

FISCAL YEAR

2024



RECOMMENDED BUDGET

CITY OF SPRINGFIELD
MASSACHUSETTS

Mayor Domenic J. Sarno

www.springfield-ma.gov

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**City of Springfield, Massachusetts
Fiscal Year 2024
Recommended Budget**



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Massachusetts**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

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Table of Contents

	<u>Page</u>
Budget Message.....	9
Executive Summary.....	18
 Overview	
Introduction.....	29
Budget Administration.....	31
All Funds Overview.....	36
Budget Calendar.....	38
City of Springfield Overview.....	40
Organizational Structure Overview.....	44
Strategic Planning Initiative.....	46
 Fiscal Summary	
Overview.....	53
Revenue Overview.....	55
Expenditure Overview.....	62
Financial Forecast.....	75
 Non-Mayoral Division	
Division Overview.....	79
City Council.....	81
City Clerk.....	87
Internal Audit.....	95
 General Government Division	
Division Overview.....	103
Mayor's Office.....	105
Law Department.....	111
Board of Elections.....	121
 Division of Administration and Finance	
Division Overview.....	131
Office of Administration & Finance.....	133
3-1-1 Call Center.....	141
Comptroller's Office.....	147
Office of Procurement.....	153
Board of Assessors.....	159
Treasurer.....	167
Collector.....	173
Human Resources / Labor Relations Department.....	179
Employee Benefits Department.....	185
Information Technology.....	191
Capital Asset Construction.....	197

Table of Contents (continued)

Development Services Division	<u>Page</u>
Division Overview.....	205
Planning and Economic Development.....	207
Community Development.....	215
Inspectional Services - Building.....	221
Inspectional Services - Housing.....	229
 Public Safety Division	
Division Overview.....	239
Police Department.....	241
Fire Department.....	249
Springfield Emergency Communications.....	257
 Department of Public Works	
Division Overview.....	265
Department of Public Works.....	267
 Health and Human Services Division	
Division Overview.....	283
Thomas J. O'Connor Animal Control and Adoption Center.....	285
Health Department.....	293
Elder Affairs.....	301
Veteran Services.....	309
Libraries.....	315
 Parks, Recreation, and Building Management	
Division Overview.....	327
Parks Department.....	329
Facilities Department.....	341
 Planning Documents	
Analysis of Outstanding Debt: FY21 Debt Affordability Study.....	351
Capital Improvement Plan: Fiscal Years 2022-2026.....	383
Multi-Year Financial Plan: Fiscal Years 2022-2025.....	439
 Appendices	
Appendix A - Glossary of Municipal Finance Terms.....	453
Appendix B - Expense Code Classifications.....	465
Appendix C - Property Tax Levy Data.....	475
Appendix D - City of Springfield Financial Policies.....	481
Appendix E - Fiscal Year 2024 Budget Appropriation Orders.....	489
Appendix F - Fiscal Year 2024 Adopted Budget Schedule of Appropriations.....	491



THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE BASKETBALL HALL OF FAME

May 18, 2023

To the citizens of Springfield and the Springfield City Council,

It is our great pleasure to submit to you the FY24 Recommended Budget. For this fiscal year, the total budget is \$877.9M, which represents a 7.2% increase over the FY23 Adopted Budget. Due to the 9.7% increase in Chapter 70 State Aid to support Springfield Public Schools, the school department budget increased 7.9% overall, leaving the City side growth at 5.8%.

While we are fiscally stronger than we have ever been, we are cognizant of the looming threat of a potential recession in the near future and the financial hardships many of our citizens are facing. To continue providing for the residents of Springfield the FY24 Recommended Budget maintains and supports all current programming, and places a continued emphasis on public safety, public education, economic development, healthy neighborhoods, and community services. We have committed to producing a budget that continues to fund and maintain core services and personnel, while investing in additional services in a responsible and strategic manner in order to meet the needs of our residents. For FY24 some of these additional services include an expansion of our East Forest Park Library's hours, additional hours for the East Forest Park Library and Mason Square Library Community Rooms, increased outreach funding for our Health Department and Emergency Communications Department, creation of the ROCA Clean Sweep Initiative, and an additional 17 preschool classrooms in public schools across the City.

For the past year, Springfield and the rest of the nation has grappled with the lingering effects of the COVID-19 pandemic, socially and economically. My administration continues to remain steadfast in our efforts to ensure the health and safety of all those living, working, and visiting our City. We continue to push forward with vaccination and booster efforts, making them readily available throughout our City. We will continue our progress in balancing public health, while moving our economy and schools forward.

In a testament to Springfield's commitment to strong fiscal discipline, the FY24 budget was balanced, for the ninth consecutive year, without the use of stabilization reserve funds. Saving our reserves for future years will allow the City to weather future unknowns and economic shifts, and sends a strong message that we are committed to continued financial sustainability.

We cannot discuss the budget without looking ahead to the FY24 tax rate. These two processes are the most important financial decisions made throughout the year, and not taken lightly by anyone involved. We know it is too soon in the year to discuss estimates of property values and tax rate specifics, but the impact of the booming housing market on our citizens remains in the front of our minds at all times. I, along with my award-winning financial team, remain committed to providing tax relief to our citizens in need. This past winter we executed an innovative investment strategy, taking advantage of the nation's unique economic position, with consideration to financial responsibility and sustainability, which will provide a return on investment that will go directly towards tax relief initiatives for our residents.

For the past three years, my administration has offset the tax levy by using free cash to reduce the burden on taxpayers. In FY21 and FY22, we were able to offset the tax levy by \$1 million and \$2.5 million, respectively. In FY23, we capitalized on a once-in-a-lifetime free cash total, and committed \$10 million to offset the FY23 tax levy. This unprecedented accomplishment was a direct result of the City's strong fiscal management, and our ability to hold the course and fight for the taxpayers in a decade-long property tax dispute with Eversource.

The City leveraged this success into future earnings by investing \$45M from the City's stabilization reserve account into 1-year U.S. Treasury notes, capitalizing on interest rates of approximately 5%. This will bring the City more than \$2M in returns to be directed towards lowering tax bills in FY24, providing financial relief for our citizens. The City of Springfield was the first community in the Commonwealth to take advantage of this innovative financial investment strategy, and I am proud of the commitment we are able to make to our citizens without compromising our commitment to financial excellence.

It has been a busy season for the administration and our finance team, but I am honored to be able to present this tax-relief plan with the FY24 Recommended Budget. To that end, we are proud to outline the ongoing investments we are making for the upcoming fiscal year.

Public Safety

Public Safety is and continues to be a top priority of my administration. It is critical that we provide the necessary resources to keep crime down and make all those who live or visit Springfield feel safe. As such, we will continue to invest in the latest and greatest technology and equipment for all of our first responders.

Police Department

Over the course of the next fiscal year, the Springfield Police Department (SPD) anticipates welcoming approximately 50 new Police Officers to the force. With these recruits anticipated to begin the academy sometime in Fall 2023, the Police Department expects a total of 429 officers; bringing the total complement to 514 sworn personnel, and an overall staff of 600 FTEs. This level of staffing will help address departmental 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. In FY23, the City came to an agreement with the Police Officers union after much negotiation. The wage increases agreed upon in this contract are reflected in the FY24 budget.

After the full rollout that was launched in FY20, the Police Department will continue its Body-Worn Camera program. As the first city in the Commonwealth to employ this technology across its entire police force, the SPD is able to increase transparency and accountability while improving the safety of

both officers and residents alike. Funding will be maintained for staff, led by a Police Lieutenant, to administer the program and ensure that the department is able to review and respond to requests for footage in an efficient manner.

In addition to body cameras, we will maintain investments for other innovative technology and critical equipment necessary for modern day policing. This includes funding for BolaWraps, a new non-lethal form of restraint equipment that can restrain non-compliant individuals from a range of 10 to 25 feet. These BolaWraps will help our officers de-escalate situations reducing risk to both subjects and officers.

The Springfield Police Department will also continue to maintain and fund other ongoing initiatives. This includes the Gaming Enforcement Unit at MGM, the C3 metro unit, which increases police presence along Main St. and other neighborhoods, the Ordinance Flex Squad, Quebec Unit for the School Department, and the City's expanded Real Time Crime Analysis program. In FY24, any sworn position holding a leadership role will have access to the highly successful B-AGILE training presented by Babson College, which continues to enhance the professional development training for SPD supervisors that is in line with the highest professional standards. This program is designed to help drive a culture of creativity and innovation in decision-making and leadership skills as well as build better relationships with the community.

We have continued investments in unique Police Department programs for our officers and our community. We will be continuing our Co-Response Program in collaboration with Behavioral Health Network. This program authorizes licensed behavioral health clinicians to respond at the same time as police officers to emergency calls involving mental health crises to de-escalate situations in real time and provide for better follow-up and jail diversion outcomes over the long-term. The Police Department will also be continuing the Peer-to-Peer program established in FY21, which provides peer support to officers who have potentially experienced trauma due to critical incident response.

Fire Department

The Springfield Fire Department (SFD) will also be hiring new recruits to stay ahead of attrition. While the department is currently at full staffing, it is proactively looking to manage attrition with plans to run at least one (1) academy in FY24. Recruits continue to be sent to the state-run academy program, which has been successful in graduating new firefighters to begin immediately working in the stations. In FY23, the City came to an agreement with the Firefighters union after much negotiation. The wage increases agreed upon in this contract are reflected in the FY24 budget.

The SFD's budget includes continued funding to replace, proactively, equipment such as firefighter turnout gear and SCBA air bottles, both of which are critical to ensuring the safety of our first responders. The new air bottles, which align with NFPA standards, hold an additional 15 minutes of air capacity, giving firefighters more time to handle fires without interruption. The department will continue to deploy its health and wellness program, which aims at promoting the physical and mental health of responders while reducing instances of on-the-job injuries. Lastly, the budget funds all contractual lease payments for fire apparatus', which the SFD has been replacing each year since FY16 to retire units at their end of their useful life and drive down the need for costly repairs.

Emergency Communications/Dispatch

The Springfield Emergency Communications (Dispatch) Department, which closely collaborates with the Police and Fire departments, has also been provided with funding for several ongoing initiatives. The Computer-Aided Dispatch (CAD) and Records Management Systems (RMS) are in the process of being replaced to improve working systems for all public safety employees, while also helping to ensure the safety of our community. The new system is expected to come online in FY24, and we are excited to see the significant difference it will provide in aiding our community.

The consolidation of Police and Fire dispatch services at a single location on Roosevelt Avenue, which was finalized in January 2021, has been a tremendous help in maximizing operational efficiency. The move has significantly enhanced cross-training efforts, while also ensuring ample supervisory coverage to address issues and provide feedback to call takers in real time.

Providing our citizens with the resources they need to capitalize on the services the City offers is vital, which is why in FY24 we've provided funding for increased outreach efforts to the community. These education initiatives will teach the community the proper use of 9-1-1, and available resources such as text-to-911 and Smart 911. The FY24 budget also maintains funding for all maintenance, equipment and software needed to manage daily operations in a highly efficient way.

Public Education

Schools were able to remain open to full-time in-class learning this past year. The School Department (SPS), under the leadership of Superintendent Dan Warwick, worked tirelessly with teachers and administrators to ensure a safe and quality learning experience for all our students. Even in this unprecedented situation, the School Department rose to the occasion and not only kept students engaged, but also continued to improve graduation rates and decrease the number of students who drop out. The district's dropout rate was just 1.9% in 2021, representing a 81% decrease since 2012. This represents the highest dropout rate decrease in all of Massachusetts during the same timeframe. Additionally, the SPS 2021 graduation rate has reached 86%, which is an increase of over 7% compared to the previous year, and an impressive 32% increase since 2012.

As a municipality, we are thrilled to be offering the first full-day Pre-K program of its kind in the Commonwealth. For years, the City has invested funds in early education programming through the school department's budget, and we plan to continue that trend. In FY24 we will be adding an additional 17 preschool classrooms across the district to meet the demand that we have seen throughout the City. The full-day program is invaluable for the growth of our youngest citizens, and will allow caregivers to return to the workforce and provide for their families. We are excited to witness the transformative effect this program will have on our children and residents.

In collaboration with the Massachusetts School Building Authority (MSBA), my administration has invested over \$750 million into building new schools and rehabilitating and renovating existing schools, the most in the Commonwealth, including the new state-of-the-art Brightwood-Lincoln School in the North End and the soon to be completed DeBerry-Swan School in our Old Hill and Upper Hill neighborhoods. Brightwood-Lincoln was awarded the official LEED Gold certificate for its design, construction and operation of high-performance for energy efficiency.

Economic Development

Since the devastating tornado hit Springfield a decade ago, significant economic development efforts have helped strengthen the community through the creation of many new jobs, the development of more market rate housing, and a nearly \$1B casino offering residents and visitors countless entertainment options to enjoy for years to come.

While we have accomplished a lot, there is much more to be done to make Springfield a leader in economic prosperity. To that end, efforts to create the "Main Street and Convention Center Overlay District" continue to be underway. Designed to enhance development surrounding the MGM casino and MassMutual Center, the district will bring exciting new prospects to the area including housing, restaurants & bars, entertainment venues and ground-floor retail, including the construction of a new Civic Center Garage by the Massachusetts Convention Center Authority.

Following the success of the "Prime the Pump" emergency business, grant program during the initial height of COVID-19 in 2020, we have continued to make efforts to support the business community in recovery and growth. These efforts include the reinstitution of the CDBG funded Neighborhood Storefront Improvement Program and bringing the Interise/Rise-Up small business curriculum back to in-person sessions at Valley Venture Mentors.

To provide much-needed relief and assistance to our residents, small businesses and nonprofits, my administration instituted a comprehensive plan to distribute our local allocation of federal American Rescue Plan Act (ARPA) funding. We are proud to report that through eleven rounds of ARPA, over \$102M has been awarded to provide relief and assistance to keep small businesses and nonprofits open and thriving during the pandemic. We are also proud to report that 88% of small business applications have been awarded to either minority and/or woman owned businesses.

Additionally, through the city's allocation of ARPA funding, my administration committed \$1.8 million or \$100,000 to each neighborhood for specific and qualifying neighborhood initiatives and infrastructure projects to enhance the quality of life for residents.

Homeownership is key to building home equity for residents, which is why my administration will continue to support our very successful First-Time Homebuyers program through our Office of Housing.

Healthy Neighborhoods

Springfield continues to place emphasis on ensuring healthy neighborhoods across the city, with the goal of providing residents the highest possible quality of life. Highlighted below are the following initiatives that have seen great success in the past, and will be continued in FY24.

Code Enforcement

Funding for a full complement of administrative and inspectional personnel positions in both the Building and Housing Code Enforcement Divisions. This helps to ensure healthy neighborhoods and safe buildings throughout Springfield. Funding is also included for the continuation of the Mayor's "Clean City" program. The FY24 budget appropriation reflects the purchase of a short-term rental software allowing the City to establish, maintain, and regularly update a database of registered properties through the Code Enforcement Department.

DPW

Single Stream Recycling, Trash, Bulk Pick Up and Yard Waste

Continued funding for municipal trash and single stream recycling pickup. Including adhering to the new state requirements for bulk items, while maintaining an affordable bulk sticker cost for residents of \$8 dollars. In addition, DPW will collect residential yard waste on recycling pickup days. Residents can also drop off their yard and leaf waste at the Bondi Island drop-off facility at no charge.

Sidewalk Crew

Continued funding for the popular Sidewalk Crew, now entering its sixth year of operation. This crew has been highly successful thus far in addressing citywide sidewalk repairs and ensuring a high quality of life for residents in all neighborhoods of Springfield.

Community Services

Parks & Recreation

This past February we began the ROCA Clean Sweep Initiative in combination with ROCA in Western Massachusetts. ROCA is dedicating three five-member teams to respond to quality of life calls placed through the City's 311 Call Center by residents to address litter throughout the City. This program will complement our existing Clean City Initiative that was already in place to assist in responding to litter and trash concerns across the City.

Beginning in FY22 and continuing through FY24, in an effort to brighten the City's neighborhoods, the Parks Department will work aggressively to remove tree stumps throughout Springfield. Removing these stumps is not only aesthetically pleasing to the eye, it will also create more space for residents to use after the areas are reseeded and grass is grown.

Funding will also continue for the Downtown Crew, which maintains the downtown metro area parks including DaVinci Park, Emerson Wright, Riverfront Park, Court Square, Stearns Square, and Pynchon Plaza and all neighborhood parks. This maintenance will also be provided for the 20 City terraces.

Camp STAR Angelina, which was closed for two years due to the COVID-19 pandemic and reopened in FY23, will be open again in FY24. All pools and splash pads will also be open for families to enjoy during the summer. Additionally, all recreational programs and activities will be up and running in FY24, after being shut down due to the pandemic. This includes the After School & Evening Gym programs, the Summer Concert Series, and "Movies in the Park." These programs play a significant role in bringing the Springfield community and residents together.

Work is underway at Duggan Field where a new state-of-the-art athletic field will be built and rededicated to former Springfield Trade (Putnam) Coach Ted Plumb. The FY24 budget will also fund continued maintenance and upgrades to our existing playing fields.

In FY24, Springfield Police Department and Hampden County Sheriff's Crews will continue with the unique and innovative partnership to enhance public safety within our beloved Forest Park. Dedicated patrols will be led by the SPD's motorized Trike Defenders and the HCSC Mounted Patrol Unit of horses and will also include the Emotional Support Division of therapy dogs. Together, we look forward to another great season for residents and visitors in Forest Park.

Health & Human Services (HHS)

The COVID-19 pandemic shined a light on the critical role that our Department of Health & Human Services plays for the City. As the "front line defense" against the virus, HHS has managed the monumental task of evaluating the current situation surrounding the health crisis while continuing to educate the public on updated CDC guidelines, along with other best practices that will ensure the health and safety of all.

As the pandemic has turned the corner for the best, HHS continues its steadfast efforts to test, and more importantly, vaccinate and booster, as many of the City's residents as possible. This has been done through the strategic use of Federal and State funding provided as part of the nationwide response.

For FY24, we are strategically investing in HHS, expanding the capacity of our Division of Environmental Health which protects the public health and environment of the City of Springfield through education, inspections, sampling and monitoring, and enforcing federal, state, and local codes as they pertain to public health issues. Additionally, we will be amplifying our outreach efforts through additional mailings and new digital media outreach, to keep our residents informed through e-newsletters, web pages and blog content, and social media messages.

Opioid settlement funds totaling \$7.2M over the next 16 years will go towards a wide variety of initiatives and programs that will enhance and expand the City's opioid response, and create systems in partnership with Springfield's Police, Fire and Health Departments, local nonprofits, health organizations and community stakeholders.

Funding will continue for the Office of Racial Equity, our Cannabis Compliance Program, the Office of Problem Gambling and Prevention, and Office of Public Health Preparedness and Response.

Elder Affairs

In February, we resumed our hot lunch program for senior residents, which had been shut down since the beginning of the pandemic. While meals continued to be provided to homebound seniors during this time, we are excited to be in a position to safely provide hot lunches to our seniors and welcome them back to our centers across the community. This program has been fully funded to continue in FY24.

The Transportation Coordinator position added in FY23 will continue to be funded in FY24 to transport our senior citizens and plan a number of trips for them according to their interests. We are continuing to ensure that our most vulnerable population remains healthy and safe.

All sites and programs for our seniors have reopened, including Riverview, Hungry Hill, Clodo Concepcion Community Center, the Fitness Center and the Raymond A. Jordan Senior Center. This past March we were able to completely renovate the fitness area in the North End Senior Center, outfitting it with brand new state-of-the-art senior-friendly fitness equipment. We are excited to be able to offer fitness programming, in addition to activities such as bingo, trivia, exercise programs, concerts and wellness checks. These programs will continue to run through FY24.

Veteran's Services

This department will continue to fully fund services to our veterans. The addition of newer staff in

recent years has allowed this department to serve veterans more efficiently, through proper case management efforts. In FY23, we successfully placed 30 unhoused veterans into permanent housing. In FY24, we will continue to fund the initiative to end homelessness through collaboration and partnership with various organizations.

Libraries

I am excited to announce new initiatives for our Libraries that we will be rolling out for FY24, beginning with increased hours at the East Forest Park Library. Investments in our libraries are investments in the education of our youth and all citizens of Springfield. This new initiative will add two additional mornings to the East Forest Park Library schedule, along with one additional evening. These hours will allow residents with different schedules more opportunities to utilize the wide variety of services our libraries offer.

In addition, we have provided funding for our Community Rooms at the East Forest Park Library and the Mason Square Library to be available for meetings for residents 4 nights per week. Currently, residents are able to reserve the Community Rooms for group meetings one night a week. This expansion of services will allow more groups to access the space, providing a safe space to meet and engage with other members of the community.

In FY22, a 1-year grant-funded hotspot lending initiative was launched, allowing residents to borrow portable hotspots from Springfield libraries allowing free internet and Wi-Fi access from a personal computer, tablet, or smartphone for up to 14 days per use. Due to the success of this initiative, these hotspots will continue to be funded in FY24 through the City's general fund.

The City will continue to fund the Read/Write/Now adult literacy program also continued support and funding for all Springfield neighborhood branches.

Thomas J. O'Connor Animal Control and Adoption Center

The TJO Center continues to offer vital animal control services for Springfield and the communities of Holyoke and Chicopee, as well as providing adoption services that try to find new and happy homes for animals in need of a forever home. In FY24 we will be reopening the Adoption Center, which was closed to appointment only during the COVID-19 pandemic. We have also invested in additional staff for animal control purposes, to keep both the residents and pets of our City safe.

Fiscal Responsibility

The City has maintained the highest bond rating in its history, while navigating through the financial uncertainty of the COVID-19 pandemic. We continue to aggressively address our unfunded pension liability in an effort enhance our financial stability, appropriating \$61.9M contribution towards pension liability; a 9.1% increase over FY23.

Our finance team received the "Distinguished Budget Award" from the Government Finance Officers Association for the 15th year in a row, and was also awarded the "Certificate of Excellence in Financial Reporting" for issuance of our Comprehensive Annual Financial Report for the eleventh consecutive year.

The budget honors all contractual obligations including collective bargaining agreements, and all agreements as necessary for the School Department, including the food service contract.

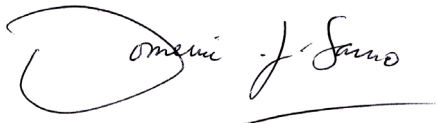
Our Department of Technical Assistance and Compliance (DTAC) continues to support the City's Responsible Employer Ordinance, to ensure diversity in hiring practices and consistent compliance with all Federal and State rules & regulations for the City's construction projects. In addition, DTAC supports our ARPA team by providing technical assistance to award applicants citywide.

The FY24 budget was balanced funding all core services and personnel while continuously building up reserves to support the City's financial health to guard against future unknowns.

As Mayor, I will work tirelessly to ensure that Springfield continues to prosper and remains resilient in the wake of any challenge, no matter how difficult. My administration has been tested many times in the face of adversity and continues to rise to the occasion for the betterment of our city and the community that we love. I am proud of the efforts by the entire Springfield team: Superintendent Warwick, Cabinet Heads, Department Heads, and City Staff who work hard for Springfield every day.

Thank you for reviewing the FY24 Recommended Budget. I look forward to your continued support as we commence our new fiscal year.

Respectfully,



Domenic J. Sarno
Mayor



Timothy J. Plante
Chief Administrative & Financial Officer

Executive Summary

The Recommended Budget for FY24 is \$877.9M. This represents a 7.2% increase over the FY23 Adopted Budget and a 6.5% increase from the FY23 Revised Budget.

Fiscal 2022 Actual General Fund	Fiscal 2023 Adopted General Fund	Fiscal 2023 Revised General Fund	Fiscal 2024 Recommended General Fund	% Change from FY23 Adopted	% Change from FY23 Revised
759,517,602	819,017,747	824,698,203	877,912,906	7.2%	6.5%

FY24 marks the ninth consecutive year that the City has been able to balance its budget without the use of stabilization reserve funds. This accomplishment is a testament to the administration's management of City finances and the determination of our City to work towards a sustainable future despite the fiscal challenges we face due to an increasing pension obligation and decreased state aid.

Springfield continues to successfully balance its budget without hindering core services or implementing layoffs or furloughs, while honoring all collective bargaining agreements and fully funding its pension appropriation. The administration has continued to monitor and scrutinize all expenditure requests, along with personnel changes and hiring decisions. This strategic approach ensures that the City will manage to an operating surplus each fiscal year and continue to maintain our strong financial positioning.

Fiscal Year 2023 Budget Update

Based on the City Comptroller's Monthly Financial Statements published in April 2023, the City is managing the FY23 budget to a surplus by year end. This certainly is a testament to the administration's commitment to fiscal sustainability, while navigating the uncertainty after COVID-19. Overall, the City continues to focus on maintaining realistic and balanced budgets. 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 and is subject to change as the fiscal year is closed by the City Comptroller and surpluses are verified by the State's 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. "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.

Springfield also continues to maintain a strong financial position as demonstrated by our bond ratings. During the City's last bond rating, in 2022, Standard & Poor's (S&P) affirmed the City's AA- credit rating, with a negative outlook. Despite a negative outlook, the affirmation of our AA- rating demonstrates that Standard & Poor's strongly believes in the City's financial management and our ability to make difficult decisions to balance the budget. It is also important to note that AA- continues to be the

highest rating in the City's history, a great improvement from A– rating eight years ago. The City hopes to continuously increase its ratings going forward.

Fiscal Year 2024 Budget Challenges

Springfield faces a budget gap each year due to its structural deficit. While the growth of the City's main source of local revenue, the property tax levy, is constrained by the limits of Proposition 2 ½, we must account for significant growth in non-discretionary items such as our pension appropriation, and health insurance. As certain fixed costs continue to rise, the City will be forced to develop creative solutions to ensure all operational needs can be met using limited revenue, while avoiding any negative impact to the core services that Springfield residents deserve.

Although planning begins years in advance, the actual budget process for each fiscal year typically begins in January when departments submit their budget requests. This year the budget process began slightly later as new Governors are allowed an additional 8 weeks to submit their proposed budget. The departmental requests are meant to first build up costs to provide the same level of programs and services as the current year. Departments also have the opportunity to request new programs or to expand existing ones. This allows the Mayor and his financial team to review requests and understand how departments would integrate new operations into their current services.

While departments are responsible for submitting their budget requests, the Office of Administration & Finance (A&F) thoroughly reviews all expenditure and revenue line items to ensure they align not only with historical and current trends, but that each request is funded in a manner that meets operational needs and allows departments to provide a high quality level of service to the constituents.

For FY24, the projected gap after budget request submissions totaled \$32.2M.

Budget Solutions

All budget decisions are carefully evaluated including an in-depth analysis of revenue increases, expenditure reductions, historical spending, and strategic offsets to alternate funding sources. Departmental budgets were analyzed and are presented in this document on a "program basis," allowing for more data-driven decision making. By analyzing departmental funding in a programmatic manner, individual functions are clarified, which assists in setting priorities for expenditures. The City's resources are allocated to the programs that deliver the greatest benefits to the community.

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 despite the financial effects of the pandemic. 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. For an overview of the decisions made to balance the FY24 budget, please refer to the table shown on the next page.

Getting to Balanced: FY24 Budget Decisions	
Original Gap, based on MYFP	(21,941,435)
Increased Gap, after Department Requests	(32,176,023)
Solutions:	
<u>Expense</u>	<u>(20,525,842)</u>
Salaries/OTPS offsets to grants	(2,869,430)
DPW/Parks leases	(2,511,586)
School transportation reduction	(225,000)
Debt schedule increase	(4,850,987)
Benefits	(797,294)
Union settlements	(6,523,001)
Department spending decreases (historical)	(2,748,543)
<u>Revenue</u>	<u>6,450,182</u>
Revenue increases	2,751,498
Earnings on Investments	700,000
Medical/recreational marijuana	287,216
Unrestricted General Government Aid (UGGA)	(175,414)
FY24 MGM Payment	2,886,881
<u>Property Values</u>	<u>5,200,000</u>
New growth	4,200,000
Reduced overlay	1,000,000
<u>One Time Revenue</u>	<u>-</u>
Balance Sheet	0

While difficult decisions must be made in order to balance the budget, the administration takes a strategic approach in identifying areas where revenue can be increased, or expenditures reduced, without impacting departmental operations. The following section further explains some of these decisions, which ultimately allowed us to close the budget gap to \$0.

Revenue Increases

Additional Levy

The City's Assessors Office is continually working to update the levy throughout 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 Administration & Finance 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.

Department Revenue/Local Receipts

Revenue sources in the category generally remain relatively flat in terms of growth, however, at the onset of the COVID-19 pandemic, revenue collections in these categories dropped by millions. After the Office of Administration & Finance's in-depth analysis on these revenue lines, it was determined that revenue collection is back up to pre-pandemic times. Because of this, FY24 revenue estimates have been adjusted to more closely reflect FY20 estimates and current year actuals.

State Aid

Per the State's proposed FY24 budget, the City expects to receive \$545M. This represents a \$39.8M (7.3%) increase over the State's final FY23 Budget. As our largest source of revenue, it is absolutely essential that aid received continues to allow us to satisfy operational needs of all City and School Departments.

Expenditure Reductions

Departmental Spending Reductions

Despite the increased unrestricted state aid, MGM revenue, and potential permit fees, Springfield continues to operate with conservative revenue projections, while growing by 7.2%. 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 FY24 without the need to curtail any operations. The FY24 budget will preserve core services, avoid any layoffs or furloughs, and honor all collective bargaining agreements.

Some specific departmental reductions include:

- ◆ Salaries/OTPS Offsets —\$2.8M offset to alternate funding sources.
- ◆ School Transportation—due to updated projections, the School Department's Transportation budget decreased by \$225K
- ◆ Departmental spending reductions—\$2.7M decrease to align with historical spending trends.

Key Budget Drivers

Once balanced, it's important to understand the key "drivers" that make up the City's operating budget, which now exceeds three quarters of a billion dollars per year. The following sections will outline where our revenue is coming from, along with how it will be spent. In order to maintain the most vital services provided to residents and businesses, we must ensure that our limited resources are being allocated in a fiscally responsible manner.

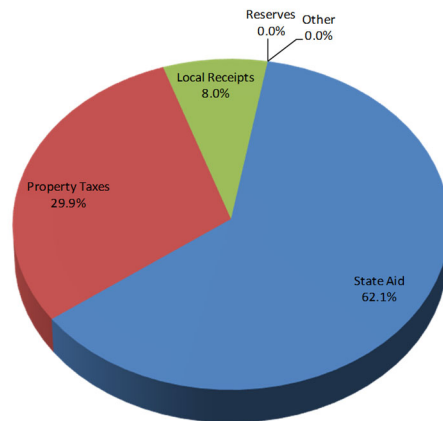
City Revenue – Where does it come from?

In determining the amount of revenue available to spend for each Fiscal Year, there are five major categories. For FY24, the chart on the next page shows the percent of revenue coming from each of these categories. It is important to note that State Aid represents 62.3% 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.

FY24 Revenue Overview

City Revenue	FY21 Actual	FY22 Actual	FY23 Adopted	FY24 Recommended	% of Total	\$ Change	% Change
State Aid	429,524,823	458,826,738	505,381,442	545,267,551	62.1%	39,886,109	7.3%
Property Taxes	223,392,517	258,062,970	245,054,925	262,606,704	29.9%	17,551,779	6.7%
Local Receipts	61,174,110	82,761,692	65,081,381	70,038,651	8.0%	4,957,271	7.1%
Reserves	-	-	-	-	-	-	-
Other	7,041,625	-	3,500,000	-	-	(3,500,000)	-
TOTAL	721,133,074	799,651,399	819,017,747	877,912,906	100%	58,895,159	7.2%

FY24 Revenue Sources



State Aid

State Aid is the largest source of revenue for the City of Springfield, historically comprising more than 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 locally controlled revenue source, and 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 five years and updated annually.

Proposition 2½ 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 four ways: an increase of up to 2.5% over the previous year's levy limit, new growth in the tax base, and local votes for either an override or a debt exclusion. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit. In the case of a debt exclusion, a given amount can be added to the levy, even above the levy ceiling, for the purposes of paying debt for a specific capital project. Estimates on the tax rate for the FY24 are still being reviewed and will be part of the tax rate setting process this fall.

	FY20	FY21	FY22	FY23	FY24
	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Recommended
Tax Levy	205,321,793	216,418,905	228,836,063	239,858,463	252,591,906
Prior Year Growth	-	-	-	-	-
Increase Levy 2.5%	5,133,045	5,410,473	5,720,902	5,996,462	6,314,798
Subtotal	210,454,838	221,829,377	234,556,964	245,854,925	258,906,704
New Growth	5,920,463	6,693,442	5,301,498	4,200,000	5,200,000
Subtotal of Gross Tax Levy	216,375,301	228,522,819	239,858,462	250,054,925	264,106,704
<i>Actual Levy Billed</i>	216,358,653	227,490,720	239,858,463	252,591,907	-
Less Overlay	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Subtotal of Net Tax Levy	214,858,653	225,990,720	238,358,463	251,091,907	262,606,704

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 eighteen consecutive years, which has helped build the City's Stabilization Fund to \$49.3M, equivalent to 6% of the FY24 budget and 18% of the non-school budget.

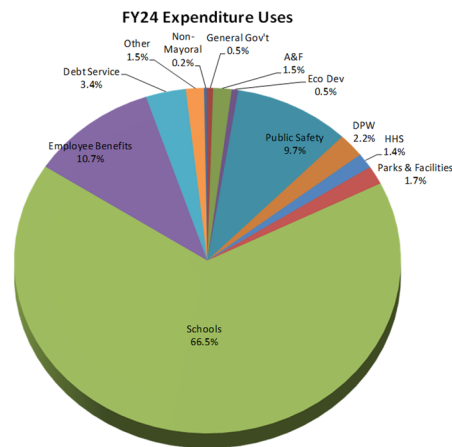
City Spending – How is City Revenue Spent?

The City spends money within its divisions and departments based on the needs of City residents and priorities of the Mayor. For FY24, the chart on the next page shows how the \$877.9M 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 largely driven by personnel costs. Salaries and benefits of City employees (exclusive of the School Department) represent \$210.6M or 72.6% of the City's operating budget.

FY24 Spending

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

City Spending	FY21 Adopted	FY22 Adopted	FY23 Adopted	FY24 Recommended	% of Total	\$ Change	% Change
Non-Mayoral	1,577,865	1,702,727	1,844,374	1,834,320	0.2%	(10,055)	-0.5%
General Gov't	3,867,194	4,263,515	4,298,211	4,488,137	0.5%	189,926	4.4%
A&F	11,205,906	12,264,872	12,666,240	13,244,244	1.5%	578,005	4.6%
Eco Dev	4,316,133	4,404,662	4,469,836	4,643,332	0.5%	173,496	3.9%
Public Safety	76,508,794	78,780,329	79,477,369	87,519,598	9.7%	8,042,229	10.1%
DPW	16,904,023	17,418,370	18,137,866	19,736,663	2.2%	1,598,797	8.8%
HHS	10,559,318	11,272,816	11,554,296	12,559,754	1.4%	1,005,457	8.7%
Parks & Facilities	11,930,343	13,649,531	14,213,639	15,779,915	1.7%	1,566,276	11.0%
Schools	477,858,733	491,696,545	544,863,270	587,798,386	66.5%	42,935,116	7.9%
Employee Benefits	75,718,397	80,936,324	87,575,954	94,675,065	10.7%	7,099,111	8.1%
Debt Service	26,354,228	26,089,357	27,535,488	23,034,501	3.4%	(4,500,987)	-16.3%
Other	10,800,463	13,220,499	12,381,203	12,598,991	1.5%	217,788	1.8%
TOTAL	727,601,399	755,699,548	819,017,747	877,912,906	100%	58,895,159	7.2%



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 Director of Internal Audit reporting to the Council.

General Government Division—These departments provide a variety of functions for the city, including administrative assistance, 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, Union Station, the Court Square Hotel project, and the newly introduced Main Street and Convention Center Overlay District.

Public Safety Division—These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety. This year's budget includes funding to fully staff and outfit all three departments (Police, Fire and Emergency Communications) while also ensuring these departments have access to the latest in technology to perform their jobs as effectively as possible.

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, with the exception of Police and Fire. Level service funding is continued for all core programs and services provided by the department, including the popular Sidewalk Crew.

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. The division is fully funded and ensures the appropriate resources are available to allow for an effective response to public health issues and concerns.

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 elementary schools, seventeen secondary schools, and eleven specialized schools. The Springfield Public Schools system is governed by an elected school committee that creates policies and appoints a superintendent to manage the day-to-day operations of the District. The Superintendent has a cabinet of nine 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— 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. 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 2½ in raising additional property tax revenue.

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.

Conclusion

Despite the many challenges the City has faced, the FY24 Recommended Budget focuses on maintaining core services despite the continued economic and financial uncertainties. It addresses the priorities of its residents while carefully assessing methods to manage spending growth in a way that is sustainable in future years. This 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 creativity from every department, the City continues to maintain core programs and services to its residents, businesses, and visitors.

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Section 1

Overview

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Introduction

About This Document

This document presents the City of Springfield's Fiscal Year 2024 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 2024. 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: This 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, and quantifiable metrics by which to measure programs' success.

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

Budget Document Format

This budget is divided into 12 sections: (1) an overview, complete with an organizational chart, (2) a fiscal summary, (3-10) departmental budgets, (11) planning documents, and (12) 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 a 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 eight sections, contains detailed budgets for City departments. Each departmental budget includes a mission statement, a budget overview, a department summary, Fiscal Year 2023 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 2024 Appropriation Orders, and the City's detailed expense budget for the Fiscal Year 2024.

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 Administration and Finance
36 Court Street, Room 412
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 D), 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 policies 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 term “basis of budgeting” refers to the underlying financial framework and accounting system which is used to create a budget. The “basis of accounting” refers to the timing in which revenues and expenditures are recognized in accounts and reported on financial statements. The basis of budgeting which the City of Springfield uses to prepare the budget and budget document follows the basis of accounting 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. This means that, for the City of Springfield, once an expense has been requested and approved through internal controls, the funds are set aside or “encumbered” and are treated within the account system as though they have already been paid, rather than only considering them paid once the invoices are received and the check has been cut.

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. There are three categories of funds: Governmental Funds, Proprietary Funds, and Fiduciary Funds.

Governmental Funds: 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.

Proprietary Funds: All proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

Fiduciary Funds: All fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

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 2014, 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 Administration and Finance (A&F) 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 the Office of Administration and Finance 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 A&F. Then the request must be reviewed and approved by a Budget 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 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 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 A&F 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 also be approved by the City Council.

Budgeting Monitoring Process: A&F reviews and monitors all expenditure and revenue accounts during the fiscal year to ensure a balanced budget. Budget Analysts regularly review accounts in the City's financial software system (MUNIS) and conduct trend and variance analyses.

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 2024 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 earned on the fund 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 Administration and Finance 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.

Revolving Funds: The City also maintains revolving funds that raise revenue for specific purposes and can be used without additional appropriations. These funds are used for self-supporting programs that are sponsored by the City. 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. This fund is used to purchase insurance on these laptops
- ◆ Blight Removal - Funding building demolition enforcement, and related blight removal activities of all city departments
- ◆ Healthcare for the Homeless - An account that collects all fees charged to persons, insurance companies or healthcare entities which funds the salaries and wages, services, and equipment needed to operate and maintain City operated clinics.

Reconciliation of Fund Equity: The City of Springfield is required to submit a Reconciliation of Fund Equity to the Massachusetts Department of Revenue on an annual basis in order to receive certification of retained earnings and to establish a tax factor for the subsequent Fiscal Year. The Total Fund Equity for Fiscal Year 2022 was \$437M and this represents a 59% increase over the Total Fund Equity of \$237M in Fiscal Year 2021. The driving force behind the large increase was the receipt of American Rescue Plan Act Grant Funding and a large delinquent Personal Property Tax payment both received in Fiscal Year 2022.

Reconciliation of Fund Equity (Retained Earnings) for the Fiscal Year End June 30, 2022							
Item Description		General	Special Revenue	Capital Projects	Enterprise	Trust	Total
1	Total Revenue	799,727,888	233,137,538	24,650,984	5,136,001	100,317,014	1,162,969,425
2	Total Expenditures	734,658,756	172,950,885	48,844,573	11,034,235	98,994,284	1,066,482,732
3	Total Excess (Deficiency) Of Revenues Over Expenditures (Line 1 - Line 2)	65,069,132	60,186,653	(24,193,588)	(5,898,234)	1,322,730	96,486,693
4	Transfers From Other Funds	17,312,711	39,251	11,875,762	6,958,139	10,104,931	46,290,795
5	Other Financing Sources	-	-	66,181,505	-	-	66,181,505
6	Transfers To Other Funds	27,993,654	12,351,963	945,178	-	5,000,000	46,290,795
7	Other Financing Uses	-	-	-	-	-	-
8	Total Other Financing Sources (Uses) Sum Of Lines 4 And 5 Minus Lines 6 And Lines 7	(10,680,943)	(12,312,711)	77,112,089	6,958,139	5,104,931	66,181,505
9	Total Excess (Deficiency) Of Revenues Over Expenditures & Other Financing Sources (Uses) (Sum Of Lines 3 And 8)	54,388,189	47,873,942	52,918,501	1,059,905	6,427,661	162,668,198
10	Fund Equity (Retained Earnings) Beginning Of Year	100,896,711	88,283,231	7,870,014	1,267,725	76,065,333	274,383,015
11	Other Adjustments	-	-	-	-	-	-
12	Total Fund Equity (Retained Earnings) End Of Year (Sum Of Lines 9 Through 11)	\$ 155,284,900	\$ 136,157,173	\$ 60,788,515	\$ 2,327,631	\$ 82,492,994	\$ 437,051,213

All Funds Overview:

Governmental Funds: These funds account for most of the City's activities which are financed through taxes. The City of Springfield classifies these fund accounts as either major and nonmajor governmental funds. The City of Springfield reports on the following major governmental funds:

- ◆ The General Fund is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.
- ◆ The COVID-19 Grants Fund is a special revenue fund. It is used to account for the grant funds and expenditures incurred due to the COVID-19 Pandemic.

The City of Springfield also has nonmajor governmental funds which consist of other special revenue, capital projects, debt service, and permanent funds that are aggregated and presented in the nonmajor governmental funds column on the governmental funds financial statements. The following describes the general use of these fund types:

- ◆ The Special Revenue Fund is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds, debt service, or capital projects.
- ◆ The Capital Projects Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.
- ◆ The Debt Service Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest. Debt service funds should be used to report resources if legally mandated. Financial resources that are being accumulated for principal and interest maturing in future years also should be reported in debt service funds.
- ◆ The Permanent Fund is used to account for and report financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

Proprietary Funds: Proprietary funds are used to account for operations that are financed and run in a manner similar to private business enterprises, where the goal of the fund is that the cost of providing services can be financed through the payment of fees or charges for the services. The following proprietary funds are reported:

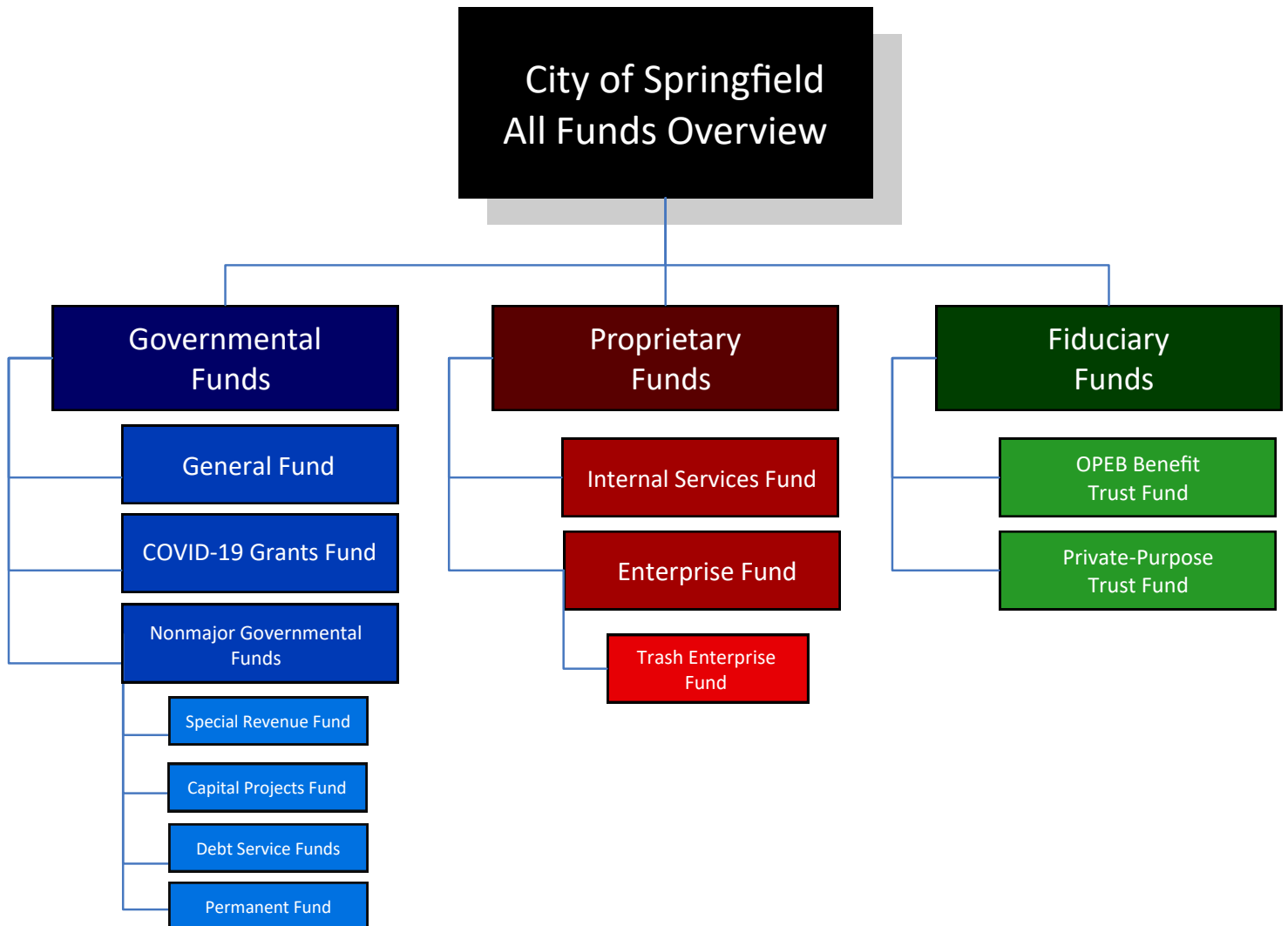
- ◆ The Trash Enterprise Fund is used to account for the City's trash collection and disposal activities.
- ◆ The Internal Service Fund is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to the remaining self-insured dental and eye care services, the fully insured health care plan, and a motor pool for gas and auto supplies operated by the Department of Public Works.

Overview

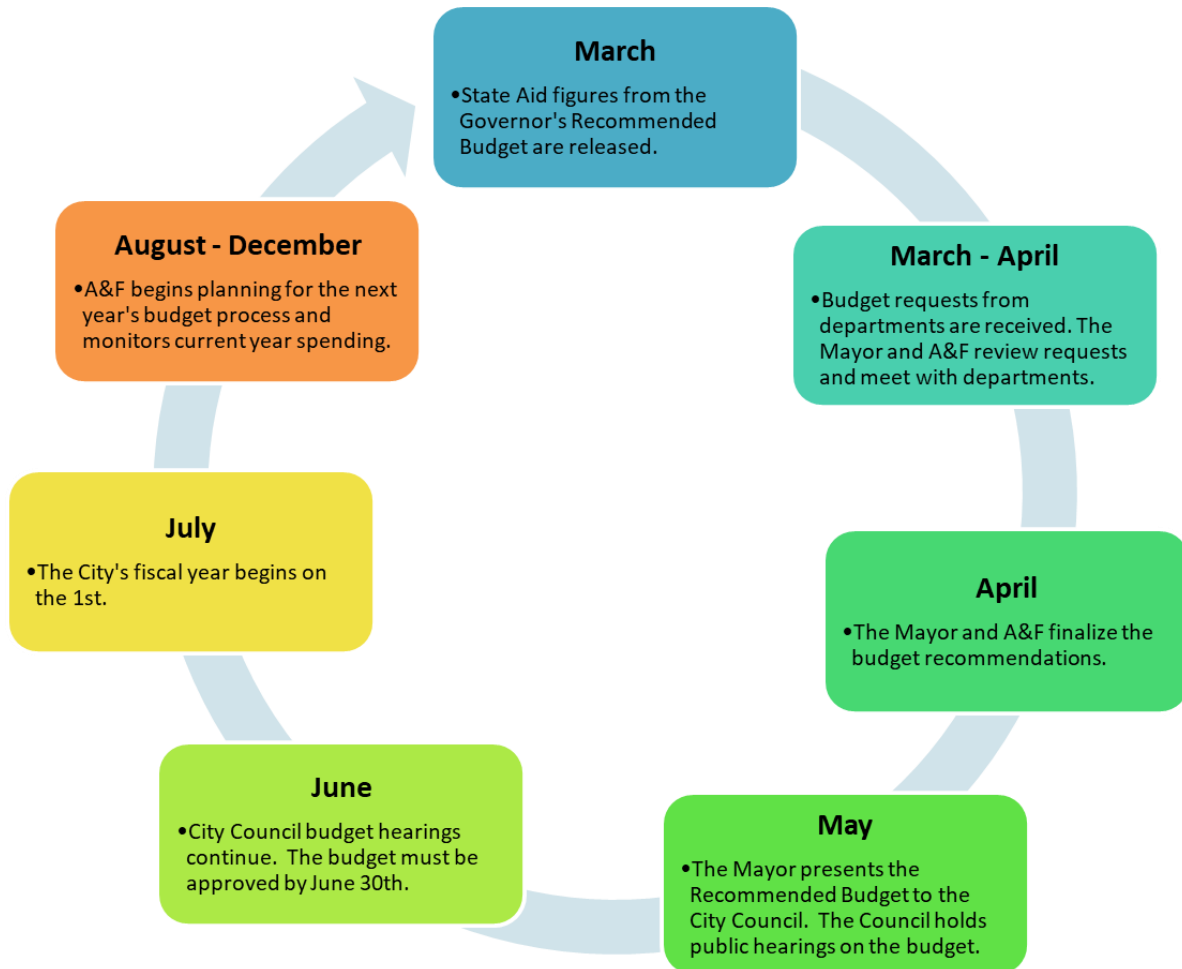
Fiduciary Funds: All fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

- ◆ The Pension and Other Post-Employee Benefit Trust Fund is used to account for the activities of the Retirement System and the City’s defined benefit healthcare plan, which accumulate resources to provide pension and OPEB benefits to eligible retirees and their beneficiaries.
- ◆ The Private-Purpose Trust Fund is used to account for trust arrangements that exclusively benefit individuals, private organizations, or other governments. Some of these trusts have donor restrictions and trustee policies that do not allow the endowment portion and any unrealized appreciation to be spent. The donor restrictions and trustee policies only allow the trustees to authorize spending of the realized investment earnings. The City’s educational scholarship trusts are accounted for in this fund.



City of Springfield Budget Cycle



Budget Calendar

Early March: Preliminary state aid estimates were distributed to municipalities through the *Cherry Sheet*. The Office of Administration & Finance (A&F) reviews the potential impact of the Governor's proposed State Budget on the City.

Mid-March: The Mayor and A&F review departments' budget requests. Meetings are scheduled between department heads, the Mayor, and A&F to review departmental budgets and request supplemental materials if necessary.

Late March: 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 (CIP) and Multi-Year Financial Plan (MYFP) are required to be published no later than March 30th of any given fiscal year.

Overview

April: The Mayor and A&F draft budget recommendations.

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

May: 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: A&F 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: A&F conducts a first quarter forecast using expenditure and revenue reports. Updated surplus/deficit projections are made.

November: A&F prepares the upcoming year's budget manual and instructions for departments.

December: A&F distributes instructions to departments for the following year's budget.

The A&F staff reviews capital project requests and gathers additional information.

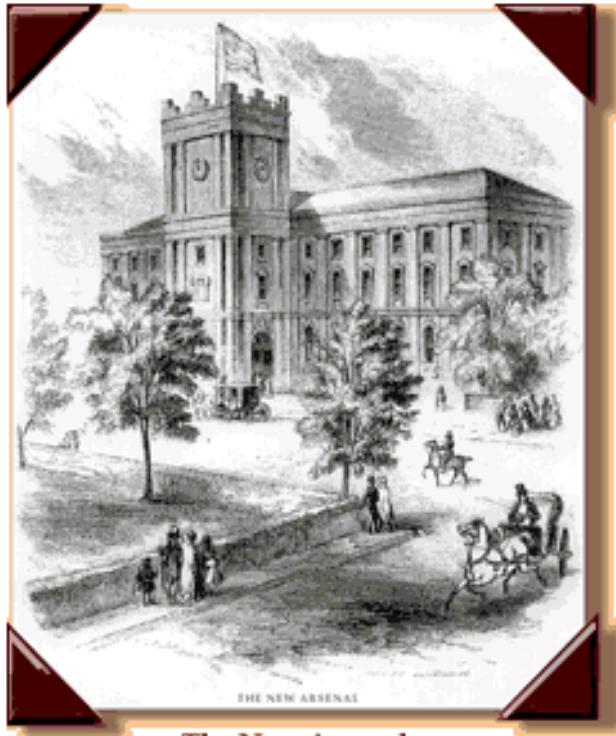
Ongoing: A&F works with City departments to manage expenses and revenues so as to maintain a balanced budget. Either party can initiate budget transfers as necessary. A&F conducts regular payroll, expenditure, and revenue forecasts.

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 square miles, Springfield is the cultural, commercial, and health center of Western Massachusetts. With a population of approximately 155,000 Springfield 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.



The New Arsenal

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 reopened in 1978 as the Springfield Armory National Historic Site and is currently listed as a National Historic Landmark.

Overview

Springfield is a city with a tremendous amount of character. As the cultural center of Western Massachusetts, the City is home to the James A. Naismith Memorial Basketball Hall of Fame, Dr. Seuss National Memorial, and the George Walter Smith Art Museum. Entertainment venues include the City Stage Theater, Springfield Symphony Hall, and the MassMutual Convention Center. Greater Springfield MGM 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 compared to other areas in New England.

Springfield is home to a diverse and growing population. According to 2020 census data, the City has over 58,000 households, and a 47.3% 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 Data Facts (Source: 2022 U.S. Census Bureau Estimates)

Government Characteristics		Ten Largest Employers (2022)	
Founded	1636	Mass Mutual Financial Group	9,844
Date of Incorporation as a City	1852	Baystate Health Systems	8,000
Form of Government	Mayor / Council	Big Y World Class Markets	6,000
Number of City Councilors	13	Smith & Wesson Inc.	2,204
		Mercy Medical Center	1,595
		Center for Human Development	1,400
		Springfield College	1,000
		Verizon	1,000
		MGM Springfield	891
		Western New England University	855
Geographic Characteristics		Employment Sector Information	
Land Area (Square Miles)	32	Educational & Health Care Services	31%
Persons Per Square Mile	4,803	Manufacturing	12%
		Retail Trade	11%
		Food Services & Accommodation	9%
		Management & Administration	8%
		Finance & Insurance	6%
Population Characteristics		Parcels	
Population	154,789	Single Family	26,461
% Male / Female	48% / 52%	Residential Condominiums	1,825
Median Age	33.3	Two and Three Family	7,661
Average Family Size	2.57	Residential Vacant Land	2,600
Race:		Apartment	676
White alone (not Hispanic or Latino)	28.9%	Misc Residential	90
American Indian and Alaska Native	0.5%	Mixed Use (Residential and Commercial)	269
Black	20.8%	Chapter 61 Land	2
Asian	2.8%	Commercial	2,101
Two or More Races	13.0%	Industrial	333
Hispanic or Latino	47.5%	Personal Property	3,425
Native Hawaiian and Other PI alone	0.0%	Exempt Parcels	2,365
Household Characteristics (2017-2021)		FY2023 Tax Rates (Per \$1,000 Value)	
Households	58,344	Residential Tax Rate	\$ 17.05
Persons Per Household	2.57	Average Single Family Home Value	\$ 215,700
Persons Under 5 Years Old	6.5%	Commercial / Industrial / Personal Property	\$ 36.40
Persons Under 18 Years Old	24.9%		
Persons Over 65 Years	12.6%		

Overview

Springfield Economy

Springfield is in the midst of a sustained period of economic growth. Since June 2011, the City has seen over \$4 billion in investment into its economy. From the opening of the MGM Springfield resort casino, to major investments announced by Big Y and MassMutual into Springfield properties, Springfield is seeing investments that will generate new opportunities for residents. These developments also help support the City's ability to collect revenue and make crucial investments that support further growth.

The City of Springfield continues to invest in projects aimed at bringing more economic opportunity to our residents. 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 major initiatives include:

- ◆ **Investments in Neighborhoods:** The City is investing in numerous projects to enhance the quality of life in our neighborhoods, making Springfield an attractive place to work and live. In FY23, the City authorized a \$30M investment in projects around Springfield. This includes \$14.6M towards the construction of the new Ted Plumb athletic field at Duggan Park. The project will consist of constructing a new state-of-the-art synthetic turf football field surrounded by a new rubberized running track, athletic field lighting, two new basketball courts, a community garden, accessible walkways, a new fitness area for the community, as well as upgrades to the existing grass baseball, softball and soccer fields, improved parking areas and an amenity's building to accompany the fields. This project will be completed in phases and is on track to be fully completed in fall of 2025.

In addition to the Ted Plumb athletic field, the City continues to invest and improve parks in neighborhoods across Springfield. These investments carry into FY24, including a \$1M investment in improvements to Walker Grandstand in Forest Park and \$1M to Greenleaf Park, both projects which are slated to begin in summer of 2023. The FY24 budget also continues to fully fund neighborhood libraries, and the new East Forest Park Library which opened in the fall of 2019. A new investment for FY24 will increase the open hours at the East Forest Park Library to include extended morning and evening hours to better serve resident schedules.

The City will be putting a total of \$18.7M, \$15M of which is grant funded with a \$3.7M City match, towards safety improvements to 10 corridors and 15 intersections throughout Springfield. This project will allow for the City to keep up with the constant deterioration of roadways by addressing resurfacing and reconstruction every 20 years. This funding will allow the City to keep our roads safe for residents and visitors.

- ◆ **Downtown Revitalization:** Downtown Springfield is the cultural and economic heart of Western Massachusetts. From the 1980s through the 2000s, Springfield's downtown was affected by the trends towards deindustrialization that negatively influenced metropolitan areas across the Northeast. Today, through proper investments, downtown is now attracting more people from around the region for work and recreation.

Major investments include the usage of \$2.8M of ARPA (American Rescue Plan Act) funds to acquire three properties in the City's Metro Center. The portfolio totals over 130K gross sq. ft. of opportunity in the heart of downtown's central business and entertainment district. Funding is being used to reduce the negative impacts that the properties currently have on the neighborhood and to position them for future productive re-use. The City anticipates final negotiations with a

Overview

preferred developer during summer of 2023, with transformation and redevelopment beginning shortly afterwards.

The City will continue to build on the hundreds of millions of dollars in private and public investment in Springfield's downtown that occurred over the last decade. To that end, the City is investing \$4M in the redevelopment of the Court Square Hotel property adjacent to City Hall. This historic building, once a symbol of Springfield as an early industrial and innovation hub, has been vacant and sliding into disrepair for decades. The restoration of this landmark hotel will be a sign of how far the City has come over the past decade. The building's return to the tax rolls is also emblematic of how public investment can help spur private development, which in turn allows the City to provide more resources for residents. Once completed, the Court Square Hotel will be converted into 64 housing units and provide 12,000 square feet of retail and restaurant space on the first floor. This project is anticipated to be completed in FY24.

The City was awarded \$3M, with no match required, from Amtrak to improve the Riverfront Park entrance. A \$3.1 million renovation to the Riverfront Park was completed three years ago. The park is now a place for residents, workers, and tourists to relax and enjoy the City's riverfront, as well as a location for concerts and public events. This new funding from Amtrak will be used to help renovate the downtown entrance by making it more handicap accessible and permanently blocking access to the park over two active rail lines, enhancing public safety and access to the park for residents.

- ♦ **Investments in Education:** Education is an essential element of any economic development effort. Investments in education pay immense dividends for our residents, providing the City with a well-prepared workforce, attracting new residents, and giving our students the tools they need to succeed after graduation.

Through its partnership with the MSBA and other organizations, the City has been able to invest \$409.6M in school construction and improvement projects since 2008. Construction continues for the \$95.1M state-of-the-art DeBerry-Swan co-located elementary campus, which is expected to open its doors to students for the 2023-2024 academic school year. The City is proud to begin work on the Central High School Athletic Field upgrade. The project provides the Central High School community and student athletes with two new state-of-the-art synthetic turf fields, which will accommodate baseball, softball, soccer, lacrosse, and football. The new field's area will provide a significant benefit to the school community, a reduced maintenance burden, and provide accessible walkways for spectators to enjoy the games

As of this part year, ESSER funding for the school department is now able to be used for capital improvement projects. Much of this funding has been slated towards improvements within the City's school system. These projects include necessary boiler upgrade projects were completed as part of the MSBA's accelerated repair program. These projects include \$46.5M toward energy efficient upgrades to existing HVAC systems in our schools. This project will provide a cost savings and improve air quality to ensure safe and healthy learning environments for students and staff. \$3.8M has been put towards virtual school locations. Another \$5M will be put toward creating a data network to 4G throughout all schools. Of that, \$1.5M will launch a city-wide private 4G/5G network for at-home internet access and \$3.5M will replace the in-school wireless network that is approaching the end of its useful life

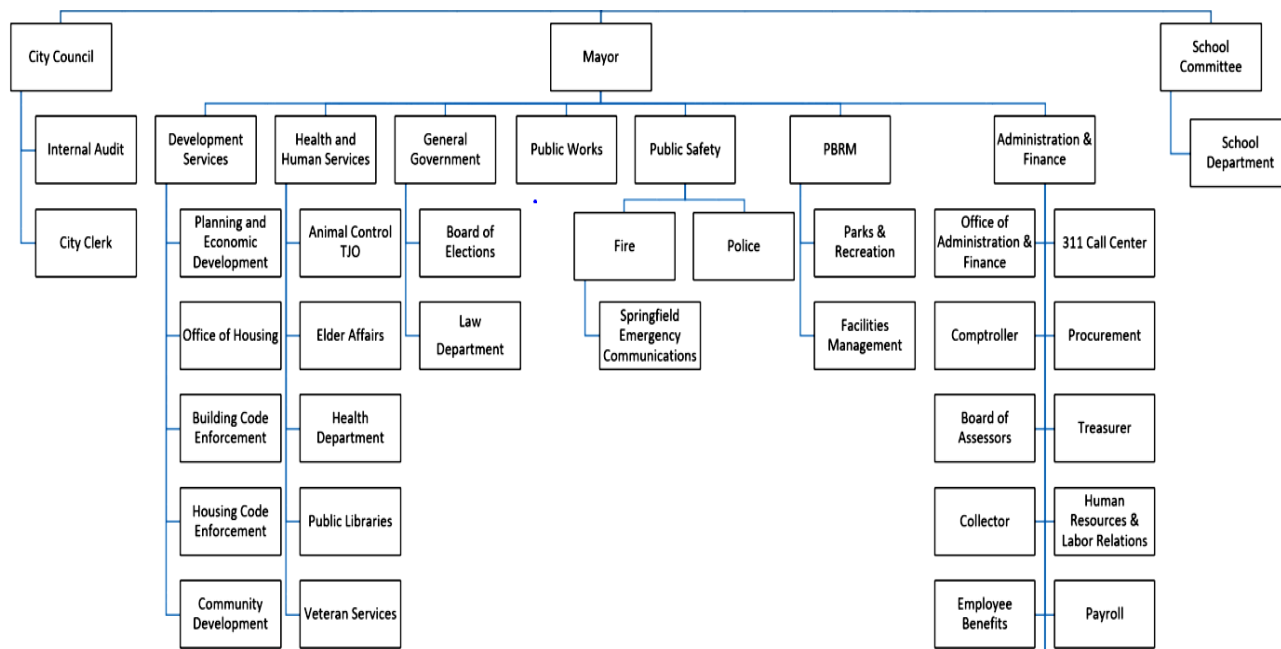
- ♦ **Public Safety:** Public safety is a top priority of the Administration and is essential to any community's long-term economic success. In FY23, Springfield began implementing the City's newly integrated Computer Aided Dispatch (CAD) and Records Management system. The City is planning a consolidation of the City's two current CAD systems onto one platform. The ability to run both Police and Fire Department dispatch communications through a consolidated system will allow for a coordinated public safety response, decreasing call processing time, the delivery time of incident-related supplemental information, and ultimately reducing emergency response time.

The FY24 budget builds on previous investments in public safety. A new academy class of 50 police officers is scheduled to begin early in the fiscal year. The Police Department will also continue its path to accreditation under the Massachusetts Police Accreditation Commission. To stay atop of attrition, the Fire Department has scheduled two academy classes in the Fall and Spring of FY24 anticipating a minimum of 18 recruits cumulatively. Additional funding is allocated for fire fighters' turn out gear, our newly implemented EpiPen program, Bomb Squad equipment replacement, and SCBA air bottle replacement. These investments will help keep our residents and their property protected, and will help promote Springfield as a safe destination for businesses and tourists.

The consolidation of Police and Fire Dispatch services in a single location has helped improve the efficiency of the Springfield Emergency Communications (SEC) department dispatch center. This project included a \$900,000 renovation of the existing dispatch center, as well as an investment in new IT infrastructure for the center that will increase the effectiveness of SEC operations.

Together, these investments will help ensure Springfield's continued economic growth. Through careful planning, and the strategic use of resources, the City will continue to work towards promoting growth that is sustainable, and geared towards enhancing the quality of life of all members of our community.

Organizational Structure Overview



Overview

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 to a term of no longer than three years and reports directly to the Mayor. The Board of Assessors, Treasurer, Collector, Budget Director, Comptroller, Chief Information Officer, Chief Procurement Officer, Director of Human Resources/Labor Relations, Director of Capital Asset Construction, Director of Employee Benefits 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. This was completed in Fiscal Year 2013 and incorporated into the budget cycle.

In preparation for the annual budget development process, the Mayor and key city staff meet to discuss and review the Strategic Plan. An analysis of the concerns, needs, and priorities of the City is conducted to determine any new critical issues which may need to be addressed, and any goals which may need to be updated. During the Mayor's Budget Hearings, Department Heads discuss and confirm with the Mayor what their program goals and objectives for the next year are, how they relate to the City's Strategic Goals, and the performance measures that will be used to measure these objectives.

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 broad goals to serve as strategic priorities for the City. The following statements are a result of those efforts.

Vision

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

Mission

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

Values

The City will operate with the following values:

Accountability

Operate with integrity, fiscal responsibility, and transparent practices

Diversity

Respect and celebrate differences in all aspects of community life

Collaboration

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

Continuous Improvement

Encourage new ideas, creative solutions, and innovation

Strategic Priorities

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

Public Safety Related Initiatives

- a. Enhance public safety in the City of Springfield's neighborhoods
- b. Enhance the quality of life by providing fire protection and prevention, emergency response services, and public education activities.
- c. Promote clean, healthy, safe, and sustainable neighborhoods throughout the City of Springfield

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

Education Related Initiatives

- a. Enhance the quality of the Springfield Public School System
- b. Enhance the services offered by City departments that encourage citizens to participate in life-long learning opportunities

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

Economic Vitality Related Initiatives

- a. Encourage economic development in the City of Springfield by retaining current businesses, seeking out new businesses and working to make Springfield a place where companies want to locate
- b. Support development by investing in the City's physical infrastructure

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

Healthy Neighborhoods Related Initiatives

- a. Improve public services that engage citizens within their neighborhoods
- b. Address quality-of-life issues for all citizens through outreach and prevention programs
- c. Enhance overall appearance of communities and neighborhoods within the city to improve quality of life

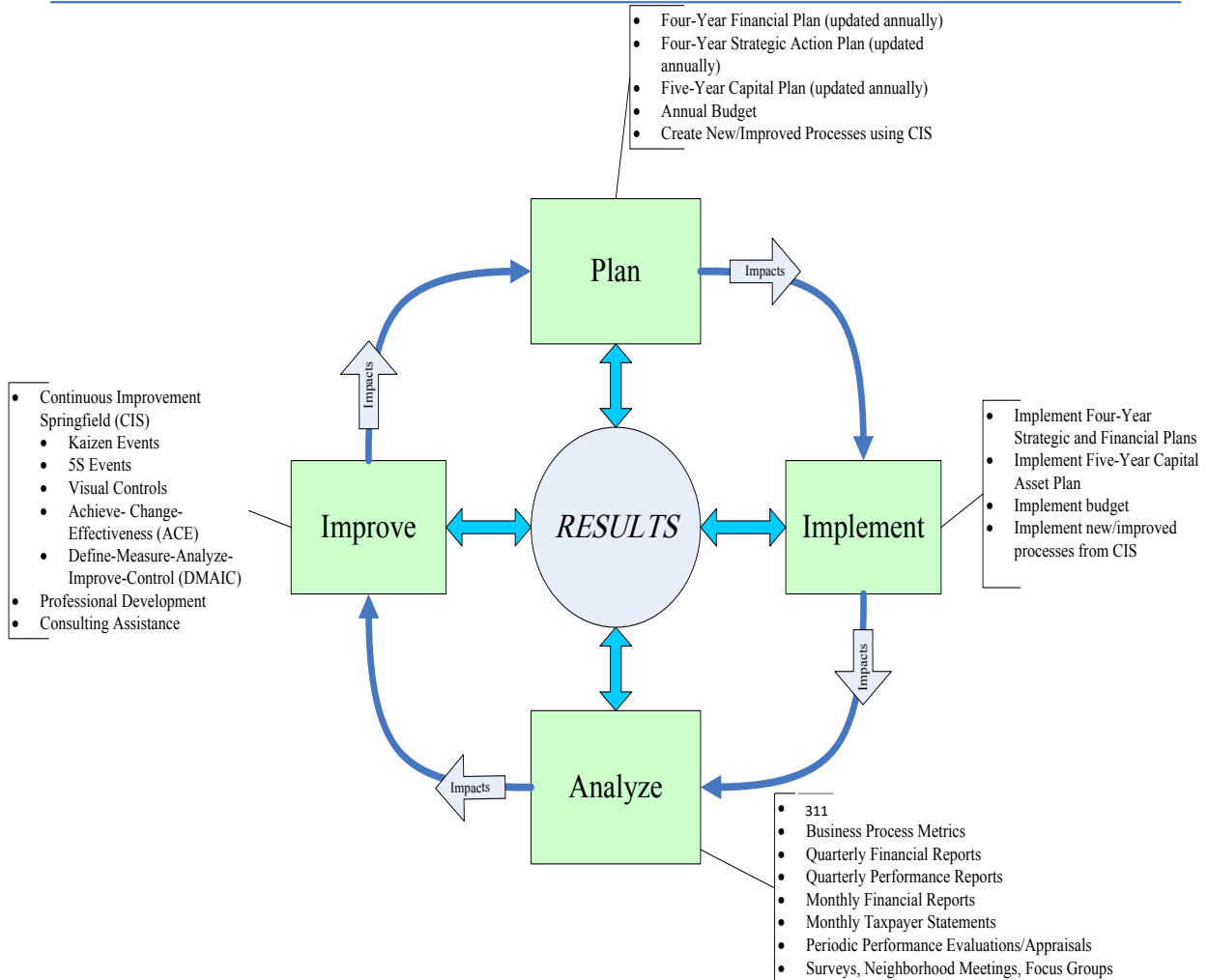
5. Fiscal & Operational Excellence - Ensure operational excellence, fiscal health, and sustainability in all divisions, departments, programs, and activities

Fiscal & Operational Excellence Related Initiatives

- a. Improve the City's long-term fiscal outlook through sound fiscal policies
- b. Enhance the transparency of financial management
- c. Deliver services in the most effective and efficient way possible

After setting the priorities the Administration wanted to focus on, Departments were asked to review the priorities against their own internal goals and objectives. The purpose of this step was to create goals, objectives, and targets within individual programs, all of which were geared toward achieving the five identified priorities. This effort helped shape the final product, so that each Strategic Priority is closely matched with specific goals, objectives, and performance metrics at every level.

City of Springfield Management Framework



Overview

Definition of Terms

One inevitable issue in the development of strategic plans is confusion over terminology. The following are the terms used in the City of Springfield's strategic plan. Development of this framework and these definitions were heavily based on the Best Practices for Establishment of Strategic Plans published by the Government Finance Officers Association.

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 purpose for 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, and the organization's goals, strategies, programs and activities cascade down from the mission statement.

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 long-term, entity-wide aims to address the most critical issues facing the community concerning the City's vision or in response to major change or challenges. These are expressed by the Mayor and are the strategic priorities of Springfield's municipal government.

Citywide Strategic Initiatives – The organization's strategic initiatives are sets of strategies that can be implemented to achieve the Citywide Strategic Goals. The strategic initiatives breakdown the strategic goals into more actionable steps. In future years, the Citywide Strategic Initiatives can be used by Departments as a reference for setting their own program goals and objectives.

Program Goals – A department or departmental program's long-term aims to address

Program Objectives – 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 objectives included in the plan. The aim or target of individual objectives is something that advances or supports the strategic goals. Departmental/program objectives are short-term oriented and specific.

Objectives should be SMART (Specific, Measurable, Attainable, Realistic, and Tangible). An objective 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. An objective is attainable and realistic if those who are knowledgeable of the particular operations and processes needed to achieve the objective can conceive of how it might be accomplished. Lastly, an objective is considered measurable if the objective statement itself articulates either when the objective will be completed or what quantifiable result will be reached when it is completed.

Performance Measures – Controllable measures that are used to provide information on whether program goals and objectives are being met. Performance measures provide a link between the goals and objectives of the program, and the activities funded in the budget. The City of Springfield uses both quantitative and qualitative measures, meaning they can be provided as numbers, percentages, or verifiable yes/no statements.

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Section 2

Fiscal Summary

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Overview

The City of Springfield's financial position continues to move in a positive direction, steadily improving and gaining momentum each fiscal year. The City has strived to maximize its revenues, despite being close to its levy ceiling, stabilize expenditures through strategic spending reductions and offset expenses to grants, and continues to implement operational efficiencies to reduce costs.

The City continues to operate with modest revenue growth, making the necessary decisions to balance the budget and maintain core services. FY24 marks the ninth consecutive year in which the City has managed to avoid the use of reserve funds to balance the budget. During the eight years from FY08 to FY15, the City relied on reserves to solve budgetary shortfalls. Balancing the budget without the use of reserves is a clear testament to how effectively the administration is managing City finances.

After preparing the City's Multi-Year Financial Plan (FY24—27), which includes the City's projected revenue and expenditures for FY24, the City was confronted with an initial deficit of \$21.9M. Upon the receipt of departmental budget requests, the gap increased to \$32.2M. This deficit was driven by rising salaries due to collective bargaining agreements, rising costs of benefits, particularly pensions, contractual operating costs. In order to address the deficit and produce a balanced budget that continues funding core services, the Office of Administration & Finance carefully reviewed each expenditure and revenue line item to ensure they align not only with historical and current trends, but that each request is funded in a manner that meets operational needs and allows departments to provide a high quality level of service to the constituents. The administration continues to place emphasis on public safety, public education, economic development, healthy neighborhoods, and community services.

While the City initially faced much economic and financial uncertainty due to the ongoing COVID-19 pandemic, the American Rescue Plan Act (ARPA) has continued to provide significant relief. This historic aid package, which was signed into law by President Biden on March 11, 2021, allocated \$123.8M in direct aid to Springfield over the next three (3) years. This funding is far more flexible in eligible uses than the CARES Act funding, most notably the ability to plug deficits in locally sourced revenue accounts that were drastically reduced. Mandated business closures and other COVID-related restrictions caused the City to lose \$10M+ in annual revenue compared to pre-pandemic times, leaving us in a position which impacted vital services and programs. This funding, however, provides the flexibility and financial security needed to "weather the storm" as we continue to work to defeat COVID-19 and address any financial challenges along the way.

The FY24 budget demonstrates the Mayor's commitment to community services through its appropriations for the City's public libraries, parks, and public works. The budget will continue to provide funding for a dedicated Sidewalk Crew for the Department of Public Works, as well as the supplies needed to make necessary repairs and upgrades to the City's sidewalks. This crew will repair and improve aging sidewalks, ensuring a high quality of life for residents in all neighborhoods throughout the City.

The FY24 budget continues to fund all senior centers and libraries. This year's appropriation will continue funding center programs that promote fitness, education, health screenings, recreational activities, trips and special events. The FY24 budget will continue the free hot meal program that has been implemented at the Raymond A. Jordan Senior Center. In addition, the East Forest Park Library

will have expanded hours throughout the week so more citizens are able to enjoy the many services and programs the branch provides. The East Forest Park Library and Mason Square Library Community Rooms availability for community group reservation has also been expanded to 5 nights a week.

The FY24 budget maintains current Police and Fire Department complements. Public Safety continues to be at the forefront of the Mayor's strategic initiatives, and the FY24 budget reflects this dedication to the safety of all residents, visitors and businesses. The department continues to focus on quality of life issues by supporting neighborhood initiatives, C3 policing units, and maintaining the Ordinance Flex Squad.

Furthermore, the budget continues to fund key deployment strategies without reducing police officer presence in the City's neighborhoods. The E3 Metro Policing Unit provides 24/7 staffing to key areas ranging from Union Station to the MGM Casino and the Basketball Hall of Fame. The creation of a dedicated unit for this high traffic area of the city will free up more officers for work in the City's neighborhoods. The budget also funds the North End Initiative, real-time crime analysis, four C3 Policing Units, the gaming enforcement ordinance Squad, added additional shot-spotter coverage totaling 8.0 square miles, and cameras which assists with the department's response to gun violence.

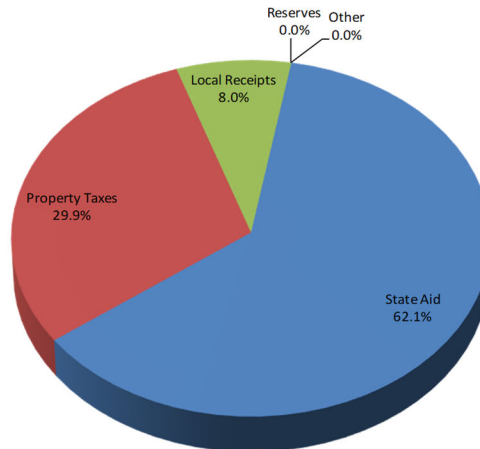
Enhancing public safety is often also achieved by improving economic conditions in urban areas. At the same time, strengthening public safety will attract more residents and businesses to Springfield, therefore increasing economic development. Business development continues to expand in upcoming years, with projects such as the redevelopment of Court Square Hotel property in downtown, and the \$95M state of the art Deberry-Swan School project.

In March 2022, Standard & Poor's (S&P) confirmed the City's AA- bond rating, with a negative outlook, This continues to be the highest rating in the City's history, steadily improving from its A- rating ten years ago. This credit rating review focuses on the City's strong institutional core by highlighting Springfield's "management with 'strong' financial policies and practices, strong budgetary performance, and strong budgetary flexibility." These rating improvements demonstrate how well the City has recovered since the last economic downturn, and our commitment to fiscal sustainability.

Revenue Overview

Fiscal 2022 Actual General Fund	Fiscal 2023 Adopted General Fund	Fiscal 2023 Revised General Fund	Fiscal 2024 Recommended General Fund	% Change from FY23 Adopted	% Change from FY23 Revised
817,040,569	819,017,747	903,819,745	877,912,906	7.2%	-2.9%

FY24 Revenue Sources



Revenue from multiple sources subsidize the City's budget. These sources include State Aid, local source revenue, and local receipts. The City's FY24 Recommended Revenue Budget totals \$877.9M, a 7.2% increase over the FY23 Adopted budget. Revenue estimates are forecasted by combining an analysis of historical revenue data and current economic data to predict future revenue trends. Additional analysis is conducted for any expected changes in cost or demand of fees, fines, or services. No major changes in demand or cost for services are expected for FY24.

The most significant factors driving the revenue increase include:

- ◆ Chapter 70 State Aid (Education)
- ◆ Unrestricted General Government State Aid
- ◆ Increase in the City's Property Tax Levy

To understand the FY24 revenue projections, it is important to understand the different sources that are used to fund Springfield's operating budget.

State Aid

State Aid is the largest source of revenue for the City of Springfield, on average accounting for 62.1% of the City's total revenue. In FY24, the City estimates it will receive \$545.3M in State Aid, an increase of \$39.8M, or 7.9%, over FY23. There are several different categories of State Aid. 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	477,737,768
Charter Tuition Assessment Reimbursement	21,850,133
TOTAL SCHOOL AID	499,587,901

Included in Springfield's Cherry Sheet are also assessments the Commonwealth charges for services. These services include the Pioneer Valley Transit Authority (PVTa) regional transit system and charter school tuition. Springfield's FY24 assessments are \$96.5M, an increase of \$3.0M over the previous fiscal year.

State Education Aid

State Aid for Education has increased significantly over the past ten years, from \$242M in FY09, to \$499.6M in FY24. Despite this growth, the School Department still needs to solve for budget gaps each year. The Governor's recommendation increased School Aid significantly. State Education Aid comes in the form of Chapter 70 Aid and Charter School Tuition Reimbursement.

Chapter 70

Springfield is anticipating to receive \$477.7M of Chapter 70 Aid in FY24, an increase of \$38.6M. 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, its Chapter 70 Aid may be reduced the following fiscal year. The City's NSS requirement will increase in FY24 from \$483.9M to \$525.8M, increasing Springfield's required local contribution from \$44.7M to \$48M.

Charter School Tuition Reimbursement

Springfield is estimated to receive \$21.8M in charter tuition reimbursements, a decrease of \$3.8M from FY23. Charter tuition reimbursements cover a small percentage of the cost for charter school tuition. Springfield's FY24 costs for charter school tuition are \$86.8M, a \$3.0M increase from FY23.

Massachusetts' Chapter 70 program assigns State Aid to each student in every school district, as 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 slowly phases in the costs of charter tuition assessments for new students, providing temporary relief to the public school district.

State Non-Education Aid

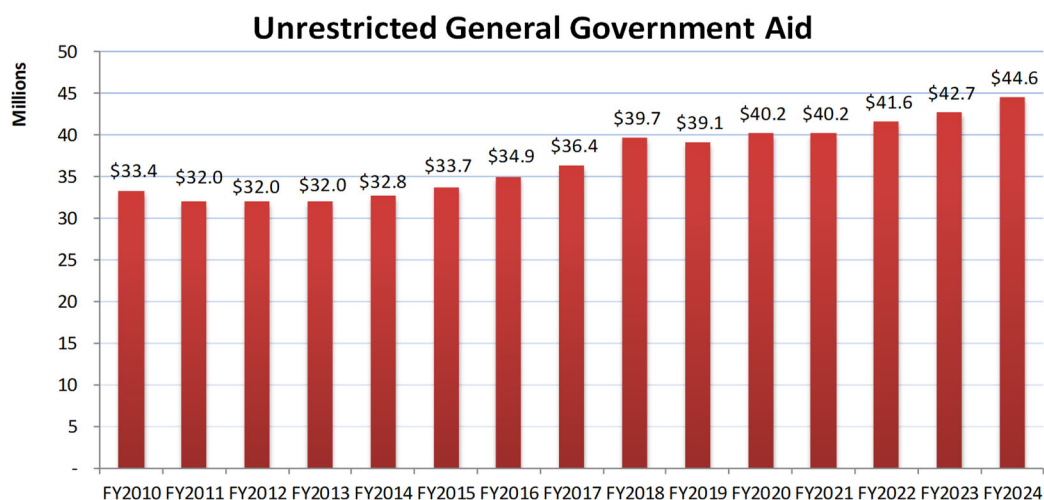
Ninety percent of Springfield's State Aid supports education. While educational aid has increased in previous years, decreases in Non-Education Aid have directly impacted core City services, resulting in program reductions and layoffs. Because of the City's reliance on State Aid to support its budget, the City is subject to the economic effects experienced by the Commonwealth and continuously monitors State budget actions throughout the year to understand their potential impact on Springfield. The City estimates it will receive \$45.6M in Non-Education Aid from the State for FY24, an increase of \$1.8M , or 4.2% over FY23. This Aid comes in the following forms:

Non-Education Aid	
Unrestricted Gen. Gov't Aid	44,555,159
Highway Revenue	-
Police Career Incentive	-
Urban Renewal Projects	-
Veterans Benefits	629,361
Exempt: Vets, Blind Persons & Surv Spouses	433,067
Exempt: Elderly	-
Abandoned Property	20,000
State Owned Land	42,063
TOTAL NON-EDUCATION AID	45,679,650

TOTAL STATE AID	545,267,551
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Unrestricted General Government Aid

In FY24, Unrestricted General Government Aid (UGGA) is \$44.5M, a \$1.8M increase over FY23. In the past, reductions in UGGA have impacted City services and required program and staffing reductions in order for the City to balance its budget.



The amount of UGGA we are projecting to receive in FY24 falls short of our Required Local Contribution. Because UGGA is directly “passed through” to the School Department to fund this contribution, any shortfall results in the City having to identify additional funding within our operating budget in order to meet the requirement.

Veterans’ Benefits

Springfield estimates it will receive \$629K in Veterans’ benefits this year, a decrease of \$14K over FY23. 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 estimates it will reimburse the City \$433K for exemptions. 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 it will receive \$42K in reimbursements for tax-exempt state-owned land in FY24, which is a slight increase over FY23. The State reimburses municipalities for the tax revenue lost on state land in City limits. Buildings are not included in this reimbursement. The Commonwealth re-appraises state-owned land every four years and adjusts the valuation in the interim years based on recent sales and purchases.

Local Source Revenue

Approximately 40% 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 health of the economy impacts these local collections.

Local Source Revenue	
Real & Personal Property Taxes, net of refunds	262,606,704
Motor Vehicle and Other Excise Tax	12,500,000
Hotel/Motel Tax	1,150,000
Meals Tax	2,225,000
Charges for Services	546,000
Penalties and Interest on Taxes	1,726,000
Payments in Lieu of Taxes (PILOT)	18,253,591
Licenses and Permits	5,305,600
Fines and Forfeitures	6,275,383
Rentals	113,758
Departmental and Other	2,650,000
Schools and Other	1,170,459
Investment Income	2,966,442
Medicaid	5,220,000
Cannabis Impact Fee	1,245,091
Miscellaneous	8,691,328
Total Local Source Revenue	332,645,355

Property Taxes

The City of Springfield is projecting the receipt of \$262.6M in property taxes for FY24. Property tax revenue accounts for 80.4% of the City's local source recurring revenue. While property tax is the City's largest locally-controlled 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 based on the State Municipal Modernization Act of 2016. The total tax value of land is also known as the gross levy. The gross levy is partitioned amongst all non-exempt parcels throughout the City; the levy amount for a single parcel of land is known as the 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, and these funds are 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; this is known as 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; this is 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: a 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; these actions require voter approval.

Springfield's property tax rate set for FY23 is \$17.05 per \$1,000 of value for residential property and \$36.40 per \$1,000 of value for commercial, industrial, and personal property.

The City's projected net levy for FY24 is \$262.6M. 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.

Local Receipts

The City of Springfield anticipates collecting \$70M in local revenue from sources other than personal or real property taxes, a increase of 7.6% from FY23 projected amounts. Local receipts include vehicle excise tax, building permits, parking ticket fines, and the 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. However, FY24 brings revenue back up to pre-COVID estimates. Therefore, we see a bigger increase in department revenue than in previous years. The City has also made great strides in recent years to improve its collection of local receipts.

Departmental Revenue

This category includes a variety of miscellaneous and departmental revenue projected to be \$2.7M in FY24. Included in this revenue category are parking meter reimbursements, various departmental fines and fees. No major changes in fees or cost for services are expected for FY24.

Motor Vehicle Excise

In FY24, the City anticipates collecting \$12.5M in motor vehicle excise taxes, a decrease of \$500K from FY23. 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 projects collecting \$1.1M in hotel/motel excise taxes for FY24. In 2009, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs to offset cuts to State Aid. One of the tools was an increase to the Room Occupancy Excise from 4% to 6%. The City was previously reluctant to implement this local option because Springfield is one of three cities that currently has an enhanced room occupancy tax, due to the convention center housed here. The city's current room occupancy excise rate is 5.7%.

Charges for Services

The City estimates that charges for services will total \$546K for FY24, a decrease of \$3K over FY23. 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 FY24, penalties and interest on taxes are expected to be \$1.7M. 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 FY24 is estimated to be \$18.2M, an increase of \$1.7M over FY23. 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. Some 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. The Chapter 121 revenue is also included in this category, which includes MGM's annual 121A contract payments.

Licenses and Permits

Licenses and Permits revenue is expected to total \$5.3M in FY24. 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 \$6.2M in fines and forfeitures in FY24, \$2.3K less than FY23 projected amounts. The City collects fines for a variety of violations issued by several departments, including the City Clerk's Office, the Planning and Economic Development Department, and the Treasurer/Collector's Department.

Interest Earned on Investments

Interest earned on investments will generate \$3.0M in FY24, \$700K more than FY23. 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 investment opportunities that are available to municipalities.

Reserves

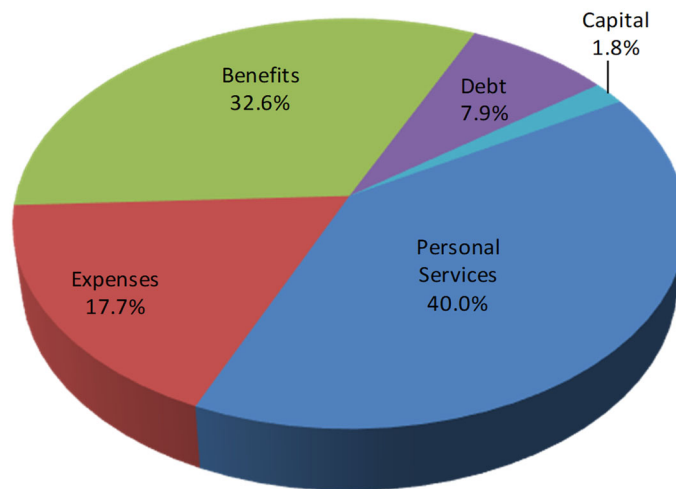
The City of Springfield's FY24 budget includes zero use of stabilization reserves, an accomplishment the City has now achieved for the eighth consecutive year. Prior to FY16, the City had been unable to accomplish this goal dating back to FY08. Over the past 10 years, the City has worked hard to increase its reserve balances through careful planning and tracking of expenditures. 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.

Expenditure Overview

The FY24 Recommended Budget appropriates \$877.9M for municipal and educational purposes. This represents an increase of 7.2% from the Adopted FY23 Budget. The total budget funds both the School Department and all City departments (Police, Fire, Public Works, etc.).

Fiscal 2022 Actual General Fund	Fiscal 2023 Adopted General Fund	Fiscal 2023 Revised General Fund	Fiscal 2024 Recommended General Fund	% Change from FY23 Adopted	% Change from FY23 Revised
759,517,602	819,017,747	824,698,203	877,912,906	7.2%	6.5%

FY24 City Budget Breakdown



Personnel

The largest expense in the City's budget is personnel. The FY24 budget appropriates \$115.9M for non-school salaries and overtime. This represents funding for 1,497.3 General Fund Full Time Equivalents (FTEs) across all City departments. In addition, there are 56.0 Solid Waste Enterprise Fund FTEs at DPW, 98.2 Grant Funded Employees across all departments, and 20.0 Trust Funded Employees across several departments.

In addition to salaries and overtime costs, the budget's contribution is \$94.6M for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 31.9% 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 restructure and reallocate duties in an effort to find savings. The City has a Personnel Review Committee (PRC), comprised of representatives from the Mayor's Office, Human Resources, and the Office of Administration and Finance that reviews every hire, including backfills, promotions, and new non-School Department positions. Throughout the year, and during the budget process, PRC reviews existing staffing levels and funded vacancies to identify opportunities to reduce vacant positions and restructure departments, where necessary, as a measure for controlling growth. Personnel changes for individual departments are detailed in each department's narratives.

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. Currently, the City has twelve non-School union contracts, one of which will be settled through FY23 or later, while the other's new terms are currently being negotiated. The Administration continues to strive to promptly settle all union contracts. The budget also includes a 2.0% COLA increase for all non-bargaining employees.

DEPARTMENT	FY21	FY22	FY23	FY24	Change FY24-FY23
CITY COUNCIL	16.0	16.0	16.0	16.0	-
CITY CLERK	10.0	11.0	12.5	11.0	(1.5)
INTERNAL AUDIT	3.0	3.0	3.0	3.0	-
Non-Mayoral Subtotal	29.0	30.0	31.5	30.0	(1.5)
BOARD OF ELECTION COMMISSION	5.0	5.0	5.0	5.0	-
MAYOR	8.0	8.0	8.0	8.0	-
LAW	31.5	37.0	36.5	33.0	(3.5)
General Gov't Subtotal	44.5	50.0	49.5	46.0	(3.5)
CAFO/OFFICE OF ADMINISTRATION & FINANCE	12.0	14.0	14.0	14.0	-
FINANCE	-	-	-	-	-
CITISTAT	-	-	-	-	-
311	9.0	9.0	10.0	11.0	1.0
COMPTROLLER	8.0	7.0	7.0	7.0	-
OFFICE OF PROCUREMENT	7.0	7.0	7.0	7.0	-
BOARD OF ASSESSORS	12.0	12.0	13.0	13.0	-
TREASURER	9.0	9.0	9.0	9.0	-
COLLECTOR	7.0	7.0	7.0	7.0	-
HUMAN RESOURCES AND LABOR RELATIONS	9.0	9.0	8.0	8.5	0.5
EMPLOYEE BENEFITS	6.0	7.0	7.0	7.0	-
PAYROLL DEPARTMENT	-	-	-	-	-
INFORMATION TECHNOLOGY DEPARTMENT	13.0	14.0	14.2	15.2	1.0
CAPITAL ASSET CONSTRUCTION	5.0	5.0	5.0	5.0	-
A&F Subtotal	97.0	100.0	101.2	103.7	2.5
PLANNING DEPARTMENT	12.0	12.0	11.0	9.0	(2.0)
COMMUNITY DEVELOPMENT	-	-	-	-	-
BUILDING - CODE ENFORCEMENT	28.0	28.0	28.0	29.0	1.0
HOUSING - CODE ENFORCEMENT	16.0	15.5	17.0	17.0	-
Planning and Eco Dev Subtotal	56.0	55.5	56.0	55.0	(1.0)
PARKS DEPARTMENT	83.0	79.0	80.0	83.5	3.5
FACILITIES MANAGEMENT	29.0	30.0	28.0	28.0	-
PBRM Subtotal	112.0	109.0	108.0	111.5	3.5
POLICE	573.0	577.0	572.0	574.0	2.0
FIRE	273.0	284.0	287.0	288.0	1.0
EMERGENCY COMMUNICATIONS	52.0	54.0	55.0	55.0	-
Public Safety Subtotal	898.0	915.0	914.0	917.0	3.0
DEPARTMENT OF PUBLIC WORKS	80.0	79.5	80.0	80.0	-
Public Works Subtotal	80.0	79.5	80.0	80.0	-
TJ O'CONNOR ANIMAL CONTROL	15.0	15.5	15.5	21.0	5.5
HEALTH & HUMAN SERVICES	24.6	27.6	28.6	30.6	2.0
DEPARTMENT OF ELDER AFFAIRS	8.6	8.4	8.4	7.4	(1.0)
VETERANS SERVICES	6.0	6.0	6.0	6.0	-
LIBRARY	77.3	80.7	87.2	89.1	1.9
HHS Subtotal	131.5	138.2	145.7	154.1	8.4
CITY GRAND TOTAL	1,448.0	1,477.2	1,485.9	1,497.3	11.4

Growth in personnel was slowed during FY20 and FY21 as part of the City's fiscal strategy response to the unprecedented changes in revenue collection as a result of COVID-19. As departments resumed operations to their pre-COVID capacity, the residual impacts of COVID-19 were shown through increased need and demand for services. The growth in personnel levels for FY22 and FY23, and the

projected levels for FY24, are a direct result of the increase in demand for City services and the City's commitment to providing high-quality services in a timely manner.

Health Insurance

Springfield's FY24 budget includes \$29M for health insurance for City department employees, a 6.1% increase from the FY23 budget. This amount pays for active and retired City employees. The administration has continued to focus on offsetting the costs of insurance to grants whenever possible.

Prior to 2007, the City's health insurance costs were approximately 10% of the budget and was 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. In order to control costs, Springfield became the first Massachusetts municipality to join the Group Insurance Commission (GIC). The GIC purchases health insurance for State and municipal 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 of 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.

In addition to health, dental, and vision insurance premiums, the City provides 100% reimbursement for Medicare Part B penalty premiums and a 50% reimbursement on life insurance policies. The City's unfunded actuarial accrued liability for other post-employment benefits is estimated to be \$1.47B based on the valuation of the system completed in FY18.

Retirement

The FY24 budget appropriates \$61.8M for retirement costs for City employees.

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 of their salary 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) in August 2005.

Chapter 32 of the Massachusetts General Laws requires municipalities to fully fund their retirement liability by 2040. Springfield has adopted an aggressive funding schedule that will fully fund its pension obligations by 2033.

For FY24, Springfield utilizes an updated pension valuation, which was completed in 2022. The schedule has total appropriations increasing 9.2% each year through FY33, with a final amortization payment in FY34. This valuation defines the City's accrued liabilities as \$898.4M, as of January 1, 2022, with a funded ratio of 35.6% at the time of its publication.

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 FY24 budget includes \$23.0M for debt service. 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.

Capital Expenses

The City's financial ordinances define capital expenses as "a facility, object or asset costing more than \$25,000 with an estimated useful life of 10 years or more." Most of the City's capital expenses are funded through the issuance of debt, and are represented in the debt service budget discussed above. The City's ordinances also require that 1.5% of local source revenue be budgeted in a "pay-as-you go" capital account, which is used to fund smaller capital purchases for which the City would not wish to issue debt.

New capital projects can result in additional general fund expenses or savings. For example, the City opened three new buildings in FY19: the Raymond A. Jordan Senior Center, the South End Community Center, and the Paul J. Fenton Public Safety Annex. These new buildings required the hiring of three additional janitors, a cost of \$135,000 annually between salaries and fringe benefits, and a \$10,000 increase in custodial supplies. These changes are reflected in the Facilities budget.

As part of the budget process, new expenses associated with capital projects are added to relevant departmental budgets. Most of the City's currently ongoing capital projects will not result in cost savings or increased annual expenses for the City. The vast majority of the City's current capital outlay is for school projects, and changes in operating costs are reflected in the School Department budget. These changes will not affect Net School Spending requirements, and thus will not have an impact on the City's overall School Department appropriation.

Only one current capital project affects the City's long term operating costs; this is the Body Worn Camera program for the Springfield Police Department (SPD). This program required the addition of five new FTEs in the SPD, and one new position in the Law Department. The total cost of these six positions is \$548,661, including salaries and fringe benefits. This expense was added to departmental

budgets, and is included in the projections for the City's Multi-Year Financial Plan.

Enterprise Fund

The FY24 budget appropriates \$7.3M to supplement the Solid Waste Enterprise Fund. The Enterprise Fund supports all solid waste functions. In addition to the supplement provided in the budget, the fund generates \$5.4M in revenue to fund operations. The City Council approved a trash fee of \$90 per bin back in FY13.

Assessments

The FY24 budget appropriates \$3.7M for state assessments. Springfield's assessments are mandated costs that are 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 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 FY24 is \$38K; this assessment is determined through a formula based on population and equalized valuation.

The Commonwealth assessed the City \$288K in FY24 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. Additionally, in FY24 Springfield will also be assessed a \$3.2M fee to help fund the Pioneer Valley Transit Authority.

Springfield Museums Association

The FY24 budget appropriates \$1.3M 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.

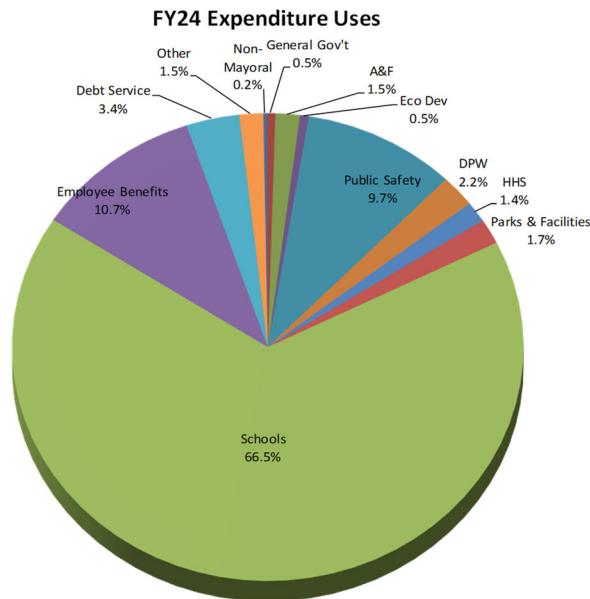
School Department

The School Department budget for FY24 is \$587.8M, an increase of 7.9% over FY23's appropriation. This increase was driven by legislation passed in FY20, which altered the formula for state education aid funding. The City operates the second largest school district in the Commonwealth of Massachusetts with one Pre-K school, thirty-one elementary schools, one kindergarten through eighth-grade school, ten middle schools, three sixth through twelfth-grade school, four high schools, and eight alternative schools. Students also have the option of attending a local charter school or participating in school choice, which allows them to attend school in another school district.

Springfield has approximately 28,326 students of which roughly 23,799 attend Springfield Public Schools in the District. With over 4,500 employees and over 2,600 teachers in-district, Springfield boasts a 97.6% Highly Qualified Teacher rate in core subjects taught. Additionally, the City provides per pupil funding to a total of 13 charter schools, some of which are in-district and out-of-district. Charter school collectively enroll approximately 4,400 students, and to other neighboring school districts that collectively enroll 865 students who reside in Springfield, but attend school in other districts under the School Choice Program.

City Departments

Springfield's FY24 budget appropriates \$290.1M for City departments and \$588M for the School Department. The allocation of City funding by Division is as follows:



Non-Mayoral Division

The FY24 budget includes \$1,834,320 for the Non-Mayoral Division departments, a decrease of \$10,054 from the FY23 Adopted budget. This division consists of three departments: City Council, City Clerk and Internal Audit. The City Council is elected by the residents of Springfield; the City Clerk and the Director of Internal Audit report to the Council.

	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
City Council	444,156	474,994	474,994	543,519	14.4%	14.4%
City Clerk	677,337	859,099	873,148	773,270	-10.0%	-11.4%
Internal Audit	472,001	510,281	510,281	517,530	1.4%	1.4%
Total	1,593,494	1,844,374	1,858,423	1,834,320	-0.5%	-1.3%

The City Council's FY24 budget is \$543,519. 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 to fund level service and staffing for the City Council.

The City Clerk's FY24 budget is \$773,270. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements. The FY24 budget provides the City Clerk's Department with level service funding. This budget supports the purchases of Carahsoft, General Code Renewal Software, previously funded under the Comcast grant and 11 FTEs.

Internal Audit's FY24 budget is \$517,530. The Office of Internal Audit is responsible for conducting internal audits for all City and School Departments. 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 conducting internal audits, as well as funding for full staffing.

General Government Division

The FY24 budget includes \$4,888,137 for the General Government Division, an increase of \$189,926 from the prior fiscal year. These departments oversee a variety of City functions, including elections, legal advice, constituent services, and administration of the City.

	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
Mayor's Office	674,403	681,897	681,897	692,288	1.5%	1.5%
Law Department	4,655,605	3,001,280	3,266,280	3,098,179	3.2%	-5.1%
Board of Elections	543,760	615,034	615,034	697,670	13.4%	13.4%
Total	5,873,767	4,298,211	4,563,212	4,488,137	4.4%	-1.6%

The Mayor's Office's FY24 budget is \$692,288. 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 includes level funding for staffing and services for the Mayor's Office.

The Law Department's FY24 budget is \$3,098,179. This year's appropriation includes continued funding for the Licensing, Code and Legal Services divisions. The Law Department is responsible for conducting all legal business for the city, including legal advice, ethics guidance, and law compliance. This year's budget funds existing staffing levels and services.

The Board of Elections' FY24 budget is \$697,670. 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 \$13,582,834 in FY24, an increase of \$916,594 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 a Service Level Agreement with the School Department.

	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
Office of Administration & Finance	1,115,388	1,237,168	1,237,168	1,309,965	5.9%	5.9%
Dept 3-1-1	466,022	527,305	527,305	582,231	10.4%	10.4%
Comptroller	542,752	589,135	589,135	574,822	-2.4%	-2.4%
Procurement	575,337	620,194	620,194	689,778	11.2%	11.2%
Assessors	884,558	1,179,756	1,179,756	1,131,945	-4.1%	-4.1%
Treasurer	1,542,207	1,562,144	1,562,144	1,598,402	2.3%	2.3%
Collector	440,025	574,189	574,189	579,958	1.0%	1.0%
HRLR	1,207,245	1,250,157	1,250,157	1,319,076	5.5%	5.5%
Employee Benefits	295,905	429,955	429,955	443,027	3.0%	3.0%
Information Technology	3,389,349	3,861,197	3,861,197	4,480,046	16.0%	16.0%
Capital Asset Construction	495,997	512,573	512,573	534,995	4.4%	4.4%
Total	10,954,786	12,343,773	12,343,773	13,244,244	7.3%	7.3%

The Office of Administration & Finance's (formerly known as the Office of Management & Budget) FY24 budget is \$1,309,965. 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 FY24 appropriation reflects level service and staffing, as well as funding for additional services such as scanning software for the citywide archival project.

The 3-1-1 budget for FY24 is \$582,231. 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 FY24 will continue to maintain level services.

The Comptroller's Office FY24 budget is \$574,882. The Comptroller is responsible for maintaining the City's financial system of record and ensuring all financial transactions are in compliance. The FY24 appropriation maintains level funding of core services.

The FY24 budget appropriates \$689,778 for the Office of Procurement. Procurement is responsible for procuring quality goods and services at a reasonable cost, in accordance with Massachusetts General Laws. The FY24 appropriation for this department maintains level services, including funding for MCPPO training for all staff.

The Board of Assessors' FY24 budget is \$1,131,945. 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 maintains level services for FY24 and a total of 13 FTE's.

The Treasurer's Office FY24 budget is \$1,598,402. 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 maintains level service and staffing for the department.

The Collector's Office FY24 budget is \$579,958. This department prepares tax bills and collects payments of real estate, personal property, and excise taxes as well as trash fees and parking fines. The FY24 budget also provides funding for legal services, and advertising related to delinquent collections.

The Human Resources and Labor Relations Department's FY24 budget is \$1,319,076. The department is responsible for recruiting new hires, upholding a climate of respect in the workplace, 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 Employee Benefits Department's FY24 appropriation is 443,027. This is the fifth year that the Employee Benefits Department will be operating as a stand-alone department, with no additional costs to the general fund budget, as funding has been transferred out of the HR/LR budget.

The Information Technology (IT) Department's FY24 budget is \$4,480,046. The IT Department maintains and supports the City's electronic information infrastructure and software applications. The

appropriation for this department includes a reorganization of the departmental staffing as well as level funding for current software and services.

The Capital Asset Construction Department's FY24 budget is \$534,995. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments. This appropriation includes level funding for staff and services. By continuing to bring work in-house, these services provide continuous savings to the City on project management consultant costs. This department continues to help develop the City's Capital Improvement Plan by providing cost estimates and overall assessments of the needs and requirements for each project.

Development Division

The Developmental Services Division FY24 budget appropriates \$4,643,332 an increase of \$173,496 over the FY23 appropriation. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the City.

	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
Planning	1,333,436	1,437,596	1,437,596	1,368,131	-4.8%	-3.2%
Community Development	-	-	-	-	-	-
Building Code	1,675,084	1,889,020	1,889,020	2,122,068	12.3%	12.3%
Office of Housing	-	-	-	-	-	-
Housing Code	872,739	1,143,220	1,143,220	1,153,133	0.9%	16.1%
Total	3,881,259	4,469,836	4,469,836	4,643,332	3.9%	3.3%

The FY24 budget appropriates \$1,368,131 for the Department of Planning and Economic Development. 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 the addition of participation in the Internship and Professional Practice Program through the University of Connecticut. Appropriations allow for level funding services to support ongoing projects, such as the redevelopment of Court Square, Main Street/Convention District project, the Indian Orchard Fire Station redevelopment, and Rise Up Springfield small business education program, which will provide economic growth and development for the City.

Grant Funds support the Office of Community Development / Office of Housing completely. The Office of Community Development and Housing receive funding from the Department of Housing and Urban Development and various other local, state and federal agencies to be distributed among local service providers, agencies, contractors, and homeowners. To comply with funding agency requirements and regulations, the department reviews financial and programmatic reports to ensure specific projects, economic development, redevelopment, housing, and homeless service goals are met.

The Building Inspectional Services Division's FY24 budget is \$2,122,068. The department enhances public safety through inspections and licensing of physical operations of businesses in the City. This year's appropriation includes professional development for inspectional personnel to ensure education on all current code enforcement statutes and continues to level fund the department.

The Housing Inspectional Services Division FY24 budget is \$1,153,133. This department investigates and documents violations of Municipal Ordinances and State Sanitary Codes. This year's appropriation reflects the continuation of a short-term rental software allowing the City to establish, maintain, and

regularly update a database of registered properties through the Code Enforcement 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

The Public Safety Division FY24 departmental budgets total \$87,519,598, an increase of \$7,542,229 over last year. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
Police Department	48,458,150	51,753,000	52,253,000	57,734,693	11.6%	10.5%
Fire Department	24,148,425	25,549,818	25,549,818	27,531,981	7.8%	7.8%
Emergency Communications	1,794,768	2,174,551	2,174,551	2,252,925	3.6%	3.6%
Total	74,401,344	79,477,369	79,977,369	87,519,598	10.1%	9.4%

The Police Department's FY24 budget is \$57,734,693. 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 429, with a total of 514 sworn personnel and 599 total FTEs. This budget continues to fund critical technology upgrades designed to strengthen the department's "Intelligence-Led Policing" strategy by gaining access to various sources of real-time data for use in the Real Time Crime Analysis Center. This includes continued funding for full time crime analysts and one crime analyst-reporting supervisor added in FY19. Additionally, the FY24 appropriation funds an academy of 50 officers, which is set to graduate in the spring of 2024, continued support for C3 policing and neighborhood initiative. The budget will fund critical department initiatives including the IA Pro software used to identify patterns of undesirable behavior in order to improve employee training. In addition to IA Pro, the Department will begin using PowerDMS for the purpose of meaningful policies and procedures. The Department will also continue it's work with O'Toole and Associates for the purposes of Compliance Evaluation per the Department of Justice. The budget will also fund a continued effort for non-lethal approaches including Bola Wraps.

The Fire Department's FY24 budget is \$27,549,818. The appropriation for the Fire Department includes funding to maintain current lease payments on a new engine in an effort to maintain newer, more efficient apparatuses and minimize costly repair expenses. The FY24 budget continues to fund a full complement of 288 FTEs and 2 part-time interns. This is the second year in many years in which this department has been fully staffed and plans to stay ahead of attrition by funding 2 academies in the Fall and Spring of FY24. Continued funding for fire fighters' turnout gear and SCBA air bottle replacement has been allocated to ensure proactive replacement of vital equipment. Lastly, the budget also provides continued funding for a health and wellness program aimed at promoting physical and mental health in first responders.

The Springfield Emergency Communications Department (formerly Centralized Dispatch) has an appropriation of \$2,252,925 for FY24. Some operational costs are funded through the department's E911 grant, which is funded through the State. 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. Additional funding has been allocated for an outreach and appreciation program to increase retention. Additional funding has also been allocated for a new Frontline QA/DOR software, which allows for data to be stored virtually instead of solely on paper. This will also allow for the emergency communications department to access this data from multiple locations. In response to the increasing complements for Police & Fire, the department will continue to layer in Certified Training Officers and Dispatcher II's during FY24 to provide a high standard of compliance with all State and Federal telecommunication regulations.

Public Works Division

The Department of Public Works (DPW) FY24 Budget is \$25,898,124. DPW monitors and preserves the City's fleet inventory (except Public Safety vehicles) and equipment. Additionally, DPW provides services for the preservation and repair of public way infrastructures (streets, sidewalks, street signs, and traffic signals) and administers the solid waste, recycling, and yard waste programs.

	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
DPW - General Fund	11,173,730	11,972,273	11,972,273	12,469,901	4.2%	4.2%
DPW - Enterprise Fund	11,460,102	12,434,858	12,384,858	13,428,223	8.0%	8.4%
Total	22,633,832	24,407,131	24,357,131	25,898,124	6.1%	6.0%

The DPW Department budget for FY24 continues to fund a dedicated sidewalk crew to address the long list of necessary upgrades and maintenance to city-wide sidewalks. This crew is made up of eight full time positions. Funding has been put in place for necessary mixes and supplies as well.

Health and Human Services

The FY24 budget appropriates \$12,559,754 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.

	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
TJO - Animal Control	1,530,196	1,595,108	1,595,108	1,880,731	17.9%	17.9%
Health	1,712,732	2,261,274	2,261,274	2,389,582	5.7%	5.7%
Elder Affairs	541,534	560,588	560,588	674,599	20.3%	20.3%
Veterans	1,248,389	1,676,950	1,676,950	1,683,173	0.4%	0.4%
Libraries	5,016,264	5,460,376	5,460,376	5,931,669	8.6%	8.6%
Total	10,049,116	11,554,296	11,554,296	12,559,754	8.7%	8.7%

The Thomas J. O'Connor Animal Control and Adoption Center's FY24 budget is \$1,880,731. 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, as well as the continuation of funding for a full-time veterinarian and full-time veterinarian assistant. The FY24 budget supports additional Animal Control Officers and a re-opening of the TJO Adoption Center, which had become by appointment only during COVID-19.

The Health Department FY24 budget is \$2,389,582. 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 funds a Departmental staffing reorganization to reduce vacant positions and add a Digital Media Coordinator, Healthy Springfield Coordinator, and additional staff for the Environmental Health program. The FY24 budget also adds funding for increased outreach and testing, and continues to fund the Department's other programs at level service.

The Department of Elder Affairs FY24 budget is \$674,599. The Department of Elder Affairs enhances the quality of life for elderly citizens through outreach, the operation of 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. Additionally, the City will maintain funding to provide hot lunch meals to seniors at the Raymond A. Jordan Senior Center at Blunt Park. The Department of Elder Affairs has been adaptable and consistent in the ways they offer programming to seniors, and has been able to resume most programming that was shut down due to COVID-19. The FY24 budget funds these programs and salaries to provide level services.

The Veterans Services Department's FY24 budget is \$1,683,173. 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, the caseload has significantly increased.

The Library Department's budget for FY24 is \$5,931,669. This year's appropriation continues to support the increased hours put in place in FY15, while adding additional morning and evening hours at the East Forest Park Library starting in FY24. In FY24, the Community Rooms at East Forest Park Library and Mason Square Library will also have expanded access, previously they were available for reservation 1 night a week, but now community groups will be able to use the space 5 nights a week. In addition, the FY24 appropriation includes funding the new Meescan self-checkout in the Sixteen Acres Branch, and funding for supplies and services for the Read/Write/Now program. Using general funding, the FY24 budget maintains the Hotspot Program, previously sponsored by the MBLC.

Parks, Buildings, and Recreation Management Division

The Parks, Buildings, and Recreation Management Division's (PBRM) FY24 budget is \$15,779,914. PBRM maintains the City's parks and open space, provides recreation programs, and maintains all municipal buildings, including the schools.

	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
Parks Department	8,462,528	9,864,954	9,861,953	11,247,233	14.0%	14.0%
Facilities	4,258,906	4,348,685	4,348,685	4,532,681	4.2%	4.2%
Total	12,721,433	14,213,639	14,210,638	15,779,915	11.0%	11.0%

The Parks Department's FY24 budget is \$11,247,233. 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, splash pads, Veteran's Memorial Golf Course and Franconia Golf Course, and Cyr Arena. In addition to level service for operations and current programming, funding has been appropriated to support Camp Star Angelina and the Evening Gym Program for FY24, which assists in the stabilization of the City's neighborhoods, while offering opportunity for the youth to be involved in structured gym activity. Funding has also been added to this budget for the Mayor's Clean Sweep Program (Roca) to help respond to calls to keep sites through the City clean up. This budget funds the Pro Golf Shops for both municipal courses, which were moved in-house last year for operation by City employees. Funding continues to be appropriated for an additional Sheriff's Crew to focus on tree work and stump grinding for FY24.

The FY24 budget appropriates \$4,532,681 for the Facilities Department. The department maintains and repairs over 90 Municipal and School buildings. This year's appropriation level funds current services and continues to provide increased funding for custodial services at three new buildings that opened in FY18, the South End Community Center, Raymond A. Jordan Senior Center, and Paul J. Fenton Public Safety Annex. The FY24 budget also continues to provide level service funding for the rest of the Department's functions.

Fiscal Year 2024

Financial Forecast

MULTI-YEAR FINANCIAL PLAN (FY24-FY27)

	FISCAL 2023 ADOPTED	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2026 PROJECTED	FISCAL 2027 PROJECTED
<i>SPENDING ASSUMPTIONS</i>					
Administration and Finance Division	14,973,463	22,171,171	22,624,752	23,127,913	23,601,670
Development Division	4,469,836	4,719,330	4,813,717	4,909,991	5,008,191
General Government Division	4,298,211	4,801,353	4,897,380	4,995,328	5,095,234
Non-Mayoral Division	1,844,374	1,940,646	1,979,459	2,019,049	2,059,430
Health and Human Services Division	11,554,296	12,474,406	12,723,894	12,978,372	13,237,939
Public Safety Division	79,477,369	88,998,594	90,812,057	92,662,799	94,551,596
Public Works Division	18,137,866	18,546,211	18,917,135	19,295,478	19,681,388
Parks & Facilities Division	14,213,639	14,765,296	15,055,254	15,351,011	15,652,684
School Department	544,863,270	587,023,349	610,526,861	634,976,995	660,412,126
Debt	27,535,488	27,885,488	25,217,167	24,778,959	24,368,539
Health Insurance & Fringe	31,136,788	33,135,190	35,268,243	37,545,108	39,975,569
Pensions	56,439,166	61,917,398	67,608,845	73,823,757	80,610,288
Other Spending	10,073,980	11,028,364	11,320,720	11,605,610	11,872,146
Total	819,017,747	889,406,796	921,765,486	958,070,370	996,126,800
<i>REVENUE ASSUMPTIONS</i>					
Property Taxes	245,054,925	255,406,705	265,379,372	272,013,857	278,814,203
Local Receipts	64,952,938	66,607,691	66,007,183	67,894,711	68,026,723
State Aid	505,509,884	545,442,965	565,764,536	586,881,727	608,826,095
Reserves	-	-	-	-	-
Net School Spending	-	-	-	-	-
Certified Free Cash	3,500,000	-	-	-	-
Casino Revenue	-	-	-	-	-
Total	819,017,747	867,457,361	897,151,091	926,790,295	955,667,021
SURPLUS / (GAP)	-	(21,949,435)	(24,614,395)	(31,280,075)	(40,459,779)

**Includes School Department admin pension appropriation.*

***Pension appropriation for City non-school retirement.*

Summary

The projected budgets in this financial forecast were created by using appropriate and conservative assumptions for revenues and expenses, and help drive decisions for the annual budget process. Key assumptions include:

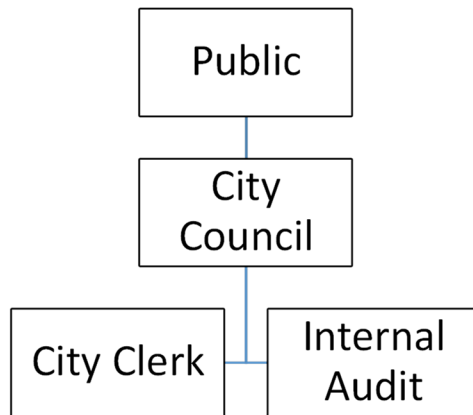
- ◆ 9.2% increase in the scheduled pension payment from FY24-FY27.
- ◆ 6.7% increase in projected health insurance costs.
- ◆ Adherence to the City's debt schedule, which includes funding for a new issuance of debt in FY24.
- ◆ 8.8% increase in Chapter 70 Aid and a 2.0% increase in Unrestricted General Government Aid ("UGGA"), based on the Governor's proposed FY24 budget.
- ◆ 2.5% increase in property tax revenue.
- ◆ No use of one-time revenue resources / reserves in future fiscal years.
- ◆ Departmental spending growth ranging up to 2%.
- ◆ Level-funded local receipt revenue.

As demonstrated in this forecast, Springfield's operating costs are projected to outpace revenue during each of the next four fiscal years. Operational costs include legal and contractual obligations, employee salaries and benefits including our pension obligation, and city-wide fixed expenses. With limited amounts in State Aid and property taxes, the City is unable to generate all of the revenue needed to fully support the operational costs desired. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits ranging from \$21.9M in FY24 and growing to \$40.5M in FY27.

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Section 3

Non-Mayoral Division



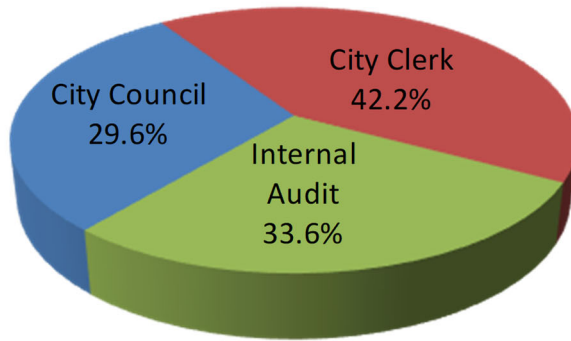
Mission Statement

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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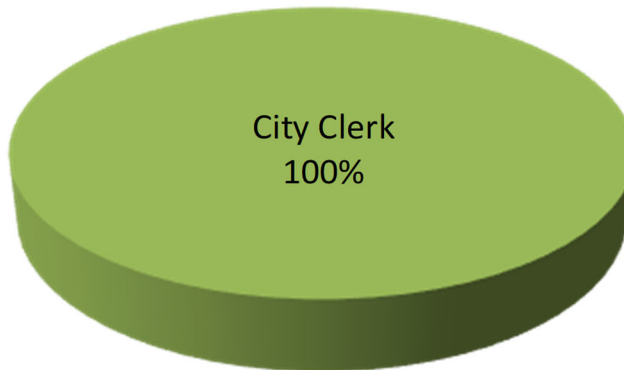
Fiscal Year 2024: All Funds Budget and Revenue Overview

Non-Mayoral Division



FY24 Recommended Budget Non-Mayoral Division						
	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
City Council	444,156	474,994	474,994	543,519	14.4%	14.4%
City Clerk	677,337	859,099	873,148	773,270	-10.0%	-11.4%
Internal Audit	472,001	510,281	510,281	517,530	1.4%	1.4%
Total	1,593,494	1,844,374	1,858,423	1,834,320	-0.5%	-1.3%

Revenue Overview



Division / Department	FY24 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY24 Total Revenue
City Council	-	-	-	-	-	-
City Clerk	1,211,183	-	-	-	-	1,211,183
Internal Audit	-	-	-	-	-	-
Total	1,211,183	-	-	-	-	1,211,183

Non-Mayoral

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Fiscal Year 2024 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. Additionally, the Council passes resolutions and issues proclamations on behalf of the residents of the City of Springfield.

FY23 Department Highlights

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

- ◆ Provided full support for the approval and posting of the City Council's 62 subcommittee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Tracked and analyzed 250 telephone calls per week related to complaints and/or requests for information regarding matters affecting quality of life issues in the City of Springfield.

Subcommittee meetings:

Regular Meetings	17	Special Meetings	4
Hearings Meetings	11	General Government	16
Economic Development	13	Public Safety	12
Race and Civil Rights	1	Health and Human Services	12
State and Federal Regulations	1	Casino Oversight	3
Audit	3	Dog	2
Sustainability and Environment	3	Maintenance and Development	20
Clerk Search Committee	3	Committee of the Whole	7
Committee on Elder Affairs	1	COVID-19 Response	11
Finance Committee	38	Organizational	1
Mental Health Committee	10	Women's Commission	7

FY24 Budget Highlights

- ◆ 16.0 General Fund FTEs, consistent with FY23.
- ◆ Includes 3 full time Council Staff for continued assistance with committee meeting and constituent services.
- ◆ Level funded OTPS.

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	433,251	457,006	525,531	68,525	15.0%
OTPS	10,905	17,988	17,988	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	444,156	474,994	543,519	68,525	14.4%

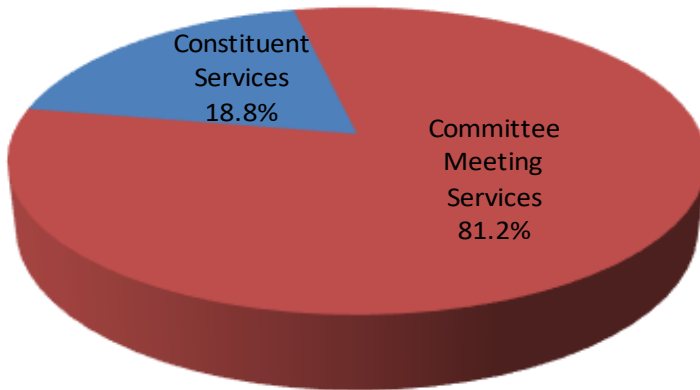
Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	16.0	16.0	16.0	-	0.0%
Total FTEs	16.0	16.0	16.0	-	0.0%

Fiscal Year 2024 Budget and Program Summaries

CITY COUNCIL

Program Expenses



Program Summaries

Constituent Services — Acts as a liaison between City Councilors and constituents. Responsible for responding to constituent concerns, responding to emails, phone calls, proclamation requests and resolutions.

Committee Meeting Services — Drafts and conducts committee hearings and meetings, and files reports regarding changes to special acts or ordinances. Work in conjunction with FOCUS Springfield on the logistics of virtual open meetings.

Program Budgets

Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Constituent Services	83,279	89,061	101,910	12,848	18.8%
Committee Meeting Services	360,877	385,933	441,609	55,676	81.2%
Total General Fund Expenditures	444,156	474,994	543,519	68,525	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2024 Budget and Program Summaries

CITY COUNCIL

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	433,251	457,006	525,531	68,525	15.0%
OTPS	10,905	17,988	17,988	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	444,156	474,994	543,519	68,525	14.4%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	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	444,156	474,994	543,519	68,525	14.4%

This department does not produce any revenue.

CITY COUNCIL

Program Summaries

Constituent Services

Constituent Services	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	83,279	89,061	101,910
FTEs	3.0	3.0	3.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Percent of public meetings that comply with Open Meeting Laws	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Tracked and responded to approximately 350 telephone calls per week relative to complaints and/or requests for information received regarding matters affecting quality of life issues in the City of Springfield.
- ◆ There were 114 Proclamations and 123 Tributes.

CITY COUNCIL

Program Summaries

Committee Meeting Services

Committee Meeting Services	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	360,877	385,933	441,609
FTEs	13.0	13.0	13.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Number of Special Acts, Special Permits, Zoning, and General Ordinances proposed	60	130	140

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Processed 173 Financial Orders, 30 Orders and Ordinances, 18 Zoning Changes, 82 Special Permits, 34 Petitions and 9 resolutions.

Fiscal Year 2024 Budget and Program Summaries

CITY COUNCIL

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Constituent Services			
Personnel Services	28,239	(99,952)	-
OTPS	6,500	-	-
Total Adjustments	34,739	(99,952)	-

Notes

No adjustments were made for the FY24 budget.

Fiscal Year 2024 Budget and Program Summaries

CITY CLERK

Mission

The mission of the City Clerk is to preserve public records accurately, establishing, maintaining, correcting, indexing and certifying all vital statistics in accordance with federal, state and local requirements.

FY23 Department Highlights

- ◆ Maintained the City Council Calendar and calendar for all City committees.
- ◆ Completed an audit of internal practices with an emphasis on contingency planning, documenting and memorializing office policies and procedures as part of a global process improvement plan.
- ◆ Continued with a multi-year scanning project aimed at preserving records and creating a digital index of City vital records.
- ◆ Coordinated with all City boards and commissions to post agendas and minutes to the City's website.

FY24 Budget Highlights

- ◆ Funds 11.0 General Fund FTEs. This represents a decrease of 1.5 FTEs over FY23, including Public Records Coordinator which is now under the Law Department, and a Temporary Paralegal.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	617,428	788,844	697,914	(90,930)	-11.5%
OTPS	59,908	70,255	75,356	5,101	7.3%
Capital	-	-	-	-	0.0%
Total General Funds	677,337	859,099	773,270	(85,828)	-10.0%

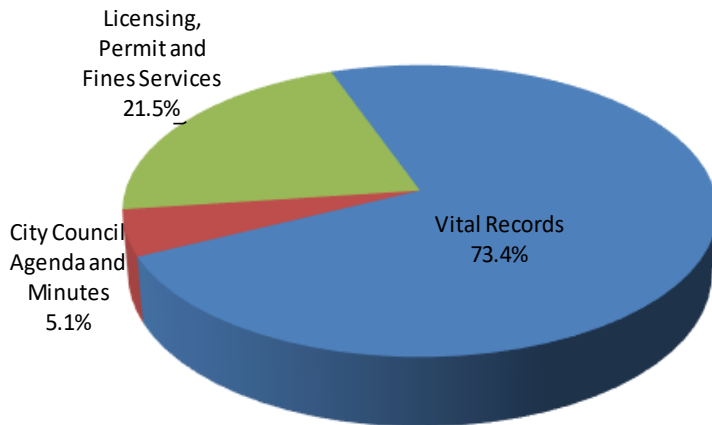
Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	11.0	12.5	11.0	(1.5)	-12.0%
Total FTEs:	11.0	12.5	11.0	(1.5)	-12.0%

Fiscal Year 2024 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 — Issue dog and business licenses as well as fuel storage, tag sale and raffle permits.

Program Budgets

Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Vital Records	474,136	644,324	562,378	(103,035)	73.4%
City Council Agenda and Minutes	40,640	42,955	42,178	3,441	5.1%
Licensing, Permit and Fines Services	162,561	171,820	168,714	13,765	21.5%
Total General Fund Expenditures	677,337	859,099	773,270	(85,828)	100%
Total External Funds Expenditures	-	-	-	-	0.0%
Total All Funds Expenditures	677,337	859,099	773,270	(85,828)	100%

Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Vital Records	832,698	810,197	850,000	39,803	70.2%
Licensing, Permit and Fines Services	295,603	361,183	361,183	-	29.8%
Total Departmental Revenue	1,128,300	1,171,380	1,211,183	39,803	100%

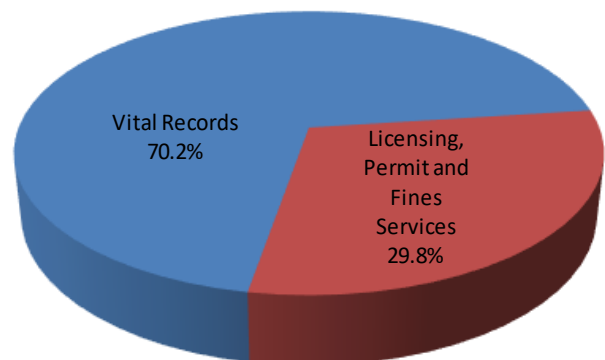
Revenue Summary

TOTAL REVENUE: \$1,211,183

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

Program Revenue



Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Vital Records	832,698	810,197	850,000	39,803	70.2%
Licensing, Permit and Fines Services	295,603	361,183	361,183	-	29.8%
Total Departmental Revenue	1,128,300	1,171,380	1,211,183	39,803	100%

Fiscal Year 2024 Budget and Program Summaries

CITY CLERK

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	617,428	788,844	697,914	(90,930)	-11.5%
OTPS	59,908	70,255	75,356	5,101	7.3%
Capital	-	-	-	-	0.0%
Total General Funds	677,337	859,099	773,270	(85,828)	-10.0%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	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	677,337	859,099	773,270	(85,828)	-10.0%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Departmental Fees	832,698	810,197	850,000	39,803	4.9%
Departmental Fines	295,603	361,183	361,183	-	0.0%
Total Departmental Revenue	1,128,300	1,171,380	1,211,183	39,803	3.4%

External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
			-	-	-
			-	-	-
Subtotal FY24 Anticipated grants			-	-	-
Subtotal Other Funding:			-	-	-
Total External Funds			-	-	-

Fiscal Year 2024 Budget and Program Summaries

CITY CLERK

Program Summaries

Vital Records

Vital Records	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	474,136	644,324	562,378
FTEs	7.0	9.0	8.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 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 calendar year 2022:

- ◆ Births: 5,240
- ◆ Deaths: 3,083
- ◆ Marriage intentions: 806
- ◆ Birth Affidavits: 544
- ◆ Death Affidavits: 81
- ◆ Marriage Affidavits: 12

CITY CLERK

Program Summaries

City Council Agenda and Minutes

City Council Agendas and Minutes	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	40,640	42,955	42,178
FTES	0.6	0.6	0.6
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
% 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 196 meetings including all regular, hearing and subcommittee meetings within 48 hours as required by the Open Meeting Law.

Fiscal Year 2024 Budget and Program Summaries

CITY CLERK

Program Summaries

Licensing, Permit and Fines Services

Licensing, Permit and Fines Services	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	162,561	171,820	168,714
FTEs	2.4	2.4	2.4
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Percentage of registered dogs	85%	100%	100%

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

Highlights

The Clerk's office granted the following permits and licenses for the calendar year 2022:

♦ Dog licenses:	4,583
♦ New Business Certificates	848
♦ Business Renewals	119
♦ Tag Sale:	835
♦ Physician's Registration (one-time fee):	4
♦ Open-Air Parking:	22
♦ Above and Underground Storage Locations:	163
♦ Raffle Permits	7

Fiscal Year 2024 Budget and Program Summaries

CITY CLERK

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Vital Records			
Personnel Services	5,865	146,698	-
OTPS	-	13,175	(2,074)
Total Adjustments	5,865	159,873	(2,074)

Notes

- ◆ Clerks
 - ◇ \$2,074 decrease to OTPS based on historical spending.

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Fiscal Year 2024 Budget and Program Summaries

INTERNAL AUDIT

Mission

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

FY23 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.
- ♦ Administering the City's Fraud Hotline and investigating reports of suspected fraud, waste, and/or abuse filed via the hotline.

FY24 Budget Highlights

- ♦ Funds 3.0 General Fund FTEs, consistent with FY23.
- ♦ Level service funding for internal and external audits.

Department Budget

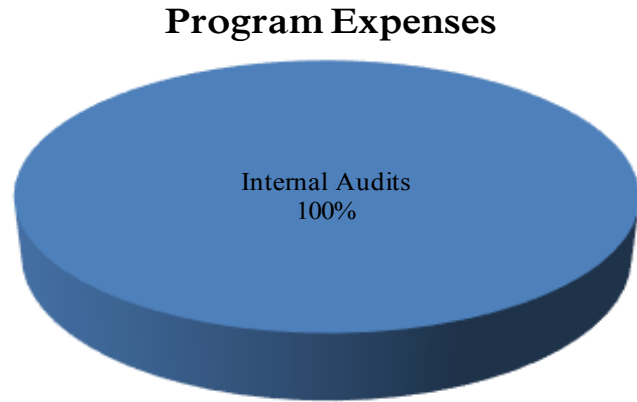
	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	295,123	308,717	308,717	-	0.0%
OTPS	176,879	201,564	208,813	7,249	3.6%
Capital	-	-	-	-	0.0%
Total General Funds	472,001	510,281	517,530	7,249	1.4%

Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	3.0	3.0	3.0	-	0.0%
Total FTEs	3.0	3.0	3.0	-	0.0%

Fiscal Year 2024 Budget and Program Summaries

INTERNAL AUDIT



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

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Program Expenses					
Internal Audits	472,001	510,281	517,530	7,249	100%
Total General Fund Expenditures	472,001	510,281	517,530	7,249	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2024 Budget and Program Summaries

INTERNAL AUDIT

All Funds Expenditure Detail

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	295,123	308,717	308,717	-	0.0%
OTPS	176,879	201,564	208,813	7,249	3.6%
Capital	-	-	-	-	0.0%
Total General Funds	472,001	510,281	517,530	7,249	1.4%

	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
External Funds Budget					
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	472,001	510,281	517,530	7,249	0.0%

All Funds Revenue Detail

This department does not produce any revenue.

Fiscal Year 2024 Budget and Program Summaries

INTERNAL AUDIT

Program Summaries

Internal Audit	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	472,001	510,281	517,530
FTEs	3.0	3.0	3.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
% of hours allocated to performance audits and other audit related activities	73%	79%	50%
% of hours allocated to fraud hotline maintenance, follow-up, and investigation	2%	1%	20%
% of other hours utilized for administrative, training, development, other activities	25%	20%	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 2023 Annual Audit Plan, including Citywide Payroll Audit, Fleet Management Audit, Review of CYR Arena Cash Handling Procedures, and Cybersecurity Review at the Springfield Police Department, in which we 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 reviews, including the agreed upon procedures for student activities at Springfield Public Schools, to ensure compliance with Massachusetts General Laws and City ordinances.
- ◆ Provided other analyses of financial and operating data as requested by management, including the review of certain payroll transactions in Fiscal Year 2021 at the Thomas J. O'Connor Animal Control & Adoption Center and the Office of Administration and Finance's process for approving the Coronavirus State and Local Fiscal Recovery Funds under the American Rescue Plan Act household cash assistance awards.
- ◆ 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 2024 Annual Audit Plan was based.
- ◆ Investigated and submitted reports of suspected fraud, waste, and/or abuse filed via the City's Fraud Hotline.
- ◆ All of staff in the department are Certified Public Accountants. Certain staff also hold the certified Internal Auditor, Certified Governmental Accountant, and Certified Fraud Examiner 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 2024 Budget and Program Summaries

INTERNAL AUDIT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Internal Audits			
Personnel Services	5,854	-	-
OTPS	-	(5,000)	-
Total Adjustments	5,854	(5,000)	-

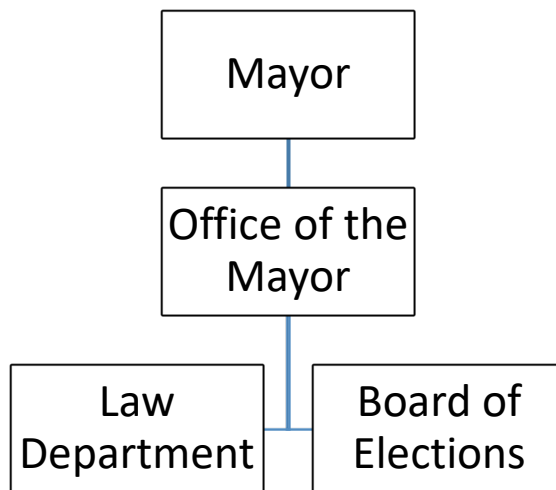
Notes

No adjustments were made for the FY24 budget.

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Section 4

General Government Division



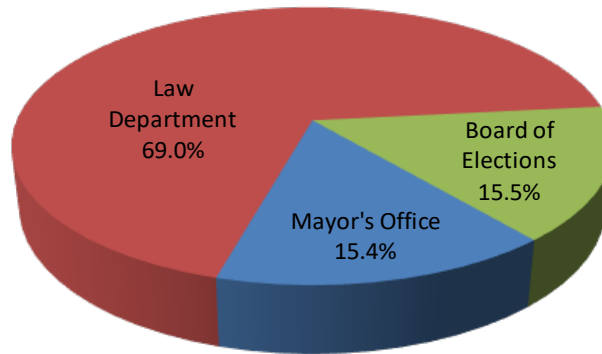
Mission Statement

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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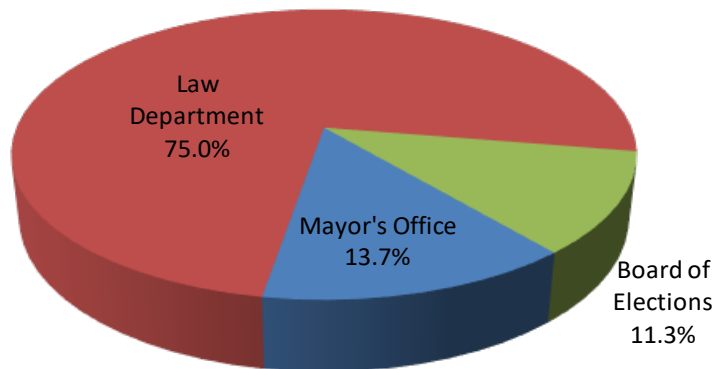
Fiscal Year 2024: All Funds Budget and Revenue Overview

General Government Division



FY24 Recommended Budget General Government Division						
	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
Mayor's Office	674,403	681,897	681,897	692,288	1.5%	1.5%
Law Department	4,655,605	3,001,280	3,266,280	3,098,179	3.2%	-5.1%
Board of Elections	543,760	615,034	615,034	697,670	13.4%	13.4%
Total	5,873,767	4,298,211	4,563,212	4,488,137	4.4%	-1.6%

Revenue Overview



Division / Department	FY24 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY24 Total Revenue
Mayor's Office	-	-	112,727	-	-	112,727
Law Department	615,000	-	-	-	-	615,000
Board of Elections	92,500	-	-	-	-	92,500
Total	707,500	-	112,727	-	-	820,227

General Government

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Fiscal Year 2024 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.

FY23 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 Tom Ashe, Administrative Assistant Minerva Marrero, Director of Constituent Services Molly Shea, Mayoral Aides Genesis Velez-Roque & Shennel Ford, Community Relations Director William Baker and the Chief Diversity and Inclusion Officer, Judith Crowell.

FY24 Budget Highlights

- ♦ 8.0 General Fund FTEs, consistent with FY23.
- ♦ Level service OTPS to continue to provide services and leadership throughout all other municipal agencies.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	660,881	661,273	671,664	10,391	1.6%
OTPS	13,522	20,624	20,624	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	674,403	681,897	692,288	10,391	1.5%

Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	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 2024 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.

Program Budgets

Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
City Governance	674,403	681,897	692,288	10,391	100.0%
Consumer Information	112,727	117,096	119,348	2,252	0.0%
Total General Fund Expenditures	674,403	681,897	692,288	10,391	86.0%
Total External Fund Expenditures	107,953	112,727	112,727	-	14.0%
Total All Funds Expenditures:	782,356	794,624	805,015	10,391	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2024 Budget and Program Summaries

OFFICE OF THE MAYOR

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	660,881	661,273	671,664	10,391	1.6%
OTPS	13,522	20,624	20,624	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	674,403	681,897	692,288	10,391	1.5%

External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Local Consumer Aid	107,953	112,727	112,727	-	0.0%
Total External Funds	107,953	112,727	112,727	-	0.0%
All Funds Budget	782,356	794,624	805,015	10,391	1.3%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY22 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
N/A	-	-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
Local Consumer Aid	Grant	6/30/2022	107,953	112,727	112,727
Subtotal FY24 Anticipated Grant Funds:			107,953	112,727	112,727
N/A			-	-	-
Subtotal FY24 Other Funds:			-	-	-
Total External Funding Sources			107,953	112,727	112,727

OFFICE OF THE MAYOR

Program Summaries

City Governance

City Governance	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	674,403	681,897	692,288
FTEs	8.0	8.0	8.0

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 Tom Ashe, Chief Diversity & Inclusion Officer Judith Crowell, Administrative Assistant Minerva Marrero, Communications Director William Baker, Constituent Services Director Molly Shea, and Mayoral Aides Genesis Velez-Roque and Shennel Ford.

As Chief of Staff, Tom Ashe provides a broad range of professional support to the Mayor including the supervision of all mayoral staff. Tom coordinates mayoral activities with other divisions and departments. In addition, he represents the Mayor at events, meetings, and activities requiring a mayoral presence. Mr. Ashe also serves as chief advisor to the Mayor providing extensive professional assistance, project management, and recommendations on municipal matters. He is the liaison between the City and numerous external entities as needed. He also serves as the facilitator to the Springfield School Department and sits on a number of subcommittees within municipal government. Mr. Ashe provides administrative support to the Community Police Hearings Board and the C3 neighborhood policing initiatives.

Chief Diversity & Inclusion Officer Judith Crowell heads a broad range of efforts to ensure the environment of the City of Springfield is both inclusive and diverse with employees from all races, genders, ethnicities, sexual orientations, backgrounds, and other characteristics. She work on recruiting diverse candidates, encouraging them to consider the City of Springfield as a viable employment option. The Chief Diversity & Inclusion Officer also reviews the hiring process to ensure diverse applicants receive consideration. Additionally, she investigates complaints of discrimination, harassment, and other workplace issues that would impact the diversity and inclusive work environment of the City of Springfield. She is responsible for reporting diversity statistics to both the state and federal governments. She also spearheads other efforts that contribute to the diverse, inclusive, and positive work environment for all members of the City.

Administrative Assistant Minerva Marrero 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.

Constituent Services Director, Molly Shea, 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.

OFFICE OF THE MAYOR

Program Summaries

City Governance

Highlights (cont.)

Further, Ms. Shea will often collaborate 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, Ms. Shea serves as the Deputy Communications Director, working directly with and in support of the Director of Communications to develop, execute and manage the city's strategic internal and external communication strategies and also serves as the Mayor's liaison for the Buy Springfield Now initiative.

The Mayor's Office is highly visible and the Mayor's Communications Director, William Baker, is responsible for developing, executing, and managing strategic internal and external communication strategies that support the objectives of the City of Springfield. He must continuously coordinate message content, audience impact, and is responsible for the production of materials on behalf of the City of Springfield. He also handles media inquiries and request, press conferences, and gathers all appropriate information in a timely and accurate manner. He collaborates with City departments to accomplish the mission of accurately disseminating information on behalf of the City of Springfield. In addition, Baker manages the City's social media presence on multiple platforms as well as news and information on the City's website, and shoots photographic and video content for these platforms.

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, working directly with our neighborhood councils, and providing day-to-day support to the Mayor's public office – just to name a few. Mayoral Aides Genesis Velez-Roque and Shennel Ford both serve as the Mayor's points of contact for residential and business inquiries and manage the Mayor's Constable appointments. Both Ms. Velez-Roque and Ms. Ford are very active in community and represent the Mayor on a number of neighborhood initiatives and organizations. All of the Mayor's staff participate in a variety of internal city committees.

OFFICE OF THE MAYOR

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Personnel Services	19,210	-	-
OTPS	-	-	-
Total Adjustments	19,210	-	-

Notes

No adjustments were made for the FY24 budget.

Fiscal Year 2024 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 and provides 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.

FY23 Department Highlights

The Law Department provided legal advice and formal legal opinions, participated in contract negotiation—including drafting and review, responded to employment law issues, and supported procurement issues, such as drafting and reviewing requests for proposals, invitations for bids, contracts for goods and services, real estate, construction, and providing procurement advice to departments. In addition, attorneys in the Law Department drafted and reviewed proposed ordinances, special acts, resolves and orders, took over the administration of Public Records requests from the Clerk's Office, advised departments on open meeting law compliance, provided ethics opinions, and offered general legal advice and guidance to the Springfield City Council, the School Building Commission, and the Springfield Historical Commission, the Board of Police Commissioners, and various other boards and commissions. Members of the Law Department also participated in required trainings.

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.

The Law Department also 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. During FY23 the Law Department was involved in investigations of new claims alleging property damage and/or personal injury. The Department responded to requests for opinions, analyzed legislation, and provided other legal advice and services in accordance with the mission of the Department, such as providing legal services in conjunction with the Open Meeting Law

FY24 Budget Highlights

- ◆ 34.7 FTEs, a decrease of 3.5 FTEs from the FY23 Adopted Budget due to a Departmental reorganization.
- ◆ Maintains level service funding including professional services for necessary expert witness and legal counsel cost and services.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	1,989,962	2,495,706	2,588,654	92,948	3.7%
OTPS	2,665,643	505,574	509,524	3,950	0.8%
Capital	-	-	-	-	0.0%
Total General Funds	4,655,605	3,001,280	3,098,179	96,898	3.2%

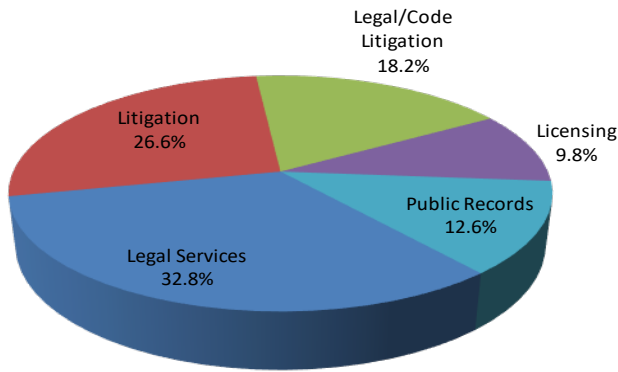
Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	33.0	36.5	33.0	(3.5)	-9.6%
Grant FTEs	1.7	1.7	1.7	-	0.0%
Total FTEs	38.7	38.2	34.7	(3.5)	-9.2%

Fiscal Year 2024 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries



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	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Legal Services	1,559,169	983,613	1,015,370	31,757	32.8%
Litigation	1,265,992	798,660	824,445	25,785	26.6%
Legal/Code Litigation	866,205	546,452	564,094	17,643	18.2%
Licensing	466,418	294,243	303,743	9,500	9.8%
Public Records	-	-	390,527	390,527	12.6%
Total General Fund Expenditures	4,655,605	3,001,280	3,098,179	96,898	100%
Total External Funds Expenditures	101,860	-	-	-	0.0%
Total All Funds Expenditures	4,757,465	3,001,280	3,098,179	96,898	100%

Program Revenue

Revenue Summary

TOTAL REVENUE: \$615,000

Licensing— \$612,000

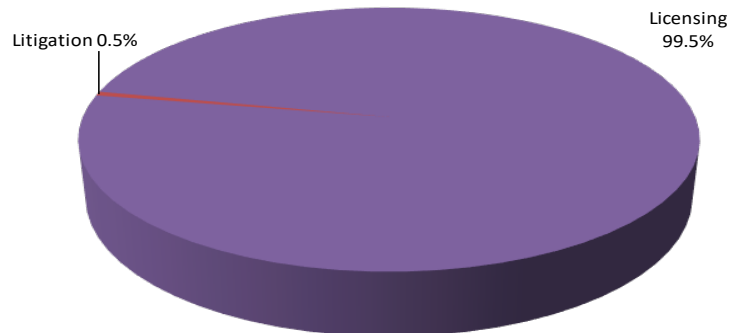
♦ Alcoholic Beverage Licenses

♦ Taxi Permits

♦ Other Permits

Litigation— \$3,000

♦ Judgements and settlements in favor of the City



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Legal Services	500	-	-	-	0.0%
Litigation	389,312	3,000	3,000	-	0.5%
Legal/Code Litigation	-	-	-	-	0.0%
Licensing	690,868	612,000	612,000	-	99.5%
Public Records	795	-	-	-	0.0%
Total Departmental Revenue	1,081,375	615,000	615,000	-	100%

Fiscal Year 2024 Budget and Program Summaries

LAW DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	1,989,962	2,495,706	2,588,654	92,948	3.7%
OTPS	2,665,643	505,574	509,524	3,950	0.8%
Capital	-	-	-	-	0.0%
Total General Funds	4,655,605	3,001,280	3,098,179	96,898	3.2%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Grant Funds	51,860	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	50,000	-	-	-	0.0%
Total External Funds	101,860	-	-	-	0.0%
All Funds Budget	4,757,465	3,001,280	3,098,179	96,898	3.2%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Departmental Fees	500	-	-	-	0.0%
Freedom of Information Act	795	-	-	-	
Alcohol Beverage Licenses	384,150	450,000	450,000	-	0.0%
Taxi Cab License	375	2,000	2,000	-	0.0%
Other Permits	306,343	160,000	160,000	-	0.0%
Miscellaneous Revenue	350,011	3,000	3,000	-	0.0%
Reimbursement for Damages	26,701	-	-	-	0.0%
Reimbursement for Prior Year Expenditure	12,500	-	-	-	0.0%
Total Departmental Revenue	1,081,375	615,000	615,000	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
Comcast Grant	Grant	6/30/2021	51,860	-	-
Subtotal FY23 Anticipated Grants			51,860	-	-
SPA Offset for Employee Services	Reimbursement	N/A	50,000	-	-
Subtotal FY23 Other Funds			50,000	-	-
Total External Funding Sources			101,860	-	-

Fiscal Year 2024 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal Services

Legal Services	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,559,169	983,613	1,015,370
FTEs	16.0	19.0	11.7
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Percentage of contracts drafted and reviewed within 60 days of receipt of complete information	90%	70%	75%
Percentage reviewed and signed within 7 days	99%	90%	95%

Citywide Strategic Priority: Fiscal and Operational Excellence

Public Safety:

- ◆ Continued to work with the Springfield Police Department, the Department of Justice (DOJ), and the court-appointed Compliance Evaluator team to implement and comply with the Settlement Agreement/Consent Decree

Economic Development:

- ◆ Drafted, reviewed and negotiated contracts for the Office of Planning and Economic Development, Disaster Recovery, and the Office of Housing, and the Community Preservation Committee. Worked with DPW on MassDOT traffic improvement projects, including the St. James Avenue and Carew Street Road Project, and the St. James Avenue at Tapley Street Road Project.
- ◆ Prepared and participated in successful foreclosure, auction, and disposition of Tax Title Properties to return properties to the tax rolls.
- ◆ Performed legal services for the Springfield Redevelopment Authority. Projects include the Union Station Cyber Center of Excellence, the Sale and Redevelopment of 13-31 Elm Street, as well as the State, Main and Colonial properties, and a major amendment of the Court Square Urban Renewal Plan.

Contracts and Procurement Assistance:

- ◆ The Law Department reviewed, drafted, and negotiated and approved a large volume of contracts and amendments for various City departments, including the Health and Human Services department, school department contract, grant contracts, special education tuition contracts, professional service contracts, software licensing agreements, property and equipment leases, access agreements and license agreements, easements, and Community Preservation Committee grant contracts.

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.

School Construction Projects:

- ◆ The Department provided legal services to the School Building Commission (SBC) and Department of Capital Asset Construction, including the new Brightwood/Lincoln School Project, and the DeBerry/Homer Street School Project.

Mobile Home Rent Control Board

- ◆ In FY23 the Law Department worked closely with the Mayor's Office, outside counsel, and Focus Springfield on the Cable Television Franchise Renewal Process. In February 2022, the Law Department successfully completed 2 years of negotiations on a 10-year Cable Television Renewal License with Comcast.

LAW DEPARTMENT

Program Summaries

Litigation

Litigation	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,265,992	798,660	824,445
FTEs	10.0	11.0	9.5
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Target (settlements against city)	NA	19	25
Revenue Collected	26,701	64,999	25,000
To file timely answers to court complaints:	100%	100%	100%
Percentage of on time responses to court complaints	NA	100%	100%
To investigate all claims received:	NA	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The Litigation Division continues to be extremely busy, although increase in staffing as part of the Departmental reorganization is assisting with this. It is a continuing challenge to meet the increasing burden of so-called “e-discovery” which requires assistance from the departments and from IT. We continue to work with outside counsel and expert witnesses to help with ongoing trials.
- ◆ Highlights this fiscal year include:
 - ◇ The City continues to attempt to settle pending civil rights cases where exposure is significant. We have been successfully able to resolve several pending matters at mediation for favorable amounts.
 - ◇ Our long time tort defense attorney retired this fiscal year. In anticipation of his retiring, we reviewed all pending claims, and several pending tort claims have been settled for favorable amounts.
 - ◇ We have been successfully working with both the federal and state courts to work remotely via Zoom to conduct hearings, motions, etc. The Courts are now returning to primarily in person hearings, and we are gearing up to meet that demand.
 - ◇ We have continued to utilize dispositive motions to have cases either dismissed or the issues severely limited.
 - ◆ We currently have a civil rights case under advisement for summary judgment I the City and officers’ favor. We are optimistic this matter will resolve with no payment.
 - ◆ Another pending civil rights claim was withdrawn by the Plaintiff during the discovery phase when the Plaintiff was confronted with various inconsistent statements and conflicting medical evidence.
 - ◆ Following mediation at the Federal Court we were able to settle a pending work place discrimination/hostile work environment case on terms the City considers favorable.

Fiscal Year 2024 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal/Code Litigation

Legal/Code Litigation	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	866,205	546,452	564,094
FTEs	6.2	6.2	6.5
Performance Metrics	FY22 Actual	FY23 YTD	FY24 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	126	96	200
Number of receivers appointed	5	7	10
Percentage of emergency Code/Legal cases filed in 3 business days	95%	95%	95%
Percentage of Non-Emergency Code/Legal cases Prioritized and Filed within 45 days	95%	95%	95%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY24 the Code Enforcement Legal Division continued to bring hundreds of civil actions in the Western Division Housing Court, enforcing the State Sanitary, Building, Electric, Plumbing and Fire Codes as well as City zoning and quality of life ordinances. The Division has had some personnel challenges, and currently has one open attorney position. Additionally, COVID-19 continues to impact the City's ability to file cases in court as the Court's capacity to hear City cases is currently at approximately 50%, with all cases being heard in person. As a result, only emergency cases have been filed. The City continues to work cooperatively with the Western Division Housing Court with regards to case management.
- ◆ More than 90 Code Enforcement claims have been filed in court by the Law Department; with an additional 24 ticket appeals.
- ◆ As some of the COVID-19 restrictions are lifted, the Department is on track to file approximately 150 cases this year.
- ◆ Continues to utilize contempt hearings when necessary to obtain compliance.
- ◆ Have addressed all emergency issues in a timely manner.

LAW DEPARTMENT

Program Summaries

Licensing

Licensing	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	466,418	294,243	303,743
FTEs	2.5	2.5	3.5
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Revenue	115%	128%	100%
Number of Licenses Processed	NA	NA	1,200

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

In FY23, the Licensing Division continues to host Zoom hearings for the License Commission. The Licensing Division will continue to provide Licensees with assistance as it pertains to the continuation of Outside Dining Permits. In spite of staff shortages, the Licensing Division was able to successfully renew all applicants without delay.

Fiscally, the Licensing Division revenue has increased to a pre-pandemic level. We have recently introduced an additional payment method for the convenience of Licensees. The Licensing Division now has the ability to accept credit card payments.

Boards and Commissions:

- ◆ The Licensing Division has been assisting the Community Police Hearing Board and Community Advisory Committee by drafting Minutes of their hearings and meetings.
- ◆ Community Police Hearing Board: Licensing Division staff have remained responsible for prosecuting excessive force complaints, and providing administrative support.
- ◆ The Licensing Division staff continued to provide legal support to the Taxi and Livery Commission.
- ◆ The Licensing Division is also providing oversight to the Mobile Home Rent Control Board due to the long-term absence of the assigned attorney from another division.

LAW DEPARTMENT

Program Summaries

Public Records

Public Records	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	-	-	390,527
FTEs	-	-	4.5
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Total Information Requests Responded To	1,977	1,563	1,000

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY23 the Public Records division transferred from the City Clerk's office to the Law Department. It has been a successful transition thus far.

LAW DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Legal Services			
Personnel Services	(171,633)	(127,801)	(385,161)
OTPS		(1,240)	(104,600)
Code			-
OTPS		(16,600)	(16,000)
Licensing			-
OTPS		-	(1,750)
Total Adjustments	(171,633)	(145,641)	(507,511)

Notes

- ◆ Legal Services
 - ◇ \$385,161 decrease to Personnel Services due to Law Department reorganization.
 - ◇ \$104,600 decrease to OTPS based on historical spending.
- ◆ Code
 - ◇ \$16,000 decrease to OTPS based on historical spending.
- ◆ Licensing
 - ◇ \$1,750 decrease to OTPS based on historical spending.

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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.

FY23 Department Highlights

The Board of Elections office has maintained full in-person operations during FY23.

- ◆ Two (2) Municipal Elections were conducted in FY23.
- ◆ Two (2) State Elections were conducted in FY23.
- ◆ The Annual City Census was conducted by mail.
- ◆ The department managed two (2) early voting sites for the State Primary and General Election.

FY24 Budget Highlights

- ◆ Funds 5.0 FTEs, consistent with FY23.
- ◆ Funds operations related to the Annual City Census, one (1) City Preliminary, one (1) Municipal Election, one (1) Presidential Primary, one (1) Retirement Election, Early Voting, vote by mail, and voter outreach events.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	348,025	421,188	492,020	70,833	16.8%
OTPS	195,734	193,846	205,650	11,804	6.1%
Capital	-	-	-	-	0.0%
Total General Funds	543,760	615,034	697,670	82,637	13.4%

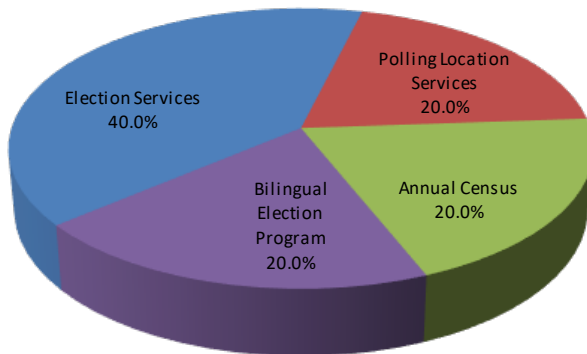
Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	5.0	5.0	5.0	-	0.0%
Total FTEs	5.0	5.0	5.0	-	0.0%

Fiscal Year 2024 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	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Election Services	230,631	246,014	279,068	33,055	40.0%
Polling Location Services	108,752	123,007	139,534	16,527	20.0%
Annual Census	108,752	123,007	139,534	16,527	20.0%
Bilingual Election Program	108,752	123,007	139,534	16,527	20.0%
Total General Fund Expenditures	543,760	615,034	697,670	82,637	100%
Total External Funds Expenditures	13,128	-	-	-	0.0%
Total All Funds Expenditures	556,887	615,034	697,670	82,637	100%

Revenue Summary

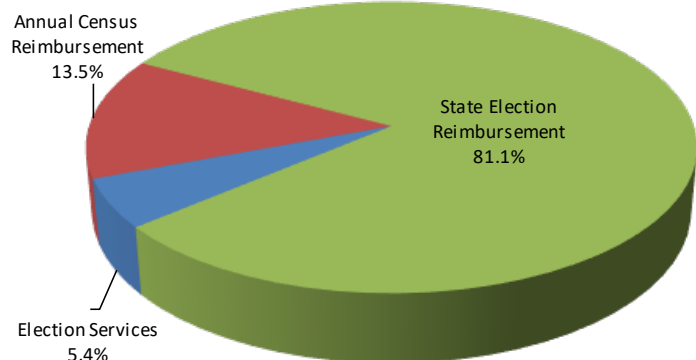
TOTAL REVENUE: \$92,500

State Reimbursement - The Board of Elections receives revenue during state election years as determined by the state.

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

Annual Census Reimbursement - The Board of Elections receives a reimbursement from the School Department for a portion of the costs of the annual census.

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Election Services	720	5,000	5,000	-	5.4%
Annual Census Reimbursement	13,342	12,500	12,500	-	13.5%
State Election Reimbursement	-	75,000	75,000	-	81.1%
Total Departmental Revenue	14,062	92,500	92,500	-	100%

Fiscal Year 2024 Budget and Program Summaries

BOARD OF ELECTIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	348,025	421,188	492,020	70,833	16.8%
OTPS	195,734	193,846	205,650	11,804	6.1%
Capital	-	-	-	-	0.0%
Total General Funds	543,760	615,034	697,670	82,637	13.4%

External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Mass Census Division 2020 Census Mu	13,128	-	-	-	0.0%
Total External Funds	13,128	-	-	-	0.0%
All Funds Budget	556,887	615,034	697,670	82,637	13.4%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Departmental Fees	720	5,000	5,000	-	0.0%
Other Revenue-From Services	13,342	12,500	12,500	-	0.0%
Other Revenue-State	-	75,000	75,000	-	0.0%
Reimbursement For Prior Year Expenses	-	-	-	-	0.0%
Total Departmental Revenue	14,062	92,500	92,500	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
Mass Census Division 2020 Census Mu	Grant	5/29/2030	13,128	-	-
Total External Funding Sources			13,128	-	-

BOARD OF ELECTIONS

Program Summaries

Election Services

Election Services	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	230,631	246,014	279,068
FTEs	2.0	2.0	2.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Elections Administered	1	4	3
Provisional ballots cast	1	24	35
Absentee ballots cast & counted	2,118	17,510	20,000
# of Registered Voters	112,484	118,264	110,000
# of Newly registered voters	7,473	8,024	7,500
Voter Turnout	10%	25%	30%
# of Retirement Board Elections Conducted	0	0	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY23, Election Services convened an active slate of Election Commissioners and administered a Municipal Election.
- ◆ Election Services increased its use of social media as a platform for voter engagement and expanded staff participation in community events.
- ◆ In FY24, the Board will conduct a State Preliminary, General Election, Retirement Election in a cost efficient manner, using a precinct-based optical scanning system. The Board will strive to increase voter turnout in these elections by supporting early voting legislation.
- ◆ In FY24, the Board will collaborate with the Department of Housing to monitor neighborhood elections on an as-needed basis.
- ◆ In FY24, the Board will collaborate with the Springfield Libraries, Springfield School Department and Department of Elder Affairs on Civic Engagement, Voter Outreach and Early Voting.

BOARD OF ELECTIONS

Program Summaries

Polling Location Services

Polling Location Services	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	108,752	123,007	139,534
FTEs	1.0	1.0	1.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Poll workers recruited and hired (bilingual)	110	71	100
Poll workers recruited and hired (non-bilingual)	274	263	268
Poll worker training sessions administered	64	15	15
HAVA compliant voter equipment maintained	60	60	60

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ This year the Board collaborated with Facilities to successfully manage 64 voting precincts in accordance with CDC and state guidance. All polling locations were able to remain fully operational.
- ◆ The Board successfully moved the polling sites for 5 precincts and notified affected voters by mail.
- ◆ The Board collaborated with Facilities Management to successfully operate two early voting sites for the State Primary and General Election and two (2) Special City Council Elections in Ward 5.
- ◆ The Board also was able to survey all polling locations and ensure compliance with A.D.A. standards.
- ◆ In FY24, the Board will continue recruiting new poll workers to supplement the current roster, which has decreased due to retirement.

BOARD OF ELECTIONS

Program Summaries

Annual Census

Annual Census	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	108,752	123,007	139,534
FTEs	1.0	1.0	1.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Census records maintained	78,956	85,129	85,000
Census response rate	40%	20%	50%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY23, the Board of Elections conducted the Annual City Census and expanded marketing efforts, which resulted in increased response rates.
- ◆ In FY24, the Board will conduct the Annual City Census in accordance with state law, and hopes to increase the response rate by at least fifty percent (50%).
- ◆ For FY24, the Board will continue to work directly with the owners and managers of multi-dwelling unit residential properties to collect more accurate census data.
- ◆ For FY24, the Board will conduct a second census mailing.

BOARD OF ELECTIONS

Program Summaries

Voter Outreach & Bilingual Election Program

Voter Outreach & Bilingual Election Program	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	108,752	123,007	139,534
FTEs	1.0	1.0	1.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Number of community-based organizations in the outreach network	123	120	150

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY23, the Board continued collaboration with the Springfield School Department in a Student Voting Initiative. The purpose of this collaboration is to encourage lifelong voting habits in children, increase family communication about civic engagement, and ultimately promote greater adult voter turnout.
- ◆ In FY23, the Board collaborated with various community and faith-based organizations in order to offer opportunities for voter/resident engagement.
- ◆ In FY24, the Board will increase recruitment of bilingual poll workers to effectively implement the Voting Rights Act consent decree, and will expand relationships with community-based organizations within the City of Springfield.

BOARD OF ELECTIONS

FY24 Budget Adjustments

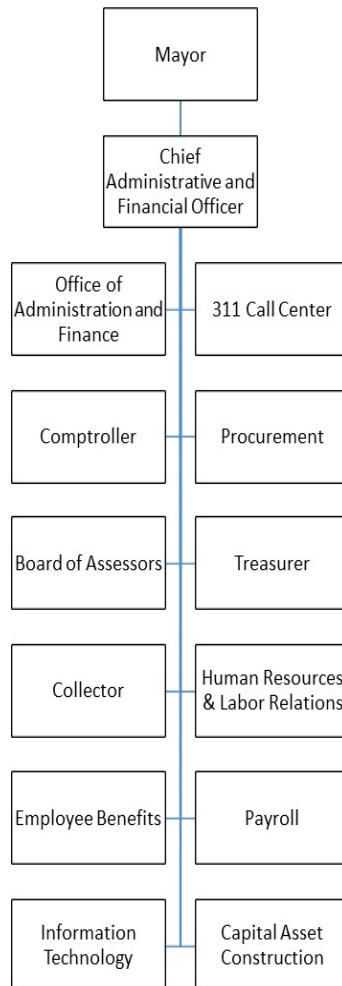
Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Election Services			
Personnel Services	1,959	10,434	65,474
OTPS	(20,991)	30,400	11,804
Total Adjustments	(19,032)	40,834	77,278

Notes

- ◆ Election Services
 - ◇ \$65,474 increase to Personnel Services due to salary adjustments.
 - ◇ \$11,804 increase to OTPS based on historical spending.

Section 5

Administration & Finance Division



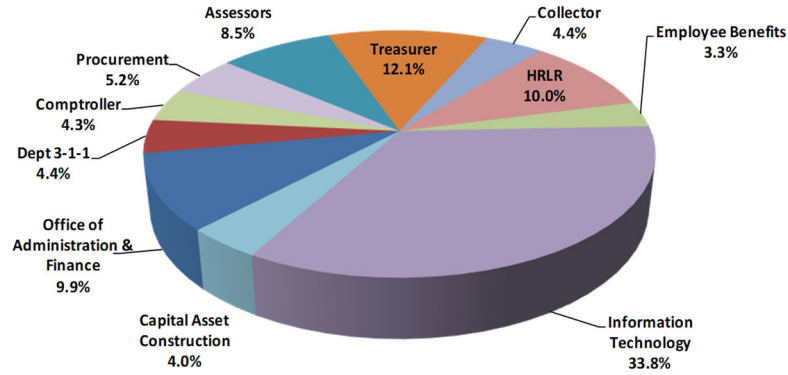
Mission Statement

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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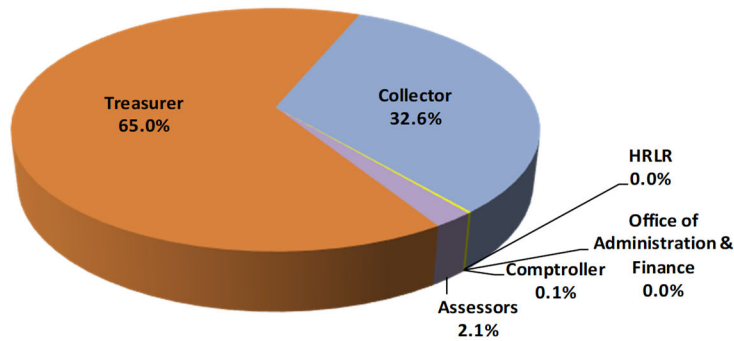
Fiscal Year 2024: All Funds Budget and Revenue Overview

Administration & Finance Division



FY24 Recommended Budget						
Administration & Finance Division						
	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
Office of Administration & Finance	1,115,388	1,237,168	1,237,168	1,309,965	5.9%	5.9%
Dept 3-1-1	466,022	527,305	527,305	582,231	10.4%	10.4%
Comptroller	542,752	589,135	589,135	574,822	-2.4%	-2.4%
Procurement	575,337	620,194	620,194	689,778	11.2%	11.2%
Assessors	884,558	1,179,756	1,179,756	1,131,945	-4.1%	-4.1%
Treasurer	1,542,207	1,562,144	1,562,144	1,598,402	2.3%	2.3%
Collector	440,025	574,189	574,189	579,958	1.0%	1.0%
HRLR	1,207,245	1,250,157	1,250,157	1,319,076	5.5%	5.5%
Employee Benefits	295,905	429,955	429,955	443,027	3.0%	3.0%
Information Technology	3,389,349	3,861,197	3,861,197	4,480,046	16.0%	16.0%
Capital Asset Construction	495,997	512,573	512,573	534,995	4.4%	4.4%
Total	10,954,786	12,343,773	12,343,773	13,244,244	7.3%	7.3%

Revenue Overview



Division / Department	FY24 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY24 Total Revenue
Office of Administration & Finance	-	-	-	-	-	-
Dept 3-1-1	-	-	-	-	-	-
Comptroller	1,204,000	-	-	-	-	1,204,000
Procurement	-	-	-	-	-	-
Assessors	18,253,591	-	-	-	-	18,253,591
Treasurer	8,795,021	-	-	-	545,247,551	554,042,572
Collector	46,323,960	231,786,244	-	-	-	278,110,204
HRLR	-	-	-	-	-	-
Employee Benefits	399,393	-	-	-	-	399,393
Information Technology	-	-	-	-	-	-
Capital Asset Construction	-	-	-	-	-	-
Total	74,975,966	231,786,244	-	-	545,247,551	852,009,761

Administration & Finance

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Fiscal Year 2024 Budget and Program Summaries

OFFICE OF ADMINISTRATION & FINANCE

Mission

The Office of Administration & Finance (A&F) 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 Office of A&F 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.

FY23 Department Highlights

- ◆ Maintained a credit rating of AA– from Standard and Poor's Rating Agency.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada; this is sixteenth consecutive year the department has won this award.
- ◆ Balanced the FY23 budget without the use of one-time revenue, maintaining core services and vital programs for our residents without implementing any layoffs, while managing overall City side budget growth.
- ◆ Managed the FY22 budget to a surplus, certifying \$67.8M in free cash, including a \$41M settlement check from Eversource.
- ◆ Invested \$45M from the City's stabilization reserve account into 1-year U.S. Treasury notes, capitalizing on interest rates of approximately 5%, which will bring the City more than \$2M in returns to be directed towards lowering tax bills, providing financial relief for our citizens.
- ◆ Transferred \$15M of certified free cash into the Springfield Pension Reserve Fund, bringing the fund total to approximately \$17M, investing these funds in 1-year U.S. Treasury Notes, with an estimated yield of \$769K to be used towards future pension payments.
- ◆ Taking advantage of the City's well-planned declining debt schedule, appropriated close to \$50M in bonds for City projects including MSBA matches, vehicles, municipal roofs, improvements at the golf courses and Cyr arena, and the creation of Duggan Field.
- ◆ Department of Technical Assistance & Compliance (DTAC) continues post award compliance on all ARPA awards, as well as managing the Direct Cash Assistance program for eligible Springfield residents.

FY24 Budget Highlights

- ◆ Funds 14.0 General Fund FTEs and 11.5 Grant Fund FTEs including one (1) Associate Compliance Analyst, one (1) Grants Director, and increased funding for the Department of Technical Assistance and Compliance for additional compliance monitoring and ARPA award oversight and administration.
- ◆ Funds annual Massachusetts Municipal Association dues.

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	974,803	1,062,592	1,134,789	72,196	6.8%
OTPS	140,585	174,576	175,176	600	0.3%
Capital	-	-	-	-	0.0%
Total General Funds	1,115,388	1,237,168	1,309,965	72,796	5.9%

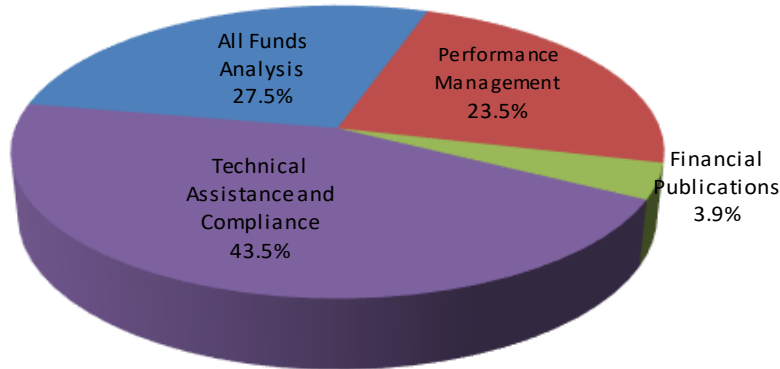
Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	11.0	12.0	14.0	2.0	16.7%
Grant Funded FTEs	2.0	7.0	11.5	4.5	64.3%
Total FTEs	13.0	19.0	25.5	6.5	25.5%

Fiscal Year 2024 Budget and Program Summaries

OFFICE OF ADMINISTRATION & FINANCE

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

Technical Assistance and Compliance (DTAC) — Oversight and enforcement of compliance for City projects and contracts. Provides ARPA technical assistance and contract compliance to small businesses.

Program Budgets

Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
All Funds Analysis	471,895	390,685	359,598	(31,087)	27.5%
Performance Management	514,795	390,685	308,227	(82,458)	23.5%
Financial Publications	42,900	65,114	51,371	(13,743)	3.9%
Technical Assistance and Compliance	85,799	390,685	590,768	200,084	45.1%
Total General Fund Expenditures	1,115,388	1,237,168	1,309,965	72,796	100%
Total External Funds Expenditures	-	-	-	-	0.0%
Total All Funds Expenditures	1,115,388	1,237,168	1,309,965	72,796	100%

Fiscal Year 2024 Budget and Program Summaries
OFFICE OF ADMINISTRATION & FINANCE

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	974,803	1,062,592	1,134,789	72,196	6.8%
OTPS	140,585	174,576	175,176	600	0.3%
Capital	-	-	-	-	0.0%
Total General Funds	1,115,388	1,237,168	1,309,965	72,796	5.9%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	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	1,115,388	1,237,168	1,309,965	72,796	5.9%

Fiscal Year 2024 Budget and Program Summaries

OFFICE OF ADMINISTRATION & FINANCE

Program Summaries

All Funds Analysis

All Funds Analysis	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	471,895	390,685	359,598
FTEs	5.5	6.0	7.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
% of Council Orders due to being over budget	1%	1%	2%
Average number of days to review requisitions sent to A&F	1	1	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Managed an operating surplus in FY22. Certifying \$67.8M in free cash, including a \$41M settlement check from Eversource.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY23 budget; this is the sixteenth consecutive year A&F has received this award.
- ◆ Maintained an AA– credit rating from S&P, which was reaffirmed in March 2022.
- ◆ Continued to assist departments with monitoring and seeking reimbursements for grants, maximizing its ability to use external funding sources to supplement the General Fund budget.

Fiscal Year 2024 Budget and Program Summaries
OFFICE OF ADMINISTRATION & FINANCE

Program Summaries

Program Management

Performance Management	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	514,795	390,685	308,227
FTEs	6.0	6.0	6.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
# of SWATs	-	-	15

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Examples of facilitated successful SWAT sessions:

COVID-19 Response

- ◆ A&F led the tracking of the effects of COVID-19 on revenue and expenditures. A&F continued to track all emergency expenditures related to the pandemic, and coordinated requests for reimbursements from FEMA and other agencies for those expenses.
- ◆ Managed the FY22 budget to a surplus despite some revenue declines caused by the effects of COVID-19. Revised revenue projections for the FY23 budget to ensure that continued core services would be funded throughout the upcoming fiscal year

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.

Benefits Analysis

- ◆ Investigated ways to maximize the number of grant funded employees whose health insurance and other benefits could be offset to grants.
- ◆ Worked with the Human Resources Department to continue to improve methods for projecting the future cost of benefits and implement cost control measures.

Fiscal Year 2024 Budget and Program Summaries

OFFICE OF ADMINISTRATION & FINANCE

Program Summaries

Financial Publications

Financial Publications	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	42,900	65,114	51,371
FTEs	0.5	1.0	1.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Balanced budget published by June 30th	Yes	Yes	1.0
Released 3 financial documents by the appropriate deadline	Yes	Yes	3.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Released the following four financial publications within their respective deadlines:

- | | |
|--|------------------------------|
| 1. Fiscal Year 2023 Debt Affordability Study— published | (Deadline: January 30, 2023) |
| 2. Fiscal Years 2024-27 Multi-Year Financial Plan— published | (Deadline: March 30, 2023) |
| 3. Fiscal Years 2024-27 Capital Improvement Plan— published | (Deadline: March 30, 2023) |
| 4. Fiscal Year 2023 Mayor’s Recommended Budget—published | (Deadline: June 30, 2023) |

Fiscal Year 2024 Budget and Program Summaries
OFFICE OF ADMINISTRATION & FINANCE

Program Summaries

Technical Assistance and Compliance

The Department of Technical Assistance and Compliance (DTAC) is responsible for oversight and enforcement of the City's REO Ordinance, section 3, section 106, Environmental Review and Davis Bacon. In addition, they provide ARPA technical assistance and contract compliance to small businesses, with a focus on minority, women, and LGBTQ owned enterprises.

Technical Assistance and Compliance	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	85,799	390,685	590,768
FTEs	1.0	6.0	11.5
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
% of completed Compliance projects	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

ARPA

- ◆ Approximately 88% of business applications awarded have been to either minority and/or women owned businesses, and approximately 66% of total award funding have been to either minority and/or woman owned businesses.

Responsible Employer Ordinance (REO)

- ◆ Ongoing, successful compliance of the new \$90,000,000 Swan-DeBerry Elementary School.
- ◆ 40% Resident participation on the \$10,600,000 doors and windows project at the high school of Science & Technology, highest resident participation on REO projects to date.

Section 3

- ◆ Successful overhaul and implementation of Section 3 regulations, policies and procedures to the Section 3 Compliance Program.

Fiscal Year 2024 Budget and Program Summaries
OFFICE OF ADMINISTRATION & FINANCE

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Personnel Services	(6,719)	(142,788)	(84,958)
OTPS	-	25,500	600
Total Adjustments	(6,719)	(117,288)	(84,358)

Notes

- ♦ \$84,958 decrease to Personnel Services due to salary offsets to ARPA and Shannon Community Safety Initiative grants.
- ♦ \$600 increase to OTPS based on historical spending.

Fiscal Year 2024 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 the City 24/7 through multiple channels including telephone, fax, email, web portal, phone app, and night voicemail.

FY23 Department Highlights

- ♦ Answered 2,110,834 calls since March of 2009.
- ♦ Answered 78% of all calls without transferring to another department.
- ♦ During FY23, there has been a total of 83,537 calls answered by the 311 Customer Service Representatives (CSRs). Calls were answered 81% of the time in less than 30 seconds.

FY24 Budget Highlights

- ♦ Funds 11.0 General Fund FTEs. This is an increase of 1.0 FTE including an additional 311 Customer Service Representative position.
- ♦ Funds operations related to the 311 Call Center.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	414,624	474,852	529,778	54,926	11.6%
OTPS	51,397	52,453	52,453	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	466,022	527,305	582,231	54,926	10.4%

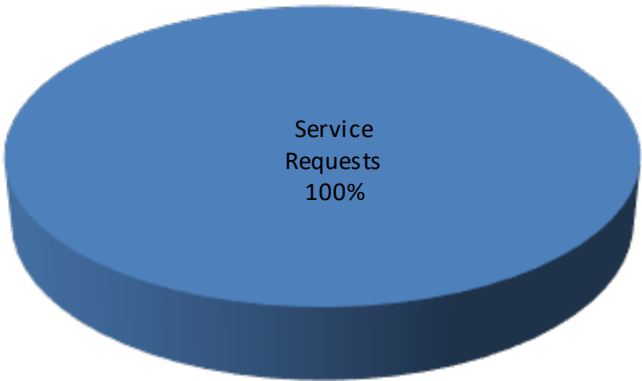
Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	9.0	10.0	11.0	1.0	10.0%
Total FTEs	9.0	10.0	11.0	1.0	10.0%

Fiscal Year 2024 Budget and Program Summaries

311 CALL CENTER

Program Expenses



Program Summaries

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.

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2024 Budget and Program Summaries

311 CALL CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	414,624	474,852	529,778	54,926	11.6%
OTPS	51,397	52,453	52,453	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	466,022	527,305	582,231	54,926	10.4%
External Funds Budget	FY22 Actual	FY22 Available	FY24 Projected	Variance FY24-FY23	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	466,022	527,305	582,231	54,926	10.4%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2024 Budget and Program Summaries

311 CALL CENTER

Program Summaries

Service Requests

Service Requests	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	466,022	527,305	582,231
FTEs	9.0	9.0	11.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
% of calls answered within 30 seconds	83%	78%	85%
% of calls completed without transfers to other departments	83%	81%	85%
% increase of smartphone application downloads	15%	5%	25%

Citywide Strategic Priority: Fiscal and Operational Excellence; Healthy Neighborhoods

Highlights

In FY23, the 311 Department increased its staff, bringing the total employee FTE count to 11.

The 311 Department took many calls in FY23 including residents seeking a status on their ARPA household application. We also assisted the ARPA staff by mailing out applications to residents that called seeking to apply.

From July 2022 through February 2023, the call center has received 90,329 calls. During those same months for FY22, we received 95,655 calls.

Internet

Service requests via the app come in daily, with the most frequent request being for ordinance type issues; littering, illegal dumping, unregistered vehicles, and overgrowth, followed by tree trimming for forestry. Web forms that are routed to the originating department from the city website are re-directed to the 311 e-mail address; Code, Ordinance, DPW and 311; this channel has remained steady compared to last year.

DPW Administration

311 is the main contact for DPW administration (trash); OPT-IN, OPT-OUT and Discounts forms. We continue to schedule appointments for trash pickup, (bulk trash and extra bags). We also schedule appointments on behalf of DPW when they hold the Household Hazardous Waste Collection in the Fall and Spring.

311 CALL CENTER

Program Summaries

Highlights Continued

Cold Weather Task Force

311 is a member of the Cold Weather Task Force. Commissioner Harris continues to improve the process. The City already has an excellent Cold Weather Emergency system working with the Mayor and other City departments and organizations. Standard operating procedures have been developed for temperatures 20 degrees and lower, along with a dedicated phone line for after hour calls for homeless and multi-housing complexes that require emergency assistance.

Assessors

We continue to assist the Assessor's Office with setting up appointments for City Inspectors utilizing the Intelligov system software. Appointments are made for those who are responding to a letter pertaining to the filing of over-evaluation applications.

In FY23, we helped the Assessor's office enhance the online excise abatement process, as they are now able to track the abatement applications from our Intelligov software program.

Greening the Gateway Cities "Free Tree Program"

311 assists the Forestry Department with this program, The Forestry Department plants free trees on private property in the McKnight, Old Hill and Upper Hill Neighborhoods in Springfield. The 311 Department assists with taking the calls from residents that are interested in a free tree and forwarding the information to the Forestry Department by entering a ticket into the Intelligov system.

Fiscal Year 2024 Budget and Program Summaries

311 CALL CENTER

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Service Requests			
Personnel Services	1,287	22,662	(30,985)
OTPS	800	150	-
Total Adjustments	2,087	22,812	(30,985)

Notes

- ◆ Service Requests
 - ◇ \$30,985 decrease to Personnel Services due to salary adjustments.

Fiscal Year 2024 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.

FY23 Department Highlights

- ◆ Received the Certificate of Achievement for Excellence in Financial Reporting for the issuance of the City's Annual Comprehensive Financial Report (ACFR) from the Government Finance Officers Association of the United States and Canada for the eleventh year in a row.
- ◆ Created and updated the City's public website to include the "Open Checkbook" and the "Taxpayer Monthly Statement" to promote transparency.
- ◆ Performed a successful year end close of the General Ledger in MUNIS on July 7, 2022. This marks the earliest date the City of Springfield has performed the year end close.
- ◆ The Comptroller's Office collaborated with the ITD Department to complete an upgrade of the City's Enterprise Resource Planning (ERP) software, MUNIS, to version 2019.1.22. This was a massive undertaking that involved years of testing and we continue to meet with MUNIS Management to improve the performance of the new software.

FY24 Budget Highlights

- ◆ Funds 7.0 General Fund FTEs and 1.0 Utility Fund FTE, consistent with FY23.
- ◆ Includes level service funding to address federal and state-mandated financial reporting and citywide accounts payable services.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	538,503	581,787	567,125	(14,662)	-2.5%
OTPS	4,249	7,348	7,698	350	4.8%
Capital	-	-	-	-	0.0%
Total General Funds	542,752	589,135	574,822	(14,312)	-2.4%

Department Staff

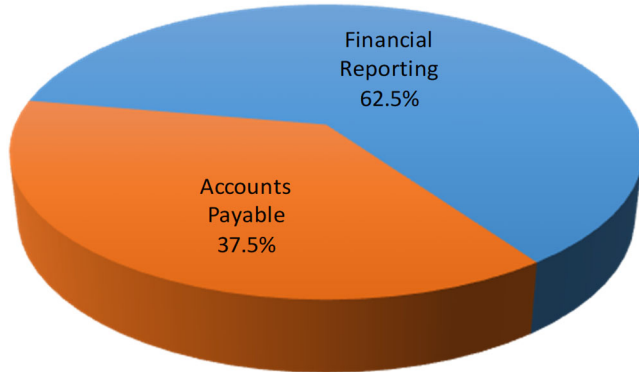
Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	7.0	7.0	7.0	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	8.0	8.0	8.0	-	0.0%

Fiscal Year 2024 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

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Program Expenses					
Financial Reporting	339,220	368,209	359,264	(8,945)	62.5%
Accounts Payable	203,532	220,926	215,558	(5,367)	37.5%
Total General Fund Expenditures	542,752	589,135	574,822	(14,312)	100.0%

Revenue Summary

TOTAL REVENUE: \$1,204,000

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

- ◆ Registry of Motor Vehicles
- ◆ Reimbursement of Debt Service Expense for the Culinary Center
- ◆ Departmental PY Refund Revenue

Program Revenue



Departmental Revenue

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Program Revenue					
Accounts Payable	-	-	-	-	0.0%
Financial Reporting	2,423,243	1,204,000	1,204,000	-	100%
Total Departmental Revenue	2,423,243	1,204,000	1,204,000	-	100%

Fiscal Year 2024 Budget and Program Summaries

CITY COMPTROLLER

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	538,503	581,787	567,125	(14,662)	-2.5%
OTPS	4,249	7,348	7,698	350	4.8%
Capital	-	-	-	-	0.0%
Total General Funds	542,752	589,135	574,822	(14,312)	-2.4%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	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	542,752	589,135	574,822	(14,312)	-2.4%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Other Revenue - State	392,958	350,000	350,000	-	0.0%
Miscellaneous Revenue	851,084	850,000	850,000	-	0.0%
Reimb For Prior Year Expenditure	5,984	2,000	2,000	-	0.0%
Refund Of Expenditure	1,173,217	2,000	2,000	-	0.0%
Total Departmental Revenue	2,423,243	1,204,000	1,204,000	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
<i>Subtotal FY24 Anticipated Grants</i>			-	-	-
<i>Subtotal FY24 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2024 Budget and Program Summaries

CITY COMPTROLLER

Program Summaries

Financial Reporting

	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	339,220	368,209	359,264
FTEs	5.0	5.0	5.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Average # of days to close month	6.6	8.4	8
# of post-close adjustments	309	341	320

Citywide Strategic Priority: Fiscal Management

Highlights

- ◆ Submitted the State mandated Schedule A Report on November 30, 2022.
- ◆ 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 November of 2022. This certification allowed the Mayor and City Council to utilize \$6.5M to reduce the tax rate.
- ◆ Completed the MA Department of Revenue Year End Checklist.
- ◆ Completed the Tax Recap Sheet for Fiscal Year 2023.
- ◆ Reconciliation of all tax and departmental receivables.
- ◆ 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.
- ◆ Assisted The Community Preservation Committee (CPC) with State Reporting and invoice processing.

CITY COMPTROLLER

Program Summaries

Accounts Payable

	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	203,532	220,926	215,558
FTEs	3.0	3.0	3.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
# correcting accounting entries to total accounting entries	7.0%	5.0%	6.5%
% vendors/bills not paid on time/after 90 days	5.4%	7.0%	6.0%

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.
- ◆ Prepared four Accounts Payable Warrants on a weekly basis to pay all City & School Vendors.
- ◆ Continued implementation of a paperless Accounts Payable invoice submission process for all departments via email.
- ◆ Enforcement of the City Budget and Grant Awards on all invoices and contracts for the City and School Department.

Fiscal Year 2024 Budget and Program Summaries

CITY COMPTROLLER

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Comptroller			
Personnel Services	10,362	15,308	(27,199)
OTPS	-	97	-
Total Adjustments	10,362	15,405	(27,199)

Notes

- ♦ \$27,199 decrease to Personnel Services due to salary adjustments.

Fiscal Year 2024 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 departments are acting in compliance with the municipal procurement requirements as described by Massachusetts General Laws. The OOP 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. Procurement agents/departments utilize existing statewide and national agreements with favorable terms and conditions to reduce the City's bidding costs and the time and resources spent to procure services. This department is committed to providing value-added strategic procurements to assist in mitigating the overall financial picture of the City.

FY23 Department Highlights

- ◆ Policy Implementations: OOP, in conjunction with the Comptroller's Office, continues to update the City's Purchasing and Accounts payable processes. With the latest MUNIS upgrades, OOP and Comptrollers have been creating new "How To's" for Vendor Maintenance, Accounts Payable, and Purchase Change Order processes for staff and end users.
- ◆ The Chief Procurement Officer has been working with consultants to have a Procurement Policies, Procedures, and Best Practices manual drafted and completed by the beginning of FY24 to assist staff, departments and new employees.
- ◆ OOP assisted in the procurement of hundreds of thousands of dollars' worth of municipal improvements to schools, parks, playgrounds, etc.
- ◆ Capital Improvement Contracts: The OOP assisted the Department of Capital Asset Construction, the Department of Parks, Buildings and Recreation and the Department of Public Works in procuring and securing contracts for several projects this year. This includes new kitchen renovations at several schools, Court Square improvements, Riverfront improvements, HVAC Abatements at SPDH, Warner and Pottenger Schools. Construction at Duggan High School Athletic Fields, several new windows and doors, flooring, and painting projects at various schools to be completed by June 30th. The OOP also assisted in procuring replacement Fleet Vehicles for DPW, DPBRM, Police and Fire.
- ◆ Economic Development Contracts: OOP assisted the Department of Disaster Recovery and Compliance and the Department of Planning and Economic Development in soliciting proposals for the disposition of several long-abandoned sites in Pine Point and Old Hill neighborhoods.
- ◆ OOP solicited bids and contracts with the assistance of DPW for annual snow removal services from local contractors to handle the removal of snow, application of salt/sanding of city streets and roads during winter storms.
- ◆ Purchase Order Processing: Currently, 11,608 purchase orders have been processed for City departments. The State's Office of Inspector General approved the use of purchase orders as contracts as long as they follow state-mandated thresholds and full compliance with MGL Chapter 30B. OOP continues to lessen the amount of written contracts and time spent generating signatures from all parties.
- ◆ Contract Processing: As of 3/17/23, the OOP generated approximately 276 contracts, which includes state contracts. 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.

FY24 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY23.
- ◆ Maintains level service, including funding for MCPPO trainings for staff and an increase in advertising due to bidding costs for city-wide projects.

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	456,660	516,221	526,546	10,325	2.0%
OTPS	118,677	103,973	163,233	59,260	57.0%
Capital	-	-	-	-	0.0%
Total General Funds	575,337	620,194	689,778	69,584	11.2%

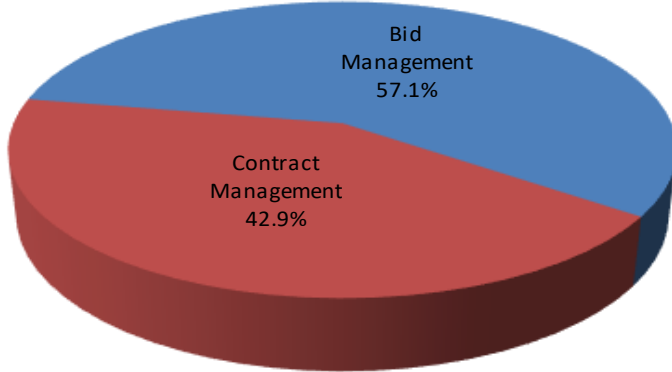
Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	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%

OFFICE OF PROCUREMENT

Program Summaries

Program Expenses



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 throughout the bid/contract process.

Program Budgets

Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Bid Management	328,764	354,397	394,159	39,762	57.1%
Contract Management	246,573	265,798	295,619	29,822	42.9%
Total General Fund Expenditures	575,337	620,194	689,778	69,584	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2024 Budget and Program Summaries

OFFICE OF PROCUREMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	456,660	516,221	526,546	10,325	2.0%
OTPS	118,677	103,973	163,233	59,260	57.0%
Capital	-	-	-	-	0.0%
Total General Funds	575,337	620,194	689,778	69,584	11.2%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	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	575,337	620,194	689,778	69,584	11.2%

OFFICE OF PROCUREMENT

Program Summaries

Bid Management

Bid Management	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	328,764	354,397	394,159
FTEs	4.0	4.0	4.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
% 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 at \$10,000 or more. The different types of bids are categorized by Massachusetts State Law include: Quotes, Invitation to Bid, Requests for Proposals, Request for Qualifications, Disposition of Real Property (For Sale Bids), Acquisition of Real Property (Lease and Buying Bids) and Construction Contracts. Goods and services ranging in value from \$10,000 to \$50,000 do not require a bidding process, only a solicitation for three written price quotes with the contract being awarded to the lowest responsible bidder.

The Office of Procurement conducts this process and acts as a liaison to the Departments requesting procurement starting with applicable form of solicitation and final contract. Any procurement valued over \$50,000 requires formal bidding procedures, legal advertisements, state advertisement boards, depending on total value. RFP's are used for quality based bids over \$50,000 and 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/Designee after scoring is completed and the contract is awarded.

The President of the Massachusetts Association of Public Purchasing Officials (MAPPO) is obligated to appoint a nominating committee to determine future leadership of MAPPO. Springfield CPO was asked to be a member of the special committee. All of the is being done remotely with the two other nominating committee members

ARTICLE XI – THE NOMINATING COMMITTEE The President shall appoint three (3) Members of the Nominating Committee on or before January 1st in the year in which elections will take place. The Committee shall consist of one past President and two other Full Members. No person may be nominated for election as an Officer unless that person is a Member in good standing.

ARTICLE XII – THE NOMINATING COMMITTEE shall review the candidates' qualifications and shall select their nominees by March 1st. At such time the Nominating Committee shall immediately notify the interested candidates of their selection and shall present a recommendation of prospective candidates for consideration by the Association by posting of such on the Association website. In addition, candidates may be nominated from the floor by the membership. Elected persons will be installed by the June meeting.

OFFICE OF PROCUREMENT

Program Summaries

Contract Management

Contract Management	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	246,573	265,798	295,619
FTEs	3.0	3.0	3.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Average number of days to prepare and execute contract	21	22	21

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ All purchases of \$10,000 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 based on discretion of the OOP (typically for goods and low risk services). As of 3/17/23, Procurement maintains over 756 active contracts that are still open in MUNIS, and the reduction of contracts is a result of better contract management and use of PO's.
- ◆ Additional 106 active city-wide contracts were 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 used by approved and competitively bid State Contracts, Massachusetts Higher Education Collaborative (MHEC), General Services Administration, a Federal Government agency (GSA), and other collaborative contracts.
- ◆ Multi-Year Contracts and the associated renewal process based on various departmental needs are also monitored by the Office of Procurement.

OFFICE OF PROCUREMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Bid Management			
Personnel Services	4,416	17,340	-
OTPS	-	232	-
Total Adjustments	4,416	17,572	-

Notes

No adjustments were made for the FY24 budget.

Fiscal Year 2024 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 Chapter 121A urban redevelopment excise, vehicle excise, and payment-in-lieu-of-tax (PILOT) programs.

FY23 Department Highlights

The Assessors 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 FY23 tax levy is \$242.5M, with an increase in the levy ceiling of \$31.9M.

The Department also administers the Urban Redevelopment excise (Chapter 121A) contracts, motor vehicle excise system, and the payment-in-lieu-of-taxes (PILOT) program. The City issues in excess of 100,000 motor vehicle excise bills annually, totaling \$11M.

FY24 Budget Highlights

- ◆ Funds 13 FTEs, consistent with FY23.
- ◆ Services to aid the levy ceiling growth and produce the FY24 assessed valuations.

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	749,638	869,742	887,265	17,523	2.0%
OTPS	134,920	310,014	244,680	(65,334)	-21.1%
Capital	-	-	-	-	0.0%
Total General Funds	884,558	1,179,756	1,131,945	(47,811)	-4.1%

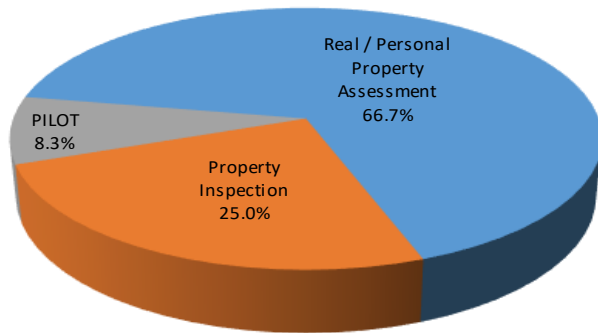
Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	12.0	13.0	13.0	-	0.0%
Total FTEs	12.0	13.0	13.0	-	0.0%

Fiscal Year 2024 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 January 1st each year.

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

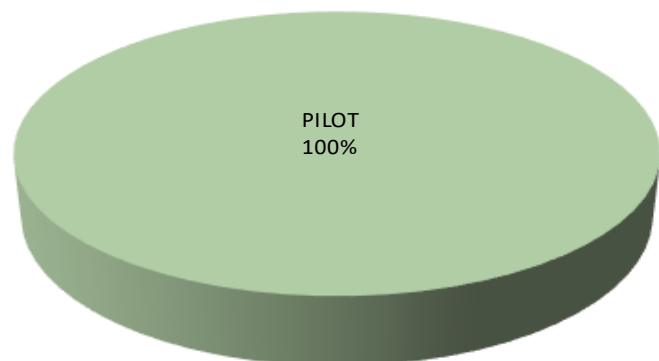
Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Real / Personal Property Assessment	589,705	786,504	754,630	(31,874)	66.7%
Property Inspection	221,139	294,939	282,986	(11,953)	25.0%
PILOT	73,713	98,313	94,329	(3,984)	8.3%
Total General Fund Expenditures	884,558	1,179,756	1,131,945	(47,811)	100%

Revenue Summary

Revenue collected by the Assessor's Office includes PILOT, 121A Gross Gaming Revenue, & Urban Redevelopment excise payments.

Total Revenue: \$18,253,591

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Real / Personal Property Assessment	-	-	-	-	0.0%
Property Inspection	-	-	-	-	0.0%
PILOT	15,920,373	16,549,948	18,253,591	1,703,643	100%
Total Departmental Revenue	15,920,373	16,549,948	18,253,591	1,703,643	100%

Fiscal Year 2024 Budget and Program Summaries

ASSESSORS DEPARTMENT

All Funds Expenditure Detail

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	749,638	869,742	887,265	17,523	2.0%
OTPS	134,920	310,014	244,680	(65,334)	-21.1%
Capital	-	-	-	-	0.0%
Total General Funds	884,558	1,179,756	1,131,945	(47,811)	-4.1%
	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
External Funds Budget					
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	884,558	1,179,756	1,131,945	(47,811)	-4.1%

All Funds Revenue Detail

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department Revenue					
PILOT - Local	50,828	380,000	279,620	(100,380)	-26.4%
Chapter 121A - Sec 6A	7,481,306	7,842,490	9,556,312	1,713,822	21.9%
121A GGR - Gross Gaming Rev	320,888	350,000	350,000	-	0.0%
Chapter 121A - Sec 10	7,903,898	7,977,458	8,067,659	90,201	1.1%
Miscellaneous Revenue	163,453	-	-	-	0.0%
Total Departmental Revenue	15,920,373	16,549,948	18,253,591	1,703,643	10.3%

	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
External Funding Sources					
Subtotal FY23 Anticipated Grant Funds			-	-	-
Subtotal FY23 Other Funds			-	-	-
Total External Funds			-	-	-

ASSESSORS DEPARTMENT

Program Summaries**Real / Personal Property**

Real / Personal Property Assessment	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	589,705	786,504	754,630
FTEs	8.0	8.0	8.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
% of deeds transferred and entered within 30 days	100%	100%	100%
Number of parcel transfers	3,073	3,246	3,200
Number of personal exemptions granted	1,028	941	1,000
Number of abatements granted	82	13	80
Actual levy % change from prior year	5%	5%	5%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Assessors Department, in reflecting the robust market appreciation in the FY23 valuations, was able to deliver the highest levy in the City's history, \$252M, which included the \$6.6M of certified new growth. The total taxable value showed an overall increase of \$1.2B or 13% over the FY22 total value. The increase in total taxable value raised the ceiling sufficiently to create space of over \$30M between the limit and the ceiling, which is by far the most in over a decade.

The Department launched their new deed reading software program on March 27, 2023. This new software will update the ownership information from the Hampden County Registry of Deeds to the City's software automatically, increasing efficiency and accuracy across the department.

ASSESSORS DEPARTMENT

Program Summaries

Property Inspection

Property Inspection	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	221,139	294,939	282,986
FTEs	3.0	3.0	3.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
% of total property inspected	18%	11%	18%
Average number of properties inspected per inspector annually	2,626	2,496	2,550

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The goal for FY24 is to continue traditional inspection methods which includes interior inspections. Interior inspections were suspended during the COVID-19 pandemic. This also entails less field review inspections and more in-person physical inspections. The quantity of inspections will be reduced from FY22 but the data quality will improve. Two vacant positions were filled during FY23 and it took time to train both employees. The FY23 goal was to obtain similar numbers to FY19, which was the first full year of the efficient data collection process and prior to the pandemic. However, the data indicates we have the capability of surpassing that goal and aiming for 2,550 inspections per inspector or about 11% greater than previously expected.

In FY23, the Assessors Department modernized their property inspection practices. The Department of Revenue now requires photographs on each parcel in the City of Springfield. The Assessors Department utilized a new software, Near Map, which will provide high-resolution pictures that can be uploaded to our database and will be updated every six months. This technology will be used to assist and supplement the field inspector's photographs on the property record card.

ASSESSORS DEPARTMENT

Program Summaries

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

PILOT	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	73,713	98,313	94,329
FTEs	1.0	1.0	1.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 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 continued to monitor all existing PILOT agreements and ensure payments were made in a timely manner for FY23.

ASSESSORS DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Real / Personal Property			
Personnel Services	7,652	73,158	-
OTPS	-	181,500	(65,084)
Total Adjustments	7,652	254,658	(65,084)

Notes

- ◆ Real/Personal Property
 - ◇ \$65,084 decrease to OTPS based on historical spending.

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Fiscal Year 2024 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.

FY23 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.
- ◆ Working with the Office of Administration and Finance and the City Comptroller, invested Pension and Other Post Employment Benefit (OPEB) funds in US Treasury Bills, earning a yield of approximately 5%.
- ◆ Continued success of the City's Tax Title program by 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 the 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, while keeping ownership of their homes.
- ◆ Continued the City's Abandoned Property Division, allowing taxpayers to recover monies due, and assisting the City in the collection of delinquent taxes per the revenue recapture program.

FY24 Budget Highlights

- ◆ Funds 9.0 FTEs, consistent with FY23.
- ◆ Level service OTPS.
- ◆ Funding to support tax title program, registry of deeds filing fees & property maintenance costs.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	426,078	555,232	591,531	36,298	6.5%
OTPS	1,116,130	1,006,912	1,006,871	(41)	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,542,207	1,562,144	1,598,402	36,257	2.3%

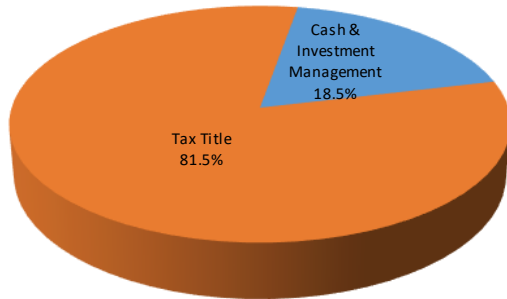
Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	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 2024 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 various other City departments, 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 is an important step in the revitalization of City neighborhoods.

Program Budgets

Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Cash & Investment Management	285,308	288,997	295,704	6,708	18.5%
Tax Title	1,256,899	1,273,148	1,302,698	29,550	81.5%
Total General Fund Expenditures	1,542,207	1,562,144	1,598,402	36,257	100%
Total External Funds Expenditures	-	-	-	-	-
Total All Funds Expenditures	1,542,207	1,562,144	1,598,402	36,257	100%

Revenue Summary

TOTAL REVENUE: \$ 554,042,572

Cash & Investment Management -

- ♦ Penalties & Other Taxes \$ 4,415,658
- ♦ Charges for Services \$ 22,279
- ♦ Miscellaneous \$ 10,000
- ♦ Interest on Investments \$ 2,966,442
- ♦ Departmental & Other \$ 1,330,643

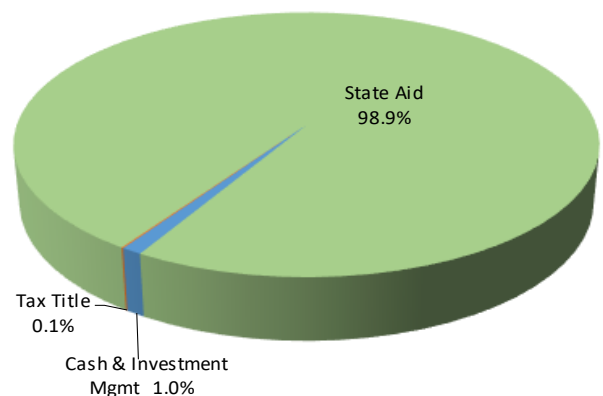
Tax Title -

- ♦ Penalties & Interest \$ 500,000
- ♦ Fines & Forfeits \$ 50,000

State Aid -

- ♦ State Aid \$ 545,247,551

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Cash & Investment Mgmt	4,669,295	5,127,942	8,245,021	412,483	1.0%
Tax Title	466,929	512,794	550,000	41,248	0.1%
State Aid	461,793,273	507,153,511	545,247,551	40,794,593	98.9%
Total Departmental Revenue	466,929,497	512,794,247	554,042,572	41,248,325	100%

Fiscal Year 2024 Budget and Program Summaries

TREASURER'S DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	426,078	555,232	591,531	36,298	6.5%
OTPS	1,116,130	1,006,912	1,006,871	(41)	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,542,207	1,562,144	1,598,402	36,257	2.3%
External Funds Budget	FY22 Actual	FY23 Adopted	FY23 Projected	Variance FY24-FY23	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	1,542,207	1,562,144	1,598,402	36,257	2.3%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Taxes	952,893	-	-	-	0.0%
Penalties, interest and other taxes	4,128,676	3,753,442	4,415,658	662,216	17.6%
Charges for Services	22,279	22,279	22,279	-	0.0%
Miscellaneous	94,827	10,000	10,000	-	0.0%
Intergovernmental	458,826,738	505,361,442	545,247,551	39,886,109	7.9%
Fines and Forfeits	21,318	50,000	50,000	-	0.0%
Interest earned on Investments	1,482,890	2,266,442	2,966,442	700,000	30.9%
Departmental & Other	1,399,877	1,330,643	1,330,643	-	0.0%
Total Departmental Revenue	466,929,497	512,794,247	554,042,572	41,248,325	8.0%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
			-		
			-		
			-		
Subtotal FY24 Anticipated Grant Funds			-	-	-
			-		
			-		
			-		
Subtotal FY24 Other Funds			-	-	-
Total External Funds			-	-	-

TREASURER'S DEPARTMENT

Program Summaries

Cash & Investment Management

Cash & Investment Management	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	285,308	288,997	295,704
FTEs	4.5	4.5	4.5
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Percentage Increase in Investment Income	-18%	46%	25%

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 FY24, the City expects to see an increase of its earnings on investments. This is due in part to the effects of rate increases by the Federal Reserve board and negotiations by the Treasurer with the banks. Additionally, the City's new banking contract with PeoplesBank provides more advantageous interest rates on its operating accounts. 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.

TREASURER'S DEPARTMENT

Program Summaries**Tax Title Management**

Tax Title	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,256,899	1,273,148	1,302,698
FTEs	4.5	4.5	4.5
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Percentage of Foreclosures Returned to the Tax Rolls	5%	2%	15%
Percentage of Tax Liens Redeemed	23%	13%	25%
Percentage of Foreclosures Redeemed	0.75%	0%	5%
Percentage of Foreclosures Sold at Auction returned to the Tax Rolls	2%	0.5%	5%
Number of Payment Plans	154	79	100
Number of Public Auctions Held	-	-	4

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 perfected its lien 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 works 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 FY23, 88% of the payment plans were paid in full, keeping the taxpayers in their homes. Only 12% defaulted on the payment plan.

TREASURER'S DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Personnel Services	5,762	14,679	-
OTPS	(1,000)	(196,258)	(1,041)
Total Adjustments	4,762	(181,578)	(1,041)

Notes

- ♦ \$1,041 decrease from OTPS based on historical spending.

Fiscal Year 2024 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Mission

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

FY23 Department Highlights

- ◆ Continued working with the Springfield Parking Authority (SPA) on the City's Boot Program, which resulted in the collection of \$3,923,057 in delinquent motor vehicle excise taxes and outstanding parking tickets since its inception.
- ◆ 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 through a visit to City Hall.
- ◆ Dedicated one Customer Service Representative to producing Municipal Lien Certificates (MLC), which has assisted with collecting monies owed to the City as part of any real estate transaction.
- ◆ Worked with Housing Code and the Office of Administration & Finance to lien past due charges to the real estate tax bill, resulting in increased collections.
- ◆ Worked with the Comptroller's Department to reconcile all City receivables.
- ◆ Continued the successful Revenue Recapture program which ensures that all monies owed to the City are collected before issuing any refunds. Since the inception of this program, \$1,091,412 in past due monies owed to the City have been collected.

FY24 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY23.
- ◆ Level Service OTPS.
- ◆ Funding provided for legal services and advertising related to delinquent collections.
- ◆ Postage & mailing costs.

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	334,909	388,167	392,081	3,914	1.0%
OTPS	105,116	186,022	187,877	1,855	1.0%
Capital	-	-	-	-	0.0%
Total General Funds	440,025	574,189	579,958	5,769	1.0%

Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	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 2024 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Program Summary

Program Expenses



Collections - Provides financial resources to the City by efficiently collecting revenues, provide customer service to the City's taxpayers and departments, ensuring that the City has ample cash available to effectively administer all programs.

Program Budgets

Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Collections	440,025	574,189	579,958	5,769	100%
Total General Fund Expenditures	440,025	574,189	579,958	5,769	100%
Total External Funds Expenditures	-	-	-	-	0.0%
Total All Funds Expenditures	440,025	574,189	579,958	5,769	100%

Revenue Summary

TOTAL REVENUE: \$ 278,110,204

Collections—

◆ Property Taxes	\$ 231,786,244
◆ Motor Vehicle Excise	\$ 12,500,000
◆ Penalties & Interest	\$ 1,200,000
◆ Departmental Fees	\$ 1,800,000
◆ Special Assessments	\$ 3,500

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Collections	288,446,211	261,058,425	278,110,204	17,051,779	100%
Total Departmental Revenue	288,446,211	261,058,425	278,110,204	17,051,779	100%

Fiscal Year 2024 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	334,909	388,167	392,081	3,914	1.0%
OTPS	105,116	186,022	187,877	1,855	1.0%
Capital	-	-	-	-	0.0%
Total General Funds	440,025	574,189	579,958	5,769	1.0%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	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	440,025	574,189	579,958	5,769	1.0%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Taxes On Personal Property	55,640,875	30,768,742	30,820,460	51,719	0.2%
PPTaxes Previously Written Off	-	-	-	-	0.0%
Taxes On Real Property	202,422,095	214,286,183	231,786,244	17,500,061	8.2%
Mvtaxes Previously Written Off	5,373	-	-	-	0.0%
Motor Vehicle Excise	11,539,156	13,000,000	12,500,000	(500,000)	-3.8%
Penalties & Interest - Taxes	17,506,754	1,200,000	1,200,000	-	0.0%
Departmental Fees	1,331,367	1,800,000	1,800,000	-	0.0%
Special Assessments	592	3,500	3,500	-	100%
Total Departmental Revenue	288,446,211	261,058,425	278,110,204	17,051,779	6.5%

Fiscal Year 2024 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Program Summaries

Collections

Collections	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	440,025	574,189	579,958
FTEs	7.0	7.0	7.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Current Year Real Estate and Personal Property Tax Collection Rate	97%	73%	98%
Current Year Motor Vehicle Excise Tax Collection Rate	81%	66%	95%
Delinquent Tax (RE & PP) Collection Rate	81%	32%	35%
Number of New Liens Placed on Properties	131	156	200
Number of Liens from Previous Years Remaining	700	630	500
Number of Properties in Tax Title	831	786	525
Percentage of Eligible Properties on Which Tax Taking Procedures Have Been Initiated	100%	100%	100%
Property Tax Revenue as a % of Total Revenue	32%	28%	32%
Number of Monthly Account Reconciliations between Collector's and Comptroller's Offices	12	8	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 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 and A&F, 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 refunds are issued.

COLLECTOR'S DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Collections			
Personnel Services	18,909	9,768	-
OTPS	-	-	(180)
Total Adjustments	18,909	9,768	(180)

Notes

- ♦ \$180 decrease to OTPS based on historical costs.

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Fiscal Year 2024 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

Mission

The Human Resources and Labor Relations Department (HR/LR) 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 workers compensation and unemployment matters for the City and its departments, including the school department.

FY23 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, affirmative action, compensation, training, employee relations, labor relations, workers' 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 12 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.

Ten (10) of the City's unions are under contract through June 30, 2024 or later. HR/LR remains in active negotiations, mediation or interest arbitration with two (2) unions on successor agreements.

In FY23, the Department provided increased support to all City Departments in response to the application shortage and need to fill vacant positions. The department increased advertising efforts, built close partnerships with local high schools and colleges, held department open houses, and hosted the first Walk-In Wednesday to increase awareness of City positions. HR/LR was a strategic partner to all City Departments and revamped the recruiting process City wide.

FY24 Budget Highlights

- ◆ Funds 8.5 FTEs, an increase of 0.5 FTEs from FY23.
- ◆ Builds on efficiencies from NEOGOV and other platforms to reduce advertising and professional services costs.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	734,339	733,567	786,338	52,771	7.2%
OTPS	472,906	516,590	532,738	16,148	3.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,207,245	1,250,157	1,319,076	68,919	5.5%

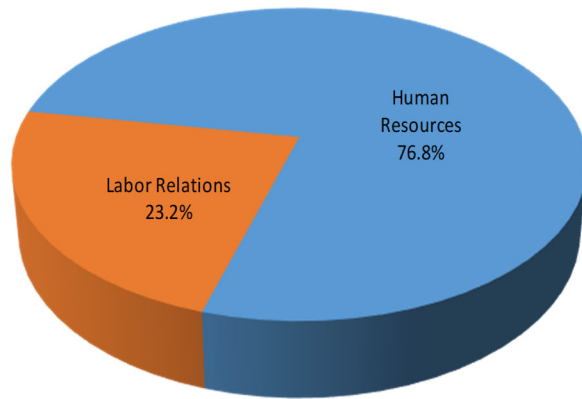
Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	9.0	8.0	8.5	0.5	6.3%
Total FTEs	9.0	8.0	8.5	0.5	6.3%

Fiscal Year 2024 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

Program Expenses



Program Summaries

Human Resources – Advertises, recruits, selects, and hires 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	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Human Resources	927,528	960,498	1,013,448	52,950	76.8%
Labor Relations	279,717	289,659	305,628	15,968	23.2%
Total General Fund Expenditures	1,207,245	1,250,157	1,319,076	68,919	100%

Revenue Summary

This department no longer produces revenue.

Fiscal Year 2024 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	734,339	733,567	786,338	52,771	7.2%
OTPS	472,906	516,590	532,738	16,148	3.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,207,245	1,250,157	1,319,076	68,919	5.5%
External Funds Budget	FY21 Actual	FY22 Available	FY24 Projected	Variance FY23-FY22	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,207,245	1,250,157	1,319,076	68,919	5.5%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Medicare Part D Reimbursement	-	-	-	-	0.0%
Reimbursement W&S Retiree Health Insurance	-	-	-	-	0.0%
Miscellaneous revenue	-	-	-	-	0.0%
Municipal Medicaid Part D	-	-	-	-	0.0%
Reimbursement for Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
<i>Subtotal FY24 Anticipated Grants</i>			-	-	-
<i>Subtotal FY24 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2024 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Human Resources

Human Resources	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	927,528	960,498	1,013,448
FTEs	5.0	4.0	4.5
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Average hours a job interchanges from the Personnel Review Committee to posting on the COS	8	8	8
Average hours from the close of the standard 14 day posting, to referring applicants to the department head	8	8	8

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Maintained personnel record paper and electronic file database.
- ◆ The Residency Compliance Unit worked on compliance issues with the revised City Residency Ordinance and worked collaboratively with the Residency Compliance Commission.
- ◆ Created and finalized a recruiting video for the Fire department. Began working on a video for the Dispatch department.
- ◆ Held 3 Firefighter and 2 TJO open houses to assist with recruiting.
- ◆ Participated in JA Inspire with Junior Achievement by creating a virtual career table and career booth.
- ◆ Piloted Walk-In Wednesday during the month of October to assist with filling vacant positions. Saw 154 people, 71 of them applied for positions within the City.
- ◆ Held the first annual ugly holiday sweater contest for City employees.
- ◆ Started a partnership with Springfield Public Schools to recruit at Putnam, Sci-Tech, and Central twice per month.
- ◆ Continued to make significant progress in resolving workers' compensation claims and improving return to work results for new claims. Partnered with Springfield Public Schools to settle multiple workers compensation claims.
- ◆ Our online job postings were viewed 154,576 times and we have received 2,636 applications in FY23 (to date – March 16, 2023) for 154 posted positions.

Fiscal Year 2024 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Labor Relations

Labor Relations	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	279,717	289,659	305,628
FTEs	4.0	4.0	4.0
Performance Metrics	FY21 Actual	FY23 YTD	FY24 Goal
Bargaining Sessions Complete	67	N/A	N/A
Interest Arbitrations Completed	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Nine (9) Unions were under contract through June 30, 2024 or later. The City settled six (6) contracts in FY23 and is in active negotiations, mediation or interest arbitration with three (3) bargaining units. Due to the COVID-19 Pandemic, in person negotiations were very limited. The City has begun in person negotiations after a long period of remote negotiations.

Fiscal Year 2024 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Human Resources			
Personnel Services	15,400	-	-
OTPS	20,500	25,456	(56,598)
Total Adjustments	35,900	25,456	(56,598)

Notes

- ◆ Human Resources
 - ◇ \$56,598 decrease to OTPS based on historical spending.

Fiscal Year 2024 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

Mission

The mission of the Employee Benefits Department is to educate eligible City and School employees, retirees, and their dependents on comprehensive benefits and support services/programs available through the City. Our competitive benefits package includes: Group Health Insurance (GIC), Cigna Dental and Vision Coverage, Life Insurance Policies, Flexible Spending Accounts (Health and Dependent Care), Deferred Compensation Plans, Short and Long-Term Disability Programs, and additional voluntary benefits.

FY23 Department Highlights

To date, over the course of FY23, the department processed over 2,000 health insurance changes through the GIC including but not limited to: new enrollments, marriages, births, retirements, terminations, plan changes, address changes, and adding/ dropping dependents. In April of each year, the Employee Benefits Department circulates Open Enrollment information to all eligible City and School employees, retirees, and surviving spouses through mail and email. Open Enrollment provides an opportunity to review benefit options and choose a new health plan if necessary. During the FY23 Open Enrollment period from April 6, 2022 to May 4, 2022, the following data was processed by the department:

- ◆ GIC Enrollment Packets: 114 new enrollments, 34 adding/dropping dependents, 13 cancelling coverage, and 75 changing plans.
- ◆ Flexible Spending Accounts: 715 enrollment forms.

FY24 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY23.
- ◆ Integrates City benefit requirements stemming from continued implementation of the Affordable Care Act.
- ◆ Benefits: Total: \$33,597,235
 - ◇ Health/Life Insurance \$29,850,063
 - ◇ Unemployment \$120,080
 - ◇ Workers' Compensation \$528,156
 - ◇ Medical & Dental \$1,301,417
 - ◇ Medicare - Employer Match \$1,797,519

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	286,961	413,359	432,860	19,501	4.7%
OTPS	8,944	16,596	10,167	(6,429)	-38.7%
Capital	-	-	-	-	-
Total General Funds	295,905	429,955	443,027	13,072	3.0%

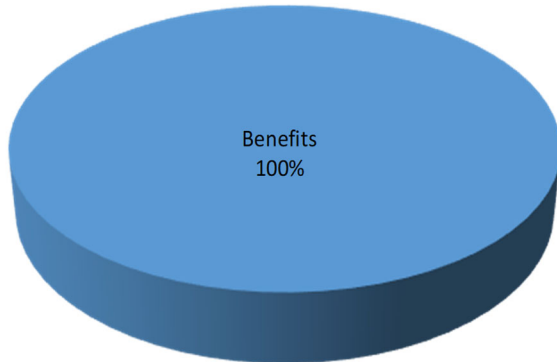
Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	6.0	7.0	7.0	-	0.0%
Total FTEs	6.0	7.0	7.0	-	0.0%

Fiscal Year 2024 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

Program Expenses



Program Summaries

Benefits – Communicates, educates, and administers benefits for eligible City and School employees. The Employee Benefits Department also protects confidential employee information while complying with all relevant state and federal laws and regulations related to Benefits Management.

Program Budgets

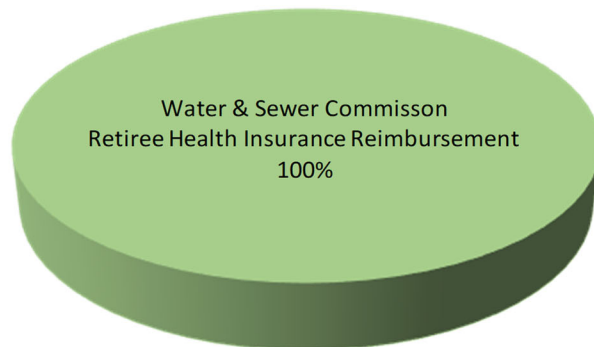
Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Benefits	295,905	429,955	443,027	13,072	100%
Total General Fund Expenditures	295,905	429,955	443,027	13,072	100%

Revenue Summary

TOTAL REVENUE: \$399,393

Water & Sewer Retiree Health
Insurance Reimbursement

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Water & Sewer Retiree Health Ins.	354,143	364,143	399,393	35,250	100%
Total Departmental Revenue	354,143	364,143	399,393	35,250	100%

Fiscal Year 2024 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	286,961	413,359	432,860	19,501	4.7%
OTPS	8,944	16,596	10,167	(6,429)	-38.7%
Capital	-	-	-	-	0.0%
Total General Funds	295,905	429,955	443,027	13,072	3.0%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	295,905	429,955	443,027	13,072	3.0%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Reimbursement W&S Retiree Health Insurance	354,143	364,143	352,397	(11,746)	-3.2%
Total Departmental Revenue	354,143	364,143	352,397	(11,746)	-3.2%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
<i>Subtotal FY24 Anticipated Grants</i>			-	-	-
<i>Subtotal FY24 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2024 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

Program Summaries

Benefits

Employee Benefits	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	295,905	429,955	443,027
FTEs	6.0	7.0	7.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Percent of Health Plan Customer Service encounters resolved within one day	100%	100%	100%
Percent of initial entry for necessary payroll changes made within 3 work days of receipt	100%	100%	100%
Percent of payroll changes activated in MUNIS within 3 work days of effected payroll	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- In FY23, the City added Colonial Life benefits such as Voluntary Life Insurance, Short and Long term disability, Accident, Cancer, and Hospital Insurance.
- In FY23, the City added Purchasing Power which offers employees the ability to purchase products and pay for them through their pay checks.
- In FY23, the City added Bencor which offers OBRA accounts to part-time, seasonal and temporary employees. This was done to consolidate two other OBRA accounts that had been in place.
- Manually resolved multiple ACA production errors and produced ACA compliant forms (1095-C) ahead of schedule on February 22, 2023; original due date of March 2, 2023. Filed 1094-C forms prior to February 22, 2023 deadline on March 2, 2023.
- Maintained the department internal and public website with the most current information available pertaining to employee benefits, programs, and services.
- Added an additional site for New Hire Orientation with all available benefits listed.
- Continued New Open Enrollment section in the department's internal and public website dedicated strictly to providing eligible employees with important details pertaining to Employee Benefits. The site includes links to the FY24 Open Enrollment Packet, GIC Benefits Decision Guide with the City of Springfield Premium Rate Sheet, and the Benefits Forms Website (electronic fill & sign pdf format).
- Successfully implemented the Group Insurance Commission's myGICLink in order to streamline health insurance enrollment and change processes by transitioning to electronic forms and signatures.
- Developed an electronic filing database in the City's Munis software system by collaborating efforts with the City's Information Technology Department to reduce the use of paper, streamline document organization, and improve operational efficiency within the department.
- The project of scanning archived file documents into an electronic storage database is still on-going.

EMPLOYEE BENEFITS DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Benefits			
Personnel Services	55,471	5,374	-
OTPS	900	6,600	(6,600)
Total Adjustments	56,371	11,974	(6,600)

Notes

◆ Benefits

- ◇ \$6,600 decrease to OTPS based on historical spending.

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Fiscal Year 2024 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.

FY23 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 data centers with a combined storage capacity of ½ petabyte.
- ♦ Upgrading the core communications platform in both data centers with integration into the Metro-E platform.
- ♦ Maintaining a citywide Metropolitan Ethernet Network (Metro-E), which interconnects city buildings and services in a high-speed ring. This network also 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 & Inspections System.

FY24 Budget Highlights

- ♦ Funds 16.2 FTEs, an increase of 1.0 FTEs for the GIS Manager to move to the IT Department
- ♦ Continued funding for a new Storage Area Network (SAN) lease added in FY21. The new SAN enhances data storage capabilities and improves the performance of the City's existing network.
- ♦ Continued funding for a comprehensive data backup and disaster recovery solution. This ensures the ability to quickly recover mission critical data in the event of any loss due to a natural disaster, cyberattack, or other means.
- ♦ Funding for continued service and support for MUNIS, Everbridge, Foresite, and Accela.
- ♦ Funding for Office 365 services for city employee usage.
- ♦ Level service for continued IT services and support.

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	1,039,862	1,159,342	1,328,710	169,368	14.6%
OTPS	2,331,769	2,683,855	3,133,335	449,480	16.7%
Capital	17,718	18,000	18,000	-	0.0%
Total General Funds	3,389,349	3,861,197	4,480,046	618,849	16.0%

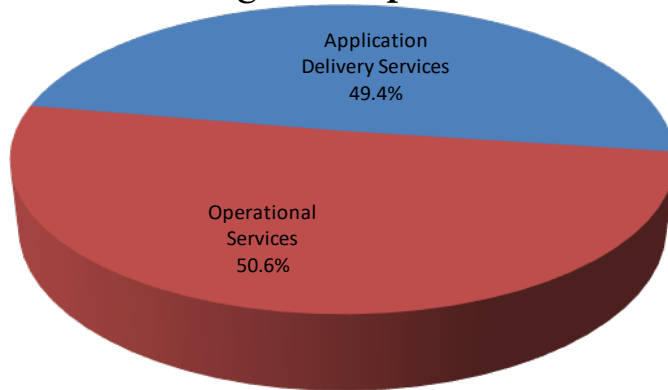
Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	14.0	14.2	15.2	1.0	7.0%
Trusts/Donations/Other FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	15.0	15.2	16.2	1.0	6.6%

Fiscal Year 2024 Budget and Program Summaries

INFORMATION TECHNOLOGY DEPARTMENT

Program Expenses



Program Summary

Application Delivery Services—The Application Delivery Division is responsible for 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

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Program Expenses					
Application Delivery Services	1,673,753	1,906,764	2,212,368	305,604	49.4%
Operational Services	1,715,597	1,954,433	2,267,677	313,244	50.6%
Total General Fund Expenditures	3,389,349	3,861,197	4,480,046	618,849	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2024 Budget and Program Summaries

INFORMATION TECHNOLOGY DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	1,039,862	1,159,342	1,328,710	169,368	14.6%
OTPS	2,331,769	2,683,855	3,133,335	449,480	16.7%
Capital	17,718	18,000	18,000	-	0.0%
Total General Funds	3,389,349	3,861,197	4,480,046	618,849	16.0%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	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	3,389,349	3,861,197	4,480,046	618,849	16.0%

Fiscal Year 2024 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Application Delivery Services

Application Delivery Services	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,673,753	1,906,764	2,212,368
FTEs	7.0	7.0	8.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Number of FTEs assigned to a strategic project	5	5	5
Number of unique visitors to the public website	955,157	1,021,476	1,100,000
% of requests completed on-time	95%	93%	95%

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, SQL Reporting Services, the City website, www.springfieldcityhall.com, and the internal site for employees (COSInfo). Our services include collaborating with departments to streamline work processes, interfacing with outsourced applications, and consulting on the purchase and use of commercial software.

Applications 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 Assessor 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 the ITD.

Fiscal Year 2024 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Operational Services

Operational Services	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,715,597	1,954,433	2,267,677
FTEs	8.0	8.0	8.2
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Number of desktops/laptops to replace	40	400	200
% of Help Desk requests resolved within 24 hours	87%	93%	95%
Average number of Help Desk requests per month	421	141	125
Average number of email requests per day	N/A	28,584	30,000
Average number of allowed requests per day	N/A	7,042	8,000
Average number of spam blocked requests per day	N/A	21,542	22,000

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 Operational Services Division also 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 FY08; 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 were introduced in FY09. Payroll/Base Human Resources and Position Control functions were implemented in FY10. Additional activity being considered is as follows: Extend and refine use/functionalities beyond the base MUNIS applications implemented over the past few years to improve financial information, controls and operational efficiencies across the city and in our schools.

Fiscal Year 2024 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Operational Services			
Salaries & Wages	23,178	(74,532)	(34,895)
OTPS	(1,441)	(16,859)	9,545
Total Adjustments	21,737	(91,391)	(25,350)

Notes

- ♦ \$34,895 decrease in Salaries & Wages due to Departmental reorganization.
- ♦ \$9,545 increase in OTPS due to increased expenses for the City's auto-dialing system.

Fiscal Year 2024 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.

FY23 Department Highlights

- ◆ DeBerry/Swan School — continued construction of new 155,00sq. ft. co-located elementary school. Construction of phase one to be complete July 2023. Entire project slated to be completed Spring of 2024.
- ◆ Phase one construction of the new Duggan Middle School Stadium, as well as, planning for phase two of the athletic field and phase three of a parking lot.
- ◆ Construction of the new athletic fields at Central High School.
- ◆ Design and construction of roof projects at DPW and Fire Headquarters.
- ◆ Implementing the NDRC Grant — installing renewable energy source at Brookings Elementary School for redundant solar power.
- ◆ Planning upcoming construction work at various locations, which include both clubhouses at Veterans and Franconia Municipal Golf Courses, upgrades to Cyr Arena and repairs to the Carriage House in Forest Park.
- ◆ Implementation of the following Parks Department Projects: Blunt Park and Forest Park Master Plan.
- ◆ Massachusetts School Building Authority (MSBA) Accelerated Repair Projects — Construction Administration for the Central Boiler, Glickman window, Tallmadge windows, Balliet windows and the design of new boilers at Rebecca Johnson and Milton Bradley school.
- ◆ Submission of Statement of Interest (SOI)- Assist with preparation of the SOI to the MSBA.

FY24 Budget Highlights

- ◆ Funds 5.0 FTEs consistent with FY23
- ◆ Continued insourcing of project management functions.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	443,262	453,069	475,491	22,422	4.9%
OTPS	52,736	59,504	59,504	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	495,997	512,573	534,995	22,422	4.4%

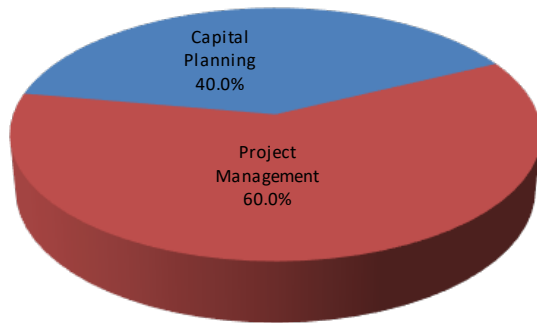
Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	5.0	5.0	5.0	-	0.0%
Total FTEs	5.0	5.0	5.0	-	0.0%

Fiscal Year 2024 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Expenses



Program Summaries

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

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

Program Budgets

Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Capital Planning	198,399	205,029	213,998	8,969	40.0%
Project Management	297,598	307,544	320,997	13,453	60.0%
Total General Fund Expenditures	495,997	512,573	534,995	22,422	100%
Total External Funds Expenditures	-	-	-	-	0.0%
Total All Funds Expenditures	495,997	512,573	534,995	22,422	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2024 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	443,262	453,069	475,491	22,422	4.9%
OTPS	52,736	59,504	59,504	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	495,997	512,573	534,995	22,422	4.4%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	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	495,997	512,573	534,995	22,422	4.4%

Fiscal Year 2024 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Capital Planning

Capital Planning	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	198,399	205,029	213,998
FTEs	2.0	2.0	2.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Total # of new projects	4	4	4
# of projects scheduled for completion	4	4	4

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 in the City of Springfield by providing professional project management services to various City Departments, 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.

DCAC helped develop the City's five-year Capital Improvement Plan by identifying projects and providing cost estimates and overall assessment of the needs of each project. DCAC reviews projects with the Facilities Department and develops statement of interest forms for submission to the MSBA. DCAC works with the MSBA to secure funding for school projects. DCAC strives to close out all projects in a timely manner and receive reimbursements back into the city coffers

Fiscal Year 2024 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Project Management

Project Management	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	297,598	307,544	320,997
FTEs	3.0	3.0	3.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Percentage of projects completed under budget	95%	95%	95%
Percentage of change orders of total construction budget per project	2.5%	2.0%	0.05%
Percentage of projects completed on schedule	95%	95%	95%
Total number of completed projects	8	9	9

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 a project handle the project from planning through construction, and finally closeout. This ensures a seamless transmission of knowledge throughout the construction process. Additionally, DCAC continues to close out all projects in a timely manner to ensure final payments from the MSBA.

Central High School Athletic Fields

- ◆ Planning and construction of athletic fields at Central High School. Construction is expected to start in the summer of 2022 and is expected to be open by spring of 2023.

DeBerry/Swan Street School

- ◆ Construction of replacement buildings for both schools. These new schools will be co-located on a shared campus, similar to the Brightwood/Lincoln Elementary School project.

Duggan Middle School Stadium

- ◆ Design and planning of the new Duggan Middle School Stadium Park. This includes installation of an artificial field with a track, seating, basketball courts, an accessory building and a paved parking lot.

MSBA Accelerated Repair Projects—Multiple projects

- ◆ Boiler and HVAC Improvements— Close out of the boiler replacement projects at Central Rebeca Johnson and Milton Bradley schools
- ◆ MSBA bidding and construction of window and door replacements at the Glickman, Talmadge, Balliet.

Fiscal Year 2024 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

FY24 Budget Adjustments

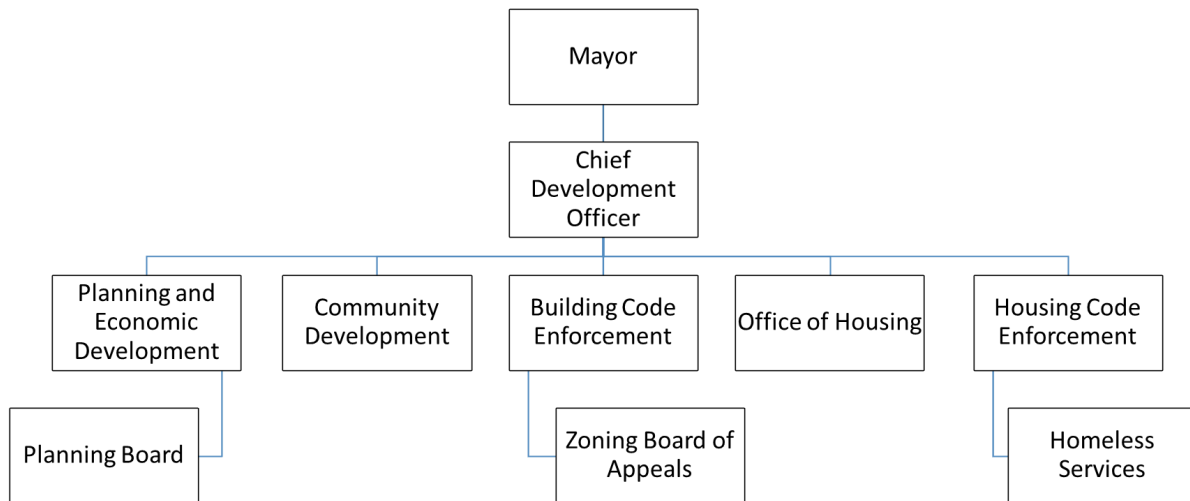
Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Capital Planning			
OTPS	378	-	-
Project Management			
Personnel Services	8,633	-	13,453
Total Adjustments	9,011	-	13,453

Notes

- ◆ Personnel Services — \$13,453 increase reflects salary adjustments

Section 6

Development Services Division



Mission Statement

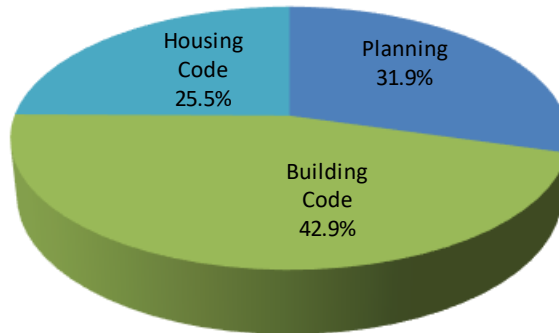
The Development Services Division integrates the resources of each department to enhance the quality of life in our City, to facilitate growth and development, to ensure appropriate planning and enforcement of regulatory standards, and to oversee and facilitate the revitalization of each neighborhood 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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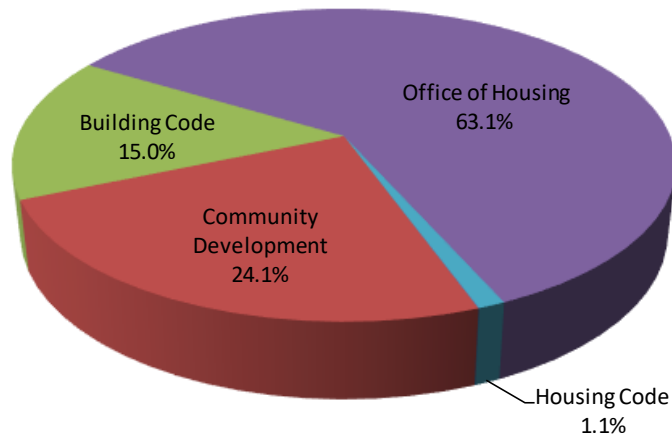
Fiscal Year 2024: All Funds Budget and Revenue Overview

Development Division



FY24 Recommended Budget Development Division						
	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
Planning	1,333,436	1,437,596	1,437,596	1,368,131	-4.8%	-3.2%
Community Development	-	-	-	-	-	-
Building Code	1,675,084	1,889,020	1,889,020	2,122,068	12.3%	12.3%
Office of Housing	-	-	-	-	-	-
Housing Code	872,739	1,143,220	1,143,220	1,153,133	0.9%	16.1%
Total	3,881,259	4,469,836	4,469,836	4,643,332	3.9%	3.3%

Revenue Overview



Division / Department	FY24 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY24 Total Revenue
Planning	5,500	-	-	-	-	5,500
Community Development	25,000	-	3,954,556	-	-	3,979,556
Building Code	2,480,000	-	-	-	-	2,480,000
Office of Housing	-	-	9,860,941	-	-	9,860,941
Housing Code	185,000	-	-	-	-	185,000
Total	2,695,500	-	13,815,497	-	-	16,510,997

Development Services

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Fiscal Year 2024 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Mission

The department provides community planning services, manages programs and oversees 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.

FY23 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. The department 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 & Economic Development, the economic development and planning functions collaborate to ensure that a thoughtful and equitable process can be undertaken for 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.

The 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.

FY24 Budget Highlights

- ◆ Funds 9.0 General Fund FTEs, a decrease of 2.0 FTE over FY23.
 - ◇ Funding for the Deputy Director of Real Estate Development was reallocated to the department's OTPS budget, due to the inability to find qualified candidates to hire. Outside professional real estate services will be solicited to meet operational needs.
 - ◇ The GIS Manager position was removed – this will be budgeted in the IT Department going forward.
- ◆ OTPS includes funding for:
 - ◇ Business Improvement District dues.
 - ◇ Springfield Redevelopment Authority contractual payments.
 - ◇ Property appraisal services.
 - ◇ Funding match for the Springfield Cultural District.
- ◆ Continued funding of the Springfield Redevelopment Authority.

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	873,852	978,502	801,257	(177,245)	-18.1%
OTPS	459,583	459,093	566,874	107,780	23.5%
Capital	-	-	-	-	0.0%
Total General Funds	1,333,436	1,437,596	1,368,131	(69,465)	-4.8%

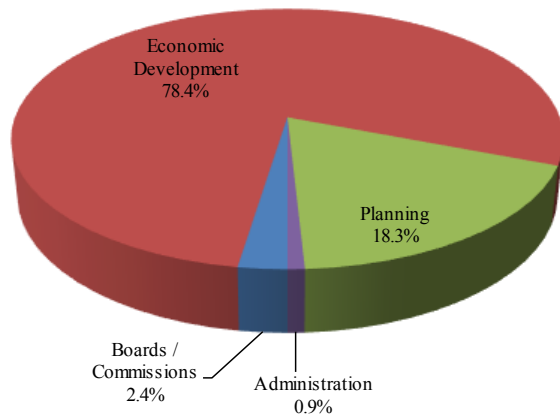
Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	12.0	11.0	9.0	(2.0)	-18.2%
Total FTEs	12.0	11.0	9.0	(2.0)	-18.2%

Fiscal Year 2024 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Program Expenses



Program Summary

Boards / Commissions - The 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	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent of Total
Boards / Commissions	32,577	65,538	33,424	(32,114)	2.4%
Economic Development	1,045,597	1,040,192	1,072,803	32,611	78.4%
Planning	243,899	320,171	250,245	(69,927)	18.3%
Administration	11,364	11,695	11,659	(35)	0.9%
Total General Fund Expenditures	1,333,436	1,437,596	1,368,131	(69,465)	100%
Total External Funds Expenditures	-	-	-	-	-
Total All Funds Expenditures	1,333,436	1,437,596	1,368,131	(69,465)	100%

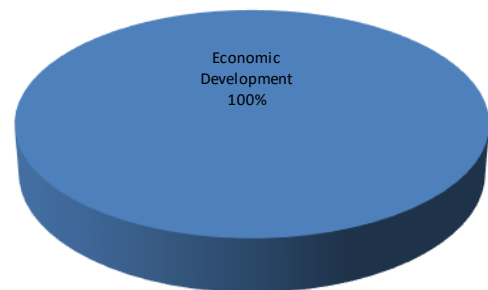
Revenue Summary

TOTAL REVENUE: \$5,500

Economic Development - \$5,500

- ◆ 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	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent of Total
Boards / Commissions	-	-	-	-	0.0%
Economic Development	6,377	5,500	5,500	-	100%
Planning	-	-	-	-	0.0%
Administration	-	-	-	-	0.0%
Total Departmental Revenue	6,377	5,500	5,500	-	100%

Fiscal Year 2024 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	873,852	978,502	801,257	(177,245)	-18.1%
OTPS	459,583	459,093	566,874	107,780	23.5%
Capital	-	-	-	-	0.0%
Total General Funds	1,333,436	1,437,596	1,368,131	(69,465)	-4.8%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0%
All Funds Budget	1,333,436	1,437,596	1,368,131	(69,465)	-4.8%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Departmental Fees	5,127	4,000	4,000	-	0.0%
Other Permits	1,250	1,500	1,500	-	0.0%
Total Departmental Revenue	6,377	5,500	5,500	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
			-	-	-
<i>Subtotal FY24 Anticipated Grant Funds</i>			-	-	-
			-	-	-
<i>Subtotal Other Funding</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2024 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Boards/Commissions

	FY22 Actual	FY23 Adopted	FY24 Recommended
Boards/Commissions			
Budget	32,577	65,538	33,424
FTEs	1.0	1.0	1.0
	FY22 Actual	FY23 YTD	FY24 Goal
Performance Metrics			
% 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 2024 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Economic Development

	FY22 Actual	FY23 Adopted	FY24 Recommended
Economic Development			
Budget	1,045,597	1,040,192	1,072,803
FTEs	7.0	6.0	5.0
	FY22 Actual	FY23 YTD	FY24 Goal
Performance Metrics			
New construction value	\$ 220,185,674	\$34,451,858	\$ 200,000,000
Number of business forums held annually	0	5	10
Average number of weekly business visits	20	5	10

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 2024 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Office of Planning

Planning	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	243,899	320,171	250,245
FTEs	4.0	4.0	3.0

Citywide Strategic Priority: Economic Vitality

Highlights

The Office of Planning strives to promote and improve the economic, natural, and built environment of the City of Springfield. We manage this effort on behalf of Springfield's residents, businesses, work force, and visitors through zoning, innovative urban design, neighborhood planning, open space preservation, and geographic information services. The Planning Department serves as the administration for the Planning Board, Conservation Commission, and Historical Commission.

Fiscal Year 2024 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Administration

Administration	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	11,364	11,695	11,659
FTEs	-	-	-

Citywide Strategic Priority: Economic Vitality

Highlights

Provides administrative oversight for the Planning & Economic Development Department.

Fiscal Year 2024 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Boards/Commissions			
Personnel Services	-	-	(33,424)
Economic Development			
Personnel Services	19,013	(109,386)	
OTPS	(300)	(3,953)	14,250
Planning			
Personnel Services	-	-	-
OTPS	-	(1,400)	-
Administration			
OTPS	300	225	-
Total Adjustments	19,013	(114,514)	(19,174)

Notes

- ◆ Boards/Commissions
 - ◇ \$33,424 decrease to Personal Services per salary analysis.
- ◆ Economic Development
 - ◇ \$14,250 OTPS increase attributed to UCONN Internship Program.

Fiscal Year 2024 Budget and Program Summaries

COMMUNITY DEVELOPMENT / OFFICE OF HOUSING

Mission

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

FY23 Department Highlights

The Office of Community Development receives funding from the Department of Housing and Urban Development and various other local, state and federal agencies. The funds are then redistributed to local service providers, agencies, contractors and homeowners. In order to comply with funding agency requirements and regulations, the Office of Community Development reviews financial and programmatic reports to ensure that specific project, public service, economic development, redevelopment, housing, and homeless service goals are met and/or exceeded.

The Office of Housing undertakes activities to improve the quality and availability of housing for moderate and low-income persons, increase the rate of homeownership in the City, reduce homelessness, promote equal opportunity for all to access quality housing, and improve the quality of low-income neighborhoods through the eradication of blight and investment in public spaces and infrastructure.

FY24 Budget Highlights

- ◆ This department is supported completely by Grant Funds.
- ◆ Represents 26.0 FTEs, which are allocated based on available grant funding.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	-	-	-	-	0.0%
OTPS	-	-	-	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	-	-	-	-	0.0%

Department Staff

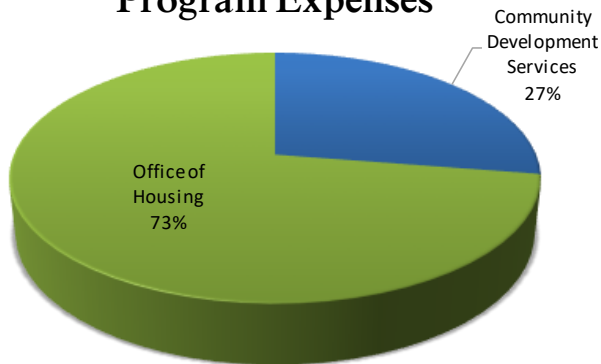
Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Grant FTEs	24.5	26.5	26.0	(0.5)	-1.9%
Total FTEs:	24.5	26.5	26.0	(0.5)	-1.9%

Fiscal Year 2024 Budget and Program Summaries

COMMUNITY DEVELOPMENT / OFFICE OF HOUSING

Program Summary

Program Expenses



Community Development - Review financial and programmatic reports to ensure that specific project, public service, economic development, redevelopment, housing, and homeless service goals are met and/or exceeded.

HUD Grants - Financial management of entitlement grants including CDBG, HOME, ESG, CoC, and HOPWA

Office of Housing - Oversight and public assistance provided for various housing initiative programs throughout Springfield.

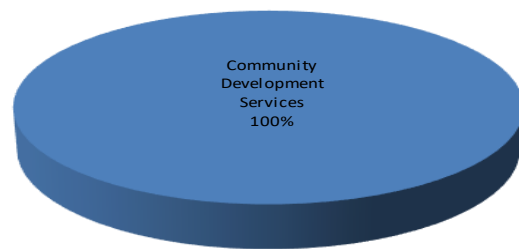
Program Budgets

Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Community Development Services	-	-	-	-	0.0%
Office of Housing	-	-	-	-	0.0%
Total General Fund Expenditures	-	-	-	-	0.0%
Community Development Services	7,889,599	3,954,556	3,752,266	(202,290)	-5.1%
Office of Housing	16,652,158	9,860,941	9,901,379	40,438	0.4%
Total External Funds Expenditures	24,541,757	13,815,497	13,653,645	(161,852)	-1.2%
Total All Funds Expenditures	24,541,757	13,815,497	13,653,645	(161,852)	-1.2%

Revenue Summary

TOTAL REVENUE: \$25,000

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Community Development Services	25,000	25,000	25,000	-	100.0%
Office of Housing	-	-	-	-	0.0%
Total Departmental Revenue	25,000	25,000	25,000	-	100.0%

Fiscal Year 2024 Budget and Program Summaries

COMMUNITY DEVELOPMENT / OFFICE OF HOUSING

All Funds Budget Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	-	-	-	-	0.0%
OTPS	-	-	-	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	-	-	-	-	0.0%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Grant Funds	19,632,475	44,591,624	13,653,645	(30,937,979)	-69.4%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	19,632,475	44,591,624	13,653,645	(30,937,979)	-69.4%
All Funds Budget:	19,632,475	44,591,624	13,653,645	(30,937,979)	-69.4%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Departmental Revenue	25,000	25,000	25,000	-	0.0%
External Funds	-	-	-	-	0.0%
Total Departmental Revenue	25,000	25,000	25,000	-	0.0%
External Funds	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
Community Development Block Grant (CDBG)					
Community Development Block Grant (CDBG)	Grant	6/30/2026	3,211,529	1,765,135	3,752,266
CDBG Disaster Recovery	Grant	9/30/2025	1,024,846	456,281	-
CDBG COVID-19	Grant	9/30/2026	895,163	525,517	-
American Rescue Plan Act (ARPA)	Grant	12/31/2024	-	30,206,947	-
Office of Housing					
HOME Investment Partnership (HOME)	Grant	6/30/2026	1,041,913	3,203,334	1,810,898
HOME - ARP	Grant	3/31/2023	2,784	6,042,268	-
Housing Opportunities for Persons w AIDS (HOPWA)	Grant	6/30/2026	747,139	6,068	833,980
Emergency Solutions Grant (ESG)	Grant	5/19/2023	14,325	-	-
Emergency Solutions Grant (ESG) - COVID-19	Grant	6/30/2025	304,495	5,091	332,925
Homeless Youth	Grant	6/9/2025	2,517,229	481	-
National Disaster Resilience Competition (NDRC)	Grant	6/30/2024	593,102	799,352	-
Continuum of Care Program	Grant	9/30/2025	3,183,654	390,955	-
EPA Assessment Grant	Grant	6/30/2024	4,063,610	295,641	6,923,576
Youth Homeless Demonstration Program Grant	Grant	11/15/2022	99,218	-	-
Lead	Grant	8/31/2022	1,215,187	-	-
Lead-Based Paint Hazard Reduction	Grant	6/30/2025	6,915	23,078	-
Brownfields Assessment - Lyman	Grant	6/30/2023	592,217	13,517	-
Specific Impact Grant	Grant	6/30/2025	100,000	-	-
Section 108 Loan	Grant	10/28/2026	19,149	857,960	-
Subtotal FY23 Anticipated Grant Funds:			19,632,475	44,591,624	13,653,645
Subtotal FY23 Other Funds:			-	-	-
Total External Funding Sources:			19,632,475	44,591,624	13,653,645

Fiscal Year 2024 Budget and Program Summaries
COMMUNITY DEVELOPMENT / OFFICE OF HOUSING

Program Summaries

Community Development Services

Community Development Services	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	7,889,599	3,954,556	3,752,266
FTEs	5.5	7.5	7.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Office of Community Development receives funding from the Department of Housing and Urban Development and various other local, state and federal agencies. The funds are then distributed to local service providers, agencies, contractors and homeowners. In order to comply with funding agency requirements and regulations, the Office of Community Development reviews financial and programmatic reports to ensure that specific project, public service, economic development, redevelopment, housing, and homeless service goals are met and/or exceeded.

Fiscal Year 2024 Budget and Program Summaries

COMMUNITY DEVELOPMENT / OFFICE OF HOUSING

Program Summaries

Office of Housing

Office of Housing	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	16,652,158	9,860,941	9,901,379
FTEs	19.0	19.0	19.0

Highlights

The Office of Housing undertakes activities to improve the quality and availability of housing for moderate and low-income persons, increase the rate of homeownership in the City, reduce homelessness, promote equal opportunity for all to access quality housing, and improve the quality of low-income neighborhoods through the eradication of blight and investment in public spaces and infrastructure. The Office of Housing oversees the administration of eight Federal and State grant programs with annual projected budgets in excess of \$13 million dollars.

Fiscal Year 2024 Budget and Program Summaries
COMMUNITY DEVELOPMENT / OFFICE OF HOUSING

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Community Development Services			
Personnel Services	-	-	-
OTPS	-	-	-
Office of Housing			
Personnel Services	-	-	-
OTPS	-	-	-
TOTAL ADJUSTMENTS	-	-	-

Notes

- ◆ There were no budget adjustments for FY24.

Fiscal Year 2024 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Mission

To 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.

FY23 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 overall 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 all Massachusetts General Laws pertaining to weighing and measuring devices, which ensures proper equity and integrity in a multi-million dollar marketplace.

FY24 Budget Highlights

- ◆ Funds 29.0 General Fund FTEs, an increase of 1.0 FTE over FY23.
 - ◇ Inspectional Service Clerk position added to address clerical workload and ensure adherence to State-mandated deadlines for building permits.
- ◆ Includes funding to allow Building Inspectors to work 40 hours a week. This is to address an increase in the number of building construction projects throughout the City of Springfield in recent years.
- ◆ Level funds FY24 OTPS including:
 - ◇ All contractually-obligated costs (uniforms & safety equipment).
 - ◇ Training costs to ensure Inspectors are educated on all current code enforcement statutes.

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	1,623,107	1,835,858	2,059,760	223,902	12.2%
OTPS	51,977	53,163	62,309	9,146	17.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,675,084	1,889,020	2,122,068	233,048	12.3%

Department Staff

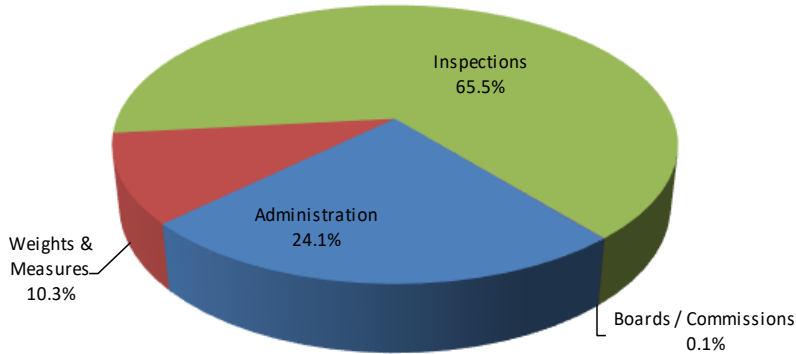
Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	28.0	28.0	29.0	1.0	3.6%
Total FTEs	28.0	28.0	29.0	1.0	3.6%

Fiscal Year 2024 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summary

Program Expenses



Administration - 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

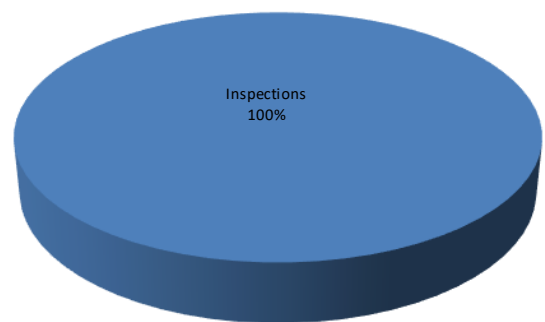
Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Administration	404,331	455,970	512,223	56,253	24.1%
Weights & Measures	173,285	195,416	219,524	24,108	10.3%
Inspections	1,097,469	1,237,634	1,390,321	152,687	65.5%
Boards / Commissions	1,184	1,335	1,500	165	0.1%
Total General Funds Expenditures	1,675,084	1,889,020	2,122,068	233,048	100%

Revenue Summary

TOTAL REVENUE: \$2,480,000

- ♦ Departmental Fees - \$480,000
 - ◇ Weights & Measures: Scale, balance, pump, meter, and scanner calibration fees
- ♦ Permits - \$2,000,000
 - ◇ Occupancy permits
 - ◇ Building permits: Roofs, additions, demolitions, pools
 - ◇ Utility permits - Electrical, plumbing

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Administration	-	-	-	-	0.0%
Weight & Measures	-	-	-	-	0.0%
Inspections	2,649,836	2,480,000	2,480,000	-	100%
Boards / Commissions	-	-	-	-	0.0%
Total Departmental Revenue	2,649,836	2,480,000	2,480,000	-	100%

Fiscal Year 2024 Budget and Program Summaries

BUILDING CODE DEPARTMENT

All Funds Expenditure Detail

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	1,623,107	1,835,858	2,059,760	223,902	12.2%
OTPS	51,977	53,163	62,309	9,146	17.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,675,084	1,889,020	2,122,068	233,048	12.3%
	FY22 Actual	FY22 Available	FY23 Projected	Variance FY24-FY23	Percent Change
External Funds Budget					
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	1,675,084	1,889,020	2,122,068	233,048	12.3%

All Funds Revenue Detail

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department Revenue					
Departmental Fees	465,648	480,000	480,000	-	0.0%
Other Permits	2,183,888	2,000,000	2,000,000	-	0.0%
Departmental Fines	300	-	-	-	0.0%
Total Departmental Revenue	2,649,836	2,480,000	2,480,000	-	0.0%

BUILDING CODE DEPARTMENT

Program Summaries

Administration

Administration	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	404,331	455,970	512,223
FTEs	6.0	6.0	7.0

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 2024 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summaries

Weights & Measures

Weights & Measures	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	173,285	195,416	219,524
FTEs	3.0	3.0	3.0

Citywide Strategic Priority: Economic Vitality

Highlights

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

BUILDING CODE DEPARTMENT

Program Summaries**Inspections**

Inspections	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,097,469	1,237,634	1,390,321
FTEs	19.0	19.0	19.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Number of Section 106 life and safety certificates issued	0	104	100
Percentage of complaints resolved within 70 days	2%	1.5%	25%
Percentage of permits issued within 14 days	91%	62%	90%
Number of average monthly inspections per zoning inspector	497	175	180
Number of average monthly inspections per building inspector	113	100	110
Percentage of joint housing and building inspections	25%	17%	25%

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, 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.

BUILDING CODE DEPARTMENT

Program Summaries

Boards/Commissions

Boards / Commissions	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,184	1,335	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.

BUILDING CODE DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Administration			
Personnel Services	7,318	13,981	-
OTPS	-	(300)	-
Weights & Measures			
Personnel Services	-	8,354	13,517
OTPS	-	-	(583)
Inspections			
Personnel Services	-	(48,484)	-
OTPS	-	290	642
Total Adjustments	7,318	(26,159)	13,576

Notes◆ **Weights & Measures**

- ◇ \$13,517 increase in Personal Services due to salary adjustments
- ◇ \$583 decrease in Data Communication due to DPW absorbing GPS contract

◆ **Inspections**

- ◇ \$642 increase in OTPS for the purchase of updated code books

Fiscal Year 2024 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.

FY23 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 addressing neighborhood quality of life issues. The department has also begun efforts to ensure compliance with the Short-Term Rental Ordinance that was adopted by the Springfield City Council.

FY24 Budget Highlights

- ◆ 17 General Fund FTEs, consistent with FY23.
- ◆ Funds contractual clothing & supply allowances for all members of the UPSEU bargaining unit.
- ◆ Continued funding for the Mayor's Clean City program.
- ◆ Continued Funding for Host Compliance software to monitor and ensure compliance with the City's Short-Term Rental Ordinance.
- ◆ Continued funding to the CDBG program for homelessness prevention through its receivership program.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	700,972	935,866	931,615	(4,250)	-0.5%
OTPS	171,767	207,354	221,518	14,164	6.8%
Capital	-	-	-	-	0.0%
Total General Funds	872,739	1,143,220	1,153,133	9,913	0.9%

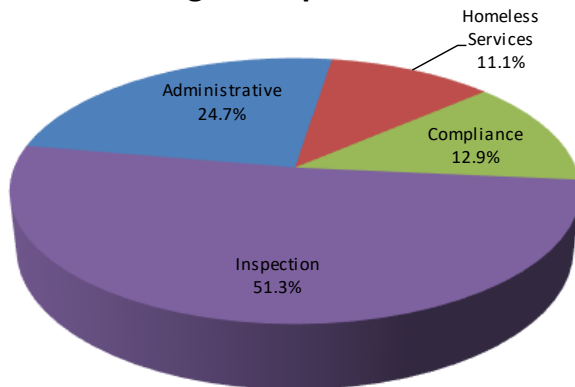
Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	15.5	17.0	17.0	-	0.0%
Total FTEs	15.5	17.0	17.0	-	0.0%

Fiscal Year 2024 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Expenses



Program Summary

Administrative - Responsible for the administrative and logistical management of inspectional 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

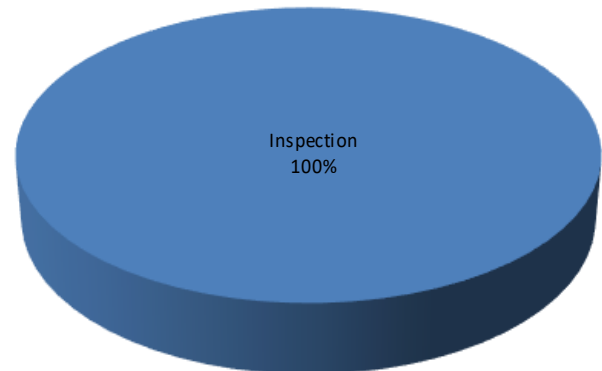
Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Administrative	215,567	282,375	284,824	2,449	24.7%
Homeless Services	96,874	126,897	127,998	1,100	11.1%
Compliance	112,583	147,475	148,754	1,279	12.9%
Inspection	447,715	586,472	591,557	5,085	51.3%
Total General Fund Expenditures	872,739	1,143,220	1,153,133	9,913	100%
Total External Funds Expenditures	-	-	-	-	0.0%
Total All Funds Expenditures	872,739	1,143,220	1,153,133	9,913	0.9%

Revenue Summary

TOTAL REVENUE: \$185,000

- ◆ Departmental Fees - \$45,000
 - ◇ Littering, debris, illegal dumping
 - ◇ Quality of Life: Noise complaints, barking dogs, graffiti, property maintenance
 - ◇ Safety: Snow & Ice removal
- ◆ Departmental Fines - \$140,000
 - ◇ Sanitary/safety measures: Smoke detectors, insects & vermin, heat/hot water availability.

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Inspection	95,910	185,000	185,000	-	100%
Total Departmental Revenue	95,910	185,000	185,000	-	100%

Fiscal Year 2024 Budget and Program Summaries

HOUSING CODE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	700,972	935,866	931,615	(4,250)	-0.5%
OTPS	171,767	207,354	221,518	14,164	6.8%
Capital	-	-	-	-	0.0%
Total General Funds	872,739	1,143,220	1,153,133	9,913	0.9%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	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	872,739	1,143,220	1,153,133	9,913	0.9%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Departmental Fees	12,703	45,000	45,000	-	0.0%
Departmental Fines	83,207	140,000	140,000	-	0.0%
Total Departmental Revenue	95,910	185,000	185,000	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
			-	-	-
<i>Subtotal FY24 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY24 Other Funding</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2024 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Administrative

Administrative	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	215,567	282,375	284,824
FTEs	3.0	4.0	4.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

Responsible for the administrative and logistical management of Code Enforcement’s Housing Division.

HOUSING CODE DEPARTMENT

Program Summaries

Homeless Services

	FY22	FY23	FY24
Homeless Services	Actual	Adopted	Recommended
Budget	96,874	126,897	127,998
FTEs	3.0	3.0	3.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

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

HOUSING CODE DEPARTMENT

Program Summaries

Compliance

	FY22	FY23	FY24
Compliance	Actual	Adopted	Recommended
Budget	112,583	147,475	148,754
FTEs	0.0	0.0	0.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

Received CDBG grant funds for the 11th 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.

HOUSING CODE DEPARTMENT

Program Summaries**Inspections**

Inspection	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	447,715	586,472	591,557
FTEs	9.5	10.0	10.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Percent of violations found through proactive deployment	17%	17%	25%
Percent of complaints responded to within 10 business days	74%	74%	80%
Percent of emergency complaints responded to within 1 business day	89%	89%	95%
Percent of violations resolved within 70 days	54%	47%	60%
Average monthly inspections per inspector	300	161	180

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, as well as 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.

HOUSING CODE DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Administrative			
Personnel Services	-	8,451.00	-
OTPS	-	12,861.00	-
Homeless Services			
Personnel Services	-	(28,158)	-
OTPS	-	-	-
Inspection			
Personnel Services	-	18,796	-
OTPS	-	2,450	(1,749)
Total Adjustments	-	14,400	(1,749)

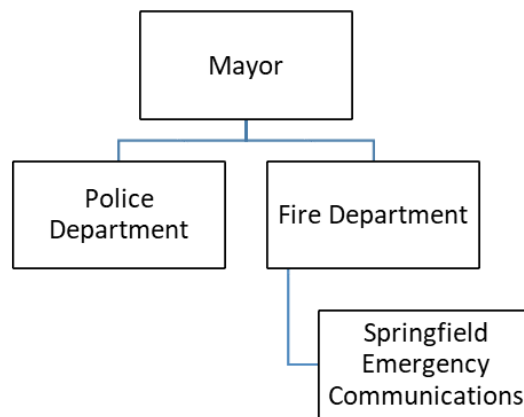
Notes

- ◆ Inspection
 - ◇ \$1,749 decrease to OTPS due to GPS charges now being under DPW.

Section 7

Public Safety

Division



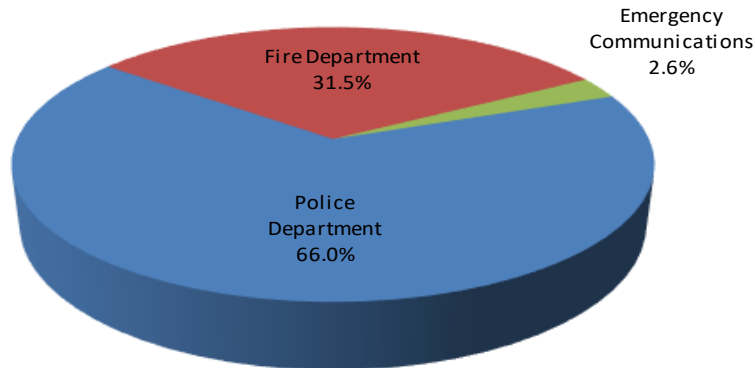
Mission Statement

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

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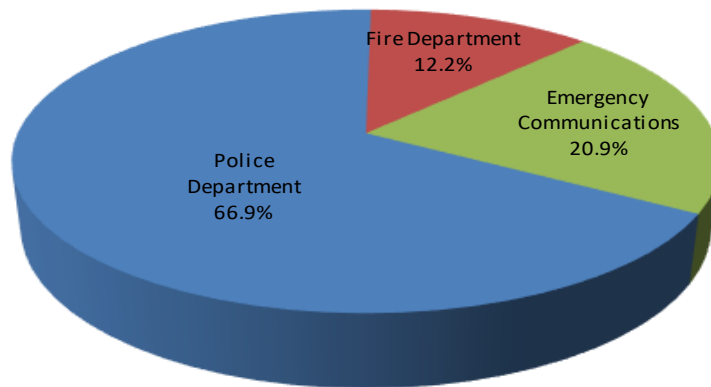
Fiscal Year 2024: All Funds Budget and Revenue Overview

Public Safety Division



FY24 Recommended Budget Public Safety Division						
	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
Police Department	48,458,150	51,753,000	52,253,000	57,734,693	11.6%	10.5%
Fire Department	24,148,425	25,549,818	25,549,818	27,531,981	7.8%	7.8%
Emergency Communications	1,794,768	2,174,551	2,174,551	2,252,925	3.6%	3.6%
Total	74,401,344	79,477,369	79,977,369	87,519,598	10.1%	9.4%

Revenue Overview



Division / Department	FY24 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY24 Total Revenue
Police Department	921,876	-	2,945,002	-	-	3,866,878
Fire Department	552,100	-	151,000	-	-	703,100
Emergency Communications	-	-	1,206,993	-	-	1,206,993
Total	1,473,976	-	4,302,995	-	-	5,776,971

Public Safety

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Fiscal Year 2024 Budget and Program Summaries

POLICE DEPARTMENT

Mission

To provide public safety and to contribute to the quality of life for the citizens of the City of Springfield by protecting, serving and working with the community to develop philosophies, which promote equity and establish partnership between citizens and police to enhance law enforcement, aid in the prevention of crime, and preserve the public peace.

FY23 Department Highlights

The Police Department accomplished several important objectives in FY23, each of which are highlighted below:

- ◆ Initiated working with Motorola to implement a new Records Management System.
- ◆ Expanded the Settlement Agreement Implementation Unit to include 2 Sergeants to cover DOJ deadlines and additionally, requirements by the POST commission. The SAIU and IIU divisions ensure that the department is up to date on all that is required for submissions to POST and attestations. This unit, along with the PIO has also developed a roll call training program for viewing training videos.
- ◆ Began sending officers to Providence Rhode Island for Field Training Officer Program guidance. The department has formulated a Field Training Officer policy which will require personnel to be selected, trained and in some cases to be transferred to implement a 12 week program for every rookie officer to develop a solid start to their police career. (Policy is pending the acceptance of the SPSA contract.)
- ◆ Graduated an Academy recruit class of 27 new employees.
- ◆ The body worn camera (BWC) system is set to complete its second full year of being in service. SPD is the largest municipal police department in the Commonwealth to be fully implemented; all supervisors and officers currently wear a BWC. Additionally, there is a dedicated BWC department which deals with redaction and FOIA requests.
- ◆ Continual implementation of Peer-to-Peer training to assist officers in stressful situations with an emphasis on those involving traumatic incidents. This is provided in conjunction with critical stress debriefings and clergy on call.

FY24 Budget Highlights

- ◆ Funds a total of 599.0 FTEs, of which two are part time positions. Of this, there are 514.0 sworn FTEs and 85.0 Civilian FTEs. An increase of 1.0 FTE from the FY23 Adopted which include: 1.0 new Police Captain
- ◆ Funds a multitude of critical departmental initiatives including:
 - ◇ Funds IA Pro Software used to identify patterns of undesirable behavior in order to improve employee training through coaching, counseling or retraining.
 - ◇ Funds cloud-based storage of all evidential data recorded by body worn cameras.
 - ◇ Continued operation of the Real Time Crime Analysis Center.
 - ◇ Funds 8 square miles of the ShotSpotter Gunfire Detection System.
 - ◇ Funds a recruit class of 50 to fill current and anticipated vacancies.
 - ◇ Funds replacement of essential policing equipment and other critical supplies.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personal Services	44,376,885	47,004,353	52,474,482	5,470,129	11.6%
OTPS	3,838,287	4,488,469	5,000,033	511,564	11.4%
Capital	242,979	260,178	260,178	-	0.0%
Total General Funds	48,458,150	51,753,000	57,734,693	5,981,693	11.6%

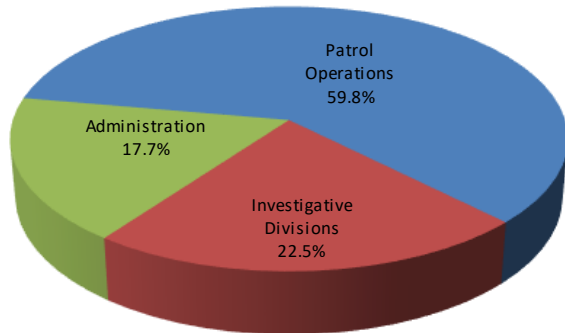
Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	577.0	572.0	574.0	2.0	0.3%
Grant FTEs	7.0	7.0	6.0	(1.0)	-14.3%
Trusts/Donations/Other FTEs	16.0	19.0	19.0	-	0.0%
Total FTEs	600.0	598.0	599.0	1.0	0.2%

Fiscal Year 2024 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, which 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

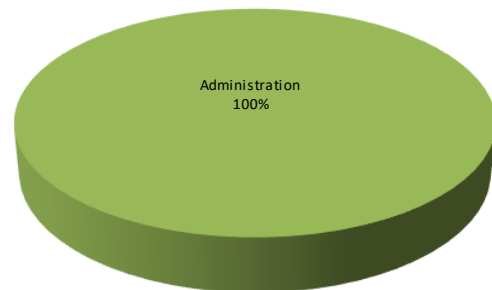
Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Patrol Operations	30,400,965	31,942,139	36,295,878	4,353,739	59.8%
Investigative Divisions	11,464,051	12,045,220	13,686,993	1,641,773	22.5%
Administration	9,001,403	9,457,728	10,746,824	1,289,096	17.7%
Total General Fund Expenditures	48,458,150	51,753,000	57,734,693	5,981,693	95.1%
Total External Funds Expenditures	2,408,269	1,692,087	2,995,002	1,302,916	4.9%
Total All Funds Expenditures	50,866,419	53,445,087	60,729,695	7,284,608	100%

Revenue Summary

TOTAL REVENUE: \$921,876

Administration — Support Divisions collect departmental revenue consisting of many services including records copy fees and administrative costs for outside police detail. Additionally, the department will receive new revenue from the lease agreement with the Executive Office of Public Safety and Security for the shooting range on Page Blvd.

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Patrol Operations	-	-	-	-	0.0%
Investigative Divisions	-	-	-	-	0.0%
Administration	-	921,876	921,876	-	100%
Total Departmental Revenue	-	921,876	921,876	-	100%

Fiscal Year 2024 Budget and Program Summaries

POLICE DEPARTMENT

All Funds Expenditure Detail

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personal Services	44,376,885	47,004,353	52,474,482	5,470,129	11.6%
OTPS	3,838,287	4,488,469	5,000,033	511,564	11.4%
Capital	242,979	260,178	260,178	-	0.0%
Total General Funds	48,458,150	51,753,000	57,734,693	5,981,693	11.6%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Grant Funds	2,360,269	1,692,087	2,945,002	1,252,916	74.0%
Donations/Trusts	48,000	-	50,000	50,000	0.0%
Total External Funds	2,408,269	1,692,087	2,995,002	1,302,916	77.0%
All Funds Budget	50,866,419	53,445,087	60,729,695	7,284,608	13.6%

All Funds Revenue Detail

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department Revenue					
Departmental Fees	-	20,000	20,000	-	0.0%
Admin Fee - Extra Detail	-	420,000	420,000	-	0.0%
Rentals	-	366,176	366,176	-	0.0%
Other Permits	-	35,000	35,000	-	0.0%
Departmental Fines	-	70,000	70,000	-	0.0%
Sale - Old M	-	8,000	8,000	-	0.0%
Miscellaneous Revenue	-	2,700	2,700	-	0.0%
Reimbursements For Prior Year	-	-	-	-	0.0%
Total Departmental Revenue	-	921,876	921,876	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
MUNICIPAL ROAD SAFETY GRANT	Grant	9/15/2023	14,439	50,511	64,000
SHANNON GRANT	Grant	12/31/2023	1,190,326	1,201,514	1,201,514
MASS GAMING COMMISSION MITIGATION GRANT	Grant	6/30/2024	12,495	16,000	25,000
GAMING ENFORCEMENT UNIT	Grant	6/30/2023	905,725	143,264	1,014,612
VIOLENT CRIMES INITIATIVE	Grant	6/30/2024	80,763	-	20,000
JAG GRANT	Grant	9/30/2025	133,453	149,876	149,876
ANTI-HEROIN TASK FORCE GRANT	Grant	6/30/2024	6,010	10,921	20,000
ANTI-METHAMPHETAMINE GRANT	Grant	6/30/2024	-	10,000	10,000
DMH JAIL/ARREST DIVERSION GRANT	Grant	6/30/2024	17,058	110,000	440,000
Subtotal FY23 Anticipated Grant Funds			2,360,269	1,692,087	2,945,002
Donations	Donations	N/A	48,000	-	50,000
Subtotal Other Funds			48,000	-	50,000
Total External Funds			2,408,269	1,692,087	2,995,002

Fiscal Year 2024 Budget and Program Summaries

POLICE DEPARTMENT

Program Summaries

The Uniform Divisions

Patrol Operations	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	30,400,965	31,942,139	36,295,878
FTEs	357.0	356.0	358.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
No. of Calls for Service	266,688	222,441	222,441
No. of Reports Taken	24,455	22,018	22,018
No. of Alarm Calls	9,073	7,130	7,130
No. Assigned Proactive Patrols	50,151	39,747	39,747
No. of Adult Arrests	2,688	2,304	2,304
Avg Response Time Priority 1 calls (minutes)	12.45	13.39	13.39
Avg Response Time Priority 2 calls (minutes)	24.17	28.31	28.31
Avg Response Time Priority 3 calls (minutes)	34.6	37.39	37.39

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, Traffic Bureau, Academy, GEU, 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 addressing neighborhood concerns and issues.

The uniformed divisions of the department patrol the 33.2 Square miles of the city 24 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. 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 has citywide responsibilities which include investigating accidents and enforcing motor vehicle laws. In addition, the Traffic Bureau is also responsive to the needs of the Deputy Chiefs in assisting with deployment strategies and addressing neighborhood concerns and issues.

POLICE DEPARTMENT

Program Summaries**Investigative & Strategic Impact Division**

Investigative Divisions	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	11,464,051	12,045,220	13,686,993
FTEs	135.0	135.0	135.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
No. of M/V Stolen Investigations	759	460	460
No of B&E Investigations	620	453	453
No of Aggravated Assault Investigations	933	722	722
No of Homicide Investigations	13	15	15

Citywide Strategic Priority: Public Safety

Highlights**Investigative Division**

The Deputy Chief in charge of the Investigative units coordinates activities in accordance with the strategies developed through the intelligence-led policing methodology – strategic anti-crime deployments. The Detective Bureau is commanded by a Captain and comprised of Crimes against property, Special Victims, Youth Aid/Student Support, Crime Scene and Court. The Captain of the Firearms Investigation Unit (FIU) oversees Vice, Warrant Apprehension, Task Forces and Property.

Firearms Investigation Unit (FIU): The FIU will continue to be proactive in addressing the epidemic of gun violence and associated crimes through investigations, warrant service and enforcement. The FIU utilizes proven technology based investigative strategies to confiscate weapons with the intent of surpassing the previous fiscal years total seizure of illegal firearms. SPD remains committed to our federal partners by assigning officers to task forces in the ATF, DEA, FBI, US Marshalls and District Attorney’s Office. The goal of the FIU has been to recover approximately 120 firearms per year. Since inception, the FIU has recovered 303 firearms and 8,596 rounds of ammunition.

Emergency Services Unit (ESU): The ESU’s continued development allows for a dedicated team to provide 24/7 rapid deployment, containment and intervention as needed. The ESU operations include assisting the FIU with service search warrants in addition to providing assistance to a variety of tactical situations, including but not limited to, barricaded subjects, potential barricaded subject hostage situations and firearms involved incidents. The ESU continues to meet the national mandate of 16 hours of in-service training per month specific to their skillset.

Investigations: The Detective Bureau allows for improved efficiencies during periods of crime surges or lags in investigative specialties. The Investigation Division utilizes case management, solvability factors, enhanced personnel development and cross-training. SPD continues being one of two municipalities with a Crimes Against Persons/Homicide Unit.

Fiscal Year 2024 Budget and Program Summaries

POLICE DEPARTMENT

Program Summaries

Administration

Administration	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	9,001,403	9,457,728	10,746,824
FTEs	108.0	107.0	106.0

Citywide Strategic Priority: Public Safety

Highlights

Administrative Division

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.

Administration:

Includes Finance, Information Technology, Human Resources, Clerical Staff, Executive Assistant, Public Information and Information Security oversight.

Information Services:

Includes Records, Supply, Grants, Fleet, Radio Repair, Body-Worn Cameras, and Crime Analysis.

Quality Assurance:

Includes Internal Investigations, Planning and Intelligence, Rules and Regulations, Accreditation Manager, and the Staff Inspection Unit.

During the past fiscal year, some of the units listed above were newly introduced within the Administrative Division. These include:

- ◆ Information Security Oversight
- ◆ Accreditation Manager
- ◆ Planning and Intelligence
- ◆ Staff Inspection Unit

Fiscal Year 2024 Budget and Program Summaries

POLICE DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Patrol Operations/Investigative Divisions			
Personnel Services	(1,550,532)	(2,630,107)	(2,429,666)
Administration			
Personnel Services	-	-	(76,432)
OTPS	(19,815)	153,263	(984,569)
Capital	-	-	(57,787)
Total Adjustments	(1,570,347)	(2,476,844)	(3,548,454)

Notes

- ◆ Patrol Operations/Investigative Divisions
 - ◇ \$2,429,666 decrease to Personnel Services due to grant offsets, academy anticipated start date in Quarter 2, Quebec offset and vacant officer positions returning to entry step.
- ◆ Administration
 - ◇ \$76,432 decrease to Personnel Services due to reduction of 1.0 Clerk Typist Sr. FTE and grant offsets.
 - ◇ \$984,569 decrease to OTPS due to Facilities covering the lease for Page Blvd.
 - ◇ \$57,787 decrease to Capital equipment line bringing it down to FY23 level funding.

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Fiscal Year 2024 Budget and Program Summaries

FIRE DEPARTMENT

Mission

The Springfield Fire Department (SFD) is committed to providing the highest quality emergency response and fire prevention services possible for those living in, working in, or visiting the City of Springfield. This includes a timely, professional, and effective response to all fires, explosions, medical emergencies, and hazardous materials incidents. We will achieve this in conjunction with thorough arson investigation, fire safety education, and inspection services as well as striving to train all members to the highest possible industry standards.

FY23 Department Highlights

The SFD 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 and Bomb Squad programs that assist in the goal of public safety through aggressively investigating, prosecuting, and preventing fires.

Springfield Fire's suppression services include direct emergency response to fires, emergency medical calls, hazardous materials incidents, and terrorism. In addition, SFD provides specialized services including technical rescue operations, arson investigation, and bomb/explosive mitigation.

The Department faces a broadening range of calls, with over 19,000 calls for service this year alone; including 576 fire incidents along with 11,737 medical calls. The Department's efforts save over \$100 million in property damage each year. In collaboration with the Mayor and the Office of Administration & Finance in FY23, the SFD was able to purchase a new ladder truck. This new piece of apparatus enables the Department to continue to provide top tier service to the citizens and visitors to the City, thus further reducing the cost of repairs and increasing safety.

Through aggressive pursuit of grant funding opportunities, the Department was able to complete several projects in FY23. These projects included new Bomb Disposal Suits, finishing the SCBA tank change out, and adding an additional hydraulic extrication tool to the Metro area of the City.

FY24 Budget Highlights

- ◆ Funds 288.0 General Fund FTEs along with two (2) part-time interns.
- ◆ Continued funding for the proactive replacement of turnout gear, which is critical to firefighter safety during calls for service.
- ◆ Maintains funding for the Epi-Pen and Narcan programs.

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	21,890,787	23,230,056	25,067,529	1,837,473	7.9%
OTPS	2,250,138	2,312,262	2,455,952	143,690	6.2%
Capital	7,500	7,500	8,500	1,000	13.3%
Total General Funds	24,148,425	25,549,818	27,531,981	1,982,163	7.8%

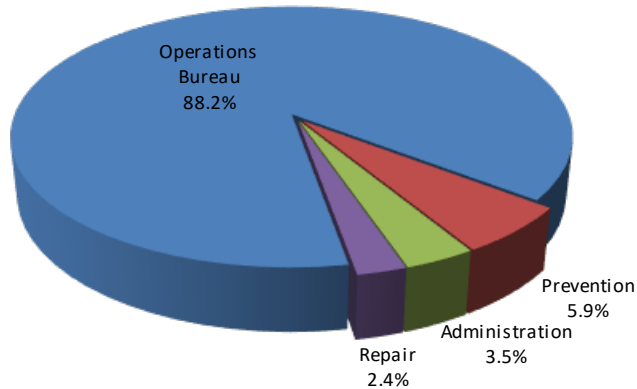
Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	284.0	287.0	288.0	1.0	0.3%
Total FTEs	284.0	287.0	288.0	1.0	0.3%

Fiscal Year 2024 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, and Public Education.

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

Repair - Provides 24/7 repair of apparatus and safety equipment.

Program Budgets

Program Budgets	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Operations Bureau	21,500,417	22,654,698	24,414,851	1,760,154	88.2%
Prevention	1,439,004	1,516,259	1,634,065	117,806	5.9%
Administration	846,473	891,917	961,215	69,297	3.5%
Repair	592,531	624,342	672,850	48,508	2.4%
Total General Fund Expenditures	24,148,425	25,549,818	27,531,981	1,982,163	99.5%
Total External Funds Expenditures	230,000	137,398	151,000	13,602	0.5%
Total All Funds Expenditures	24,378,425	25,687,216	27,682,981	1,995,765	100%

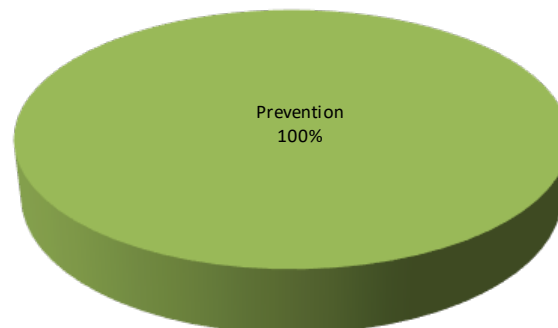
Revenue Summary

TOTAL REVENUE: \$552,100

Prevention

- ◆ Quarterly Inspection
- ◆ Smoke Detector Inspection
- ◆ Violation Ticket
- ◆ Maintain Storage Fuel Tanks

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Operations Bureau	-	-	-	-	0.0%
Prevention	510,881	552,100	552,100	-	100%
Administration	-	-	-	-	0.0%
Repair	-	-	-	-	0.0%
Total Departmental Revenue	510,881	552,100	552,100	-	100%

Fiscal Year 2024 Budget and Program Summaries

FIRE DEPARTMENT

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	21,890,787	23,230,056	25,067,529	1,837,473	7.9%
OTPS	2,250,138	2,312,262	2,455,952	143,690	6.2%
Capital	7,500	7,500	8,500	1,000	13.3%
Total General Funds	24,148,425	25,549,818	27,531,981	1,982,163	7.8%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Grant Funds	230,000	137,398	151,000	13,602	9.9%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	230,000	137,398	151,000	13,602	9.9%
All Funds Budget	24,378,425	25,687,216	27,682,981	1,995,765	7.8%
All Funds Revenue Detail					
Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Penalties & Interest - Taxes	1,599	1,000	1,000	-	0.0%
Departmental Fees	350,889	370,000	370,000	-	0.0%
Admin Fee-Department	8,729	4,000	4,000	-	0.0%
Other Permits	115,972	150,000	150,000	-	0.0%
Departmental Fines	33,692	27,100	27,100	-	0.0%
Reimbursement for Prior Year Expenditures	-	-	-	-	0.0%
Total Departmental Revenue	510,881	552,100	552,100	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
FY23 SAFE & Senior SAFE	Grant	6/30/2024	-	13,358	14,000
FY23 Firefighter Safety Equipment	Grant	6/30/2023	-	41,375	42,000
FFY22 EMPG	Grant	6/30/2023	-	80,156	90,000
FFY22-23 HMEP	Grant	6/30/2024	-	2,509	5,000
Subtotal FY24 Anticipated Grants			-	137,398	151,000
			-	-	-
Subtotal Other Funding			-	-	-
Total External Funds			-	137,398	151,000

Fiscal Year 2024 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Operations Bureau

Operations Bureau	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	21,500,417	22,654,698	23,046,183
FTEs	251.0	255.0	254.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
% of structure fires responded to within 5 minutes from time of dispatch	100%	100%	100%
% of structure fires responded to within 4 minutes from time of dispatch	91%	97%	90%
% of property value saved	94%	93%	90%
Members trained in Hazardous Materials	167	272	120
Members trained in Technical Rescue	131	118	120
# of OEP joint exercises	31	19	35

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 hazard mitigation. Additionally, this division creates training plans, and arranges and delivers training for all SFD personnel.

The OEP prepares and maintains emergency response plans for the City and the region. This office represents the city on the Western Massachusetts Homeland Security Council and coordinates exercise programs to train departments, both in Springfield and in neighboring communities. The OEP also is responsible for coordinating the Central Medical Emergency Direction (CMED) radio network for Western Massachusetts.

Fiscal Year 2024 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Fire Prevention

Prevention	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,439,004	1,516,259	1,542,461
FTEs	15.0	16.0	17.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Percentage of investigated fires whose cause was determined	90%	93%	95%
Average monthly inspections	392	370	400
Average monthly public education presentations	27	22	18
Maintain collection rate	95%	95%	95%

Citywide Strategic Priority: Public Safety

Highlights

The Prevention Bureau consists of Fire Inspection, the Arson and Bomb Squad, and Public Education. Fire Inspection staff issue fire permits, review plans for construction, investigate safety complaints, conduct mandated fire inspections, conduct fire alarms and sprinklers acceptance testing, and provide firework safety for the annual Spirit of Springfield fireworks extravaganza.

The Arson and Bomb Squad provides thorough cause and origin investigation and works with the Springfield Police Department in prosecution of malicious and incendiary fires within the City of Springfield. It is also responsible for the handling and disarmament of hazardous devices found within the City. The Arson and Bomb Squad has been working more actively with the FBI and MA State Police Bomb Squads to further the capabilities of the unit, thus bringing an increased level of service to the citizens of Springfield.

Public Education provides education programs to Springfield residents (focusing on youth and at-risk populations). Our Public Education Team works closely with the Springfield Public Schools and the Department of Fire Services to continue to bring the latest training and education to the students of the City of Springfield with regards to fire safety and awareness. We have also worked closely with Elder Affairs to maintain and increase fire safety awareness in elderly housing projects.

Fiscal Year 2024 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Administration

Administration	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	846,473	891,917	907,330
FTEs	12.0	10.0	10.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Successfully apply for and obtain grants or corporate donations	5	3	3
Policies and Procedures revised or created	0	8	12
Number of new firefighters hired	5	15	12

Citywide Strategic Priority: Public Safety

Highlights

This program includes the Administration and Public Information divisions and is responsible for providing leadership, command, and control, along with 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. The Administration Bureau supports the mission of the Department by managing administrative policies and procedures and providing a consistent single point of contact for emergency coordination and public information. This division also provides information technology (IT) support to the SFD.

FIRE DEPARTMENT

Program Summaries**Repair**

Repair	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	592,531	624,342	635,131
FTEs	6.0	6.0	7.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
To repair & perform maintenance of equipment in less than 48 hours	99%	90%	100%
Perform at least 10 monthly services on front line apparatus	9	11	10
Maintain 2 fully equipped spare apparatus at all times	100%	100%	100%

Citywide Strategic Priority: Public Safety

Highlights

The Repair Division is responsible for the maintenance and repair of the SFD's fleet of vehicles including 8 front line engine companies, 4 front line ladder companies, one TAC Unit, and the Rescue Squad. The division is also responsible for maintaining the Department's spare apparatus in a full state of readiness along with 35 support vehicles and 5 boats. It is also responsible for maintenance and repair of all of the SFD's firefighting equipment, such as hand tools, fire hoses, 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 on scene. 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. This program also helps to promote the Springfield Fire Department within the school system as a career path, contributing to department recruitment efforts and increasing our visibility within the community.

Fiscal Year 2024 Budget and Program Summaries

FIRE DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
PIO			
Personnel Services	-	-	(19,323)
Operations Bureau			
Personnel Services	(428,414)	(193,752)	1,590,041
Safety Items	(29,600)	(23,000)	-
Various OTPS Items	-	(24,500)	-
Prevention			
Personnel Services	-	(16,773)	-
OTPS	5,000	(5,000)	-
Administration			
Personnel Services	16,926	(15,606)	-
Electricity	25,033	-	-
Natural Gas	(20,516)	2,940	35,803
Repair & Maintenance - Office Equip.	-	(500)	-
Repair & Maintenance - Networks	-	(2,000)	-
Out-of-State Travel	-	(3,000)	-
Various OTPS Items	(20,000)	(3,100)	-
Repair			
Personnel Services	-	(9,786)	(8,202)
Repair & Maintenance - Equipment	-	(10,000)	-
Other Supplies	-	(21,500)	-
Gasoline and Diesel	20,000	36,000	-
Arson			
Personnel Services	-	-	(26,534)
Emergency Preparedness			
Personnel Services	-	-	20,000
Total Adjustments	(431,571)	(289,577)	1,591,785

Notes

- ◆ Personnel Services: Increase \$1,555,982
 - ◇ Increase based on IAFF union settlement retro
- ◆ OTPS: Increase \$35,803
 - ◇ Increase due to utility usage and price increases

Fiscal Year 2024 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Mission

The mission of Springfield Emergency Communications (SEC) 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.

FY23 Department Highlights

SEC was the busiest single agency public safety answering point in the Commonwealth last year, outside of the City of Boston – Springfield boasted significantly higher volume than many large regional centers and continued to provide the highest level of services to the citizens, visitors and public safety responders throughout 2022. Despite another difficult year for hiring and retention, our dedicated 9-1-1 leaders and professionals have risen to the challenge again and served their community with pride and dedication.

Our new Computer Aided Dispatch (CAD) and Records Management System (RMS) has been selected, with a projected completion of March 2024. SEC continued to collaborate with local 9-1-1 centers and the State 9-1-1 department, providing training opportunities including a large active shooter training. Community outreach and education bounced back after COVID, allowing 9-1-1 to attend many school and community events helping build new and existing ties.

The staffing of our fourth Operations Supervisor position, a Jr. QA/FOIA Analyst, six additional certified training officers and a new Training and IT Projects Coordinator in FY23 continued to demonstrate that SEC is center that promotes career growth and excellence. Our QA Analysts performed in excess of 250 QA reviews in 2022, a 25% increase on 2021; their plan is to more than triple this number in the coming year to provide a proactive approach to quality management within the center. SEC's new hire academy continues to be run in a blended online and in person training environment, and has ensured there was no loss of new-hire or continuing education opportunities despite a continued lack of in-person training classes.

SEC answered 135,711 emergency 9-1-1 calls in 2022, and 243,899 non-emergency calls. In total, the center made and received a phone call 388,956 times! The Police Discipline handled 261,566 total responses in 2022, and the Fire Discipline handled 19,311 total responses – another 35% increase in fire related calls from 2021, the second consecutive year that we have seen this increase. SEC processed 3123 requests for electronic information, 12% higher than 2021. Additionally, twelve new telecommunicators have been hired in FY23 to date, to fill vacant positions within both the Police and Fire disciplines. The department continues to meet and exceed mandated 9-1-1 call answer time regulations as required by Mass General Law.

FY24 Budget Highlights

- ◆ Funds 55.0 FTEs: 46 Public Safety Dispatchers, 4 Operations Supervisors, and 5 Administrative personnel.
- ◆ Continued funding for all contractual software & maintenance agreements, including Smart911, Guardian Tracking, CitiCall, InterAct, and PowerDMS.
- ◆ Funding added for outreach and appreciation to increase retention.
- ◆ Funding for Frontline QA/DOR software added allowing for data to be stored virtually instead of on paper.
- ◆ Funds continued professional maintenance and cleaning of dispatch.
- ◆ Provides funding for all necessary trainings for both administrative personnel and dispatchers, along with all contractually-obligated

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	1,685,288	2,030,679	2,079,457	48,778	2.4%
OTPS	109,480	143,872	173,467	29,595	20.6%
Capital	-	-	-	-	0.0%
Total General Funds	1,794,768	2,174,551	2,252,925	78,374	3.6%

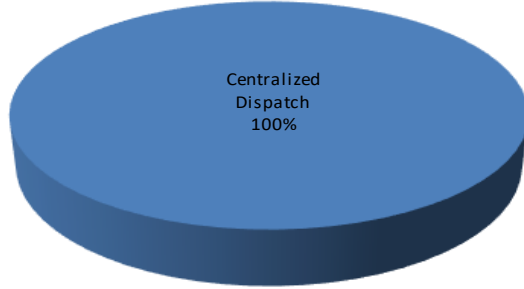
Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	54.0	55.0	55.0	-	0.0%
Total FTEs	54.0	55.0	55.0	-	0.0%

Fiscal Year 2024 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Program Expenses



Program Summaries

Centralized Dispatch — The Springfield Emergency Communications 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

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Program Expenses					
Centralized Dispatch	1,707,127	1,993,283	2,174,551	181,268	62.7%
Total General Fund Expenditures	1,794,768	2,174,551	2,252,925	78,374	62.7%
Total External Funds Expenditures	1,068,973	1,248,921	1,217,816	(31,105)	35.1%
Total All Funds Expenditures	2,863,741	3,423,472	3,470,741	47,269	97.7%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2024 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	1,685,288	2,030,679	2,079,457	48,778	2.4%
OTPS	109,480	143,872	173,467	29,595	20.6%
Capital	-	-	-	-	0.0%
Total General Funds	1,794,768	2,174,551	2,252,925	78,374	3.6%
External Funds Budget	FY22 Actual	FY23 Available	FY23 Projected	Variance FY24-FY23	Percent Change
Grant Funds	1,068,973	1,248,921	1,217,816	(31,105)	-2.5%
Total External Funds	1,068,973	1,248,921	1,217,816	(31,105)	-2.5%
All Funds Budget	2,863,741	3,423,472	3,470,741	47,269	1.4%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Total Departmental Revenue	-	-	-	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
State 911 Support & Incentive Grant	Grant	6/30/2023	76,157	256,105	225,000
State 911 Training & EMD Grant	Grant	6/30/2023	992,816	992,816	992,816
TERT- State 911 Tert Grant	Grant	6/30/2023	N/A	10,000	10,000
Subtotal FY24 Anticipated Grant Funds			1,068,973	1,248,921	1,217,816
Subtotal Other Funding			-	-	-

Fiscal Year 2024 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Program Summaries

Centralized Dispatch Services

Centralized Dispatch	FY22 Actual	FY23 Adopted	FY24 Recommend ed
Budget	2,863,741	3,423,472	3,470,741
FTEs	54.0	55.0	55.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Percentage of 9-1-1 calls to be answered in no more than ten seconds in normal peak operating periods	92%	93%	94%
Average 9-1-1 QA/QI score	82%	80%	85%
Percentage of 9-1-1 calls reviewed in the department's QA/QI process	<0.1%	<0.1%	<0.1%

Citywide Strategic Priority: Public Safety

Highlights

Deputy Director

The Deputy Director assists the Deputy Fire Chief in overseeing all administrative and operational functions of SEC. Reporting to the Deputy Director is the Operations Manager, Senior Quality Assurance Analyst and Training Coordinator.

Operations

The Operations Division interprets and ensures compliance with legal requirements and operational policies. They live-monitor and evaluate employee work performance on the operations floor through coordination with the QA and Training divisions. Need for policy and procedural changes are identified and recommended by the division, and changes in Public Safety agency policies are monitored and properly carried over to the Communications Center. Additionally, the Operations Team plans work assignments, shift and specialty schedules as necessary.

Quality Assurance

The Quality Assurance (QA) Division of SEC has oversight of the Quality Control program and ensures compliance with state and federal regulations. Processing of requests for information are handled here, including public records requests in compliance with Public Records Law. Court requests for audio are managed by the division, along with internal requests for audio and quality related investigations.

Training

The Training Division is responsible for the continuing education of existing staff, along with the training needs of all new employees. The Training Coordinator oversees a team of Certified Training Officers – a promotional position within SEC. These individuals provide a high standard of training not only for new employees, but for existing team members when necessary. The Training Division has been responsible for tracking all of the certifications of the department to stay within good standing under the State 9-1-1 Department Guidelines. The Training Division has also worked closely with the QA & QI Team to ensure that protocol guidelines are adhered to.

Fiscal Year 2024 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Centralized Dispatch			
Grant Offset	(976,244)	(992,816)	(992,816)
Salaries & Wages	-	137,527	-
Allowance	-	500	-
Rep. & Maint. Equipment	-	-	6,500
Seminars	-	(5,000)	5,000
Software	-	(5,420)	1,621
Uniform/Clothing	-	4,000	-
In-State Travel	-	(1,000)	-
Out-of-State Travel	-	(2,500)	-
Supplies & Operations	(8,871)	-	-
Total Adjustments	(985,115)	(864,709)	(979,695)

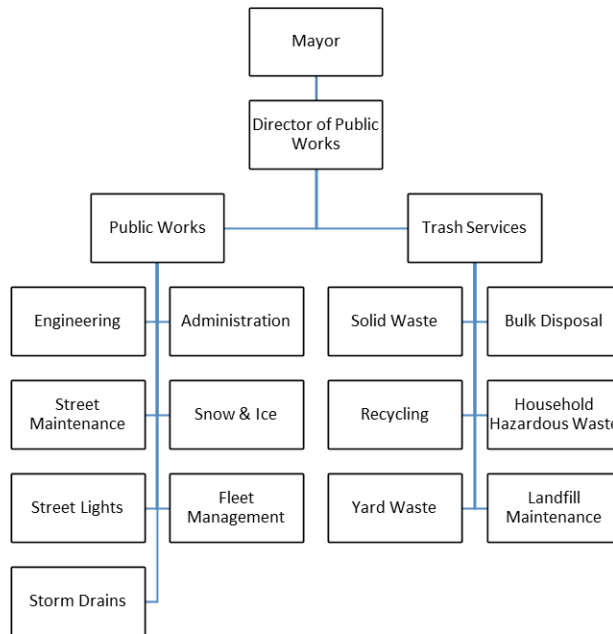
Notes

- ◆ \$992,816 decrease due to Support & Incentive grant offset
- ◆ \$6,500 increase for additional equipment supplies and replacement
- ◆ \$5,000 increase for recognition and outreach
- ◆ \$1,621 increase for QA/DOR software

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Section 8

Public Works Division



Mission Statement

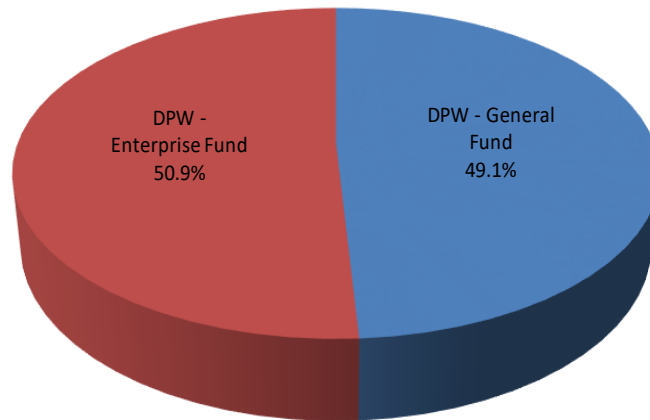
The mission of the Department of Public Works (DPW) is to maintain, preserve and improve the City of Springfield's public way infrastructure.

Fiscal Year 2024: All Funds Budget and Revenue Overview

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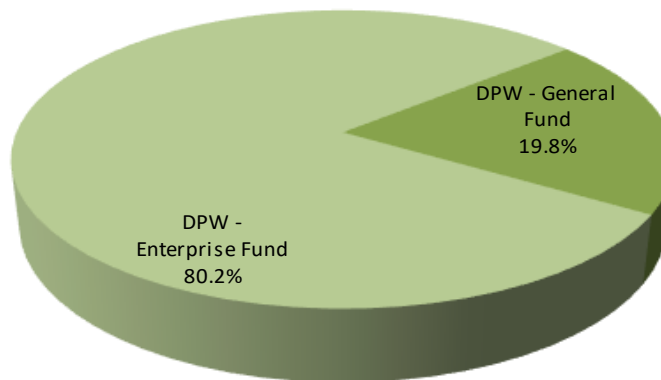
Fiscal Year 2024: All Funds Budget and Revenue Overview

Public Works Division



Public Works Division						
	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
DPW - General Fund	11,173,730	11,972,273	11,972,273	12,469,901	4.2%	4.2%
DPW - Enterprise Fund	11,460,102	12,434,858	12,384,858	13,428,223	8.0%	8.4%
Total	22,633,832	24,407,131	24,357,131	25,898,124	6.1%	6.0%

Revenue Overview



Division / Department	FY24 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY24 Total Revenue
DPW - General Fund	326,000	-	2,983,742	-	-	3,309,742
DPW - Enterprise Fund	-	-	-	13,428,223	-	13,428,223
Total	326,000	-	2,983,742	13,428,223	-	16,737,965

Public Works

Fiscal Year 2024: All Funds Budget and Revenue Overview

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Fiscal Year 2024 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.

FY23 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.

Highlights Continued on next page

FY24 Budget Highlights

- ◆ Funding for 80.0 General Fund FTEs, 56.0 Enterprise Fund FTEs consistent with FY23.
- ◆ Includes funding for 3.0 Intern positions through the Co-Op program with Putnam High School.
- ◆ Funding for the cost of recycling disposal, which the City began incurring in FY21.
- ◆ Continued funding for the Sidewalk Crew. Introduced in FY19, this crew has been highly successful in addressing citywide sidewalk repairs.
- ◆ Includes funding for all contractual OTPS obligations, including maintenance agreements, service agreements, and lease payments.

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	4,529,112	5,055,254	5,340,654	285,400	5.6%
OTPS	6,644,618	6,917,019	7,129,247	212,228	3.1%
Capital	-	-	-	-	0.0%
Total General Funds	11,173,730	11,972,273	12,469,901	497,628	4.2%

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Enterprise Fund Operating Budget					
Personnel Services	3,129,998	3,468,736	3,637,653	168,917	4.9%
OTPS	8,330,104	8,966,122	9,790,570	824,448	9.2%
Capital	-	-	-	-	0.0%
Total Enterprise Funds	11,460,102	12,434,858	13,428,223	993,365	8.0%

Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	80.0	80.0	80.0	-	0.0%
Grant FTEs	1.0	-	-	-	0.0%
Enterprise Fund FTEs	56.0	56.0	56.0	-	0.0%
Total FTEs	137.0	136.0	136.0	-	0.0%

Fiscal Year 2024 Budget and Program Summaries

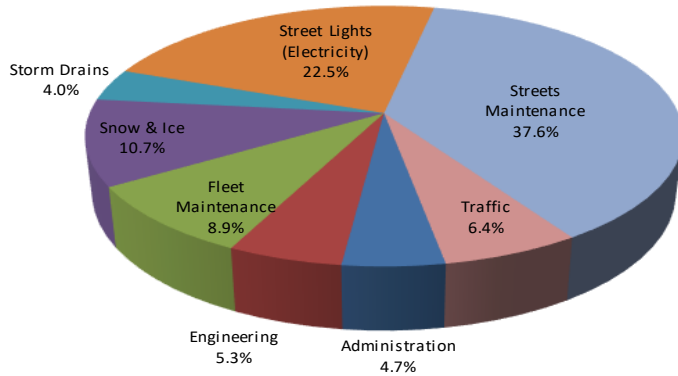
DEPARTMENT OF PUBLIC WORKS

- ◆ Completed the renegotiation of contracts for trash service, recycling services, bulk services, condo services and e-waste services.
- ◆ Received a grant award in the amount of \$15 million from Federal High Way Administration for Citywide Roadway Safety Improvements.
- ◆ Initiated the design of the Citywide fiber Installation for City owned buildings.
- ◆ Initiated the design of the Phase 3 Improvement to Riverfront Park.
- ◆ Completed the design of the Court Square improvements.
- ◆ Installed and upgraded GPS systems in all City vehicles.
- ◆ Resurfaced \$6.0M worth of public roadways, private roadways and municipal parking lots.
- ◆ Completed the installation of a raised table on Wilbraham Road at American International College (AIC).
- ◆ Initiated the design projects with MassDOT for:
 - North End Bridge Replacement
 - Armory ST. Liberty St. Rotary Improvements
 - St. James Avenue Rail Road Bridge Replacement
 - St. James Ave. over Route 291 Bridge Replacement
 - Tapley St. over Route 291 Bridge Replacement
 - Putts Bridge (Route 21) Bridge Replacement
 - Carew St. & Dwight Street Intersection Improvements
- ◆ Initiated City design MassDOT project for the Highland Trail and Bradley Road Bridge.
- ◆ Initiated the repairs of the West Street Bridge.
- ◆ Advanced the design for the repair of the Birnie Ave / Gerena school tunnel.
- ◆ Completed the construction of the Cottage St., Berkshire Ave., & Harvey Street Intersection Improvement Project.
- ◆ Completed the construction of Cottage St., Industry Ave., & Robins Road Intersection Improvements.
- ◆ Initiated a \$1.2 million sidewalk improvement project.
- ◆ Continued sidewalk replacement program with the Sidewalk Repair Crew.
- ◆ Initiated a \$8.1 million vehicle purchase program.
- ◆ Completed the construction of the South Branch Parkway Drainage Improvement project with funding from MEMA / FEMA.
- ◆ Completed the design improvements to the Tiffany Street Culvert with funding through MEMA / FEMA.
- ◆ Completed the repairs of the ST. Lawrence Ave. Drainage Improvements.
- ◆ Assisted MassDOT in the initiating of the design improvements to the St. James Avenue / Tapley Street intersection.
- ◆ Completed an update of the City's Complete Streets Prioritization Plan.
- ◆ Completed the 5-year plan for replacement of City owned vehicles.
- ◆ Completed the installation of a raised table on Wilbraham Road at American International College.
- ◆ Initiated a number of roadway safety studies (State St., Page Blvd., Plainfield St., St. James Ave., etc.).
- ◆ Completed roadway upgrades as part of funding received from the Massachusetts Gaming Commission (Dwight St. and Hampden St.).
- ◆ Completed Shared Streets Improvements to Main Street in Indian Orchard.
- ◆ Completed engineering design of six different neighborhood American Rescue Plan Act Infrastructure Improvement projects.

Fiscal Year 2024 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

DPW Program Expenses



Programs

Administration – Supports operational divisions.

Engineering – Provides project oversight and permitting for infrastructure upgrades and maintenance.

Fleet Maintenance – Repairs and maintains vehicles in the city's fleet (excluding Police & Fire).

Traffic – Repairs traffic signals and signs to keep the City's roadways safe.

Storm Drains – Repairs and maintains the City's storm drain infrastructure in accordance with environmental standards.

Street Maintenance – Makes roadway repairs including pothole patching, street sweeping, and snow plowing.

Program Budgets

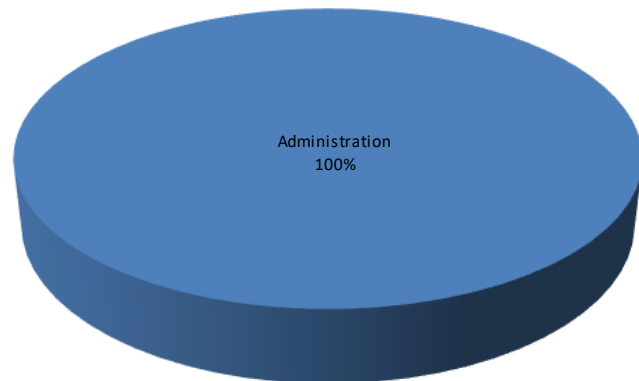
DPW Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Administration	662,165	699,316	641,674	(57,642)	4.7%
Engineering	885,068	948,185	1,230,803	282,619	5.3%
Fleet Maintenance	1,416,808	1,597,984	1,718,160	120,175	8.9%
Snow & Ice	1,476,504	1,591,250	1,591,250	-	10.7%
Storm Drains	558,966	650,705	656,000	5,296	4.0%
Street Lights (Electricity)	3,333,784	3,358,784	3,358,784	-	22.5%
Streets Maintenance	1,872,143	2,036,856	2,091,594	54,738	37.7%
Traffic	966,099	1,089,193	1,181,635	92,443	6.4%
Total General Fund Expenditures	11,173,730	11,972,273	12,469,901	497,628	80.7%
Total External Funds Expenditures	3,834,189	2,932,950	2,983,742	50,792	19.3%
Total All Funds Expenditures	15,007,919	14,905,223	15,453,643	548,420	100%

DPW Program Revenue

Revenue Summary

TOTAL REVENUE: \$326,000

◆ Departmental Fees	\$18,000
◆ Other Permits	\$300,000
◆ Departmental Fines	\$5,000
◆ Sale of Old Materials	\$3,000



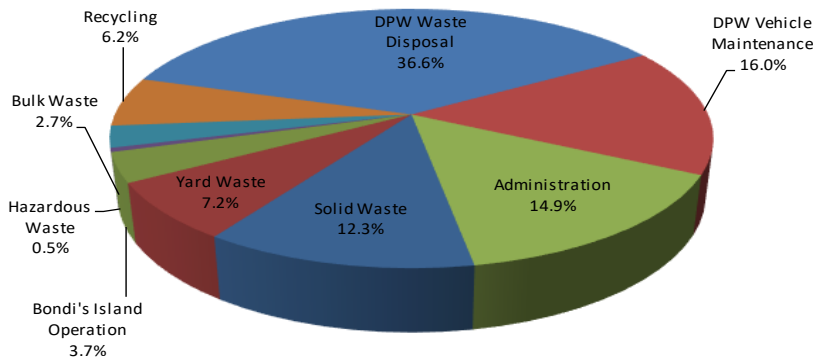
Departmental Revenue - General Fund

DPW Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Administration	247,196	339,000	326,000	(13,000)	100%
Total Departmental Revenue	247,196	339,000	326,000	(13,000)	100%

Fiscal Year 2024 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

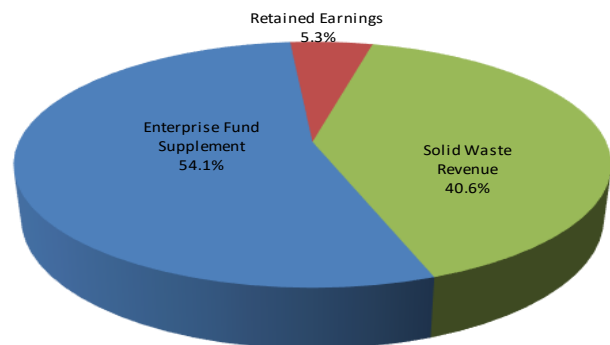
Enterprise Fund Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Solid Waste	1,389,525	1,414,265	1,436,683	22,418	12.3%
Yard Waste	629,152	847,074	882,170	35,096	7.2%
Bondi's Island Operation	277,488	322,953	325,104	2,151	3.7%
Hazardous Waste	39,085	57,500	57,500	-	0.5%
Bulk Waste	232,712	317,458	455,332	137,875	2.7%
Recycling	632,868	713,230	783,392	70,162	6.2%
DPW Waste Disposal	4,732,336	5,602,134	6,038,100	435,966	36.6%
DPW Vehicle Maintenance	1,966,239	1,500,061	1,743,498	243,437	16.0%
Administration	1,560,698	1,660,184	1,706,444	46,260	14.9%
Total Enterprise Fund Expenditures	11,460,102	12,434,858	13,428,223	993,365	100%

Revenue Summary

TOTAL REVENUE: \$13,428,223

◆ General Fund Supplement	\$7,266,762
◆ Trash Fees	\$3,150,000
◆ Miscellaneous Revenue	\$770,000
◆ Retained Earnings	\$714,461
◆ Trash Liens Redeemed	\$560,000
◆ Other Revenue (Recycling)	\$387,000
◆ Departmental Fees	\$260,000
◆ Departmental Fines	\$185,000
◆ Penalties & Interest	\$135,000

Solid Waste Program Revenue



Departmental Revenue - Solid Waste

Solid Waste Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Enterprise Fund Supplement	6,258,139	6,165,593	7,266,762	1,101,169	54.1%
Retained Earnings	-	897,265	714,461	(182,804)	5.3%
Solid Waste Revenue	4,622,000	5,372,000	5,447,000	75,000	40.6%
Total Departmental Revenue	10,880,139	12,434,858	13,428,223	993,365	100%

Fiscal Year 2024 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	4,529,112	5,055,254	5,340,654	285,400	5.6%
OTPS	6,644,618	6,917,019	7,129,247	212,228	3.1%
Capital	-	-	-	-	0.0%
Total General Funds	11,173,730	11,972,273	12,469,901	497,628	4.2%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Grant Funds	3,834,189	2,932,950	2,983,742	50,792	1.7%
Enterprise/Revolving Funds	11,460,102	12,434,858	13,428,223	993,365	8.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	15,294,291	15,367,808	16,411,965	1,044,157	6.8%
All Funds Budget	26,468,021	27,340,081	28,881,866	1,541,785	5.6%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Departmental Fees	284,064	260,000	260,000	-	0.0%
Departmental Fines	185,495	185,000	185,000	-	0.0%
Enterprise Fund Supplement	6,258,139	6,165,593	7,266,762	1,101,169	17.9%
Miscellaneous Revenue	38,142	770,000	770,000	-	0.0%
Other Permits	234,179	300,000	-	(300,000)	-100.0%
Penalties & Interest	28,066	30,000	30,000	-	0.0%
Penalties & Interest- Taxes	93,955	105,000	105,000	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Retained Earnings	-	-	714,461	714,461	0.0%
Sale Of Old Materials	3,000	3,000	-	(3,000)	-100.0%
Trash Fees	3,153,505	3,150,000	3,150,000	-	0.0%
Trash Liens Redeemed	498,311	560,000	560,000	-	0.0%
Recycling Disposal Revenue	854,462	312,000	387,000	75,000	24.0%
Total Departmental Revenue	11,631,319	11,840,593	13,428,223	1,587,630	13.4%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
Mass-Dep Sustainable Materials Reco	Grant	6/30/2022	71,500	-	71,500
Mhd Chapter 90 Funds	Grant	6/30/2027	1,838,366	506,148	506,148
CDBG-DR	Grant	9/30/2023	1,024,846	1,211,844	1,211,844
Mass Trails Grant	Grant	6/30/2021	300,000	300,000	300,000
Disaster Mitigation Tiffany Channel	Grant	5/29/2023	284,366	235,091	235,091
MASS DOT Shared Streets and Space	Grant	12/31/2022	187,659	187,659	187,659
Cottage St./Robins Rd./ Industry Ave	Grant	6/30/2021	23,635	-	-
MA D.P.U. Rideshare Funding	Grant	6/30/2022	32,318	-	-
MassWorks Infrastructure Program	Grant	6/30/2022	-	400,000	400,000
Recycling Dividends Program Grant	Grant	6/30/2022	71,500	71,500	71,500
South Branch PKWY Drainage	Grant	4/1/2022	-	20,708	-
Subtotal FY24 Anticipated Grants			3,834,189	2,932,950	2,983,742
Subtotal Other Funds					
Total External Funds			3,834,189	2,932,950	2,983,742

Fiscal Year 2024 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Administration	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	662,165	699,316	641,674
FTEs	7.0	7.0	7.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Number of neighborhood meetings attended by DPW	5	5	5

Administration

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Highlights

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

The Administration Division also oversees the implementation of the issuance of fines to those individuals or businesses that plow snow into the public way. This will help keep our City roadways safe for the general public as well as emergency response personnel.

DEPARTMENT OF PUBLIC WORKS

Program Summaries**Engineering**

Engineering	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	885,068	948,185	1,230,803
FTEs	14.0	14.0	14.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Miles of roads paved	8	8	8
Number of streets	670	670	670
Percentage of streets analyzed	33%	33%	33%

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. 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.

This Division is overseeing numerous construction projects including the Complete Streets initiative. The department also received funding from DPU in the form of a Rideshare grant and executed a variety of projects (from design through construction) to modernize and enhance the City.

The Engineering Division secured \$767,000 in grants for the paving of East and West Columbus Streets through MA Gaming Commission. The City has been awarded \$400,000 from the MA Works pre-development planning grant for the West street/ Plainfield St. (route 20) roadway corridor. Roadway improvements were made utilizing the shared streets grant program. In an ongoing effort to make school zones safer, the DPW was awarded grant for upgrades to the pavement marking and signs utilizing the safe route to school grant for over \$1 million.

At this time, approximately \$34.5 million worth of infrastructure improvements are in the planning, design and implementation stage.

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 including the Dig Safe program within the City.

DEPARTMENT OF PUBLIC WORKS

Program Summaries**Fleet Maintenance**

Fleet Division	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,416,808	1,597,984	1,718,160
FTEs	16.0	16.0	16.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Repair Work Orders Completed	5,950	2,406	6,000
Preventative Maintenance Work Orders Completed	478	362	480
State Safety Inspections Completed	307	240	310
Tire Repair Orders Completed	279	181	300
Auto Body Work Orders Completed	60	35	70

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Highlights

The Fleet Management Division is responsible for the repair and maintenance of approximately 603 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 and 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.

The DPW is continuing its Co-Op program in Partnership with Putnam High School. This program is mutually beneficial, as it allows students the opportunity to gain real world experience and helps recruit potential employees for the City of Springfield. Two (2) part-time interns from Putnam work in the Fleet Division.

DEPARTMENT OF PUBLIC WORKS

Program Summaries**Traffic**

Traffic Division	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	966,099	1,089,193	1,181,635
FTEs	9.0	9.0	9.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 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 247 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 17,000 Regulatory Signs (MUTCD) and for a significant number of non-regulatory signs. In FY23 the City received approval from MA DOT to use Chapter 90 funds to replace damaged street signs.

DEPARTMENT OF PUBLIC WORKS

Program Summaries**Storm Drains**

Storm Drains Division	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	558,966	650,705	656,000
FTEs	8.0	8.0	8.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Percentage of storm water outfalls inspected	0	0	25
Number of storm water outfalls inspected	0	0	92
Number of sweeps around bodies of water	2	2	2
Number of catch basins cleaned	868	484	868

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 that there are approximately 22,565 catch basins, 6,100 manholes, 386 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.

The City's FPS is made up of a concrete flood wall and 3,895 feet of earthen embankments. Also, part of the system is the Mill River Conduit. This conduit consists of 1,600 feet of concrete walls and culverts designed to force the Mill River to flow into the Connecticut River in the event of a flood.

DEPARTMENT OF PUBLIC WORKS

Program Summaries**Street Maintenance**

Street Services	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,872,143	2,036,856	2,091,594
FTEs	26.0	26.0	26
Performance Metrics	FY22 Actual	FY23 YTD	FY24 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)	N/A	N/A	N/A
Number of times the streets have been swept	2.5	2.5	2.5

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 existing public sidewalks citywide.

In Fiscal Year 2022, the street sweeping program expects to sweep the entire City twice and the Central Business District streets once per week. The DPW purchased four (4) replacement street sweepers in FY18 in order to improve the street sweeping program. The 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. The City adopted new software for snow operations which added GPS functionality, an upgraded HTML 5, and added web-based AVL. During large snow events the City fleet is supplemented with up to 130 hired plows.

In FY19, the DPW launched the sidewalk repair crew consisting of 8.0 FTEs. The crew continues to operate between mid-March and mid-November. During the winter months' employees assist in snow operations, filling pot holes and addressing drainage issues.

Fiscal Year 2024 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Solid Waste

Solid Waste	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	11,460,101.69	12,434,858	13,428,223
FTEs	56.0	56.0	56.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Complaints for Missed Collection Resolved	100%	100%	100%
Total Trash Tonnage	46,006	29,633	47,700
Recycling Rate	30.81%	34%	33%
Gallons of hazardous waste collected	4,500	2,500	4,500
Total "Bulk" Tonnage	1,005	492	1,000

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 truck for waste collection each day. The complaint truck is utilized in responding to solid waste issues throughout the City as well as collecting carts in alleys and on dead- end streets. The Solid Waste Division drivers and foreman are also utilized for snow plow operations during the winter months.

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

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 was put in place to educate residents on the environmental benefits of recycling as well as its impact to the City's budget. Collection routes are routinely examined for ways to maximize efficiency based on the results of the waste reduction program.

In 2023, the DPW / Solid Waste Division received \$71,500 in grant funds from MA DEP.

DEPARTMENT OF PUBLIC WORKS

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Engineering			
Personnel Services	-	(86,594)	-
OTPS	(2,000)	7,664	-
Administration			
Personnel Services	21,070	-	-
OTPS	-	6,462	-
Fleet Maintenance			
Personnel Services	-	-	3,300
OTPS	-	(529,026)	(600,000)
Snow & Ice			
Personnel Services	-	-	(7,000)
OTPS	-	-	(2,500)
Traffic			
OTPS	19,743	(25,000)	-
Storm Drains			
OTPS	-	75,000	-
Streets Maintenance			
OTPS	36,154	4,540	37,111
Street Lights			
OTPS	32,233	25,000	-
Solid Waste			
Personnel Services	5,151	5,587	(55,500)
OTPS	82,977	264,806	(493,091)
Total General Fund Adjustments	107,200	(521,954)	(569,089)
Total Enterprise Fund Adjustments	88,128	270,393	(548,591)

Notes**General Fund**

- ◆ Personnel Services decrease of \$3,700 due to salary adjustments.
- ◆ OTPS decrease of \$565,389 based on historical spending.

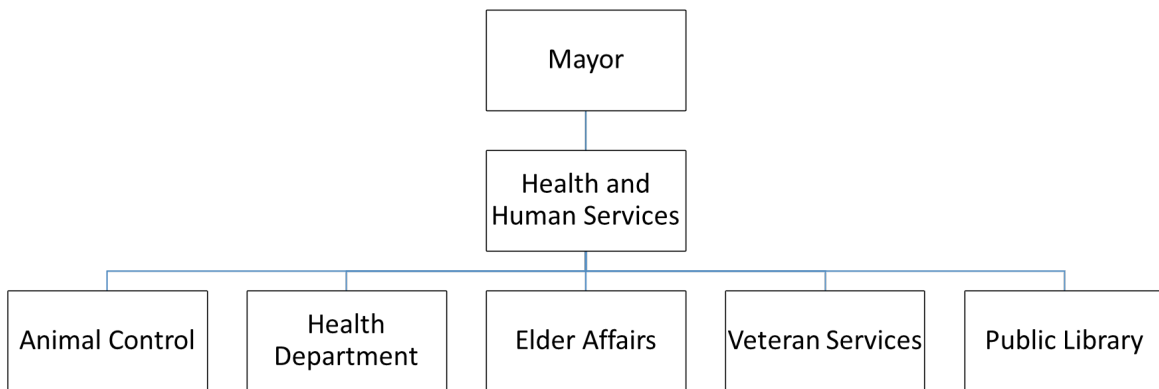
Enterprise Fund

- ◆ Personnel Services decrease of \$55,500 due to salary adjustments.
- ◆ OTPS decrease of \$493,091 based on historical spending.

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Section 9

Health & Human Services Division



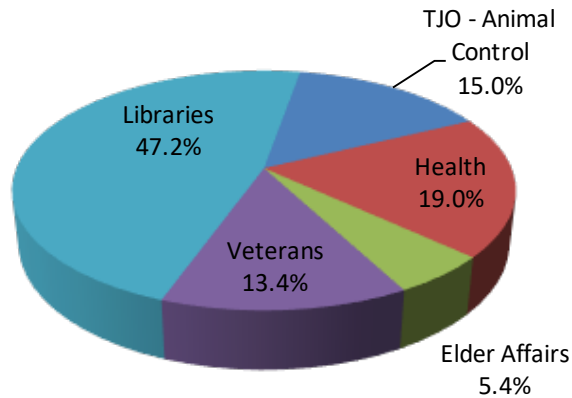
Mission Statement

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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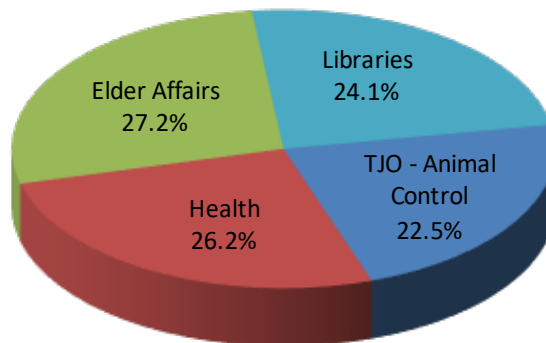
Fiscal Year 2024: All Funds Budget and Revenue Overview

Health & Human Services Division



FY24 Adopted Budget Health & Human Services Division						
	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
TJO - Animal Control	1,530,196	1,595,108	1,595,108	1,880,731	17.9%	17.9%
Health	1,712,732	2,261,274	2,261,274	2,389,582	5.7%	5.7%
Elder Affairs	541,534	560,588	560,588	674,599	20.3%	20.3%
Veterans	1,248,389	1,676,950	1,676,950	1,683,173	0.4%	0.4%
Libraries	5,016,264	5,460,376	5,460,376	5,931,669	8.6%	8.6%
Total	10,049,116	11,554,296	11,554,296	12,559,754	8.7%	8.7%

Revenue Overview



Division / Department	FY24 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY24 Total Revenue
TJO - Animal Control	775,000	-	103,606	-	-	878,606
Health	603,290	-	420,000	-	-	1,023,290
Elder Affairs	-	-	1,059,920	-	-	1,059,920
Veterans	-	-	-	-	-	-
Libraries	25,000	-	915,000	-	-	940,000
Total	1,403,290	-	2,498,526	-	-	3,901,816

Health & Human Services

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Fiscal Year 2024 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.

FY23 Department Highlights

TJO plays a dynamic role in the community. In addition to traditional animal care and control services, the TJO staff regularly provides guidance, information, and resources to animals and people in need, thereby reducing shelter intakes and strengthening the bond between animals and the people who love them. In the past year TJO has made a difference in the lives of animals and people as highlighted below:

The purchase of a cutting-edge digital radiography unit has made a difference in the medical care of many animals. Not only is it fast and safe, this unit reduces the need for diagnostic surgeries, aids in diagnostics, and leads to effective and efficient treatment. The unit quickly identifies foreign bodies, broken bones, and traumatic injuries.

Our community was faced with a widespread outbreak of Canine Parvovirus. TJO partnered with Dakin Humane Society to provide treatment and vaccinations to those unable to access care in our community.

TJO has developed a collaborative partnership with Best Friends and Chemung Humane Society for Cruelty of Animals. (Elmira, NY).

We have developed a policy for aggressive animals and have been consulting with behavior experts, to further develop staff and ensure that TJO implements best practices with regard to behavior assessment and enrichment.

Four of TJO's Animal Control Officers attended an Advanced Animal Cruelty Investigations training hosted on 12/19/22.

The Foundation for TJO Animals continues to provide grant funding to offset veterinary salaries, medical care, specialty surgeries, rehabilitation, enrichment supplies, and more.

Our staff and volunteers were proud to take part in Springfield's first Springfield Pride parade.

TJO provided diagnostic, treatment, wellness, and surgical intervention as medically necessary to prevent suffering, maintain health, and restore functioning to over 2,500 animals this past year. We performed 1,085 surgical procedures including: spay/neuter surgeries, pyometra surgeries, enucleations, amputations, extensive dentals, c- sections, sedated grooms, orthopedic procedures, and more.

FY24 Budget Highlights

- ◆ Funds 21.5 General Fund FTEs and 0.5 Grant FTEs, an increase of 2.0 FTEs over FY23 for an additional Animal Control Officer and an additional Animal Welfare Specialist.
- ◆ Level Service OTPS for Animal Care services and Admin & Operations services.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	783,748	761,335	1,014,845	253,510	33.3%
OTPS	746,448	833,773	865,886	32,113	3.9%
Capital	-	-	-	-	0.0%
Total General Funds	1,530,196	1,595,108	1,880,731	285,623	17.9%

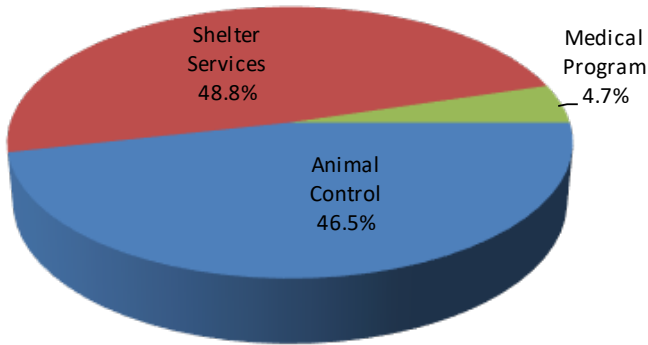
Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	15.5	15.5	21.0	5.5	35.5%
Grant FTEs	1.0	4.0	0.5	(3.5)	-87.5%
Total FTEs	16.5	19.5	21.5	2.0	10.3%

Fiscal Year 2024 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Expenses



Program Summaries

Animal Control Services—Provides 24/7 animal control services to the cities of Springfield, Chicopee and Holyoke, 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 Center Services— Operating out of an 18,000 square foot facility, provides a safe haven for lost, stray, abandoned and surrendered animals. Animal Welfare Specialists implement best practices as they provide effective and compassionate care to every animal.

Medical Program— Provides diagnostic, medical treatment, surgical intervention, and wellness to 2,500+ animals each year. The Veterinary team treats traumatic injuries, contagious diseases, fractures and bite wounds.

Program Budgets

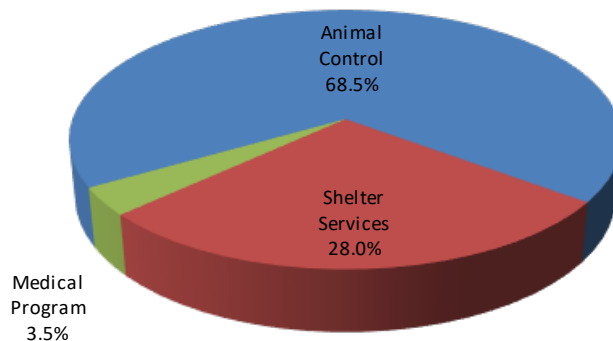
Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Animal Control	711,719	787,206	922,947	135,741	46.5%
Shelter Services	747,305	826,567	969,095	142,528	48.8%
Medical Program	71,172	78,721	92,295	13,574	4.7%
Total General Fund Expenditures	1,530,196	1,595,108	1,880,731	285,623	94.8%
Total External Funds Expenditures	-	97,385	103,606	6,221	5.2%
Total All Funds Expenditures	1,530,196	1,692,493	1,984,337	291,843	100%

Program Revenue

Revenue Summary

TOTAL REVENUE: \$775,000

- ◆ Adoption Program - \$530,875
- ◆ Shelter Services - \$217,000
- ◆ Medical Fees - \$27,125



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Animal Control	447,768	530,875	530,875	-	68.5%
Shelter Services	183,029	217,000	217,000	-	28.0%
Medical Program	22,879	27,125	27,125	-	3.5%
Total Departmental Revenue	653,676	775,000	775,000	-	100%

Fiscal Year 2024 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	783,748	761,335	1,014,845	253,510	33.3%
OTPS	746,448	833,773	865,886	32,113	3.9%
Capital	-	-	-	-	0.0%
Total General Funds	1,530,196	1,595,108	1,880,731	285,623	17.9%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Grant Funds	-	97,385	103,606	6,221	6.4%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Total External Funds	-	97,385	103,606	6,221	6.4%
All Funds Budget	1,530,196	1,692,493	1,984,337	291,843	17.2%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Departmental Fees	653,676	775,000	775,000	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	653,676	775,000	775,000	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
TJO VETERINARIAN	Grant	6/30/2023	-	45,887	52,000
VET TECH 1	Grant	6/30/2023	-	23,216	23,215
VET TECH 2	Grant	6/30/2023	-	28,282	28,391
<i>Subtotal FY24 Anticipated Grants</i>			-	97,385	103,606
<i>Subtotal Other Funding</i>			-	-	-
Total External Funds			-	97,385	103,606

Fiscal Year 2024 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Animal Control

Animal Control	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	711,719	787,206	922,947
FTEs	5.0	8.0	10.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
<i>Enhance public health and safety by improving the overall quality of life for the residents and animals of Springfield</i>			
# of field calls ACOs responded to	5,893	5,427	6,000
# of community/feral cats TNR (Trap/Neuter/Return)	104	96	100
# of free roaming animals impounded	1,746	1,783	2,800
# of cruelty complaints & bites investigated	1,135	1,083	1300
# of cruelty cases charged	11	9	10

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The animal control department at TJO consists of five animal control officers (ACOs) and one animal control supervisor who are all certified by the Massachusetts Animal Control Officers Association, as well as the Massachusetts Animal Fund Officer Training Program. The animal control department provides professional, knowledgeable field services 24/7 for a population of nearly 250,000 throughout a 78 square mile area. TJO animal control officers provide respectable response times, responding to high priority calls in under 17 minutes. Daily and weekly call reports show nearly 100% compliance in response times to all priority calls. Animal control officers are a presence in every neighborhood; responding to a vast variety of animal related field calls and providing thorough follow-ups for potentially dangerous or nuisance dogs, as well as ensuring humane care standards are met for animals. TJO ACO's continue to be leaders in best field practices, actively participating in trap-neuter-return programs for feral and community cats and participating in C3 community policing meetings. The department has maintained a harm reduction approach for owners self-reporting animal negligence and also increased community outreach via social media platforms and news stories. These efforts have resulted in an increase in the number of marginally cared for dogs TJO has been able to assist. Animal control continues to cite for Chapter 110 (animal ordinance) violations and explore methods to realize revenue generated by citations. TJO continues to explore accessible and online dog license options for residents. TJO ACO's continue to enforce local ordinances and license compliance while also providing community vet medicine referrals for our area's vulnerable pets. These referrals often include requests for grooming services, vaccinations, spay/neuter procedures, and moderate medical needs. TJO's ACO's are boots-on-the-ground community facing assets during a time when many area shelters and veterinary offices have become inaccessible to residents. ACO's and supervisors met with city officials to analyze call volume, peak call hours and other data to better utilize officer time, increase safety and reduce burn-out all while maintaining a high level of services to our constituents. The Department plans to add a 6th ACO in 2023 as well as utilize dispatch radios to increase officer security.

Fiscal Year 2024 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Shelter Services

Shelter Services	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	747,305	826,567	969,095
FTEs	10.0	10.5	10.5
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
<i>Provide services to reduce harm and increase quality of life for people and animals</i>			
# of animals placed in foster program	520	531	500
# of animals receiving shelter and care at Center	3,590	3,401	3,400
# of animals temporarily emergency sheltered	61	53	50

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

TJO is an organization that is making a difference in the lives of animals and people on a daily basis. TJO continues to be open by appointment seven days a week. We have begun to transition toward normal open adoption center hours to better serve our community. In addition to being very popular for pet adoptions throughout New England and the Northeast, TJO Adoption Center services include sheltering and disposition of both found and owner surrendered animals; reclaims; dog licensing; directory and liaison to many outside humane and human organizations; MA Animal Fund spay/neuter provider; quarantine housing; temporary emergency pet housing; medical services for ACO referred low-income residents; pet food and; feral and community cat TNR. Adopted animals are vaccinated, microchipped, spayed/neutered, canine heartworm or feline leukemia virus tested, and licensed when applicable.

Veterinary care has become inaccessible to many in our community due to a veterinary shortage and skyrocketing costs. As a result, animals are suffering in our community. As our communities began to deal with the financial fallout of the COVID pandemic and the end of the eviction moratorium, the shelter began to receive more and more phone calls from owners trying to surrender pets. More "stray" dogs are being turned in or tied out. Crates abandoned at the door or in the park with kittens or puppies. We receive calls daily from people looking to surrender because they lost their housing, their pets have medical/behavior issues, or simply unable to keep their pets.

Statistically speaking, our intake numbers are the same as in previous years, yet the number of stray dogs has increased 29% from 2021. Yet the number of dogs that are being reclaimed by their owners has decreased from 76% in 2021, to 66% in 2022. The trend is more dogs with behavioral challenges. TJO has a responsibility and duty to ensure the safety of our community. There are multiple factors that are taken into consideration when making placement decisions. Inevitably, the burden of making responsible placement decisions falls on the shoulders of municipal animal control facilities like TJO when stray and abandoned animals go unclaimed. In doing so, behavior must be carefully assessed while also considering the health and well-being of each animal.

Animal Welfare Specialist regular duties go far beyond direct animal care (sanitation and feeding). AWS daily responsibilities also involves multifaceted customer care as well as complex medical and behavioral care. AWS have an extensive skill set in order track daily behaviors and medical conditions, administer medications, and safely handle and care for dangerous animals. Additionally, they must have the emotional fortitude to care for the many animals in care that have suffered neglect and acts of cruelty. Helping pet owners in crisis is commonplace. Individuals and families are often forced to relinquish their pets for adoption or in some cases for humane euthanasia. Others come to reclaim their pets and are frequently hostile and angry when faced with animal care costs and citations for city ordinance violations.

Volunteers historically provide 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.

Fiscal Year 2024 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Medical Program

Medical Program	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	71,172	78,721	92,295
FTEs	1.0	1.0	1.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
<i>Provide medical services to increase health and welfare and reduce spread of contagious diseases</i>			
# of community medicine appointments	126	125	150
# of surgical procedures performed	1,416	1,389	1300

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The TJO veterinary team is comprised of two veterinarians, (one full time and another 10 hours a week) and two veterinary technicians. The Foundation for TJO Animals provides grant funding to offset salaries. Despite many challenges due to the ramifications of the pandemic and the national veterinary shortage, the TJO Veterinary team responded effectively to an increase in sick and injured animals. They provide diagnostic, treatment, wellness, and surgical intervention as medically necessary to prevent suffering, maintain health, and restore functioning to over 2,500 animals this past year. Additionally, they regularly treat animals brought in through Animal Control with traumatic injuries.

This year, donations to the city and a grant from the Foundation for TJO Animals, made it possible to purchase a cutting-edge digital radiography unit. This unit provides immediate and clear images of internal organs and bones. Our vet is able to diagnose foreign bodies, broken bones, and identify traumatic injuries. Not only is it fast and safe, this unit reduces the need for diagnostic surgeries, guides the treatments of a variety of common conditions. The result is faster diagnostics, faster treatment and ultimately, a faster recovery. We no longer have to send animals to other hospitals for diagnostic imaging. Quite literally, this equipment saves time, decreases stress, and as a result is lifesaving!

A large number of animals arrive at TJO 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.

TJO's veterinarian is frequently involved with law enforcement cases involving animals. She performs physical exams, necropsies, medical reports and gives professional opinions to law enforcement departments, as well as testifies in court regarding cases of cruelty or neglect. In 2022, TJO's veterinarian assisted with 9 cases of neglect and/or cruelty being presented to the Springfield Police Department for filing of cruelty charges.

Fiscal Year 2024 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Administrative Services			
Personnel Services	46,088	(6,078)	71,000
OTPS	(27,748)	(10,414)	6,530
Animal Care			
Personnel Services	57,245	(2,040)	123,871
OTPS	36,048	-	(4,270)
Total Adjustments	111,633	(18,532)	197,131

Notes

♦ Adoption Services

- ♦ \$71,000 increase in Personnel Services for a new Manager of Operations.
- ♦ \$6,530 increase in OTPS based on historical spending.

♦ Animal Control

- ♦ \$123,871 increase in Personnel Services to maintain operations despite a lack of grant funding for 3.5 FTEs who were formerly grant funded.
- ♦ \$4,270 decrease in OTPS based on historical spending.

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Fiscal Year 2024 Budget and Program Summaries

HEALTH DEPARTMENT

Mission

The Mission of the Springfield Department of Health and Human Services Department is to promote physical and mental health, control communicable diseases, prevent injury and disabilities, and develop policies, regulations and to enforce the regulations that govern boards of health under Massachusetts General Laws Chapter 111.

FY23 Department Highlights

For the past three years, the Department of Health and Human Services (SDHHS) has shifted our work and mission to respond to the COVID-19 pandemic. Our work has been severely impacted and our staff was pressed into playing multiple roles in order to respond. Despite the shortage, our staff kept the Public Health work for the City of Springfield moving forward as well as responding to the public requests for support due to the pandemic. SDHHS continues to distribute Home Test Kits and offer vaccinations on a weekly basis. Our vaccination clinics immunized over 12,200 Springfield residents with our immunization partners, Behavioral Health Network (BHN) and American Medical Response (AMR). Data continues to be provided to our residents outlining the status of the pandemic in the City of Springfield. This information is updated on a weekly basis on the city website to date, SDHHS has distributed over 220,000 COVID-19 test kits to Springfield residents.

Our clerical staff has functioned with shortages and has kept our burial permit and environmental health units operational. Despite staffing shortages, our Nursing staff continue to respond to the residents. Contact tracing and advice pertaining to isolation and quarantine are central to the work including follow up with Tuberculosis and other communicable diseases. SDHHS is the permitting entity for the cannabis industry operating in the City of Springfield. In that, capacity the department has held virtual meetings with the companies who want to operate in the City of Springfield.

The Offices of Racial Equity and Problem Gambling have worked tirelessly to advance the work of their prospective units. The Office of Problem Gambling developed a coalition of problem gambling to increase engagement among community residents, community organizations about problem gambling and prevention. The Office of Problem Gambling monitors local, state and national problem gambling data to inform and update local leaders and residents. This year the Office of Problem Gambling offered training to community-based organizations about mitigation of problem gambling in the City of Springfield and organized trainings for the Community Health Worker (CHW) program and other groups working with Holyoke Community College (HCC).

FY24 Budget Highlights

- ◆ Funds 30.6 General Fund FTEs, and 31.2 Grant FTEs; a total increase of 2.0 FTE from FY23 based on a departmental reorganization.
- ◆ Increased funding for:
 - ◇ Community Outreach
 - ◇ Tests and inspections
 - ◇ Continued vaccination efforts

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	1,318,593	1,839,773	1,953,881	114,108	6.2%
OTPS	394,139	421,501	435,701	14,200	3.4%
Capital	-	-	-	-	0.0%
Total General Funds	1,712,732	2,261,274	2,389,582	128,308	5.7%

Department Staff

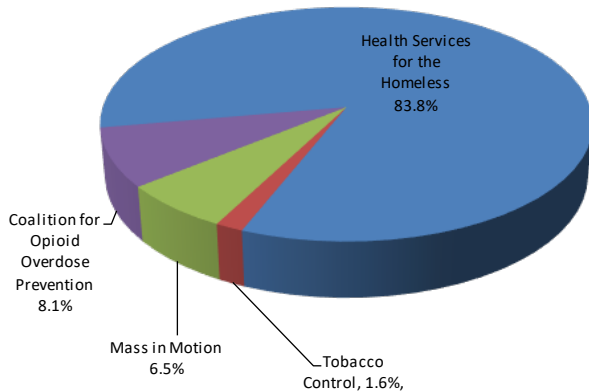
	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	27.6	28.6	30.6	2.0	7.0%
Grant FTEs	29.2	31.2	31.2	-	0.0%
Total FTEs	56.8	59.8	61.8	2.0	3.3%

Fiscal Year 2024 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Program Expenses



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.

Mass Heal- to reduce opioid related deaths by 40% in a 12 month period.

Program Budgets

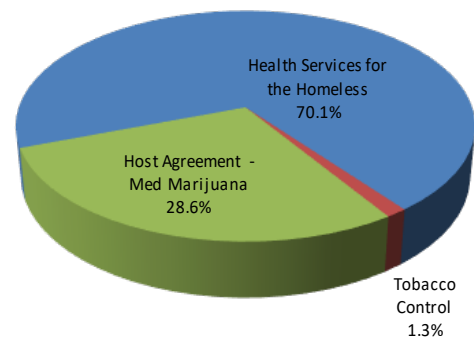
Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Health Services for the Homeless	1,848,240	2,802,103	2,354,957	(447,145)	83.8%
Tobacco Control	35,680	54,095	45,462	(8,632)	1.6%
Mass in Motion	142,721	216,379	181,850	(34,529)	6.5%
Coalition for Opioid Overdose Prevention	178,402	270,473	227,312	(43,161)	8.1%
Total General Fund Expenditures	1,712,732	2,261,274	2,389,582	128,308	85.1%
Total External Funds Expenditures	492,312	1,081,775	420,000	(661,775)	14.9%
Total All Funds Expenditures	2,205,044	3,343,049	2,809,582	(533,467)	100%

Revenue Summary

TOTAL REVENUE: \$603,290

◆ Departmental Fees	\$7,500
◆ Licenses and Permits	\$370,000
◆ Fine and Forfeits	\$7,000
◆ Host Agreement Med Marijuana	\$150,000
◆ Host Agreement Rec Marijuana	\$68,790

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Health Services for the Homeless	677,795	422,906	422,906	-	70.1%
Tobacco Control	12,570	7,843	7,843	-	1.3%
Host Agreement - Med Marijuana	276,533	172,541	172,541	-	28.6%
Total Departmental Revenue	966,897	603,290	603,290	-	100%

Fiscal Year 2024 Budget and Program Summaries

HEALTH DEPARTMENT

All Funds Expenditure Detail					
General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	1,318,593	1,839,773	1,953,881	114,108	6.2%
OTPS	394,139	421,501	435,701	14,200	3.4%
Capital	-	-	-	-	0.0%
Total General Funds	1,712,732	2,261,274	2,389,582	128,308	5.7%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Grant Funds	492,312	1,081,775	420,000	(661,775)	-61.2%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	492,312	1,081,775	420,000	(661,775)	-61.2%
All Funds Budget	2,205,044	3,343,049	2,809,582	(533,467)	-16.0%
All Funds Revenue Detail					
Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Departmental Fees	165,135	7,500	7,500	-	0.0%
Other Permits	325,172	370,000	370,000	-	0.0%
Departmental Fines	69,000	7,000	7,000	-	0.0%
Host Agreement Med Marijuana	150,000	150,000	150,000	-	0.0%
Host Agreement Rec Marijuana	257,591	68,790	68,790	-	0.0%
Total Departmental Revenue	966,897	603,290	603,290	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
MASSCALL3	Grant	6/30/2023	125,000	250,000	125,000
PREVENTION IN EARLY CHILDHOOD SERVICES	Grant	9/30/2024	125,000	112,500	125,000
MASS SUBSTANCE ABUSE COLLABORATIVE	Grant	6/30/2023	75,000	87,500	-
MASS IN MOION	Grant	6/30/2023	60,000	139,805	100,000
MASS HEAL	Grant	12/31/2023	37,312	377,970	-
TOBACCO CONTROL PROGRAM	Grant	6/30/2023	70,000	114,000	70,000
Subtotal FY24 Anticipated Grants			492,312	1,081,775	420,000
Subtotal Other Funding			-	-	-
Total External Funds			492,312	1,081,775	420,000

HEALTH DEPARTMENT

Program Summaries**Health Services for the Homeless**

Health Services for the Homeless	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,848,240	2,802,103	2,354,957
FTEs	48.8	50.8	51.8
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Provide health, social, advocacy, and outreach services to homeless persons efficiently			
# of homeless adults receiving health care	806	846	930
# of homeless children (under 17) receiving health care	5	5	5
# of homeless receiving dental care	90	104	113
# of homeless receiving social services	793	821	902

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

HSH continues to provide comprehensive health care services to individuals and families experiencing homelessness. HSH continues to contract with Open Door to provide a full time bilingual SUD counselor and a full time bilingual case manager/recovery coach for patients with opioid addictions and responsibility for facilitating recovery group sessions, referrals for recovery, counseling and promoting healthier.

HEALTH DEPARTMENT

Program Summaries**Tobacco Control**

Tobacco Control	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	35,680	54,095	45,462
FTEs	1.0	1.0	1.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
<i>Prevent youth from purchasing tobacco products</i>			
# of permits issued	227	240	240
# of investigated complaints and conducted onsite inspections	180	185	190
% of tobacco retailers adhering to youth access regulations	94%	94%	95%

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- ◆ Conduct requisite inspections to monitor compliance, including tobacco sales for 24/7 establishments.
- ◆ 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.
- ◆ Issue tobacco sales permits.
- ◆ 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.

Fiscal Year 2024 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Mass in Motion

Mass in Motion	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	142,721	216,379	181,850
FTEs	3.0	4.0	4.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
<i>Promote opportunities for healthy eating and active living</i>			
# of walk audited completed and report generated	1	0	2
# of park audits completed and audit generated	0	0	1
# of Hampden CHIP Design team meetings attended	10	6	10
# of built environment committee meetings attended	10	8	12

Citywide Strategic Priority: Healthy Eating / Food Access, Community Gardens, Healthy Options at Food Retailers, Food Pantries, SNAP/WIC/HIP, Active Living, Safe Parks, Open Gyms, Complete Streets

Highlights

- ◆ Implemented new Community Garden at Open Pantry Community Services Inc. on Spring and School Streets.
- ◆ Working to build consensus and political will at municipal level for a healthy retail program (with funding) that will support healthy retail projects around the City of Springfield.
- ◆ Policy systems thinking about food systems and built environmental issues: Have cultivated relationships with a wide range of food access stakeholders including education providers, policy experts and advocates including MPHA and MFSC, and parent organizations working to end hunger and to continue to develop deeper understanding of how to move the work forward.
- ◆ Springfield Policy Food Council Steering committee member, Coalition to End Hunger member under the food bank of Western Massachusetts.
- ◆ Have worked on nutrition improvements and quality improvements at food pantry site and participated in discussions around better meeting the needs of pantry clients with pantry site directors.
- ◆ Pedestrian wayfinding system in down town metro center to encourage walkability.
- ◆ Safe Park programming to engage youth in parks in target neighborhood during summer months.
- ◆ New Mass in Motion Community Group conducting outreach to priority populations to do projects and work directly on public health priorities related to Mass in Motion – group is made up of Springfield residents.

Fiscal Year 2024 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Coalition for Opioid Overdose Prevention

Coalition for Opioid Overdose Prevention	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	178,402	270,473	227,312
FTEs	4.0	4.0	5.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
<i>Reduce the number affected by opiate abuse and overdose</i>			
# of newly informed and trained community stakeholders	N/A	N/A	N/A

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

Opioid Response Program Manager position filled 11/28/22 to coordinate the implementation of the City of Springfield's opioid response plan. Planning team member and co-chair of the Greater Springfield Opioid Crisis Collaborative (GSOCC). Collaborating with GSOCC to better connect individuals to care when they are ready to engage with the system by working together to address the identified gaps and barriers to access to care. Managing the OD2A grant funding to support the GSOCC efforts to strengthen our local and regional response to opioid overdoses so that we can better identify strategies to address the barriers to being successfully connected to care that meets an individual's needs. Collaborating to conduct a Diversity, Equity, and Inclusion Analysis to ensure that the SUD treatment system in Springfield, MA has the capacity to provide services of the highest quality regardless of gender, race, ethnicity, age or sexual orientation. Attending professional development sessions provided for and occasionally mandated by DPH. Process, track and evaluate data collected from data sources. Addiction Treatment and Recovery Services page created on the 413 Cares directory through this collaboration with GSOCC. The effort was undertaken to better link people to services and have up to date information on those services, as well as be a hub for the providers of services so that there is a place to go that you can find resources and also connect to people in need of their services. All SUD providers funded by BSAS have an updated page in the 413 Directory. We are now working with all listed providers to ensure that they adopt their pages so that they can update and make changes to their page when necessary. We also plan to conduct a social marketing campaign in the Spring '23 to promote the directory among community residents and service providers.

HEALTH DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Personnel Services	78,227	48,982	(143,514)
OTPS	158,223	15,159	14,200
Total Adjustments	236,450	64,141	(129,314)

Notes

- ◆ \$143,514 decrease to Personnel Services due to salary adjustments and a departmental restructure.
- ◆ \$14,200 increase to OTPS to fund additional tests and inspections, community outreach mailings, and vaccination efforts.

Fiscal Year 2024 Budget and Program Summaries

ELDER AFFAIRS

Mission

The Department of Elder Affairs: where we encourage everyone to create their own handbook for aging well via services that support living better.

FY23 Department Highlights

The Department of Elder Affairs provides a continuum of services that supports a holistic approach to living better. The department offers recreational and educational programs at four sites throughout the City. In FY23 we were able to provide free programming to all participants. The department retrains and places low income, unemployed, mature workers back into the workforce through its SCSEP program, via a Senior Service America Grant. The program is supported by the Department of Labor and Senior Service America.

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

In March of 2023 we were able to completely renovate the fitness area in the North End Senior Center, outfitting it with brand new state-of-the-art senior-friendly fitness equipment. This will greatly improve the quality of life for all participants.

Free lunches were an added service in FY23, and we were able to transition from grab 'n go style sandwiches to a hot lunch program. The Department of Elder Affairs has significantly increased the number of members using our computer lab at Raymond A. Jordan. We implemented "website scavenger hunts" to increase website navigation skills. We also introduced courses via zoom to further expand their knowledge and comfort in today's computer-heavy world.

FY24 Budget Highlights

- ◆ Funds 7.4 General Fund FTEs and 12.6 Grant Fund FTEs.
 - ◇ Decrease in 1.0 Program Coordinator.
- ◆ Funds various programming and events for the Senior Centers, which promote fitness, education, and health screening.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	422,541	444,913	415,924	(28,989)	-6.5%
OTPS	118,993	115,675	258,675	143,000	123.6%
Capital	-	-	-	-	0.0%
Total General Funds	541,534	560,588	674,599	114,011	20.3%

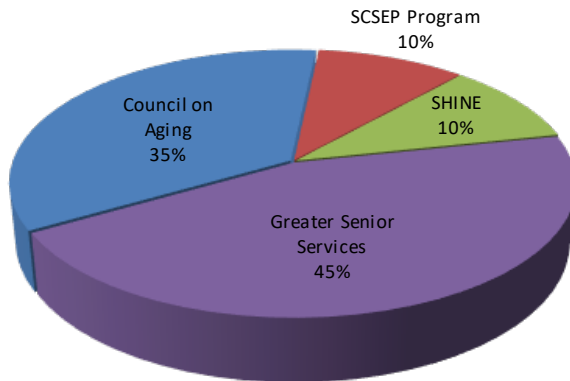
Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	8.4	8.4	7.4	(1.0)	-12.2%
Grant FTEs	12.6	12.6	12.6	-	0.0%
Total FTEs	21.0	21.0	20.0	(1.0)	-4.9%

Fiscal Year 2024 Budget and Program Summaries

ELDER AFFAIRS

Program Expenses



Program Summaries

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

SCSEP - Promotes the transition of unemployed mature workers 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 through outreach care.

Program Budgets

Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% Of Total
Council on Aging	189,537	347,580	607,081	259,502	35.0%
SCSEP Program	54,153	99,309	173,452	74,143	10.0%
SHINE	54,153	99,309	173,452	74,143	10.0%
Greater Senior Services	243,690	446,888	780,533	333,645	45.0%
Total General Fund Expenditures	541,534	560,588	674,599	114,011	38.9%
Total External Funds Expenditures	-	432,497	1,059,920	627,423	61.1%
Total All Funds Expenditures	541,534	993,085	1,734,519	741,434	100%

Revenue Summary

This department does not generate any revenue.

Fiscal Year 2024 Budget and Program Summaries

ELDER AFFAIRS

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	422,541	444,913	415,924	(28,989)	-6.5%
OTPS	118,993	115,675	258,675	143,000	123.6%
Capital	-	-	-	-	0.0%
Total General Funds	541,534	560,588	674,599	114,011	20.3%

External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Grant Funds	-	432,497	1,059,920	627,423	145.1%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	432,497	1,059,920	627,423	145.1%
All Funds Budget	541,534	993,085	1,734,519	741,434	74.7%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Departmental Fees	140	-	-	-	0.0%
Reimb For Prior Year Expend	277	-	-	-	0.0%
Total Departmental Revenue	417	-	-	-	0%

External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
CDBG ENTITLEMENT 21	Grant	6/30/2023	10,725	-	-
SENIOR SERVICE AMERICA	Grant	6/30/2023	482,869	81,251	514,294
GREATER SPRINGFIELD SENIOR SERVICES	Grant	9/30/2023	49,923	74,723	87,328
SHINE	Grant	6/30/2023	124,961	131,455	105,378
COUNCIL ON AGING	Grant	6/30/2032	147,317	145,068	352,920
Subtotal FY24 Anticipated Grants			815,795	432,497	1,059,920
			-		
Subtotal Other Funding			-	-	-
Total External Funds			815,795	432,497	1,059,920

ELDER AFFAIRS

Program Summaries**Council on Aging**

Council on Aging	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	189,537	347,580	607,081
FTEs	7.0	7.0	7.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
To encourage senior participation through health and recreational activities			
Number of participants in recreational activities	6,062	4,512	5,640

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, located throughout the City, include Hungry Hill, Clodo Concepcion Community Center, the North End Senior Center and the Raymond A. Jordan Senior Center. We were able to open the North End Senior Center in August of 2022 with a community Health Fair that served over 300 residents. Many community partners such as the New North Citizens' Council, SPD, Veterans' Affairs, and more stepped up in support of our efforts. We even crowned a King & Queen!

In March of 2023, we were able to completely renovate the fitness area in the North End Senior Center, outfitting it with brand new state-of-the-art senior-friendly fitness equipment. We asked, and the mayor, once again listened and came through. To say the members appreciated this is an understatement. They use the room continuously and it gives DEA such a great feeling to know how much this will improve the quality of life for all participants.

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.

The DEA family of site coordinators are doing more now than ever before and recognition of their efforts is warranted. America is not in the same place it used to be, and circumstances shift focus from what used to be standard to what is most needed now. Job descriptions are obsolete and work needs to be done to properly reflect the changing times. Special, heartfelt thanks to:

Kerri Boland-Jahn
 Alex Martin
 Linda Henley
 Eliana Gutierrez
 Doris Feliciano
 Henry Jones
 Devine Marcel
 Dashima Washington

ELDER AFFAIRS

Program Summaries**SCSEP Program**

SCSEP Program	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	54,153	99,309	173,452
FTEs	2.0	2.0	2.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
To assess and address the needs of seniors			
Number of seniors transitioned from subsidized to unsubsidized employment	11	11	10
Number of unsubsidized job placements	11	11	10
Number of enrolled participants	58	66	55

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

Highlights

The SCSEP 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, and calls for clear goals and outcomes.

During the past year, Suzette Livingston has had to manage both the SCSEP AND Outreach Divisions (GSSSI) as no successful candidates filled that position. She was able to not only do both jobs, but to exceed grant requirements while doing so. Her dedication and abilities are truly noteworthy.

Fiscal Year 2024 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

SHINE

SHINE	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	54,153	99,309	173,452
FTEs	2.0	2.0	2.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
To improve awareness of benefits and services available to seniors			
Number of home visits	191	200	210
Number of community presentations	31	20	22
Number of seniors assisted	3,522	2,750	2800

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

Highlights

Serving the Health information Needs of Everyone (SHINE): 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, underinsured, uninsured or homeless. SHINE served over 3522 clients in the calendar year 2022.

In FY23, we were in the first year of our two-year contract. This contract is allocated through Federal, State, and Affordable Care Act legislature. Below are some of the exceptional SHINE FY23 YTD highlights:

Home Visits- 191 (90 more than previous year)

Presentations- 7 Open Enrollment presentations, 12 new trainee presentations, 12 monthly presentations= 31 total

Seniors Assisted- YTD 2654 (348 more than previous year)

Calendar year 2022- Seniors assisted 3522; hybrid of assisting seniors in person and via phone/email/video. COVID continued to present challenges with scheduling, illness of volunteers, staff, and seniors keeping appointments. Six new volunteers were trained in 2022.

Fiscal Year 2024 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Greater Senior Services

Greater Senior Services	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	243,690	446,888	780,533
FTEs	10.0	10.0	9.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
To improve awareness of benefits and services available to seniors			
Number of follow-up home visits	48	55	60
Number of community presentations	0	45	50
Number of information and referral services	175	229	390

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

Highlights

The GSSSI Grant has a fiscal year running from October 1 – September 30. Above numbers are for that time-frame. FY22's numbers are from October 2021 – September of 2022. FY 23's numbers are from October 2022 – YTD. Outreach Services provided Flu Clinics, and COVID-19 Vaccines and Boosters, by partnering with HHS, Brown Bag and CISA food supplementation, Financial services seminars, Legal advice seminars for wills, estate planning, long-term health care, etc., Mayor's Office of Consumer Information with monthly outreach, Elder Abuse Workshop, Safety in the Home with Springfield College, Scam Awareness Program, Foot Care Initiatives, and Reflexology, etc.

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, underinsured, uninsured or homeless.

This is a 3-year Federal grant, currently in its final year, which will end 9/30/23. The DEA is a sub-grantee of the Greater Springfield Senior Services grant and is a Title 3b program with the Department of Agriculture.

Additional highlights included surpassing the required 3500 unduplicated goal of direct outreach services to seniors 60 years of age and older. This is the third year we've had to produce these numbers while being restricted due to COVID -19.

ELDER AFFAIRS

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Elder Affairs			
Personnel Services	6,649	(1,908)	(37,104)
OTPS	-	(5,557)	143,000
Total Adjustments	6,649	(7,465)	105,896

Notes

- ◆ \$37,104 decrease in Personnel Services due to salary adjustments.
- ◆ \$143,000 increase in OTPS to continue funding the hot meal program for senior citizens.

Fiscal Year 2024 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.

FY23 Department Highlights

- ◆ Continued to provide historic levels of support to veterans and their families by:
 - ◇ Coordinating and acquiring several winter jackets, holiday gifts for children, "homeless kits" and various other items for free, to provide to Springfield's Veterans.
 - ◇ Providing DD214s (military discharges) needed for access to all veteran benefits at the city, state and federal levels.
 - ◇ Expanding aid and attendance benefits that improve quality of life.
 - ◇ Assistance with HUD VASH voucher application process, apartment search and financial assistance for securing, maintaining and furnishing apartments.
 - ◇ Getting homeless veterans into shelters/transitional houses, while waiting for VASH permanent housing.
 - ◇ Increasing outreach efforts via social media to promote advocacy and awareness of the Chapter 115 program.
- ◆ Supported the Mayor's initiative to end homelessness through collaboration and partnership with various organizations; successfully placed 30 veterans into permanent housing.
- ◆ Complied with the state requiring VSOs to be certified by attending the mandated State Department of Veterans' Services training and development.
- ◆ Enhanced and improved veteran's quality of life and functioning.
- ◆ Continued efforts in medical cost avoidance and cost reduction; collaborations with Springfield Greater Senior Services, Bilingual Veterans Outreach Center, SHINE and Elder Affairs.
- ◆ Actively reduced caseload by facilitating application and receipt of numerous alternative sources of income.

FY24 Budget Highlights

- ◆ Funding supports 6.0 General Fund FTEs, consistent with FY23
- ◆ Continued funding for Veterans Services training and professional development.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	375,395	385,307	391,530	6,223	1.6%
OTPS	872,995	1,291,643	1,291,643	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,248,389	1,676,950	1,683,173	6,223	0.4%

Department Staff

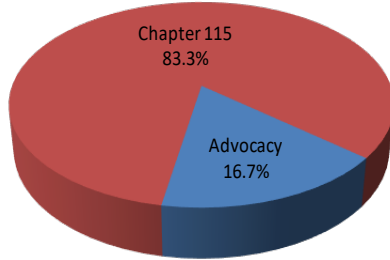
Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	6.0	6.0	6.0	-	0.0%
Total FTEs	6.0	6.0	6.0	-	0.0%

Fiscal Year 2024 Budget and Program Summaries

VETERAN SERVICES

Program Summaries

Program Expenses



Advocacy - Processes applications for veterans' benefits for financial assistance. Function as a change agent which impacts their housing, employment, health, social well-being for our veterans and families.

Chapter 115 - Provides financial and medical assistance to qualified veterans and their dependents and surviving spouses.

Program Budgets

Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Advocacy	208,065	279,492	280,529	1,037	16.7%
Chapter 115	1,040,325	1,397,458	1,402,644	5,186	83.3%
Total General Fund Expenditures	1,248,389	1,676,950	1,683,173	6,223	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2024 Budget and Program Summaries

VETERAN SERVICES

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	375,395	385,307	391,530	6,223	1.6%
OTPS	872,995	1,291,643	1,291,643	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,248,389	1,676,950	1,683,173	6,223	0.4%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	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	1,248,389	1,676,950	1,683,173	6,223	0.4%

All Funds Revenue Detail

This department does not produce any revenue.

VETERAN SERVICES

Program Summaries

Advocacy

Advocacy	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	208,065	279,492	280,529
FTEs	1.0	1.0	1.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
<i>Support and advocate on behalf of Veterans</i>			
Monthly Average of Veterans receiving City Subsidy	103	99	130

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

Highlights

The Department of Veterans' Services was contacted and used as the focal information center for external agencies as well as internal departments in the city for any and all veteran benefit information.

Our department continued to strengthen the staff's performance by attending the mandated State Department of Veteran Services training and development conducted by State Department of Veterans Services and Massachusetts Veterans Service Officer Association, which has resulted in three staff members being trained.

The department greatly enhanced its readiness posture by creating policies and procedures to coordinate and execute a wide range of services and emergency assistance.

The department's staff has actively participated in numerous meetings, schools and college visits, and television and radio talk shows to share information about veterans and the services available as part of our outreach efforts. Created a social media page to better inform and communicate with our local community.

Actively coordinated with public and private agencies to ensure veterans receive all available services and benefits which in turn decreases our department's budget.

Provided training for the City's Department of Elder Affairs and Greater Springfield Senior Services on local, state and federal benefits for their veteran clients.

VETERAN SERVICES

Program Summaries**Chapter 115**

Chapter 115	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,040,325	1,397,458	1,402,644
FTEs	5.0	5.0	5.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
<i>Provide financial and medical assistance to qualified Veterans and their dependents</i>			
# of new applications for benefits approved	111	101	130

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

Highlights

In accordance with Massachusetts General Law Chapter 115, Section 3, the Department of Veteran Services is charged with taking applications for veterans' benefits and for providing financial and medical assistance to qualified veterans and their dependents. The Department is also responsible for dispensing other state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The Department acts as the burial agent for the City and arranges for proper internment of deceased veterans in accordance with state regulations.

The department conducted a training session for Massachusetts Veterans Service Officers Association (MVSOA) at the Annual Conference to improve VSO skills in managing change.

The department was called upon several times by the state to coordinate with the State Office of the Chief Medical Examiner to arrange for proper disposition of the remains of several indigent veterans after investigation of unattended deaths.

VETERAN SERVICES

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Advocacy			
Personnel Services	2,994	13,908	-
Chapter 115			
OTPS	1,381	(80,000)	-
Total Adjustments	4,375	(66,092)	-

Notes

There were no budget adjustments for the FY24 Recommended Budget.

Fiscal Year 2024 Budget and Program Summaries

LIBRARIES

Mission

The Springfield City Library actively connects with its diverse community and provides effective resources and a safe space for all. Our Library is a hub for free access to information and technology, social and civic engagement and support of personal enrichment, well-being, and lifelong learning.

FY23 Department Highlights

Thanks to the strong support of Mayor Sarno, CAFO T.J. Plante, and the Springfield Library Commission chaired by Stephen Cary, the Library officially went fine-free. Borrowers are still accountable for returning materials checked out to them, but they are not subject to overdue fines if they need to renew items or keep them past the due date. We find that items are still be returned to circulation in a timely manner, unpleasant interactions are greatly reduced, and most importantly residents of all ages no longer face the barrier to library use those overdue fines inequitably presented.

Use of the Library rebounded strongly as COVID-19 restrictions lessened, our programming expanded, and news of our fine-free status spread. Circulation, visitor counts, programs offered, and program attendance also recorded significant increases. New services implemented during the shutdown continue to be popular; circulation of laptops and wireless hotspots (funded by the City and the Springfield Library Foundation) boomed and helped address the digital divide that leaves about 30% of Springfield residents without reliable internet access. Digital services such as eBooks, databases, and streaming content also remain very popular, and we have invested more of our collections funds in these areas to satisfy residents' needs.

We took the Outreach Van on the road during National Library Week throughout the spring and summer to reach people where they are. DPW staff were instrumental in helping us secure the van and equip it for use; and colorful graphics mean that it will be immediately recognizable when we take it out to the Springfield Pride Parade and the Puerto Rican Parade. We use a variety of other means to spread the word, including media interviews that highlighted our high school yearbook donation drive. The yearbooks have been digitized and are available for anyone to look at online. Staff have also made a number of conference presentations, demonstrating the leadership role that we take in expanding and providing more equitable service for City

FY24 Budget Highlights

- ◆ Funds 89.1 General Fund FTEs and 5.7 Grant FTEs, an increase of 1.9 FTEs from FY23 to increase the East Forest Park Library's hours of service
- ◆ Additional funding for Meescan self-checkout at the Sixteen Acres Library
- ◆ Additional funding for alarm/guard services at the East Forest Park and Mason Square Library Branches so that the Community Rooms may be reserved and utilized by community groups all weeknights.

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	3,481,645	3,796,924	4,051,846	254,923	6.7%
OTPS	1,500,109	1,628,452	1,844,823	216,371	13.3%
Capital	34,510	35,000	35,000	-	0.0%
Total General Funds	5,016,264	5,460,376	5,931,669	471,293	8.6%

Department Staff

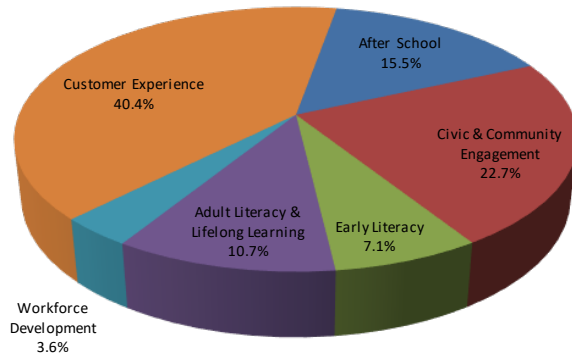
	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	77.3	87.2	89.1	1.9	2.2%
Grant FTEs	12.9	5.7	5.7	-	0.0%
Total FTEs	90.2	92.9	94.8	1.9	2.0%

Fiscal Year 2024 Budget and Program Summaries

LIBRARIES

Program Summaries

Program Expenses



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 needed to explore topics of personal interest and continue to learn throughout their lives.

Workforce Development- Helps residents with the opportunity to attain steady and meaningful jobs.

Customer Experience - Provides timely and accurate information services for residents.

Program Budgets

Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
After School	776,327	1,171,554	1,059,604	(111,951)	15.5%
Civic & Community Engagement	1,140,603	1,721,283	1,556,802	(164,481)	22.7%
Early Literacy	358,305	540,717	489,048	(51,669)	7.1%
Adult Literacy & Lifelong Learning	537,457	811,076	733,572	(77,504)	10.7%
Workforce Development	179,152	270,359	244,524	(25,835)	3.6%
Customer Experience	2,024,421	3,055,053	2,763,120	(291,933)	40.4%
Total General Fund Expenditures	5,016,264	5,460,376	5,931,669	471,293	86.6%
Total External Funds Expenditures	-	2,109,666	915,000	(1,194,666)	13.4%
Total All Funds Expenditures	5,016,264	7,570,042	6,846,669	(723,373)	100%

Program Revenue

Revenue Summary

TOTAL REVENUE: \$25,000

♦ Fees / Fines - \$25,000

◇ Late Charges



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Customer Experience	17,499	25,000	25,000	-	100%
Total Departmental Revenue	17,499	25,000	25,000	-	100%

Fiscal Year 2024 Budget and Program Summaries

LIBRARIES

All Funds Expenditure Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	3,481,645	3,796,924	4,051,846	254,923	6.7%
OTPS	1,500,109	1,628,452	1,844,823	216,371	13.3%
Capital	34,510	35,000	35,000	-	0.0%
Total General Funds	5,016,264	5,460,376	5,931,669	471,293	8.6%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Grant Funds	-	450,261	735,000	284,739	63.2%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	1,659,405	180,000	(1,479,405)	-89.2%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	2,109,666	915,000	(1,194,666)	-56.6%
All Funds Budget	5,016,264	7,570,042	6,846,669	(723,373)	-9.6%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Departmental Fines	17,499	25,000	25,000	-	0.0%
Total Departmental Revenue	17,499	25,000	25,000	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
STAFF DEVELOPMENT LIBRARY FOUNDATION	Grant	6/30/2021	-	6,988	-
STAFF DEVELOPMENT LIBRARY FOUNDATION	Grant	6/30/2025	-	10,000	10,000
LENA	Grant	12/31/2020	-	6,296	-
MSLIB	Grant	1/1/2022	-	22,883	-
MBLC STATE AID FY20	Grant	6/30/2030	-	18	-
MBLC STATE AID FY21	Grant	6/30/2025	-	1,124	-
MBLC STATE AID FY22	Grant	6/30/2030	-	9,456	-
MBLC STATE AID FY23	Grant	6/30/2030	-	104,128	499,000
READING SUCCESS BY FOURTH GRADE INI	Grant	2/8/2022	-	460	-
LIBRARY FOUNDATION CHILDREN'S MATER	Grant	2/26/2030	-	11,514	-
WIFI3 LIBRARY FOUNDATION	Grant	6/30/2023	-	-	30,000
LSTA	Grant	N/A	-	-	10,000
MASON SQUARE LIBRARY FY21	Grant	6/30/2023	-	145,393	-
ROSE SMITH MUSIC FUND	Grant	6/30/2022	-	1,977	17,500
ROSE SMITH MUSIC FUND	Grant	6/30/2025	-	8,491	10,000
LIBRARY FOUNDATION BRANCH BEAUTIFICATION	Grant	N/A	-	9,415	16,500
BROGAN	Grant	1/31/2023	-	2,788	12,000
LIBRARY FOUNDATION OFFSET TO PERSONNEL SERVICES	Grant	6/30/2026	-	109,045	110,000
MASS CULTURAL COUNCIL FY23	Grant	6/30/2023	-	286	20,000
Subtotal FY24 Anticipated Grants			-	450,261	735,000

Fiscal Year 2024 Budget and Program Summaries

LIBRARIES

Program Summaries

After School

After School	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	776,327	1,171,554	1,059,604
FTEs	13.4	13.4	14.7
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
YA Programs	380	301	625
YA Program Attendance	3,725	3,569	7,200
Partnerships with Organizations	16	16	18
Circulation of Young Adult Materials	22,121	13,771	27,542
Young Adult Cardholders	8,955	12,129	16,150

Citywide Strategic Priorities: Education, Public Safety and Healthy Neighborhoods

Highlights

The After School team provides resources, educational opportunities, and social experiences for 12- to 22-year-olds, especially middle and high school students. The Elementary team coordinates library services for children in grades K-5 and their caregivers.

The Elementary Team reached over 1000 children by attending open houses, PTO events, literacy events, and school picnics. We visited the Downtown Farmers Market to read stories and promote the library. We helped develop programming and activities to coordinate with the Springfield Public Schools summer meals program, which provided over 9500 meals served at five library locations to children ages 0-18 over 10 weeks. The 2022 Summer Reading Club “Discover Your Summer” featured craft activities, Take and Make kits, and musical events, registered 500 kids, and culminated with an intergenerational skate party at Interskate 91. About 120 kids from camps and school groups participated, too.

For National Library Card Month, costumed book characters Elephant and Piggie visited libraries and neighboring schools. As we come out of the pandemic shutdowns, we have re-introduced young people to programs and activities, combining Take and Make activities with in-house librarian-led programs like Art Explorers, Minecrafters, Cookies and Canvas, Tween Cooking, and Embroidery programs. Zoo On the Go and Fish and Wildlife Service programs offered science and nature programs at the library.

We drew families and kids to the Library with the Winter Reading Bingo challenge, Seuss-A-Bration Stations, Earth Month gardening programs, National Library Week programs, and a Juneteenth celebration that all celebrate the role of the Library in our community and the community in our Library. Teen Book Groups encouraged reading as well as socializing, debate, and critical thinking skills.

Other popular teen programs encouraged artistic expression through painting, crafting, jewelry making, activities reflecting the history and crafting of cultures such as Taíno people, self-care lessons, cooking classes, journaling, and creative writing. “Making” appeals to teens and young adults with programs such as Code Builders, 3D Design Workshop, and Make a Brace LED. These projects combine the latest in tech exploration, while also allowing teens to explore their creativity. Teens and families attended our 19th annual Chibiconn festival, to celebrate geek culture with contests, industry guests, and Anime viewing.

Fiscal Year 2024 Budget and Program Summaries

LIBRARIES

Program Summaries

Civic & Community Engagement

Civic & Community Engagement	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,140,603	1,721,283	1,556,802
FTEs	19.4	19.6	21.6
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Civic & Community Programs	6	4	8
Civic & Community Program Attendance	164	40	175
Partnerships with Organizations	18	20	24
Community Group Meetings at Libraries	49	190	400
Attendance at Meetings of Organizations	1,007	1,912	3,900

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

Highlights

Partnering with our community was more important than ever as we work together to recover from the pandemic. Some community engagement activities included partnerships with the Book Rich Environment and Springfield Housing Authority to promote library engagement and book distribution among SHA residents; North End Community Connects (formerly Live Mutual North End) to weave together North End residents and organizations through networking and an innovative social capital app; and the Health Department's Baby Bottoms Diaper Bank, collecting donations, serving on the advisory committee, and distributing diapers to residents with babies and toddlers. Springfield youth actively participate in the development of library resources and services in teen advisory and support groups, gaining valuable leadership skills.

Home City Families continued their excellent partnership, offering popular playgroups at seven locations, including a bilingual (Spanish/English) one and some special programs like music and puppet shows. Anthony's Book Club brought Springfield Thunderbirds hockey player Anthony Angello, mascot Boomer, and other team representatives for six meetings with read-a-louds and other family-friendly activities. The ABC brought a great deal of good will, publicity, and new families out to the libraries, with many hockey fans signing up for library cards for the first time.

To support the introduction of the Legal Kiosks at several locations, we introduced an online program in conjunction with the Hampden County Law Library - a weekly "Ask A Law Librarian" Zoom for legal questions from the public. We also began development of a CORI sealing program series, and a legal resources community forum, which we hope to run in the first half of FY24. Providing legal information referral and providing access to legal advice is an important support for our community, especially as it relates to work and housing. The team ran a "So, You Want to Be a Librarian?" program to encourage residents to consider that career. An outstanding panel of librarians and graduate degree-granting institutions' representatives engaged a large audience with inspirational stories and helpful recommendations for success.

We expanded our museum pass program to broaden cultural opportunities available to residents. Patrons looking for a cultural experience can choose from various museums (MASS MoCA, Eric Carle Museum), historical experiences (Sturbridge Village), or sporting events (Basketball Hall of Fame passes and Springfield Thunderbirds tickets)

Fiscal Year 2024 Budget and Program Summaries

LIBRARIES

Program Summaries

Early Literacy

Early Literacy	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	358,305	540,717	489,048
FTEs	6.0	6.0	6.8
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Juvenile Programs	1,468	1,061	2,100
Juvenile Attendance	18,001	10,317	24,000
Circulation of Children's Materials	68,694	41,431	85,000
Children's Cardholders	9,641	10,214	12,000

Citywide Strategic Priorities: Education and Healthy Neighborhoods

Highlights

The Early Literacy team provides resources to parents, caregivers, providers, and teachers to raise awareness and improve early literacy skills in children ages 0 to 5. We provide vibrant programming that engages children, creates invaluable early connections with the library and fosters the development of early literacy skills and of gross and fine motor skills.

Children's participation in 1000 Books Before Kindergarten grew and flourished as we saw sign-ups grow from last year, families reaching their reading goals, and new babies and toddlers signing up for this program that encourages families to read together to prepare kids to be ready to learn to read.

We started Jump 'n' Jam Storytime, aimed at children aged 2-5, which utilizes stories, dancing, and movement activities to develop early literacy skills and both fine and gross motor skills and the Sensory Storytime series, which develops toddlers' math skills, fine motor skills, independent and cooperative play skills, tactile learning, and self-control through sensory experiences. Other popular early literacy programming includes the Wee Ones Story and Play program, Circle Time Fun, and Bilingual Storytime.

Using Rose Smith Endowment funds, we expanded our collection of music-themed books. Rhythm and song foster the development of phonological awareness – a crucial building block that lays the foundation for later reading skills.

The 2023 Summer Reading Program encourages young readers and their families to continue reading through the summer months and participate in a wide variety of other library-based activities and challenges. It culminated in our annual roller-skating celebration at Interskate 91.

LIBRARIES

Program Summaries**Workforce Development**

Workforce Development	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	179,152	270,359	244,524
FTEs	3.0	3.0	3.4
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Workforce Development Events	15	97	195
Attendance at Workforce Events	170	220	375
Workforce Dev. Partner Organizations	15	17	19
Workforce Development Trainings	10	10	20
Workforce Dev. Training Attendance	155	98	175

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

The Springfield City Library's Workforce Development Team connects city job seekers with education and resources necessary to find, obtain, and retain employment through programming, services, and community partnerships. We have adjusted our responses as residents' and job market realities have evolved. Inflation, wage increases, labor supply shrinkage, and international events have all had an impact and led to different types of workforce requests and services we have been providing through our library programs.

We still assist unemployed patrons with job searches, with a noticeable uptick in the number of currently employed people seeking help to apply for higher paying jobs or a second job. We help with searching and applying for positions online, as well as cover letter and resume writing. A new emphasis is connecting people to networking events in their field. We have synergized our computer class offerings on basic computer literacy skills and on job seeking, including topics how to use Word and Excel, design a cover letter and resume, create a LinkedIn and Indeed profile, and attend Zoom meetings. We have heard several success stories from people who have utilized the skills they have learned to land jobs in various sectors. We offered an online networking group for 50+ Job Seekers with 60 other libraries across the state.

We collaborate with workforce development organizations to learn how to make good referrals to them and offer space for them to table at our libraries. We have built ties with Tech Foundry, a technical school that specializes in information technology training and job placement for free; Westover Job Corps, which provides free residential education and job training primarily for young adults from ages 16-24 and adults with disabilities; and MassHire Springfield to promote their services in-person.

Many job seekers search for employment online so it's fitting we promote digital options for residents, such as virtual job fairs and forums held by MassHire Springfield and the Northeast Center for Tradeswomen's Equity. MassHire Springfield hosts virtual job expos throughout the year to connect job seekers with opportunities in and around Springfield. Both organizations have proven successful in transitioning Springfield residents into or back into the workforce. We are also posting job opportunities in forums such as Nextdoor. By utilizing forums like this, we not only connect potential applicants for available jobs but also promote the library as a resource for both workforce development and informational needs.

Fiscal Year 2024 Budget and Program Summaries

LIBRARIES

Program Summaries

Adult Literacy & Lifelong Learning

Adult Literacy & Lifelong Learning	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	537,457	811,076	733,572
FTEs	9.3	12.0	10.2
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Read/Write/Now Classes	246	160	250
Read/Write/Now Attendance	5,200	2,500	5,400
Number Students Advancing a Level	25	30	50
Volunteer Tutor Hours	0	0	450
Number Adult Programs	776	696	1,392
Attendance at Adult Programs	1,405	4,457	8,914
New Programs Developed	18	9	20
Partnerships with Organizations	22	22	26
Circulation of Adult Materials	267,231	146,628	315,000
Adult Cardholders	34,549	28,727	43,850

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

Adult programming has been on a rebound post-pandemic as we re-established high-demand programs, mainly focused on the following themes: books, reading, and writing; movement and exercise; cooking, healthy eating, and food justice; music performance and instruction; arts and crafts; and digital literacy. Our eight book clubs continue to thrive; in particular, the Raymond A. Jordan Senior Center Book Club has drawn a very engaged base of readers, with our extensive Large Print collection as a great resource for the group.

The writers' group, Write-up Springfield, continued to meet and we held our first Write-up Springfield Open Mic since the pandemic, which was a great success. Summer reading started with an Ice Cream Social kickoff event for adults, restoring a pre-pandemic tradition and generating excitement for "Discover Your Summer."

A popular chair yoga program spread across our branches, and we collaborated with Springfield DHHS's Mass in Motion program with the goal of "increasing access to healthy eating and active living opportunities" for residents. The Charlie Cart used for cooking instruction is a valued addition, and we added an air fryer at other branches for cooking instruction. We hosted the Go Fresh Mobile Market, which accepts SNAP/HIP, and explored a joint programming effort with

Casual adult crafts continued, as did our perennial Knot Just Knitters fiber arts groups. The East Forest Park Makerspace expanded its adult offerings with painting instruction, sewing, and other adult crafts. We also added several extremely popular Dungeons & Dragons programs that will be expanded due to demand. The art gallery wall at Central Library featured a well-attended reception for local iconic photographer Ed Cohen's rarely seen James Baldwin photographs.

Other popular adult programming included social coffee events for seniors, including crafts. RWN continues to offer adult basic education services for adults in need of beginning literacy through grade level equivalency of eighth grade. We increased the frequency and locations of high-demand Computer Basics class series, as well as classes covering Internet Safety and Security, Google Drive, and other digital literacy skills.

Fiscal Year 2024 Budget and Program Summaries

LIBRARIES

Program Summaries

Customer Experience

Customer Experience	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	2,024,421	3,055,053	2,763,120
FTEs	38.6	38.6	38.3
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
Total Circulation	358,046	201,830	427,542
Total Reference Transactions	99,703	44,881	115,000
Total Cardholders	61,421	51,070	72,000
Total Website Hits	18,299,209	13,954,294	27,908,588
Total Database Searches	67,934	60,150	120,300
Total Computer Uses	25,480	18,356	46,712
Total Wi-Fi Uses	18,116	16,012	36,024
Total Visitors	278,597	182,693	465,386

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

The Customer Experience Team's mission is to improve the equity and quality of services offered to the public by evaluating old programs that have fallen out of favor and envisioning new ways to reach new or unengaged residents.

We continued our hardware upgrade plan by upgrading public computers at Sixteen Acres and Mason Square branches. We expanded community outreach by purchasing more laptops and upgrading the Meraki wires access points for greater public Wi-Fi. We migrated to improved hotspots by upgrading the 200 devices we circulate to residents to address the digital divide. The hotspots are continuously checked out and provide patrons without Internet access a reliable way to connect online. The program has been particularly beneficial when partnered with our Chromebook program. The self-checkout machine at Sixteen Acres was updated to work in conjunction with patron self-service hold, and we rolled out MeeScan, a new self-checkout system that allows patrons to download the MeeScan app to their device and check out materials themselves or use a MeeScan kiosk in the Central Library. Response has been positive so we plan to expand the service to another location.

The Customer Experience Team brainstormed methods to revive the "Library in Your Mailbox" program, including simplifying forms and integrating the Designated Borrower service. This popular service that gets library materials out to residents of ages 60 years and over or with disabilities of ages 60 years and over was relaunched with the team input. A new way to engage parents and guardians about children's library card applications and address confirmation has made the process easier for families. Finally, the team has discovered cross-training opportunities between library departments to improve overall understanding of and ability to deliver library services.

Fiscal Year 2024 Budget and Program Summaries

LIBRARIES

FY24 Budget Adjustments

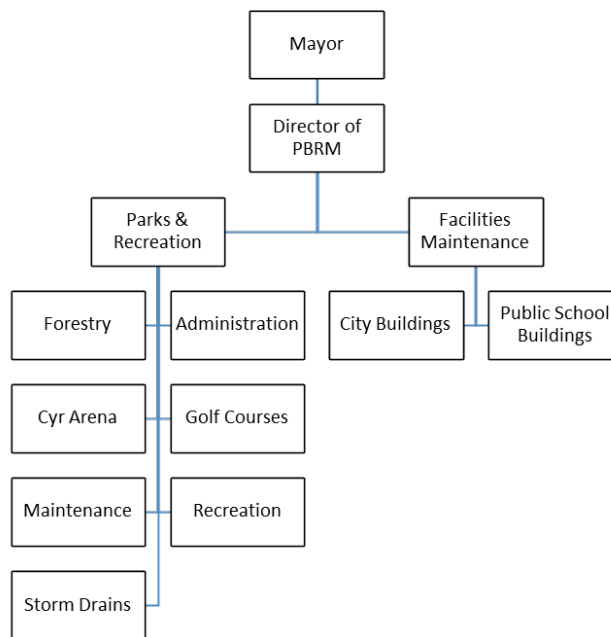
Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Springfield Public Libraries			
Personnel Services	(376,463)	(393,708)	(329,272)
OTPS	(313,818)	(297,839)	(260,958)
Capital	(40,000)	(40,000)	(35,000)
Total Adjustments	(730,281)	(731,547)	(625,230)

Notes

- ♦ \$329,272 overall decrease to Personnel Services due to State Aid awards and Springfield Library Foundation offsets
- ♦ \$260,958 overall decrease to OTPS due to Springfield Library Foundation offsets
- ♦ \$35,000 overall decrease to Capital due to Springfield Library Foundation offsets

Section 10

Parks, Recreation and Building Management Division



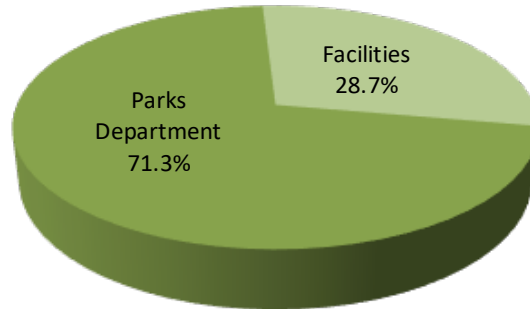
Mission Statement

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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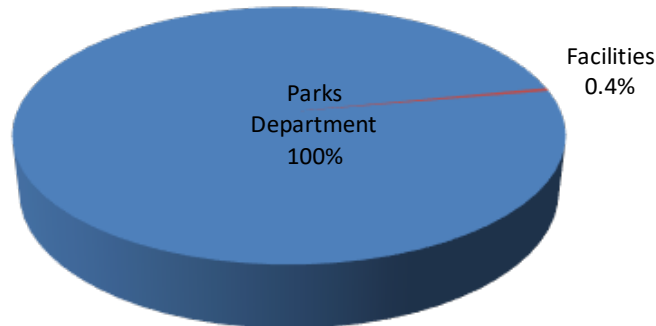
Fiscal Year 2024: All Funds Budget and Revenue Overview

Parks, Buildings, and Recreation Management Division



FY24 Recommended Budget Parks, Buildings, and Recreation Management Division						
	FY22 Actual	FY23 Adopted	FY23 Revised	FY24 Recommended	% Change from FY23 Adopted	% Change from FY23 Revised
Parks Department	8,462,528	9,864,954	9,861,953	11,247,233	14.0%	14.0%
Facilities	4,258,906	4,348,685	4,348,685	4,532,681	4.2%	4.2%
Total	12,721,433	14,213,639	14,210,638	15,779,915	11.0%	11.0%

Revenue Overview



Division / Department	FY24 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY24 Total Revenue
Parks Department	2,700,000	-	10,977,555	-	-	13,677,555
Facilities	55,000	-	-	-	-	55,000
Total	2,755,000	-	10,977,555	-	-	13,732,555

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Fiscal Year 2024 Budget and Program Summaries

PARKS DEPARTMENT

Mission

The Parks Division's mission is to maintain and improve the City of Springfield's parks and open spaces, as well as offer a diverse range of recreational programs to Springfield's residents.

FY23 Department Highlights

The Parks Division is responsible for the care and maintenance of over 50 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 and residents. Responsibilities include playground equipment maintenance and 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; recreation programming; horticulture; illegal dumping reporting and remediation; forestry; ice rink operation; and aquatics.

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 Parks Division continues to be successful in securing state and federal grants to improve the aesthetic quality of parklands. The Parks Division will be applying for grants for the following projects: Magazine Park, Forest Park Memorial Grove, Gurdon Bill Park, Neal Park and several CPA grant applications.

FY24 Budget Highlights

- ◆ Funds 83.5 General Fund FTEs, 2.0 Grant FTEs, and 1.0 Revolving Fund FTE
 - ◇ Increase 2.0 General Fund FTEs; 0.5 PT Assistant Administrative Specialist & 1.0 FT Boom Mower Operator
 - ◇ Decrease 1.0 Assistant Banquet Manager from Grant Fund and added 1.0 to General Fund
- ◆ Level service funding for OTPS; addresses increases in the cost of supplies and contractual increases
- ◆ New golf course equipment lease was added to the budget
- ◆ Mayor's Clean Sweep Program (ROCA) was added to the budget
- ◆ Park Work Order system was added to the budget

Department Budget

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund Operating Budget					
Personnel Services	4,376,926	5,887,580	6,120,069	232,489	3.9%
OTPS	4,085,602	3,977,374	4,831,400	854,026	21.5%
Capital	-	-	295,764	295,764	0.0%
Total General Funds	8,462,528	9,864,954	11,247,233	1,382,279	14.0%

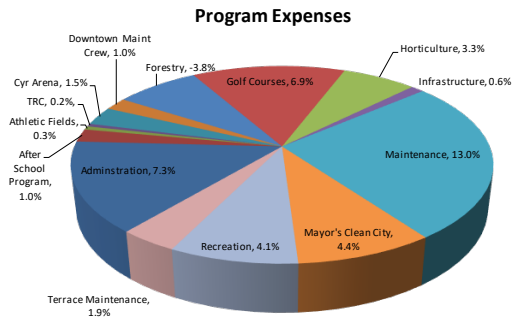
Department Staff

	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Department FTEs					
General Fund FTEs	79.0	80.0	83.5	3.5	4.4%
Revolving Fund FTEs	2.0	2.0	1.0	(1.0)	-50.0%
Grant FTEs	2.0	2.0	2.0	-	0.0%
Total FTEs	83.0	84.0	86.5	2.5	3.0%

Fiscal Year 2024 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries



Recreation - Year-round recreational activities for all ages.

After-School - Held during the school year from September to June.

Forestry - Maintains the City's street trees.

Maintenance - Upkeep of the City's parks and terraces.

Cyr Arena - Hosts youth, adult, and school-based hockey teams and open skate programs.

Golf Courses - Two (2) municipally-run, 18-hole golf courses.

Program Budgets

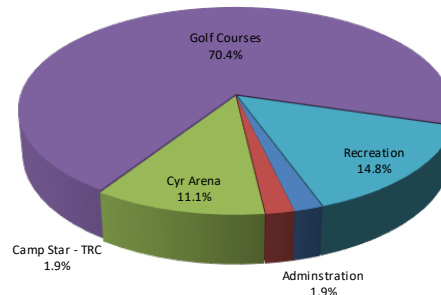
GF Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Administration	1,446,792	1,397,880	1,612,529	214,649	7.3%
After School Program	124,290	235,514	231,696	(3,818)	1.0%
Athletic Fields	58,587	63,251	63,251	-	0.3%
Camp Star - Therapeutic Recreation	29,748	51,557	51,557	-	0.2%
Cyr Arena	305,067	300,614	332,678	32,064	1.5%
Downtown Maint Crew	198,385	221,677	225,250	3,573	1.0%
Forestry	386,475	987,172	838,745	(148,427)	-3.8%
Golf Courses	1,328,508	1,448,005	1,830,162	382,157	6.9%
Horticulture	719,352	597,188	741,080	143,892	3.3%
Infrastructure	146,814	120,762	129,561	8,799	0.6%
Maintenance	2,359,603	2,322,066	2,879,975	557,909	13.0%
Mayor's Clean City	331,874	410,773	982,009	571,236	4.4%
Recreation	647,664	980,622	909,236	(71,386)	4.1%
Terrace Maintenance	379,368	353,295	419,506	66,211	1.9%
Total General Fund Expenditures	8,462,528	9,864,954	11,247,233	1,382,279	50.6%
Total External Funds Expenditures	2,178,643	1,196,880	10,977,555	9,780,675	49.4%
Total All Funds Expenditures	10,641,170	11,061,834	22,224,788	11,162,954	100%

Revenue Summary

TOTAL REVENUE: \$2,700,000

- ♦ **Administration** - Concession Rental Fees, Toll Booth Receipts
- ♦ **Camp Star—TRC—Program fees**
- ♦ **Cyr Arena** - Hockey Leagues, Skate Rentals and Fees
- ♦ **Golf Courses** - Open Golf, Leagues, Tournaments
- ♦ **Recreation** - Forest Park Parking Passes, Field Rentals, Bright Nights Fees

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Administration	164,002	50,000	50,000	-	1.9%
Camp Star - TRC	-	50,000	50,000	-	1.9%
Cyr Arena	297,295	300,000	300,000	-	11.1%
Golf Courses	2,026,750	1,900,000	1,900,000	-	70.4%
Recreation	440,969	400,000	400,000	-	14.8%
Total Departmental Revenue	2,929,016	2,700,000	2,700,000	-	100%

Fiscal Year 2024 Budget and Program Summaries

PARKS DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	4,376,926	5,887,580	6,120,069	232,489	3.9%
OTPS	4,085,602	3,977,374	4,831,400	854,026	21.5%
Capital	-	-	295,764	295,764	0.0%
Total General Funds	8,462,528	9,864,954	11,247,233	1,382,279	14.0%
External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	Percent Change
Grant Funds	-	-	10,635,000	10,635,000	0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	268,643	321,880	342,555	20,675	6.4%
Other Funding	1,910,000	875,000	-	(875,000)	-100.0%
Total External Funds	2,178,643	1,196,880	10,977,555	9,780,675	817.2%
All Funds Budget	10,641,170	11,061,834	22,224,788	11,162,954	100.9%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Departmental Fees	440,969	400,000	400,000	-	0.0%
Park Rentals	163,780	50,000	50,000	-	0.0%
Departmental Fines	-	-	-	-	0.0%
Reimbursement for Prior Year Expenditures	222	-	-	-	0.0%
Camp STAR - TRC Program	-	50,000	50,000	-	0.0%
Cyr Arena	297,295	300,000	300,000	-	0.0%
Golf Courses	2,026,723	1,900,000	1,900,000	-	0.0%
Petty Cash - Close/Over	27	-	-	-	0.0%
Total Departmental Revenue	2,929,016	2,700,000	2,700,000	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
Harriet Tubman PARC	Grant	6/30/2025	-	-	500,000
Gurdon Bill Bike Park LWCF	Grant	6/30/2025	-	-	1,000,000
Forest Park Memorial Grove ORLP	Grant	6/30/2025	-	-	7,500,000
Neal Park ORLP	Grant	6/30/2025	-	-	1,500,000
Porter Lake Dam Phase II - Dam & Seawall	Grant	6/30/2024	-	-	35,000
CPA 2023	Grant	TBD	-	-	100,000
Tree Planting	CDBG	6/30/2023	-	100,000	-
Blunt Park	CDBG	6/30/2023	-	275,000	-
Calhoun Park	CDBG	6/30/2024	-	250,000	-
Donna Blake	CDBG	6/30/2024	-	250,000	-
BayPath Cemetery	CPA	11/23/2023	182,000	-	-
Bay Path Cemetery	CPA	11/23/2023	77,000	-	-
Dartmouth Terrace	CPA	11/23/2023	181,000	-	-
Florentine Gardens	CPA	11/23/2023	250,000	-	-
Hennessey Park	CPA	11/23/2023	250,000	-	-
Nahorniak Park	CPA	11/23/2023	120,000	-	-
Godfrey Triangle (Phase 2)	CPA	11/23/2023	850,000	-	-
Subtotal FY24 Anticipated Grants			1,910,000	875,000	10,635,000
Park Donations	Donation	N/A	3,113	4,100	4,000
Edward M. Walker	Trust	N/A	164,070	156,654	165,000
William B. Walker	Trust	N/A	73,555	61,126	73,555
Barney	Trust	N/A	100,000	100,000	100,000
Subtotal FY24 Other Funds			340,738	321,880	342,555
Total External Funds			2,250,738	1,196,880	10,977,555

PARKS DEPARTMENT

Program Summaries**Recreation**

Recreation	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	647,664	980,622	960,793
FTEs	8.0	8.0	8.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
# of participants who registered for a pool pass	N/A	N/A	N/A
# of summer enrichment programs	4	4	4
# of special events	2	2	2
# of employment opportunities for youth	100	100	100

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Recreation Division is to provide a variety of recreational and educational programming. The Division serves as the central information center for all sports activities and seasonal youth programs located within the City of Springfield. This division offers three seasonal programs including Afterschool Enrichment at four elementary schools, five evening gym programs, and three summer enrichment programs.

The Afterschool and Summer Enrichment programs provide students with opportunities to participate in academic enrichment activities including hands-on, experiential learning, and to strengthen their social and 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. This program currently serves 31% African-American students and 62% Hispanic students. The overwhelming majority of students served are males (92%).

PARKS DEPARTMENT

Program Summaries**Homework Help and Evening Gym**

Homework Help and Evening Gym	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	124,290	235,514	231,696
FTEs	2.5	2.5	2.5
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
# of participants in afterschool programs	128	149	175
# of partners involved in out-of-school-time programming	0	131	200

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Homework Help and Evening Gym Program is to provide safe and academically-enriched programming that aligns with and supports school-day programming for city youth. The Afterschool Enrichment Program is tailored to assist students with their homework prior to entering the evening gym program.

The Evening Gym Program has become a staple in the neighborhoods and this program assists in the stabilization of our neighborhoods. Many of our recreation leaders serve as role models to the youth attending the program, and offer the opportunity for the youth to be involved in a structured gym activity. Previously, the Evening Gym Program was funded through grants. While the division will continue to search for outside funding sources for the program, this year's budget appropriation also provides funding for the program to ensure that this important resource remains available to Springfield's youth.

This division has also restructured Therapeutic Recreation opportunities and has ensured all programs are inclusive to residents across the City.

PARKS DEPARTMENT

Program Summaries

Cyr Arena

Cyr Arena	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	305,067	300,614	332,678
FTEs	4.0	4.0	4.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
# of adult hours booked per week	13	13	14
# of youth hours booked per week	40	40	42

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 skate sessions for the general public are held on a regular basis. Improvements to the dasher boards and HVAC will ensure the programs can be maintained to their full potential and increase the opportunities for High School games.

PARKS DEPARTMENT

Program Summaries**Forestry**

Forestry	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	386,475	987,172	838,745
FTEs	9.0	9.0	9.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
# trees planted	327	62	500
# trees removed	332	397	500
# trees trimmed	11,128	556	1,000
# emergencies pickups/hangers	142	175	150
# new tree requiring after care water/stake/re-mulch	300	350	1,000
#stumps removed	611	510	750

Citywide Strategic Priority: Healthy Neighborhoods; Public Safety

Highlights

The goal of the Forestry Division is to protect, preserve, and grow Springfield's urban forest while maintaining public safety. This includes the care and maintenance of all public shade trees as well as all trees on public property.

Springfield's street trees represent a resource valued at nearly \$122 million that provides \$2 million in benefits to city residents annually. This includes a net total of 6 million pounds of carbon avoided and sequestered annually, 22 million gallons of rainfall intercepted annually, 22,000 pounds of particulate matter pollution removed and avoided from the air annually, and \$850,000 in annual energy benefits for Springfield residents.

Significant achievements for the Division this year included completion of the new Forestry Operation Center — an 8,000 square foot single story pre-engineered metal building to house the City of Springfield Forestry Division and equipment. The facility will also serve as a classroom and office space.

The Forestry Division recently partnered with the Public Health Institute of Western MA, Live Well Springfield, ReGreen Springfield, and Yale University on an initiative funded by the Office of the Attorney General. The division will provide technical support and guidance on research aimed to study air quality in Springfield and how it is impacted by the urban ecosystem and tree canopy. Over fifty air quality monitors will be placed in the City to study the effects of various air pollutants on public health outcomes such as asthma rates, and how these impacts relate to urban tree canopy cover.

PARKS DEPARTMENT

Program Summaries**Golf Courses**

Golf Courses	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,328,508	1,448,005	1,830,162
FTEs	5.0	5.0	7.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
# of golf leagues	30	30	40
# of tournaments	20	3	30
# of rounds of golf	54,000	6,884	55,000

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

Our goal through our municipal golf courses 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 60,000 rounds of competitively priced golf on an annual basis.

Veterans' Memorial Golf Course: 18-holes, Par 72, 6,100 yards

Franconia Golf Course: 18-holes, Par 71, 6,318 yards

Fiscal Year 2024 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Maintenance

Maintenance	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	4,223,732	4,140,569	5,440,631
FTEs	38.0	39.0	39.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
# of residential site work by Clean City	339	650	650
# of lots cleaned by Clean City	257	500	500
# of athletic fields maintained	722	1,000	1,000
# of terraces maintained	104	200	200
# of flowers planted	3	200	200
# of acres debrushed	355	1,000	1,000

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Maintenance Program is to responsibly care for and maintain over 50 parks, 48 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.

The Division has had an active construction season. The Division is implementing 20 CPA funded projects, Bike and Skate park study, Angelina Park new amenities, Myrtle Street Park new amenities, Nathan Bill Park install hard top and walking path and Tree Top Park improvement to amenities.

Infrastructure Improvement: Maintenance of 55 buildings and 25 structures as well as drainage systems, sidewalks, roads, bridges, and dams. The requests include repairs for park buildings. The department has also coordinated the study for Old First Church through a CPA grant received to study this historical landmark at Court Square.

Clean City: Acts as the authority on illegal dumping identification, reporting, and remediation; provides property management services for the “abandoned house” portfolio. Increase camera coverage resulting in more citations.

Turf Maintenance: Maintains 91 athletic fields at 31 locations. Successfully implemented the organic lawn care program and researched options for expanding the program City-wide.

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.

ROCA: The three crews have been a tremendous support to the Mayor’s Clean Sweep Program

PARKS DEPARTMENT

Program Summaries**Administration**

Administration	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	1,446,792	1,397,880	1,612,529
FTEs	16.5	16.5	17.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 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 Administration Division provides administrative, managerial, and operational support for the PBRM Divisions. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing, grant application and management, and volunteer coordination. Administration staff continues to realize a high degree of success in obtaining grants for the department. The department is very proud of its high success rate in reciting state and federal grants for the Park System. The department is also managing over \$1.5 million in CPA grant funds. These grants are addressing long-term requests from the neighborhood councils. The administration staff continues to be the vital core of the department.

PARKS DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Recreation Personnel Svcs	36,072	102,789	(130,000)
Recreation OTPS	-	(2,608)	(4,000)
Camp Star-TRC Personnel Svcs	11,632	-	-
Camp Star-TRC OTPS	39,925	-	-
After School Program Personnel Svcs	-	(8,375)	(15,000)
Cyr Arena Personnel Svcs	5,085	(2,075)	(2,734)
Cyr Arena OTPS	(15,303)	(824)	12,471
Forestry Personnel Svcs	-	-	(6,000)
Forestry OTPS	200,000	(200,000)	-
Golf Courses Personnel Svcs	-	(125,000)	(100,000)
Golf Courses OTPS	-	(239,747)	(1,011,963)
Maintenance Personnel Svcs	45,338	(59,059)	-
Maintenance OTPS	(200,609)	17,658	48,571
Administration Personnel Svcs	-	(39,796)	(15,000)
Administration OTPS	(44,643)	75,000	-
Horticulture Personnel Svcs	522	-	-
Horticulture OTPS	-	-	(215,000)
Athletic Fields OTPS	-	(11,877)	-
Mayor's Clean City Personnel Svcs	(43,682)	(1,088)	-
Mayor's Clean City OTPS	-	(2,429)	465,000
Infrastructure OTPS	-	(1,854)	(5,000)
Terrace Maintenance OTPS	-	-	(100,000)
Downtown Maint Crew Personnel Svcs	-	(3,600)	(15,000)
Downtown Maint Crew OTPS	-	(4,000)	-
Total Adjustments	34,336	(506,885)	(1,093,655)

Details Shown On Next Page

PARKS DEPARTMENT

Notes

- ◆ Personnel Services: Decrease \$234,734
 - ◇ Decrease based on historical spending and salary adjustments

- ◆ OTPS: Decrease \$809,321
 - ◇ Decrease based on historical spending and to level fund with FY23

Fiscal Year 2024 Budget and Program Summaries

FACILITIES DEPARTMENT

Mission

The Facilities Division of PBRM (Parks, Buildings, and Recreation Management) 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.

FY23 Department Highlights

The Department is proud to have coordinated, during the past 16 years, over \$680M of investment in repairs to buildings and new construction, as well as 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 2020. DPBRM 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. The Department has provided a key defense in the management of the COVID-19 virus across all city departments. The work completed throughout school and municipal facilities is to the highest standards exceeding the guidelines set forth by DESE and the CDC. The department is proud of the work of our 35 member trades staff. Their work ethic, determination and talent are saving the city hundreds of thousands of dollars throughout the year.

FY24 Budget Highlights

- ◆ Funds 28.0 General Fund FTEs
- ◆ Level service funding for OTPS; addresses increases in the cost of supplies and contractual increases.

Department Budget

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	1,265,004	1,458,839	1,484,935	26,097	1.8%
OTPS	2,993,902	2,889,846	3,047,746	157,900	5.5%
Capital	-	-	-	-	0.0%
Total General Funds	4,258,906	4,348,685	4,532,681	183,997	4.2%

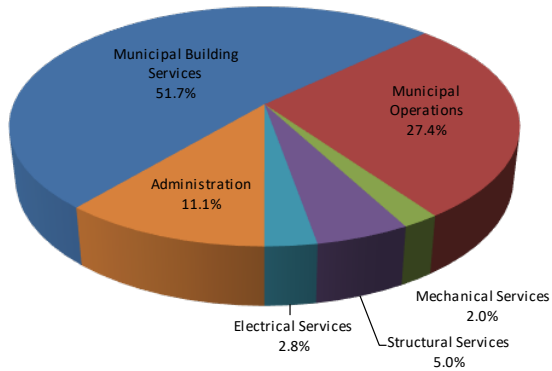
Department Staff

Department FTEs	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
General Fund FTEs	30.0	28.0	28.0	-	0.0%
Total FTEs	30.0	28.0	28.0	-	0.0%

Fiscal Year 2024 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

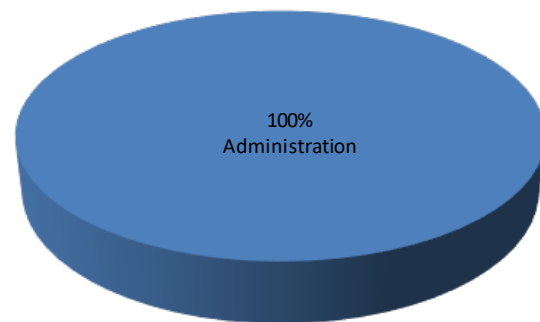
GF Program Expenses	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Municipal Building Services	2,392,513	2,340,770	2,344,278	3,508	51.7%
Municipal Operations	1,031,099	1,084,458	1,241,578	157,121	27.4%
Mechanical Services	64,177	90,060	90,060	-	2.0%
Structural Services	231,113	227,803	227,803	-	5.0%
Electrical Services	127,633	125,704	125,704	-	2.8%
Administration	412,371	479,890	503,258	23,368	11.1%
Total General Fund Expenditures	4,258,906	4,348,685	4,532,681	183,997	100%
Total External Funds Expenditures	-	-	-	-	0.0%
Total All Funds Expenditures	4,258,906	4,348,685	4,532,681	183,997	100%

Revenue Summary

TOTAL REVENUE: \$55,000

- ♦ **Miscellaneous Revenue - Solar Credits**

Program Revenue



Departmental Revenue

Program Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	% of Total
Administration	66,204	55,000	55,000	-	0.0%
Total Departmental Revenue	66,204	55,000	55,000	-	0.0%

Fiscal Year 2024 Budget and Program Summaries

FACILITIES DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Personnel Services	1,265,004	1,458,839	1,484,935	26,097	1.8%
OTPS	2,993,902	2,889,846	3,047,746	157,900	5.5%
Capital	-	-	-	-	0.0%
Total General Funds	4,258,906	4,348,685	4,532,681	183,997	4.2%

External Funds Budget	FY22 Actual	FY23 Available	FY24 Projected	Variance FY24-FY23	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	4,258,906	4,348,685	4,532,681	183,997	4.2%

All Funds Revenue Detail

Department Revenue	FY22 Actual	FY23 Adopted	FY24 Recommended	Variance FY24-FY23	Percent Change
Reimb For Damages	60,760	55,000	55,000	-	0.0%
Reimb For Prior Year Expenditure	5,444	-	-	-	0.0%
Total Departmental Revenue	66,204	55,000	55,000	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY22 Actual	FY23 Available	FY24 Projected
			-	-	-
			-	-	-
<i>Subtotal FY24 Anticipated Grants</i>			-	-	-
<i>Subtotal FY24 Other Funds</i>					
Total External Funds			-	-	-

FACILITIES DEPARTMENT

Program Summaries

Facilities Administration

Facilities Administration	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	412,371	479,890	503,258
FTEs	9.0	7.0	7.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
% of EEs participating in State-mandated ethics training	100%	100%	100%
Tonnage of trash from School Buildings	2,962	1,800	3,000
Tonnage of recyclable materials from School buildings	390	300	400
Recycling Rate for Springfield School Department	12%	10%	13%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

PBRM continues to ensure that 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 28% savings in our utility usage in buildings. The department continues to monitor over \$1M investment in both school and municipal facilities in the defense of the COVID-19 crisis. The department is responsible for the distribution of all Covid-19 supplies and materials to all city departments. The department coordinates the Statement of Interests submissions to the MSBA on behalf of the school district and the City for funding capital repairs for school repairs and new school construction. This program is vital in upkeep of our school buildings. The department also has completed studies on the City Hall/Symphony Hall complex and Old First Church. These studies will serve as an important blueprint when planning next steps.

Fiscal Year 2024 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Summaries

Facilities Operations

Facilities Operations	FY22 Actual	FY23 Adopted	FY24 Recommended
Budget	3,846,535	3,868,795	4,029,424
FTEs	21.0	21.0	21.0
Performance Metrics	FY22 Actual	FY23 YTD	FY24 Goal
% of Safety Emergency Work Orders completed within 2 working days	70%	60%	90%
% of Open Work Orders 1-3 Months old	50%	50%	55%
Reduce/close open work orders older than 24 months	90%	65%	90%
Reduce/close open work orders 12-24 months	75%	60%	80%
Reduce/close open work orders 6-12 months	75%	60%	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 2020. PBRM continues to provide an environment in municipal and school buildings that ensures the health and safety of the students, the municipal workforce, and residents visiting the facilities. Over 8,000 work orders were completed across municipal/ school services this past year. The increase is due to the aggressive lighting replacement program funded through Eversource.

The Facilities Division completed the following major improvement this fiscal year:

- Police Department - lighting, flooring, plumbing, fencing and a new Fitness Center
- Warner Street School - flooring
- SPDH-Berkshire Street- flooring
- Talmadge School – flooring and painting
- Balliet Pre K School– full kitchen renovation
- Brookings School – solar panels installation
- Pottenger School – transform library into 3 classrooms
- Kensington School – paint the entire building
- Sci Tech – replace windows and doors

Fiscal Year 2024 Budget and Program Summaries

FACILITIES DEPARTMENT

FY24 Budget Adjustments

Program Budget Adjustments	FY22 Actual	FY23 Actual	FY24 Recommended
Municipal Building Services			
Salaries & Wages	46,712	64,412	-
OTPS	(1,000)	220,927	(150,000)
Municipal Operations			
OTPS	74,358	185,489	(144,095)
Municipal Mechanical			
OTPS	-	-	-
Municipal Structural			
OTPS	-	-	-
Municipal Electric			
OTPS	-	-	-
Administration			
Salaries & Wages	(141,459)	20,663	-
Total Adjustments	(21,389)	491,491	(294,095)

Notes

- ◆ Municipal Building Services
 - ◇ \$150,000 decrease in OTPS based on historical spending
- ◆ Municipal Operations
 - ◇ \$144,095 decrease in OTPS based on historical spending

Section 11

Planning Documents

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Analysis of Outstanding Debt: FY23 Debt Affordability Study

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Analysis of Outstanding Debt

City of Springfield, Massachusetts

January 30, 2023

Table of Contents

Memorandum	3
Springfield Debt Overview	6
Analysis of City Debt.....	6
Industry Benchmarks	12
Conclusion	20
Appendices:	
• Appendix A: Debt Analysis Definitions	
• Appendix B: Current Outstanding Debt Issuances	

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

Dear Mayor Sarno and Members of the City Council:

It is my pleasure to present this year's annual analysis of the City of Springfield's existing debt. The Office of Administration and Finance (A&F) publishes this study each year to serve as a user-friendly examination of current and future debt issued on behalf of the residents of the City. A&F utilizes this analysis to make informed decisions regarding the City's debt and financial position; taking into account the affordability of issuing new debt on top of existing debt obligations.

In this report, we measure the affordability of debt by determining the annual amount of debt service and other debt-like payment obligations as a percentage of general fund revenues. 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 comparing the City's debt service payments with the amount of revenue available to pay those obligations.

In addition to managing debt, Springfield has maintained its process of continually assessing capital needs and offsetting project costs to outside funding sources whenever possible. The following debt affordability analysis will show that, consequent to these efforts, the City of Springfield has been in a position to strategically invest in its infrastructure and capital needs.

In 2021, the City issued short-term bond anticipation notes (BANs), to fund ongoing projects. Short-term borrowing allows the City to fund ongoing projects during their early stages, without issuing bonds. Oftentimes, the City is able to complete projects under initial budget projections, due to cost savings and value engineering. Short-term borrowing allows the City to avoid selling debt for costs it may not actually incur on a project. In general, the City issues debt for a project once it is substantially completed, to avoid incurring excess interest expenses by borrowing more than it needs for a project. However, if the City expects interest rates to rise in the future, it may issue debt earlier in a project cycle to avoid higher interest costs.

In March of 2022, the City issued \$66.2 million in bonds to fund a variety of projects and vehicles throughout Springfield. Of that, \$47.2 million was issued to fund the construction of the new co-located DeBerry-Swan Elementary School, which was approved by the MSBA in June of 2020. This issuance included funding for DeBerry Park and the demolition of the MCDI building. The remaining \$16.9 million, was issued to pay the costs associated with constructing a

new Forestry Operations Center, which will house the Forestry Division offices and equipment, the replacements of vehicles and equipment city-wide, including the Police Department fleet, improvements to roads and sidewalks through the City, a match for the redevelopment of the Watershops Dam and various MSBA ARP school projects.

One of the established benchmarks reviewed by the municipal bond industry is the percent of outstanding principal paid off within ten years. The industry standard is between 65% and 100%; Springfield is on schedule to retire 58.3% of its outstanding principal in the next ten years. The City's percentage decreased this year due to the issuance of debt, which is equally advantageous, demonstrating that the City is actively investing in making improvements to benefit its residents and local community. However, we are committed to a declining debt schedule and rapid repayment of principal, which indicates that the City is committed to repaying its debt quickly and efficiently.

Another one of the established benchmarks reviewed by the municipal bond industry is the general fund balance as a percent of total revenues. The industry standard is 15% or greater and Springfield is well above at 23.6%, which is a significant accomplishment for the City. This benchmark is an indicator of strong fiscal management and budgetary flexibility, and contributes to the City's high bond rating.

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. The CIP will serve as a guiding document for capital funding decisions in future years. The Fiscal Year 2023-2027 Capital Improvement Plan (CIP) indicates there is over \$1.04 billion in capital needs in the City. The Fiscal Year 2024-2028 Capital Improvement Plan process is currently underway and the updated CIP will be published in March of 2023.

Along with a strong debt strategy, the City is maximizing its ability to tackle the City's capital needs by offsetting project costs with grant awards, and funding provided by state and federal agencies. Projects that would have been unaffordable otherwise, are made possible through the City's close partnership with outside agencies. For example, our continued relationship with the Massachusetts School Building Authority (MSBA), has allowed the City to move forward on projects we would have never been able to afford otherwise. MSBA's Accelerated Repair Program (ARP) initiative is an innovative, competitive grant program that represents a unique opportunity for the City. The main goals of the ARP are to improve learning environments for children and teachers, reduce energy usage, and generate cost savings for the Commonwealth's towns and cities. To date, the MSBA has invited the City to take part in this program to repair and/or replace roofs, HVAC systems, windows, and doors in over thirty schools.

As mentioned, the majority of the March 2022 issuance was for costs related to the construction and development of the new DeBerry-Swan Elementary School. As a part of the MSBA's Core Program, these two schools will be replaced with a co-located school. This unique build will replace two aging facilities, keeping the identity and the desired small size of each elementary school, while benefiting from the economies of scale available through shared core spaces and educational resources. In addition, the City demolished the dangerous and blighted former MCDI

building, and relocated and redesigned DeBerry Park, renamed Samuel Bolden Park, both in the school's vicinity. MSBA's reimbursement rate is expected to be 80%, less any ineligible costs. This recent construction, including Brightwood-Lincoln, represents Springfield's largest investment in many years. The City has strategically created a declining debt repayment schedule, which will allow Springfield to layer debt into the budget, while still allowing the City to make necessary investments in other service areas.

In addition to the DeBerry project, the MSBA approved the partial replacement of windows and doors at the Springfield High School of Science and Technology, and boiler replacements for Indian Orchard Elementary School, Sumner Ave Elementary School, and Frederick Harris Elementary School, which was included in the March 2022 issuance.

Despite the City's ability to leverage outside funding, its proactive steps to refinance debt at lower rates when possible, and sound borrowing policies, the City's ability to issue debt for new projects in the coming years will be constrained by a number of factors. Springfield continues to face rising non-discretionary costs, crowding out room in the budget for an increase in debt service payments.

As a result of the COVID-19 pandemic, the City has seen bids for construction projects come in at significantly higher amounts than estimates in prior Capital Improvement Plans due to an increasingly tight labor market, and a high demand for construction supplies.

The pressures of rising non-discretionary costs squeeze out room for debt service in the budget, and rising project costs will be managed by the City through a careful evaluation of capital needs and a commitment to a sustainable debt structure. As debt service is itself a non-discretionary budget item, the City must be careful to ensure that its investment in capital projects today, does not result in service cuts to residents in future years.

During our debt issuance in 2022, Standard and Poor's (S&P) reaffirmed the City of Springfield's AA- rating. The reaffirmation of our AA- rating 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, 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 history, and one that the City has maintained for the last seven years. Credit ratings have an integral role in the municipal bond market and are one factor that affects the interest rates the City pays on its debts.

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,



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 Administration and Finance is required to provide a yearly review of the City's current outstanding debt. This analysis is designed to:

1. To show financial officials and citizens the current state of debt management.
2. To indicate whether the City of Springfield can afford more debt in either the current fiscal year, or future years, as debt service payments decline.

The City of Springfield has a total of \$304.5 million in outstanding permanent debt. Of this, \$219.4 million is principal and \$79.8 million is interest payments due on the debt. This debt consists of issuances dating back to fiscal year 2009, up to the most recent debt issuance in March 2022. This study demonstrates 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%)". Currently, the City is at less than half this limit.

Debt Service as a % of General Fund Revenue		
2022 Total Debt Service	\$	25,689,357
2022 General Fund Revenue	\$	849,145,705
Debt Capacity		3.0%

Source: First Southwest, Springfield 2022 ACFR

Analysis of City Debt

The City's net debt service totals \$268.4 million over twenty-nine years. Project balances that make up this debt range from the small - \$6,000 for a Library & Museum Remodel to the large - \$40.2 million for the new DeBerry-Swan co-located elementary school.

There are many different ways to examine the City's debt. This document first examines the policy questions associated with our debt: for what purpose was the debt issued and how has the City decided to structure its debt repayment schedule? The study then examines what this debt tells us about Springfield's finances.

The latter analysis, what Springfield's outstanding debt can tell us as a measure of the health of the City's finances, relies on benchmarks established by the three major ratings agencies: Moody's Investors Service, Standard & Poor's, and Fitch Ratings. These benchmarks measure our ability to repay our debt, highlight areas for further investigation and public discourse, and provide an overview of the information that will be used by rating agencies to determine Springfield's future bond rating. When Springfield wants to issue bonds, its bond rating reflects the credit worthiness of the City, which in turn has a direct impact on the interest rate the City

will pay on its bonds. The higher the bond rating, the lower the risk of default, and the less risk an investor is taking in purchasing our bonds.

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 the mandatory nature of this expense, the City must be cognizant of debt service payments when issuing new debt and deciding whether or not the City has the ability to increase those payments.

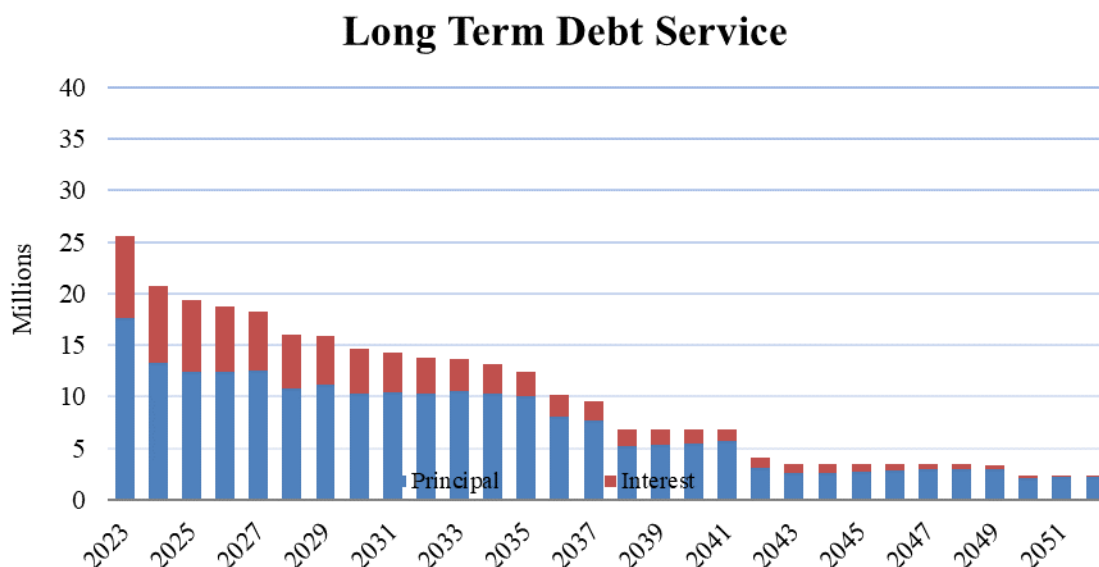


Figure 1: Debt service repayment schedule, Hilltop Securities

The City’s debt service repayment schedule, as of June 30, 2022, 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 reflected in the large, \$28.9 million debt service payment due in 2027. In order to prepare for this expense, 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 this bullet payment. Aside from this one instance, the City works to maintain a relatively smooth debt schedule; so as to not front or back load debt service payments.

As illustrated above in Figure 1, the City has entered into a declining debt service payment schedule. Each year, prior bond issuances are fully paid, and “fall off” our debt schedule, decreasing the City’s annual long-term debt service obligation. This means that the City has additional bonding capacity for new capital improvement projects in future years.

In 2015, the City took advantage of this declining debt schedule and sold \$50.5 million of bonds for new projects, including demolitions, street and sidewalk repairs, school improvements, and city facility construction and improvements. The next sale occurred in February 2017, when the City issued \$44.3 million in debt for numerous capital improvement projects. That same year, in March 2017, the City sold bonds for Union Station. In March 2019, the City sold \$27.9 million in bonds for additional capital projects, including the Springfield Culinary and Nutrition Center, the East Forest Park Library, \$2.5 million in new roads and sidewalks, and multiple MSBA school construction and repair projects. In November 2020, the City sold bonds for \$39.5 million. The bulk of the issuance, \$31.6 million, was for ongoing costs related to the replacement of Brightwood and Lincoln elementary schools, another \$4 million was issued for the remediation and renovation of Court Square, and the remaining \$3.9 million was issued for MSBA projects for Sci-Tech, Milton Bradley and South End Middle schools. In March 2022, The City sold \$47.2 million in bonds for DeBerry Swan School, including DeBerry Park and MCDI Demo, \$1.1 million for the Forestry Operations Center, \$3.1 million in new roads and sidewalks, \$1 million for Watershops Dam and \$10.1 million for Citywide and Police Department vehicles.

Generally abiding by a practice to sell long-term debt every two years, depending on interest rates, the City plans on issuing more debt in March 2024. This issuance is expected to top \$60 million, and will include costs related to SS4A safety improvements to corridors and intersections, window replacement projects at Balliet and Glickman Elementary Schools, boiler replacement project at Central High School, \$1 million dollars for the purchase of vehicles and equipment for City needs in the public safety sector, \$30 million various municipal projects, \$1.5 million for improvements to Main and Court Streets, and \$3.4 million to implement the new CAD system for Emergency Communications. By strategically selling debt this way, the City will 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 each year to ensure large debt service payments are not unfairly shifted to residents in the future.

It is important to note that not selling debt for needed capital projects does not necessarily spare the City, or its taxpayers, from financial liability. For example, if a school building requires roof repairs, deferring this project to future fiscal years simply pushes the expense onto future budgets. At the same time, over the following years, the City may end up paying higher repair costs out of its operating budget, due to leaks in the roof. Thus, it can sometimes make sense to think of deferred maintenance as a form of "off the books debt," since these expenses will still be required eventually, and the City may end up paying "interest" in the form of expensive short-term repairs to maintain an asset that requires major capital investments.

In the past, the City's ability to refund some of its outstanding bonds using proceeds from new bonds sold at lower interest rates resulted in future cost savings that provide the City with a larger debt capacity each year. This larger debt capacity enables more debt to be issued for high priority capital improvement projects.

Purpose of Issuance

Of the City's \$219.4 million (principal only) debt, \$139.8 million (63.7%), was issued to finance school projects and \$79.5 million (36.3%), was issued for all other municipal purposes, such as public safety vehicles, trash trucks, roads, sidewalks, flood control systems, libraries, and parks.

Project/Type	Total	Percent of Total
City Facility	39,030,055	17.8%
Demolition	5,836,600	2.7%
Equipment	6,622,495	3.0%
Other	6,220,600	2.8%
Park/Land	7,874,430	3.6%
Streets/Sidewalks	13,698,850	6.2%
Technology	251,845	0.1%
City Total	79,534,875	36.3%
School Total	139,825,125	63.7%
Grand Total	219,360,000	100%

In prior years, the majority of the City's debt has been dedicated to school facilities due to the high need for repair, renovation, and construction projects. Additionally, many construction projects for school buildings are eligible for partial reimbursement from the Massachusetts School Building Authority (MSBA). This allows the City to complete school related projects at lower cost to the City's general fund.

School related debt also accounts for a larger amount of the City's outstanding principal because construction projects can be amortized across a longer period, generally 20-30 years. Many City projects have a short useful life, such as vehicles or IT equipment. The City can only issue bonds with a term as long as the maximum useful life of the item for which it is borrowing. This causes debt issued for City purposes to fall off the debt schedule more quickly than school related debt. Thus, City projects will make up a large proportion of all outstanding principal shortly after the City sells debt, but it will also tend to pay that principal off faster than School debt, which is generally issued for 20–30-year terms. A&F projects that School projects will continue to represent the majority of Springfield's outstanding debt for the next several years, due to the construction of the Brightwood-Lincoln and DeBerry-Swan co-located schools.

Composition of Debt

Springfield may issue debt for numerous purposes. Cities and towns deliver many services, from education and public safety, to transportation, recreation and social services. Each service has different capital needs associated with it. 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 debt for buildings and facilities: City facility (49.1%), Demolitions (7.3%), and Streets/Sidewalks (17.2%).

Outstanding Total Debt City Projects as of January 30, 2023

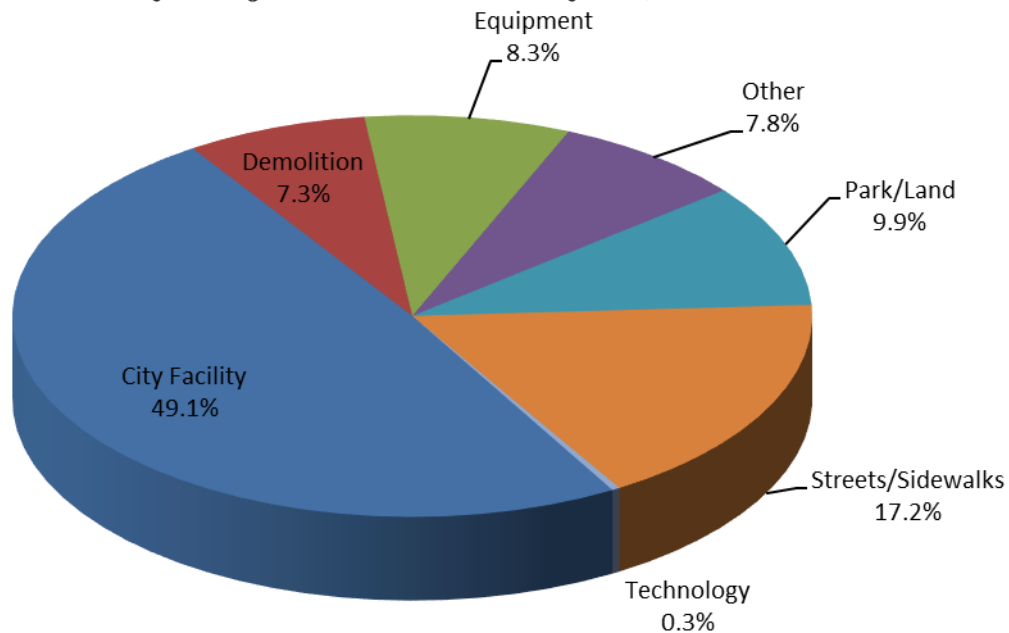


Figure 2: Breakdown of outstanding City debt, Hilltop Securities

General government services, however, should have a much more diverse mix of facility and non-facility debt. For example, debt related to parks and recreation 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 26.3% 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 blighted and condemned buildings, technology, and improvements to our 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 are also to promote economic development in Springfield. Notably, the vast majority of debt categorized as for "other" purposes, has been issued for the management of the Bondi's Island landfill and repairs to the City's flood control system.

In FY09, the City instituted another source of funding for capital expenditures: "pay-as-you-go" capital, or "pay-go." To fund pay-go, the City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt. This appropriation is required by the City's financial ordinances and policies (Ch. 4.44.050.). Pay-go allows the City to reduce its overall borrowing costs by funding smaller, routine projects through the operating budget.

The City uses pay-go to fund emergency infrastructure repair projects, vehicle replacements, IT upgrades for software, security and servers, and park and building renovations. Pay-go allows the City to fund design work and studies to better prepare for grant applications, and to fund appropriations for matching grants. This funding source is a major reason for the City’s ability to often bear less than half of the cost of large capital projects.

Net Debt Service

As mentioned in the Purpose of Issuance section, the City of Springfield has a total outstanding debt portfolio (principal only) of \$219.4 million as of January 30, 2023. When interest is included, the total cost of this debt is \$299.1 million. However, this is not the actual amount that the City pays in debt service. The City receives reimbursements for certain debt-funded projects, as well as interest earnings on its QSCB sinking fund which, when subtracted from the \$299.1 million in total debt service, leaves a balance of \$268.4 million of liability (principal and interest). Figure 3 below shows net debt service through 2030.



Figure 3: Net Debt Service payments; Hilltop Securities

In previous years, the City had been approved to receive school construction assistance on various school construction projects under a program managed by the MSBA. Under the terms of this program, the City was required to incur general obligation debt financing for the full costs of those school construction projects. The MSBA then provided annual grant distributions to the City to offset the annual debt service costs on these projects as the City repaid the bonds.

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 strategies. 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 report assumes the continuation of normal operations for the City of Springfield. A&F has calculated the following measurements as part of the analysis.

Measure	Industry Standard	FY2022	FY2023
General Fund Balance as a % of Total Revenues	15% or greater	17.3%	23.6%
Debt Service as a % of General Fund Revenue	0% - 8%	3.6%	3.0%
Debt Service as a % of General Fund Expenditures	0% - 8%	3.4%	3.3%
Percent of Debt Retired in Ten Years	65% - 100%	75.9%	58.3%
Debt as a Percentage of EQV	0% - 5%	1.9%	2.0%
Total Outstanding Debt Per Capita	\$0 - \$1,000	\$1,126.38	\$1,417.24
Total Debt as a Percentage of Total Personal Income	0% - 7%	5.2%	6.1%
Undesignated Fund Balance as a % of Revenues	10% or greater	10.0%	18.2%
Overall Net Debt as a % of Full Value	1.5% - 5%	2.3%	2.5%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0% - 15%	9.2%	9.0%

Figure 5: Municipal Bond Industry Benchmarks

Debt Service as a Percentage of General Fund Expenditures

This benchmark measures the City's ability to finance debt within its current year budget. It is similar to the measurement of household income dedicated to mortgage payments that banks use when assessing borrowers. This is the most immediate measure for determining a City's ability to pay its debt service; 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.

The City's measure of debt service as a percentage of General Fund expenditures is strong, with 3.3% of the Fiscal Year 2023 budget dedicated to debt service. This measure has been trending down over the last six fiscal years due to decreases in total debt service and an increase in the City's general fund revenue.

Each year, the City is required to fund a capital reserve account at a level equal to at least one- and one-half percent of property taxes from the prior fiscal year (Chapter 4.44.060). Many cities and towns that are economically comparable to Springfield have higher ratios of debt service to general fund expenditures. Springfield should continue to maintain this ratio at a similar level in future years to ensure that debt service payments do not crowd out funding for services in future budgets. The City should also aim to keep its debt service ratio from declining, as this would denote a lack of investment in long-term capital needs, which carries its own liability for the City's taxpayers due to the costs associated with deferred maintenance.

The City's relatively low ratio of debt service to general fund expenditures provides more budgetary flexibility to address financial problems as they 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 has strategically 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 on more debt in future fiscal years.

Debt Service as a Percentage of General Fund Expenditures (Fiscal Year 2023)

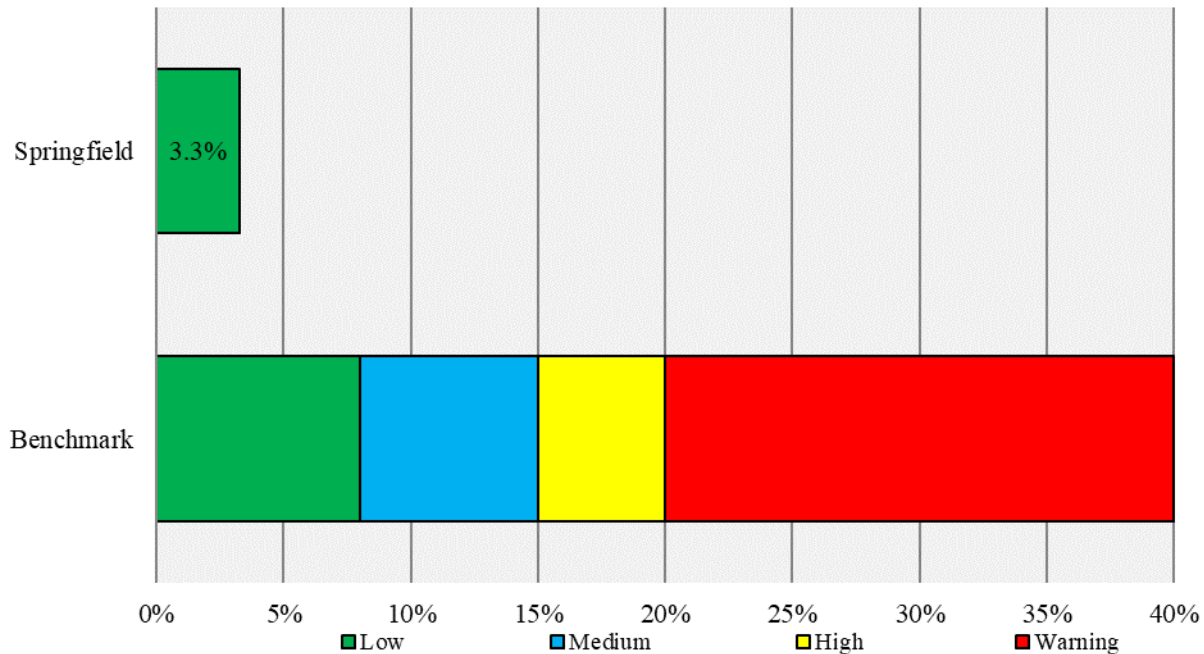


Figure 6: Ratio of Budgeted Debt Service Payments over Total General Fund Budget

Debt Service as a % of General Fund Expenditures	
2023 Total Debt Service	\$ 26,758,577
2023 Budgeted General Fund Expenditures	\$ 819,017,747
Debt Capacity	3.3%

Source: Hilltop Securities, Springfield FY2023 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 proof of the borrower’s intention to repay the money they 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 unaffordable in the future. Back loading debt is a sign of poor financial management – either overspending is intentional, or managers are unable to make the difficult, short-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 whether debt has been back loaded. 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, as cities are forced to pay interest on the principal they borrowed for a longer time. Back loading debt can result in cities being forced to reduce expenditures, cut programs, or increase taxes to make debt service payments. Prior to 2005, the City back loaded debt issuances, causing major spikes in its debt service payments in future years. This problem was alleviated through “front loading” debt and making a number of other modifications to the City’s debt structure.

Failure to invest in maintenance and capital, otherwise known as deferred maintenance, can be considered a form of debt back loading because capital needs still must be addressed at some point. Avoiding the costs of maintenance or investment only delays the financing of these improvements, and it increases the likelihood that capital will fail *en masse*, resulting in unaffordable costs for 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. 58.3% of the principal borrowed by the City will be repaid within ten years and all current debt will be retired by 2052, as shown in Figures 8 and 9 below. This places the City well within the “good” ranking established by bond rating agencies. Because of this schedule, the City will be able to borrow additional money to continue investing in its facilities, infrastructure, and other capital projects.

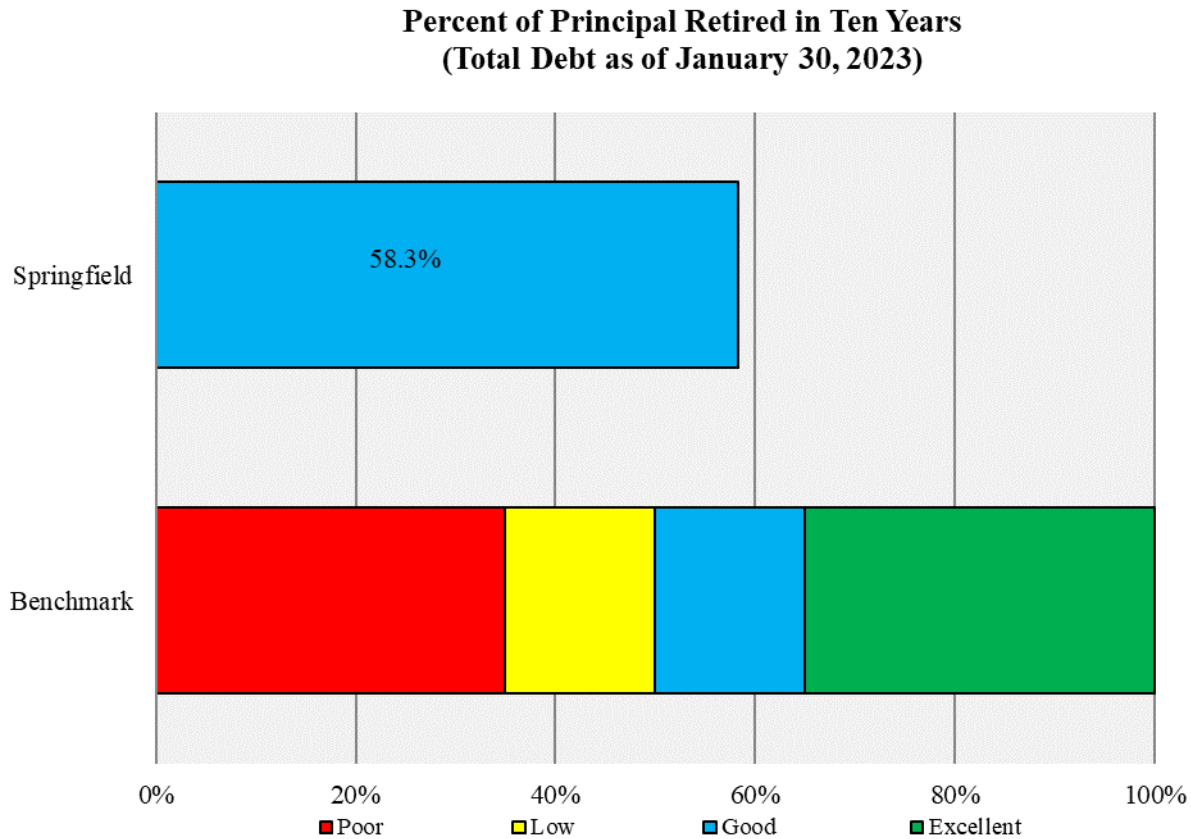


Figure 8: Percent of Debt retired in 10 years.

Percent of Debt Retired in Ten Years	
Total Debt Retired in 10 Years	\$ 177,604,090
Total Outstanding Debt Service	\$ 304,479,023
Percent of Debt Retired in Ten Years	58.3%

Source: Hilltop Securities

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 Massachusetts communities comes from property taxation; therefore, this ratio examines a community’s debt relative to its main revenue source.

However, in Springfield, roughly 60% of overall revenue comes from state aid, while 40% comes from local source revenue. Thus, this measure is helpful, but not deeply informative, because it looks at total outstanding debt, not debt service payments. 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 the aforementioned 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 1.9%, which is considered “low” by rating agencies (Figure 10). As indicated above, this 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.

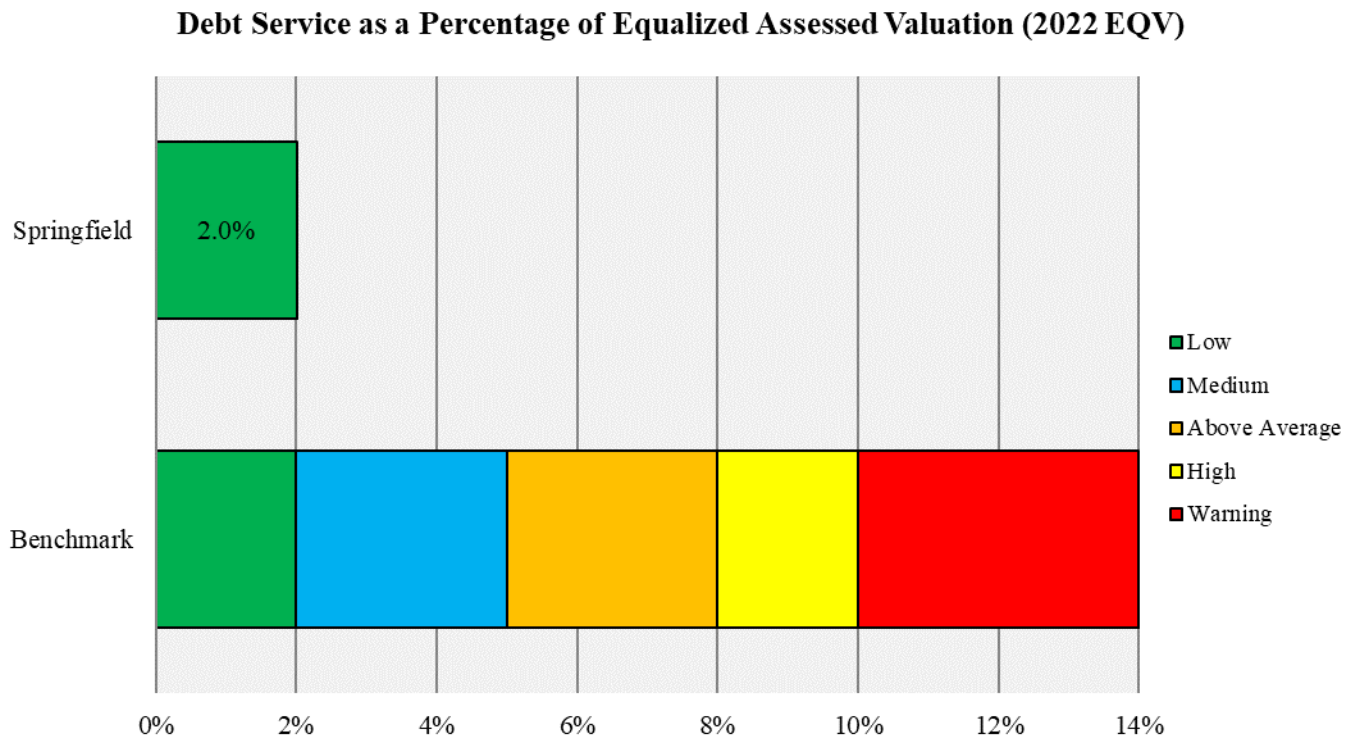


Figure 10: Ratio of Debt to Estimated Property Value

Debt as a Percentage of EQV	
Total Outstanding Debt (Principal)	\$ 219,360,000
2022 EQV (Equalized Valuation)	\$ 10,938,898,100
Debt as a Percentage of EQV	2.0%

Source: Hilltop Securities, DLS Municipal Databank

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. However, even similarly sized communities have significant differences, 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

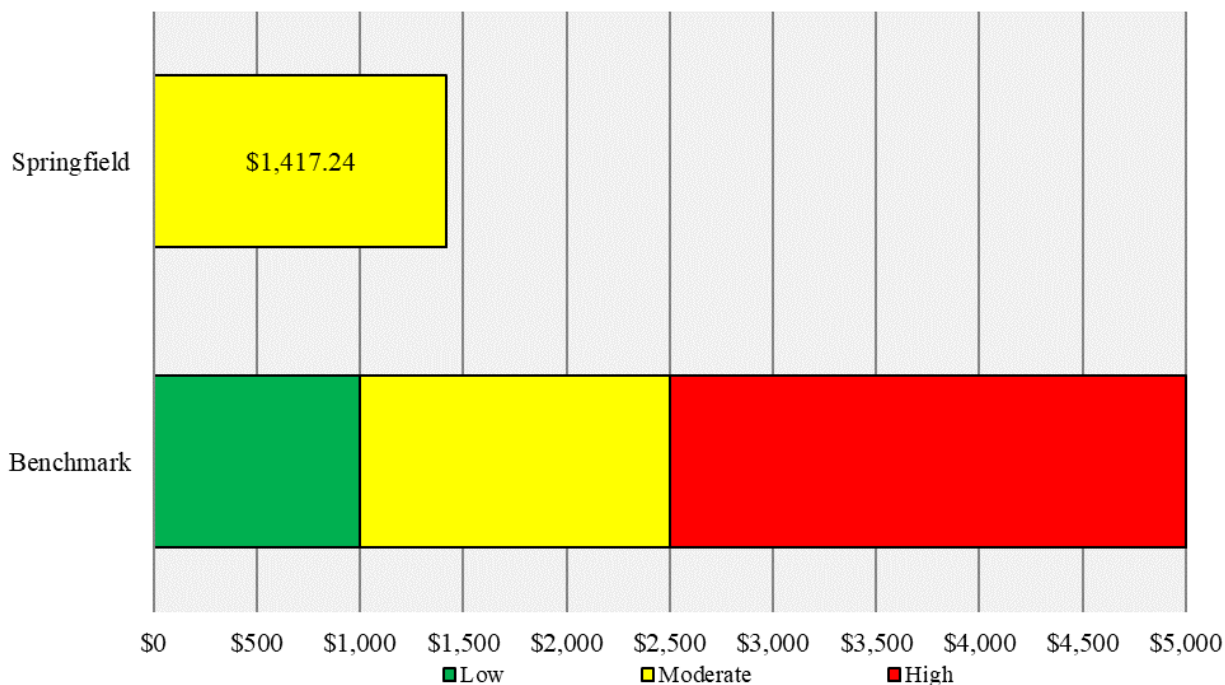


Figure 12: Estimated Debt per person.

Total Outstanding Debt Per Capita	
Total Outstanding Debt (Principal)	\$ 219,360,000
2022 Population Estimate	154,780
Total Outstanding Debt Per Capita	\$ 1,417.24

Source: Hilltop Securities, U.S. Census Bureau

Figure 13: Calculation of outstanding debt per person

The City's level of debt per capita is considered moderate by rating agencies. This rating 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 renovation projects, and funding the replacement of schools and other facilities. Because of the City's major capital needs, which necessitate the issuance of debt every few years, this measurement will continue to fluctuate, as it is dependent on the City's total outstanding principal.

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.

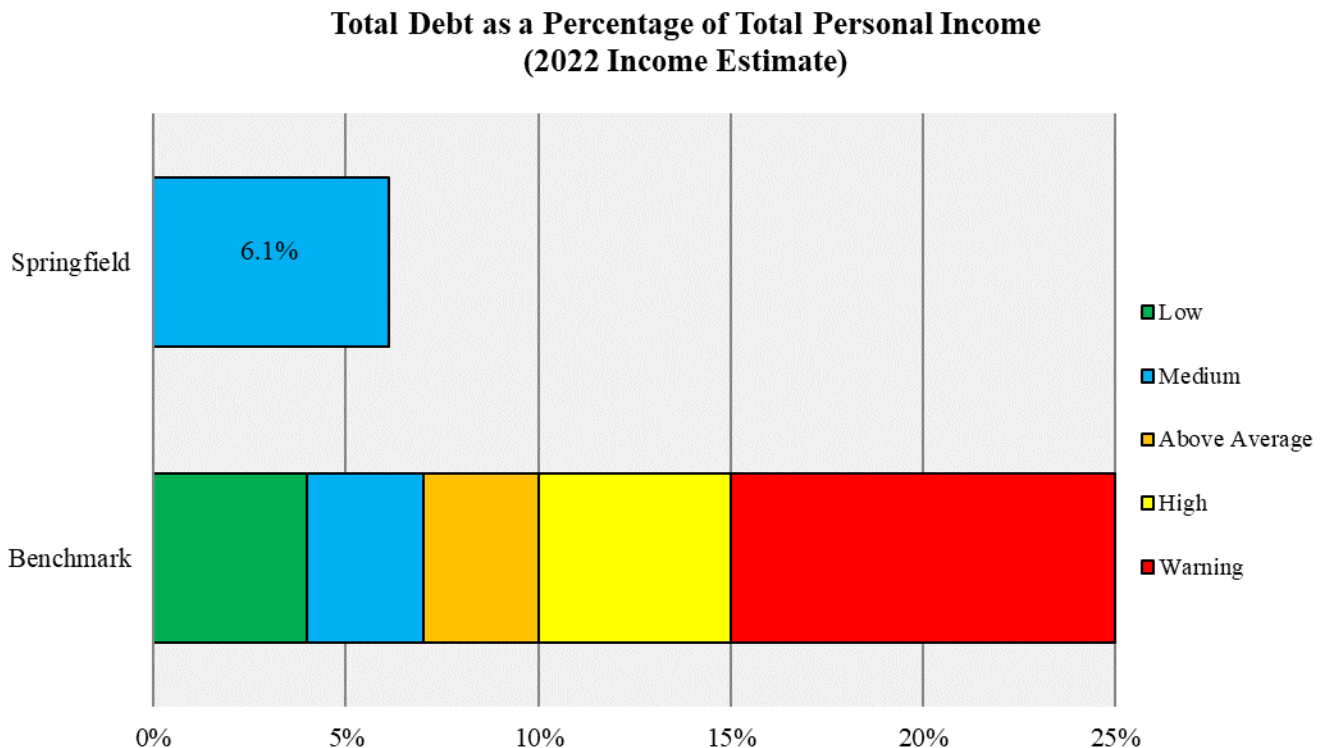


Figure 15: Calculation of debt to personal income.

Springfield's ratio of debt to personal income is considered "average" by credit rating agency standards. This means that the City's debt is comparable to a moderate share of a residents' 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 into account the net debt service or timing of debt payments.

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 the inclusion of commercial and industrial property values that are included in the debt to total property value calculation, but not in the debt to personal income ratio. The City would not be able to provide the same level of services and investment in infrastructure without commercial and industrial property tax revenues. This 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, 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. This is a ratio measuring the value of the municipality's net debt compared to the total EQV of the City.

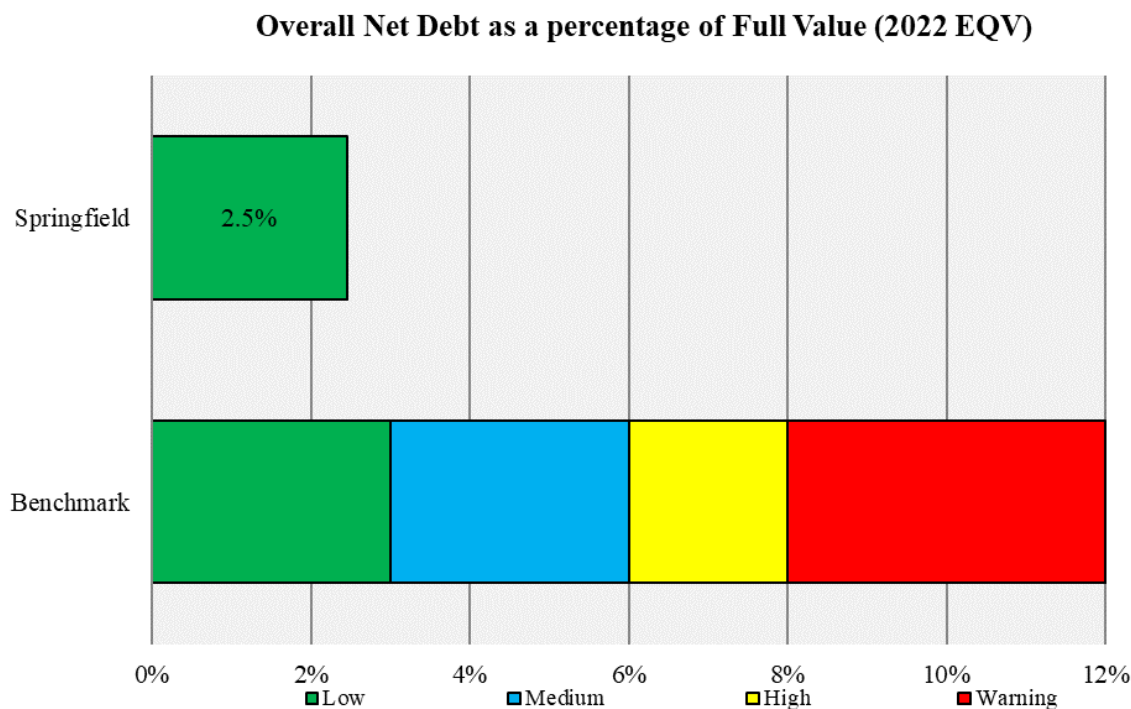


Figure 17: Calculation of net debt to EQV.

This is one of the factors that 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 0-3% tend to be viewed as low. The City's level of debt burden is 2.0%.

Conclusion

Since Fiscal Year 2005, the City of Springfield has strengthened its financial position by instituting clear and strict financial policies, passing responsible budgets, and continually reassessing capital needs through a comprehensive five-year capital investment plan; all within the fiscal constraints illustrated in this debt affordability analysis.

During our last debt issuance in 2022, Standard and Poor's (S&P) affirmed the City of Springfield's AA- rating, a high investment grade. The reaffirmation of our AA- rating 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, 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 history, and one that the City has maintained for the last seven years. Credit ratings have an integral role in the municipal bond market and are one factor that affects the interest rates the City pays on its debts.

The low debt service to general fund expenditures ratio in the City's budget demonstrates our ability to pay our debts. This is the most important short-term measure of our ability to pay our debts; however, it only examines the ability to pay for debt within a community's existing budget. With only 3.3% of the Fiscal Year 2023 budget dedicated to debt service, the City's measure of debt service as a percentage of General Fund expenditures is strong. This measure has been trending down consistently over the last seven fiscal years (6.5% in FY15, 5.8% in FY16, 5.3% in FY17, 4.6% in FY18, 4.2% in FY19, 4.0% in FY20, 3.6% in FY21, and 3.4% in FY22) even as the City has issued more debt, due to strong revenue growth. However, A&F expects debt service payments as a share of the budget to increase following the issuance of new debt for the Brightwood-Lincoln and DeBerry-Swan projects. These major projects will reduce the ability of the City to issue more debt.

According to the measures presented in this analysis, the City is in a solid debt position, but can still improve its finances. One way to improve the City's ability to take on debt is to foster an environment that promotes jobs and increase citizens' wealth. These policies will help decrease the ratio of debt to total income and decrease debt per capita. This will bring Springfield more in line with other communities in the Commonwealth.

As noted above, Springfield continues to take advantage of funding from state and federal agencies, such as FEMA, HUD, DOT, MSBA, and EEA. As a result, the City has generally been responsible for less than half of the funding on the projects it issues debt for over the past six years.

However, despite its access to outside funding, increasing revenues, and strong stewardship of its debt, the City still needs to be conservative in how it decides to invest in future projects. As mentioned in the opening of this report, rising non-discretionary costs continue to crowd out

room for debt service in the budget, while project costs have been increasing due to market factors in recent years.

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 more capital projects the City can afford to invest in, the more the City can work to spur economic development in Springfield. When we invest in our infrastructure and economy, the spin off effects are new business investment and rising property values—resulting in more funding for the maintenance of streets, parks, libraries, and public buildings. A healthy economy positively affects school graduation rates, job creation, poverty, unemployment rates, and crime. All of these positive effects increase citizens' morale 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
Long-Term Debt Outstanding as of January 30, 2023
General Fund Tax-Supported

Date	Principal	Interest	Total P+I	Federal Subsidy QSCB	Net D/S
6/30/2023	17,675,000	7,961,737	25,636,737	(966,442)	24,670,295
6/30/2024	13,320,000	7,465,750	20,785,750	(966,442)	19,819,308
6/30/2025	12,465,000	6,922,725	19,387,725	(966,442)	18,421,283
6/30/2026	12,465,000	6,345,000	18,810,000	(966,442)	17,843,558
6/30/2027	12,530,000	5,767,575	18,297,575	(966,442)	17,331,133
6/30/2028	10,855,000	5,222,550	16,077,550		16,077,550
6/30/2029	11,120,000	4,748,125	15,868,125		15,868,125
6/30/2030	10,350,000	4,279,925	14,629,925		14,629,925
6/30/2031	10,415,000	3,875,500	14,290,500		14,290,500
6/30/2032	10,335,000	3,485,200	13,820,200		13,820,200
6/30/2033	10,580,000	3,098,550	13,678,550		13,678,550
6/30/2034	10,345,000	2,762,250	13,107,250		13,107,250
6/30/2035	10,005,000	2,439,819	12,444,819		12,444,819
6/30/2036	8,080,000	2,155,728	10,235,728		10,235,728
6/30/2037	7,665,000	1,897,244	9,562,244		9,562,244
6/30/2038	5,165,000	1,656,281	6,821,281		6,821,281
6/30/2039	5,340,000	1,499,013	6,839,013		6,839,013
6/30/2040	5,500,000	1,334,541	6,834,541		6,834,541
6/30/2041	5,675,000	1,157,400	6,832,400		6,832,400
6/30/2042	3,055,000	1,007,744	4,062,744		4,062,744
6/30/2043	2,575,000	885,544	3,460,544		3,460,544
6/30/2044	2,665,000	795,556	3,460,556		3,460,556
6/30/2045	2,760,000	702,381	3,462,381		3,462,381
6/30/2046	2,840,000	610,406	3,450,406		3,450,406
6/30/2047	2,930,000	515,781	3,445,781		3,445,781
6/30/2048	3,030,000	418,156	3,448,156		3,448,156
6/30/2049	2,980,000	315,950	3,295,950		3,295,950
6/30/2050	2,170,000	215,800	2,385,800		2,385,800
6/30/2051	2,245,000	145,275	2,390,275		2,390,275
6/30/2052	2,225,000	72,313	2,297,313		2,297,313
Total	219,360,000	79,759,823	299,119,823	(4,832,212)	294,287,611

Par Amounts Of Selected Issues June 30, 2023	
April 15 2009 Series A SQ -White Street Fire Station (ISQ)	40,000
April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ)	35,000
April 15 2009 Series A SQ -Old First Church (ISQ)	35,000
April 15 2009 Series A SQ -Forest Park Maintenance (ISQ)	30,000
April 15 2009 Series A SQ -Administrative Expenses (ISQ)	20,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Remodel Public Buildings (ISQ)	158,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Dep.Equip.Fac.Mgmt & Park(ISQ)	38,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Reno (ISQ)	592,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Roof Repairs - School (ISQ)	120,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Boston Road/Parker St (ISQ)	29,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Build.ADA Require (ISQ)	298,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Public Build (ISQ)	288,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to School Build (ISQ)	140,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Emergency School Repair (ISQ)	298,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum Remodel (ISQ)	4,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Muni Garage (ISQ)	1,069,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Final Phase Tapley St (ISQ)	313,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 School Build Repairs (ISQ)	433,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Repairs (ISQ)	72,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Rebecca Johnson School (ISQ)	150,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Demo of Former Tech HS (ISQ)	319,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Facility Construction (ISQ)	19,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Landfill Closure (OSQ)	386,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Departmental Equip (ISQ)	24,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 1 (OSQ)	53,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 1 (ISQ)	159,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 2 (ISQ)	332,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Cyr Arena (ISQ)	48,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Fire/Safety Complex (ISQ)	159,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum (ISQ)	236,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 2 (OSQ)	236,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 3 (ISQ)	72,000
February 12 2015 Series A SQ -Forest Park Middle School Renovation (OSQ)	2,265,000
February 12 2015 Series A SQ -Landfill Closure (OSQ)	715,000
February 12 2015 Series A SQ -Elias Brookings Elementary School Replace. (OSQ)	1,165,000
February 12 2015 Series A SQ -Mary Dryden Veterans Memorial School Remodel (OSQ)	1,560,000
February 12 2015 Series A SQ -Union Station (OSQ)	1,500,000
February 12 2015 Series A SQ -Central HS Science Lab Remodeling (OSQ)	4,410,000
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements I (ISQ)	2,625,000
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements II (ISQ)	920,000

February 12 2015 Series A SQ -School Roof Replacement - HS of Science/Tech (OSQ)	435,000
February 12 2015 Series A SQ -Ells School Roof Replacement (OSQ)	130,000
February 12 2015 Series A SQ -South End Middle School Roof Replacement (OSQ)	100,000
February 12 2015 Series A SQ -Springfield Public Day HS Roof Replacement (OSQ)	125,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction I (ISQ)	525,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction II (ISQ)	455,000
February 12 2015 Series A SQ -Chestnut Middle School Roof (OSQ)	325,000
February 12 2015 Series A SQ -Chestnut Middle School Demolition (OSQ)	650,000
February 12 2015 Series A SQ -Chestnut Middle School Medallions (OSQ)	50,000
February 12 2015 Series A SQ -Putnam School (OSQ)	4,225,000
February 12 2015 Series A SQ -ESCO Phase II (ISQ)	7,215,000
February 12 2015 Series A SQ -Parker St. Road Improvements (ISQ)	600,000
February 12 2015 Series A SQ -City Hall HVAC Improvements (ISQ)	1,180,000
February 12 2015 Series A SQ -Land Acquisition/Remediation - Catherine St. (ISQ)	2,060,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Putnam School Renovation (ISQ)	329,950
February 12 2015 Series C SQ -Adv Ref 2-7-07 Our Lady Hope School Reno (ISQ)	620,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Various School & Water (ISQ)	130,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 1 (ISQ)	345,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 2 (ISQ)	205,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 3 (ISQ)	370,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Financial Software (ISQ)	34,995
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Station Land Acquisition (ISQ)	144,305
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Upgrades (ISQ)	170,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Library Upgrades (ISQ)	175,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police Dept Renovation (ISQ)	1,534,400
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police - Fire Design (ISQ)	478,900
February 12 2015 Series C SQ -Adv Ref 2-7-07 Hope-Baptist Land Acq. (ISQ)	79,625
February 12 2015 Series C SQ -Adv Ref 2-7-07 Greenleaf Park Building (ISQ)	13,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 Treetop Park Renovation (ISQ)	70,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Marshall Roy Park Renovation (ISQ)	65,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Land Acquisition (ISQ)	79,650
February 12 2015 Series C SQ -Adv Ref 2-7-07 Project Management (ISQ)	46,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 ESCO (ISQ)	3,652,475
February 23 2017 -School Dense Wireless (Hardware) (ISQ)	851,500
February 23 2017 -Kennedy School - Windows & Doors (ISQ)	1,364,500
February 23 2017 -Kensington School - Windows & Doors (ISQ)	463,100
February 23 2017 -Daniel Brunton Elementary School (ISQ)	504,200
February 23 2017 -Mary M. Walsh School - Windows & Doors (ISQ)	500,700
February 23 2017 -Public Day High School - Windows & Doors (ISQ)	319,000
February 23 2017 -STEM Middle School - Roof Replacement (ISQ)	397,000
February 23 2017 -Food Service Building (ISQ)	6,620,500
February 23 2017 -50 East Street Planning (ISQ)	615,700
February 23 2017 -50 East Street Renovation (ISQ)	7,978,400
February 23 2017 -Senior Center Planning (ISQ)	758,900
February 23 2017 -Senior Center Construction (ISQ)	3,407,750
February 23 2017 -South End Community Center Construction (ISQ)	3,364,000
February 23 2017 -Skill & Technical Training Facility (ISQ)	1,638,000

February 23 2017 -ECOS (ISQ)	1,411,700
February 23 2017 -DPW Vehicles 2015 (ISQ)	202,000
February 23 2017 -Landfill (Bondis Island) (OSQ)	1,736,600
February 23 2017 -Demolition 1 (ISQ)	467,300
February 23 2017 -Demolition 2 (ISQ)	493,300
February 23 2017 -Demolition 3 (ISQ)	921,000
February 23 2017 -Roads/Sidewalks 1 (ISQ)	2,436,500
February 23 2017 -Roads/Sidewalks 2 (ISQ)	258,350
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Harris School (ISQ)	385,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Bowland LC (ISQ)	800,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Van Sickle School (ISQ)	3,265,000
March 15 2017 -Union Station	3,090,000
March 28 2019 -East Forest Park Library Construction (ISQ)	2,580,000
March 28 2019 -Marcus Kiley Middle School Windows & Doors (OSQ)	1,505,000
March 28 2019 -Kensington Ave School Windows & Doors (OSQ)	320,000
March 28 2019 -Mary Lynch Elementary School Windows & Doors (OSQ)	325,000
March 28 2019 -Alfred Zanetti Magnet School Windows & Doors (OSQ)	620,000
March 28 2019 -Balliet Elementary School (OSQ)	500,000
March 28 2019 -Balliet Middle School (OSQ)	275,000
March 28 2019 -DeBerry Elementary School Feasibility Study (OSQ)	285,000
March 28 2019 -Food Service Building Phase II (ISQ)	7,345,000
March 28 2019 -City Hall Remodeling (ISQ)	965,000
March 28 2019 -Downtown Police Kiosks (ISQ)	460,000
March 28 2019 -Stearns Sq Park & Duryea Way Redevelopment (ISQ)	1,395,000
March 28 2019 -Riverfront Park Reconstruction (ISQ)	1,500,000
March 28 2019 -Citywide Vehicles & Equipment (ISQ)	1,395,000
March 28 2019 -Downtown Revitalization- Main Street (ISQ)	1,395,000
March 28 2019 -Roads and Sidewalks (ISQ)	2,335,000
March 28 2019 -City Flood Control System (ISQ)	3,425,000
November 19 2020 -Brightwood-Lincoln Elementary School (OSQ)	31,570,000
November 19 2020 -South End Middle School Window/Door Replace (OSQ)	350,000
November 19 2020 -Milton Bradley Elem School Roof Replace (OSQ)	1,320,000
November 19 2020 -Springfield High School Boiler Replacement (OSQ)	2,230,000
November 19 2020 -Court Square Hotel Building Revitalization (OSQ)	3,985,000
March 29 2022 -DeBerry-Swan School Construction 1 (OSQ)	1,561,112
March 29 2022 -DeBerry-Swan School Construction 2 (OSQ)	40,138,593
March 29 2022 -DeBerry Park Development 1 (ISQ)	2,447,776
March 29 2022 -DeBerry Park Development 2 (ISQ)	52,224
March 29 2022 -MCDI Building Demo 1 (ISQ)	2,169,290
March 29 2022 -MCDI Building Demo 2 (ISQ)	830,710
March 29 2022 -Indian Orchard Boiler Replacement (OSQ)	435,311
March 29 2022 -Sumner Ave Boiler Replacement (OSQ)	500,039
March 29 2022 -Harris School Boiler Replacement (OSQ)	1,116,688
March 29 2022 -High School Windows & Doors (OSQ)	1,638,757
March 29 2022 -Forestry Operations Center Construction (ISQ)	1,091,005
March 29 2022 -Roads/Sidewalks (ISQ)	3,100,000
March 29 2022 -Watershops Pond Dam (OSQ)	1,000,000

March 29 2022 -DPW Vehicles (ISQ)	2,663,495
March 29 2022 -Fire Vehicles (ISQ)	600,000
March 29 2022 -DPW Trash Vehicles (ISQ)	1,700,000
TOTAL	219,360,000

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Capital Improvement Plan

Fiscal Years 2024 - 2028

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City of Springfield, Massachusetts

Fiscal Years 2024 – 2028 Capital Improvement Plan



Table of Contents

Capital Plan Overview.....	1
Funding Strategies	1
Debt Issuances	3
Pay-As-You-Go Capital (Pay-Go)	4
School Department Funding	4
Projects Completed in Fiscal Year 2023	5
Breakdown of Fiscal Year 2024 Capital Requests.....	5
DeBerry-Swan Elementary School Project	7
Ted Plumb Athletic Field at Duggan Middle School.....	7
Central Athletic Field.....	7
\$30 Million Authorization for Various City Projects.....	7
\$10 Million Toward Public Event Facilities.....	8
Computer Aided Dispatch (CAD) and Records Management System.....	8
Conclusion.....	8
Appendices	9
Appendix A: Capital Improvement Plan.....	9
Appendix B: Capital Improvement Process	40
Appendix C: Rating Criteria	42



March 30, 2023

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Residents:

As part of the City of Springfield’s continuing efforts to develop robust long-term strategic planning initiatives, I present to you the FY24-FY28 Capital Improvement Plan (CIP). The CIP includes a list of all capital improvement needs throughout the City, and the estimated costs associated with these projects. The estimated cost for all requested projects totals \$1.03 billion. The highest priority, “Grade A” projects, those that are most highly ranked on the eight evaluative criteria used to analyze projects, and which best support the Mayor’s strategic priorities, total \$182.0 million. These projects include investments in public safety, upgrades to our schools and municipal buildings, road resurfacing, citywide systemic safety interventions and numerous projects aimed at driving economic development, while improving the safety, mobility, and the quality of life of the residents of Springfield.

The past twelve years began with Springfield facing a host of natural and man-made disasters, and most recently, a pandemic. Springfield had just regained control of its financial destiny, following the disbandment of the Finance Control Board in June 2009. In the following years, Springfield had to weather the worst economy since the Great Depression, a tornado that tore through the City in June 2011, and rise above the trials and tribulations of the unprecedented COVID-19 pandemic. Despite these trials, through strong fiscal management policies and the strategic use of capital investment, Springfield continues to move forward with the strongest bond rating in its history, a stabilization reserve of almost \$50.3 million, and close to a billion in new capital investments in public infrastructure throughout the City.

Over the past three years, Springfield and the rest of the nation continues to grapple with the unprecedented pandemic. Once again, the City was faced with economic uncertainty. However, it was Springfield’s commitment to strategic planning and careful analysis of the resources available to meet City needs, which has allowed the City to take a transformative approach and make strategic investments for over a decade. These same guiding principals have left Springfield well prepared to weather any possible economic downturn, and to address its capital needs in a way that is fiscally sustainable. Springfield has been tested before, has succeeded and will continue to do so.

A major focus in capital improvement over the past couple of years has been the rebuilding of four elementary schools in the City. The new Brightwood-Lincoln co-located elementary school campus opened its doors to students for the 2021-2022 school year. The newly constructed school, located in the City’s north-end neighborhood, is a leading example of a high-performance green building. It was awarded the LEED (Leadership in Energy, Efficiency, and Design) gold certification, which is an award that is globally recognized, by implementing measurable strategies like carbon offsets and low-emission materials. In addition, construction continues for the new \$95M state-of-the-art DeBerry-Swan co-located elementary campus and is expected to open its doors to students for the 2023-2024 school year, while the old DeBerry



School is slated to be demolished for a new parking lot to be created by August 2024. The investment of these new schools shows the City’s commitment to education, neighborhoods, and residents.

A great focus has been placed on the construction of athletic fields throughout the City, which will provide significant benefits to the public and school communities, and it’s residents. The creation of Ted Plumb Field at Duggan Middle School is currently underway. The project will consist of constructing a new state-of-the-art synthetic turf football field surrounded by a new rubberized running track, athletic field lighting, two new basketball courts, a community garden, accessible walkways, a new fitness area for the community, as well as upgrades to the existing grass baseball, softball and soccer fields, improved parking areas and an amenity’s building to accompany the fields. This project will be completed in phases and is on track to be fully competed in the fall of 2025.

Another athletic field project the City is proud to begin is the Central High School Athletic Field Upgrade. The project provides the Central High School community ad student athletes with two new state-of-the-art synthetic turf fields, which will accommodate baseball, softball, soccer, lacrosse, and football. This project will introduce the *first* synthetic turf athletic field available for Springfield Public School use. The new field’s area will provide a significant benefit to the school community, a reduced maintenance burden, and provide accessible walkways for spectators to enjoy the games. This upgrade project is a unique opportunity to expand the world class facility at Central High School and continue to nurture the athletic community for years to come.

In fiscal year 2023, \$30M has been authorized to make future improvements on various projects throughout the City. This includes \$1M in improvements to Walker Grandstand in Forest Park and \$1M to Greenleaf Park, which are both slated to begin in summer of 2023. Walker Grandstand is a centralized location for many athletic events in the City of Springfield. Improvements will include painting and refinishing of the existing steel structure in the seating area, replacements of new windows and the existing exterior door, roof replacement, repair of the brick façade, and masonry work. While in the schematic design phase, improvements to Greenleaf Park will include a new playground, water spray area, repairs to existing tennis courts, new basketball courts, new site amenities such as park benches and the repair of a culvert along the southern end of the park. Also included in this authorization is \$7.4M in funding for municipal roof replacements for the DPW facility and Fire Department Headquarters. The replacements will comprise rebuilding, repointing, and replacing components that are necessary to meet current code standards. The remaining authorization will fund \$14.6M of the Duggan Field project, mentioned above, as well as \$6M towards roads and sidewalks throughout the City.

Another \$10M has been appropriated to fund renovations at Veterans and Franconia Municipal Golf Course Club Houses. This project aims to repair critical building infrastructure such as the roofs, ventilation system, and upgrading to energy efficient windows This project will also update the kitchen equipment at both courses to allow for an improved quality of service to the



customers and will reduce maintenance costs over the long term for the City. Both courses are renowned in Massachusetts for their quality. This allocation will also allow for improvements to Cyr Arena, that hosts public skate events and hockey tournaments for all ages, and improvements to the Carriage House, both located in Forest Park, which is an event venue open to the public. All of these sites located within Springfield serve as attractions for residents and visitors. These projects will allow for maximization of the venue's value, as well as continue to bring in future revenue for the City.

As of this past year, ESSER funding for the school department is now able to be used for capital improvement projects. Much of this funding has been slated to be used toward making improvements within the City's school system. These projects include \$46.5M toward energy-efficient upgrades to existing HVAC systems in our schools. This project will provide a cost savings and improve air quality to ensure safe and healthy learning environments for students and staff. \$3.8M has been put towards virtual school locations. In FY22, ESSER funded instructional and support staff for the new Springfield Virtual School, which is now offered for grades K-12 and provides students with the option of virtual learning. This program will continue moving forward as an option for parents and students who prefer virtual learning to in-person classes. Another \$5M will be put toward creating a data network to 4G throughout all schools. Of that, \$1.5M will launch a city-wide private 4G/5G network for at-home internet access and \$3.5M will replace the in-school wireless network that is approaching the end of its useful life. Another highlight of this funding was allocating \$7.2M toward technology such as Imagine Learning, which is a personalized learning program that accelerates both literacy skills an English language development for students, Ellevations, and Myview Literacy.

The Public safety also remains a top priority. One of the major projects this year is to continue implementing the City's newly integrated Computer Aided Dispatch (CAD) and Records Management system. The City is planning a consolidation of the City's two current CAD systems onto one platform. The ability to run both Police and Fire Department dispatch communications through a consolidated system will allow for a coordinated public safety response, decreasing call processing time, the delivery time of incident-related supplemental information, and ultimately reducing emergency response time. Our public safety departments have also seen major investments in facilities and technology in recent years.

The City will be putting a total of \$18.7M, \$15M of which is grant funded with a \$3.7M City match, towards safety improvements to 10 corridors and 15 intersections throughout Springfield in 2023/2024. This project will allow for the City to keep up with the constant deterioration or roadway by addressing resurfacing and reconstruction every 20 years. This funding will allow for us to meet this requirement and keep our road safe for resident and visitors.

In addition to the safety improvements mentioned above, the City has been awarded \$3M, with no match required, from Amtrak to improve the Riverfront Park entrance. Three years ago, the City spent \$3.1M rehabbing the park, adding walkways, benches, a water park and the City's 9/11 memorial. The funding will be used to help renovate the downtown entrance by making it more handicap accessible while permanently blocking access to the park over two active rail



lines, enhancing public safety and access to the park for residents and visitors to enjoy it's amenities.

The City will continue to build on the hundreds of millions of dollars in private and public investment in Springfield's downtown that occurred over the last decade. One of the recent investments of ARPA (American Rescue Plan Act) funds was used for the acquisition of three properties in the City's Metro Center census tract for \$2.75M. The portfolio totals over 130K gross sq. ft of opportunity in the heart of downtown's central business and entertainment district. Funding is being used to reduce the negative impacts that the properties currently have on the neighborhood and to position them for future productive reuse. The City anticipates final negotiations with a preferred developer during the summer of 2023. Reactivation of these long-underutilized buildings will have a transformative impact on the neighborhood and overall stability of the City's downtown. The portfolio's redevelopment and reuse will produce jobs, increase the tax base and potentially creating additional housing units to bring a balance to the current stock seen within the Metro Center area. The building's return to the tax rolls is also emblematic of how public investment can help spur private development, which in turn allows the City to provide more resources for residents.

Thoughtful financial planning and adherence to our fiscal policies has allowed the City to make these investments, and they will continue to be essential to the City's capital planning process. During our debt issuance in 2022, Standard and Poor's (S&P) reaffirmed the City of Springfield's AA- rating. The affirmation of our AA- rating demonstrates that Standard & Poor's strongly believes in the City's financial management and ability to make difficult decisions to balance the budget. Strategic investment and restructuring the City's outstanding debt, when possible, has enabled Springfield to afford more large-scale projects, and Springfield's strong bond rating continues to allow the City to borrow money at low interest rates.

Over a decade ago, Springfield regained control of its financial destiny. The City's new financial policies were soon put to the test by the trials of the Great Recession, the impact of natural disasters and weathering through a global pandemic. Through its commitment to sound fiscal policies, and strategic use of capital investments, the City continues to overcome these challenges. Since the June 2011 tornado, Springfield has seen more than \$4 billion worth of economic development, development that has been supported by investments made through the City's capital planning process.

Springfield continues to achieve milestones as 'The City of Firsts'. The city's recent \$1M investment in the renovation of its municipal golf courses (Veterans Memorial and Franconia Golf Course) has paid off greatly. Both golf courses have gained more traction and are quickly becoming recognized regionally and nationally. Recently, Veterans Memorial Golf Course was chosen by Mass Golf to host a local qualifier for the 2023 United States Junior Amateur Championship. This event has already sold out, making it the fastest sell out in the country. This is a prime example of the City's commitment to making strategic capital investments and the positive impact these decisions have on the local community.



Our planning process will continue identifying needs throughout the City, while developing new strategies for improving all residents' quality of life. This year's plan addresses these needs, with new investments in economic development, public safety, and our schools. It is a roadmap for the next five years that focuses on upgrading and modernizing the City's infrastructure and facilities, expanding the City's economic base and helping improve the City's diverse and vibrant neighborhoods all while continuing to follow a transformative approach. Springfield is proud of its recent accomplishments and will continue to make strategic capital investments as "The City of Firsts".

Sincerely,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante".

Timothy J. Plante
Chief Administrative and Financial Officer



Capital Plan Overview

The City of Springfield’s \$1.3 billion five-year Capital Improvement Plan (CIP) is updated annually. It acts as the City’s roadmap for the acquisition, renovation or construction, of new or existing facilities and infrastructure. The CIP is implemented purposefully to address the Mayor’s five strategic priorities; 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.”

The CIP document outlines major spending needs for construction and equipment acquisition projects over the next five years. It provides policymakers with a framework for financing future projects, coordinating the disparate needs of the City, and planning for future risks and demands. A capital project, according to Section 4.44.050 (A) of Springfield’s financial ordinances, is “...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more.”

The City develops a Capital Improvement Plan in February or March of each year. Projects are ranked in the CIP based on a quantitative analysis of eight evaluative criteria. The CIP also lists the funding required for the estimated cost of each project. High priority projects represent the City’s most immediate investment priorities. These projects will provide the highest return on investment for Springfield’s taxpayers. The goal of the CIP is to create a logical, data-driven, comprehensive, integrated, and transparent capital investment strategy that addresses infrastructure, road, sidewalk, park, land, building, equipment, technology, fleet, and other capital needs of the City.

The administration oversees all aspects of the CIP, with multiple City departments playing an integral role in its development. The Office of Administration & Finance oversees the financial aspects of the CIP’s development and maintains a record of expenses for each project. The City’s Department of Capital Asset Construction (DCAC) is responsible for the 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 managing routine maintenance, repair, and renovations of the City’s facilities. The Department of Public Works is responsible for the repair and maintenance of City roadways, sidewalks, and flood control systems, key pieces of the City’s infrastructure.

Funding Strategies

Projects that are included in the CIP are not guaranteed funding. The CIP is a reflection of the needs of the City, but not all of these needs can be met in a single five-year period. Due to financial constraints, the City continues to face a significant challenge in meeting all capital demands. The CIP quantifies estimated costs for all of the City’s capital needs, and facilitates the process of matching of limited resources to the City’s most high priority needs.

In past years, work on many buildings and road projects was deferred, due to budgetary constraints. More recently, the City has made a concerted effort to address these capital needs by restructuring its debt, and increasing its capacity for future debt issuances. The City is finally reaping the benefits of these efforts and has



had an increased ability to address high priority CIP projects, as evidenced by the large number of high priority projects completed over the past seven years.

“Fiscal impact” is the most heavily weighted evaluative criteria used to score projects in the CIP. Practically, this weighting means that the opportunity to reduce the City’s share of a project’s cost by leveraging outside funding sources will move a project higher up on the CIP list. This allows the administration to ensure that it getting the maximum benefit per City dollar spent on capital improvement projects. This also serves to incentivize City departments to work hard to secure outside funding sources.

This strategy has proven very successful in recent years, and the City continues to leverage alternative funding sources to help reduce overall project costs. The following sources have been used to help the City fund projects listed on this and prior years’ CIPs.

- 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 projects, and economic development projects. Springfield has received considerable funding from:
 - 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)
 - American Rescue Plan Act (ARPA)
 - Mass Housing Authority & Economic Development - MassWorks
- Federal, State, and Private Grants –There continues to be an effort to seek grants for projects such as park rehabilitation, first responder equipment, the repair of dams, the rehabilitation of roads, and energy efficiency projects. 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 is established by Springfield’s financial ordinances. The purpose of the Pay-Go account is 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 was approximately \$4.3 million for FY23. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fulfill debt issuance requirements. Pay-Go funding also allows the City to efficiently meet required grant matches on capital projects, and has given the City the flexibility to access millions in additional grant funds
- Bond issuances – On an annual basis, the City conducts a Debt Affordability Analysis. This study monitors the factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has, as well as its ability to afford new debt. This study helps City leaders make financially sound decisions about issuing new debt. This is particularly important because the City is legally required to pay for debt service before all other City expenses.



- Use of reserves or other one-time funds for certain one-time capital projects.
- Inventory analysis – By regularly taking an inventory of City assets, the City can determine the need to replace pieces of small equipment. This 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 Administration & Finance compiles a list of projects funded by bond proceeds in an effort to determine if there are surplus proceeds after any project has been completed. 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 generally the result of changes in the scope of a project, cost savings, or higher than anticipated reimbursements from outside agencies for expenses that were initially deemed “ineligible.”

In recent years, surplus bond proceeds, usually from a project coming in under budget, were used to fund much needed projects: the Cass Street and Carew Street intersection near Mercy Hospital, the purchase of vehicles for the Fire Department, emergency repairs to Dickinson Street following a washout, the consolidated emergency communications project, improvements to the sound and lighting systems at Symphony Hall, much needed repairs to sand traps at Franconia and Veterans Memorial municipal golf courses, and to fund the difference required to complete Massachusetts School Building Authority (MSBA) projects including Central High School boiler replacement, and Glickman Elementary and Balliet Elementary School window replacements..

State law places limits on the use of unexpended bond proceeds. Any project funded by unexpended bond proceeds must have a useful life that is greater than or equal to the useful life of the project for which the debt was issued. Since most City debt is issued for building renovation or construction projects, unexpended bond proceeds are often limited for use in other building projects.

Debt Issuances

In most cases, the City can only afford capital projects by spreading their costs over many years. To accomplish this, the City issues long-term bonds, repayable over a term of years related to a project’s useful life. For example, the purchase of vehicles or equipment is repaid over a term of five to ten years, whereas a construction project would be repaid over a term of twenty to thirty years.

Issuing debt to finance projects with a long useful life is also more equitable to taxpayers than paying for the entire cost of a project upfront. Today’s taxpayers should not pay the entire cost of a project 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.

Generally abiding by a practice to sell long-term debt every two years, depending on interest rates, the City issued long-term debt in November 2020 for \$39.5 million. The bulk of the issuance, \$31.6 million was for ongoing costs related to the replacement of Brightwood and Lincoln elementary schools. Another \$4 million was issued for the remediation and renovation of Court Square, and the remaining \$3.9 million was issued for MSBA projects for Sci-Tech, Milton Bradley and South End Middle schools.



In March 2022, the City again issued long-term debt. Making up over half of the City’s request is the replacement of DeBerry and Homer elementary schools on the site of the existing DeBerry Elementary School. Renamed the DeBerry-Swan School, this transformative project was approved by the MSBA in June 2020. The project is expected to top \$95M, with MSBA’s reimbursement rate expected to be 80%, less any ineligible costs. In addition, the City demolished the dangerous and blighted former MCDI building, and relocated and redesigned DeBerry Park, renamed Samuel Bolden Park, both in the school’s vicinity. The recent construction of four new elementary schools represents Springfield’s largest investment in many years. Springfield has strategically created a declining debt repayment scheduled, as detailed in our FY23 Debt Affordability Study, which will allow us to layer debt for these new projects into our budget, while still allowing us to make necessary investments in other service areas, such as public safety.

Pay-As-You-Go Capital (Pay-go)

According to the financial ordinances section 4.44.050 (K) of the City of Springfield, as part of its capital planning policies, shall, “*maintain net tax-financed capital improvement expenditures (pay-as-you-go) at a level of one and one-half percent of local source revenue.*” In recent years, that has worked out to about \$4.3M set aside in the City’s operating budget for pay-go capital expenses.

Because this funding comes from the operating budget, pay-go capital projects are typically lower in cost than projects funded by borrowing. This allows the City to conduct smaller, routine projects for which it would be less-than-optimal to issue debt. Pay-go is also more cost effective than borrowing, because the City does not pay interest or other borrowing expenses to use this funding source.

The City often uses Pay-go funding as a source for grant matches, small capital improvements, emergency maintenance needs, or to offset one-time capital costs that are requested by Departments which do not meet the overall cost or useful life for a debt issuance. This can include technology upgrades, office furniture, or vehicle replacements. The City is proud of the financial flexibility this funding source gives the City, and it has allowed the City to take advantage of many outside funding sources.

School Department Funding

The Springfield Public Schools have been able to use ESSER funding toward capital improvement projects, which began in September 2022 and will continue through September of 2024. A total of \$185.8M has been awarded and will be used toward HVAC upgrades throughout the schools, an upgraded data network, and a virtual school relocation, as mentioned previously. In addition, Springfield Public Schools provide considerable funding for the ongoing maintenance of School Department facilities. Although generally smaller in scale than MSBA funded Accelerated Repair Projects, these projects represent the ongoing maintenance required to keep Springfield’s schools safe, clean, and energy efficient. In FY23, these planned investments totaled about \$4M. These projects included the installation of commercial kitchens in Pottenger Elementary School and Liberty Elementary School, abatement and flooring repairs, door replacements, painting, and HVAC improvements. This funding also includes the potential conversion of the existing Friendly’s building to new Pre-K classrooms.



Leveraging All Funding Sources Available

High priority capital projects will continue to be financed using a combination of outside funding sources, debt, and pay-as-you-go capital. Through strategic planning and its ability to leverage outside funding opportunities, the City will continue to push forward and address its capital needs while maintaining financial sustainability and adhering to its fiscal policies.

Projects Completed in Fiscal Year 2023

The Department of Public works was able to complete a handful of crucial projects in FY23, including putting \$1.6M toward citywide Private Way paving, \$650K toward citywide sidewalk replacement, \$205K toward the St. Lawrence Ave drainage project, and \$272K for pedestrian crossing at Wilbraham Road, all of which play a part by increasing the safety of residents and help improve the City's neighborhoods.

Another highlight was the completion of Flood System Repairs in the amount of \$3.6M, which has been an on-going project for the past few years. The project included new toe drain systems along the Connecticut River South System, structural repairs to various flood walls throughout the City, repairs to the Mill River conduit, removal of stream and flood wall encroachments, and an upgrade of landslide drainage systems. These repairs brought certain items to acceptable standards for the City.

\$1M in bond funding was used for the purchase of new replacement vehicles and equipment necessary in order to support various City departments. Many of the vehicles being replaced have exceeded their useful life. This purchase included marked and unmarked patrol cars, a transport van, a Harley Davidson, mobile radios, and mobile data terminals.

Necessary window replacement projects were completed as part of the MSBA's accelerated repair program. Schools receiving upgrades in FY23 include Glickman Elementary and Balliet Elementary. A necessary boiler upgrade was also completed as part of MSBA's accelerated repair program for Central High School.

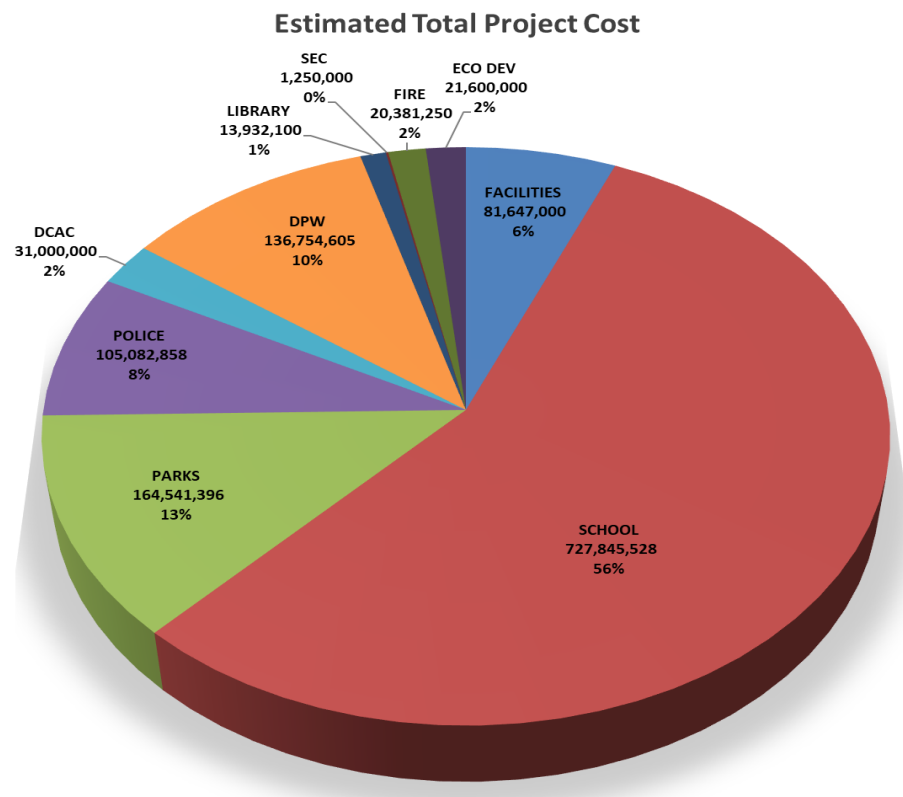
Breakdown of Fiscal Year 2024 Capital Requests

The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. This year the final submissions totaled \$1,307,663,538. The chart below shows the breakdown of the 477 projects submitted by departments by priority.



Priority	Range	Number of Entries	FY24 Estimated Total Project Cost
A	100-63	18	182,046,000
B	62-49	173	839,322,570
C	48-26	228	232,799,467
D	25-0	58	53,495,500
TOTAL		477	1,307,663,538

As pointed out in the FY23 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects. That is because construction and renovation projects tend to be the most expensive. This is reflected in the CIP with the number of Schools, Facilities, and DCAC entries totaling 288 projects, accounting for \$840.5M in project costs. 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.



The complete FY24 Capital Improvement Plan can be found in Appendix A of this document.



Major Ongoing and Upcoming Projects

DeBerry-Swan Elementary School Project

Planning for another state-of-the-art elementary school consolidation project is underway. With unwavering support from the MSBA, the City has begun the first steps of this multiyear project by commissioning a feasibility study. This project will be similar in scope to the ongoing Brightwood/Lincoln project. Both new school buildings will utilize shared spaces, in an effort to maximize efficiency, while the design also maintains the individual identities of the schools. These new construction projects ensure that the students of Springfield's Public Schools will have access to the best learning environments possible. The City has selected the site of the existing DeBerry school property on Union Street and DeBerry Park. The topping of ceremony for the project occurred in January 2022 and construction is scheduled to be completed, with the school opening by August 2023. The old DeBerry is slated to be demolished, with a parking lot created in its place, in 2024. Closely tied to this project is the MCDI site clean-up and DeBerry Park projects. Together these three projects represent significant public investment in the Mason Square neighborhood.

Ted Plumb Athletic Field at Duggan Middle School

Consisting of the construction of a new state-of-the-art synthetic turf football field surrounded by a new rubberized running track, this project will be performed in three separate phases. Phase one will include the construction of the football field in the summer of 2023 and be completed in the fall of 2023. The second phase will begin in the summer of 2024 and will be completed in the fall of 2024, which will include a new fitness area for the community as well as upgrades to the existing grass baseball, softball and soccer fields. The third phase will begin in the summer of 2025 and will be completed in the fall of 2025, and will include improved parking areas and an amenity's building to accompany the field.

Central Athletic Field

The Central High School Athletic Field Upgrade project is slated to begin during the summer 2023 and completed in October of 2023. This project provides the Central High School community and student athletes with two new state-of-the-art synthetic turf fields; the new field will accommodate baseball, softball, soccer, lacrosse, and football. This project will introduce the first synthetic turf baseball and softball fields available for Springfield Public School use. The new field's area will provide a significant benefit to the school community, a reduced maintenance burden, and will provide accessible walkways for spectators to enjoy the game. This athletic field upgrade project is a unique opportunity to expand the world class facility at Central High School and nurture the Athletic community for many years to come.

\$30 Million Authorization for Various City Projects

The City has authorized \$30M to be allocated for municipal projects, which includes \$14.6M toward the construction of the new Ted Plumb athletic field at Duggan Park, a \$1M grant funding match for improvements to Walker Grandstand located in Forest Park, a \$1M grant funding match for improvements to Greenleaf Park,



\$7.4M towards improvements for new roofs at the DPW building located on Tapley Street in Springfield and the Fire Headquarters, and \$6M allocated for road and sidewalk improvements throughout the City.

\$10 Million Toward Public Event Facilities

The City has appropriated \$10M toward renovations and improvements of event and public facilities throughout Springfield. Improvements are being made the Carriage house, located in Forest Park, which holds public events such as weddings, large gatherings, etc. Improvements are also being made to Cyr Arena, which holds public skate night and hockey events for all ages, open to residents and visitors. Also, renovations at Veterans and Franconia Golf Course Club Houses are slated to begin, which is an opportunity to complete necessary repairs at both buildings while fostering growth of the renowned golf courses in Massachusetts. All of these venues are revenue sources for the City.

Computer Aided Dispatch (CAD) and Records Management System

The City is planning a consolidation of the City’s two current CAD systems onto one platform. This \$3.4M projects will allow for the ability to run both Police and Fire Department dispatch communications through a consolidated system with allow for a coordinated public safety response, decreasing call processing time, the delivery time of incident-related supplemental information, and ultimately reducing emergency response time.

Conclusion

This plan is intended to provide a detailed view of the capital needs within the City of Springfield. The total estimated cost of capital requests for FY24 through FY28 is \$1.3B. The highest priority projects total \$182M. Strategic financial planning is the most important factor in allowing the City to continue to fund much needed capital investments. The City continues to leverage funds from outside agencies to fund high priority projects identified in the CIP. The City of Springfield has maintained its ‘AA-’ credit rating from Standard and Poor’s (S&P), which was reaffirmed in March 2022.

Due to the City’s high bond rating, the City was able to issue \$39.5 million in Fiscal Year 2020 and \$66.2 million in Fiscal Year 2022, while taking advantage of low interest rates. By leveraging funding from a variety of outside sources, the City was only responsible for slightly less than half of the costs associated with these projects.

The City of Springfield has taken a transformative approach to 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 will be strategically implemented to provide Springfield’s residents with an improved quality of life, and a more efficient and effective government.



Appendices

Appendix A: Capital Improvement Plan

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
A	DPW	ROAD RESURFACING (AND RELATED REPAIRS I.E. SIDEWALK/DRIVEWAY) - ONGOING	20,000,000
A	DPW	FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY SECTION	8,000,000
A	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	2,500,000
A	DPW	GERENA/BIRNIE AVE.	2,000,000
A	DPW	FLOOD CONTROL SYSTEM MAINTENANCE	2,500,000
A	DPW	ARMORY ST LANDFILL UPGRADES	200,000
A	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE	7,000,000
A	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR	3,500,000
A	FACILITIES	KENNEDY - SPRINKLER (CODE)	1,250,000
A	FIRE	Bomb Squad Equipment Replacement	250,000
A	PARKS	CITYWIDE - POND DREDGING	11,000,000
A	PARKS	FOREST PARK OUTDOOR FITNESS COURSE	250,000
A	PARKS	SOUTH BRANCH PKWY CULVERT IMPROVEMENTS	500,000



A	PARKS	VAN HORN PARK PHASE 2	1,500,000
A	POLICE	RECONSTRUCTION OF POLICE HEADQUARTERS	100,000,000
A	POLICE	Fleet - CRUISER REPLACEMENTS - ONGOING	2,580,000
A	PARKS	NAHORNIAC PARK	250,000
A	DPW	CITYWIDE SYSTEMIC SAFETY INTERVENTIONS PROJECT	18,766,000
B	DCAC	CAMPANILE AND PLAZA RESTORATION	26,000,000
B	DPW	DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)	15,549,978
B	DPW	PRIVATE WAYS - RESURFACING	10,000,000
B	DPW	FLOOD PREVENTION SYSTEM (FPS) TRASH RACK	275,000
B	DPW	VARIOUS LOCATIONS - ADA RETROFITS	2,500,000
B	DPW	CREST STREET OUTFALL OVERHAUL	750,000
B	DPW	SIDEWALK REPLACEMENT PROGRAM	15,000,000
B	DPW	NPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET TESTING	5,000,000
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND - ONGOING	10,979,264
B	FACILITIES	KENNEDY - HAZS MAT ABATEMENT & CEILING TILES	4,600,000
B	FACILITIES	CITY HALL - PERIMETER SECURITY	1,500,000



B	FACILITIES	GERENA SCHOOL - HVAC REPLACEMENTS & UPGRADES - 2020 MSBA SOI	20,000,000
B	FACILITIES	COMMERCE - ROOF REPLACEMENT - 2020 MSBA SOI	4,500,000
B	FACILITIES	SUMNER AVE ELEMENTARY - ROOF REPLACEMENT - 2020 MSBA SOI	3,000,000
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR	220,000
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES	9,000,000
B	FACILITIES	BALLIET ELEMENTARY - WINDOWS & DOORS - 2020 MSBA SOI	2,500,000
B	FACILITIES	CENTRAL HIGH - CHILLERS & HVAC UPGRADES - 2020 MSBA SOI	2,500,000
B	FACILITIES	CENTRAL HIGH - DRAINAGE PARKING LOT	675,000
B	FACILITIES	CENTRAL HIGH - PAVING PARKING LOT	650,000
B	FACILITIES	BALLIET ELEMENTARY - INTERIOR UPGRADES	200,000
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT - FUTURE MSBA SOI	10,000,000
B	FACILITIES	REBECCA JOHNSON - WINDOWS & DOORS	5,000,000
B	FACILITIES	BOLAND - ROOF REPLACEMENT - 2020 MSBA SOI	3,000,000
B	FACILITIES	WASHINGTON - WINDOWS & DOORS - 2018 MSBA SOI	2,500,000
B	FACILITIES	DORMAN - ROOF REPLACEMENT (MAIN BUILDING) - FUTURE MSBA SOI	1,500,000
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR	1,500,000



B	FACILITIES	INDIAN ORCHARD ELEMENTARY - ROOF REPLACEMENT - 2020 MSBA SOI	1,500,000
B	FACILITIES	HARRIS ELEMENTARY - ROOF REPLACEMENT	1,500,000
B	FACILITIES	BRUNTON - ROOF REPLACEMENT	1,200,000
B	FACILITIES	COMMERCE HIGH CHILLERS - FUTURE MSBA	1,000,000
B	FACILITIES	GLENWOOD SCHOOL - ROOF REPLACEMENT - 2019 MSBA SOI	760,000
B	FACILITIES	CENTRAL HIGH - MOTORS, VFD, STEAM TRAPS	500,000
B	FACILITIES	LIBERTY SCHOOL - REDESIGN ADA ENTRANCES	400,000
B	FACILITIES	LINCOLN SCHOOL - SPRINKLER (CODE)	75,000
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)	50,000
B	FACILITIES	WHITE SCHOOL - SPRINKLER (CODE)	35,000
B	FACILITIES	CITYWIDE - HAZARDOUS WASTE SITE CLEANUPS	3,000,000
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	600,000
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	250,000
B	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	200,000
B	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	200,000
B	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	150,000



B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS	6,000,000
B	FACILITIES	MILTON BRADLEY SCHOOL - REPLACE DECKTRON UNIT (POOL)	150,000
B	FACILITIES	POTTENGER - WINDOWS & DOORS - 2020 MSBA SOI	2,500,000
B	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS	500,000
B	FIRE	SIXTEEN ACRES FIRE STATION REPLACEMENT	17,000,000
B	FIRE	FIRE EQUIPMENT STORAGE FACILITY	1,750,000
B	LIBRARY	CENTRAL LIBRARY - PHASE II - WIRING	1,131,867
B	LIBRARY	CENTRAL LIBRARY - PHASE II	11,053,009
B	LIBRARY	CENTRAL LIBRARY - PHASE III	400,727
B	LIBRARY	FOREST PARK LIBRARY - MAIN LEVEL 2 NEW HANDICAP BATHROOMS	80,000
B	LIBRARY	MASON SQUARE - FRONT/REAR VESTIBULE FAÇADE NEEDS TO BE REPLACED	45,000
B	LIBRARY	FOREST PARK LIBRARY- RENOVATE COMMUNITY ROOM	35,000
B	LIBRARY	CENTRAL LIBRARY - REPLACE WORN CARPETING THROUGHOUT THE BUILDING	164,551
B	PARKS	FOUNTAIN LAKE DAM - REPAIR	1,500,000



B	PARKS	PORTER LAKE DAM - REPAIR	1,500,000
B	PARKS	WESSON PARK	750,000
B	PARKS	FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD CULVERT	3,000,000
B	PARKS	FOREST PARK ROADWAYS	950,000
B	PARKS	UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY	750,000
B	PARKS	DISTRICT AND GOLF COURSE MAINTENANCE BUILDINGS	3,500,000
B	PARKS	ZOO IMPROVEMENTS	2,000,000
B	PARKS	ANGELINA PARK (CPA '19)	100,000
B	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN	7,000,000
B	PARKS	CITYWIDE - LIGHTING AND SECURITY CAMERA	1,500,000
B	PARKS	REPLACEMENT OF MAINTENANCE EQUIPMENT	2,000,000
B	PARKS	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION	1,200,000
B	PARKS	FOREST PARK - COMFORT SHELTER/DROP-IN CENTER	1,000,000
B	PARKS	UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT PROGRAM	750,000
B	PARKS	FOREST PARK - TRAIL RENOVATIONS	750,000
B	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS	3,500,000



B	PARKS	FRANCONIA GOLF COURSE IMPROVEMENTS	1,200,000
B	PARKS	HABITAT MANAGEMENT	1,000,000
B	PARKS	TREE NURSERY	500,000
B	PARKS	CHICOPEE RIVER WATERFRONT (INDIAN ORCHARD)	500,000
B	PARKS	UPGRADE PARK/ SCHOOL ATHLETIC FIELDS	3,000,000
B	PARKS	CAMP STAR ANGELINA REDEVELOPMENT	1,750,000
B	PARKS	FIVE MILE POND PARK - PHASE 1	1,500,000
B	PARKS	CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)	1,000,000
B	PARKS	STONE HOUSE	500,000
B	PARKS	BRECKWOOD POND DAM - REPAIR	1,500,000
B	PARKS	FOREST PARK MAGAWISKA RD STABILITY AND DRAINAGE	800,000
B	PARKS	FOREST PARK - LOOP TRAIL	500,000
B	PARKS	BLUNT PARK - PHASE II BIKEWAY/WALKWAY & PARK IMPROVEMENTS	2,000,000
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE	2,035,000
B	PARKS	CITYWIDE - REPLACEMENT PLAYGROUND EQUIPMENT	1,200,000
B	PARKS	CITYWIDE - BASKETBALL COURT IMPROVEMENTS	1,200,000



B	PARKS	TRIANGLE/TERRACE RESTORATIONS	750,000
B	PARKS	ALDEN STREET PARK	750,000
B	PARKS	ACQUIRE MARGINAL LOTS VIA TAX TITLE PROCESS	500,000
B	PARKS	CITYWIDE - TENNIS COURTS	200,000
B	POLICE	RADIO REPAIR - MICROWAVE LINKS KILEY,	300,000
B	POLICE	EXPAND SHOTSPOTTER	65,000
B	POLICE	BLDG - SEPARATE AIR HANDLER FOR GARAGE	250,000
B	POLICE	IT - COMPUTERS	68,000
B	POLICE	Supply - BALLISTIC VEST REPLACEMENT	240,000
B	POLICE	RADIO REPAIR - MOTOROLA - RADIOS	105,000
B	POLICE	RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS	70,000
B	POLICE	IT - INCREASE CAMERAS AROUND CITY	145,000
B	POLICE	IT - CARD ACCESS READER	50,000
B	POLICE	Academy - AED REPLACEMENTS	80,000
B	POLICE	CA - ANALYST NOTEBOOK	50,000
B	POLICE	IT - FIXED LPR SAT 5 ACCESS POINTS AND CAMERAS	120,000



B	POLICE	IT - ANALOG CAMERAS TO DIGITAL & STORAGE	60,858
B	POLICE	BLDG - FEMALE LOCKERS	50,000
B	SEC	Windows for SEC Building	300,000
B	SEC	RECONFIGURATION OF SEC BACKUP SITE	300,000
B	SEC	Adequate Site Security	400,000
B	FACILITIES	WHITE ST./ KENSINGTON AVE ELEM. REPLACEMENT MSBA	100,000,000
B	FACILITIES	WASHINGTON ELEMENTARY REPLACEMENT MSBA	100,000,000
B	FACILITIES	SCI-TECH POWER PLANT RETROFIT	2,000,000
B	PARKS	BARNEY CARRIAGE HOUSE REPAIRS	1,500,000
B	PARKS	CITY-WIDE TREE PLANTING (INCLUDING SET BACK PLANTINGS	2,500,000
B	PARKS	CITY-WIDE PARK WOODLAND CLEAN UP OVERGROWTH IN ABUTTER YARDS	4,000,000
B	PARKS	BIKE & SKATE PARK	2,500,000
B	PARKS	MAGAZINE PARK	1,200,000
B	PARKS	NORTH RIVERFRONT PARK EXPANSION	1,500,000
B	PARKS	UPPER VAN HORN DAM (PHASE 2)	2,000,000
B	PARKS	PECOUSIC BROOK (FOREST PARK)	1,500,000



B	PARKS	CITY-WIDE WOODLAND DEBRIS CLEANUP	10,000,000
B	PARKS	LOON POND PHASE 2	1,500,000
B	PARKS	COLONY HILL TERRACE PHASE 2	90,000
B	PARKS	DOG PARK PHASE 2	1,200,000
B	PARKS	BARROWS PARK	300,000
B	ECO DEV	MAIN STREET/CONVENTION CENTER/COURT SQUARE DISTRICT IMPROVEMENTS	5,000,000
B	ECO DEV	CHESTNUT STREET TWO-WAY CONVERSION/APREMONT TRIANGLE PLAN	6,600,000
B	FIRE	Fire Hose Replacement	125,000
B	FIRE	Station Gym Equipment Replacement	120,000
B	DCAC	SYMPHONY/CITY HALL ROOF	5,000,000
B	FIRE	Department Radio Replacement	281,250
B	FIRE	Training Prop	150,000
B	SEC	Recorder	250,000
B	LIBRARY	CENTRAL LIBRARY- ENERGY EFFICIENCY UPGRADE LED LIGHTING	60,969
B	PARKS	FOREST PARK MEMORIAL GROVE	15,000,000
B	PARKS	DARTMOUTH TERRACE	77,000



B	PARKS	OLD FIRST CHURCH	17,773,680
B	DCAC	GERENA SCHOOL REPLACEMENT	100,000,000
B	FACILITIES/SPS	HVAC Upgrades Glickman	7,069,270
B	FACILITIES/SPS	HVAC Upgrades Beal	5,750,976
B	FACILITIES/SPS	HVAC Upgrades Talmadge	5,891,853
B	FACILITIES/SPS	HVAC Upgrades Brunton	7,796,231
B	FACILITIES/SPS	HVAC Upgrades Freedman	7,404,607
B	FACILITIES/SPS	HVAC Upgrades Glenwood	6,143,396
B	FACILITIES/SPS	HVAC Upgrades Dorman	5,455,231
B	FACILITIES/SPS	HVAC Upgrades Kennedy	18,195,340
B	FACILITIES/SPS	HVAC Upgrades Duggan	24,469,913
B	FACILITIES/SPS	HVAC Upgrades Liberty	5,072,034
B	FACILITIES/SPS	HVAC Upgrades Lincoln	6,348,032
B	FACILITIES/SPS	HVAC Upgrades Kiley	26,950,994
B	FACILITIES/SPS	HVAC Upgrades Ells	6,042,111
B	FACILITIES/SPS	HVAC Upgrades Lynch	5,830,478



B	FACILITIES/SPS	HVAC Upgrades Walsh	7,050,507
B	FACILITIES/SPS	HVAC Upgrades Pottenger	5,607,018
B	FACILITIES/SPS	HVAC Upgrades South End	6,558,870
B	FACILITIES/SPS	HVAC Upgrades Springfield Public Day Elementary	3,035,684
B	FACILITIES/SPS	HVAC Upgrades Zanetti	8,143,970
B	FACILITIES/SPS	HVAC Upgrades Balliet Elementary	8,933,102
B	FACILITIES/SPS	Preschool conversion project at Sumner Ave property (partial)	2,000,000
B	FACILITIES/SPS	Kitchen upgrades Ells	1,200,000
B	FACILITIES/SPS	Kitchen upgrades Beal	1,200,000
B	FACILITIES/SPS	Kitchen upgrades Public Day Elementary	1,200,000
B	FACILITIES/SPS	Kitchen upgrades Balliet Elementary	1,200,000
B	FACILITIES/SPS	Kitchen Equipment Upgrades at Liberty Prep	63,000
B	FACILITIES/SPS	Kitchen Equipment Upgrades at Johnson	120,000
B	FACILITIES/SPS	Kitchen Equipment Upgrades at Kennedy	200,000
B	FACILITIES/SPS	Kitchen Refrigeration/Freezer Upgrades at Milton Bradley	120,000
B	FACILITIES/SPS	Kitchen Refrigeration/Freezer Upgrades at Gerena	75,000



B	FACILITIES/SPS	Kitchen Refrigeration/Freezer Upgrades at ECC	120,000
B	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - RENOVATION AND ADDITION/ BUILDING ACCESSABILITY-MAY BE INCLUDED IN MBLC GRANT	3,628,800
C	DPW	TRAFFIC SIGNAL INSTALLATIONS AT VARIOUS LOCATIONS	1,000,000
C	DPW	TRAFFIC SIGNAL BETTERMENTS AT VARIOUS LOCATIONS	500,000
C	DPW	STORMWATER OUTFALL IMPROVEMENTS	4,000,000
C	DPW	SIGNAL UPGRADES WITH FLASHING YELLOW ARROWS AT VARIOUS LOCATIONS	1,250,000
C	DPW	NEW INVERTERS FOR THE TRAFFIC TRUCKS	30,000
C	DPW	STORMWATER INFRASTRUCTURE REPAIRS	375,000
C	DPW	VEHICLE AND EQUIPMENT STORAGE	10,000,000
C	DPW	TRASH BARREL REPLACEMENTS (ONGOING)	3,000,000
C	DPW	VAC TRUCK BONDIS ISLAND	300,000
C	DPW	PORTABLE WIRELESS VEHICLE LIFT SYSTEMS (2 SETS, 4 COLUMNS PER SET)	83,380
C	DPW	LEACHATE REMOVAL IMPROVEMENTS	200,000
C	DPW	GARAGE FLOOR RECOATING	376,470
C	DPW	BOBCAT FOR BONDI ISLAND	69,513



C	DPW	SAND SHED FOR WINTER OPERATIONS	50,000
C	FACILITIES	HARRIS ELEMENTARY - WINDOWS AND DOORS - FUTURE MSBA SOI	3,000,000
C	FACILITIES	REBECCA JOHNSON CONTROLS AND ROOF TOP UNITS - 2020 MSBA SOI	2,000,000
C	FACILITIES	DEBERRY SURING UP	800,000
C	FACILITIES	MILTON BRADLEY ELEMENTARY BOILERS, PUMPS, AND CHILLER - 2020 MSBA SOI	600,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -UST REMOVAL	1,350,000
C	FACILITIES	CITY HALL - EMERGENCY GENERATOR	225,000
C	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL	150,000
C	FACILITIES	FIRST MEETING HOUSE PARISH - ROOF REPLACEMENT	300,000
C	FACILITIES	DUGGAN FULL RENNOVATION	10,000,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - ROOF	3,500,000
C	FACILITIES	CITY HALL - ESPLANADE RESTORATION	500,000
C	FACILITIES	SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR	320,000
C	FACILITIES	FIRE HEADQUARTERS - PARKING LOT REPAIRS	300,000
C	FACILITIES	CITY HALL ANNEX - WINDOWS - PHASE I	180,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- PARKING LOT	150,000



C	FACILITIES	SIXTEEN ACRES FIRE STATION - PARKING LOT	135,000
C	FACILITIES	CITY HALL ANNEX - FLOORING	75,000
C	FACILITIES	DPW OFFICE CENTER - MOTORS ANND VFDS	55,000
C	FACILITIES	CITY HALL ANNEX - RENOVATE	5,000,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SECURITY IMPROVEMENTS	5,000,000
C	FACILITIES	FIRE ALARM BUILDING - COMPLETE RENOVATION	1,500,000
C	FACILITIES	MILTON BRADLEY ELEMENTARY SCHOOL - REPLACE (5) BURNHAM BOILERS, PUMPS AND CHILLER	1,500,000
C	FACILITIES	SPFLD HIGH SCHOOL OF SCIENCE & TECHNOLOGY - REPLACE ADVANCED EMS	1,442,202
C	FACILITIES	REBECCA JOHNSON ELEMENTARY SCHOOL - REPLACE ADVANCED EMS	1,400,000
C	FACILITIES	FIRE REPAIR BUILDING - COMPLETE RENOVATION	1,250,000
C	FACILITIES	GERMAN GERENA COMMUNITY ELEMENTARY SCHOOL - REPLACE 3 CHILLERS	1,189,791
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM	800,000
C	FACILITIES	SCI-TECH ELEVATOR UPGRADES	750,000
C	FACILITIES	DUGGAN MIDDLE SCHOOL ELEVATOR UPGRADE	250,000
C	FACILITIES	WHITE SCHOOL - INSTALL DROP CEILING	200,000
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM	35,000



C	FACILITIES	WHITE STREET FIRE STATION -	45,000
C	FACILITIES	SCI TECH	1,000,000
C	FACILITIES	INDIAN ORCHARD ELEMENTRY HVAC	1,268,306
C	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND REPAIRS TO LEADED WINDOWS	6,250,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC ABATEMENT	5,000,000
C	FACILITIES	DPW OFFICE CENTER - NEW ROOF	3,500,000
C	FACILITIES	WARNER - REPLACEMENT OF FLOOR TILES	440,000
C	FACILITIES	WASHINGTON - CEILING REPLACEMENT	60,000
C	FACILITIES	ESCO PHASE III	7,500,000
C	FACILITIES	BOLAND - HVAC SYSTEM	2,000,000
C	FACILITIES	CHESTNUT - HEATING SYSTEM	1,750,000
C	FACILITIES	HIGH SCHOOL OF COMMERCE - REPLACE 2 CHILLERS	800,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - NEW PARKING LOT	300,000
C	FACILITIES	MASON SQ. BRANCH - PARKING LOT REPAIRS	250,000
C	FACILITIES	EARLY CHILDHOOD CENTER - REPLACE 3 ROOF TOP UNITS	200,000
C	FACILITIES	PINE POINT LIBRARY - PARKING LOT REPAIRS	175,000



C	FACILITIES	REBECCA JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	160,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - HVAC UPGRADES	120,000
C	FACILITIES	LINCOLN ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	FACILITIES	DORMAN ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	FACILITIES	KENSINGTON ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	FACILITIES	SYMPHONY HALL - EXTERIOR	2,000,000
C	FACILITIES	CITY WIDE - ENERGY LANDSCAPE EFFICIENT DESIGN	1,500,000
C	FACILITIES	KENNEDY - BATHROOM REPLACEMENT	1,400,000
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS	800,000
C	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT	800,000
C	FACILITIES	WARNER - PARKING LOT REDESIGN	700,000
C	FACILITIES	BEAL - BATHROOM RENOVATION	500,000
C	FACILITIES	LIBERTY - BATHROOM REPLACEMENT	500,000
C	FACILITIES	DORMAN - BATHROOM RENOVATIONS	400,000
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION	360,000
C	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - PLAYScape	300,000



C	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	250,000
C	FACILITIES	ELLS - BATHROOM UPGRADE	210,000
C	FACILITIES	GLICKMAN - BATHROOM PARTITIONS	120,000
C	FACILITIES	CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	100,000
C	FACILITIES	CITY HALL - REMOVE STAINING	30,000
C	FACILITIES	DEBERRY - CREATE FOUR STUDENT BATHROOMS	1,600,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS	150,000
C	FACILITIES	SCI-TECH REPLACE ROOF UNIT SERVING MAIN OFFICE	100,000
C	FACILITIES	FIRE REPAIR BUILDING - NEW GENERATOR	50,000
C	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE	5,500,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PROPERTY CONDITION ASSESSMENTS	1,750,000
C	FACILITIES	CITY HALL ANNEX - WINDOWS	1,500,000
C	FACILITIES	CITY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	SYMPHONY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	CARRIAGE HOUSE - MAJOR REPAIRS (CPA)	350,000
C	FACILITIES	BALLIET ELEMENTARY - CREATE OUTDOOR PLAYScape AREA	250,000



C	FACILITIES	CITY HALL ANNEX - EXTERIOR MASONRY	250,000
C	FACILITIES	KILEY - ADVANCED EMS	200,000
C	FACILITIES	CITY HALL - WINDOWS	100,000
C	FACILITIES	FIRE HEADQUARTERS - REPLACE GENERATOR	100,000
C	FACILITIES	GLICKMAN - ADVANCED EMS	90,000
C	FACILITIES	CITY HALL- COUNCIL CHAMBERS	55,000
C	FACILITIES	SCI-TECH - ADVANCED EMS	45,000
C	FACILITIES	CITY HALL- HVAC	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR WALLS	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR LIGHTING	30,000
C	FACILITIES	HARRIS SCHOOL	1,268,306
C	FACILITIES	CENTRAL	1,268,306
C	FACILITIES	CITY HALL ANNEX - REAR SIDEWALK	22,000
C	FACILITIES	DPW GARAGE - VEHICLE EXHAUST SYSTEM	500,000
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK	225,000
C	FACILITIES	SOUTH END MIDDLE - ASBESTOS PLASTER ABATEMENT	4,250,000



C	FACILITIES	DPW OFFICE CENTER - HVAC UPGRADES	1,500,000
C	FACILITIES	KENSINGTON - ASBESTOS PLASTER ABATEMENT	750,000
C	FACILITIES	WALSH - ASBESTOS PLASTER ABATEMENT	700,000
C	FACILITIES	DPW GARAGE - HVAC UPGRADES	500,000
C	FACILITIES	MASON SQ. FIRE STATION - WINDOWS	125,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- WINDOWS	75,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - WINDOWS	40,000
C	FACILITIES	FIRST MEETING HOUSE PARISH - RENOVATE	6,500,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - RENOVATE	3,000,000
C	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT	750,000
C	FACILITIES	DORMAN - ELECTRICAL UPGRADES	400,000
C	FACILITIES	BEAL - ELECTRICAL PANELS	300,000
C	FACILITIES	FACILITIES ADMIN - PARKING LOT REPAVING	250,000
C	FACILITIES	BOWLES - ADVANCED EMS	55,000
C	FACILITIES	FACILITIES ADMIN -PERIMETER SECURITY	45,000
C	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS	12,500,000



C	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT	650,000
C	FACILITIES	CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION	500,000
C	FACILITIES	BRUNTON - POD AIR HANDLER UNITS & CONDENSORS	400,000
C	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION	250,000
C	FACILITIES	HARRIS ELEMENTARY - BATHROOM PARTITIONS	300,000
C	FACILITIES	COMMERCE - ADVANCED EMS	1,600,000
C	FACILITIES	FREEDMAN - EXTERIOR GROUNDS UPGRADES	700,000
C	FACILITIES	CHESTNUT - INTERIOR COUNTRYARD REPAIRS	600,000
C	FACILITIES	FACILITIES ADMIN - BOILERS & PUMPS	250,000
C	FACILITIES	FACILITIES ADMIN - ADVANCED EMS	65,000
C	FACILITIES	SCI-TECH - BATHROOM PARTITIONS	2,400,000
C	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS	1,800,000
C	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS	400,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - GARAGE	300,000
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS	200,000
C	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION	135,000



C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE	120,000
C	FACILITIES	REBECCA JOHNSON - EXTERIOR DRAINAGE SYSTEM - PLAY AREA	120,000
C	FACILITIES	DPW OFFICE CENTER - RENOVATION OF FIRST FLOOR	4,000,000
C	FACILITIES	FOREST PARK LIBRARY - HVAC	120,000
C	FACILITIES	LINCOLN - PARKING LOT & GROUNDS REPAIRS	600,000
C	FACILITIES	GERENA SCHOOL - NEW ROOF AT "A" & "D" BUILDINGS	1,100,000
C	FACILITIES	N.MAIN ST. FIRE STATION - NEW ROOF	175,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- NEW ROOF	100,000
C	FACILITIES	FIRE ALARM BUILDING - NEW ROOF	85,000
C	FACILITIES	FACILITIES ADMIN - BUILDING B RENOVATIONS	1,250,000
C	FACILITIES	MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES	240,000
C	FACILITIES	LYNCH - BATHROOM RENOVATIONS	120,000
C	LIBRARY	REPLACE OUTDOOR BOOK DROPS AT BRIGHTWOOD, EXPRESS LIBRARY AT PINE POINT AND EAST SPRINGFIELD BRANCH LIBRARIES	30,000
C	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS	60,000
C	LIBRARY	SIXTEEN ACRES; EAST SPFLD; INDIAN ORCH - REPLACE PHONE SYSTEM	50,000



C	LIBRARY	MASON SQUARE - REPAVE PARKING LOT	62,000
C	LIBRARY	FOREST PARK LIBRARY - WINDOW REPLACEMENT	400,000
C	LIBRARY	FOREST PARK LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	LIBRARY	FOREST PARK LIBRARY - REPLACE LIGHTING AND CEILING RENOVATION	85,000
C	LIBRARY	FOREST PARK LIBRARY - CIRCULATION DESK	50,000
C	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE	2,000,000
C	PARKS	FOREST PARK - BOWLES FOUNTAIN RESTORATION	400,000
C	PARKS	GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE	2,500,000
C	PARKS	MEADOW BROOK RAVINE RESTORATION	1,500,000
C	PARKS	SOUTH BRANCH PARKWAY (GUNNERY SERGEANT THOMAS J. SULLIVAN	750,000
C	PARKS	MCKNIGHT GLEN IMPROVEMENTS	500,000
C	PARKS	FORESTRY	500,000
C	PARKS	GODFREY TRIANGLE	405,600
C	PARKS	VACANT LOT IMPROVEMENTS - SIX CORNERS (CPA)	250,000
C	PARKS	HUBBARD PARK	750,000
C	PARKS	PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT	600,000



C	PARKS	MYRTLE STREET PARK	500,000
C	PARKS	MARSHALL ROY PARK	410,116
C	PARKS	CYR ARENA - NEW ROOF	2,500,000
C	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE (CPA)	1,200,000
C	PARKS	FOREST PARK - DR. SEUSS TRAIL	1,200,000
C	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS	500,000
C	PARKS	FOREST PARK - AMPHITHEATER	750,000
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	250,000
C	PARKS	SURVEY OF PLAYGROUNDS	50,000
C	PARKS	FOREST PARK - DUCK POND OUTLETS IMPROVEMENTS	1,000,000
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND) PURCHASE	750,000
C	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR	500,000
C	PARKS	CITY CEMETARIES	400,000
C	PARKS	CAMP WILDER PARK AND QUARRY POND	300,000
C	PARKS	NEAL PARK (SOLUTIA)	2,000,000
C	PARKS	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION	750,000



C	PARKS	CITYWIDE BASEBALL FIELD REPAIR. REDO INFIELDS	1,500,000
C	PARKS	GORDON BILL PARK	2,000,000
C	PARKS	ADAMS PARK	500,000
C	PARKS	CALHOUN PARK	500,000
C	PARKS	EMILY BILL PARK/ BUILDING	650,000
C	PARKS	COTTAGE HILL PARK	1,200,000
C	PARKS	JAIME ULLOA PARK - PHASE 2	1,200,000
C	PARKS	BEAUREGARD & SCHIAVINA MEMORIAL PARK - PHASE 2	850,000
C	PARKS	HARRIET TUBMAN PARK	500,000
C	PARKS	FOREST PARK MAINTENANCE BUILDING	450,000
C	PARKS	GERRISH PARK	200,000
C	PARKS	ADVANCED ENTRY SYSTEM	1,500,000
C	PARKS	CAMEROTA PROPERTY (FIVE MILE POND) PURCHASE	2,000,000
C	POLICE	ESU - TRU BEAR CAT	317,000
C	POLICE	DB - FURNITURE	100,000
C	POLICE	IT - MICROSOFT EXCHANGE LICENSES	77,000



C	POLICE	BLDG - 130 PEARL ST. UPPER PARKING LOT IMPROVEMENTS	80,000
C	POLICE	Radio - NICE LOG RECORDER - PHASE 2	250,000
C	POLICE	Radio - VOIP MIGRATION	25,000
C	PARKS	GATEWAY ENTRANCE PROGRAM	1,500,000
C	ECO DEV	FORMER INDIAN ORCHARD FIRE STATION NEIGHBORHOOD REDEVELOPMENT	5,000,000
C	DPW	SEDIMENT BASINS BOND'S ISLAND LANDFILL	200,000
C	DPW	STORMWATER DRAINAGE CHANNELS ON THE NORTH, SOUTH AND EAST SLOPES OF BONDI ISLAND LANDFILL	1,300,000
C	Fire	Station 8 Window Replacement	95,000
C	Fire	Carew St Roof Replacement	110,000
C	LIBRARY	INDIAN ORCHARD-ELEVATOR	50,000
C	LIBRARY	SIXREEN ACRES- REPLACE CARPETING	49,900
C	LIBRARY	COMMUNITY ROOM AV UPGRADE-MASON SQUARE, BRIGHTWOOD, FOREST PARK	79,077
C	ECO DEV	DINING DISTRICT TRAFFIC AND PEDESTRIAN CIRCULATION PLAN	5,000,000
C	FACILITIES/SPS	Phase 1 Paving (10-12 Schools)	2,000,000
C	FACILITIES/SPS	Kitchen upgrades Brunton	1,200,000
C	FACILITIES/SPS	Kitchen upgrades Public Day High School	1,200,000



C	FACILITIES/SPS	Kitchen upgrades Freedman	1,200,000
C	FACILITIES/SPS	Kitchen upgrades Bowles	1,200,000
C	FACILITIES/SPS	Kitchen Equipment Upgrades at Boland	151,500
C	FACILITIES/SPS	Kitchen Equipment Upgrades at Zanetti	38,000
C	FACILITIES/SPS	Kitchen Equipment Upgrades at Kennedy	38,000
C	FACILITIES/SPS	Kitchen Equipment Upgrades at Duggan	38,000
C	FACILITIES/SPS	Kitchen Refrigeration/Freezer Upgrades at Chestnut	120,000
C	FACILITIES/SPS	Kitchen Refrigeration/Freezer Upgrades at Lynch	200,000
D	FACILITIES	GAR HALL - RENOVATE	4,000,000
D	FACILITIES	SIXTEEN ACRES FIRE STATION - INTERIOR RENOVATIONS	750,000
D	FACILITIES	FIRE HEADQUARTERS - WINDOWS	150,000
D	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - UNION STREET	1,200,000
D	FACILITIES	WHITE SCHOOL - BATHROOM REPLACEMENT	800,000
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK	500,000
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	320,000
D	FACILITIES	BRIDGE - REPAVE PARKING LOT	320,000



D	FACILITIES	GLICKMAN - EXTERIOR PARKING LOT REPAIRS	260,000
D	FACILITIES	BALLIET ELEMENTARY - HVAC	250,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	250,000
D	FACILITIES	VARIOUS LOCATIONS (MUNICIPALS) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	200,000
D	FACILITIES	BEAL - CLASSROOM CABINETRY	160,000
D	FACILITIES	BEAL - REPAVE PARKING LOT	150,000
D	FACILITIES	HOMER - REPAVE DRIVEWAY	140,000
D	FACILITIES	FIRST MEETING HOUSE SANCTUARY - EXTERIOR PAINTING	120,000
D	FACILITIES	BRUNTON - PLAY GROUND EQUIPMENT / NEW PLAYScape	85,000
D	FACILITIES	DPW GARAGE - NEW OVERHEAD DOORS	65,000
D	FACILITIES	BEAL - REPLACE PORTABLE CR'S	5,000,000
D	FACILITIES	HARRIS ELEMENTARY - ADD ADDITIONAL PARKING	4,000,000
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING	400,000
D	FACILITIES	BRUNTON - QUAD PARTITIONS	180,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UPDATE THEATRES	2,800,000
D	FACILITIES	SCI-TECH - STEAM TRAPS	1,700,000



D	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT VCT	800,000
D	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET	720,000
D	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	320,000
D	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	180,000
D	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT	150,000
D	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT	120,000
D	FACILITIES	ELLS - REPLACE TILE	85,000
D	FACILITIES	BALLIET ELEMENTARY - STEAM TRAPS	75,000
D	FACILITIES	CITY HALL - STEAM TRAPS, FITTING INSTULATION	35,000
D	FACILITIES	COMMERCE - STEAM TRAPS	35,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - TSI/SURFACING MATERIALS ABATEMENT	7,500,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - CLOCK/INTERCOM	2,200,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PAINTING PROJECTS	1,000,000
D	FACILITIES	FOREST PARK LIBRARY - BUILD OUT SHELL SECTION	400,000
D	FACILITIES	BRIDGE - INTERIOR RENOVATIONS	80,000
D	FACILITIES	CHESTNUT - REPLACE STAGE CURTAINS	60,000



D	FACILITIES	DPW OFFICE CENTER - RENOVATION OF SECOND FLOOR	8,000,000
D	FACILITIES	FIRE ALARM BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FIRE REPAIR BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FACILITIES ADMIN - BUILDING A RENOVATIONS	900,000
D	FACILITIES	DPW E-BUILDING - INTERIOR RENOVATIONS	500,000
D	FACILITIES	TALMADGE - CONSTRUCTION OF RESTROOM AREAS - FACULTY	400,000
D	PARKS	FORESTRY DIVISION OFFICE	450,000
D	PARKS	GUNN SQUARE PARK (CPA)	300,000
D	FACILITIES/SPS	Kitchen upgrades South End Middle School	1,200,000
D	FACILITIES/SPS	Kitchen upgrades Walsh	1,200,000
D	FACILITIES/SPS	Kitchen upgrades Glickman	1,200,000
D	FACILITIES/SPS	Kitchen upgrades Talmadge	1,200,000
D	FACILITIES/SPS	Kitchen Equipment Upgrades at Harris	120,000
D	FACILITIES/SPS	Kitchen Equipment Upgrades at Milton Bradley	60,500
D	FACILITIES/SPS	Kitchen Equipment Upgrades at ECC	53,000
D	FACILITIES/SPS	Kitchen Equipment Upgrades at Putnam	56,000



City of Springfield
Capital Improvement Plan FY24 – FY28
March 30, 2023

D	FACILITIES/SPS	Kitchen Equipment Upgrades at Dryden	56,000
D	FACILITIES/SPS	Kitchen Equipment Upgrades at Sci-Tech	120,000



Appendix B: Capital Improvement Process

Capital Improvement Process

Departments submit capital requests to the Office of Administration & Finance 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 Administration & Finance 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 Urgency |
| • Project Type | • Project Benefits |
| • Department Priority | • Fiscal Impact |
| • Estimated Project Cost | • Legal Obligations |
| • Proposed Funding Sources | • Public Service Impact |
| • Project Description | • 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 FY24 planning process the Committee members included:

- Chief Administrative and Financial Officer – Timothy J. Plante
- Deputy Chief Administrative and Financial Officer – 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 – Timothy Sheehan
- Deputy Director of Economic Development – Brian Connors
- Capital Improvement Analyst – Erin Hand

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?

FY24 Capital Improvement Criteria
Criteria 1 - Project Funding / Fiscal Impact - 25%
Criteria 2 - Impact on Service to The Public - 15%
Criteria 3 - Promotes Economic Development - 15%
Criteria 4 - Legal Obligations and Mandates - 15%
Criteria 5 - Operation and Maintenance Impact - 10%
Criteria 6 - Relationship to Other Projects/Coordination - 10%
Criteria 7 - Resiliency Improvement and Resolution - 5%
Criteria 8 - Public Perception of Need - 5%

Each criterion above receives a different weight as seen in Appendix C. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital plan is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.

Appendix C: Rating Criteria

CRITERIA 1 – OVERALL FISCAL IMPACT

Weight: 5

Rationale: Limited resources exist for competing projects. This requires that each project's full impact on the City's budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.



Considerations: Ratings for this factor will consider these major points:

- A. Capital cost of the project relative to all other project requests.
- B. Impact of the project on City operating costs and personnel levels.
- C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- D. Impact on the City's tax revenue or fee revenue.
- E. Will external funding be lost should the project be delayed?

Illustrative Ratings:

Criteria 1 - Project Funding / Fiscal Impact - 25%
5 - Less than 10% City funding
4 - Less than 30% City funding
3 - Less than 50% City funding
2 - More than 50% City funding, decreases operating costs
1 - More than 50% City funding, operating costs remain the same
0 - More than 50% City funding, increases operating costs

CRITERIA 2 – IMPACT ON SERVICE TO THE PUBLIC

Weight: 3

Rationale: Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues as well as those that improve the services provided by a department. Service is broadly defined, as are the City's objectives in meeting the health, safety or accreditation needs of our residents and/or improved operations of an existing department.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project focuses on a service that is currently a “high priority” public need.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. Whether the service is already being provided by existing agencies.

Illustrative Ratings:

Criteria 2 - Impact On Service To The Public - 15%
5 - Project would address an immediate public health or safety need
4 - Project would improve service and addresses a public health or safety need
3 - Project would improve service to meet current desired goals
2 - Project would address deficiencies or problems with existing services; would establish new service
1 - Project would maintain existing standard of service
0 - Project not related to maintaining an existing standard of service



CRITERIA 3 – PROMOTES ECONOMIC DEVELOPMENT

Weight: 3

Rationale: Some projects offer a regional, citywide, or neighborhood benefit, enticing home buyers and business owners by making the City an attractive place to live or work. Criteria 3 assesses projects based on the impact to the City’s economic development efforts.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project enhances the City’s economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs.

Illustrative Rating:

Criteria 3 - Promotes Economic Development - 15%
5 - Significant regional benefit
4 - Citywide improvement
3 - Benefits large portion of City
2 - Benefits one neighborhood
1 - Assists in the elimination of slum and blight
0 - No impact

CRITERIA 4 - LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 3

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the City is under direct court order to complete this project.
- B. Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

Criteria 4 - Legal Obligations And Mandates - 15%
5 - City or Department is currently under court order to take action
4 - Project is necessary to meet existing state and federal requirements
3 - Legislation is under discussion that would require the project in future
2 - There is no legal or court order or other requirement to conduct the project
1 - Project requires change in state or law to proceed
0 - Project requires change in federal or law to proceed



CRITERIA 5 – URGENCY OF MAINTENANCE NEEDS

Weight: 2

Rationale: The City’s most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.
- C. Whether the project is the most cost-effective method of providing or maintaining a service.
- D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
- F. Whether the agency has prepared a comprehensive maintenance/rehabilitation/replacement schedule and the project is due under that schedule.

Illustrative Ratings:

Criteria 5 - Operation and Maintenance Impact - 10%
5 - Service is currently interrupted and the project will restore service in the most cost-effective manner possible
4 - Service is likely to be disrupted in a five-year horizon if the project is not funded
3 - The project is necessary to maintain an orderly schedule for maintenance and replacement
2 - The cost of the project will increase in future (beyond inflation) if it is delayed at this time
1 - There is a minor risk that costs will rise or service will be interrupted if the project is not funded
0 - There is no financial or service risk in delaying or not funding the project

CRITERIA 6 – PRIOR PHASES

Weight: 2

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has received prior funds.
- B. Whether the project requires additional funding to be operational.



Illustrative Ratings:

Criteria 6 - Relationship to Other Projects/Coordination - 10%
5 - All but the final phase has been fully funded
4 - Multiple phases have been fully funded
3 - Multiple phases have been partially funded
2 - The first phase has been fully funded
1 - The first phase has been partially funded
0 - No prior phases have been funded or partially funded

CRITERIA 7 – RESILIENCY

Weight: 1

Rationale: Some projects are developed in an effort to mediate unseen risks or disasters the City could face. These projects take a proactive approach to alleviating chronic stresses to the City to assist with resilience efforts after a disaster.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project addresses stresses that weaken the fabric of a city on a daily or cyclical basis, examples include: High unemployment, Overtaxed or inefficient public transportation system, Endemic violence, Chronic food and water shortages
- B. Whether the project addresses response to a vulnerable population after a disaster. A vulnerable population is a group or community whose circumstances present barriers to obtaining or understanding information or accessing resources. Typically, lower-income persons are considered vulnerable populations since they are less able to recover from the effects of disasters.

Illustrative Ratings:

Criteria 7 - Resiliency Improvement and Resolution - 5%
5 - Resolves chronic stressors to the City
4 - Resolves response to vulnerable population after shock
3 - Improves chronic stressors to the City
2 - Improves response to vulnerable population after shock
1 - Enhances natural resources
0 - No impact

CRITERIA 8 – PERCEPTION

Weight: 1

Rationale: This criterion refers to project assessment of the extent of public support or interest group advocacy and/or opposition.

Considerations: Ratings for this factor will consider these major points:



- A. Whether the project has been identified by a plan, Government official or public organization.
- B. The public's perception of the project, positive or negative.

Illustrative Ratings:

Criteria 8 - Public Perception of Need - 5%
5 - Identified in comprehensive plan, project plan or other study
4 - Specific project request from the City Council
3 - Project request from neighborhood organization or other group
2 - Public perception of need known to City department
1 - Knowledge of public perception of need unknown
0 - Public opposition

Multi-Year Financial Forecast

Fiscal Years 2024 - 2027

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CITY OF SPRINGFIELD, MASSACHUSETTS MULTI-YEAR FINANCIAL PLAN



**FISCAL YEARS
2024-2027**

PREPARED BY:
CITY OF SPRINGFIELD, MASSACHUSETTS
OFFICE OF ADMINISTRATION AND FINANCE



TABLE OF CONTENTS

Message from the Chief Administrative and Financial Officer Timothy J. Plante 3

Multi-Year Financial Plan (FY24-FY27) 6

Summary 6

Revenue Assumptions..... 8

Spending Assumptions 9

Conclusion 11

March 30, 2023

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Springfield Residents:

I am pleased to present to you the City of Springfield's Multi-Year Financial Plan ("MYFP") for Fiscal Years 2024-2027. In compliance with City ordinance, the MYFP is meant to highlight projected revenue and expenditures for the next four years, using conservative assumptions. This plan serves as a vital tool that allows the City to see the long-term impact of its financial decisions and avoid future fiscal stress.

As the City's Chief Administrative and Financial Officer, it is critical for me that we make strategic and appropriate budgetary decisions that provide core services to our residents while maintaining continued fiscal sustainability. I am proud of the fact that through strategic planning, the City has successfully balanced the budget each year since the disbandment of the Financial Control Board in 2009, and notably, for the past eight years, without the use of any stabilization reserves. Currently, our reserves equal \$50.2M with a goal to grow this number by transferring free cash to reserves each fiscal year.

We continue to manage both our revenue and expense budgets to generate free cash. This is highlighted by the fact that we ended FY22 with a \$69M surplus, and were able to certify \$67.8M in free cash in FY23. This unprecedented accomplishment was a direct result of the City's strong fiscal management, and our ability to hold the course and fight for the taxpayers in a decade-long property tax dispute with Eversource resulting in a \$41M settlement for the City. The City further leveraged this success into future earnings by investing \$45M from the City's stabilization reserve account into 1-year U.S. Treasury notes, capitalizing on interest rates of approximately 5%, which will bring the City more than \$2M in returns to be directed towards lowering tax bills, providing financial relief for our citizens. The City of Springfield, the first community in the Commonwealth to take advantage of this innovative financial investment strategy, was able to do so thanks to sound and prudent fiscal management policies. Furthermore, the combination of strong fiscal policies and our ability to maintain the discipline essential to the City's overall fiscal health has prompted Standard and Poor's to maintain our AA- bond rating and encouraged Moody's to reaffirm our A2 rating.

Multi-Year Financial Summary

Based on conservative assumptions, the City is projecting to have budgetary deficits ranging from \$21.9M in FY24 and growing to \$40.5M in FY27.

	FISCAL 2023 ADOPTED	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2026 PROJECTED	FISCAL 2027 PROJECTED
Expense	819,017,747	889,406,796	921,765,486	958,070,370	996,126,800
Revenue	819,017,747	867,457,361	897,151,091	926,790,295	955,667,021
SURPLUS / (GAP)	-	(21,949,435)	(24,614,395)	(31,280,075)	(40,459,779)

Even with annual MGM revenue that Springfield began receiving back in FY19, spending growth is projected to outpace revenue growth during the four-year period highlighted in this plan. This forces the City to continue making difficult decisions and tough compromises in upcoming fiscal years, in order to strategically manage our spending growth while still maintaining core services for our residents.

Fiscal Challenges

Meeting the demands of an urban city with limited revenue is always a challenge; specifically, when nearly 60% of the City's budget is a direct pass-through of State Aid to the School Department. The remaining City budget relies heavily on property tax revenue, however Proposition 2 ½ sets strict limitations to the amount that we can levy each year. In 2009, Springfield's property values declined \$1B, which severely dropped our levy ceiling, which is the maximum amount that we can levy in property taxes. Despite property values having increased, Springfield was capped at our levy ceiling for several years, resulting in a loss of millions of dollars in new growth revenue. From FY12-FY19 alone, the City lost approximately \$50M in property tax revenue due to these levy limitations. Thankfully, the last few years have allowed some breathing room between the City's tax levy and the levy ceiling. As property values continue to grow, it's important that we maximize any opportunity to capture revenue associated with that growth.



Another challenge the City faces is a continual rise in operating costs. Non-discretionary spending amounts to 80% of the City's overall budget and includes net school spending, debt service, health insurance, and the annual appropriation to the Springfield Retirement System. We are strongly committed to addressing Springfield's low pension funded ratio, as evidenced by an aggressive payment schedule that increased the FY18 and FY19 appropriation by 14% and 15%, respectively, with annual increases of 9% that began in FY20. Additionally, in FY23, the City transferred \$15M of certified free cash into the Springfield Pension Reserve Fund, bringing the fund total to approximately \$17M. The City will invest these funds in 1-year U.S. Treasury Notes, with an estimated yield of \$769K to be used towards future pension payments. An additional \$6.7M was transferred in FY23 into the Springfield Other Post-Employment Benefits (OPEB) Trust, bringing the total trust amount to approximately \$13M, which will also be invested in the 1-year U.S. Treasury Notes, for an estimated return of \$590K. As long as we continue to maintain the current payment schedule, Springfield's unfunded actuarial accrued liability (UAAL) will be fully funded by FY34. A recent actuarial valuation, which was performed in 2022, helped the City assess the best strategy for proactively addressing this liability.

COVID-19

Regardless of these fiscal challenges, the City's administration is dedicated to maintaining core services for our residents by using a balanced approach that relies heavily on managing our annual budget growth, accomplished through expenditure reductions and revenue maximization, with the intention of providing vital programs and services to the City without implementing any layoffs. In the face of the challenges posed by the COVID-19 Pandemic, the City has been able to place continued emphasis on public health and safety, education, healthy neighborhoods and community services all without the use of City's stabilization reserve fund.

The City is being strategic in offsetting COVID related expenses to grants, largely due to federal funding in response to the public health emergency provided by the Coronavirus Aid, Relief, and Economic Security Act ("CARES Act") and from the Federal Emergency Management Agency (FEMA) that will be providing funding through the Public Assistance Grant Program. In FY22, the City was able to replace revenue lost or reduced as a result of the pandemic and continues offsetting expenses from the American Rescue Plan Act (ARPA) funding, which was signed into action by President Joe Biden on March 11, 2021.

Budget Priorities

The City will continue to make strategic investments in public safety to combat the public perception of crime. In FY20, the Police Department made significant strides toward the successful implementation of its body-worn camera program. This initiative has helped to increase transparency, improving the safety of citizens and officers alike, making Springfield the largest police department in Massachusetts to have a full-scale program of this kind. In FY21, funding was provided for the personnel needed to administer this program, as well as the storage of data recorded by the cameras. In FY23, we invested in a state-of-the-art Computer-Aided Dispatch and Records Management System. These changes allow for enhanced efficiency across all facets of departmental operations. While these are additional expenses within the operating budget, the department will strategically utilize grant funding to offset as much of the cost as possible.

Despite its best efforts, the Police Department struggles to stay ahead of attrition. The department welcomed thirty-four (34) recruits to the academy in December, and will begin strategically planning for the next class after the current recruits graduate in June. Even with this proactive approach, however, the department continually operates at staffing levels that are less than desired. This can be attributed to veteran officers retiring earlier than ever before, as they recognize the dangers and stress of their profession and leave as soon as they are eligible to receive their full pension. This amounts to decades of experience lost, which is detrimental when trying to train a newer force of officers.

Through the strategic planning of more frequent police academies, the department hopes it can maintain a healthy balance of veteran and newly trained officers throughout its various divisions. To that end, the City plans to continue funding the successful North End Initiative, four C-3 Policing Units, the Ordinance Squad, and the Metro Policing Unit in Downtown Springfield. These initiatives are highly effective in crime reduction, as evidenced by FBI crime statistics which demonstrate a 45% decline in violent crime over the past several years. Investing in the Springfield Police Department will ensure it is operating at its full capacity in order to improve residents' and visitors' perceptions of safety in downtown areas, while continuing the concentration on quality neighborhood policing.

We will also continue our efforts towards enhanced public safety within the Springfield Fire Department, as well as Springfield Emergency Communications. Highlights of these investments include:

- Continued funding of full staffing for firefighters, which allows for additional firefighters per shift and ensures proper manpower when responding to calls for service.
- Funding for new fire apparatus', allowing the department to maintain its proactive replacement schedule and avoid costly repairs associated with an older fleet.
- Funding for new SCBA air bottles, which align with NFPA standards and hold an additional 15 minutes of air capacity, giving firefighters more time to handle fires without interruption.
- Continuation of a health & wellness program that helps to decrease work-related injuries and sustain the overall health of the department.
- Funding for a fully-staffed Emergency Communications Department including a Deputy Director, along with four (4) supervisor positions to allow for proper oversight on every shift.
- Continued funding for Smart911 software, which provides Dispatchers a more effective method of obtaining information for emergency 911 calls.

Continuous investments will also be made to help improve the quality of life in our neighborhoods. The Downtown Cleaning Crew, introduced in FY19, will continue its upkeep of all downtown area parks that serve as “gateways” to the North & South End. The popular Sidewalk Crew, also introduced in FY19, continues to address the extensive list of much needed sidewalk repairs and replacements as well as stump grinding which was added in FY22 throughout Springfield. An additional \$1.5M of free cash was appropriated in FY23 to address the backlog of converting private ways. These two crews, which never previously existed, are crucial to ensuring healthy neighborhoods that are inviting to all those who live, visit, and work in the City of Springfield.

In addition to the exciting initiatives introduced in recent years, we will maintain funding for other critical services as well. We will continue to fund the care and maintenance of all City parks, traffic islands and terraces. Funding will also be provided to maintain a full staff of Code Enforcement Inspectors in both the Building & Housing Divisions, along with increased hours for Building Inspectors to accommodate the demands of large-scale commercial projects throughout Springfield. Furthermore, funding will be provided for the continuation of the Mayor’s Clean City Program.

Lastly, the City will continue to maintain its curbside trash pickup services. We recently invested in new solid waste vehicles in a proactive effort to replace an aging fleet of existing trucks. This helps to reduce costly vehicle repair and maintenance expenses and, more importantly, ensure that our residents’ trash continues to be picked up in a timely and efficient manner. Free single-stream recycling and yard waste pickup are also still available along with low-cost bulk pickup, and free hazardous waste drop-off.

Beyond the investments highlighted in the preceding paragraphs, the City continues to strategically invest in other crucial services such as education, new and improved school facilities, and many others. Moving forward, we will carefully evaluate the most critical needs of each City and School department to ensure key operations are maintained and that the residents, businesses, and visitors of Springfield receive the quality services they deserve.

Conclusion

This plan is meant to provide an honest outlook of the City’s finances and the struggles we are facing. Despite the projected deficits summarized in this plan, the City has faced similar budget gaps in the past and has been able to successfully balance the budget each year with little to no use in reserves. It is important to all of us that we do what is necessary so that taxpayer dollars are spent in a manner that is most efficient, effective, and legal and I take my role in this very seriously.

I look forward to working with you on the FY24 budget planning process and I am open to all ideas that will positively benefit our city.

Sincerely,



Timothy J. Plante,
Chief Administrative and Financial Officer



City of Springfield, Massachusetts
Multi-Year Financial Plan (FY24-FY27)
March 30, 2023

Financial Forecast (FY24-FY27)

	FISCAL 2023 ADOPTED	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2026 PROJECTED	FISCAL 2027 PROJECTED
<i>SPENDING ASSUMPTIONS</i>					
Administration and Finance Division	14,973,463	22,171,171	22,624,752	23,127,913	23,601,670
Development Division	4,469,836	4,719,330	4,813,717	4,909,991	5,008,191
General Government Division	4,298,211	4,801,353	4,897,380	4,995,328	5,095,234
Non-Mayoral Division	1,844,374	1,940,646	1,979,459	2,019,049	2,059,430
Health and Human Services Division	11,554,296	12,474,406	12,723,894	12,978,372	13,237,939
Public Safety Division	79,477,369	88,998,594	90,812,057	92,662,799	94,551,596
Public Works Division	18,137,866	18,546,211	18,917,135	19,295,478	19,681,388
Parks & Facilities Division	14,213,639	14,765,296	15,055,254	15,351,011	15,652,684
School Department	544,863,270	587,023,349	610,526,861	634,976,995	660,412,126
Debt	27,535,488	27,885,488	25,217,167	24,778,959	24,368,539
Health Insurance & Fringe	31,136,788	33,135,190	35,268,243	37,545,108	39,975,569
Pensions	56,439,166	61,917,398	67,608,845	73,823,757	80,610,288
Other Spending	10,073,980	11,028,364	11,320,720	11,605,610	11,872,146
Total	819,017,747	889,406,796	921,765,486	958,070,370	996,126,800
<i>REVENUE ASSUMPTIONS</i>					
Property Taxes	245,054,925	255,406,705	265,379,372	272,013,857	278,814,203
Local Receipts	64,952,938	66,607,691	66,007,183	67,894,711	68,026,723
State Aid	505,509,884	545,442,965	565,764,536	586,881,727	608,826,095
Reserves	-	-	-	-	-
Net School Spending	-	-	-	-	-
Certified Free Cash	3,500,000	-	-	-	-
Casino Revenue	-	-	-	-	-
Total	819,017,747	867,457,361	897,151,091	926,790,295	955,667,021
SURPLUS / (GAP)	-	(21,949,435)	(24,614,395)	(31,280,075)	(40,459,779)

Summary

The City of Springfield is governed by strict financial policies adopted as ordinances in September of 2009, which dictate that the Chief Administrative and Financial Officer produce and issue a four-year financial plan by March 30th of each year. The purpose of this plan is to provide reasonable revenue and expenditure estimates that the City will experience in upcoming fiscal years ("FY"). This serves as a vital tool for the City as a way to see the long-term impact of its financial decisions while maintaining fiscal sustainability both now and in the future.

This Multi-Year Financial Plan shows the adopted budget for the current fiscal year (FY23), along with the projected budgets from FY24 through FY27. The projected budgets were created by using appropriate and conservative assumptions for revenues and expenses, including:

- 9.2% increase in the scheduled pension payment from FY24-FY27.
- 6.7% increase in projected health insurance costs.
- Adherence to the City's debt schedule, which includes funding for a new issuance of debt in FY24.
- The MYFP uses the Governor's proposed FY24 budget, which compared to the FY23 final state budget allowed for an 8.8% in Chapter 70 Aid, and a 2.0% increase in Unrestricted General Government Aid ("UGGA").
- 2.5% increase in property tax revenue.
- No use of one-time revenue resources / reserves.
- Departmental spending growth ranging up to 2%.
- Level-funded local receipts.

As demonstrated in this plan, Springfield's operating costs are projected to outpace revenue during each of the next four fiscal years. Operational costs include legal and contractual obligations, employee salaries and benefits including our pension obligation, and citywide fixed expenses. With limited amounts in State Aid and property taxes, the City is unable to generate all of the revenue needed to fully support the operational costs desired. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits ranging from \$21.9M in FY24 and growing to \$40.5M in FY27.

A challenge the City faces for FY24 is the impact of the Municipal Revenue Growth Factor ("MRGF") on the projected budget deficit. The MRGF is a calculation which determines the percentage of revenue growth a municipality has recognized when compared to the previous fiscal year, and includes the following revenue sources:

- Local Receipts (Motor Vehicle/Other Excise Tax, Payments In-Lieu of Taxes, Fines and Forfeitures, etc.)
- General Revenue Sharing (UGGA & State-Owned Land Reimbursements)
- Property Tax Levy Limit and Estimated New Growth

Once this percentage is determined, it is then used to help to calculate the municipality's "Required Local Contribution" in funding to be allocated towards education. Largely driven by increase in property values, Springfield's Estimated Levy Limit for FY23 increased by approximately \$10M. As a result, this increased our MRGF, which in turn increased our Required Local Contribution. To quantify, our required contribution to the School Department rose from \$44.7M in FY23 to \$48.0M in FY24.

To better understand how the MRGF will negatively impact our projected deficit, it is most beneficial to view the numbers from a high level. The table below shows the amount of Unrestricted General Government Aid received by the City in FY22 and FY23 as well as the amount projected to be received in FY24 based on the Governor's budget and compares it against our Required Local Contribution.

Municipal Revenue Growth Factor - FY22-FY24 Comparison				
Category	FY22		FY23	
Unrestricted GG Aid	\$	41,606,739	\$	43,853,503
Required Local Contribution	\$	(43,175,654)	\$	(44,717,025)
Total	\$	(1,568,915)	\$	(863,522)

Based on the calculations shown above, the amount of UGGA we are projecting to receive in FY24 falls short of our Required Local Contribution. Because UGGA is directly "passed through" to the School Department to fund this contribution, any shortfall will result in the City having to identify additional funding within our operating budget in order to meet the requirement. As illustrated in the table above, the City will need to identify an additional \$3.3M from an already limited pool of discretionary funding.

Another challenge the City faces is the cost of recycling. For years, Springfield had not incurred a cost to dispose of recycled goods, only trash. Springfield is now required to pay for these services at a rate of nearly double what it costs for trash. We currently pay about \$97.30 per ton of trash, and \$125.02 per ton for recycling. Based on annual recycling tonnage amounts, this represents a nearly \$1M expense the City must now incur.

While Springfield allocates all trash-related services to a separate Enterprise Fund, the added cost of recycling directly impacts our General Fund budget. Each fiscal year we are required to supplement the Enterprise Fund, due to a shortage in revenue collection that does not meet operational expenses. The current supplement of \$6.2M, which is allocated from the General Fund, increased due to the recycling expense. By pulling additional funds away from an already-limited pool of money, we are forced to develop innovative solutions in order to balance our budget.

As illustrated in the preceding paragraphs, growing expenses and limited revenue sources force the City to make difficult budgetary decisions in order to maintain operations. It is important to note that over 80% of the City budget



is non-discretionary, meaning that the costs are mandated by law or ordinance. This means that approximately 20% of the entire City budget must assume all of the reductions required to balance the budget. This forces the City's administration to develop creative solutions in an effort to reduce costs in an effective and efficient manner.

Revenue Assumptions

The State Aid projections illustrated in this plan are based on Governor Healey's FY24 proposed budget, which was released on March 1, 2023.

Chapter 70

The City's largest source of revenue is State Aid from Chapter 70 funds, which is devoted exclusively to education. Created from the Education Reform Act of 1993, the Commonwealth determines every municipality's required local contribution. A municipality's local contribution, combined with its Chapter 70 Aid, equals the school district's net school spending requirement, which is the minimum the district must spend on education each fiscal year. The projection assumes an 8.8% increase in FY24 consistent with the Governor's budget and a 4% increase in the remaining years of the plan based on pupil estimates.

Charter School Tuition Reimbursements

The Commonwealth has committed to providing assistance to municipalities whose resident students attend charter schools. Sending districts shall be 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 \$3.8M decrease in Charter School reimbursements for FY24, based on the Governor's budget. The remaining years of the projection assume an annual 3.5% increase.

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 \$44.7M, an increase of 2%, with future years projected to grow by 1%. As mentioned earlier in this document, this revenue is directly passed through to the School Department to ensure Springfield meets its required local contribution, despite being "unrestricted" in how it can be spent.

Other State Aid

Listed below are the assumptions for the other State Aid categories Springfield receives:

- 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 FY24 budget recommendation for Veterans' Benefits.
- Tax Exemptions - Chapter 59 of Massachusetts General Laws sets 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 FY24 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 FY24 budget recommendation for PILOT payments.

Property Taxes

The Commonwealth of Massachusetts is unique in that it limits property tax assessments levied by its municipalities. Under Proposition 2 ½, Springfield cannot tax higher than 2.5% of the total and full cash value of all taxable property. This is known as the levy ceiling. Under the statute, the maximum amount that a municipality can levy in property taxes each year is referred to as the levy limit. There are only three avenues through which the levy limit can be increased; a 2.5% increase over the prior year levy limit, new growth recognized in the tax base, or a voter override. The levy limit must always be below or the same as the levy ceiling.

A side effect of Proposition 2 ½ is that it severely limits the revenue a municipality can collect when property values decline. From FY09 to FY13, Springfield experienced over \$1B in declining property values, which drastically reduced our levy ceiling. Although estimates from the City's Board of Assessors have shown that property values

continue to rise, the levy ceiling remains very low, which prohibits the City from fully capturing its levy capacity. Property values did not fully recover to FY08 levels until FY18. From FY12 through FY19, the City of Springfield lost over \$42.8M in property tax revenue due to these levy limitations. By not being able to capture this revenue, the City has been limited in its ability to enhance investments in current or new initiatives that may positively benefit our taxpayers.

Despite the lost revenue over those eight years, Springfield has now broken away significantly from its levy ceiling, with \$2.9M in excess levy capacity. This is an extremely positive change and can be attributed to a healthy rise in property values, a sign of economic strength that hasn't been this prominent since prior to the recession more than a decade ago. It is through this strong growth in our values that we are able to fund new services and address any structural deficits without the need to make major service reductions. The administration is ever hopeful that this trend will continue and that no money is being left on the table due to circumstances beyond our control.

The United States is currently in its longest economic expansion of the modern era. When a recession does occur, it will likely have a negative impact on property values. Since Springfield remains close to its levy ceiling, this could once again cause the City's tax levy to fall, even as expenses continue to rise. With this in mind, the City has been proactive in building strong reserves during this expansion, so that it can weather the next economic downturn without being forced to make major service reductions.

Although some new growth is anticipated in FY24 and future years, this MYFP takes a conservative measure by not building it into the revenue projections. The City will continue to monitor this closely and, if appropriate, seek legislative solutions to help capture new growth revenue in future fiscal years.

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 Payments in Lieu of Taxes ("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. In FY23, prepayment credits against MGM's Host Community Agreement expired, which will result in higher payments from MGM in FY24 and future years.

Reserves

Reserve balance is one of the most important factors in determining a municipality's financial health. The general rule of thumb is to save in the good years and spend in the bad years – which promotes financial stability and sustainability. We have been fortunate to balance our budget without the use of reserves for the past 8 years. Our financial ordinances require a stabilization reserve balance between 5% - 15% of our general fund budget. Monetarily, that range is between \$41M - \$123M based on the FY23 Adopted Budget of \$819M. Currently our reserve balance of \$50.2M, or 6.1%, is at the low end of that requirement. Continuing to add to and preserve our overall reserve balance requires commitment and determination, but it is one of the most worthwhile decisions we can make in terms of financial responsibility.

Spending Assumptions

Overall, the projection represents level service funding for the entire forecast period. Even with this assumption, there are areas of the budget that continue to grow and will be accommodated with the revenue available. Listed below are the assumptions for spending within the largest categories of the City's budget.

City Departments



The projection assumes a 2% increase for nearly all City Departments, which encompass the cost of living increases for non-bargaining employees, 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 7.7% increase for FY24 and 3.5% thereafter, with approximately 90% of the School Department budget 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"), all of which must be funded through the City's operating budget without any support from State Aid. Transportation costs alone are projected to increase more than 7% in FY24, and these 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. The current schedule is designed to have the debt service number decline over the next several years. However, it is hoped that by maintaining a level debt service payment, the City can make strategic investments in its capital needs, as spelled out in the Capital Improvement Plan.

Health Insurance

The City of Springfield has annually saved millions of dollars by receiving its health insurance through the Group Insurance Commission ("GIC"). The GIC, which provides and administers health insurance for approximately 425,000 members throughout the Commonwealth, seeks to identify low cost plans that are affordable for not only for its members, but also the municipal agencies in which they work for. The City has seen a direct benefit from its collaboration with the GIC, recognizing \$6.4M of combined savings from FY19-FY21 when compared to initial budgetary estimates.

Despite the decrease in projected costs over recent fiscal years, this financial forecast conservatively assumes an overall increase of 6.7% for health insurance expenditures from FY24 to FY27. This is a strategic effort to ensure that the City is accounting for a large increase in insurance rates, should this occur during any given year. Due to the large budgetary cost associated with our health insurance benefit, it is vital that we always seek a fiscally responsible solution in order to preserve our limited financial resources.

Retirement

The City's municipal pension remains the lowest funded in the Commonwealth, with a current funding ratio of 35.6% and an unfunded liability totaling \$898.4M. Poor market and economic conditions are contributing factors that led to Springfield's low pension funded ratio. Pension funds rely heavily on growth of approximately 7.00% a year from investments; any return lower than this would have adverse effects on the unfunded liability amount. In 2008, the fund reported losing 28% of its value due to the stock market crash of that year. Although the market has since rebounded, limited revenue sources have made it challenging to contend with higher pension payments.

To address this issue, the City deliberately lowered its rate of return to reflect market rates and assumed an aggressive payment schedule with the goal to be fully funded by FY34, six years earlier than the state-mandated deadline. As part of this, the City increased its FY18 and FY19 pension appropriations by 14% and 15%, respectively. To further bolster our efforts towards addressing this liability, the City transferred in an additional \$2M from its Pension Stabilization Reserve Fund in October 2018, and \$1.1M in Free Cash in March 2019. This is a testament to the

administration's commitment to developing creative solutions that will continue to reduce the liability and thus improve the City's overall financial position.

Looking ahead, the payment projections for the upcoming fiscal years shown on this plan are based on the City's most recent pension funding schedule, which was evaluated and finalized in 2022. Annual Payment increases which equate to 9% over the previous year's amount continue in FY24, and will remain that way until the liability is fully funded in FY34. Developing this aggressive payment schedule certainly addresses the City's low pension problem; however, it also comes with concerning fiscal challenges.

The FY24 pension appropriation amounts to \$101.6M, which is divided amongst three separate entities; the City of Springfield, the Springfield Housing Authority, and the Springfield Water and Sewer Commission. Given that pension is currently the third largest expense in the City's operating budget, significant increases in annual payments will likely have an impact on City services if alternative revenue sources are not actualized. To avoid future risk, the City will continue to reassess its pension funding schedule every two years when the actuarial valuation is updated.

COVID-19 Relief

The City of Springfield has had to endure difficult financial challenges due to the unprecedented COVID-19 pandemic. Despite these challenges, the City will continue to work diligently to regain prosperity. Springfield is committed to producing a budget funding the core services its residents deserve by placing continued emphasis on public safety, public education, economic development, healthy neighborhoods, and community services. The newly developed Department of Recovery and Business Continuity (DRBC) will act as a centralized location for the public to receive information and give input on the City's use of American Rescue Plan Act (ARPA) funds, while researching interdepartmental needs as well. The DRBC understands that every department within the city has been directly impacted by the pandemic and will continue to encourage department heads to submit information outlining their department needs. Through these efforts, the City of Springfield plans to continue growth despite any adversity we may encounter.

Conclusion

Based on these assumptions, it is clear that spending growth will continue to outpace revenue growth for the coming years, forcing the City to develop creative solutions. It is important to note that the revenue assumptions in this document are conservative and will be updated 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.

Despite the projected budget gaps in the coming fiscal years, the City has overcome similar deficits in the past. We have successfully balanced and maintained the City's annual operating budget by making strategic and compassionate decisions that align with the administration'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 2022-2023 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 non-one-time revenue equals or exceeds 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.

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.

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
521030 Water/Sewer	Use Only.
REPAIRS AND MAINTENANCE		Proper Use:
524010 Rep & Maint - Vehicles	Repair and energy services not provided directly by
524015 Rep & Maint - Equipment	municipal personnel. This includes contracts and
524020 Rep & Maint - Office Equipment	agreements covering the upkeep of buildings and
524030 Rep & Maint - Buildings	equipment.
524035 Rep & Maint - Operating Cost	
524040 Rep & Maint - Software	Examples: Building & grounds, recreational
524045 Rep & Maint - Computer Hardware	facilities, communication lines, HVAC equipment,
524050 Rep & Maint - Telephones	machine tools, computer equipment, office
524060 Rep & Maint - Parking Meters	furnishings.
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-
527040 Rental - Vehicles	copiers, recreational facilities, communication
527050 Rental - Storage	equipment, HVAC equipment.
OTHER PROPERTY SERVICES		Proper Use:
529100 Waste Removal Services	Property related services.
529200 Demolition Services	Examples: Custodial service contracts, snow
529300 Landscaping Services	removal contracts, solid waste disposal contracts.
529400 Snow Removal Services	
PROFESSIONAL SERVICES		Proper Use:
530105 Professional Services	Services which by their nature can be performed
530130 Program Evaluation	by persons of firms with specialized skills and
530140 Translation Services	knowledge.
530150 Consultant/Student Instruction	Examples: Food service management, manage-
530180 Supplemental Tutoring Services	ment consultant, student testing, accounting/audit
530600 Engineer & Architectural, Surveys	architectural/engineering, legal, tutoring, labor
530900 Legal Services	relations.

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.
GROUNDSCAPING/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	

Appendix

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 - PVTa	
566500	School Choice Assessment	Proper Use:
566600	Charter School Assessment	Amounts paid to entities other than federal, state,
			or county, for municipal services, provided by others
569200	Intergov. - Lic, Fees, Permits	Proper Use:
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'

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
576400	Settlement Claims	against the local unit.
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
591200	Long Term Debt - Interest	owed on long-term debt.
591400	QSCB Sinking Fund Acct	
592100	LTD Interest Non State Qualified	
595000	Temporary Loans/Principal	
595050	Temporary Loans/Interest	
595100	Cost of Issuance	

**CITY OF SPRINGFIELD
EXPENDITURE OBJECT CODES**

PERSONAL SERVICES		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/Admissions	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	595100 Cost of Issuance	
524050 Rep & Maint - Telephones		ENERGY SUPPLIES	CHARGES	599999 Prior Year Expenditures	
524060 Rep & Maint - Parking Meters		541100 Energy Supplies	CHERRY SHEET ASSESSMENTS		
524070 Rep & Maint - Signs		OFFICE SUPPLIES	563000 RMV Non-Renewal Surcharge		
RENTAL AND LEASE		542010 Office Supplies	563100 Special Education		
527010 Rental - Building		542300 Software	563900 Mosquito Control		
527020 Rental - Equipment		BUILDING SUPPLIES	564000 Air Pollution District		
527030 Rental - Office Equipment		543100 Mechanical/Engineer Supplies	564100 Planning Council		
527040 Rental - Vehicles		543200 Electrical Supplies	566300 Regional Transit - PVTa		
527050 Rental - Storage		543500 Hardware Supplies	566500 School Choice Assessment		
OTHER PROPERTY SERVICES		543600 Lumber/Wood Supplies	566600 Charter School Assessment		
529100 Waste Removal Services		543700 Paint/Materials Supplies	569200 Intergov. - Lic, Fees, Permits		
529200 Demolition Services		544000 Roofing Supplies	569300 Employer Match - Medicare Tax		
529300 Landscaping Services		544100 Flooring Supplies	569900 State - Other		
529400 Snow Removal Services		544200 Ceiling Supplies	OTHER CHARGES & EXPENSES		
PROFESSIONAL SERVICES		544300 HVAC Supplies	TRAVEL		
530105 Professional Services		544600 Glass Supplies	571100 In State Travel		
			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%
2018	5,780,377,200	72.86%	\$ 19.68	\$ 113,757,823	57.36%
2019	5,987,324,700	72.90%	\$ 19.68	\$ 117,830,550	57.40%
2020	6,402,194,493	73.33%	\$ 19.53	\$ 125,034,858	57.79%
2021	7,018,786,800	74.38%	\$ 18.90	\$ 132,655,071	58.31%
2022	7,563,612,002	75.66%	\$ 18.82	\$ 142,347,178	59.98%
2023	8,675,183,438	76.94%	\$ 17.05	\$ 147,911,878	60.99%

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%
2018	1,206,763,700	15.21%	\$ 39.28	\$ 47,401,678	23.90%
2019	1,250,878,800	15.23%	\$ 39.30	\$ 49,159,537	23.95%
2020	1,293,996,307	14.82%	\$ 39.23	\$ 50,763,475	23.46%
2021	1,365,682,200	14.47%	\$ 39.23	\$ 53,575,713	23.55%
2022	1,369,511,798	13.70%	\$ 39.04	\$ 53,465,741	22.53%
2023	1,443,635,062	12.80%	\$ 36.40	\$ 52,548,316	21.67%

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%
2018	215,259,800	2.71%	\$ 39.28	\$ 8,455,405	4.26%
2019	232,031,300	2.83%	\$ 39.30	\$ 9,118,830	4.44%
2020	242,375,100	2.78%	\$ 39.23	\$ 9,508,375	4.39%
2021	258,826,000	2.74%	\$ 39.23	\$ 10,153,744	4.46%
2022	266,750,900	2.67%	\$ 39.04	\$ 10,413,955	4.39%
2023	294,050,400	2.61%	\$ 36.40	\$ 10,703,435	4.41%

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%
2018	730,855,150	9.21%	\$ 39.28	\$ 28,707,990	14.48%
2019	742,412,040	9.04%	\$ 39.30	\$ 29,176,793	14.21%
2020	791,535,670	9.07%	\$ 39.23	\$ 31,051,944	14.35%
2021	792,918,510	8.40%	\$ 39.23	\$ 31,106,193	13.67%
2022	797,030,870	7.97%	\$ 39.04	\$ 31,116,085	13.11%
2023	861,859,550	7.64%	\$ 36.40	\$ 31,371,688	12.93%

FY	Total Value	% of Value		Tax Levy	% of Levy
2007	7,433,650,520	100.00%		\$ 145,527,361	100.00%
2008	7,807,142,500	100.00%		\$ 153,489,174	100.00%
2009	7,241,274,580	100.00%		\$ 163,078,974	100.00%
2010	6,994,818,900	100.00%		\$ 170,816,604	100.00%
2011	6,849,328,730	100.00%		\$ 166,484,866	100.00%
2012	6,776,007,950	100.00%		\$ 169,389,217	100.00%
2013	6,696,353,300	100.00%		\$ 167,403,337	100.00%
2014	6,918,393,170	100.00%		\$ 172,956,973	100.00%
2015	7,044,928,510	100.00%		\$ 176,111,383	100.00%
2016	7,276,422,130	100.00%		\$ 181,896,375	100.00%
2017	7,657,956,090	100.00%		\$ 191,411,830	100.00%
2018	7,933,255,850	100.00%		\$ 198,322,897	100.00%
2019	8,212,646,840	100.00%		\$ 205,285,710	100.00%
2020	8,730,101,570	100.00%		\$ 216,358,653	100.00%
2021	9,436,213,510	100.00%		\$ 227,490,720	100.00%
2022	9,996,905,570	100.00%		\$ 237,342,959	100.00%
2023	11,274,728,450	100.00%		\$ 242,535,316	100.00%

2019	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,987,324,700	72.90%	\$ 19.68	\$ 117,830,550	57.40%	206,947,500	3.46%	\$ 4,072,727	3.46%
Commercial	1,250,878,800	15.23%	\$ 39.30	\$ 49,159,537	23.95%	44,115,100	3.53%	\$ 1,757,859	3.58%
Industrial	232,031,300	2.83%	\$ 39.30	\$ 9,118,830	4.44%	16,771,500	7.23%	\$ 663,425	7.28%
Personal	742,412,040	9.04%	\$ 39.30	\$ 29,176,793	14.21%	11,556,890	1.56%	\$ 468,803	1.61%
	=====			=====		=====		=====	
TOTAL	8,212,646,840			\$ 205,285,710		279,390,990	3.40%	6,962,814	3.39%
		Levy Inc/Dec		\$ 6,962,814	3.51%				

2020	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	6,402,194,493	73.33%	\$ 19.53	\$ 125,034,858	57.79%	414,869,793	6.48%	\$ 7,204,308	5.76%
Commercial	1,293,996,307	14.82%	\$ 39.23	\$ 50,763,475	23.46%	43,117,507	3.33%	\$ 1,603,938	3.16%
Industrial	242,375,100	2.78%	\$ 39.23	\$ 9,508,375	4.39%	10,343,800	4.27%	\$ 389,545	4.10%
Personal	791,535,670	9.07%	\$ 39.23	\$ 31,051,944	14.35%	49,123,630	6.21%	\$ 1,875,151	6.04%
	=====			=====		=====		=====	
TOTAL	8,730,101,570			\$ 216,358,653		517,454,730	5.93%	11,072,943	5.12%
		Levy Inc/Dec		\$ 11,072,943	5.39%				

2021	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	7,018,786,800	74.38%	\$ 18.90	\$ 132,655,071	58.31%	1,031,462,100	14.70%	\$ 7,620,212	5.74%
Commercial	1,365,682,200	14.47%	\$ 39.23	\$ 53,575,713	23.55%	114,803,400	8.41%	\$ 2,812,238	5.25%
Industrial	258,826,000	2.74%	\$ 39.23	\$ 10,153,744	4.46%	26,794,700	10.35%	\$ 645,369	6.36%
Personal	792,918,510	8.40%	\$ 39.23	\$ 31,106,193	13.67%	50,506,470	6.37%	\$ 54,249	0.17%
	=====			=====		=====		=====	
TOTAL	9,436,213,510			\$ 227,490,720		1,223,566,670	12.97%	11,132,067	4.89%
		Levy Inc/Dec		\$ 11,132,067	5.15%				

2022	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	7,563,612,002	75.66%	\$ 18.82	\$ 142,347,178	59.98%	544,825,202	7.20%	\$ 9,692,107	6.81%
Commercial	1,369,511,798	13.70%	\$ 39.04	\$ 53,465,741	22.53%	3,829,598	0.28%	\$ (109,972)	-0.21%
Industrial	266,750,900	2.67%	\$ 39.04	\$ 10,413,955	4.39%	7,924,900	2.97%	\$ 260,211	2.50%
Personal	797,030,870	7.97%	\$ 39.04	\$ 31,116,085	13.11%	4,112,360	0.52%	\$ 9,892	0.03%
	=====			=====		=====		=====	
TOTAL	9,996,905,570			\$ 237,342,959		560,692,060	5.61%	9,852,238	4.15%
		Levy Inc/Dec		\$ 9,852,238	4.33%				

2023	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	8,675,183,438	76.94%	\$ 17.05	\$ 147,911,878	60.99%	1,111,571,436	12.81%	\$ 5,564,700	3.76%
Commercial	1,443,635,062	12.80%	\$ 36.40	\$ 52,548,316	21.67%	74,123,264	5.13%	\$ (917,424)	-1.75%
Industrial	294,050,400	2.61%	\$ 36.40	\$ 10,703,435	4.41%	27,299,500	9.28%	\$ 289,479	2.70%
Personal	861,859,550	7.64%	\$ 36.40	\$ 31,371,688	12.93%	64,828,680	7.52%	\$ 255,602	0.81%
	=====			=====		=====		=====	
TOTAL	11,274,728,450			\$ 242,535,316		1,277,822,880	11.33%	5,192,357	2.14%
		Levy Inc/Dec		\$ 5,192,357	2.19%				

TOP 25 TAXPAYERS FISCAL YEAR 2023

Owner	Use	2023 Total Value	2023 Total Tax	2023 \$237,342,959 % of Levy
NSTAR ELECTRIC COMPANY	UTILITY	\$ 354,501,920	\$ 13,866,843	5.84%
EVERSOURCE GAS	UTILITY	\$ 168,357,990	\$ 6,572,696	2.77%
MASSACHUSETTS MUTUAL LIFE INSURANCE	OFFICE	\$ 57,316,400	\$ 2,223,414	0.94%
CNR SPRINGFIELD LLC	INDUSTRIAL	\$ 52,738,800	\$ 2,058,923	0.87%
MASSPOWER LLC	UTILITY	\$ 51,255,000	\$ 2,000,995	0.84%
SOLUTIA INC	INDUSTRIAL	\$ 35,578,730	\$ 1,388,965	0.59%
D'AMOUR GERALD E & CHARLES L & DONALD H	INDUSTRIAL	\$ 32,419,800	\$ 1,265,669	0.53%
FIVE TOWN STATION LLC	RETAIL	\$ 29,583,010	\$ 1,154,921	0.49%
BC COLONIAL ESTATES LLC	APARTMENT	\$ 57,639,560	\$ 1,089,129	0.46%
CHESTNUT PARK PRESERVATION LP	APARTMENT	\$ 51,198,800	\$ 1,053,797	0.44%
VERIZON NEW ENGLAND	TELEPHONE	\$ 25,827,900	\$ 1,008,321	0.42%
BAYSTATE MEDICAL CENTER INC	MEDICAL	\$ 25,168,000	\$ 972,938	0.41%
1277 LIBERTY STREET - 10190746 LLC	RETAIL	\$ 24,322,600	\$ 948,921	0.40%
MITTAS HOSPITALITY LLC & DD DEVELOPMENT	OFFICE/HOTEL	\$ 23,403,600	\$ 910,095	0.38%
WASON AVENUE PARTNERS LLC	MEDICAL	\$ 21,754,400	\$ 849,292	0.36%
SPRINGFIELD GARDENS LP	APARTMENT	\$ 41,050,400	\$ 786,566	0.33%
PYNCHON TOWNHOUSES LLC	APARTMENT	\$ 33,611,500	\$ 632,568	0.27%
SPRINGFIELD FOODSERVICE CORPORATION	INDUSTRIAL	\$ 15,629,300	\$ 610,168	0.26%
15 TAYLOR LLC	APARTMENT	\$ 27,830,760	\$ 576,904	0.24%
SYSTEM COORDINATED SERVICES INC	MEDICAL	\$ 14,209,500	\$ 554,739	0.23%
KAGR2 SPRINGFIELD 3640, LLC	MEDICAL	\$ 13,854,000	\$ 540,860	0.23%
EDGEWATER TOWER LLC	APARTMENT	\$ 28,089,800	\$ 540,010	0.23%
STOCKBRIDGE COURT LIMITED PARTNERSHIP	APARTMENT	\$ 26,004,100	\$ 523,520	0.22%
COMCAST OF MASSACHUSETTS II IN	COMMUNICATIONS	\$ 12,813,870	\$ 500,253	0.21%
BIRNIE MEDICAL LLC	MEDICAL	\$ 12,441,600	\$ 485,720	0.20%
TOTAL		\$ 1,236,601,340	\$ 43,116,228	18.17%

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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 policies 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 2024
City of Springfield
City Council
Appropriation Orders

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Appendix F
Fiscal Year 2024
Recommended Budget
Schedule of Appropriations

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				FISCAL 2024
Fund	Func	Dept	Classification	RECOMMENDED GENERAL FUND
0100	10	111	CITY COUNCIL	543,519
0100	10	111	Personal Services	525,531
0100	10	111	Expenses	17,988
0100	10	111	Capital	-
0100	10	121	MAYOR	692,288
0100	10	121	Personal Services	671,664
0100	10	121	Expenses	20,624
0100	10	121	Capital	-
0100	10	129	OFFICE OF MANAGEMENT AND BUDGET	1,309,965
0100	10	129	Personal Services	1,134,789
0100	10	129	Expenses	175,176
0100	10	129	Capital	-
0100	10	132	DEPT 3-1-1	582,231
0100	10	132	Personal Services	529,778
0100	10	132	Expenses	52,453
0100	10	132	Capital	-
0100	10	133	FINANCE	2,817,557
0100	10	133	Personal Services	-
0100	10	133	Expenses	2,817,557
0100	10	133	Capital	-
0100	10	133	PAY-AS-YOU-GO CAPITAL	4,652,045
0100	10	133	Personal Services	-
0100	10	133	Expenses	-
0100	10	133	Capital	4,652,045
0100	10	135	COMPTROLLER	574,822
0100	10	135	Personal Services	567,125
0100	10	135	Expenses	7,698
0100	10	135	Capital	-
0100	80	135	STATE ASSESSMENTS	3,687,213
0100	80	135	Personal Services	-
0100	80	135	Expenses	3,687,213
0100	80	135	Capital	-
0100	10	135	PROVISION FOR UNCOMPENSATED ABSENCES	(1,200,000)
0100	10	135	Personal Services	(1,200,000)
0100	10	135	Expenses	-
0100	10	135	Capital	-
0100	10	135	RESERVE FOR CONTINGENCIES	250,000
0100	10	135	Personal Services	-

				FISCAL 2024
Fund	Func	Dept	Classification	RECOMMENDED GENERAL FUND
0100	10	135	Expenses	250,000
0100	10	135	Capital	
0100	10	136	INTERNAL AUDIT	517,530
0100	10	136	Personal Services	308,717
0100	10	136	Expenses	208,813
0100	10	136	Capital	-
0100	10	138	OFFICE OF PROCUREMENT	689,778
0100	10	138	Personal Services	526,546
0100	10	138	Expenses	163,233
0100	10	138	Capital	-
0100	10	141	BOARD OF ASSESSORS	1,131,945
0100	10	141	Personal Services	887,265
0100	10	141	Expenses	244,680
0100	10	141	Capital	
0100	10	145	TREASURER	1,598,402
0100	10	145	Personal Services	591,531
0100	10	145	Expenses	1,006,871
0100	10	145	Capital	-
0100	70	145	DEBT SERVICE	19,095,401
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	19,095,401
0100	70	145	CAPITAL RESERVE FUND	3,939,101
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	3,939,101
0100	10	146	COLLECTOR	579,958
0100	10	146	Personal Services	392,081
0100	10	146	Expenses	187,877
0100	10	146	Capital	-
0100	10	147	PARKING CONTRACT	1,072,177
0100	10	147	Personal Services	
0100	10	147	Expenses	1,072,177
0100	10	147	Capital	
0100	10	151	LAW	3,098,179
0100	10	151	Personal Services	2,588,654
0100	10	151	Expenses	509,524
0100	10	151	Capital	-

				FISCAL 2024
Fund	Func	Dept	Classification	RECOMMENDED GENERAL FUND
0100	10	152	DEPARTMENT OF HUMAN RESOURCES & LABOR RELATIONS	1,319,076
0100	10	152	Personal Services	786,338
0100	10	152	Expenses	532,738
0100	10	152	Capital	-
0100	90	152	BENEFITS	32,837,556
0100	90	152	Personal Services	
0100	90	152	Expenses	32,837,556
0100	90	152	Capital	-
0100		152	EMPLOYEE BENEFITS DEPARTMENT	443,027
0100		152	Personal Services	432,860
0100		152	Expenses	10,167
0100		152	Capital	-
0100	10	154	PAYROLL DEPARTMENT	-
0100	10	154	Personal Services	
0100	10	154	Expenses	-
0100	10	154	Capital	
0100	10	155	INFORMATION TECHNOLOGY DEPARTMENT	4,480,046
0100	10	155	Personal Services	1,328,710
0100	10	155	Expenses	3,133,335
0100	10	155	Capital	18,000
0100	10	161	CITY CLERK	773,270
0100	10	161	Personal Services	697,914
0100	10	161	Expenses	75,356
0100	10	161	Capital	-
0100	10	162	BOARD OF ELECTION COMMISSION	697,670
0100	10	162	Personal Services	492,020
0100	10	162	Expenses	205,650
0100	10	162	Capital	-
0100	10	175	PLANNING DEPARTMENT	1,368,131
0100	10	175	Personal Services	801,257
0100	10	175	Expenses	566,874
0100	10	175	Capital	-
0100	10	190	FACILITIES MANAGEMENT	4,532,681
0100	10	190	Personal Services	1,484,935
0100	10	190	Expenses	3,047,746
0100	10	190	Capital	-
0100	10	193	CAPITAL ASSET CONSTRUCTION	534,995
0100	10	193	Personal Services	475,491
0100	10	193	Expenses	59,504
0100	10	193	Capital	-

				FISCAL 2024
Fund	Func	Dept	Classification	RECOMMENDED GENERAL FUND
0100	20	210	POLICE	57,734,693
0100	20	210	Personal Services	52,474,482
0100	20	210	Expenses	5,000,033
0100	20	210	Capital	260,178
0100	20	220	FIRE	27,531,981
0100	20	220	Personal Services	25,067,529
0100	20	220	Expenses	2,455,952
0100	20	220	Capital	8,500
0100	20	241	BUILDING - CODE ENFORCEMENT	2,122,068
0100	20	241	Personal Services	2,059,760
0100	20	241	Expenses	62,309
0100	20	241	Capital	-
0100	20	242	HOUSING - CODE ENFORCEMENT	1,153,133
0100	20	242	Personal Services	931,615
0100	20	242	Expenses	221,518
0100	20	242	Capital	-
0100	20	250	EMERGENCY COMMUNICATIONS	2,252,925
0100	20	250	Personal Services	2,079,457
0100	20	250	Expenses	173,467
0100	20	250	Capital	-
0100	20	292	TJ O'CONNOR ANIMAL CONTROL	1,880,731
0100	20	292	Personal Services	1,014,845
0100	20	292	Expenses	865,886
0100	20	292	Capital	-
0100	30	300	SCHOOL DEPARTMENT	587,798,386
0100	30	300	SCHOOL DEPARTMENT	549,586,520
0101	30	300	SCHOOL TRANSPORTATION	38,211,867
0100	40	400	DEPARTMENT OF PUBLIC WORKS	12,469,901
0100	40	400	Personal Services	5,340,654
0100	40	400	Expenses	7,129,247
0100	40	400	Capital	-
0100		400	ENTERPRISE FUND SUPPLEMENT	7,266,762
0100		400	Personal Services	
0100		400	Expenses	7,266,762
0100		400	Capital	
0100	50	520	HEALTH & HUMAN SERVICES	2,389,582
0100	50	520	Personal Services	1,953,881
0100	50	520	Expenses	435,701

				FISCAL 2024
Fund	Func	Dept	Classification	RECOMMENDED GENERAL FUND
0100	50	520	Capital	-
0100	50	541	DEPARTMENT OF ELDER AFFAIRS	674,599
0100	50	541	Personal Services	415,924
0100	50	541	Expenses	258,675
0100	50	541	Capital	-
0100	50	543	VETERANS SERVICES	1,683,173
0100	50	543	Personal Services	391,530
0100	50	543	Expenses	1,291,643
0100	50	543	Capital	-
0100	60	610	LIBRARY	5,931,669
0100	60	610	Personal Services	4,051,846
0100	60	610	Expenses	1,844,823
0100	60	610	Capital	35,000
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	11,247,233
0100	60	630	Personal Services	6,120,069
0100	60	630	Expenses	4,831,400
0100	60	630	Capital	295,764
0100	90	911	NON-CONTRIB. PENSIONS	-
0100	90	911	Personal Services	
0100	90	911	Expenses	-
0100	90	911	Capital	
0100	90	911	CONTRIBUTION RETIREMENT PENSION	61,837,509
0100	90	911	Personal Services	
0100	90	911	Expenses	61,837,509
0100	90	911	Capital	
TOTAL				877,912,906

City of Springfield - Fiscal Year 2024

Departmental Submissions

Schedule of Appropriations - Trash Enterprise Fund

Fund	Func	Dept	Classification	FISCAL 2024 MAYOR REC ENTERPRISE FUND
6500	40	400	TRASH ENTERPRISE	13,428,223
6500	40	400	Personal Services	3,637,653
6500	40	400	Expenses	9,790,570
6500	40	400	Capital	-