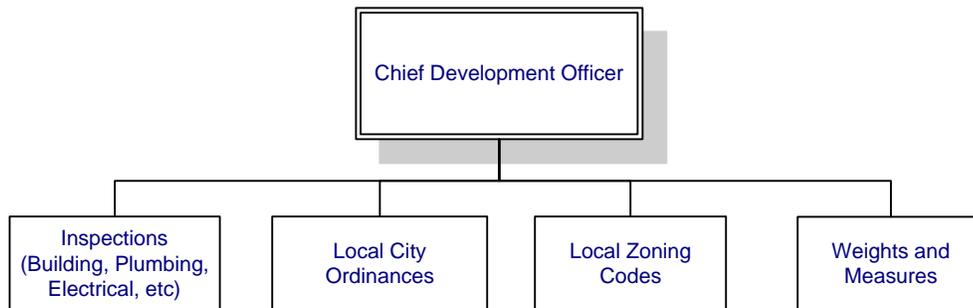


**COMMUNITY & ECONOMIC
DEVELOPMENT**



Code Enforcement - Building

Code Enforcement Building's mission is to enhance public safety by enforcing, through inspection and licensing, state and city laws regulating the physical operation of businesses, and ensure that hazardous conditions that pose an imminent threat to the public are corrected.



INFORMATION

Services and activities

The Code Enforcement Building's services provides the citizens of the City of Springfield with independent and impartial inspection services required by the State of Massachusetts Building, Plumbing, Electrical, Sanitary, State Zoning Codes and Local City Ordinances. Code Enforcement also plays a vital role with the enforcement of these regulations, laws and local ordinances that enhance the quality of life and help ensure stable property values and the general economic health of the community. As well as providing enforcement of the Massachusetts General Laws pertaining to weighing and measuring devices, which ensures proper equity and integrity in a multi million-dollar marketplace.

Finally, Code Enforcement is responsible for ensuring that the homes and buildings that residents, the general public and the business community occupy and frequent on a daily basis meet or exceed building codes and life safety requirements.

Service goals

The Code Enforcement Building's goal is to enforce compliance with Massachusetts State Building Code 780 CMR and all relevant city ordinances in order to ensure safe and healthy buildings, thereby increasing the well-being of the public.

Objectives for FY 2007

- Decrease backlog for permit application and review time.
- Increase the percentage of permits issued within 14 days.
- Increase the number of required Code Section 106 life safety inspections in public buildings.
- Increase the number of inspections required per code by the issuance of permits.
- Accurately track the number of building and zoning complaints received and resolved.

Output and performance

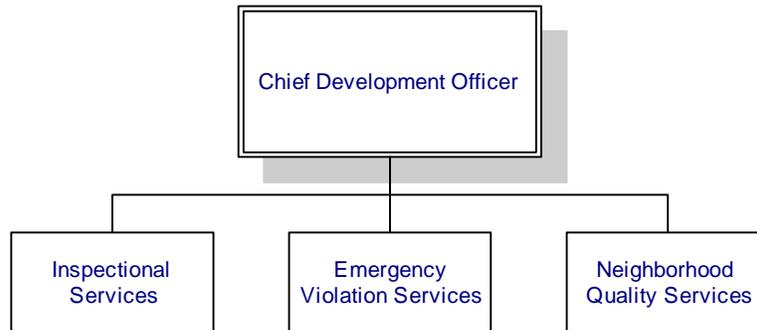
Measure	2005	2006	2007
# of permits issued within 14 days	245 (Monthly)	2,668 (Monthly)	2,900 (Monthly)
% of permits issued within 14 days	5% (Monthly)	50% (Monthly)	80% (Monthly)
3 of required Section 106 inspections conducted out of 1,200 total	450	1,200	1,000
% of required Section 106 inspections completed within 1 year	37%	100%	100%
# of total inspections conducted	28,500	29,500	34,800
New Measures added FY 07			
% of staff trained in their service area(s) at least twice within the FY			100%
% of eligible staff given a performance evaluation with goal-setting process			100%
% of external or internal customer complaints			10%
% of automated processes from old manual process			85%
% of public information on major services provided by web, language and with easy access.			90%
% of workflow analysis for major areas conducted within last 6 months			50%
% of written procedures done for div./dept.			90%

Budget, staff and revenue

	2005	2006	2007	
			General Fund	\$ Chg from 06-07
CODE ENFORCEMENT BUILDING EXPENSES				
PURCHASE OF SERVICES (5200)	35,000	24,270	39,450	15,180
INTERGOVERNMENTAL (5600)	37,915	22,730	25,080	2,350
OTHER CHARGES & EXP (5700)	715	715	650	(65)
NON SALARY EXPENSES	<u>73,630</u>	<u>47,715</u>	65,180	17,465
SALARY EXPENSES	<u>1,155,307</u>	<u>981,445</u>	1,013,614	32,169
TOTAL EXPENSES	<u><u>1,228,937</u></u>	<u><u>1,029,160</u></u>	1,078,794	49,634
<hr/>				
			2007	
CODE ENFORCEMENT BUILDING STAFF	2005	2006	General Fund	\$ Chg from 06-07
FUNDED POSITIONS	40	24	25	1
CODE ENFORCEMENT BUILDING REVENUE	2005	2006	General Fund	\$ Chg from 06-07
Building permits	1,027,631	1,090,192	1,090,192	-
Electrical wiring permits	298,264	327,122	327,122	-
Plumbing and gas fitting	231,340	232,185	232,185	-
All other	<u>329,242</u>	<u>332,648</u>	<u>332,648</u>	-
REVENUE	<u>1,886,477</u>	<u>1,982,147</u>	1,982,147	-

Code Enforcement - Housing

Code Enforcement Housing's mission is to increase the availability of safe, affordable housing for all Springfield residents and to improve the quality of life in Springfield neighborhoods.



INFORMATION

Services and activities

Code Enforcement Housing's inspectional service provides on-site inspections to investigate and document violations of Municipal Ordinances and State Sanitary Codes. The program responds to emergency health issues such as housing violations, absence of heat, abandoned vehicles, and illegal dumping on private property. Violations are documented and the program seeks to have violations corrected through mediation with property owners or by legal actions. The program's successful operation is essential to improving the quality of Springfield's housing stock and to addressing neighborhood quality of life issues like illegal dumping and unregistered cars. In fiscal year 2007, completion of the three processes identified last year - efficient systems, technology, and increased staffing in progress.

Service goals

Code Enforcement Housing's goal is to improve the quality of life through the provision of fair and professional enforcement of municipal codes and land-use regulations, and by forming partnerships with residents, neighborhood organizations and city departments. The department will expand its ticketing efforts, as well as collecting fines, legal fees, and enforcement costs.

Objectives for FY 2007

- Decrease to ten days the time from resident complaint to inspection for 70% of complaints.
- Resolve document violations or seek legal action within 90 days of initial report.
- Achieve resolution of 30% of complaints from pro-active deployment.

Output and Performance

Measure	2005	2006	2007
# of inspections conducted	5,351	7,000	8,000
# of re-inspections conducted	4,302	3,900	4,500
# of court cases filed	108	325	500
Time in days from complaint to inspection	<i>New FY 06</i>	90	10
New Measures added FY 07			
% of staff trained in their service area(s) at least twice within the FY			50%
% of eligible staff given a performance evaluation with goal-setting process			50%
% of external or internal customer complaints			10%
% of automated processes from old manual process			20%
% of public information on major services provided by web, language and with easy access.			70%
% of workflow analysis for major areas conducted within last 6 months			50%
% of written procedures done for div./dept.			90%

Budget, staff and revenue

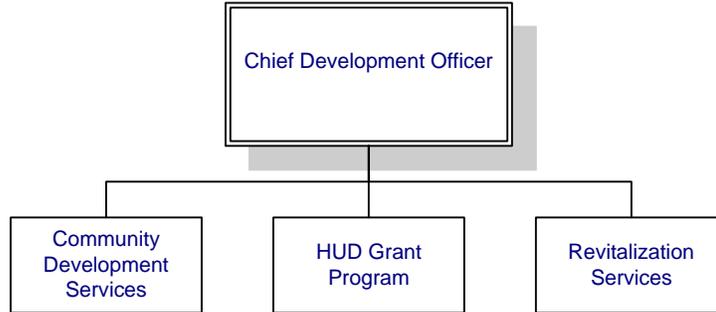
CODE ENFORCEMENT HOUSING, EXPENSES	2005	2006	2007	
			General Fund	\$ Chg from 06-07
Purchase of Services (5200)	-	42,748	47,895	5,147
Supplies & Materials (5400)	-	8,720	12,000	3,280
Intergovernmental (5600)	-	26,000	43,000	17,000
Other Charges and Expenditures (5700)	-	4,320	-	(4,320)
NON SALARY EXPENSES	-	81,788	102,895	21,107
SALARY EXPENSES		455,624	465,130	9,506
TOTAL EXPENSES	-	537,412	568,025	30,613

CODE ENFORCEMENT HOUSING STAFF	2005	2006	2007	# Chg from 06-07
FUNDED POSITIONS		12	13	1

CODE ENFORCEMENT HOUSING REVENUE	2005	2006	2007	\$ Chg from 06-07
CODE ENFORCEMENT - HOUSING INSPECTION FEES	5,200	6,075	4,600	(1,475)
CODE ENFORCEMENT - C.D. - HOUSING (Misc)	5	-	-	-
GEN GOV'T - HOUSING DEPT DEMOLITION LIENS	-	-	-	-
CODE ENFORCEMENT - SPRINKLERS	9,229	10,121	24,000	13,879
CODE ENFORCEMENT - HOUSING FINES	4,810	4,810	5,800	990
	19,244	21,006	34,400	13,394

Community Development

Community Development's mission is to administer programs that meet the Federal Government Housing and Urban Development (HUD) policy goals of providing low and moderate-income persons safe, decent housing, a suitable living environment, and expanded economic opportunities.



INFORMATION

Services and activities

Community Development Department, as part of the reorganized Economic Development Division, will seek to expand public and private partnership through the securing of resources, allocation to eligible projects, and efficient administration.

Service goals

Community Development's goal is to administer federal and state funds efficiently that advance community development and revitalization activities.

Objectives for FY 2007

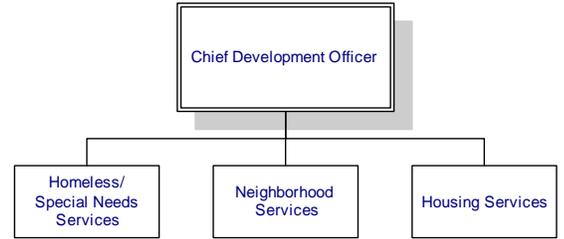
- Ensure timely completion and submission of all required grants for 80% of program.
- Increase reimbursements received within 30 days by 85%.
- Increase citizen participation in Annual Action plan development by 20%

Output and performance

Measure	2005	2006	2007
Timely completion of all HUD reporting	<i>New FY 07</i>	<i>New FY 07</i>	80%
% of reimbursement requested and received in 30 days.	<i>New FY 07</i>	<i>New FY 07</i>	85%
% of residential key stakeholders and businesses participating in the development of the Annual Action Plan	<i>New FY 07</i>	<i>New FY 07</i>	20%
New Measures added FY 07			
% of staff trained in their service area at least twice in fiscal year			50%
% of eligible staff given a performance evaluation with goal-setting process			50%
% of external or internal customer complaints			10%
% of public information on major services provided by web, language and with easy access.			20%
% of written procedures done for div./dept.			30%

Office of Housing and Neighborhood Services

The Office of Housing and Neighborhood Services' mission is to increase the availability of safe, affordable housing for all Springfield residents and to improve the quality of life in Springfield neighborhoods.



HOMELESS SERVICES AND SPECIAL NEEDS HOUSING

Services and activities

Programs within the Division of Homeless and Special Needs Housing administer federal funds dedicated towards serving the housing and support service needs of eligible households. Funds administered include McKinney-Vento, Emergency Shelter grant, and HOPWA (Housing Opportunities for Persons with AIDS).

Service Goals

The Homeless and Special Needs Housing goal is to provide funding and assistance to organizations that enable them to provide effective services and housing to homeless and special needs persons.

Objectives for FY 2007

- Achieve outcome measures as identified within the Action Plan.
- Leverage one dollar of resources for every dollar expended.
- Complete contracting process within 60 days of grant award.

Output and Performance

Measure	2005	2006	2007
# of housing units provided for HOPWA households	40	50	50
Amount of resources leveraged	\$120,000	\$135,000	\$150,000
% of funded service providers achieving program goals	65%	85%	85%
New Measures added FY 07			
% of staff trained in their service area(s) at least twice within the FY			100%
% of eligible staff given a performance evaluation with goal-setting process			100%
% of public information on major services provided by web, language and with easy access			50%

NEIGHBORHOODS

Services and activities

The Neighborhood program strives to enhance the quality of life in Springfield's neighborhoods. Projects are undertaken in partnership with residents, businesses, neighborhood organizations, institutions, and city and state departments.

The program supports neighborhood councils and civic associations located in HUD eligible areas through the provision of funding and technical assistance. The program works to eradicate blighting influences, including graffiti, abandoned properties, and illegal dumping sites.

Service Goals

The Neighborhood program goal is to provide efficient, accessible neighborhood services that enhance the quality of life and involve the community.

Objectives for FY 2007

- Increase by 20% the number of resident organizations participating in the program.
- Achieve a 70% satisfaction rate of residents with neighborhood revitalization projects.
- Achieve eradication of 90% of identified sites within 90 days.

Output and Performance

Measure	2005	2006	2007
# of participating community-based organizations	15	20	25
% of residents satisfied with revitalization efforts	New FY 06	70%	70%
# of sites remediated	75	120	120
Average time in days to remediate identified sites	120	90	90
New Measures added FY 07			
% of staff trained in their service area(s) at least twice within the FY			100%
% of eligible staff given a performance evaluation with goal-setting process			100%
% of public information on major services provided by web, language and with easy access			50%

HOUSING

Services and Activities

The Housing program acts as financier for affordable homeownership and rental projects undertaken by private developers. Utilizing a variety of resources, the program funds private developers to redevelop problem, blighted properties into affordable housing.

Additionally, the Housing program provides an array of services and funding directly to low and moderate income households. Activities include homebuyer education and counseling, direct financial assistance to homebuyers, rehabilitation, lead abatement, and energy conservation programs to existing homeowners.

The division has focused significant internal resources on blighting and abandoned properties. Efforts will continue to identify opportunities and strategies to improve quality of housing stock and return tax delinquent properties to tax rolls.

Service Goals

The Housing program goal is to efficiently and effectively administer state and federal housing and community development funds and operate programs consistent with the City of Springfield Consolidated Plan in order to improve citizen's access to safe, decent affordable housing.

Objectives for FY 2007

- Increase eligible households directly assisted by 20%.
- Create 50 additional affordable housing units.
- Return 15 properties to tax rolls.

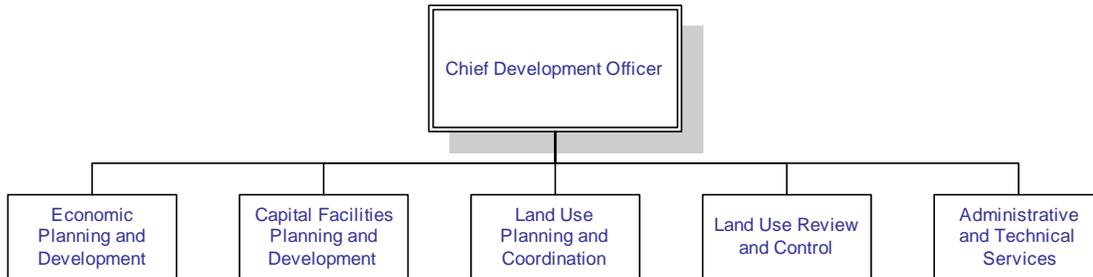
Output and Performance

Measure	2005	2006	2007
# of assisted households	1,000	1,200	1,500
# of affordable housing units created annually	72	50	50
# of redeveloped blighted properties	17	20	20
Satisfaction among education program participants	New FY 06	85%	85%
New Measures added FY 07			
% of staff trained in their service area(s) at least twice within the FY			100%
% of eligible staff given a performance evaluation with goal-setting process			100%
% of public information on major services provided by web, language and with easy access			50%

*Budgets, staff and revenue summary included with Community Development finances.

Planning and Economic Development

Planning and Economic Development's mission is to provide community planning services and to manage programs that fulfill the immediate physical, economic, social and environmental needs of the City, and to promote and implement the City's long-term vision for physical, environmental, economic and community development.



INFORMATION

Services and activities

The goal of Planning & Economic Development is to enhance the physical and community environment for Springfield's residents, workers and visitors by providing services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/geographic information and graphics. The Planning staff work with the Planning Board to provide appropriate public participation and planning information, urban design review, and analysis of permit applications and zoning ordinance amendments. Community planning activities are coordinated with City departments and other institutional, state and federal agency participants.



Economic Development coordinates a process in which a broad array of interests and viewpoints are represented, including the Planning Board, citizen and community groups, nonprofit organizations, private developers, the business community and other government agencies. The department works to draw desirable businesses, development and other economic impetus to Springfield by using the best practices available, and the tools and avenues possible. Community planning and economic development work in conjunction to create a long-range plan for a robust and livable community.

Finally, the Department as a whole supports the Planning Board, the Springfield Redevelopment Authority, the Riverfront Development Commission, the Historic Commission, the Conservation Commission, and several other committees. The department provides technical support to the Zoning Board of Appeals and other boards and commission as requested.

Service goals

The Planning and Economic Department's goal is to complete all reviews within legal time frames and to finalize zoning revisions.

Objectives for FY 2007

- Pursue preparation of a City Master Plan.
- Provide reviews within the appropriate legal timeframe.
- Increase public awareness of the Historic District Guidelines.
- Complete individual neighborhood plans.
- Complete revision of zoning/subdivision regulations.

Output and Performance

Measures	2006	2007
# of reviews completed within the 90 day legal timeframe	45	45
# of certificates issued within the 60 day legal timeframe	140	95
# of neighborhood plans completed	0	0
% of completed revisions of zoning/subdivision regulations	New for FY07	100%
New Measures added FY 07		
% of automated processes from old manual process.		50%
% of public information on major services provided by web, language and with easy access.		50%

Budget, staff and revenue

PLANNING & ECONOMIC EXPENSES	2005	2006	2007		Est. non general fund
			General Fund	\$ Chg from 06-07	
Purchase of Services (5200)	12,131	12,188	15,513	3,325	1,440,000
Supplies & Materials (5400)	4,744	4,186	2,900	(1,286)	-
Other Charges and Expenditures (5700)	916	916	-	(916)	-
Capital Outlay (5800)					2,017,808
NON SALARY EXPENSES	17,791	17,290	18,413	1,123	3,457,808
SALARY EXPENSES	265,423	346,614	724,582	377,968	-
TOTAL EXPENSES	283,214	363,904	742,995	379,091	3,457,808

PLANNING & ECONOMIC STAFF	2005	2006	2007	# Chg from 06-07	Non General Fund
FUNDED POSITIONS	8	7	14	7	-
PLANNING & ECONOMIC REVENUE	2005	2006	2007	\$ Chg from 06-07	
FEEES AND CHARGE BACKS	25,971	128,656	128,656	-	
	25,971	128,656	128,656	-	