTRICAL SWITCH GEAR		60	100,000		100,000				
B	FACILITIES	BALLIET ELEMENTARY - INTERIOR UPGRADES		60	200,000		200,000				
B	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN		60	3,000,000		3,000,000				
B	PARKS	FOREST PARK - SWAN POND DAM		60	1,500,000		1,500,000				
B	DPW	VARIOUS LOCATIONS - ADA RETROFITS		60	2,500,000	CITY BOND	500,000	500,000	500,000	500,000	500,000
B	FACILITIES	CENTRAL HIGH - DRAINAGE PARKING LOT		60	675,000		675,000				
B	FACILITIES	CENTRAL HIGH - GYM (BLEACHERS) INT		60	400,000		400,000				
B	FACILITIES	CENTRAL HIGH - MOTORS, VHD, STEAM TRAPS		60	500,000		500,000				
B	FACILITIES	CENTRAL HIGH - PAVING PARKING LOT		60	650,000		650,000				
B	FACILITIES	CENTRAL HIGH - REBUILD PRESS BOX		60	500,000		500,000				
B	FACILITIES	POLICE HEADQUARTERS - PARKING LOT		60	3,500,000		3,500,000				
B	PARKS	WALKER GRANDSTAND RENOVATION		60	2,000,000		2,000,000				
B	PARKS	CITYWIDE - LIGHTING AND SECURITY CAMERA		60	1,500,000		1,500,000				
B	FACILITIES	SYMPHONY HALL - HVAC		60	750,000		750,000				
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR		59	900,000		900,000				
B	DISPATCH	CONSOLIDATED DISPATCH BUILDING, BUILDING USE STUDY		59	80,000		80,000				
B	DISPATCH	CONSOLIDATED DISPATCH BUILDING W/EQUIPMENT		59	10,000,000		-	10,000,000			
B	PARKS	FOREST PARK - COMFORT SHELTER/DROP-IN CENTER		59	1,000,000		1,000,000				
B	PARKS	LOON POND BEACH		59	750,000		750,000				
B	PARKS	BLUNT PARK - PHASE II BIKEWAY/WALKWAY & PARK IMPROVEMENTS		59	2,000,000	STATE FUNDS	2,000,000				
B	PARKS	ACQUIRE MARGINAL LOTS VIA TAX TITLE PROCESS		59	1,500,000		1,500,000				
B	FACILITIES	LIBERTY SCHOOL - REDESIGN ADA ENTRANCES		59	400,000		400,000				
B	PARKS	CITYWIDE - REPLACEMENT PLAYGROUND EQUIPMENT		59	1,200,000		1,200,000				
B	PARKS	CITYWIDE - BASKETBALL COURT IMPROVEMENTS		59	1,000,000		1,000,000				
B	PARKS	TRIANGLE/TERRACE RESTORATIONS		59	750,000		750,000				
B	PARKS	REPLACEMENT OF MAINTENANCE EQUIPMENT		59	2,000,000		2,000,000				
B	DCAC	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION		59	1,200,000		1,000,000	200,000			
B	FACILITIES	CENTRAL HIGH - INTERIOR HALLWAY DOORS		59	125,000		125,000				
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE		58	2,000,000		2,000,000				
B	PARKS	ALDEN STREET PARK		58	750,000		750,000				
B	PARKS	FOREST PARK - LOOP TRAIL		58	500,000		500,000				
B	PARKS	HUBBARD PARK		58	750,000	APPLY FOR PARC GRANT	750,000				
B	LIBRARY	ALL BRANCHES - COMPUTER UPGRADES		58	80,000	CITY FUNDING	80,000				
B	PARKS	MYRTLE STREET PARK		58	500,000		500,000				
B	PARKS	MARSHALL ROY PARK		58	500,000		500,000				
B	FACILITIES	GERENA SCHOOL - EJECTION PUMPS		58	1,500,000		1,500,000				
B	FACILITIES	GERENA SCHOOL - NEW HVAC		58	10,000,000		10,000,000				
B	FACILITIES	GERENA SCHOOL - SEAL WALLS EXTERIOR		58	4,500,000		4,500,000				
B	DPW	STAINLESS STEEL V BODY SAND/SALT UNITS		57	150,000	CITY BOND	150,000				
B	PARKS	MCKNIGHT TRAIL		57	4,500,000	STATE FUNDS	4,500,000				
B	FACILITIES	DORMAN SCHOOL - ROOF REPLACEMENT		57	720,000		720,000				
B	FACILITIES	DPW GARAGE - FUEL PUMPS		57	1,000,000		1,000,000				

APPENDIX A: PROPOSED CAPITAL PROJECTS
Capital Improvement Plan: Fiscal Years 2017 - 2021

Priority	Department	Project Name	Partial/ Funded	Total Rating	Estimated Total Project Cost	Funding Sources	Year 1	Year 2	Year 3	Year 4	Year 5
B	FACILITIES	GLENWOOD SCHOOL - ROOF REPLACEMENT		57	760,000		760,000				
B	FACILITIES	LINCOLN - ROOF REPLACEMENT		57	1,100,000		1,100,000				
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT		57	3,500,000		3,500,000				
B	FACILITIES	GERENA SCHOOL - FLOOR		57	200,000		200,000				
B	PARKS	MEADOW BROOK RAVINE RESTORATION		57	1,500,000		1,500,000				
B	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS		57	3,500,000		3,500,000				
B	PARKS	FRANCONIA GOLF COURSE IMPROVEMENTS		57	1,200,000		1,200,000				
B	PARKS	STEARNS SQUARE RENOVATION		57	1,500,000		1,500,000				
B	PARKS	SOUTH BRANCH PARK		57	650,000		650,000				
B	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT		56	125,000		125,000				
B	FACILITIES	BOW LES - ELECTRICAL FPE PANEL REPLACEMENT		56	350,000		350,000				
B	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT		56	120,000		120,000				
B	PARKS	FIVE MILE POND PARK - PHASE 1		56	1,500,000		1,500,000				
B	PARKS	COURT SQUARE - SIDEWALK UPGRADES/REPAIRS		56	300,000		300,000				
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT		56	400,000		400,000				
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT		56	400,000		400,000				
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT		56	125,000		125,000				
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS		56	1,000,000	CITY	200,000	200,000	200,000	200,000	200,000
B	IT	DESKTOP/LAPTOP REPLACEMENT (ONGOING)		56	100,000	CITY	100,000				
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES		56	9,000,000		9,000,000				
B	PARKS	BRECKWOOD POND DAM - REPAIR		55	1,500,000		1,500,000				
B	FACILITIES	CITY HALL - EMERGENCY GENERATOR		55	225,000		225,000				
B	FACILITIES	KILEY - WINDOWS AND DOORS		55	4,000,000		4,000,000				
B	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE		55	1,200,000		1,200,000				
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND		55	4,753,975	CITY BOND	1,553,975	800,000	800,000	800,000	800,000
B	DPW	STORM REPAIR S BRANCH AND BRIAR WOOD		54	400,000	CITY BOND	400,000				
B	FACILITIES	POLICE HEADQUARTERS - PARKING LOT REPAIRS		54	2,500,000		2,500,000				
B	FACILITIES	CENTRAL HIGH - EXTERIOR DOORS		54	350,000		350,000				
B	POLICE	DB - FORENSICS VAN REPLACEMENT		54	150,000		150,000				
B	PARKS	CITYWIDE - TENNIS COURTS		54	1,500,000		1,500,000				
B	PARKS	NEAL PARK (SOLUTIA)		54	2,000,000		2,000,000				
B	PARKS	CAMP WILDER PARK AND QUARRY POND		54	300,000		300,000				
B	DPW	TRAFFIC SIGNAL INSTALLATIONS AT VARIOUS LOCATIONS		53	500,000		250,000	250,000			
B	DPW	TRAFFIC SIGNAL BETTERMENTS AT VARIOUS LOCATIONS		53	500,000		100,000	100,000	100,000	100,000	100,000
B	PARKS	FOREST PARK - BOWLES FOUNTAIN RESTORATION		53	400,000		400,000				
B	FACILITIES	SPS BERKSHIRE - WINDOWS AND DOORS REPLACEMENT		53	1,650,000		1,650,000				
B	PARKS	CYR ARENA EQUIPMENT AND REPAIRS		53	2,000,000		2,000,000				
B	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE		53	2,000,000		2,000,000				
B	PARKS	JAIME ULLOA PARK IMPROVEMENTS		53	950,000	STATE FUNDS	950,000				
B	FACILITIES	KENNEDY - WINDOWS AND DOORS	F	52	3,732,000		3,732,000				
B	FACILITIES	KENSINGTON - WINDOWS AND DOORS	F	52	1,500,000		1,500,000				
B	DPW	SIGNAL UPGRADES WITH FLASHING YELLOW ARROWS AT VARIOUS LOCATIONS		52	1,250,000	CITY BOND	350,000	225,000	225,000	225,000	225,000
B	DISPATCH	COMP AIDED DISPATCH SOFTWARE MIGRATION		52	250,000		250,000				
B	PARKS	MCKNIGHT GLEN IMPROVEMENTS		52	500,000		500,000				
B	FACILITIES	CITY HALL - HEATING PLANT - COAL BIN REMOVAL		52	3,000,000		3,000,000				
B	ELECTIONS	NEW VOTING MACHINES		51	500,000		500,000				
B	FACILITIES	FIRST MEETING HOUSE PARISH - ROOF		51	300,000		300,000				
B	PARKS	CARRIAGE HOUSE - MAJOR REPAIRS		51	1,500,000		1,500,000				

**APPENDIX A: PROPOSED CAPITAL PROJECTS
Capital Improvement Plan: Fiscal Years 2017 - 2021**

Priority	Department	Project Name	Partial/ Funded	Total Rating	Estimated Total Project Cost	Funding Sources	Year 1	Year 2	Year 3	Year 4	Year 5
B	DPW	FLOOD CONTROL - ANNUAL INSPECTIONS		51	1,000,000		200,000	200,000	200,000	200,000	200,000
B	PARKS	PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT		51	600,000		600,000				
B	DPW	NPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET TESTING		50	5,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
B	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS		50	500,000		500,000				
B	FACILITIES	MILTON BRADLEY SCHOOL - REPLACE POOL FILTER SYSTEM		50	150,000		150,000				
B	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT		49	650,000		650,000				
B	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS		49	60,000		60,000				
B	SCHOOL	TECHNOLOGY UPGRADE - SECOND DATA CENTER		49	-						
B	FACILITIES	SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR		49	320,000		320,000				
B	LIBRARY	CENTRAL LIBRARY - 3M INTELLIGENT RETURN/SORTER SYSTEM		49	250,000		-	-	250,000		
B	FACILITIES	CHESTNUT - COOLING TOWER		48	150,000		150,000				
B	FACILITIES	CITY HALL ANNEX - RENOVATE		48	5,000,000		5,000,000				
B	POLICE	DB - CRIME SCENE SCANNER		48	200,000		200,000				
B	PARKS	KENEFICK PARK		48	1,200,000		1,200,000				
B	FACILITIES	COMMERCE - CHILLER WATER & CONDENSOR PUMPS		48	45,000		45,000				
B	FACILITIES	COMMERCE - COOLING TOWER		48	190,000		190,000				
B	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND) PURCHASE		48	750,000		750,000				
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)		48	50,000		50,000				
B	FACILITIES	LINCOLN SCHOOL - SPRINKLER (CODE)		48	75,000		75,000				
B	FACILITIES	SCI-TECH - COOLING TOWER		48	225,000		225,000				
B	FACILITIES	WHITE SCHOOL - SPRINKLER (CODE)		48	35,000		35,000				
B	DCAC	CAMPANILE AND PLAZA RESTORATION		48	20,000,000		850,000	8,150,000	7,000,000	4,000,000	
B	SCHOOL	DUGGAN - TECHNOLOGY UPGRADE - BANDWIDTH INCREASE	E	47	877,900		877,900				
B	FACILITIES	CITY HALL - BRICK REGROUT		47	1,000,000		1,000,000				
B	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND CC REPAIRS TO LEADED WINDOWS		47	6,250,000		6,250,000				
B	DPW	STORMWATER OUTFALL IMPROVEMENTS		47	4,000,000		500,000	500,000	1,000,000	1,000,000	1,000,000
B	FIRE	DIGITAL FIRE GROUND COMMUNICATIONS		47	205,127		-	205,127	-	-	-
B	PARKS	FOREST PARK - DUCK POND OUTLETS IMPROVEMENTS		47	1,000,000		1,000,000				
B	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR		47	500,000		500,000				
B	FACILITIES	EARLY CHILDHOOD CENTER - NEW BOILERS & PUMPS		47	400,000		400,000				
B	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE		47	5,500,000		5,500,000				
B	FACILITIES	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT		47	1,800,000		1,800,000				
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING		47	600,000		600,000				
B	FACILITIES	SYMPHONY HALL - BRICK REGROUT		47	1,000,000		1,000,000				
B	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL		47	900,000		900,000				
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PROPERTY CONDITION ASSESSMENTS		47	1,750,000		1,750,000				
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UST REMOVAL		47	1,350,000		1,350,000				
B	FACILITIES	ZANETTI - WINDOWS & DOORS		47	2,500,000		2,500,000				
B	FACILITIES	CITYWIDE - HAZARDOUS WASTE SITE CLEANUPS		47	12,000,000		12,000,000				
B	PARKS	WALSH PARK		47	1,500,000	APPLIED FOR DR GRANT	1,500,000				
B	FACILITIES	BOLAND - HVAC SYSTEM		46	2,000,000		2,000,000				
B	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)		46	250,000		250,000				
B	FACILITIES	CHESTNUT - HEATING SYSTEM		46	1,750,000		1,750,000				
B	PARKS	FOREST PARK - AMPHITHEATER		46	750,000		750,000				
B	FACILITIES	ESCO PHASE 2B		46	7,500,000		7,500,000				
B	FACILITIES	GLENWOOD - HEATING SYSTEM (HVAC)		46	200,000		200,000				
B	LIBRARY	EAST FOREST PARK - NEW LIBRARY		46	8,000,000	GRANTS	8,000,000				
B	POLICE	IT - CARD ACCESS READER		46	35,000	FY17 PD BUDGET	35,000				

APPENDIX A: PROPOSED CAPITAL PROJECTS
Capital Improvement Plan: Fiscal Years 2017 - 2021

Priority	Department	Project Name	Partial/ Funded	Total Rating	Estimated Total Project Cost	Funding Sources	Year 1	Year 2	Year 3	Year 4	Year 5	
B	FACILITIES	MILTON BRADLEY - PIPING REPAIRS		46	45,000		45,000					
B	FACILITIES	BALLIET ELEMENTARY - ROOF REPLACEMENT		45	500,000		500,000					
B	FACILITIES	BEAL - BATHROOM RENOVATION		45	500,000		500,000					
B	FACILITIES	CITY HALL - HORSE SHOE PARKING LOT / SIDEWALKS		45	300,000		300,000					
B	FACILITIES	DORMAN - BATHROOM RENOVATIONS		45	400,000		400,000					
B	DPW	VEHICLE AND EQUIPMENT STORAGE		45	10,000,000	CITY BOND	3,110,050	6,889,950				
B	FACILITIES	DUGGAN - AUDITORIUM RENOVATIONS		45	1,100,000		1,100,000					
B	FACILITIES	ELLS - BATHROOM UPGRADE		45	210,000		210,000					
B	FIRE	SIXTEEN ACRES FIRE STATION REPLACEMENT		45	3,500,000					3,500,000		
B	LIBRARY	SIXTEEN ACRES - REPLACE PHONE SYSTEM		45	-							
B	FACILITIES	FREEDMAN - BATHROOM RENOVATION		45	360,000		360,000					
B	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS		45	800,000		800,000					
B	FACILITIES	KENNEDY - BATHROOM REPLACEMENT		45	1,400,000		1,400,000					
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS		45	6,000,000		6,000,000					
B	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT		45	800,000		800,000					
B	FACILITIES	LIBERTY - BATHROOM REPLACEMENT		45	500,000		500,000					
B	FACILITIES	GLICKMAN - BATHROOM PARTITIONS		45	120,000		120,000					
PRIORITY "B" TOTAL							229,875,331	30,110,077	11,675,000	11,725,000	4,225,000	
PRIORITY C												
C	FACILITIES	CITY HALL - ESPLANADE RESTORATION		44	500,000		500,000					
C	FACILITIES	DPW OFFICE CENTER - MOTORS ANND VEHDS		44	55,000		55,000					
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE		44	250,000		250,000					
C	DPW	NEW INVERTERS FOR THE TRAFFIC TRUCKS		44	30,000		30,000					
C	LIBRARY	ALL BRANCHES - REID		44	800,000		800,000					
C	FACILITIES	FIRE HEADQUARTERS - PARKING LOT REPAIRS		44	300,000		300,000					
C	FACILITIES	INDIAN ORCHARD FIRE STATION- PARKING LOT		44	150,000		150,000					
C	FACILITIES	SIXTEEN ACRES FIRE STATION - PARKING LOT		44	135,000		135,000					
C	FACILITIES	COMMERCE - CHIMNEY RE-POINTING		43	140,000		140,000					
C	FACILITIES	DEBERRY - REBUILDING FLOOR		43	2,400,000		2,400,000					
C	FACILITIES	FIRE ALARM BUILDING - COMPLETE RENOVATION		43	1,500,000		1,500,000					
C	FACILITIES	FIRE HEADQUARTERS - NEW ROOF		43	400,000		400,000					
C	FACILITIES	FIRE REPAIR BUILDING - COMPLETE RENOVATION		43	1,250,000		1,250,000					
C	FACILITIES	WHITE SCHOOL - INSTALL DROP CEILING		43	200,000		200,000					
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM		43	35,000		35,000					
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM		43	800,000		800,000					
C	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - INDOOR / OUTDOOR LIGHTING ENERGY CONVERSION		43	1,200,000		1,200,000					
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - INDOOR / OUTDOOR LIGHTING ENERGY CONVERSION		43	2,000,000		2,000,000					
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SECURITY IMPROVEMENTS		43	5,000,000		5,000,000					
C	FACILITIES	DPW E-BUILDING - NEW ROOF		42	150,000		150,000					
C	FACILITIES	DPW OFFICE CENTER - NEW ROOF		42	3,500,000		3,500,000					
C	FACILITIES	DUGGAN - INTERIOR RENOVATION BATHROOMS		42	2,400,000		2,400,000					
C	FACILITIES	EARLY CHILDHOOD CENTER - ROOF & BUILDING ENVP IMPROVEMENTS		42	500,000		500,000					
C	FACILITIES	WARNER - REPLACEMENT OF FLOOR TILES		42	440,000		440,000					
C	FACILITIES	WASHINGTON - CEILING REPLACEMENT		42	60,000		60,000					
C	PARKS	CITY CEMETARIES		42	400,000		400,000					
C	FACILITIES	CONSERVATORY OF THE ARTS - NEW BUILDING		41	70,000,000		70,000,000					
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - NEW PARKING LOT		41	300,000		300,000					
C	FACILITIES	ESPFLD BRANCH LIBRARY - HVAC UPGRADES		41	120,000		120,000					

APPENDIX A: PROPOSED CAPITAL PROJECTS
Capital Improvement Plan: Fiscal Years 2017 - 2021

Priority	Department	Project Name	Partial/ Funded	Total Rating	Estimated Total Project Cost	Funding Sources	Year 1	Year 2	Year 3	Year 4	Year 5
C	DISPATCH	REPLACEMENT COMPUTER WORKSTATIONS		41	25,000		-	25,000			
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - BUILDING ACCESSIBILITY		41	875,000		-	875,000			
C	FACILITIES	JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS		41	160,000		160,000				
C	FACILITIES	MASON SQ. BRANCH - PARKING LOT REPAIRS		41	250,000		250,000				
C	FACILITIES	PINE POINT LIBRARY - PARKING LOT REPAIRS		41	175,000		175,000				
C	FACILITIES	DUGGAN - INTERIOR RENOVATION CREATE SCIENCE HIGH SCHOOL		41	5,000,000		5,000,000				
C	PARKS	FRANCONIA PAVILLION		41	700,000		700,000				
C	FACILITIES	DUGGAN - RE-ENGINEER PARKING LOTS		40	6,000,000		-	62,000			
C	LIBRARY	MASON SQUARE - REPAVE PARKING LOT		40	62,000		-	-	35,000		
C	LIBRARY	PINE POINT - REPAVE PARKING LOT		40	35,000		-	-	-		
C	PARKS	ADAMS PARK		40	500,000		500,000				
C	PARKS	CALHOUN PARK		40	500,000		500,000				
C	PARKS	RUTH ELIZABETH PARK		40	850,000	FEMA	850,000				
C	FACILITIES	SUMNER AVE - BOILERS		40	325,000		325,000				
C	FACILITIES	TALMADGE - BOILERS		40	275,000		275,000				
C	FACILITIES	WARNER - PARKING LOT REDESIGN		40	700,000		700,000				
C	DCAC	CITY HALL - REMOVE STAINING		40	30,000		30,000				
C	DCAC	CITY HALL - RESTORE SCONES ON CITY HALL AND THE CAMPANILE		40	100,000		100,000				
C	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - PLAYScape		40	300,000		300,000				
C	FACILITIES	DEBERRY - CREATE FOUR STUDENT BATHROOMS		39	1,600,000		1,600,000				
C	FACILITIES	FIRE REPAIR BUILDING - NEW GENERATOR		39	50,000		50,000				
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS		39	150,000		150,000				
C	DISPATCH	REPLACEMENT LAPTOPS AND SERVER FOR MOBILE COMPUTER TRAINING LAB		39	25,000		25,000				
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - WINDOW REPLACEMENT		39	65,000		-	-	65,000		
C	LIBRARY	FOREST PARK LIBRARY - WINDOW REPLACEMENT		39	85,000		-	-	85,000		
C	PARKS	EMILY BILL BUILDING		39	750,000		750,000				
C	PARKS	GURDON BILL PARK		39	350,000		350,000				
C	FACILITIES	BALLIET ELEMENTARY - ADVANCED EMS		38	35,000		35,000				
C	FACILITIES	CITY HALL ANNEX - EXTERIOR MASONRY		38	250,000		250,000				
C	FACILITIES	CITY HALL ANNEX - HVAC UPGRADES		38	500,000		500,000				
C	FACILITIES	CITY HALL ANNEX - WINDOWS		38	1,500,000		1,500,000				
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - EXPANSION & ADA		38	4,000,000		4,000,000				
C	FACILITIES	FIRE HEADQUARTERS - REPLACE GENERATOR		38	100,000		100,000				
C	ELECTIONS	POLL BOOKS		38	-		-				
C	FACILITIES	GLICKMAN - ADVANCED EMS		38	90,000		90,000				
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - CENTRAL AIR CONDITIONING		38	45,000		-	45,000			
C	LIBRARY	FOREST PARK LIBRARY - CENTRAL AIR CONDITIONING		38	45,000		-	-	45,000		
C	LIBRARY	FOREST PARK LIBRARY - REPLACE LIGHTING AND CEILING RENOVATION		38	85,000	GRANTS	-	-	-	85,000	
C	FACILITIES	JOHNSON - WINDOW HARDWARE		38	320,000		-	-	-		
C	FACILITIES	KILEY - ADVANCED EMS		38	200,000		320,000				
C	FACILITIES	LYNCH - ROOF REPLACEMENT		38	1,300,000		200,000				
C	FACILITIES	SCI-TECH - ADVANCED EMS		38	45,000		1,300,000				
C	DCAC	WALSH - PLAYGROUND		38	130,000		130,000				
C	FACILITIES	GERENA SCHOOL - REPLACEMENT OF LINES - PLUMBING		38	200,000		200,000				
C	FIRE	RIVER RESCUE BOAT PURCHASE		37	125,000		-	125,000			
C	LIBRARY	FOREST PARK LIBRARY - CIRCULATION DESK		37	30,000		-	-	-		
C	PARKS	COTTAGE HILL PARK		37	1,200,000		-	-	-	30,000	
C	SCHOOL	WAREHOUSE - NEW EQUIPMENT		37	66,572		1,200,000				

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Priority	Department	Project Name	Partial/ Funded	Total Rating	Estimated Total Project Cost	Funding Sources	Year 1	Year 2	Year 3	Year 4	Year 5
C	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS		37	1,800,000		1,800,000				
C	FACILITIES	PUTNAM FOOTBALL FIELD REPLACEMENT		37	3,500,000		3,500,000				
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK		37	225,000		225,000				
C	PARKS	GERRISH PARK		37	200,000		200,000				
C	PARKS	LEONARDO VA VINCI PARK		37	500,000		500,000				
C	PARKS	HARRIET TUBMAN PARK		37	500,000		500,000				
C	SCHOOL	PUTNAM RAIN GARDEN		37	500,000		500,000				
C	PARKS	MARY LYNCH PARK		37	750,000		750,000				
C	PARKS	FOREST PARK MAINTENANCE BUILDING		37	450,000		450,000				
C	PARKS	DEBERRY PARK		37	500,000		500,000				
C	PARKS	DONNA BLAKE PARK		37	750,000		750,000				
C	FACILITIES	DPW GARAGE - HVAC UPGRADES		36	500,000		500,000				
C	FACILITIES	DPW OFFICE CENTER - HVAC UPGRADES		36	1,500,000		1,500,000				
C	CLERK	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS		36	130,550		65,275	65,275			
C	PARKS	ADVANCED ENTRY SYSTEM		36	1,500,000		1,500,000				
C	FACILITIES	KENSINGTON - ASBESTOS PLASTER ABATEMENT		36	750,000		750,000				
C	FACILITIES	SOUTH END MIDDLE - ASBESTOS PLASTER ABATEMENT		36	4,250,000		4,250,000				
C	FACILITIES	WALSH - ASBESTOS PLASTER ABATEMENT		36	700,000		700,000				
C	FACILITIES	BALLIET MIDDLE - WINDOW & DOORS		35	375,000		375,000				
C	FACILITIES	BEAL - ELECTRICAL PANELS		35	300,000		300,000				
C	FACILITIES	BOWLES - ADVANCED EMS		35	55,000		55,000				
C	FACILITIES	DORMAN - ELECTRICAL UPGRADES		35	400,000		400,000				
C	FACILITIES	FACILITIES ADMIN - PARKING LOT REPAVING		35	250,000		250,000				
C	FACILITIES	FACILITIES ADMIN - PERIMETER SECURITY		35	45,000		45,000				
C	DPW	TRASH BARREL REPLACEMENTS (ONGOING)		35	2,000,000	PAY-GO	2,000,000				
C	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT		35	750,000		750,000				
C	LIBRARY	MASON SQUARE - OUTDOOR COMMUNITY PERFORMING SPACE		35	25,000	GRANTS, CITY FUNDING	25,000				
C	FACILITIES	CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION		34	500,000		500,000				
C	FIRE	PUBLIC SAFETY VEHICLE REPLACEMENT		34	170,000	CITY BOND	170,000				
C	FACILITIES	BRUNTON - POD AIR HANDLER UNITS & CONDENSORS		34	400,000		400,000				
C	FACILITIES	HARRIS - BATHROOM PARTITIONS		33	300,000		300,000				
C	PARKS	CAMEROTA PROPERTY (FIVE MILE POND) PURCHASE		33	2,000,000		2,000,000				
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC ABATEMENT		33	5,000,000		5,000,000				
C	FACILITIES	COMMERCE - ADVANCED EMS		32	1,600,000		1,600,000				
C	FACILITIES	DPW GARAGE - VEHICLE EXHAUST SYSTEM		32	500,000		500,000				
C	FACILITIES	CHESTNUT - INTERIOR COUNTRYARD REPAIRS		31	600,000		600,000				
C	FACILITIES	FACILITIES ADMIN - ADVANCED EMS		31	65,000		65,000				
C	FACILITIES	FACILITIES ADMIN - BOILERS & PUMPS		31	250,000		250,000				
C	FACILITIES	FREEDMAN - EXTERIOR GROUNDS UPGRADES		31	700,000		700,000				
C	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS		31	125,000		-	125,000			
C	SCHOOL	APPLIANCES		31	25,000		25,000				
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS		30	60,000		60,000				
C	FACILITIES	FIRST MEETING HOUSE PARISH - RENOVATE		30	6,500,000		6,500,000				
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - RENOVATE		30	3,000,000		3,000,000				
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE		30	120,000		120,000				
C	FACILITIES	JOHNSON - EXTERIOR DRAINAGE SYSTEM - PLAY AREA		30	120,000		120,000				
C	DPW	POR TABLE WIRELESS VEHICLE LIFT SYSTEMS (2 SETS, 4 COLUMNS PER SET)		30	83,380		83,380				
C	FACILITIES	SCI-TECH - BATHROOM PARTITIONS		30	2,400,000		2,400,000				

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C	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION		30	135,000		135,000				
C	FACILITIES	TALMADGE - REPLACE EXTERIOR DOORS		30	120,000		120,000				
C	FACILITIES	TALMADGE - WINDOWS		30	1,600,000		1,600,000				
C	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS		30	1,800,000		1,800,000				
C	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS		30	400,000		400,000				
C	FACILITIES	DPW OFFICE CENTER - RENOVATION OF FIRST FLOOR		29	4,000,000		4,000,000				
C	FACILITIES	FOREST PARK LIBRARY - HVAC		29	120,000		120,000				
C	FACILITIES	FOREST PARK LIBRARY - WINDOWS		29	400,000		400,000				
C	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION		29	250,000		250,000				
C	IT	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE		28	475,000		225,000	250,000			
C	FACILITIES	LINCOLN - PARKING LOT & GROUNDS REPAIRS		28	600,000		600,000				
C	FACILITIES	FIRE ALARM BUILDING - NEW ROOF		27	85,000		85,000				
C	FACILITIES	FIRE REPAIR BUILDING - NEW ROOF		27	85,000		85,000				
C	FACILITIES	GERENA SCHOOL - NEW WINDOWS & DOORS		27	4,000,000		4,000,000				
C	FACILITIES	INDIAN ORCHARD FIRE STATION- NEW ROOF		27	100,000		100,000				
C	FACILITIES	INDIAN ORCHARD FIRE STATION- WINDOWS		27	75,000		75,000				
C	FACILITIES	LYNCH - PARKING LOT REPAIRS		27	500,000		500,000				
C	FACILITIES	MASON SQ. FIRE STATION - WINDOWS		27	125,000		125,000				
C	FACILITIES	N.MAIN ST. FIRE STATION - NEW ROOF		27	175,000		175,000				
C	FACILITIES	SIXTEEN ACRES FIRE STATION - WINDOWS		27	40,000		40,000				
C	FACILITIES	GERENA SCHOOL - NEW ROOF AT "A" & "D" BUILDINGS		27	1,100,000		1,100,000				
C	FACILITIES	FACILITIES ADMIN - BUILDING B RENOVATIONS		26	1,250,000		1,250,000				
C	FACILITIES	LYNCH - BATHROOM RENOVATIONS		26	120,000		120,000				
C	FACILITIES	MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES		26	240,000		240,000				
		PRIORITY "C" TOTAL			190,737,502		188,820,227	1,447,275	355,000	115,000	-
		PRIORITY D									
D	FACILITIES	FIRE HEADQUARTERS - WINDOWS		25	150,000		150,000				
D	FACILITIES	GAR HALL - RENOVATE		25	4,000,000		4,000,000				
D	FACILITIES	SCI-TECH - EXTERIOR POINTING		25	500,000		500,000				
D	FACILITIES	SIXTEEN ACRES FIRE STATION - INTERIOR RENOVATIONS		25	750,000		750,000				
D	FACILITIES	WHITE SCHOOL - BATHROOM REPLACEMENT		23	800,000		800,000				
D	FACILITIES	BALLIET ELEMENTARY - HVAC		23	250,000		250,000				
D	FACILITIES	BEAL - CLASSROOM CABINETRY		23	160,000		160,000				
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD		23	320,000		320,000				
D	FACILITIES	BEAL - REPAVE PARKING LOT		23	150,000		150,000				
D	FACILITIES	BRIDGE - REPAVE PARKING LOT		23	320,000		320,000				
D	FACILITIES	DORMAN - REPAVE PARKING LOT		23	200,000		200,000				
D	FACILITIES	DPW GARAGE - NEW OVERHEAD DOORS		23	65,000		65,000				
D	FACILITIES	FIRST MEETING HOUSE SANCTUARY - EXTERIOR PAINTING		23	120,000		120,000				
D	FACILITIES	GLICKMAN - EXTERIOR PARKING LOT REPAIRS		23	260,000		260,000				
D	FACILITIES	HOMER - REPAVE DRIVEWAY		23	140,000		140,000				
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK		23	500,000		500,000				
D	FACILITIES	VARIOUS LOCATIONS (MUNICIPALS) - SMALL EQUIPMENT REPLACEMENT SCHEDULE		23	200,000		200,000				
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SMALL EQUIPMENT REPLACEMENT SCHEDULE		23	250,000		250,000				
D	FACILITIES	BEAL - REPLACE PORTABLE CRS		22	5,000,000		5,000,000				
D	FIRE	FIRE EQUIPMENT STORAGE FACILITY		22	1,200,000		-	-	1,200,000		
D	FACILITIES	BALLIET ELEMENTARY - STEAM TRAPS		21	75,000		75,000				
D	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT		21	120,000		120,000				

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D	FACILITIES	CITY HALL - STEAM TRAPS, FITTING INSULATION		21	35,000		35,000				
D	FACILITIES	COMMERCE - STEAM TRAPS		21	35,000		35,000				
D	FACILITIES	ELLS - REPLACE TILE		21	85,000		85,000				
D	FACILITIES	JOHNSON - COMPUTER LAB FM200		21	150,000		150,000				
D	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT VCT		21	800,000		800,000				
D	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)		21	180,000		180,000				
D	FACILITIES	KILEY - FLOOR TILE REPLACEMENT		21	600,000		600,000				
D	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM		21	320,000		320,000				
D	FACILITIES	SCI-TECH - STEAM TRAPS		21	1,700,000		1,700,000				
D	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET		21	720,000		720,000				
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UPDATE THEATRES		21	2,800,000		2,800,000				
D	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT		21	150,000		150,000				
D	FACILITIES	FREEDMAN - FLOOR TILE REPLACEMENT		21	340,000		340,000				
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - TSI/SURFACING MATERIALS ABATEMENT		20	7,500,000		7,500,000				
D	FACILITIES	CHESTNUT - REPLACE STAGE CURTAINS		18	60,000		60,000				
D	FACILITIES	HARRIS - INTERIOR RENOVATIONS - OFFICE		18	250,000		250,000				
D	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - UNION STREET		18	1,200,000		1,200,000				
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - CLOCK/INTERCOM		18	2,200,000		2,200,000				
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PAINTING PROJECTS		18	1,000,000		1,000,000				
D	FACILITIES	BRUNTON - PLAY GROUND EQUIPMENT / NEW PLAYScape		18	85,000		85,000				
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING		17	400,000		400,000				
D	FACILITIES	BRUNTON - QUAD PARTITIONS		17	180,000		180,000				
D	FACILITIES	HARRIS - ADD ADDITIONAL PARKING		17	4,000,000		4,000,000				
D	FACILITIES	FIRE ALARM BUILDING - EXTERIOR REPAIRS		16	60,000		60,000				
D	FACILITIES	FIRE REPAIR BUILDING - EXTERIOR REPAIRS		16	60,000		60,000				
D	FACILITIES	DPW E-BUILDING - INTERIOR RENOVATIONS		15	500,000		500,000				
D	FACILITIES	FACILITIES ADMIN - BUILDING A RENOVATIONS		15	900,000		900,000				
D	FACILITIES	BRIDGE - INTERIOR RENOVATIONS		13	80,000		80,000				
D	FACILITIES	FOREST PARK LIBRARY - BUILD OUT SHELL SECTION		13	400,000		400,000				
D	FACILITIES	DPW OFFICE CENTER - RENOVATION OF SECOND FLOOR		8	8,000,000		8,000,000				
D	FACILITIES	TALMADGE - CONSTRUCTION OF RESTROOM AREAS - FACULTY		6	400,000		400,000				
		PRIORITY "D" TOTAL			50,720,000		49,520,000	-	1,200,000	-	-
		TOTAL COST OF FY17 CAPITAL IMPROVEMENT NEEDS			855,324,287		754,332,188	52,147,099	21,280,000	17,740,000	9,825,000



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
- Department Priority
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Completed Prior Phases

Categories - Capital projects are categorized into one of eleven categories:

- Building (School, City) – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.
- Infrastructure (IT) – This category includes wireless and fiber networks, technology upgrades and other technology improvements of a lasting nature that are not building structures.
- Infrastructure (Roadways/Sidewalks, Other) – This category includes roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature that are not building structures.
- Equipment (Vehicular) – This includes equipment capable of self-propulsion from one location to another.
- Equipment (IT) – This category includes all purchases that meet the definition of a capital item in the area of technology such as computers, digital copiers, printers, telephone systems and software programs.
- Equipment (Other) – This includes all other equipment that meets the definition of a capital project item but is not capable of self-propulsion.
- Land/Parks/Fields - This category includes the acquisition, replacement, renovation, addition to, construction or long-term lease of parks and playing fields. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project would be categorized in those respective categories.
- Salary – This category includes salary for staff associated with a specific project and helps to determine what, if any, operating costs are included in the project plan.
- Other – This category includes all capital projects that do not fall in the categories listed above.



Types - Each project is further classified into one of three different types of projects:

- New – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.
- Rehab – Large-scale renovations and repairs to capital assets, such as building system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.
- Demolition – This includes commercial and residential building demolition.

Capital Improvement Committee - The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the Chief Administrative and Financial Officer, the Budget Director, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of the City's Capital Asset Construction Department and the Director of Economic Development and Planning for the City and a representative of the City Council. Any member who has an interest in any item before the committee must recuse him or herself from deliberations on that item. For the FY17 planning process the Committee members included:

- Chief Administrative and Financial Officer – Timothy J. Plante
- Budget Director – Lindsay Hackett
- Director of Department of Public Works – Christopher Cignoli
- Director of Parks, Building/Recreation – Patrick Sullivan
- Director of Capital Asset and Construction – Peter Garvey
- Chief Development Officer – Kevin Kennedy
- City Council Representative – Timothy Rooke
- Deputy Director of Economic Development – Brian Connors
- Capital Improvement Analyst – Jennifer Whisher

The Capital Improvement Committee reviews each submission. After appropriate review and consideration, the committee establishes project priorities giving quantitative measures of need and justification as established by the rating department and reviewed by the committee.

Criteria - Each project is ranked on eight criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are there funding sources other than the general fund for this project?
- Impacts on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?
- Promotion of Economic growth – How significant of an impact is the project to economic development?



- Legal obligations and mandates – Does the project improve compliance with federal law, state law, or local ordinance?
- Operation and maintenance impact - Is the asset currently broken and in need of immediate replacement?
- Relationship to other projects/coordination - If the project is a multi-year project, have prior phases been previously conducted?
- Resiliency improvement and resolution – What does the project do for vulnerable populations or in the wake of chronic stress or an acute shock?
- Public perception of need – What is the awareness level of need for the project and who requested it?

FY17 Capital Improvement Criteria
Criteria 1 - Project Funding / Fiscal Impact - 25%
Criteria 2 - Impact On Service To The Public - 15%
Criteria 3 - Promotes Economic Development - 15%
Criteria 4 - Legal Obligations And Mandates - 15%
Criteria 5 - Operation and Maintenance Impact - 10%
Criteria 6 - Relationship to Other Projects/Coordination - 10%
Criteria 7 - Resiliency Improvement and Resolution - 5%
Criteria 8 - Public Perception of Need - 5%

Each criterion above receives a different weight as seen in Appendix C. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital plan is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.



APPENDIX C: RATING CRITERIA

CRITERIA 1 – OVERALL FISCAL IMPACT

Weight: 5

Rationale: Limited resources exist for competing projects. This requires that each project’s full impact on the City’s budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.

Considerations: Ratings for this factor will consider these major points:

- A. Capital cost of the project relative to all other project requests.
- B. Impact of the project on City operating costs and personnel levels.
- C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- D. Impact on the City’s tax revenue or fee revenue.
- E. Will external funding be lost should the project be delayed?

Illustrative Ratings:

Criteria 1 - Project Funding / Fiscal Impact - 25%
5 - Less than 10% City funding
4 - Less than 30% City funding
3 - Less than 50% City funding
2 - More than 50% City funding, decreases operating costs
1 - More than 50% City funding, operating costs remain the same
0 - More than 50% City funding, increases operating costs

CRITERIA 2 – IMPACT ON SERVICE TO THE PUBLIC

Weight: 3

Rationale: Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues as well as those that improve the services provided by a department. Service is broadly defined, as are the City’s objectives in meeting the health, safety or accreditation needs of our residents and/or improved operations of an existing department.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project focuses on a service that is currently a “high priority” public need.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. Whether the service is already being provided by existing agencies.



Illustrative Ratings:

Criteria 2 - Impact On Service To The Public - 15%
5 - Project would address an immediate public health or safety need
4 - Project would improve service and addresses a public health or safety need
3 - Project would improve service to meet current desired goals
2 - Project would address deficiencies or problems with existing services; would establish new service
1 - Project would maintain existing standard of service
0 - Project not related to maintaining an existing standard of service

CRITERIA 3 – PROMOTES ECONOMIC DEVELOPMENT

Weight: 3

Rationale: Some projects offer a regional, citywide, or neighborhood benefit, enticing home buyers and business owners by making the City an attractive place to live or work. Criteria 3 assesses projects based on the impact to the City’s economic development efforts.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project enhances the City’s economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs.

Illustrative Rating:

Criteria 3 - Promotes Economic Development - 15%
5 - Significant regional benefit
4 - Citywide improvement
3 - Benefits large portion of City
2 - Benefits one neighborhood
1 - Assists in the elimination of slum and blight
0 - No impact

CRITERIA 4 - LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 3

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.



Considerations: Ratings for this factor will consider these major points:

- A. Whether the City is under direct court order to complete this project.
- B. Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

Criteria 4 - Legal Obligations And Mandates - 15%
5 - City or Department is currently under court order to take action
4 - Project is necessary to meet existing state and federal requirements
3 - Legislation is under discussion that would require the project in future
2 - There is no legal or court order or other requirement to conduct the project
1 - Project requires change in state or law to proceed
0 - Project requires change in federal or law to proceed

CRITERIA 5 – URGENCY OF MAINTENANCE NEEDS

Weight: 2

Rationale: The City’s most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.
- C. Whether the project is the most cost-effective method of providing or maintaining a service.
- D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
- F. Whether the agency has prepared a comprehensive maintenance/rehabilitation/ replacement schedule and the project is due under that schedule.

Illustrative Ratings:

Criteria 5 - Operation and Maintenance Impact - 10%
5 - Service is currently interrupted and the project will restore service in the most cost-effective manner possible
4 - Service is likely to be disrupted in a five-year horizon if the project is not funded
3 - The project is necessary to maintain an orderly schedule for maintenance and replacement
2 - The cost of the project will increase in future (beyond inflation) if it is delayed at this time
1 - There is a minor risk that costs will rise or service will be interrupted if the project is not funded
0 - There is no financial or service risk in delaying or not funding the project



CRITERIA 6 – PRIOR PHASES

Weight: 2

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has received prior funds.
- B. Whether the project requires additional funding to be operational.

Illustrative Ratings:

Criteria 6 - Relationship to Other Projects/Coordination - 10%
5 - All but the final phase has been fully funded
4 - Multiple phases have been fully funded
3 - Multiple phases have been partially funded
2 - The first phase has been fully funded
1 - The first phase has been partially funded
0 - No prior phases have been funded or partially funded

CRITERIA 7 – RESILIENCY

Weight: 1

Rationale: Some projects are developed in an effort to mediate unseen risks or disasters the City could face. These projects take a proactive approach to alleviating chronic stresses to the City to assist with resilience efforts after a disaster.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project addresses stresses that weaken the fabric of a city on a daily or cyclical basis, examples include: High unemployment, Overtaxed or inefficient public transportation system, Endemic violence, Chronic food and water shortages
- B. Whether the project addresses response to a vulnerable population after a disaster. A vulnerable population is a group or community whose circumstances present barriers to obtaining or understanding information or accessing resources. Typically, lower-income persons are considered vulnerable populations since they are less able to recover from the effects of disasters.



Illustrative Ratings:

Criteria 7 - Resiliency Improvement and Resolution - 5%
5 - Resolves chronic stressors to the City
4 - Resolves response to vulnerable population after shock
3 - Improves chronic stressors to the City
2 - Improves response to vulnerable population after shock
1 - Enhances natural resources
0 - No impact

CRITERIA 8 – PERCEPTION

Weight: 1

Rationale: This criterion refers to project assessment of the extent of public support or interest group advocacy and/or opposition.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has been identified by a plan, Government official or public organization.
- B. The public’s perception of the project, positive or negative.

Illustrative Ratings:

Criteria 8 - Public Perception of Need - 5%
5 - Identified in comprehensive plan, project plan or other study
4 - Specific project request from the City Council
3 - Project request from neighborhood organization or other group
2 - Public perception of need known to City department
1 - Knowledge of public perception of need unknown
0 - Public opposition

**Multi-Year Financial Forecast
Fiscal Years 2017—2020**

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City of Springfield, Massachusetts
Multi-Year Financial Plan (FY17-FY20)
March 30, 2016

CITY OF SPRINGFIELD, MASSACHUSETTS



MULTI-YEAR FINANCIAL PLAN (FY17-FY20)



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Message from the Chief Administrative and Financial Officer Timothy J. Plante

Mayor Sarno, City Councilors and Springfield Residents, and Businesses:

The City's most important task is developing the annual budget. The budget sets priorities, addresses the needs of City residents and businesses, and allocates limited resources to provide services in the most efficient way possible. I am happy to report that as a City, we continue to take ownership and accountability for our finances and am proud of the fact that during these trying financial times we have maintained vital services, financially weathered natural and man-made disasters, and continue to maintain our commitment to financial integrity.

I am proud of the City's overall financial strength. This year we attained the largest reserve levels in City history, \$40M, and continued to manage both our revenue and expense budgets to generate free cash. This is highlighted by the fact that we ended FY15 with a \$4.17M surplus. We continue to maintain the discipline that is vital to the City's overall fiscal health and has prompted the Standard and Poor's upgrade to our bond rating, with a revised positive outlook from Moody's.

As we plan ahead for the coming budget cycle, it is important to understand how the decisions we make today will effect tomorrow. It also is important to focus on the guiding principles of budget development. For me these principles include:

- ✓ Providing core services to residents, businesses, and visitors that will require an evaluation of everything we do to determine our priorities and to be leaders in the services we can afford to provide.
- ✓ Preserving and maintaining our assets while making strategic economic development investments that will grow our City's tax base and in turn strengthen the services we are able to provide.
- ✓ Treating the City workforce fairly, this will require honest conversations with employee unions, and weighing the costs and benefits of providing salary increases while maintaining benefits at current levels.
- ✓ Continued implementation of our financial policies that require us to maintain reserves, reducing our structural deficit, and maximizing revenue collection when possible.

These guiding principles are important as we navigate through the budget development process, and will be reflected on as tough decisions are made. We face many challenges that include maintaining our bond rating by ensuring that fiscal integrity is preserved, dealing with the challenges that all urban centers face and the demands put on City resources, and funding core services while our levy ceiling continues to threaten the City's ability to raise revenue.



Fiscal Challenges

Meeting the demands of an urban center is difficult while recovering from Springfield's \$1 billion decline in property values since FY09. The City continues to manage long-term scheduled liabilities such as Pensions, Other Post-Employment Benefits (OPEB), and infrastructure needs, yet over sixty (60) percent of the City's budget is a pass-through of state aid directly to the School Department. The remainder of the budget derives from local source revenue such as property taxes, motor vehicle excise, and other fees and permits.

Because we are so heavily reliant on state aid, and the fact that we continue to operate at our levy ceiling, we do not control our own budgetary destiny. We do not have the ability to seek Proposition 2½ overrides if we sought to do so, and being at levy ceiling prevents the economic development benefits of "new growth" from being fully realized. Specifically, in FY2016, even with an annual 2.5% increase, the City was only able to capture \$1.38 million in new growth, despite having over \$5 million certified in new taxable values. This left a gap of \$3.6 million in "potential" new growth unavailable to be taxed. Without being able to grow this local revenue, we are forced to rely on increases in State Aid to fund increasing non-discretionary costs, which are continuing to crowd out other budgetary needs and affecting the City's ability to provide core services.

As shown in the chart attached to this report, the City's operating costs continue to grow at a faster rate than our revenue sources. Between FY17 and FY18, expenses are projected to grow 2.5%, while revenue projections only increase by .9%. Even with the introduction of MGM revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits averaging \$20M in future years.

The City, therefore, must continue to focus on economic development opportunities and seek the "spin-off" effect they produce. Continuing to focus on economic development will lift up property values on the commercial side of the budget equation, and increase homeownership on the residential side. These are both benefits to the City because rising economic and job opportunities will lead to improved neighborhoods and higher property values.

In spite of limited revenue available to budget, the City will focus on two core areas for investment: public safety and maintaining our commitment to education. Springfield is trying to combat the public perception of increased crime in the City, and education plays a central role in the quality of life of our neighborhoods. Improvements in education will only help the workforce and increase jobs.

Policy Priorities: Public Safety

In FY17, Springfield will make the largest investment in public safety since the 1990's. Sixty (60) Police recruits will enter an academy, filling forty-five (45) positions vacant because of retirements and attrition. Five (5) Sergeant positions will be created, and in total, 15 officers will be added to the department compliment. The Police Department will establish a new "metro" crime unit in an effort to increase police visibility, and allow residents and visitors to enhance their feelings of safety as they enjoy downtown. This unit's focus on downtown Springfield will allow the department to increase its current focus on quality neighborhood policing.



Policy Priorities: Education

Currently, there is a major policy debate at the state level about proposed legislation to lift the cap on the number of charter schools allowed in a community. If passed, Springfield anticipates the number of charter schools will increase. While the Administration is not opposed to an increase in the number of charter schools, we want to see the Commonwealth fulfill its commitment to the current cap. If the cap is to be raised, we want it done strategically, taking into account the impacts on local communities.

The Governor's proposed budget increased funding for both Chapter 70 and Unrestricted General Government Aid (UGGA), but it falls short in the area of charter schools, where the FY17 assessment for attending students increased \$3.3M while the revenue only increased \$1.8M. This forces the City and School Department to absorb the difference and make difficult choices in order to balance the budget.

According to current Massachusetts General Law (M.G.L. c. 71 § 89), the school district in which the charter school is located, is required to provide transportation to the charter school on the same terms and conditions as transportation provided to children attending local district schools. However, charter school calendars and schedules are approved independently from the Springfield Public School system, and often charter school transportation schedules make for less efficient transportation service plans. Without being able to schedule a tiered transportation schedule, the City is exposed to increasing costs over which it has no control, and in recent years, school transportation costs have been increasing at an unsustainable rate.

Overall, the Commonwealth's investments in Chapter 70 funding are making our schools stronger; our graduation rates are growing and our dropout rates are shrinking. The Mayor and I support the report issued on October 30 2015, by the Chapter 70 Foundation Budget Review Committee. Their findings included a review of the Chapter 70 formula, along with their recommendations for foundation budget changes. The study found that some of the assumptions contained in the formula for calculating the foundation budget have become outdated. Some of the actual costs have surpassed the assumptions built into the formula, significantly reducing the resources available to schools. Of particular importance are the resources for low-income pupils, as well as our English Language Learners (ELL), and Special Education students. Springfield Schools have a disproportionate share of the students in these categories, and current funding structures are inadequate.

Other Considerations

In addition to these two major priorities, the City also must account for long-term liabilities including funding the City's underfunded pension and Other Post-Employment Benefits (OPEB), debt service, and the needs of our infrastructure as outlined in our Capital Improvement Plan.

- Pensions - The City's pension system, funded at a 27% ratio is the lowest funded ratio in the State and continues to make up for FY08 market losses. The annual contribution for the entire City has increased from \$47 million to \$50.5 million to account for \$731 million of unfunded liability. This must be paid before any other costs as a non-discretionary expense.



- OPEB - In addition to our pension liability, the City is currently undergoing an OPEB valuation, which when last completed showed that the liability has decreased from over \$1 billion to \$873.4 million. The City will again request the State pass a home rule petition allowing Springfield to use reserve funds as dictated by Chapter 656 of the Acts of 1989 to begin to address this. Currently, \$5.6 million is set aside in the reserve fund, and a committee is considering policy changes that would annually allocate a percentage of available free cash to the OPEB trust account.
- Debt Service: Along with Pension and OPEB, debt service payments are non-discretionary, meaning the City must make these payments above anything else, including employee salaries. In recent years, the City restructured its debt service payments in order to have declining payments in future years. The declining debt schedule is designed to allow more for new debt service costs to be added on, as older debt service payments “fall off.” As a result, we were able to issue \$50.4M in debt, and are planning to issue more in coming fiscal years. Currently our long-term debt liability stands at \$284.0M, and annual payments follow a pre-determined schedule, with a current budget is \$40.8M.

Continuing to address these liabilities—whether on a schedule as the pension and debt service liabilities are, or when funds are available, as the CIP liabilities have more recently been addressed—is just as important as maintaining core programs and services.

It is important to all of us that we do all that is necessary to that tax payer dollars are spent in the most efficient, effective, and legal manner, and I take my role in this very seriously. This plan is meant to provide an honest outlook of the City’s finances and the struggles we are facing. It also is meant to share the ideas being considered to help us achieve our guiding principles within the limited resources available. I have also released a detailed capital improvement plan that highlights the City’s capital needs and debt capacity, and their impact on yearly operating budgets.

This plan will continue to be updated as new information becomes available. I look forward to working with you on the FY17 budget planning process and am open to all ideas that will positively benefit our City.

Sincerely,

Timothy J. Plante,
CAFO



City of Springfield, Massachusetts
Multi-Year Financial Plan (FY17-FY20)
March 30, 2016

Multi-Year Financial Plan (FY17-FY20):

	FISCAL 2015 ACTUAL	FISCAL 2016 ADOPTED*	FISCAL 2017 MYFP - PROJECTED	FISCAL 2018 MYFP - PROJECTED	FISCAL 2019 MYFP - PROJECTED	FISCAL 2020 MYFP - PROJECTED
SPENDING ASSUMPTIONS						
Administration and Finance Division	10,895,862	10,859,610	11,076,802	11,148,339	11,221,305	11,295,731
Development Division	3,403,253	3,646,220	3,719,145	3,793,528	3,869,398	3,946,786
General Government Division	4,334,659	3,108,779	3,170,954	3,234,373	3,299,061	3,365,042
Non-Mayoral Division	1,231,831	1,403,119	1,431,182	1,459,805	1,489,002	1,518,782
Health and Human Services Division	10,250,695	10,383,664	11,101,338	11,323,364	11,549,832	11,780,828
Public Safety Division	61,111,192	64,493,609	69,770,598	71,426,010	73,114,530	74,836,821
Public Works Division	14,722,761	14,029,642	14,310,235	14,596,439	14,888,368	15,186,136
Parks & Facilities Division	10,901,014	10,607,583	10,819,734	11,036,129	11,256,852	11,481,989
School Department	384,865,943	378,730,282	392,360,793	404,131,617	416,255,565	428,743,232
Debt	36,734,208	36,395,462	40,820,027	38,547,429	38,263,792	38,263,792
Health Insurance & Fringe	24,909,004	26,254,817	27,624,555	28,907,749	30,253,704	31,665,535
Pensions	26,749,744	28,357,819	30,059,288	31,862,845	33,774,616	35,801,093
Other Spending	6,256,485	6,802,804	8,636,243	8,812,150	8,992,348	9,176,942
TOTAL	596,366,650	595,073,411	624,900,895	640,279,778	658,228,373	677,062,709
REVENUE ASSUMPTIONS						
Property Taxes**	168,431,087	177,910,553	182,458,317	187,119,775	191,897,769	196,795,214
Local Receipts	45,351,709	43,041,834	41,704,467	41,704,467	41,704,467	41,704,467
State Aid	358,636,209	367,121,024	378,560,643	380,671,304	388,825,750	397,907,745
Reserves	2,856,130	-	-	-	-	-
Net School Spending	18,571,226	-	-	-	-	-
Other Financing Sources	6,692,065	-	-	-	-	-
Casino Revenue	-	7,000,000	5,500,000	4,500,000	20,422,857	21,242,857
TOTAL	600,538,426	595,073,411	608,223,427	613,995,546	642,850,844	657,650,283
SURPLUS / (GAP)	4,171,776	0	(16,677,468)	(26,284,232)	(15,377,530)	(19,412,426)



Summary

The City of Springfield is governed by strict financial policies adopted as ordinances in September of 2009. Section 42.29 (G) stipulates that *“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.”*

The following pages represent adherence to this requirement and show actual spending in FY15, the Adopted budget for FY16, and the draft projected budgets for FY17, FY18, FY19 and FY20. The projected budgets for F17 through FY20 were estimated by using appropriate and conservative assumptions for revenues and spending based on Governor Baker’s FY17 proposed state budget:

- A 4.3% increase in Non-School State Aid, and 3.46% increase in Chapter 70
- A 2.5% increase in property tax revenue
- Level Local Receipts revenue with a reduction in revenue for one-time revenue built into the FY16 budget.
- No use of one time resources / reserves
- Departmental spending growth ranging up to 2.0% and other known growth costs, including an increase to Fire and Police department compliments
- Scheduled growth for pensions, 5% assumptions for health insurance, and adherence to the City’s debt schedule:

It should be noted that of the entire City budget only a small portion (approximately 20%) is discretionary in that it is not mandated by law or ordinance. Therefore, the discretionary portion of the budget must assume all of the reductions to achieve a balanced budget. *Based on these assumptions, spending growth will continue to outpace revenue growth in the coming years, which will force the City to develop creative solutions, to reduce or eliminate programs and services, and to ask the State for additional assistance simply to meet core service needs (public safety, parks, public works, etc.) that City residents, businesses, and visitors expect.*

Section 1, titled “Multi-Year Financial Plan (FY17-FY20)” includes the assumptions used to develop this plan and provides a graphic representation of recent history of actual expenditures and revenues, the FY16 adopted, and the four-year financial forecast for FY17 through FY20. This graph shows that the City, despite a strong Stabilization Reserve balance and strict financial ordinances, continues to face major budget gaps from FY17 through FY20. This demands a proactive approach to budgeting and policy decision-making that will have impacts on the programs and services that the City can provide.

Section 2, titled “Steps to Resolve the Projected Gap” discusses specific steps that govern the decision making process.

Lastly, this document includes 2 appendices; an overview of the City’s Reserve Funds and an overview of the City’s long-term liabilities. These informational pieces provide important context for this financial plan.



MULTI-YEAR FINANCIAL PLAN FY17 THROUGH FY20

The following assumptions were used for FY17 through FY20. These assumptions consider historical revenue collections and spending and the current economic climate.

Revenue Assumptions

State Aid – In January, the Governor released his proposed budget, the MYFP utilizes these estimates for FY17.

- *Chapter 70* - The City's largest source revenue is state aid from Chapter 70 funds, which is devoted exclusively to education. Created from the Education Reform Act of 1993, the Commonwealth determines every municipality's required local contribution. A municipality's local contribution, combined with its Chapter 70 aid, equals the school district's net school spending requirement, the minimum the district must spend on education each fiscal year. The projection assumes a 3.46% increase consistent with the Governor's budget and a 3% increase in the remaining years of the plan based on pupil estimates.
- *Charter School Tuition Reimbursements* - The Commonwealth provides assistance to municipalities whose resident students attend charter schools. Sending districts are reimbursed a portion of the costs associated with students attending charter schools, 100 percent of the tuition for the first year, and 25 percent for each of the next five years. The projection assumes a \$1.8M increase in Charter School reimbursements based on enrollment information for FY17. The remaining years of the projection assume an annual 25% decrease.
- *Unrestricted General Government Aid (UGGA)* - Unrestricted General Government Aid is undedicated revenue provided by the State for municipal services. The Governor's budget includes an allocation of \$36.4 million, an increase of 4.3%, and future years are projected to be level.
- *School Building Assistance Aid* - The Massachusetts School Building Authority (MSBA) reimburses approved school building projects through School Building Assistance aid. This program is designed to help struggling communities keep building costs at a manageable level and provide students first class facilities in which to learn. These are the final projects statewide being funded under the "old" MSBA method. The official reimbursement schedule has been supplied by MSBA therefore the amounts included in the plan are based on that schedule.
- *Other State Aid* - The following are the assumptions for the other state aid categories Springfield receives:
 - Quinn Bill – The State eliminated its portion of funding for this program in FY12 therefore the City has been paying the full amount of the \$3.4M annual program.
 - Veterans' Benefits - The City receives a 75 percent reimbursement on all eligible spending towards veterans' financial, medical and burial benefits. The projection assumes the Governor's FY17 budget recommendation for Veterans' benefits.
 - Tax Exemptions - Chapter 59 of Massachusetts General Laws set a series of exemptions for Veterans and their surviving spouses, persons over 70 years old and legally blind persons. Those who meet the requirements as stated by



Chapter 59 receive exemptions from their property taxes, ranging from \$175 to \$500. The State reimburses municipalities for these exemptions. The projection assumes the Governor’s FY17 budget recommendation for tax exemptions.

- The State reimburses municipalities for a portion of the taxes lost on state owned land. The projection assumes the Governor’s FY17 budget recommendation for PILOT payments.

Local Source Revenue - The remainder of revenue collected by the City is through local source revenue, including property taxes, excise tax on motor vehicles, fees, fines and payments-in-lieu of taxes. Over the last several years, the City made great strides in improving local source revenue collections. These revenue sources are discussed in greater detail, as some are relatively stable while others are cyclical with the economy. For the purpose of the plan, all local source revenue remained level with the current year budget with the exception of PILOT payments to the City from non-profit entities based on the expiration of the PILOT agreements.

- *Property Taxes* – Based on initial estimates completed by the City’s Board of Assessors, property values are finally increasing after six straight years of declines. The City continues to remain at its primary levy ceiling, and is constrained from further growth under the rules of Proposition 2½.
- The City’s values have experienced over \$1 billion in decline since FY09. Because of this decline, the City’s levy ceiling has been significantly constrained. As such, growth to the levy, even the annual 2.5% or the benefit of economic development known as “new growth” has not been able to be fully captured. Springfield, for some time, was the only community in the Commonwealth that was having this experience; however other communities have hit or are close to hitting their ceiling and will soon face the same issues. Without being able to grow local revenues and without increases in State Aid, non-discretionary costs are crowding out all other budgetary needs and impacting the City’s ability to provide core services.

Total Taxable Value	2008	2009	2010	2011	2012	2013	2014	2015	2016
Residential	6,036,956,400	5,484,722,870	5,252,153,800	5,155,722,500	5,038,856,200	4,858,355,700	5,025,199,000	5,079,607,100	5,225,634,600
Commercial	1,079,322,350	1,072,958,950	1,052,016,750	1,045,580,000	1,009,971,300	1,047,246,800	1,064,979,700	1,156,136,600	1,200,394,800
Industrial	246,327,200	242,991,100	229,288,700	184,851,100	166,822,500	159,725,600	162,566,500	168,230,700	173,773,800
Personal	444,536,550	440,601,660	461,359,650	463,175,130	560,357,950	631,025,200	665,647,970	640,954,110	678,618,930
Total Taxable Value	7,807,142,500	7,241,274,580	6,994,818,900	6,849,328,730	6,776,007,950	6,696,353,300	6,918,393,170	7,044,928,510	7,278,422,130
Levy Ceiling (Value x 2.5%)	195,178,563	181,031,865	174,870,473	171,233,218	169,400,199	167,408,833	172,959,829	176,123,213	181,960,553

- *New Growth* – Some new growth is anticipated, but like in FY16 where we were able to capture \$1.38M of the \$5M in certified new growth, the City cannot capture the full value of economic development projects in the first year of construction, because we are at our levy ceiling. Instead, the revenue is lost for the first year and absorbed in the overall base in the second year.



	Certified New Growth	New Growth added to Levy	Lost New Growth
FY11	3,482,214	-	3,482,214
FY12	4,526,534	-	4,526,534
FY13	5,868,281	-	5,868,281
FY14	5,796,076	984,343	4,811,733
FY15	3,893,490	-	3,893,490
FY16	5,047,901	1,384,260	3,663,641
LOST NEW GROWTH FY11-FY16			26,245,893

- *Local Receipts* – In general, the forecast for Local Receipts does not substantially change on an annual basis unless it is affected by a legal change such as a fee or fine increase. This includes motor vehicle excise, rooms occupancy tax, fees and fines, interest income and license and permit revenue among others.
- *PILOT* – The PILOT revenue assumes a gradual decline based on the agreements in place and their expiration dates. Some agreements may be renewed which would positively impact revenue collections. As these PILOT agreements expire, the City should see the tax revenue proportionally increase as these entities cycle back onto the tax rolls.
- *Reserves* – For the purposes of the initial forecast, it is assumed that no funding from one-time revenues (reserves and overlay) will be used. However, the City is going to be strategic on the amount of reserves or one time revenue used to balance that does not jeopardize our bond rating. We believe we are at the base core services and do not want to decimate services while we wait for the revenue from MGM Springfield.

Spending Assumptions

Overall, the projection represents level service funding for the entire forecast period. Even with this assumption, there are still areas of the budget that continue to grow that must be accommodated within the revenue available. The following are the assumptions for spending in the large categories of the City's budget:

- *City Departments* - The projection assumes a 0-2.0% increase for all City Departments which encompasses all settled collective bargaining contracts and those currently being negotiated.
- *School Department* – The School Department projection is based on a projected enrollment increase and the required funding rate per student, set out by the Commonwealth's calculation for "Net School Spending (NSS)." This is the required amount of annual spending on schools that the Chapter 70 formula dictates, and is a combination of state aid for schools and the district's required contribution.

The current projection assumes a 3.6% increase for FY17 and 3% thereafter, with approximately 80% of the School Department spending increase being offset by State Aid. The difference will be a direct cost to the city. In addition to the City's contribution to meet NSS, it also is responsible for non-NSS costs such as transportation, leases and adult basic education (ABE), and must be funded by the City without any support from State Aid. Transportation costs alone are projected to increase 3% in FY17, and the costs are highly dependent on the amount and operation of local charter schools.



- *Debt Service* - The City's debt service projection is the current debt schedule based on the City's most recent sale of Bonds and BANs. The current schedule is designed to have the debt service decline over the next several years. However it is hoped that by maintaining a level debt service payment, the City can make some investment in its capital needs as spelled out in the Capital Improvement Plan.
- *Health Insurance* - The City has annually saved millions by receiving its health insurance through the Group Insurance Commission. Nonetheless, in FY16 the commission has estimated between a \$165M and \$190M deficit and an estimated 7% increase in the average premium for FY17. This financial forecast assumes an overall increase of 5% associated with this projection. The City's contract with the GIC does not allow the City to opt out until the following October and therefore the City must incur these increases this fiscal year. Depending on the size of the increases in both premiums and deductibles, the City will look at all its options for health insurance next year.
- *Retirement* - The retirement projection is based on the City's most recent actuarial report which assumes annual increases to get to full funding by 2035. The most recently adopted schedule continues to account for FY08 market losses which require significant increases annual to appropriately fund the schedule within the scheduled period. The FY17 payment is 6% over the FY16 payment and another 6% increase over the FY17 payment for FY18. Beginning in FY19, the payment increases will jump to 8% through FY24, if the current schedule is maintained



Steps to Solve the Projected Gap

The process for developing the fiscal year budget begins in the fall of each year and continues to be updated until July 1st as new information becomes available. Annually, the City completes a fiscal year budget process that consists of the following steps:

- October - February - Develop initial draft of Multi-Year Financial Plan (MYFP)
- February - Send Fiscal Year budget planning exercise to departments
- March - Hold Mayor's public budget hearings to better understand impacts of suggested revenues and budget reductions and additions
- March - April - Evaluate revenue and budget submissions from departments
- March - April - Evaluate tax levy and overlay account
- March - May - Make updates based on Legislative budgets from State and other new information
- April - May - Finalize decisions on spending and revenue to balance the budget
- May - Publish Mayor's budget recommendations and implement all revenue and spending changes.

Develop initial draft of Multi-Year Financial Plan (MYFP):

In the fall of each fiscal year, the initial review of spending and revenue for the next fiscal year begins based on assumptions made by the OMB team. These assumptions, based on both history and current information, help develop that initial budget gap so that the problem that needs to be solved can be estimated. This initial gap is then used to develop the request that the OMB department makes of departments for revenue maximization and spending reduction ideas usually with a targeted amount that will help solve the overall projected budget gap. For FY16, when the initial draft of the MYFP was completed, the gap was estimated at \$14.1M. For the current plan developed for FY17, the initial gap was projected at \$16.7M. This gap continues to be updated throughout the budget development process as new information becomes available.

Send Fiscal Year budget planning exercise to departments:

In February, a request is sent to all City departments for their level service budget requests along with a reduction target. The goals of the exercise are:

- Determine the cost of providing the same level of programs and services as provided in the current year;
- Determine the options for revenue increases or spending reductions; and
- Determine the impact of those revenue increases and spending reductions on residents and FTEs.

By the beginning of March, departments provided this detailed information to the OMB department who spends the next several weeks analyzing the numbers and gathering additional information in preparation for the Mayor's public budget hearings.

Hold Mayor's public budget hearings to better understand impacts of suggested revenues and budget reductions:

Each March, the Mayor holds public meetings with each of his departments so that he can hear directly from his departmental experts on the impacts of revenue enhancements and spending reductions. Even though the departments provide written impact statements and notes, this face to face meeting allows for dialogue and a review of ideas for helping to resolve the budget



gap. These public hearings take place over a two-week period so that members of the City Council and the public can take part, hear directly from departments, and ask questions that they may have.

Evaluate revenue and spending reduction submissions from departments:

As soon as departmental budget information is available, the OMB team works with the departments to understand the requests including the explanation of any increases or decreases in the level service request and the program and service impacts on revenue enhancements and service reductions. At this point in time, the MYFP is updated based upon the level service request of departments. For example, in the development of the MYFP for FY17, spending was projected at \$624.9M. However, based on departmental submissions, spending grew to \$629.9M, which increases the gap that needs to be solved to balance the budget. The increases are attributed to the knowledge that departments have of their operations or changes in information that were not available when the initial assumptions were made.

Evaluate tax levy and overlay account:

While other revenue proposals and spending reductions are being evaluated, the Board of Assessors continues through their process of reviewing residential and commercial values. The Assessors are then able to provide an update on the gross and net tax levy estimates for the coming fiscal year.

Make updates based on Legislative budgets from State and other new information:

The House Ways & Means Committee releases their budget in mid-April and the full House finalizes their budget by the end of April. Then the Senate Ways & Means Committee releases their budget in Mid-May to be finalized by the end of May. Based on these budgets, a Conference report is developed which compromises on the differences between the two budgets. Normally, the two branches are consistent in their treatment in local aid and sometimes publish a local aid resolution that delineates early on what the local aid budgets will be for the coming fiscal year. The goal, however, is to get as many requests into one if not both versions of the Legislative budgets to ensure they are at least discussed in the conference committee.

Develop request to the State for assistance and meet with key stakeholders:

In addition to determining the spending and revenue items that the City can locally control and change, the OMB team, with the help of departments, reviews areas where the State can provide assistance and develops a request. The OMB team meets with delegation staff to educate them on the financial situation of the City and initiates meetings with State legislative leadership at both the staff level and the Legislator level. The City continues in this effort during the FY17 planning process and utilizes every opportunity to discuss City issues with policy makers. In FY16, the City signed the Governor's Community Compact, participated in the Lieutenant Governor's Listening Tours, and sought out numerous opportunities to engage State stakeholders in the issues we are facing and the decisions that need to be made without further State support.

Finalize decisions on spending and revenue to balance the budget:

Based on all of the information provided by the departments and the updates on revenue provided by the Board of Assessors and the State, the Mayor must then make decisions on



which spending reduction and revenue increases to implement. Some of the ideas to help reduce costs or enhance revenue are:

- Eliminating vacancies – The City is evaluating all positions that are vacant and working with departments to determine if a restructuring or reallocation of duties is appropriate for a cost savings.
- Analyzing programs – All departments have been asked to review programs to ensure they meet the City's core mission and are consistent with the Mayor's priorities.
- Analyzing fees – All departments have been asked to review fees that are charged to ensure they are up to date, consistent with the cost of providing the service and comparable to surrounding communities.

All of these proposals will be evaluated and discussed with departments and the Mayor makes the final decision on what will be implemented to balance the budget.

Publish Mayor's budget recommendations and implement new revenues and spending reductions:

Based on all final decisions, the Mayor's budget recommendations are published and departments can begin their work on implementing them for the fiscal year which begins on July 1st. The City Council has a chance to review the budget, hold their own public hearings and reduce the budget where they see fit. The budget cannot be increased by the Council. All of the information that has been made available over the course of the preceding 6 months is what is used to finalize the budget recommendations. Although sometimes it may look as though a gap is identified and then miraculously solved, there are many meetings, requests for information, review of details, follow-up meetings and alternatives proposed before getting to the final decision making point in the process. None of the recommendations are taken lightly and the City works to maximize all sources of revenue before cutting into the core of its City services through spending reductions.



Appendix 1: Reserve Funds

The City has various reserve funds some of which are designated for specific purposes and others that can be used for operational expenses upon action by the Mayor and City Council. After decades of certifying negative reserve fund balances, the City has certified eleven consecutive years of positive reserve fund balances.

Stabilization Reserve Funds

The City's Stabilization Reserve Fund (Fund 8213) currently has a balance of \$40.3 million. The purpose of this reserve is to provide long-term financial stability for the City while improving its financial flexibility and credit worthiness. The City's financial policies require the City to maintain a stabilization reserve fund equal to between 5% and 15% of operating revenues, less debt exclusions.

Chapter 656 Reserve Fund

Chapter 656 of the Acts of 1989 established a fiscal stability reserve fund for the City of Springfield. The balance of this reserve is to be one percent of the gross amount raised as shown in the assessors' tax recapitulation sheet approved by the Department of Revenue. This reserve is maintained in the general fund and has a balance of \$5.6 million.

Self Insurance Reserve Fund

The City is self insured, meaning that it does not have property or liability insurance and pays all damage claims without the use of insurance policies. The Self Insurance Reserve Fund (Fund 8219) is designed to provide the City financial support should a significant liability occur; this allows the City to avoid making unplanned reductions in its operating budget or reserve funds. The current balance of the Self Insurance Reserve Fund is \$228K.



Appendix 2: Long-Term Liabilities

As with any large organization, long-term financial liabilities are evaluated regularly, and help drive decisions about current year services.

- *Property Tax Limitations* – Property values are continuing to decline in the City. In addition, the City is against its levy ceiling which will not allow for annual 2.5% increases or new growth to be counted into the budget.
- *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.
- *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 3.7% annually since FY09 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 2 years and adjust the schedule accordingly. Springfield's most recent actuarial valuation estimated the City's unfunded actuarial accrued liability (UAAL) at \$731 million as of January 1, 2014. Our funded status is 27%.
- *Other Post Employment 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 \$873.4 million as of June 30, 2014.
- *Debt Service and Capital Needs* - The City has a \$855 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. In spite of this, the City is planning for a declining debt schedule.

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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 fu-

ture

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 to, the City's appropriations for retirement, worker's compensation benefits, health, dental, and unemployment costs.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures. They cease to be encumbrances and become expenditures when the goods/services have been received or rendered and payment is made.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures on full accrual accounting procedures.

Equalized Valuations (EQV): The determination of an estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs.

Equalization: An annual assessment of real estate to ensure that assessments accurately reflect

current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the City. This annual increase or decrease is due to value changes rather than to new construction/growth.

Estimated Revenues: The amount of projected revenue to be collected during the current or ensuing fiscal year.

Expenses: Charges incurred for the operation of an organization, such as maintenance, interest, travel, mileage, equipment, rentals, utilities, professional services, contracts, and other charges.

Federal Emergency Management Agency (FEMA): FEMA is an agency of the United States Department of Homeland Security, initially created by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders. On 1 April 1979. The primary purpose of FEMA is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.

Federal Highway Administration (FHWA): The FHWA is a division of the United States Department of Transportation that specializes in highway transportation. The agency's major activities are grouped into two "programs," the Federal-aid Highway Program and the Federal Lands Highway Program. Its role had previously been performed by the Office of Road Inquiry, Office of Public Roads and the Bureau of Public Roads.

Fiscal Restraint: The practice of restraining growth in expenditures and disbursements to stay within revenue forecasts.

Fiscal Year (FY): A twelve-month period designated as the operations year for an organization, also called the budget year. For the City, the fiscal year is July 1 to June 30. The fiscal year for the State of Massachusetts is the same. The Federal fiscal year is October 1 to September 30.

Fixed Assets: Property of high value and long-term character such as land, buildings, machinery and other equipment.

Foundation Budget: The Commonwealth's calculation of an "adequate" spending level for a district.

Free Cash: Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent budget amounts. Free cash is not available or appropriation until certified by the Director of Accounts.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations, typically used in reference to bonds.

Full Valuation: The term used to indicate a property appraisal at 100% of market value at a specified point in time.

Full Value Tax Rate: The amount of property tax levy for each \$1,000 of full valuation on all properties, to arrive at a desired total tax collection.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are

segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Accounting: Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance: The difference of a fund's total assets versus its total liabilities. A negative fund balance, sometimes called a fund deficit, occurs when liabilities exceed assets. When assets exceed liabilities it is called a surplus. There are three subcomponents of fund balance: reserve; designated; and undesignated fund balances.

Gain Target: As shown on data reports generated by the School Department, the Gain Target figure shows the amount of improvement—as measured in CPI points—a school, district, or student group is expected to make from 2009 to 2010. Gain targets are calculated by subtracting the baseline CPI from 100 (the year 2014 performance target for all Massachusetts schools and districts), and dividing the difference by the number of remaining years, including the current year, until the year 2014. For 2010, that number is five. Gain targets are set separately for ELA and Mathematics.

Generally Accepted Accounting Principles (GAAP): A uniform set of reporting standards derived by certain authoritative bodies, principally the Governmental Accounting Standards Board, with the intended purpose of fairly presenting the results of an organization's financial activities. The City of Springfield prepares and reports its financial statements in accordance with GAAP.

General Fund: The largest fund within the City, which accounts for most of the City's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for most of the basic operating services, such as public safety, health and human services, finance, data processing, parks and recreation, and public works.

General Obligation Bonds (GOBs): Bonds for which a government pledges its full faith and credit to ensure repayment. The term GOB is used to refer to bonds, which are to be repaid from taxes and other general revenues.

Government Finance Officers Association (GFOA): The GFOA is a professional organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Graduation Rate: All Massachusetts public high schools and districts at the grade 9-12 grade span must meet or exceed the State's graduation rate standard for all reportable student groups in order to make AYP. The graduation rate is one of two criteria (the other being the fulfillment of local requirements) required by the Department as a condition for high school graduation.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another. Generally the largest contributions made to local governments are from the state and federal governments. Grants are usually made for specified purposes.

Interest: The price paid for the use of money, or the return on investment obtained from investing money.

Liability: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.

Line-Item Budget: A budget that lists each expenditure category (personal services, purchase of services, supplies and materials, etc.) and revenue category (state aid, departmental revenue, etc.) separately, along with the dollar amount budgeted for each specified category.

Local Receipts: Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

Long Term Debt: Debt with a maturity date of more than one year after the date of issuance.

Management Initiatives: Changes to internal business practices undertaken by City Managers to improve efficiency, productivity, and customer satisfaction.

Mandate: Any responsibility, action or procedure that is imposed by one sphere of government on another through legislative, executive, or judicial action as a direct order, and/or that is required as a condition for reimbursement of expenditures.

Massachusetts Comprehensive Assessment System (MCAS): The Massachusetts Comprehensive Assessment System (MCAS) is the Commonwealth's student academic assessment program. 2009 school and district AYP findings were based on the results of MCAS tests administered in grades 3-8 and 10 in ELA and Mathematics.

MCAS-Alternate Assessment (MCAS-Alt): While the majority of students with disabilities take standard paper and pencil MCAS tests, either with or without accommodations, the MCAS-Alt is used to assess the attainment of students who, by reason of severe and complex disabilities, are not able to participate in the standard MCAS testing program. According to federal rules, up to one percent of the student population assessed using the MCAS-Alt may be included in AYP determinations using the MCAS-Alt Index. The MCAS-Alt is a portfolio review of student work and other student data, designed to measure knowledge of the key concepts and skills outlined in the learning standards of the Massachusetts Curriculum Frameworks. The portfolio consists of a structured collection of products, compiled throughout the school year, that document the student's performance of skills and understanding based on the Curriculum Framework in the content area being assessed.

MCAS-Alt Index: The MCAS-Alt Index is a measure of the distribution of student performance among students with significant cognitive impairments (up to 1% of all students assessed statewide) who demonstrate performance equivalent to each of the five MCAS Alternate Assessment performance levels (*Progressing, Emerging, Awareness, Portfolio Incomplete, Portfolio not Submitted*). The number of students at each MCAS-Alt performance level is multiplied by the number of MCAS-Alt Index points associated with each and divided by the total number of students. The result is a number between 0-100, called the MCAS-Alt Index.

Massachusetts Emergency Management Agency (MEMA): MEMA is a Commonwealth of Massachusetts agency that coordinates Federal, State, local and private resources throughout the Commonwealth during times of disasters and emergencies.

Maturity Date: The date at which full and/or final payment of principal and interest is due on debt obligations.

Mission Statement: A mission statement is a broad, philosophical statement of the purpose of an agency, specifying the fundamental reasons for its existence. A mission statement is a written statement of purpose that can be used to initiate, evaluate, and refine business activities.

Modified Accrual Basis of Accounting: The modified accrual basis is used for all funds except for the proprietary funds. Accounting transactions for revenue are recognized when they become susceptible to accrual, that is when they become both measurable and available to finance expenditures of the current period. "Available" means collectible in current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred.

Municipal Bond: Bond issued by a state, local or government authority in the U.S. The interest is exempt from U.S. Federal taxation and usually from state taxation within the state of issue.

MUNIS: MUNIS is the financial software of record used by the City of Springfield.

Natural Resources Conservation Service (NRCS): The NRCS was formerly known as the Soil Conservation Service (SCS), and is an agency of the United States Department of Agriculture (USDA) that provides technical assistance to farmers and other private landowners and managers.

No Child Left Behind (NCLB): Signed into law by President George W. Bush on January 8, 2002, NCLB is the principal federal law affecting public education from kindergarten through high school. NCLB is built on four pillars: expanded local control and flexibility; doing what works based on scientific research; accountability for results; and more options for parents. The goal of NCLB is for all students to reach grade level proficiency in ELA and Mathematics by the 2013-2014 school year.

Non-Discretionary: Funds appropriated and expended to pay for utilities and/or utility type expenditures. Common descriptions associated with these types of expenditures are, heat, light, and electric. Other types of expenditures may be controlled at this level such as the fuel for the school buses.

Operating Budget: The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains all appropriations and revenues necessary to operate the government.

Other than Personal Services (OTPS): This acronym is a catch-all used by Springfield City personnel when discussing a certain group of operating expenditure categories. OTPS includes Purchase of Services, Supplies and Materials, Intergovernmental Charges, and Other Charges & Expenditures. Additional detail on these expenditure classifications can be found in Appendix B.

Outcome: Measurable or tangible consequences associated with a program service, e.g., reduction in fire deaths or percent of juveniles not reconvicted within 12 months.

Output: Quantity or number of units produced. Outputs are activity-oriented, measurable and usually under managerial control.

Participation: A required component of AYP calculations, the Participation figure shows the number of students who participated in MCAS/MCAS-Alt tests (# assessed) divided by the number of students

enrolled (# enrolled) on the date MCAS tests are administered, including LEP students enrolled in U.S. schools for the first time. As a matter of federal law, the minimum participation rate required to make AYP is 95%.

Performance Level: Student results on MCAS and MCAS-Alt tests are assigned one of four performance levels:

MCAS performance levels in grades 4-8 and 10 – *Advanced, Proficient, Needs Improvement, or Warning/Failing.*

For grade 3 only, a fourth performance level is *Above Proficient.*

MCAS-Alt performance levels (called *alternate achievement standards*) provide information that allows meaningful interpretation of student achievement and the progress these students have made in learning the academic skills and content addressed by all students at that grade level, even though the skills and content have been addressed well below the grade-level expectations of their peers – *Progressing, Emerging, Awareness, or Portfolio Not Submitted.*

Post Employment Benefits: These include health benefits provided to retirees and are normally recorded when incurred. However, there are long-term, future costs associated with these benefits that accrue during the period that the employees actually are rendering their services to the City. That liability is required to be actuarially determined and recognized for financial reporting purposes.

Premium Compensation: Additional premiums paid to eligible City employees for working under specific conditions.

Principal: The par value or face value of a bond, note, or other fixed amount security, not including accrued interest.

Property Tax: Citywide taxes levied on all real property according to the property's valuation and tax rate.

Pupil Enrollment: For any budget year, the number of pupils enrolled.

Request for Proposals (RFP): A document used by the City to request offers when competitive sealed bidding for the purchase of goods or services is not practical or advantageous. An RFP is generally used when precise specifications cannot be developed or are not appropriate and price is only one of several evaluation factors to be weighed by the City in awarding the bid.

Reserve: An account used to indicate that a portion of an operating fund's "fund balance" is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Reserved Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that cannot be appropriated because of legal restrictions (e.g., encumbrance from prior year budget for contracts to be completed).

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments (state aid), fines, forfeitures, grants and interest income.

Revenue Forecast: A projection of future City revenue collections.

Revolving Fund: An accounting mechanism that allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund.

Tax Base: The aggregate value of taxed items. The base of the City's real property tax is the market value of all real estate in the City.

Tax Levy: The total amount to be raised by property taxes for the purpose stated in the City's financial plan for various funds.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

Tax Roll: The certified list of assessed/taxable values prepared by the Assessor and presented to the taxing authority each year.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

Undesignated Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that is neither legally restricted (e.g. encumbered) or specifically segregated for future purposes (e.g. designated).

User Fees: The direct payment of a fee for receipt of a public service by the party benefiting from the service. An example would be payment for use of a park swimming pool.

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Appendix B
Expense Code Classifications

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Expenditure accounts are distinguished from other accounts by use of an account code beginning with a "5." These account codes have been defined by Massachusetts Department of Revenue (DOR) by the Uniform Massachusetts Accounting System (UMAS) most recently updated in August 2007 and is applicable to all political subdivisions in the Commonwealth.

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

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

A further breakdown of these object codes into a more detailed classification of expenditures by object code is used for budget and accounting purposes in the City.

5000 - Personal Services

Personal Services consists of cost of salaries, wages and related employment benefits. This includes, but is not limited to, regular wages, overtime, part-time and temporary staff pay, shift differential, merit pay, educational pay, and holiday pay. An employee is defined as a person working for another person or a business firm for pay. Persons not meeting the requirements of this definition who are paid for performing services for the City are considered contractors and are paid under the category of Purchase of Services (code 5200).

5100 - Fringe Benefits

Fringe benefits fall into three main categories: benefits paid directly to employees, benefits paid on behalf of employees, and other personal services.

Fringe benefits paid to employees include vacation pay, sick leave, maternity leave, standard holiday pay, court leave, educational leave, military leave, time paid for official union activities, and bereavement leave.

Fringe benefits paid on behalf of employees consist of the City's matching share of Medicare and Social Security as well as Health insurance policies.

Other Personal Service benefits paid by the City may include tuition reimbursement, career incentive payments, in-service training, uniform or clothing allowance, unused sick-leave buyback or other stipends determined by the City.

5200 & 5300 - Purchase of Services

Generally used to code the cost of purchased professional services; specifically for services, which

require professional methods or are specialized in nature, that are not rendered by City personnel. Examples include: medical, psychological, veterinary and laboratory services; legal, expert testimony and court stenographic services; architectural, engineering and appraisal services; computer software development and maintenance services (not inclusive of pre-programmed software); interpretive services (bilingual and hearing impaired); nursing, counseling, teaching, actuarial and other expert, professional consultants and contractors; stenographic services, serving jurors, special counsel and trial expense, other expert and professional services, reward and other fees for services, non-employees.

PURCHASE OF SERVICES		
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
524035	Rep & Maint - Operating Cost
524040	Rep & Maint - Software
524045	Rep & Maint - Computer Hardware
524050	Rep & Maint - Telephones
524060	Rep & Maint - Parking Meters
524070	Rep & Maint - Signs
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

PURCHASE OF SERVICES		
OTHER PURCHASED SERVICES		Proper Use:
531010 Alarm/Guard Services	Services which by their nature can be performed by persons of firms with specialized skills and knowledge. While a product may or may not result from the transaction, the primary reason for purchase is the service provided. Examples: Professional development, reimbursement to educational agencies for instructional services to students, medical and dental services, any service temporary in nature, safety testing, testing and monitoring services, environmental study.
531020 Seminars/Education/Training/Workshop	
531030 Tuition	
531040 Dues and Memberships	
531050 Moving Services	
531060 Exhibitions/Admissions	
531070 Exterminations	
531080 Physical Therapy	
531100 Medical & Dental	
531200 Printing/Binding	
531300 Debris Removal	
531500 Test/Inspections	
531710 Hired Equipment	
531730 Temporary Services	
531740 Insurance Premiums	
SCHOOL TRANSPORTATION		Proper Use:
533100 Contract Carrier	Transporting children to/from school and school activities. Examples: Instructional field trips, SPED transportation, school year and summer transportation services, various school athletic event and alternative school transportation.
533200 Special Education	
533300 Athletics	
533400 Instruction	
533500 Other (Tokens)	
COMMUNICATIONS		Proper Use:
534050 Data Communication Services	Transmitting messages or information through all means. Examples: Postage, newspaper advertising, telephone and wireless phone services, delivery services, internet use, and e-rate services.
534100 Postage and Delivery	
534200 Telephone	
534300 Advertising	
534400 Audio/Video	
RECREATION		Proper Use:
535100 Officials/Referees	Recreation activities. Examples: Entertainers, lecturers, films, museum or event admission fees, athletic event official fees, and museum or event admission fees.
535200 Special Events	
535300 Recreation Playground	
535400 Pool Cleaning	

5400 - Supplies and Materials

A supply item is any article or material, which meets at least one of the following conditions:

It is consumed in use;

It loses its original shape or appearance with use;

It is expendable; that is, if the article is damaged or some of its parts are lost or worn out, and is usually better to replace it with an entirely new unit rather than repair it;

It is an inexpensive item whose small unit cost (less than \$5,000) makes it inadvisable to capitalize the item; it loses its identity by incorporation into a different or more complex item.

SUPPLIES AND MATERIALS			
ENERGY SUPPLIES			Proper Use:
541100	Energy Supplies	Expendable supplies purchased to provide energy.
OFFICE SUPPLIES			Proper Use:
542010	Office Supplies	Expendable supplies/materials used in offices.
542300	Software	Examples: Toner, print cartridges, stationery, paper, pens, forms, pencils, paper clips, software, and software licenses.
BUILDING SUPPLIES			Proper Use:
543100	Mechanical/Engineer Supplies	Supplies to repair or maintain buildings owned by a municipality.
543200	Electrical Supplies	
543500	Hardware Supplies	Examples: HVAC items, plumbing, hand/power tools, floor/wall/window coverings, electrical, paint, glass, doors, and ballasts.
543600	Lumber/Wood Supplies	
543700	Paint/Materials Supplies	
544000	Roofing Supplies	
544100	Flooring Supplies	
544200	Ceiling Supplies	
544300	HVAC Supplies	
544600	Glass Supplies	
544900	Preventative Maintenance Supplies	
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	Expendable supplies related to groundskeeping functions.
546200	Pesticides & Herbicides	Examples: Rakes, hoes, and other tools, paint for grounds, loam, grass seed, lime, soil/sod, fertilizers, trees/shrubs, track cinders, pesticides and herbicides.
546300	Seed	
546400	Trees	
RECREATION SUPPLIES			Proper Use:
547200	Recreation Supplies	Expendable supplies related to recreation functions.
			Examples: Tents, summer program supplies, lifeguard chairs, plaques, trophies, and medals.
VEHICLE SUPPLIES			Proper Use:
548100	Vehicle Supplies/Parts/Accessories	Expendable supplies utilized for maintenance purposes in municipally owned motor vehicles.
548400	Gasoline and Diesel	
			Examples: Gasoline, anti-freeze, batteries, tires/tubes, motor oil/lubricants, parts and accessories.
FOOD SERVICE SUPPLIES			Proper Use:
549100	Food	Expendable supplies used for food service purposes.
549300	Paper Goods	Examples: Perishables/non-perishables, serving utensils.
MEDICAL SUPPLIES			Proper Use:
550300	Pharmaceutical Drugs	Expendable supplies and materials used for surgical or medical purposes.
550500	Therapy Supplies	
550600	Disposable Supplies	Examples: First aid kits, chemical/solutions, sutures, instruments, isotopes, veterinary, cold packs, etc.
550700	Nursing Materials	
EDUCATION SUPPLIES			Proper Use:
551200	Textbooks	Expendable supplies and materials used for educational purposes.
551300	Library Materials	
551400	Subscriptions	Examples: Test materials, teaching aids, workbooks, textbooks, kindergarten supplies, athletic equipment, books and processing, plan books/registers, maps/charts, special education supplies, encyclopedias, audio-visual supplies, and magazine subscriptions.
551600	Classroom	
551700	Other Supplies	
551800	Athletic Supplies	
551900	Testing Materials	
PUBLIC WORKS SUPPLIES			Proper Use:
553200	Mixes	Expendable supplies and materials used for public works operational purposes.
553800	Salt	

OTHER SUPPLIES			Proper Use:
558100	Crime Prevention Supplies	Expendable supplies utilized for purposes not classified elsewhere.
558105	Weapons and Ammunition	
558110	K9 Supplies	Examples: Firefighting, crime prevention, uniforms/other clothing, training guns, ear/eye protection.
558200	Uniform, Clothing	
558400	Safety Items Supplies	
558600	Photo Lab Supplies	

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 - PVRTA	
566500	School Choice Assessment	Proper Use: Amounts paid to entities other than federal, state, or county, for municipal services, provided by others
566600	Charter School Assessment	
569200	Intergov. - Lic, Fees, Permits	Proper Use: Expenses for intergovernmental functions not classified elsewhere.
		Employer Match - Medicare Tax - EMP	
569300	MED	
569500	Petty Cash	
569800	Federal - Other	
569900	State - Other	

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.
JUDGMENTS			Proper Use:
576100	Damages	Expenditures from current funds for court judgments against the local unit.
576400	Settlement Claims	
VETERANS SERVICES			Proper Use:
577100	Benefits	Payments for veterans benefits as provided by law.
577200	Funerals	
577300	Sold/Sailors Graves	For Veterans Office Use Only.
577400	Patriotic Functions	
577500	Vets - Ordinary Benefits	
577510	Vets - Fuel	
577520	Vets - Nursing Home	

577530	Vets - Doctor Bills	
577540	Vets - Medication Drugs	
577550	Vets - Hospital	
577560	Vets - Dental	
577570	Veterans Benefits	
OTHER UNCLASSIFIED ITEMS			Proper Use:
578200	Reserve for Contingency	Expenditures for items not classified elsewhere.
578300	Salary & Position Adjustments	
578700	Indirect Costs	
579000	Flow Through - LEA	

5800 - Capital Outlay

These codes should be used whenever possible to monitor expenditures for eventual capitalization of fixed asset acquisitions. Capital Outlay expenditures fall into the following categories:

Land - Expenditures for the acquisition of land, air rights, water rights, and mineral rights.

Buildings - Expenditures for the direct purchase of or major capital improvements to existing buildings. Capitalized lease obligations for buildings would be charged here as would new construction performed by a contracted vendor.

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	
581500	Vehicles - Leases	
582000	Lease - Other	
584000	Site Improvement	
589000	Depreciation	

5900 – Debt Service

Debt Service is defined as the repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue. The three components of debt service are as follows:

Maturing Principal on Long-Term Debt - Disbursements to repay the principal portion of long-term debt;

Interest on Long-Term Debt - Disbursements to pay the interest owed on long-term debt.

Interest on Notes - Disbursements to pay the interest owed on notes and other short-term borrowings.

DEBT SERVICE			
DEBT SERVICE			Proper Use:
591000	Long Term Debt - Principal	Disbursements to repay the principal portion or interest
591200	Long Term Debt - Interest	owed on long-term debt.
591400	QSCB Sinking Fund Acct	
592100	LTD Interest Non State Qualified	
595000	Temporary Loans/Principal	
595050	Temporary Loans/Interest	
595100	Cost of Issuance	

**CITY OF SPRINGFIELD
EXPENDITURE OBJECT CODES**

**PERSONAL SERVICES
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' Compension - Indemity
 517050 Workers' Compension - 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

GROUNDKEEPING/LANDSCAPING SUPPLIES

545100 Custodial & Housekeeping Supplies
 546100 Fertilizer
 546200 Engineer & Architectural, Surveys
 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 Assessments
 569200 Intergov. - Lic, Fees, Permits
 569300 Employer Match - Medicare Tax - EMP MED
 569900 State - Other

**OTHER CHARGES AND EXPENSES
TRAVEL**

571100 In State Travel
 571200 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

Appendix C
Property Taxes
Collection and Levy Data

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Percentage Share of City's Assessed Valuation and Levy Share of Taxable Property

FY	Residential Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	5,776,964,500	77.71%	\$ 16.04	\$ 92,662,511	63.67%
2008	6,036,956,400	77.33%	\$ 16.03	\$ 96,772,411	63.05%
2009	5,484,722,870	75.74%	\$ 17.89	\$ 98,121,692	60.17%
2010	5,252,153,800	75.09%	\$ 19.50	\$ 102,416,999	59.96%
2011	5,155,722,500	75.27%	\$ 19.49	\$ 100,485,032	60.36%
2012	5,038,856,200	74.36%	\$ 19.83	\$ 99,920,518	58.99%
2013	4,858,355,700	72.55%	\$ 19.71	\$ 95,758,191	57.20%
2014	5,025,199,000	72.64%	\$ 19.71	\$ 99,046,672	57.27%
2015	5,079,607,100	72.10%	\$ 19.67	\$ 99,915,872	56.73%
2016	5,225,634,600	71.82%	\$ 19.66	\$ 102,735,976	56.48%

FY	Commercial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	1,003,757,800	13.50%	\$ 31.91	\$ 32,029,911	22.01%
2008	1,079,322,350	13.82%	\$ 32.04	\$ 34,581,488	22.53%
2009	1,072,958,950	14.82%	\$ 36.98	\$ 39,678,022	24.33%
2010	1,052,016,750	15.04%	\$ 39.25	\$ 41,291,657	24.17%
2011	1,045,580,000	15.27%	\$ 38.97	\$ 40,746,253	24.47%
2012	1,009,971,300	14.91%	\$ 39.99	\$ 40,388,752	23.84%
2013	1,047,246,800	15.64%	\$ 38.98	\$ 40,821,680	24.39%
2014	1,064,979,700	15.39%	\$ 39.04	\$ 41,576,807	24.04%
2015	1,156,136,600	16.41%	\$ 38.77	\$ 44,823,416	25.45%
2016	1,200,394,800	16.50%	\$ 38.60	\$ 46,335,239	25.47%

FY	Industrial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	234,694,400	3.16%	\$ 31.91	\$ 7,489,098	5.15%
2008	246,327,200	3.16%	\$ 32.04	\$ 7,892,323	5.14%
2009	242,991,100	3.36%	\$ 36.98	\$ 8,985,811	5.51%
2010	229,288,700	3.28%	\$ 39.25	\$ 8,999,581	5.27%
2011	184,851,100	2.70%	\$ 38.97	\$ 7,203,647	4.33%
2012	166,822,500	2.46%	\$ 39.99	\$ 6,671,232	3.94%
2013	159,725,600	2.39%	\$ 38.98	\$ 6,226,104	3.72%
2014	162,566,500	2.35%	\$ 39.04	\$ 6,346,596	3.67%
2015	168,230,700	2.39%	\$ 38.77	\$ 6,522,304	3.70%
2016	171,773,800	2.36%	\$ 38.60	\$ 6,630,469	3.65%

FY	Personal Prop. Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	418,233,820	5.63%	\$ 31.91	\$ 13,345,841	9.17%
2008	444,536,550	5.69%	\$ 32.04	\$ 14,242,951	9.28%
2009	440,601,660	6.08%	\$ 36.98	\$ 16,293,449	9.99%
2010	461,359,650	6.60%	\$ 39.25	\$ 18,108,366	10.60%
2011	463,175,130	6.76%	\$ 38.97	\$ 18,049,935	10.84%
2012	560,357,950	8.27%	\$ 39.99	\$ 22,408,714	13.23%
2013	631,025,200	9.42%	\$ 38.98	\$ 24,597,362	14.69%
2014	665,647,970	9.62%	\$ 39.04	\$ 25,986,897	15.03%
2015	640,954,110	9.10%	\$ 38.77	\$ 24,849,791	14.11%
2016	678,618,930	9.33%	\$ 38.60	\$ 26,194,691	14.40%

FY	Total Value	% of Value	Tax Levy	% of Levy
2007	7,433,650,520	100.00%	\$ 145,527,361	100.00%
2008	7,807,142,500	100.00%	\$ 153,489,174	100.00%
2009	7,241,274,580	100.00%	\$ 163,078,974	100.00%
2010	6,994,818,900	100.00%	\$ 170,816,604	100.00%
2011	6,849,328,730	100.00%	\$ 166,484,866	100.00%
2012	6,776,007,950	100.00%	\$ 169,389,217	100.00%
2013	6,696,353,300	100.00%	\$ 167,403,337	100.00%
2014	6,918,393,170	100.00%	\$ 172,956,973	100.00%
2015	7,044,928,510	100.00%	\$ 176,111,383	100.00%
2016	7,276,422,130	100.00%	\$ 181,896,375	100.00%

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%
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TOTAL	6,849,328,730			\$ 166,484,866		(145,490,170)	-2.08%	(4,331,738)	-2.54%
		Levy Inc/Dec		\$ (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 Inc/Dec		\$ 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 Inc/Dec		\$ (1,985,880)	-1.17%				

2014	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,025,199,000	72.64%	\$ 19.71	\$ 99,046,672	57.27%	166,843,300	3.32%	\$ 3,288,481	3.32%
Commercial	1,064,979,700	15.39%	\$ 39.04	\$ 41,576,807	24.04%	17,732,900	1.67%	\$ 755,127	1.82%
Industrial	162,566,500	2.35%	\$ 39.04	\$ 6,346,596	3.67%	2,840,900	1.75%	\$ 120,492	1.90%
Personal	665,647,970	9.62%	\$ 39.04	\$ 25,986,897	15.03%	34,622,770	5.20%	\$ 1,389,534	5.35%
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TOTAL	6,918,393,170			\$ 172,956,973		222,039,870	3.21%	5,553,635	3.21%
		Levy Inc/Dec		\$ 5,553,635	3.32%				

2015	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,079,607,100	72.10%	\$ 19.67	\$ 99,915,872	56.73%	54,408,100	1.07%	\$ 869,199	0.87%
Commercial	1,156,136,600	16.41%	\$ 38.77	\$ 44,823,416	25.45%	91,156,900	7.88%	\$ 3,246,608	7.24%
Industrial	168,230,700	2.39%	\$ 38.77	\$ 6,522,304	3.70%	5,664,200	3.37%	\$ 175,708	2.69%
Personal	640,954,110	9.10%	\$ 38.77	\$ 24,849,791	14.11%	(24,693,860)	-3.85%	\$ (1,137,106)	-4.58%
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TOTAL	7,044,928,510			\$ 176,111,383		126,535,340	1.80%	3,154,410	1.79%
		Levy Inc/Dec		\$ 3,154,410	1.82%				

2016	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,225,634,600	71.82%	\$ 19.66	\$ 102,735,976	56.48%	146,027,500	2.79%	\$ 2,820,105	2.75%
Commercial	1,200,394,800	16.50%	\$ 38.60	\$ 46,335,239	25.47%	44,258,200	3.69%	\$ 1,511,823	3.26%
Industrial	171,773,800	2.36%	\$ 38.60	\$ 6,630,469	3.65%	3,543,100	2.06%	\$ 108,164	1.63%
Personal	678,618,930	9.33%	\$ 38.60	\$ 26,194,691	14.40%	37,664,820	5.55%	\$ 1,344,900	5.13%
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TOTAL	7,276,422,130			\$ 181,896,375		231,493,620	3.18%	5,784,992	3.18%
		Levy Inc/Dec		\$ 5,784,992	3.28%				

TOP 25 TAXPAYERS FISCAL YEAR 2016

Rank	Owner	Use	2016 Par/Accts	2016 Total Value	2016 Total Tax	2016 Levy	2015 Total Value	2015 Total Tax	2015	Value Inc/Dec	Tax Inc/Dec
						181,896,375			% of Levy		
1	WESTERN MASSACHUSETTS ELECTRIC COMP	Utility	30	289,467,700	\$ 11,173,453.22	6.14%	270,292,400	\$ 10,479,236.35	5.95%	19,175,300	\$ 694,217
2	COLUMBIA GAS OF MASS	Utility	5	116,054,620	\$ 4,479,708.33	2.46%	107,544,300	\$ 4,169,492.51	2.37%	8,510,320	\$ 310,216
3	MASSACHUSETTS MUTUAL LIFE INSURANCE	Insurance	29	83,995,000	\$ 3,234,721.91	1.78%	83,712,600	\$ 3,236,296.96	1.84%	282,400	\$ (1,575)
4	BLUE TARP REDEVELOPMENT LLC	Casino	40	41,302,300	\$ 1,594,268.78	0.88%	49,019,300	\$ 1,757,986.07	1.00%	(7,717,000)	\$ (163,717)
5	MASSPOWER	Energy	1	38,201,420	\$ 1,474,575.00	0.81%	34,000,000	\$ 1,318,180.00	0.75%	4,201,420	\$ 156,395
6	ALBANY ROAD SPRINGFIELD PLAZA LLC	Retail	12	31,669,900	\$ 1,221,956.23	0.67%	31,893,700	\$ 1,236,012.61	0.70%	(223,800)	\$ (14,056)
7	VERIZON NEW ENGLAND	Utility	7	31,193,200	\$ 1,204,057.52	0.66%	34,008,700	\$ 1,318,517.30	0.75%	(2,815,500)	\$ (114,460)
8	SOLUTIA INC	Chemicals	9	30,711,600	\$ 1,185,445.04	0.65%	30,711,600	\$ 1,190,665.81	0.68%	-	\$ (5,221)
9	FIVE TOWN STATION LLC	Retail	9	28,158,900	\$ 1,086,933.54	0.60%	26,989,500	\$ 1,046,382.92	0.59%	1,169,400	\$ 40,551
10	EASTFIELD ASSOCIATES LLC	Retail	12	21,959,880	\$ 835,882.05	0.46%	21,958,720	\$ 839,470.85	0.48%	1,160	\$ (3,589)
11	COMCAST OF MASSACHUSETTS II IN	Cable t.v. and int	1	20,572,610	\$ 794,102.75	0.44%	20,328,170	\$ 788,123.15	0.45%	244,440	\$ 5,980
12	WASON AVENUE PARTNERS LLC	Medical office	1	12,388,100	\$ 478,180.66	0.26%	11,871,900	\$ 460,273.56	0.26%	516,200	\$ 17,907
13	BCCOLONIAL ESTATES LLC	Residential	1	24,034,400	\$ 472,516.30	0.26%	24,034,400	\$ 472,756.65	0.27%	-	\$ (240)
14	LOWES HOME CENTERS INC	Retail	3	12,161,480	\$ 469,433.13	0.26%	12,148,720	\$ 471,005.88	0.27%	12,760	\$ (1,573)
15	HAYMARKET SQUARE ASSOCIATES LIMITED	Retail	3	12,052,800	\$ 465,238.08	0.26%	11,976,300	\$ 480,550.27	0.27%	76,500	\$ (15,312)
16	CNR SPRINGFIELD LLC	Land	1	11,970,000	\$ 462,042.00	0.25%	11,970,000	\$ 464,076.90	0.26%	-	\$ (2,035)
17	SPRINGFIELD FOODSERVICE CORPORATION	Food	2	10,975,300	\$ 423,646.58	0.23%	10,975,300	\$ 425,512.38	0.24%	-	\$ (1,866)
18	RELATED SPRINGFIELD ASSOCIATES LLC	Residential	4	18,608,740	\$ 422,567.77	0.23%	18,610,090	\$ 423,285.34	0.24%	(1,350)	\$ (718)
19	WIRELINE LEASING CO	Utility	1	10,682,440	\$ 412,342.18	0.23%	12,025,540	\$ 466,230.19	0.26%	(1,343,100)	\$ (53,888)
20	SPRINGFIELD VF LLC	Retail	2	10,651,600	\$ 411,151.76	0.23%	10,265,100	\$ 397,977.93	0.23%	386,500	\$ 13,174
21	SPRINT SPECTRUM	Utility	3	10,639,820	\$ 410,697.05	0.23%	10,060,340	\$ 390,039.38	0.22%	579,480	\$ 20,658
22	BABSON CAPITAL MGMT LLC	Office	1	9,500,000	\$ 366,700.00	0.20%	9,528,860	\$ 369,433.90	0.21%	(28,860)	\$ (2,734)
23	ARCP MT SPRINGFIELD MA LLC	Retail	1	9,490,500	\$ 366,333.30	0.20%	8,844,900	\$ 342,916.77	0.19%	645,600	\$ 23,417
24	BOSTON ROAD PROPERTY LLC	Retail	2	9,397,900	\$ 362,758.94	0.20%	8,980,300	\$ 348,166.23	0.20%	417,600	\$ 14,593
25	WASON AVENUE PARTNER IV LLC	Medical office	1	9,311,900	\$ 359,439.34	0.20%	8,923,900	\$ 345,979.60	0.20%	388,000	\$ 13,460
TOTAL			181	905,152,110	\$ 34,168,151.46	18.78%	880,674,640	\$ 33,238,569.51	18.87%	24,477,470	\$ 929,582

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Appendix D

City of Springfield Financial Policies

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Chapter 42. FINANCES

Article VII. Financial Policies

[Adopted FCB 4-9-2009 (Title 4, Ch. 4.44, of the 1986 Code)]

§ 42-28. Compliance with finance laws; annual updates.

A. All City employees, agents, boards, commissions and authorities shall comply with all General Laws, Special Acts of the Commonwealth, and City ordinances that relate to finance and financial management.

B. By September 30 of each year, the Finance Department shall provide to all departments an update regarding the financial policies and ordinances of the City of Springfield. By November 1 of each year, the Law Department shall provide to all departments an annual update regarding changes to municipal finance law and regulations that may impact departmental operations.

§ 42-29. Budget ordinances.

A. The Mayor shall propose to the City Council and the City Council shall adopt balanced budgets in which non-one-time revenue equals or exceeds expenditures.

B. The City will not balance the budget by using one-time or other nonrecurring revenues to fund ongoing expenditures. Transfers from "free cash" and a "stabilization reserve fund" shall be the only exception; appropriation from free cash or a stabilization reserve fund to fund ongoing expenditures shall require a written disclosure by the Chief Administrative and Financial Officer of the size of the appropriation, the remaining balance in reserve after said appropriation and a projection as to how the City will finance these recurring expenses in upcoming fiscal years.

C. The City will not use budgetary procedures that balance the budget at the expense of future years, including postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt.

D. The annual budget shall include the following sections: the expenditure budget, a summary of the City's financial condition, an analysis of revenues used in the proposed budget, a proposed allotment schedule for the budget as required by Chapter 656 of the Acts of 1989, an analysis of outstanding debt and a summary of the City's capital condition, including municipal buildings, infrastructure, equipment, rolling stock and information technology.

E. The City's annual budget shall be adopted at the level of departmental salaries, expenses and capital.

F. The budget will provide for adequate maintenance and the replacement of capital plant and equipment. In the event that the budget is not able to provide for adequate maintenance and replacement of capital plant and equipment, the City will identify and report on the funding gap and the maintenance, equipment and capital which are not funded in the proposed budget. All budgetary procedures will conform with existing state and local regulations.

G. The Chief Administrative and Financial Officer shall produce and issue a four-year financial plan for the City by March 30 of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the City may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.

H. Within two weeks of the start of the fiscal year, the Comptroller shall encumber all personnel service funds in all departments for the entire fiscal year for each budgeted position then occupied by an employee.

I. The Comptroller shall provide to the Mayor and City Council a monthly report of revenues and expenditures at the line item level.

§ 42-30. Revenue.

A. The City's annual budget shall include a revenue budget that is created in line item detail for City operations.

B. The City will estimate its revenue using conservative methods and present this along with the balanced budget.

C. The Chief Administrative and Financial Officer shall review and propose to the City Council an updated fee schedule for each of

the City's departments no less than every two years to ensure the cost of services is being adequately recovered.

D. The City may build into its revenue base from one fiscal year to the next an increase in each revenue line item of no more than 3%, with the exception of:

(1) Real and personal property taxes, the increase of which shall not exceed the revenue permitted under law, with "new growth" set at a level certified by the Assessors as reasonable;

(2) Chapter 70 (school) aid and school building assistance payments from the commonwealth, which shall be budgeted in an amount no greater than the estimates provided by the Commonwealth of Massachusetts; and

(3) Certain fees and fines, which may increase more than 3% only if the underlying cost of the fee or fine is increased. In such an instance, the City may budget the entire increase associated with the fee and/or fine so long as said revenue assumptions are certified as reasonable by the Chief Administrative and Financial Officer.

E. Any revenue increase in excess of the three-percent limit established herein shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund nonrecurring capital expenditures.

F. The City will maintain property assessment for the purpose of taxation at full and fair market value, as prescribed by state law.

G. The City shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law. On or before May 30 of each year, the City shall commence tax title proceedings against all properties that owe property taxes to the City.

§ 42-31. Self-supporting operations.

A. The City shall annually adopt the rates and fees for all enterprise fund activities, and the Chief Administrative and Financial Officer shall propose no less than every two years the rates and fees for all other rate- and fee-supported services in City government.

B. In the event that an enterprise fund requires General Fund or other support because its revenue does not fully support its operations, the Finance Director and relevant department head shall make a report to City Council regarding the fund, its revenue and expenditure position and the reason a deficit occurred.

§ 42-32. Capital planning.

A. For purposes of this article, the term "capital" shall refer to a facility, object or asset costing more than \$25,000 with an estimated useful life of 10 years or more.

B. The capital improvement program will directly relate to the long-range plans and policies of the City.

C. The capital improvement plan shall be issued by March 30 of each year and shall be produced by and in the form designated by the Chief Administrative and Financial Officer. At a minimum, the capital improvement plan shall be a "rolling" five-year plan which shall be submitted to the City Council for approval annually.

D. The capital improvement plan shall be reviewed by the Capital Improvement Planning Committee and shall include all capital expenditures proposed by the various departments. The Committee shall recommend in each year of the plan the capital investments to be funded and how these expenditures should be financed.

E. The Capital Improvement Planning Committee shall be comprised of the City's Chief Administrative and Financial Officer or his/her designee, the Finance Director, a representative from the City Council, the Director of Parks, Buildings and Recreation Management, the Budget Director, the Planning Director, the Director of Capital Asset Construction, the Director of Public Works and the Director of Community and Economic Development or other officials with different titles who perform the duties of said positions. Any member with an interest in a capital item before the Committee shall recuse him/herself from deliberations regarding said items. The Committee shall provide its recommendations in writing to the Mayor and City Council. Any capital funding request that is at variance from the Committee's recommendation shall be accompanied by a written justification of the variance, including a comparison of cost-benefit analyses for the affected projects.

F. Except as required by an emergency, all approved capital projects must be part of the adopted capital improvement plan. Capital projects that were not included in the capital improvement plan may not be conducted unless an emergency has occurred and a written report explaining the emergency has been provided to the City Council.

G. All capital expenditure decisions shall analyze the potential use of alternative energy and fuel-/energy-efficient technologies and devices, and the use of recycled materials and environmentally preferable products.

H. The capital improvement plan shall include a multiyear forecast of annual debt service requirements for items in the plan to permit the examination of the future implication of debt issuance.

I. Each capital item in the capital improvement plan shall be accompanied by an analysis that includes the identification and cost estimation of additional operational and personnel costs associated with that capital improvement.

J. All proposals for capital improvements shall include a proposed source of funding for each capital improvement. Pay-as-you-go capital funding shall be considered as a financing source for each proposed capital improvement.

K. As part of a comprehensive capital improvement program, the City shall maintain net tax-financed capital improvement expenditures (pay-as-you-go) at a level of 1 1/2% of local source revenue.

L. The Finance Director shall review the finances and status of all capital projects no less than annually. For a nonconstruction capital expenditure, the City shall conduct project close-out within six months of project completion. For a construction-related capital expenditure, the City shall conduct project close-out within nine months of the end of construction. The City shall release unexpended bond proceeds within six months of project close-out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

§ 42-33. Financial reserve.

A. The City shall maintain an undesignated fund balance of between 5% and 15% of General Fund revenues, less debt exclusions.

B. In the event that the City's undesignated fund balance falls below 5% of General Fund revenues, less debt exclusions, a plan for specific expenditure reductions and/or revenue increases that will bring the City into compliance with the minimum fund balance requirement shall be submitted to the City Council during the next budget cycle.

C. Pursuant to the provisions of Chapter 656 of the Acts of 1989, the City shall maintain a reserve for extraordinary expenses of at least 1% and not greater than 3% of the prior year's tax levy. No direct drafts shall be permitted from this fund, but transfers may be made from it in the same manner as required for other budgetary transfers.

D. The amount of money to be held in free cash shall not be less than 3% nor more than 6% of General Fund operating revenue, less debt exclusions.

E. The City shall maintain a primary stabilization reserve fund equal to between 5% and 15% of General Fund operating revenues, less debt exclusions. As prescribed by Massachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year's property tax levy, nor can the fund balance exceed 10% of the equalized value of the City.

F. Pursuant to the provisions of Chapter 169 of the Acts of 2004, the City shall annually fund a capital reserve of at least 1.5% of the committed property taxes from the prior fiscal year. Said fund may be expended on capital projects for which the City may issue bonds for a term of 10 years or longer as provided for in Chapter 44 of the Massachusetts General Laws.

G. Whenever the City is self-insured for the purposes of property, liability and/or workers' compensation insurance, it shall maintain a Self-Insurance Reserve Fund that may be expended to pay for the loss of or damage to municipal property, loss or damage to which would be covered by property and liability insurance had the City purchased it. Said reserve may also be used to pay justified damage, liability and workers' compensation claims against the City and shall be in the amount of 5% of the aggregate assessed valuation of City Hall, Symphony Hall and the Campanile.

§ 42-34. Debt.

A. The City shall comply with debt limitations as detailed in Massachusetts General Law.

B. The City shall manage the issuance of debt in line with the following debt ratios:

(1) General Fund debt service as a percentage of General Fund revenues, net of debt exclusions: not to exceed 8%.

(2) Enterprise Fund debt service as a percentage of enterprise operating revenue: not to exceed 15%.

(3) Percentage of total debt that will be retired at the end of 10 years: at least 65%.

C. Short-term debt, such as bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest rate advantage, or if there is an advantage to delaying long-term debt until market conditions are more favorable.

D. The City may use interfund and interaccount operating loans rather than outside debt instruments to meet short-term cash flow needs. Such loans may only occur if the affected fund or account has excess funding available and the use of these funds will not impact the fund's or account's current operations. All such loans shall be repaid by June 30 of each year.

E. Any bond anticipation debt will be retired within six months after completion of the project it financed.

F. Short-term debt will not be rolled over beyond two years without a principal pay down or as prescribed by state law.

G. The term of debt issued to finance capital improvements or procurements may not exceed the useful life of the asset or improvement so financed.

H. The City shall conduct debt financing on a competitive basis unless, for reasons of market volatility, unusual financing structure or a complex security structure the City would be better served through negotiated financing.

I. In all instances in which the City issues bonds or notes of a term exceeding 12 months, the City shall utilize the services of a financial advisor firm to advise it on structuring the transaction, issues related to the compensation paid to firms involved in the transaction and other items. Said firm may not have served as underwriter for a City debt transaction during the 36 months prior to the issuance of the bonds or note then being financed.

J. The Finance Director shall annually conduct and release to the public a report on the amount and affordability of debt issued by the City, using established and generally accepted benchmarks as a basis for comparison.

K. The City shall establish and maintain a debt schedule that avoids large increases in debt service on a year-to-year basis, and shall seek to use an "equal principal" repayment structure rather than a level debt service structure.

L. The City may issue refunding bonds if the savings associated with the refunding are at least twice the cost of issuing the refunding bonds, there are positive savings in each year of the refunding bonds so issued, the present value of the savings is at least 3% of the par amount of the refinancing issuance, and the refunding bonds do not extend the term of the debt to be refinanced.

M. The City may not use bond proceeds to finance operating expenses other than those certified by the Chief Administrative and Financial Officer as being specifically related to implementation of the project. The City may not use bond accounts or bond proceeds as a source of interfund or interaccount operating loans.

N. The City shall comply with all federal and state government laws and polices with regard to arbitrage earnings on bond proceeds.

§ 42-35. Cash management.

A. The City shall manage its cash resources in a prudent and diligent manner with an emphasis first on safety of principal, second on liquidity and third on financial return on invested cash. The Treasurer/Collector shall ensure that investment managers who invest municipal funds operate in a manner consistent with these requirements.

B. Except when cash is invested in the Massachusetts Municipal Depository Trust, the City shall not invest cash in instruments with a term exceeding 365 days. Cash invested outside of the Massachusetts Municipal Depository Trust shall only be invested in cash, money market funds and certificates of deposit, with a preference for insured certificates of deposit where appropriate. The City shall not invest in derivatives of cash products or any structured financial vehicle.

C. The Treasurer/Collector shall submit a written report with regard to the City's cash investments to the Office of Internal Audit no less than quarterly. Said report shall be in the form required by the Director of Internal Audit and shall document the City's cash investments in detail to ensure compliance with Massachusetts General Law and relevant policies and ordinances.

D. Except as otherwise provided for in Massachusetts General Law, all fees, fines and other revenue shall be collected by the Office of the City Collector. The Finance Director may permit individual departments to collect fees, fines and other revenue if, in his/her judgment, said department has established proper policies, procedures and controls and that said controls are followed at all times. All receipts collected by any department shall be forwarded to the City Collector on a daily basis or on another schedule as may be approved in writing by the Finance Director.

E. The Finance Director shall develop, document and publish a system of internal controls for cash management, including but not limited to receipt of money, safeguarding of assets, verification of accuracy, use of financial computer systems, promotion of operational efficiency, proper segregation of duties and others.

§ 42-36. Financial reporting and reconciliation.

A. All department heads shall notify the Chief Administrative and Financial Officer in writing within one week of becoming aware of noncompliance with any financial ordinance or policy of the City of Springfield. The Chief Administrative and Financial Officer shall provide a written report to the City Council when the City fails to comply with any financial policy of the City of Springfield. Said report shall occur within three weeks of the failure to comply, and shall be updated no less than annually. This shall explicitly include instances of intentional noncompliance, such as the use of nonrecurring revenue (reserves) to support the operating budget, failure to maintain minimum reserve fund levels, and others.

B. The Comptroller shall produce and present to the Mayor and Chief Administrative and Financial Officer a statement of monthly revenues and monthly expenditures, both of which shall be compared to budget estimates and historical trends.

C. The Treasurer/Collector shall reconcile the City's revenues and bank accounts on a monthly basis, within 15 business days of the close of each month.

D. The City shall reconcile revenues and expenditures for each fiscal year within two months of the end of the fiscal year.

§ 42-37. Financial responsibilities of departments.

A. All departments authorized to collect receipts by the Finance Director shall remit them to the City Collector on a daily basis, or on another schedule approved by the Finance Director in writing on a case-by-case basis.

B. All departments shall utilize the City's central accounting system and shall post all financial transactions thereto in a timely manner.

C. No department shall open an account in any financial institution or maintain a checkbook or other means of receiving or making payments without the prior written approval of the Finance Director, and departments may not make any payment outside of the City's central financial system.

D. No department shall be permitted to overexpend 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 overexpends his/her budget may be held individually and personally liable and required to make payment to the City in the amount of the overexpenditure, with determination of said liability made by the Mayor.

E. No department may seek procurement for any capital project for which funding is not legally available via appropriation, bond funding, grant funding, gift or other legal source unless specifically permitted by law. In instances where law permits procurement without a previously identified funding source, said department must seek and receive the approval of the Finance Director prior to initiating procurement activity.

F. All departments that issue fines and tickets under law and City ordinance shall provide written monthly reports to the Finance Director of the number and dollar value of tickets issued and paid. Said report shall be reconciled prior to submission so as to provide an accurate accounting of collections and outstanding unpaid balances to date.

G. The City shall commence and actively pursue collections activities against properties which are delinquent on their property taxes and personal property taxes at the earliest time frame permitted by law.

§ 42-38. Grants.

A. The Grant Director shall oversee all grants for the City of Springfield and, to the extent permitted by law, for the Springfield Public School Department. With the approval of the Chief Administrative and Financial Officer, he/she shall establish policies and procedures regarding the management and administration of grants, including the submission of grant applications for funding.

B. Departments shall be encouraged to pursue all available grants funding consistent with the mission and strategic direction of the department and the City.

C. All grant applications shall be reviewed by the Grant Director prior to submission. Departments shall provide all information requested by the Grant Director in a timely manner to allow proper oversight and reporting to grantors and others.

D. To the extent allowed by the granting entity, all grant applications which seek to fund personnel costs shall request funding for fringe benefit costs. A department applying for a grant which cannot pay for fringe benefits shall stipulate to the Grant Director in advance how the department will pay for the related fringe benefit costs.

E. Grant funds shall be expended prior to the expenditure of General Fund operating budgets whenever possible. Grant reimbursements shall be submitted in a timely manner; a schedule for submitting grant reimbursements, which shall be binding on all parties, may be established by the Finance Director if he/she finds that reimbursements are not taking place in a timely manner.

F. Department heads shall notify the Finance Director no later than three months prior to the expiration of a grant if they reasonably believe grant funds may be returned unspent to the granting agency.

G. All employees, entities, boards, commissions or others which submit grant applications requiring a City match shall identify an available source of funding which shall serve as the matching funding for the grant, prior to submitting the grant to the Grant Director for review.

H. No employee paid in whole or in part from the General Fund shall be moved to being funded by a grant without the prior written approval of the Finance Director. No employee who is paid in whole or in part from a grant shall be moved to being funded by the General Fund without the prior written approval of the Finance Director.

Appendix E
Fiscal Year 2017
City of Springfield
City Council
Appropriation Orders

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City of Springfield

DRAFT

Meeting: 06/20/16 07:00 PM
Initiator: Lindsay B. Hackett
Sponsors: Mayor Domenic J. Sarno
DOC ID: 3493

FY17 Budget - General Fund (Mayor Sarno)

Fiscal Year 2017 Budget Appropriations Order
July 1, 2016 to June 30, 2017
Date of Vote: June 20, 2016

General Fund

WHEREAS, to meet the expenses of the City of Springfield, including the School Department, for the fiscal year commencing July 1, 2016 and ending June 30, 2017 (FY17), General Fund Appropriations in the amount of \$616,807,963 as itemized on the attached Schedule of Appropriations and \$3,286,181, in Other Financing Uses as hereby voted from the following sources, pursuant to Massachusetts General Laws Chapter 44, Section 32, and Chapter 468 of the Acts of 2008, and the recommendations of his Honor the Mayor.

WHEREAS, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the Order, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, that no departments incur liabilities against an appropriation in excess of the unencumbered balance thereof

IT IS FURTHER ORDERED, that the City Council approves the Appropriations as itemized in the attached Schedule of Appropriations to meet the expenses of the City of Springfield for Fiscal Year 2017.

SOURCES

Estimated General Fund Revenue:	\$ 616,807,963
TOTAL:	\$ 616,807,963

USES

Total General Fund Financing:	\$ 613,521,782
Other Financing Uses - Trash Enterprise Fund:	\$ 3,286,181
TOTAL:	\$ 616,807,963



City of Springfield

DRAFT

Meeting: 06/20/16 07:00 PM
Initiator: Lindsay B. Hackett
Sponsors: Mayor Domenic J. Sarno
DOC ID: 3491

FY17 Budget Order - Enterprise Fund (Mayor Sarno)

Fiscal Year 2017 Budget Appropriations Order
July 1, 2016 to June 30, 2017
Date of Vote: June 20, 2016

Trash Enterprise Fund

WHEREAS, pursuant to the requirements of Section 53F ½ of Chapter 44 of Massachusetts General Law, the following Trash Enterprise Fund shall be authorized for the fiscal year commencing July 1, 2016 and ending June 30, 2017 (FY17), provided that expenditures shall not be made or liabilities incurred for the fund in excess of the balance of the fund, nor in excess of the total authorized expenditures of the fund.

WHEREAS, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the Order, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, that the City Council approves the Appropriations as itemized in the attached Schedule of Appropriations to meet the expenses of the Trash Enterprise Fund for Fiscal Year 2017.

SOURCES

Estimated FY17 Trash Enterprise Fund Revenue:	\$4,450,000
Retained Earnings - Trash Fee Enterprise Fund	\$ 761,341
Other Financing Source - General Fund:	<u>\$ 3,286,181</u>
TOTAL:	\$ 8,497,522

USES

Total Trash Enterprise Fund Financing:	<u>\$8,497,522</u>
TOTAL:	\$8,497,522

Appendix F
Fiscal Year 2017 Recommended Budget
Schedule of Appropriations

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Fund	Func	Dept	Classification	FISCAL 2017 RECOMMENDED GENERAL FUND
0100	10	111	CITY COUNCIL	433,887
0100	10	111	Personal Services	422,349
0100	10	111	Expenses	11,538
0100	10	111	Capital	-
0100	10	121	MAYOR	532,520
0100	10	121	Personal Services	518,137
0100	10	121	Expenses	14,383
0100	10	121	Capital	-
0100	10	133	FINANCE	2,106,196
0100	10	133	Personal Services	2,106,196
0100	10	133	Expenses	
0100	10	133	Capital	
0100	10	129	OFFICE OF MANAGEMENT AND BUDGET	684,978
0100	10	129	Personal Services	584,782
0100	10	129	Expenses	100,196
0100	10	129	Capital	-
0100	10	134	Personal Services	
0100	10	134	Expenses	
0100	10	134	Capital	
0100	10	132	DEPT 3-1-1	449,475
0100	10	132	Personal Services	397,475
0100	10	132	Expenses	52,000
0100	10	132	Capital	-
0100	10	135	COMPTROLLER	588,744
0100	10	135	Personal Services	582,792
0100	10	135	Expenses	5,952
0100	10	135	Capital	-
0100	10	136	INTERNAL AUDIT	467,582
0100	10	136	Personal Services	262,509
0100	10	136	Expenses	205,073
0100	10	136	Capital	-
0100	10	138	OFFICE OF PROCUREMENT	518,502
0100	10	138	Personal Services	423,748
0100	10	138	Expenses	94,754
0100	10	138	Capital	-

Fund	Func	Dept	Classification	FISCAL 2017 RECOMMENDED GENERAL FUND
0100	10	141	BOARD OF ASSESSORS	928,134
0100	10	141	Personal Services	722,841
0100	10	141	Expenses	205,293
0100	10	141	Capital	-
0100	10	145	TREASURER	1,944,088
0100	10	145	Personal Services	489,700
0100	10	145	Expenses	1,454,388
0100	10	145	Capital	-
0100	10	146	COLLECTOR	454,820
0100	10	146	Personal Services	331,774
0100	10	146	Expenses	123,046
0100	10	146	Capital	-
0100	10	151	LAW	2,022,208
0100	10	151	Personal Services	1,587,490
0100	10	151	Expenses	434,718
0100	10	151	Capital	-
0100	10	152	DEPARTMENT OF HUMAN RESOURCES & LABOR	1,629,801
0100	10	152	Personal Services	1,100,958
0100	10	152	Expenses	528,843
0100	10	152	Capital	-
0100	10	154	PAYROLL DEPARTMENT	151,317
0100	10	154	Personal Services	
0100	10	154	Expenses	151,317
0100	10	154	Capital	
0100	10	155	INFORMATION TECHNOLOGY DEPARTMENT	3,123,864
0100	10	155	Personal Services	981,295
0100	10	155	Expenses	2,122,568
0100	10	155	Capital	20,000
0100	10	161	CITY CLERK	490,045
0100	10	161	Personal Services	463,671
0100	10	161	Expenses	26,374
0100	10	161	Capital	-
0100	10	162	BOARD OF ELECTION COMMISSION	618,090
0100	10	162	Personal Services	456,213
0100	10	162	Expenses	161,878
0100	10	162	Capital	-

Fund	Func	Dept	Classification	FISCAL 2017 RECOMMENDED GENERAL FUND
0100	10	175	PLANNING DEPARTMENT	1,270,019
0100	10	175	Personal Services	934,545
0100	10	175	Expenses	335,474
0100	10	175	Capital	-
0100	10	190	FACILITIES MANAGEMENT	2,755,139
0100	10	190	Personal Services	1,245,621
0100	10	190	Expenses	1,509,518
0100	10	190	Capital	-
0100	10	193	CAPITAL ASSET CONSTRUCTION	445,800
0100	10	193	Personal Services	367,150
0100	10	193	Expenses	78,650
0100	10	193	Capital	-
0100	20	210	POLICE	43,166,081
0100	20	210	Personal Services	40,615,031
0100	20	210	Expenses	2,551,049
0100	20	210	Capital	-
0100	20	220	FIRE	21,316,555
0100	20	220	Personal Services	19,606,123
0100	20	220	Expenses	1,700,431
0100	20	220	Capital	10,000
0100	20	241	BUILDING - CODE ENFORCEMENT	1,767,582
0100	20	241	Personal Services	1,712,962
0100	20	241	Expenses	54,620
0100	20	241	Capital	-
0100	20	242	HOUSING - CODE ENFORCEMENT	831,080
0100	20	242	Personal Services	681,980
0100	20	242	Expenses	149,100
0100	20	242	Capital	-
0100	20	250	CENTRALIZED DISPATCH	1,909,826
0100	20	250	Personal Services	1,456,790
0100	20	250	Expenses	449,036
0100	20	250	Capital	4,000

Fund	Func	Dept	Classification	FISCAL 2017 RECOMMENDED GENERAL FUND
0100	20	292	TJ O'CONNOR ANIMAL CONTROL	1,394,790
0100	20	292	Personal Services	567,138
0100	20	292	Expenses	827,652
0100	20	292	Capital	-
0100	30	300	SCHOOL DEPARTMENT	394,423,973
0100	30	300	SCHOOL DEPARTMENT	394,423,973
0100	40	400	DEPARTMENT OF PUBLIC WORKS	10,054,484
0100	40	400	Personal Services	3,950,534
0100	40	400	Expenses	6,103,950
0100	40	400	Capital	-
0100	50	520	HEALTH & HUMAN SERVICES	1,448,836
0100	50	520	Personal Services	1,218,392
0100	50	520	Expenses	230,444
0100	50	520	Capital	-
0100	50	541	DEPARTMENT OF ELDER AFFAIRS	302,458
0100	50	541	Personal Services	284,015
0100	50	541	Expenses	18,443
0100	50	541	Capital	-
0100	50	543	VETERANS SERVICES	2,986,798
0100	50	543	Personal Services	332,692
0100	50	543	Expenses	2,654,106
0100	50	543	Capital	-
0100	60	610	LIBRARY	4,508,613
0100	60	610	Personal Services	3,068,433
0100	60	610	Expenses	1,393,180
0100	60	610	Capital	47,000
0100	90	613	MUSEUM	1,320,000
0100	90	613	Personal Services	-
0100	90	613	Expenses	1,320,000
0100	90	613	Capital	-
0100	60	630	PARKS DEPARTMENT	8,178,227
0100	60	630	Personal Services	4,663,729
0100	60	630	Expenses	3,288,234
0100	60	630	Capital	226,263

Fund	Func	Dept	Classification	FISCAL 2017 RECOMMENDED GENERAL FUND
0100	70	145	DEBT SERVICE	31,191,369
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	31,191,369
0100	80	135	STATE ASSESSMENTS	3,519,143
0100	80	135	Personal Services	
0100	80	135	Expenses	3,519,143
0100	80	135	Capital	
0100	90	911	CONTRIBUTION RETIREMENT PENSION	30,059,288
0100	90	911	Personal Services	
0100	90	911	Expenses	30,059,288
0100	90	911	Capital	
0100	90	152	NON-CONTRIB. PENSIONS	185000
0100	90	152	Personal Services	
0100	90	152	Expenses	185,000
0100	90	152	Capital	
0100	10	135	PROVISION FOR UNCOMPENSATED ABSENCES	(1,000,000)
0100	10	135	Personal Services	(1,000,000)
0100	10	135	Expenses	
0100	10	135	Capital	
0100	70	145	CAPITAL RESERVE FUND	2,728,658
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	2,728,658
0100	90	152	BENEFITS	26,803,851
0100	90	152	Personal Services	
0100	90	152	Expenses	26,803,851
			<i>Health Insurance</i>	23,699,273
			<i>Unemployment</i>	153,069
			<i>Workers Compensation Indemnity</i>	735,069
			<i>Workers Compensation Medical Claims</i>	1,000,000
			<i>Medicare - Employer Match</i>	1,216,440
0100	90	152	Capital	
0100	10	135	Personal Services	
0100	10	135	Expenses	
0100	10	135	Capital	

Fund	Func	Dept	Classification	FISCAL 2017 RECOMMENDED GENERAL FUND
0100	10	135	RESERVE FOR CONTINGENCIES	225,000
0100	10	135	Personal Services	
0100	10	135	Expenses	225,000
0100	10	135	Capital	
0100	10	147	PARKING CONTRACT	1,072,521
0100	10	147	Personal Services	
0100	10	147	Expenses	1,072,521
0100	10	147	Capital	
0100	10	133	PAY-AS-YOU-GO CAPITAL	3,362,442
0100	10	133	Personal Services	
0100	10	133	Expenses	
0100	10	133	Capital	3,362,442
0100	10	133	OTHER (FY10 Homeless, FY11 Paygo & RIP)	-
0100	10	133	Personal Services	-
0100	10	133	Expenses	
0100	10	133	Capital	
0100	10	145	DIF Debt Service Payment	150,000
0100	10	145	Personal Services	
0100	10	145	Expenses	
0100	10	145	Capital	150,000
0100	10		Personal Services	
0100	10		Expenses	
0100	10		Capital	
0100	10		Personal Services	
0100	10		Expenses	
0100	10		Capital	
0100			ENTERPRISE FUND SUPPLEMENT	3,286,181
0100			Personal Services	
0100			Expenses	3,286,181
0100			Capital	
TOTAL				616,807,963

City of Springfield - Fiscal Year 2017

Departmental Submissions

Schedule of Appropriations - Trash Enterprise Fund

Classification	FISCAL 2017 RECOMMENDED GENERAL FUND
TRASH ENTERPRISE	8,497,522
Personal Services	2,995,896
Expenses	5,501,627
Capital	-

