

City of Springfield, MA

Fiscal Year 2018 Recommended Budget

Domenic J. Sarno, Mayor



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**City of Springfield, Massachusetts
Fiscal Year 2018
Recommended Budget**



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Massachusetts**

For the Fiscal Year Beginning

July 1, 2016

PRESENTED BY *Jeffrey R. Egan* GOVERNMENT FINANCE OFFICERS ASSOCIATION

Executive Director

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE BASKETBALL HALL OF FAME

May 8, 2017

Dear City of Springfield and Springfield City Council,

It is our great pleasure to submit to you the FY18 Recommended Budget which totals \$628.8 million. The City was able to hold the line on spending and allow a less than 2.0% increase over the FY17 Adopted Budget. We continue to make progress, both as a community and as a government, toward a future that focuses on fiscal sustainability. This budget targets our core mission with a continued focus on public education, and providing funding for improved economic development, public safety, and community services for the residents of Springfield.

For the third consecutive year, the City has successfully balanced the FY18 budget without the need for stabilization reserve funds. This accomplishment is a testament to the administration's management of City finances and the hard work and determination of our City. Closing the budget gap of over \$29.0 million was achieved through difficult decisions and tough compromises. 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.

Springfield continues to maintain strong financial positions through improved bond ratings, and in FY18 we will maintain the City's \$42.2 million stabilization account, with a goal of getting to approximately \$45.0 million; again avoiding layoffs and service reductions. In January 2017, Standard & Poor's (S&P) affirmed the City's AA- credit rating with a stable outlook which continues to be the highest rating in the City's recorded history; steadily improving from its A- rating five years ago. This recent credit rating review focuses on the City's strong institutional core by highlighting Springfield's "management, with "strong" financial policies and practices, adequate budgetary performance, and strong budgetary flexibility." Additionally, the City received a reaffirmed credit rating of A2 with a stable outlook by Moody's in January 2017. These rating improvements are a testament to how well the City has made it through the economic downturn and made appropriate decisions to keep the budget balanced.

In addition to our finances, new construction is underway to upgrade and modernize the City's aging infrastructure and facilities, expand the City's economic base, and help to improve the City's diverse and

vibrant neighborhoods. The City is focused on its capital needs by investing in the Capital Improvement Plan (CIP). By leveraging Federal and State revenues, the City will continue to work on, or begin, projects that help promote economic development, revitalization, infrastructure improvements, and housing throughout Springfield. We are extremely proud of the capital investments made over the past few years and will continue to strategically implement the CIP to provide Springfield residents with an improved quality of life, along with a more efficient and effective government.

Economic Development

Springfield is in the midst of \$3.3 billion in economic development projects and continues to invest in neighborhoods and small/mid-sized businesses. The City's Planning and Economic Development Department continues to support a number of projects including Union Station, MGM, and CRRC Railways.

The grand opening date for the renovated, historic Union Station is set for June 24, 2017. This will be the first time in nearly four decades that the station will be operational and open for public use. The station will be home to Amtrak rail as well as a new commuter rail service to Hartford and New Haven in 2018. Additionally, the station will serve as a regional hub for both intercity and intracity bus services. The improved services will promote more job opportunities for residents and will also encourage tourism by acting as a gateway to the City's downtown area.

Union Station's \$93.0 million revival was accomplished through many public and private partnerships. These partnerships are evidence of the strength of the community and its willingness to strive toward economic growth. The City will continue their strong partnership with the Springfield Redevelopment Authority (SRA) by offering both operational and financial support to the facility.

In FY18, the construction of MGM Springfield will come to life. The current steel bones of the casino will change into the artistic renderings the City has been anticipating. Scheduled to be completed in the Fall of 2018, the new casino will connect with its surroundings along Main Street and act as a catalyst to our downtown economy. The new hotels, restaurants, and entertainment that will be attracted to the area could contribute to the City's assessed value and provide substantial financial benefits in the near future.

CRRC Railways, the world's largest rail car maker, has completed construction of their 220,000-square foot factory building. The factory currently employs approximately 150 production workers with starting salaries of at least \$66,000 a year. The \$95.0 million railroad car manufacturing operation is scheduled to produce their first rail cars in 2018.

The City has made great strides in utilizing the Department of Capital Asset Construction (DCAC) for its many capital projects. In FY17, the City completed the John J. Shea Bright Nights Technical Training Facility (Skill & Technical Training Center), the renovation of the Clifford A. Phaneuf Environmental Center (ECOS) in Forest Park, made improvements to the City Hall boiler plant, concluded a feasibility study for the East Forest Park Library, and completed numerous emergency repairs Citywide.

Additionally, the City will continue work on the Springfield Public School Culinary and Nutrition Center, the renovation of 50 East Street, the building of the Raymond A. Jordan Senior Center in Blunt Park, a new South End Community Center (SECC), and multiple window, door, and roof projects in our

schools. Projects scheduled to begin in FY18 include renovations to the MSBA Statement of Interest schools: Zanetti, Balliet Middle, Thomas Balliet, Kensington, Kiley, and Lynch, improvements to Riverfront Park, the renovation of Stearns Square and in preparation for the MGM Casino opening, a revitalization of the City's downtown streets and sidewalks.

Springfield is excited to continue work on innovative projects that will increase resiliency in the City. Thanks to the \$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 Elias Brookings Elementary School which will be used as an emergency shelter in the event of a future disaster.

Education

The Springfield Public Schools (SPS) is currently making a concerted effort to establish a more attractive and competitive salary structure for teachers, with the overall objective of recruiting and retaining high quality educators. Increasing teacher retention rates will benefit our students and community positively in the long-term.

Over the past several years, SPS has collaborated with many public and private partners to invest in early childhood education with the goal of leveraging existing resources, avoiding duplication of services, and streamlining systems for children and families. It is by way of these partnerships that SPS has implemented a program that will follow children from their earliest years in the private programs, through Springfield Public Schools, and on to adulthood. For the second year in a row, the City will devote \$250,000 of support for the expansion of pre-k services to better meet the needs of the community.

The School Budget also makes significant investments in the development of the whole child by ensuring that students have breakfast in the classroom and universal free lunch without impacting teaching hours. The Breakfast in the Classroom (BIC) program and universal free lunch are essential so that students have nutritious meals throughout the day. Additionally, SPS is invested in providing wrap around services to all students and families (e.g., City Connects, Wrap Around Zones, and other community agencies). Through City Connects, the strengths and needs of every student are identified and each child is linked to a tailored set of intervention, prevention, and enrichment services in the school or community.

Public Safety

Over the course of the next fiscal year, the Springfield Police Department (SPD) will welcome new Police Officers to the force. With 50 recruits anticipated to graduate from the academy in the fall of 2017, the Police Department will have a total of 423 officers; bringing the total complement to 504 sworn personnel, and an overall staff of 581.5 FTEs. 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 continue to support the E-3 Metro Policing Unit which will increase police presence along Main Street and in neighborhoods throughout the City. The installation of highly visible

and strategically placed police booths to be staffed 24/7, with walking and roving patrols, 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. Furthermore, the \$11.9 million renovation of the Paul J. Fenton Public Safety Annex at 50 East Street is scheduled to be completed in FY18. This multi-purpose public safety facility will include space for a training academy, evidence storage, juvenile assessment center, and the Police Department's Tactical Response Unit.

The FY18 Fire Department budget funds the hiring of seventeen firefighters which will fill current vacancies and add five new firefighter positions to the complement. Based on the current State Academy schedule, twelve firefighters are anticipated to graduate in September and November (the 10 - week academies start in July and September) and the following ten in June of 2018. In order to stay ahead of attrition and fulfill their complement of 267.0, 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, the FY18 budget funds the lease of a new fire ladder. In an effort to maintain newer, more efficient apparatus, the Fire Department regularly schedules the replacement of older models in the fleet. By leasing new fire apparatus to replace aging models, the City reduces both maintenance and supply costs.

Lastly, the Fire Department will deploy a new health and wellness program, O₂X, which is aimed to promote physical and mental health in first responders. The City anticipates this new program will decrease the number of work related injuries and help sustain the overall health of the department.

Dispatch

The City's Dispatch Department funds a total of 45.0 FTEs, which includes 32 Police Dispatchers, 9 Fire Dispatchers, and 4 Administrative personnel. In response to the increasing complements for Police Fire, the City will be layering in an additional 6 FTEs over the course of FY18. These new FTEs will be shift supervisors, overseeing daily operations and providing on site management for dispatchers.

In 2016, this department answered 89,795 emergency 9-1-1 calls and between 400,000 and 450,000 non-emergency calls. Funding for this department will also provide for training new hires and Smart911 software. The Smart911 initiative enables residents to create a free, customizable safety profile for their household.

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 – The After School Program & Evening Gym Program will continue services to help keep our children safe and active. Along with the Camp STAR Angelina and Therapeutic Recreation Program, the Terrace Maintenance will continue through FY18.

Department of Public Works – Continuation of free single-stream recycling and yard waste pickup, low-cost bulk pickup, and free hazardous waste drop-off dates. The City will also purchase new solid waste vehicles to replace aging vehicles and decrease the cost of maintenance and repair in the fleet.

Planning & Economic Development – Begin participation in the ValleyBike Share Program with other communities in the Pioneer Valley such as Northampton, Amherst, Holyoke, and South Hadley, as well as the Pioneer Valley Planning Commission.

City Clerk – Addition of a new Public Records Coordinator. This position will be tasked with coordinating responses to requests for information across City departments, which will enhance government transparency and accountability.

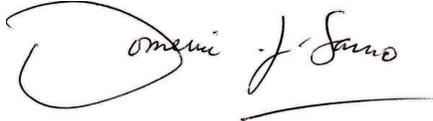
Law – Addition of a new entry level attorney, which will help the Department manage the City's heavy case load.

Elder Affairs – The new Raymond A. Jordan Senior Center constructed in Blunt Park is scheduled to open in September 2017. This new center will provide seniors with a space for fitness, education, health screenings, recreational activities, and trips.

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.

Thank you for reviewing the FY18 Recommended Budget. I look forward to your continued support as we commence our new fiscal year.

Respectfully,

Handwritten signature of Domenic J. Sarno in blue ink, featuring a large, stylized initial 'D' followed by the name 'Domenic J. Sarno'.

Domenic J. Sarno
Mayor

Handwritten signature of Timothy J. Plante in blue ink, featuring a stylized 'T' followed by the name 'Timothy J. Plante'.

Timothy J. Plante
Chief Administrative & Financial Officer

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Executive Summary

The Recommended Budget for FY18 is \$628.8 million. This represents a 1.9% increase over the FY17 Adopted Budget and a 2.2% increase from the FY17 Revised Budget.

Fiscal 2015 Actual General Fund	Fiscal 2016 Actual General Fund	Fiscal 2017 Adopted General Fund	Fiscal 2017 Revised General Fund	Fiscal 2018 Recommended General Fund	% Change from FY17 Adopted	% Change from FY17 Revised
576,300,126	598,663,243	616,807,962	615,091,308	628,819,202	1.9%	2.2%

FY18 marks the third 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, and local receipt estimates, continue to increase. However, this is offset by the need to support legal and contractual obligations, employee salaries and benefits, and other city-wide fixed costs.

This year a \$28.9 million gap was identified upon review of all departmental budget requests. All budget decisions have been carefully evaluated using a three-pronged approach: revenue increases, expenditure reductions, and strategic offsets to alternate funding sources. In addition, budgets have been analyzed and presented based on departmental programs, allowing for more data-driven decision making. By analyzing and presenting departmental funding in a programmatic 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 2017 Budget Update

Based on the City Comptroller’s Monthly Financial Statements published for March 2017, a surplus of approximately \$2.5 million is estimated for the 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 March 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 responsibly. A surplus projection should not be considered a reason to spend more or spend faster. All surplus funds are reviewed by the DOR for certification of “Free Cash.” Once the DOR completes their certification, the funds are available to spend (subject to appropriation), or for transfer to the Stabilization reserve 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 2018 Budget Challenges

Although planning begins years in advance, the actual 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 as the current year. Departments have the opportunity to request new programs or to expand existing ones. In addition, departments were asked to submit proposals that reduced their budget by 3% below their FY17 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 operating with 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 FY18, the projected gap after budget request submissions totaled \$28.9 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 increased over FY17 budgets.
- ◆ Reserves - No reserves were incorporated this year.
- ◆ Departmental Growth - Budget requests were 4.6% greater than the FY17 Adopted 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 services. The FY18 budget solutions include:

Getting to Balanced: FY 18 Budget Decisions	
Original Gap, based on MYFP	(19,296,523)
Increased Gap, after Department Requests	(28,965,651)
Gap after OMB Adjustments	(21,988,725)
Solutions:	
<u>Expense</u>	<u>10,045,855</u>
Department Spending Reductions	10,866,908
Debt Schedule Reduction (Net Effect)	760,131
School Transportation	1,548,089
Department Spending Increases	(3,129,273)
<u>Revenue</u>	<u>8,942,870</u>
Dept Revenue Increase	2,392,870
Projected Medicaid Increase	1,050,000
Reduction in Overlay	1,500,000
MGM Chapter 59 Payment	4,000,000
<u>Property Values</u>	<u>3,000,000</u>
New Growth	3,000,000
<u>One Time Revenue</u>	
Free Cash	-
Reserves	-
Balance Sheet	(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 Office of Management and Budget 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 FY18. The most notable is the projected permit revenue from MGM Resorts casino construction during FY18, which will add \$1,000,000 to projected revenues.

Debt Restructuring

In FY17, the City refunded bonds sold in 2007, and paid the remaining balance of the loans off at a lower interest rate. This saves the City an anticipated \$3.8 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 82.0% 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. FY18 will be the third year of the schedule and \$4,000,000 will be paid to the City.

Additional State Aid

Per the State's proposed FY18 budget, the City is projecting to have an increase in Unrestricted General Governmental Aid (UGGA) by \$1.4 million. In addition, the State is projecting to provide an increase of more than \$12.1 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 with lean revenue projections, only growing by 1.9%. 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 FY18 without the need to curtail any operations.

Some specific departmental reductions include:

- ◆ Health Insurance - Due to actual costs coming in lower than expected, combined with costs offset to the Solid Waste Enterprise Fund and various grant funds, \$965,455 was reduced from the General Fund appropriation.
- ◆ Citywide - Offset \$2.3 million in eligible costs to grants.
- ◆ Citywide - Gasoline & Diesel accounts reduced by \$177,650 due to low prices.
- ◆ Citywide - Departmental budget reduced by \$10.9 million by level-funding line items with requested increases or cutting budgets to historical spending levels.

Workers' Compensation & Unemployment

For FY18, the appropriation for Worker's Compensation will decrease by \$145,000. Workers' compensation costs continue to shrink year over year because of active management by the Human Resources and Labor Relations Department.

The appropriation for Unemployment will increase by \$20,000 in FY18. This is adjusted based on recent spending trends.

City of Springfield – General Fund Revenue and Expenditures

FY18 Revenue

State Aid

State Aid is the largest source of revenue for the City of Springfield, historically comprising approximately 60% of the City’s total revenue. All State Aid is 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 it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable property, which is revalued every three years and updated annually. Proposition 2 ½ fundamentally changed property taxes for Massachusetts’ municipalities after its passage in 1980, 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 FY18 budget are still being reviewed and will be part of the tax rate setting process this fall.

	FY14	FY15	FY16	FY17	FY18
	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Recommended
Tax Levy	167,780,962	172,959,829	176,123,213	181,910,553	191,434,885
Prior Year Growth	372,129	28,013	141,737	9,717	-
Increase Levy 2.5%	4,194,524	4,323,996	4,406,624	4,548,007	4,785,872
Subtotal	172,347,615	177,311,838	180,671,574	186,468,277	196,220,757
New Growth	5,796,076	3,893,490	1,380,716	4,966,608	3,000,000
Subtotal of Gross Tax Levy	178,143,691	181,205,328	182,052,290	191,434,885	199,220,757
<i>Actual Levy Billed</i>	<i>172,959,829</i>	<i>176,123,123</i>	<i>181,920,270</i>	<i>191,434,885</i>	<i>199,220,757</i>
Less Overlay	(5,556,859)	(4,000,000)	(4,000,000)	(3,976,196)	(2,500,000)
Subtotal of Net Tax Levy	167,402,970	172,123,123	177,910,553	187,458,689	196,720,757

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 seven consecutive years, which will help to continue to build the City’s Stabilization Fund.

FY18 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. Highlights of major economic development projects include MGM, CRRC, and Union Station.

Public Safety Division - These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety. In FY18, twenty two (22) fire fighter vacancies will be filled and fifty (50) 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-three (33) elementary schools, eleven (11) middle schools, six (6) high schools, and seven (7) specialized schools. The District serves over 29,000, with a staff of 4,660 employees for FY18. 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.

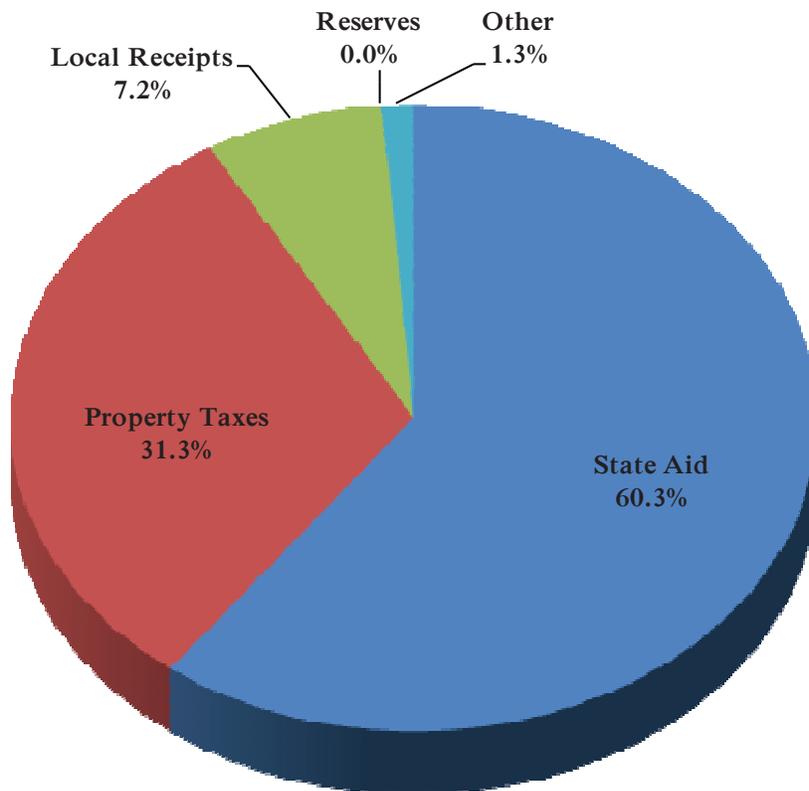
Other - This category includes other payments made on behalf of the City to varying entities including the payment to the Springfield Museums Association, the contract with the Springfield Parking Authority, and the City's reserve for emergency expenses that may come up throughout the year.

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 FY18, the chart below shows the percent of revenue coming from each of the major categories. It is important to note that State Aid represents 60.3% 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	FY16 Adopted	FY16 Revised	FY17 Adopted	FY18 Recommended	% of Total	\$ Change	% Change
State Aid	366,959,416	366,881,506	378,594,165	378,974,697	60.3%	380,532	0.1%
Property Taxes	176,662,920	177,910,553	185,958,317	196,720,757	31.3%	10,762,440	5.5%
Local Receipts	47,289,467	45,493,834	46,755,481	45,123,748	7.2%	(1,631,733)	-3.6%
Reserves	-	-	-	-	0.0%	-	0.0%
Other	4,000,000	4,000,000	5,500,000	8,000,000	1.3%	2,500,000	31.3%
TOTAL	594,911,802	594,285,893	616,807,963	628,819,202	100%	12,011,239	1.9%

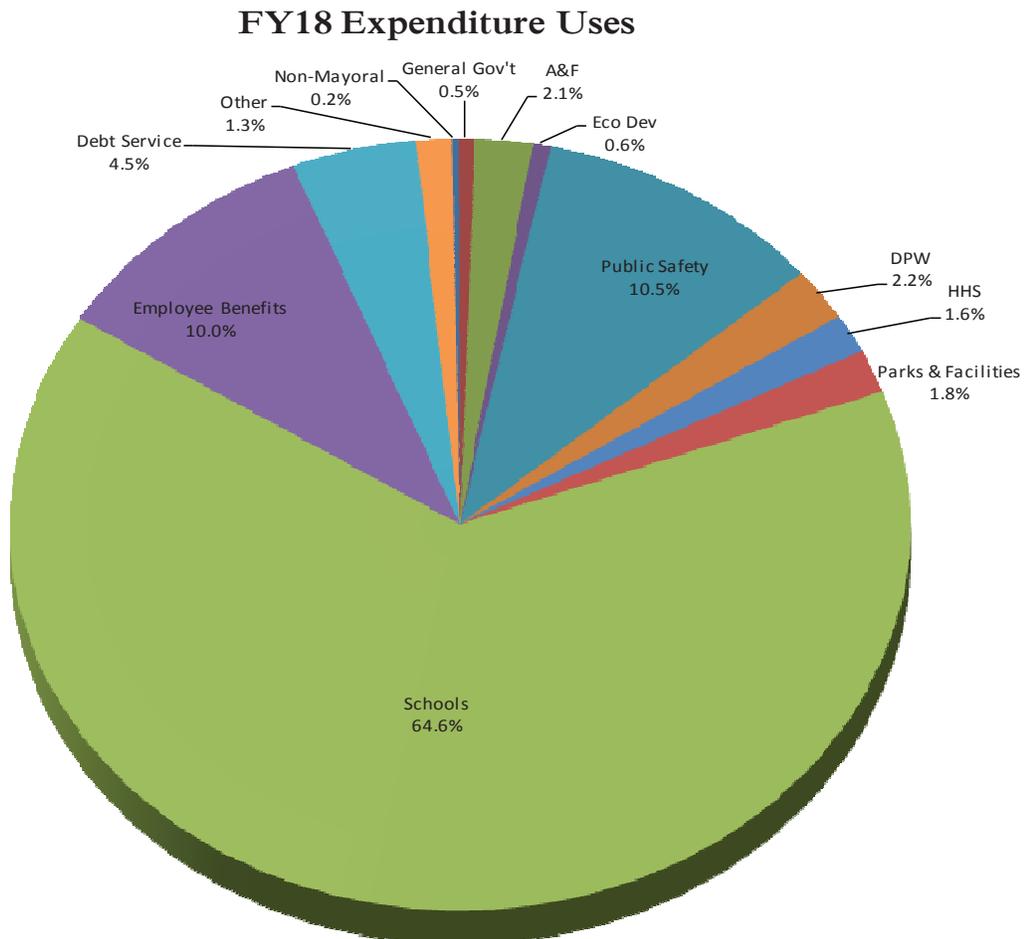
FY18 Revenue Sources



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 FY18, the chart below shows how the \$628.8 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 personnel costs. Salaries and benefits of City employees (exclusive of the School Department) represent 69% of the City’s operating budget.

City Spending	FY15 Adopted	FY16 Adopted	FY17 Adopted	FY18 Recommended	% of Total	\$ Change	% Change
Non-Mayoral	1,302,048	1,403,119	1,391,514	1,499,114	0.2%	107,600	7.7%
General Gov't	2,923,400	3,108,779	3,172,819	3,447,470	0.5%	274,651	8.7%
A&F	10,629,745	10,859,610	10,919,522	13,190,338	2.1%	2,270,816	20.8%
Eco Dev	3,461,440	3,646,220	3,868,681	3,885,720	0.6%	17,039	0.4%
Public Safety	62,356,954	64,493,609	66,392,461	65,926,373	10.5%	(466,088)	-0.7%
DPW	14,147,010	14,029,642	13,340,665	14,007,735	2.2%	667,070	5.0%
HHS	10,663,637	10,383,664	10,641,495	10,332,035	1.6%	(309,460)	-2.9%
Parks & Facilities	10,740,732	10,607,583	10,933,366	11,442,123	1.8%	508,757	4.7%
Schools	369,413,119	378,568,674	394,423,973	406,045,030	64.6%	11,621,057	2.9%
Employee Benefits	51,857,580	54,612,636	57,048,139	62,956,422	10.0%	5,908,283	10.4%
Debt Service	38,090,246	36,395,462	34,070,027	27,984,872	4.5%	(6,085,155)	-17.9%
Other	6,336,928	6,802,804	10,605,300	8,101,970	1.3%	(2,503,330)	-23.6%
TOTAL	581,922,838	594,911,802	616,807,962	628,819,202	100%	12,011,240	1.9%



Conclusion

The FY18 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 2018 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 2018. This document focuses on four key elements:

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

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

Program Focus: The budget's stated goals and objectives provide guidance for managers to use in developing priorities and plans for their departments. The budget increases accountability within the departments by creating performance expectations.

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

Budget Document Format

This budget is divided into 13 sections: (1) an overview, complete with an organizational chart, (2) a fiscal summary, (3-11) departmental budgets, (12) planning documents, (13) appendices.

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

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

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

The bulk of the budget, the middle nine sections, contains detailed budgets for City departments. Each departmental budget includes a mission statement, a budget overview, a department summary, Fiscal Year 2017 highlights, program budgets, budget adjustments, and program goals.

The *Planning Documents* section includes the City's Debt Affordability Analysis, the five-year Capital

Improvement Plan, and the four-year Multi-Year Financial Plan. These documents provided analysis for the City's financial planning and are published annually per the City's Financial Ordinances.

The final section, the *Appendices*, includes a glossary of budget terms, a general explanation of the City's expense code classification, employment data, property tax information, the City's financial policies, Fiscal Year 2018 Appropriation Orders, and the City's detailed expense budget for the Fiscal Year 2018.

The Budget Documents

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

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

City of Springfield
Office of 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, which are summarized in the chart below.

Section	Code of the City of Springfield	Summary
Compliance with finance laws	Ch42, Art VII, Sec 28	Requires compliance by all City employees with state laws, special acts and local ordinances as they relate to finance and financial management. In addition requires the Finance Department to regularly review and update the financial ordinances to reflect changes in state law.
Ordinances with regard to the budget	Ch42, Art VII, Sec 29	Requires the Mayor to submit a balanced budget with specific sections related to expenditures, revenues, debt, and capital. Defines the level at which the budget must be adopted, defines the deadline for the creation of the annual multi-year financial plan and requires the comptroller to submit a monthly report of spending and revenue to the City Council.
Revenue policies	Ch42, Art VII, Sec 30	Requires a review at least every 2 years of all fees to ensure fees are recovering costs. Requires a conservative revenue base to be used for locally generated revenues and requires updates to property tax values consistent with State law.
Policies with regard to self supporting operations	Ch42, Art VII, Sec 31	Requires that all enterprise fund operations are supported by revenues and requires a report to the Council if a deficit in enterprise operations occurs.
Capital planning policies	Ch42, Art VII, Sec 32	Defines capital purchases and requires an annual capital plan that is developed by departments and reviewed by a diverse committee. Requires the regular review of capital expenditures.
Financial reserve policies	Ch42, Art VII, Sec 33	Defines the requirements for the City's undesignated fund balance, stabilization reserve, free cash, capital reserve and self insurance reserve funds.
Debt Policies	Ch42, Art VII, Sec 34	Defines how the City will manage debt as a percentage of revenues, how debt should be utilized and the term of issuances of short term debt. Requires the City to complete an annual debt affordability analysis to evaluate the affordability of the issuance of new debt.
Policies regarding cash management	Ch42, Art VII, Sec 35	Requires the City to manage all cash resources in a prudent and diligent manner and to report quarterly on investment strategies.
Policies regarding financial reporting and reconciliation	Ch42, Art VII, Sec 36	Develops 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 in how encumbrances are treated. On a GAAP basis, encumbrances are not considered expenditures because a fund liability has not occurred. On a budgetary basis they are considered expenditures in the period the commitment is made.

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

Expenditure accounts are distinguished from other accounts by use of an account code beginning with a “5.” These account codes have been defined by the Massachusetts Department of Revenue (DOR) through the Uniform Massachusetts Accounting System (UMAS), which was most recently updated in July 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 with the distribution of instructions and forms to departments. Departments submit their budget requests for review and analysis by the Office of Management and Budget (OMB) in February or March. When City departments prepare budget requests, they consider program requirements, mandates, infrastructure and maintenance needs, and other elements critical to City operations.

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

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

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

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

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

- ◆ Internal Transfers – Transfers within the budget categories of Personnel Services and Other than Personnel Services (OTPS) can be completed by OMB upon the request of a Department head if sufficient funds are available. For example, if the salaries category is projecting a surplus due to position vacancies and overtime is projected to be in deficit, funds can be moved from salaries to overtime to accommodate this need.
- ◆ City Council Transfers – If funds are being transferred between budget categories (i.e. from Personnel to OTPS), a request from the Mayor to the City Council must be made once it is determined by OMB 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: OMB reviews and monitors all expenditure and revenue accounts 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, the Overlay Surplus Fund, and the Solid Waste Enterprise Fund.

The Fiscal Year 2018 budget draws on revenues from the General Fund. The General Fund is the largest fund in the City and accounts for most of the City’s financial resources. General Fund revenues include property taxes, license and permit fees, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for basic operating services, such as public safety, education, health and human services, finance, parks and recreation, and public works. The adopted budget is strictly built on General Fund revenues.

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

The City’s Overlay Surplus Fund is any balance in the overlay account of a given year in excess of the budgeted amount remaining to be collected or abated. Within ten days of a written request by the Chief Executive Officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed"; in other words, it becomes a part of free cash.

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

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

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

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

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

City of Springfield Budget Cycle



January: Preliminary state aid estimates are distributed to municipalities through the *Cherry Sheet*. OMB reviews the potential impact of the Governor's proposed State Budget on the City.

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

March: The Mayor and OMB review departments' 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 and finishes the ranking process. An overview of the Capital Budget is then created and submitted to the Mayor. The Mayor reviews the capital requests and approves a final capital budget.

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

Budget Calendar (continued)

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's budget process and makes recommendations for improving the budgeting process.

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

October: OMB conducts a first quarter forecast using 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 capital project requests and gathers additional information.

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

City of Springfield Overview

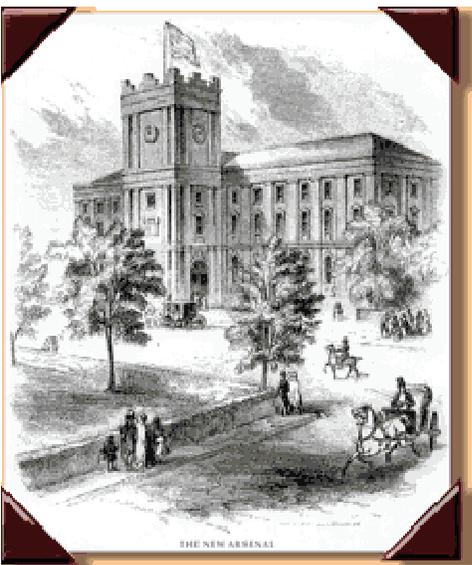
The City of Springfield is located in Western Massachusetts, along the east bank of the Connecticut River. Located 89 miles west of Boston, 85 miles east of Albany, 25 miles north of Hartford, and 134 miles northeast of New York City, Springfield is often referred to as the "Crossroads of New England" because of the major east-west and north-south railroads and interstate highways that meet around the city. Occupying a land area of approximately thirty-three (33) square miles, Springfield is the cultural, commercial, and health center of Western Massachusetts. With a population just over 154,000, 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. Springfield was incorporated as a town in 1641 and as a city in 1852.

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

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

The City is home to the James A. Naismith Memorial Basketball Hall of Fame, Dr. Seuss National Memorial, and the George Walter Smith Art Museum. Entertainment venues include the City Stage Theater, Springfield Symphony Hall, and the MassMutual Convention Center. Greater Springfield



The New Arsenal

boasts the second-largest concentration of institutions of higher learning in New England. The City of Springfield is home to three four-year colleges: Springfield College, Western New England University and American International College. Springfield Technical Community College, a two-year school, is situated on the grounds of the former Springfield Armory.

Springfield Demographics

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

Springfield is home to a population 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 Springfield households had children that attended Springfield schools. Springfield is the third largest school district in Massachusetts, with 38 elementary schools, six high schools, six middle schools (grades 6 – 8) and seven specialized schools.

Springfield Economy

From newly renovated boulevards to historic downtown buildings, from an active technology and manufacturing sector 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 Springfield.

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 \$93 million in revitalization efforts for Union Station. The new station will integrate multiple transit modes (local and intercity bus; Amtrak intercity rail, and New Haven-Hartford-Springfield commuter rail). This project is crucial to the continued revitalization of the City of Springfield. The goal is to transform the long-vacant property into a state of the art transportation facility, bolstering downtown redevelopment efforts. When completed, the historic downtown station will become the region's main transportation hub.
- ◆ **Culinary and Nutrition Center - Food Service Building** -The new Food Service Building will be a cutting edge facility, the first of its kind in the nation, and a model to other school systems around the country. The new facility will act as a centralized location for preparing the meals served throughout the school district. It will also allow the City to implement a student culinary arts training program in partnership with Putnam Vocational and Central High. The new facility could be designed and outfitted to produce 100,000 meals daily. Additionally, the creation of the facility could create an additional 40 full-time jobs that are currently being outsourced.
- ◆ **Resiliency and Recovery Projects** - In the aftermath of the 2011 tornado, FEMA provided the City with a \$25.3 million grant 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 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 value to Springfield students and be an important resource for the Greater Springfield community. Funding also benefited three ongoing projects, on schedule for completion in FY17 and FY18: 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, which will be used by the Police Department.
- ◆ 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 the reliance of 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, which will equip low-income residents with the skills they need to work on projects being funded through the NDRC grant.

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	154,341
% 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	55,644
Persons Per Household	3
Persons Under 5 Years Old	7.3%
Persons Under 18 Years Old	27.0%
Persons Over 65 Years	10.9%

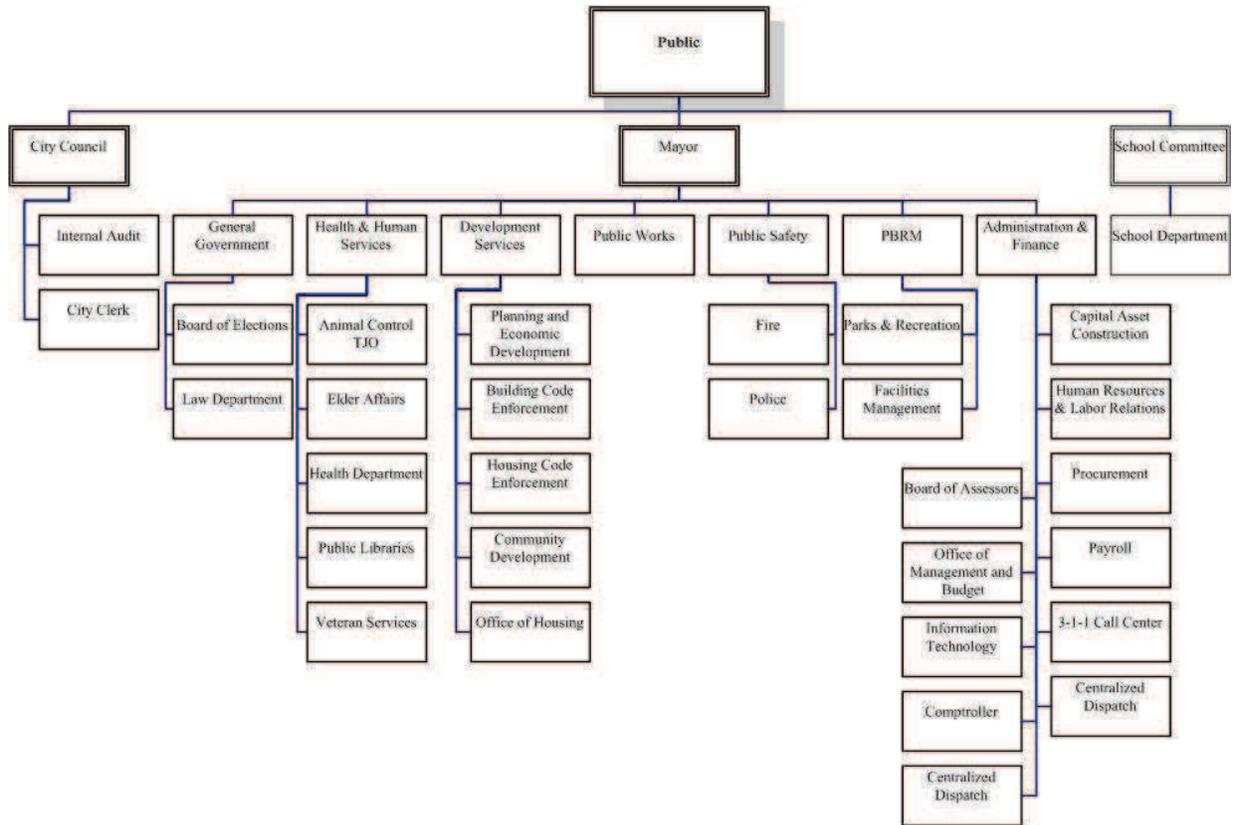
2017 Tax Rates (Per \$1,000 Value)		
Residential Tax Rate	\$	19.66
<i>Average Single Family Home Value</i>	\$	142,000
Commercial / Industrial / Personal Property	\$	39.07

Ten Largest Employers (2016)	
Baystate Health Systems	7,339
Mass Mutual Financial Group	7,000
Big Y World Class Markets	5,600
Sisters of Providence	4,173
Center for Human Development	1,500
Smith & Wesson	1,480
Springfield College	1,000
Verizon	1,000
Springfield Technical Community College	880
Western New England University	855

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

Parcels	
Single Family	26,181
Condominiums	1,877
Two and Three Family	7,608
Vacant Land	2,949
Apartment	684
Misc Residential	86
Mixed Use Residential	250
Mixed Use Commercial	250
Commercial	2,211
Industrial	351
Personal Property	3,014
Exempt Parcels	2,410

Organizational Structure Overview



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

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

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

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

Chief Administrative and Financial Officer (CAFO): On January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included a series of governance changes, including the creation of a Chief Administrative and Financial Officer (CAFO). The CAFO is responsible for the overall budgetary and financial administration of the city. The CAFO is appointed 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 and report directly to the Mayor, with the exception of the City Clerk and the Director of Internal Audit, who are appointed by and report to the City Council. The departments are responsible for the direction of citywide programs and delivery of services in accordance with local, state and federal regulations and priorities.

Strategic Planning Initiative

Introduction

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

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

Vision

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

Mission

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

Values

The City will operate with the following values:

Accountability

Operate with integrity, fiscal responsibility, and transparent practices

Diversity

Respect and celebrate differences in all aspects of community life

Collaboration

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

Continuous Improvement

Encourage new ideas, creative solutions, and innovation

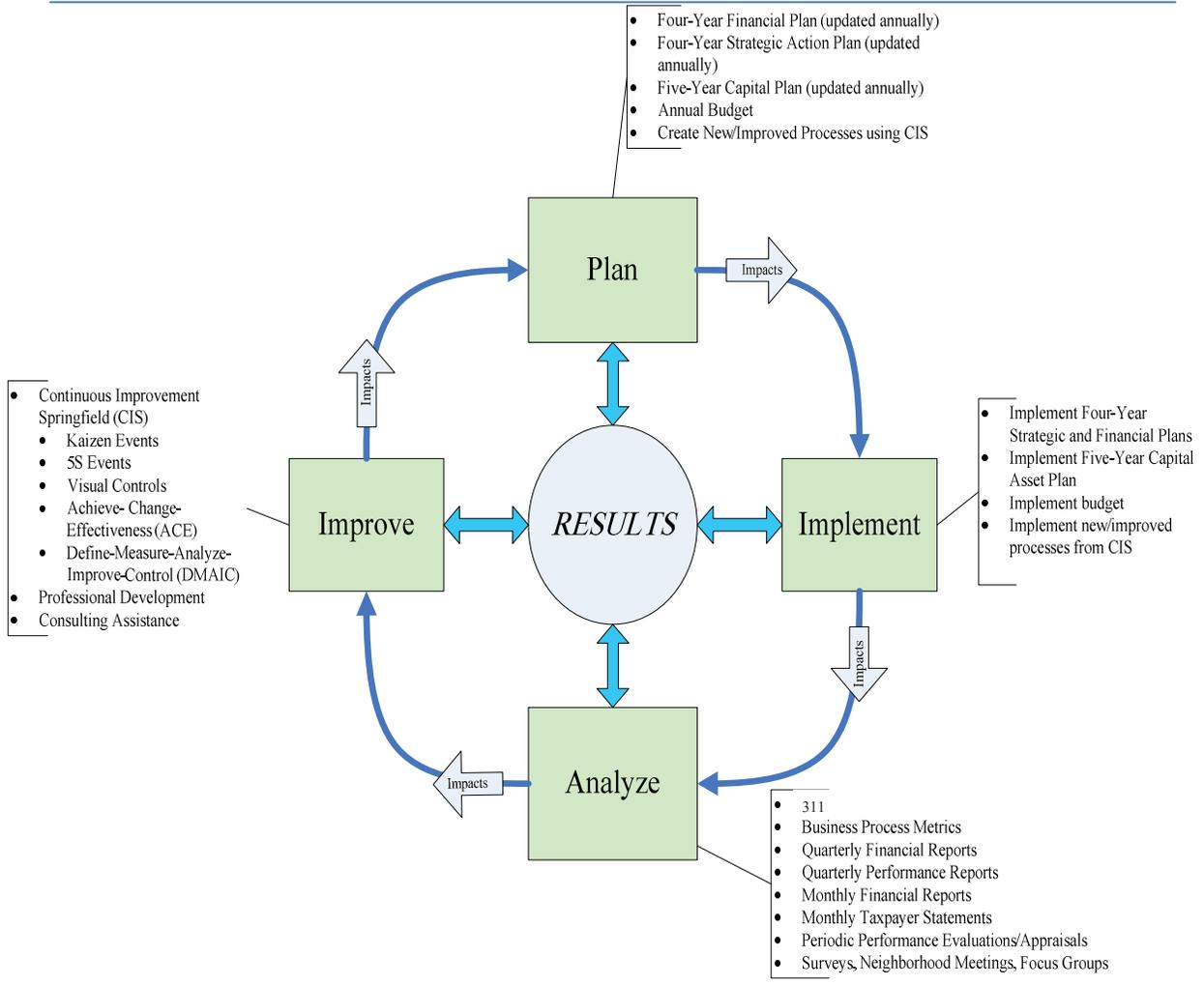
Strategic Priorities

- 1. Public Safety** - Preserve, maintain, and improve the safety of those visiting, living, and working in the City of Springfield
- 2. Education** - Help students realize their full potential and lead fulfilling lives as life long learners, responsible citizens, and leaders
- 3. Economic Vitality** - Facilitate growth and development to ensure the physical, environmental, and economic health of the City
- 4. Healthy Neighborhoods** - Strengthen and enhance the physical, mental, and social health of residents and neighborhoods
- 5. Fiscal & Operational Excellence** - Ensure operational excellence, fiscal health, and sustainability in all divisions, departments, programs, and activities

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

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

City of Springfield Management Framework



Strategic Plan Development Timeline

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

July 2010

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

August 2010

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

September 2010

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

October 2010

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

November 2010

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

December 2010

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

January 2011

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

February-June 2011

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

Definition of Terms

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

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

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

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

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

Goals – A future condition or performance level that the City would like to achieve. While these are most often 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.

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

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

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

Section 2

Fiscal Summary

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Overview

The City of Springfield's financial position continues to trend in a positive direction; steadily improving and gaining momentum each fiscal year. Improvements include maximizing revenues in spite of being at our levy ceiling, stabilizing expenditures through strategic reductions and offsetting to grants, and advancing operational efficiencies. Furthermore, the City continues to operate with modest revenue growth, making the necessary decisions to balance the budget, and maintain core services. FY18 reflects the third consecutive year in which the City has managed to avoid the use of reserve funds to balance the budget. Prior to FY16, dating back to FY08, the City relied on reserves to solve budgetary shortfalls. Balancing the budget without the use of reserves is a clear testament to how the administration is managing the City's finances.

After preparing the City's Multi-Year Financial Plan (FY18-FY21), which includes the City's projected revenue and expenditures for FY18; the City was confronted with an initial deficit of \$19.3M. Upon receipt of departmental budget requests, the gap increased to \$28.9M. The administration's goals for the FY18 budget process first focused on solving for a \$28.9M deficit resulting from rising salaries, benefits, contractual operating costs, and stagnant revenue projections. The second focal point was to reduce our reliance on one-time revenue to solve for the budget gap. Finally, with these limited resources, provide strategic investments to the City in the areas of public safety, economic development, and early education.

At the onset, the \$28.9M 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 \$4.8M, as allowed under Proposition 2 1/2 in FY18.

Internally, departments continue to develop and implement innovative ways to increase and maintain revenue collections. Through these initiatives, \$11.9M in additional revenue was attained, further bridging the FY18 budget gap. Reductions in expenses were realized by analyzing details and expenditures of City departments and in total \$10M in requested funding was eliminated. Of the \$10M in expense reductions, \$760K was a result of strategically issuing and restructuring debt. Another \$1.5M is comprised of School Transportation, and \$7.8M from departmental budget reductions. 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 FY18 budget is built without the use of one-time revenue. 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 enables the City to grow its reserves. In FY18 we will maintain the City's \$42.2 million stabilization account, with a goal of getting to approximately \$45.0 million.

The FY18 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 FY18 budget reflects the dedication to the safety of City residents. For the Police Department, funding includes a Police Academy of 50 recruits hired in FY17 that will be graduating in the Fall. This will help support the ongoing effort of staying ahead of attrition by maintaining the complement of officers at 423 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, C3 policing units, and maintaining the Ordinance Flex Squad.

Furthermore, the budget funds numerous deployment strategies without reducing 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 C3 Policing Units, an Ordinance Squad, the continued operations of “ShotSpotter,” assisting with the Department’s response to gun violence throughout the force. Lastly, funding for the coming fiscal year allows the department to continue upgrading critical technology that enhances the Police Commissioner’s “Intelligence-Led Policing” strategy, highlighted by the Command Central Platform. Utilizing this 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 is 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 22 firefighters in FY18; 12 of whom will graduate in September and November and the following 10 in June of 2017. In order to stay ahead of attrition and fulfill their complement of 267.0 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, one new apparatus has been funded in this year’s budget. The new ladder will replace an older vehicle in the aging fleet with the goal of reducing costly repair and maintenance expenses. The FY18 appropriation also includes the implementation of a new health and wellness program, O₂X, which is aimed to promote physical and mental health in first responders. The City anticipates this new program will decrease the number of work related injuries and sustain the overall health of the department.

Generally, enhancing public safety is often in direct correlation with improving economic development. As a result, the Mayor’s commitment to public safety is twofold: strengthening public safety will attract more residents and businesses to Springfield, therefore increasing overall economic development. The FY18 budget provides level funding services for the Planning & Economic Development department while continuing funding for three additional building inspectors brought on board in FY17. These inspectors are essential to accommodating the demands of large-scale commercial projects; such as, the MGM Casino and CRRC Railway Facility. As business development expands in upcoming years, the City will be fully prepared to manage the workload efficiently.

Funding is also provided in the FY18 budget for the City’s continued commitment to community services by means of public libraries, parks, new fully automated solid waste vehicles for the Department of Public Works, as well as funding to support operations at Union Station. Also, departmental budget appropriations maintain current programs and service levels, including library hours, summer recreation programs, and health services.

In January 2017, Standard & Poor’s (S&P) affirmed the City’s “AA-” credit rating with a stable outlook which continues to be the highest rating in the City’s recorded history; steadily improving from its “A-” rating five years ago. S&P credited the City’s municipal core by highlighting Springfield’s “management, with “strong” financial policies and practices, adequate budgetary performance, and strong budgetary flexibility.” Additionally, the City received a reaffirmed credit rating of “A2” with a stable outlook from Moody’s; crediting Springfield’s stabilized financial position to its status as the regional economic center of Western Massachusetts, having satisfactory reserves, and demonstrating conservative fiscal management while adhering to formal financial policies. Both reviews clearly summarize how well the City continues to navigate through a stagnant economy by making important decisions to keep the budget balanced accordingly.

Revenue Overview

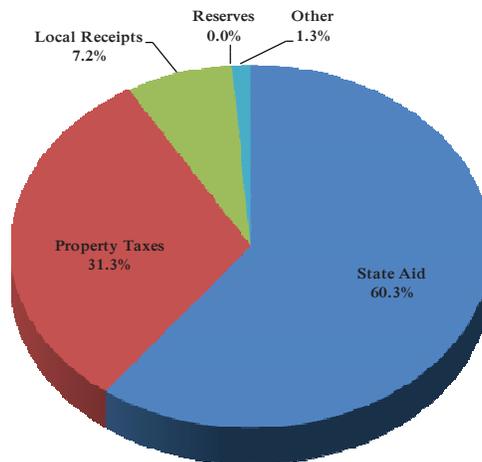
Fiscal 2015 Actual General Fund	Fiscal 2016 Actual General Fund	Fiscal 2017 Adopted General Fund	Fiscal 2017 Revised General Fund	Fiscal 2018 Recommended General Fund	% Change from FY17 Adopted	% Change from FY17 Revised
580,330,634	604,459,064	616,807,963	613,560,960	628,819,202	1.9%	2.5%

Revenue from varying sources subsidizes the budget for the City of Springfield. These sources include State Aid, local source revenue and local receipts. The City’s Adopted FY18 revenue totals \$628.8M, a 1.9% increase over the Adopted FY17 budget.

The most significant factors driving the revenue increases include:

- ◆ Chapter 70 State Aid (Education)
- ◆ Unrestricted General Government State Aid
- ◆ Increase in the City’s Property Tax Levy
- ◆ MGM revenue based on the host community agreement schedule

FY18 Revenue Sources



To understand the FY18 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 60.3% of the City’s total revenue. In FY18, the City estimates to receive \$378.9M, an increase of \$14.2M, or 3.9%, over FY17. Within the category of State Aid, several sources are appropriated through the State budget. State Aid is distributed through the Cherry Sheet for each city and town in the Commonwealth based on State appropriated amounts for each category. The Cherry Sheet, named for the red colored paper that it was once printed on, is the official notification from the Massachusetts Department of Revenue (DOR) regarding the next Fiscal Year’s State Aid to municipalities. The Cherry Sheet is updated throughout the State budget process, first in January based on the Governor’s budget recommendation, then again for each of the House and Senate budgets. They are finalized based on the final State budget known as the General Appropriations Act (GAA), effective July 1st of each year.

Categories of State Aid include:

Education Aid	
Chapter 70	331,958,979
Charter School Tuition Reimbursement	7,145,645
TOTAL SCHOOL AID	339,104,624

Non-Education Aid	
Unrestricted Gen. Gov't Aid	37,819,217
Veterans Benefits	1,413,770
Exempt: Vets, Blind, Surv Spouses	543,766
State Owned Land	18,320
TOTAL NON-EDUCATION AID	39,795,073

TOTAL STATE AID	378,899,697
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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 FY18 assessments are \$55.7M, an increase of \$5.4M over the previous fiscal year.

State Education Aid

State Aid for Education has significantly increased over the past eight years, from \$283.7M in FY11, to \$339.1M in FY18. 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	331,958,979
Charter School Tuition Reimbursement	7,145,645
TOTAL SCHOOL AID	339,104,624

Chapter 70

Springfield is anticipating to receive \$332.0M of Chapter 70 Aid in FY18, an increase of \$12.1M, or 3.8% over FY17. The Education Reform Act of 1993 established the Chapter 70 funding program, which created education spending requirements for school districts to prevent or alleviate funding inequities. Annually, the Commissioner of the Department of Elementary and Secondary Education (DESE) determines the spending requirements for each municipality to fund adequate levels of education. This is known as Net School Spending (NSS). Long-term debt service, adult education, and student transportation are excluded from NSS. This determination is based on the district's End-of-Year Pupil and Financial Reports. DESE informs municipalities of their education appropriation for the next

fiscal year, known as the required local contribution. A municipality’s local contribution, combined with its Chapter 70 State Aid, equals the district’s NSS requirement. If a municipality does not spend at least 95% of its Net School Spending requirement, the municipality’s Chapter 70 Aid may be reduced the following fiscal year. The City’s NSS requirement will increase in FY18 from \$356.6M to \$369.3M, increasing Springfield’s local contribution from \$36.7M to \$37.3M.

Charter School Tuition Reimbursement

Springfield is estimated to receive \$7.1M in charter tuition reimbursements, an increase of \$1.2M from FY17. Charter tuition reimbursements cover a small percentage of the cost for charter school tuition. Springfield’s FY18 costs for charter school tuition are \$47.1M, a \$5.3M increase from FY17.

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.

State Non-Education Aid

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

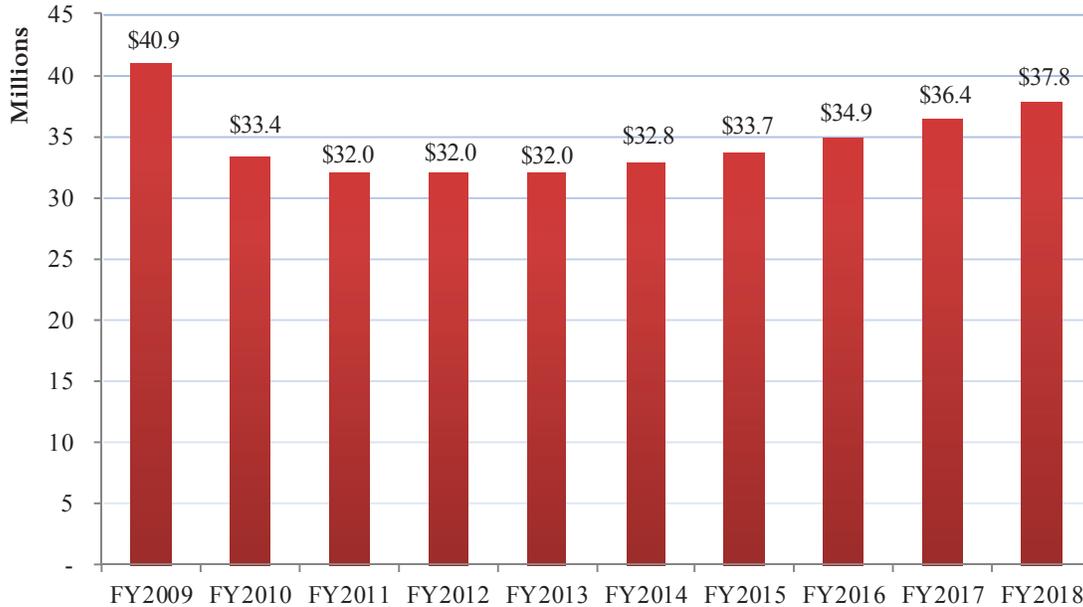
The City estimates to receive \$39.8M in Non-Education Aid from the State for FY18, an increase of \$993K or 2.6% over FY17. This Aid comes in the form of the following:

Non-Education Aid	
Unrestricted Gen. Gov't Aid	37,819,217
Veterans Benefits	1,413,770
Exempt: Vets, Blind, Surv Spouses	543,766
State Owned Land	18,320
TOTAL NON-EDUCATION AID	39,795,073

Unrestricted General Government Aid

In FY18, Unrestricted General Government Aid (UGGA) is \$37.8M, \$1.4M more than FY17. In the past, reductions in UGGA impacted City services and have required program and staffing reductions to live within the reduced appropriations.

Unrestricted General Government Aid



Veterans' Benefits

Springfield estimates to receive \$1.4M in Veterans' benefits this year, a decrease of \$435K over FY17. Municipalities receive a 75% reimbursement from the State on all spending put towards veterans' financial, medical, and burial benefits paid to the City in arrears. Chapter 115 of Massachusetts General Laws provides financial and medical assistance for indigent veterans and their dependents. Qualifying veterans and their dependents receive assistance for food, shelter, utilities, clothing, housing supplies, and medical care.

Exemptions: Veterans, Blind Persons, Surviving Spouses and Elderly

The State is estimated to reimburse the City \$544K, an increase of \$9K from FY17. Chapter 59 of Massachusetts General Laws created a series of exemptions for veterans and their surviving spouses, persons over 70 years old, and legally blind persons. These persons receive exemptions from their property taxes, ranging from \$175 to \$500. This exemption creates a loss of local revenue that is fully reimbursed by the State.

State-owned Land

Springfield anticipates receipt of \$18K in reimbursements for tax-exempt state-owned land in FY18, level to FY17. 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	196,720,757
Motor Vehicle and other excise taxes	10,300,000
Hotel/Motel tax	1,352,927
Meals Tax	1,750,000
Charges for services	746,742
Penalties and interest on taxes	1,830,350
Payments in lieu of taxes	2,179,682
Licenses and permits	6,724,653
Fines and forfeitures	5,985,272
Rentals	166,881
Departmental and other	2,572,705
Schools and other	771,331
Investment Income	1,801,840
Medicaid	4,550,000
Not Classified	4,391,365
Total Local Source Revenue	241,844,505

Approximately 38% of total revenue is collected in the City of Springfield. Local source revenue includes property tax, motor vehicle excise, fees and fines, payments-in-lieu of taxes, and reserves. The City continues to budget revenue conservatively since the general economy impacts these local collections.

Property Taxes

The City of Springfield is projecting receipt of \$196.7M in property taxes in FY18. Property tax revenue accounts for 81.3% 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 5 years beginning in FY18 based on the new State Municipal Modernization Act of 2016. 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 Assessors and the Appellate Tax Board if necessary. Should the taxpayer prevail, the City must reimburse the taxpayer for the over assessment. Reimbursement funds are set aside each year for this purpose. 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, or a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit.

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

Springfield's property tax rate for FY17 is \$19.66 per \$1,000 of value for residential property and \$39.07 per \$1,000 of value for commercial, industrial, and personal property.

The City's projected levy for FY18 is \$197M. During the 1990's, the total assessed value in the City of Springfield significantly decreased, moving the tax levy to the Proposition 2½ ceiling of 2.5% of the total assessed value. 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 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 \$45M in local revenue other than personal or real property taxes, a decrease of 3.33% from FY17 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. In FY18, there will be two ordinances presented before City Council to increase Petroleum Storage fees for the City Clerk's office and Bulk Waste Sticker fees for the Department of Public Works.

Departmental and Other Revenue

This category includes a variety of miscellaneous and departmental revenue projected to be nearly \$2.6M in FY18. Included in this revenue category are parking meter reimbursements, various departmental fines and fees, and 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 FY18, the City anticipates collecting \$10.3M in motor vehicle excise, an increase of \$400K from FY17. Chapter 60A of the Massachusetts General Laws sets an excise rate of \$25 per \$1,000 of assessed valuation for every motor vehicle. The municipality where the vehicle is principally garaged collects the excise tax. The Massachusetts Registry of Motor Vehicles provides motor vehicle information to municipalities and excise bills are determined using a statutory formula based on the manufacturer's list price and year of manufacture.

Hotel / Motel Excise

Springfield is projecting to collect \$1.4M in hotel/motel excise taxes for FY18, an increase of \$200K from FY17. 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 \$747K for FY18, an decrease of \$30K from FY17. 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 FY18, penalties and interest on taxes are expected to be \$1.8M. 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 FY18 is estimated to be \$2.2M, an increase of \$46K over FY17. 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.

Licenses and Permits

Licenses and Permits revenue is expected to total \$6.7M in FY18, which is a decrease of \$3.8M in comparison to FY17 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 \$6.0M in fines and forfeitures in FY18, \$454K less than FY17 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 \$1.8M in FY18, an increase of \$455K over the FY17 budget. Chapter 44 of Massachusetts General Laws requires that all funds that are not necessary for liquidity be invested to obtain the highest possible rate of return. Resources should be invested with an emphasis first on safety of principal, second on liquidity, and third on financial yield. For the coming fiscal year, the City will continue to work toward maximizing its investment earnings by looking to a broad range of investments opportunities that are available to municipalities.

Reserves

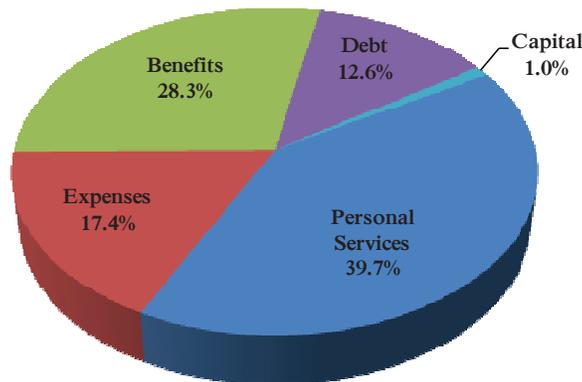
The City of Springfield’s FY18 budget includes zero use of stabilization reserves, an accomplishment the City has now achieved for the 3rd consecutive year. Prior to FY16, the City had been unable to accomplish this goal dating back to FY08. Over the past 10 years, the City has worked hard to increase its reserve balances through careful planning and tracking of spending. At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in free cash. Free cash is not available for appropriation until certified by the Massachusetts Department of Revenue’s Director of Accounts.

Expenditure Overview

Fiscal 2015 Actual General Fund	Fiscal 2016 Actual General Fund	Fiscal 2017 Adopted General Fund	Fiscal 2017 Revised General Fund	Fiscal 2018 Recommended General Fund	% Change from FY17 Adopted	% Change from FY17 Revised
576,300,126	598,663,243	616,807,962	615,091,308	628,819,202	1.9%	2.2%

The Adopted FY18 budget appropriates \$628.8M for municipal and educational purposes. This represents an increase of 1.9% from the Adopted FY17 budget. The total budget funds both the School Department and the City-side of government (Police, Fire, Public Works, etc.).

FY18 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 FY18 budget appropriates \$91M for salaries and overtime. This represents funding for 1,380.7 General Fund Full Time Equivalents (FTEs) across all City departments. In addition, there are 56.0 Solid Waste Enterprise Fund FTEs at DPW, 93.0 Grant Funded Employees across all departments and 20.0 Trust Funded Employees across several departments. FY18 General Fund FTEs increased 24.4 over FY17.

DEPARTMENT	FY14	FY15	FY16	FY17	FY18
CITY COUNCIL	16.0	16.0	16.0	16.0	16.0
CITY CLERK	10.0	9.0	9.0	9.0	10.0
INTERNAL AUDIT	3.0	3.0	3.0	3.0	3.0
Non-Mayoral Subtotal	29.0	28.0	28.0	28.0	29.0
BOARD OF ELECTION COMMISSION	4.5	4.5	4.5	5.0	5.0
MAYOR	7.0	7.0	7.0	7.0	7.0
LAW	23.0	23.0	25.5	26.0	31.0
General Gov't Subtotal	34.5	34.5	37.0	38.0	43.0
CAFO/OFFICE OF MANAGEMENT & BUDGET	8.0	8.0	8.0	8.0	8.0
FINANCE	-	-	-	-	-
CITISTAT	-	-	-	-	-
311	8.8	9.0	8.8	8.8	9.0
COMPTROLLER	9.0	9.0	9.0	9.0	8.0
OFFICE OF PROCUREMENT	7.0	7.0	7.0	7.0	8.0
BOARD OF ASSESSORS	12.0	12.0	12.0	13.0	12.0
TREASURER/COLLECTOR	16.0	16.0	16.0	16.0	16.0
HUMAN RESOURCES AND LABOR RELATION	16.0	16.0	16.0	16.0	16.0
LABOR RELATIONS	-	-	-	-	-
PAYROLL DEPARTMENT	-	-	-	-	-
INFORMATION TECHNOLOGY DEPARTMENT	14.0	13.0	13.0	13.0	13.0
CAPITAL ASSET CONSTRUCTION	2.0	4.0	4.0	5.0	5.0
CENTRALIZED DISPATCH	27.0	27.0	27.0	27.0	34.0
A&F Subtotal	119.8	121.0	120.8	122.8	129.0
PLANNING DEPARTMENT	13.0	13.0	13.0	13.0	12.0
BUILDING - CODE ENFORCEMENT	25.0	25.3	25.3	28.3	28.0
HOUSING - CODE ENFORCEMENT	11.3	13.0	15.0	15.0	15.0
Planning and Eco Dev Subtotal	49.3	51.3	53.3	56.3	55.0
PARKS DEPARTMENT	70.0	76.0	79.5	80.5	80.5
FACILITIES MANAGEMENT	23.0	23.0	24.0	24.0	23.0
PBRM Subtotal	93.0	99.0	103.5	104.5	103.5
POLICE	485.0	503.0	529.0	552.0	559.5
FIRE	240.0	260.0	260.0	261.0	267.0
Public Safety Subtotal	725.0	763.0	789.0	813.0	826.5
DEPARTMENT OF PUBLIC WORKS	70.0	71.0	70.0	70.0	70.0
Public Works Subtotal	70.0	71.0	70.0	70.0	70.0
TJ O'CONNOR ANIMAL CONTROL	12.0	11.5	14.0	14.0	14.0
HEALTH & HUMAN SERVICES	22.5	22.0	22.0	22.0	23.0
DEPARTMENT OF ELDER AFFAIRS	5.3	5.8	5.6	5.6	5.6
VETERANS SERVICES	4.0	4.0	5.0	6.0	6.0
LIBRARY	77.9	77.1	76.1	76.1	76.1
HHS Subtotal	121.6	120.4	122.7	123.7	124.7
CITY GRAND TOTAL	1,242.2	1,288.2	1,324.3	1,356.3	1,380.7

In addition to salaries and overtime costs, the budget appropriates over \$62M for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 69.1% 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, and the 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 FY17. Because of this, the City is projecting that 11 out of 24 agreements, or 46%, will still be expired at the start of FY18. In addition, the FY18 budget assumes a 2.0% wage increase for all non-bargaining employees.

Health Insurance

Springfield's FY18 budget includes \$25.4M for health insurance for City department employees, representing a decrease of 1.5% from the FY18 MYFP 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 were 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 fiscal year until FY16, 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 \$936.5M based on the valuation of the system completed in FY16.

Retirement

The FY18 budget appropriates \$34.5M for retirement costs for City and School Department employees who are not members of the Massachusetts Teachers Retirement System (MTRS). The City does not contribute to teachers' and certain administrators' retirement, since it is received through MTRS.

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

contributory retirement systems for public employees in Massachusetts.

Membership is mandatory for all permanent municipal full-time employees. Employees contribute a portion of their salaries based on when they began their service, ranging from five to nine percent of their compensation. If an employee earns more than \$30K, an additional two percent is withheld from the portion 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 2040.

For FY18, Springfield utilizes an updated pension valuation as of April 2016 with a funding schedule extended to 2034. This valuation defines the City's accrued liabilities as \$826.4M 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 FY18 budget includes \$27.9M for debt service. Springfield's annual debt expenditures for FY18 comprise of approximately 12.6% of the City's overall general fund expenditures, which represents a decrease of 18% from FY17. 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 FY18 budget appropriates \$3.6M 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 \$4.7M in revenue to fund operations. The City Council approved a trash fee of \$90 per bin in FY13.

Assessments

The FY18 budget appropriates \$55.7M 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 fiscal year's State Aid and Assessments. These charges are for a variety of State programs. The majority of Springfield's assessments are related to education tuition. \$52M 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. The assessment cost for FY18 is \$33K and is determined through a formula based on population and equalized valuation.

The Commonwealth assessed the City \$467K in FY18 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 FY18 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.

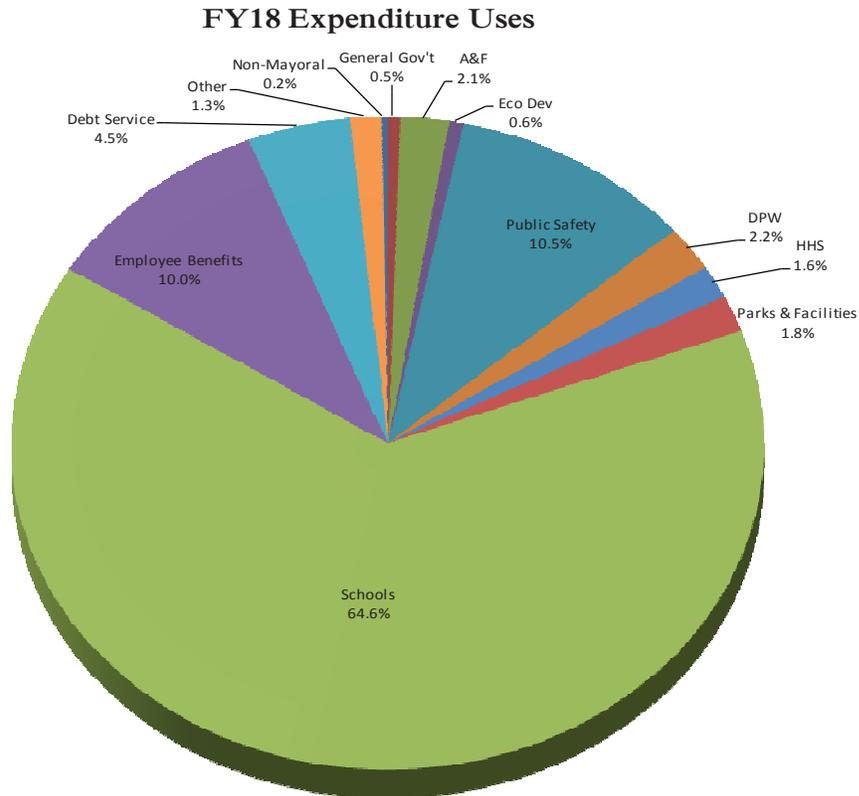
School Department

The City operates the second largest school district in the Commonwealth of Massachusetts and is comprised of 33 elementary schools (14 contain on-site early childhood programs), 11 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 29,000 students of which roughly 25,633 attend Springfield Public Schools in the District. With over 4,660 employees and over 2,500 teachers in-district, Springfield boasts a 92.1% 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 3,528 students as well as other neighboring school districts that enroll approximately 805 students. These students actually reside in Springfield, but attend schools in other districts under the School Choice Program.

City Departments

Springfield's FY18 budget appropriates \$222.8M for City departments and \$406M for the School Department. The allocation of funding by Division is as follows:



Non-Mayoral Division

The FY18 budget includes \$1,499,114 for the Non-Mayoral Division departments, an increase of \$107,600 from the FY17 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.

FY18 Recommended Budget Non-Mayoral Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
City Council	417,288	433,887	433,887	437,254	0.8%	0.8%
City Clerk	558,098	490,045	509,660	580,121	18.4%	13.8%
Internal Audit	418,668	467,582	467,582	481,738	3.0%	3.0%
Total	1,394,053	1,391,514	1,411,129	1,499,114	7.7%	6.2%

The City Council's FY18 budget is \$437,254. 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 FY18 budget is \$580,121. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements. The FY18 appropriation includes a new Public Records Coordinator responsible for responding to public information requests across City departments. This position will enhance government transparency and accountability.

The Internal Auditor’s FY18 budget is \$481,738. 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 FY18 budget includes \$3,447,470 for the General Government Division, an increase of \$274,651 from the prior fiscal year. These departments provide a variety of functions for the City, including administrative support, expertise and oversight, and supporting the vision of the Mayor.

FY18 Recommended Budget General Government Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
Mayor's Office	525,224	532,520	532,520	540,171	1.4%	1.4%
Law Department	2,325,665	2,022,208	3,494,573	2,325,601	15.0%	-33.5%
Elections Department	569,591	618,091	618,091	581,698	-5.9%	-5.9%
Total	3,420,480	3,172,819	4,645,183	3,447,470	8.7%	-25.8%

The Mayor’s Office FY18 budget is \$540,171. 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 FY18 budget is \$2,325,601. This year’s appropriation includes funding for a new entry level attorney position to help the department with the City’s heavy caseload and continues to fund level services.

The Board of Elections FY18 budget is \$581,698. The department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. This appropriation continues level service and staffing for The Board of Elections.

Administration and Finance Division

The budget for the Administration and Finance Division totaled \$13,190,338 in FY18, an increase of \$2,270,816 from the prior fiscal year. These departments, reorganized under the Chief Administrative and Financial Officer in 2010, are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, centralized procurement, human resources, labor relations, and collection of taxes. The Payroll department, previously funded through appropriations from both the City and School Department budgets, has been fully funded through the Service Level Agreement with the School Department.

FY18 Recommended Budget Administration & Finance Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
Office of Management & Budget	651,297	684,978	671,778	707,362	3.3%	5.3%
Dept 3-1-1	401,231	449,475	434,475	455,554	1.4%	4.9%
Comptroller	518,192	588,744	573,744	566,409	-3.8%	-1%
Procurement	515,041	518,502	518,502	605,082	16.7%	16.7%
Assessors	801,154	928,134	973,134	903,241	-2.7%	-7.2%
Treasurer	1,827,318	1,944,088	1,944,088	1,870,867	-3.8%	-3.8%
Collector	450,924	454,820	454,820	484,230	6.5%	6.5%
HRLR	1,554,375	1,629,801	1,629,801	1,638,388	0.5%	0.5%
Payroll	132,235	151,317	151,317	166,447	10.0%	10.0%
Information Technology	3,014,270	3,123,864	3,123,864	3,117,570	-0.2%	-0.2%
Capital Asset Construction	442,001	445,799	445,799	453,120	1.6%	1.6%
Centralized Dispatch	1,844,873	1,909,826	1,909,826	2,222,067	16.3%	16.3%
Total	12,152,911	12,829,347	12,831,148	13,190,338	2.8%	2.8%

The Office of Management and Budget's FY18 budget is \$707,362. 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 FY18 appropriation includes level funding of staff and services.

The 3-1-1 budget for FY18 is \$455,554. 3-1-1 is the first point of contact for residents needing services or information from City government. All requests are tracked and departmental performance is measured daily, monthly, and annually. Funding in FY18 will continue to maintain level services.

The Comptroller's Office FY18 budget is \$566,409. The Comptroller is responsible for maintaining the City's financial system of record and ensuring all financial transactions are in compliance. The FY18 appropriation for this department maintains level services.

The FY18 budget appropriates \$605,082 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 funding for an additional Purchasing Agent and level funds current services.

The Board of Assessors' FY18 budget is \$903,241. 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 all current programs at level service for the department.

The Treasurer's Office FY18 budget is \$1,870,867. 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 FY18 budget is \$484,230. This department prepares tax bills and collects payments of real estate, personal property, and excise taxes as well as trash fees and parking fines. This office also prepares and facilitates the tax-taking of delinquent properties. This year's appropriation continues to support Tax Title and Cash & Investment programs.

The Human Resources and Labor Relations Department’s FY18 budget is \$1,638,388. The department is responsible for recruiting municipal talent, upholding 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 (IT) Department’s FY18 budget is \$3,117,570. The IT Department maintains and supports the City’s electronic information infrastructure and software applications. The appropriation for this department includes level staffing and services.

The Capital Asset Construction Department’s FY18 budget is \$453,120. 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.

Centralized Dispatch has an appropriation of \$2,222,067 for FY18. Some operational costs have been funded through the department’s E911 grant funded by the State for FY18 in an effort to maintain adequate staffing levels. This year’s appropriation, along with efficient managing of grant funding, supports level services along with funding to support the continued operation of Smart911. Smart911 is a software which provides dispatchers access to more comprehensive information on 911 calls such as photographs, detailed medical information, enhanced geographic location and other relevant information in an effort to provide the most efficient level of service possible.

Development Division

The Developmental Services Division FY18 budget appropriates \$3,885,720, an increase of \$17,039. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the City.

FY18 Recommended Budget Development Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
Planning	1,183,983	1,270,019	1,252,703	1,277,914	0.6%	2.0%
Community Development	-	-	-	-	-	-
Building Code	1,496,326	1,767,582	1,518,311	1,742,536	-1.4%	12.9%
Housing Code	722,035	831,080	782,706	865,270	4.1%	9.5%
Total	3,402,344	3,868,681	3,553,720	3,885,720	0.4%	8.5%

The FY18 budget appropriates \$1,277,914 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 funding services to support projects, such as; the MGM Casino and CRRC which will provide economic growth and development for the City.

The Building Inspectional Services Division’s FY18 budget is \$1,742,536. The department enhances public safety through inspections and licensing of physical operations of businesses in the City. This year’s appropriation includes continued funding for three additional Code Inspectors brought on board in

FY17 as well as increased hours for all inspectors to accommodate the demands of large-scale commercial projects, such as; MGM Casino and CRRC Railway Facility.

The Housing Inspectional Services Division FY18 budget is \$865,270. 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 control illegal dumping sites throughout the City.

Public Safety Division

FY18 Recommended Budget Public Safety Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
Police Department	41,251,354	43,166,081	43,166,041	44,256,463	2.5%	2.5%
Fire Department	20,018,463	21,316,555	21,316,555	21,669,910	1.7%	1.7%
Total	61,269,817	64,482,636	64,482,596	65,926,373	2.2%	2.2%

The Public Safety Division departmental budgets total \$65,926,373. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

The Police Department’s FY18 budget is \$44,256,463. The department’s mission is to reduce the incidence of crime, improve the quality of life, and create an environment where all residents can live safely and without fear. The appropriation will maintain the complement of police officers at 423 and 504 sworn personnel. Additionally, this budget 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 FY18 budget is \$21,669,910. The appropriation for this department includes funding for one new apparatus which will aid in replacing the department’s aging fleet. The budget also includes funding to implement a new health and wellness program O₂X which is aimed at promoting physical and mental health in first responders.

Public Works Division

The Department of Public Works (DPW) FY18 Budget is \$19,387,725. 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.

FY18 Recommended Budget Public Works Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
DPW - General Fund	9,444,812	10,054,484	10,054,484	10,415,576	3.6%	3.6%
DPW - Enterprise Fund	8,160,818	8,497,522	8,497,522	8,972,149	5.6%	5.6%
Total	17,605,630	18,552,006	18,552,006	19,387,725	4.5%	4.3%

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

FY18 Recommended Budget Health & Human Services Division						
	FY16	FY17	FY17	FY18	% Change	% Change
	Actual	Adopted	Revised	Recommended	from FY17	from FY17
					Adopted	Revised
TJO - Animal Control	1,258,226	1,394,790	1,394,790	1,417,499	1.6%	1.6%
Health	1,392,138	1,448,836	1,448,836	1,514,779	4.6%	4.4%
Elder Affairs	291,915	302,458	302,458	287,155	-5.1%	-5.3%
Veterans	2,471,524	2,986,798	2,986,798	2,551,007	-14.6%	-17.1%
Libraries	3,979,399	4,508,613	4,508,613	4,561,595	1.2%	1.2%
Total	9,393,201	10,641,495	10,641,495	10,332,035	-2.9%	-3.0%

The FY18 budget appropriates \$10,332,035 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.

The Thomas J. O’Connor Animal Control and Adoption Center’s FY18 budget is \$1,417,499. 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 FY18 budget is \$1,514,779. The department promotes physical and mental health, disease prevention, disability management and enforcement of public health rules and regulations. The department works closely with governmental agencies and community-based organizations through a collaborative process to determine the health and human services needs of the residents of the City of Springfield. This year’s appropriation continues to fund the department at level service.

The Department of Elder Affairs FY18 budget is \$287,155. The department enhances the quality of life for elderly citizens through outreach, senior centers, and recreational programming. This year’s appropriation continues to offset general fund salaries to grants which will provide additional savings to the City.

The Veterans Services Department’s FY18 budget is \$2,551,007. 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 Library Department’s budget for FY18 is \$4,561,595. 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 FY18 appropriation continues to support the increased hours put in place in FY15 while providing additional savings by offsetting costs to Library

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 (PBRM) FY18 budget is \$11,442,123. PBRM maintains the City’s parks and open space, provides recreation programs, and maintains all municipal buildings, including the schools.

FY18 Recommended Budget Parks, Recreation, and Building Management Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
Parks Department	7,892,010	8,178,227	7,978,252	8,459,720	3.4%	5.7%
Facilities	2,724,237	2,755,139	2,752,211	2,982,403	8.2%	7.7%
Total	10,616,247	10,933,366	10,730,463	11,442,123	4.7%	6.2%

The Parks Department’s FY18 budget is \$8,459,720. Parks is responsible for maintaining the City’s parks, golf courses, skating rink, and athletic fields. The department’s appropriation includes continued operations and servicing of 5-Mile Pond, all City pools and splash pads, Veteran’s Memorial Golf Course and Franconia Golf Course, and Cyr Arena. It also maintains funding for the After School and Evening Gym Programs along with sustaining terrace maintenance at FY17 expansion levels. In addition to level service for operations and current programming, finances have been appropriated to support the Therapeutic Recreation Program and Camp STAR Angelina Summer Program. Therapeutic recreation provides opportunities for social interaction, skill development, and fun for youth and adults with disabilities. As an all inclusive program, Camp STAR Angelina focuses programming on youth and young adults with or without disabilities.

The FY18 budget appropriates \$2,982,403 for the Facilities Department. The Facilities Department maintains and repairs over 90 Municipal and School buildings. This year’s appropriation level funds current services and supports increased funding for custodial services at three new buildings; South End Community Center, Raymond A. Jordan Senior Center, and the Paul J. Fenton Safety Annex.

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Fiscal Year 2018: Financial Forecast

Financial Forecast

MULTI-YEAR FINANCIAL PLAN (FY18-FY21):

	FISCAL 2016 ACTUAL	FISCAL 2017 ADOPTED	FISCAL 2018 MYFP - PROJECTED	FISCAL 2019 MYFP - PROJECTED	FISCAL 2020 MYFP - PROJECTED	FISCAL 2021 MYFP - PROJECTED
SPENDING ASSUMPTIONS						
Administration and Finance Division	10,343,232	13,025,718	12,841,195	13,098,019	13,359,979	13,627,179
Development Division	3,472,561	3,868,681	3,946,054	6,024,975	6,145,475	6,268,384
General Government Division	3,420,480	3,172,818	3,514,077	3,584,359	3,656,046	3,729,167
Non-Mayoral Division	1,394,053	1,391,514	1,419,344	1,447,731	1,476,686	1,506,219
Health and Human Services Division	9,393,201	10,641,495	10,854,325	11,071,411	11,292,840	11,518,696
Public Safety Division	62,023,119	66,392,461	69,122,461	70,504,910	71,915,009	73,353,309
Public Works Division	13,531,097	13,340,665	14,384,047	14,671,728	14,965,162	15,264,465
Parks & Facilities Division	10,616,247	10,933,366	11,152,033	11,375,074	11,602,575	11,834,627
School Department	387,807,273	391,176,970	407,492,148	423,255,547	439,690,758	456,830,903
Debt	36,183,041	34,070,027	32,724,190	34,330,189	30,281,354	29,371,905
Health Insurance & Fringe	25,641,207	26,803,851	28,914,980	30,768,499	32,749,217	34,865,993
Pensions [†]	28,319,804	30,244,288	34,645,425	39,469,884	42,612,675	46,006,889
Other Spending	7,592,958	8,499,106	9,316,861	9,002,502	9,192,673	9,387,488
TOTAL	599,738,273	613,560,960	640,327,141	668,604,828	688,940,449	713,565,225
REVENUE ASSUMPTIONS						
Property Taxes	174,932,849	185,958,317	192,220,757	197,126,276	202,154,433	207,308,294
Local Receipts	45,327,467	46,680,481	40,830,481	40,830,481	40,830,481	40,830,482
State Aid	366,840,842	375,422,162	383,979,380	392,151,693	401,268,095	410,828,498
Reserves	350,184	-	-	-	-	-
Net School Spending	9,513,484	-	-	-	-	-
Other Financing Sources	494,238	-	-	-	-	-
Casino Revenue	7,000,000	5,500,000	4,000,000	19,922,857	20,742,857	20,742,857
TOTAL	604,459,064	613,560,960	621,030,618	650,031,308	664,995,867	679,710,131
SURPLUS / (GAP)	4,720,790	0	(19,296,523)	(18,573,520)	(23,944,583)	(33,855,094)

Summary

As part of the budget planning process, it is important to understand how the decisions we make today will effect tomorrow. It is also important to focus on the guiding principles of budget development. These principles include:

- ◆ Providing core services to residents, businesses, and visitors. This 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.

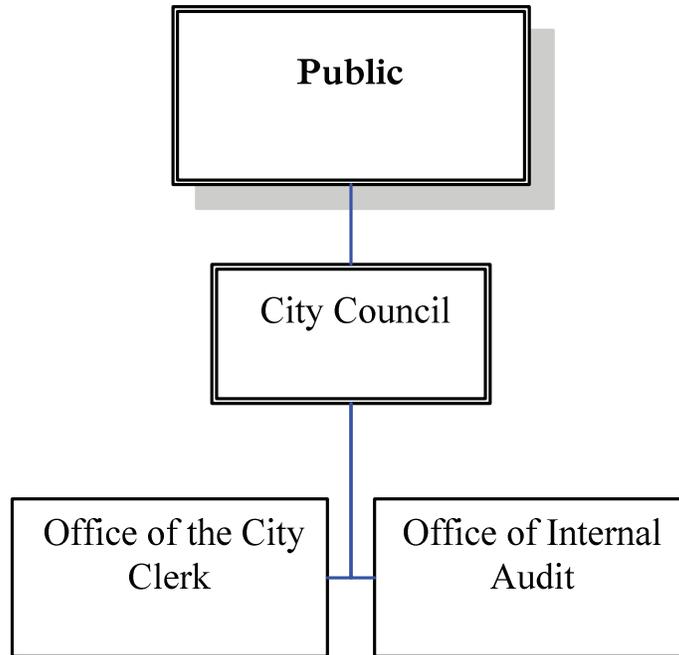
As shown in the chart above, the City's operating costs are projected to grow at a higher rate than projected revenue sources. On average, expenses are projected to be over 3% higher than projected revenue. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits averaging over \$20 million in future years.

The complete FY18-21 Multi-Year Financial Plan can be found in the appendix of this budget document.

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Section 3

Non-Mayoral Division



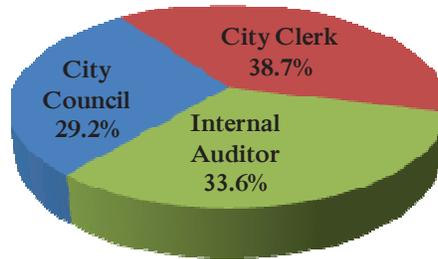
Mission Statement

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 to serve as an independent source to verify the legitimacy of the City's programs, services, and finances.

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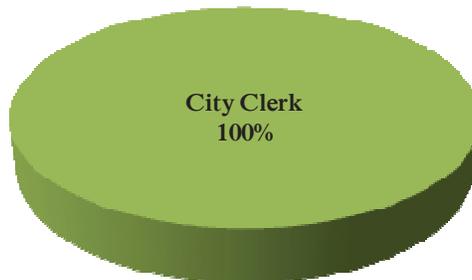
Fiscal Year 2018: All Funds Budget and Revenue Overview

Non-Mayoral Division



FY18 Recommended Budget Non-Mayoral Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
City Council	417,288	433,887	433,887	437,254	0.8%	0.8%
City Clerk	558,098	490,045	509,660	580,121	18.4%	13.8%
Internal Audit	418,668	467,582	467,582	481,738	3.0%	3.0%
Total	1,394,053	1,391,514	1,411,129	1,499,114	7.7%	6.2%

Revenue Overview



Division / Department	FY18 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY18 Total Revenue
City Council	-	-	-	-	-	-
City Clerk	1,227,911	-	40,000	-	-	1,267,911
Internal Audit	-	-	-	-	-	-
Total	1,227,911	-	40,000	-	-	1,267,911

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Fiscal Year 2018 Budget and Program Summaries

CITY COUNCIL

Mission

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

FY17 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 the City Council’s 155 subcommittee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Tracked and analyzed (5,200) telephone calls related to complaints and/or requests for information regarding matters affecting quality of life issues in the City of Springfield.
- ◆ Processed:
 - ◇ Orders 115
 - ◇ Ordinances 11
 - ◇ Grants 91
 - ◇ Special Permit 43
 - ◇ Zone change 10
 - ◇ Resolution 19
 - ◇ Special Act 3

FY18 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 with committee meetings and constituent services.
- ◆ Level funded OTPS.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	406,463	422,349	425,716	3,367	0.8%
OTPS	10,825	11,538	11,538	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	417,288	433,887	437,254	3,367	0.8%

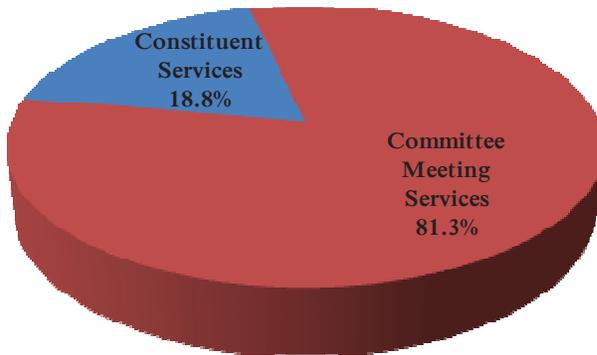
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	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 2018 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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Constituent Services	78,241	81,354	81,985	631	18.8%
Committee Meeting Services	339,046	352,533	355,269	2,736	81.3%
Total Expenditures	417,288	433,887	437,254	3,367	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries
CITY COUNCIL

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	406,463	422,349	425,716	3,367	0.8%
OTPS	10,825	11,538	11,538	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	417,288	433,887	437,254	3,367	0.8%
External Funds Budget	FY16 Actual	FY17 Available	FY 18 Projected	Variance FY18-FY17	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	417,288	433,887	437,254	3,367	0.8%

All Funds Revenue Detail

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries
CITY COUNCIL

Program Summaries

Constituent Services

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	78,241	81,354	81,985
FTEs	3.0	3.0	3.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Percent of responses to public and press within legal requirements	100%	100%	100%
Percent of public meetings that comply with Open Meeting Laws	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Tracked and analyzed (5,200) telephone calls relative to complaints and/or requests for information received regarding matters affecting the quality of life issues in the City of Springfield.

Fiscal Year 2018 Budget and Program Summaries
CITY COUNCIL

Program Summaries

Committee Meeting Services

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	339,046	352,533	355,269
FTEs	13.0	13.0	13.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Number of Special Acts, Special Permits, Zoning, and General Ordinances proposed	67	36	75

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Provided full support for the approval and posting of City Council’s 155 subcommittee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Processed (11) proposed ordinances and passed (9); (10) zone changes, (180) Proclamations, (43) special permits

Fiscal Year 2018 Budget and Program Summaries
CITY COUNCIL

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Constituent Services				
Personal Services				
Overtime	(7,400)			
Committee Meeting Services				
Postage and Delivery	(200)			
Advertising				
Office Supplies				
Intergov-Lic, Fees, Permits				
Rental - Office Equipment				
TOTAL ADJUSTMENTS	(7,600)	-	-	-

Fiscal Year 2018 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.

FY17 Department Highlights

- ◆ All City Council agendas and minutes have been posted to the City’s website.
- ◆ 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 Clerk’s Office has reconfigured our vaults to make better use of the available space.
- ◆ Coordinated with all City boards and commissions to post agendas and minutes to City website.
- ◆ Completed cross-training of all vital records clerks. As a result of cross-training, the Department has processed more than 100 new affidavits.

FY18 Budget Highlights

- ◆ Funds 10.0 General Fund FTEs.
- ◆ Includes 2% salary increase for all non-bargaining employees.
- ◆ Includes funding for a new full time position, the Public Records Coordinator. The creation of this position was necessitated by changes to the Commonwealth’s public records laws.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	530,398	463,671	541,569	77,898	16.8%
OTPS	27,699	26,374	38,552	12,178	46.2%
Capital	-	-	-	-	0.0%
Total General Funds	558,098	490,045	580,121	90,076	18.4%

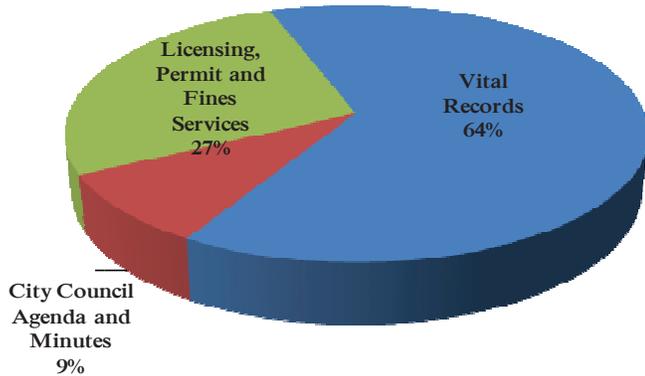
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	9.0	9.0	10.0	1.0	11.1%
Total FTEs:	9.0	9.0	10.0	1.0	11.1%

Fiscal Year 2018 Budget and Program Summaries

CITY CLERK

Program Expenses



Program Summaries

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

City Council Agendas and Minutes – Generates and publishes the City Council’s Agendas and Minutes. Distributes orders of the City Council to impacted departments.

Licensing and Permit Services — Provides licenses and permits.

Program Budgets

Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Vital Records	357,182	313,629	371,278	57,649	64%
City Council Agenda and Minutes	50,229	44,104	52,211	8,107	9%
Licensing, Permit and Fines Services	150,686	132,312	156,633	24,321	27%
Total General Fund Expenditures	558,098	490,045	580,121	90,076	92.6%
Total External Funds Expenditures	40,000	40,000	40,000	-	6.9%
Total All Funds Expenditures	598,098	530,045	620,121	90,076	100%

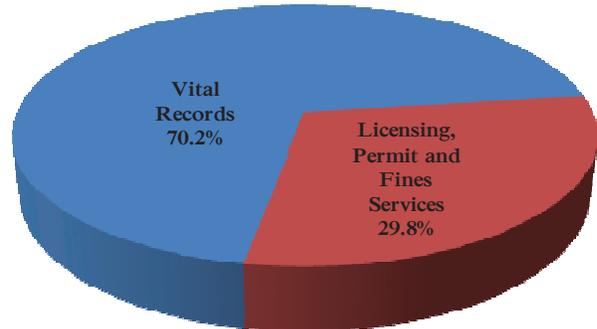
Revenue Summary

TOTAL REVENUE: \$1,227,911

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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Vital Records	821,874	829,147	852,839	23,692	70.2%
Licensing, Permit and Fines Services	334,536	305,713	361,183	55,470	29.8%
Reimbursement from Agency Fund Closeout	-	-	13,889	-	0.0%
Total Departmental Revenue	1,156,411	1,134,860	1,227,911	79,162	100%

Fiscal Year 2018 Budget and Program Summaries
CITY CLERK

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	530,398	463,671	541,569	77,898	16.8%
OTPS	27,699	26,374	38,552	12,178	46.2%
Capital	-	-	-	-	0.0%
Total General Funds	558,098	490,045	580,121	90,076	18.4%
External Funds Budget	FY16 Actual	FY 17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
Grant Funds	40,000	40,000	40,000	-	0.0%
Enterprise/Revolving Funds	14,422	23,470	-	(23,470)	-100.0%
Donations/Trusts				-	0.0%
Other Funding				-	0.0%
Total External Funds	54,422	63,470	40,000	(23,470)	-37.0%
All Funds Budget	612,519	553,515	620,121	66,606	12.0%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Departmental Fees	821,874	829,147	852,839	23,692	2.9%
Departmental Fines	334,536	305,713	361,183	55,470	18.1%
Reimbursements for Prior Year Expenditures	-	-	13,889	13,889	0.0%
Total Departmental Revenue	1,156,411	1,134,860	1,227,911	93,051	8.2%

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY17 Available	FY18 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 FY18 anticipated grants</i>			-	-	-
TOTAL External Funding Sources			40,000	40,000	40,000

Fiscal Year 2018 Budget and Program Summaries
CITY CLERK

Program Summaries

Vital Records

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	357,182	313,629	322,656
FTEs	5.4	5.4	6.4
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
% of records requests completed within 2 business days	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Clerk's office recorded the following vital records for the year 2016:

- ◆ Births: 5,228
- ◆ Deaths: 2,411
- ◆ Marriage intentions: 998
- ◆ Birth Affidavits: 592
- ◆ Death Affidavits: 80
- ◆ Marriage Affidavits: 20

Fiscal Year 2018 Budget and Program Summaries
CITY CLERK

Program Summaries

City Council Agenda and Minutes

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	50,229	44,104	52,211
FTES	0.9	0.9	0.9
	FY16 Actual	FY17 Adopted	FY18 Recommended
% of Council agendas completed on time and posted online	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Provided full support for the approval and posting of the City Council’s 155 subcommittee meetings within 48 hours as required by the Open Meeting Law.

Fiscal Year 2018 Budget and Program Summaries
CITY CLERK

Program Summaries

Licensing, Permit and Fines Services

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	150,686	132,312	136,121
FTEs	2.7	2.7	2.7
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Percentage of registered dogs	20%	20%	50%

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

Highlights

The Clerk’s office granted the following permits and licenses for the year 2016:

- ◆ **Business Certificates:** 541, including 60 Renewals of 4-year-old Business Certificates
- ◆ **Dog licenses:** 4,968/25,000
- ◆ **Tag Sale:** 1,309
- ◆ **Physician’s Registration (one-time fee):** 7
- ◆ **Open-Air Parking:** 29
- ◆ **Above and Underground Storage Locations:** 238

Fiscal Year 2018 Budget and Program Summaries
CITY CLERK

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Vital Records				
Salaries and Wages				63,993
Elimination of Procedures Clerk vacancy	(37,239)			
Department Reorganization	26,358			
City Council Agenda and Minutes				
Licensing, Permit and Fines Services				
Office Supplies, etc.	-	(380)		
Postage & Delivery		(2,186)	(3,000)	
Rental-Office Equipment		(1,446)		
Advertising	-	-	(3,000)	11,977
Salary offset to Comcast Grant	(20,000)	(20,000)	(20,000)	
Software offset to Comcast Grant	(20,000)	(1,000)		
Software	19,000			
Total Adjustments	(31,881)	(25,012)	(26,000)	75,970

Notes

- ◆ Salaries and Wages:
 - ◇ The FY18 budget includes funding for a new full time position, the Public Records Coordinator. The creation of this position was necessitated by changes to the Commonwealth’s public records laws.
- ◆ OTPS
 - ◇ Advertising increased due to the closure of the City Clerk’s revolving fund, which had been used to pay for advertising related to special permits.

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Fiscal Year 2018 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 prevent and to detect waste, fraud, and abuse.

FY17 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.

FY18 Budget Highlights

- ◆ Funds 3.0 FTEs, with a 2% increase to non-bargaining employees
- ◆ OTPS budget includes staff training for professional certifications, including Certified Fraud Examiner certification.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	232,519	262,509	267,759	5,250	2.0%
OTPS	186,149	205,073	213,979	8,906	4.3%
Capital	-	-	-	-	0.0%
Total General Funds	418,668	467,582	481,738	14,156	3.0%

Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	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 2018 Budget and Program Summaries

INTERNAL AUDIT

Program Expenses



Program Summaries

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

Program Budgets

Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Internal Audits	418,668	467,582	481,738	14,156	100%
Total Expenditures	418,668	467,582	481,738	14,156	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries
INTERNAL AUDIT

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	406,463	422,349	425,716	3,367	0.8%
OTPS	10,825	11,538	11,538	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	417,288	433,887	437,254	3,367	0.8%
External Funds Budget					
External Funds Budget	FY16 Actual	FY17 Available	FY 18 Projected	Variance FY18-FY17	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	417,288	433,887	437,254	3,367	0.8%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries

INTERNAL AUDIT

Program Summaries

Internal Audits

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	418,668	467,582	481,738
FTEs	3.0	3.0	3.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
% of hours allocated to performance audits and other audit related activities	67%	73%	50%
% of hours allocated to fraud hotline maintenance, follow-up, and investigation	5%	1%	20%
% of other hours utilized for administrative, training, development, other activities	28%	26%	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 2017 annual audit plan, identified several areas of risk, assisted management with implementing practical improvements, and presented findings along with management responses. These projects identified opportunities and solutions for cost savings and improved effectiveness.
- ◆ Conducted required audits, including audits of City investment holdings, to ensure compliance with Massachusetts General Laws and City ordinances.
- ◆ Provided other analyses of financial and operating data as requested by management, including a review of the Department of Elder Affairs' parking validation procedures and a review of the City's personal property tax receivable write-off process.
- ◆ 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 2018 Annual Audit Plan was based.
- ◆ Investigated and submitted reports of suspected fraud, waste, and/or abuse filed via the City's FraudHotline.
- ◆ 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.
- ◆ Obtained 40 hours of continuing professional education for each staff member.

Fiscal Year 2018 Budget and Program Summaries
INTERNAL AUDIT

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Internal Audits				
Salary - Reduction of Vacancy	(64,192)	-	-	
Professional Services	(24,405)	(5,000)		(15,000)
Rental – Office Equipment	(720)	-	-	
Total Adjustments	(89,317)	(5,000)	-	(15,000)

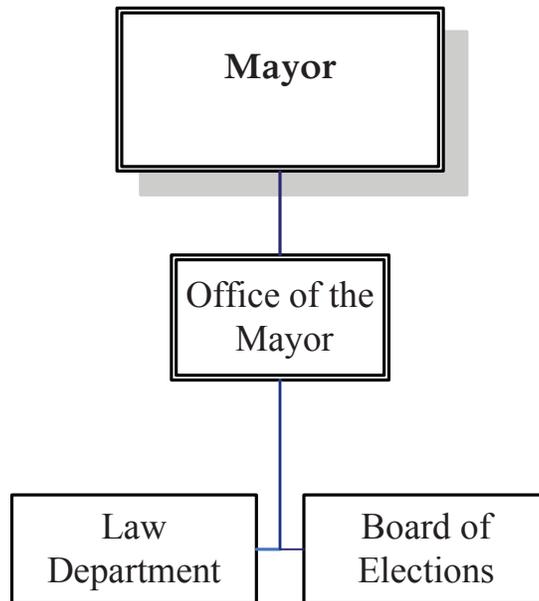
Notes

- ◆ Professional Services offset to the Community Development Grant (\$15,000)

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Section 4

General Government Division



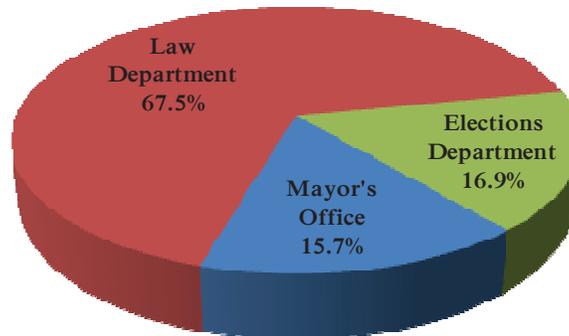
Mission Statement

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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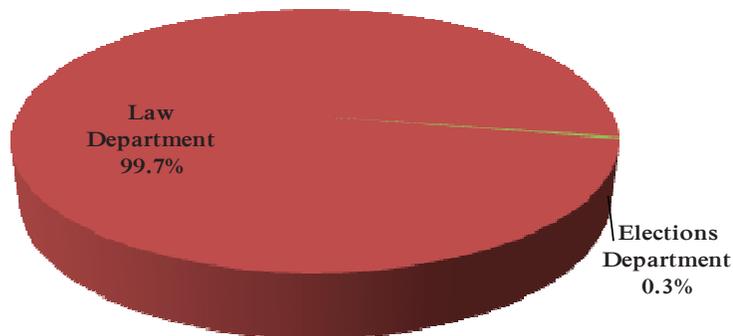
Fiscal Year 2018: All Funds Budget and Revenue Overview

General Government Division



FY18 Recommended Budget General Government Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
Mayor's Office	525,224	532,520	532,520	540,171	1.4%	1.4%
Law Department	2,325,665	2,022,208	3,494,573	2,325,601	15.0%	-33.5%
Elections Department	569,591	618,091	618,091	581,698	-5.9%	-5.9%
Total	3,420,480	3,172,819	4,645,183	3,447,470	8.7%	-25.8%

Revenue Overview



Division / Department	FY18 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY18 Total Revenue
Mayor's Office	-	-	-	-	-	-
Law Department	959,632	-	185,000	-	-	1,144,632
Elections Department	3,000	-	-	-	-	3,000
Total	962,632	-	185,000	-	-	1,147,632

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Fiscal Year 2018 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.

FY17 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 Darryl Moss, Mayoral Aide Minerva Marrero, Constituent Services Director William Baker, and Communications Director Marian Sullivan.

FY18 Budget Highlights

- ◆ Funds 7.0 General Fund FTEs , consistent with FY17.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	516,222	518,137	525,788	7,651	1.5%
OTPS	9,002	14,383	14,383	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	525,224	532,520	540,171	7,651	1.4%

Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	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 2018 Budget and Program Summaries
OFFICE OF THE MAYOR

Program Expenses



Program Summaries

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

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries
OFFICE OF THE MAYOR

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	516,222	518,137	525,788	7,651	1.5%
OTPS	9,002	14,383	14,383	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	525,224	532,520	540,171	7,651	1.4%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
Grant Funds	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	525,224	532,520	540,171	7,651	1.4%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries
OFFICE OF THE MAYOR

Program Summaries

City Governance

City Governance	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	525,224	532,520	540,171
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, Deputy Communications Director Darryl Moss, Mayoral Aide 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 events, meetings, and activities requiring a mayoral presence. Ms. Jordan also serves as chief advisor to the Mayor providing extensive professional assistance, project management, and recommendations on municipal matters. She is the liaison between the City and numerous external entities as needed. She also serves as the facilitator to the Springfield School Department and sits on a number of subcommittees within municipal government. Ms. Jordan provides administrative support to the Community Police Hearings Board and the C3 neighborhood policing initiatives.

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.

The Mayoral Aides are responsible for a variety of tasks, all of which support the Mayor in providing responsive and effective government leadership. Duties include, but are not limited to: responding to all quality-of-life inquiries on a case-specific basis in an effort to work toward a resolution.

Deputy Communication Director / Senior Mayoral Aide Darryl E. Moss serves as the liaison to the City-wide Violence Prevention Taskforce as Co-coordinator of the City of Springfield Juvenile Crime Task Force. Mr. Moss is also the Mayor’s point person on gang violence and juvenile crime, concentrating time and effort on youth outreach and violence prevention. Mr. Moss organizes and partners municipal services with community organizations and neighborhood associations, while representing the Mayor on a number of neighborhood initiatives such as the Mason Square Initiative, the Metro E3, the Byrne Grant Initiative, and the Forest Park, South End, and Mason Square C3 Policing Initiatives in a constant effort to improve the quality of life for all who live, work, or visit the City of Springfield. Mr. Moss assists in developing, executing, and managing strategic internal and external communication strategies that support the objectives of the City of Springfield.

Mayoral Aide Minerva Marrero serves as the Mayor’s 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

Fiscal Year 2018 Budget and Program Summaries
OFFICE OF THE MAYOR

Program Summaries

City Governance

Highlights (cont.)

represents the Mayor on a number of neighborhood initiatives and organizations such as the C3 Policing committees for Sectors A and 1, the 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,” which consists of representatives from the Code, Law, and Police departments, and works very closely with the 311 Call Center to assure quality customer service. Further, Mr. Baker will often partner with City Departments to investigate citizen concerns on a case-by-case basis, in an effort to reach a resolution. In addition to constituent work, Mr. Baker sits on several different internal committees as the Mayor’s representative and is the Mayor’s Office liaison for the local utility companies. Mr. Baker oversees the Mayor’s Constable Appointments and works closely with the City’s neighborhood councils, specifically Liberty Heights, East Springfield and Indian Orchard. He is the Mayor’s representative for the Community Police Beat Management Team meetings for Sectors B, C and D. Mr. Baker is also the Mayor’s Office legislative liaison, working closely with the Clerk’s Office, Law Department and the Office of the CAFO.

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. Sullivan manages the City’s social media presence on various sites as well as news on the City’s website, and shoots photographic content for these platforms. Sullivan and Moss also work together to develop original video content on behalf of the Mayor.

Fiscal Year 2018 Budget and Program Summaries

OFFICE OF THE MAYOR

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
City Governance				
Supplies & Operations	-	-	-	-
Total Adjustments	-	-	-	-

Fiscal Year 2018 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 City Departments and Officials so that they may conduct City business in compliance with local, state, and federal laws. Additionally, the Law Department represents the City in all litigation where the City is a plaintiff or defendant.

FY17 Department Highlights

The Law Department provided legal advice and formal legal opinions, participated in contract negotiation—including drafting and review, responses to employment law issues, and supported procurement issues such as drafting requests for proposals, invitations for bids, contracts for goods and services, real estate and construction, and providing procurement advice to departments. In addition, attorneys in the Law Department drafted and reviewed proposed ordinances, special acts, resolves and orders; assisted departments with public records compliance, provided ethics opinions; and offer general legal advice and guidance to, as well as attended all meetings of, the Springfield City Council and various boards and commissions. The Law Department also participated in training as required.

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

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

FY18 Budget Highlights

- ◆ Funds 31 General Fund FTEs
- ◆ Includes 2% increases for non-bargaining employees.
- ◆ Funds new entry level attorney position.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	1,429,985	1,587,490	1,893,883	306,392	19.3%
OTPS	895,680	434,718	431,718	(3,000)	-0.7%
Capital	-	-	-	-	0.0%
Total General Funds	2,325,665	2,022,208	2,325,601	303,392	15.0%

Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	25.5	26.0	31.0	5.0	19.2%
Grant FTEs	1.7	1.7	1.7	-	0.0%
Total FTEs	25.5	26.0	32.7	4.0	15.4%

Fiscal Year 2018 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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Legal Services	735,394	805,202	866,004	60,802	37.2%
Litigation	1,111,459	685,623	828,476	142,853	35.6%
Legal/Code Litigation	350,917	391,348	457,919	66,572	19.7%
Licensing	127,895	140,035	173,201	33,166	7.4%
Total Expenditures	2,325,665	2,022,208	2,325,601	303,392	100%

Revenue Summary

TOTAL REVENUE: \$959,632

Legal Services— \$378,853

Miscellaneous Revenue:

◆ FOIA Requests

◆ Witness Fees

Licensing— \$580,779

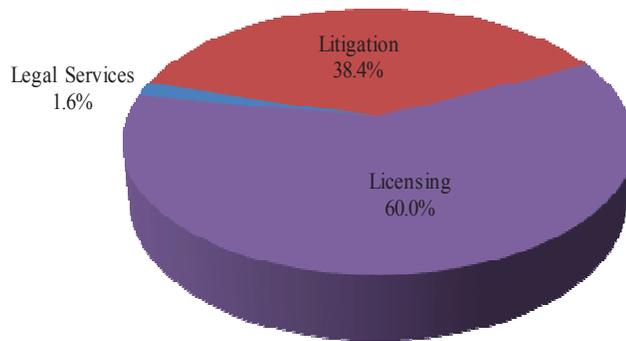
Alcoholic Beverage Licenses

Other Permits

◆ Car Dealers

◆ Common Victualler

Program Revenue



Departmental Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Legal Services	23,938	15,000	15,000	-	1.6%
Litigation	542,505	363,853	363,853	-	38.4%
Legal/Code Litigation	-	-	-	-	0.0%
Licensing	526,108	567,779	580,779	13,000	60.0%
Total Departmental Revenue	1,092,551	946,632	959,632	13,000	100%

Fiscal Year 2018 Budget and Program Summaries

LAW DEPARTMENT

All Funds Expenditure Detail

	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund Operating Budget					
Personal Services	1,429,985	1,587,490	1,893,883	306,392	19.3%
OTPS	895,680	434,718	431,718	(3,000)	-0.7%
Capital	-	-	-	-	0.0%
Total General Funds	2,325,665	2,022,208	2,325,601	303,392	15.0%
	FY16 Actual	FY 17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
External Funds Budget					
Grant Funds	157,000	135,000	135,000	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	712	-	-	-	0.0%
Other Funding	-	50,000	50,000	-	0.0%
Total External Funds	157,712	185,000	185,000	-	0.0%
All Funds Budget	2,483,377	2,207,208	2,510,601	303,392	13.7%

All Funds Revenue Detail

	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Department Revenue					
Freedom of Information Act	2,400	15,000	15,000	-	0.0%
Alcohol Beverage Licenses	420,198	452,129	452,129	-	0.0%
Taxi Cab License	2,865	10,000	10,000	-	0.0%
Other Permits	103,045	105,650	118,650	13,000	12.3%
Miscellaneous Revenue	21,537	363,853	363,853	-	0.0%
Reimbursement for Damages	542,505	-	-	-	0.0%
Total Departmental Revenue	1,092,551	946,632	959,632	13,000	1.4%

	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
External Funding Sources					
Comcast - City of Springfield Cable Related	Grant	6/30/2020	40,000	40,000	40,000
Local Consumer Aid FY18	Grant	6/30/2017	93,000	95,000	95,000
<i>Subtotal FY18 Anticipated Grants</i>			157,000	135,000	135,000
Spa Offset for Employee Services			-	50,000	50,000
<i>Subtotal FY18 Other Funding</i>			-	50,000	50,000
Total External Funding Sources			157,000	185,000	185,000

Fiscal Year 2018 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal Services

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	735,394	805,202	866,004
FTEs	11.5	12.0	13.5
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Percentage of contracts drafted and reviewed within 60 days of receipt of complete information	95%	98%	98%

Citywide Strategic Priority: Fiscal and Operational Excellence

During fiscal year 2017 (July 1, 2016 through February 22, 2017), in addition to existing legal matters, the Law Department opened 113 new Litigation matters, 122 Contract/Transactional matters, and 362 Public Records matters. The department was also involved in: investigation of new claims alleging property damage or personal injury, responding to requests for opinions, legislation, and other legal advice and services in accordance with the mission of the Law Department, such as providing legal services in conjunction with the Open Meeting.

The highlights of some of the Law Department Legal Services Division activities in FY17 included:

Public Safety:

- ◆ Advised Community Police Hearing Board in case reviews and hearings, and continued implementation of Mayor Sarno's Executive Order to provide greater transparency and improved reporting vis-à-vis Case Data
- ◆ Provided legal services in relation to the drafting and review of Requests for Proposals to review the Police Department's Internal Investigation Unit procedures and practices
- ◆ Provided legal support to the Police Department regarding the implementation of updated cash handling procedures, including the handling and depositing of cash seized as evidence
- ◆ Provided legal support to the Police, Fire, and Dispatch Departments in connection with grant contracts, contracts for goods and services, amendments, and lease/purchase agreements for new public safety equipment
- ◆ Provided legal support to City Departments in responding to subpoenas for records in criminal investigations

Economic Development:

- ◆ Provided continuing legal services to the Springfield Redevelopment Authority regarding the construction, and redevelopment of Union Station, and Request for Proposals for the management of Union Station
- ◆ Provided continuing Legal Services to the Springfield Parking Authority regarding the Civic Center garage project and other matters; loaned a Law Department employee to the Springfield Parking Authority as to serve as Acting Executive Director
- ◆ Provided legal services to DPW and Disaster Recovery for the Marble Street, Island Pond Road/Alden Street and 6 Corners Traffic Improvement projects, including meeting with property owners, drafting appraisal and other professional service contracts, drafting City Council Orders, drafting documents and notices for eminent domain takings of easements and property, and drafting engineering contracts for the X Intersection Project and Cottage Street Traffic Project.
- ◆ Provided legal services related to Article 97 Special Acts (change of use of park land) and related City Council Orders for the South End Community Center and Senior Center
- ◆ Prepared and participated in successful foreclosure, auction, and disposition of Tax Title Properties to return properties to the tax rolls.

Fiscal Year 2018 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal Services Highlights cont.

- ◆ Provided legal support and drafted a Technical Skills Training Agreement with the Regional Employment Board for the implementation, use and management of the John Shea/Bright Nights Technical Skills Training Facility at Forest Park
- ◆ Updated and revised the City's CDBG Sub-recipient Contract form in response to regulatory changes, and negotiated contract changes with Baystate Medical Center for grant funds supporting the construction of its new heat and power plant

Casino Gaming Development and Licensing Process:

- ◆ Supported the ongoing efforts to implement the Host Community Agreement at the local level; reviewed construction progress, traffic impacts, proposed easements, and street widening
- ◆ Drafted and reviewed contracts for the implementation of a parking services program funded by MGC mitigation reserve funds
- ◆ Participated in negotiation and review of proposed amendments to the Host Community Agreement.

Contracts and Procurement Assistance: The Law Department, Office of Procurement, Office of the Comptroller, and School Department continued to collaborate, update, discuss, and trouble-shoot contract, procurement, and payment issues. The Law Department drafted contracts for the Springfield Empowerment Zone Partnership and UP Academy. The Law Department also provided significant legal assistance to the School Dept. in acquiring the property at 75 Cadwell Drive by eminent domain for a Foodservice and Culinary Center, including drafting City Council Orders, working with the owner's counsel, negotiating agreements to relocate displaced tenants, and assisting with property management issues. The Law Department collaborated with the Offices of Procurement and the Comptroller and created a detailed memo on the City's contract process, focusing on grant contracts and non-Procurement contracts, to assist City departments that find the process confusing and time-consuming. The Law Department will also conduct training on the contract process for these departments.

Major Contracts and Real Estate Matters: In FY 2017, the Law Dept. negotiated, drafted and reviewed numerous City Council Orders, contracts and amendments related to Lease/Purchase Agreements for School Computer Equipment, the School Dept. takeover of the management of the Springfield Promise Program, Out of District Tuition and special education service provider, professional development and software contracts, drafted Orders for the School Committee and City Council related to the proposed siting of a new East Forest Park Branch Library on the Dryden School site, and for granting an Easements for electrical service and access on various school properties.

Legal Research and Legislation: In FY 2017, the Law Department provided legal support for City departments on a variety of subjects including: implementing the early voting process, medical marijuana laws, collective bargaining, and employee discipline. The Department also drafted and revised ordinances.

Public Records: Public records requests have increased significantly, resulting in the need for the Department to designate a full-time paralegal as a public records coordinator, and assign 50% of another employee's time toward public records compliance. The Department requested that the City Clerk have primary responsibility for public records compliance. From July 1, 2016 through February 22, 2017, the Law Department has received 362 requests for public records and calls for service.

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

School Construction and Renovation Projects: The Department provided legal services to the School Building Commission (SBC) and Department of Capital Asset Construction, including attending all SBC meetings, contract negotiations with the Massachusetts School Building Authority, and drafting and reviewing contracts and amendments for over a dozen school building, renovation and repair projects.

Fiscal Year 2018 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Litigation

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,111,459	685,623	828,476
FTEs	7.0	7.0	8.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Target (settlements against city)	663,828	1,683,726	195,500
To file timely answers to court complaints:			
Percentage of on time responses to court complaints	99%	99%	99%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Trial and Appeals:

The City encountered many challenges related to litigation in the state and federal courts, as well as various administrative bodies. These included lawsuits involving allegations of misconduct against police officers, two separate cases in which plaintiffs sought class action certification to challenge the provision of special education services in the public schools, defending two wrongful conviction cases, as well as employment related litigation, tort claims, and contract claims. Some highlights of this year included:

- ◆ Defending two cases in federal court where plaintiffs are attempting to certify class actions in claims against the School Department. One case was dismissed by the plaintiffs after the City filed a motion in federal court. The court denied class certification after a hearing in the other case. The latter case has an appeal pending in the 1st Circuit.
- ◆ Defending two complex cases involving claims of wrongful convictions. One case has settled after several days of mediation at the 1st Circuit.
- ◆ 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, including a death case that was settled with the City paying only \$35,000.00.
- ◆ Handled multiple appeals in state and federal appellate courts.
- ◆ Successfully defended a Land Court challenge to City Council's establishment of Casino Overlay District.
- ◆ Obtained a dismissal of a wrongful death case filed against the City arising out of a murder at a local bar
- ◆ Obtained a voluntary dismissal of a case seeking damages for the emergency demolition of a large mixed use condominium complex following the 2011 tornado; the City paid no damages
- ◆ Successfully defeated a request to stop the construction of the Hampden County Addiction Treatment Center on Mill Street
- ◆ Assisted the Labor Relations Department on various arbitrations, MCAD complaints, and litigation related matters
- ◆ Pursued a lawsuit to recover against the surety bond pledged by the terminated Grounds Management Services contractor for the additional costs incurred by the City to obtain replacement services when the vendor defaulted on the contract and its equipment was seized by creditors.

Fiscal Year 2018 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal/Code Litigation

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	350,917	391,348	457,919
FTEs	4.0	5.0	6.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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	648	630	735
Number of receivers appointed	52	57	65

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Legal/Code Enforcement:

- ◆ More than 350 Code Enforcement claims had been filed in court by the Law Department; we are on track to file approximately 600 cases this year.
- ◆ The Law Department is on track to obtain approximately 70 receiverships involving blighted or non-compliant properties in this fiscal year.
- ◆ The Law Department will once again provide training for current and new receivers for the Western Division of Housing Court as well as other Code Enforcement officials.

Fiscal Year 2018 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Licensing

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	127,895	140,035	173,201
FTEs	2.0	2.0	3.5
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Revenue	90%	87%	95%
Number of Licenses Processed	604	590	630

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The Law Department's licensing office continues to support the implementation of entertainment regulations promulgated by the Mayor, and conducts Entertainment Licensing hearings as needed.
- ◆ Increased revenue raised through the administration of the License Commission. Added a half-time employee to assist in the administration of the License Commission public office.
- ◆ Provided license renewal administration and services for alcohol, common victualler, 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.
- ◆ The rules and regulations manual drafted by the Law Department helps businesses and other interested parties in understanding the basic rules and regulations regarding 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.
- ◆ The Law Department continued to provide legal support to the Taxi and Livery Commission.
- ◆ The Law Department conducted a 2- day hearing for the Department of Health and Human Services on the issue of whether to renew a smoking bar permit, in light of public health concerns raised by residents in the building where the business operated. The Department issued a report containing findings and recommendations to the Health Commissioner.

Fiscal Year 2018 Budget and Program Summaries
LAW DEPARTMENT

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY 18 Recommended
Legal Services				
Salaries & Wages	(40,000)	(40,000)	(40,000)	48,018
Supplies & Services	(7,000)	(5,000)		
Litigation				
Salaries & Wages				28,455
Professional Services	-			(3,000)
Licensing				
Salaries & Wages				12,449
Legal/Code Litigation				
Salaries & Wages				21,341.29
Supplies & Services	(30,000)	(15,000)		
Total Adjustments	(77,000)	(60,000)	(40,000)	107,263

Notes

- ◆ Salaries and Wages
 - ◇ Added a new first associate position for the promotion of one of the Department’s attorneys and a new fourth associate, entry level attorney position (\$52,200).
 - ◇ Raised current attorneys salaries to put them more in line with comparable positions in other municipalities within the Commonwealth. This will improve staff retention, increasing the Department’s ability to retain to employees who have developed expertise in municipal law (\$58,063).
- ◆ OTPS:
 - ◇ Professional Services: Reduction of (\$3,000) based on historical spending.

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Fiscal Year 2018 Budget and Program Summaries

BOARD OF ELECTIONS

Mission

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

FY17 Department Highlights

The Board of Elections conducts elections that span Municipal, State, and Federal districts. The Board of Elections is the sole processing center for all new voter registrations in the City of Springfield. In addition, 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.

FY18 Budget Highlights

- ◆ Funds 5.0 FTEs.
- ◆ Includes a 2% salary increase for non-bargaining and UPSEU employees.
- ◆ Funds operations related to the annual city census, one (1) municipal election, one (1) city preliminary, voter registration, and voter outreach events.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	413,209	456,213	409,895	(46,317)	-10.2%
OTPS	156,381	161,878	171,803	9,925	6.1%
Capital	-	-	-	-	0.0%
Total General Funds	569,591	618,091	581,698	(36,392)	-5.9%

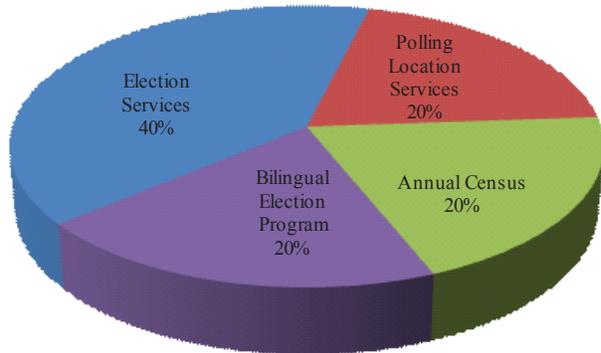
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	4.5	5.0	5.0	-	0.0%
Total FTEs	4.5	5.0	5.0	-	0.0%

Fiscal Year 2018 Budget and Program Summaries

BOARD OF ELECTIONS

Program Expenses



Program Summaries

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

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

Annual Census - Conducting the census is a responsibility of the department according to State law.

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

Program Budgets

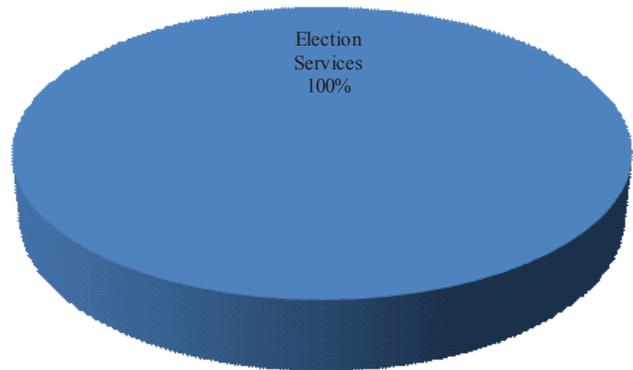
Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Election Services	227,836	247,236	232,679	(14,557)	40.0%
Polling Location Services	113,918	123,618	116,340	(7,278)	20.0%
Annual Census	113,918	123,618	116,340	(7,278)	20.0%
Bilingual Election Program	113,918	123,618	116,340	(7,278)	20.0%
Total Expenditures	569,591	618,091	581,698	(36,392)	100%

Revenue Summary

State Reimbursement - The Board of Elections will not receive state funding this fiscal year because all of the elections being held are for municipal offices.

Departmental Fees - Fees received for the purchase of copies, maps and certified proof of residence. \$3,000

Program Revenue



Departmental Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Election Services	5,829	5,200	3,000	(2,200)	100%
Annual Census Reimbursement	27,500	27,500	-	(27,500)	0.0%
State Election Reimbursement	25,158	25,000	-	(25,000)	0.0%
Total Departmental Revenue	58,487	57,700	3,000	(54,700)	100%

Fiscal Year 2018 Budget and Program Summaries
BOARD OF ELECTIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	413,209	456,213	409,895	(46,317)	-10.2%
OTPS	156,381	161,878	171,803	9,925	6.1%
Capital	-	-	-	-	0.0%
Total General Funds	569,591	618,091	581,698	(36,392)	-5.9%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	569,591	618,091	581,698	(36,392)	-5.9%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Available	FY18 Recommended	Variance FY18-FY17	Percent Change
Departmental Fees	5,829	5,200	3,000	(2,200)	100%
Other Revenue-From Services	27,500	27,500	-	(27,500)	-100%
Other Revenue-State	25,158	25,000	-	(25,000)	-100%
Reimbursement For Prior Year Expenses	-	-	-	-	0.0%
Total Departmental Revenue	58,487	57,700	3,000	(54,700)	-94.8%
External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
	-	-	-	-	-
Total External Funding Sources			-	-	-

Fiscal Year 2018 Budget and Program Summaries
BOARD OF ELECTIONS

Program Summaries

Election Services

Election Services	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	227,836	247,236	232,679
FTEs	2.0	2.0	2.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Elections Administered	3	2	2
Provisional ballots cast	28	261	20
Absentee ballots cast & counted	1,374	2,487	1,000
# of Registered Voters	103,924	104,092	105,000
# of Newly registered voters	8,235	7,368	6,000
Voter Turnout	16.5%	53.1%	18.0%
# of Retirement Board Elections Conducted	0	1	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY17, Election Services convened an active slate of Election Commissioners and administered a State Primary and State Election.
- ◆ Elections Services increased its use of social media as a platform for voter engagement and expanded staff participation in community events.
- ◆ In FY18, the Board will conduct a City Preliminary and Municipal Election in a cost efficient manner, using a precinct-based computerized optical scanning system. The Board will strive to increase voter turnout in these elections by expanding voter outreach via marketing and civic engagement programs.
- ◆ In FY18, the Board will collaborate with the Department of Housing to monitor neighborhood elections on an as-needed basis.
- ◆ In FY18, the Board will collaborate with Springfield Retirement Board to administer the Retirement Board Election.

Fiscal Year 2018 Budget and Program Summaries
BOARD OF ELECTIONS

Program Summaries

Polling Location Services

Polling Location Services	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	113,918	123,618	116,340
FTEs	1.0	1.0	1.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Poll workers recruited and hired (bilingual)	102	135	180
Poll workers recruited and hired (non-bilingual)	428	390	358
Poll worker training sessions administered	20	7	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.
- ◆ This year the Board successfully participated in Early Voting. Springfield was named a 2016 Massachusetts Early Voting Challenge Gold Medal Winner by Common Cause. The Board held early voting in 10 locations and offered weekend and extended evening voting hours.
- ◆ In FY18, the Board will continue recruiting new poll workers to supplement the current roster, which has decreased due to retirement.

Fiscal Year 2018 Budget and Program Summaries
BOARD OF ELECTIONS

Program Summaries

Annual Census

Annual Census	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	113,918	123,618	116,340
FTEs	1.0	1.0	1.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Census records maintained*	74,087	77,136	80,000
Census response rate	40%	17%	55%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY17, the Board of Elections conducted the Annual City Census and expanded marketing efforts, which resulted in increased response rates.
- ◆ In FY18, the Board will conduct the Annual City Census in accordance with state law, and hopes to increase the response rate by at least fifteen percent (15%).
- ◆ For FY18, the Board will work directly with the owners and managers of multi-dwelling unit residential properties to collect more accurate census data.

*Denotes households not individual residents.

Fiscal Year 2018 Budget and Program Summaries
BOARD OF ELECTIONS

Program Summaries

Voter Outreach & Bilingual Election Program

Voter Outreach & Bilingual Election Program	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	113,918	123,618	116,340
FTEs	0.5	1.0	1.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Number of community-based organizations in the outreach network	81	127	140

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY17, the Board actively collaborated with the Springfield School Department on a Kids Vote Mock Election Project. The purpose of the collaboration was to encourage lifelong voting habits in children, increase family communication about civic engagement, and encourage greater adult voter turnout. 25 elementary schools, 11 middle schools, and 7 high schools took part in the Kids Vote program. The results of the mock elections were broadcast live in City schools, online, and on television by Focus Springfield.
- ◆ In FY17, the Board collaborated with the Springfield City Library to offer opportunities for voter/resident engagement.
- ◆ In FY18, the Board will continue to effectively implement the Voting Rights Act consent decree, and will expand relationships with community-based organizations within the City of Springfield.

Fiscal Year 2018 Budget and Program Summaries
BOARD OF ELECTIONS

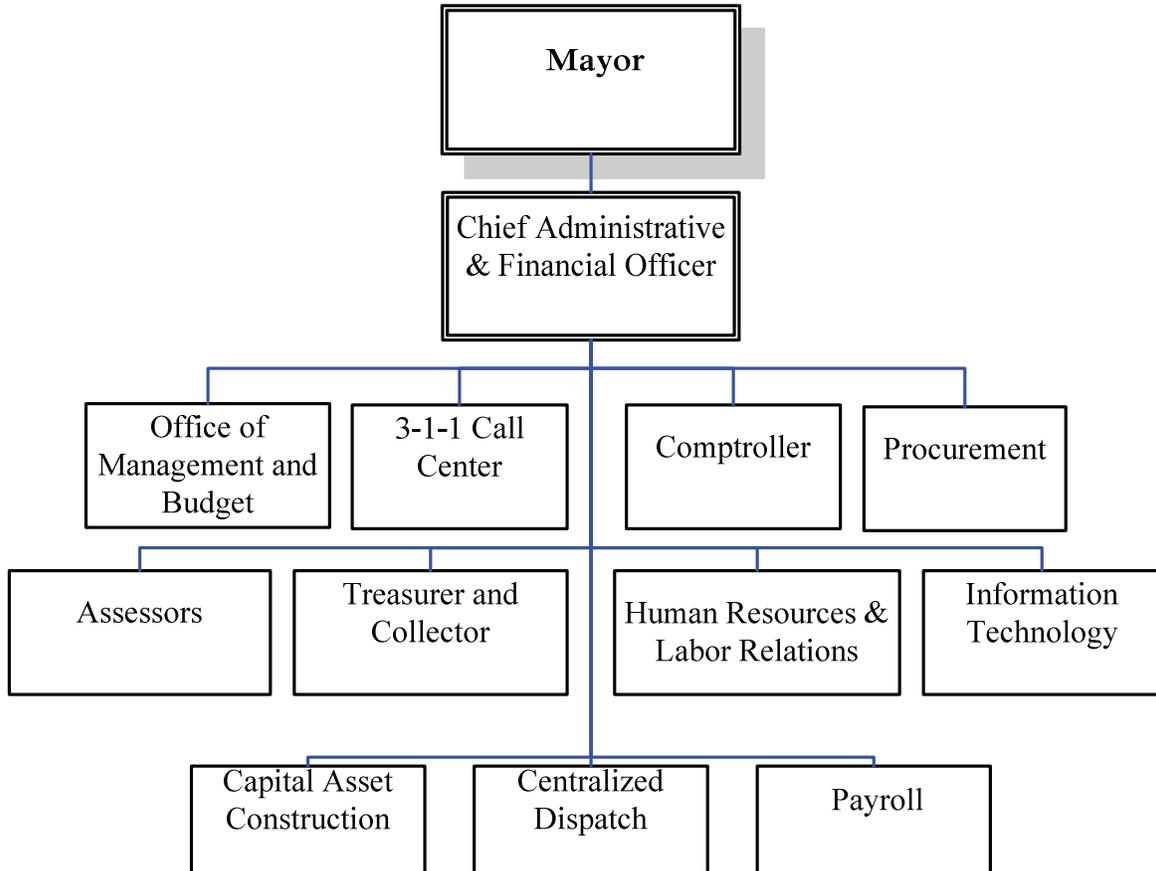
FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Election Services				
Salaries & Wages	(60,000)	-	-	-
Temporary Salaries & Wages	-	(7,600)	-	-
Dues & Memberships	-	(800)	-	(100)
Rental - Office Equipment				(603)
Other Supplies	-	(5,000)	-	-
Services & Supplies	-	-	-	-
Postage & Delivery	-	-	(5,914)	-
Office Supplies	-	-	(1,128)	(3,500)
Polling Location Services				-
Other Supplies				(15,000)
Rental - Building	-	(870)	(840)	-
Total Adjustments	(60,000)	(14,270)	(7,882)	(19,203)

Notes

- ◆ OTPS
 - ◇ Rental—Office Equipment: Reduction of (\$603) based on rental quotes from vendor.
 - ◇ Dues and Memberships: Reduction of (\$100) based on historical spending
 - ◇ Office Supplies: Reduction of (\$3,500) to reflect level service spending.
 - ◇ Other Supplies: Reduction of (\$15,000) to reflect level service spending.

Section 5 Administration & Finance Division



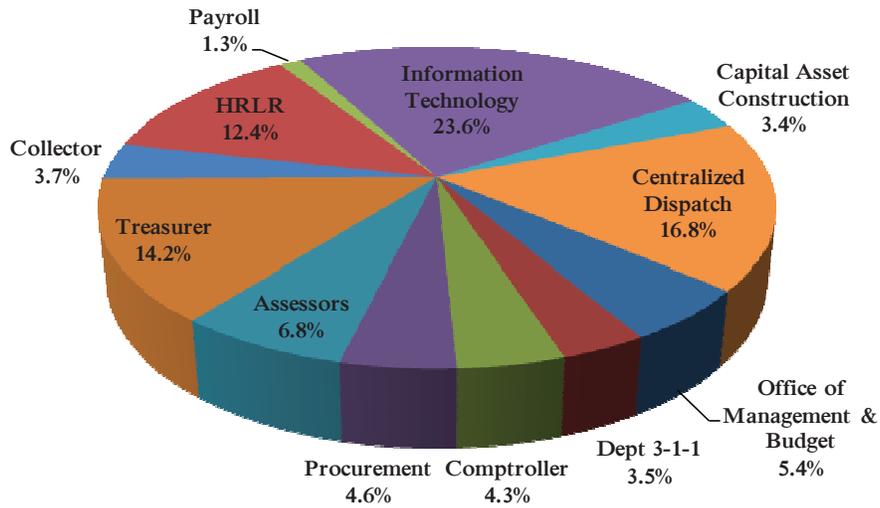
Mission Statement

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

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Fiscal Year 2018: All Funds Budget and Revenue Overview

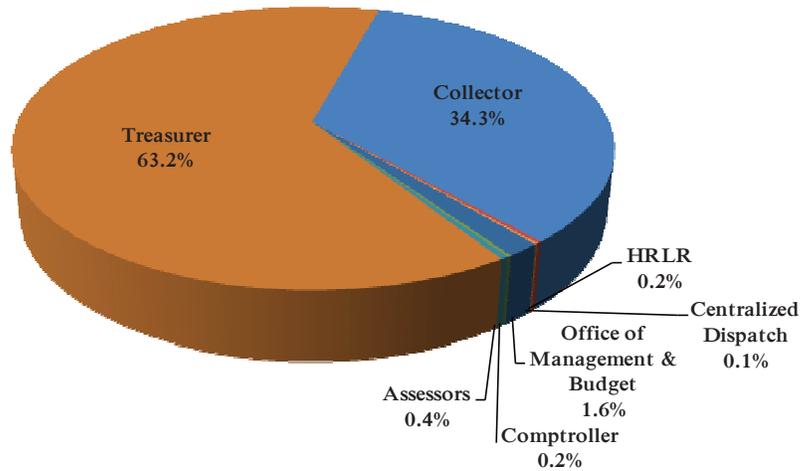
Administration & Finance Division



FY18 Recommended Budget Administration & Finance Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
Office of Management & Budget	651,297	684,978	671,778	707,362	3.3%	5.3%
Dept 3-1-1	401,231	449,475	434,475	455,554	1.4%	4.9%
Comptroller	518,192	588,744	573,744	566,409	-3.8%	-1%
Procurement	515,041	518,502	518,502	605,082	16.7%	16.7%
Assessors	801,154	928,134	973,134	903,241	-2.7%	-7.2%
Treasurer	1,827,318	1,944,088	1,944,088	1,870,867	-3.8%	-3.8%
Collector	450,924	454,820	454,820	484,230	6.5%	6.5%
HRLR	1,554,375	1,629,801	1,629,801	1,638,388	0.5%	0.5%
Payroll	132,235	151,317	151,317	166,447	10.0%	10.0%
Information Technology	3,014,270	3,123,864	3,123,864	3,117,570	-0.2%	-0.2%
Capital Asset Construction	442,001	445,799	445,799	453,120	1.6%	1.6%
Centralized Dispatch	1,844,873	1,909,826	1,909,826	2,222,067	16.3%	16.3%
Total	12,152,911	12,829,347	12,831,148	13,190,338	2.8%	2.8%

Fiscal Year 2018: All Funds Budget and Revenue Overview

Revenue Overview



Division / Department	FY18 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY18 Total Revenue
Office of Management & Budget	9,626,213	-	-	-	-	9,626,213
Dept 3-1-1	-	-	-	-	-	-
Comptroller	1,082,152	-	-	-	-	1,082,152
Procurement	-	-	-	-	-	-
Assessors	2,179,682	-	-	-	-	2,179,682
Treasurer	6,932,046	-	-	-	378,899,697	385,831,743
Collector	12,500,000	196,720,757	-	-	-	209,220,757
HRLR	1,475,000	-	-	-	-	1,475,000
Payroll	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-
Capital Asset Construction	-	-	-	-	-	-
Centralized Dispatch	-	-	788,262	-	-	788,262
Total	33,795,093	196,720,757	788,262	-	378,899,697	610,203,809

Fiscal Year 2018 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. It collaborates with other departments to ensure financial and operational excellence throughout the City of Springfield. The OMB safeguards the fiscal health and sustainability of the City by providing the Mayor, CAFO, and other City departments with timely and accurate information, performance management analysis, and advice.

FY17 Department Highlights

- ◆ Maintained a credit rating of AA- from Standard and Poor's Rating Agency and an A2 rating from Moody's Rating Agency.
- ◆ Continued Strategic Workforce Analytics & Tactics (SWAT) teams. SWAT teams are comprised of specific people from different departments and address high priority problems identified by departments.
- ◆ Successfully sold \$40.3 million in bonds in February to fund capital improvement projects. In March, OMB successfully sold bonds to finance the Union Station Project, and refinanced bonds from 2007 at lower interest rates, saving the City a projected \$3.8 million over the next six years.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada for the ninth consecutive year.
- ◆ OMB, working with Emergency Management, the Department of Public Works, and the Parks, Recreation and Building Management Division, developed the City of Springfield's Hazard Mitigation Plan, which received its formal approval from FEMA Region 1.

FY18 Budget Highlights

- ◆ Funds an update to the City's Indirect Cost Rate/Cost Allocation Plan for grants.
- ◆ Funds 8.0 FTEs, consistent with FY17.
- ◆ Funds annual Massachusetts Municipal Association dues.
- ◆ Includes a 2% salary increase for non-bargaining employees.

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	551,070	584,782	610,749	25,967	4.4%
OTPS	100,227	100,196	96,612	(3,584)	-3.6%
Capital	-	-	-	-	0.0%
Total General Funds	651,297	684,978	707,362	22,383	3.3%

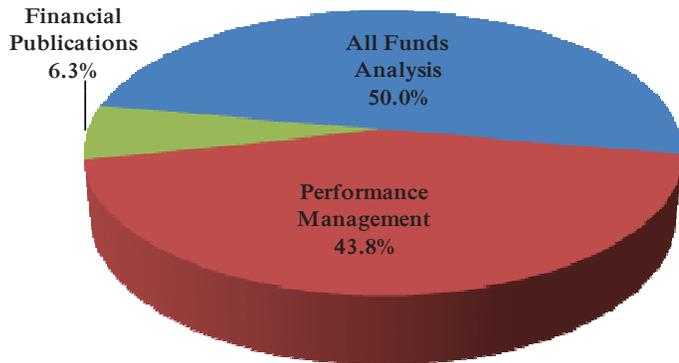
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	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 2018 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 the general fund, grants, trusts, and donations

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

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

Program Budgets

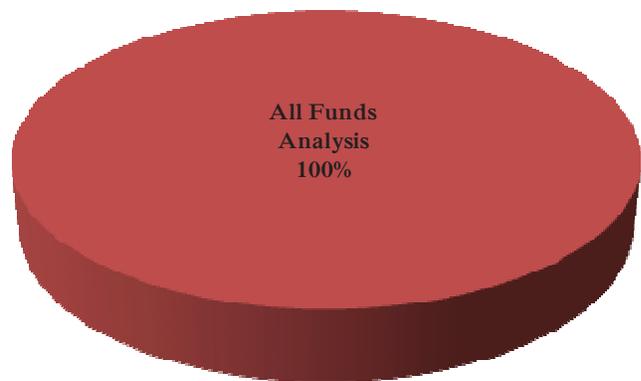
Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
All Funds Analysis	325,649	342,489	353,681	11,192	50.0%
Performance Management	284,943	299,678	309,471	9,793	43.8%
Financial Publications	40,706	42,811	44,210	1,399	6.3%
Total Expenditures	651,297	684,978	707,362	22,383	100%

Revenue Summary

All Funds Analysis: \$9,626,213

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

Program Revenue



Program Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Performance Management					0.0%
All Funds Analysis	8,934,223	7,300,000	9,626,213	2,326,213	100%
Financial Publications					0.0%
Total Departmental Revenue	8,934,223	7,300,000	9,626,213	2,326,213	100%

Fiscal Year 2018 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	551,070	584,782	610,749	25,967	4.4%
OTPS	100,227	100,196	96,612	(3,584)	-3.6%
Capital	-	-	-	-	0.0%
Total General Funds	651,297	684,978	707,362	22,383	3.3%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
Grant Funds	-	50,000	-	(50,000)	-100%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	50,000	-	(50,000)	-100%
All Funds Budget	651,297	734,978	707,362	(27,617)	-3.8%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Adopted	Variance FY18-FY17	Percent Change
Miscellaneous Revenue	8,934,223	7,300,000	9,626,213	2,326,213	31.9%
Total Departmental Revenue	8,934,223	7,300,000	9,626,213	2,326,213	31.9%

External Funding Sources	Type of Funding	Expiration Date	Award Amount	FY17 Available	FY18 Projected
Continuous Improvement	Grant	6/30/2013	25,000		-
MA Gaming Commission - Community Mitigation Fund Specific Impact Grant	Grant	TBD		50,000	-
<i>Grants</i>			25,000	50,000	-
Total External Funding Sources			25,000	50,000	-

Fiscal Year 2018 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

All Funds Analysis

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	325,649	342,489	354,931
FTEs	4.0	4.0	4.0
	FY16 Actual	FY17 YTD	FY18 Goal
Performance Metrics			
% of Council Orders due to being over budget	1%	1%	1%
Average number of days to review requisitions sent to OMB	1	1	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Managed to an operating surplus in FY17.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY17 budget; this is the ninth consecutive year OMB has won this award.
- ◆ Maintained an AA– credit rating from S&P and an A2 rating from Moody’s.
- ◆ Successfully sold \$40.3 million in bonds in February to fund capital improvement projects at an average interest rate of 3.07%.
- ◆ Sold bonds in March to finance the Union Station Project, and refinanced bonds from 2007 at lower interest rates, saving the City a projected \$3.8 million over the next six years.

Fiscal Year 2018 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Program Management

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	284,943	299,678	310,564
FTEs	3.5	3.5	3.5
	FY16 Actual	FY17 YTD	FY18 Goal
# of SWATs	12	11	15

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Examples of facilitated successful SWAT sessions:

Personnel Management

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

Change Orders Analysis

- ◆ Implemented a new system for processing change order requests. OMB analysts now evaluate each change order to assess its impact on departmental budgets.

Paperless Hiring

- ◆ Implemented changes that streamline the hiring process and reduce costs.

Grant Reporting

- ◆ Worked with City departments to enhance the robustness of our grant reporting; aided departments in identifying opportunities where grant funds could be used to supplement their departmental budget.

Updated Standard Operating Procedures (SOPs)

- ◆ Updated SOP memos for procedures involving multiple departments across the City to ensure a standardized and reliable execution of finance-related procedures.

Fiscal Year 2018 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Financial Publications

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	40,706	42,811	44,366
FTEs	0.5	0.5	0.5
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Balanced budget published by June 30th	Yes	Yes	Yes
Released 3 financial documents by the appropriate deadline	Yes	Yes	Yes

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Released the following three financial publications within their respective deadlines:
 - ◇ Fiscal Year 2018 Debt Affordability Study (Deadline: January 30, 2016)
 - ◇ Fiscal Years 2018-22 Capital Improvement Plan (Deadline: March 30, 2017)
 - ◇ Fiscal Years 2018-21 Multi-Year Financial Plan (Deadline: March 30, 2017)
 - ◇ Fiscal Year 2018 Mayor’s Recommended Budget (Deadline: June 30, 2017)

Fiscal Year 2018 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
All Funds Analysis				
Elimination of Professional Services Funding				
Hold on hiring for Management Analyst vacancy	(14,320)			
Reduction Temporary Salaries & Wages		(2,500)		
Training, travel, memberships, subscriptions				(4,500)
Office Equipment Rental			(3,500)	
Professional Services - Consultant Fees			(5,000)	
Performance Management				
Financial Publications				
Total Adjustments	(14,320)	(2,500)	(8,500)	(4,500)

Notes

- ◆ OTPS
 - ◇ Seminars, Education, and Training: reduced by (\$4,500)

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Fiscal Year 2018 Budget and Program Summaries

311 CALL CENTER

Mission

The 311 Call Center’s mission is to provide quality customer service for Springfield residents, businesses, and visitors. 311 serves as a single source for information about City government and promotes accountability. 311 offers one stop shopping for residents to contact us. 311 can be reached 24/7 through multiple channels, including telephone, fax, email, web portal, phone app, and night voicemail.

FY17 Department Highlights

- ◆ 311 continued to work with Roger Putnam Vocational Technical School’s Business Information Management program. An intern from the school successfully completed the program and has a full understanding of the Customer Service Representative (CSR) position.
- ◆ Answered 1,283,382 calls since September of 2008. The Department’s Customer Service Representatives answered 84% of all calls without needing to transfer to another department.
- ◆ From the beginning of FY17 to the end of March, a total of 112,265 calls were answered by our 8 CSRs. Call volume increased by 2% from last year. Our residents and callers waited less than 30 seconds for a call to be answered 87% of the time.

FY18 Budget Highlights

- ◆ Funds 9.0 FTEs
- ◆ Includes a 2% salary increase for non-bargaining employees and UPSEU members.
- ◆ Funds operations related to the 311 Call Center

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	350,688	397,475	403,554	6,079	1.5%
OTPS	50,543	52,000	52,000	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	401,231	449,475	455,554	6,079	1.4%

Department Staff

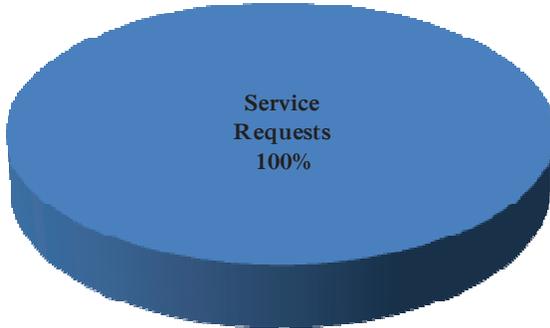
Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	8.8	8.8	9.0	0.2	2.3%
Total FTEs	8.8	8.8	9.0	0.2	2.3%

Fiscal Year 2018 Budget and Program Summaries

311 CALL CENTER

Program Summaries

Program Expenses



Service Requests— Enters service requests for the Board of Assessors, City Collectors, DPW, Forestry, HHS, Housing, Treasurer, Fire, and Police departments. Service requests are received via telephone, fax, email, web portal, and smartphone application. The Call Center also handles DPW administration services.

Program Budgets

Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Service Requests	401,231	449,475	455,554	6,079	100%
Total Expenditures:	401,231	449,475	455,554	6,079	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries
311 CALL CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	350,688	397,475	403,554	6,079	1.5%
OTPS	50,543	52,000	52,000	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	401,231	449,475	455,554	6,079	1.4%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	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:	401,231	449,475	455,554	6,079	1.4%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2018 Budget and Program Summaries

311 CALL CENTER

Program Summaries

Service Requests

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	401,231	449,475	455,554
FTEs	8.8	8.8	9.0
	FY16 Actual	FY17 YTD	FY18 Goal
Performance Metrics			
% of calls answered within 30 seconds	77%	87%	85%
% of calls completed without transfers to other departments	84%	84%	85%
% increase of smartphone application downloads	56%	60%	10%

Citywide Strategic Priority: Fiscal and Operational Excellence; Healthy Neighborhoods

Highlights

This has been a difficult year, with four resignations. Training of a new hire takes approximately 8 weeks, and it is usually 6 months before the Customer Service Representative feels comfortable in the position. Keeping this in mind, 311 is still currently achieving its goals for FY17, with a 2% increase in call volume. As of March 2017, 311 has answered 112,265 calls. 311’s average speed of answer is 19 seconds, our abandoned call rate is 5.1%, and our service level is 87%.

DPW Forms: 311 is the main contact for DPW trash administration, Opt-In, Opt –Out, and Discount forms. While being understaffed and handling high call volumes, we maintained our service levels, providing responsive customer service for those requests. Fifty-six percent of the forms received during the mailing/billing season last year resulted in a discount.

DPW Forms: July – January 2017

- ◆ 367 forms received
- ◆ 33% of the forms resulted in a request for new service
- ◆ Average turnaround time was 6 days from the time of request to the time service was provided.

Internet: Web Form requests are up by 60% from last year. More residents are using individual departments’ web forms to request information. Those requests are directed to the 311 Department for responses.

Phone application requests and service requests addressed to 311 directly increased by 3% from last year. DPW’s solid waste program uses our service requests system to enter error reports (late put out, contamination, overflow, etc.) from the road.

Fiscal Year 2018 Budget and Program Summaries
311 CALL CENTER

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Service Requests				
Elimination of Intern Position	-	-	-	(16,652)
Salaries & Wages	-	(6,464)	-	-
OTPS	(200)	(1,000)	-	-
Overtime	(5,900)	-	-	-
Total Adjustments	(6,100)	(7,464)	-	(16,652)

Notes

- ◆ Salaries and Wages:
 - ◇ Funding for intern position removed because Roger Putnam Vocational Technical School has ended its call-center program (\$16,652).

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Fiscal Year 2018 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.

FY17 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 fifth 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 15, 2016.
- ◆ Worked with City's financial management team to affirm the City’s A2 Bond Rating.
- ◆ Three Staff Members successfully completed the Annual Massachusetts Municipal Auditing & Accounting Educational program.

FY18 Budget Highlights

- ◆ Funds 8.0 General Fund FTEs and 1.0 Utility Fund FTE .
- ◆ Includes a 2% salary increase for all non-bargaining and UPSEU employees.
- ◆ Includes level service funding to address state-mandated financial reporting and Citywide accounts payable services.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	512,958	582,792	560,457	(22,335)	-3.8%
OTPS	5,234	5,952	5,952	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	518,192	588,744	566,409	(22,335)	-3.8%

Department Staff

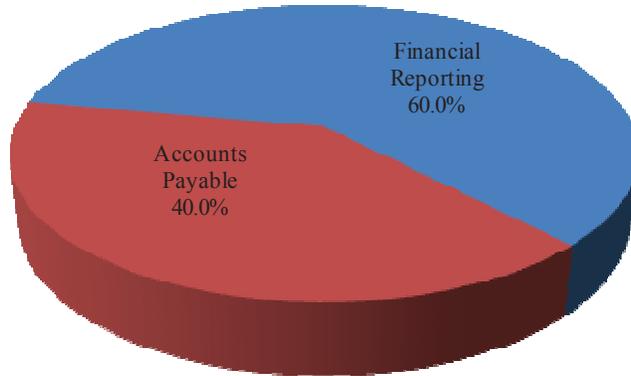
Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	9.0	9.0	8.0	(1.0)	-11.1%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	10.0	10.0	9.0	(1.0)	-10.0%

Fiscal Year 2018 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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Financial Reporting	310,915	353,246	339,845	(13,401)	60.0%
Accounts Payable	207,277	235,497	226,563	(8,934)	40.0%
Total Expenditures	518,192	588,744	566,409	(22,335)	100%

Revenue Summary

TOTAL REVENUE: \$1,082,152

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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Accounts Payable	-	-	-	-	0.0%
Financial Reporting	1,203,030	1,060,615	1,082,152	21,537	100%
Total Departmental Revenue	1,203,030	1,060,615	1,082,152	21,537	100%

Fiscal Year 2018 Budget and Program Summaries
CITY COMPTROLLER

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	512,958	582,792	560,457	(22,335)	-3.8%
OTPS	5,234	5,952	5,952	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	518,192	588,744	566,409	(22,335)	-3.8%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	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	518,192	588,744	566,409	(22,335)	-3.8%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Other Revenue - State	1,425	-	-	-	0.0%
Miscellaneous Revenue	729,438	660,000	685,000	25,000	3.8%
Reimb For Prior Year Expenditure	457,823	398,615	393,152	(5,463)	-1.4%
Indirect Cost Reimbursement	4,016	-	2,000	2,000	0.0%
Refund Of Expenditure	10,328	2,000	2,000	-	0.0%
Total Departmental Revenue	1,203,030	1,060,615	1,082,152	21,537	2.0%

External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
<i>Subtotal FY18 Anticipated Grants</i>			-	-	-
<i>Subtotal FY18 Other Funds</i>			-	-	-
Total External Funding Sources			-	-	-

Fiscal Year 2018 Budget and Program Summaries
CITY COMPTROLLER

Program Summaries

Financial Reporting

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	310,915	353,246	339,845
FTEs	5.6	6.0	6.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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, 2016
- ◆ 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 February 2016
- ◆ Completed the MA Department of Revenue Year End Checklist
- ◆ Completed the Tax Recap Sheet for Fiscal Year 2017
- ◆ Implementation of the MUNIS Upgrade to version 11.2
- ◆ 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 2018 Budget and Program Summaries
CITY COMPTROLLER

Program Summaries

Accounts Payable

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	207,277	235,497	226,563
FTEs	4.4	4.0	3.0
	FY16 Actual	FY17 YTD	FY18 Goal
Performance Metrics			
# 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 2018 Budget and Program Summaries
CITY COMPTROLLER

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Accounts Payable				
Salaries & Wages		(910)		(34,766)
Seminars/Trainings & Membership Fees		(2,790)		
Office Supplies & Equipment		(2,200)	(319)	
Postage & Delivery			750	
In-State Travel		(250)		
Financial Reporting				
Total Adjustments	-	(6,150)	431	(34,766)

Notes

- ◆ Personal Services Reduction:
 - ◇ Salaries & Wages: Payroll Clerk Vacancy (\$34,766)
- ◆ Maintains level service funding for financial reporting and accounts payable processing.

Fiscal Year 2018 Budget and Program Summaries

OFFICE OF PROCUREMENT

Mission

The Office of Procurement (OOP) assists all City Departments in meeting their purchasing goals and contracting needs that are required for their departmental functions, while also ensuring that 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 7C, 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. The OOP is committed to providing value added strategic procurements to assist in mitigating the overall financial picture of the City.

FY17 Department Highlights

- ◆ Policy Implementations: OOP continues its work in implementing updated procedures to streamline purchasing procedures. OOP worked with OMB, Law, and Comptrollers to establish new procedures for goods contracts and other “low risk” contracts (and under \$25K), to be executed by a Purchase Order rather than formal contract. PO terms and conditions were modified, along with the Mayor’s signature being added to the face of the PO to satisfy other statutory and City charter regulations.
- ◆ The passage of the Massachusetts Municipal Modernization Act became effective on 11/7/16, and included several new thresholds and procedures that the OOP will implement in FY18.
- ◆ The City conducted an RFP to establish a Host Community Agreement with a single provider of Medical Marijuana.
- ◆ DCAC Contracts: The OOP assisted the Department of Capital Asset Construction in procuring and securing contracts for several projects in FY17, including Rehab of Van Horn Dam (\$2.1M), Windows and Doors at Brunton School (\$1.8M), Windows and Doors at Mary Walsh (\$1.1M), and secured a Designer for the SPS’s new Culinary Facility for (\$955K). OOP assisted the Department of Public Works with conducting the closure of landfill bid, a project worth over \$2.6M.
- ◆ Contract Processing: As of 4/21/17, the OOP generated 673 contracts. 296 of these contracts were under the \$25K threshold, comparatively last year the number of these “smaller” contracts was 636. By implementing the updated contract/PO thresholds, OOP was able to reduce the amount of resources dedicated to administrating these smaller contracts by a substantial amount.
- ◆ The Chief Procurement Officer, working with the Planning Department, conducted an RFP for downtown revitalization, offering local businesses incentives to once again create a vibrant downtown/restaurant community.

FY18 Budget Highlights

- ◆ Funds 8.0 FTEs, which includes one (1) additional Purchasing Agent for FY18.
- ◆ Includes 2% salary increase for all UPSEU and non-bargaining employees.
- ◆ Continues improvements in bid advertising processes.
- ◆ Fully funds staff training and certification.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	402,685	423,748	512,091	88,343	20.8%
OTPS	112,356	94,754	92,991	(1,763)	-1.9%
Capital	-	-	-	-	0.0%
Total General Funds	515,041	518,502	605,082	86,580	16.7%

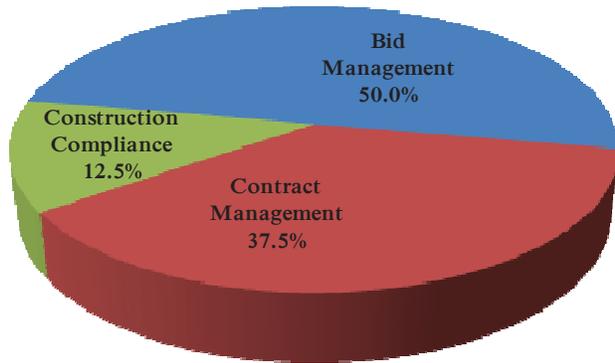
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	7.0	7.0	8.0	1.0	14.3%
Total FTEs	7.0	7.0	8.0	1.0	14.3%

Fiscal Year 2018 Budget and Program Summaries

OFFICE OF PROCUREMENT

Program Expenses



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 departmental needs as prescribed by various local, state, and federal contracting laws as well as processing any necessary amendments or renewals.

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

Program Budgets

Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Bid Management	257,520	259,251	302,541	43,290	50.0%
Contract Management	193,140	194,438	226,906	32,468	37.5%
Construction Compliance	64,380	64,813	75,635	10,823	12.5%
Total Expenditures	515,041	518,502	605,082	86,580	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries
OFFICE OF PROCUREMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	402,685	423,748	512,091	88,343	20.8%
OTPS	112,356	94,754	92,991	(1,763)	-1.9%
Capital	-	-	-	-	0.0%
Total General Funds	515,041	518,502	605,082	86,580	16.7%

External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	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	515,041	518,502	605,082	86,580	16.7%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Departmental Fees	33,150	-	-	-	0.0%
Sale Of Old Materials	7,055	-	-	-	0.0%
Sale Of Land & Bldg	2,625	-	-	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	42,830	-	-	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
			-	-	-
Total External Funding Sources			-	-	-

Fiscal Year 2018 Budget and Program Summaries
OFFICE OF PROCUREMENT

Program Summaries

Bid Management

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	257,520	259,251	302,541
FTEs	3.0	3.0	4.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
% increase in bids over previous YTD	N/A	N/A	N/A
% bids needing amendments	<25%	<25%	<25%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The Office of Procurement is responsible for the production of bids for any goods or services valued 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 \$50,000.00 do not require a bidding process, only a solicitation for three price quotes with the contract being awarded to the lowest responsible bidder. The Office of Procurement conducts this process and acts as a liaison with the Department head requesting the procurement throughout the process. Any procurement valued over \$50,000.00 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 Chief Procurement Officer after scoring is completed and the contract is awarded.

Fiscal Year 2018 Budget and Program Summaries
OFFICE OF PROCUREMENT

Program Summaries

Contract Management

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	193,140	194,438	226,906
FTEs	3.0	3.0	3.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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 is exempt from 30B. Purchase orders can act as written contracts up to \$25,000 based on discretion of the OOP (typically for goods). As of 4/21/17, Procurement maintains over 1,552 Active contracts that are still open in MUNIS.
- ◆ City-wide contracts have been created based on the needs of all departments, resulting in better pricing for the City and less duplication of bids for similar departmental needs. These contracts are 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 the Office of Procurement.

Fiscal Year 2018 Budget and Program Summaries
OFFICE OF PROCUREMENT

Program Summaries

Construction Compliance

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	64,380	64,813	75,635
FTEs	1.0	1.0	1.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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. The Office of Procurement staff work closely with DCAC, DPW, Parks and Facilities Management in keeping up 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 the 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 2018 Budget and Program Summaries
OFFICE OF PROCUREMENT

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Bid Management				
Salaries & Wages				54,122
Professional Services	(6,000)			
Postage & Delivery				(1,000)
Advertising				
OTPS	(375)			(763)
Total Adjustments	(6,375)	-	-	52,359

Notes

- ◆ \$54,122 added for the addition of one (1) additional Purchasing Agent.

- ◆ OTPS- \$1,763 reduction to reflect level service spending:
 - ◇ Rental—Office Equipment (\$200)
 - ◇ Postage & Delivery (\$1,000)
 - ◇ Subscriptions (\$88)
 - ◇ In-State Travel (\$475)

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Fiscal Year 2018 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.

FY17 Department Highlights

The Assessing Department determines the property tax levy, which is the primary local source of General Fund revenue. The Department also determines the taxable value of all real and personal property located within the city. Assessors must comply with state laws and regulations in annually assessing all real property at its full and fair cash value (FFCV) based on physical condition as of June 30th and market conditions as of January 1st. The City's FY17 tax levy is \$191.4 million.

The Department is also responsible for over \$13.0 million in local revenue through the motor vehicle excise system, the Chapter 121A program and the PILOT program. The City issues 111,000 motor vehicle excise bills annually, totaling \$11 million. The 121A and PILOT categories generate roughly \$2.0 million.

FY18 Budget Highlights

- ◆ Funds 12.0 FTEs.
- ◆ Includes a 2% salary increase for all non-bargaining and UPSEU employees.
- ◆ Services to aid the levy ceiling growth and produce FY18 valuations.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	632,240	722,841	716,173	(6,668)	-0.9%
OTPS	168,914	205,293	187,068	(18,225)	-8.9%
Capital	-	-	-	-	0.0%
Total General Funds	801,154	928,134	903,241	(24,893)	-2.7%

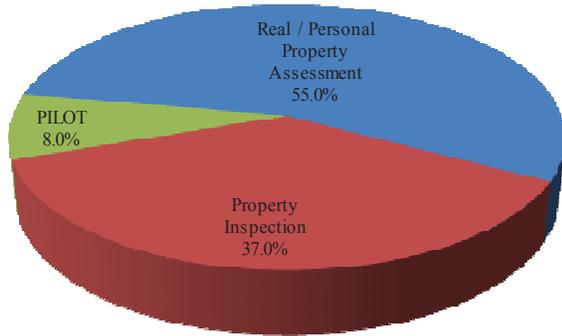
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	12.0	13.0	12.0	(1.0)	-7.7%
Total FTEs	12.0	13.0	12.0	(1.0)	-7.7%

Fiscal Year 2018 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

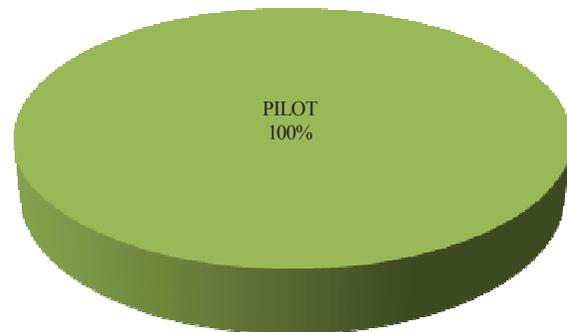
Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Real / Personal Property Assessment	440,635	510,474	496,783	(13,691)	55.0%
Property Inspection	296,427	343,410	334,199	(9,210)	37.0%
PILOT	64,092	74,251	72,259	(1,991)	8.0%
Total Expenditures	801,154	928,134	903,241	(24,893)	100%

Program Revenue

Revenue Summary

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

TOTAL REVENUE: \$2,179,682



Departmental Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Real / Personal Property Assessment	-	-	-	-	0.0%
Property Inspection	-	-	-	-	0.0%
PILOT	1,489,640	2,133,730	2,179,682	45,952	100%
Total Departmental Revenue	1,489,640	2,133,730	2,179,682	45,952	100%

Fiscal Year 2018 Budget and Program Summaries
ASSESSORS DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	632,240	722,841	716,173	(6,668)	-0.9%
OTPS	168,914	205,293	187,068	(18,225)	-8.9%
Capital	-	-	-	-	0.0%
Total General Funds	801,154	928,134	903,241	(24,893)	-2.7%
External Funds Budget					
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	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	801,154	928,134	903,241	(24,893)	-2.7%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
PILOT - Local	572,858	2,133,730	2,179,682	45,952	2.2%
Chapter 121A - Sec 10	318,171	-	-	-	0.0%
Chapter 121A - Sec 6A	598,317	-	-	-	0.0%
Miscellaneous Revenue	294	-	-	-	0.0%
Total Departmental Revenue	1,489,640	2,133,730	2,179,682	45,952	2.2%

External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
					-
<i>Subtotal FY18 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY18 Other Funds</i>			-	-	-
Total External Funding Sources			-	-	-

Fiscal Year 2018 Budget and Program Summaries
ASSESSORS DEPARTMENT

Program Summaries

Real / Personal Property

Real / Personal Property Assessment	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	440,635	510,474	496,783
FTEs	8.0	9.0	8.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
% of deeds transferred and entered within 30 days	100%	100%	100%
# of parcel transfers	2142	3000	3000
Number of personal exemptions granted	1264	1174	1375
Number of abatements granted	86	114	90
Actual Levy % change from prior year	2%	5%	5%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Increased the total taxable value by \$381.5 million which raised the levy, thereby enabling the capture of all certified new growth of \$4.9 million in addition to the basic 2.5 % increase of \$4.5 million. The actual levy rose by \$9.5 million. It is the largest levy increase since Fiscal Year 2009.

Fiscal Year 2018 Budget and Program Summaries
ASSESSORS DEPARTMENT

Program Summaries

Property Inspection

Property Inspection	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	296,427	343,410	334,199
FTEs	3.0	3.0	3.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
% of total property inspected	13%	14%	14%
Average number of properties inspected per inspector annually	1686	1800	1800

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 2018 Budget and Program Summaries
ASSESSORS DEPARTMENT

Program Summaries

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

PILOT	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	64,092	74,251	72,259
FTEs	1.0	1.0	1.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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 2018 Budget and Program Summaries
ASSESSORS DEPARTMENT

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Real / Personal Property				
Personnel Services			46,599	(64,838)
OTPS	(38,000)	(55,107)	(69,000)	(18,195)
Property Inspection				
Payment - in - lieu - of - Taxes (PILOT)				
Total Adjustments	(38,000)	(55,107)	(22,401)	(83,033)

Notes

- ◆ Personal Services Reductions:
 - ◇ Salaries & Wages: Commercial Appraiser Vacancy Removed (\$64,838)
- ◆ OTPS Additions:
 - ◇ Clothing Allowance Increase Union Contract: \$150
- ◆ OTPS Reductions Based on Historical Spending:
 - ◇ Professional Services: (\$15,375)
 - ◇ Printing/Binding: (1,800)
 - ◇ Office Supplies: (\$1,100)
 - ◇ Subscriptions: (\$70)

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Fiscal Year 2018 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.

FY17 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. Increasing interest revenue realized by 34%.
- ◆ 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.

FY18 Budget Highlights

- ◆ Funds 9.0 FTEs, consistent with FY17.
- ◆ Includes 2% increase for all non-bargaining and UPSEU employees.
- ◆ OTPS budget includes:
 - ◇ Full funding for Tax Title program including legal services, Registry of Deeds filing fees, and property maintenance fees.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	485,018	489,700	504,014	14,314	2.9%
OTPS	1,342,300	1,454,388	1,366,853	(87,535)	-6.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,827,318	1,944,088	1,870,867	(73,221)	-3.8%

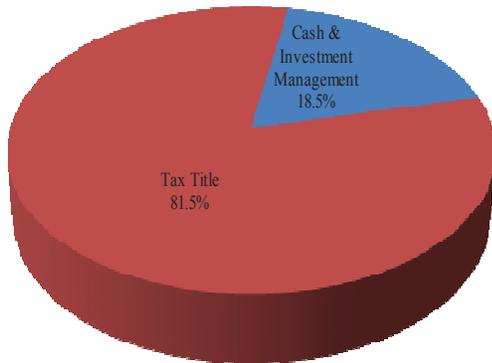
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	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 2018 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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Cash & Investment Management	415,082	357,540	277,162	(80,378)	18.5%
Tax Title	1,412,236	1,586,548	1,593,705	7,157	81.5%
Total Expenditures	1,827,318	1,944,088	1,870,867	(73,221)	100%

Revenue Summary

TOTAL REVENUE: \$385,831,743

Cash & Investment Management -

- ◆ Penalties & Interest \$ 3,132,927
- ◆ Charges for Services \$ 22,279
- ◆ Miscellaneous \$ 10,000
- ◆ Fines & Forfeits \$ 90,000
- ◆ Interest on Investments \$ 1,801,840
- ◆ Departmental & Other \$ 1,075,000

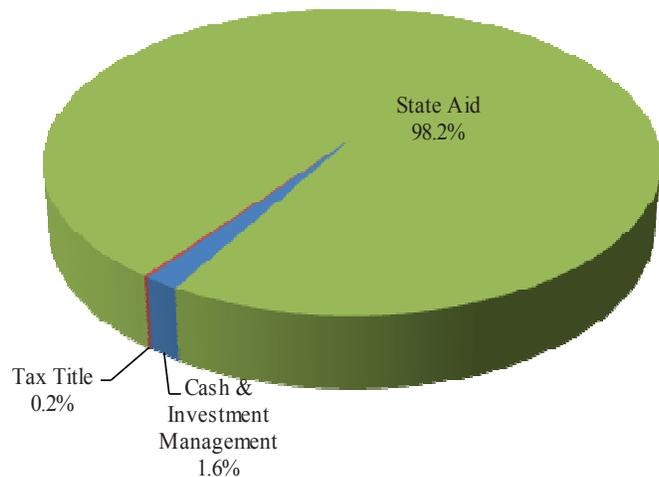
Tax Title -

- ◆ Penalties & Interest \$ 800,000

State Aid

- ◆ State Aid \$ 378,899,697

Program Revenue



Departmental Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Cash & Investment Management	4,215,127	3,787,065	6,132,046	2,344,981	1.6%
Tax Title	3,431,562	900,000	800,000	(100,000)	0.2%
State Aid	368,076,305	376,997,162	378,899,697	1,902,535	98.2%
Total Departmental Revenue	375,722,994	381,684,227	385,831,743	4,147,516	100%

Fiscal Year 2018 Budget and Program Summaries
TREASURER'S DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	485,018	489,700	504,014	14,314	2.9%
OTPS	1,342,300	1,454,388	1,366,853	(87,535)	-6.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,827,318	1,944,088	1,870,867	(73,221)	-3.8%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	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	1,827,318	1,944,088	1,870,867	(73,221)	-3.8%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Taxes	2,679,712	-	-	-	0.0%
Penalties, interest and other taxes	2,036,118	2,122,927	2,182,927	60,000	2.8%
Charges for Services	20,422	22,279	22,279	-	0.0%
Miscellaneous	12,582	30,000	10,000	(20,000)	-66.7%
Intergovernmental	355,381,887	366,300,354	380,649,697	14,349,343	3.9%
MSBA Payments	12,694,418	10,696,808	-	(10,696,808)	-100%
Fines and Forfeits	98,037	90,000	90,000	-	0.0%
Interest earned on Investments	1,505,573	1,346,859	1,801,840	454,981	33.8%
Departmental & Other	1,294,244	1,075,000	1,075,000	-	0.0%
Total Departmental Revenue	375,722,994	381,684,227	385,831,743	4,147,516	1.1%

External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY18 Anticipated Grant Funds</i>			-	-	-
			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY18 Other Funds</i>			-	-	-
Total External Funding Sources				-	-

Fiscal Year 2018 Budget and Program Summaries
TREASURER’S DEPARTMENT

Program Summaries

Cash & Investment Management

Cash & Investment Management	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	415,082	357,540	277,162
FTEs	4.5	4.5	4.5
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Percentage Increase in Investment Income	11%	33%	28%

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 FY18, 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. Additionally, a new contract with Peoples United will provide the City with more advantageous interest rates on its operating accounts. 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 2018 Budget and Program Summaries
TREASURER’S DEPARTMENT

Program Summaries

Tax Title Management

Tax Title	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,412,236	1,586,548	1,593,705
FTEs	4.5	4.5	4.5
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Percentage of Foreclosures Returned to the Tax Rolls	24%	31%	30%
Percentage of Tax Liens Redeemed	17%	16%	20%
Percentage of Foreclosures Redeemed	2%	3%	5%
Percentage of Foreclosures Sold at Auction returned to the Tax Rolls	5%	3%	7%
Number of Payment Plans	270	107	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. In FY17, 24% of the payment plans were paid in full, keeping the taxpayers in their homes. Only 3% defaulted on the payment plan.

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

Fiscal Year 2018 Budget and Program Summaries
TREASURER'S DEPARTMENT

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Cash & Investment Management				
Personal Services				
OTPS		(3,500)	1,030	(6,545)
Tax Title Program				
Personal Services				
OTPS	(100,000)			(82,750)
Total Adjustments	(100,000)	(3,500)	1,030	(89,295)

Notes

- ◆ OTPS Reductions Based on Historical Spending:
 - ◇ Rental - Office Equipment: (\$225)
 - ◇ Professional Services: (\$145,132)
 - ◇ Legal Services: (\$37,618)
 - ◇ Alarm/Guard Services: (\$120)
 - ◇ Dues and Memberships: (\$150)
 - ◇ Printing/Binding: (\$3,750)
 - ◇ Postage & Delivery: (\$1,700)
 - ◇ Office Supplies: (\$600)
- ◆ OTPS Additions:
 - ◇ Interest and Abatements: \$100,000

Fiscal Year 2018 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.

FY17 Department Highlights

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

- ◆ Continued working with the Springfield Parking Authority (SPA) on the City's Boot Program, which resulted in the collection of \$341,781 in delinquent motor vehicle excise taxes and outstanding parking tickets in FY2016.
- ◆ 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.
- ◆ Continued working with the Office of Procurement and the License Commission to develop a process in which all potential vendors are vetted to ensure that no monies are due to the City before a contract or license is awarded. This is expected to increase with the passage of the Municipal Modernization Bill, and the change it incorporated that taxpayers must be in good standing to get tax certified for contracts or licenses. Previously, taxpayers had to be delinquent for 12 months.
- ◆ 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 FY2017, this program resulted in the collection of \$78,396 in delinquent taxes/fees.

FY18 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY17.
- ◆ Includes 2% increase for all non-bargaining and UPSEU employees.
- ◆ OTPS budget includes:
 - ◇ Legal services and advertising related to delinquent collections
 - ◇ Postage & mailing costs

Department Budget

	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	319,668	331,774	341,570	9,795	3.0%
OTPS	131,256	123,046	142,660	19,614	15.9%
Capital	-	-	-	-	0.0%
Total General Funds	450,924	454,820	484,230	29,410	6.5%

Department Staff

	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Department FTEs					
General Fund FTEs	7.0	7.0	7.0	-	0.0%
Total FTEs	7.0	7.0	7.0	-	0.0%

Fiscal Year 2018 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Program Summary

Program Expenses



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

Program Budgets

Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Collections	450,924	454,820	484,230	29,410	100%
Total Expenditures	450,924	454,820	484,230	29,410	100%

Revenue Summary

TOTAL REVENUE: \$ 209,220,757

Collections—

- ◆ Property Taxes \$ 196,720,757
- ◆ Motor Vehicle Excise \$ 10,300,000
- ◆ Penalties & Interest \$ 1,000,000
- ◆ Departmental Fees \$ 1,200,000

Program Revenue



Departmental Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Collections	188,008,458	197,858,317	209,220,757	11,362,440	100%
Total Departmental Revenue	188,008,458	197,858,317	209,220,757	11,362,440	100%

Fiscal Year 2018 Budget and Program Summaries
COLLECTOR'S DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	319,668	331,774	341,570	9,795	3.0%
OTPS	131,256	123,046	142,660	19,614	15.9%
Capital	-	-	-	-	0.0%
Total General Funds	450,924	454,820	484,230	29,410	6.5%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	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	450,924	454,820	484,230	29,410	6.5%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Taxes On Personal Property	23,155,711	-	25,759,400	25,759,400	0.0%
Taxes On Real Property	151,777,138	185,958,317	170,961,357	(14,996,960)	-8.1%
Mvtaxes Previously Written Off	14,821	-	-	-	0.0%
Motor Vehicle Excise	10,843,055	9,900,000	10,300,000	400,000	4.0%
Penalties & Interest - Taxes	827,640	900,000	1,000,000	100,000	11.1%
Departmental Fees	1,383,926	1,100,000	1,200,000	100,000	9.1%
Charges To Depts	-	-	-	-	0.0%
Special Assessments	6,166	-	-	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	188,008,458	197,858,317	209,220,757	11,362,440	5.7%

External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
				-	-
				-	-
<i>Subtotal FY18 Anticipated Grant Funds</i>				-	-
				-	-
				-	-
<i>Subtotal FY18 Other Funds</i>				-	-
Total External Funding Sources				-	-

Fiscal Year 2018 Budget and Program Summaries
COLLECTOR'S DEPARTMENT

Program Summaries

Collections

Collections	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	450,924	454,820	484,230
FTEs	7.0	7.0	7.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Current Year Real Estate and Personal Property Tax Collection Rate	95%	96%	98%
Current Year Motor Vehicle Excise Tax Collection Rate	83%	75%	85%
Delinquent Tax (RE & PP) Collection Rate	20%	13%	25%
Number of New Liens Placed on Properties	590	602	520
Number of Liens from Previous Years Remaining	1,183	1,073	1,025
Number of Properties in Tax Title	1,773	1,675	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 2018 Budget and Program Summaries
COLLECTOR'S DEPARTMENT

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Collections				
Rental - Office Equipment				702
Interest and Abatements		(16,538)	5,000	(100,000)
Total Adjustments	-	(16,538)	5,000	(99,298)

Notes

- ◆ OTPS Addition Based on Historical Spending:
 - ◇ Rental - Office Equipment: \$702
- ◆ OTPS Reduction to be Paid by Treasurer's Office:
 - ◇ Interest and Abatements: (\$100,000)

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Fiscal Year 2018 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.

FY17 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.

FY18 Budget Highlights

- ◆ Includes 16.0 General Funded FTEs.
- ◆ Includes a 2% increase for all Non-bargaining employees and UPSEU Union employees.
- ◆ Builds on efficiencies from NEOGOV and other platforms to reduce advertising and professional services.
- ◆ Integrates City benefit requirements stemming from continued implementation of the Affordable Care Act.
- ◆ Benefits:
 - ◇ Health/Life Insurance \$25,383,533
 - ◇ Unemployment \$173,069
 - ◇ Workers' Compensation \$590,069
 - ◇ Medical & Dental \$980,000
 - ◇ Medicare - Employer Match \$1,230,011
- ◆ Contrib. Retirement \$34,460,425
- ◆ Non - Contrib. Pensions \$139,315

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	1,039,577	1,100,958	1,121,354	20,396	1.9%
OTPS	514,798	528,843	517,034	(11,808)	-2.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,554,375	1,629,801	1,638,388	8,588	0.5%

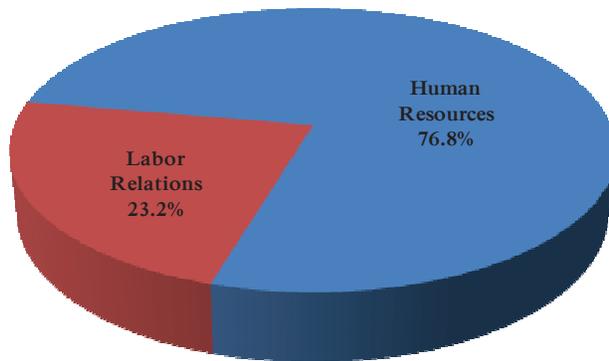
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	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 2018 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

Program Expenses



Program Summaries

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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Human Resources	1,194,229	1,252,178	1,258,776	6,598	76.8%
Labor Relations	360,146	377,622	379,612	1,990	23.2%
Total Expenditures	1,554,375	1,629,801	1,638,388	8,588	100%

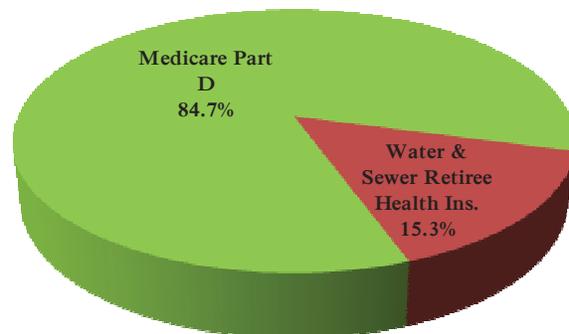
Revenue Summary

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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Medicare Part D	1,276,062	1,250,000	1,250,000	-	84.7%
Water & Sewer Retiree Health Ins.	232,326	225,000	225,000	-	15.3%
Total Departmental Revenue	1,508,388	1,475,000	1,475,000	-	100%

Fiscal Year 2018 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	1,039,577	1,100,958	1,121,354	20,396	1.9%
OTPS	514,798	528,843	517,034	(11,808)	-2.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,554,375	1,629,801	1,638,388	8,588	0.5%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,554,375	1,629,801	1,638,388	8,588	0.5%

All Funds Revenue Detail

Department Reimbursements	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Medicare Part D Reimbursement	1,276,062	1,250,000	1,250,000	-	0.0%
Reimbursement W&S Retiree Health Insurance	230,836	225,000	225,000	-	0.0%
Miscellaneous revenue	1,490	-	-	-	0.0%
Municipal Medicaid Part D	-	-	-	-	0.0%
Total Departmental Revenue	1,508,388	1,475,000	1,475,000	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
<i>Subtotal FY18 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY18 Other Funds</i>			-	-	-
Total External Funding Sources			-	-	-

Fiscal Year 2018 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Human Resources

Human Resources	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,194,229	1,252,178	1,258,776
FTEs	12.0	12.0	12.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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%	97.0%	100%
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.	8.0	8.0	8.0
Average hours from the close of the standard 14 day posting, to referring applicants to the department head.	8.0	8.0	8.0
Average hours from the draft of the offer letter to approval.	24.0	48.0	48.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Help departments establish career pathways within their department to aid in succession planning.
- ◆ Completed the RFP process for the City’s third party administrator for the Employee Assistance Program.
- ◆ Implemented electronic system for Civil Service applicants, eliminating a highly manual process, streamlining the application process.
- ◆ Manually resolved multiple ACA production errors and produced ACA compliant forms (1095-C) meeting the original due date of January 31, 2017.
- ◆ Implemented a Residency Compliance Unit to comply with revised City Ordinance.
- ◆ Partnered with local colleges and high schools to provide internship opportunities within city departments.
- ◆ Hosted two (2) blood drives: Blood Mobile and Battle of the Badges, with the American Red Cross.
- ◆ Provide City employees with fourth annual Wellness Fair (June 2017).
- ◆ Collaborated with Springfield Police Department to administer Active Shooter Preparedness training to Department Heads and city employees.
- ◆ Held a bi-annual Pre-Retirement Seminar for on April 6, 2017.
- ◆ Hosted the 2nd Annual City of Springfield Biggest Loser where 40 contestants participated losing 295 pounds in total.
- ◆ Continued to make significant progress in resolving long-standing workers’ compensation claims and improving return to work results for new claims.
- ◆ Our online job postings were viewed 114,463 times and we have received 8,128 applications in FY 17 (to date – April 28, 2017).

Fiscal Year 2018 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Labor Relations

Labor Relations	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	360,146	377,622	379,612
FTEs	4.0	4.0	4.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Bargaining Sessions Complete	37	49	N/A

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Hired a new Collective Bargaining Agent
- ◆ Completed negotiations with the following bargaining units:
 - ◇ UFCW through 2020
 - ◇ UPSEU through 2020
 - ◇ AFSCME 1596 A through 2020
 - ◇ SOLE through 2018
 - ◇ SASCE through 2020
 - ◇ AFSCME 3065 through 2020

Fiscal Year 2018 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Human Resources				
Salaries & Wages				
Overtime				(500)
Professional Services				(13,934)
Seminars/Education/Training				(1,000)
Advertising				(1,000)
Services & Supplies	(19,967)	8,345	(42,828)	(300)
Out of State Travel				(500)
Labor Relations				
Salaries & Wages		9,546		
Benefits	(2,006,761)			(1,248,479)
Total Adjustments	(2,026,728)	17,891	(42,828)	(1,265,713)

Notes

Reductions in for the Department in FY18 impact Personal Services, OTPS, and Benefits. These include:

- ◆ Personal Services
 - ◇ Overtime: Reduced to level funded based on historical data (500)
- ◆ OTPS
 - ◇ Professional Services: Reduced to level service (13,934)
 - ◇ Various OTPS items adjusted for level service funding:
 - ◆ Seminars/Education/Training (1,000)
 - ◆ Advertising (1,000)
 - ◆ Supplies & Services (300)
 - ◆ Out of State Travel (500)
- ◆ Benefits
 - ◇ Reduction based on health insurance actuals and grant offsets (1,248,479)

Fiscal Year 2018 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.

FY17 Department Highlights

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

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

FY18 Budget Highlights

- ◆ Funds 14.0 FTEs, consistent with FY17. Includes 2% increase for all UPSEU and non-bargaining employees.
- ◆ 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, Everbridge, and Accela.
- ◆ Level service for continued IT services and support.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	992,527	981,295	1,008,391	27,095	2.8%
OTPS	1,984,974	2,122,568	2,089,180	(33,389)	-1.6%
Capital	36,769	20,000	20,000	-	0.0%
Total General Funds	3,014,270	3,123,864	3,117,570	(6,293)	-0.2%

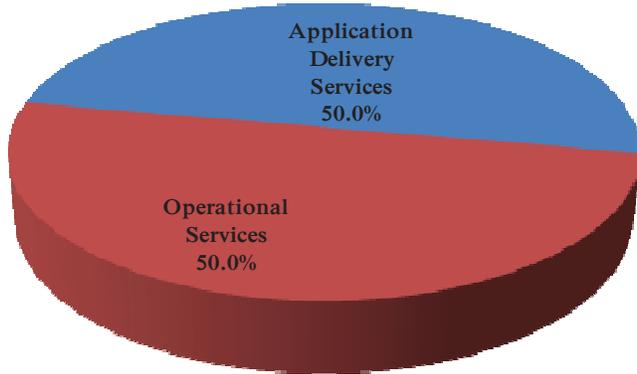
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	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 2018 Budget and Program Summaries

INFORMATION TECHNOLOGY DEPARTMENT

Program Expenses



Program Summary

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

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

Program Budgets

Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Application Delivery Services	1,507,135	1,561,932	1,558,785	(3,147)	50.0%
Operational Services	1,507,135	1,561,932	1,558,785	(3,147)	50.0%
Total Expenditures	3,014,270	3,123,864	3,117,570	(6,293)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	992,527	981,295	1,008,391	27,095	2.8%
OTPS	1,984,974	2,122,568	2,089,180	(33,389)	-1.6%
Capital	36,769	20,000	20,000	-	0.0%
Total General Funds	3,014,270	3,123,864	3,117,570	(6,293)	-0.2%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	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	3,014,270	3,123,864	3,117,570	(6,293)	-0.2%

All Funds Revenue Detail

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Application Delivery Services

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,507,135	1,561,932	1,558,785
FTEs	7.0	7.0	7.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Number of FTEs assigned to a strategic project	5	5	5
Number of unique visitors to the public website	1,002,268	827,654	1,000,000
% 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. 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 Time Labor Management, we provide problem support and time keeper functions. Implementation and troubleshooting for the Accela Permits and Inspections system is also managed by ITD.

Fiscal Year 2018 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Operational Services

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,507,135	1,561,932	1,558,785
FTEs	7.0	7.0	7.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Number of desktops/laptops to replace	40	20	25
% of Help Desk requests resolved within 24 hours	87.0%	93.0%	97.0%
Average number of Help Desk requests per month	421	162	175
Average number of email requests per day	N/A	19,778	21,000
Average number of allowed requests per day	N/A	9,294	11,000
Average number of spam blocked requests per day	N/A	8,624	10,000

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Operational Services Division is responsible for maintaining the City’s voice and data network infrastructure, supporting users of information technology with a customer-focused help desk, installing and maintaining computer, network and printer equipment, and providing for City business continuity in the case of a disaster. The 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.

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 FY 2010. 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 2018 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Application Delivery Services				
Operational Services				
Salaries & Wages			(5,648)	
Professional Services	(41,749)	(550)	(10,000)	(10,000)
Telephone	(606)			
Office Supplies	(1,000)	(220)	(2,000)	(880)
Repair and Maintenance - Office Equipment/Computers	(29,999)	(15,000)	(13,587)	(24,120)
Repair and Maintenance - Networks	-	-	(6,000)	(5,331)
Rental - Equipment	(18,361)	(1,500)	(3,851)	(4,147)
Other Supplies		(25)		(763)
Printing/Binding	(500)	(120)	(1,380)	(500)
In State Travel	(25)	(100)		(100)
Computer Hardware/Software	(138,000)	(38,218)	(20,000)	(52,031)
Gasoline	-	-	(250)	(375)
Dues & Memberships				(250)
Total Adjustments	(230,240)	(55,733)	(62,716)	(98,497)

Notes

- ◆ OTPS- \$98,497 reduction to reflect level service spending:
 - ◇ Repair & Maintenance - Networks (\$5,331)
 - ◇ Repair & Maintenance - Office Equipment/Computers (\$24,120)
 - ◇ Rental - Equipment (\$4,147)
 - ◇ Professional Services (\$10,000)
 - ◇ Printing & Binding (\$500)
 - ◇ Dues & Memberships (\$250)
 - ◇ Office Supplies (\$880)
 - ◇ Other Supplies (\$763)
 - ◇ Software (\$52,031)
 - ◇ Gasoline & Diesel (\$375)
 - ◇ In-State Travel (\$100)

Fiscal Year 2018 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.

FY17 Department Highlights

- ◆ Police Department Headquarters — DCAC is leading a study on the existing facilities at the Police Headquarters to determine the best course of action to bring the facility up to current standards.
- ◆ Central Library, Phase I — Replace existing rear library/museum stairs and closed ramp, replace roof, rebuild front stairs at State St. entrance.
- ◆ MSBA Accelerated Repair Projects — Construction administration for the roof systems for STEM Middle School, and the window and door systems for Brunton, Walsh, and Public Day High School. Assembling the design development packages for new roofs at Kensington International, Mary Lynch Elementary School, and Balliet Elementary School. Assembling the design development documents for the following window projects; Alfred Zanetti, Kiley Middle school and Balliet Middle school.
- ◆ Paul J. Fenton Public Safety Annex — Construction administration of the renovations of an existing building. The following main uses were identified by the design: the Police Academy, Juvenile Department, Central SPD Evidence Storage and Tactical Response Team.
- ◆ South End Community — Construction administration of the new South End Community Center that is located within Emerson Wight Park.
- ◆ Senior Center — Construction administration of the new Raymond A. Jordan Senior Center constructed in Blunt Park.
- ◆ 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 for the Springfield Public Schools.
- ◆ Deberry Elementary School — Working with MSBA to develop the program for the new Deberry Elementary School.
- ◆ Campanile — Working with design team to develop the best course of action to provide a safe and secure Campanile.
- ◆ East Forest Park Library — Working with the stakeholders to develop the New East Forest Park Library including securing the required Grants for funding.
- ◆ Implementation of the following Park Projects — Design development of Riverfront Park, Jamie Ulloa, and Mary Lynch field Soccer Fields. The reconstruction of Ruth Elizabeth Park and the construction of Sargent Sullivan Park.
- ◆ Closeout of the Following Projects — Central Science labs, Brookings, ECOS, Skilled Technical Training Center, and Kennedy and Kensington window projects.

FY18 Budget Highlights

- ◆ Funds 5.0 FTEs; insourcing project management functions.
- ◆ Includes 2% salary increase for all non-bargaining employees.
- ◆ Project Management seminars / trainings.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	361,096	367,149	375,420	8,271	2.3%
OTPS	80,904	78,650	77,700	(950)	-1.2%
Capital	-	-	-	-	0.0%
Total General Funds	442,001	445,799	453,120	7,321	1.6%

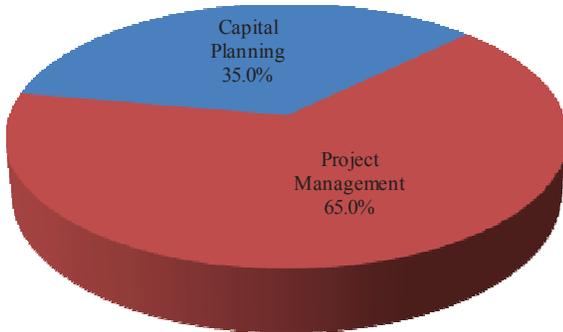
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	4.0	5.0	5.0	-	0.0%
Total FTEs	4.0	5.0	5.0	-	0.0%

Fiscal Year 2018 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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Capital Planning	154,700	156,030	158,592	2,562	35.0%
Project Management	287,301	289,770	294,528	4,758	65.0%
Total Expenditures	442,001	445,799	453,120	7,321	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	361,096	367,149	375,420	8,271	2.3%
OTPS	80,904	78,650	77,700	(950)	-1.2%
Capital	-	-	-	-	0.0%
Total General Funds	442,001	445,799	453,120	7,321	1.6%

External Funds Budget	FY16 Actual	FY17 Adopted	FY18 Projected	Variance FY18-FY17	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	17,819,833	5,084,821	35,238,564	30,153,743	593.0%
Total External Funds	17,819,833	5,084,821	35,238,564	30,153,743	593.0%
All Funds Budget	18,261,833	5,530,621	35,691,684	30,161,063	545.3%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
	-	-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%

External Funding Sources	Funding Source	Estimated Project Cost	Life To Date Expenses	FY18 Projected Available
Balliet Park Renovation	State Grant/Pay-go	600,000	592,677	7,323
Brightwood School Feasibility Study	Bond	1,000,000	-	1,000,000
Central Library Phase I	Unexp. Bond Proceeds	3,957,898	301,910	3,655,988
Culinary and Nutrition Center	USDA/Grants/Bond	7,000,000	2,603,466	4,396,534
ECOS	FEMA/Private Grant/Bond	4,169,991	4,013,810	156,181
John F. Kennedy Middle School	MSBA/Bond	3,595,703	3,293,966	301,737
Kensington Elementary School	MSBA/Bond	1,222,828	1,041,712	181,116
Lower Van Horn Reservoir Dam	Grant/NDRC/Pay-go	2,400,000	2,168,507	231,493
MSBA - Brunton/STEM/Walsh/Public Day	MSBA/Bond	9,103,543	6,369,954	2,733,589
MSBA - Kiley/Kensington/Lynch/Zanetti	MSBA/Bond	16,261,075	-	16,261,075
Paul J. Fenton Public Safety Annex	MSBA/Bond	11,943,584	10,212,303	1,731,281
Raymond A. Jordan Senior Center	MSBA/Bond	12,000,000	10,825,391	1,174,609
Riverfront Park Improvements	MGM Host Com. Agrmnt.	1,000,000	148,000	852,000
Skill and Technical Training Facility	Bond	1,725,250	1,605,715	119,535
Skill and Technical Training Facility	Grant	1,290,000	1,284,833	5,167
South Branch Parkway	State Grant/Pay-go	650,000	650,000	-
South End Community Center (SECC)	FEMA/Bond	10,292,500	9,361,565	930,935
Steam Square	Pay-go/Bond	1,500,000	-	1,500,000
Total External Funding Sources		89,712,372	54,473,808	35,238,564

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Capital Planning

Capital Planning	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	154,700	156,030	158,592
FTEs	2.0	2.0	2.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Total # of new projects	12	10	6
# of projects scheduled for completion	8	9	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	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	287,301	289,770	294,528
FTEs	2.0	3.0	3.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Percentage of projects completed under budget	100%	100%	100%
Percentage of change orders of total construction budget per project	2.6%	2.1%	2.0%
Percentage of projects completed on schedule	100%	100%	100%
Total number of completed projects	10	9	8

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.

John Shea Skill & Technical Training Center Bright Nights Storage Facility

This ribbon cutting ceremony was held on November 21, 2017.

South End Community Center (SECC)

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.

Raymond A. Jordan Senior Center (Senior Center)

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

Kennedy Middle School and Kensington International School

New energy efficient windows and doors for both buildings.

Paul J. Fenton Public Safety Annex (50 East Street)

The following uses were identified by the design: the Police Academy, Juvenile Department, Central SPD Evidence Storage and Tactical Response Team. This project is currently underway.

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Capital Planning				
Special Events	(3,000)			(300)
Various OTPS				(950)
Project Management				
Personal Services	150,000		(50,477)	
Professional Services		(70,808)	(32,000)	(25,000)
Total Adjustments	147,000	(70,808)	(82,477)	(26,250)

Notes

Reductions in for the Department in FY18 impact OTPS. These include:

- ◆ OTPS
 - ◇ Professional Services (25,000)
 - ◇ Various OTPS items adjusted for level service funding:
 - ◆ Postage and Delivery (250)
 - ◆ Advertising (200)
 - ◆ Special Events (300)
 - ◆ Office Supplies (500)

Fiscal Year 2018 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.

FY17 Department Highlights

The Dispatch Department publicly launched its Smart911 initiative, increasing the average weekly Smart911 profile contacts by 150% in three months. This emergency preparedness initiative enables residents to create a free, customizable safety profile for their household, tying in both landline and cellular phone numbers for all household members. By linking home and work addresses, plus other important household information to home and cell numbers, additional details, including location and at risk members of the household, can be provided to responders quickly. The system is private and secure, only presenting to the call taker when someone in the household profile calls 9-1-1.

The Dispatch Department answered 89,795 emergency 9-1-1 calls in 2016, and between 400,000 and 450,000 non-emergency calls. The Police Division handled 229,611 total calls for service in 2016, an increase of 24% over last year. The Fire Division handled 15,560 total calls for service in 2016. The department processed 1,653 requests for electronic information, an increase of 38% over last year.

The department hired and trained 16 new dispatchers to fill vacant positions in 2016. These included vacancies in both the Police and Fire divisions. The Dispatch Department continues to meet mandated 9-1-1 call answer time regulations as required by Massachusetts General Law. In FY17, the department also increased its QA/QI average for accuracy in processing and prioritization of calls by 10% over FY16 scores.

FY18 Budget Highlights

- ◆ Funds 52.0 FTEs, an increase of 7.0 FTEs over FY17.
 - ◇ Adds 1 Jr. QA/FOIA Analyst and 6 Dispatch Supervisors to the department.
 - ◇ The total requested staffing for FY18 includes: 32 Police Dispatchers, 9 Fire Dispatchers, 6 Dispatch Supervisors, and 5 Administrative personnel.
- ◆ 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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	1,414,197	1,456,790	1,721,428	264,638	18.2%
OTPS	428,492	449,036	496,639	47,603	10.6%
Capital	2,185	4,000	4,000	-	0.0%
Total General Funds	1,844,873	1,909,826	2,222,067	312,241	16.3%

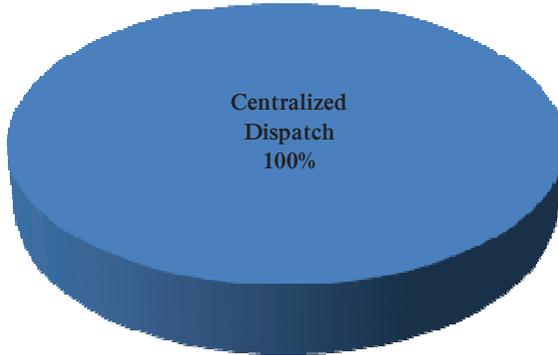
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	45.0	45.0	52.0	7.0	15.6%
Total FTEs	45.0	45.0	52.0	7.0	15.6%

Fiscal Year 2018 Budget and Program Summaries

CENTRALIZED DISPATCH

Program Expenses



Program Summaries

Centralized Dispatch - The Centralized Dispatch department provides 24/7 operations, including 9-1-1 services, non-emergency call answering, and radio dispatching for the Police and Fire Departments.

Program Budgets

Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Centralized Dispatch	1,844,873	1,909,826	2,222,067	312,241	73.8%
Total General Fund Expenditures	1,844,873	1,909,826	2,222,067	312,241	73.8%
Total External Funds Expenditures	792,409	793,086	788,262	(4,824)	26.2%
Total All Funds Expenditures	2,637,282	2,702,912	3,010,329	307,417	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries

CENTRALIZED DISPATCH

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	1,414,197	1,456,790	1,721,428	264,638	18.2%
OTPS	428,492	449,036	496,639	47,603	10.6%
Capital	2,185	4,000	4,000	-	0.0%
Total General Funds	1,844,873	1,909,826	2,222,067	312,241	16.3%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
Grant Funds	792,409	793,086	788,262	(4,824)	-0.6%
Total External Funds	792,409	793,086	788,262	(4,824)	-0.6%
All Funds Budget	2,637,282	2,702,912	3,010,329	307,417	11.4%

All Funds Revenue Detail

	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
N/A		-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
State 911 Support & Incentive Grant	Grant	6/30/2018	663,261	663,262	663,262
SETB- Statewide Emergency Telecommunications	Grant	6/30/2018	129,148	129,824	125,000
<i>Subtotal FY18 Anticipated Grant Funds</i>			792,409	793,086	788,262
<i>Subtotal FY18 Other Funds</i>			-	-	-
Total External Funding Sources			792,409	793,086	788,262

Fiscal Year 2018 Budget and Program Summaries

CENTRALIZED DISPATCH

Program Summaries

Centralized Dispatch Services

Centralized Dispatch	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,844,873	1,909,826	2,222,067
FTEs	45.0	45.0	52.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Percentage of 9-1-1 calls to be answered in no more than ten seconds in normal peak operating periods	90.5%	92.1%	95.0%
Percentage of 9-1-1 calls processed and prioritized accurately	65.0%	75.0%	80.0%

Citywide Strategic Priority: Public Safety

Highlights

In the fall of FY16, the Dispatch Department publicly launched its Smart911 initiative. This emergency preparedness initiative enables residents to create a free, customizable safety profile for their household, tying in both landline and cellular phone numbers for all household members. By linking home and work addresses, plus other important household information to home and cell numbers, additional details, including location and at risk members of the household, can be provided to responders quickly. The system is private and secure, only presenting to the call taker when someone in the household profile calls 9-1-1. At the time that the department publicly launched the Smart911 initiative in Springfield, we were averaging 1.8 Smart911 profile contacts per week. In the three months since the public launch, the average weekend contact has increased to 4.5, a 150% increase. It is the goal of the Department to increase the total number of household profiles through continued public outreach.

In the fall of FY15, the Dispatch Department deployed a call handling system (Powerphone's Total Response System) to aid in efficient and effective call processing and prioritization of calls for both divisions within the Department. The quality assurance process began in FY15, establishing a baseline 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 all calls reviewed. In FY16, the Department's average QA/QI score was 65%. So far, our FY17 average is 75%, and we hope to reach our goal of 80% in FY18. The quality assurance processing of the calls and then meeting with individual staff members to review the results continues to prove invaluable in increasing performance of the staff, and understanding of the QA/QI program.

The Dispatch Department answered 89,795 9-1-1 calls in 2015, including between 400,000 and 450,000 non-emergency calls.

- ◆ The Police Division handled 229,611 total calls for service in 2016, an increase in 24% over last year.
- ◆ The Fire Division handled 15,560 total calls for service in 2016.
- ◆ The department processed 1,653 requests for electronic information, an increase of 38% over last year.

Fiscal Year 2018 Budget and Program Summaries
CENTRALIZED DISPATCH

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Centralized Dispatch				
Grant Offset	(687,911)	(673,261)	(663,262)	(663,262)
Salaries & Wages	-	-	-	197,000
Overtime	-	-	(25,200)	-
Supplies & Operations	(1,250)	(4,500)	(39,400)	2,978
Capital	-	(1,500)	-	-
Total Adjustments	(689,161)	(679,261)	(727,862)	(463,284)

Notes

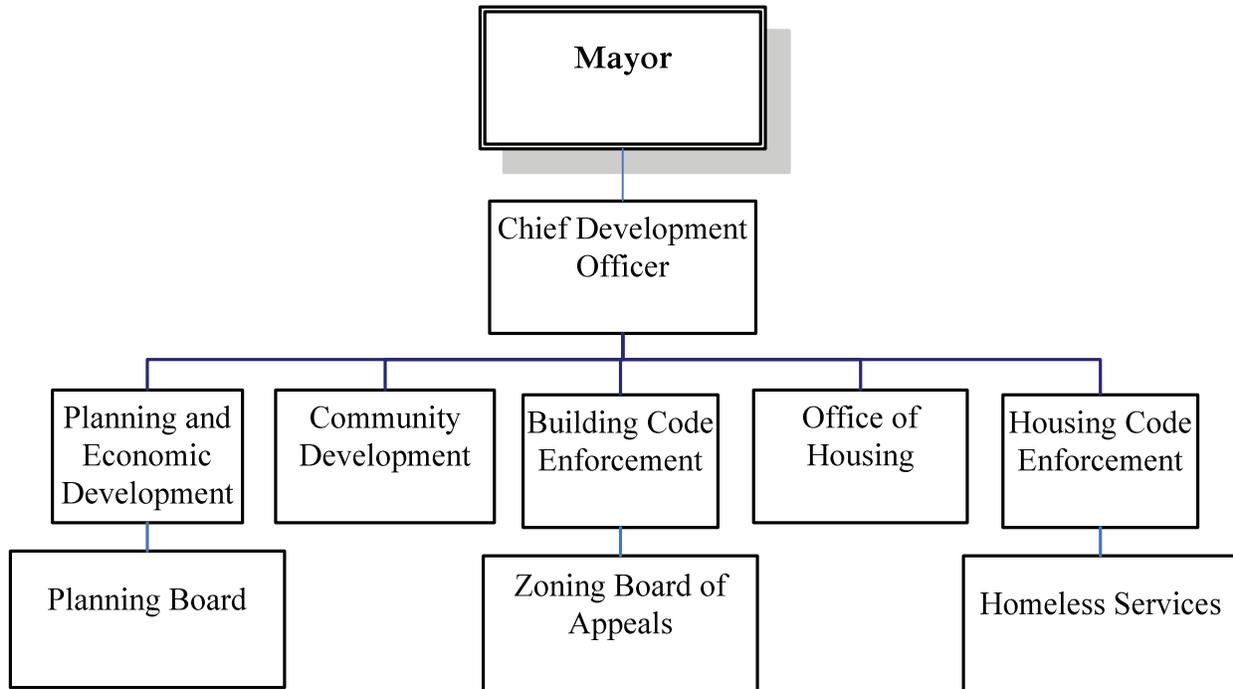
- ◆ \$197,000 added to Salaries & Wages to fund seven (7) additional FTEs:
 - ◇ One (1) Jr. QA/FOIA Analyst, added in FY17.
 - ◇ Six (6) Dispatch Supervisor positions.

- ◆ Requested budget offset of \$663,262 in salaries to grant funding.

- ◆ OTPS- \$2,625 reduction to reflect level service spending:
 - ◇ Seminars & Training (\$375)
 - ◇ Office Supplies (\$1,000)
 - ◇ Software (\$1,250)

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Section 6 Development Services Division



Mission Statement

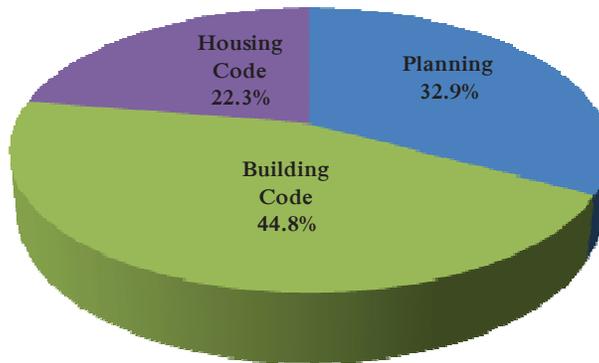
The Development Services Division integrates the resources of each department to enhance the quality of life in our City, to facilitate growth and development, to ensure appropriate planning and enforcement of regulatory standards, and to oversee and facilitate the revitalization of each neighborhood 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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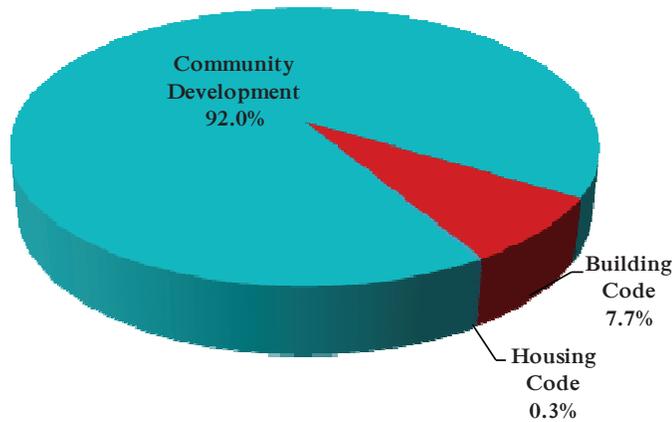
Fiscal Year 2018: All Funds Budget and Revenue Overview

Development Division



FY18 Recommended Budget Development Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
Planning	1,183,983	1,270,019	1,252,703	1,277,914	0.6%	2.0%
Community Development	-	-	-	-	-	-
Building Code	1,496,326	1,767,582	1,518,311	1,742,536	-1.4%	12.9%
Housing Code	722,035	831,080	782,706	865,270	4.1%	9.5%
Total	3,402,344	3,868,681	3,553,720	3,885,720	0.4%	8.5%

Revenue Overview



Division / Department	FY18 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY18 Total Revenue
Planning	3,500	-	-	-	-	3,500
Community Development	25,000	-	47,215,122	-	-	47,240,122
Building Code	3,960,000	-	-	-	-	3,960,000
Office of Housing	-	-	-	-	-	-
Housing Code	133,000	-	-	-	-	133,000

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Fiscal Year 2018 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 of Springfield, and assists in developing the City's long-term vision for physical, environmental, economic, and community development.

FY17 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.

FY18 Budget Highlights

- ◆ Funds 12.0 General Fund FTEs for FY18.
- ◆ 2.0 Part-Time Interns (hired in FY16), funded by the EPA Assessment Grant.
- ◆ Includes a 2% salary increase for all UPSEU and non-bargaining employees.
- ◆ OTPS includes funding for:
 - ◇ ValleyBike Share Program
 - ◇ Business Improvement District dues
 - ◇ Springfield Redevelopment Authority contractual payments
 - ◇ Casino Liaison's office
 - ◇ Property appraisal services

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	897,157	934,545	956,470	21,925	2.3%
OTPS	286,826	335,474	321,444	(14,030)	-4.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,183,983	1,270,019	1,277,914	7,895	0.6%

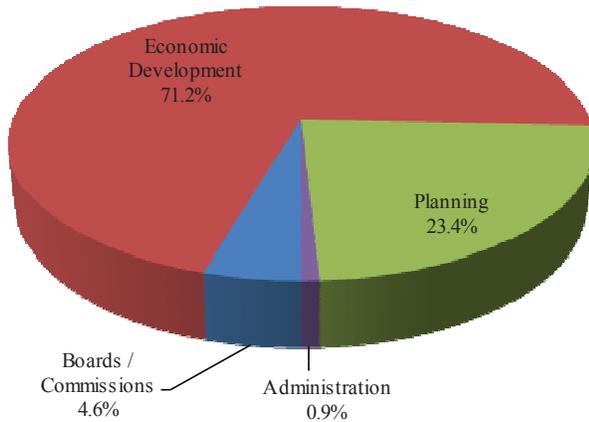
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	13.0	13.0	12.0	(1.0)	-7.7%
Total FTEs	13.0	13.0	12.0	(1.0)	-7.7%

Fiscal Year 2018 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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Boards / Commissions	56,150	57,055	58,196	1,141	4.6%
Economic Development	838,038	914,404	910,296	(4,108)	71.2%
Planning	279,095	287,160	298,477	11,317	23.4%
Administration	10,700	11,400	10,945	(455)	0.9%
Total Expenditures	1,183,983	1,270,019	1,277,914	7,895	100%

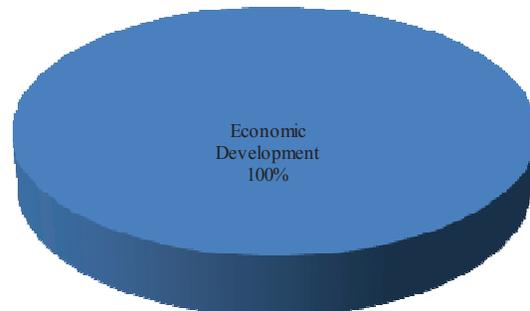
Revenue Summary

TOTAL REVENUE: \$3,500

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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Boards / Commissions	-	-	-	-	0.0%
Economic Development	5,062	6,100	3,500	(2,600)	100%
Planning	-	-	-	-	0.0%
Administration	-	-	-	-	0.0%
Total Departmental Revenue	5,062	6,100	3,500	(2,600)	100%

Fiscal Year 2018 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	897,157	934,545	956,470	21,925	2.3%
OTPS	286,826	335,474	321,444	(14,030)	-4.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,183,983	1,270,019	1,277,914	7,895	0.6%
External Funds Budget					
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	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	1,183,983	1,270,019	1,277,914	7,895	0.6%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Departmental Fees	3,562	4,600	2,500	(2,100)	-45.7%
Rentals	-	-	-	-	0.0%
Other Permits	1,500	1,500	1,000	(500)	-33.3%
Total Departmental Revenue	5,062	6,100	3,500	(2,600)	-42.6%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
			-	-	-
			-	-	-
<i>Subtotal FY18 Anticipated Grant Funds</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY18 Other Funds</i>			-	-	-
Total External Funding Sources			-	-	-

Fiscal Year 2018 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Boards/Commissions

Boards/Commissions	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	56,150	57,055	58,196
FTEs	1.0	1.0	1.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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 Vitality

Highlights

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

Fiscal Year 2018 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Economic Development

Economic Development	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	838,038	914,404	910,296
FTEs	8.0	8.0	7.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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 Vitality

Highlights

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

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

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

Fiscal Year 2018 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Office of Planning

Planning	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	279,095	287,160	298,477
FTEs	4.0	4.0	4.0

Citywide Strategic Priority: Economic Vitality

Fiscal Year 2018 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Administration

Administration	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	10,700	11,400	10,945
FTEs	-	-	-

Citywide Strategic Priority: Economic Vitality

Highlights

Provides oversight for the Planning & Economic Development Department.

Fiscal Year 2018 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Economic Development	-	-	-	-
Personal Services	-	-	-	(39,770)
OTPS	-	-	(1,000)	(15,000)
Planning	-	-	-	-
Personal Services	-	-	(5,208)	-
OTPS	-	-	(500)	39,500
Administration	-	-	-	-
Personal Services	-	-	-	-
OTPS	-	-	(450)	(455)
Total Adjustments	-	-	(7,158)	(15,725)

Notes

- ◆ \$40,000 added to fund the ValleyBike Share Program.
- ◆ Salaries & Wages- \$39,770 reduction due to the elimination of a vacant position.
- ◆ OTPS- \$15,955 reduction to reflect level service spending:
 - ◇ Engineering & Architectural, Survey (\$500)
 - ◇ Professional Services (\$10,000)
 - ◇ Rental - Office Equipment (\$205)
 - ◇ Gasoline & Diesel (\$250)

Fiscal Year 2018 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.

FY17 Department Highlights

The Inspectional Services Building Division provides the citizens of the City of Springfield with independent and impartial inspectional services, as required by the Commonwealth of Massachusetts. The Inspectional Services Division plays a vital role in the enforcement of these regulations, building codes, laws, and local ordinances that enhance the 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.

FY18 Budget Highlights

- ◆ Funds 28.0 General Fund FTEs for FY18.
- ◆ Includes funding to allow Building Inspectors to work 40 hours/week. This is to address the increased number of projects for FY18, highlighted by the MGM casino and CRRC.
- ◆ Includes a 2% salary increase for all UPSEU and non-bargaining employees.
- ◆ FY18 OTPS:
 - ◇ Includes funding for all contractually-obligated costs (uniforms & safety equipment).
 - ◇ Vehicle fuel (\$17,500) represents 38% of the total OTPS budget.
 - ◇ Funds training costs to ensure Inspectors are educated on updated code enforcement statutes.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	1,455,099	1,712,962	1,695,916	(17,046)	-1.0%
OTPS	41,227	54,620	46,620	(8,000)	-14.6%
Capital	-	-	-	-	0.0%
Total General Funds	1,496,326	1,767,582	1,742,536	(25,046)	-1.4%

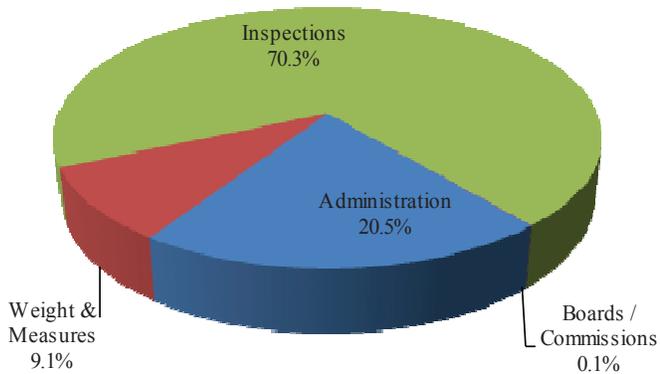
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	25.3	28.3	28.0	(0.3)	-1.1%
Total FTEs	25.3	28.3	28.0	(0.3)	-1.1%

Fiscal Year 2018 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

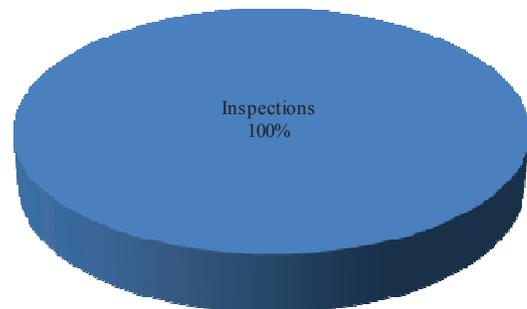
Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Administration	335,801	352,506	356,464	3,958	20.5%
Weight & Measures	176,919	170,995	159,014	(11,981)	9.1%
Inspections	982,736	1,242,581	1,225,558	(17,023)	70.3%
Boards / Commissions	870	1,500	1,500	-	0.1%
Total Expenditures	1,496,326	1,767,582	1,742,536	(25,046)	100%

Revenue Summary

TOTAL REVENUE: \$3,960,000

- ◆ Departmental Fees - \$460,000
 - ◇ Weights & Measures: Scale, balance, pump, meter, and scanner calibration fees
- ◆ Permits - \$3,500,000
 - ◇ Occupancy permits
 - ◇ Building permits: Roofs, additions, demolitions, pools
 - ◇ Utility permits - Electrical, plumbing
 - ◇ Zoning change permits

Program Revenue



Departmental Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Administration	-	-	-	-	0.0%
Weight & Measures	-	-	-	-	0.0%
Inspections	2,796,788	7,810,000	3,960,000	(3,850,000)	100%
Boards / Commissions	-	-	-	-	0.0%
Total Departmental Revenue	2,796,788	7,810,000	3,960,000	(3,850,000)	100%

Fiscal Year 2018 Budget and Program Summaries
BUILDING CODE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	1,455,099	1,712,962	1,695,916	(17,046)	-1.0%
OTPS	41,227	54,620	46,620	(8,000)	-14.6%
Capital	-	-	-	-	0.0%
Total General Funds	1,496,326	1,767,582	1,742,536	(25,046)	-1.4%
External Funds Budget					
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	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	1,496,326	1,767,582	1,742,536	(25,046)	-1.4%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Departmental Fees	466,772	510,000	460,000	(50,000)	-9.8%
Other Permits	2,329,166	7,300,000	3,500,000	(3,800,000)	-52.1%
Departmental Fines	850			-	0.0%
Reimbursement for Prior Year Expenses				-	0.0%
Total Departmental Revenue	2,796,788	7,810,000	3,960,000	(3,850,000)	-49.3%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
			-	-	-
			-	-	-
<i>Subtotal FY18 Anticipated Grant Funds</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY18 Other Funds</i>			-	-	-
Total External Funding Sources			-	-	-

Fiscal Year 2018 Budget and Program Summaries
BUILDING CODE DEPARTMENT

Program Summaries

Administrative

Administration	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	335,801	352,506	356,464
FTEs	6.3	6.3	6.0

Citywide Strategic Priority: Economic Vitality

Highlights

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

Fiscal Year 2018 Budget and Program Summaries
BUILDING CODE DEPARTMENT

Program Summaries

Weights & Measures

Weights & Measures	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	176,919	170,995	159,014
FTEs	3.0	3.0	3.0

Citywide Strategic Priority: Economic Vitality

Highlights

The function of the Weights and Measurement Division is to ensure the delivery of accurate quantities, at the correct price, of all the products bought and sold in the City.

Fiscal Year 2018 Budget and Program Summaries
BUILDING CODE DEPARTMENT

Program Summaries

Inspections

Inspections	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	982,736	1,242,581	1,225,558
FTEs	16.0	19.0	19.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Number of Section 106 life and safety certificates issued	1023	1041	1100
Percentage of complaints resolved within 70 days	14.0%	27.0%	25.0%
Percentage of permits issued within 14 days	54.0%	93.0%	90.0%
Number of average monthly inspections per zoning inspector	195	233	180
Number of average monthly inspections per building inspector	104	115	110
Percentage of joint housing and building inspections	25.0%	25.0%	25.0%

Citywide Strategic Priority: Economic Vitality

Highlights

The Inspectional Services Building Division is responsible for ensuring the homes and buildings that residents, the general public, and the business community occupy 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 regulating the physical operation of businesses, and correcting hazardous conditions posing an imminent threat to the public.

Fiscal Year 2018 Budget and Program Summaries
BUILDING CODE DEPARTMENT

Program Summaries

Boards/Commissions

Boards / Commissions	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	870	1,500	1,500
FTEs	-	-	-

Citywide Strategic Priority: Economic Vitality

Highlights

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

Fiscal Year 2018 Budget and Program Summaries
BUILDING CODE DEPARTMENT

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Administration	-	-	-	-
Personal Services	-	-	-	(13,847)
OTPS	-	(2,000)	(2,000)	(500)
Weights & Measures	-	-	-	-
Personal Services	-	(100)	-	-
OTPS	-	-	-	-
Inspections	-	-	-	-
Personal Services	-	(1,300)	178,176	-
OTPS	-	-	(4,500)	(7,500)
Boards / Commissions	-	-	-	-
Personal Services	-	(1,140)	-	-
OTPS	-	-	-	-
Total Adjustments	-	(4,540)	171,676	(21,847)

Notes

- ◆ Salaries & Wages- \$13,847 reduction due to the elimination of a vacant position.

- ◆ OTPS- \$8,000 reduction to reflect level service spending:
 - ◇ Repair & Maintenance—Office Equipment (\$500)
 - ◇ Gasoline & Diesel (\$7,500)

Fiscal Year 2018 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Mission

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

FY17 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.

FY18 Budget Highlights

- ◆ Funds 15.0 FTEs, consistent with FY17.
- ◆ Includes a 2% salary increase for all UPSEU and non-bargaining employees.
- ◆ Funds contractual clothing & supply allowances for all members of the UPSEU bargaining unit.
- ◆ Includes \$110,000 for Mayor's Clean City program.
- ◆ Adds \$20,000 for the cost of municipal lien recording fees.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	606,397	681,980	696,570	14,589	2.1%
OTPS	115,637	149,100	168,700	19,600	13.1%
Capital	-	-	-	-	0.0%
Total General Funds	722,035	831,080	865,270	34,189	4.1%

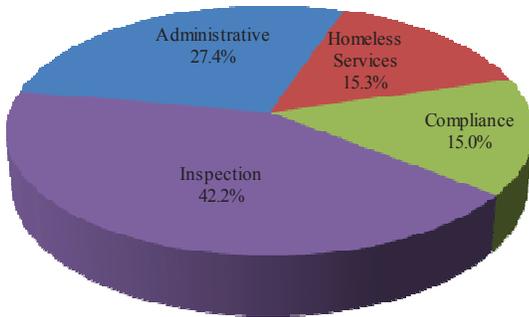
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	15.0	15.0	15.0	-	0.0%
Total FTEs	15.0	15.0	15.0	-	0.0%

Fiscal Year 2018 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Expenses



Program Summary

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

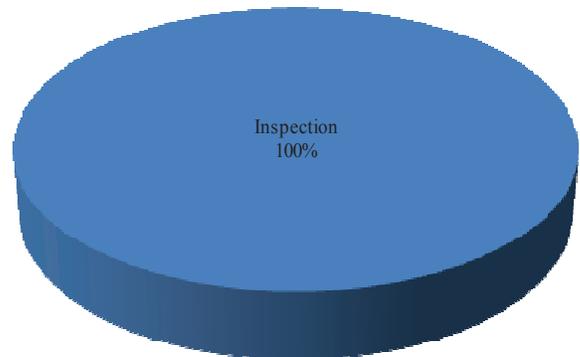
Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Administrative	173,367	218,196	237,420	19,224	27.4%
Homeless Services	114,028	137,378	132,343	(5,035)	15.3%
Compliance	78,423	110,000	130,000	20,000	15.0%
Inspection	356,216	365,507	365,507	-	42.2%
Total Expenditures	722,035	831,080	865,270	34,189	100%

Revenue Summary

TOTAL REVENUE: \$133,000

- ◆ Departmental Fees - \$48,000
 - ◇ Littering, debris, illegal dumping
 - ◇ Quality of Life: Noise complaints, barking dogs, graffiti, property maintenance
 - ◇ Safety: Snow & Ice removal
- ◆ Departmental Fines - \$85,000
 - ◇ Sanitary/safety measures: Smoke detectors, insects & vermin, heat/hot water availability

Program Revenue



Departmental Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Administrative	-	-	-	-	0.0%
Homeless Services	-	-	-	-	0.0%
Compliance	-	-	-	-	0.0%
Inspection	103,818	85,500	133,000	47,500	100%
Total Departmental Revenue	103,818	85,500	133,000	47,500	100%

Fiscal Year 2018 Budget and Program Summaries
HOUSING CODE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	606,397	681,980	696,570	14,589	2.1%
OTPS	115,637	149,100	168,700	19,600	13.1%
Capital	-	-	-	-	0.0%
Total General Funds	722,035	831,080	865,270	34,189	4.1%
External Funds Budget					
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	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	722,035	831,080	865,270	34,189	4.1%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Departmental Fees	40,798	36,000	48,000	12,000	33.3%
Departmental Fines	63,020	49,500	85,000	35,500	71.7%
Reimbursement for Prior Year Expenses	-	-	-	-	0.0%
Total Departmental Revenue	103,818	85,500	133,000	47,500	55.6%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
			-	-	-
			-	-	-
<i>Subtotal FY18 Anticipated Grant Funds</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY18 Other Funds</i>			-	-	-
Total External Funding Sources			-	-	-

Fiscal Year 2018 Budget and Program Summaries
HOUSING CODE DEPARTMENT

Program Summaries

Administrative

Administrative	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	173,367	218,196	237,420
FTEs	4.0	4.0	4.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

Responsible for the administrative and logistical management of inspection services.

Fiscal Year 2018 Budget and Program Summaries
HOUSING CODE DEPARTMENT

Program Summaries

Homeless Services

Homeless Services	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	114,028	137,378	132,343
FTEs	2.0	3.0	3.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

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

Fiscal Year 2018 Budget and Program Summaries
HOUSING CODE DEPARTMENT

Program Summaries

Compliance

Compliance	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	78,423	110,000	130,000
FTEs	0.0	0.0	0.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

Received CDBG grant funds for the 7th 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 2018 Budget and Program Summaries
HOUSING CODE DEPARTMENT

Program Summaries

Inspections

Inspection	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	356,216	365,507	365,507
FTEs	7.0	8.0	8.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Percent of violations found through proactive deployment	25%	30%	25%
Percent of complaints responded to within 10 business days	91%	76%	80%
Percent of emergency complaints responded to within 1 business day	83%	86%	80%
Percent of violations resolved within 70 days	34%	58%	40%
Average monthly inspections per inspector	146	185	150
Training sessions provided for inspectors	6	6	6

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The Inspectional Services Housing Division responds to issues involving housing violations, absence of heat, disasters involving dwelling units, abandoned vehicles, and illegal dumping on private property. The division seeks to have owners correct violations first through mediation and then if necessary, by legal action. Housing Code Enforcement is a critical element in fighting neighborhood decline, preserving sound neighborhoods, and restoring distressed areas. Code enforcement officials are the first responders to vacant and foreclosed homes, 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 2018 Budget and Program Summaries
HOUSING CODE DEPARTMENT

FY18 Budget Adjustments

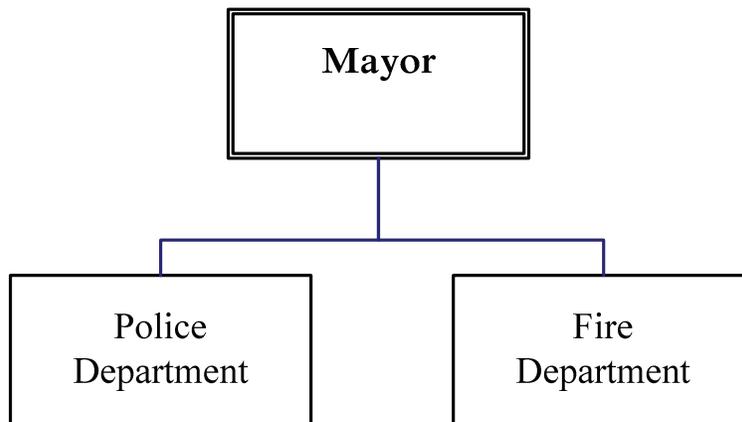
Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Administrative				
Personal Services	-	-	-	
OTPS	-	(5,300)	(4,300)	(3,800)
Homeless Services				
Personal Services	-	-	-	
OTPS	-	(400)	-	
Compliance				
Personal Services	-	-	-	
OTPS	-	-	-	20,000
Inspection				
Personal Services	-	(400)	-	
OTPS	-	(5,000)	(2,000)	(2,000)
Total Adjustments	-	(11,100)	(6,300)	14,200

Notes

- ◆ \$20,000 added to Legal Services for municipal lien recording fees.

- ◆ OTPS- \$5,800 reduction to reflect level service spending:
 - ◇ Printing & Binding (\$800)
 - ◇ Office Supplies (\$3,000)
 - ◇ Gasoline & Diesel (\$2,000)

Section 7 Public Safety Division



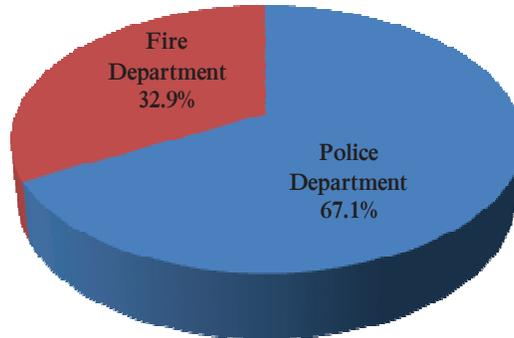
Mission Statement

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

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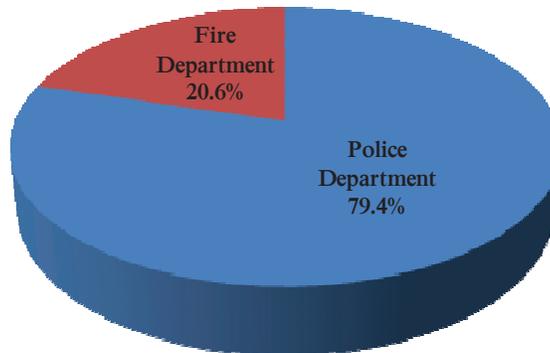
Fiscal Year 2018: All Funds Budget and Revenue Overview

Public Safety Division



FY18 Recommended Budget Public Safety Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
Police Department	41,251,354	43,166,081	43,166,041	44,256,463	2.5%	2.5%
Fire Department	20,018,463	21,316,555	21,316,555	21,669,910	1.7%	1.7%
Total	61,269,817	64,482,636	64,482,596	65,926,373	2.2%	2.2%

Revenue Overview



Division / Department	FY18 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY18 Total Revenue
Police Department	480,000	-	1,525,000	-	-	2,005,000
Fire Department	438,050	-	82,775	-	-	520,825
Total	918,050	-	1,607,775	-	-	2,525,825

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Fiscal Year 2018 Budget and Program Summaries

POLICE DEPARTMENT

Mission

The Springfield Police Department (SPD) 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.

FY17 Department Highlights

Throughout Fiscal Year 2017, under the direction of Commissioner John Barbieri, departmental priorities remain the following:

- ◆ Neighborhood-based proactive patrols.
- ◆ Continuation of C3 and implementation of the E3 Metro Division.
- ◆ 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.
- ◆ Graduated a recruit class of 46 officers; beginning a second class of 50 recruits this spring.

Ongoing proactive patrols are responsible for building partnerships with the community and stake-holders for collaborative problem identification and creative solutions. Enhanced communication has created a unified effort primarily utilizing the C3 style of policing.

During FY17, the Commissioner implemented the E3 Metro Division. E3 policing is a strategy based on a fusion of C3 Policing tactics and best practices established to effectively police the City's newly established Metro district. In addition to the C3 policing efforts in the South End, this district includes the MGM Casino resort corridor, Mass Mutual Center and Tower Square. It also includes independent restaurants, retailers, entertainment venues and professional office tenants along the Main Street corridor from Main and Mill Streets to Main and Liberty Streets. With the projected daily influx of thousands of visitors, it is incumbent that the SPD provide a stable environment to mitigate quality of life issues for those who live, work and visit the area. As the Metro Division expands and operates 24 hours per day, plans will be in place to continue addressing these issues by sustaining and increasing current partnerships and relationships that the Unit has developed with the community and resource providers. Part of the Metro expansion will include a substation and a series of Police Kiosks. The Substation will provide a centralized location which will allow for officers assigned to the Metro Division to focus their approach to their area of responsibility. The Kiosks will be strategically placed along Main Street so as to provide for an increased police presence while assisting business owners and pedestrians.

The uniformed patrol divisions are considered the core of the department. Commissioner Barbieri's policy of utilizing a staffing formula of 75% of officers in the field and 25% in investigations and support allows for the maximum amount of manpower to be utilized where they are needed most to providing both public and officer safety.

Based on Commissioner Barbieri's vision of a multifaceted Crime Analysis Unit, expansion continues and is moving closer to a fully implemented "Real Time Intelligence and Communication Center." The Unit continues to identify patterns and information aiding investigations and proactive patrols resulting in tangible leads and arrests.

Additionally, in FY17, 46 officers graduated from the academy and were put on the streets. These newly minted officers filled vacancies adding more officers in our neighborhoods. Through attrition and early retirements, an additional 50 vacancies were created since the start of the academy.

FY18 Budget Highlights

- ◆ Funds a total of 581.5 FTEs to include 504.0 sworn and 77.5 civilian personnel. Includes new Video Analyst & Grants Administrator.
- ◆ Continuation of professional development training, outfitting a recruit class of 50 and finalizing implementation of E3 Metro Unit.
- ◆ Additional funding for the expansion of the ShotSpotter Gunfire Detection System.

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	38,771,386	40,614,272	41,226,448	612,176	1.5%
OTPS	2,479,968	2,551,809	3,030,016	478,207	18.7%
Capital	-	-	-	-	0.0%
Total General Funds	41,251,354	43,166,081	44,256,463	1,090,383	2.5%

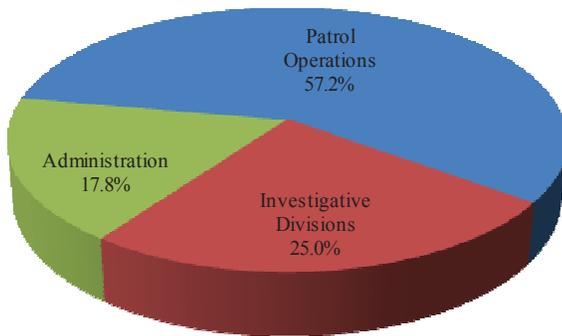
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	529.0	552.0	559.5	7.5	1.4%
Grant FTEs	2.0	2.0	3.0	1.0	50.0%
Trusts/Donations/Other FTEs	25.0	25.0	19.0	(6.0)	-24.0%
Total FTEs	556.0	579.0	581.5	2.5	0.4%

Fiscal Year 2018 Budget and Program Summaries

POLICE DEPARTMENT

Program Expenses



Program Summaries

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

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

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

Program Budgets

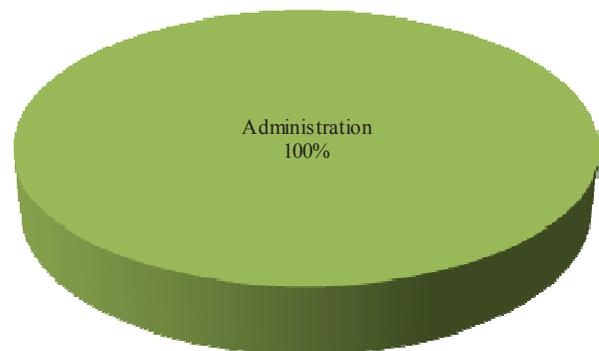
Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Patrol Operations	23,599,879	24,695,293	25,319,100	623,807	57.2%
Investigative Divisions	10,328,510	10,807,919	11,080,929	273,010	25.0%
Administration	7,322,965	7,662,869	7,856,434	193,565	17.8%
Total Expenditures	41,251,354	43,166,081	44,256,463	1,090,383	100%

Revenue Summary

TOTAL REVENUE: \$480,000

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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Patrol Operations	-	-	-	-	0.0%
Investigative Divisions	-	-	-	-	0.0%
Administration	519,048	461,900	480,000	18,100	100%
Total Departmental Revenue	519,048	461,900	480,000	18,100	100%

Fiscal Year 2018 Budget and Program Summaries

POLICE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	38,771,386	40,614,272	41,226,448	612,176	1.5%
OTPS	2,479,968	2,551,809	3,030,016	478,207	18.7%
Capital	-	-	-	-	0.0%
Total General Funds	41,251,354	43,166,081	44,256,463	1,090,383	2.5%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
Grant Funds	1,269,193	1,210,903	1,525,000	314,098	26%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	4,040	53,551	-	(53,551)	-100%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,273,233	1,264,453	1,525,000	260,547	20.6%
All Funds Budget	42,524,587	44,430,534	45,781,463	1,350,929	3.0%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Departmental Fees	101,983	99,900	125,000	25,100	25.1%
Admin Fee - Extra Detail	395,532	355,000	350,000	(5,000)	-1.4%
Other Permits	4,397	7,000	5,000	(2,000)	-28.6%
Miscellaneous Revenue	1,688	-	-	-	0.0%
Reimbursements (Prior Year And Damages)	15,448	-	-	-	0.0%
Total Departmental Revenue	519,048	461,900	480,000	18,100	3.9%

External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
Jag Technology Improvement FY17	Grant	9/30/2017	157,193	-	160,000
Jag Technology Improvement FY16	Grant	10/1/2017	-	159,149	-
Byrne Criminal Justice	Grant	9/30/2017	1,000,000	-	-
Highway Safety Sustained Enforcement	Grant	9/30/2017	-	124,822	-
Governors Highway Safety Traffic	Grant	9/30/2017	112,000	-	-
Governor's Highway Safety Traffic	Grant	9/30/2017	-	140,000	-
Shannon Grant	Grant	12/31/2017	-	786,932	800,000
VA WA	Grant	12/31/2017	-	-	65,000
Safe & Successful Youth Initiative FY17	Grant	12/31/2017	-	-	500,000
<i>Subtotal FY18 Anticipated Grant Funds</i>			1,269,193	1,210,903	1,525,000
Donations	Donations	N/A	4,040	53,551	-
<i>Subtotal FY18 Other Funding</i>			4,040	53,551	-
Total External Funding Sources			1,273,233	1,264,453	1,525,000

Fiscal Year 2018 Budget and Program Summaries
POLICE DEPARTMENT

Program Summaries

The Uniform Divisions

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	23,599,879	24,695,293	25,319,100
FTEs	293.0	314.0	350.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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

Citywide Strategic Priority: Public Safety

Highlights

The Uniform Divisions

The Police Department’s Uniform Division includes the Uniform Squads, four (4) C3 Policing Units, The Ordinance Unit, Street Crimes, Traffic Bureau, K9 Unit and the Community Police Liaison. These officers perform routine patrol of the City’s nine neighborhood sectors and respond to 911 calls for emergency service, conduct traffic enforcement, and perform preventive and high-visibility patrols around identified crime hot spots. All units are responsive to the needs of the Deputy Chiefs in assisting with deployment strategies and 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 2018 Budget and Program Summaries
POLICE DEPARTMENT

Program Summaries

Investigative & Strategic Impact Division

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	10,328,510	10,807,919	11,080,929
FTEs	172.0	172.0	135.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
No. of M/V Stolen Investigations	706	352	650
No of B&E Investigations	2,076	988	1,500
No of Aggravated Assault Investigations	711	329	800
No of Homicide Investigations	15	7	12

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 of the Investigative Units into a Major Crimes 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 2018 Budget and Program Summaries
POLICE DEPARTMENT

Program Summaries

Administration

	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	7,322,965	7,662,869	7,856,434
FTEs	84.0	90.0	93.5
Grant FTEs	2.0	2.0	3.0

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 year-long law updates, providing the yearly and mandatory training for all officers, and conducting the recruit class academies as they are hired.
- ◆ Information Technology - provide service and repair to department equipment.
- ◆ Records - records keeping and oversight of 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 and 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 the building and grounds.
- ◆ Fleet - oversight for the motor vehicle fleet.
- ◆ Extra Details - oversees extra job assignments as well as the billing and collection 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 2018 Budget and Program Summaries
POLICE DEPARTMENT

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Patrol Operations/Investigative Divisions				
Service Level Agreement with School Department	(1,713,405)	(1,768,405)	(1,770,039)	(1,324,992)
Fully-Funded Complement & Contractual Step Increases	-	-	-	163,348
Court time, differential, allowances, OT reductions	-	(446,429)	(457,000)	(82,492)
OTPS	-	-	(134,743)	-
Uniforms/clothing	(99,608)	-	-	-
Administration				
Ammunition	-	-	-	(8,582)
Office Supplies, Telephone, etc.	(22,425)	-	-	-
Capital requests, offset to grant/Capital fund	(372,375)	(33,650)	(27,000)	(1,350,000)
Seminars/Training	-	-	-	(20,000)
Software	-	-	-	(15,265)
OTPS	-	-	-	(960)
Total Adjustments	(2,207,813)	(2,248,484)	(2,388,782)	(2,638,943)

Notes

- ◆ Service Level Agreement with School Department (Quebec Unit) — (\$1,324,992)
- ◆ Increase to fully fund complement of 581.5 FTEs, as well as contractual step increases — \$163,348
- ◆ Reduction to Holiday, Overtime, Contractual Clothing Allowance, and Differential to level-funded with FY17 — (\$82,492)
- ◆ Adds & Reductions to various OTPS line items:
 - ◇ Weapons & Ammunition (\$8,582)
 - ◇ Seminars & Training (\$20,000)
 - ◇ Software (\$15,265)
 - ◇ Other (\$960)
- ◆ Capital requests—offset to other founding sources — (\$1,350,000)

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Fiscal Year 2018 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.

FY17 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 1,000 fire incidents. The Department's efforts save over \$21 million in property damage per year. In collaboration with the Mayor and the Office of Management and Budget in FY17, 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 complete a substantial amount of MA Fire Academy instructed trainings, including Fire Officer I and II, Fire Instructor, and Safety Officer by securing an extension from FY16's approved Assistance to Firefighter's Grant (AFG). The Department was also able to replace 22 sets of turnout gear that were over 10 years old and out of compliance with NFPA standards through an additional AFG grant, bringing the entire department up to date.

The Department will have successfully implemented a software transition by the end of FY17. This transition was critical for data collection and management as well as accurate record keeping for the Department. The updated software will allow the Department to provide more reliable and accurate response to incidents by also updating mapping and GPS software. Additionally, the Department will have replaced its vocal alert system with a modern system. The prior system was out of date and unreliable, contributing to delayed response time and poor communication. The updated system will eliminate these issues and allow reliable dispatching of incidents and communication.

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.

FY18 Budget Highlights

- ◆ Funds 267.0 General Fund FTEs as well as three (3) interns.
- ◆ Includes a 2% salary increase for all non-bargaining and UPSEU employees.
- ◆ A fully funded staff to respond to nearly 16,000 calls saving an average of \$21 million in property damage each year.
- ◆ Appropriately funds turnout gear replacement 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.
- ◆ Provides funding for department training, including health and wellness programs to reduce injury cost incurred by the City.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	18,613,735	19,606,123	19,970,459	364,335	1.9%
OTPS	1,394,727	1,700,431	1,691,951	(8,480)	-0.5%
Capital	10,000	10,000	7,500	(2,500)	-25.0%
Total General Funds	20,018,463	21,316,555	21,669,910	353,355	1.7%

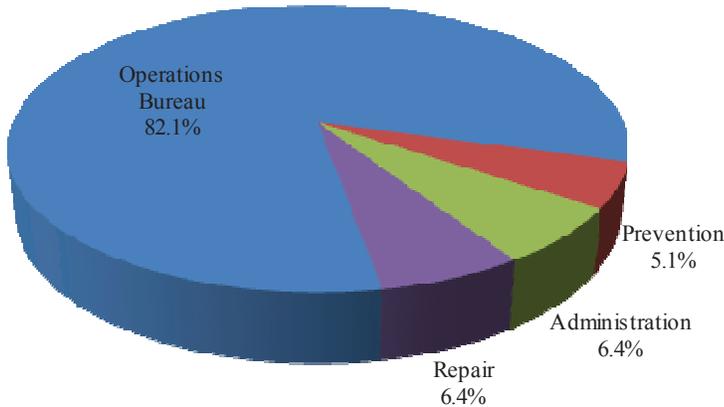
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	260.0	261.0	267.0	6.0	2.3%
Grant FTEs	1.0	1.0	-	(1.0)	-100%
Total FTEs	261.0	262.0	267.0	5.0	1.9%

Fiscal Year 2018 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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Operations Bureau	16,664,580	17,330,848	17,788,892	458,044	82.1%
Prevention	1,067,177	1,119,124	1,102,465	(16,659)	5.1%
Administration	1,215,227	1,528,413	1,396,981	(131,432)	6.4%
Repair	1,071,479	1,338,170	1,381,571	43,402	6.4%
Total Expenditures	20,018,463	21,316,555	21,669,910	353,355	100%

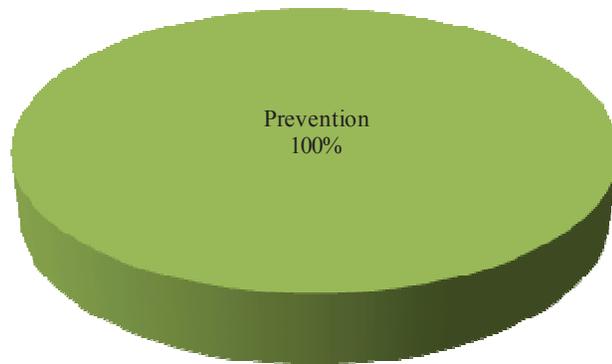
Revenue Summary

TOTAL REVENUE: \$438,050

Prevention

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

Program Revenue



Departmental Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Operations Bureau	-	-	-	-	0.0%
Prevention	446,446	437,200	438,050	850	100%
Administration	-	-	-	-	0.0%
Repair	-	-	-	-	0.0%
Total Departmental Revenue	446,446	437,200	438,050	850	100%

Fiscal Year 2018 Budget and Program Summaries
FIRE DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	18,613,735	19,606,123	19,970,459	364,335	1.9%
OTPS	1,394,727	1,700,431	1,691,951	(8,480)	-0.5%
Capital	10,000	10,000	7,500	(2,500)	-25.0%
Total General Funds	20,018,463	21,316,555	21,669,910	353,355	1.7%
External Funds Budget					
External Funds Budget	FY16 Actual	FY17 Adopted	FY18 Projected	Variance FY18-FY17	Percent Change
Grant Funds	85,800	163,427	82,775	(80,652)	-49.4%
Enterprise/Revolving Funds				-	0.0%
Donations/Trusts	11,000	11,000	13,586	2,586	24%
Other Funding	-	-	-	-	0.0%
Total External Funds	96,800	174,427	96,361	(78,066)	-44.8%
All Funds Budget	20,115,263	21,490,982	21,766,271	275,289	1.3%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Penalties & Interest - Taxes	295	-	350	350	0.0%
Departmental Fees	293,334	280,985	290,075	9,090	3.2%
Other Permits	135,641	131,215	122,625	(8,590)	-6.5%
Departmental Fines	11,771	25,000	25,000	-	0.0%
Reimbursement For Prior Year Expenditures	5,406	-	-	-	0.0%
Total Departmental Revenue	446,446	437,200	438,050	850	0.2%

External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Adopted	FY18 Projected
Metropolitan Medical Response	Grant	5/30/2017	75,000	75,000	-
FFY2015 EMP Grant	Grant	7/31/2017	-	69,975	-
S.A.F.E Grant FY16	Grant	1/7/2020	10,800	14,452	-
FM Global Fire Prevention Grant	Grant	11/1/2020	-	4,000	-
S.A.F.E Grant FY17	Grant	1/7/2018	-	-	12,800
FFY2017 EMP Grant	Grant	6/30/2019	-	-	69,975
<i>Subtotal FY18 anticipated grants</i>			85,800	163,427	82,775
Donations			11,000	11,000	13,586
<i>Subtotal Other Funding</i>			11,000	11,000	13,586
Total External Funding Sources			96,800	174,427	96,361

Fiscal Year 2018 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Operations Bureau

Operations Bureau	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	16,664,580	17,330,848	17,788,892
FTEs	230.0	230.0	236.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
% of structure fires responded to within 5 minutes from time of dispatch	91%	90%	93%
% of property value saved	80%	80%	85%
% of members trained in EMSFR/AED/CPR	98%	100%	100%
# of OEP joint exercises	19	25	20

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 2018 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Fire Prevention

Prevention	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,067,177	1,119,124	1,102,465
FTEs	15.0	15.0	15.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Percentage of investigated fires whose cause was determined	92%	90%	90%
Average monthly inspections	405	381	400
Average monthly public education presentations	18	17	15
Maintain collection rate	97%	93%	95%

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 2018 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Administration

Administration	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,215,227	1,528,413	1,396,981
FTEs	11.0	12.0	10.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Successfully apply for and obtain grants or corporate donations	-	6	5
Policies and Procedures revised or created	N/A	4	10
Number of new firefighters hired	N/A	13	20

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 2018 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Repair

Repair	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,071,479	1,338,170	1,381,571
FTEs	5.0	5.0	6.0
Performance Metrics	FY14 Actual	FY17 YTD	FY18 Goal
To repair & perform maintenance of equipment in less than 48 hours	91%	90%	90%
Perform at least 10 monthly services on front line apparatus	8	8	10
Maintain 2 fully equipped spare apparatus at all times	100%	86%	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.

The Repair Division also employs up to three interns at a time from the Putnam Vocational Technical High School co-op program. These interns are enhancing the skills they have learned in the vocational program and becoming better prepared to enter the workforce after graduation.

Fiscal Year 2018 Budget and Program Summaries

FIRE DEPARTMENT

FY18 Budget Adjustments

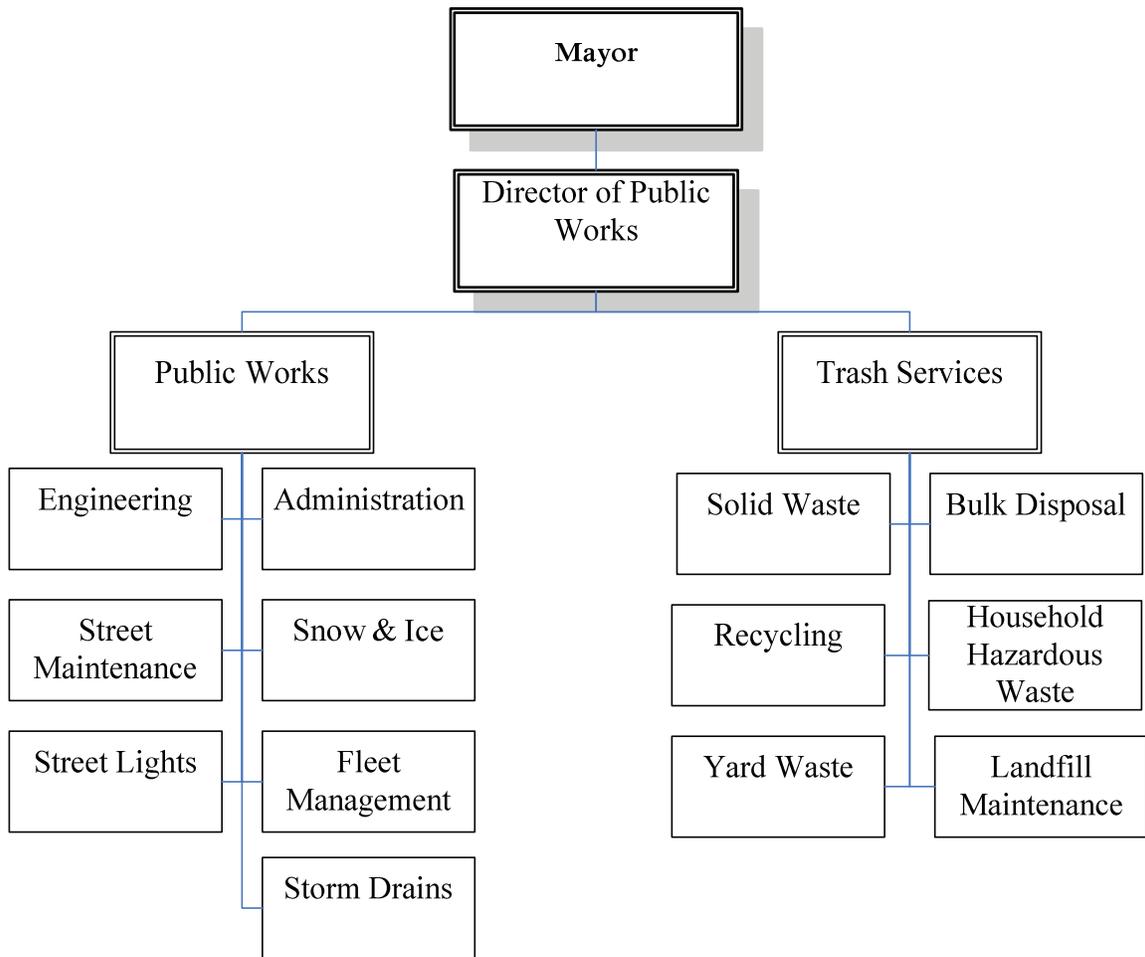
Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Operations Bureau				
Personal Services	770,645	(342,340)	(537,547)	-
Overtime	(100,000)	(300,000)	(150,440)	-
Administration				
Personal Services			43,229	(121,456)
Electricity				(10,530)
Natural Gas	(16,702)			(10,000)
Safety Items	(10,000)			
Various OTPS Items		(56,297)	14,516	-
Hardware				(2,500)
Repair				
Personal Services				
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	340,654	(813,762)	(650,243)	(144,486)

Notes

Reductions in for the Department in FY18 impact Personal Services, OTPS, and Capital. These include:

- ◆ Personal Services
 - ◇ Salaries & Wages and Holiday: Adjusted wages based on contractual obligations
 - ◇ Overtime and Bonus: Reduces to level funded based on historical data
- ◆ OTPS
 - ◇ Electricity (10,530)
 - ◇ Natural Gas (10,000)
 - ◇ Various OTPS items adjusted for level service funding
 - ◆ Printing & Binding (200)
 - ◆ In-state Travel (250)
- ◆ Capital
 - ◇ Computer Hardware (2,500)

Section 8 Public Works Division



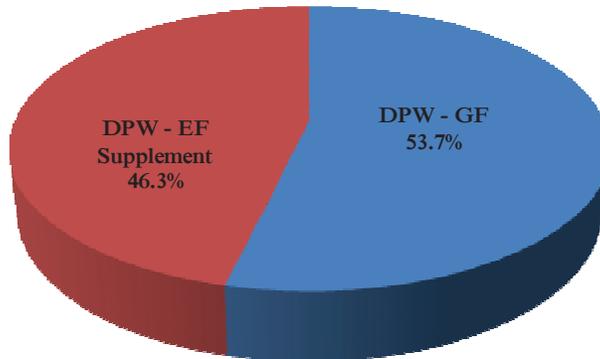
Mission Statement

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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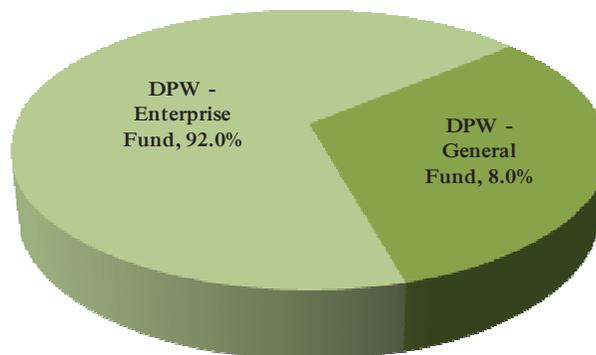
Fiscal Year 2018: All Funds Budget and Revenue Overview

Public Works Division



FY18 Recommended Budget Public Works Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
DPW - General Fund	9,444,812	10,054,484	10,054,484	10,415,576	3.6%	3.6%
DPW - Enterprise Fund	8,160,818	8,497,522	8,497,522	8,972,149	5.6%	5.6%
Total	17,605,630	18,552,006	18,552,006	19,387,725	4.5%	4.3%

Revenue Overview



Division / Department	FY18 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY18 Total Revenue
DPW - General Fund	466,000	-	56,000	-	3,657,832	4,179,832
DPW - Enterprise Fund		-	-	8,972,149	-	8,972,149
Total	466,000	-	56,000	8,972,149	3,657,832	13,151,981

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Fiscal Year 2018 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.

FY17 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.

- ◆ Continued Site Plan and Traffic Improvement Coordination for the Casino Project.
- ◆ Resurfaced \$2.4 million worth of public roadways, school and municipal parking lots.
- ◆ 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.
- ◆ Coordinating with Mass DOT on the construction of a new pedestrian tunnel under the railroad tracks in Brightwood.
- ◆ Continued compliance for Federal NPDES permits, which include Citywide street sweeping and the catch basin cleaning program.
- ◆ Advanced to 25% design level of the Bay and Berkshire Ave. intersection, a future Mass DOT project.
- ◆ Initiated the redesign of the "X" intersection for a future Mass DOT project.
- ◆ Completed design of the Island Pond Road at Roosevelt Ave. and Alden Street at Roosevelt intersections. Construction to begin this spring.
- ◆ Responded to multiple snow plowing and sand/salt events throughout the winter season.

FY18 Budget Highlights

- ◆ Includes additional funding for software costs, including GPS for vehicles.
- ◆ Funds 70.0 General Fund and 56.0 Enterprise Fund employees.
- ◆ Includes adjustment to Board of Public Works salary due to increased construction projects.
- ◆ Includes funding for replacement of 5 refuse trucks and 1 box truck.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	3,501,564	3,950,534	3,812,328	(138,206)	-3.5%
OTPS	5,943,248	6,103,950	6,603,248	499,298	8.2%
Capital	-	-	-	-	0.0%
Total General Funds	9,444,812	10,054,484	10,415,576	361,092	3.6%
Enterprise Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	2,839,995	2,995,896	3,141,067	145,171	4.8%
OTPS	5,320,823	5,501,627	5,831,082	329,455	6.0%
Capital	-	-	-	-	0.0%
Total Enterprise Funds	8,160,818	8,497,522	8,972,149	474,627	5.6%

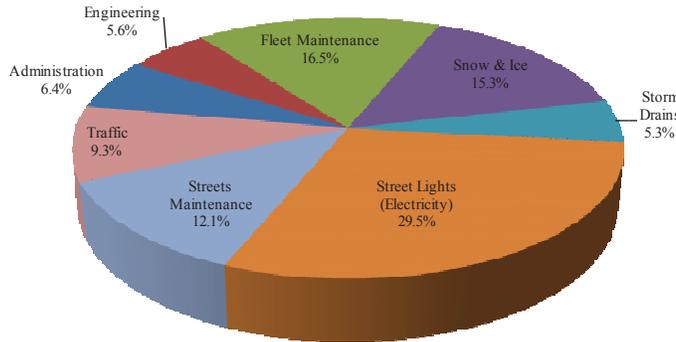
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	70.0	70.0	70.0	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Enterprise Fund FTEs	56.0	56.0	56.0	-	0.0%
Total FTEs	127.0	127.0	127.0	-	0.0%

Fiscal Year 2018 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Programs



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

Program Budgets

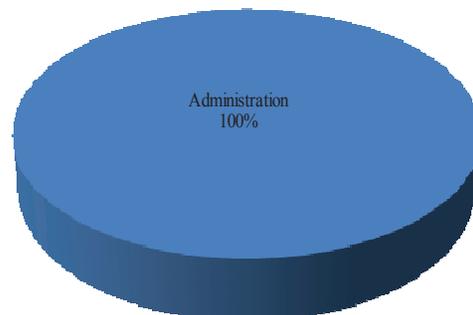
DPW Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Administration	601,635	624,647	661,410	36,763	6.4%
Engineering	567,700	574,859	582,081	7,221	5.6%
Fleet Maintenance	1,487,983	1,704,518	1,716,977	12,459	16.5%
Snow & Ice	1,314,707	1,591,250	1,591,250	-	15.3%
Storm Drains	489,203	601,289	551,831	(49,458)	5.3%
Street Lights (Electricity)	2,646,911	2,646,165	3,075,253	429,089	29.5%
Streets Maintenance	1,441,814	1,347,929	1,263,050	(84,878)	12.1%
Traffic	894,859	963,827	973,724	9,897	9.3%
Total Expenditures	9,444,812	10,054,484	10,415,576	361,092	100%

Revenue Summary

TOTAL REVENUE: \$466,000

- ◆ Departmental Fees- \$12,000
- ◆ Other Permits- \$450,000
- ◆ Sale of Old Materials- \$4,000

DPW Program Revenue



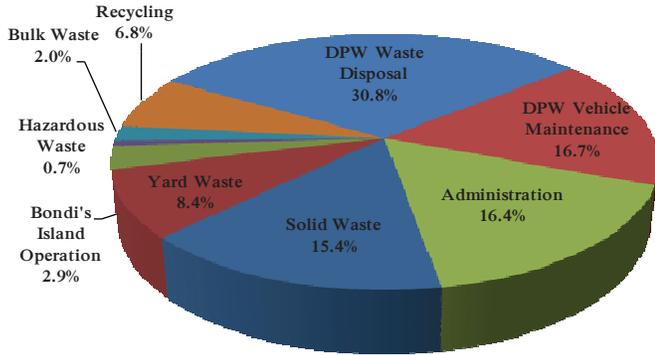
Departmental Revenue

DPW Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Administration	327,486	480,000	466,000	(14,000)	100%
Total Departmental Revenue	327,486	480,000	466,000	(14,000)	100%

Fiscal Year 2018 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

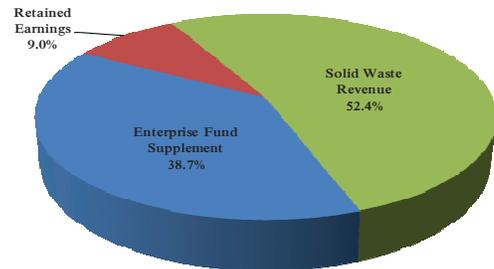
Enterprise Fund Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Solid Waste	1,411,000	1,341,170	1,385,401	44,232	15.4%
Yard Waste	334,142	811,259	757,305	(53,954)	8.4%
Bondi's Island Operation	246,946	255,423	259,719	4,297	2.9%
Hazardous Waste	50,398	71,002	59,002	(12,000)	0.7%
Bulk Waste	153,155	142,047	176,473	34,426	2.0%
Recycling	563,894	587,748	606,595	18,847	6.8%
DPW Waste Disposal	2,925,050	2,955,200	2,760,000	(195,200)	30.8%
DPW Vehicle Maintenance	1,293,880	1,029,131	1,495,309	466,178	16.7%
Administration	1,182,351	1,304,543	1,472,345	167,802	16.4%
Total Expenditures	8,160,818	8,497,522	8,972,149	474,627	100%

Revenue Summary

TOTAL REVENUE: \$8,972,149

◆ General Fund Supplement	\$3,592,159
◆ Retained Earnings	\$653,990
◆ Trash Liens Redeemed	\$500,000
◆ Penalties & Interest	\$130,000
◆ Departmental Fees	\$212,000
◆ Trash Fees	\$3,400,000
◆ Departmental Fines	\$80,000
◆ Miscellaneous Revenue	\$404,000

Solid Waste Program Revenue



Departmental Revenue - Solid Waste

Solid Waste Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Enterprise Fund Supplement	4,042,175	3,286,181	3,592,159	305,978	38.7%
Retained Earnings	250,000	761,341	653,990	(107,351)	9.0%
Solid Waste Revenue	4,396,533	4,450,000	4,726,000	276,000	52.4%
Total Departmental Revenue	8,688,708	8,497,522	8,972,149	474,627	100%

Fiscal Year 2018 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	3,501,564	3,950,534	3,812,328	(138,206)	-3.5%
OTPS	5,943,248	6,103,950	6,603,248	499,298	8.2%
Capital	-	-	-	-	0.0%
Total General Funds	9,444,812	10,054,484	10,415,576	361,092	3.6%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
Grant Funds (Chapter 90)	8,386,411	3,741,677	3,713,832	(27,845)	-0.7%
Enterprise/Revolving Funds	8,160,818	8,497,522	8,972,149	474,627	5.6%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	16,547,229	12,239,199	12,685,981	446,782	3.7%
All Funds Budget	25,992,041	22,293,683	23,101,557	807,874	3.6%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Departmental Fees	183,810	120,000	224,000	104,000	86.7%
Departmental Fines	150,074	50,000	80,000	30,000	60.0%
Enterprise Fund Supplement	4,042,175	3,286,181	3,592,159	305,978	9.3%
Miscellaneous Revenue	335,062	720,000	404,000	(316,000)	-43.9%
Other Permits	311,736	450,000	450,000	-	0.0%
Penalties & Interest	136,789	55,000	130,000	75,000	136.4%
Reimb For Prior Year Expend	12,715	-	-	-	0.0%
Retained Earnings	250,000	761,341	653,990	(107,351)	-14.1%
Sale Of Old Materials	2,019	15,000	4,000	(11,000)	-73.3%
Trash Fees	2,984,733	3,400,000	3,400,000	-	0.0%
Trash Liens Redeemed	607,081	120,000	500,000	380,000	316.7%
Total Departmental Revenue	9,016,194	8,977,522	9,438,149	460,627	5.1%
External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
Sustainable Materials Recovery Grant	Grant	6/30/2017	11,600	56,000	56,000
CDBG-DR	Grant	6/30/2018	63,407	-	-
<i>Subtotal FY18 Anticipated Grants</i>			75,007	56,000	56,000
MHD Chapter 90 Funds	State Aid	6/30/2018	3,126,801	3,643,947	3,657,832
MHD Chapter 90 Funds Carry Over	State Aid	6/30/2017	-	41,730	-
<i>Subtotal FY18 Other Funds</i>			8,311,403	3,685,677	3,657,832
Total External Funding Sources			8,386,411	3,741,677	3,713,832

Fiscal Year 2018 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Administration

Administration	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	601,635	624,647	661,410
FTEs	8.0	8.0	8.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Number of neighborhood meetings attended by DPW	12	10	10

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Highlights

This Division provides support to the operational divisions of the Department of Public Works. The Administrative Division is responsible for department-wide human resources, budgeting, financial oversight, payroll processing, accounts payable and receivable, contract administration, information technology, and ensuring that employee training and professional requirements are met.

Fiscal Year 2018 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Engineering

Engineering	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	567,700	574,859	582,081
FTEs	11.0	11.0	13.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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 2018 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Fleet Maintenance

Fleet Division	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,487,983	1,704,518	1,716,977
FTEs	14.0	14.0	14.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Repair Work Orders Completed	2,250	2,100	2,000
Preventative Maintenance Work Orders Completed	674	650	650
State Safety Inspections Completed	375	350	330
Tire Repair Orders Completed	488	450	450
Auto Body Work Orders Completed	160	150	150

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Highlights

The Fleet Management Division is responsible for the repair and maintenance of approximately 586 vehicles and heavy pieces of equipment. Examples of these include cars, pickup trucks, dump trucks, refuse collection trucks, rollers, road graders, loader/backhoes, street sweepers, log loaders, catch basin service trucks, tractor/mowers, light maintenance equipment, and a variety of trailers and tailored equipment.

The Fleet Division services and maintains snow plowing equipment before, during and after a snow storm. They are on call 24-7 to assist in the event of a weather-related or other emergency event.

Services provided by the division include tire replacement and repair, state safety and emission inspections, body repair, welding, road call assistance, and procurement of replacement vehicles/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 2018 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Traffic

Traffic Division	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	894,859	963,827	973,724
FTEs	10.0	10.0	9.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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 Eversource, 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 2018 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Storm Drains

Storm Drains Division	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	489,203	601,289	551,831
FTEs	8.0	8.0	8.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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	630	787	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 2018 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Street Maintenance

Street Services	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,441,814	1,347,929	1,263,050
FTEs	19.0	19.0	18.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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	2.5	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 response to snow & ice events. The Street Maintenance Division is responsible for maintaining and patching the existing public sidewalks. In Fiscal Year 2017, 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 180 hired plows.

Fiscal Year 2018 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Solid Waste

Solid Waste	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	8,160,818	8,497,522	8,972,149
FTEs	56.0	56.0	56.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Complaints for Missed Collection Resolved	N/A	100%	100%
Total Trash Tonnage	40,000	40,000	40,000
Recycling Rate	22.0%	25.0%	25.0%
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 City-owned landfills: Armory Street Landfill, and the Bondi’s Island Landfill. The Bondi’s Island Landfill is involved in both cell capping and maintenance as it complies with DEP regulatory requirements. The Bondi’s Island Landfill also provides a year-round drop off area for small brush and leaves that is free to residents of the City of Springfield.

The Solid Waste Division operates over 40 pieces of equipment that include: automated, semi-automated with arm extensions, traditional semi-automated, rear loading trucks, bulk waste truck, and one (1) complaint trucks for waste collection each day. The complaint truck is utilized in responding to solid waste issues throughout the City as well as collecting carts in alleys and on dead-end streets. The Solid Waste Division drivers and foreman are also utilized for snow plow operations during the winter months.

The Solid Waste Division provides curbside bulk waste pickup for a fee of \$8 per item. Residents can schedule bulk waste pick-ups through the City’s 3-1-1 Call Center. The Solid Waste Division offers household hazardous waste collections six times a year. Household hazardous waste collection is free of charge to residents. The City, through the City Comptroller’s Office, established the Trash Fee Enterprise Fund to track revenues and expenses associated with the collection of solid waste.

The Springfield Department of Public Works continues to work to develop and initiate new solid waste reduction programs. The DPW will continue to enforce the City’s mandatory recycling ordinance through the efforts of a full-time Waste Compliance Specialist. An aggressive campaign 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 2018 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

FY18 Budget Adjustments

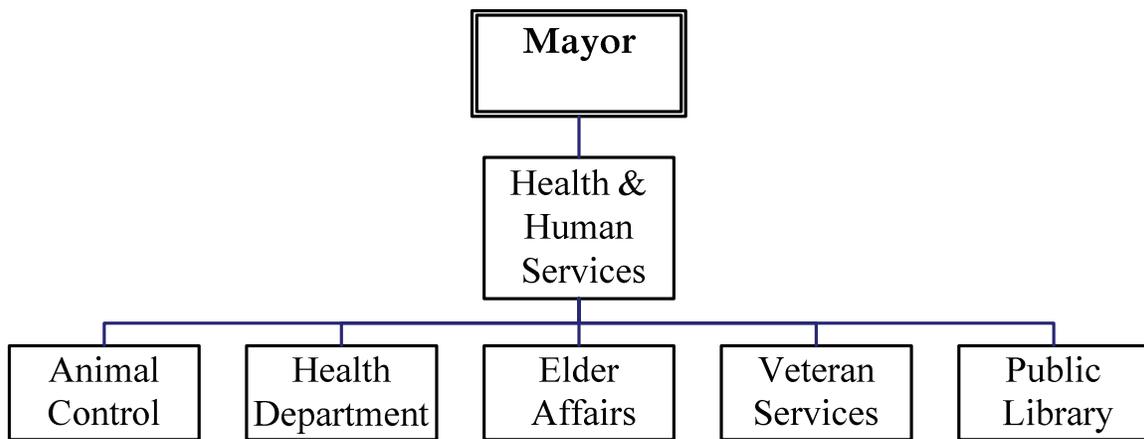
Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Engineering				
Salaries & Wages	(208,983)	2,442	(220,000)	(227,157)
OTPS	-	(900)	(9,958)	
Administration				
Salaries & Wages	(45,300)	(41,921)		
OTPS	-	(20,000)	12,000	
Fleet Maintenance				
Salaries & Wages	(18,000)	3,536		
OTPS	-	(16,868)		
Traffic				
Overtime	-	(33,464)	14,426	
Storm Drains				
OTPS	(85,000)			
Streets Maintenance				
Salaries & Wages	(18,000)	1,111		
OTPS	(31,886)	76,000	1,882	447,510
Solid Waste				
Salaries & Wages	(31,498)	(42,550)		77,606
OTPS	(173,558)	(300,572)	(493,283)	471,143
Total General Fund Adjustments	(198,186)	(31,606)	(201,650)	220,353
Total Enterprise Fund Adjustments	(205,056)	(343,122)	(493,283)	548,749

Notes

- ◆ General Fund
 - ◇ Salaries & Wages: Adjusted due to Chapter 90 offset (\$227,157)
 - ◇ OTPS: Adjusted utility line items to meet level service \$447,510
- ◆ Enterprise Fund
 - ◇ Salaries & Wages: Adjusted to reflect union settlements & holiday pay \$77,606
 - ◇ OTPS: Adjusted to account for new trash trucks lease and increased bulk trash pickup rate \$471,143

Section 9

Health & Human Services Division



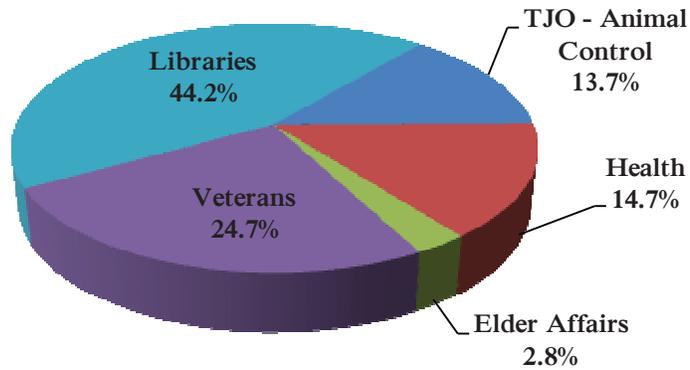
Mission Statement

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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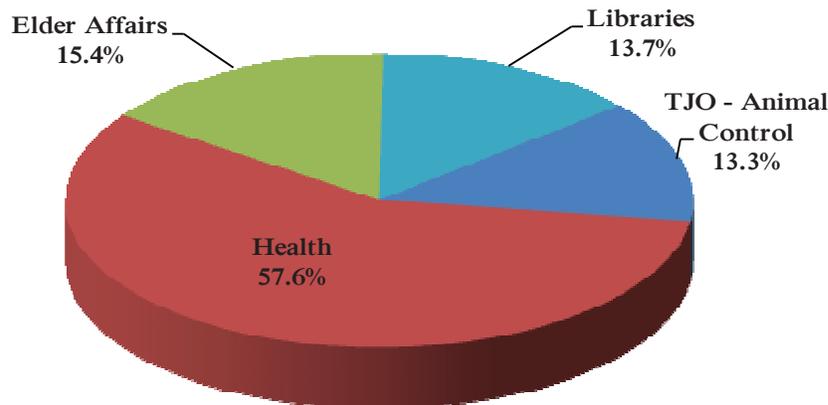
Fiscal Year 2018: All Funds Budget and Revenue Overview

Health & Human Services Division



FY18 Recommended Budget Health & Human Services Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
TJO - Animal Control	1,258,226	1,394,790	1,394,790	1,417,499	1.6%	1.6%
Health	1,392,138	1,448,836	1,448,836	1,514,779	4.6%	4.4%
Elder Affairs	291,915	302,458	302,458	287,155	-5.1%	-5.3%
Veterans	2,471,524	2,986,798	2,986,798	2,551,007	-14.6%	-17.1%
Libraries	3,979,399	4,508,613	4,508,613	4,561,595	1.2%	1.2%
Total	9,393,201	10,641,495	10,641,495	10,332,035	-2.9%	-3.0%

Revenue Overview



Division / Department	FY18 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY18 Total Revenue
TJO - Animal Control	787,674	-	94,204	-	-	881,878
Health	381,000	-	3,422,581	-	-	3,803,581
Elder Affairs	-	-	1,019,224	-	-	1,019,224
Veterans	-	-	-	-	-	-
Libraries	75,000	-	829,361	-	-	904,361
Total	1,243,674	-	5,365,370	-	-	6,609,044

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Fiscal Year 2018 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.

FY17 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 5,700 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. ACOs investigated 432 complaints of suspected cruelty or neglect.

TJO temporarily housed approximately 3,200 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, 48% are dogs, 44% are cats and 9% are small mammals, birds and wildlife. Approximately 50% of stray dogs and 7% 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 continues to recruit and train key individuals to serve as volunteers on a disaster animal response team. The City owns and maintains 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 to aid pets and their people in the event of a disaster.

FY18 Budget Highlights

- ◆ Funds 14.0 FTEs which is the same as FY17.
- ◆ Includes a 2% salary increase for all non-bargaining employees.
- ◆ Includes reclassification of Operations Manager to Animal Shelter Supervisor at a higher grade.
- ◆ Animal Control Officers Association of Massachusetts Training Academy

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	495,054	567,138	601,007	33,869	6.0%
OTPS	763,171	827,652	816,492	(11,160)	-1.3%
Capital	-	-	-	-	0.0%
Total General Funds	1,258,226	1,394,790	1,417,499	22,709	1.6%

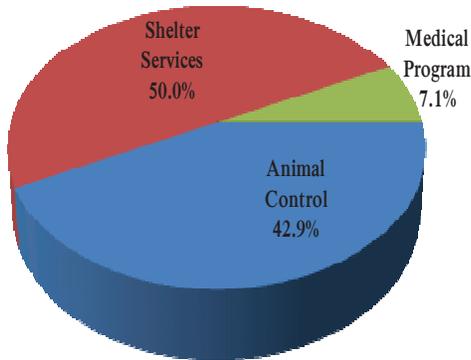
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	14.0	14.0	14.0	-	0.0%
Total FTEs	14.0	14.0	14.0	-	0.0%

Fiscal Year 2018 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Expenses



Program Summaries

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. A multi-service adoption center, it operates out of one 18,000 square foot facility.

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

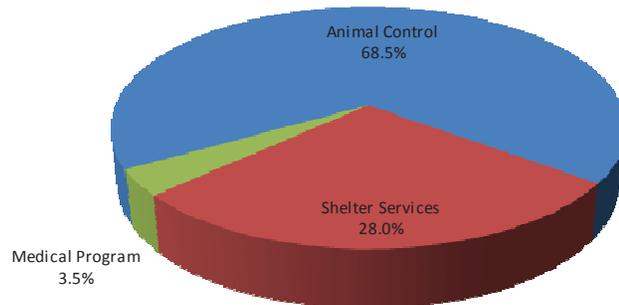
Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Animal Control	565,077	679,001	647,873	(31,128)	42.9%
Shelter Services	659,256	792,168	755,852	(36,316)	50.0%
Medical Program	94,179	113,167	107,979	(5,188)	7.1%
Total General Fund Expenditures	1,258,226	1,394,790	1,417,499	22,709	93.8%
Total External Funds Expenditures	60,287	189,546	94,204	(95,342)	6.2%
Total All Funds Expenditures	1,318,513	1,584,336	1,511,703	(72,633)	100%

Revenue Summary

TOTAL REVENUE: \$787,674

- ◆ Adoption Program - \$539,557
- ◆ Shelter Services - \$220,549
- ◆ Medical Fees - \$27,569

Program Revenue



Departmental Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY17 Recommended	Variance FY18-FY17	% of Total
Animal Control	489,804	550,756	539,557	(11,200)	68.5%
Shelter Services	200,212	225,127	220,549	(4,578)	28.0%
Medical Program	25,026	28,141	27,569	(572)	3.5%
Total Departmental Revenue	715,042	804,024	787,674	(16,350)	100%

Fiscal Year 2018 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	495,054	567,138	601,007	33,869	6.0%
OTPS	763,171	827,652	816,492	(11,160)	-1.3%
Capital	-	-	-	-	0.0%
Total General Funds	1,258,226	1,394,790	1,417,499	22,709	1.6%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
Grant Funds	55,382	189,546	94,204	(95,342)	-50.3%
Enterprise/Revolving Funds		-	-	-	0.0%
Donations/Trusts	4,905	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	60,287	189,546	94,204	(95,342)	-50.3%
All Funds Budget	1,318,513	1,584,336	1,511,703	(72,633)	-4.6%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Departmental Feeds	715,042	804,024	787,674	(16,350)	-2.0%
Miscellaneous Revenue	-	-	-	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	715,042	804,024	787,674	(16,350)	-2.0%
External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
TJO Training & Behavior Assesment Coordinator	Grant	6/30/2018	2,241	35,546	12,513
Additional Veterinary Technician Hours Grant	Grant	6/30/2018	15,106	33,840	17,611
License Plate Grant- Spay & Neuter Program	Grant	6/30/2017	14,925	12,000	10,000
Additional Veterinary Hours Grant	Grant	6/30/2018	23,110	108,160	54,080
<i>Subtotal FY18 Anticipated Grants</i>			55,382	189,546	94,204
Donations	Donation	N/A	4,905	-	-
<i>Subtotal Other Funding</i>			4,905	-	-
Total External Funding Sources			60,287	189,546	94,204

Fiscal Year 2018 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Animal Control

Animal Control	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	565,077	679,001	647,873
FTEs	6.0	6.0	6.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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	17%	15%	15%
# of events ACOs are first responders	128	102	102
# of free roaming animals impounded	3,397	2,303	2,600
# of animal bites investigated	163	102	140

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 and Massachusetts Animal Fund Officer Training Program, 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, and thorough follow-up for potentially dangerous or nuisance dogs, as well as safety for the public and officers. TJO ACOs have been active in programming for feral or community cats, and have had increased community involvement by participating in C3 community policing meetings. Additionally, the animal control department has been actively seeking and implementing new programs to increase rabies vaccination and license compliance in the communities served.

Over the last year, ACOs realized an 11% increase in field calls from the prior year, responding to 5,772. Of those, 866 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 132 cases. There were 204 animal bite investigations and 432 cruelty investigations, including response to 3 major hoarding cases during the summer months.

Animal control received three new vehicles for animal rescue and transport, bringing the number of vehicles to four. Two vehicles have been professionally upfitted with a full stainless steel insert to safely separate and transport multiple animals, with the third larger vehicle left unmodified for multipurpose use.

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 2018 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Shelter Services

Shelter Services	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	659,256	792,168	755,852
FTEs	7.0	7.0	7.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
<i>Decrease the number of homeless and abandoned animals</i>			
# of animals returned to owner	767	421	730
# of homeless and abandoned animals	3,750	1,947	3,100
% increase of shelter adoption	4%	4%	3%

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 1,540 animals into adoptive homes last year. Animals were placed with adoptive families from 157 cities and towns throughout New England, New York and Pennsylvania.

TJO's team of 143 volunteers provides an average of 1,000 hours of service each month in many areas of operations such as: greeting; matchmaking; cleaning/disinfecting; veterinary assistance; housekeeping; maintenance; special events; animal transport; animal training and enrichment; animal foster care; website updates; telephones; photography; volunteer training and much more.

TJO staff and volunteers participated in 56 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 32,000 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 2018 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Medical Program

Medical Program	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	94,179	113,167	107,979
FTEs	1.0	1.0	1.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
<i>Increase the number of Animals Returned to Owner</i>			
# of animals treated	3,200	1,447	3,050
# of rabies vaccinations	2,624	1,054	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 over 3,000 impounded animals and assisting hundreds of economically-challenged pet owners in the cities we serve.

A large number of animals arrive to the Center injured or in very poor condition. These animals often need a considerable or extraordinary amount of veterinary care to ensure that they are well enough for adoption. Expenses for non-critical surgeries and treatments are not funded by the City, but instead are funded by the Foundation for TJO Animals.

Fiscal Year 2018 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Adoption Services				
Personal Services	-	-	-	-
OTPS	(38,409)	(8,097)	2,300	(6,800)
Capital	-	-	-	-
Animal Control				
Personal Services		133,736		(14,296)
OTPS	(33,635)	(15,707)	18,017	(10,000)
Capital	-	-	-	-
Total Adjustments	(72,044)	109,932	20,317	(31,096)

Notes

- ◆ Personal Services:
 - ◇ Salaries & Wages: Adjusted due to grant offset (\$14,296)
- ◆ OTPS:
 - ◇ All OTPS line items adjusted to reflect level service funding
 - ◆ Natural Gas: (\$3,000)
 - ◆ Water/Sewer: (\$1,400)
 - ◆ Seminars: (\$400)
 - ◆ Dues & Memberships: (\$100)
 - ◆ Printing/Binding: (\$100)
 - ◆ Office Supplies: (\$300)
 - ◆ Gasoline & Diesel: (\$1,000)
 - ◆ In State Travel: (\$500)
 - ◆ Professional Services: (\$10,000)

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Fiscal Year 2018 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.

FY17 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.

FY18 Budget Highlights

- ◆ Funds 23.0 General Fund FTEs; Includes addition of 1.0 Health Inspector FTE.
- ◆ 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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	1,158,791	1,218,392	1,286,935	68,542	5.6%
OTPS	233,346	230,444	227,844	(2,600)	-1.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,392,138	1,448,836	1,514,779	65,942	4.6%

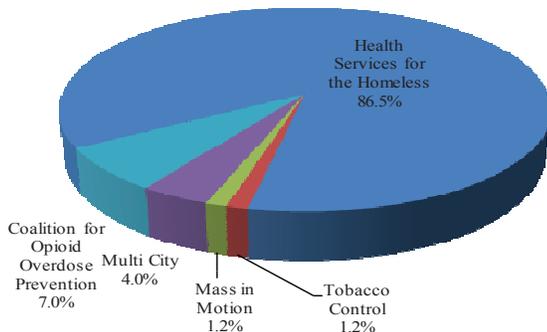
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	22.0	22.0	23.0	1.0	4.5%
Grant FTEs	20.0	20.0	20.0	-	0.0%
Total FTEs	42.0	42.0	43.0	1.0	2.4%

Fiscal Year 2018 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.

Mass in Motion - support work to prevent obesity, diabetes, heart disease and stroke, and reduce health disparities among adults through a combination of community, clinical and health system interventions.

Multi-City - provides mental health services to children ages 0-6 with serious emotional disturbances.

Prevention - implements components of prevention and intervention programs for youth.

Program Budgets

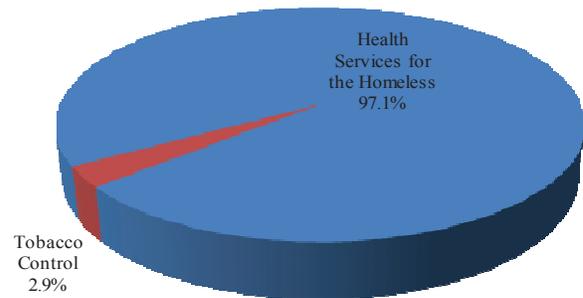
Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Health Services for the Homeless	3,414,627	4,298,259	4,272,267	(66,462)	86.5%
Tobacco Control	58,778	60,832	60,832	-	1.2%
Mass in Motion	50,769	60,000	60,000	-	1.2%
Multi City	54,556	198,000	198,000		4.0%
Coalition for Opioid Overdose Prevention	246,239	391,253	346,261	(44,992)	7.0%
Total General Fund Expenditures	1,392,138	1,448,836	1,514,779	65,942	30.7%
Total External Funds Expenditures	2,432,832	3,559,508	3,422,581	(136,927)	69.3%
Total All Funds Expenditures	3,824,970	5,008,345	4,937,360	(70,985)	100%

Revenue Summary

TOTAL REVENUE: \$381,000

- ◆ Licenses and Permits - \$370,000
 - ◆ Food Service Establishment
 - ◆ Burial Permit
 - ◆ Mobile Food Service
 - ◆ Retail Food
 - ◆ Milk
 - ◆ Disposal Works Construction
- ◆ Fine and Forfeits - \$11,000

Program Revenue



Departmental Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Health Services for the Homeless	358,431	370,000	370,000	-	97.1%
Tobacco Control	9,425	3,803	11,000	7,197	2.9%
Mass in Motion				-	0.0%
Multi City	-	-	-	-	0.0%
Coalition for Opioid Overdose Prevention	-	-	-	-	0.0%
Total Departmental Revenue	367,856	373,803	381,000	7,197	100%

Fiscal Year 2018 Budget and Program Summaries

HEALTH DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	1,158,791	1,218,392	1,286,935	68,542	5.6%
OTPS	233,346	230,444	227,844	(2,600)	-1.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,392,138	1,448,836	1,514,779	65,942	4.6%

External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
Grant Funds	2,432,832	3,559,508	3,422,581	(136,927)	-3.8%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	2,432,832	3,559,508	3,422,581	(136,927)	-3.8%
All Funds Budget	3,824,970	5,008,345	4,937,360	(70,985)	-1.4%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Other Permits	358,431	370,000	370,000	-	0.0%
Departmental Fines	9,425	3,803	11,000	7,197	189.2%
Total Departmental Revenue	367,856	373,803	381,000	7,197	1.9%

External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
AHEC Model Grant	Grant	6/30/2016	161,107	91,935	-
Health Services For the Homeless Grant	Grant	1/31/2018	1,779,800	2,625,138	2,625,138
HIV Aids Grant	Grant	6/30/2009	1,500	-	-
Mass Call II Grant	Grant	6/30/2017	91,534	161,261	161,261
Mass in Motion Grant	Grant	3/30/2017	50,583	60,000	60,000
Mass Multi City Grant	Grant	9/30/2017	54,556	198,000	198,000
Mass Substance Abuse Collaborative Grant	Grant	6/30/2017	45,919	144,992	100,000
Medical Education Grant	Grant	6/30/2008	34,651	-	-
MLCHC- Emergency Preparedness Grant	Grant	6/30/2017	-	2,000	2,000
MOCHA Grant	Grant	1/31/2017	-	70,350	70,350
ORI Tag Grant	Grant	9/30/2017	45,432	60,000	60,000
Partnership For Success Grant	Grant	6/30/2017	74,188	85,000	85,000
Springfield Food Policy Grant	Grant	6/30/2015	186	-	-
Stop Access 5034 Grant	Grant	6/30/2015	20,086	-	-
Stop Access 5035 Grant	Grant	6/30/2015	14,514	-	-
Tobacco Control Program Grant	Grant	6/30/2017	58,778	60,832	60,832
Subtotal FY18 Anticipated Grants			2,432,832	3,559,508	3,422,581
Handicapped Parking	Revolving	N/A	-	-	-
Donations	Donation	N/A	-	-	-
Subtotal Other Funding			-	-	-
Total External Funding Sources			2,432,832	3,559,508	3,422,581

Fiscal Year 2018 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Health Services for the Homeless

Health Services for the Homeless	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	3,414,627	4,298,259	4,272,267
FTEs	35.0	35.0	36.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Provide health, social, advocacy, and outreach services to homeless persons efficiently			
# of homeless adults receiving health care	3,472	3,233	3,500
# of homeless children (under 17) receiving health care	149	23	100
# of homeless receiving dental care	345	338	500
# of homeless receiving social services	1,266	2,000	2,200

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 which includes Hampden, Hampshire, and Franklin Counties.
- ◆ Target population: Adult men and women and elderly individuals 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 a yearly women’s exam was stressed, which includes a breast and pelvic exam. The education and focus groups concentrated 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 2018 Budget and Program Summaries
HEALTH DEPARTMENT

Program Summaries

Tobacco Control

Tobacco Control	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	58,778	60,832	60,832
FTEs	1.0	1.0	1.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
<i>Prevent youth from purchasing tobacco products</i>			
# of permits issued	249	184	255
# of investigated complaints and conducted onsite inspections	282	238	290
% of tobacco retailers adhering to youth access regulations	82%	85%	80%

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- ◆ Conduct requisite inspections to monitor compliance, including tobacco sales.
- ◆ Issue fines, citations and suspension of permits for violations.
- ◆ Conduct routine inspections of tobacco retailers to check for signage, permits, self service displays, and other violations.
- ◆ Conduct routine inspections of local bars and restaurants to ensure compliance with the state smoke-free workplace law.
- ◆ 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 workshops.
- ◆ 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 2018 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Mass in Motion

Mass in Motion	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	50,769	60,000	60,000
FTEs	2.0	2.0	2.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
<i>Promote opportunities for healthy eating and active living</i>			
# of corner stores engaged in healthy retail outreach	7	10	13
# of funded open gym sites	4	6	8
# of youth engaged in safe summer parks program	10	10	10
# of Diabetes Prevention Program (DPP) courses offered	N/A	N/A	5
# of patients referred to DPP	N/A	N/A	63
# of Community Health Workers hired	N/A	N/A	3

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- ◆ Attend quarterly coordinator meetings to network with other Mass in Motion communities and share strategies around healthy eating, active living, and built environment improvements.
- ◆ Engaged with corner store owners throughout the City to generate interest for the Healthy Retail Program.
- ◆ Worked to increase availability of produce and healthy snack options in areas of the City lacking full service grocery stores.
- ◆ Worked to empower store owners to think of their stores as community hubs and food access points beyond a “convenience store”.
- ◆ Recently formed a new partnership with the Office of Planning and Economic Development to uplift the small business loan program and storefront improvement loan program under a healthy retail mission statement.
- ◆ In the process of engaging with community partners and healthy retail stakeholders to formalize a Healthy Retail Program in the City of Springfield.
- ◆ Sat on Youth Nutrition Subcommittee of the Springfield Food Policy Council to sustain school gardens and school nutrition initiatives.
- ◆ Identified funding for open gyms program and identified school gyms in neighborhoods with the greatest need for safe open space in coordination with the Department of Parks and Recreation. Sites are designated to stay open after normal hours and provide Springfield youth with safe spaces to stay physically active during the winter months.
- ◆ Funded 6 open gym sites for winter 2016-2017, up from 4 sites last winter.
- ◆ Operated Safe Summer Parks Program and scheduled park audits, park cleanups, school gardening, and various workshops in coordination with community partners including the Department of Parks and Recreation.
- ◆ Continued to partner with the Safe Routes to School lead and Baystate Community Health Manager, to onboard new Safe Routes to School member schools.
- ◆ Continued to provide Walk Boston Technical Assistance to new Safe Routes to School members.
- ◆ Continued to participate in citywide complete streets implementation process.
- ◆ 1422 funds support work to prevent obesity, diabetes, heart disease and stroke, and reduce health disparities among adults through a combination of community, clinical and health system interventions.
- ◆ Hired three Community Health Workers at Caring Health Center.
- ◆ Community Health Workers referred patients to 132 outside resources.
- ◆ Offered 5 Diabetes Prevention Program courses at no charge to the community.
- ◆ Added 47 signs to Springfield that promote walkability.
- ◆ Distributed 6,014 walking maps.
- ◆ Conducted baseline nutrition and beverage standards at every Baystate Hospital Health Center site, in partnership with technical assistance from Harvard .
- ◆ Convened the Springfield Built Environment monthly meeting and assisted the City in passing the Complete Streets Policy.
- ◆ Started a pharmacy pilot at Caring Health Center, for medication management .

Fiscal Year 2018 Budget and Program Summaries
HEALTH DEPARTMENT

Program Summaries

Multi City

Multi City	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	54,556	198,000	198,000
FTEs	1.0	1.0	1.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
# of Young Children's SOC meetings held	9	1	10
# of children enrolled for direct services	4	11	30
# of SOC Parent Council meetings held	4	2	7

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- ◆ Overall goal is to strengthen the local system of care through:
 - ◇ Engagement and integration of key local systems and stakeholders;
 - ◇ Service provision through a clinician/family partner team from a community mental health services provider (Gandara Center);
 - ◇ Training and professional development;
 - ◇ Social marketing;
 - ◇ Family engagement;
 - ◇ Quality improvement

- ◆ Focus is on families with children age 0-6 that have serious emotional disturbances.

Fiscal Year 2018 Budget and Program Summaries
HEALTH DEPARTMENT

Program Summaries

Coalition for Opioid Overdose Prevention

Coalition for Opioid Overdose Prevention	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	246,239	391,253	346,261
FTEs	3.0	3.0	3.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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

- ◆ Foster SPD involvement with SCOOP and promote more community engagement events with the SPD.
- ◆ 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 the Sheriff 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 and Holyoke.
- ◆ 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 as indicated.
- ◆ Work with federal evaluator on making corrections strategy, an evidence based strategy.
- ◆ Process, track and evaluate data collected from data sources.
- ◆ Create a database and map instances of overdoses within the City of Springfield.
- ◆ Will research and seek sustainability strategies for the coalition and its members.
- ◆ Provide assistance to the cultural and linguistically competent curriculum with BHWJLT (Dr. Haner Hernandez and Sandra Munier, MSW).
- ◆ Hold quarterly coalition meetings and disseminate relevant data and documentation to coalition members.
- ◆ Conduct monthly work group meeting with three groups: Law Enforcement, Data and Education.
- ◆ Coordinate Professional Development Day for Hampden County.

Fiscal Year 2018 Budget and Program Summaries
HEALTH DEPARTMENT

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Health Services for the Homeless				
Personal Services	-	-	-	(1,172)
OTPS	-	39,684	(12,277)	(2,600)
Total Adjustments	-	39,684	(12,277)	(3,772)

Notes

- ◆ Personal Services:
 - ◇ Salaries & Wages: Adjusted total to reflect actual salaries (\$1,172)
- ◆ OTPS:
 - ◇ All OTPS line items adjusted to reflect level service funding
 - ◆ Professional Services: (\$300)
 - ◆ Printing/Binding: (\$500)
 - ◆ Postage & Delivery: (\$1,000)
 - ◆ Nursing Materials: (\$800)

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Fiscal Year 2018 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.

FY17 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 Greater Springfield Senior Outreach program providing information on benefits and services, collaborating with agencies and businesses to assist seniors.

The Department of Elder Affairs administers the Serving Health Information Needs of Everyone (SHINE) Program from the Executive Office of Elder Affairs for all of Hampden County and parts of Hampshire County. This program assists seniors in understanding their Medicare and Mass Health benefits and other health insurance options. 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. 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.

- ◆ Senior Centers from July 1– Dec 31, 2016 served 46,281 seniors (includes seniors who visit on a regular bases).
- ◆ Pine Point Sr. Center temporarily relocated to East Springfield Neighborhood Council Building.
- ◆ Mass Association for the Blind became a community partner.
- ◆ Recommendations from the Internal Audit are being maintained.
- ◆ Putnam High School students hospitality program work with senior centers serving meals.
- ◆ SHINE serviced more than 2,568 seniors during Medicare Open Enrollment in calendar year 2016, saving them more than \$3.76M in health related expenses.
- ◆ Alzheimer’s Association came in to do presentations.
- ◆ Riverview Senior Center second year planting community garden and sharing vegetables with senior centers participants.
- ◆ New senior center slated to open in September 2017.

FY18 Budget Highlights

- ◆ Funds 5.6 General Fund FTEs.
- ◆ Includes a 2% salary increase for non-bargaining employees.
- ◆ Senior Center programs that promote fitness, education, health screenings, recreational activities, and trips.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	276,367	284,015	276,787	(7,228)	-2.5%
OTPS	15,548	18,443	10,368	(8,075)	-43.8%
Capital	-	-	-	-	0.0%
Total General Funds	291,915	302,458	287,155	(15,303)	-5.1%

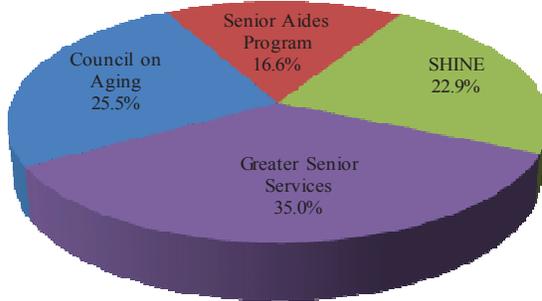
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	5.6	5.6	5.6	-	0.0%
Grant FTEs	9.2	10.1	10.1	-	0.0%
Total FTEs	14.8	15.7	15.7	-	0.0%

Fiscal Year 2018 Budget and Program Summaries

ELDER AFFAIRS

Program Expenses



Program Summaries

Council on Aging - Senior Centers provide health and recreational activities for Springfield senior residents.

Senior Aides Program - Promotes the transition of 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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Council on Aging	346,198	337,371	332,835	(4,536)	25.5%
Senior Aides Program	225,029	219,291	216,343	(2,948)	16.6%
SHINE	311,578	303,634	299,552	(4,082)	22.9%
Greater Senior Services	476,023	463,885	457,649	(6,237)	35.0%
Total General Fund Expenditures	291,915	302,458	287,155	(15,303)	22.0%
Total External Funds Expenditures	1,066,913	1,021,724	1,019,224	(2,500)	78.0%
Total All Funds Expenditures	1,358,828	1,324,182	1,306,379	(17,803)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries
ELDER AFFAIRS

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	276,367	284,015	276,787	(7,228)	-2.5%
OTPS	15,548	18,443	10,368	(8,075)	-43.8%
Capital	-	-	-	-	0.0%
Total General Funds	291,915	302,458	287,155	(15,303)	-5.1%

External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
Grant Funds	1,061,176	1,021,724	1,019,224	(2,500)	-0.2%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	5,737	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,066,913	1,021,724	1,019,224	(2,500)	-0.2%
All Funds Budget	1,358,828	1,324,182	1,306,379	(17,803)	-1.3%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Departmental Fees	1,129	-	-	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	1,129	-	-	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
Mass in Motion	Grant	3/30/2017	3,000	2,500	-
Senior SNAP Program Grant	Grant	6/30/2016	34,261	-	-
Greater Springfield Senior Services Grant	Grant	9/30/2017	88,203	92,400	92,400
SHINE Grant	Grant	6/30/2017	100,948	80,000	80,000
Council On Aging	Grant	6/30/2017	216,237	238,840	238,840
Senior Aide Grant	Grant	12/31/2016	618,526	607,984	607,984
<i>Subtotal FY18 Anticipated Grants</i>			1,061,176	1,021,724	1,019,224
Donations	Donation	N/A	5,737	-	-
<i>Subtotal Other Funding</i>			5,737	-	-
Total External Funding Sources			1,066,913	1,021,724	1,019,224

Fiscal Year 2018 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Council on Aging

Council on Aging	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	346,198	337,371	332,835
FTEs	4.0	4.0	4.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
To encourage senior participation through health and recreational activities			
Number of participants in recreational activities	7,473	2,100	7,700

Citywide Strategic Priority: Education, Fiscal and Operational Excellence, Economic Vitality

Highlights

The Council on Aging (Senior Centers) provides health and recreational activities for Springfield senior residents. These Centers include Riverview, Hungry Hill, Mayflower, Good Life, Mason Square, Pine Point, Clodo Concepcion Community Center and the Fitness Center, which are located throughout the City. In order to support Senior Center activity, the Department of Elder Affairs utilizes the Council on Aging (COA) grant. These funds are used to provide Senior Center 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 employs a van driver to assist those elder citizens who are, in some way, unable to provide for their own transportation.

Fiscal Year 2018 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Senior Aides Program

Senior Aides Program	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	225,029	219,291	216,343
FTEs	2.6	2.6	2.6
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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). The DEA contract is a yearly contract. The contract calls for clear goals and outcomes.

Fiscal Year 2018 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

SHINE

SHINE	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	311,578	303,634	299,552
FTEs	3.6	3.6	3.6
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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.

SHINE is a 2 year state contract from FY17-FY18. We anticipate this program being 80%-funded again in 2018 and await the next contract beginning July 1, 2018. This contract is allocated through Federal, State, and Affordable Care Act legislature.

Fiscal Year 2018 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Greater Senior Services

Greater Senior Services	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	476,023	463,885	457,649
FTEs	4.6	5.5	5.5
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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, currently in its second year. The DEA is a sub-grantee of the Greater Senior Services grant and is a Title 3b program with the Department of Agriculture.

Fiscal Year 2018 Budget and Program Summaries

ELDER AFFAIRS

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Council on Aging				
Personal Services	-	(6,132)	-	(123)
OTPS	-	-	-	(9,405)
SHINE				
OTPS	-	-	1,700	-
Total Adjustments	-	(6,132)	1,700	(9,528)

Notes

- ◆ Personal Services:
 - ◇ Salaries & Wages: Adjusted wage of vacant position (\$123)
- ◆ OTPS:
 - ◇ All OTPS line items adjusted to reflect level service funding:
 - ◆ Professional Services: (\$5,760)
 - ◆ Alarm/Guard Services: (\$1,330)
 - ◆ Dues & Memberships: (\$400)
 - ◆ Insurance: (\$1,100)
 - ◆ In State Travel: (\$815)

Fiscal Year 2018 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.

FY17 Department Highlights

- ◆ Continued to provide increased levels of support to veterans and their families.
- ◆ Supported the Mayor's initiative to end homelessness by collaboration and partnership with various organizations.
- ◆ Provided numerous DD214 (military discharge).
- ◆ Provided assistance to veterans and spouses with application for aid and attendance benefits that improve quality of life.
- ◆ Expanded efforts to assist veterans with HUD VASH vouchers.
- ◆ Promoted Jobs for Veterans with MGM and Trade Unions.
- ◆ Increased awareness of the Chapter 115 program by expanding our advocacy outreach.
- ◆ Complied with the new Chapter 14 of Title 108, CMR mandate, which requires VSO's 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 \$45,000+.
- ◆ Actively reduced case load by assisting veterans to obtain numerous alternative sources of income.
- ◆ Plan and coordinate public events on Veterans' Day, Vietnam Veterans' Day and Memorial Day. Each Memorial Day and Veterans' Day, over 20,000 flags are placed on the graves of Veterans interred in Springfield cemeteries.
- ◆ Created policies and procedures to coordinate and execute a wide range of services and emergency assistance.
- ◆ Attended funerals of Veterans Killed in Action and coordinated activities with the Casualty Assistance Office and the State Department of Veterans Services.
- ◆ As mandated by law, served as Burial/Graves agent for indigent Springfield residents laid to rest in Springfield.
- ◆ Coordinated efforts between the Governor's office and the Casualty Assistance Officer to help the Sullivan Family with important matters and to serve as a liaison between the family and the veterans' services branch.
- ◆ Passed out 3000 flags along procession route to demonstrate the City of Springfield's patriotism on national news.

FY18 Budget Highlights

- ◆ Includes a 2% salary increase for all 6 FTEs.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	261,350	332,692	343,189	10,498	3.2%
OTPS	2,210,174	2,654,106	2,207,818	(446,288)	-16.8%
Capital	-	-	-	-	0.0%
Total General Funds	2,471,524	2,986,798	2,551,007	(435,790)	-14.6%

Department Staff

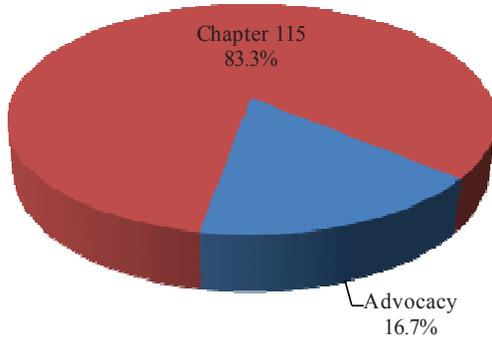
Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	5.0	6.0	6.0	-	0.0%
Total FTEs	5.0	6.0	6.0	-	0.0%

Fiscal Year 2018 Budget and Program Summaries

VETERAN SERVICES

Program Summaries

Program Expenses



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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Advocacy	411,921	497,800	425,168	(72,632)	16.7%
Chapter 115	2,059,603	2,488,998	2,125,840	(363,159)	83.3%
Total Expenditures	2,471,524	2,986,798	2,551,007	(435,790)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries
VETERAN SERVICES

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	261,350	332,692	343,189	10,498	3.2%
OTPS	2,210,174	2,654,106	2,207,818	(446,288)	-16.8%
Capital	-	-	-	-	0.0%
Total General Funds	2,471,524	2,986,798	2,551,007	(435,790)	-14.6%
External Funds Budget					
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	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	2,471,524	2,986,798	2,551,007	(435,790)	-14.6%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2018 Budget and Program Summaries
VETERAN SERVICES

Program Summaries

Advocacy

Advocacy	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	411,921	497,800	425,168
FTEs	1.0	1.0	1.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
<i>Support and advocate on behalf of Veterans and their dependents</i>			
Monthly Average of Veterans receiving City Subsidy	500	498	404
% of successful advocacy claims / appeals	85%	90%	96%

Citywide Strategic Priority: Fiscal and Operational Excellence, Healthy Neighborhoods, Economic Vitality

Highlights

- ◆ DVS has had a 96% success rate for VA claims & appeals
- ◆ Bereavement counseling
- ◆ Civilian Health and Medical Program (CHAMPVA)
- ◆ Information sessions on benefits for veterans
- ◆ Headstones and markers placement in cemeteries
- ◆ Veteran Stand Down every year
- ◆ Prevention of homelessness
- ◆ Job readiness programs

Fiscal Year 2018 Budget and Program Summaries
VETERAN SERVICES

Program Summaries

Chapter 115

Chapter 115	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	2,059,603	2,488,998	2,125,840
FTEs	4.0	5.0	5.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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 has continued to strengthen the department staff’s skills, knowledge, and performance by attending the mandated State Department of Veteran Services’ training and development conducted by the State Department of Veterans Services and Massachusetts Veterans Service Officer Association, which has resulted in three staff members being trained. Training was provided and developed for DVS staff to provide the right resources and an environment that supports the growth and development needs of the individual staff and veterans. The department has greatly enhanced service delivery by creating policies, procedures and forms to coordinate and execute a wide range of services and emergency assistance.

Fiscal Year 2018 Budget and Program Summaries

VETERAN SERVICES

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Advocacy				
Personnel Services	5,401	-	47,721	-
OTPS	(500)	(200,000)	(200,000)	(446,288)
Chapter 115				
OTPS	(300,000)	-	-	-
Total Adjustments	(295,099)	(200,000)	(152,279)	(446,288)

Notes

- ◆ OTPS– Adjusted to reflect level service funding and historical spending trends. (\$446,288)

Fiscal Year 2018 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.

FY17 Department Highlights

The Library continues to thrive under the Re: Think Springfield City Library model. The model brought increased hours for the branches and a large increase in the number of programs and materials offered to residents. Expanded programming and services coordinated by our programming and outreach teams continue to address important Springfield issues and use of Library programs and services by Springfield residents continues to increase. In FY17, the number of items borrowed by Springfield residents increased by 10%.

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 strategically positioned the Library for the next round of MBLC funding in FY17. A MBLC Public Library Construction grant was submitted that could cover up to 57% of the cost of the project.

The Central Library Accessibility and Infrastructure Assessment was completed in FY17. Funding for Phase One was authorized by the City of Springfield and supplemented by a \$100,000 Massachusetts Cultural Council Facilities Grant to replace the existing rear library stairs and closed ramp with a new plaza including an accessible ramp, stairs, replacement and repair of roof and decorative terra cotta; and rebuilding of the front stairs at the State St. entrance.

Our work is gaining academic interest. Dr. James Canning, Professor at Springfield College, observed the Forest Park Library Toddler Storytime as part of his research project. He was excited to learn about early literacy cases here in Springfield, and will be writing about them in a published paper.

The East Springfield Branch's book and media collections is being refreshed. Staff selected new furniture to make the space more open and inviting to browse, read and attend programs. We reassessed the early learning space to better organize it, make it more welcoming, and more purposefully encourage the modeling and practice of early literacy skills.

The Mason Square Branch received a \$5500 grant from the National Library of Medicine to enhance community members' health literacy through technology, training, gardening and programs designed to teach nutrition.

FY18 Budget Highlights

- ◆ Funds 76.1 FTEs - General Fund.
- ◆ Includes a 2% salary increase.
- ◆ 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, public computers, and DATA at all locations.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	2,642,321	3,068,433	3,125,914	57,481	1.9%
OTPS	1,290,469	1,393,180	1,388,681	(4,499)	-0.3%
Capital	46,608	47,000	47,000	-	0.0%
Total General Funds	3,979,399	4,508,613	4,561,595	52,982	1.2%

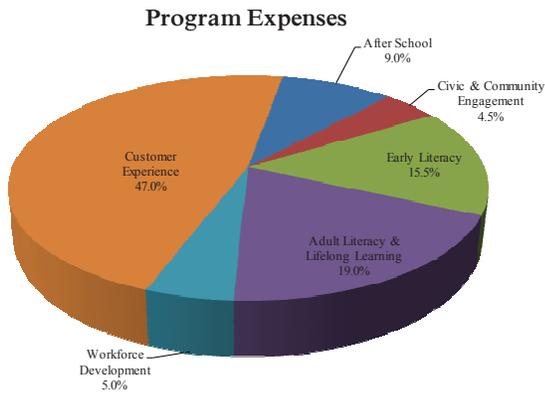
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	76.1	76.1	76.1	-	0.0%
Grant FTEs	10.0	10.0	11.2	1.2	12.0%
Total FTEs	86.1	86.1	87.3	1.2	1.4%

Fiscal Year 2018 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

Program Budgets

Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
After School	807,163	845,393	834,166	(11,227)	15.5%
Civic & Community Engagement	1,186,650	1,242,854	1,226,349	(16,505)	22.7%
Early Literacy	373,464	391,152	385,958	(5,194)	7.2%
Adult Literacy & Lifelong Learning	560,195	586,728	578,936	(7,792)	10.7%
Workforce Development	186,732	195,576	192,979	(2,597)	3.6%
Customer Experience	2,102,238	2,201,808	2,172,568	(29,240)	40.3%
Total General Fund Expenditures	3,979,399	4,508,613	4,561,595	52,982	84.6%
Total External Funds Expenditures	1,237,044	954,898	829,361	(125,537)	15.4%
Total All Funds Expenditures	5,216,442	5,463,511	5,390,957	(72,554)	100%

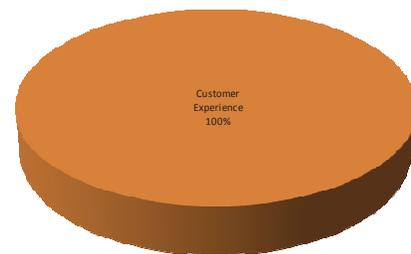
Revenue Summary

TOTAL REVENUE: \$75,000

◆ Fees / Fines - \$75,000

◇ Late Charges

Program Revenue



Departmental Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
After School	-	-	-	-	0.0%
Civic & Community Engagement	-	-	-	-	0.0%
Early Literacy	-	-	-	-	0.0%
Adult Literacy & Lifelong Learning	-	-	-	-	0.0%
Workforce Development	-	-	-	-	0.0%
Customer Experience	55,892	75,000	75,000	-	100%
Total Departmental Revenue	55,892	75,000	75,000	-	100%

Fiscal Year 2018 Budget and Program Summaries

LIBRARIES

All Funds Expenditure Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	2,642,321	3,068,433	3,125,914	57,481	1.9%
OTPS	1,290,469	1,393,180	1,388,681	(4,499)	-0.3%
Capital	46,608	47,000	47,000	-	0.0%
Total General Funds	3,979,399	4,508,613	4,561,595	52,982	1.2%
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY17-FY16	Percent Change
Grant Funds	988,511	787,700	673,694	(114,006)	-14.5%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	248,532	167,198	155,667	(11,531)	-6.9%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,237,044	954,898	829,361	(125,537)	-13.1%
All Funds Budget	5,216,442	5,463,511	5,390,957	(72,554)	-1.3%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Departmental Fines	55,892	75,000	75,000	-	0.0%
Miscellaneous Revenue	-	-	-	-	0.0%
Total Departmental Revenue	55,892	75,000	75,000	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
Summer Concert Series Grant	Grant	1/21/2017	258	-	-
Public Library Fund	Grant	6/30/2017	590	-	-
Hampden Bank Grant	Grant	6/30/2017	1,592	-	-
Early Childhood Resource Center Grant	Grant	6/30/2017	6,995	7,000	7,000
Planning & Design Grant- East Forest Park	Grant	6/6/2015	50,000	-	-
Mass Cultural Council	Grant	12/31/2017	10,089	111,300	11,300
Curiosity Creates Grant	Grant	6/1/2016	5,805	-	-
Ways With Words Project Grant	Grant	6/30/2017	5,050	-	-
Latino American History Project Grant	Grant	7/31/2016	2,359	-	-
ABE Grant	Grant	8/31/2017	197,693	230,944	230,000
State Aid	Grant	2/11/2020	576,937	281,477	280,000
Bringing the Black Experience to Life Grant	Grant	1/17/2018	-	3,000	-
After School Program Grant	Grant	6/30/2017	-	2,064	-
Health in the Square Grant	Grant	4/30/2017	-	5,521	-
Science on the Go Grant	Grant	6/30/2017	-	1,000	-
Mason Square Library Grant	Grant	6/30/2017	131,143	145,394	145,394
Subtotal FY18 Anticipated Grants			988,511	787,700	673,694
Donations	Donation	N/A	13,524	1,169	1,500
Walker Trust	Trust	N/A	121,361	60,654	48,000
Moses Trust	Trust	N/A	27,871	22,441	22,700
James Garvey Trust	Trust	N/A	-	6,785	6,754
James Corcoran Trust	Trust	N/A	83,699	51,149	51,713
Endowment Interest	Endowment	N/A	-	25,000	25,000
765 State Street	Donation	N/A	2,077	-	-
Subtotal Other Funding			248,532	167,198	155,667
Total External Funding Sources			1,237,044	954,898	829,361

Fiscal Year 2018 Budget and Program Summaries

LIBRARIES

Program Summaries

After School

After School	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	807,163	845,393	834,166
FTEs	13.3	13.4	13.4
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
YA Programs	453	281	565
YA Program Attendance	5,698	3,204	6,450
Partnerships with Organizations	2	10	18
Circulation of Young Adult Materials	48,015	26,523	56,000
Young Adult Cardholders	10,541	10,881	12,500

Citywide Strategic Priorities: Education, Public Safety and Healthy Neighborhoods

Highlights

The After School Team offers weekly after-school programs in several branch libraries, including Tasty Tuesday cooking workshops, MakerLabs that engage teens in crafts, technology and life skills like sewing, book clubs, jewelry-making, karaoke and video gaming sessions. In November, we ran our popular anime and comics festival ChibiCon at the Central Library, and all fall offered regular showings of anime at two branches. In all the libraries, teens have a safe space to do homework, hang out with their friends, use laptops, desktop computers, or our Wi-Fi, and browse through books, magazines, and graphic novels.

We develop programs in which teens use technology to design, build, and create. Summer 3D printing workshops engaged teens in designing small objects in three dimensions, printing them, and going back to the design to try to correct any problems in the objects. We offer Minecraft at three branches, giving teens a chance to build and create a virtual world in which to compete and cooperate with other players. Using Google’s free coding software, we offered two vacation week workshops in coding musical compositions, art and design. Our Winter Reading Club encouraged teens to read “without walls” about characters from other cultures or unfamiliar topics. The Brightwood Branch partners with Chestnut Middle School to run the Winter Reading Club in classrooms. Summer Reading Club kept teens reading during the long break, combatting the “summer slide” and putting books in the hands of teens as prizes. The club culminated with a fun day of outdoor activities on the Springfield Museums’ Quadrangle. Over 300 participants explored an obstacle course, played games, listened to music and enjoyed face painting.

The Library partners with community C3 officers to foster a healthy relationship between teens and the police. In January, one of the Forest Park neighborhood officers came to the library to introduce himself to the teens and offer a Q&A, followed by a mini pizza party. During school break in February, officers challenged teens to our Mini Golf in the Stacks activity, and brought pizza.

We look for opportunities to help teens develop leadership skills and a commitment to the community. Teens participate in Teen Advisory Boards in three branches, helping to choose books and other library materials, plan programs, and suggest changes in the library. At the Sixteen Acres Branch, teens designed and created a mural for the library’s community room with the assistance of an art teacher from Central High School.

We partnered with the US Fish and Wildlife Service to promote science programs for kindergarten-aged kids. Over the course of several weeks, librarians and outreach personnel from the government agency did story times that explored animal adaptation, weather and the water cycle.

We will also continue our support of the Reading Success by 4th Grade initiative by partnering with SPS, Parks and Rec and other summer learning programs to ensure kids read twenty minutes a day as part of the 2017 Reading Club: Build a Better World.

Fiscal Year 2018 Budget and Program Summaries

LIBRARIES

Program Summaries

Civic & Community Engagement

Civic & Community Engagement	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,186,650	1,242,854	1,226,349
FTEs	19.6	19.7	19.7
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Civic & Community Programs	20	22	45
Civic & Community Program Attendance	1,897	1,078	2,200
Partnerships with Organizations	6	17	35
Community Group Meetings at Libraries	489	350	700
Attendance at Meetings of Organizations	11,731	7,408	14,000

Citywide Strategic Priorities: Public safety, Healthy Neighborhoods and Economic Vitality

Highlights

Voters learned about the candidates for U.S. Representative, Governor’s Council, Sheriff, and State Representatives and Senators at a Meet and Greet event attended by over 100 people. Ahead of the November election, the team sponsored a program called Slots, Pot, Veal, and Schools attended by about 50 people who heard from proponents and opponents of each of the statewide ballot questions plus the local CPA question. Moderated by Shannon Rudder, and filmed for broadcast on Focus Springfield, the videos on YouTube received over 524 views. Our relationship with the City’s Election Commission grew stronger when the library provided space and support for six of the ten Early Voting sites in the first year of the new state law designed to improve voter participation. Voting in the library was very popular, especially with seniors, and we were pleased to welcome many residents back to their neighborhood branches for the first time in years.

We again offered the popular My Beloved Springfield women’s leadership information fair and panel discussion. This year, we honored former library supervisors Mrs. Bettye Webb and Mrs. Sylvia Humphrey-Spann during Women’s History Month for their pioneering work at the Winchester (now Mason) Square Branch Library.

In conjunction with the library’s Elementary Team as well as community members, we organized a Peace Poem Project to promote understanding and foster friendship among Springfield’s neighborhoods. In collaboration with the Interfaith Council of Western Massachusetts, the library offered kids and families the opportunity to write notes of care to neighbors. These notes were displayed at a special family program called Welcome, I’m Your Neighbor in the spring.

The Summer Reading Program will enhance our partnership with CLASP (formerly the Hasbro Summer Learning Institute) by providing a deposit library to improve access to free choice reading materials. The Summer Learning committee of the Davis Foundation pulled together all the summer camp and school groups to commit to reading twenty minutes a day, which is proven to stem the summer reading slide and help students return to school at the same level as they left in June.

Fiscal Year 2018 Budget and Program Summaries

LIBRARIES

Program Summaries Early Literacy

Early Literacy	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	373,464	391,152	385,958
FTEs	6.2	6.2	6.2
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Juvenile Programs	2,823	1,976	4,200
Juvenile Attendance	44,491	26,554	54,000
Circulation of Children's Materials	219,699	122,969	245,000
Children's Cardholders	11,500	12,075	14,000

Citywide Strategic Priorities: Education and Healthy Neighborhoods

Highlights

The Early Literacy team seeks to provide resources, training and modeling to parents, caregivers and providers, and introduce and improve early literacy skills to children ages 0 to 5.

Storytimes continue to be a great way to model early literacy skills that can then be practiced at home. Storytimes are offered at all nine locations for babies, toddlers, and families. Indian Orchard launched a new program, Messy Mondays, to explore early literacy through the arts. Sixteen Acres has continued their popular playgroup that averages 25-30 caregivers and children. Brightwood continues to host regular preschool class visits. The Manager of Indian Orchard has initiated new outreach to three pre-K and K classes at the Indian Orchard Elementary School. A partnership with the Springfield Housing Authority will provide books for children in a variety of locations.

Central Library continues to model early literacy skills with outreach visits to Head Starts and other area providers. Forest Park Branch and the Brightwood Branch partner with Home City Families (HCF) to offer a regular Toddler Storytime and a bilingual storytime. HCF has sponsored another six week series of Music Together at three library locations and at the Trinity United Methodist Church. Another new program in partnership with Home City Families and Jewish Family Services offers a basic literacy program aimed at families who first language is not English. Although intended to model early literacy skills for their children, it will also help adults develop their own reading skills.

One of the goals of the Early Literacy Team is to influence the adults who work with children in ways that will help them build their kids' literacy skills. We partnered with Martin Luther King Jr. Family Services for a DEAR program (Drop Everything and Read). This program encouraged their staff to participate by reading the recommended books and in some cases becoming new enthusiastic readers and positive role models for the children they work with. Library staff provided a great selection of books featuring diverse characters that reflect all of our community members.

Fiscal Year 2018 Budget and Program Summaries

LIBRARIES

Program Summaries

Adult Literacy & Lifelong Learning

Adult Literacy & Lifelong Learning	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	560,195	586,728	578,936
FTEs	9.2	9.3	9.3
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Read/Write/Now Classes	199	108	215
Read/Write/Now Attendance	5,912	4,018	8,200
Number Students Advancing a Level	28	18	36
Volunteer Tutor Hours	996	598	1,150
Number Adult Programs	512	360	720
Attendance at Adult Programs	7,722	4,737	9,750
New Programs Developed	4	15	30
Partnerships with Organizations	2	17	32
Circulation of Adult Materials	381,137	222,533	455,000
Adult Cardholders	55,779	53,874	56,567

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

Some of the larger efforts with adult programs included a grant funded series of art displays that started in the spring at both the Brightwood Branch Library and the Central Library. The display attracted hundreds of viewers in a range of art displays including the works of Springfield photographers and painters. A special partnership with Judy Matt of the Spirit of Springfield was noteworthy for the added exposure and cooperation it brought to library programming, culminating in a large feature in The Republican. Our workshop series for non-profit leaders—part of our Funding Information Network service—drew dozens from the greater Springfield area, and got excellent feedback. Community-based concerts were a regular feature at the Central Library throughout the year drawing in local musicians and scores of local music enthusiasts, and the Forest Park Branch Library took up special outdoor concerts that attracted many new users and a special visit from the Mayor during Ethel Lee’s concert in July.

Our partnership with Springfield’s Poet Laureate produced many literary readings, all of which were well attended and well received, and have given rise to a new series of local author readings. Neighborhood festivals were a success at Mason Square, East Forest Park, and East Springfield allowing library staff to connect to their local community with educational and entertaining programming, and many are looking forward to the continuation of this dynamic tradition with the Mardi Gras Festival at Mason Square in March, and the return of the Fall Fest at East Springfield. Computer literacy workshops were offered throughout the year, and reflected the changing interests of community members and technology. Staff expanded the topics offered in response to user requests.

Read/Write/Now continues to offer adult basic education services for Greater Springfield adults in need of beginning literacy through Hi-SET preparation for 36 weeks annually. Curriculum includes reading, writing, math, digital literacy, as well as all of the subject areas that are included on the HiSET and GED tests. The program has a waiting list of 100 – 140 people who are waiting for classes or tutoring. We continue to provide counseling and referrals for services to assist adult learners with overcoming barriers to educational progress that can include lack of child care, transportation, health issues, housing problems, and other challenges that generally come with poverty. Students’ accomplishments include earning U.S. Citizenship, voting, getting jobs, helping their children with school work, and many other literacy-related goals.

Fiscal Year 2018 Budget and Program Summaries

LIBRARIES

Program Summaries

Workforce Development

Workforce Development	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	186,732	195,576	192,979
FTEs	3.1	3.1	3.1
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Workforce Development Events	2	12	24
Attendance at Workforce Events	150	703	1425
Workforce Dev. Partner Organizations	12	14	18
Workforce Development Trainings	15	20	36
Workforce Dev. Training Attendance	111	155	300

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

The Springfield City Library’s Workforce Development Team has reprised its efforts to connect jobseekers with the education and resources necessary to find, obtain, and retain employment. This past year, two library locations offered one-on-one Book-a-Librarian services with a focus on resume and cover letter assistance. The Team hosted a Career Fair in May at the Central Library, which included free resume critiques and presentations on interview tips and workplace success strategies. A volunteer from Elms College is hosting a weekly Resume and Writing Assistance program at the Mason Square branch, which has been well-received.

Springfield librarians were trained in the use of both Brainfuse’s JobNow resources and in Skillsmart, the proprietary software used by MGM Springfield to match potential employees to MGM positions and training opportunities. Starting in the fall of 2016, a representative from Opportunity Services held weekly Skillsmart registration drop-in workshops for patrons at the Central Library, which soon expanded to a rotation of trainings at three different library locations. Workforce Team members participated in MGM Springfield’s workforce development planning meeting this past August to learn of the company’s hiring timeline as well as their license and employment requirements. Team members will also take advantage of the casino’s train-the-trainer opportunities this coming spring.

The Team is working with the Regional Employment Board of Hampden County to ensure that the library is a key partner in implementing their recently awarded Working Cities Grant over the course of the next three years. Through the grant, the REB is hoping to increase employment in low and moderate income groups throughout the city by addressing the siloing of services and resources, providing workplace mentoring, and assisting workforce participants with maintaining work/life balance. The REB, in cooperation with MassMentoring, will train several librarians in life coaching and mentoring, which will allow librarians to better assist jobseekers and direct them to appropriate resources. The library may also pilot job seeker support groups at one or more locations.

Other community partnerships fueled spring programs including Resume Writing 101, Interview with Confidence, and Job Search Strategies held in conjunction with Read Write Now Adult Learning Center and the Hampden County Sheriff’s Department. The Team also pursued partnerships with Western New England’s Law School and with the Western MA Employment Collaborative, which assists those with disabilities.

Fiscal Year 2018 Budget and Program Summaries

LIBRARIES

Program Summaries

Customer Experience

Customer Experience	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	2,102,238	2,201,808	2,172,568
FTEs	34.7	34.9	34.9
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
Total Circulation	648,851	324,025	715,000
Total Reference Transactions	114,162	64,308	135,000
Total Cardholders	76,628	80,459	84,500
Total Website Hits	33,538,059	16,233,648	33,290,123
Total Database Searches	80,059	50,909	102,358
Total Computer Uses	128,018	61,905	130,174
Total Wi-Fi Uses	55,307	28,276	59,717
Total Visitors	729,083	405,623	815,365

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

The Customer Experience Team continues to ensure a consistent quality of service and experience throughout all of our locations and online. Four key components of the library organization (Borrowers Services, Collections and Technical Services, Information Technology and Neighborhood Outreach) fall under this heading to emphasize the importance of the customer in their operations. Staff members from all library departments and locations have been involved in aligning library facilities, resources, services and policies to improve the experience of all people visiting the library.

The Customer Experience Team continues its work on actions related to Rebranding, reflecting a focus on living up to our promise: All Yours, Just Ask. Topics that have been tackled this year involve consistency in printing costs across the library system; the addition of small office supplies to the items for sale on a cost-recovery basis; investigation into a mobile app for remote access to library collections and databases; a review of our Computer & Internet Use and Community Room Use policies, both approved by the Springfield Board of Library Commissioners; and discussions of solutions for barriers to library use by one of our most important audiences, teens. Adult book groups have received new branding with more contemporary names. Afterthoughts at the Central Library has enjoyed great growth, with the strongest attendance records to date.

Staff updated our Outreach boxes with technology to facilitate offsite library card registration and other services 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's mission.

The Library continues to promote its services through outreach and partnerships. We work to deepen communication with Springfield Public Schools. Staff participated in the Springfield Public Schools' read-aloud program and read at various schools throughout the system. The emphasis on outreach also had staff attending open houses and PTO events throughout the district and promoting library services to families, teachers and students. We built relationships with local service organizations and published a brochure of resources for teens in crisis and offered STEM programs in residential facilities for teens.

Fiscal Year 2018 Budget and Program Summaries
LIBRARIES

FY18 Budget Adjustments

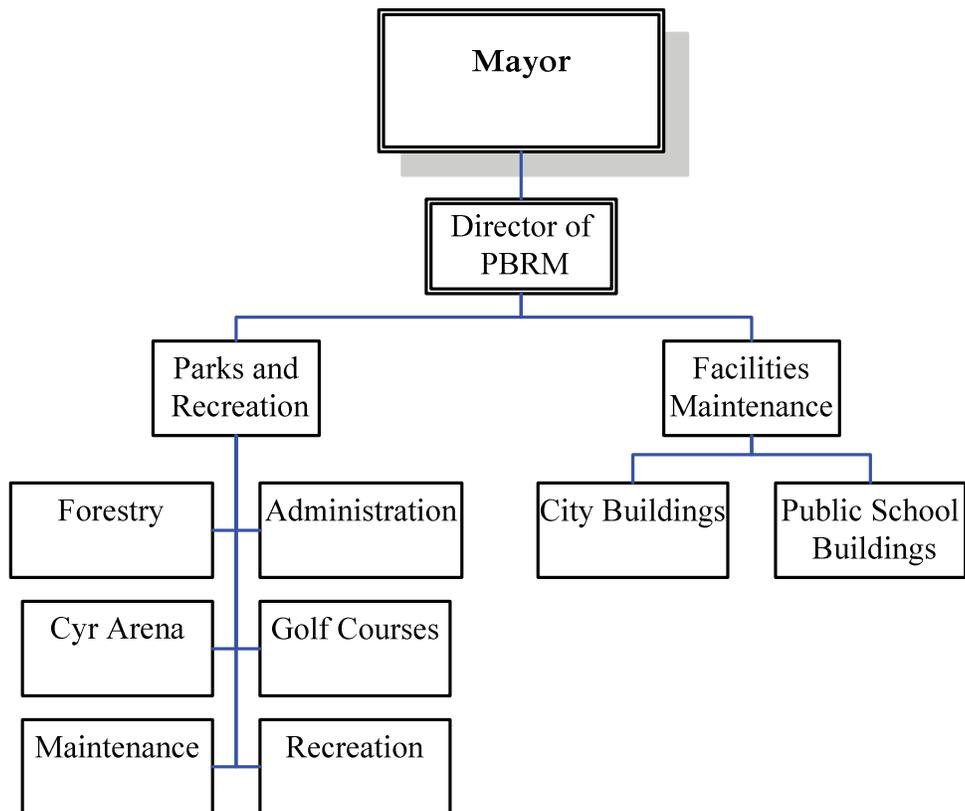
Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Recommended
Customer Experience				
Personal Services	(300,000)	(495,140)	(202,583)	(303,668)
OTPS	(98,000)	(66,868)	(56,428)	(316,205)
Capital	-	-	-	(28,720)
Adult Literacy & Lifelong Learning				
OTPS	(211,000)	(271,121)	(242,550)	-
Total Adjustments	(609,000)	(833,129)	(501,561)	(648,593)

Notes

- ◆ Personal Services:
 - ◆ Salaries & Wages: State Aid/Grant Offsets (\$303,668)
- ◆ OTPS:
 - ◆ All OTPS line items adjusted to reflect level service funding
 - ◆ Electricity: (\$4,358.50)
 - ◆ Natural Gas: (\$2,500)
 - ◆ Rep & Maint– Office Equipment: (\$2,000)
 - ◆ Rep & Maint– Buildings: (\$8,000)
 - ◆ Professional Services: (\$11,265)
 - ◆ Insurance- (\$3,000)
 - ◆ Data Communication Services- (\$9,000)
 - ◆ Postage & Delivery (\$1,000)
 - ◆ Telephone: (\$4,000)
 - ◆ Software: (\$10,000)
 - ◆ Electrical Supplies: (\$500)
 - ◆ Gasoline & Diesel: (\$1,000)
 - ◆ Other Supplies: (\$21,090)
 - ◆ Indirect Costs: (\$400)
 - ◆ Oil Heat: (\$7,000)
 - ◆ Library Materials: (\$231,091)
- ◆ Capital:
 - ◆ Computer Hardware: Adjust line item to reflect level service funding (\$28,720)

Section 10

Parks, Recreation and Building Management Division



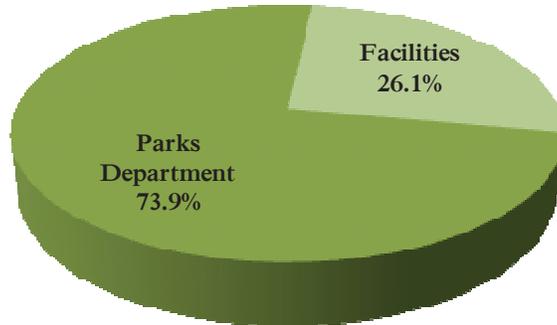
Mission Statement

The Parks and Facilities Management's mission is to improve residents' quality of life by maintaining and improving the City's parks and open space, offering a diverse range of recreation programs, as well as maintaining and improving all municipal and City-owned facilities including schools.

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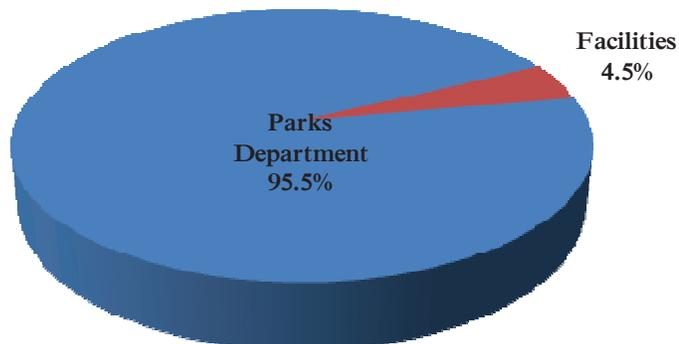
Fiscal Year 2018: All Funds Budget and Revenue Overview

Parks, Recreation, and Building Management Division



FY18 Recommended Budget Parks, Recreation, and Building Management Division						
	FY16 Actual	FY17 Adopted	FY17 Revised	FY18 Recommended	% Change from FY17 Adopted	% Change from FY17 Revised
Parks Department	7,892,010	8,178,227	7,978,252	8,459,720	3.4%	5.7%
Facilities	2,724,237	2,755,139	2,752,211	2,982,403	8.2%	7.7%
Total	10,616,247	10,933,366	10,730,463	11,442,123	4.7%	6.2%

Revenue Overview



Division / Department	FY18 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY18 Total Revenue
Parks Department	2,691,807	-	1,586,818	-	-	4,278,625
Facilities	200,000	-	-	-	-	200,000
Total	2,891,807	-	1,586,818	-	-	4,478,625

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Fiscal Year 2018 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.

FY17 Department Highlights

The Parks Division is responsible for the care and maintenance of 35 parks (2,500 acres), 160 traffic islands and terraces (70 acres), and 55 miles of City sidewalks to ensure a safe passage for school children. 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 Department continues to be successful with State and Federal grants to improve the esthetic quality of parklands.

FY18 Budget Highlights

- ◆ Funds 80.5 FTEs and 2.0 Grant FTEs, consistent with FY17.
- ◆ Includes a 2% salary increase for all non-bargaining, UPSEU, UFCW, and AFSCME employees.
- ◆ Increases to Personal Services and OTPS for the Camp Star - Therapeutic Recreation Program.
- ◆ Includes Funding for Afterschool Programs.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	4,343,828	4,663,730	4,759,031	95,301	2.0%
OTPS	3,321,955	3,288,234	3,474,426	186,192	5.7%
Capital	226,227	226,263	226,263	-	0.0%
Total General Funds	7,892,010	8,178,227	8,459,720	281,493	3.4%

Department Staff

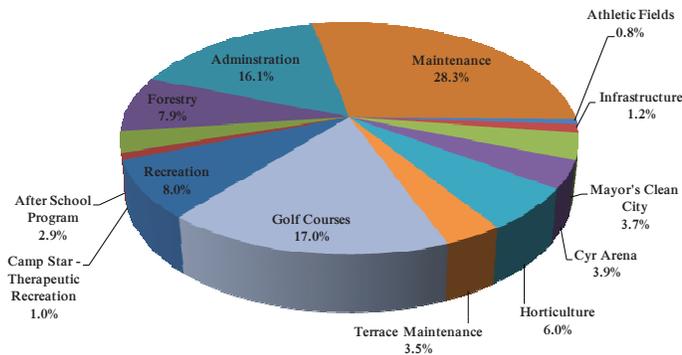
Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	79.5	80.5	80.5	-	0.0%
Grant FTEs	2.0	2.0	2.0	-	0.0%
Total FTEs	81.5	82.5	82.5	-	0.0%

Fiscal Year 2018 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Program Expenses



Recreation - Year-round recreational activities for all ages.

After-School - Held during the school year from September to June.

Forestry - Maintains the City's street trees.

Maintenance - Upkeep of the City's parks and terraces.

Cyr Arena - Hosts youth, adult, and school-based hockey teams and open skate programs.

Golf Courses - two (2) municipally-run, 18-hole golf courses.

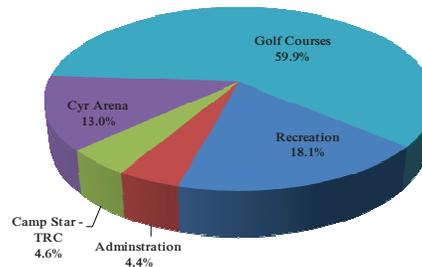
Program Budgets

Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Recreation	687,558	718,072	678,746	(39,326)	8.0%
Camp Star - Therapeutic Recreation	-	-	80,484	80,484	1.0%
After School Program	129,635	260,405	248,255	(12,150)	2.9%
Forestry	602,013	658,895	665,372	6,477	7.9%
Administration	1,269,710	1,314,961	1,360,929	45,968	16.1%
Maintenance	2,230,481	2,252,725	2,395,068	142,343	28.3%
Athletic Fields	63,397	63,751	63,751	-	0.8%
Infrastructure	99,950	99,252	99,252	-	1.2%
Mayor's Clean City	347,908	363,430	309,616	(53,814)	3.7%
Cyr Arena	315,625	321,975	326,181	4,206	3.9%
Horticulture	364,244	500,422	503,515	3,093	6.0%
Terrace Maintenance	393,757	288,736	293,331	4,595	3.5%
Golf Courses	1,387,734	1,335,602	1,435,221	99,618	17.0%
Total Expenditures	7,892,010	8,178,227	8,459,720	281,493	100%

Revenue Summary

- ◆ **Recreation** - Forest Park Parking Passes, Field Rentals, Bright Nights Fees
- ◆ **Administration** - Concession Rental Fees, Old First Church Rental, Toll Booth Receipts
- ◆ **Cyr Arena** - Hockey Leagues, Skate Rentals and Fees
- ◆ **Golf Course** - Open Golf, Leagues, Tournaments

Program Revenue



Departmental Revenue

Program Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Recreation	476,845	475,169	486,405	11,236	18.1%
Administration	100,171	119,102	119,102	-	4.4%
Camp Star - TRC	-	-	124,300	124,300	4.6%
Cyr Arena	340,499	335,000	350,000	15,000	13.0%
Golf Courses	1,612,582	1,100,000	1,612,000	512,000	59.9%
Total Departmental Revenue	2,530,096	2,029,271	2,691,807	662,536	100%

Fiscal Year 2018 Budget and Program Summaries

PARKS DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	4,343,828	4,663,730	4,759,031	95,301	2.0%
OTPS	3,321,955	3,288,234	3,474,426	186,192	5.7%
Capital	226,227	226,263	226,263	-	0.0%
Total General Funds	7,892,010	8,178,227	8,459,720	281,493	3.4%
External Funds Budget					
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	Percent Change
Grant Funds	1,080,008	1,205,462	1,351,000	145,538	12.1%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	308,006	227,575	235,818	8,243	3.6%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,388,015	1,433,037	1,586,818	153,781	10.7%
All Funds Budget	9,280,025	9,611,264	10,046,538	435,275	4.5%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Departmental Fees	476,845	475,169	486,405	11,236	2.4%
Park Rentals	100,171	119,102	119,102	-	0.0%
Camp STAR - TRC Program	-	-	124,300	124,300	100%
Cyr Arena	340,499	335,000	350,000	15,000	4.5%
Golf Courses	1,612,582	1,100,000	1,612,000	512,000	46.5%
Total Departmental Revenue	2,530,096	2,029,271	2,691,807	662,536	32.6%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
Hasbro Summer Learning	Grant	12/31/2015	1,984,80	-	-
21st Century-Pottenger	Grant	6/30/2017	118,133	176,880	262,000
CDBG Entitlement	Grant	6/30/2017	250,230	-	600,000
Live Well Springfield	Grant	12/30/2014	-	6,092	-
Jamie Ulloa Park	Grant	6/1/2018	-	250,000	-
Trails Grant	Grant	12/13/2014	60,252	-	-
Tree Planting-Memorial	Grant	6/30/2016	121,996	121,996	-
Mary Lynch - (Parc)	Grant	6/1/2018	-	35,000	-
Summer Youth Jobs	Grant	9/15/2016	8,663	4,000	4,000
Tennis - Park	Grant		4,702	-	-
Balliet Park Renovation	Grant	6/30/2015	365,000	155,194	-
Evening Gym Program	Grant	9/30/2017	39,822	51,300	50,000
Hungry Hill Senior Center	Grant	6/30/2014	1,745	-	-
Land And Water Conservation	Grant		-	-	400,000
Mason Square Sign	Grant	4/6/2016	-	5,000	-
Mgm Franconia Pavillion	Grant	12/1/2016	10,508	-	-
Old First Church	Grant	6/30/2015	26,991	-	-
South Branch Parkway	Grant	6/30/2016	52,064	400,000	-
Star- Fun N' Fitness	Grant	9/30/2013	14,523	-	-
Therapeutic Rec Club - Transportation	Grant		-	-	35,000
Camp Wilder Renovation	Grant	10/7/2015	3,397	-	-
Subtotal FY18 Anticipated Grants			1,080,008	1,205,462	1,351,000
Edward W. Walker	Trust		146,363	85,090	85,090
William B. Walker	Trust		59,614	41,245	49,488
Barney	Trust		100,000	100,000	100,000
Charles O. Davis	Trust		2,029	1,240	1,240
Subtotal FY18 Other Funds			308,006	227,575	235,818
Total External Funding Sources			1,388,015	1,433,037	1,586,818

Fiscal Year 2018 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Recreation

Recreation	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	687,558	718,072	678,746
FTEs	8.0	9.0	9.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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 recreational and 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.

In Springfield, children are faced with a number of risk factors, including: single parent families, loosely structured households, lack of significant guidance, gang activity, poverty, and densely populated neighborhoods. The Evening Gym Programs are designed to provide a safe haven for participants and opportunities to increase their physical activity levels. Participants also benefit from the adult mentors who supervise the program. The program is currently serving 31% of African-American students and 62% of Hispanic students. The overwhelming majority of students served are males (92%).

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.

Fiscal Year 2018 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

After-School Program

After-School Program	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	129,635	260,405	248,255
FTEs	3.0	3.0	3.5
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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. This division has also restructured Therapeutic Recreation opportunities and has ensured all programs are inclusive to residents across the City. The Recreation Division continues to follow the model developed over 15 years ago under the 21st Century program and is proud of the program being offered as it continues to be well-attended by youth across the City.

Fiscal Year 2018 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Cyr Arena

Cyr Arena	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	315,625	321,975	326,181
FTEs	4.0	4.0	4.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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 Cyr Arena is to provide a home for multiple adult, youth, and school-based hockey leagues. In addition, open skates for members of the public are held on a regular basis during the week.

Adult Leagues - 5 leagues scheduled for FY17

Youth Leagues - 9 leagues scheduled for FY17

School Varsity & JV Usage - 3 school-based teams scheduled for FY17

Fiscal Year 2018 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Forestry

Forestry	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	602,013	658,895	665,372
FTEs	9.0	9.0	9.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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 Division is to responsibly care for and maintain all public shade trees. The division also assists in the management and care of all trees on public property.

Springfield’s street trees represent a resource valued at nearly \$122 million and provide \$1.5 million in benefits to city residents annually. This includes a net total of 12.5 million pounds of carbon avoided and sequestered annually, 50 million gallons of rainfall intercepted annually, 57,000 pounds of particulate matter pollution removed and avoided from the air annually, and \$743,000 in annual energy benefits for Springfield residents.

Fiscal Year 2018 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Golf Courses

Golf Courses	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,387,734	1,335,602	1,435,221
FTEs	5.0	5.0	5.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
# of golf leagues	80	80	82
# of tournaments	34	34	34
# of rounds of golf	43,000	33,000	57,000

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 57,000 rounds of competitively priced golf on an annual basis.

Veteran’s Memorial Golf Course: 18-holes, Par 72, 6,100 yards

Franconia Golf Course: 18-holes, Par 70, 6,318 yards

Fiscal Year 2018 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Maintenance

Maintenance	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	2,230,481	2,252,725	2,395,068
FTEs	36.0	36.0	36.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 Goal
# of residential site work by Clean City	1,518	1,239	1,500
# 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 locations. Successful implementation of the Organic Lawn care program.

Court Maintenance: Maintains outdoor hard courts (tennis/basketball) at City-owned locations.

Terrace Maintenance: Maintains 160 traffic islands & terraces covering over 70 acres.

Horticulture: Provides advanced plant care for terraces, gateways, and parks.

Waterways and Structures: Two critical dams will be rebuilt over the next fiscal year. The department has rewritten its lake and pond management plan and is in the process of permitting for implementing management practices over the next fiscal year.

Fiscal Year 2018 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Administration

Administration	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	1,269,710	1,314,961	1,360,929
FTEs	16.5	16.5	16.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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 Administration is to provide administrative, managerial, and operational support for the PBRM. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing, and volunteer coordination. Administration staff continues to realize a high degree of success in obtaining grants for the department.

Fiscal Year 2018 Budget and Program Summaries
PARKS DEPARTMENT

FY18 Budget Adjustments

Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Recreation				
Personal Services	(44,458)	1,439		(49,601)
Camp Star - Therapeutic Recreation				
Personal Services				25,076
OTPS				55,408
After School Program				
Personal Services		551	100,000	(78,560)
OTPS				(8,000)
Cyr Arena				
Personal Services		725		(1,384)
OTPS		(8,500)	(1,750)	
Forestry				
Personal Services		136,878		(8,398)
OTPS		(172,858)	(5,000)	(3,585)
Golf Courses				
Personal Services		(53,000)		(14,326)
OTPS		(5,500)	(21,371)	(6,910)
Capital		(1,028)		
Maintenance				
Personal Services	(68,536)	4,488		(46,390)
OTPS	(29,161)	(37,489)	2,745	(114,132)
Administration				
Personal Services	(108,715)	2,046	27,050	(5,578)
OTPS	(14,000)	(40,331)	(16,338)	35,040
Horticulture				
OTPS			89,306	
Mayor's Clean City				
OTPS				(2,500)
Terrace Maintenance				
OTPS				4,595
Infrastructure				
OTPS				(21,840)
Total Adjustments	(264,870)	(172,579)	174,643	(241,085)

Notes

- ◆ Personal Services Additions:
 - ◇ Camp STAR Angelina, TRC Program, and Golf Course Starter Positions: \$60,536
- ◆ Personal Services Reductions Based on Historical Spending: (\$239,697)
- ◆ OTPS Additions:
 - ◇ Sheriff Crews Contract Increase: \$19,684
 - ◇ Camp Star - TRC Program Funding and Higher Cost of Electricity: \$98,561
- ◆ OTPS Reductions Based on Historical Spending: (\$180,169)

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Fiscal Year 2018 Budget and Program Summaries

FACILITIES DEPARTMENT

Mission

The Facilities Division of PBRM is committed to maintaining our school and public buildings in a manner that will sustain a safe, healthy and productive learning and working environment for students, staff, and visitors in all of our schools, municipal buildings, and grounds.

FY17 Department Highlights

The former Building Department merged with the Parks Department to create the Department of Parks, Buildings, and Recreation Management nearly ten years ago. The merger has proven successful as over 750 million dollars have been invested in repairs to buildings, new construction, and overall improved management practices in the daily oversight of the city's municipal buildings and properties. The Facilities Division is responsible for all aspects of the maintenance, repair, and daily operations of all municipal and school buildings and grounds. This includes over 90 buildings and approximately 6.5 million square feet of space with building ages ranging from the late 1800's through 2015. PBRM continues to provide an environment in municipal and school buildings that ensure the health and safety of the students, municipal workforce, and residents visiting the facilities. In this budget request we are recommending to increase staff for the management of the following facilities coming on line in 2017-2018: New Senior Center building, South End Community Center, and Renovated East Street.

FY18 Budget Highlights

- ◆ Funds for 23.0 FTEs.
- ◆ Includes a 2% salary increase for all non-bargaining, UPSEU, and AFSCME employees.
- ◆ Builds on energy efficiency programs.
- ◆ Maintains current services and supports increased funding for custodial services at three new buildings; South End Community Center, Raymond A. Jordan Senior Center, and the Paul J. Fenton Safety Annex.

Department Budget

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	1,246,487	1,245,621	1,184,711	(60,910)	-4.9%
OTPS	1,477,750	1,509,518	1,797,692	288,174	19.1%
Capital	-	-	-	-	0.0%
Total General Funds	2,724,237	2,755,139	2,982,403	227,264	8.2%

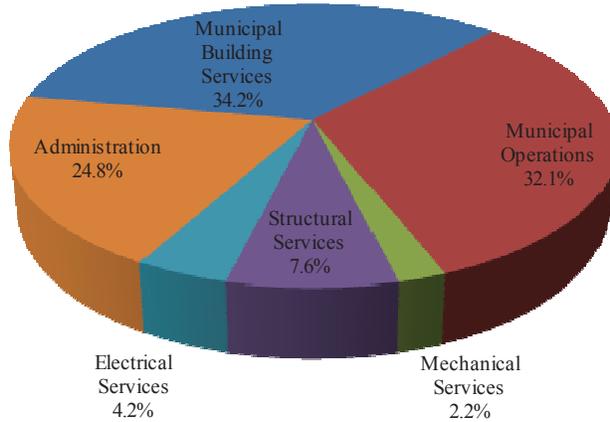
Department Staff

Department FTEs	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	24.0	24.0	23.0	(1.0)	-4.2%
Grant FTEs	-	-	-	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs	24.0	24.0	23.0	(1.0)	-4.2%

Fiscal Year 2018 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Expenses



Program Summaries

Municipal Building Services - Custodial and general maintenance services to City buildings.

Municipal Operations - Utility costs and tradesman-related OTPS costs associated with City building maintenance.

Electrical/Structural/Mechanical - OTPS costs for outsourced maintenance to City buildings.

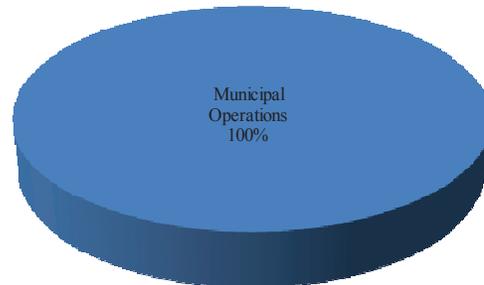
Program Budgets

Program Expenses	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Municipal Building Services	887,515	977,889	1,019,869	41,980	34.2%
Municipal Operations	748,999	743,185	956,249	213,064	32.1%
Mechanical Services	66,013	65,037	65,037	-	2.2%
Structural Services	218,210	227,803	227,803	-	7.6%
Electrical Services	141,939	145,704	125,704	(20,000)	4.2%
Administration	661,562	595,521	587,741	(7,780)	19.7%
Total Expenditures	2,724,237	2,755,139	2,982,403	227,264	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	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Municipal Building Services	-	-	-	-	0.0%
Municipal Operations	241,824	200,000	200,000	-	100%
Mechanical Services	-	-	-	-	0.0%
Structural Services	-	-	-	-	0.0%
Electrical Services	-	-	-	-	0.0%
Administration	18,251	-	-	-	0.0%
Total Departmental Revenue	260,075	200,000	200,000	-	100%

Fiscal Year 2018 Budget and Program Summaries
FACILITIES DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	1,246,487	1,245,621	1,184,711	(60,910)	-4.9%
OTPS	1,477,750	1,509,518	1,797,692	288,174	19.1%
Capital	-	-	-	-	0.0%
Total General Funds	2,724,237	2,755,139	2,982,403	227,264	8.2%
External Funds Budget					
External Funds Budget	FY16 Actual	FY17 Available	FY18 Projected	Variance FY18-FY17	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	2,724,237	2,755,139	2,982,403	227,264	8.2%

All Funds Revenue Detail

Department Revenue	FY16 Actual	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Rentals	-	-	-	-	0.0%
Miscellaneous Revenue	241,824	200,000	200,000	-	0.0%
Reimb For Damages	-	-	-	-	0.0%
Reimb For Prior Year Expenditure	18,251	-	-	-	0.0%
Total Departmental Revenue	260,075	200,000	200,000	-	0.0%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Available	FY18 Projected
			-	-	-
<i>Subtotal FY18 Anticipated Grants</i>			-	-	-
<i>Subtotal FY18 Other Funds</i>			-	-	-
Total External Funding Sources			-	-	-

Fiscal Year 2018 Budget and Program Summaries
FACILITIES DEPARTMENT

Program Summaries

Facilities Administration

Facilities Administration	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	2,298,075	2,316,595	2,563,859
FTEs	8.0	8.0	9.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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. This past year the City reported a 23% savings in our utility usage maintaining our Green Communities status.

Fiscal Year 2018 Budget and Program Summaries
FACILITIES DEPARTMENT

Program Summaries

Facilities Operations

Facilities Operations	FY16 Actual	FY17 Adopted	FY18 Recommended
Budget	426,162	438,544	418,544
FTEs	15.0	15.0	14.0
Performance Metrics	FY16 Actual	FY17 YTD	FY18 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 2015. 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. Over 5,000 work orders were completed across municipal services.

Fiscal Year 2018 Budget and Program Summaries
FACILITIES DEPARTMENT

FY18 Budget Adjustments

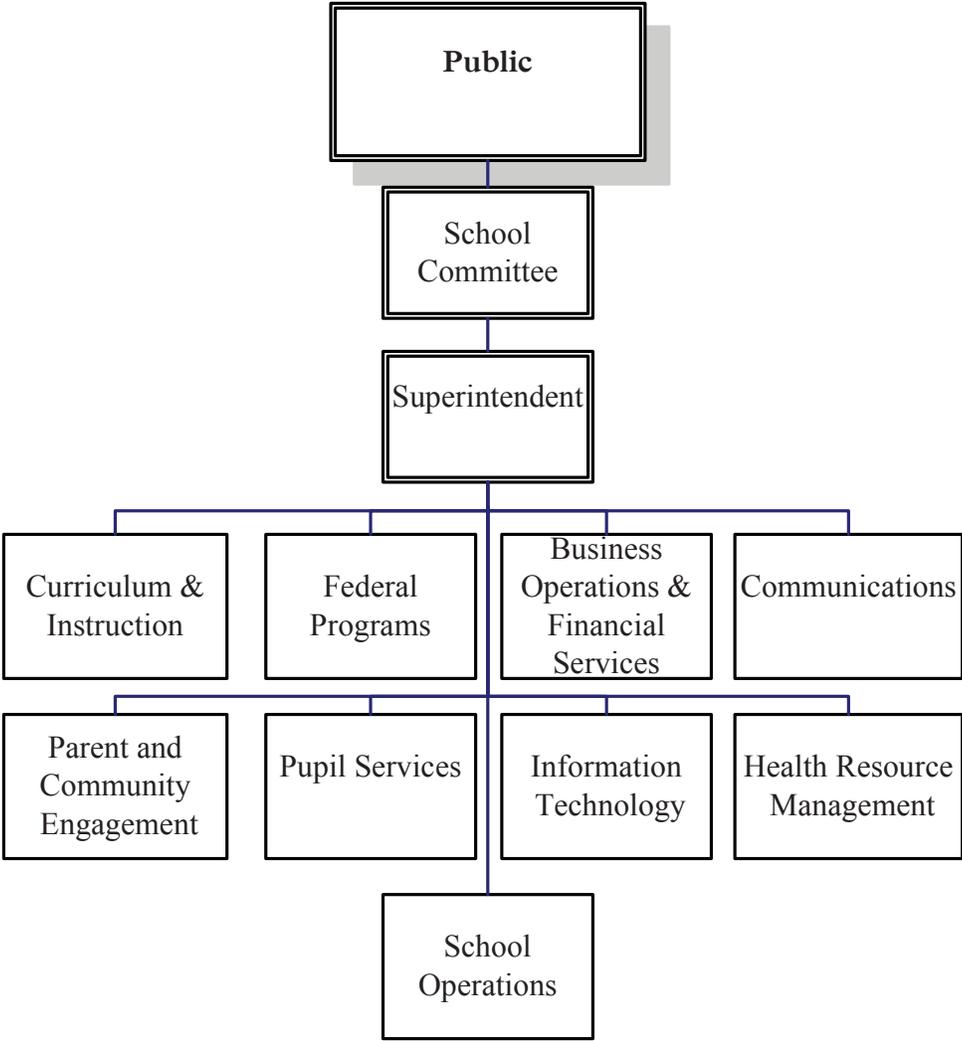
Program Budget Adjustments	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Recommended
Municipal Building Services				
Salaries & Wages		1,966		(6,908)
OTPS		(14,800)	(29,246)	(12,677)
Municipal Operations				
Salaries & Wages		203		522
OTPS	(648,374)	(61,604)	32,526	104,482
Mechanical Services				
Salaries & Wages	(3,896)			
OTPS			8,178	
Structural Services				
Salaries & Wages	(4,719)			
OTPS	-	(11,458)		
Electrical Services				
Salaries & Wages	(5,295)			
OTPS				(20,000)
Administration				
Salaries & Wages		2,605		(89,691)
OTPS				
Total Adjustments	(662,284)	(83,088)	11,458	(24,272)

Notes

- ◆ **Personal Services Reductions:**
 - ◇ Salaries & Wages: Assistant Director of Municipal Buildings Moved to Facilities MOU with the Springfield School Dept. and Other Reductions Based on Historical Spending and Salary Corrections (\$96,077)
- ◆ **OTPS Additions:**
 - ◇ Maintenance and Utilities for three new Municipal Buildings: \$258,964
- ◆ **OTPS Reductions Based on Historical Spending:**
 - ◇ Municipal Building Services: (\$113,289)
 - ◇ Municipal Operations: (\$53,870)
 - ◇ Electrical Services: (\$20,000)

Section 11

Springfield Public Schools



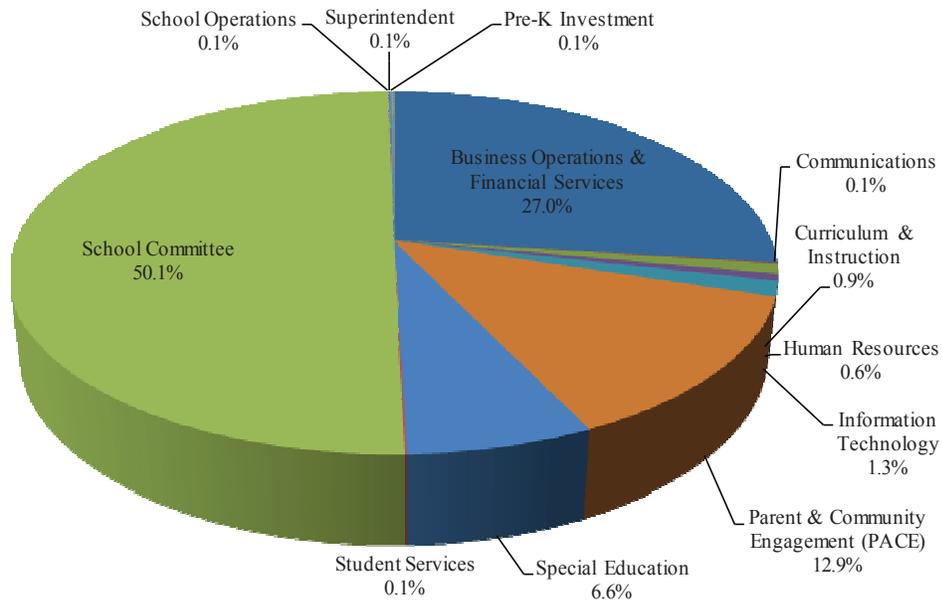
Mission Statement

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 2018: All Funds Budget and Revenue Overview

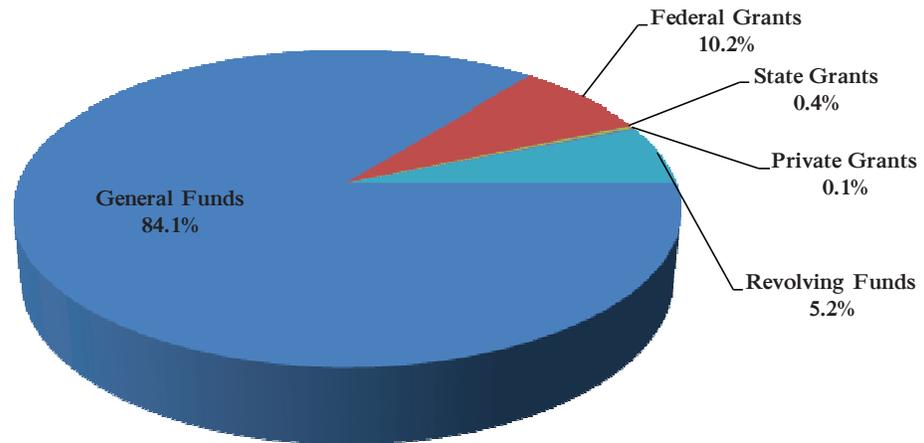
Public School Division



FY18 Recommended Budget Public School Division						
	FY15 Actual	FY16 Adopted	FY17 Adopted	FY18 Recommended	Variance (+/-)	% Change from FY17 Adopted
Business Operations & Financial Services	108,601,748	103,682,944	107,068,223	109,676,875	2,608,652	2.4%
Communications	431,724	414,365	376,447	333,365	(43,082)	-11.4%
Curriculum & Instruction	9,716,016	4,039,397	4,023,546	3,747,753	(275,792)	-6.9%
Human Resources	4,157,501	3,157,220	3,188,436	2,495,190	(693,246)	-21.7%
Information Technology	16,674,266	5,237,366	5,190,629	5,416,593	225,964	4.4%
Parent & Community Engagement (PACE)	38,900,336	44,415,114	47,755,976	52,530,761	4,774,784	10.0%
Special Education	28,018,213	27,569,110	29,234,427	26,751,059	(2,483,368)	-8.5%
Student Services	159,436	155,355	265,487	347,494	82,007	30.9%
School Committee	178,817,034	417,507	196,161,808	203,485,437	7,323,629	3.7%
School Operations	317,120	189,432,186	352,863	359,168	6,305	1.8%
Superintendent	381,108	353,792	556,131	557,534		
Pre-K Investment	-	-	250,000	250,000	-	0.0%
Total General Fund	386,174,502	378,874,356	394,423,973	405,951,229	11,527,256	2.9%

Fiscal Year 2018: All Funds Budget and Revenue Overview

Revenue Overview



All Funds Revenue Summary						
	FY15 Actual	FY16 Adopted	FY17 Adopted	FY18 Recommended	Variance (+/-)	% Change from FY17 Adopted
General Funds	386,174,502	378,874,355	394,423,973	405,951,229	11,527,256	2.9%
Federal Grants	45,350,422	46,086,825	40,831,949	36,742,078	(4,089,871)	-10.0%
State Grants	3,275,623	1,653,526	3,090,477	1,408,501	(1,681,976)	-54.4%
Private Grants	570,204	615,970	461,334	544,060	82,726	17.9%
Revolving Funds	25,302,404	26,669,135	27,493,508	28,604,946	1,111,438	4.0%
Total	460,673,155	453,899,811	466,301,241	473,250,814	6,949,573	1.5%

Fiscal Year 2018 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.

FY18 Budget Highlights

- ◆ Competitive teachers' salaries
- ◆ Continued investments in Early Childhood programs
- ◆ Piloting new full-day Pre-K classes at Margaret Ells
- ◆ Expansion of grades at the Conservatory of the Arts schools (12th grade cohort)
- ◆ Springfield Empowerment Zone Partnership
 - ◇ The High School of Commerce becoming an Empowerment Zone School and adding a 9th Grade Honors Academy
 - ◇ Duggan Academy adding a 12th grade cohort
- ◆ Promise Program brought in-house to assist students in the college application and financial aid processes
- ◆ Continued support of the Home Visit Project
- ◆ Continued investment in "WeLearn" digital curriculum
- ◆ Breakfast in the Classroom 100% participation
- ◆ Security maintenance brought in-house
- ◆ Continued progress on the Culinary and Nutrition Center to provide higher quality food to our children

Department Budget

General Fund Operating Budget	FY16 Adopted	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	266,133,579	267,176,785	278,148,435	10,971,650	4.1%
OTPS	112,740,777	127,247,188	127,802,794	555,606	0.4%
Capital	-	-		-	0.0%
Total General Funds	378,874,356	394,423,973	405,951,229	11,527,256	2.9%

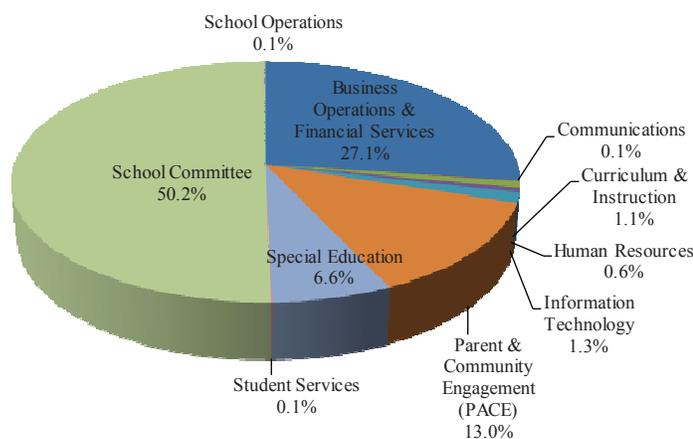
Department Staff

Department FTEs	FY16 Adopted	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund FTEs	4,044.0	3,996.2	3,895.9	(100.3)	-2.5%
Special Fund FTEs	736.9	765.0	764.1	(0.9)	-0.1%
Total FTEs	4,780.9	4,761.1	4,660.0	(101.1)	-2.1%

Fiscal Year 2018 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; provides support and oversight; and maintains compliance with federal, state, and local laws as well as policies set by the School Committee.

Communications—drives the execution of internal/external communications strategies that effectively describe and promote Springfield Public Schools to improve the image of the District and foster public confidence, interaction and support for District programs.

Curriculum & Instruction—provides for the effective, efficient and timely management of human resources and school safety and security.

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.

Special Education—oversees compliance related to students with special needs, Health Related Services, Psychological Services, Home/Hospital Tutoring, Positive Behavioral Intervention Supports, City Connects and Crisis Teams.

Student Services—provides a broad spectrum of interventions and supports to ensure student success and is responsible for Guidance & Counseling/School Counseling, Dropout Prevention, Multi-Tiered Systems to Support/Student Teacher Assistance Teams (STAT), Online Credit Recovery, Dropout Prevention, Bullying Prevention, and college and career readiness.

School Operations—ensures the alignment and delivery of instructional programs and support services to 58 schools, through oversight provided by the Chief Schools Officers.

Program Budgets

Program Expenses	FY16 Adopted	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	% of Total
Business Operations & Financial Services	103,682,944	107,068,223	109,676,875	2,608,652	27.0%
Communications	414,365	376,447	333,365	(43,082)	0.1%
Curriculum & Instruction	4,039,397	4,023,546	3,747,753	(275,792)	0.9%
Human Resources	3,157,220	3,188,436	2,495,190	(693,246)	0.6%
Information Technology	5,237,366	5,190,629	5,416,593	225,964	1.3%
Parent & Community Engagement (PACE)	44,415,114	47,755,976	52,530,761	4,774,784	12.9%
Special Education	27,569,110	29,234,427	26,751,059	(2,483,368)	6.6%
Student Services	155,355	265,487	347,494	82,007	0.1%
School Committee	417,507	196,161,808	203,485,437	7,323,629	50.1%
School Operations	189,432,186	352,863	359,168	6,305	0.1%
Superintendent	353,792	556,131	557,534	1,403	0.1%
Pre-K Investment	-	250,000	250,000		0.1%
Total Expenditures	378,874,356	394,423,973	405,951,229	11,527,256	100%

Fiscal Year 2018 Budget and Program Summaries
SCHOOL DEPARTMENT

General Fund Expenses Detail

General Fund Expenses	FY16 Adopted	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Salaries	204,667,295	208,272,542	211,602,337	3,329,795	1.6%
Supplies & Services	27,406,346	30,127,099	30,540,567	413,469	1.4%
Total Discretionary Expenses	232,073,641	238,399,641	242,142,904	3,743,263	1.6%
Health Insurance	40,506,101	41,407,679	41,556,059	148,380	0.4%
Retirement	12,119,898	12,825,557	14,992,472	2,166,916	16.9%
Other Benefits	5,769,400	6,035,668	5,890,286	(145,382)	-2.4%
Utilities	6,205,856	5,728,343	6,390,454	662,111	11.6%
SPED Out of District Tuition	9,920,000	11,788,127	10,696,886	(1,091,241)	-9.3%
Charter Tuition/School Choice	43,972,674	47,350,617	52,213,679	4,863,062	10.3%
Total Non-Discretionary Expenses	118,493,929	125,135,991	131,739,837	6,603,846	5.3%
Transportation, Adult Ed, Leases (Non-NSS)	28,306,785	30,638,341	31,818,488	1,180,147	3.9%
Sub-Total Operating Budget Expenses	378,874,355	394,173,973	405,701,229	394,173,973	100%
Pre-K Investment	-	250,000	250,000	-	0%
Total Operating Expenses	378,874,355	394,423,973	405,951,229	11,527,256	2.9%

General Fund Revenue Detail

General Fund Revenue	FY16 Adopted	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Chapter 70 State Aid	309,186,094	319,871,030	331,958,979	12,087,949	3.8%
City of Springfield Contribution	36,405,937	36,682,622	37,357,582	674,960	1.8%
Required Net School Spending	345,592,031	356,553,652	369,316,561	12,762,909	3.6%
Schedule 19 Indirect Costs	(3,156,571)	(2,821,073)	(3,031,016)	(209,943)	0.0%
Charter Tuition Reimbursement	7,545,340	9,224,364	7,145,645	(2,078,719)	-22.5%
Other Revenue	586,770	578,689	701,551	122,862	21.2%
School To City Revenue (PayGO)	-	-	-	-	0.0%
Transportation, Adult Ed, Leases (Non-NSS)	28,306,785	30,638,341	31,568,488	930,147	3.0%
Total General Fund Budget	378,874,355	394,173,974	405,701,229	11,527,255	2.9%
Supplemental Funding	-	-	-	-	0.0%
Pre-K Investment	-	250,000	250,000	-	0.0%
Total Operating Revenue	378,874,355	394,423,974	405,951,229	11,527,255	2.9%

Fiscal Year 2018 Budget and Program Summaries
SCHOOL DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY16 Adopted	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Personal Services	266,133,579.09	267,176,785	278,148,435	10,971,650	4.1%
OTPS	112,740,776.82	127,247,188	127,802,794	555,606	0.4%
Capital	-	-	-	-	0.0%
Total General Funds	378,874,356	394,423,973	405,951,229	11,527,256	2.9%
External Funds Budget	FY16 Adopted	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
Grant Funds	48,356,321	44,383,760	38,694,639	(5,689,122)	-12.8%
Enterprise/Revolving Funds	26,669,135	27,493,508	28,604,946	1,111,438	4.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	75,025,456	71,877,268	67,299,585	(4,577,684)	-6.4%
All Funds Budget:	453,899,812	466,301,241	473,250,814	6,949,572	1.5%

All Funds Revenue Detail

Department Revenue	FY16 Adopted	FY17 Adopted	FY18 Recommended	Variance FY18-FY17	Percent Change
General Fund	378,874,355	394,423,973	405,951,229	11,527,256	2.9%
Federal Grants	46,086,825	40,831,949	36,742,078	(4,089,871)	-10.0%
State Grants	1,653,526	3,090,477	1,408,501	(1,681,976)	-54.4%
Private Grants	615,970	461,334	544,060	82,726	17.9%
Revolving Funds	26,669,135	27,493,508	28,604,946	1,111,438	4.0%
Total Departmental Revenue	453,899,811	466,301,241	473,250,814	6,949,573	1.5%
External Funding Sources	Type of Funding	Expiration Date	FY16 Actual	FY17 Actual	FY18 Projected
Title I	FED GRANT	6/30/2017	18,778,287	18,850,241	18,507,184
IDEA - Special Education Entitlement	FED GRANT	6/30/2017	7,329,978	7,440,554	7,503,217
Magnet	FED GRANT	6/30/2017	5,599,351	2,500,000	-
Teacher Incentive Funds (TIF)	FED GRANT	6/30/2017	2,283,330	-	-
Title IIA - Improving Educator Equality	FED GRANT	6/30/2017	2,589,832	2,600,019	2,531,552
Race To The Top (RTTT)	FED GRANT	6/30/2017	-	-	-
Title III - English Language Acquisition	FED GRANT	6/30/2017	751,345	715,377	669,639
Perkins	FED GRANT	6/30/2017	735,142	694,434	669,207
School Redesign Implementation (SIG)	FED GRANT	6/30/2017	2,670,337	1,917,979	1,295,617
Pre-School Expansion Grant	FED GRANT	6/30/2017	3,500,000	3,562,500	3,562,500
Miscellaneous Federal Grants	FED GRANT	6/30/2017	1,849,223	2,550,845	2,003,162
Quality Full Day Kindergarten	STATE GRANT	6/30/2017	-	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	372,000	372,000	364,050
Miscellaneous State Grants	STATE GRANT	6/30/2017	781,526	1,335,069	544,451
Private Grants	GRANT	6/30/2017	615,970	461,334	544,060
Subtotal FY18 Anticipated Grants			48,356,321	44,383,760	38,694,639
Food Service Program (Ch. 548 Acts 1948)	REVOLVING		20,049,535	22,250,000	22,700,000
Circuit Breaker (Ch. 139 Acts 2006)	REVOLVING		3,850,500	5,140,642	6,038,171
Tuition (Ch. 71 Sec. 71F)	REVOLVING		500,000	500,000	600,000
Miscellaneous Revolving Funds	REVOLVING		2,269,100	1,699,000	1,993,190
Subtotal FY18 Other Funds			26,669,135	29,589,642	31,331,361
TOTAL External Funding Sources			75,025,456	73,973,402	70,026,000

Section 12

Planning Documents

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Analysis of Outstanding Debt: FY17 Debt Affordability Study

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Analysis of Outstanding Debt

City of Springfield, Massachusetts

February 7, 2017

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Timothy J. Plante
*Chief Administrative &
Financial Officer*

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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. This report is intended as a user-friendly examination of current and future debt issued on behalf of the residents of our community. This analysis is a tool that can be used when assessing the City's debt and financial position in order to make informed decisions. This analysis evaluates the affordability of issuing new debt, while taking into account the City's existing annual debt service payment obligations.

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 and funding provided by state and federal agencies. In February 2017, the City intends to issue \$50.6 million in bonds. This issuance will provide funding for the City's share of multiple completed and ongoing projects. These projects include the completed School Dense Wireless Project, the building of the Skill and Technical Training Facility, the renovation of the Clifford A. Phaneuf Environmental Center (ECOS) in Forest Park, the Union Station parking garage, and the purchase of vehicles for the Police Department and DPW. Additionally, the City will bond for ongoing projects such as the Springfield Public School Culinary and Nutrition Center, the renovation of 50 East Street, the building of the Raymond Jordan Senior Center in Blunt Park, a new South End Community Center (SECC), and multiple school projects.

Many of these projects received funding by outside agencies including Massachusetts School Building Authority (MSBA), Federal Emergency Management Agency (FEMA), Massachusetts Emergency Management Agency (MEMA), and U.S. Department of Housing and Urban Development (HUD). In total, the City anticipates receiving outside funding for up to 53.7% of the total estimated costs of the projects listed above. By leveraging funding through these agencies and other outside entities, the City is able to invest in numerous capital projects.

The City is again looking at refunding previously issued bonds in FY17. In FY15 and FY16, the City capitalized on a refunding opportunity to pay the remaining balance of loans off at a lower interest rate; saving the City over \$2.5 million in interest payments over the fifteen years of debt service. Additionally, this refunding saved MSBA \$1.2 million in Qualified School Construction Bond (QSCB) payments that would be due to the City over the next four years. 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 82%. A declining debt schedule and rapid repayment of principal indicates that the City is committed to repaying its debt quickly and efficiently.

Annually, the City publishes a Capital Improvement Plan (CIP), which provides a detailed view of the capital needs within the City of Springfield. This comprehensive capital plan includes roads, sidewalks, parks, land, buildings, equipment, fleet and other capital asset needs which will serve as a singular basis for capital funding decisions in future years. The Fiscal Year 2017-2021 Capital Improvement Plan (CIP) indicates there is over \$855.3 million in capital needs in the City. The Fiscal Year 2018-2022 Capital Improvement Plan process is currently 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 ten schools. Work is currently underway on the Daniel B. Brunton School, Mary M. Walsh School, Springfield Public Day High School, and STEM Middle Academy. The City is currently discussing an additional six schools for the replacement of roofs, windows, and doors to be decided upon in February 2017. 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 interim, the City continues to monitor its cash flow and process payments in a timely manner.

In January 2017, Standard & Poor's (S&P) affirmed the City's AA- credit rating with a stable outlook which continues to be the highest rating in the City's recorded history; steadily getting better from its A- rating five years ago. This recent credit rating review focuses on the City's strong institutional core by highlighting Springfield's "strong management, with "strong" financial policies and practices, adequate budgetary performance, and strong budgetary flexibility." Additionally, the City received a reaffirmed credit rating of A2 with a stable outlook by Moody's in January 2017. Looking back almost ten years ago, the City had a Baa3 credit rating, junk bond status. These rating improvements are 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 to its status as the regional economic center of western Massachusetts, having satisfactory reserves, as well as demonstrating conservative fiscal management and an adherence to formal financial policies.

I hope this analysis is helpful to you and welcome the opportunity to provide any additional information that would be useful to you, and the residents of our community.

Very truly yours,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante". The signature is written in a cursive style and is positioned above the typed name.

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 analysis is designed to have two desired effects:

1. To show financial officials and citizens the current state of debt management.
2. To indicate whether or not the City of Springfield can 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 \$249.2 million in outstanding total debt, which can be broken down to \$201.9 million in principal and \$47.2 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	
2016 Total Debt Service	\$ 35,220,850
2016 General Fund Revenue	\$ 594,105,493
Debt Capacity	5.9%

Source: First Southwest, Springfield 2016 CAFR

Analysis of City Debt

The City’s aggregate debt service totals \$284.0 million over thirteen years. Project balances that make up this debt range from the small - \$5,000 for the Greenleaf Park Building Repair in 2007, 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 the three large companies that evaluate and rate municipal debt: Moody’s Investors Service, Standard & Poor’s, and Fitch Ratings. 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. The lower the risk, the lower the interest rate the City will have to pay on its loans.

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 in deciding whether or not the City has the ability to increase those payments.

Long Term Debt Service



Figure 1: Debt service repayment schedule, First Southwest

The City’s debt service repayment schedule, as of June 30, 2016, is outlined in the chart above (Figure 1). In fiscal year 2010, the City took advantage of the Qualified School Construction Bond (QSCB) Act. This borrowing requires a “bullet” payment at the end of a seventeen year borrowing term. This “bullet” payment is seen as the large \$24.2 million expenditure payment due in 2027. In order to prepare for this, the City has been, and will continue to invest the required payments (\$776,910 annually) for the bond into a “sinking fund” each year. At the end of the term, the City will use the sinking fund to pay 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 into 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 approximately \$50.5 million for new projects, including demolition, streets and sidewalk repairs, school improvements and city facility purchasing and improvements. The City intends to issue bonds again in February 2017, which would increase our debt schedule starting in Fiscal Year 2019. In doing so, the City would continue to have a declining debt schedule and keep payments between fiscal years consistent. The City’s goal is to maintain a similar level of payments to ensure large debt service payments are not unfairly placed on the City’s budget in the future.

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 imperative 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 \$201.9 million (principal only) debt, \$105.7 million (52.3%), was issued to finance school projects and \$96.3 million (47.7%), was issued for all other municipal purposes. The category of “all other municipal purposes” includes roads, sidewalks, police, fire, recreation, general government, technology, as well as senior and other social services.

Project/Type	Total	Percent of Total
City Facility	51,457,400	25.5%
Demolition	28,969,767	14.3%
Equipment	260,000	0.1%
Other	2,568,000	1.3%
Park/Land	4,591,600	2.3%
Streets/Sidewalks	7,740,700	3.8%
Technology	675,000	0.3%
City Total	96,262,467	47.7%
School Total	105,702,533	52.3%
Grand Total	201,965,000	100%

A majority of the City’s debt is dedicated to 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 \$33.7 million in reimbursements from the MSBA over the next six years before falling off in 2022.

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 U.S. 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 2017, the City will issue \$50.6 million of debt for its share of cost of City projects. By leveraging funds from FEMA, MEMA, and MSBA, the City anticipates receiving up to 54% of the total estimated costs for the bonded projects. FEMA has committed over \$19.0 million as

part of FEMA’s improved projects program, aimed at restoring facilities damaged in the 2011 tornado. The chart below shows the total project costs and the breakdown between FEMA funding and City contribution with the exception of ECOS. The Mass Mutual Foundation granted the Springfield Public School \$150,000 toward the cost of building ECOS; this is reflected in the chart below.

Project	MSBA Funding	City Contribution	Total Estimated Project Cost
50 East Street Renovation	2,890,464	9,053,120	11,943,584
Senior Center	7,608,496	4,391,504	12,000,000
South End Community Center	6,000,000	4,292,500	10,292,500
ECOS	2,682,303	1,487,689	4,169,992
Total	19,181,262	19,224,814	38,406,076

In addition to FEMA funding, the City anticipates an 80% MSBA reimbursement for eligible costs for four Springfield public schools that were invited into the MSBA Accelerated Repair Program in 2016: 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. The total estimated project cost for these schools is \$9.1 million; all of which are currently in the design construction phase.

Project	MSBA Funding	City Contribution	Total Estimated Project Cost
Daniel Brunton Elem. School	2,129,976	532,494	2,662,470
Mary M. Walsh School	2,117,495	529,374	2,646,869
Public Day High School	1,352,646	338,162	1,690,808
STEM Middle School	1,682,717	420,679	2,103,396
Total	7,282,834	1,820,709	9,103,543

Two years ago, in February 2015, the City issued \$50.5 million of debt for its shared costs of projects 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 (53.5%) and demolition (30.1%).

Outstanding Total Debt City Projects as of June 30, 2016

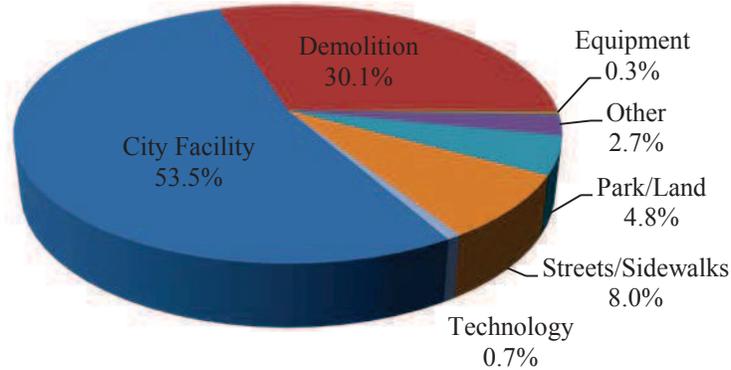


Figure 2: Breakdown of outstanding City debt, First Southwest

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 16.5% of the total City debt as shown in Figure 2 above.

Examining non-facility debt, the City has begun to make substantial investments in equipment, parks, land purchases, the demolition of blight and condemned buildings, technology, and road and sidewalk infrastructure. The City's Capital Improvement Plan (CIP) indicates there will be considerable funding needed in the future in these areas. These projects should also weigh heavily in the economic development plan for the City as dictated by the City's executive leadership.

The City 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.

The City is preparing to issue \$50.6 million in debt for new capital projects in February 2017. This issuance will fund complete projects and projects the City intends to complete in the next fiscal year, including: the completed Skill and Technical Training Facility, ECOS, Dense Wireless Projects, and the purchase of Police and DPW vehicles. The City is also issuing debt for ongoing projects, such as: the School Culinary and Nutrition Center, 50 East Street renovations, South End Community Center, Senior Center, and multiple school projects.

In FY15, the City issued \$50.5 million in debt for 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 FY 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 \$201.9 million as of June 30, 2016. When interest is included, the total cost of this debt is \$249.2 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 \$249.2 million, leaves a balance of \$204.9 million of liability (principal and interest). Figure 3 below shows net debt service through 2030. The 2027 debt service payment spike represents the sinking fund payment of the QSCB as explained previously.

Net Debt

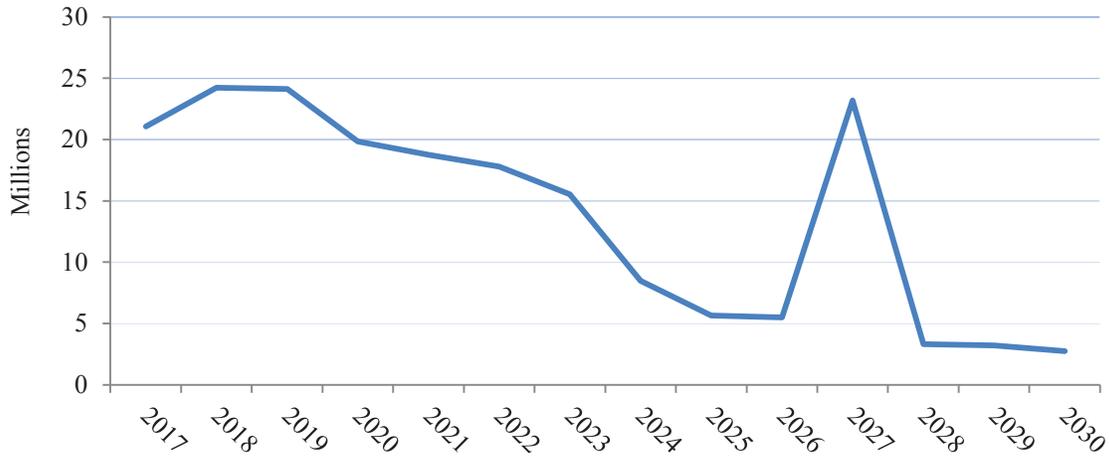


Figure 3: Net Debt Service payments; First Southwest

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 six years, as the debt is paid, before “falling off” in 2023. This graph does not include reimbursements for tornado affected schools.

MSBA Reimbursements

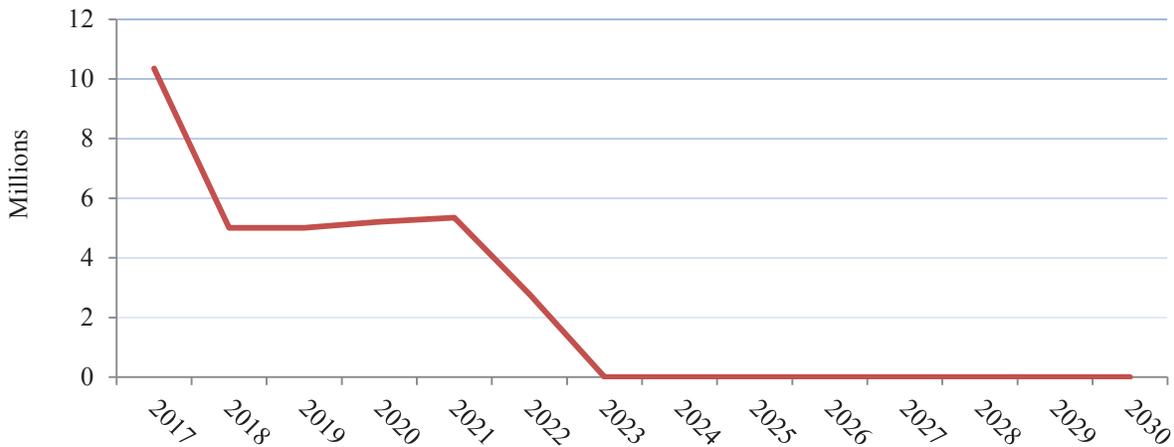


Figure 4: QSCB payments from MSBA; First Southwest

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, and unlike past debt analyses, this study includes enterprise fund debt that would be repaid through dedicated revenue. The City intends to issue debt on behalf of its single Enterprise fund in February 2017. When the City sells bonds for the purchase of Enterprise vehicles in February 2017, the debt payments will be well within the City ordinances at 9.7% of the budgeted operating revenue, pursuant to the City’s financial ordinances, Chapter 4.44.070, which states “Enterprise fund debt service as a percentage of enterprise operating revenue – should not exceed fifteen percent (15%).” This low ratio allows the City to strategically replace its aging fleet with the purchase of more vehicles in the future.

For ratios that examine debt service, this analysis also nets from overall debt service the value of reimbursements received 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	FY2016	FY2017
General Fund Balance as a % of Revenues	15% or greater	14.0%	13.1%
Debt Service as a % of General Fund Expenditures	0%-8%	5.8%	5.3%
Percent of Principal Retired in Ten Years	65%-100%	81.9%	82.0%
Debt as a Percentage of EQV	0%-5%	3.2%	2.9%
Total Outstanding Debt Per Capita	\$0-\$1,000	\$1,467.87	\$1,314.00
Total Debt as a Percentage of Total Personal Income	0%-7%	8.1%	7.1%
Undesignated Fund Balance as a % of Revenues	10% or greater	9.7%	9.4%
Overall Net Debt as a % of Full Value	1.5% - 5%	3.2%	2.9%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0%-15%	10.1%	10.3%

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 year budget, similar to the measurement of household income dedicated to mortgage payments. This is the most immediate measure of determining a City’s 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 5.3% of the Fiscal Year 2017 budget dedicated to debt service. This measure has been trending down over the last three fiscal years due to a decrease in total debt service and an 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 (Chapter 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 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. Therefore, having a lower ratio means less money is dedicated to debt service, which means more flexibility exists within the operating budget.

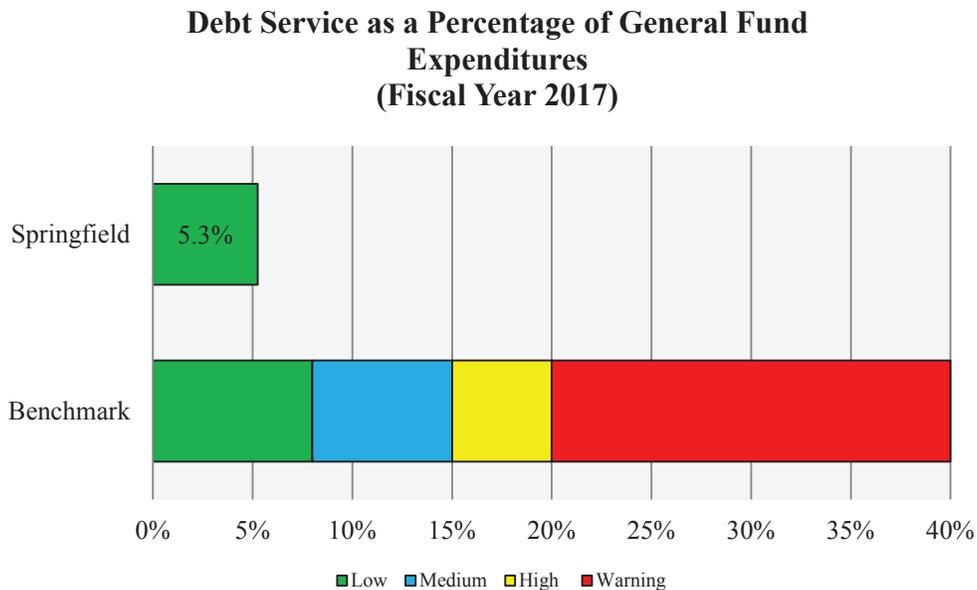


Figure 6: Ratio of 2017 Budgeted Debt Service Payments over Total General Fund Budget

Debt Service as a % of General Fund Expenditures	
2017 Total Debt Service	\$ 32,386,976
2017 Budgeted General Fund Expenditures	\$ 616,807,963
Debt Capacity	5.3%

Source: First Southwest, Springfield 2016 Adopted Budget

Figure 7: Calculation of Debt Service as a percent of Budgeted General Fund Budget

Debt Retirement: Percent Retired within Ten Years

The speed with which a community retires its debt indicates a number of important factors. Included in these are:

- Willingness to repay debt: rapid repayment of principal indicates that a community is committed to repaying its debt. This “willingness to pay” is measured in a number of ways and is particularly important to those who lend money to others, as it provides them 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, 82.0% of the principal borrowed by the City is repaid within ten years as the remainder will be retired within nineteen 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, 2016)**

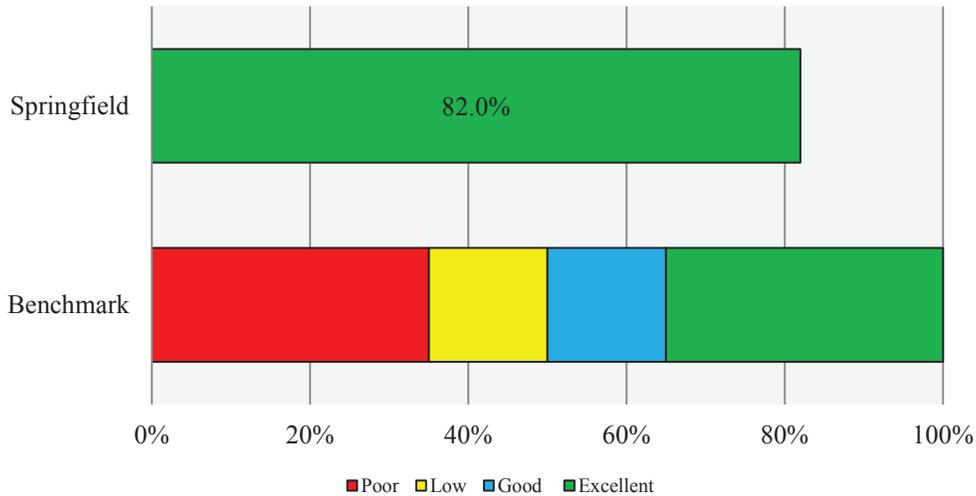


Figure 8: Percent of Debt retired in 10 years.

Percent of Principal Retired in Ten Years	
Total Debt Retired in 10 Years	\$ 204,307,794
Total Outstanding Debt Service	\$ 249,248,388
Percent of Principal Retired in Ten Years	82.0%

Source: First Southwest

Figure 9: Calculation of Total Debt (Principal + Interest) retired in 10 years.

Furthermore, the City’s overall debt retirement ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City’s overall debt schedule indicates that the City has not back loaded debt; the City’s overall debt structure is prudent and well within the industry benchmarks.

Debt as a Percentage of Full Property Value (EQV)

Debt as a percentage of full property value (known in government finance circles as “equalized value,” or EQV) measures the ability of a community’s property tax base to support borrowing. The majority of revenue in 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 (M.G.L) Ch. 44§10 dictates the City’s debt limit be no more than 5% of the equalized value. The City’s ratio of debt to property value is currently 2.9% 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. Furthermore, it fails to consider the City’s ability to access property values due to Proposition 2 ½.

Debt Service as a Percentage of Equalized Assessed Valuation (2015 EQV)

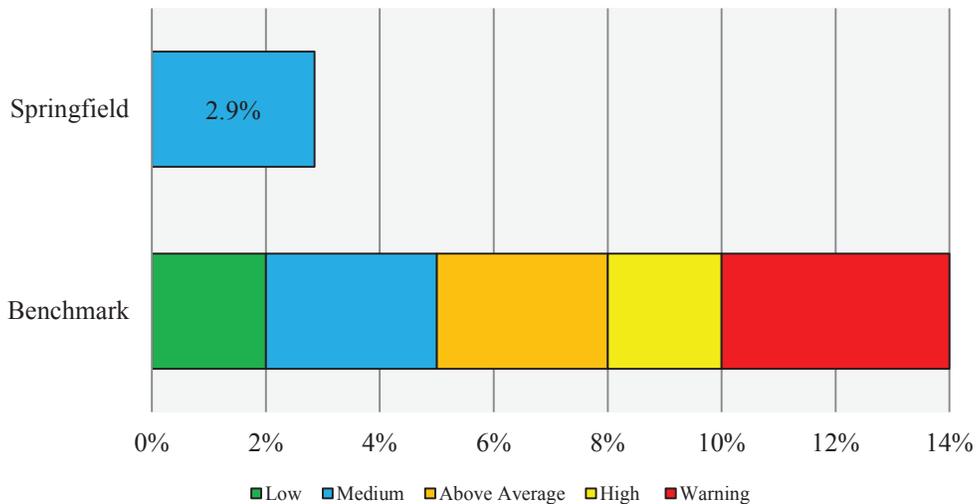


Figure 10: Ratio of Debt to Estimated Property Value

Debt Service as a Percentage of EQV	
Total Outstanding Debt (Principal)	\$ 201,965,000
2015 EQV (Equalized Valuation)	\$ 7,077,664,000
Debt Service as a Percentage of EQV	2.9%

Source: First Southwest, Springfield 2016 Adopted Budget

Figure 11: Calculation of Outstanding Principal as a percent of EQV.

Debt per Capita

Debt per capita examines the amount of debt the City has issued per person in the community. This is not intended to be a literal measure because debt is not issued to benefit individuals, but rather the community as a whole. This measure provides a sense of the cost of the capital investments in a community and, at its most extreme, how much money would be required from each resident to repay the community’s debt if for some reason immediate repayment was required.

Debt per capita can be a useful measure when examining similar communities – by and large, comparable communities should issue similar amounts of debt for various capital purposes. Even similar sized communities have significant differences about them, 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.

Total Outstanding Debt per Capita

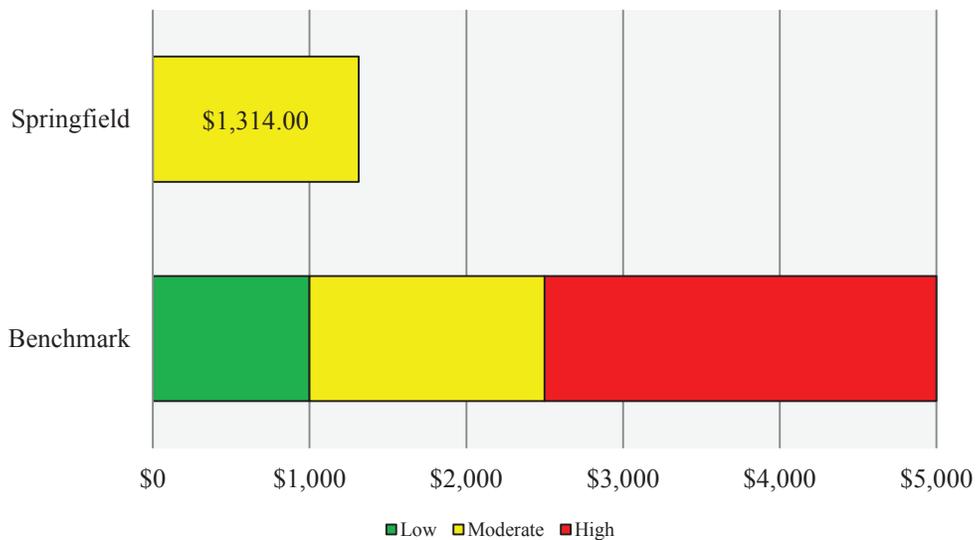


Figure 12: Estimated Debt per person.

Total Outstanding Debt Per Capita	
Total Outstanding Debt (Principal)	\$ 201,965,000
2016 Population Estimate	153,703
Total Outstanding Debt Per Capita	\$ 1,314

Source: First Southwest, MA Division of Local Services

Figure 13: Calculation of outstanding debt per person

The City’s level of debt per capita is considered moderate by rating agencies. This 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 the issuance of debt every few years, this measurement will continue to fluctuate as it is dependent on the total outstanding principal. To address this, the City of Springfield has restructured its debt repayment schedule in the past and continues to be strategic in how issuing debt affects the City’s outstanding debt and payment schedule.

In terms of net debt at \$204.9 million, the debt per capita increases to \$1,333.30. This could be considered a more accurate metric as this amount explains how much actual debt there is per person including interest payments and 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
(2015 Income Estimate)**

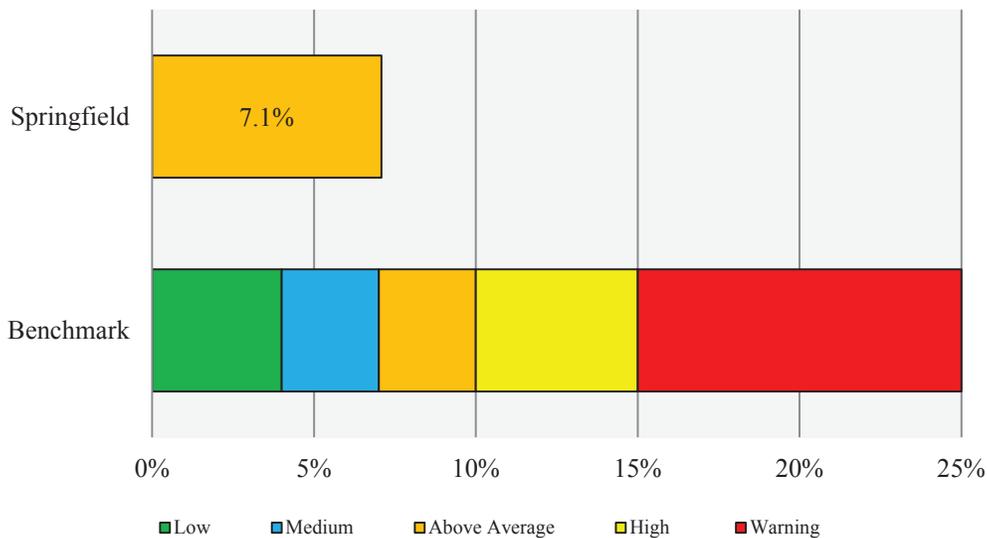


Figure 14: Ratio of debt to personal income.

Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	
Total Outstanding Debt Per Capita	\$ 1,314
2015 Per Capita Income	\$ 18,553
Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	7.1%

Source: US Census, MA Division of Local Services

Figure 15: Calculation 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. Unlike the prior measure, however, this does not examine the cost of the debt, but focuses on the amount of debt issued. In other words, this measure does not take 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 is extremely close at 7.2% because the City's total outstanding debt (principal) and total outstanding net debt are very close, varying by less than \$2.4 million.

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 2017, the City of Springfield will receive \$10.4 million in MSBA grants with an average of \$4.6 million in each of the next five 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.

Overall Net Debt as a percentage of Full Value

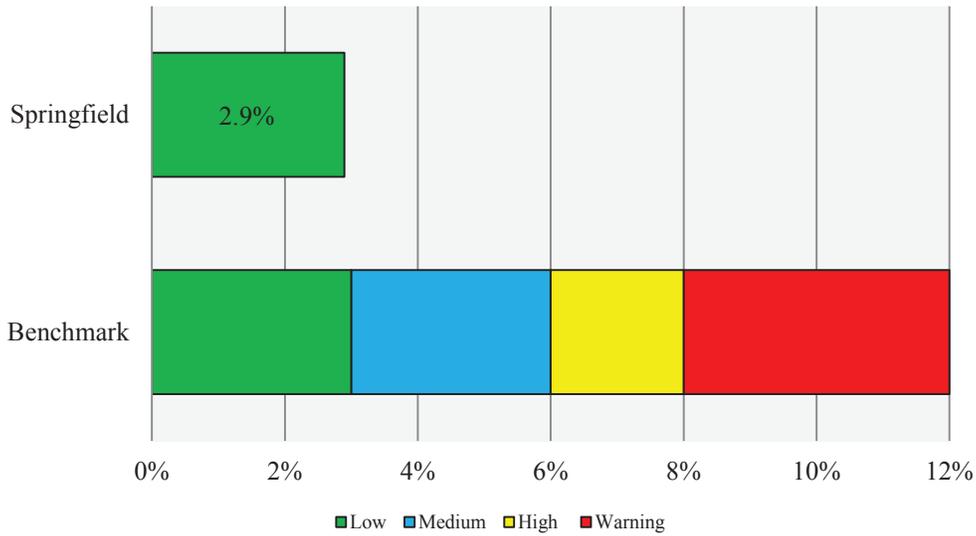


Figure 16: Ratio of Net Debt to EQV.

Overall Net Debt as a percentage of Full Value	
Total Outstanding Net Debt	\$ 204,932,242
2015 EQV (Equalized Valuation)	\$ 7,077,664,000
Overall Net Debt as a percentage of Full Value	2.9%

Source: First Southwest, MA Division of Local Services

Figure 17: Calculation of net debt to EQV.

This is one of the factors which determine the quality of a municipal bond issue. The lower the City’s debt is relative to the assessed value of its property, the less risky its bonds are deemed to be. Ultimately, the more leveraged a tax base is, the more difficult it is to afford additional debt. Debt burdens that range from 3-4% tend to be viewed as average. The City’s level of debt burden is 2.9% which is considered low by most rating agencies. Last year, this ratio was rated average at 3.2% because the City had a higher outstanding net debt (\$226.0M). The EQV is recalculated every two years and the 2016 amount should be finalized soon.

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; all within the fiscal constraints illustrated in this 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.

In January 2017, Standard and Poor’s (S&P) affirmed the City of Springfield’s AA- program rating, with a stable outlook, a high investment grade. This demonstrates that Standard & Poor’s

strongly believes in the City's financial management and ability to make difficult decisions to balance the budget. S&P credited the City for having strong budgetary flexibility, with an available fund balance in fiscal 2016 of 9.7% of operating expenditures, very strong management with "strong" financial policies and practices, and an experienced and capable management team. The S&P rating continues to be the highest rating in the City's recorded history, and one that the City has maintained for the last four years. Credit ratings has 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 outlining the 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 5.3% of the fiscal year 2017 budget dedicated to debt service. This measure has been steadily trending down since 2014. Last year, in FY16, the City's debt service as a percent of the general fund was 5.8%, a decrease from 6.5% in FY15 and 6.8% in FY14. The improvement in the debt service ratio is attributable to the decrease of outstanding debt and an increase in the City's budgeted general fund.

According to the measures presented in this analysis, the City is in a solid debt position but can improve its standing even further. 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 more in line with other communities in the Commonwealth and have the desired affect of increasing the City's financial standing.

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. There are four projects that the City is issuing debt for that will leverage over \$18.9 million in FEMA and MEMA funding. Furthermore, six schools are currently being partially reimbursed for window, door, and roof projects. The City is currently discussing an additional six schools for the replacement of roofs, windows, and doors to be decided upon in February 2017.

Additionally, in November 2014, the Massachusetts Gaming Commission officially awarded MGM with a resort-casino license, signaling the green light for the \$950.0 million MGM Springfield Casino project. The host community agreement outlines the financial impact that MGM Springfield will have on the City, totaling over \$25 million in annual payments once the resort casino opens. In the meantime, the City can expect annual revenue increases averaging \$5.0 million, which began in fiscal year 2016.

In order to address some of its capital needs, Springfield will issue short and long term debt in 2017 as well as use a combination of Pay-As-You-Go Capital funds and Capital Reserve funds. In 2016, Springfield issued \$26.7 million in Bond Anticipated Notes (BANs) to continue efforts to update its infrastructure and for funding needed for Council authorized debt issuances. Capitalizing on its decreasing debt schedule, in February 2017, Springfield plans to permanently bond again, alleviating several of its highest priority requests and closing out completed projects.

The City is steadily and strategically moving in the right direction. Our high credit rating allows us to pay back loans at a lower interest rate which in turn, allows the City to issue more debt for citywide projects. The theory is that the more capital projects the City can afford to do, the more economic development will ensue. When we invest into and grow our economy, the spin off effects are new business, a rise in property values, and improved infrastructure – resulting in better maintenance of streets, parks, libraries, and public buildings that are available to City residents. A healthy economy positively impacts school graduation rates, job creation which lowers poverty levels from unemployment, and crime. All of these effects increase citizens' moral and make Springfield a more attractive city for current and future residents.

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, 2016 (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	QSCB Subsidy (2)	Net D/S
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	\$201,965,000.00	\$47,283,387.56	(33,685,280.00)	(10,630,866.40)	\$204,932,241.16

(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, 2016

July 25 2002 QZAB (I)	500,000.00
February 7 2007 New Money SQ NON-CALLED -Putnam School Renovation.....	1,325,000.00
February 7 2007 New Money SQ NON-CALLED -Our Lady Hope School Renovation.....	510,000.00
February 7 2007 New Money SQ NON-CALLED -Various School Water & Sewer.....	5,000.00
February 7 2007 New Money SQ NON-CALLED -Demolition 1.....	75,000.00

February 7 2007 New Money SQ NON-CALLED -Demolition 2.....	25,000.00
February 7 2007 New Money SQ NON-CALLED -Demolition 3.....	160,000.00
February 7 2007 New Money SQ NON-CALLED -Road Construction.....	495,000.00
February 7 2007 New Money SQ NON-CALLED -Sidewalk Construction.....	125,000.00
February 7 2007 New Money SQ NON-CALLED -Financial Software.....	330,000.00
February 7 2007 New Money SQ NON-CALLED -Fire Station Land Acquisition.....	40,000.00
February 7 2007 New Money SQ NON-CALLED -Fire Upgrades.....	25,000.00
February 7 2007 New Money SQ NON-CALLED -Library Upgrades.....	25,000.00
February 7 2007 New Money SQ NON-CALLED -Police Department Renovation.....	225,000.00
February 7 2007 New Money SQ NON-CALLED -Police/Fire Design.....	75,000.00
February 7 2007 New Money SQ NON-CALLED -Hope/Baptist Land Acquisition.....	10,000.00
February 7 2007 New Money SQ NON-CALLED -Greenleaf Park Building Repair.....	5,000.00
February 7 2007 New Money SQ NON-CALLED -Blunt Park Renovation.....	5,000.00
February 7 2007 New Money SQ NON-CALLED -Treetop Park Renovation.....	10,000.00
February 7 2007 New Money SQ NON-CALLED -Marshall Roy Park Renovation.....	10,000.00
February 7 2007 New Money SQ NON-CALLED -Park Land Acquisition.....	10,000.00
February 7 2007 New Money SQ NON-CALLED -Project Management.....	5,000.00
February 7 2007 ESCO SQ NON-CALLED.....	775,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Chestnut School Construction.....	5,981,700.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Commerce School Construction.....	1,815,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Aerial Mapping (ISQ).....	185,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Improvements (ISQ).....	205,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 GIS (ISQ).....	100,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Restoration (ISQ).....	331,600.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction (ISQ).....	537,500.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Departmental Equipment (ISQ).....	260,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction 2 (ISQ).....	270,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Sidewalk Construction (ISQ).....	209,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Design (ISQ).....	535,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Van Sickle School Construct (.....	1,520,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Design.....	445,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Land (.....	415,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Construction (ISQ).....	3,705,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Library (ISQ).....	1,485,000.00
February 7 2007 Advance Refunding -AdvRef of 2001 BowlandLearningCenterConstruct.....	4,115,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Fire and Safety Complex (ISQ).....	1,855,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Demolition (ISQ).....	950,000.00
February 7 2007 Advance Refunding -Adv Ref of 2003 Harris Elementary School (OSQ.....	2,786,666.70
February 7 2007 Advance Refunding -Adv Ref of 2003 Bowland Learning Center (OSQ).....	6,346,666.65
February 7 2007 Advance Refunding -Adv Ref of 2003 Van Sickle Middle/ HS (OSQ).....	22,041,666.65
April 15 2009 Series A SQ -White Street Fire Station (ISQ).....	2,190,000.00
April 15 2009 Series A SQ -Technology (ISQ).....	60,000.00
April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ).....	300,000.00
April 15 2009 Series A SQ -Old First Church (ISQ).....	285,000.00
April 15 2009 Series A SQ -Forest Park Maintenance (ISQ).....	170,000.00
April 15 2009 Series A SQ -Administrative Expenses (ISQ).....	120,000.00
April 15 2009 Series A SQ -Van Horn Dam Study (ISQ).....	35,000.00
June 24 2010 QSCB (Taxable).....	17,864,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Remodel Public Buildings (ISQ.....	559,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Dep.Equip.Fac.Mgmt & Park(ISQ.....	133,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Reno (ISQ).....	2,116,000.00

December 20 2012 SQ Refunding -Adv Ref July 7 2005 Roof Repairs - School (ISQ).....	435,000.00
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).....	1,059,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Public Build (ISQ).....	1,029,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to School Build (ISQ).....	501,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Emergency School Repair (ISQ).....	1,059,000.00
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).....	3,832,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Final Phase Tapley St (ISQ).....	1,118,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 School Build Repairs (ISQ).....	1,528,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Repairs (ISQ).....	258,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Rebecca Johnson School (ISQ).....	520,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Demo of Former Tech HS (ISQ).....	1,134,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Facility Construction (ISQ).....	114,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Landfill Closure (OSQ).....	2,407,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Departmental Equip (ISQ).....	152,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 1 (OSQ).....	344,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 1 (ISQ).....	994,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 2 (ISQ).....	2,068,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Cyr Arena (ISQ).....	313,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Fire/Safety Complex (ISQ).....	974,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum (ISQ).....	1,462,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 2 (OSQ).....	1,466,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 3 (ISQ).....	453,000.00
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).....	200,220.00
February 12 2015 Series A SQ -School Remodeling - Green Communities (OSQ).....	100,000.00
February 12 2015 Series A SQ -Putnam School (OSQ).....	5,879,380.00
February 12 2015 Series A SQ -ESCO Phase II (ISQ).....	9,999,160.00
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).....	1,550,000.00

February 12 2015 Series C SQ -Adv Ref2-7-07 Various School & Water (ISQ).....	240,050.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Demolition 1 (ISQ).....	1,191,850.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Demolition 2 (ISQ).....	1,005,000.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Demolition 3 (ISQ).....	1,235,000.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Financial Software (ISQ).....	57,895.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Fire Station Land Acquisition (ISQ).....	229,305.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Fire Upgrades (ISQ).....	270,000.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Library Upgrades (ISQ).....	280,000.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Police Dept Renovation (ISQ).....	2,719,450.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Police - Fire Design (ISQ).....	748,950.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Hope-Baptist Land Acq. (ISQ).....	149,625.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Greenleaf Park Building (ISQ).....	38,850.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Blunt Park Renovation (ISQ).....	10,200.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Treetop Park Renovation (ISQ).....	125,000.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Marshall Roy Park Renovation (ISQ).....	115,000.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Land Acquisition (ISQ).....	149,650.00
February 12 2015 Series C SQ -Adv Ref2-7-07 Project Management (ISQ).....	96,850.00
February 12 2015 Series C SQ -Adv Ref2-7-07 ESCO (ISQ).....	7,482,375.00
October 1 2015 -Cur Ref7-7-05 Adv Ref98 Land Acq & Apprais (ISQ).....	392,000.00
October 1 2015 -Cur Ref7-7-05 Adv Ref98 School Construct (OSQ).....	11,511,600.00
October 1 2015 -Cur Ref7-7-05 Adv Ref99 School 1 (OSQ).....	8,865,000.00
October 1 2015 -Cur Ref7-7-05 Adv Ref99 Chestnut Sch Land (ISQ).....	420,000.00
October 1 2015 -Cur Ref7-7-05 Adv Ref99 Urban Renewal (OSQ).....	2,413,200.00
October 1 2015 -Cur Ref7-7-05 Adv Ref99 Demolition (OSQ).....	725,000.00
October 1 2015 -Cur Ref7-7-05 Adv Ref99 Public Building 1 (ISQ).....	401,000.00
October 1 2015 -Cur Ref7-7-05 Adv Ref99 Public Building 2 (ISQ).....	457,200.00
TOTAL.....	201,965,000.00

City of Springfield, Massachusetts

Short-Term Debt Outstanding as of June 30, 2016

Aggregate Debt Service

Date	Principal	Interest	Total P+I
06/03/2016	0.00	0.00	0.00
02/24/2017	26,100,579.00	335,513.04	26,436,092.04
06/09/2017	2,207,094.00	36,854.11	2,243,948.11
06/30/2017	28,307,673.00	372,367.15	28,680,040.15

Par Amounts Of Selected

June 10 2016 Series A BAN	20,935,992.00
June 10 2016 Series B Taxable BAN	5,164,587.00
June 10 2016 Taxable SAAN	1,591,332.00
June 10 2016 FAAN	615,762.00

TOTAL **28,307,673.00**

FirstSouthwest, a Division of Hilltop Securities Inc.

Public Finance

Capital Improvement Plan

Fiscal Years 2018 - 2022

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John J. Shea Bright Nights Technical Training Facility, Fall 2016

City of Springfield, Massachusetts

Fiscal Years 2018 - 2022 Capital Improvement Plan



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March 30, 2017

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), spanning Fiscal Years 2018 - 2022. 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. Currently, the City is in need of over \$850.1 million in capital improvement spending. The highest priority projects total \$461.6 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. On February 7, 2017, the City issued \$44.3 million in debt for numerous capital improvement projects. The City again sold bonds in March 2017 for Union Station and to refinance bonds from 2007 in order to save money over the next six years. 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 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 FY17 the City completed several projects including the creation of the John J. Shea Bright Nights Technical Training Facility in Forest Park, the purchase of vehicles for DPW, improvements to the City hall boiler plant, a feasibility study for the East Forest Park Library, as well as many emergency repairs around the City. A list of projects completed in FY17 is shown below:

FISCAL YEAR 2017 COMPLETED PROJECTS				
PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	TOTAL PROJECT COST	FUNDING SOURCES
CENTRAL LIBRARY ASSESSMENT & FAÇADE STABILIZATION	-	155,105	155,105	PAY-GO
CITY HALL BOILER PLANT IMPROVEMENTS	-	1,758,000	1,758,000	CITY BOND, PAY-GO
CITY HALL HORSE SHOE PARKING LOT REPAIR	-	161,203	161,203	CH90, PAYGO, DPW GF
DPW - ENTERPRISE VEHICLE REPLACEMENT	-	923,925	923,925	CITY BOND
DPW MILL RIVER PROJECT - DESIGN WORK	-	173,700	173,700	PAY-GO
EAST FOREST PARK LIBRARY FEASIBILITY STUDY	50,000	29,000	79,000	STATE GRANT, PAY-GO
FIRE RADIO UPGRADES	-	205,141	205,141	PAY-GO
MSBA SO1 - FEASIBILITY & SCHEMATIC DESIGN				
ZANETTI/ BALLIET E./ BALLIET M./KENSINGTON/ LYNCH/ KILEY	-	368,985	368,985	PAY-GO
POLICE CRIME SCENE SCANNER	-	113,345	113,345	PD CAPITAL, PAY-GO
POLICE HQ PARKING LOT LIGHTS AND REPAVING	-	127,567	127,567	PAY-GO, PD PAY-GO
RUTH ELIZABETH PARK DESIGN	-	50,000	50,000	PAY-GO
JOHN J. SHEA BRIGHT NIGHTS TECHNICAL TRAINING FACILITY	1,290,000	1,725,250	3,015,250	FEDERAL GRANT, CITY BOND
UNION STATION	87,600,000	5,400,000	93,000,000	FEDERAL, STATE, LOCAL
TOTAL	88,940,000	11,191,220	100,131,220	

By leveraging federal and state revenues, the City will continue to 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, as seen below:

CURRENTLY IN PROGRESS				
PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	TOTAL PROJECT COST	FUNDING SOURCES
BALLIET PARK RENOVATION	200,000	400,000	600,000	STATE GRANT, PAY-GO
BONDI'S ISLAND LANDFILL CLOSURE	2,000,000	5,000,000	7,000,000	CITY BOND, ENTERPRISE FUND
BRIGHTWOOD SCHOOL FEASIBILITY STUDY	-	-	1,000,000	CITY BOND
BRUNTON/STEM/WALSH/PUBLIC DAY - MSBA	7,204,577	1,898,966	9,103,543	MSBA, CITY BOND
CENTRAL LIBRARY - PHASE I	-	3,957,898	3,957,898	UNEXPENDED BOND PROCEEDS
CULINARY AND NUTRITION CENTER - PHASE I	5,000,000	7,000,000	12,000,000	USDA, GRANTS, CITY BOND
DEMOLITIONS	-	2,000,000	2,000,000	CITY BOND
ESCO II	-	10,000,000	10,000,000	FY15 CITY BOND
FIRE VOCAL ALERT SYSTEM	-	400,000	400,000	UNEXPENDED BOND PROCEEDS
FOREST PARK TENNIS COURTS	-	440,780	440,780	PAY-GO
GUNNERY SGT. SULLIVAN PARK	400,000	250,000	650,000	STATE GRANT, PAY-GO
HYDROPOWER AT WATERSHOPS DAM	5,050,000	1,000,000	6,050,000	NDRC, CITY BOND
JOHN F. KENNEDY MIDDLE - WINDOWS & DOORS	2,157,422	2,330,281	4,487,703	UNEXPENDED BOND PROCEEDS
KENSINGTON ELEMENTARY - WINDOWS & DOORS	733,697	489,131	1,222,828	MSBA, CITY BOND
LOWER VAN HORN RESERVOIR DAM	2,000,000	400,000	2,400,000	GRANT, STATE, PAY-GO
PAUL J. FENTON SAFETY ANNEX - 50 EAST STREET	2,890,464	9,053,120	11,943,584	FEMA, CITY BOND
PEARL STREET FEASIBILITY STUDY	-	259,108	259,108	PD CAPITAL, PAY-GO
POLICE VEHICLE REPLACEMENT	-	1,125,000	1,125,000	CITY BOND
RAYMOND A. JORDAN SENIOR CENTER	7,608,496	4,391,504	12,000,000	FEMA, CITY BOND
SCHOOL CAPITAL PROJECTS	-	3,000,000	3,000,000	UNEXPENDED BOND PROCEEDS
SOUTH END COMMUNITY CENTER (SECC)	6,000,000	4,292,500	10,292,500	FEMA, CITY BOND
TOTAL	41,244,656	57,688,289	99,932,944	

Furthermore, some important projects that are anticipated to begin in FY18 include the feasibility study and schematic design for DeBerry Elementary School, renovations to the MSBA Statement of Interest schools Zanetti, Balliet Middle, Thomas Balliet, Kensington, Kiley, and Lynch, improvements to Riverfront Park, the renovation of Stearns Square and in preparation for the MGM Casino opening, a revitalization of the City's downtown streets and sidewalks.

SCHEDULED TO BEGIN IN FISCAL YEAR 2018				
PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	TOTAL PROJECT COST	FUNDING SOURCES
BRIGHTWOOD SCHOOL REPLACEMENT	12,500,000	22,500,000	35,000,000	*ESTIMATE - PENDING MSBA ACCEPTANCE
DEBERRY SCHOOL FEASIBILITY STUDY	-	1,000,000	1,000,000	CITY BOND
DOWNTOWN REFRESH	-	3,000,000	3,000,000	TBD
EAST FOREST PARK LIBRARY	5,889,517	3,609,704	9,499,221	TBD, PENDING SUBMITTED GRANT
JAIME ULLOA PARK	250,000	250,000	500,000	STATE GRANT, CDBG, PAY-GO
MARY LYNCH PARK	600,000	150,000	750,000	STATE GRANT, CDBG, PAY-GO
MSBA SOI SCHOOLS - ZANETTI/ BALLIET E./ BALLIET M./ KENSINGTON/ LYNCH/ KILEY	18,825,762	4,706,441	23,532,203	*ESTIMATE - PENDING MSBA ACCEPTANCE
RIVERFRONT PARK	1,000,000	-	1,000,000	COMMUNITY AGREEMENT
STEARNS SQUARE RENOVATION	-	1,500,000	1,500,000	TBD
TOTAL	39,065,279	36,716,145	75,781,424	

In January 2017, Standard & Poor's (S&P) affirmed the City's AA- credit rating with a stable outlook which continues to be the highest rating in the City's recorded history; steadily improving from its A-rating five years ago. This recent credit rating review focuses on the City's strong institutional core by highlighting Springfield's "management, with "strong" financial policies and practices, adequate budgetary performance, and strong budgetary flexibility." Additionally, the City received a reaffirmed credit rating of A2 with a stable outlook by Moody's in January 2017. Looking back almost ten years ago, the City had a Baa3 credit rating, junk bond status. These rating improvements are 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 to its status as the regional economic center of Western Massachusetts, having satisfactory reserves, as well as demonstrating conservative fiscal management and an adherence to formal financial policies.

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 \$850.1 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.

In Fiscal Year 2016, the Capital Committee made changes to the project rating criteria in order to better reflect the Mayor's five essential priorities. The eight criteria include: project funding, service to the public, legal obligations, operational 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 to City Council every year. 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 estimated cost of projects. Projects in the annual budget represent the City's most immediate investment priorities and have the highest return on investment for the taxpayers of Springfield. The goal of the CIP 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 in its development. 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 (DCAC) is responsible for management and oversight of construction, major renovation, and repair projects involving existing City assets. The Planning and Economic Development Department manages new development or redevelopment projects. The Facilities Department also plays an integral role in capital projects by 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 a challenge within City government, the CIP enables the City to develop a strategy for the timing of projects and for the replacement of aging equipment. In past years, work on many buildings and road projects was deferred due to budgetary constraints. The City has made a concerted effort to address its capital needs by restructuring its debt for the purposes of increasing its capacity for future debt issuances. The City is finally reaping the benefits of these efforts and has a better ability to address high priority projects within the CIP.



In February 2017, the City issued \$44.3 million of debt for multiple completed and on-going projects. 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 \$105.8 million of capital improvement projects. These projects include the completed School Dense Wireless Project, building of the John J. Shea Bright Nights Technical Training Facility (Skill & Technical Training Center), the renovation of the Clifford A. Phaneuf Environmental Center (ECOS) in Forest Park, the Union Station parking garage, and the purchase of vehicles for the Police Department and DPW. Additionally, the City will bond for ongoing projects such as the Springfield Public School Culinary and Nutrition Center, the renovation of 50 East Street, the building of the Raymond Jordan Senior Center in Blunt Park, the construction of a new South End Community Center (SECC), and multiple school projects.

PROJECT	BOND PROCEEDS
Emergency Appropriations relating to Tornado & Snow Storm Damage	4,079,300
School Hardware/Software (Dense Wireless Project)	2,025,400
Kennedy Middle School Windows & Doors	1,364,500
Kensington International School Windows & Doors	463,100
Mary M. Walsh School Windows and Doors	500,700
Public High School	319,000
Daniel Brunton Elementary School	504,200
STEM Middle School Roof Replacement	397,000
Food Service Building	6,645,500
50 East Street Renovation	8,594,100
Senior Center Construction	4,166,650
South End Community Center Planning & Construction	4,049,500
Skill & Technical Training Facility	1,638,000
Environmental Center for our Schools (ECOS)	1,411,700
Police Vehicles	1,016,000
DPW Vehicles	817,300
Landfill Closure	1,736,600
Demolitions	1,881,600
Roads/Sidewalks	2,694,850
TOTALS	44,305,000

The strategic use of outside funding allows for maximum impact, at a minimum price for the City. As illustrated in the February 2017 bond issuance, the City was left responsible for only 41% of the \$105.8 million project costs. 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:

- 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)
-
- Federal, State, and Private Grants –There continues to be an interest in seeking grants for projects such as park rehabilitation, first responder equipment, 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. By financial ordinance, the City is required to fund the Pay-Go account with 1.5% of the local source revenue, which is approximately \$3.4 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.
 - 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 which is particularly important because the City is legally required to pay for debt service 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 an inventory of City assets, the City can determine the need to replace pieces of small equipment. It also ensures that departments are properly storing and maintaining important tools that are essential for their operations.
 - Use of unexpended bond proceeds – On a continuing basis, the Office of Management and Budget compiles a list of projects funded by bond proceeds in an effort to determine if there were proceeds that were unexpended. When projects are completed, meaning that all tasks are finished and all expenses have been paid, any money left in the bond account is considered an unexpended bond proceed. Unexpended bond proceeds are 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 has used unexpended bond proceeds for various school building improvements, the Fire Department Vocal Alert System Upgrade, and to fund the first phase of repairs at the Central Library.



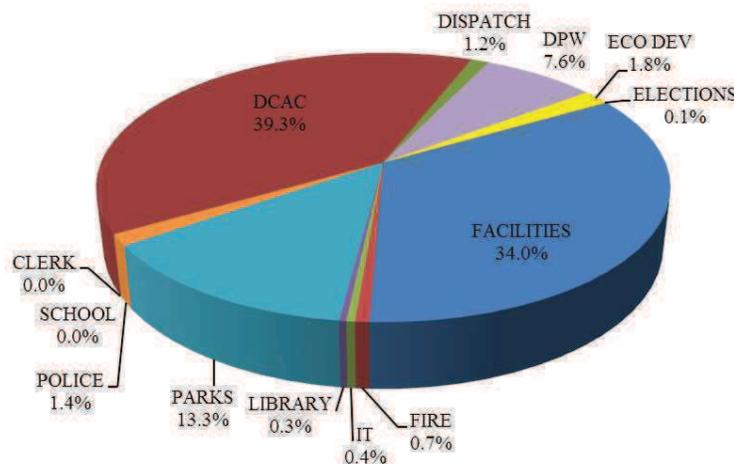
Breakdown of Fiscal Year 2018 Capital Requests

The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. 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. This year the final submissions totaled \$850,139,111 which is a decrease of over \$5.1 million from the FY17 Capital Improvement Plan. This decrease can be attributed to removing fully funded projects from the list and updating projects as information becomes available. The chart below shows the breakdown of the 451 department submitted projects by priority.

Priority	Range	Number of Entries	FY18 Estimated Total Project Cost	FY17 CIP	Variance
A	100-65	96	461,690,439	328,756,377	132,934,062
B	64-45	175	240,022,742	285,110,408	(45,087,666)
C	44-26	128	98,905,930	190,737,502	(91,831,572)
D	25-0	52	49,520,000	50,720,000	(1,200,000)
TOTAL		451	850,139,111	855,324,287	(5,185,176)

As stated in the FY17 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects because of varying degrees of need ranging from repairs, to major renovations, and new school construction. This is reflected in the CIP with the number of Facilities and DCAC entries for both City and School totaling 266 entries for an estimated \$622.9 million in project costs.

Estimated Total Project Cost



When a project is added to the CIP, the total estimated project cost is entered, even if the MSBA or another outside source will be contributing to the project. It is also important to note that many department requested projects (mainly School Department) are listed under Facilities or DCAC as they will manage and oversee the project. For example, the Culinary and Nutrition Center – Food Service Building for the School Department will be managed by DCAC and is listed as a DCAC project.



Proposed FY18 Capital Budget and Projects

Massachusetts School Building Authority (MSBA) Projects

William N. DeBerry Elementary School

The City is currently looking into the replacement of the William N. DeBerry Elementary School located in the Old Hill Neighborhood. Based on a report published by the Department of Parks, Buildings and Recreation Management, the current building located at 670 Union Street is in need of extensive repairs. The issuance of \$1.0 million will begin the planning phase of the project for the feasibility study and schematic design which must be paid by the City as it is not a Massachusetts School Building Authority (MSBA) eligible cost.

MSBA Funding	City Contribution	Total Estimated Project Cost
\$ 0	\$ 1,000,000	\$ 1,000,000

Zanetti, Balliet Middle, Thomas Balliet, Kensington, Kiley, Lynch

In May 2016, six Springfield public schools were invited to apply for the MSBA Accelerated Repair Program: Alfred G. Zanetti School, Balliet Middle School, and M. Marcus Kiley Middle School for window and door replacements and Thomas M. Balliet School, Kensington International School, and the Mary M. Lynch Elementary School for roof replacements. Each proposed repair project would materially extend the useful life of each school. The City funded \$368,985 through the Pay-go account to conduct feasibility studies and schematic designs for the six schools. The studies and designs with final estimated costs are scheduled to be complete in April 2017. Once finalized, the City Council will need to authorize the total estimated cost of the project. The City can anticipate an 80% reimbursement of all eligible costs from MSBA. Any project costs in excess of the total project budget as determined by MSBA will have to be paid by the City as additional expenses; the MSBA will not increase the amount to be reimbursed.

School Project	MSBA Funding	City Contribution	Total Estimated Project Cost
Alfred G. Zanetti Montessori	2,525,137	631,284	3,156,421
Balliet Middle School	1,609,775	402,444	2,012,219
M. Marcus Kiley Middle School	7,598,889	1,899,722	9,498,611
Thomas M. Balliet School	1,715,810	428,953	2,144,763
Kensington International School	1,191,130	297,783	1,488,913
Mary M. Lynch Elementary	1,693,704	423,426	2,117,130
TOTAL	\$ 16,334,446	\$ 4,083,611	\$ 20,418,057

Riverfront Park

Pursuant to the MGM Host Community Agreement (paragraph 3 of exhibit E), MGM has provided the City \$1.0 million to improve Riverfront Park, which runs parallel to West Columbus Avenue and Hall of Fame Avenue. The funds will be used to remodel the City's down town riverfront, aiming to enhance the accessibility and appearance of the Park prior to the opening of the MGM Casino in the fall of 2018.

MGM Host Community Agreement	City Contribution	Total Estimated Project Cost
\$ 1,000,000	\$ 0	\$ 1,000,000

Stearns Square and Duryea Way Redevelopment



The Springfield Park Commission has approved a plan for the redevelopment of Stearns Square Park and Duryea Way in downtown Springfield. The improvements include new and widened sidewalks, new landscaping, and enhancements for pedestrians and outdoor dining. The suggested move of Springfield’s iconic statue “The Puritan” to Stearns Square is not included in this project and it will remain in its current location at the Quadrangle.

Outside Funding	City Contribution	Total Estimated Project Cost
\$ 0	\$ 1,500,000	\$ 1,500,000

Jaime Ulloa Park

The Parks Department has been awarded a Land and Water Conservation Fund (LWCF) grant from the Executive Office of Energy and Environmental Affairs (EEA). The grant award is for \$250,000 and requires a City match of \$250,000. The total project amount is \$500,000 and will fund the design and construction costs to renovate the Jaime Ulloa Park.

The \$250,000 LWCF grant will provide funding for design costs (\$25,000) and for construction costs (\$225,000). The City’s total match of \$250,000 will be paid through the Community Development Block Grant Program (CDBG) (\$105,900) and Pay-as-you-go Capital (Pay-Go) funds (\$144,100).

Jaime Ulloa Park Project			
LWCF Grant		City of Springfield	
<i>Design Costs</i>	25,000	<i>CDBG Funding</i>	105,900
<i>Construction Costs</i>	225,000	<i>City Pay-go Capital</i>	144,100
Total	250,000	Total	250,000
Total Estimated Cost = \$500,000			

Construction at Jaime Ulloa Park will include a new main entrance on Morgan Street, a gaming and seating plaza at Morgan Street, playground area improvements, and renovation of the ballfield.

Mary Lynch Park

On December 12, 2016, the Parks Department was selected by the Executive Office of Energy and Environmental Affairs (EEA) to receive up to \$400,000 in Parkland Acquisitions and Renovations for Communities (PARC) assistance. The EEA will provide \$35,000 in funding for design costs in FY17 and \$365,000 for construction costs in FY18. The City’s match of \$350,000 will be paid in FY17 through funds provided by the Community Development Block Grant Program (CDBG) in the amount of \$200,000 and \$150,000 of Pay-go funds will be allocated to the project in FY18.

Mary Lynch Park Project			
PARC Grant		City of Springfield	
<i>Design Costs</i>	35,000	<i>CDBG Funding</i>	200,000
<i>Construction Costs</i>	365,000	<i>City Pay-go Capital</i>	150,000
Total	400,000	Total	350,000
Total Estimated Cost = \$750,000			



The funding will be used to enhance Mary Lynch Park: Beauregard/Schiavina Memorial Fields with improvements to the playing fields, drainage and walkways, and ADA accessibility. The City also plans to create a memorial dedicated to Springfield Police Officers Alain Beauregard and Michael Schiavina.



Fiscal Year 2017 Overview

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 a total of \$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. 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

The Citizen Tree Steward Program and the Community Based Citizen Science Initiative was created 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 began 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 contributed the remaining \$400,000 through Pay-go.

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% 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 by MSBA. Any expenses above the MSBA maximum are the responsibility of the City. 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 a 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 began in July 2016. The City has been authorized to spend \$1.0 million for the schematic design that will be submitted to the MSBA along with a solid estimated cost for the project.



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 anticipates an 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 will have to be paid by the City as additional expenses, because 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 construction phase.

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

Springfield Public Schools (“SPS”) provide 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 60 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 will enable the program to become centralized and expand. Last 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, Dinner, and Summer Program, centralizing catering services, increased frozen food storage to support direct USDA shipments and the Field to Freezer Programs. 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 an 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, as well as commodity assessment fees and pay the City \$375,000 with an overall net savings of \$207,881. The first phase of the project is estimated to cost \$12.0 million for the acquisition, design, and renovation of the



new building. The City issued bonds in February 2017 for \$7.0 million as their share for the first phase, 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

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 was funded through the use of unexpended bond proceeds from the completed Putnam Construction project. Totalling \$3,957,898; the first phase includes 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. Lastly, in the third phase, a new handicapped parking lot for easier accessibility will be created and the existing dock lift will be repaired.

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 was 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 protect officers’ safety, save money on repair costs, and reduce the amount of time vehicles will be out of service.

Vehicle 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 purchased include two pick-up trucks for daily operations, two semi-automated and one fully-automated 31-cubic yard truck for trash removal services. These vehicle replacements will allow DPW to address the highest prioritized needs of its fleet.

Vehicle 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 FY18 Capital Improvement Plan can be found in Appendix A of this document.



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 FY18 through FY22 is \$850.1 million. The highest priority projects total \$462.1 million. The City continues to leverage funds from outside agencies to fund high priority projects identified in 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 stable outlook by Moody's in January 2017.

Springfield recently issued \$44.3 million in bonds with an average interest rate of 3.07% on February 14, 2017. Due to the City's high bond rating, the City was able to lock in low interest rates for twenty years; allowing the City to maintain a responsible debt payment plan with low interest. The City also refinanced bonds issued in 2007 and financed the Union Station Project on March 7, 2017. By exchanging the original interest rate of 4.263% for a lower rate of 2.0063%, the City anticipates saving over \$3.8 million over the next six years. The City will continue to be strategic in investing and funding capital needs by choosing high priority projects, leveraging funds from outside agencies, and selling bonds when the market is highly favorable.

This plan focuses on upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping to improve the City's diverse and vibrant neighborhoods. This Capital Improvement Plan is the City's investment roadmap for the next five years and 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 2018 - 2022

PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
A	ECO DEV	COURT SQUARE REDEVELOPMENT -		89	10,000,000	PRVT, STATE,	10,000,000				
A	POLICE	UNIFORM - TASER	P	87	111,530	PD BUDGET/JAG	26,530	25,000	20,000	20,000	20,000
A	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE		87	3,500,000		3,500,000				
A	POLICE	IT - ANALOG CAMERAS TO DIGITAL & STORAGE	P	84	60,858	GRANT	60,858				
A	POLICE	IT - NETWORK SWITCHES NEED REPLACEMENT	P	84	60,000	PAY-GO	60,000				
A	POLICE	RADIO REPAIR - CORE CLIENT		84	150,000	GRANT	150,000				
A	POLICE	IT - FIXED LPR SAT 5 ACCESS POINTS		84	90,000		90,000				
A	POLICE	AED REPLACEMENTS		81	100,000		100,000				
A	POLICE	METRO SUB STATION FACILITY		81	1,000,000		1,000,000	20,000	20,000	20,000	20,000
A	POLICE	DOWNTOWN PD STATIONS - KOBANS		81	500,000		500,000				
A	DCAC	HOMER ST SCHOOL - "NEW" BUILDING REPLACEMENT		80	35,000,000		35,000,000				
A	DCAC	LINCOLN SCHOOL - "NEW" BUILDING REPLACEMENT		80	35,000,000		35,000,000				
A	DCAC	WATERSHOPS POND - HYDROPOWER	P	78	6,050,000	NDRC, CITY BOND	6,050,000				
A	DPW	FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY		78	8,000,000		8,000,000	3,000,000			
A	DCAC	BRIGHTWOOD SCHOOL REPLACEMENT		78	35,000,000	MSBA, CITY BOND	35,000,000				
A	DCAC	DEBERRY SCHOOL REPLACEMENT		78	35,000,000	MSBA, CITY BOND	35,000,000				
A	DPW	ROAD RESURFACING AND SIDEWALK CONSTRUCTION	P	77	12,000,000	PAY-GO/CH90/UNEXP. BOND	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000
A	POLICE	BALLISTIC VEST REPLACEMENT		77	300,000		300,000	60,000	60,000	60,000	60,000
A	POLICE	RADIO REPAIR - MICROWAVE LINKS KILEY TO TOWER SQUARE		76	120,000		120,000				
A	FACILITIES	SCHOOL CAPITAL PROJECTS	P	75	2,120,786	UNEXP. BOND	2,120,786				
A	DCAC	RECONSTRUCTION OF 130 PEARL ST.	P	75	85,000,000	PAY-GO, CITY BOND, GRANT	85,000,000				
A	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR		75	3,500,000		3,500,000				
A	DPW	FLOOD CONTROL SYSTEM MAINTENANCE		75	1,000,000		1,000,000	200,000	200,000	200,000	200,000
A	PARKS	CITYWIDE - POND DREDGING		75	11,000,000		11,000,000				
A	POLICE	PROPERTY AND EVIDENCE TRUCK		75	45,000		45,000				
A	POLICE	DB - FORENSICS VAN REPLACEMENT		75	150,000		150,000				
A	POLICE	RECORDS MANAGEMENT SYSTEM REPLACEMENT		75	1,000,000		1,000,000				
A	POLICE	UNIFORM - GUN REPLACEMENTS	P	74	330,000	GRANT	330,000	66,000	66,000	66,000	66,000
A	POLICE	IT - COMPUTERS		74	48,000	POLICE PAY-GO	48,000				
A	DCAC	RIVERFRONT PARK IMPROVEMENTS	P	74	2,500,000		2,500,000				
A	POLICE	CRUISER REPLACEMENTS		74	3,225,000	\$1.0 FUNDED BY MGM	645,000	645,000	645,000	645,000	645,000
A	POLICE	IT - VIDEO STORAGE FOR CRIME SCENE INVESTIGATIONS		73	25,000		25,000				
A	FACILITIES	GERENA SCHOOL - REPLACEMENT OF ELECTRICAL SWITCH GEAR	F	72	140,000	SCHOOL CARRY-OVER	140,000				
A	DCAC	ALFRED G. ZANETTI SCHOOL - WINDOW & DOOR	P	72	3,156,421	MSBA, CITY BOND, PAY-GO	3,156,421				
A	DCAC	THOMAS M. BALLIET SCHOOL - ROOF REPLACEMENT	P	72	1,915,094	MSBA, CITY BOND,	1,915,094				
A	DCAC	BALLIET MIDDLE SCHOOL - WINDOW & DOOR	P	72	1,890,249	MSBA, CITY BOND,	1,890,249				
A	DCAC	KENSINGTON INTERNATIONAL SCHOOL - ROOF REPLACEMENT	P	72	1,488,913	MSBA, CITY BOND, PAY-GO	1,488,913				
A	DCAC	M. MARCUS KILEY MIDDLE SCHOOL - WINDOW & DOOR	P	72	9,498,611	MSBA, CITY BOND,	9,498,611				
A	DCAC	MARY M. LYNCH ELEMENTARY SCHOOL - ROOF REPLACEMENT	P	72	2,117,130	MSBA, CITY BOND,	2,117,130				
A	DPW	FLOOD PREVENTION SYSTEM (FPS) REPAIR FOR MILL RIVER	P	72	2,537,300	FY17 PAY-GO	370,300	2,167,000			
A	DCAC	CULINARY AND NUTRITION CENTER - FOOD SERVICE WAREHOUSE-	P	72	6,000,000		6,000,000				
A	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS		72	2,500,000		2,500,000	500,000	500,000	500,000	500,000
A	DPW	ARMORY ST LANDFILL UPGRADES		72	200,000		200,000				
A	FACILITIES	KENNEDY - HAZS MAT ABATEMENT & CEILING TILES		71	4,600,000		4,600,000				
A	LIBRARY	MASON SQUARE - OUTDOOR COMMUNITY PERFORMING SPACE		71	40,000	GRANTS, CITY FUNDING	40,000				
A	PARKS	CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)		71	2,500,000		2,500,000				
A	FACILITIES	GERENA SCHOOL - HVAC REPLACEMENTS & UPGRADES		71	20,000,000		20,000,000				
A	FACILITIES	WHITE SCHOOL - FIRE PROTECTION SYSTEM		71	450,000		450,000				
A	FACILITIES	SCI-TECH - CHILLERS & TOWERS		71	2,500,000		2,500,000				
A	FACILITIES	TALMADGE - WINDOWS & DOORS		71	2,500,000		2,500,000				
A	DCAC	BOWLES - ROOF REPLACEMENT		71	1,500,000		1,500,000				
A	DCAC	COMMERCE - ROOF REPLACEMENT		71	4,500,000		4,500,000				
A	DCAC	MILTON BRADLEY - ROOF REPLACEMENT		71	1,500,000		1,500,000				
A	DCAC	SUMNER AVE ELEMENTARY - ROOF REPLACEMENT		71	3,000,000		3,000,000				
A	DCAC	SOUTH END MIDDLE - WINDOWS & DOORS		71	2,500,000		2,500,000				

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A	DCAC	CENTRAL HIGH - CHILLERS & HVAC UPGRADES		71	2,500,000		2,500,000				
A	DPW	PRIVATE WAYS - RESURFACING	P	70	1,346,811		300,000	446,811	300,000	300,000	
A	DPW	STORM REPAIR S.BRANCH AND BRIARWOOD	P	69	180,000	CITY BOND		130,000			
A	DCAC	EAST FOREST PARK - NEW LIBRARY		69	9,500,000	GRANTS	9,500,000				
A	PARKS	FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD		69	1,500,000		1,500,000				
A	PARKS	SOUTH BRANCH PKWY CULVERT IMPROVEMENTS		69	500,000		500,000				
A	DCAC	STEARNS SQUARE RENOVATION		69	1,500,000	PAY-GO, CITY BOND	1,500,000				
A	DCAC	BRUNTON - ROOF REPLACEMENT		68	1,200,000		1,200,000				
A	FACILITIES	GLENWOOD SCHOOL - ROOF REPLACEMENT		68	760,000		760,000				
A	FACILITIES	SUMNER AVE ELEMENTARY - BOILERS		68	2,000,000		2,000,000				
A	FACILITIES	TALMADGE - BOILERS		68	1,000,000		1,000,000				
A	FACILITIES	GERENA SCHOOL - WINDOWS & DOORS		68	7,500,000		7,500,000				
A	DCAC	INDIAN ORCHARD ELEMENTARY - ROOF REPLACEMENT		68	1,500,000		1,500,000				
A	DCAC	WASHINGTON - WINDOWS & DOORS		68	2,500,000		2,500,000				
A	PARKS	FOREST PARK ROADWAYS		67	950,000		950,000				
A	DCAC	SKYWALK		67	150,000		150,000				
A	PARKS	UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY		67	750,000		750,000				
A	DCAC	CITY HALL - FRONT STEP REPAIR		67	1,000,000	CITY BOND	1,000,000				
A	POLICE	IT SANS UPGRADE		67	250,000		250,000				
A	POLICE	IT ARCHIVING		67	75,000		75,000				
A	FACILITIES	DUGGAN - GYM FLOOR		67	300,000		300,000				
A	PARKS	WESSON PARK		67	500,000		500,000				
A	POLICE	IT - DISASTER RECOVERY SITE	F	66	400,000		400,000				
A	DPW	DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)	P	66	5,000,000	PAY-GO, CITY BOND	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
A	DCAC	CENTRAL LIBRARY - PHASE II		66	11,053,009	GRANTS, CITY BOND	1,053,009	11,053,009			
A	DCAC	CENTRAL LIBRARY - PHASE III		66	440,727	GRANTS, CITY BOND	80,000	440,727			
A	DISPATCH	CONSOLIDATED DISPATCH BUILDING, BUILDING USE STUDY		66	80,000						
A	DISPATCH	CONSOLIDATED DISPATCH BUILDING W/EQUIPMENT		66	10,000,000			10,000,000			
A	FACILITIES	DEBERRY - REBUILDING FLOOR		66	2,400,000		2,400,000				
A	PARKS	FOUNTAIN LAKE DAM - REPAIR		65	1,500,000		1,500,000				
A	PARKS	PORTER LAKE DAM - REPAIR		65	1,500,000		1,500,000				
A	PARKS	FOREST PARK MAGAWISKA RD STABILITY AND DRAINAGE		65	800,000	STATE FUNDS	800,000				
A	PARKS	VAN HORN PARK		65	2,500,000		2,500,000				
A	POLICE	IT - HARD DRIVE BACKUP APPLIANCE		65	35,000		35,000				
A	FACILITIES	DORMAN - ROOF REPLACEMENT (MAIN BUILDING)		65	1,500,000		1,500,000				
A	FACILITIES	LINGCOLN - ROOF REPLACEMENT		65	1,500,000		1,500,000				
A	FACILITIES	VAN SICKLE - ROOF REPLACEMENT		65	4,500,000		4,500,000				
A	DCAC	BOLAND - ROOF REPLACEMENT		65	3,000,000		3,000,000				
A	DCAC	HARRIS ELEMENTARY - ROOF REPLACEMENT		65	1,500,000		1,500,000				
A	DCAC	REBECCA JOHNSON - WINDOWS & DOORS		65	5,000,000		5,000,000				
A	DCAC	POTTENGER - WINDOWS & DOORS		65	2,500,000		2,500,000				
B	DPW	BELMONT AVENUE - FLOOD PREVENTION SYSTEM (FPS)		64	200,000				200,000		
B	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS		64	1,500,000		1,500,000				
B	PARKS	FOREST PARK - TROLLEY PAVILION		64	500,000		500,000				
B	DPW	FLOOD PREVENTION SYSTEM (FPS) TRASH RACK		64	40,000			40,000			
B	FACILITIES	STEM - PLAYING FIELD INSTALLATION		64	200,000		200,000				
B	PARKS	GREENLEAF PARK		64	2,500,000	STATE FUNDS	2,500,000				
B	POLICE	RADIO REPAIR - MOTOROLA - RADIOS	P	63	390,000	JAG/PAY-GO	150,000	60,000	60,000	60,000	60,000
B	POLICE	RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS	P	63	50,000	FY17 PD BUDGET	10,000	10,000	10,000	10,000	10,000
B	PARKS	UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT		63	750,000	APPLIED FOR DR GRANT	750,000				
B	PARKS	FOREST PARK - TRAIL RENOVATIONS		63	750,000		750,000				
B	DPW	FPS (SPS) CURTAIN DRAINS CENTRAL & SOUTHERLY SECTIONS	F	62	30,000		30,000				
B	PARKS	TREE NURSERY		62	500,000	APPLIED FOR DR GRANT	500,000				
B	IT	BUSINESS CONTINUITY PLAN - PHASE 2- CITY HALL/TAPLEY ST		62	1,000,000	CITY	200,000	200,000	200,000	200,000	200,000

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B	PARKS	GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE		62	2,500,000		2,500,000				
B	PARKS	HABITAT MANAGEMENT		62	-						
B	PARKS	CHICOPEE RIVER WATERFRONT (INDIAN ORCHARD)		62	500,000		500,000				
B	PARKS	PYNCHON PARK RENOVATIONS		62	1,000,000		1,000,000				
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR		62	220,000		220,000				
B	IT	FIBER NETWORK EXPANSION		62	1,000,000		1,000,000				
B	FACILITIES	KENNEDY - SPRINKLER (CODE)		61	1,250,000		1,250,000				
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	PARKS	DISTRICT AND GOLF COURSE MAINTENANCE BUILDINGS		61	3,500,000		3,500,000				
B	FACILITIES	POLICE HEADQUARTERS - PARKING LOT	P	60	3,500,000	PAY-GO	3,500,000				
B	FACILITIES	SYMPHONY HALL - HVAC		60	750,000		750,000				
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	POLICE	IT - CARD ACCESS READER		60	35,000	PD BUDGET	35,000				
B	DPW	VARIOUS LOCATIONS - ADA RETROFITS		60	2,500,000	CITY BOND	500,000	500,000			500,000
B	FACILITIES	BALLET ELEMENTARY - ELECTRICAL SWITCH GEAR		60	100,000		100,000				
B	FACILITIES	BALLET ELEMENTARY - INTERIOR UPGRADES		60	200,000		200,000				
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 - PAVING PARKING LOT		60	650,000		650,000				
B	FACILITIES	CENTRAL HIGH - REBUILD PRESS BOX		60	500,000		500,000				
B	FIRE	RADIO RECEIVING SITES		60	300,000		300,000				
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	FACILITIES	CENTRAL HIGH - INTERIOR HALLWAY DOORS		59	125,000		125,000				
B	PARKS	FOREST PARK - AQUATIC GARDENS AND FERN GROVE		59	1,200,000		1,000,000	200,000			
B	PARKS	CITYWIDE - REPLACEMENT PLAY GROUND 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	FACILITIES	CENTRAL HIGH - MOTORS, VFD, STEAM TRAPS		59	500,000		500,000				
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR		59	900,000		900,000				
B	FACILITIES	LIBERTY SCHOOL - REDESIGN ADA ENTRANCES		59	400,000		400,000				
B	FIRE	RIVER RESCUE BOAT PURCHASE		59	125,000		125,000				
B	PARKS	LOON POND BEACH		59	750,000		750,000				
B	PARKS	BLUNT PARK - PHASE II BIKEWAY/WALKWAY & PARK		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	PARKS	FOREST PARK - COMFORT SHELTER/DROP-IN CENTER		59	1,000,000		1,000,000				
B	FACILITIES	CITY HALL - PERIMETER SECURITY		58	750,000		750,000				
B	FACILITIES	GERENA SCHOOL - EJECTION PUMPS		58	1,500,000		1,500,000				
B	FACILITIES	GERENA SCHOOL - SEAL WALLS EXTERIOR		58	4,500,000		4,500,000				
B	LIBRARY	ALL BRANCHES - COMPUTER UPGRADES		58	80,000	CITY FUNDING	80,000				
B	POLICE	NICE LOG RECORDER		58	25,000		25,000				
B	FACILITIES	DEBERRY - CREATE FOUR STUDENT BATHROOMS		58	1,600,000		1,600,000				
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	DPW	STAINLESS STEEL V BODY SAND/SALT UNITS		57	100,000	CITY BOND	100,000				
B	FACILITIES	GERENA SCHOOL - FLOOR		57	200,000		200,000				
B	FACILITIES	DPW GARAGE - FUEL PUMPS		57	1,000,000		1,000,000				
B	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - BUILDING ACCESSIBILITY		57	875,000		-	875,000			

Appendix A: Proposed Capital Projects Capital Improvement Plan: Fiscal Years 2018 - 2022

PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	P	56	1,000,000	CITY	200,000	200,000	200,000	200,000	200,000
B	PARKS	HUBBARD PARK		56	750,000	APPLY FOR PARC GRANT	750,000				
B	PARKS	MYRTLE STREET PARK		56	500,000		500,000				
B	PARKS	MARSHALL ROY PARK		56	500,000		500,000				
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES		56	9,000,000		9,000,000				
B	IT	DESKTOP/LAPTOP REPLACEMENT (ONGOING)		56	40,000	CITY	40,000				
B	FACILITIES	BALLET - ELECTRICAL FPE PANEL REPLACEMENT		56	125,000		125,000				
B	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT		56	350,000		350,000				
B	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT		56	120,000		120,000				
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	PARKS	FIVE MILE POND PARK - PHASE I		56	1,500,000		1,500,000				
B	PARKS	COURT SQUARE - SIDEWALK UPGRADES/REPAIRS		56	300,000		300,000				
B	PARKS	FOREST PARK - LOOP TRAIL		55	500,000		500,000				
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	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE		55	1,200,000		1,200,000				
B	PARKS	MCKNIGHT TRAIL		55	4,500,000	STATE FUNDS	4,500,000				
B	DISPATCH	COMP AIDED DISPATCH SOFTWARE MIGRATION		55	250,000		250,000				
B	PARKS	BRECKWOOD POND DAM - REPAIR		55	1,500,000		1,500,000				
B	PARKS	CITYWIDE - TENNIS COURTS	P	54	1,500,000	PAY-GO, GRANT	1,500,000				
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE		54	2,000,000		2,000,000				
B	PARKS	ALDEN STREET PARK		54	750,000		750,000				
B	POLICE	VOIP MIGRATION		54	25,000		25,000				
B	POLICE	KRONOS IMPLEMENTATION		54	40,000		40,000				
B	POLICE	TRU BEAR CAT		54	317,000		317,000				
B	POLICE	DIVE TEAM VAN		54	179,000		179,000				
B	FACILITIES	CENTRAL HIGH - EXTERIOR DOORS		53	350,000		350,000				
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	ECO DEV	DOWNTOWN REFRESH		53	3,000,000		3,000,000				
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	CITY BOND/CH.90	100,000	100,000	100,000	100,000	100,000
B	FACILITIES	SPS BERKSHIRE - WINDOWS AND DOORS REPLACEMENT		53	1,650,000		1,650,000				
B	PARKS	FOREST PARK - BOWLES FOUNTAIN RESTORATION		53	400,000		400,000				
B	FACILITIES	CITY HALL - BRICK REGROUT		53	1,000,000		1,000,000				
B	FACILITIES	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT		53	1,800,000		1,800,000				
B	FACILITIES	SYMPHONY HALL - BRICK REGROUT		53	1,000,000		1,000,000				
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PROPERTY CONDITION		53	1,750,000		1,750,000				
B	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE		53	5,500,000		5,500,000				
B	PARKS	FOREST PARK - DUCK POND OUTLETS IMPROVEMENTS		53	1,000,000		1,000,000				
B	PARKS	CAMP WILDER PARK AND QUARRY POND		52	300,000		300,000				
B	FACILITIES	CITY HALL - EMERGENCY GENERATOR		52	225,000		225,000				
B	DPW	SIGNAL UPGRADES WITH FLASHING YELLOW ARROWS AT		52	1,250,000	CITY BOND	350,000	225,000	225,000	225,000	225,000
B	LIBRARY	LIBRARY ON WHEELS		52	200,000	GRANTS, CITY FUNDING	200,000				
B	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS		52	60,000		60,000				
B	PARKS	MCKNIGHT GLEN IMPROVEMENTS		52	500,000		500,000				
B	PARKS	NEAL PARK (SOLUTIA)		51	2,000,000		2,000,000				
B	DPW	FLOOD CONTROL - ANNUAL INSPECTIONS		51	1,000,000		200,000	200,000	200,000	200,000	200,000
B	PARKS	CARRIAGE HOUSE - MAJOR REPAIRS		51	1,500,000		1,500,000				
B	PARKS	PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT		51	600,000		600,000				
B	ELECTIONS	NEW VOTING MACHINES		51	500,000		500,000				
B	FACILITIES	FIRST MEETING HOUSE PARISH - ROOF REPLACEMENT		51	300,000		300,000				
B	POLICE	IT - TELESTAFF UPGRADE	F	50	35,000		35,000				

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PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
B	FACILITIES	MILTON BRADLEY SCHOOL - REPLACE POOL FILTER SYSTEM		50	150,000		150,000				
B	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS		50	500,000		500,000				
B	ECO DEV	DOWNTOWN WAYFINDER		50	600,000		600,000				
B	DPW	NIPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET		50	5,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
B	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT		49	650,000		650,000				
B	FACILITIES	SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR		49	320,000		320,000				
B	FIRE	PUBLIC SAFETY VEHICLE REPLACEMENT		49	170,000	CITY BOND	170,000				
B	LIBRARY	CENTRAL LIBRARY - 3M INTELLIGENT RETURN/SORTER SYSTEM		49	250,000				250,000		
B	POLICE	IT - DASH CAMS		49	2,125,000		2,125,000				
B	POLICE	IT - DASH CAM STORAGE		49	152,640		152,640				
B	PARKS	FOREST PARK - AMPHITHEATER		49	750,000		750,000				
B	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS		49	1,500,000		1,500,000				
B	FACILITIES	CHESTNUT - COOLING TOWER		48	150,000		150,000				
B	FACILITIES	CITY HALL ANNEX - RENOVATE		48	5,000,000		5,000,000				
B	FACILITIES	COMMERCE - CHILLER WATER & CONDENSOR PUMPS		48	45,000		45,000				
B	FACILITIES	COMMERCE - COOLING TOWER		48	190,000		190,000				
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)		48	50,000		50,000				
B	FACILITIES	LINCOLN SCHOOL - SPRINKLER (CODE)		48	75,000		75,000				
B	FACILITIES	WHITE SCHOOL - SPRINKLER (CODE)		48	35,000		35,000				
B	PARKS	KENEFICK PARK		48	1,200,000		1,200,000				
B	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND)		48	750,000		750,000				
B	POLICE	IT - MICROSOFT LICENSES		48	30,000		30,000				
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	DCAC	CAMPANILE AND PLAZA RESTORATION		47	18,000,000		18,000,000				
B	DPW	STORMWATER OUTFALL IMPROVEMENTS		47	4,000,000		500,000	500,000	1,000,000	1,000,000	1,000,000
B	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND CC REPAIRS TO		47	6,250,000		6,250,000				
B	FACILITIES	EARLY CHILDHOOD CENTER - NEW BOILERS & PUMPS		47	400,000		400,000				
B	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL		47	900,000		900,000				
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UST REMOVAL		47	1,350,000		1,350,000				
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING		47	600,000		600,000				
B	FIRE	SIXTEEN ACRES FIRE STATION REPLACEMENT		47	3,500,000				3,500,000		
B	FIRE	REPAIRING CRUMBLING APPARATUS BAY APRONS		47	125,000			125,000			
B	FIRE	DIGITAL FIRE GROUND COMMUNICATIONS		47	205,127					205,127	
B	LIBRARY	SIXTEEN ACRES; EAST SPFLD; INDIAN ORCH - REPLACE PHONE		47	-						
B	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR		47	500,000		500,000				
B	FACILITIES	MILTON BRADLEY - PIPING REPAIRS		46	45,000		45,000				
B	FACILITIES	BOLAND - HVAC SYSTEM		46	2,000,000		2,000,000				
B	FACILITIES	CHESTNUT - HEATING SYSTEM		46	1,750,000		1,750,000				
B	FACILITIES	ESCO PHASE 2B		46	7,500,000		7,500,000				
B	FACILITIES	GLENWOOD - HEATING SYSTEM (HVAC)		46	200,000		200,000				
B	FACILITIES	GLICKMAN - BATHROOM PARTITIONS		45	120,000		120,000				
B	FACILITIES	CENTRAL HIGH - MASONRY REPAIRS (EARTHQUAKE)		45	250,000		250,000				
B	DPW	VEHICLE AND EQUIPMENT STORAGE		45	10,000,000	CITY BOND	3,110,950	6,889,950			
B	FACILITIES	BEAL - BATHROOM RENOVATION		45	500,000		500,000				
B	FACILITIES	DORMAN - BATHROOM RENOVATIONS		45	400,000		400,000				
B	FACILITIES	ELLS - BATHROOM UPGRADE		45	210,000		210,000				
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	KENSINGTON - BATHROOM REPLACEMENT		45	800,000		800,000				
B	FACILITIES	LIBERTY - BATHROOM REPLACEMENT		45	500,000		500,000				
B	FACILITIES	DUGGAN - AUDITORIUM RENOVATIONS		45	1,100,000		1,100,000				
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS		45	6,000,000		6,000,000				

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C	DPW	NEW INVERTERS FOR THE TRAFFIC TRUCKS		44	30,000		30,000				
C	FACILITIES	DPW OFFICE CENTER - MOTORS ANND VFDS		44	55,000		55,000				
C	FACILITIES	CITY HALL - ESPLANADE RESTORATION		44	500,000		500,000				
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	LIBRARY	ALL BRANCHES - REID		44	800,000		800,000				
C	PARKS	OPEN SPACE - CHICOPPEE/SPRINGFIELD LINE		44	250,000		250,000				
C	POLICE	130 PEARL ST. EMPLOYEE PARKING LOT	F	43	80,000		80,000				
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 (SCHOOL) - SECURITY IMPROVEMENTS		43	5,000,000		5,000,000				
C	POLICE	130 PEARL ST. UPPER PARKING LOT IMPROVEMENTS		43	80,000		80,000				
C	FACILITIES	COMMERCE - CHIMNEY RE-POINTING		43	140,000		140,000				
C	FACILITIES	FIRE HEADQUARTERS - NEW ROOF		43	400,000		400,000				
C	FACILITIES	WHITE SCHOOL - INSTALL DROP CEILING		43	200,000		200,000				
C	FACILITIES	FIRE ALARM BUILDING - COMPLETE RENOVATION		43	1,500,000		1,500,000				
C	FACILITIES	FIRE REPAIR BUILDING - COMPLETE RENOVATION		43	1,250,000		1,250,000				
C	PARKS	CITY CEMETARIES		42	400,000		400,000				
C	FACILITIES	EARLY CHILDHOOD CENTER - ROOF & BUILDING ENVL		42	500,000		500,000				
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	WARNER - REPLACEMENT OF FLOOR TILES		42	440,000		440,000				
C	FACILITIES	WASHINGTON - CEILING REPLACEMENT		42	60,000		60,000				
C	FACILITIES	DUGGAN - INTERIOR RENOVATION BATHROOMS		42	2,400,000		2,400,000				
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC		42	5,000,000		5,000,000				
C	PARKS	DUGGAN - INTERIOR RENOVATION CREATE SCIENCE HIGH		41	5,000,000		5,000,000				
C	PARKS	FRANCONIA PAVILLION		41	700,000		700,000				
C	DISPATCH	REPLACEMENT COMPUTER WORKSTATIONS		41	25,000		25,000				
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - NEW PARKING LOT		41	300,000		300,000				
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - HVAC UPGRADES		41	120,000		120,000				
C	FACILITIES	REBECCA JOHNSON - SINK HOLES, PARK LOT AND GROUND		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	PARKS	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION		41	750,000		100,000	650,000			
C	PARKS	RUTH ELIZABETH PARK	P	40	500,000	FEMA, PAY-GO	500,000				
C	FACILITIES	CITY HALL - REMOVE STAINING		40	30,000		30,000				
C	FACILITIES	CITY HALL - RESTORE SCNCES ON CITY HALL AND THE		40	100,000		100,000				
C	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - PLAYSCAPE		40	300,000		300,000				
C	FACILITIES	DUGGAN - RE-ENGINEER PARKING LOTS		40	6,000,000		6,000,000				
C	FACILITIES	WARNER - PARKING LOT REDESIGN		40	700,000		700,000				
C	LIBRARY	MASON SQUARE - REPAVE PARKING LOT		40	62,000		-	62,000			
C	PARKS	ADAMS PARK		40	500,000		500,000				
C	PARKS	CALHOUN PARK		40	500,000		500,000				
C	PARKS	GURDON BILL PARK		40	350,000		350,000				
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS		39	150,000		150,000				
C	FACILITIES	FIRE REPAIR BUILDING - NEW GENERATOR		39	50,000		50,000				
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	FACILITIES	GERENA SCHOOL - REPLACEMENT OF LINES - PLUMBING		38	200,000		200,000				
C	PARKS	WALSH - PLAYGROUND		38	130,000		130,000				
C	ELECTIONS	POLL BOOKS		38	90,000		90,000				
C	FACILITIES	BALLIET ELEMENTARY - ADVANCED EMS		38	35,000		35,000				

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PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
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	GLICKMAN - ADVANCED EMS		38	90,000		90,000				
C	FACILITIES	REBECCA JOHNSON - WINDOW HARDWARE		38	320,000		320,000				
C	FACILITIES	KILEY - ADVANCED EMS		38	200,000		200,000				
C	FACILITIES	SCI-TECH - ADVANCED EMS		38	45,000		45,000				
C	FACILITIES	FIRE HEADQUARTERS - REPLACE GENERATOR		38	100,000		100,000				
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - CENTRAL AIR		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		38	85,000	GRANTS	-	-	-	85,000	
C	FACILITIES	PUTNAM FOOTBALL FIELD REPLACEMENT		37	3,500,000		3,500,000				
C	FACILITIES	WARNER - DRY WELLS BY FRONT AND BACK		37	225,000		225,000				
C	FIRE	FIRE EQUIPMENT STORAGE FACILITY		37	1,200,000		-	-	1,200,000		-
C	LIBRARY	FOREST PARK LIBRARY - CIRCULATION DESK		37	30,000		-	-	-	30,000	
C	PARKS	GERRISH PARK		37	200,000		200,000				
C	PARKS	LEONARDO DA VINCI PARK		37	500,000		500,000				
C	PARKS	HARRIET TUBMAN PARK		37	500,000		500,000				
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	PARKS	COTTAGE HILL PARK		37	1,200,000		1,200,000				
C	CLERK	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS		36	130,550		65,275	65,275			
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	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	PARKS	ADVANCED ENTRY SYSTEM		36	1,500,000		1,500,000				
C	FACILITIES	INDIAN ORCHARD FIRE STATION - WINDOWS		36	75,000		75,000				
C	FACILITIES	MASON SQ. FIRE STATION - WINDOWS		36	125,000		125,000				
C	FACILITIES	SIXTEEN ACRES FIRE STATION - WINDOWS		36	40,000		40,000				
C	DPW	TRASH BARREL REPLACEMENTS (ONGOING)		35	2,000,000	PAY-GO	2,000,000				
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	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT		35	750,000		750,000				
C	FACILITIES	BRUNTON - POD AIR HANDLER UNITS & CONDENSORS		34	400,000		400,000				
C	FACILITIES	CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION		34	500,000		500,000				
C	FACILITIES	HARRIS ELEMENTARY - BATHROOM PARTITIONS		33	300,000		300,000				
C	PARKS	CAMEROTA PROPERTY (FIVE MILE POND) PURCHASE		32	2,000,000		2,000,000				
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 COURTYARD 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	DPW	PORTABLE WIRELESS VEHICLE LIFT SYSTEMS (2 SETS, 4 COLUMNS)		30	83,380		83,380				
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS		30	60,000		60,000				
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE		30	120,000		120,000				
C	FACILITIES	REBECCA JOHNSON - EXTERIOR DRAINAGE SYSTEM - PLAY AREA		30	120,000		120,000				
C	FACILITIES	SCI-TECH - BATHROOM PARTITIONS		30	2,400,000		2,400,000				

Appendix A: Proposed Capital Projects Capital Improvement Plan: Fiscal Years 2018 - 2022

PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
C	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION		30	135,000		135,000				
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	TALMADGE - REPLACE EXTERIOR DOORS		30	120,000		120,000				
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	DRYDEN - PARKING LOT PAVING/EXTENSION		29	250,000		250,000				
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	LINCOLN - PARKING LOT & GROUNDS REPAIRS		28	600,000		600,000				
C	IT	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE		28	475,000		225,000	250,000			
C	FACILITIES	GERENA SCHOOL - NEW ROOF AT "A" & "D" BUILDINGS		27	1,100,000		1,100,000				
C	FACILITIES	FIRE ALARM BUILDING - NEW ROOF		27	85,000		85,000				
C	FACILITIES	INDIAN ORCHARD FIRE STATION - NEW ROOF		27	100,000		100,000				
C	FACILITIES	N MAIN ST. FIRE STATION - NEW ROOF		27	175,000		175,000				
C	FACILITIES	LYNCH - PARKING LOT REPAIRS		27	500,000		500,000				
C	FACILITIES	MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES		26	240,000		240,000				
C	FACILITIES	FACILITIES ADMIN - BUILDING B RENOVATIONS		26	1,250,000		1,250,000				
C	FACILITIES	LYNCH - BATHROOM RENOVATIONS		26	120,000		120,000				
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	DPW GARAGE - NEW OVERHEAD DOORS		23	65,000		65,000				
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	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		23	200,000		200,000				
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SMALL EQUIPMENT		23	250,000		250,000				
D	FACILITIES	BEAL - REPLACE PORTABLE CR'S		22	5,000,000		5,000,000				
D	FACILITIES	FREEDMAN - FLOOR TILE REPLACEMENT		21	340,000		340,000				
D	FACILITIES	BALLIET ELEMENTARY - STEAM TRAPS		21	75,000		75,000				
D	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT		21	120,000		120,000				
D	FACILITIES	CITY HALL - STEAM TRAPS, FITTING INSTALATION		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	REBECCA 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 - FLOOR TILE REPLACEMENT PROGRAM		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	VARIOUS LOCATIONS (SCHOOL) - TSI/SURFACING MATERIALS		20	7,500,000		7,500,000				

Appendix A: Proposed Capital Projects Capital Improvement Plan: Fiscal Years 2018 - 2022

PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
D	FACILITIES	BRUNTON - PLAY GROUND EQUIPMENT / NEW PLAYSCAPE		18	85,000		85,000				
D	FACILITIES	CHESTNUT - REPLACE STAGE CURTAINS		18	60,000		60,000				
D	FACILITIES	HARRIS ELEMENTARY - INTERIOR RENOVATIONS - OFFICE		18	250,000		250,000				
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	MILTON BRADLEY - OUTDOOR PARK AREA - UNION STREET		18	1,200,000		1,200,000				
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING		17	400,000		400,000				
D	FACILITIES	BRUNTON - QUAD PARTITIONS		17	180,000		180,000				
D	FACILITIES	HARRIS ELEMENTARY - 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		11	8,000,000		8,000,000				
D	FACILITIES	TALMADGE - CONSTRUCTION OF RESTROOM AREAS - FACULTY		10	400,000		400,000				
TOTAL COST OF CAPITAL IMPROVEMENT NEEDS							770,655,212	45,600,772	14,851,000	9,826,127	9,206,000
							850,139,111				



Appendix B: Capital Improvement Process

Capital Improvement Process

Departments submit capital requests to the Office of Management and Budget electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Office of Management and Budget 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

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**Multi-Year Financial Forecast
Fiscal Years 2018 - 2021**

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*City of Springfield, Massachusetts
Multi-Year Financial Plan (FY18-FY21)
March 30, 2017*

CITY OF SPRINGFIELD, MASSACHUSETTS MULTI-YEAR FINANCIAL PLAN



**FISCAL YEARS
2018-2021**

**PREPARED BY:
THE CITY OF SPRINGFIELD, MASSACHUSETTS'
OFFICE OF MANAGEMENT AND BUDGET**



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March 30, 2017

To the Honorable Mayor, Members of the City Council, and Citizens of the City of Springfield:

I am pleased to present to you the City of Springfield's Multi-Year Financial Plan (MYFP) for Fiscal Years 2018-2021. One of the City's most important tasks is to develop 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. This MYFP is a vital tool that allows the City to see the long term impact of its financial decisions. Having a long term plan allows us to strategically set priorities and goals that are achievable, while maintaining fiscal sustainability.

I am pleased to report that as a City, we continue to take ownership of and accountability for our finances. Furthermore, during these trying financial times we have maintained essential services, financially weathered natural and man-made disasters, and continue to maintain our commitment to financial integrity.

The City has made a concerted effort to replenish our reserves that were used during the recession in 2008. This year our reserves level is \$43.2 million. We also continue to manage both our revenue and expense budgets to generate free cash. This is highlighted by the fact that we ended FY16 with a \$4.9 million surplus. We continue to maintain the discipline that is essential to the City's overall fiscal health and which has prompted Standard and Poor's to maintain our AA- bond rating and encouraged Moody's to reaffirm our A2 rating.

Fiscal Challenges

Meeting the demands of an urban City, while recovering from Springfield's \$1 billion decline in property values since FY09 has been difficult. The City continues to manage long-term liabilities such as Pensions, Other Post-Employment Benefits (OPEB), and infrastructure needs. Over 60% of the City's budget is a pass-through of state aid directly to the School Department. The remainder of the budget is derived from local source revenue, such as property taxes, motor vehicle excise, and other fees and permits.

Since we are heavily reliant on State Aid, and 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, and being at the levy ceiling has prevented the economic development benefits of "new growth" revenue from being fully realized. As an example, in FY16, even with the annual 2.5% increase in the levy ceiling, the City was only able to capture \$1.2 million in new growth, despite having certified over \$5 million in new growth revenue. This left a gap of \$3.8 million in potential new growth revenue unavailable to be collected through our tax levy.

Fortunately in FY17, for the first time since FY10, the City was able to capture all of the \$4.9 million in certified new growth revenue due to an increase in property values, which increased our levy ceiling. While this is great progress, we will likely not be met with the same good fortune in the coming fiscal years unless there are significant increases in property values. Without being able to grow local source revenue, we are forced to continually rely on increases in State Aid to fund escalating non-discretionary costs which crowd out other budgetary needs and affect the City's ability to provide core services.



As discussed later in this document, the City's operating costs continue to grow at a faster rate than our revenue sources. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits averaging over \$20 million in future years. Therefore, the City must continue to focus on economic development opportunities and seek the "spin-off" effect they produce. Continuing to focus on economic development will raise commercial property values and increase homeownership. These will both benefit the City because rising economic opportunity will lead to improved neighborhoods and higher property values. Projects currently in the works include the new South End Community Center at Emerson Wight Park and a new Senior Center at Blunt Park, along with school building upgrades and the replacement of Brightwood Elementary School.

Policy Priorities

The City will focus on two core areas for investment: public safety and 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 in our neighborhoods. Improvements in education will help our workforce and increase access to jobs.

In FY16, Springfield made the largest investment in public safety since the 1990's. Sixty (60) Police recruits entered the academy, filling forty-five (45) positions that were vacant due to retirements and attrition. Five (5) sergeant positions were created, and in total fifteen (15) officers were added to the department compliment. In FY17, Springfield anticipates forty five (45) Police recruits to enter the academy in spring to stay ahead of attrition. In an effort to maintain a healthy balance of veteran and newly trained officers, the City is strategic in planning more frequent police academies. The City will continue to invest in the Police Department in FY18 and in future years to ensure they are operating at their full capacity, in order to improve residents' and visitors' perceptions of safety in downtown areas, while continuing the concentration on quality neighborhood policing.

The Governor's proposed budget increased funding for both Chapter 70 and Unrestricted General Government Aid (UGGA). However, it falls short in the area of charter schools, where the FY18 assessment for attending students increased \$5.3 million, while the revenue only increased \$1.2 million. This forces the City and School Department to absorb the difference and make difficult choices in order to balance the budget. 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.

Other Considerations

In addition to these two major priorities, the City must also account for long-term liabilities, including funding the City's underfunded pension and Other Post-Employment Benefits (OPEB), debt service, and the infrastructure needs outlined in our Capital Improvement Plan. Continuing to address these liabilities is just as important as maintaining core programs and services.

- Pensions – The City's pension system, funded at a 27% ratio, has the lowest funded ratio in the State and continues to make up for FY08 market losses. In an effort to address this, the City has taken an aggressive approach to fully fund its pension liability by FY34, six years prior to the State's requirement. To account for the \$826.4 million of unfunded liability, the City will increase its annual contribution in FY18 from \$30.1 million to \$34.4 million, a 14% increase. Pension obligations are a non-discretionary expense and must be paid before any other costs.



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- OPEB – The City underwent an OPEB valuation in 2016 that showed that our liability has decreased from over \$1 billion to \$936.5 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 situation. Currently, \$5.7 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 – Like Pensions 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 for more new debt service costs to be added on as older debt service payments “fall off.” As a result, we were able to issue \$44.3 million in debt this February, and are planning to issue more in coming fiscal years. Prior to the February bond sale, our long-term debt liability was at \$204.9 million, and the scheduled payment for FY18 totaled \$32.4 million.

It is important to all of us that we do all that is necessary so that tax payer dollars are spent in a manner that is most efficient, effective, and legal 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’s also meant to share the ideas being considered to help us achieve our guiding principles with 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.

I look forward to working with you on the FY18 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 (FY18-FY21)
March 30, 2017

Multi-Year Financial Plan (FY18-FY21):

	FISCAL 2016 ACTUAL	FISCAL 2017 ADOPTED	FISCAL 2018 MYFP - PROJECTED	FISCAL 2019 MYFP - PROJECTED	FISCAL 2020 MYFP - PROJECTED	FISCAL 2021 MYFP - PROJECTED
SPENDING ASSUMPTIONS						
Administration and Finance Division	10,343,232	13,025,718	12,841,195	13,098,019	13,359,979	13,627,179
Development Division	3,472,561	3,868,681	3,946,054	6,024,975	6,145,475	6,268,384
General Government Division	3,420,480	3,172,818	3,514,077	3,584,359	3,656,046	3,729,167
Non-Mayoral Division	1,394,053	1,391,514	1,419,344	1,447,731	1,476,686	1,506,219
Health and Human Services Division	9,393,201	10,641,495	10,854,325	11,071,411	11,292,840	11,518,696
Public Safety Division	62,023,119	66,392,461	69,122,461	70,504,910	71,915,009	73,353,309
Public Works Division	13,531,097	13,340,665	14,384,047	14,671,728	14,965,162	15,264,465
Parks & Facilities Division	10,616,247	10,933,366	11,152,033	11,375,074	11,602,575	11,834,627
School Department	387,807,273	391,176,970	407,492,148	423,255,547	439,690,758	456,830,903
Debt	36,183,041	34,070,027	32,724,190	34,330,189	30,281,354	29,371,905
Health Insurance & Fringe	25,641,207	26,803,851	28,914,980	30,768,499	32,749,217	34,865,993
Pensions*	28,319,804	30,244,288	34,645,425	39,469,884	42,612,675	46,006,889
Other Spending	7,592,958	8,499,106	9,316,861	9,002,502	9,192,673	9,387,488
TOTAL	599,738,273	613,560,960	640,327,141	668,604,828	688,940,449	713,565,225
REVENUE ASSUMPTIONS						
Property Taxes	174,932,849	185,958,317	192,220,757	197,126,276	202,154,433	207,308,294
Local Receipts	45,327,467	46,680,481	40,830,481	40,830,481	40,830,481	40,830,482
State Aid	366,840,842	375,422,162	383,979,380	392,151,693	401,268,095	410,828,498
Reserves	350,184	-	-	-	-	-
Net School Spending	9,513,484	-	-	-	-	-
Other Financing Sources	494,238	-	-	-	-	-
Casino Revenue	7,000,000	5,500,000	4,000,000	19,922,857	20,742,857	20,742,857
TOTAL	604,459,064	613,560,960	621,030,618	650,031,308	664,995,867	679,710,131
SURPLUS / (GAP)	4,720,790	0	(19,296,523)	(18,573,520)	(23,944,583)	(33,855,094)

Summary

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

- ✓ Providing core services to residents, businesses, and visitors. This 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 the chart above, the City's operating costs are projected to grow at a higher rate than projected revenue sources. On average, expenses are projected to be over 3% higher than projected revenue. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits averaging over \$20 million in future years.



The following page shows actual spending in FY16, the Adopted budget for FY17, and the projected budgets for FY18, FY19, FY20 and FY21. The projected budgets for FY18 through FY21 were estimated by using appropriate and conservative assumptions for revenues and spending based on Governor Baker's FY18 proposed state budget:

- 2.3% increase in Non-School State Aid, and 3.8% increase in Chapter 70.
- 2.5% increase in property tax revenue.
- Level Local Receipts revenue with a reduction in one-time revenue built into the FY17 budget.
- No use of one-time resources / reserves.
- Departmental spending growth ranging up to 2% and other known growth costs, including an increase to Fire and Police department compliments.
- Scheduled growth for pensions, 8.7% 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, i.e. not mandated by law or ordinance. Therefore, the discretionary portion of the budget must assume all of the reductions required to balance the 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.

Revenue Assumptions

State Aid – On January 25, 2017, Governor Baker released his proposed budget, the MYFP applies these estimates for FY18.

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 3.8% 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% of the tuition for the first year, and 25% for each of the next five years. The projection assumes a \$1.2 million increase in Charter School reimbursements based on enrollment information for FY18. 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 \$37.8 million, an increase of 3.9%, 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, and 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 so the City has been paying the full amount of the \$3.4 million program annually.
- Veterans' Benefits - The City receives a 75% reimbursement on all eligible spending towards veterans' financial, medical and burial benefits. The projection assumes the Governor's FY18 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 FY18 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 FY18 budget recommendation for PILOT payments.

Local Source Revenue

The remainder of revenue collected by the City is through local source revenue, including property taxes, motor vehicles excise, 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 for the removal of one time revenue sources.

Property Taxes

Based on initial estimates completed by the City's Board of Assessors, property values are finally increasing after declining for six straight years. 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 has experienced over \$1 billion in declining values 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.

New Growth

From FY11- FY17, the City was unable to capture a total of \$26.4 million in certified new growth due to the City operating at its levy ceiling. Instead, the revenue is lost for the first year, and absorbed in the overall base in the second year. Although some new growth is anticipated, this MYFP takes a conservative measure by not building it into the revenue projections.

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. The City will be strategic when deciding to use reserves or one time revenue to balance the budget and wants to avoid jeopardizing its bond rating. However, we 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 with 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% 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 3.8% increase for FY18 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 8% in FY18, and the costs are highly dependent on the amount and operation of local charter schools.

Debt Service

The City's debt service projection uses the current debt schedule, which accounts for the City's most recent sale of Bonds 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 (GIC). Nonetheless, in FY16 the Commission estimated a deficit between \$165 million and \$190 million and a 7% increase in the average premium for FY17. This financial forecast assumes an overall increase of expenditures of 8.7% associated with this projection. The City's contract with the GIC does not allow the City to opt out until the following October, therefore the City must bear 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 FY34. The most recently adopted schedule continues to account for FY08 market losses, which requires significant annual increases to appropriately fund the plan within the scheduled period. The FY18 payment is 14% over the FY17 payment and another 14% increase over the FY18 payment for FY19 is scheduled. Beginning in FY20, the payment increases will be adjusted to 8%. These increases will continue through FY34 if the current schedule is maintained.

Conclusion

It is important to keep in mind that for planning purposes, revenue assumptions in this document are conservative. These numbers represent a snapshot in time, and we continue to adjust projections as more information becomes available concerning property values or other revenue opportunities. In future years, we look towards the spin off effect of all the City's economic development projects, as this will continue to grow our tax base and generate new growth, allowing the City more financial flexibility.



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In previous years, the City has overcome similar projected budget deficits. We have successfully balanced and maintained the City's annual budget by making strategic and compassionate decisions that align with the City's top policy priorities. This approach will not change, and we will continue to make thoughtful, sustainable financial decisions that are in the best interest of the City's taxpayers.

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Appendices

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Appendix A

Glossary of Municipal Finance Terms*

* The terms contained in this glossary are all applicable to Massachusetts municipal finance, but may not necessarily appear in this document.

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Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Account Code: An expenditure classification based on the types or categories of spending, such as personnel services, employee benefits, purchase of services, supplies and materials, intergovernmental, other charges and expenses, capital outlay and debt service.

Accounting System: The total set of records and procedures, which are used to record and report information on the financial operations of an organization.

Accrual Basis of Accounting: Accounting transactions are recorded to a fiscal year when the underlying economic event takes place, and without regard for when the cash receipt or cash disbursement occurs. Revenues are recorded when the revenue-generating activities are performed, and expenses are recorded when goods or services are received. The City's solid waste program (trash pick up) is an example of this whereas other general funds are on a modified accrual basis of accounting.

Adequate Yearly Progress (AYP): As required by the federal No Child Left Behind Act (NCLB), all schools and districts are expected to meet or exceed specific student performance standards in ELA and Mathematics each year. AYP determinations are issued yearly based on the performance of all students and for student groups to monitor the interim progress toward attainment of grade-level proficiency by the 2013-2014 school year. Prior to 2003, AYP determinations were based on aggregate student performance.

Appropriated Fund Balance: The amount of fund balance estimated to be available from previous years and designated for use in the current year and/or ensuing years.

Appropriation: An authorization made which permits officials to incur obligations and to make expenditures of public funds. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation: The estimated value of real estate or other property by a government as a basis for levying taxes. The value may only be a fraction of the property's market value.

Assessed Value Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Assets: Property owned by the City, which has a monetary value and must be recorded.

Balanced Budget: A budget in which funding sources are equal to estimated expenditures.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, sewage treatment facilities and water distribution systems.

Bond Anticipation Notes (BANs): Short-term interest-bearing securities issued in anticipation of a long-term issuance at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poor's, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A comprehensive financial plan of operation which allocates available revenues among competing expenditure requirements for a given time period.

Budget Calendar: The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

Budget Gap: The difference between total estimated revenue sources and the total requested budget amounts for any given fiscal year. The budget gap must be reduced to \$0 before the Mayor submits his recommended budget for City Council approval and adoption.

Budget Document: The official document prepared by the Mayor and Finance Department, which presents the proposed budget to the City Council.

Budget Message: An introductory statement of the proposed budget presented in narrative form. The budget message explains principal budget issues, provides a summary of the most important aspects of the budget, changes from the previous fiscal years, and the views and recommendations of the Mayor.

Budget Transfer: Modifications to the operating budget, which involve the transfer of appropriations within and between organizational units and accounts.

Budgetary Control: The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and estimated revenues.

Capital Assets: A fixed facility, object or asset costing more than \$25,000 with an estimated useful life of ten (10) years or more. Capital assets are also called fixed assets.

Capital Improvements: Physical assets, purchased or constructed, the acquisition of land, and improvements to land or buildings. Capital improvements typically involve buildings, water and sewage systems, roads, and recreational facilities.

Capital Outlay: Expenditures for land, equipment, vehicles, or machinery that results in the acquisition of or addition to fixed assets.

Cash Management: An effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized.

Carryover: If goods or services which have been encumbered in the year are not received by June 30th of that fiscal year, and the commitment is still valid, then the encumbrance remains open at year-end and is carried forward into the next fiscal year with an equal portion of the prior year's budget to cover the eventual pay out. (See also Encumbrance and prior year expenditures).

Cherry Sheet: Named for the cherry colored paper on which they were originally printed, the Cherry

Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services.

Composite Performance Index (CPI): The Composite Performance Index (CPI) is a 100-point index that combines the scores of students who take standard MCAS tests (the Proficiency Index) with the scores of those who take the MCAS-Alternate Assessment (MCAS-Alt) (the MCAS-Alt Index) and is a measure of the extent to which students are progressing toward proficiency in ELA and Mathematics, respectively.

Contingency: A budgetary reserve set aside for unforeseen expenditures.

Debt Service: The payment of principal and interest on borrowed funds, according to a predetermined payment schedule.

Deficit: The excess of an entity's liabilities over its assets and/or the excess of expenses over revenues, during a specified accounting period.

Delinquent Taxes: Taxes that remain unpaid as of the close of business on the date due, after which a penalty for nonpayment is attached and interest begins to accrue.

Department: The highest organizational level for the provision and delivery of a specific governmental service or closely related services. A department may be composed of sub-departments, agencies, programs, etc.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. This represents the decrease in value of physical assets due to use and the passage of time.

Designated Fund Balance: A component of Fund Balance that indicates the portion of Fund Balance, that is segregated by City management for specified future purposes.

Disbursement: Payment for goods and services.

Employee Benefits: Employee benefits includes, but is not limited to, the City's appropriations for retirement, worker's compensation benefits, health, dental, and unemployment costs.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures. They cease to be encumbrances and become expenditures when the goods/services have been received or rendered and payment is made.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures on full accrual accounting procedures.

Equalized Valuations (EQV): The determination of an estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs.

Equalization: An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the City. This annual increase or decrease is due to value changes rather than to new construction/growth.

Estimated Revenues: The amount of projected revenue to be collected during the current or ensuing fiscal year.

Expenses: Charges incurred for the operation of an organization, such as maintenance, interest, travel, mileage, equipment, rentals, utilities, professional services, contracts, and other charges.

Federal Emergency Management Agency (FEMA): FEMA is an agency of the United States Department of Homeland Security, initially created by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders. On 1 April 1979. The primary purpose of FEMA is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.

Federal Highway Administration (FHWA): The FHWA is a division of the United States Department of Transportation that specializes in highway transportation. The agency's major activities are grouped into two "programs," the Federal-aid Highway Program and the Federal Lands Highway Program. Its role had previously been performed by the Office of Road Inquiry, Office of Public Roads and the Bureau of Public Roads.

Fiscal Restraint: The practice of restraining growth in expenditures and disbursements to stay within revenue forecasts.

Fiscal Year (FY): A twelve-month period designated as the operations year for an organization, also called the budget year. For the City, the fiscal year is July 1 to June 30. The fiscal year for the State of Massachusetts is the same. The Federal fiscal year is October 1 to September 30.

Fixed Assets: Property of high value and long-term character such as land, buildings, machinery and other equipment.

Foundation Budget: The Commonwealth's calculation of an "adequate" spending level for a district.

Free Cash: Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent budget amounts. Free cash is not available or appropriation until certified by the Director of Accounts.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations, typically used in reference to bonds.

Full Valuation: The term used to indicate a property appraisal at 100% of market value at a specified point in time.

Full Value Tax Rate: The amount of property tax levy for each \$1,000 of full valuation on all properties, to arrive at a desired total tax collection.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash

and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Accounting: Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance: The difference of a fund's total assets versus its total liabilities. A negative fund balance, sometimes called a fund deficit, occurs when liabilities exceed assets. When assets exceed liabilities it is called a surplus. There are three subcomponents of fund balance: reserve; designated; and undesignated fund balances.

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		Proper Use:
521010 Oil Heat	Energy Services received from public or private
521015 Electricity	utility companies.
521020 Natural Gas	For Facility Management/School Business Office Use Only.
521030 Water/Sewer	
REPAIRS AND MAINTENANCE		Proper Use:
524010 Rep & Maint - Vehicles	Repair and energy servies not provided directly by municipal personnel. This includes contracts and agreements covering the upkeep of buildings and equipment.
524015 Rep & Maint - Equipment	
524020 Rep & Maint - Office Equipment	
524030 Rep & Maint - Buildings	
524035 Rep & Maint - Operating Cost	
524040 Rep & Maint - Software	Examples: Building & grounds, recreational facilities, communication lines, HVAC equipment, machine tools, computer equipment, office furnishings.
524045 Rep & Maint - Computer Hardware	
524050 Rep & Maint - Telephones	
524060 Rep & Maint - Parking Meters	
524070 Rep & Maint - Signs	
RENTAL AND LEASE		Proper Use:
527010 Rental - Building	Renting or leasing land, buildings, equipment, and
527020 Rental - Equipment	vehicles.
527030 Rental - Office Equipment	Examples: Data processing equipment, photo-copiers, recreation facilities, communication equipment, HVAC equipment.
527040 Rental - Vehicles	
527050 Rental - Storage	
OTHER PROPERTY SERVICES		Proper Use:
529100 Waste Removal Services	Property related services.
529200 Demolition Services	Examples: Custodial service contracts, snow removal contracts, solid waste disposal contracts.
529300 Landscaping Services	
529400 Snow Removal Services	
PROFESSIONAL SERVICES		Proper Use:
530105 Professional Services	Services which by their nature can be performed by persons of firms with specialized skills and knowledge.
530130 Program Evaluation	
530140 Translation Services	Examples: Food service management, management consultant, student testing, accounting/audit architectural/engineering, legal, tutoring, labor relations.
530150 Consultant/Student Instruction	
530180 Supplemental Tutoring Services	
530600 Engineer & Architectural, Surveys	
530900 Legal 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.
GROUNDKEEPING/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,
551600	Classroom	
551700	Other Supplies	

551800	Athletic Supplies	special education supplies, encyclopedias, audio-visual
551900	Testing Materials	supplies, and magazine subscriptions.
PUBLIC WORKS SUPPLIES			Proper Use:
553200	Mixes	Expendable supplies and materials used for public
553800	Salt	works operational purposes.
OTHER SUPPLIES			Proper Use:
558100	Crime Prevention Supplies	Expendable supplies utilized for purposes not classified
558105	Weapons and Ammunition	elsewhere.
558110	K9 Supplies	Examples: Firefighting, crime prevention, uniforms/other
558200	Uniform, Clothing	clothing, training guns, ear/eye protection.
558400	Safety Items Supplies	
558600	Photo Lab Supplies	

5600 – Intergovernmental Expenditures

Any payments made to Federal, State, or County agencies for services provided to the City of Springfield are classified as Intergovernmental Expenditures. State Assessments that are listed on the Cherry Sheet are also considered to be Intergovernmental Expenditures.

INTERGOVERNMENTAL			
C.S. ASSESSMENTS			Proper Use:
563000	RMV Non-Renewal Surcharge	Amounts paid to the state for services provided by the
563100	Special Education	State.
563900	Mosquito Control	
564000	Air Pollution District	
564100	Planning Council	
566300	Regional Transit - PVRTA	
566500	School Choice Assessment	Proper Use:
566600	Charter School Assessment	Amounts paid to entities other than federal, state, or county, for municipal services, provided by others
569200	Intergov. - Lic, Fees, Permits	Proper Use:
569300	Employer Match - Medicare Tax - EMP MED	
569500	Petty Cash	Expenses for intergovernmental functions not classified
569800	Federal - Other	elsewhere.
569900	State - Other	

5700 – Other Charges & Expenditures

The 5700 series should be used whenever a charge does not qualify for any of the previously mentioned expenditure categories. In-state and out-of-state travel, dues and memberships, property, liability and fidelity insurance, expenditures for court judgments against the City, and veterans' benefits are all examples of charges that are classified here.

OTHER CHARGES AND EXPENSES			
TRAVEL			Proper Use:
571100	In State Travel	Transportation, meals, hotel, and other travel expenses incurred within the Commonwealth.
572100	Out of State Travel	Transportation, meals, hotel, and other travel expenses incurred outside the Commonwealth.

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.

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).

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 owed on long-term debt.
591200	Long Term Debt - Interest	
591400	QSCB Sinking Fund Acct	
592100	LTD Interest Non State Qualified	
595000	Temporary Loans/Principal	
595050	Temporary Loans/Interest	
595100	Cost of Issuance	

**CITY OF SPRINGFIELD
EXPENDITURE OBJECT CODES**

PERSONAL SERVICES	530140 Translation Services	544900 Preventative Maintenance Supplies	JUDGEMENTS
SALARIES & WAGES	530150 Consultant/Student Instruction	CUSTODIAL & HOUSEKEEPING	576100 Damages
501000 Salaries & Wages	530180 Supplemental Tutoring Services	545100 Custodial & Housekeeping Supplies	576400 Settlement Claims
501199 Salaries & Wages -Quinn Bill/Educ Inc.	530600 Engineer & Architectural, Surveys	LANDSCAPING SUPPLIES	VETERANS SERVICES
502000 Board Members Salaries & Wages	530900 Legal Services	546100 Fertilizer	577100 Benefits
503000 Temporary Salaries & Wages	OTHER PURCHASED SERVICES	546200 Pesticides & Herbicides	577200 Funerals
504000 Summer Help	531010 Alarm/Guard Services	546300 Seed	577300 Sold/Sailors Graves
505000 Holiday Pay	531020 Seminars/Education/Training/Workshop	546400 Trees	577400 Patriotic Functions
506000 Overtime	531030 Tuition	RECREATION SUPPLIES	577500 Vets - Ordinary Benefits
506050 Court Time	531040 Dues and Memberships	547200 Recreation Supplies	577510 Vets - Fuel
507000 Bonus	531050 Moving Services	VEHICLE SUPPLIES	577520 Vets - Nursing Home
507500 Allowances - Clothes, Tools etc	531060 Exhibitions/A dmisions	548100 Vehicle Supplies/Parts/Accessories	577530 Vets - Doctor Bills
508000 Shift Differential	531070 Exterminations	548400 Gasoline and Diesel	577540 Vets - Medication Drugs
509000 Additional Pay	531080 Physical Therapy	FOOD SERVICE SUPPLIES	577550 Vets - Hospital
509010 Additional Pay - Class Coverage	531100 Medical & Dental	549100 Food	577560 Vets - Dental
509900 Imputed Income	531200 Printing/Binding	549300 Paper Goods	577570 Veterans Benefits
509950 Lost Time	531500 Test/Inspections	MEDICAL SUPPLIES	OTHERWISE UNCLASSIFIED
509999 Payroll Suspense School	531710 Hired Equipment	550300 Pharmaceutical Drugs	578200 Reserve for Contingency
BENEFITS	531730 Temporary Services	550500 Therapy Supplies	578300 Salary & Position Adjustment
517010 Health/Life Insurance	531740 Insurance Premiums	550600 Disposable Supplies	578700 Indirect Costs
517020 Retirement	SCHOOL TRANSPORTATION	550700 Nursing Materials	579000 Flow-Through-LEA
517021 Non-Contributory	533100 Contract Carrier	EDUCATION SUPPLIES	CAPITAL OUTLAY
517030 Unemployment	533200 Special Education	551200 Textbooks	580100 Land
517040 Workers' Compension - Indemity	533300 Athletics	551300 Library Materials	580200 Building
517050 Workers' Compension - Medical	533400 Instruction	551400 Subscriptions	580400 Building Improvements
PURCHASE OF SERVICES	533500 Other (Tokens)	551600 Classroom	580500 Furniture & Fixtures
ENERGY	COMMUNICATIONS	551700 Other Supplies	580600 Machinery & Equipment
521010 Oil Heat	534050 Data Communication Services	551800 Athletic Supplies	580700 Vehicles
521015 Electricity	534100 Postage and Delivery	551900 Testing Materials	580800 Infrastructure
521020 Natural Gas	534200 Telephone	PUBLIC WORKS SUPPLIES	580900 Computer Hardware
521030 Water/Sewer	534300 Advertising	553200 Mixes	584000 Site Improvement
REPAIRS AND MAINTENANCE	534400 Audio/Video	553800 Salt	589000 Depreciation
524010 Rep & Maint - Vehicles	RECREATION	OTHER SUPPLIES	DEBT SERVICE
524015 Rep & Maint - Equipment	535100 Officials/Referees	558100 Crime Prevention Supplies	591000 Long Term Debt - Principal
524020 Rep & Maint - Office Equipment	535200 Special Events	558200 Uniform, Clothing	591200 Long Term Debt - Interest
524030 Rep & Maint - Buildings	535300 Recreation Playground	558400 Safety Items Supplies	595000 Temporary Loans/Principal
524040 Rep & Maint - Software	535400 Pool Cleaning	558600 Photo Lab Supplies	595050 Temporary Loans/Interest
524045 Rep & Maint - Computer Hardware	SUPPLIES AND MATERIALS	INTERGOVERNMENTAL CHARGES	595100 Cost of Issuance
524050 Rep & Maint - Telephones	ENERGY SUPPLIES	CHERRY SHEET ASSESSMENTS	599999 Prior Year Expenditures
524060 Rep & Maint - Parking Meters	541100 Energy Supplies	563000 RMV Non-Renewal Surcharge	
524070 Rep & Maint - Signs	OFFICE SUPPLIES	563100 Special Education	
RENTAL AND LEASE	542010 Office Supplies	563900 Mosquito Control	
527010 Rental - Building	542300 Software	564000 Air Pollution District	
527020 Rental - Equipment	BUILDING SUPPLIES	564100 Planning Council	
527030 Rental - Office Equipment	543100 Mechanical/Engineer Supplies	566300 Regional Transit - PVTA	
527040 Rental - Vehicles	543200 Electrical Supplies	566500 School Choice Assessment	
527050 Rental - Storage	543500 Hardware Supplies	566600 Charter School Assessment	
OTHER PROPERTY SERVICES	543600 Lumber/Wood Supplies	569200 Intergov. - Lic, Fees, Permits	
529100 Waste Removal Services	543700 Paint/Materials Supplies	569300 Employer Match - Medicare Tax	
529200 Demolition Services	544000 Roofing Supplies	569900 State - Other	
529300 Landscaping Services	544100 Flooring Supplies	OTHER CHARGES & EXPENSES	
529400 Snow Removal Services	544200 Ceiling Supplies	TRAVEL	
PROFESSIONAL SERVICES	544300 HVAC Supplies	571100 In State Travel	
530105 Professional Services	544600 Glass Supplies	572100 Out of State Travel	

Appendix C
Property Taxes
Collection and Levy Data

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Percentage Share of City's Assessed Valuation and Levy Share of Taxable Property

FY	Residential Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	5,776,964,500	77.71%	\$ 16.04	\$ 92,662,511	63.67%
2008	6,036,956,400	77.33%	\$ 16.03	\$ 96,772,411	63.05%
2009	5,484,722,870	75.74%	\$ 17.89	\$ 98,121,692	60.17%
2010	5,252,153,800	75.09%	\$ 19.50	\$ 102,416,999	59.96%
2011	5,155,722,500	75.27%	\$ 19.49	\$ 100,485,032	60.36%
2012	5,038,856,200	74.36%	\$ 19.83	\$ 99,920,518	58.99%
2013	4,858,355,700	72.55%	\$ 19.71	\$ 95,758,191	57.20%
2014	5,025,199,000	72.64%	\$ 19.71	\$ 99,046,672	57.27%
2015	5,079,607,100	72.10%	\$ 19.67	\$ 99,915,872	56.73%
2016	5,225,634,600	71.82%	\$ 19.66	\$ 102,735,976	56.48%
2017	5,553,040,400	72.51%	\$ 19.66	\$ 109,172,774	57.04%

FY	Commercial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	1,003,757,800	13.50%	\$ 31.91	\$ 32,029,911	22.01%
2008	1,079,322,350	13.82%	\$ 32.04	\$ 34,581,488	22.53%
2009	1,072,958,950	14.82%	\$ 36.98	\$ 39,678,022	24.33%
2010	1,052,016,750	15.04%	\$ 39.25	\$ 41,291,657	24.17%
2011	1,045,580,000	15.27%	\$ 38.97	\$ 40,746,253	24.47%
2012	1,009,971,300	14.91%	\$ 39.99	\$ 40,388,752	23.84%
2013	1,047,246,800	15.64%	\$ 38.98	\$ 40,821,680	24.39%
2014	1,064,979,700	15.39%	\$ 39.04	\$ 41,576,807	24.04%
2015	1,156,136,600	16.41%	\$ 38.77	\$ 44,823,416	25.45%
2016	1,200,394,800	16.50%	\$ 38.60	\$ 46,335,239	25.47%
2017	1,210,558,400	15.81%	\$ 39.07	\$ 47,296,517	24.71%

FY	Industrial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	234,694,400	3.16%	\$ 31.91	\$ 7,489,098	5.15%
2008	246,327,200	3.16%	\$ 32.04	\$ 7,892,323	5.14%
2009	242,991,100	3.36%	\$ 36.98	\$ 8,985,811	5.51%
2010	229,288,700	3.28%	\$ 39.25	\$ 8,999,581	5.27%
2011	184,851,100	2.70%	\$ 38.97	\$ 7,203,647	4.33%
2012	166,822,500	2.46%	\$ 39.99	\$ 6,671,232	3.94%
2013	159,725,600	2.39%	\$ 38.98	\$ 6,226,104	3.72%
2014	162,566,500	2.35%	\$ 39.04	\$ 6,346,596	3.67%
2015	168,230,700	2.39%	\$ 38.77	\$ 6,522,304	3.70%
2016	171,773,800	2.36%	\$ 38.60	\$ 6,630,469	3.65%
2017	174,399,800	2.28%	\$ 39.07	\$ 6,813,800	3.56%

FY	Personal Prop. Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	418,233,820	5.63%	\$ 31.91	\$ 13,345,841	9.17%
2008	444,536,550	5.69%	\$ 32.04	\$ 14,242,951	9.28%
2009	440,601,660	6.08%	\$ 36.98	\$ 16,293,449	9.99%
2010	461,359,650	6.60%	\$ 39.25	\$ 18,108,366	10.60%
2011	463,175,130	6.76%	\$ 38.97	\$ 18,049,935	10.84%
2012	560,357,950	8.27%	\$ 39.99	\$ 22,408,714	13.23%
2012	631,025,200	9.42%	\$ 38.98	\$ 24,597,362	14.69%
2014	665,647,970	9.62%	\$ 39.04	\$ 25,986,897	15.03%
2015	640,954,110	9.10%	\$ 38.77	\$ 24,849,791	14.11%
2016	678,618,930	9.33%	\$ 38.60	\$ 26,194,691	14.40%
2017	719,957,490	9.40%	\$ 39.07	\$ 28,128,739	14.70%

FY	Total Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	7,433,650,520	100.00%		\$ 145,527,361	100.00%
2008	7,807,142,500	100.00%		\$ 153,489,174	100.00%
2009	7,241,274,580	100.00%		\$ 163,078,974	100.00%
2010	6,994,818,900	100.00%		\$ 170,816,604	100.00%
2011	6,849,328,730	100.00%		\$ 166,484,866	100.00%
2012	6,776,007,950	100.00%		\$ 169,389,217	100.00%
2013	6,696,353,300	100.00%		\$ 167,403,337	100.00%
2014	6,918,393,170	100.00%		\$ 172,956,973	100.00%
2015	7,044,928,510	100.00%		\$ 176,111,383	100.00%
2016	7,276,422,130	100.00%		\$ 181,896,375	100.00%
2017	7,657,956,090	100.00%		\$ 191,411,830	100.00%

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%
	=====			=====		=====		=====	
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%
	=====			=====		=====		=====	
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%
	=====			=====		=====		=====	
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%
	=====			=====		=====		=====	
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%
	=====			=====		=====		=====	
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%				
2017	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,553,040,400	72.51%	\$ 19.66	\$ 109,172,774	57.04%	327,405,800	5.90%	\$ 6,436,798	5.90%
Commercial	1,210,558,400	15.81%	\$ 39.07	\$ 47,296,517	24.71%	10,163,600	0.84%	\$ 961,277	2.03%
Industrial	174,399,800	2.28%	\$ 39.07	\$ 6,813,800	3.56%	2,626,000	1.51%	\$ 183,332	2.69%
Personal	719,957,490	9.40%	\$ 39.07	\$ 28,128,739	14.70%	41,338,560	5.74%	\$ 1,934,048	6.88%
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TOTAL	7,657,956,090			\$ 191,411,830		381,533,960	4.98%	9,515,455	4.97%
		Levy Inc/Dec		\$ 9,515,455	5.23%				

TOP 25 TAXPAYERS FISCAL YEAR 2017

Owner	Use	2017 Par/Accts	2017 Total Value	2017 Total Tax	2017 Levy	2016 Total Value	2016 Total Tax	2016	Value Inc/Dec	Tax Inc/Dec
					191,411,830			% of Levy		
WESTERN MASS ELECTRIC COMPANY	Utility	30	294,188,110	\$ 11,493,929.46	6.00%	289,467,700	\$ 11,173,453.22	6.14%	4,720,410	\$ 320,476
BAYSTATE GAS CO	Utility	5	124,372,300	\$ 4,859,225.76	2.54%	116,054,620	\$ 4,479,708.33	2.46%	8,317,680	\$ 379,517
MASSACHUSETTS MUTUAL LIFE INSURANCE	Insurance	29	85,386,700	\$ 3,327,339.40	1.74%	83,995,000	\$ 3,234,721.91	1.78%	1,391,700	\$ 92,617
MASSPOWER LLC	Casino	40	57,000,000	\$ 2,226,990.00	1.16%	41,302,300	\$ 1,594,268.78	0.88%	15,697,700	\$ 632,721
BLUE TARP REDEVELOPMENT LLC	Energy	1	44,568,500	\$ 1,741,291.33	0.91%	38,201,420	\$ 1,474,575.00	0.81%	6,367,080	\$ 266,716
ALBANY ROAD SPRINGFIELD PLAZA LLC	Retail	12	31,360,600	\$ 1,224,715.16	0.64%	31,669,900	\$ 1,221,956.23	0.67%	(309,300)	\$ 2,759
FIVE TOWN STATION LLC	Utility	7	31,002,600	\$ 1,211,271.58	0.63%	31,193,200	\$ 1,204,057.52	0.66%	(190,600)	\$ 7,214
SOLUTIA INC	Chemicals	9	30,487,500	\$ 1,191,123.33	0.62%	30,711,600	\$ 1,185,445.04	0.65%	(224,100)	\$ 5,678
VERIZON NEW ENGLAND	Retail	9	27,888,700	\$ 1,089,611.51	0.57%	28,158,900	\$ 1,086,933.54	0.60%	(270,200)	\$ 2,678
COMCAST OF MASSACHUSETTS II IN	Retail	12	22,868,650	\$ 893,478.16	0.47%	21,959,880	\$ 835,882.05	0.46%	908,770	\$ 57,596
CNR SPRINGFIELD LLC	Cable t.v. and internet	1	14,097,400	\$ 550,785.42	0.29%	20,572,610	\$ 794,102.75	0.44%	(6,475,210)	\$ (243,317)
BC COLONIAL ESTATES LLC	Medical office	1	26,155,300	\$ 514,213.20	0.27%	12,388,100	\$ 478,180.66	0.26%	13,767,200	\$ 36,033
WASON AVENUE PARTNERS LLC	Residential	1	12,388,100	\$ 484,003.07	0.25%	24,034,400	\$ 472,516.30	0.26%	(11,646,300)	\$ 11,487
WIRELINE LEASING CO	Retail	3	12,217,300	\$ 477,329.91	0.25%	12,161,480	\$ 469,433.13	0.26%	55,820	\$ 7,897
HAYMARKET SQUARE ASSOCIATES LIMITED	Retail	3	11,935,300	\$ 466,312.17	0.24%	12,052,800	\$ 465,238.08	0.26%	(117,500)	\$ 1,074
LOWES HOME CENTERS INC	Land	1	11,799,400	\$ 461,002.56	0.24%	11,970,000	\$ 462,042.00	0.25%	(170,600)	\$ (1,039)
RELATED SPRINGFIELD ASSOCIATES LIMITED	Food	2	19,919,000	\$ 453,069.62	0.24%	10,975,300	\$ 423,646.58	0.23%	8,943,700	\$ 29,423
SPRINGFIELD FOODSERVICE CORPORATION	Residential	4	11,261,200	\$ 439,975.08	0.23%	18,608,740	\$ 422,567.77	0.23%	(7,347,540)	\$ 17,407
SPRINT SPECTRUM LP	Utility	1	10,921,520	\$ 426,703.79	0.22%	10,682,440	\$ 412,342.18	0.23%	239,080	\$ 14,362
SPRINGFIELD VF L L C	Retail	2	10,866,000	\$ 424,534.62	0.22%	10,651,600	\$ 411,151.76	0.23%	214,400	\$ 13,383
BABSON CAPITAL MGMT LLC	Utility	3	10,521,540	\$ 411,076.57	0.21%	10,639,820	\$ 410,697.05	0.23%	(118,280)	\$ 380
ARCP MT SPRINGFIELD MA LLC	Office	1	9,490,500	\$ 370,793.84	0.19%	9,500,000	\$ 366,700.00	0.20%	(9,500)	\$ 4,094
D AMOUR GERALD E & DONALD H & CHARLES L	Retail	1	9,463,600	\$ 369,742.85	0.19%	9,490,500	\$ 366,333.30	0.20%	(26,900)	\$ 3,410
BOSTON ROAD PROPERTY LLC	Retail	2	9,436,000	\$ 368,664.52	0.19%	9,397,900	\$ 362,758.94	0.20%	38,100	\$ 5,906
WASON AVENUE PARTNERS IV LLC	Medical office	1	9,311,900	\$ 363,815.93	0.19%	9,311,900	\$ 359,439.34	0.20%	-	\$ 4,377
TOTAL		181	938,907,720	\$ 35,840,998.84	18.72%	905,152,110	\$ 34,168,151.46	18.78%	33,755,610	\$ 1,672,847

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Appendix D

City of Springfield Financial Policies

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Chapter 42. FINANCES

Article VII. Financial Policies

[Adopted FCB 4-9-2009 (Title 4, Ch. 4.44, of the 1986 Code)]

§ 42-28. Compliance with finance laws; annual updates.

A. All City employees, agents, boards, commissions and authorities shall comply with all General Laws, Special Acts of the Commonwealth, and City ordinances that relate to finance and financial management.

B. By September 30 of each year, the Finance Department shall provide to all departments an update regarding the financial policies and ordinances of the City of Springfield. By November 1 of each year, the Law Department shall provide to all departments an annual update regarding changes to municipal finance law and regulations that may impact departmental operations.

§ 42-29. Budget ordinances.

A. The Mayor shall propose to the City Council and the City Council shall adopt balanced budgets in which non-one-time revenue equals or exceeds expenditures.

B. The City will not balance the budget by using one-time or other nonrecurring revenues to fund ongoing expenditures. Transfers from "free cash" and a "stabilization reserve fund" shall be the only exception; appropriation from free cash or a stabilization reserve fund to fund ongoing expenditures shall require a written disclosure by the Chief Administrative and Financial Officer of the size of the appropriation, the remaining balance in reserve after said appropriation and a projection as to how the City will finance these recurring expenses in upcoming fiscal years.

C. The City will not use budgetary procedures that balance the budget at the expense of future years, including postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt.

D. The annual budget shall include the following sections: the expenditure budget, a summary of the City's financial condition, an analysis of revenues used in the proposed budget, a proposed allotment schedule for the budget as required by Chapter 656 of the Acts of 1989, an analysis of outstanding debt and a summary of the City's capital condition, including municipal buildings, infrastructure, equipment, rolling stock and information technology.

E. The City's annual budget shall be adopted at the level of departmental salaries, expenses and capital.

F. The budget will provide for adequate maintenance and the replacement of capital plant and equipment. In the event that the budget is not able to provide for adequate maintenance and replacement of capital plant and equipment, the City will identify and report on the funding gap and the maintenance, equipment and capital which are not funded in the proposed budget. All budgetary procedures will conform with existing state and local regulations.

G. The Chief Administrative and Financial Officer shall produce and issue a four-year financial plan for the City by March 30 of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the City may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.

H. Within two weeks of the start of the fiscal year, the Comptroller shall encumber all personnel service funds in all departments for the entire fiscal year for each budgeted position then occupied by an employee.

I. The Comptroller shall provide to the Mayor and City Council a monthly report of revenues and expenditures at the line item level.

§ 42-30. Revenue.

A. The City's annual budget shall include a revenue budget that is created in line item detail for City operations.

B. The City will estimate its revenue using conservative methods and present this along with the balanced budget.

C. The Chief Administrative and Financial Officer shall review and propose to the City Council an updated fee schedule for each of the City's departments no less than every two years to ensure the cost of services is being adequately recovered.

D. The City may build into its revenue base from one fiscal year to the next an increase in each revenue line item of no more than 3%, with the exception of:

(1) Real and personal property taxes, the increase of which shall not exceed the revenue permitted under law, with "new growth" set at a level certified by the Assessors as reasonable;

(2) Chapter 70 (school) aid and school building assistance payments from the commonwealth, which shall be budgeted in an amount no greater than the estimates provided by the Commonwealth of Massachusetts; and

(3) Certain fees and fines, which may increase more than 3% only if the underlying cost of the fee or fine is increased. In such an instance, the City may budget the entire increase associated with the fee and/or fine so long as said revenue assumptions are certified as reasonable by the Chief Administrative and Financial Officer.

E. Any revenue increase in excess of the three-percent limit established herein shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund nonrecurring capital expenditures.

F. The City will maintain property assessment for the purpose of taxation at full and fair market value, as prescribed by state law.

G. The City shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law. On or before May 30 of each year, the City shall commence tax title proceedings against all properties that owe property taxes to the City.

§ 42-31. Self-supporting operations.

A. The City shall annually adopt the rates and fees for all enterprise fund activities, and the Chief Administrative and Financial Officer shall propose no less than every two years the rates and fees for all other rate- and fee-supported services in City government.

B. In the event that an enterprise fund requires General Fund or other support because its revenue does not fully support its operations, the Finance Director and relevant department head shall make a report to City Council regarding the fund, its revenue and expenditure position and the reason a deficit occurred.

§ 42-32. Capital planning.

A. For purposes of this article, the term "capital" shall refer to a facility, object or asset costing more than \$25,000 with an estimated useful life of 10 years or more.

B. The capital improvement program will directly relate to the long-range plans and policies of the City.

C. The capital improvement plan shall be issued by March 30 of each year and shall be produced by and in the form designated by the Chief Administrative and Financial Officer. At a minimum, the capital improvement plan shall be a "rolling" five-year plan which shall be submitted to the City Council for approval annually.

D. The capital improvement plan shall be reviewed by the Capital Improvement Planning Committee and shall include all capital expenditures proposed by the various departments. The Committee shall recommend in each year of the plan the capital investments to be funded and how these expenditures should be financed.

E. The Capital Improvement Planning Committee shall be comprised of the City's Chief Administrative and Financial Officer or his/her designee, the Finance Director, a representative from the City Council, the Director of Parks, Buildings and Recreation Management, the Budget Director, the Planning Director, the Director of Capital Asset Construction, the Director of Public Works and the Director of Community and Economic Development or other officials with different titles who perform the duties of said positions. Any member with an interest in a capital item before the Committee shall recuse him/herself from deliberations regarding said items. The Committee shall provide its recommendations in writing to the Mayor and City Council. Any capital funding request that is at variance from the Committee's recommendation shall be accompanied by a written justification of the variance, including a comparison of cost-benefit analyses for the affected projects.

F. Except as required by an emergency, all approved capital projects must be part of the adopted capital improvement plan. Capital projects that were not included in the capital improvement plan may not be conducted unless an emergency has occurred and a written report explaining the emergency has been provided to the City Council.

G. All capital expenditure decisions shall analyze the potential use of alternative energy and fuel-/energy-efficient technologies and devices, and the use of recycled materials and environmentally preferable products.

H. The capital improvement plan shall include a multiyear forecast of annual debt service requirements for items in the plan to permit the examination of the future implication of debt issuance.

I. Each capital item in the capital improvement plan shall be accompanied by an analysis that includes the identification and cost estimation of additional operational and personnel costs associated with that capital improvement.

J. All proposals for capital improvements shall include a proposed source of funding for each capital improvement. Pay-as-you-go capital funding shall be considered as a financing source for each proposed capital improvement.

K. As part of a comprehensive capital improvement program, the City shall maintain net tax-financed capital improvement expenditures (pay-as-you-go) at a level of 1 1/2% of local source revenue.

L. The Finance Director shall review the finances and status of all capital projects no less than annually. For a non-construction capital expenditure, the City shall conduct project close-out within six months of project completion. For a construction-related capital expenditure, the City shall conduct project close-out within nine months of the end of construction. The City shall release unexpended bond proceeds within six months of project close-out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

§ 42-33. Financial reserve.

A. The City shall maintain an undesignated fund balance of between 5% and 15% of General Fund revenues, less debt exclusions.

B. In the event that the City's undesignated fund balance falls below 5% of General Fund revenues, less debt exclusions, a plan for specific expenditure reductions and/or revenue increases that will bring the City into compliance with the minimum fund balance requirement shall be submitted to the City Council during the next budget cycle.

C. Pursuant to the provisions of Chapter 656 of the Acts of 1989, the City shall maintain a reserve for extraordinary expenses of at least 1% and not greater than 3% of the prior year's tax levy. No direct drafts shall be permitted from this fund, but transfers may be made from it in the same manner as required for other budgetary transfers.

D. The amount of money to be held in free cash shall not be less than 3% nor more than 6% of General Fund operating revenue, less debt exclusions.

E. The City shall maintain a primary stabilization reserve fund equal to between 5% and 15% of General Fund operating revenues, less debt exclusions. As prescribed by Massachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year's property tax levy, nor can the fund balance exceed 10% of the equalized value of the City.

F. Pursuant to the provisions of Chapter 169 of the Acts of 2004, the City shall annually fund a capital reserve of at least 1.5% of the committed property taxes from the prior fiscal year. Said fund may be expended on capital projects for which the City may issue bonds for a term of 10 years or longer as provided for in Chapter 44 of the Massachusetts General Laws.

G. Whenever the City is self-insured for the purposes of property, liability and/or workers' compensation insurance, it shall maintain a Self-Insurance Reserve Fund that may be expended to pay for the loss of or damage to municipal property, loss or damage to which would be covered by property and liability insurance had the City purchased it. Said reserve may also be used to pay justified damage, liability and workers' compensation claims against the City and shall be in the amount of 5% of the aggregate assessed valuation of City Hall, Symphony Hall and the Campanile.

§ 42-34. Debt.

A. The City shall comply with debt limitations as detailed in Massachusetts General Law.

B. The City shall manage the issuance of debt in line with the following debt ratios:

(1) General Fund debt service as a percentage of General Fund revenues, net of debt exclusions: not to exceed 8%.

(2) Enterprise Fund debt service as a percentage of enterprise operating revenue: not to exceed 15%.

(3) Percentage of total debt that will be retired at the end of 10 years: at least 65%.

C. Short-term debt, such as bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest rate advantage, or if there is an advantage to delaying long-term debt until market conditions are more favorable.

D. The City may use inter-fund and inter-account operating loans rather than outside debt instruments to meet short-term

cash flow needs. Such loans may only occur if the affected fund or account has excess funding available and the use of these funds will not impact the fund's or account's current operations. All such loans shall be repaid by June 30 of each year.

E. Any bond anticipation debt will be retired within six months after completion of the project it financed.

F. Short-term debt will not be rolled over beyond two years without a principal pay down or as prescribed by state law.

G. The term of debt issued to finance capital improvements or procurements may not exceed the useful life of the asset or improvement so financed.

H. The City shall conduct debt financing on a competitive basis unless, for reasons of market volatility, unusual financing structure or a complex security structure the City would be better served through negotiated financing.

I. In all instances in which the City issues bonds or notes of a term exceeding 12 months, the City shall utilize the services of a financial advisor firm to advise it on structuring the transaction, issues related to the compensation paid to firms involved in the transaction and other items. Said firm may not have served as underwriter for a City debt transaction during the 36 months prior to the issuance of the bonds or note then being financed.

J. The Finance Director shall annually conduct and release to the public a report on the amount and affordability of debt issued by the City, using established and generally accepted benchmarks as a basis for comparison.

K. The City shall establish and maintain a debt schedule that avoids large increases in debt service on a year-to-year basis, and shall seek to use an "equal principal" repayment structure rather than a level debt service structure.

L. The City may issue refunding bonds if the savings associated with the refunding are at least twice the cost of issuing the refunding bonds, there are positive savings in each year of the refunding bonds so issued, the present value of the savings is at least 3% of the par amount of the refinancing issuance, and the refunding bonds do not extend the term of the debt to be refinanced.

M. The City may not use bond proceeds to finance operating expenses other than those certified by the Chief Administrative and Financial Officer as being specifically related to implementation of the project. The City may not use bond accounts or bond proceeds as a source of inter-fund or inter-account operating loans.

N. The City shall comply with all federal and state government laws and polices with regard to arbitrage earnings on bond proceeds.

§ 42-35. Cash management.

A. The City shall manage its cash resources in a prudent and diligent manner with an emphasis first on safety of principal, second on liquidity and third on financial return on invested cash. The Treasurer/Collector shall ensure that investment managers who invest municipal funds operate in a manner consistent with these requirements.

B. Except when cash is invested in the Massachusetts Municipal Depository Trust, the City shall not invest cash in instruments with a term exceeding 365 days. Cash invested outside of the Massachusetts Municipal Depository Trust shall only be invested in cash, money market funds and certificates of deposit, with a preference for insured certificates of deposit where appropriate. The City shall not invest in derivatives of cash products or any structured financial vehicle.

C. The Treasurer/Collector shall submit a written report with regard to the City's cash investments to the Office of Internal Audit no less than quarterly. Said report shall be in the form required by the Director of Internal Audit and shall document the City's cash investments in detail to ensure compliance with Massachusetts General Law and relevant policies and ordinances.

D. Except as otherwise provided for in Massachusetts General Law, all fees, fines and other revenue shall be collected by the Office of the City Collector. The Finance Director may permit individual departments to collect fees, fines and other revenue if, in his/her judgment, said department has established proper policies, procedures and controls and that said controls are followed at all times. All receipts collected by any department shall be forwarded to the City Collector on a daily basis or on another schedule as may be approved in writing by the Finance Director.

E. The Finance Director shall develop, document and publish a system of internal controls for cash management, including but not limited to receipt of money, safeguarding of assets, verification of accuracy, use of financial computer systems, promotion of operational efficiency, proper segregation of duties and others.

§ 42-36. Financial reporting and reconciliation.

A. All department heads shall notify the Chief Administrative and Financial Officer in writing within one week of becoming aware of noncompliance with any financial ordinance or policy of the City of Springfield. The Chief Administrative and Financial Officer shall provide a written report to the City Council when the City fails to comply with any financial policy of the City of Springfield. Said report shall occur within three weeks of the failure to comply, and shall be updated no less than annually. This shall explicitly include instances of intentional noncompliance, such as the use of nonrecurring revenue (reserves) to support the operating budget, failure to maintain minimum reserve fund levels, and others.

B. The Comptroller shall produce and present to the Mayor and Chief Administrative and Financial Officer a statement of monthly revenues and monthly expenditures, both of which shall be compared to budget estimates and historical trends.

C. The Treasurer/Collector shall reconcile the City's revenues and bank accounts on a monthly basis, within 15 business days of the close of each month.

D. The City shall reconcile revenues and expenditures for each fiscal year within two months of the end of the fiscal year.

§ 42-37. Financial responsibilities of departments.

A. All departments authorized to collect receipts by the Finance Director shall remit them to the City Collector on a daily basis, or on another schedule approved by the Finance Director in writing on a case-by-case basis.

B. All departments shall utilize the City's central accounting system and shall post all financial transactions thereto in a timely manner.

C. No department shall open an account in any financial institution or maintain a checkbook or other means of receiving or making payments without the prior written approval of the Finance Director, and departments may not make any payment outside of the City's central financial system.

D. No department shall be permitted to over-expend a line item in its budget unless authorized to do so by Massachusetts General Law, and then only after following the procedures established in said laws. Pursuant to Chapter 656 of the Acts of 1989, any department head who over-expends his/her budget may be held individually and personally liable and required to make payment to the City in the amount of the over-expenditure, with determination of said liability made by the Mayor.

E. No department may seek procurement for any capital project for which funding is not legally available via appropriation, bond funding, grant funding, gift or other legal source unless specifically permitted by law. In instances where law permits procurement without a previously identified funding source, said department must seek and receive the approval of the Finance Director prior to initiating procurement activity.

F. All departments that issue fines and tickets under law and City ordinance shall provide written monthly reports to the Finance Director of the number and dollar value of tickets issued and paid. Said report shall be reconciled prior to submission so as to provide an accurate accounting of collections and outstanding unpaid balances to date.

G. The City shall commence and actively pursue collections activities against properties which are delinquent on their property taxes and personal property taxes at the earliest time frame permitted by law.

§ 42-38. Grants.

A. The Grant Director shall oversee all grants for the City of Springfield and, to the extent permitted by law, for the Springfield Public School Department. With the approval of the Chief Administrative and Financial Officer, he/she shall establish policies and procedures regarding the management and administration of grants, including the submission of grant applications for funding.

B. Departments shall be encouraged to pursue all available grants funding consistent with the mission and strategic direction of the department and the City.

C. All grant applications shall be reviewed by the Grant Director prior to submission. Departments shall provide all information requested by the Grant Director in a timely manner to allow proper oversight and reporting to grantors and others.

D. To the extent allowed by the granting entity, all grant applications which seek to fund personnel costs shall request funding for fringe benefit costs. A department applying for a grant which cannot pay for fringe benefits shall stipulate to the Grant Director in advance how the department will pay for the related fringe benefit costs.

E. Grant funds shall be expended prior to the expenditure of General Fund operating budgets whenever possible. Grant reimbursements shall be submitted in a timely manner; a schedule for submitting grant reimbursements, which shall be binding on all parties, may be established by the Finance Director if he/she finds that reimbursements are not taking place in a timely manner.

F. Department heads shall notify the Finance Director no later than three months prior to the expiration of a grant if they reasonably believe grant funds may be returned unspent to the granting agency.

G. All employees, entities, boards, commissions or others which submit grant applications requiring a City match shall identify an available source of funding which shall serve as the matching funding for the grant, prior to submitting the grant to the Grant Director for review.

H. No employee paid in whole or in part from the General Fund shall be moved to being funded by a grant without the prior written approval of the Finance Director. No employee who is paid in whole or in part from a grant shall be moved to being funded by the General Fund without the prior written approval of the Finance Director.

Appendix E
Fiscal Year 2018
City of Springfield
City Council
Appropriation Orders

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City Council

DRAFT

Meeting: 06/19/17 07:00 PM
Initiator: Jennifer Whisher
Sponsors: Mayor Domenic J. Sarno
DOC ID: 3999

FY18 Budget - General Fund (Mayor Sarno)

Fiscal Year 2018 Budget Appropriations Order
July 1, 2017 to June 30, 2018
Date of Vote: June 19, 2017

General Fund

WHEREAS, to meet the expenses of the City of Springfield, including the School Department, for the fiscal year commencing July 1, 2017 and ending June 30, 2018 (FY18), General Fund Appropriations in the amount of \$625,227,043 as itemized on the attached Schedule of Appropriations and \$3,592,159, 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 2018.

SOURCES

Estimated General Fund Revenue:	<u>\$ 628,819,202</u>
TOTAL:	\$ 628,819,202

USES

Total General Fund Financing:	\$ 625,227,043
Other Financing Uses - Trash Enterprise Fund:	<u>\$ 3,592,159</u>
TOTAL:	\$ 628,819,202



City Council

DRAFT

Meeting: 06/19/17 07:00 PM
Initiator: Jennifer Whisher
Sponsors: Mayor Domenic J. Sarno
DOC ID: 4000

FY18 Budget Order - Enterprise Fund (Mayor Sarno)

Fiscal Year 2018 Budget Appropriations Order
July 1, 2017 to June 30, 2018
Date of Vote: June 19, 2017

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, 2017 and ending June 30, 2018 (FY18), 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 2018.

SOURCES

Estimated FY18 Trash Enterprise Fund Revenue:	\$ 4,726,000
Retained Earnings - Trash Fee Enterprise Fund	\$ 653,990
Other Financing Source - General Fund:	<u>\$ 3,592,159</u>
TOTAL:	\$ 8,972,149

USES

Total Trash Enterprise Fund Financing:	<u>\$ 8,972,149</u>
TOTAL:	\$ 8,972,149

Appendix F
Fiscal Year 2018 Recommended Budget
Schedule of Appropriations

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*City of Springfield - Fiscal Year 2018
 Mayor's Recommended Budget
 Schedule of Appropriations - General Fund*

Fund	Func	Dept	Classification	FISCAL 2018 RECOMMENDED GENERAL FUND
0100	10	111	CITY COUNCIL	437,254
0100	10	111	Personal Services	425,716
0100	10	111	Expenses	11,538
0100	10	111	Capital	-
				-
0100	10	121	MAYOR	540,171
0100	10	121	Personal Services	525,788
0100	10	121	Expenses	14,383
0100	10	121	Capital	-
				-
0100	10	133	FINANCE	940,030
0100	10	133	Personal Services	-
0100	10	133	Expenses	940,030
0100	10	133	Capital	-
				-
0100	10	129	OFFICE OF MANAGEMENT AND BUDGET	707,362
0100	10	129	Personal Services	610,749
0100	10	129	Expenses	96,612
0100	10	129	Capital	-
				-
0100	10	132	DEPT 3-1-1	455,554
0100	10	132	Personal Services	403,554
0100	10	132	Expenses	52,000
0100	10	132	Capital	-
				-
0100	10	135	COMPTROLLER	566,409
0100	10	135	Personal Services	560,457
0100	10	135	Expenses	5,952
0100	10	135	Capital	-
				-
0100	10	136	INTERNAL AUDIT	481,738
0100	10	136	Personal Services	267,759
0100	10	136	Expenses	213,979
0100	10	136	Capital	-
				-
0100	10	138	OFFICE OF PROCUREMENT	605,082
0100	10	138	Personal Services	512,091
0100	10	138	Expenses	92,991
0100	10	138	Capital	-
				-
0100	10	141	BOARD OF ASSESSORS	903,241
0100	10	141	Personal Services	716,173
0100	10	141	Expenses	187,068
0100	10	141	Capital	-

*City of Springfield - Fiscal Year 2018
 Mayor's Recommended Budget
 Schedule of Appropriations - General Fund*

Fund	Func	Dept	Classification	FISCAL 2018 RECOMMENDED GENERAL FUND
0100	10	145	TREASURER	1,870,867
0100	10	145	Personal Services	504,014
0100	10	145	Expenses	1,366,853
0100	10	145	Capital	-
				-
0100	10	146	COLLECTOR	484,230
0100	10	146	Personal Services	341,570
0100	10	146	Expenses	142,660
0100	10	146	Capital	-
				-
0100	10	151	LAW	2,325,601
0100	10	151	Personal Services	1,893,883
0100	10	151	Expenses	431,718
0100	10	151	Capital	-
				-
0100	10	152	DEPARTMENT OF HUMAN RESOURCES & LABOR R	1,638,388
0100	10	152	Personal Services	1,121,354
0100	10	152	Expenses	517,034
0100	10	152	Capital	-
				-
0100	10	154	PAYROLL DEPARTMENT	166,447
0100	10	154	Personal Services	-
0100	10	154	Expenses	166,447
0100	10	154	Capital	-
				-
0100	10	155	INFORMATION TECHNOLOGY DEPARTMENT	3,117,570
0100	10	155	Personal Services	1,008,391
0100	10	155	Expenses	2,089,180
0100	10	155	Capital	20,000
				-
0100	10	161	CITY CLERK	580,121
0100	10	161	Personal Services	541,569
0100	10	161	Expenses	38,552
0100	10	161	Capital	-
				-
0100	10	162	BOARD OF ELECTION COMMISSION	581,698
0100	10	162	Personal Services	409,895
0100	10	162	Expenses	171,803
0100	10	162	Capital	-
				-
0100	10	175	PLANNING DEPARTMENT	1,277,914
0100	10	175	Personal Services	956,470
0100	10	175	Expenses	321,444
0100	10	175	Capital	-

*City of Springfield - Fiscal Year 2018
 Mayor's Recommended Budget
 Schedule of Appropriations - General Fund*

Fund	Func	Dept	Classification	FISCAL 2018 RECOMMENDED GENERAL FUND
				-
0100	10	190	FACILITIES MANAGEMENT	2,982,403
0100	10	190	Personal Services	1,184,711
0100	10	190	Expenses	1,797,692
0100	10	190	Capital	-
				-
0100	10	193	CAPITAL ASSET CONSTRUCTION	453,120
0100	10	193	Personal Services	375,420
0100	10	193	Expenses	77,700
0100	10	193	Capital	-
				-
0100	20	210	POLICE	44,256,463
0100	20	210	Personal Services	41,226,448
0100	20	210	Expenses	3,030,016
0100	20	210	Capital	-
				-
0100	20	220	FIRE	21,669,910
0100	20	220	Personal Services	19,970,459
0100	20	220	Expenses	1,691,951
0100	20	220	Capital	7,500
				-
0100	20	241	BUILDING - CODE ENFORCEMENT	1,742,536
0100	20	241	Personal Services	1,695,916
0100	20	241	Expenses	46,620
0100	20	241	Capital	-
				-
0100	20	242	HOUSING - CODE ENFORCEMENT	865,270
0100	20	242	Personal Services	696,570
0100	20	242	Expenses	168,700
0100	20	242	Capital	-
				-
0100	20	250	CENTRALIZED DISPATCH	2,222,067
0100	20	250	Personal Services	1,721,428
0100	20	250	Expenses	496,639
0100	20	250	Capital	4,000
				-
0100	20	292	TJ O'CONNOR ANIMAL CONTROL	1,417,499
0100	20	292	Personal Services	601,007
0100	20	292	Expenses	816,492
0100	20	292	Capital	-
				-
0100	30	300	SCHOOL DEPARTMENT	406,045,030
0100	30	300	SCHOOL DEPARTMENT	406,045,030

*City of Springfield - Fiscal Year 2018
 Mayor's Recommended Budget
 Schedule of Appropriations - General Fund*

Fund	Func	Dept	Classification	FISCAL 2018 RECOMMENDED GENERAL FUND
0100	40	400	DEPARTMENT OF PUBLIC WORKS	10,415,576
0100	40	400	Personal Services	3,812,328
0100	40	400	Expenses	6,603,248
0100	40	400	Capital	-
				-
0100	50	520	HEALTH & HUMAN SERVICES	1,514,779
0100	50	520	Personal Services	1,286,935
0100	50	520	Expenses	227,844
0100	50	520	Capital	-
				-
0100	50	541	DEPARTMENT OF ELDER AFFAIRS	287,155
0100	50	541	Personal Services	276,787
0100	50	541	Expenses	10,368
0100	50	541	Capital	-
				-
0100	50	543	VETERANS SERVICES	2,551,007
0100	50	543	Personal Services	343,189
0100	50	543	Expenses	2,207,818
0100	50	543	Capital	-
				-
0100	60	610	LIBRARY	4,561,595
0100	60	610	Personal Services	3,125,914
0100	60	610	Expenses	1,388,681
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	8,459,720
0100	60	630	Personal Services	4,759,031
0100	60	630	Expenses	3,474,426
0100	60	630	Capital	226,263
				-
0100	70	145	DEBT SERVICE	24,963,349
0100	70	145	Personal Services	-
0100	70	145	Expenses	-
0100	70	145	Capital	24,963,349
				-
0100	80	135	STATE ASSESSMENTS	3,583,511
0100	80	135	Personal Services	-
0100	80	135	Expenses	3,583,511
0100	80	135	Capital	-

*City of Springfield - Fiscal Year 2018
 Mayor's Recommended Budget
 Schedule of Appropriations - General Fund*

Fund	Func	Dept	Classification	FISCAL 2018 RECOMMENDED GENERAL FUND
				-
0100	90	911	CONTRIBUTION RETIREMENT PENSION	34,460,425
0100	90	911	Personal Services	-
0100	90	911	Expenses	34,460,425
0100	90	911	Capital	-
				-
0100	90	152	NON-CONTRIB. PENSIONS	139,315
0100	90	152	Personal Services	-
0100	90	152	Expenses	139,315
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	2,871,523
0100	70	145	Personal Services	-
0100	70	145	Expenses	-
0100	70	145	Capital	2,871,523
				-
0100	90	152	BENEFITS	28,356,682
0100	90	152	Personal Services	-
0100	90	152	Expenses	28,356,682
			<i>Health Insurance</i>	25,383,533
			<i>Unemployment</i>	173,069
			<i>Workers Compensation Indemnity</i>	590,069
			<i>Workers Compensation Medical Claims</i>	980,000
			<i>Medicare - Employer Match</i>	1,230,011
0100	90	152	Capital	-
				-
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	1,130,846
0100	10	147	Personal Services	-
0100	10	147	Expenses	1,130,846
0100	10	147	Capital	-

*City of Springfield - Fiscal Year 2018
 Mayor's Recommended Budget
 Schedule of Appropriations - General Fund*

Fund	Func	Dept	Classification	FISCAL 2018 RECOMMENDED GENERAL FUND
				-
0100	10	133	PAY-AS-YOU-GO CAPITAL	1,902,584
0100	10	133	Personal Services	-
0100	10	133	Expenses	-
0100	10	133	Capital	1,902,584
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			ENTERPRISE FUND SUPPLEMENT	3,592,159
0100			Personal Services	-
0100			Expenses	3,592,159
0100			Capital	-
TOTAL				628,819,202

City of Springfield - Fiscal Year 2018
Mayor's Recommended Budget
Schedule of Appropriations - Trash Enterprise Fund

Fund	Func	Dept	Classification	FISCAL 2018 RECOMMENDED GENERAL FUND
6500	40	400	TRASH ENTERPRISE	8,972,149
6500	40	400	Personal Services	3,141,067
6500	40	400	Expenses	5,831,082
6500	40	400	Capital	-
<i>TOTAL</i>				<i>8,972,149</i>