



City of Springfield, MA

Fiscal Year 2012 Adopted Budget

Domenic J. Sarno, Mayor



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**City of Springfield, Massachusetts
Fiscal Year 2012
Adopted Budget**



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Mayor**

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Chief Administrative and Financial Officer**

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Kateri Walsh, At large, Vice President

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Mike Fenton, Ward 2

Melvin A. Edwards, Ward 3

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Amaad Riviera, Ward 6

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
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**City of Springfield
Massachusetts**

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE BASKETBALL HALL OF FAME

November 30, 2011

We are pleased to publish a balanced Adopted Fiscal Year 2012 budget for the City of Springfield. FY12 began on July 1, 2011 and runs through June 30, 2012. The adopted budget appropriates \$542,203,022 to programs and services across all City Departments including the School Department. This represents a 1.1% decrease from the FY11 Actual budget.

Since our recommended FY12 budget was submitted to the City Council for review on May 16, 2011 much has occurred to enable the City to adopt an on-time budget for FY12 including:

- May 25th - City Council public hearings to review budget recommendations for the City Council, Internal Audit, City Clerk, Mayor, Elections, Law, Chief Administrative and Finance Officer, Finance, CitiStat, Comptroller, Procurement, Assessors, Treasurer/Collector, Human Resources and Labor Relations, Payroll, Information Technology, Capital Asset and Construction.
- May 31st - City Council public hearings to review budget recommendations for Planning, Building Code, Housing Code, Police, Fire, Dispatch.
- May 14th - City Council public hearings to review budget recommendations for the Public Works, Health, Elder Affairs, Veterans, Animal Control, Libraries, Parks & Facilities and Schools.
- June 22nd – Special meeting of the City Council to finalize FY12 General Fund appropriations and associated budget orders.

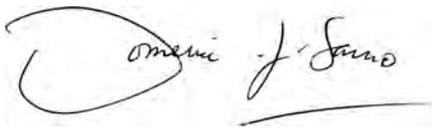
Based on the recommendations submitted on May 16th, the City Council reduced General Fund appropriations by a total of \$2,681,549 in the following areas:

FY12 Adopted Budget				
	FY11 Adopted	FY12 Recommended	Council Reduction	FY12 Adopted
City Council	320,469	341,017	(608)	340,410
City Clerk	543,887	501,391	(1,727)	499,664
Internal Auditor	472,776	401,901	(55,248)	346,653
Mayor	442,026	421,326	(719)	420,607
Law	1,819,862	1,794,961	(28,228)	1,766,733
Elections	523,020	514,381	(7,243)	507,138
Chief Administration & Finance Officer	436,603	280,519	(3,334)	277,185
Finance	659,002	577,334	(101,863)	475,471
CitiStat	313,702	240,241	(240,241)	-
Call Center 311	482,137	401,154	(270)	400,884
Comptroller	780,567	641,863	(580)	641,283
Procurement	656,702	489,226	(63,345)	425,881
Assessors	929,682	724,572	(5,750)	718,822
Treasurer	3,340,985	3,133,143	(136,666)	2,996,477
Collector	513,455	466,417	(6,853)	459,564
Human Resources & Labor Relations	1,735,899	1,660,981	(29,202)	1,631,779
Payroll	658,326	315,492	(2,689)	312,803
Information Technology	2,608,682	2,960,268	(187,568)	2,772,700
Capital Asset & Construction	535,292	490,774	(53,312)	437,462
Planning	1,225,942	1,098,228	(19,034)	1,079,194
Building Code	1,336,926	1,257,442	(2,768)	1,254,675
Housing Code	835,570	645,292	(7,515)	637,777
Police	37,588,876	37,288,088	(204,394)	37,083,694
Fire	18,809,550	18,137,436	(70,651)	18,066,785
Dispatch	1,351,419	1,554,629	(132,280)	1,422,349
DPW - General Fund	9,606,515	10,634,167	(489,231)	10,144,936
DPW - Enterprise Fund Supplement	4,564,583	4,788,200	(239,410)	4,548,790
Health	1,503,617	1,382,364	(11,164)	1,371,200
TJO - Animal Control	1,205,959	1,322,454	(74,210)	1,248,244
Elder	299,949	296,817	(1,173)	295,644
Veterans	1,655,790	2,378,702	(107,586)	2,271,116
Library	3,859,369	3,741,907	(72,269)	3,669,638
Parks	8,391,522	7,753,388	(193,710)	7,559,678
Facilities	5,835,163	5,708,529	(130,708)	5,577,821
GRAND TOTAL			(2,681,549)	

In addition to the normal operations of the City funded through the fiscal year budget, each department has been working tirelessly to respond to and clean up from the tornado that hit our City on June 1, 2011, Hurricane Irene in August, and a snowstorm on October 29, 2011. The costs associated with the storm have not been built into the annual operating budget and are being tracked separately. The City plans to maximize all available reimbursements for storm related costs and will determine what measures will be necessary to account for the City's share once all reimbursements are in place.

The budget process is a continuing cycle therefore although an adopted budget is now in place for FY12, City departments must work to implement the budget, enact initiatives and make adjustments to ensure that we continue to live within budgeted revenues. We have prioritized strong financial management for the City and will work tirelessly to continue to demonstrate our commitment to fiscal prudence.

Respectfully,

Handwritten signature of Domenic J. Sarno in black ink, featuring a large, stylized initial 'D' and the name 'Domenic J. Sarno' written in cursive.

Domenic J. Sarno
Mayor

Handwritten signature of Lee C. Erdmann in black ink, written in a cursive style.

Lee C. Erdmann
CAFO

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE BASKETBALL HALL OF FAME

May 16, 2011

The Sarno Administration is pleased to submit for your review and consideration the recommended budget for Fiscal Year 2012 which begins on July 1, 2011. The recommendations total \$544,884,572 which represents a 2.1% increase from the FY11 Adopted budget and a -0.7% decrease from the FY11 Projected budget published at the close of the third quarter. The budget is balanced and preserves many core services across City Government, however many tough choices were needed to get here. We ask that these recommendations be reviewed by the Committee of the Whole to ensure that the information is communicated to the entire body timely and efficiently.

The FY12 budget process was the most challenging to date. With property values and State Aid continuing to decline and fixed costs on the rise, a gap of \$49.4 million needed to be resolved. Departments were asked to submit level service requests and 15% reductions and even with those cuts, the budget was not balanced. Our approach has never been to cut across the board, but instead review the budget based on our strategic priorities of Public Safety, Education, Economic Vitality, Healthy Neighborhoods, and Fiscal and Operational Excellence. That review consisted of hearings with departments, reviews of cost savings proposals and reviews of cuts to programs and services.

The budget before you is not without its share of pain. 48.5 vacant positions were de-funded and 33.5 layoffs of dedicated staff were needed to balance this budget. All non-bargaining staff have had their pay frozen, including the Mayor again, and are required to take 12 furlough days during FY12. In addition, reductions to other budgetary costs such as training, travel, professional development and professional services was reduced and even eliminated in areas of the budget. We have worked hard to mitigate layoffs by seeking concessions from all employees and offering a modest retirement incentive. Even with all that, we needed to maintain the trash fee to help offset the costs of solid waste, dip into our stabilization fund and utilize overlay surplus funds to submit this balanced budget.

Springfield, like many communities across this State and across the Nation, is struggling to maintain core services. Long gone are the days of annual revenue increases that can support our in-

creases in fixed costs and leave room to expand services. We are constantly challenged to review, update, restructure and re-evaluate every dollar that is spent to ensure that we are maximizing the benefit for our residents, businesses and visitors. And at the end of the day, priorities must be preserved and difficult decisions made to meet our fiduciary responsibility to the Taxpayers. We have made those tough choices during this process.

While the FY12 budget was difficult to balance, it continues to provide for many core services that are critical to our homes, businesses and communities. Within the pages of this budget you will learn that this budget buys \$544.9 million in vital services that are uniquely provided by Government including:

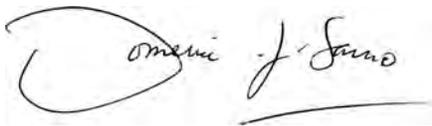
- Funds 490 Police Officers and Supervisors including 100% funding for the Quinn benefit at \$3.7 million.
- Funds roughly 15,000 deterrent crime deployments by the Police Department.
- Funds the ability of Police to respond to over 180,000 calls for service.
- Funds software that assists in trending crime data in order to deploy Police proactively.
- Funds the recruit class that the Police Department recently brought on in FY11.
- Funds the recruit class that the Fire Department recently brought on in FY11.
- Funds 41 Certified and Trained Police and Fire Dispatchers.
- Funds maintenance upgrades necessary to continue efforts of consolidating the two dispatch centers.
- Funds software necessary to communicate to officers on patrol.
- Fully funds the School Department including meeting all State mandated funding requirements.
- Keeps our neighborhood libraries open but at reduced hours.
- Fully funds State mandated spending such as debt service and assessments.
- Continues to support the community and celebrate diversity. Events include, but are not limited to Bright Nights, Fabulous February, Stone Soul Festival, The Caribbean Festival and the Hoop City Jazz Festival.
- Ensures public buildings are safe, clean and provides a comfortable atmosphere by providing daily maintenance such as cleaning, repairing and daily preparation to municipal buildings, schools and grounds by the Facilities Department.
- Provides maintenance for over 90 buildings and 6.5 million square feet of grounds by the Facilities Department.
- Provides funds to the Parks Department to care for and Maintain 35 parks, 52 schools and 160 traffic islands and terraces.
- Funds the Parks Department to maintain playground equipment, park buildings, trash and litter clean up, athletic field maintenance, mowing trimming, leaf/fall clean-up, vegetation management and illegal dumping reporting and remediation.
- Supports the Parks Department in coordinating and implementing educational after-school and summer programs, special events, concerts, therapeutic recreational programs for adults and children ,and pools and spray parks. The division also serves as the central program information center for all sports activities and seasonal youth programs in the City.
- Funds roadway maintenance and repair for the City's 1,100 lane miles of public/private ways and 600 miles of sidewalks.
- Provides funding for the maintenance of City Fleet (excluding police and fire) consisting of 600+ vehicles and pieces of equipment.

- Provides funding for maintenance of 14,000 catch basins, 5,000 manholes, 325 outfalls, 24 separate drainage basins, and miles of storm water drainage pipe through the City.
- Provides 34,847 customers with curbside pickup and disposal of approximately 42,000 tons of solid waste, single-stream recycling, bulk pickup, and yard waste removal.
- Provides for household hazardous waste drop off events for the City's 155,000 residents.
- Provides funding for the enforcement of sanitation standards like food preparation inspections, pest control, pool inspections and medical waste disposal compliance.
- Delivers \$2.1 million in Veterans' benefits to an average caseload of 255 veterans per month.
- Provides for the administration of the Senior Aides program, enabling 140+ participants the opportunity to work, with a goal of transitioning to permanent, unsubsidized positions
- Provides an estimated 700 separate counseling sessions to seniors and their families regarding health care options; enables understanding and planning of health care for seniors.
- Enables continuous, 24 hour, year round, safe response and retrieval of dangerous and problematic animals in our neighborhoods and Adoption Services anticipated to relocate an estimated 900 animals to partnering facilities this year.
- Funds 3 Project Managers responsible for over 40 construction and renovation projects valued over \$200 million.

We must celebrate our ability to be able to maintain this level of programs and services in light of our revenue challenges. We must continue to be vigilant in efficiently managing our limited resources and to maximize the benefits that these resources will provide. We are proud to submit this budget to you for consideration and look forward to working with you over the coming weeks to finalize this process and begin FY12.

This process is a team effort, so we would like to thank all of the Cabinet Members, Department Heads and staff that were critical in helping us deliver this budget to date. To the City Council and the residents of Springfield, we thank you for your consideration of these recommendations and look forward to your input in finalizing this budget process.

Respectfully,



Domenic J. Sarno
Mayor

Respectfully,



Lee C. Erdmann
Chief Administrative & Financial Officer

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Executive Summary

The adopted budget for FY12 is \$542,203,022 million. This represents a 1.6% increase over the FY11 Adopted Budget and a 1.1% decrease over the FY11 Actual Budget.

FY10 Actual	FY11 Adopted	FY11 Actual	FY12 Recommended	FY12 Adopted	% Change from FY11 Adopted	% Change from FY11 Actual
\$ 527,184,693	\$ 533,463,456	\$ 548,131,380	\$ 544,884,572	\$ 542,203,022	1.6%	-1.1%

The annual budget for the City of Springfield is the plan for a given fiscal year of how much revenue will be available for spending and how that revenue will be spent on City services. The budget process for the City is a continuous management tool used throughout the course of the year to ensure that the City’s revenue is spent legally and in accordance with how the budget document dictates. The City budget, like any personal budget, has limits to its income (money coming in) and expenses (money being spent) and must be balanced.

Fiscal Year 2012 will be a challenging year for the City and all of its departments. During the budget planning process, certain assumptions were utilized to project the amount available for spending. Although the overall economy appears to be rebounding from the Great Recession, revenues for the City are experiencing a lag in that recovery. State Aid reductions continue for the fourth consecutive year, property values have not rebounded and local receipts remain relatively level. Costs, however, continue to increase with the need to support legal and contractual obligations, employee costs and other fixed costs across all City departments.

The gap created between spending and revenue must be carefully evaluated and closed using a balanced approach. Spending solutions, revenue enhancements and utilizing reserve funds have all been carefully considered to balance the FY12 budget.

Fiscal Year 2011 Budget Update

Based on the Quarterly Financial & Performance report for the fourth quarter of FY11 (April - June 2011), a \$2.9 million surplus was calculated for year-end. (The Massachusetts DOR has subsequently certified \$4,698,933 in free cash for Fiscal Year 2011 in the General Fund.) This projected surplus is smaller than prior years because the City has budgeted more appropriately in the areas that were previously driving the surpluses. For example, salary savings is one of the main drivers of the surplus. In prior years, the City budgeted an overall salary savings amount for the entire City. In FY11, the City implemented the practice of budgeting salary savings in two of the major departments – Police and Fire – in addition to a general salary savings amount for the remaining departments. Additionally, in prior years the City budgeted a premium growth rate and enrollment growth rate for Health Insurance based on estimates. For FY11, the GIC premium rates were known and factored into the analysis. No enrollment growth was included since new hires were not widely budgeted. In addition, on the revenue side, tax lien revenue is not budgeted for and in prior years any revenue collected was counted as surplus. In FY11, this same policy was used however tax lien collections were offset by unexpected decreases in other local receipts from the budgeted amounts. Overall, the City is working to maintain a realistic and balanced budget throughout the fiscal year, to encourage cost savings where ever possible

and to scrutinize all expenses and revenue to ensure the budget remains balanced. Ending the year with a surplus will help to replenish some of what was borrowed from stabilization reserve for FY11.

In FY11, the City conducted monthly review of spending and revenue. In addition, a quarterly review of spending and revenue, including a year end projection, in an effort to estimate our position at year-end to ensure that the budget could sustain its trajectory. Based on the Quarterly Financial & Performance report for the fourth quarter, a surplus of \$2.9 million occurred and is comprised as follows:

Fiscal Year 2011 Budget				
	Adopted	As Modified	Actual	Surplus / (Deficit)
FY11 Spending	\$ 533,463,455	\$ 549,943,258	\$ 545,187,723	\$ 4,755,535
FY11 Revenue	\$ 533,463,455	\$ 549,943,258	\$ 548,131,380	\$ (1,811,878)
Surplus / (Deficiency)	\$ -	\$ -	\$ 2,943,657	\$ 2,943,657

Many factors caused the adopted budget to change during the course of FY11 including:

- Net School Spending Carry Forward - \$10.9 million of funds appropriated in FY10 were carried forward into FY11 for use by the School Department. These funds could not be captured as a surplus to the City as they are required to be spent by the School Department to meet our annual legal obligation.
- City Departments Continuing Appropriations - \$1.9 million of funds appropriated in FY10 were carried forward into FY11 to pay for existing obligations across various departments that would not be completed within the confines of FY10.
- Stabilization Use - \$1.6 million in stabilization reserve funds were utilized during the fiscal year to meet departmental operations including the purchase of Police vehicles, vehicle lease obligations and School Transportation needs.
- Free Cash Use - \$1.2 million in certified free cash (prior year surplus funds) were utilized to meet departmental operations including benefits needs for Veterans Services and the operation of the Tax Title Program within the Treasurer’s Department.
- Other New Revenue - \$918K of new revenue not previously budgeted was utilized to meet certain obligations including the operation of Cyr Arena, State Aid for Veterans benefits and Library revenues for Mason square and associated with a settlement for the sale of rare books by the Museum Foundation. These revenues were appropriated to support the operations of the relevant department.

It is important to note that the year-end surplus estimate is based on a projection made at the end of the fourth quarter and is subject to change as the fiscal year is closed by the City Comptroller and surpluses are verified by the State Department of Revenue (DOR). Departments are responsible for living within appropriated amounts and spending funds as responsibly as possible. A surplus projection should not be considered a reason to spend more or spend faster. All surplus funds are reviewed by the DOR for certification of “Free Cash”. Once the DOR completes their certification, the funds are available to the City to spend (subject to appropriation) or for transfer to the Stabilization reserve to replenish some of what were used in FY11. Free cash is defined as remaining unrestricted funds from operations from the previous fiscal year. The City has had positive free cash at year-end since FY05. Prior to that, however, the City had certified negative free cash from 1989 - 2004.

Note - Based on the timing of the Fiscal Year 2012 budget being finalized, the City is able to report that the DOR has certified \$4.7 million in free cash in the General Fund.

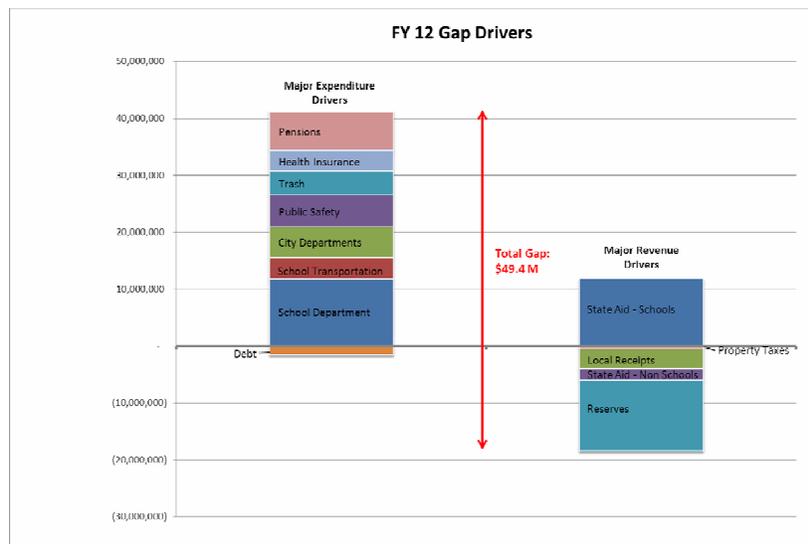
Fiscal Year 2012 Budget Challenges

The budget process for a given fiscal year begins in January when departments submit their budget requests. Budget requests are meant to first build up the cost of providing the same level of programs and services and then add any program or policy expansion that is requested. In addition, departments were asked to submit proposals to reduce their budget by fifteen (15) percent below their FY11 adopted budgets and to provide impacts of those reductions. This allows the Mayor and his finance team to review requests and understand how departments would suggest living within lesser amounts.

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

For FY12, the projected gap at the beginning of the process totaled \$49.4 million driven by the following spending and revenue assumptions:

- **Structural Deficit** – This is the amount of prior year spending supported with one-time or non-recurring revenue sources. For FY11, the budget utilized \$15 million one-time resources including the initial use of Stabilization Reserves and the mid-year appropriation of Stabilization Reserves and Free Cash to meet operating needs.
- **Spending Growth** – Departmental budget submissions included \$41.1 million in increased spending assumptions for FY12 above FY11. The main drivers included the School Department, Pension funding, Health Insurance, and other Departmental fixed costs increases.
- **Revenue** – Original revenue estimates assumed an \$8.3 million net revenue decrease from FY11 based on State Aid, tax revenue and local receipt projections.



Budget Solutions

A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue increases and a use of stabilization reserves. All of these things were considered in the context of providing vital programs and services to the City with the intention of minimizing layoffs that would impact vital services. The FY12 budget solutions include:

Initial Gap	(49,437,269)	
Category	FY12 Reduction	FTEs Impacted
Spending - Pensions	7,287,178	
Spending - Health Insurance	2,363,570	
Spending - Dept. Reductions (Vacancies)	2,218,054	46.5
Spending - Dept. Reductions (Non-Bargaining Concessions)	1,069,992	
Spending - Dept. Reductions (Layoffs)	1,432,979	33.5
Spending - Department Reductions (Other)	11,203,732	
Revenue - Updated Tax Estimate	1,600,000	
Revenue - 100% Collection	1,229,824	
Revenue - Hotel Tax	400,000	
Revenue - Updated Local Receipts	981,940	
Revenue - Trash Fee	3,500,000	
Revenue - EF Surplus	650,000	
Revenue - Overlay Surplus	5,000,000	
Revenue - Stabilization	10,500,000	
TOTAL SOLUTIONS	49,437,269	80.0

As part of the budget adoption process, \$2.7 million in cuts to departments were taken. Additionally, the State restored \$2.3 million in State Aid on October 31, 2011. These, along with some additional sources, lowered the necessary stabilization reserve transfer to approximately \$6.2 million.

Pension Funding Schedule

The City has a requirement known as a pension funding schedule which funds its pension liability by the year 2040. The pension liability was created when retired City employees took more from the pension fund than they had paid in during their years of service as City employees. Over the years, employee contribution rates have increased in order for an employee's contribution to cover the costs of their retirement. However, there is still the unfunded amount from prior years that is funded through a pension funding schedule. At the beginning of the budget planning process, the City was completing its required revaluation of the pension system. It was expected that market losses and a shift of the split between the City and School departments would cause a significant increase to the City's obligation. After the revaluation was complete and the retirement board reviewed the proposed schedule and the split between the City and School departments, the savings above was achieved. No pension benefit changes are necessary to implement this reduction.

Health Insurance

On an annual basis, it is estimated that the City's health insurance costs for active and retired employees increases by approximately 9% due to inflationary rate increases within the health care system. In addition, the City estimates growth for enrollment increases for new employees or family members of existing employees opting into the City's health insurance plan. At the beginning of this process, the GIC was still completing their rate analysis for the coming fiscal year, therefore some information was not yet available for the City to use to complete the budget projection. A savings was achieved after a person-by-person review of the insurance costs for FY12 when the GIC rates were finalized in March and adjusting for no enrollment growth for FY11. There will be no impacts to employee health insurance including no contribution or co-pay increases associated with this reduction.

Departmental Budget Reductions

In reviewing departmental budget submissions based on their level service request, some items were reduced or eliminated to balance the FY12 budget. In addition, difficult decisions were made to reduce departmental budgets to an amount that could be accommodated within the City's revenue. The categories of departmental budget reductions include:

- Vacancies – 54.5 positions were funded in FY11 that did not currently have an employee in that position or are projected to be vacant before year-end. Although this will eliminate positions funded in the budget, it is not associated with an employee therefore will not require a layoff. Some service impacts should be expected however departments will work to mitigate service reductions where possible.
- Non-Bargaining Concessions – Approximately 330 City employees are not represented by a union. Each of these employees, across all departments, will experience a wage freeze at their current level (i.e. no raise) and will take 1 furlough day per month during FY12. On October 3, 2011, the City Council adopted supplemental funding in order to reduce the number of furlough days for affected employees.
- Layoffs – 23.5 filled positions are estimated to be eliminated from the FY12 budget. This will require layoffs across many departments. Currently, departments are working on alternatives that may help offset layoffs (planned retirements, shifting costs to other sources and shifting reductions to OTPS areas). Service impact should be expected based on this reduction in force. Based on the reductions taken by the City Council in June, eight (8) additional employees were laid off from the City's workforce.
- Other Departmental Reductions – Other reductions across all departmental areas of the budget were taken. These reductions had less of a direct impact on FTEs and include things such as shifting costs to another funding source, reductions to supplies and materials, reductions in professional services costs, reductions to overtime and other reductions based on actual spending from the current fiscal year. Some service impacts can be expected however, the goal of these reductions was to reduce the impacts on services where possible.

Property Tax Revenue

At the outset of planning for the FY12 budget, the property tax levy and the collection rate were conservatively estimated. The Board of Assessors completes an initial estimate of property values during the budget process. Since the current year was a revaluation year property values were updated across the City. Even with the rebounding economy property values are still projected to decline in most categories for FY12, ranging from a 2% decrease in mixed residential properties to a 10% in commercial properties. A decrease in value directly correlates to the amount the City can levy from tax payers for a given fiscal year. In addition to the amount of the levy, the collection rate is factored into the available revenue for a given fiscal year. In prior year's the City implemented a policy to budget at a 98% collection rate. For FY11, the DOR required a change to budget at 100% collection consistent with all other communities in the Commonwealth.

Hotel Tax

In FY09, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs in light of the State Aid decreases. 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 because of the convention center housed here. Boston and Worcester have the same enhanced rate. For FY12, the City has decided to implement this increase since it is estimated to generate an additional \$400K in recurring revenue to the City. Although the Mayor recommended this increase as a source of revenue for FY12, no City Council action has been taken to implement this for FY12.

Other Local Receipt Revenue

All sources of revenue are carefully reviewed throughout the budget process to ensure that the City is maximizing all sources and staying on top of collection and enforcement efforts. In general, local receipt revenue remains relatively level from year to year unless a policy change is made to increase fees and fines. In reviewing local receipt collections for the current year and policy changes for next year, some adjustments were made to the local receipt category of revenue during the planning process. Some examples include Animal Control's contracted amount with other communities and the Springfield Parking Authority's updated revenue assumption based on current year experience.

Trash Fee

The trash fee was enacted by the Finance Control Board in FY08 in an effort to dedicate a recurring revenue source to offset the expenses of trash disposal. The annual fee included a sunset clause to eliminate the trash fee in FY12 which would eliminate \$3.5 million in recurring revenue that supported the Solid Waste budget and shifting this cost onto property tax revenues. Several proposals were made, all of which included maintaining some form of a fee either through a Graduated Bin System, a Pay-As-You-Throw bag system and keeping the fee and bin structure the same. Ultimately, the City Council agreed through a majority vote to maintain the current structure. This model will maintain the revenue currently received from the \$75 annual fee and support Solid Waste Operations. Trash fee revenue including the fee itself and other revenues received for late payments, interest and recycling total approximately \$3.5 million. In addition, a \$650K surplus in the fund that has built over the last two fiscal years will offset the general fund subsidy to the fund.

Overlay Surplus

The Overlay reserve is an account established annually to fund anticipated property tax abatements exemptions and uncollected taxes in that year. Annually, the Board of Assessors reviews the amount maintained in the Overlay reserve against the outstanding liabilities that are under review at both the State and Local level. Based on this review of revenue and liabilities, the Board will identify any surplus funds that are available for appropriation to other areas. For FY12, the Board has certified \$5 million in overlay surplus that can be repurposed leaving a balance of \$18.7 million in the account to address abatement needs.

Reserves

The recommended use of \$6.2 million of reserves represents 1.1% of the overall revenue for the budget leaving a projected Stabilization reserve balance of \$37.5 million. The stabilization reserve balance is 7% of the total budget. Note: This amount does not include any additional appropriations from the FY12 certified free cash. Any action to deposit additional funds to the Stabilization Reserve would be in addition to the balance shown here.

Stabilization Reserve Fund	
Balance As of 11/21/11	\$ 43,726,234
FY12 Use of Reserves	\$ (6,215,955)
Projected Year End Stabilization Balance	\$ 37,510,279

City of Springfield – General Fund Revenue and Expenditures

FY12 Revenue

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

State Aid

State aid is the largest source of revenue for the City of Springfield, historically comprising approximately 60% of the City's total revenue. All State Aid is distributed via the Cherry Sheet for each city and town in the Commonwealth based on State appropriated amounts for each category. The Cherry Sheet, named for the red colored paper that it used to be physically printed on, is the official notification from the Massachusetts Department of Revenue (DOR) regarding the next Fiscal Year's state aid to municipalities. The Cherry Sheet is updated throughout the State budget process, first in January based on the Governor's budget, 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) by July 1st of each year. For FY12, the House and Senate have agreed on State Aid numbers of the major categories of Aid which include Chapter 70 and Unrestricted General Government Aid (UGGA). This helps the City plan before the actual State Budget is finalized.

Property Tax

Property tax is the largest and most dependable local source revenue, but is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property, such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable property, which is revalued every three years and updated annually. Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980. Proposition 2 ½ created two levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5 percent 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 percent over the prior year's levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality's levy limit is only increased in three ways: 2.5 percent increase over the previous year's levy limit, new growth in the tax base, and a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit. Springfield's property tax rate is \$19.49 per \$1,000 of value for residential property and \$38.97 per \$1,000 of value for commercial, industrial, and personal property. Estimates on the tax rate for the FY12 budget are still being reviewed and will be part of the tax rate setting process this fall. Springfield completed its value re-certification project subject to DOR standards and requirements in FY11.

Local Receipts

Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax. Local receipts generally remain relatively flat from year to year unless a policy change is implemented that would change the amount or schedule by which this revenue is collected. The City has also made great strides in recent years to improve its collection of local receipts.

Reserves

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

City Revenue	FY11	FY12	FY12	% of	\$ Change	% Change
	Adopted	Recommended	Adopted	Total		
State Aid	\$ 319,860,094	\$ 328,156,735	\$ 330,412,850	60.9%	\$ 10,552,756	3.3%
Property Taxes	\$ 161,236,913	\$ 164,232,988	\$ 164,232,988	30.3%	\$ 2,996,075	1.9%
Local Receipts	\$ 39,866,448	\$ 36,994,849	\$ 36,341,229	6.7%	\$ (3,525,219)	-8.8%
Reserves	\$ 12,500,000	\$ 10,500,000	\$ 6,215,955	1.1%	\$ (6,284,045)	-50.3%
Other (Overlay)	\$ -	\$ 5,000,000	\$ 5,000,000	0.9%	\$ 5,000,000	100.0%
TOTAL	\$ 533,463,455	\$ 544,884,572	\$ 542,203,022		\$ 8,739,567	1.6%

FY11 Spending

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

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

General Government Division - These departments provide a variety of functions for the city, including administrative support, expertise, oversight and supporting 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, payroll, 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.

Public Safety Division - These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

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

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

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

School Department – The City’s School Department operates the second largest school district in the Commonwealth and is comprised of 38 elementary schools, six middle schools, six high schools, and seven specialized schools. The District serves over 25,000 students who comprise about 17% of the total city population. With over 5,000 employees, including 2,500 teachers, the District boasts a 90% Highly Qualified rate in core subjects taught. The Springfield Public Schools system is governed by a school committee which creates policy and appoints a superintendent to manage the day-to-day operations of the District. The Superintendent has a cabinet of eight (8) chiefs who are each in charge of various segments of the organization.

Benefits – This includes benefits for all City active and retired employees including Health Insurance and Retirement.

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

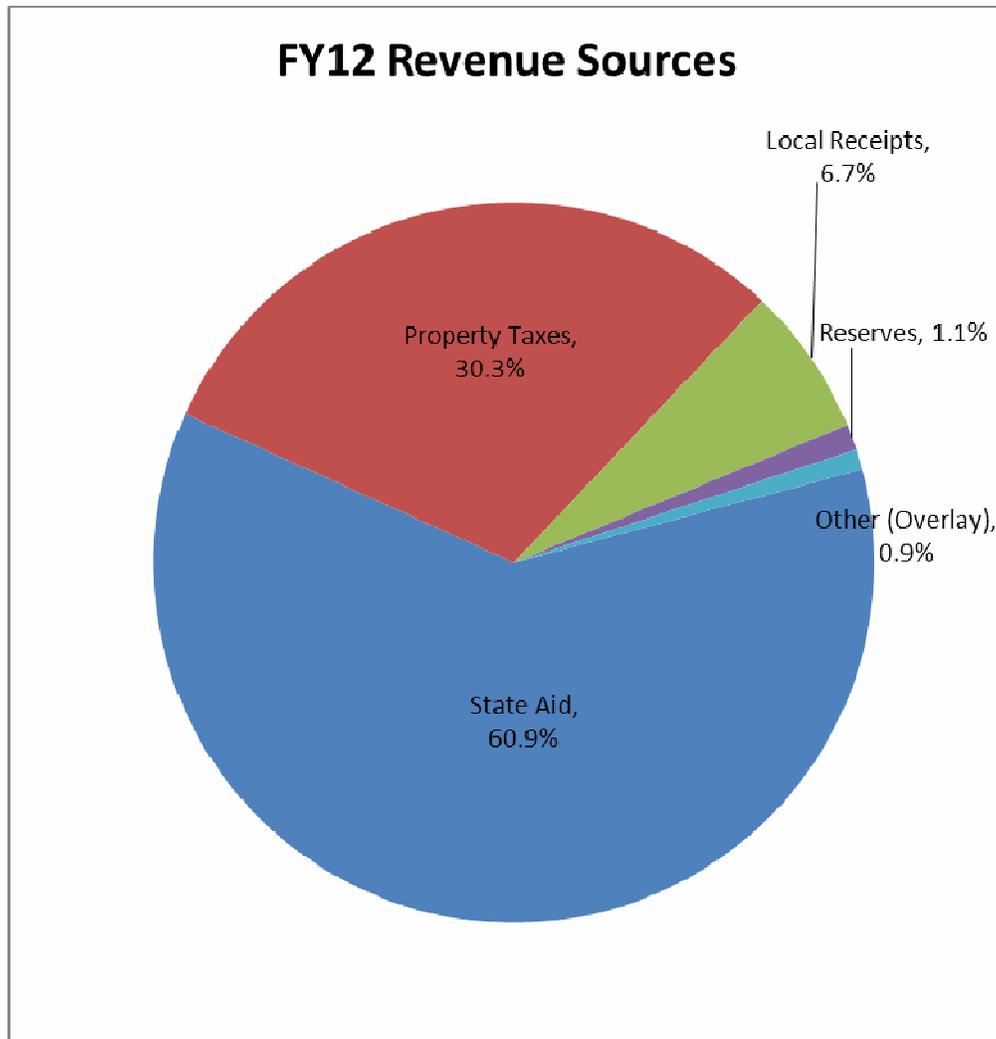
Other – This category includes other payments made on behalf of the City to varying entities including the payment to the City’s Museum, the contract with the Springfield Parking Authority and the City’s reserve for emergency expenses that may come up throughout the year.

City Spending	FY11 Adopted	FY12 Recommended	FY12 Adopted	% of Total	\$ Change	% Change
Non-Mayoral	\$ 1,337,132	\$ 1,244,309	\$ 1,186,726	0.2%	\$ (150,406)	-11.2%
General Gov't	\$ 2,784,908	\$ 2,730,668	\$ 2,694,478	0.5%	\$ (90,430)	-3.2%
A&F	\$ 13,651,034	\$ 12,381,983	\$ 11,550,311	2.1%	\$ (2,100,723)	-15.4%
Eco Dev	\$ 3,398,437	\$ 3,000,961	\$ 2,971,645	0.5%	\$ (426,792)	-12.6%
Public Safety	\$ 57,749,845	\$ 56,980,153	\$ 56,572,823	10.4%	\$ (1,177,022)	-2.0%
DPW	\$ 14,171,098	\$ 15,422,366	\$ 14,693,726	2.7%	\$ 522,628	3.7%
HHS	\$ 8,524,684	\$ 9,122,245	\$ 8,855,842	1.6%	\$ 331,158	3.9%
Parks & Facilities	\$ 20,320,840	\$ 13,461,916	\$ 13,137,500	2.4%	\$ (7,183,340)	-35.3%
Schools	\$ 310,011,601	\$ 330,834,330	\$ 330,834,330	61.0%	\$ 20,822,729	6.7%
Employee Benefits	\$ 49,932,898	\$ 50,105,141	\$ 50,105,141	9.2%	\$ 172,243	0.3%
Debt Service	\$ 42,404,055	\$ 40,778,830	\$ 40,778,830	7.5%	\$ (1,625,225)	-3.8%
Other	\$ 9,176,922	\$ 8,821,670	\$ 8,821,670	1.6%	\$ (355,252)	-3.9%
TOTAL	\$ 533,463,456	\$ 544,884,572	\$ 542,203,022		\$ 8,739,566	1.6%

	FY11 Adopted	FY11 Projected	FY12 Recommended	FY12 Adopted	% Change from FY11 Adopted	% Change from FY11 Projected
City	\$ 223,451,854	\$ 228,413,573	\$ 214,050,242	\$ 211,368,692	-5.4%	-7.5%
Schools	\$ 310,011,601	\$ 320,358,701	\$ 330,834,330	\$ 330,834,330	6.7%	3.3%
TOTAL	\$ 533,463,456	\$ 548,772,274	\$ 544,884,572	\$ 542,203,022	1.6%	-1.2%

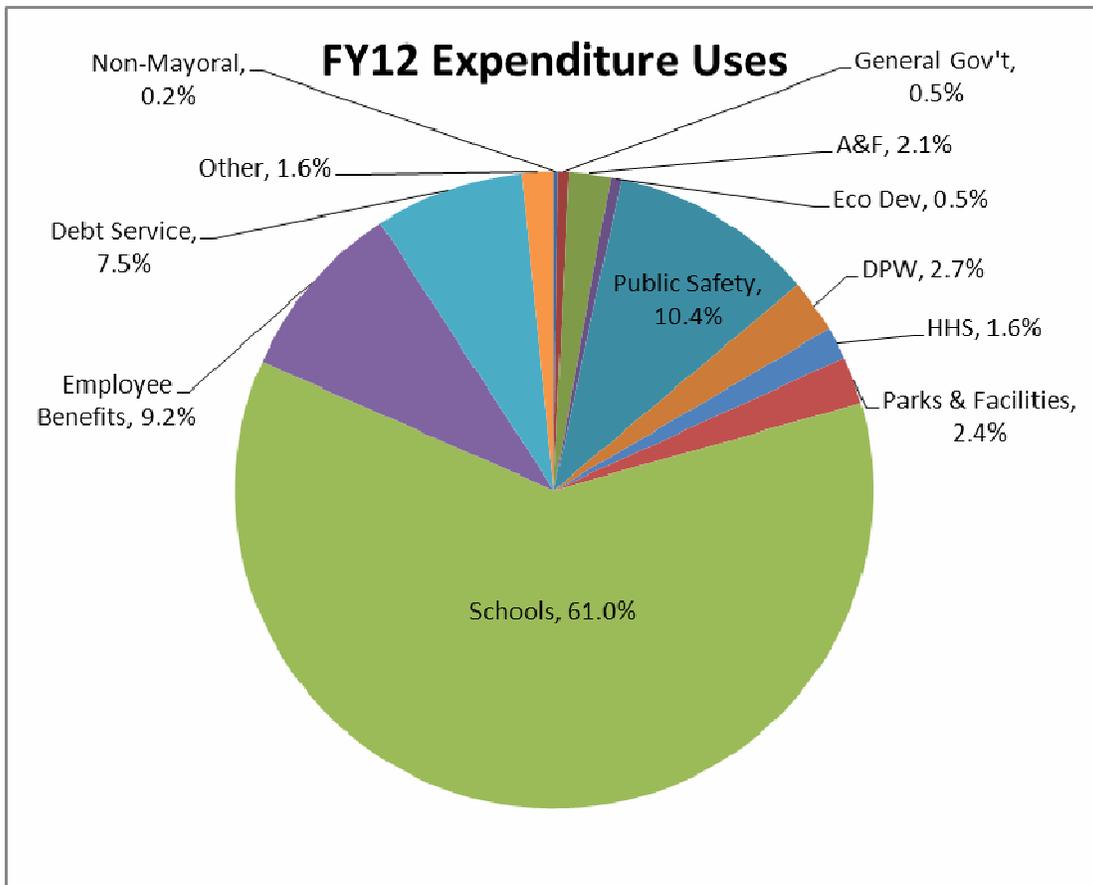
City Revenue – Where does it come from?

In determining the amount of revenue available to spend for each Fiscal Year, there are 5 major categories. For FY12, the chart below shows the percent of revenue coming from each of the major categories. It is important to note that State Aid, the largest category representing 60% of the sources of revenue to the City is mostly dedicated to specific purposes such as Education aid, Veterans and Tax Exemptions. The remaining revenue, generated locally, must be used to meet all other needs of the City.



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 FY12, the chart below shows how the \$542.2 million of City revenue is spent across City divisions. It is important to note that much of the spending within the City is driven by costs of operating our School Department. In addition, expenses within the other Divisions are driven by the costs of employees. Salaries and benefits of City employees (exclusive of the School Department) combined represent 61% of the City’s operating budget.



Conclusion

The FY12 budget for the City is balanced and responsible. It addresses priorities of its residents and aggressively looks for savings and efficiencies. It continues to require all City Departments to maximize its resources and do more with less. And it provides programs and services that cannot be found through any other private entity. In addition to the budget document, the City’s four year financial plan has been updated to reflect the recommendations included in this budget. Although a deficit in the out years is still projected, it is lessened by the decisions that the City has made in this budget that will need to be sustained into future years.

Section 1

Overview

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Introduction

About This Document

This document presents the City of Springfield's Fiscal Year 2012 Adopted 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 2012. Four components are included in this budget document:

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

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

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

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

Budget Document Format

This budget is divided into 13 sections: (1) an overview complete with an organizational chart, (2) a fiscal summary, (3-11) departmental budgets, (12) Fiscal Year 2012-2016 Capital Improvement Plan, and (13) appendices. The sections are separated by divider pages.

The beginning of the budget presents the budget messages of both the Mayor and the Chief Administrative and Financial Officer. This statement contains the priorities and plans for the upcoming fiscal year, as well as, highlights of the most important issues facing the City.

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

The second section is the *Fiscal Summary*, which summarizes the City's adopted appropriations and anticipated revenues.

The bulk of the budget, the middle nine sections, contains detailed budgets for city departments. Each departmental budget includes an organizational chart, a mission statement, a budget overview, a department summary, Fiscal Year 2011 highlights, risks and challenges for the upcoming year, strategic decisions for Fiscal Year 2012, departmental programs and the goals associated with those programs, fiscal details and performance measures.

The *Fiscal Year 2012-2016 Capital Improvement Plan* section provides a capital plan overview, highlights some of the departmental project requests, summarizes the capital scoring and selection process, and gives a detailed account of all the capital projects by department.

The final section, the *Appendices*, includes a glossary of budget terms, a general level explanation of the City's expense code classification, employment data, property tax information, the City's financial policies, Fiscal Years 2008-2010 Audited Financial Statements, Fiscal Year 2012 Appropriation Orders and the City's expense budget detail for the Fiscal Year 2012.

The Budget Documents

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

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

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

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

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

City of Springfield
Finance Department
36 Court Street, Room 309
Springfield, MA 01103

** Printing and mailing charges may apply*

Budget Administration

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

Section	Summary
Compliance with finance laws	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.	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.	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.	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.	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.	Defines the requirements for the City's undesignated fund balance, stabilization reserve, free cash, capital reserve and self insurance reserve funds.
Debt Policies	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.	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.	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.	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.	Requires oversight of all grants, the establishment of grant policies, the review of all grants and the use of grant funds prior to the use of general fund appropriations for employees, goods and services.

Basis of Budgeting: The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP), with the exception of encumbrances, which are considered expenditures in the period the commitment is made.

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

Expenditure accounts are distinguished from other accounts by use of an account code beginning with a “5.” These account codes have been defined by Massachusetts Department of Revenue (DOR) by the Uniform Massachusetts Accounting System (UMAS) most recently updated in 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

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

Budget Preparation Calendar: Budget preparation begins in the late fall/early winter of each year by distributing instructions and forms to departments. Departments submit their budget requests for review and analysis to the Finance Department by January. City departments prepare budget requests considering program requirements, mandates, infrastructure and maintenance needs, and other elements critical to City operations.

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

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

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

Budget Transfers: Revisions to the Adopted Budget may be made throughout the year. A department must submit a "Budget Transfer Request" form to the Finance Department, where it is reviewed, and given approval by the Budget Director and Finance Director before being forwarded to the Chief Administration and Finance Officer for final authorization. City Council approval is necessary if the request adjusts the Fiscal Year 2012 Schedule of Appropriations ("Schedule A") adopted by the City Council. Upon final authorization, the Officer of the Comptroller processes the request.

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

- Internal Transfers – Transfers within the budget categories of Personnel Services and Other than Personnel Services (OTPS) can be completed by the Finance Department upon request of the Department head if sufficient funds are available. For example, if the salaries category is projecting a surplus due to position vacancies and overtime is projected to be in deficit, funds can be moved from salaries to overtime to accommodate this need.
- City Council Transfers – If funds are being transferred between budget categories (i.e. from Personnel to OTPS), a request from the Mayor to the City Council must be made once it is determined by Finance and the requesting departments that funds are available to transfer.
- Mayoral Budget Requests – If it is determined that additional funds are required, the Mayor can request to transfer funds from identified surplus funds or the City's Stabilization Reserve fund to address a specific need. This request must be approved by the City Council.

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

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

The Fiscal Year 2012 budget is based upon revenues from the General Fund. The General Fund is the largest fund within the City and accounts for most of the City's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenue. This fund includes expenditures and financing for basic operating services such as public safety, education, health and human services, finance, parks and recreation, and public works, among other departments. The adopted budget is strictly on General Fund revenues.

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

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

The City's Solid Waste Enterprise Fund was established to collect revenue associated with trash pick-up including the annual Trash Fee (\$75.00 per bin for Fiscal Year 2012), late fees and bulk pick up fees, among others. The Enterprise fund is supplemented with a General Fund appropriation as the fees collected do not fully support the cost of trash service.

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

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

The City also maintains revolving funds which raise revenue for a specific purpose and can be used without appropriation to support a service. The City's revolving funds include:

- Handicapped Parking - Handicapped parking receipts in accordance with Chapter 40 § 8J
- Mattoon Street Parking - Parking violation enforcement
- Blight Removal - Funding building demolition, enforcement, and related blight removal activities of all city departments
- Park – Banquet Facilities - Operation of the Barney Carriage House, King Phillip's Stockade, and Camp Wilder

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

Department	FY12 Adopted	Enterprise Funds	Grant Funds	Total Available
CITY COUNCIL	340,410	-	-	340,410
MAYOR	420,607	-	184,782	605,389
FINANCE	475,471	-	-	475,471
DEPARTMENT OF ADMINISTRATION AND FINANCE	277,185	-	125,000	402,185
CITISTAT	-	-	-	-
DEPT 3-1-1	400,884	-	-	400,884
COMPROLLER	641,283	-	-	641,283
INTERNAL AUDIT	346,653	-	-	346,653
OFFICE OF PROCUREMENT	425,881	-	-	425,881
BOARD OF ASSESSORS	718,822	-	-	718,822
TREASURER	2,996,477	-	-	2,996,477
COLLECTOR	459,564	-	-	459,564
LAW	1,766,733	-	12,000	1,778,733
DEPARTMENT OF HUMAN RESOURCES & LABOR RELATIONS	1,631,779	-	-	1,631,779
PAYROLL DEPARTMENT	312,803	-	-	312,803
INFORMATION TECHNOLOGY DEPARTMENT	2,772,700	-	-	2,772,700
CITY CLERK	499,664	-	-	499,664
BOARD OF ELECTION COMMISSION	507,138	-	-	507,138
PLANNING DEPARTMENT	1,079,194	-	-	1,079,194
FACILITIES MANAGEMENT	5,577,821	-	780,162	6,357,983
CAPITAL ASSET CONSTRUCTION	437,462	-	500,000	937,462
POLICE	37,083,694	-	823,885	37,907,579
FIRE	18,066,785	-	405,919	18,472,704
BUILDING - CODE ENFORCEMENT	1,254,675	-	-	1,254,675
HOUSING - CODE ENFORCEMENT	637,777	-	-	637,777
CENTRALIZED DISPATCH	1,422,349	-	783,261	2,205,610
TJ O'CONNOR ANIMAL CONTROL	1,248,244	-	-	1,248,244
SCHOOL DEPARTMENT	330,834,330	-	-	330,834,330
DEPARTMENT OF PUBLIC WORKS	10,144,936	-	-	10,144,936
HEALTH & HUMAN SERVICES	1,371,200	-	1,791,908	3,163,108
DEPARTMENT OF ELDER AFFAIRS	295,644	-	1,240,314	1,535,958
VETERANS SERVICES	2,271,116	-	-	2,271,116
LIBRARY	3,669,638	-	433,034	4,102,672
COMMUNITY DEVELOPMENT	-	-	9,370,068	9,370,068
MUSEUM	1,320,000	-	-	1,320,000
PARKS DEPARTMENT	7,559,678	-	399,120	7,958,798
DEBT SERVICE	38,189,091	-	-	38,189,091
STATE ASSESSMENTS	2,997,635	-	-	2,997,635
CONTRIBUTION RETIREMENT PENSION	23,703,102	-	-	23,703,102
UNEMPLOYMENT	475,087	-	-	475,087
WORKERS COMPENSATION	1,082,000	-	-	1,082,000
MEDICAL & DENTAL	1,000,000	-	-	1,000,000
HEALTH INSURANCE - CITY	23,544,952	-	-	23,544,952
NON-CONTRIB. PENSIONS	300,000	-	-	300,000
PROVISION FOR UNCOMPENSATED ABSENCES	(800,000)	-	-	(800,000)
CAPITAL RESERVE FUND	2,459,738	-	-	2,459,738
M.C.D.I. CONTRACT	625,000	-	-	625,000
RESERVE FOR CONTINGENCIES	300,000	-	-	300,000
PARKING CONTRACT	1,360,617	-	-	1,360,617
PAY-AS-YOU-GO CAPITAL	3,018,418	-	-	3,018,418
DIF Debt Service Payment	130,000	-	-	130,000
ENTERPRISE FUND SUPPLEMENT	4,548,790	4,165,000	-	8,713,790
TOTAL	542,203,027	4,165,000	16,849,453	563,217,480

**City of Springfield - Governmental Funds
Statement of Changes in Fund Balances
Fiscal Years 2010 - 2012**

Fund Balances (Actuals for FY10 and Projections for FY 11-12)	General	Stabilization	Non Major	Total
Fiscal Year 2010				
Beginning Balance (July 1, 2009) Actuals	\$58,288,846	\$83,458,496	\$78,940,533	\$220,687,876
FY10 Revenues (Including Transfers In)	534,775,541	5,121,460	228,662,013	768,559,014
FY10 Expenditures (Including Transfers Out)	517,561,680	57,260,000	233,347,368	808,169,048
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	17,213,861	(52,138,540)	(4,685,355)	(39,610,034)
Ending Balance June 30, 2010	\$75,502,707	\$31,319,956	\$74,255,178	\$181,077,842
Fiscal Year 2011				
Beginning Balance (July 1, 2010) Actual	\$75,502,707	\$31,319,956	\$74,255,178	\$181,077,842
FY11 Revenues (Including Transfers In)	534,073,947	29,373,259	254,736,074	818,183,281
FY11 Expenditures (Including Transfers Out)	562,310,008	15,627,340	269,348,540	847,285,887
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(28,236,060)	13,745,920	(14,612,465)	(29,102,606)
Ending Balance (June 30, 2011) (Projected)	\$47,266,647	\$45,065,876	\$59,642,713	151,975,236
Fiscal Year 2012				
Beginning Balance (July 1, 2010) Projected	\$47,266,647	\$45,065,876	\$59,642,713	\$151,975,236
FY11 Revenues (Including Transfers In)	542,203,022	3,000,000	265,000,000	810,203,022
FY11 Expenditures (Including Transfers Out)	542,203,022	8,568,450	250,000,000	800,771,472
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	(5,568,450)	15,000,000	9,431,550
Ending Balance (June 30, 2011) (Projected)	\$47,266,647	\$39,497,426	\$74,642,713	161,406,786

Budget Calendar



January: Departments submit operating budget requests to the Finance Department (Finance).

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

February: The Mayor and Finance review department budget requests. Meetings are scheduled between department heads, the Mayor and Finance to review departmental budgets and request supplemental materials if necessary.

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

March: The Mayor and Finance continue to review department budget requests.

The Capital Improvement Committee meets to review project rankings submitted by the departments.

Budget Calendar Continued

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

April: The Mayor and Finance draft budget recommendations.

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

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

The Mayor submits the recommended budget to the City Council.

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

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

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

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

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

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

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

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

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

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

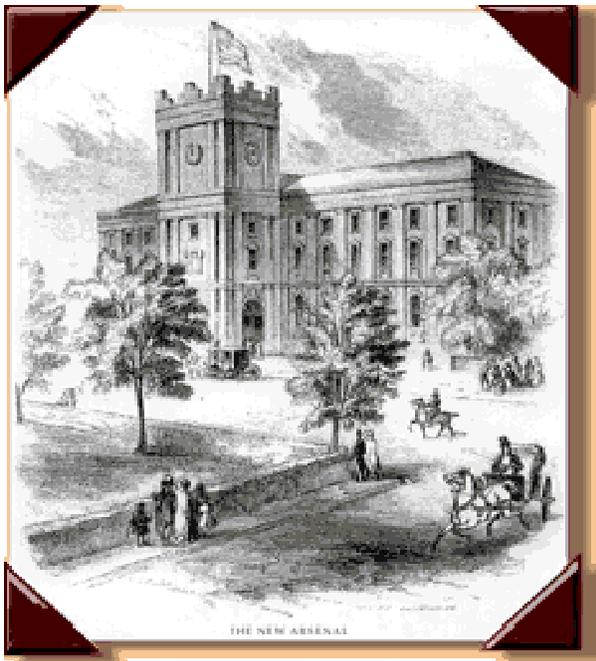
Ongoing: Finance works with city departments to manage expenses and revenues as to maintain a balanced budget. Either party can initiate account transfers as necessary. Also, in monitoring the City's finances, the Finance Department conducts regular payroll and expenditure forecasts.

City of Springfield Overview

The City of Springfield is located in Western Massachusetts along the east bank of the Connecticut River. Located 89 miles west of Boston, 85 miles east of Albany, New York, 25 miles north of Hartford, Connecticut, and 134 miles northeast of New York City, Springfield is often referred to as the "Crossroads of New England" because of the crossing of major east-west and north-south railroads and interstate highways including Interstate 90 and Interstate 91. Occupying a land area of approximately thirty-three (33) square miles, Springfield is the cultural, commercial, and health center of Western Massachusetts. With a population just over 152,000, it is the third largest city in the Commonwealth of Massachusetts and the fourth largest in New England.



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



The New Arsenal

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

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

Springfield Demographics

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

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

Springfield Economy

The City of Springfield is working to *Make it Happen!* From newly renovated boulevards to historic downtown buildings, from new applications in technology to an emerging creative economy, from thousands of acres of green space to world class museums, from the National Basketball Hall of Fame to the halls of excellent colleges and universities - there is much to celebrate in the diversity of this city.

The City of Springfield continues to invest in many diverse economic development projects. Through a multi-faceted approach, the City hopes to revitalize neighborhoods, stimulate new investment, and create a better place for people to live, work, and enjoy their lives. Some projects of note include:

- PFG – Smith & Wesson Industrial Park - Performance Foodservice Group, a producer and distributor of food products and a large employer in the city, has become the first company to locate in the Springfield Smith & Wesson Industrial Park on Performance Blvd. The company constructed a 210,000 square foot distribution center and will create 250 new jobs over the next five years. The plans allow for a future expansion of an additional 125,000 square feet with the potential of 125 more jobs.

- Main Street Improvement Project – This is a streetscape improvement project part of the Court Square Urban Renewal Plan which included enhanced and uniform street lighting, sidewalk repair, curbing, brickwork and street landscaping/street trees, crosswalks, improved pedestrian safety, and resurfacing is designed to provide a safe and positive physical and public safety environment for retail development.
- Blight Reduction - This program aims at removing blight and improving the quality of life in the neighborhoods. In most cases, the properties have been vacant for years and have structural problems. Properties recommended for demolition are reviewed by the Structural Board before they are razed.

In addition to City sponsored projects, the local economy is driven by large employers such as Bay State Health with over 10,000 employees, Massachusetts Mutual Life Insurance Companies with 4,000

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

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

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

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

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

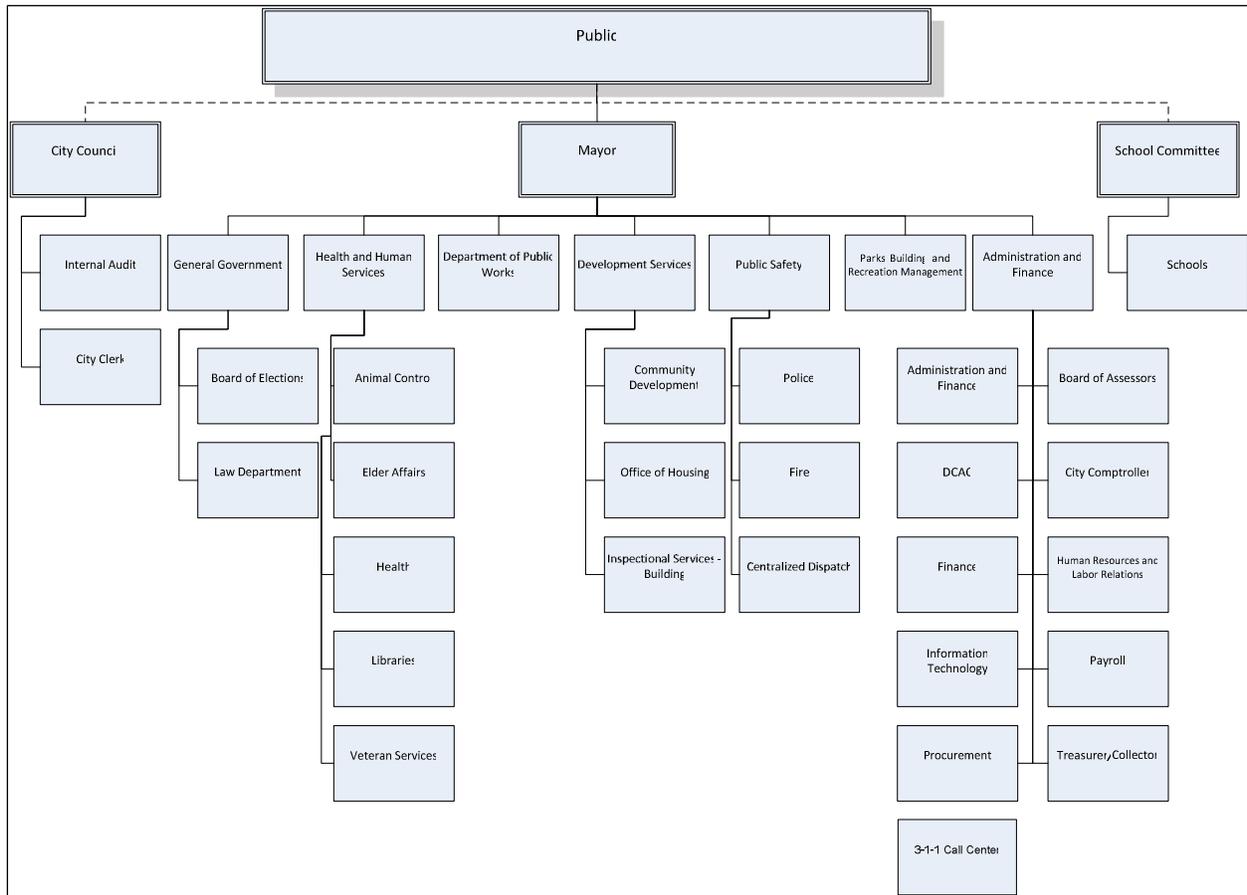
2010 Tax Rates (Per \$1,000 Value)	
Residential Tax Rate	\$ 19.50
Median Home Value	\$ 135,000
Commercial / Industrial / Personal Property	\$ 39.25

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

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

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

Organizational Structure Overview



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

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

Springfield Finance Control Board (SFCB): On July 9, 2004 the Massachusetts Legislature enacted Chapter 169, An Act Relative to the Financial Stability of the City of Springfield by a unanimous vote. The legislation granted the Secretary of Administration and Finance (“Secretary”) broad financial powers over the City of Springfield. Pursuant to Chapter 169, the Secretary appointed the Springfield Finance Control Board to oversee the City’s finances. The authority of the SFCB pre-empted the authority of the City and the City Council in matters of finance, personnel and administration. The SFCB consisted of five members. Three were appointed by the Secretary; the remaining two positions were the Mayor and the City Council President. The SFCB ended on June 30, 2009.

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

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

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

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

Strategic Planning Initiative

Introduction

The City of Springfield began its first ever strategic action planning process in Fiscal Year 2011. The planning process incorporated the creation of a steering committee, multiple off-site planning meetings, multiple requests for public feedback and hours of independent research.

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

VISION

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

MISSION

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

VALUES

The City will operate with the following values:

Accountability

Operate with integrity, fiscal responsibility, and transparent practices

Diversity

Respect and celebrate differences in all aspects of community life

Collaboration

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

Continuous Improvement

Encourage new ideas, creative solutions, and innovation

STRATEGIC PRIORITIES

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

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

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

The Strategic Action Plan included in the fiscal year 2012 budget reflects achievable goals and measures based on the resources available within the budget. With realistic annual goals and action steps set by departments, specific targets will be set for departments’ operational metrics. Throughout the year, performance should be measured regularly through CitiStat against both strategic and operational metrics, identifying for the Mayor goals that may not be achieved.

Timeline

The following timeline depicts the steps taken to complete the strategic action plan.

July 2010

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

August 2010

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

September 2010

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

October 2010

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

November 2010

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

December 2010

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

January 2011

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

February-June 2011

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

Definition of Terms

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

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

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

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

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

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

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

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

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

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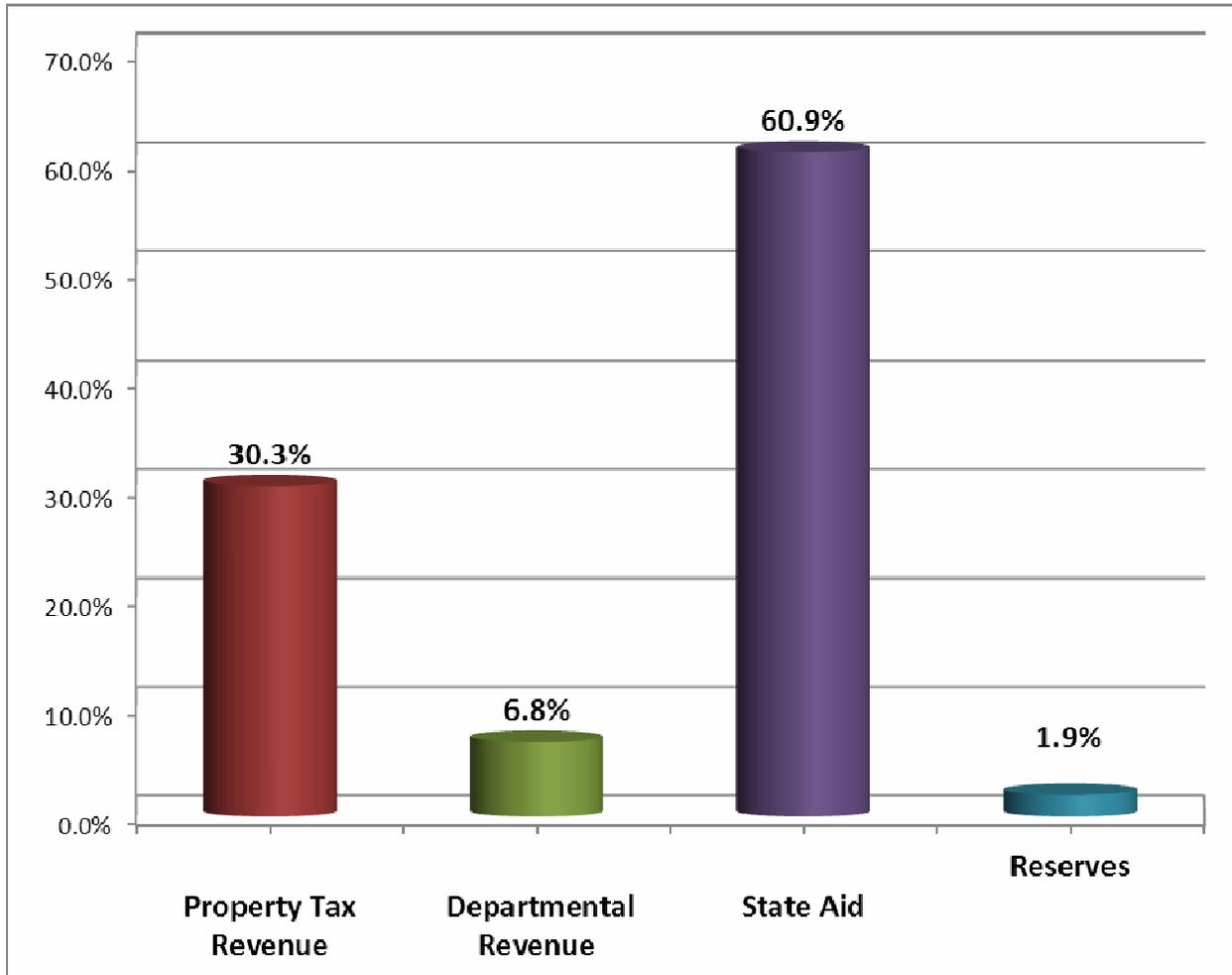
Section 2

Fiscal Summary

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Fiscal Summary

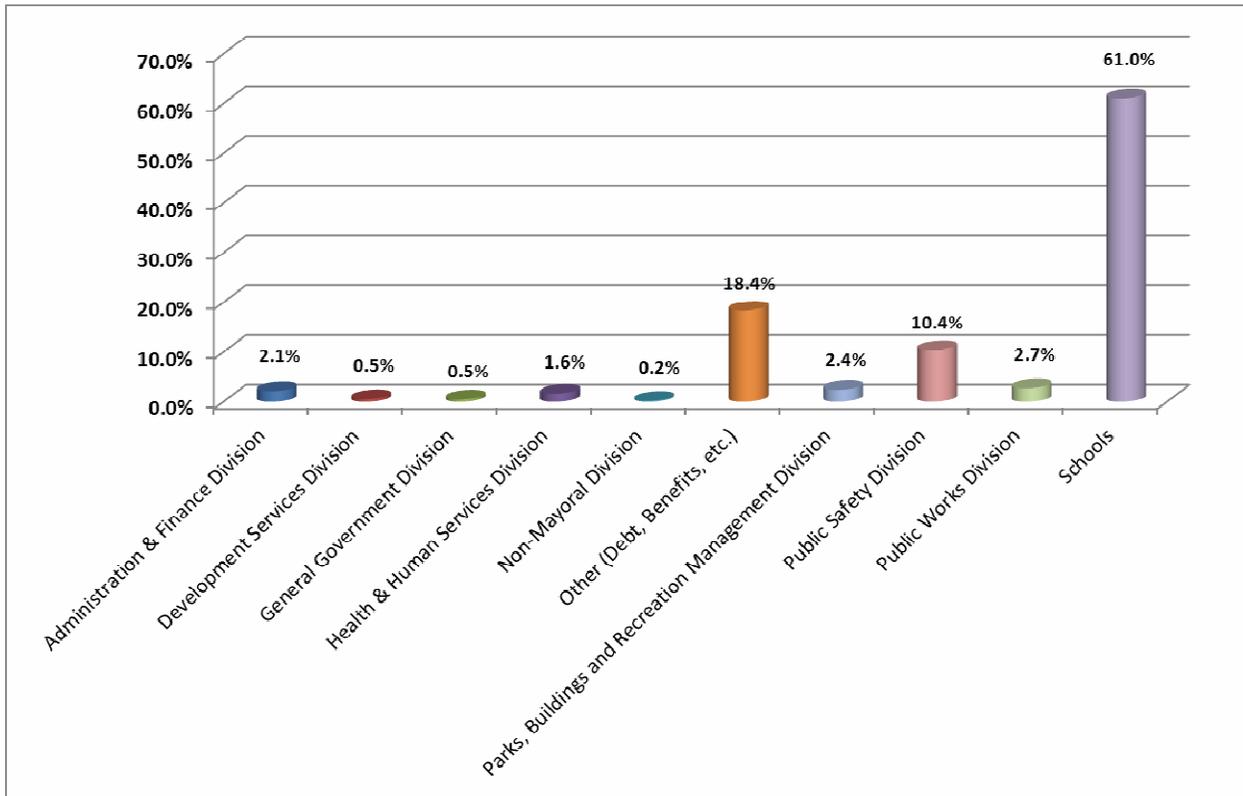
City Revenue—Where Does It Come From?



Division / Department	FY12 General Fund Budget	Property Tax Revenue	Departmental Revenue	State Aid	Reserves	FY12 Total Funding
Administration & Finance Division	11,550,311	(55,346,635)	22,665,228	33,729,605	10,562,336	11,550,311
Development Services Division	2,971,645	1,082,045	1,889,600	-	-	2,971,645
General Government Division	2,694,478	1,810,346	884,132	-	-	2,694,478
Health & Human Services Division	8,855,842	5,952,962	1,336,000	1,566,880	-	8,855,842
Non-Mayoral Division	1,186,726	286,726	900,000	-	-	1,186,726
Other (Debt, Benefits, etc.)	99,705,640	97,437,580	2,268,060	-	-	99,705,640
Parks, Buildings and Recreation Management Division	13,137,500	10,312,500	2,825,000	-	-	13,137,500
Public Safety Division	56,572,828	55,806,768	766,060	-	-	56,572,828
Public Works Division	14,693,726	14,470,356	223,370	-	-	14,693,726
Schools	330,834,330	32,420,343	3,237,399	295,116,365	-	330,834,330
TOTAL	542,203,026	164,232,991	36,994,849	330,412,850	10,562,336	542,203,026

Fiscal Summary (cont.)

City Spending—Where Does It Go?



Division / Department	FY12					FY12 Total Funding
	General Fund Budget	Property Tax Revenue	Departmental Revenue	State Aid	Reserves	
Administration & Finance Division	11,550,311	(55,346,635)	22,665,228	33,729,605	10,562,336	11,550,311
Development Services Division	2,971,645	1,082,045	1,889,600	-	-	2,971,645
General Government Division	2,694,478	1,810,346	884,132	-	-	2,694,478
Health & Human Services Division	8,855,842	5,952,962	1,336,000	1,566,880	-	8,855,842
Non-Mayoral Division	1,186,726	286,726	900,000	-	-	1,186,726
Other (Debt, Benefits, etc.)	99,705,640	97,437,580	2,268,060	-	-	99,705,640
Parks, Buildings and Recreation Management Division	13,137,500	10,312,500	2,825,000	-	-	13,137,500
Public Safety Division	56,572,828	55,806,768	766,060	-	-	56,572,828
Public Works Division	14,693,726	14,470,356	223,370	-	-	14,693,726
Schools	330,834,330	32,420,343	3,237,399	295,116,365	-	330,834,330
TOTAL	542,203,026	164,232,991	36,994,849	330,412,850	10,562,336	542,203,026

Revenue Overview

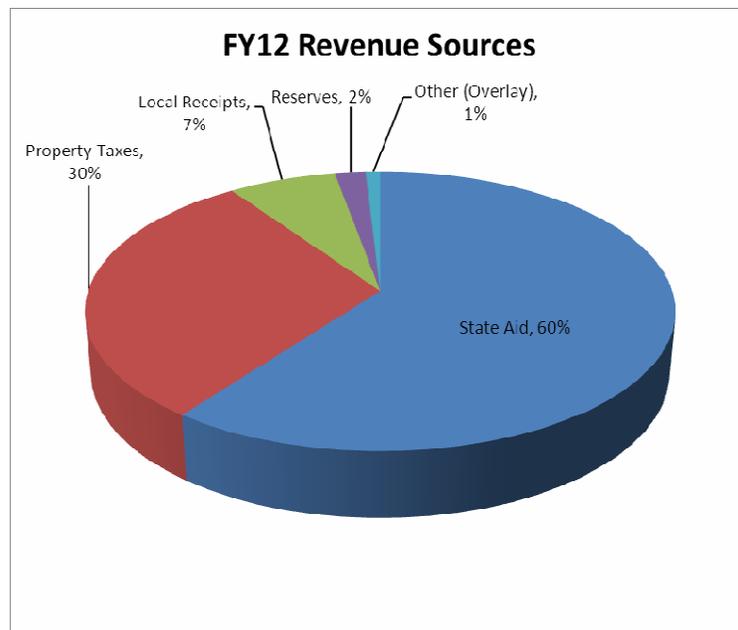
The budget for the City of Springfield is supported by revenue from varying sources including property taxes, other local receipts and state aid. Each dollar of this revenue allows the City to address the Mayor’s priorities of Public Safety, Education, Economic Vitality, Neighborhood Revitalization and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

The City’s Fiscal Year 2012 revenue totals \$542.2 million. This represents an increase of 1.6% from the Adopted Fiscal Year 2011 budget.

FY10 Actual	FY11 Adopted	FY11 Actual	FY12 Recommended	FY12 Adopted	% Change from FY11 Adopted	% Change from FY11 Actual
\$ 527,184,693	\$ 533,463,456	\$ 548,131,380	\$ 544,884,572	\$ 542,203,022	1.6%	-1.1%

The main drivers of revenue changes for Fiscal Year 2012 include:

- Increase in Chapter 70 (Education) State Aid
- Decrease in Unrestricted General Government State Aid
- Relatively flat Property Tax Collections
- Relatively flat Local Receipts Collections



To fully understand the revenue projections for the various categories of revenue, it is essential to understand the drivers of changes to these sources and the impacts that changes have on the areas of the City’s budget.

State Aid

State aid is the largest source of revenue for the City of Springfield, historically comprising approximately 60% of the City's total revenue. In Fiscal Year 2012, the City estimates to receive \$330.4 million in General Fund state aid, an increase of \$10.5 million or 3.3% above Fiscal Year 2011. Within the category of State Aid, there are several sources which are appropriated through the State budget. All State Aid is distributed via the Cherry Sheet for each City and Town in the Commonwealth based on State appropriated amounts for each category. The Cherry Sheet, named for the red colored paper that it used to be physically printed on, is the official notification from the Massachusetts Department of Revenue (DOR) regarding the next Fiscal Year's State Aid to municipalities. The Cherry Sheet is updated throughout the State budget process, first in January based on the Governor's budget recommendation, then again for each of the House and Senate budgets. They are finalized based on the final State budget known as the General Appropriations Act (GAA) effective July 1st of each year. Categories of State Aid include:

Education Aid	
Chapter 70	\$ 275,403,995
School Building Assistance	\$ 15,991,611
Charter School Tuition Reimbursement	\$ 3,720,759
TOTAL SCHOOL AID	\$ 295,116,365
Non-Education Aid	
Unrestricted Gen. Gov't Aid	\$ 32,020,398
Meals Tax	\$ 1,200,000
Veterans Benefits	\$ 1,566,880
Exempt: Vets, Blind, Surv Spouses	\$ 479,510
State Owned Land	\$ 29,697
TOTAL NON-EDUCATION AID	\$ 35,296,485
TOTAL STATE AID	\$ 330,412,850

Prior to Fiscal Year 2010, Lottery and Additional Assistance were independent allocations on the Cherry Sheet. Beginning in Fiscal Year 2010, these two funding sources were combined under the category of Unrestricted General Government Aid (UGGA). The Fiscal Year 2012 State budget proposals maintain this structure.

Included in Springfield's Cherry Sheet are assessments charged by the Commonwealth for services, such as the Pioneer Valley Transit Authority (PVTA) regional transit system and charter school tuition. Springfield's assessments in Fiscal Year 2012 are \$31.3 million, an increase of \$357,356.

State Aid Brief History

During the past four years, there has been a focus at the state level on State Aid to cities and towns, particularly in the form of Chapter 70 Aid. Since Fiscal Year 2008, State Aid for Education has steadily increased to a total of 2% above Fiscal Year 2008. Non-Education State Aid, however, has significantly declined by a total of 34% since Fiscal Year 2008. Although there has been growth in Education Aid, it does not keep pace with growth for fixed costs and therefore the School system still needs to solve budget gaps.

On the City side, the decrease in non-Education Aid has had direct impacts on core City services and has resulted in program reductions and layoffs. It is important to note that the categories of State Aid are strictly dedicated to specific purposes and only a portion is discretionary to the City's needs. ninety percent of Springfield's State Aid supports Education. Springfield will receive over \$295.1 million for educational purposes in Fiscal Year 2012, an increase of \$10.4 million from Fiscal Year 2011. Because of the City's reliance on State Aid to support its budget, the City is subject to the economic effects experienced by the State and continuously monitors State budget actions throughout the year to understand the impacts to the City.

	FY2008	FY2009	FY2010	FY2011	FY2012
Education Aid	\$ 278,672,796	\$ 258,525,872	\$ 280,776,073	\$ 284,697,120	\$ 295,116,365
General Government Aid	\$ 49,806,486	\$ 45,564,480	\$ 35,347,683	\$ 35,162,974	\$ 35,296,485
TOTAL STATE AID	\$ 328,479,282	\$ 304,090,352	\$ 316,123,756	\$ 319,860,094	\$ 330,412,850

State Education Aid

Overall, the City estimates to receive \$295.1 million in Education Aid from the State for Fiscal Year 2012. This Aid comes in the form of the following categories:

Education Aid	
Chapter 70	\$ 275,403,995
School Building Assistance	\$ 15,991,611
Charter School Tuition Reimbursement	\$ 3,720,759
TOTAL SCHOOL AID	\$ 295,116,365

Chapter 70

Springfield will receive \$275.4 million in Chapter 70 aid in Fiscal Year 2012, an increase of \$12.7 million or 4.8% from Fiscal Year 2011. Springfield's Chapter 70 allocation represents 6.9% of statewide Chapter 70 aid.

The Education Reform Act of 1993 established the Chapter 70 funding program, which created education spending requirements for school districts to prevent or alleviate funding inequities. Annually, the Commissioner of the Department of Elementary and Secondary Education (DESE) determines the spending requirements for each municipality to fund adequate levels of education. This is known as Net School Spending (NSS). Long-term debt service, adult education, and student transportation are excluded from NSS. This determination is based on the district's End-of-Year Pupil and Financial Reports. DESE informs municipalities of their required education appropriation for the next fiscal year, known as the 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 percent of its net school spending requirement, the municipality's Chapter 70 aid may be reduced the following fiscal year.

The City's NSS requirement increased in Fiscal Year 2012 from \$297.6 million to \$309.6 million while decreasing Springfield's local contribution from \$34.9 million to \$34.2 million.

School Building Assistance Aid

The City of Springfield will receive \$15.9 million in reimbursements from the Massachusetts School Building Authority (MSBA) for school capital projects. This represents a slight decrease from Fiscal Year 2011. Every year, Springfield and other Massachusetts municipalities can receive up to 90 percent reimbursement from the MSBA for approved school building projects. This program is meant to help communities keep building costs at a manageable level and give students first-class learning facilities. This program is invaluable to Springfield for a number of reasons. For example, there are 43 public school buildings in Springfield and, without this program, the City would find it very difficult to generate sufficient revenue to build and renovate schools under Proposition 2 ½. The MSBA program helps to ensure that Springfield schools can have the same opportunities as other communities.

Charter School Tuition Reimbursement

Springfield is estimated to receive \$3.7 million in charter tuition reimbursements, a \$1.3 million decrease from Fiscal Year 2011. The charter tuition reimbursements from the State only cover a small percentage of the cost for charter school tuition assessments. Springfield's Fiscal Year 2011 costs for charter schools tuition is \$24.5 million, a slight decrease from Fiscal Year 2011.

Massachusetts' Chapter 70 program assigns state aid to each student in every school district, determined by DESE. When students elect to attend charter schools instead of public schools, the associated Chapter 70 funding for that student is directed to the charter school. This funding is the students' tuition and the public school is assessed for the associated charter school tuition for the student. The State phases charter tuition assessments for new students by providing temporary relief to the public school district. For all new charter school students, school districts receive 100% tuition reimbursement for the first year, 60% for the second year and 40% for the third year. In the fourth year, the school district receives no State Aid.

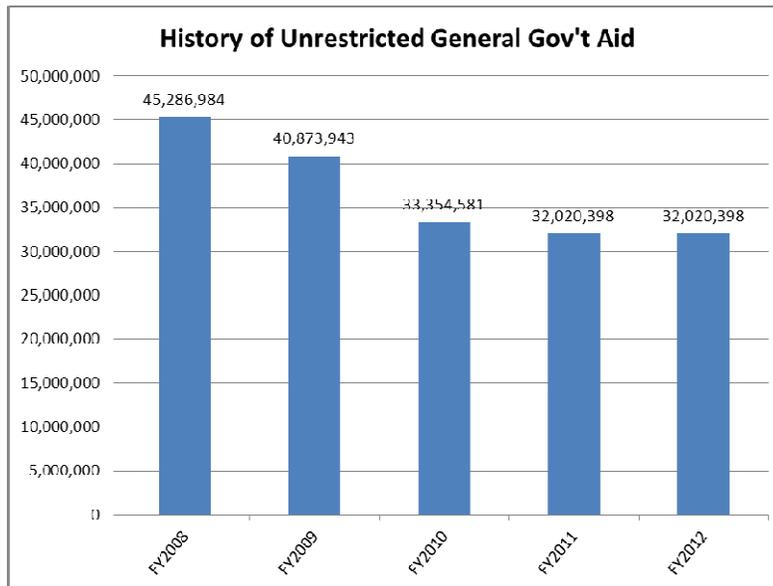
State Non-Education Aid

Overall, the City estimates to receive \$35.3 million in Non-Education Aid from the State for Fiscal Year 2012. This Aid comes in the form of the following categories:

Non-Education Aid	
Unrestricted Gen. Gov't Aid	\$ 32,020,398
Meals Tax	\$ 1,200,000
Veterans Benefits	\$ 1,566,880
Exempt: Vets, Blind, Surv Spouses	\$ 479,510
State Owned Land	\$ 29,697
TOTAL NON-EDUCATION AID	\$ 35,296,485

Unrestricted General Government State Aid

In Fiscal Year 2012, Unrestricted General Government Aid is \$32 million, level funded from Fiscal Year 2011. Since Fiscal Year 2008, this category of aid has received significant reductions totaling 34%. Reductions in this category of aid have direct impacts on City services and have required program and staffing reductions to live within the reduced appropriations.



Police Career Incentive

For Fiscal Year 2012, the State has completely eliminated its funding for the \$3.9 million Quinn benefit to Police Officers. The full payment must be budgeted by the City without any offsetting revenue from the State.

In 1970, the Commonwealth created a financial incentive for police officers to seek additional education, known as the Quinn Bill. Officers are eligible to receive 10 percent, 20 percent or 25 percent base salary increase if they receive an Associate's, Bachelor's or Master's degrees, respectively, in approved areas of study. Municipalities pay each qualifying officer this percentage increase for each year the officer remains on the force.

Veterans' Benefits

Springfield will receive \$1.6 million, an increase of \$320,175 for Veterans' Benefits in Fiscal Year 2012. From the State, municipalities receive a 75 percent reimbursement on all spending towards veterans' financial, medical, and burial benefits paid to the City in arrears. Chapter 115 of Massachusetts General Laws provides financial and medical assistance for indigent veterans and their dependents. Qualifying veterans and their dependents receive assistance for food, shelter, utilities, clothing, housing supplies, and medical care.

Exemptions: Veterans, Blind Persons, Surviving Spouses and Elderly

For Fiscal Year 2012, the State will reimburse the City \$479,510, an increase of \$1,949 from Fiscal Year 2011. Chapter 59 of Massachusetts General Laws created a series of exemptions for veterans and their surviving spouses, persons over 70 years old, and legally blind persons. These persons receive exemptions from their property taxes, ranging from \$175 to \$500. This exemption creates a loss of local revenue that is fully reimbursed by the State.

State Owned Land

Springfield will receive \$29,697 in reimbursements for tax-exempt state-owned land in Fiscal Year 2012, a decrease from Fiscal Year 2011 due to a re-valuation of land conducted at the State level. The State reimburses municipalities for the tax revenue loss of state land in City limits. Buildings are not included in this reimbursement. The Commonwealth re-appraises state-owned land every four years and adjusts the valuation in the interim years based on recent sales and purchases.

Local Source Revenue

Approximately 40 percent of the City’s revenue is collected in the City of Springfield and its reserves. Local source revenue includes property tax, excise tax on vehicles, fees and fines, payments-in-lieu of taxes and reserves.

Local Source Revenue	
Real & Personal Property Taxes, (net of refunds)	\$ 164,232,988
Motor Vehicle and other excise taxes	\$ 7,650,000
Hotel/Motel tax	\$ 900,000
Charges for services	\$ 163,000
Penalties and interest on taxes	\$ 1,726,380
Payments in lieu of taxes	\$ 4,757,615
Licenses and permits	\$ 2,275,370
Fines and forfeitures	\$ 401,060
Departmental and other	\$ 16,618,181
Investment Income	\$ 495,640
Not Classified	\$ 1,353,983
Overlay	\$ 5,000,000
Reserves	\$ 6,215,955
Total Local Source Revenue	\$ 211,790,172

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

Property Tax

The City of Springfield will receive \$164.2 million in property taxes in Fiscal Year 2012, a \$250K increase from Fiscal Year 2011 revised projections. Property tax revenue accounts for 76 percent of the City's local source recurring revenue. While property tax is the largest and most dependable revenue source, it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property, such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable land, which is revalued every three years and updated annually. Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980. Proposition 2 ½ created two levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5 percent 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 percent over the prior year's total levy, known as the levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality's levy limit is only increased in three ways: 2.5 percent increase over the previous year's levy limit, new growth in the tax base, and a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit.

Year	Notes	Residential	Commercial	Industrial	Personal	Value	+ / -
2008	Reval	\$ 6,036,956,400	\$ 1,079,322,350	\$ 246,327,200	\$ 444,536,550	\$ 7,807,142,500	
2009		\$ 5,484,722,870	\$ 1,072,958,950	\$ 242,991,100	\$ 440,601,660	\$ 7,241,274,580	-7.2%
2010		\$ 5,252,153,800	\$ 1,052,016,750	\$ 229,288,700	\$ 461,359,650	\$ 6,994,818,900	-3.4%
2011		\$ 5,155,722,500	\$ 1,045,580,000	\$ 184,851,100	\$ 463,175,130	\$ 6,849,328,730	-2.1%
2012	Estimated (Reval)	\$ 5,096,470,600	\$ 947,240,400	\$ 175,608,500	\$ 450,000,000	\$ 6,669,319,500	-2.6%

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

Springfield's property tax rate for FY11 is \$19.50 per \$1,000 of value for residential property and \$39.25 per \$1,000 of value for commercial, industrial, and personal property.

The City's current levy of \$166.7 million is at the levy ceiling. During the 1990's, the total assessed value of the City of Springfield significantly decreased, moving the tax levy to the Proposition 2½ ceiling of 2.5 percent of the total assessed value. From Fiscal Year 1996 through Fiscal Year 2000, Springfield's tax levy was at 2.5 percent of the total assessed value, limiting the City's ability to increase property taxes. Fiscal Year 2009 was the first year since Fiscal Year 2001 that space between the City's tax levy and the tax ceiling decreased. While the City has made great strides towards capturing new growth, concurrently, it monitors the assessed values in a depressed economy to ensure that the City does not reach its levy ceiling as in years past.

Local Receipts

The City of Springfield anticipates collecting \$36.2 million in local revenue other than personal or real property taxes, a decrease of 1.1 percent from Fiscal Year 2011 projected amounts. Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax. Local receipts generally remain relatively flat from year to year unless a policy change is implemented that would change the amount or schedule by which this revenue is collected. The City has also made great strides in recent years to improve its collection of local receipts.

Motor Vehicle Excise

In Fiscal Year 2012, the City will collect \$7.7 million in motor vehicle excise, an increase of \$150,000. This increase assumes that \$150K in outstanding "Dealer Excises" will be collected. Previously, dealer excise plates were not billed. It is allowable, however, under State law and therefore the City will be working to collect these taxes over the course of Fiscal Year 2012. Chapter 60A of the Massachusetts General Laws sets an excise tax rate of \$25 per \$1,000 of assessed valuation for every motor vehicle. The municipality where the vehicle is principally garaged collects the excise tax. The Massachusetts Registry of Motor Vehicles provides motor vehicle information to municipalities and excise bills are determined using a statutory formula based on the manufacturer's list price and year of manufacture.

Hotel / Motel Excise Tax

Springfield projects to collect \$900,000 in hotel/motel excise taxes for Fiscal Year 2012. In FY09, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs in light of the State Aid decreases that were implemented. One of the tools was an increase to the Room Occupancy Excise from 4% to 6%. The City was previously reluctant to implement this local option because Springfield is one of three (3) cities that currently has an enhanced room occupancy tax because of the convention center housed here. Boston and Worcester have the same enhanced rate. The Mayor has proposed adopting this local option to generate an additional \$400,000 in recurring revenue. To date, the City Council has not acted on this proposal.

Charges for Services

The City estimates that charges for services will total \$163,000 for Fiscal Year 2012, a decrease of \$56,000 based on current year projected collections. The City imposes fees and charges to offset the costs of providing certain services to the public. These include the rental of municipal facilities by community groups and nonprofits.

Penalties and Interest on Taxes

For Fiscal Year 2012, penalties and interest on taxes are expected to be \$1.6 million. The City imposes penalties and charges interest on all late payments and taxes, including tax title accounts, property taxes, and late motor vehicle excise taxes. Interest rates for overdue property taxes are 14 percent and 16 percent for tax title accounts and motor vehicle excise tax. The Mayor has proposed to increase the late fee for delinquent payers from \$5 to \$12.50 to encourage more on time payments. To date, the City Council has not acted on this proposal.

Payments in lieu of Taxes (PILOTs)

Collection of PILOT revenues for Fiscal Year 2012 is estimated to be \$4.8 million, which is even with projected collections for the current year. Federal and state government land and facilities, hospitals, colleges and universities, religious institutions, and non-profits are exempt from local property taxes. The City collects a portion of this lost property tax revenue through agreements with these organizations for municipal services. The agreements are voluntary in nature and re-negotiated at varying points. In addition, if property changes from a previously non-taxable use to a taxable use, a change in this revenue source is seen. The City has been working on developing a policy for negotiating PILOT payments in an effort to increase revenue and to reflect the services provided to these non-profit entities. No new PILOTs from this effort are included in the revenue assumptions for FY12.

Licenses and Permits

Licenses and Permit revenue are expected to total \$2.3 million in Fiscal Year 2012, which is almost equal to FY11 projected collections. The City issues permits to residents and businesses to conduct regulated activities, such as building, plumbing or electrical work. The cost of construction determines the amount of the permit. This revenue source is closely related to the economic activity of the City.

Fines and Forfeitures

The City estimates it will collect \$401K in fines and forfeitures in Fiscal Year 2012 which is slightly higher than FY11 projected amounts. The City collects fines for a variety of violations from several departments, including the City Clerk's Office, the Planning and Economic Development Department and the Treasurer/Collector Department. The City is working to gain the ability to collect fines and fees in the City Clerk's Office through credit card payments for the first time, improving customer satisfaction and revenue collection.

Departmental and Other Revenue

The City's largest category includes a variety of large and small miscellaneous and departmental revenue and expects to collect \$16.6 million for Fiscal Year 2012, which is equal to the revised FY11 budget, however an increase to the FY11 projected budget. One of the largest revenue sources is municipal Medicaid reimbursements for school health services. Due to Federal changes in the requirements for administrative claiming, the City estimates receiving approximately \$3.2 million, which is down significantly from prior years where upwards of \$6 million was collected. Also included in this revenue category are indirect cost reimbursements, such as the Springfield Water/Sewer Commission's reimbursement for long-term debt incurred on their behalf.

Interest Earned on Investments

Interest earned on investments will generate \$496K in Fiscal Year 2012, which is in line with current year projections. Chapter 44 of Massachusetts General Laws requires that all funds that are not necessary for liquidity be invested to obtain the highest possible rate of return. Resources should be invested with an emphasis first on safety of principal, second on liquidity, and third on financial yield.

For the coming Fiscal Year, the City is working toward maximizing its investment earnings by looking to a broad range of investments opportunities that are available to municipalities.

Not Classified

The City has budgeted \$1.4 million in this source the majority of which is revenue related to our Qualified School Construction Bond Issuance that was completed in FY10. This revenue is interest earned on the sinking fund and the Federal subsidy received to help offset interest costs for the life of the bond.

Reserves

The City of Springfield's Fiscal Year 2012 budget includes the use of \$6.2 million from stabilization reserves. In addition, the City is using \$5 million in overlay surplus that has been certified by the Board of Assessors. Over the past 6 years, the City has worked hard to increase its reserve balances through careful planning and tracking of spending. It is estimated that the City will have a balance of \$37.5 million in its stabilization fund once FY11 Free Cash is certified and transferred into its balance. At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in free cash. Free cash is not available for appropriation until certified by the Massachusetts Department of Revenue Director of Accounts.

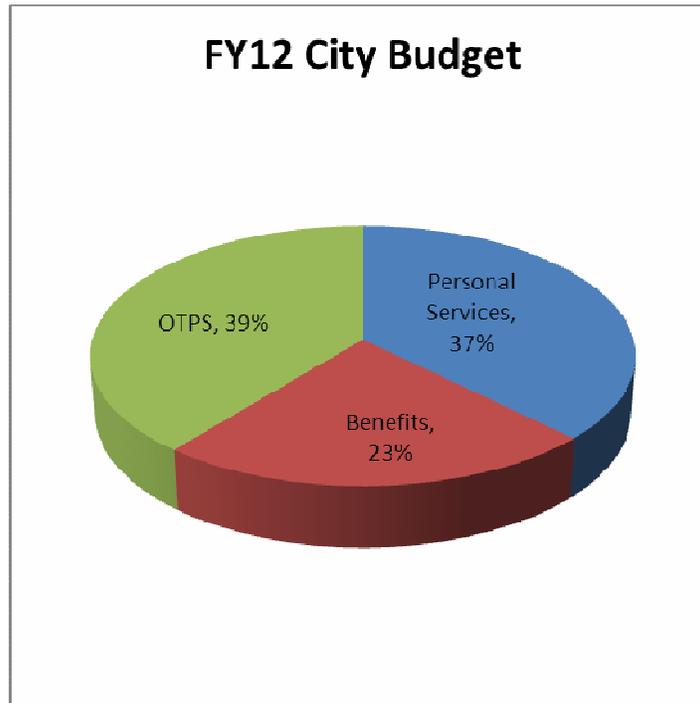
City Revenues	ACTUAL	ACTUAL	ADOPTED	YTD REVISED (Q3)	PROJECTED (Q3)	RECOMMENDED	ADOPTED
	FY2009	FY2010	FY2011	FY2011	FY2011	FY2012	FY2012
	GENERAL FUND						
Tax Levy	153,506,032	163,097,495	167,478,200	166,482,560	166,482,560	166,732,988	166,732,988
Increase Levy 2.5%	3,856,236	4,136,499	-	-	-	-	-
Subtotal	157,362,268	167,233,994	167,478,200	166,482,560	166,482,560	166,732,988	166,732,988
New Growth	5,735,227	3,590,038	-	-	-	-	-
Subtotal of Gross Tax Levy	163,097,495	170,824,032	167,478,200	166,482,560	166,482,560	166,732,988	166,732,988
Actual Levy Billed	163,078,974	170,816,604	-	-	-	-	-
Less Overlay	(5,752,571)	(5,369,540)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
Subtotal of Net Tax Levy	157,344,924	165,454,492	164,978,200	163,982,560	163,982,560	164,232,988	164,232,988
CITY RECEIPTS							
Real & Personal Property Taxes, net of refunds	158,790,820	165,100,169	161,236,913	163,982,560	165,207,736	164,232,988	164,232,988
Local Receipts	47,973,995	42,537,995	39,866,448	36,679,415	36,441,194	36,994,849	36,341,229
Tax Liens	3,309,149	3,768,128	-	-	3,460,214	-	-
Motor Vehicle and other excise taxes	8,250,450	7,480,671	8,000,000	7,500,000	7,169,230	7,650,000	7,650,000
Hotel/Motel tax	876,507	727,765	900,000	900,000	700,000	1,300,000	900,000
Charges for services	228,532	277,470	219,000	219,000	229,512	163,000	163,000
Penalties and interest on taxes	2,274,197	1,563,609	1,630,000	1,630,000	1,635,136	1,980,000	1,726,380
Payments in lieu of taxes	5,820,090	6,523,169	5,000,000	5,458,713	4,831,666	4,757,615	4,757,615
Licenses and permits	4,106,114	2,573,866	2,875,170	2,275,170	2,290,919	2,275,370	2,275,370
Fines and forfeitures	366,049	353,135	523,060	363,060	240,376	401,060	401,060
Departmental and other	19,975,402	16,338,068	17,708,116	16,690,730	14,139,993	16,618,181	16,618,181
Investment Income	2,502,586	724,942	2,000,000	495,640	426,182	495,640	495,640
Not Classified	264,919	2,207,172	-	1,147,102	1,317,966	1,353,983	1,353,983
QSCB Interest Earnings	-	-	1,011,102	-	-	-	-
Subtotal City Receipts	206,764,815	207,638,164	201,103,361	200,661,975	201,648,930	201,227,837	200,574,217
STATE RECEIPTS							
School Aid	258,525,872	280,776,073	284,697,120	284,706,163	284,706,163	295,176,588	295,116,365
School Building Assistance	16,579,543	16,635,321	16,703,948	16,816,132	16,816,132	15,991,611	15,991,611
Chapter 70	235,104,589	257,480,215	262,704,775	262,704,775	262,704,775	275,403,995	275,403,995
Charter Tuition Assessment	-	-	-	-	-	-	-
Reimbursement	6,841,740	6,660,537	5,288,397	5,185,256	5,185,256	3,780,982	3,720,759
Prior Year State Aid	-	-	-	-	-	-	-
School Construction	-	-	-	-	-	-	-
Chater School Capital Reimbursement	-	-	-	-	-	-	-
General Government Aid	45,564,480	35,347,683	35,162,974	35,513,345	35,513,345	32,980,147	35,296,485
Unrestricted Gen. Gov't Aid	40,873,943	33,354,581	32,020,398	32,020,398	32,020,398	29,705,191	32,020,398
Meals Tax	1,651,219	848,785	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Highway Revenue	719	-	-	-	-	-	-
Police Career Incentive	1,858,777	348,696	189,638	189,638	189,638	-	-
Urban Renewal Projects	102,468	41,826	-	-	-	-	-
Veterans Benefits	934,020	736,372	1,246,705	1,594,691	1,594,691	1,566,880	1,566,880
Exempt: Vets, Blind Persons & Surv Spouses	123,994	-	477,561	477,561	477,561	479,510	479,510
Exempt: Elderly	-	-	-	-	-	-	-
State Owned Land	19,340	17,423	28,672	31,057	31,057	28,566	29,697
Subtotal State Aid	304,090,352	316,123,756	319,860,094	320,219,508	320,219,508	328,156,735	330,412,850
RESERVES	11,304,220	10,000,000	12,500,000	15,050,023	15,050,023	10,500,000	6,215,955
Use of Reserves for Adopted Budget	11,304,220	10,000,000	12,500,000	15,050,023	15,050,023	10,500,000	6,215,955
Total Revenue	522,159,387	533,761,920	533,463,455	535,931,506	536,918,461	539,884,572	537,203,022
Other Sources							
Continuing Appropriations	-	2,845,611	-	1,897,128	1,897,128	-	-
NSS Shortfall	-	4,240,600	-	10,881,300	10,881,300	-	-
Certified Free Cash	-	726,820	-	-	-	-	-
Other Financing Sources	-	776,758	-	1,233,324	1,233,324	5,000,000	5,000,000
Subtotal Other Sources	-	8,589,789	-	14,011,752	14,011,752	5,000,000	5,000,000
TOTAL SOURCES	522,159,387	542,351,709	533,463,455	549,943,258	550,930,213	544,884,572	542,203,022

Expenditure Overview

The Adopted Fiscal Year 2012 budget recommends \$542.2 million for municipal and educational purposes. This represents an increase of 1.6% from Fiscal Year 2011 Adopted budget and a 1.2% decrease from the FY11 Projected budget. The total budget funds both the School Department and the City Side of government (Police, Fire, Public Works, etc.). The budget allocation between City and Schools is as follows:

	FY11 Adopted	FY11 Projected	FY12 Recommended	FY12 Adopted	% Change from FY11 Adopted	% Change from FY11 Projected
City	\$ 223,451,854	\$ 228,413,573	\$ 214,050,242	\$ 211,368,692	-5.4%	-7.5%
Schools	\$ 310,011,601	\$ 320,358,701	\$ 330,834,330	\$ 330,834,330	6.7%	3.3%
TOTAL	\$ 533,463,456	\$ 548,772,274	\$ 544,884,572	\$ 542,203,022	1.6%	-1.2%

Of the City departments, the budget breaks out into the following major categories:



Personnel

The largest expense in the City’s budget is personnel. The Fiscal Year 2012 budget appropriates \$79.1 million for salaries and overtime. This represents funding for 1,349.8 Full Time Equivalents (FTEs) across all City departments from all sources including General Fund, Enterprise Funds, Grant Funds and other sources. In addition to salaries and overtime costs, the budget appropriates \$50.1 million for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 61 percent of the City’s total operating budget. Due to the significant cost of personnel, the City carefully reviews every non-School Department position to ensure that the position is critical to delivering municipal services. Departments are always looking for ways to re-

structure and re-allocate duties in an effort to save. The City has utilizes a Personnel Review Committee (PRC), comprised of representatives from the Mayor’s Office, Human Resources, CAFO and the Finance Department that reviews every hiring, including backfills, promotions, and new non-School Department positions. The Fiscal Year 2012 General Fund and Enterprise Fund FTEs of 1349.8 is 123.8 fewer than those budgeted for in Fiscal Year 2011. The variance is made up of shifting employees to grant funds, elimination of vacant positions and layoffs.

In addition to annual salary and benefit costs, the majority of Springfield employees are unionized creating contractual pay increases which must be funded unless contract concessions are sought. Because only a small percentage (approximately 330) of the City’s employees are not in a union, it is important to negotiate long-term, sustainable union contracts. Over the last several years, the City and the Finance Control Board renegotiated long-term contracts with every union, allowing for better long-term financial planning.

DEPARTMENT	Historical Counts				FY11 FY11 (Est)	FISCAL YEAR 2012								FY12 Total (All Funds)
	FY07	FY08	FY09	FY10		FY12 GF	FY12 Layoffs	FY12 Ent Funds	FY12 Budgeted GF Vacant	GF / EF Funded Positions	FY12 Grants	FY12 Other	FY12 Budgeted Grant OR Other Vacant	
CITY COUNCIL	12.0	12.0	11.6	15.6	15.8	15.8	-	-	-	15.8	-	-	-	15.8
MAYOR	5.5	5.5	7.0	7.0	7.0	7.0	-	-	-	7.0	1.5	-	-	8.5
INTERNAL AUDIT	0.0	0.0	0.0	3.0	3.0	2.0	-	-	-	2.0	-	-	-	2.0
CITY CLERK	12.0	11.0	12.0	11.0	11.0	9.0	-	-	1.0	10.0	-	-	-	10.0
BOARD OF ELECTION COMMISSION	4.0	5.0	5.0	4.0	5.0	4.0	-	-	-	4.0	-	-	-	4.0
LAW	27.0	27.0	25.6	19.5	24.5	22.2	-	-	-	22.2	-	-	-	22.2
DEPARTMENT OF ADMINISTRATION AND FINANCE	0.0	0.0	0.0	4.25	3.0	2.0	-	-	-	2.0	-	-	-	2.0
FINANCE	10.0	14.0	10.0	10.5	9.0	8.0	(1.0)	-	-	7.0	-	-	-	7.0
CITISTAT	0.0	4.0	4.0	4.0	5.0	-	-	-	-	-	-	-	-	-
311	0.0	0.0	10.0	11.0	10.8	9.8	-	-	-	9.8	-	-	-	9.8
COMPROLLER	16.0	14.0	16.2	13.5	13.5	11.0	-	-	-	11.0	-	-	-	11.0
OFFICE OF PROCUREMENT	12.0	12.0	12.8	11.0	9.0	8.0	(2.0)	-	-	6.0	-	-	-	6.0
BOARD OF ASSESSORS	12.0	12.0	14.0	13.0	13.0	13.0	(1.0)	-	-	12.0	-	-	-	12.0
TREASURER/COLLECTOR	20.0	20.0	19.5	18.0	18.0	17.0	(1.0)	-	-	16.0	-	-	-	16.0
HUMAN RESOURCES AND LABOR RELATIONS	20.0	23.0	22.0	14.0	17.5	17.5	-	-	-	17.5	-	-	-	17.5
LABOR RELATIONS	0.0	0.0	0.0	3.5	-	-	-	-	-	-	-	-	-	-
PAYROLL DEPARTMENT	0.0	0.0	0.0	5.0	5.0	4.0	-	-	-	4.0	-	-	-	4.0
INFORMATION TECHNOLOGY DEPARTMENT	19.0	22.0	22.6	18.0	18.0	16.0	(1.0)	-	-	15.0	-	1.0	-	16.0
CAPITAL ASSET CONSTRUCTION	0.0	0.0	4.0	4.0	3.0	3.0	-	-	-	3.0	-	-	-	3.0
PLANNING DEPARTMENT	14.0	14.0	14.0	13.6	13.0	13.0	(1.0)	-	-	12.0	-	-	-	12.0
BUILDING - CODE ENFORCEMENT	25.0	25.0	25.0	25.0	25.0	25.0	-	-	-	25.0	-	-	-	25.0
HOUSING - CODE ENFORCEMENT	14.0	16.0	18.9	13.9	13.5	12.5	-	-	-	12.5	-	-	-	12.5
PARKS DEPARTMENT	110.0	103.0	101.5	86.3	-	79.0	(5.5)	-	-	73.5	3.0	3.0	-	79.5
FACILITIES MANAGEMENT	54.0	56.0	56.0	65.0	68.0	60.0	(2.0)	-	-	58.0	5.0	-	-	63.0
POLICE	575.0	583.0	583.0	537.0	539.0	502.0	-	-	3.0	505.0	3.0	25.0	-	533.0
FIRE	278.0	290.0	291.0	262.0	263.0	251.0	-	-	-	251.0	1.0	-	-	252.0
CENTRALIZED DISPATCH	0.0	0.0	0.0	43.0	43.0	28.0	-	-	-	28.0	15.0	-	-	43.0
DEPARTMENT OF PUBLIC WORKS	174.0	174.0	135.5	99.0	66.0	59.0	-	-	1.0	60.0	4.0	-	-	64.0
TRASH FEE ENTERPRISE FUND	0.0	0.0	29.5	28.5	60.0	-	-	53.0	-	53.0	-	-	-	53.0
TJ O'CONNOR ANIMAL CONTROL	12.0	13.0	13.5	10.5	10.0	10.0	-	-	-	10.0	-	-	-	10.0
HEALTH & HUMAN SERVICES	35.0	32.0	32.5	30.0	26.9	25.0	-	-	-	25.0	19.1	-	-	44.1
DEPARTMENT OF ELDER AFFAIRS	6.0	6.0	6.8	6.1	5.9	5.9	-	-	-	5.9	7.3	-	1.3	14.5
VETERANS SERVICES	4.0	4.0	4.0	4.0	4.0	4.0	-	-	-	4.0	-	-	-	4.0
LIBRARY	84.0	84.0	79.9	62.9	64.9	62.6	-	-	-	62.6	6.9	2.3	2.3	74.1
OFFICE OF HOUSING	0.0	0.0	0.0	0.0	-	-	-	-	-	-	18.5	-	-	18.5
COMMUNITY DEVELOPMENT	0.0	0.0	0.0	0.0	-	-	-	-	-	-	5.7	-	-	5.7
Total	1,554.5	1,581.5	1,587.4	1,476.7	1,393.3	1,306.3	(14.5)	53.0	5.0	1,349.8	90.0	31.3	3.6	1,474.7

Health Insurance

Springfield’s Fiscal Year 2012 budget includes \$23.5 million for health insurance for City department employees representing a 5.0% increase above the Fiscal Year 2011 projection of spending. This amount pays for active and retired City employees. The overall increase is attributed to rate increases in the plans offered by the Group Insurance Commission (GIC) which averaged 4% for FY12. At this time, the GIC is not projecting increases to premium contributions, co-pays or deductibles for Fiscal Year 2012.

Prior to 2007, the City's health insurance costs were approximately 10 percent of the budget and increasing at a rate of 13 percent annually. This trend would have been unsustainable because the City's largest revenue source, real property taxes, can only increase by 2.5 percent annually. The most significant measure to controlling costs was becoming the first Massachusetts municipality to join the GIC. The GIC purchases health insurance for 265,000 state employees and retirees. The City also requires employees to contribute 25 percent of premium costs and eligible subscribers to join Medicare Part A and B. By joining Medicare through Chapter 32B of the Massachusetts General Laws, the City shifts a portion its retiree health care costs to the federal government. Retirees are eligible if they paid into the Medicare system for ten years or if a spouse contributed to Medicare.

Other Post-Employment Benefits

In addition to providing pension benefits, the City also provides health, dental, vision and life insurance to retired employees and their survivors, including those retired under the Massachusetts Teachers Retirement System (MTRS). This policy is in accordance with Chapter 32 of the Massachusetts General Laws. For retirees whose gross annual pension benefit is more than \$30,000, the City funds 75 percent of their health, vision, and dental premium. For retirees whose gross annual pension benefit is \$30,000 or less, the City funds 85 percent of their premium. This additional benefit will decrease each fiscal year until Fiscal Year 2016, when all retirees will pay 25 percent of their health, life, and dental premium. In addition to health, dental, and vision insurance premiums, the City provides 100 percent reimbursement for Medicare Part B penalty premiums and 50 percent on life insurance policies. The City's unfunded actuarial accrued liability for other post employment benefits is estimated to be \$903.7 million based on the valuation of the system completed in FY11. At this time, the City has not recommended funding an annual appropriation for this liability and is looking for ways to address this expense for future years.

Retirement

The Fiscal Year 2012 budget appropriates \$23.7 million for retirement costs for City employees and \$10.4 million for School Department employees who are not members of the Massachusetts Teachers Retirement System (MTRS). The City does not contribute to teachers' and certain administrators' retirement, as they receive their retirement through the MTRS.

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

Membership is mandatory for all permanent municipal full-time employees. Employees contribute a portion of their salaries based on when they began their service, ranging from five to nine percent of their compensation. If an employee earns more than \$30,000, an additional two percent is withheld from the portion in excess of \$30,000.

Retirement benefits are uniform for all Massachusetts retirement systems. Retired employees receive a pension up to a maximum of 80 percent of the employee's highest three-year average annual rate of regular compensation. Benefit payments are based on a member's age, length of creditable service, level of compensation, veteran status and group classification. Members become vested after ten years of creditable service. Management of Springfield's retirement system assets was transferred to

the Pension Reserves Investment Management Board of the Commonwealth of Massachusetts (PRIM), effective in August 2005. The City expects to receive a greater rate of return by transferring the total assets. Chapter 32 of the Massachusetts General Laws requires municipalities to fully fund their retirement liability by 2040.

For Fiscal Year 2012, Springfield utilizes an updated pension valuation as of January 2010 with a funding schedule extended to 2039. This valuation defines the City's accrued liabilities as \$811 million with a funded ratio of 34.3%.

Debt Service

Municipalities issue debt to finance capital improvements because the costs are too expensive to finance through the operating budget. Spreading the cost of a project over time creates a manageable annual expense for a Massachusetts community that is limited by Proposition 2 ½ in raising additional property tax revenue.

Debt occurs when a city or town borrows money from lenders. The lender charges interest on the borrowed amount and the municipality repays the debt over a number of years. Debt service is the cost of repaying a government's debt, including both principal and interest payments. The Fiscal Year 2012 budget includes \$40.8 million for debt service, a slight decrease from the FY11 appropriation. Springfield's annual debt expenditures comprise of approximately 7.5% of the City's overall general fund expenditures.

The City published its first ever debt affordability analysis in October of 2010. The City has a current debt liability of \$416.7 million (Principal \$313.2 + Interest \$103.5). The City's total net debt equals \$288.3 million. 35% of total debt is City related debt, 65% is school related debt. The City has significantly restructured its debt to have a declining debt repayment schedule. The full report is included in Section 12 of this document.

Below are some standard measures reported in the debt affordability analysis that are looked at by stakeholders when evaluating the City's debt capacity.

Measure	Standard	Springfield
Debt Service as a % of General Fund Expenditures	0% - 8%	7.8%
% of Principal Retired in Ten Years	65% - 100%	58.0%
Debt as a Percentage of EQV	0% - 5%	3.7%
Total Debt as a % of Total Personal Income	0% - 7%	13.5%
Debt Per Capita	\$0 - \$1,000	\$2,059.52
Undesignated Fund Balance as a % of Revenues	10% or greater	7.6%
General Fund Balance as a % of Revenues	15% or greater	10.6%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0% - 15%	6.8%

Enterprise Fund

The Fiscal Year 2012 Budget appropriates \$4.5 million to supplement the Solid Waste Enterprise Fund. All solid waste functions are funded in the Enterprise Fund. In addition to the supplement provided for in the budget, the fund generates \$3.5 million in revenue and utilizes \$650K in Enterprise Fund Free Cash to fund operations. The City proposes a trash fee of \$75 for Fiscal Year 2012.

Assessments

The Fiscal Year 2012 budget appropriates \$31.0 million for state assessments. Springfield's assessments are mandated costs based on the City's Cherry Sheet, the Department of Revenue's notification of the next fiscal year's state aid and assessments. These charges are for a variety of state programs. The majority of Springfield's assessments are related to education tuition. \$28.8 million is for School Choice Sending Tuition and Charter School Sending Tuition, 91 percent of the City's total assessments.

The City is assessed a fee by the department of Environmental Protection (DEP) for monitoring air pollution levels and enforcing air quality standards at industrial and commercial facilities. This assessment is determined through a formula based on population and equalized valuation.

The Commonwealth assessed the City \$453K in Fiscal Year 2012 to reimburse the Registry of Motor Vehicles for marking licenses and registrations for non-renewal. If an individual does not pay parking violations, motor vehicle excise, or abandoned vehicle costs, a \$20 charge per violation is placed on the individual's license or registration. The State charges the City \$20 for each marking to offset their costs for this service.

Springfield Museums Association

The Fiscal Year 2012 budget appropriates \$1.32 million for the Springfield Museums Association (SMA), a not-for-profit corporation. The City and SMA have an agreement that the City will provide \$1.32 million annually over the next 23 years to the SMA. This agreement stems from a settlement between the SMA and the City over the Association's sale of the Mason Square Library Branch in 2003. The agreement includes free admission for City residents to the Springfield Science Museum, the Museum of Fine Arts, the Connecticut Valley Historical Museum and the George Walter Vincent Smith Art Museum.

Massachusetts Career Development Institute (MCDI)

Springfield's Fiscal Year 2012 budget appropriates \$625,000 to assist the transition of the Massachusetts Career Development Institute (MCDI) into a self-sufficient, not-for-profit organization. MCDI provides educational and vocational training opportunities to residents.

School Department

The City operates the second largest school district in the Commonwealth of Massachusetts and is comprised of 38 elementary schools (12 contain on-site early childhood programs), six middle schools, six high schools, and seven specialized schools. Students also have alternative educational

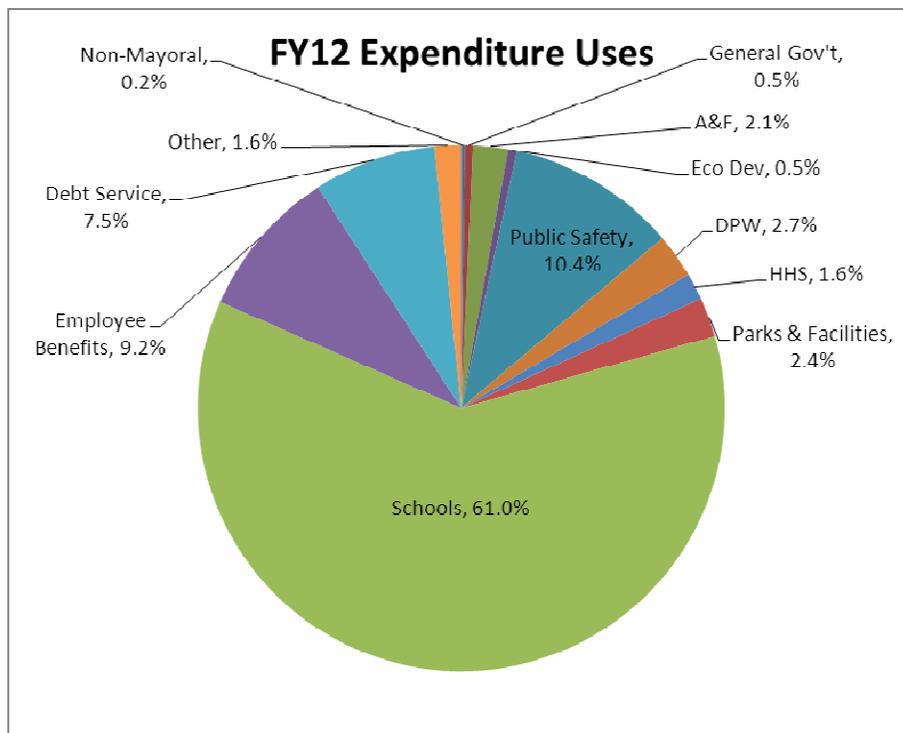
options of attending one of four available charter schools or participating in school choice, which allows them to attend school in another school district.

Attending public school within Springfield are over 28,000 students served by 5,000 employees.

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

City Departments

Springfield's Fiscal Year 2012 budget appropriates \$211.4 million for City departments and \$330.8 million for the School Department. The allocation of funding by Division is as follows:



Non-Mayoral Division

The Fiscal Year 2012 budget includes \$1,186,726 for the Non-Mayoral Division departments, a decrease of \$150,406 from the FY11 Adopted budget. This division consists of three departments: the City Council, the City Clerk and the Internal Auditor. The City Council is elected by the residents of Springfield, with the City Clerk and the City Auditor reporting to the Council.

FY12 Adopted Budget Non Mayoral Division						
	FY11 Adopted	FY12 Recommended	Council Reduction	FY12 Adopted	% Change from FY11 Adopted	% Change from FY11 Projected
City Council	320,469	341,017	(608)	340,410	19,941	6.2%
City Clerk	543,887	501,391	(1,727)	499,664	(44,223)	-8.1%
Internal Auditor	472,776	401,901	(55,248)	346,653	(126,123)	-26.7%
Total	1,337,132	1,244,309	(57,583)	1,186,726	(150,406)	-11.2%

The City Council's Fiscal Year 2012 budget is \$340,410. 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 reductions taken within this department will impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12.

The City Clerk's Fiscal Year 2012 budget is \$499,664. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements. The reductions taken within this department will impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12 and result in a layoff of one (1) staff member.

The Internal Auditor's Fiscal Year 2012 budget is \$346,653. The Internal Auditor is responsible for conducting internal audits. The Director of Internal Audit is appointed by the Mayor with the approval of the City Council. The reductions taken within this department will impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12. The additional cut of the vacant position reduces the Office Internal Audit (OIA) staff by 33% leaving only 2 employees. According to industry standards, ideal staffing for this department is 5-6 employees for an organization the size of Springfield. The cut to the OIA expenditure budget eliminates funding for an external technology audit to address areas of exposure in disaster recovery, data backup, and hardware and software replacement policies.

General Government Division

FY12 Adopted Budget General Government Division						
	FY11 Adopted	FY12 Recommended	Council Reduction	FY12 Adopted	% Change from FY11 Adopted	% Change from FY11 Projected
Mayor	442,026	421,326	(719)	420,607	(21,419)	-4.8%
Law	1,819,862	1,794,961	(28,228)	1,766,733	(53,129)	-2.9%
Elections	523,020	514,381	(7,243)	507,138	(15,882)	-3.0%
Total	2,784,908	2,730,668	(36,190)	2,694,478	(90,430)	-3.2%

The Fiscal Year 2012 budget includes \$2,694,478 for the General Government Division, a decrease of \$90,430 from the prior fiscal year. These departments provide a variety of functions for the city, including administrative support, expertise, oversight and supporting the vision of the Mayor.

The Mayor's Office Fiscal Year 2012 budget is \$420,607. 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 reductions taken within this department will impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12.

The Law Department's Fiscal Year 2012 budget is \$1,766,733. The Law Department conducts all legal business of the City and administers the License Commission. The Law Department saw its staffing levels reduced by two (2) employees from FY11 to FY12. The reductions taken within this department will impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12.

The Board of Elections Fiscal Year 2012 budget is \$507,138. The department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. The reductions taken within this department will impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12. The Elections Commission's staff has also been reduced from 5 to 4 full-time employees in FY12, placing additional duties on every employee in the department.

Administration and Finance Division

The Department of Administration and Finance's budget totaled \$11,550,311 in Fiscal Year 2012, a decrease of \$2,100,723. These departments, reorganized under the Chief Administration and Finance Officer in FY10, are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, payroll, centralized procurement, human resources, labor relations and collection of taxes.

FY12 Adopted Budget Administration & Finance Division						
	FY11 Adopted	FY12 Recommended	Council Reduction	FY12 Adopted	% Change from FY11 Adopted	% Change from FY11 Projected
Chief Administration & Finance Officer	436,603	280,519	(3,334)	277,185	(159,418)	-36.5%
Finance	659,002	577,334	(101,863)	475,471	(183,531)	-27.8%
CitiStat	313,702	240,241	(240,241)	-	(313,702)	-100.0%
3-1-1 Call Center	482,137	401,154	(270)	400,884	(81,253)	-16.9%
Comptroller	780,567	641,863	(580)	641,283	(139,284)	-17.8%
Procurement	656,702	489,226	(63,345)	425,881	(230,821)	-35.1%
Assessors	929,682	724,572	(5,750)	718,822	(210,860)	-22.7%
Treasurer	3,340,985	3,133,143	(136,666)	2,996,477	(344,508)	-10.3%
Collector	513,455	466,417	(6,853)	459,564	(53,891)	-10.5%
Human Resources & Labor Relations	1,735,899	1,660,981	(29,202)	1,631,779	(104,120)	-6.0%
Payroll	658,326	315,492	(2,689)	312,803	(345,523)	-52.5%
Information Technology	2,608,682	2,960,268	(187,568)	2,772,700	164,018	6.3%
Capital Asset Construction	535,292	490,774	(53,312)	437,462	(97,830)	-18.3%
Total	13,651,034	12,381,984	(831,673)	11,550,311	(2,100,723)	-15.4%

The Department of Administration and Finance's Fiscal Year 2012 budget is \$277,185. The Chief Administrative and Finance Officer is responsible for administering and supervising the City's financial services, which includes developing department budgets, monitoring expenditures, reviewing transfers and allotments and implementing and maintaining uniform financial systems and controls for all departments. In FY12, the CAFO's department will not be backfilling a vacant position, leaving only 2 employees. The reductions taken within this department will also impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12. The cut to OTPS of \$3,334 is in addition to \$58,000 in OTPS cuts taken during the budget development process. This cut will eliminate front-line customer service training for all departments, as well as, a second citywide training opportunity that would have partnered the City with Westfield State University.

The Finance Department's budget in Fiscal Year 2012 is \$475,471. The department supports the overall financial management of the City of Springfield including the development of the Four Year Forecast, the Annual Budget, the Capital Improvement Plan and the quarterly projections of spending and revenue. The reductions taken within this department will impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12. The City Council's cut of \$100,000 to the Finance Department required the loss of one (1) position. In addition, the Finance Department eliminated 1 vacant position from their budget in FY12. This leaves the Finance Department with 7 full time employees, 3.5 employees fewer than in FY10. The additional position lost was 1 of 2 positions responsible for a unit that oversees the compliance and reporting for \$17 million in grants, and researches and submits applications for new grant opportunities.

The CitiStat's Fiscal Year 2012 budget was reduced by the City Council to \$0.00, eliminating the department. This department was previously responsible for promoting an effective and efficient city government through timely and responsive customer service, regular analysis of data, ongoing discussion of performance, and persistent follow-up. As a result of the City Council's elimination of the department, three employees were laid off. Despite the CitiStat concept being embraced by MA Governor Deval Patrick, as well as, other communities across the country ranging from Boston to Irving, TX, Coral Springs, FL, Charlotte, NC, Miami-Dade County, FL, Orange County, CA, and Erie County, NY, this department was eliminated. Due to this cut, the FY12 work plan that would have yielded \$1.3 million in cash and ongoing efficiency savings across all City departments will not be implemented. Instead, the City will realize a one-time savings of \$240,241, a savings of less than 18 cents on the dollar. In addition, the City will lose at least \$25,000 annually in grant opportunities that assisted CitiStat in carrying out its mission of continually improving the quality of services offered to the residents of Springfield. Longer term, the City loses its capability to continually improve itself. In the face of our need to wean ourselves off of the substantial use of reserves in the future years, this means significant future service reductions.

The 3-1-1 budget for Fiscal Year 2012 is \$400,884 which is the first point of contact for residents needing services or information from city government. All requests will be tracked and departmental performance will be measured. The reductions taken within this department will eliminate two (2) vacant positions. This will result in longer call wait and response times.

The Comptroller's Officer Fiscal Year 2012 budget is \$641,283. The Comptroller is responsible for maintaining the City's financial system of record, ensuring all financial transactions are in compliance. The reductions taken within this department will impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12.

The Fiscal Year 2012 budget appropriates \$425,881 for the Office of Procurement. The department is responsible for procuring quality goods and services at a reasonable cost, in accordance with Massachusetts General Laws. The Office of Procurement will have only 6 full time employees in FY12. This is a result of 2 vacancies that are not being backfilled, 2 layoffs, and the City Council's cut of funding for 1 highly skilled vacant position. These cuts, coupled with a 5% cut in OTPS funding, will result in longer wait times for contract review.

The Board of Assessors' Fiscal Year 2012 budget is \$718,822. This department provides accurate and equitable valuation of all real and personal property within the City. The department's decrease is due to a cut in professional services and the elimination of a vacant position. The reductions taken within this department also resulted in 1 layoff that will impact the services provided by the department.

The Treasurer/Collector department's Fiscal Year 2012 budget is \$3,456,041. In Fiscal Year 2009, the Treasurer's Office and Collector's Office merged in order to create a single contact for residents to pay bills in the Collector/Customer Service Center. In addition, the reorganization created the Treasurer/Business Office to analyze and report all collected funds. Currently, the department is reviewing its structure to determine if another re-organization or efficiency efforts can be had. The reductions taken within this department will result in frozen wages, 12 furlough days, the elimination of one vacant position and one layoff. This will impact customer service within the department specifically on the tax title program. The Treasurer's Office contains several line items that are required to be budgeted there legally: the City's employer share of Medicare tax as federally mandated, the cost of check stock for printing paychecks, vendor checks, and tax title expenditures.

The Human Resources and Labor Relations Department Fiscal Year 2012 budget is \$1,631,779. The department is responsible for attracting and developing top municipal talent, creating a climate of respect and ensuring compliance with statutory, regulatory and ethical practices. Also, the Labor Relations division is responsible for conducting all labor relations matters for the city and its departments. The reductions taken within this department will impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12. In FY12, all of the City's collective bargaining agreements will expire. Beginning on July 1, 2011 the HR/LR Department will need to conduct over 20 separate negotiations with one fewer employee (an eliminated vacancy) and \$29,202 less in funding for outside legal counsel, resulting in delays in contract settlements and potential losses to the city in employee concessions.

The Payroll Department's Fiscal Year 2012 budget is \$312,803. The Payroll Department is responsible for conducting payroll matters for the city and school departments. The reductions taken within this department will result in frozen wages, 12 furlough days and the elimination of one vacant position which was unfilled for the majority of FY11.

The Information Technology Department's Fiscal Year 2012 is \$2,772,700. The IT Department maintains and supports the City's electronic information infrastructure and software applications. The increase in this department is due to the phone budget and increased costs associated with maintaining all City IT systems such as Accela, MUNIS 8.2, and Intelligov. In FY09, the ITD had 22.6 full time employees; the recommended budget for FY12 was for 16.0 employees. Despite having undergone a 30% staff reduction over the past three years while at the same time implementing and managing additional technological services in house (Intelligov, Kronos, additional MUNIS modules, Accela, etc.) the City Council cut \$100,000 from the ITD's salary line item. This cut resulted in one additional layoff and eliminated the City's transition to VoIP, a new telephone initiative that would have saved the City over \$200,000 on an annual basis.

The Capital Asset Construction Department's Fiscal Year 2012 budget is \$437,462. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments. The reductions taken within this department will impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12. The Department of Capital Asset Construction (DCAC) currently manages in excess of 50 capital projects, including construction of the new Putnam Technical High School and Forest Park Middle School renovation with only three (3) employees supplemented by an outside vendor. Despite a thorough review of the vacant position request proving that hiring an additional employee at \$42,000 (plus benefits) would save the City over \$20,000 in expenditures to an outside vendor, the Council cut funding for this position.

Development Division

The Developmental Services Fiscal Year 2012 budget appropriates \$2,971,645, a decrease of \$426,793. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city.

FY12 Adopted Budget Development Division						
	FY11 Adopted	FY12 Recommended	Council Reduction	FY12 Adopted	% Change from FY11 Adopted	% Change from FY11 Projected
Planning	1,225,942	1,098,228	(19,034)	1,079,194	(146,748)	-12.0%
Building Code	1,336,926	1,257,442	(2,768)	1,254,675	(82,252)	-6.2%
Housing Code	835,570	645,292	(7,515)	637,777	(197,793)	-23.7%
Total	3,398,438	3,000,962	(29,317)	2,971,645	(426,793)	-12.6%

The Fiscal Year 2012 budget appropriates \$1,079,194 for the Planning and Economic Development Division. The Office of Planning and Economic Development manages programs and projects that fulfill the physical, economic, and environmental needs of the city. Planning and Economic Development will be reducing their Professional Services line item as a result of the Council's 5% OTPS cut equaling \$19,034. This cut will result in delayed development of vacant and derelict properties in Springfield.

The Building Inspectional Services Division's Fiscal Year 2012 budget is \$1,254,675. The department enhances public safety through inspections and licensing of physical operations of businesses in the city.

The Housing Inspectional Services Division Fiscal Year 2012 budget is \$637,777. The Housing Inspectional Services Division investigates and documents violations of Municipal Ordinances and State Sanitary Codes. The department has completed a reorganization that created a Deputy of Housing Director and the department is under the purview of the Code Enforcement Commissioner.

The daily functions of the two Code Enforcement departments directly affect residents' quality of life by enforcing health, sanitary, and safety codes in the City of Springfield. In addition, these departments partner with the Parks Department's Mayor's Clean City initiative to clean and maintain illegal dumping sites throughout the City. The City Council's 5% cut to OTPS will result in fewer cleanups at vacant properties and illegal dumping sites in addition to longer response times to citizen complaints.

Public Safety Division

The Public Safety Division departmental budgets total \$56,572,828. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

FY12 Adopted Budget Public Safety Division						
	FY11 Adopted	FY12 Recommended	Council Reduction	FY12 Adopted	% Change from FY11 Adopted	% Change from FY11 Projected
Police	37,588,876	37,288,088	(204,394)	37,083,694	(505,182)	-1.3%
Fire	18,809,550	18,137,436	(70,651)	18,066,785	(742,765)	-3.9%
Dispatch	1,351,419	1,554,629	(132,280)	1,422,349	70,930	5.2%
Total	57,749,845	56,980,153	(407,325)	56,572,828	(1,177,017)	-2.0%

The Police Department’s Fiscal Year 2012 budget is \$37,083,694. 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 Mayor’s main priority is Public Safety therefore he structured the FY12 budget to preserve the Police Department’s funding as much as possible.

The Mayor’s recommended FY12 budget for the Springfield Police Department was 0.8% below the adopted FY11 budget and led the department to absorb all of their contractual salary increases, higher utility costs, and additional software maintenance costs no longer covered by grants into a lower budget figure than the previous year.

The City Council’s personal services cut effectively eliminates \$101,375 from the SPD’s salary line item budget which resulted in the layoff of 4 cadets. The SPD’s FY12 budget already contained a turnover savings offset of over \$800,000, but this additional amount would not be able to be absorbed based on historical departmental turnover. The loss of these positions means taking police officers off of active patrol to fill the duties and functions that a Cadet would normally perform.

The Fire Department’s Fiscal Year 2012 budget is \$18,066,785. The Fire Department will be working to fund its companies on a rolling basis to accommodate reductions taken for 12 vacant positions and attrition. In addition, overtime was reduced which will require a plan for staffing when minimum staffing requirements cannot be met.

The Dispatch Department has an appropriation of \$1,422,349 for Fiscal Year 2012. Some operational costs have been funded through the department’s E911 grant funded by the State for FY12 in an effort to maintain adequate staffing levels.

The City Council reduced the general fund salary line item by \$125,000 which jeopardizes the ability of the City’s Police and Fire dispatch centers to be fully staffed on occasions where employees are on vacation or out sick and directly impacts the service provided to the public when they call for help, and the Police and Fire personnel when they are responding in the community.

Public Works Division

The Department of Public Works budget is \$14,693,726 for Fiscal Year 2012, an increase of \$522,628. The department maintains and preserves the City’s fleet, public way infrastructure, including streets, sidewalks, street signs and traffic signals, administers the solid waste, recycling, and yard waste programs, and maintains the City’s inventory of vehicles and equipment, Public Safety assets excepted. The reductions taken within this department will result in frozen wages, twelve furlough days and the elimination of vacant positions and layoffs. This will impact service to City residents that the department will work to mitigate as much as possible.

FY12 Adopted Budget Public Works Division						
	FY11 Adopted	FY12 Recommended	Council Reduction	FY12 Adopted	% Change from FY11 Adopted	% Change from FY11 Projected
DPW - General Fund	9,606,515	10,634,167	(489,231)	10,144,936	538,421	5.6%
DPW - Enterprise Fund Supplement	4,564,583	4,788,200	(239,410)	4,548,790	(15,793)	-0.3%
Total	14,171,098	15,422,367	(728,641)	14,693,726	522,628	3.7%

Overall, the reduction to the DPW General Fund accounts is \$489,231. In order to absorb the City Council 5% cut to OTPS, which equates to \$347,515, the DPW will be reducing or eliminating programs across the department. Certain programs, such as Snow & Ice, Street Lights, and Traffic will remain intact in order to preserve public safety. Street maintenance functions, however, will be reduced to pot-hole patching, street sweeping, and asphalt-patching of concrete sidewalks. No street paving will occur unless it is a large-scale project funded by the State.

Maintenance of the City’s storm drain system is required by the EPA in order to maintain our National Pollution Discharge Elimination System (NPDES) permit. Without proper maintenance and upkeep and as a result of the recent tornado, several water bodies could experience flooding and channel erosion if the debris is not removed.

In addition to service reductions in Streets and Storm Drains, the DPW’s Fleet Maintenance Division will be reduced. The City Council voted to eliminate one vacant mechanic position, thus putting the DPW farther behind in its preventative maintenance program and decreasing the department’s ability to provide timely and efficient repairs to City vehicles and equipment. All departments will be affected by this cut and service to residents will suffer due to lack of functioning equipment in Parks, Code Enforcement, Elder Affairs, Animal Control, and the DPW itself.

Lastly, the DPW will be unable to provide extra support through staffing and materials for special events as they have provided in the past.

Health and Human Services

The Fiscal Year 2012 budget appropriates \$8,855,842 for the Health and Human Services Division, an increase of \$331,158 from Fiscal Year 2011 mainly driven by the caseload within Veterans benefits. 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.

FY12 Adopted Budget Health & Human Services Division						
	FY11 Adopted	FY12 Recommended	Council Reduction	FY12 Adopted	% Change from FY11 Adopted	% Change from FY11 Projected
TJO - Animal Control	1,205,959	1,322,454	(74,210)	1,248,244	42,285	3.5%
Health	1,503,617	1,382,364	(11,164)	1,371,200	(132,417)	-8.8%
Elder	299,949	296,817	(1,173)	295,644	(4,305)	-1.4%
Veterans	1,655,790	2,378,702	(107,586)	2,271,116	615,326	37.2%
Library	3,859,369	3,741,907	(72,269)	3,669,638	(189,731)	-4.9%
Total	8,524,684	9,122,244	(266,402)	8,855,842	331,158	3.9%

The Health Department Fiscal Year 2012 is \$1,371,200. The department promotes physical and mental health, disease prevention, disability management and enforcement of public health rules and regulations. The reductions taken within this department will result in layoffs. This will impact service to City residents that the department will work to mitigate as much as possible.

The Thomas J. O'Connor Animal Control and Adoption Center's Fiscal Year 2012 is \$1,248,244. This department provides comprehensive animal control services and programs, including adoptions, licensing, vaccines, and education. The reductions taken within this department will impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12.

TJO provides 24/7 animal control services to Springfield, as well as the cities of Chicopee, and Holyoke. The City Council eliminated the department's 1 vacant position which will mean that the city is no longer able to meet the required staffing levels in the contracts with its partner cities and, as a result, the City is at risk of losing Chicopee and Holyoke, who are projected to provide \$299,811 in revenue FY12.

The Department of Elder Affairs Fiscal Year 2012 budget is \$295,644. The department enhances the quality of life for elderly citizens through outreach, senior centers, and recreational programming. The reductions taken within this department will impact non-bargaining employees through a wage freeze and furlough days saving salaries for FY12.

The Veterans Services department's Fiscal Year 2012 budget is \$2,271,116. This department provides aid and advisement to veterans and their dependants. The Fiscal Year 2012 budget increase is due to an increase in the number of eligible veterans claiming benefits. The Veterans Services Department was cut \$107,586 by the City Council. The calculation that produced this cut amount includes \$2,142,055 in veterans benefits that will be paid to our area veterans for funerals, heating oil, natural gas, medical expenses, dental costs, medicine, nursing home costs, food, shelter, and ordinary living expenses.

The Fiscal Year 2012 budget appropriates \$3,669,638 for the Library Department. This will maintain all ten (10) library branches open with a reduction in hours to 14.

There will be a reduction of about 27 guard hours per week at branch libraries. Central Library security will also be reduced, primarily through elimination of security coverage at the State Street parking lot.

Parks, Buildings, and Recreation Management Division

The Parks, Buildings and Recreation Management Division's Fiscal Year 2012 budget is \$13,137,500, a decrease of \$1,089,185 from the Mayor's Recommended Budget. 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.

FY12 Adopted Budget Parks, Building & Recreation Management Division						
	FY11 Adopted	FY12 Recommended	Council Reduction	FY12 Adopted	% Change from FY11 Adopted	% Change from FY11 Projected
Parks	8,391,522	7,753,388	(193,710)	7,559,678	(831,844)	-9.9%
Facilities	5,835,163	5,708,529	(130,708)	5,577,821	(257,342)	-4.4%
Total	14,226,685	13,461,917	(324,417)	13,137,500	(1,089,185)	-7.7%

The Parks Department's Fiscal year 2012 budget is \$7,559,678. The Parks Department is responsible for maintaining the City's parks, golf courses, and athletic fields. The reductions taken within this depart-

ment will result in frozen wages, twelve furlough days and the elimination of vacant positions and layoffs. This will impact service to City residents that the department will work to mitigate as much as possible.

Since the OTPS funding for this division is 59% fixed costs, the elimination of programs and services will be implemented to live within this additional reduction. Due to a cut of \$193,710, the Parks Department will eliminate of all ground maintenance, including mowing, trimming and cleanup, of all the City terraces. A properly maintained terrace sends a message to potential home buyers that the city cares for its open space and residential property. These cuts will prevent these neighborhoods to be properly maintained.

Lastly, the Parks Department will be unable to provide extra support through staffing and materials for special events as they have provided in the past.

The Fiscal Year 2012 budget appropriates \$5,577,821 for the Facilities Department. The Facilities Department maintains and repairs over 90 municipal and school buildings. The reductions taken within this department will result in the elimination of vacant positions and layoffs. This will impact service to City residents that the department will work to mitigate as much as possible.

The Facilities Maintenance department was cut by the City Council in the amount of \$130,708. This cut will directly affect City buildings only; the School Department's facilities budget remains intact. In FY12, this means:

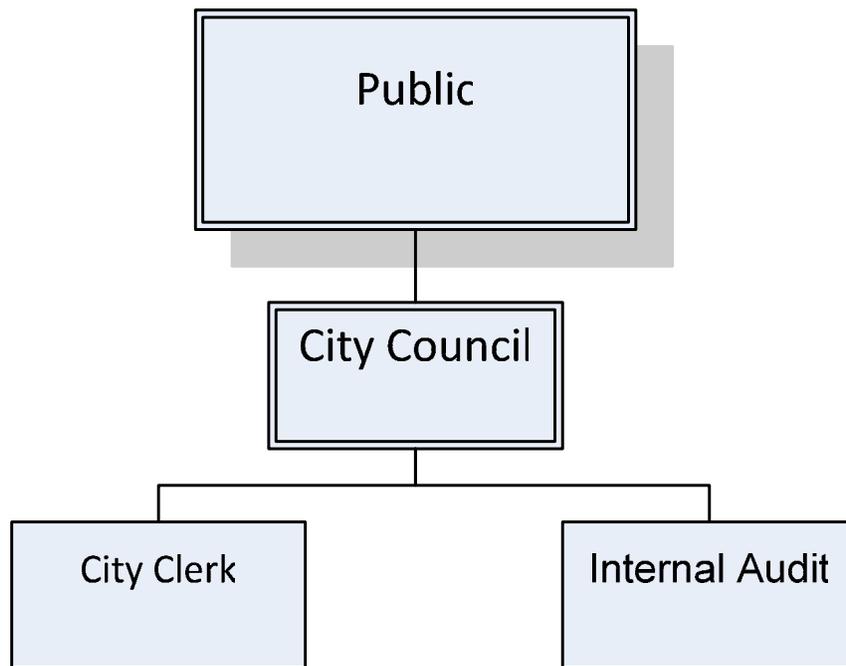
- The elimination of ground maintenance which includes mowing, trimmings, and cleanups of all the City Municipal Buildings. The police station and libraries will become a nuisance to the neighborhoods due to the inability to maintain these sites.
- Elimination of all fertilizer programs and over-seeding of Municipal Buildings. The department always prided itself in upkeep of the libraries and other municipal as if they were a home within that neighborhood.
- This will affect department ability to coordinate repairs that require the advice of an outside architect/engineer. Example of projects includes plumbing and HVAC, roofs, and window repairs etc.

Section 3

Non-Mayoral Division

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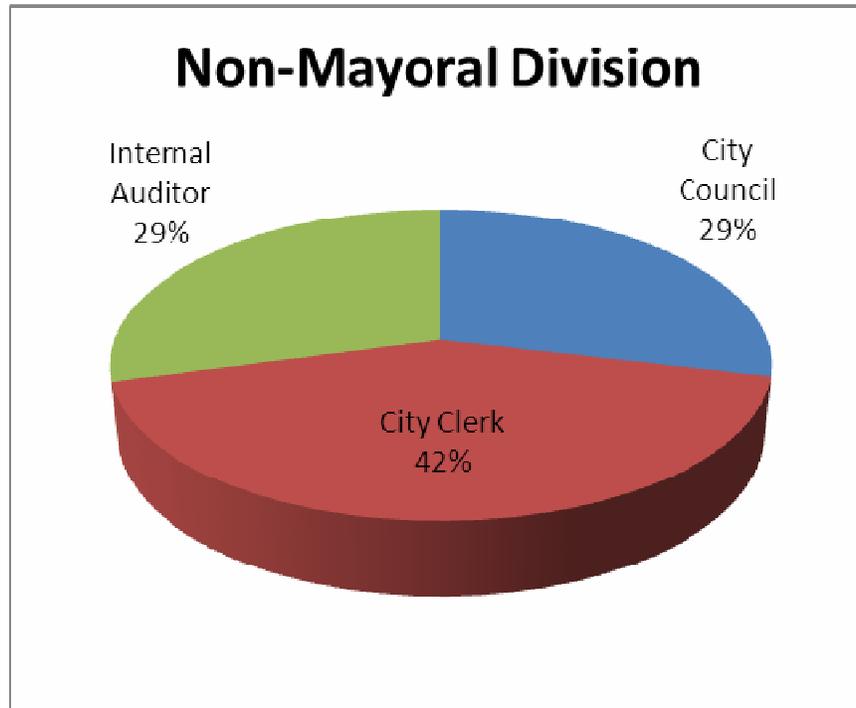
Non-Mayoral



Mission Statement

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

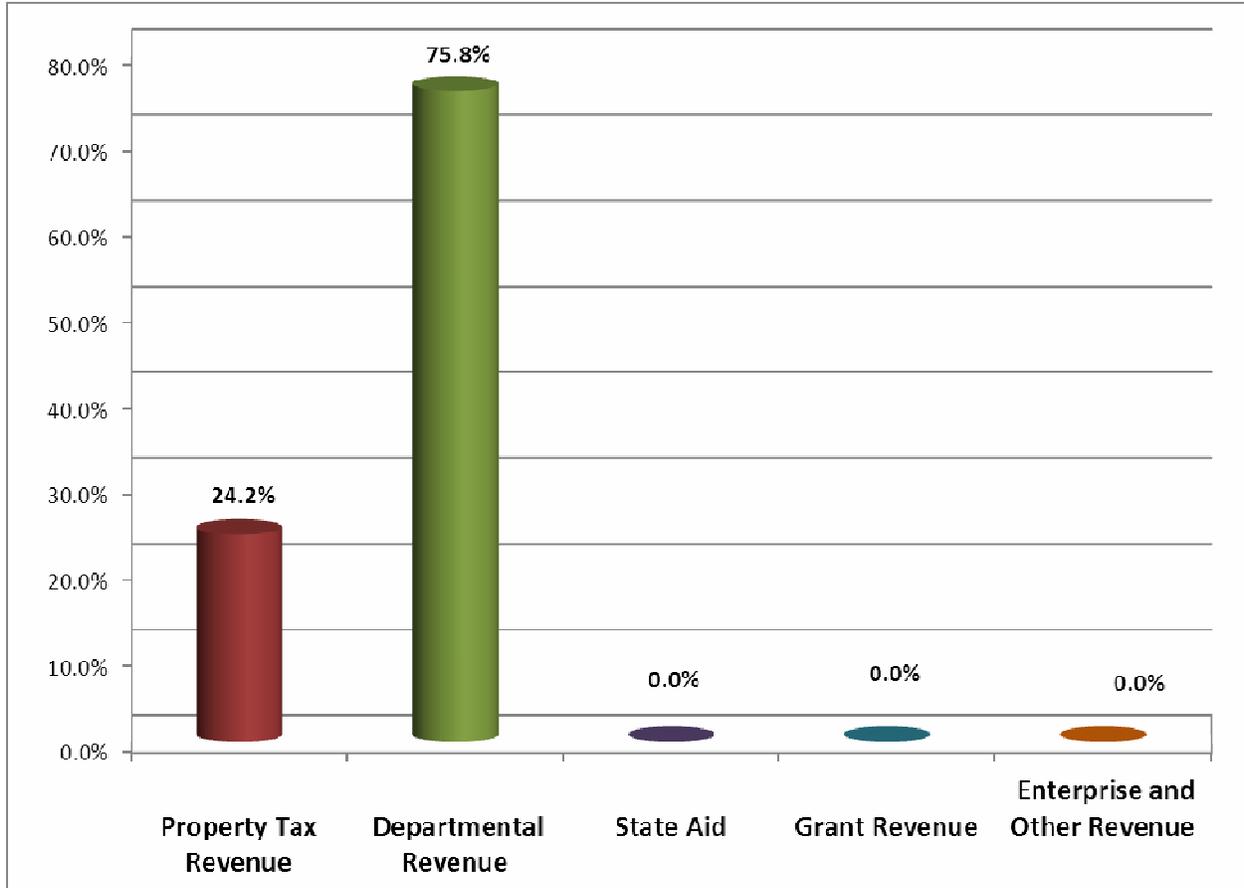
General Fund Budget and Staffing Overview



Division Budget	FY10 Actual	FY11 Adopted	FY 11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
City Council	\$293,034	\$320,469	\$322,837	\$340,409	\$19,940	6.2%
City Clerk	\$531,506	\$543,887	\$555,401	\$499,663	(\$44,224)	-8.1%
Internal Auditor	\$419,488	\$472,776	\$464,684	\$346,654	(\$126,122)	-26.7%
Total Division	\$1,244,028	\$1,337,132	\$1,342,922	\$1,186,726	(\$150,406)	-11.2%

Division Personnel (FTE's)	FY10 Actual	FY11 Adopted	FY 11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
City Council	15.6	15.8	15.8	15.8	0.0	0.0%
City Clerk	11.0	11.0	11.0	10.0	-1.0	-9.1%
Internal Auditor	3.0	3.0	3.0	2.0	-1.0	-33.3%
Total FTE's	29.6	29.8	29.8	27.8	-2.0	-6.7%

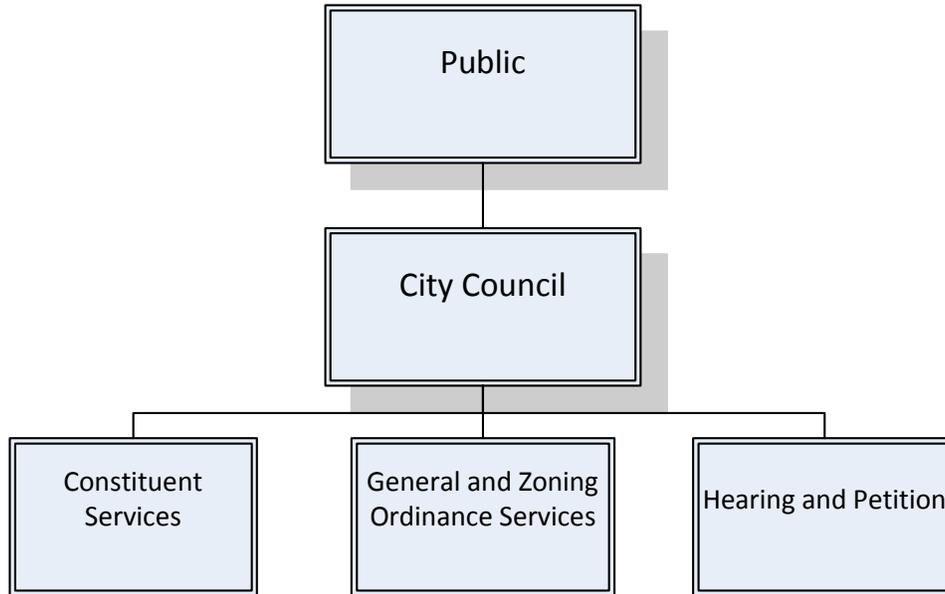
Non-Mayoral Division FY12 Funding Sources



Non-Mayoral Division	FY12 General Fund Budget	Property Tax Revenue	Departmental Revenue	State Aid	Grant Revenue	Enterprise and Other Revenue	FY12 Total Funding
City Council	340,410	340,410	-	-	-	-	340,410
City Clerk	499,664	(400,336)	900,000	-	-	-	499,664
Internal Auditor	346,653	346,653	-	-	-	-	346,653
TOTAL	1,186,726	286,726	900,000	-	-	-	1,186,726

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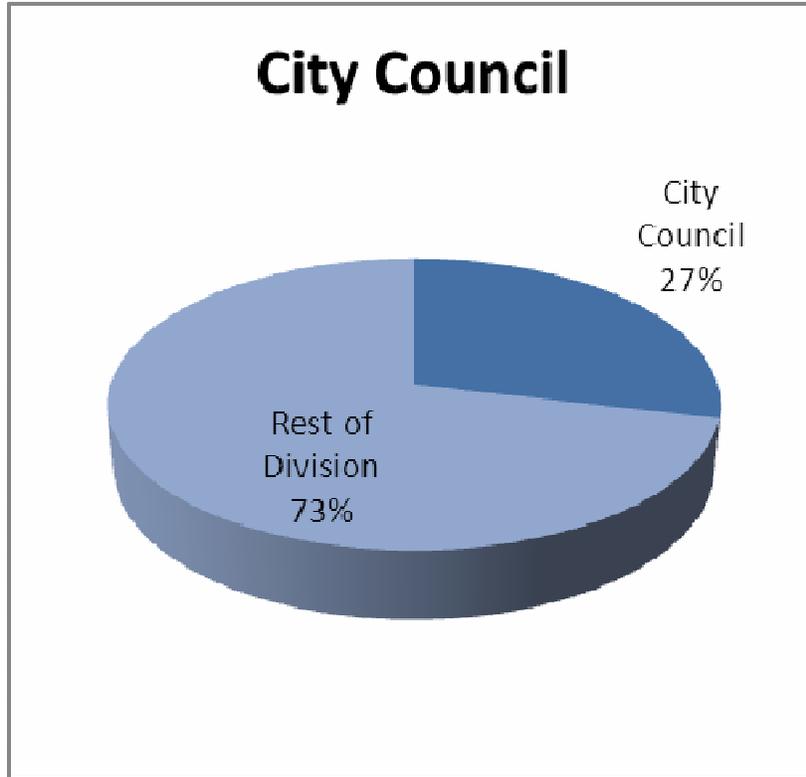
City Council



Mission Statement

The City Council's mission is to enact general and zoning ordinances, hear petitions for special Permits, authorize legislation for special acts and resolutions, and issue proclamations on behalf of the residents of the City of Springfield.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY 11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$282,566	\$307,169	\$310,029	\$328,867	\$21,698	7.1%
OTPS	\$10,468	\$13,300	\$12,808	\$11,542	(\$1,758)	-13.2%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$293,034	\$320,469	\$322,837	\$340,409	\$19,940	6.2%

City Council	FY10 Actual	FY11 Adopted	FY 11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	15.6	15.8	15.8	15.8	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	15.6	15.8	15.8	15.8	-	0.0%

City Council Department Summary

The City Council drafts and files legislation, reports, orders and resolutions. Through an extensive series of hearings and document analysis, the Mayor's requested budget is reviewed. Once the review has been completed and the City Council determines the budget to be fiscally sound, the appropriation is processed. The Council Office responds to requests for services by constituents and inquiries by Councilors. Through its internal committee system, the Council conducts oversight and initiates action and consideration of proposals. The Council Office staff produces reports and papers for City Council meetings and hearings, as well as, providing accurate and timely recordings of all Council meetings, sub-committee meetings, documents and reports required by law.

Fiscal Year 2011 Highlights

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

Provided full support for approval and posting of meeting minutes within 3 days of meeting.

Tracked and analyzed complaints (1230 telephone calls and complaints) received regarding matters that affect the quality of life in Springfield.

Processed (17) ordinances, (8) zone changes, (123) resolutions and orders, (36) financial orders, (130) proclamations, (29) special permits, (195) sub-committee meetings, (32) City Council meetings, and (5) petroleum storage permits within 5 days or as requested or required by law.

Risks and Challenges for Fiscal Year 2012

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

The other major challenge facing the City Council's office is the ability to draft general and zoning ordinances, hear petitions for special permits, authorize legislation for special acts and resolutions on behalf of the residents of the City and retain its current staff.

Processing ordinances, zone changes, resolutions and orders, proclamations, special permits, sub-committee meetings, city council meetings, petroleum storage permits with only a staff of three (3) employees and the addition of four (4) new City Councilors as requested or required by law.

Strategic Decisions for Fiscal Year 2012

In Fiscal Year 2012, the City Council's office will continue to meet with residents in the neighborhood to improve communication between the City Council and its staff.

The Council will seek to improve the tax factors rate setting processes by having meetings with citizens and businesses in October 2011 and setting the tax factor in November 2011 for Fiscal Year 2012.

The Council staff will implement video streaming of City Council meetings.

Constituent Services

Description: This program is responsible for acting as conduit between the thirteen (13) City Councilors, the public and the press by answering questions, taking complaints and responding to e-mails, telephone calls, requests for proclamations, resolutions, press inquiries, press releases and other duties as assigned for compliance with city, state or federal laws.

Fiscal Year 2012 Goals

Goal: Provide timely responses to public and press by answering questions, taking complaints and responding to emails, telephone calls, requests for proclamations, and resolutions

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Record and document the numbers of responses to press and public as well as responses to complaints, e-mails, telephone calls

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of responses to public and press within legal requirements	95%	97%	N/A	100%

Goal: Ensure 99% compliance with state and federal laws Open Meeting Laws

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of public meetings that comply with Open Meeting Laws	99%	99%	N/A	100%

Goal: Track and analyze complaints for better for improvement in services

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of complaints reviewed and responded to	95%	97%	N/A	98%

General and Zoning Ordinance Services

Description: This program is responsible for drafting and holding committee hearings and meetings and filing reports regarding changes to special acts, general and zoning ordinances as presented for or passed by the City Council and other duties as assigned for compliance with state or federal laws.

Fiscal Year 2012 Goals

Goal: Through the internal committee system, conduct oversight and initiate action and consideration of proposals for special acts, general and zoning ordinances.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Conduct meetings with citizens to ensure their input through sub-committee meetings

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Numbers of meetings conducted	195	215	N/A	225

Goal: Review and revise oversight systems to improve efficiency and transparency including video streaming of City Council meetings.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Video streaming of Council meeting.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of viewing audience watching via live video streaming	N/A	20%	N/A	50%

Goal: Use best practices for drafting changes to special acts, general and zoning ordinances as presented or passed by City Council.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Ensure that drafted special acts, general and zoning ordinances are in the correct format

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of Special Acts, Zoning and General Ordinances proposed	25	27	N/A	30

Goal: Work with neighborhood councils and civic associations to promote greater communication and keep them abreast of issues that affect their neighborhood and the City.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Conduct sub-committee meeting in the affected neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of meetings conducted	17	25	N/A	30

Hearing and Petition Services

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

Fiscal Year 2012 Goals

Goal: Use best practices for granting self-service gas stations, open-air parking lots, above and underground storage licenses and renewals and confirmation of Mayoral appointments within 10 days including the posting of un-renewed self-service gas stations, open-air parking lots, above and underground storage licenses on the website by July 1, 2011.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Revocation of permits and licenses.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of permits renewed vs. number outstanding	99%	99%	N/A	99%

Goal: Post all un-renewed self-service gas stations, open-air parking lots, above and underground storage licenses on the City website by July 1, 2011.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Post all un-renewed permits and license on website

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of un-renewed permits and licenses posted online	5	9	N/A	7

Goal: Display committee and sub-committee meetings on the web page of the City Council

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

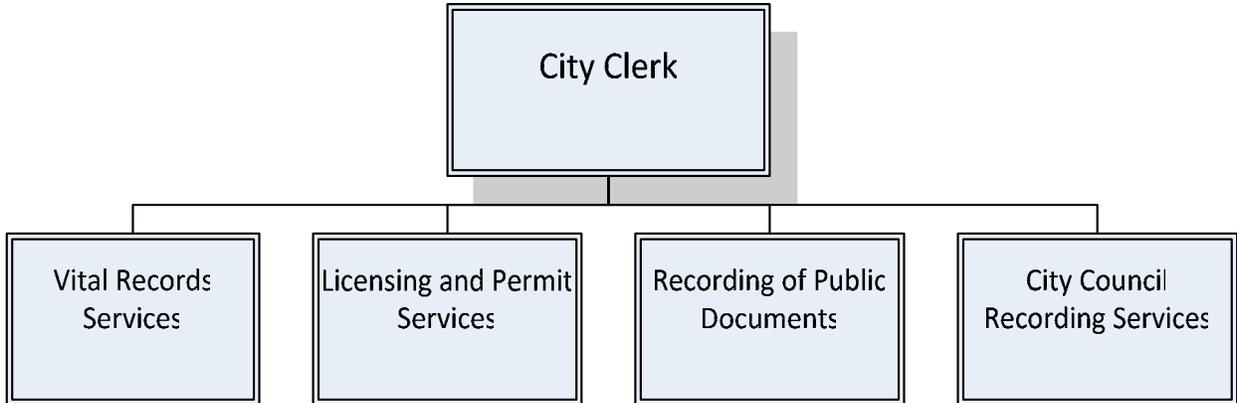
1. Ensure all meetings of the City Council and sub-committee are posted at least 48 hours prior to the meeting.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of meetings posted within 48 hours as required by law	100%	100%	N/A	100%

All Funds Budget

Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$282,566	\$307,169	\$328,867	\$21,698	7.1%
Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$8,445	\$10,800	\$9,042	(\$1,758)	-16.3%
Supplies & Materials	\$2,022	\$2,000	\$2,000	\$0	0.0%
Intergovernmental	\$0	\$500	\$500	\$0	0.0%
Other Charges & Exp.	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$293,034	\$320,469	\$340,409	\$19,940	6.2%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$293,034	\$320,469	\$340,409	\$19,940	6.2%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$293,034	\$320,469	\$340,409	\$19,940	6.2%

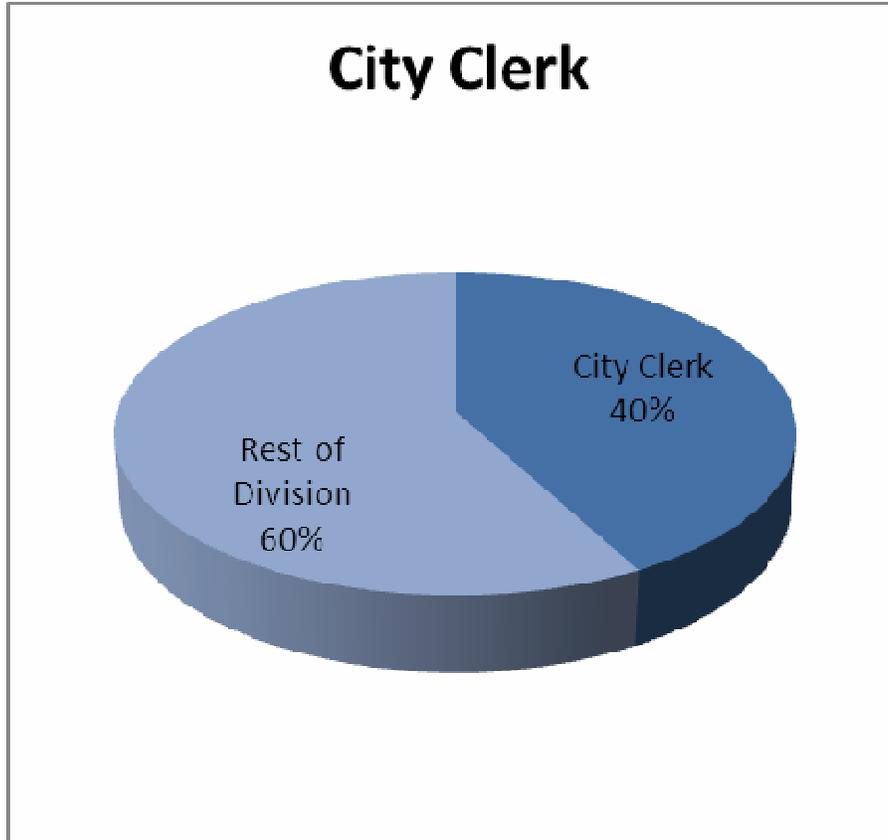
City Clerk



Mission Statement

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

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY 11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$503,479	\$511,026	\$510,143	\$466,845	(\$44,181)	-8.6%
OTPS	\$28,027	\$32,861	\$45,258	\$32,818	(\$43)	-0.1%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$531,506	\$543,887	\$555,401	\$499,663	(\$44,224)	-8.1%

City Clerk	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	11.0	11.0	11.0	10.0	(1.0)	-9.1%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	11.0	11.0	11.0	10.0	(1.0)	-9.1%

City Clerk Department Summary

As the official record keeper for the City of Springfield, the City Clerk's services include the copying and sale of vital records, licenses and permits, the attestation of public documents, as well as, the filing, recording and reproduction of legal documents. The Clerk also provides research and technical assistance on open meeting laws, oaths of office and the veracity of certain legal papers. Further, the Clerk is responsible for the custody, maintenance, and protection of records, files and other items to preserve them for community, research, legal, and historic purposes. Most documents on file are public records.

Fiscal Year 2011 Highlights

Posted and sent via e-mail all City Council votes and actions to neighborhood councils, citizen associations and interested citizens. City Council votes and actions are posted on the website and are sent via e-mail to department heads, all businesses, neighborhood councils, civic associations and individuals whom have filed e-mail addresses with the City Clerk's office.

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

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

Entered rabies certificates into tracking system to compare registered dogs against rabies certificates. This increased the total number of registered dogs from 13,213 to 15,895 as of December 31, 2010.

Updated the City Clerk's website with the most frequently used/requested forms related to City Clerk services and the fees associated with these forms.

Implemented Minute Traq and Media Traq software that allows the Clerk's Office and various departments to file City Council agenda items electronically. The Clerk's Office also has the ability to produce meeting minutes electronically and provide live video streaming of City Council meetings. This service went "live" in January, 2011.

Implemented and trained two employees on a system provided by the Registry of Vital Records and Statistics that accurately and efficiently tracks new birth registration.

Risks and Challenges for Fiscal Year 2012

Continue to improve the office's ability to provide efficient customer services by reducing the wait time for vital records and distribution of records of actions by the City Council. The Clerk's office must increase the number of dogs registered in the City.

Another major challenge facing the City Clerk's office is the ability to retain its current staff. In the past five years the office lost four full time employees with over 15 years of experience. Since the office is one of the busiest departments for customer service, it is imperative that it retains trained and capable personnel to service the public.

Strategic Decisions for Fiscal Year 2012

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

The office will continue to explore the opportunity of issuing passports. To attain this, the City Council staff will collaborate with the City Law Department to re-file the City's application with the U.S Department of State, Boston Passport Agency. Additionally, the office will weigh the costs and benefits associated with processing passports.

Using the State physician's list , the office will notify all unregistered physicians of their requirement to register with the City.

Vital Records Services

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

Fiscal Year 2012 Goals

Goal: Ensure that employees have the necessary training to perform their jobs effectively and efficiently.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Training hours provided per staff	7 hours	7 hours	7 hours	7 hours

Goal: File 99% of birth, marriage, and death certificates within the timelines set by the State Office of Vital Records and Statistics.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
% of birth, marriage, and death certificates filed on time i.e. 15th of the next month.	99%	99%	99%	99%

Goal: Implement new birth registration system as provided by the Registry of Vital Records and Statistics and provide training for two employees.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
% of birth records created using the new system (program began April 2011)	N/A	50%	10%	100%

Licensing and Permit Services

Description: This program is responsible for licensing businesses, dogs, tag sales, transient vendors, closing out sales, physician’s registrations, one-day entertainment, self-service gas stations, open-air parking lots, above and underground storage licenses and renewals and other duties as assigned for compliance with city, state or federal laws.

Fiscal Year 2012 Goals

Goal: Ensure that known dogs in the City are registered.

Citywide Strategic Priority Supported: Public Safety, Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
% of dogs with rabies certificates registered	53%	62%	58%	75%

Goal: Maintain a ratio of 0.8 for business renewals versus out-of-business owners that did not renew after 4 years.

Citywide Strategic Priority Supported: Economic Vitality

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Ratio of business renewals versus returned business renewal letters	50%	60%	50%	70%

Goal: Maintain the renewal rate of underground storage and open air parking lot licenses and permits.

Citywide Strategic Priority Supported: Economic Vitality

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
% of underground storage and open air parking lots licenses and permits renewed	99%	99%	99%	99.5%

Goal: Ensure that physicians practicing in the City are registered.

Citywide Strategic Priority Supported: **Economic Vitality**

Action Steps: Using the State physician’s list, notify all unregistered physicians of the need to register with the City.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
% physicians registered with the City	1%	20%	20%	80%

Recording of Public Documents Services

Description: This program is responsible for accepting and recording special permits and licenses for individuals and businesses. Examples of filings include subdivision plans, licensing for outdoor public amusements, eminent domain acquisitions, maps of zone changes, claims against the city, notice of meetings, closing out sales, plans of public ways, and complaints against police officers.

Fiscal Year 2012 Goals

Goal: Record all public documents received on time with proper City, State and Federal agencies.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
% of public documents recorded and filed within 10 days of receipt or as required by law	98%	98%	99%	99%

City Council Recording Services

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

Fiscal Year 2012 Goals

Goal: Timely notification of all agendas, votes, and City Council actions after meetings via postings on the City website and email to neighborhood councils, citizen associations, and interested citizens

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
% agendas, votes, and City Council actions posted and emailed within 3 days after the meeting	100%	100%	100%	100%

Goal: Provide training on the new requirements of the Open Meeting Laws and City's Ethics Ordinance to all City Councilors by the end of FY 2011 and 90% of all board and commission members by the end of FY 2012.

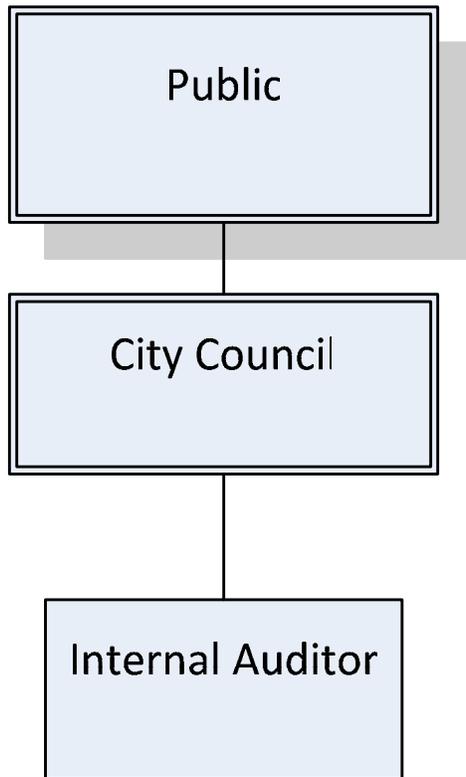
Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
% of City Councilors trained	100%	100%	100%	100%
% of board and commission members trained	50%	75%	67%	90%

All Funds Budget

	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Operating Budget					
Salaries	\$503,479	\$511,026	\$466,845	(\$44,181)	-8.6%
Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$25,127	\$27,443	\$27,050	(\$393)	-1.4%
Supplies & Materials	\$2,389	\$4,500	\$4,850	\$350	7.8%
Intergovernmental	\$490	\$618	\$618	\$0	0.0%
Other Charges & Exp.	\$22	\$300	\$300	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$531,507	\$543,887	\$499,663	(\$44,224)	-8.1%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$531,507	\$543,887	\$499,663	(\$44,224)	-8.1%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$531,507	\$543,887	\$499,663	(\$44,224)	-8.1%

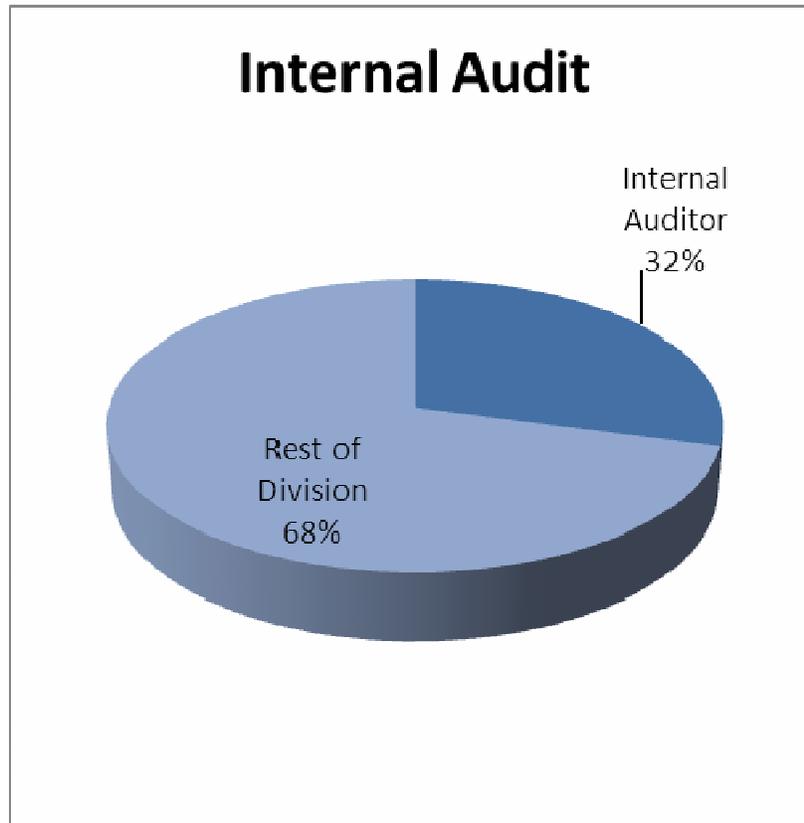
Internal Audit



Mission Statement

The mission of the Office of the Director of Internal Audit is to promote accountability and integrity in City government by providing quality audit and investigatory services.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$194,331	\$229,514	\$231,023	\$172,383	(\$57,131)	-24.9%
OTPS	\$225,157	\$243,262	\$233,661	\$174,271	(\$68,991)	-28.4%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$419,488	\$472,776	\$464,684	\$346,654	(\$126,122)	-26.7%

	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Internal Auditor						
General Fund FTEs	3.0	3.0	3.0	2.0	(1.0)	-33.3%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	3.0	3.0	3.0	2.0	(1.0)	-33.3%

Office of the Director of Internal Audit Summary

On January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation contained a series of governance changes, including the creation of the Director of Internal Audit and an Audit Committee. The Director of Internal Audit is appointed by the Mayor with the approval of the city council to a three year term. The Audit Committee acting through the Director of Internal Audit has the power to review, study, investigate, advise and make recommendations to improve city government. The Audit Committee is comprised of three city councilors appointed by the city council president.

The Director of Internal Audit conducts financial and performance audits intended to prevent and detect waste, fraud and abuse, and improve the efficiency, effectiveness and quality of municipal services. The Director of Internal Audit is also responsible for administering the City's Fraud Hotline and serves as the "ex-officio" member of the Springfield Contributory Retirement Board.

Fiscal Year 2011 Highlights

The focus of the department has been to prepare a risk assessment of city operations as well as maintain and follow up on fraud hotline tips. Highlighted efforts follow:

Began risk assessment audits and reviews, identified several areas of risk, and assisted management with implementing practical improvements

Departments have began to reach out for advice with improving internal controls with city processes

Logged fraud hotline tips and included status of follow up

Tracking system established for management comments identified in annual audit

Risks and Challenges for Fiscal Year 2012

Limited staff available to ensure timely mitigation of identified risks

Limited city resources for continuing education to ensure best practices

Political influences

Audit programs and methodologies must be created and established from scratch

Strategic Decisions for Fiscal Year 2012

Conduct internal audits/reviews of city departments for compliance with city practices, procedures and Continuous Improvement Springfield initiatives.

Conduct specialized audits/reviews as necessary.

Update the City's fraud/risk assessment to identify the City's vulnerability to misappropriation of assets.

Update audit plan to mitigate the risks identified in the fraud/risk assessment.

Monitor the City's "Fraud Hotline" and maintain a log of all submissions including the on-going status and ultimate resolution of each solution.

Internal Audit

Description: The department conducts internal financial and compliance reviews of city departments, offering recommendations for improvements to processes and procedures where applicable, and providing additional analysis of financial and operating data as directed by city management and the City Council. In addition to the internal reviews, the division engages and collaborates with an independent certified public accounting firm to conduct the annual external audit of the City.

Fiscal Year 2012 Goals

Goal: Review departmental procedures for efficiencies and effectiveness, as well as, ensuring compliance with city practices.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

- 1. Conduct audits of items identified in risk assessment and offer recommendations for improvements to city managers
- 2. Fraud hotline maintenance, follow-up and investigation
- 3. Follow up on other matters city managers bring to our attention

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Audit hours - risk assessment	n/a	50%	20%	50%
Audit hours – fraud hotline	n/a	20%	20%	20%
Audit hours – other	n/a	30%	60%	30%

Multi-Year Goals

Complete audits of all items identified in risk assessment.

Review all city departments for compliance with city policies, procedures and Continuous Improvement Springfield initiatives.

All Funds Budget

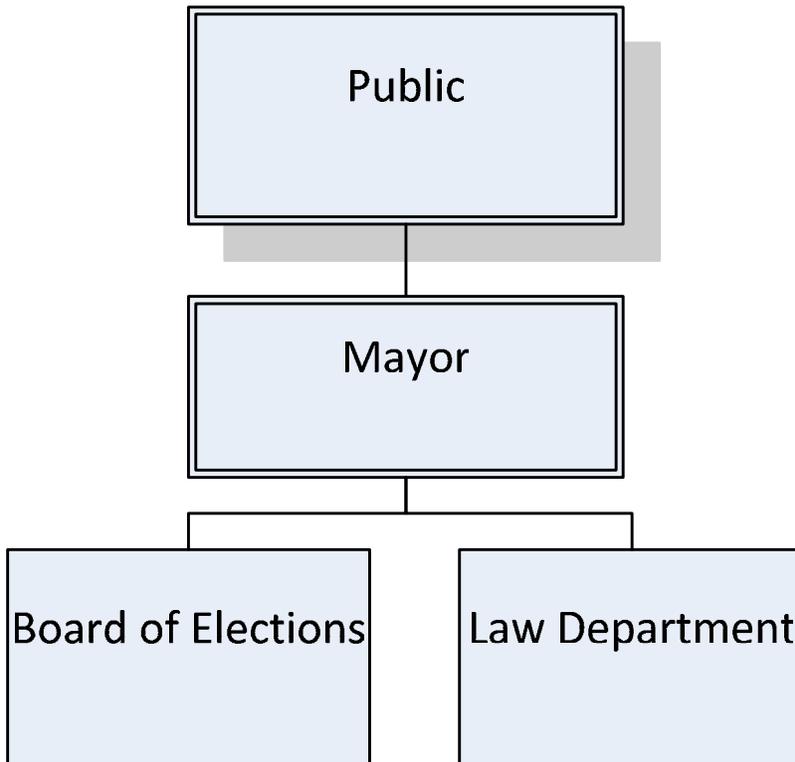
	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Operating Budget					
Salaries	\$194,331	\$229,514	\$172,383	(\$57,131)	-24.9%
Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$224,352	\$242,437	\$173,321	(\$69,116)	-28.5%
Supplies & Materials	\$344	\$725	\$850	\$125	17.2%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Exp.	\$461	\$100	\$100	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$419,488	\$472,776	\$346,654	(\$126,122)	-26.7%
External Funds					
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget					
General Fund	\$419,488	\$472,776	\$346,654	(\$126,122)	-26.7%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$419,488	\$472,776	\$346,654	(\$126,122)	-26.7%

Section 4

General Government

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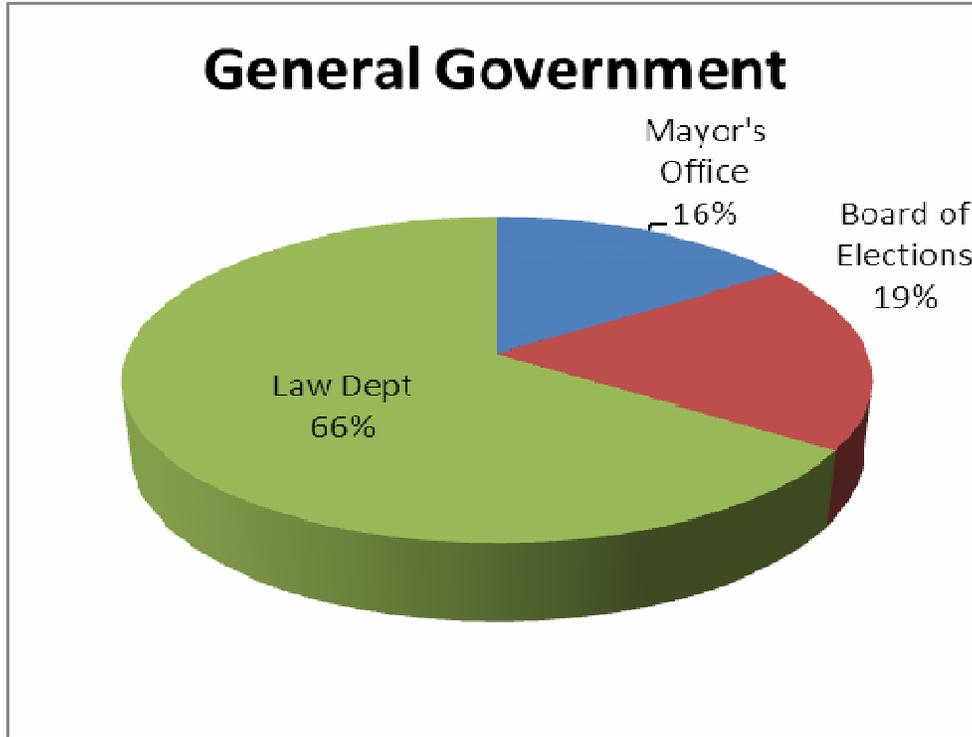
General Government Division



Mission Statement

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

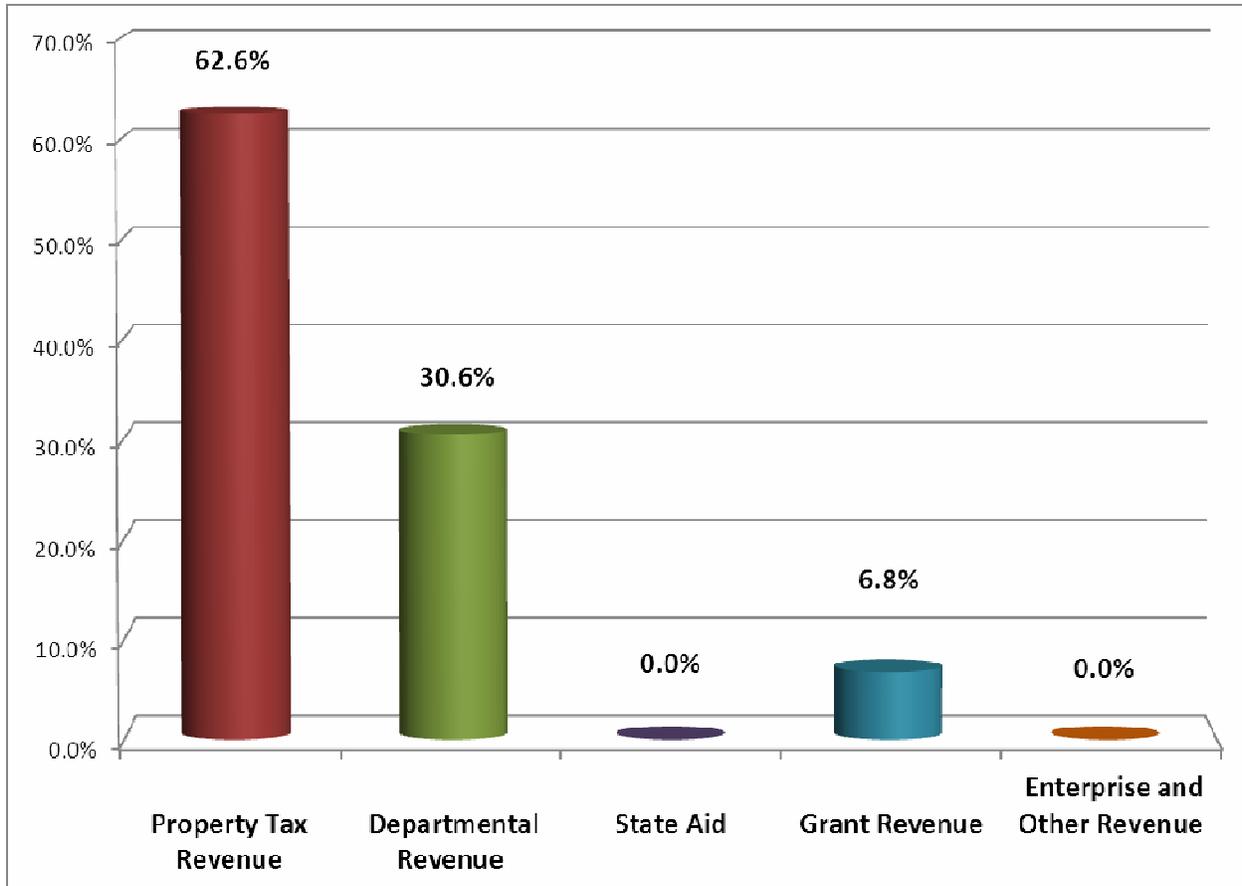
General Fund Budget and Staffing Overview



Division Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Mayor's Office	\$424,942	\$442,026	\$432,233	\$420,606	(\$21,420)	-4.8%
Board of Elections	\$529,558	\$523,020	\$511,777	\$507,137	(\$15,883)	-3.0%
Law Department	\$1,821,205	\$1,819,862	\$1,977,955	\$1,766,732	(\$53,130)	-2.9%
Total Division	\$2,775,705	\$2,784,908	\$2,921,965	\$2,694,475	(\$90,433)	-3.2%

Division Personnel (FTE's)	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Mayor's Office	8.5	8.5	8.5	8.5	0.0	0.0%
Board of Elections	4.0	4.0	5.0	4.0	0.0	0.0%
Law Department	19.5	20.9	24.5	22.2	1.3	6.2%
Total Division	32.0	33.4	38.0	34.7	1.3	3.9%

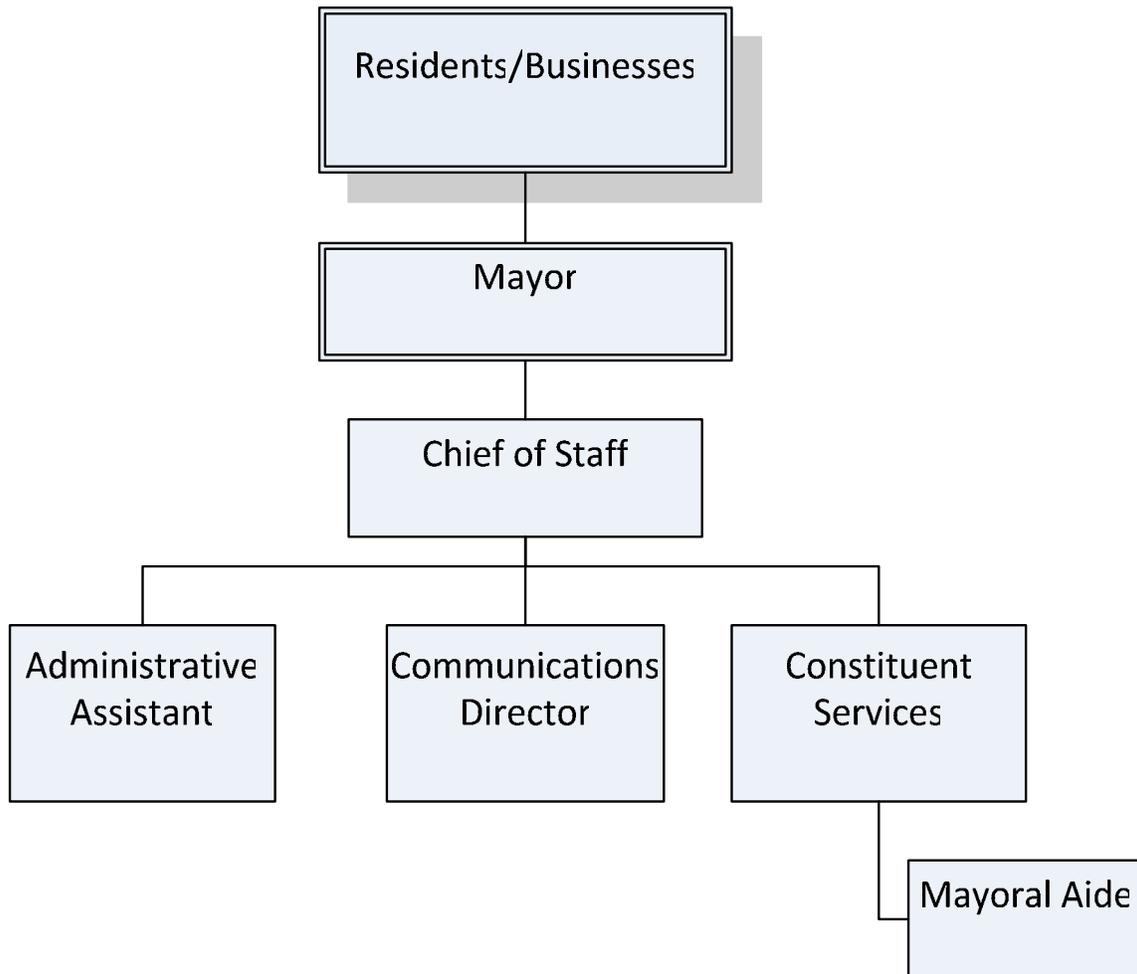
General Gov't Division FY12 Funding Sources



General Government Division	FY12 General Fund Budget	Property Tax Revenue	Departmental Revenue	State Aid	Grant Revenue	Enterprise and Other Revenue	FY12 Total Funding
Mayor	420,607	420,607	-	-	184,782	-	605,389
Law	1,766,733	962,601	804,132	-	12,000	-	1,778,733
Elections	507,138	427,138	80,000	-	-	-	507,138
TOTAL	2,694,478	1,810,346	884,132	-	196,782	-	2,891,260

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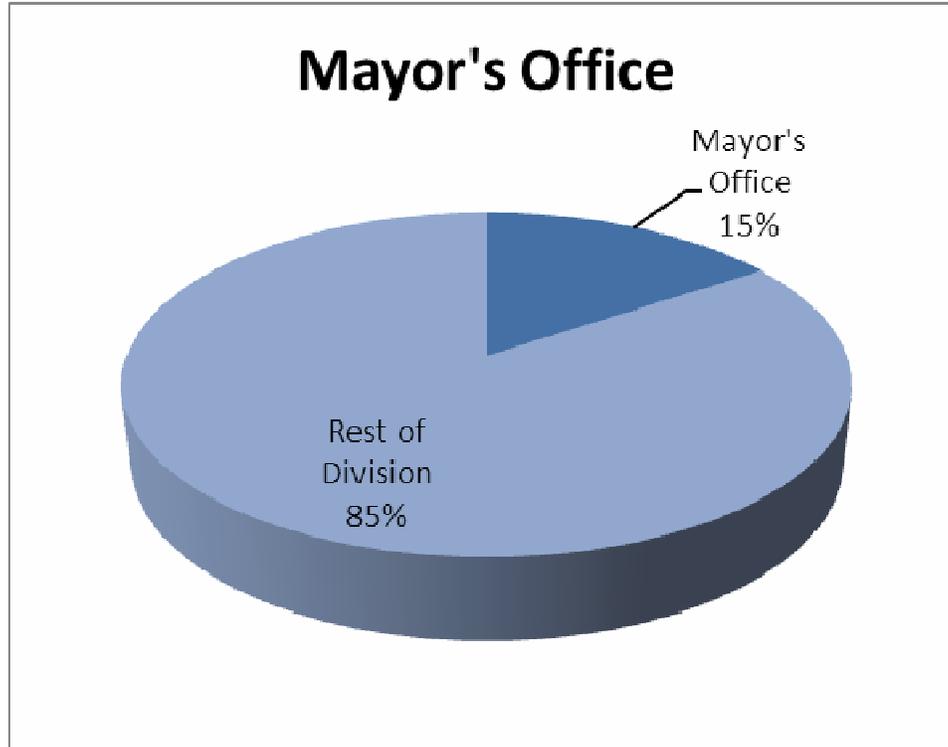
Mayor's Office



Mission Statement

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.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$418,671	\$426,643	\$426,643	\$406,943	(\$19,700)	-4.6%
OTPS	\$6,271	\$15,383	\$5,590	\$13,663	(\$1,720)	-11.2%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$424,942	\$442,026	\$432,233	\$420,606	(\$21,420)	-4.8%

Mayor's Office	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	7.0	7.0	7.0	7.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	1.5	1.5	1.5	1.5	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	8.5	8.5	8.5	8.5	-	0.0%

Mayor's Office Department Summary

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

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

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

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

Constituent Services Director James Leydon responds to quality of life complaints logged by citizens and is the Mayoral representative on the "Quality of Life Flex Squad," consisting of Police, Housing and Law Department officials. Further, Mr. Leydon will often partner with City Departments to investigate citizen concerns on a case-by-case basis in an effort to reach a resolution.

Communications Director Attorney Tom Walsh is responsible for developing, executing, and managing internal and external communication strategies that support the objective of the City of Springfield. He coordinates message content, audience impact and is responsible for the production of materials on behalf of the City of Springfield. Walsh serves as the Mayor's designee to the City's Waste Reduction Action Plan Committee. Finally, he works closely with members of the Mayor's staff on other various projects as needed.

Fiscal Year 2011 Highlights

The City of Springfield began demolition of 388 Central Street as part of the Mayor's commitment to neighborhood aesthetics.

The City of Springfield began demolition of 609-611 Main Street in the City's South End Neighborhood continuing with the South End Revitalization Project.

The City of Springfield completed Phase 1 of the South End Revitalization Project which included \$3.2 million in streetscape improvements, new sidewalks with brick banding, ornamental street lighting, trash cans, planters, crosswalks, traffic signals and street signs.

The City of Springfield held 3 auctions in calendar year 2010 resulting in \$726,390 in revenue for the City and assisted with conquering the blight some of these properties presented and returned the properties to the City's tax rolls.

The City of Springfield received its third consecutive bond upgrade from Standard and Poor's with a rating of A- and currently has a rating of A2 with Moody's that resulted from a recalibration of the rating system. A few years ago Springfield was ranked at junk bond status.

The Mayor's Office continued with its successful Buy Springfield Now Program that has resulted in over 200 homes purchased through the program and assisting residents with the American dream of home ownership.

Springfield held its third developers' conference encouraging developers to invest in the City of Springfield.

Mayor Domenic J. Sarno entered into a 25 year lease on behalf of the City of Springfield with the Forest Park Zoo.

Mayor Domenic J. Sarno participated in a ground breaking for a new pavilion and community room at Marshal Roy Field.

The Mayor's Office collaborated with the Massachusetts Department of Environmental Protection and other City Departments for Operation Candid Camera to continue the City's efforts on curbing illegal dumping.

The Mayor's Office continued with its neighborhood tours walking through various neighborhoods with neighborhood residents, police and code enforcement officials to target ongoing quality of life concerns.

The City of Springfield continued with its *Operation Clean Sweep* efforts in order to prosecute exterior code enforcement violations such as litter, unregistered motor vehicles, overgrowth, etc. The efforts are part of a concentrated effort to crack down on habitually negligent property owners and reduce blight.

The City of Springfield marked its first year of the ACCESS Springfield Promise Program which has provided more than 2,200 one-on-one financial aid advising sessions to more than 770 Springfield students from the Class of 2010, helping them to secure more than \$9.5 million in financial aid and has awarded more than \$235,000 in need-based scholarships to 270 graduates of the Springfield Public Schools.

Mayor Domenic J. Sarno was instrumental in securing improvements to the previously closed Pynchon Plaza. Improvements included repairs to the electrical system, installation of benches, mulch planting areas, the upgrading of lighting fixtures, repairs to pump motors and filter system for the waterfall and the installation of a security system.

As part of Mayor Domenic J. Sarno's ongoing efforts of transparency with the City's finances and management of costs, Springfield released the Quarterly Financial and Performance reports to the Springfield City Council and its residents four times in Fiscal Year 2011.

For the second consecutive year, Mayor Domenic J. Sarno submitted a proposal to the Springfield City Council to further expand property tax relief to qualifying senior citizens. The plan would bring more senior households into eligibility for statutory tax exemptions by raising the limits on income and assets for homeowners.

Mayor Domenic J. Sarno's in collaboration with the City's Department of Public Works rolled-out the final phase of the City's Single Stream Recycling Program.

Mayor Domenic J. Sarno and Springfield School Superintendent Alan J. Ingram worked with the Springfield School Committee and Springfield Education Association to ratify a new two-year contract that includes a three-percent raise for teachers over the next two years.

As a result of the City's strong fiscal management, the Mayor proposed a Fiscal Year 2011 tax rate reduction that will be beneficial to the majority of residents and businesses.

Risks and Challenges for Fiscal Year 2012

The Mayor is committed to the City's constituents and all questions, comments, complaints and concerns are taken seriously and are investigated on an individual basis. This level of care takes time and resources.

Strategic Decisions for Fiscal Year 2012

This Administration is committed to grass roots, hands-on initiatives and we anticipate partnering with several local and state agencies, as well as, City departments to conduct seminars, forums and other programs that link members of the community directly with resources and important information. In building these working relationships, the Mayor's Office can define strategies to address pressing issues related to the health, safety and financial well being of the community.

Continue to utilize the talk show broadcast on Comcast Local Government Access Channel 17 as a tool to speak directly to constituents about governmental, business, arts and cultural, and other public relations news that directly affects citizens of Springfield.

Continue to correspond with constituents, directly and often, a way that has come to define the Office as a community-oriented, customer-friendly office.

Employ an intern who will work in the office and assist members of the staff by answering phones, running errands, and performing other administrative tasks as needed.

Mayoral Support

Description: The Mayor's staff provides a wide variety of professional support, with the Chief of Staff leading these efforts by coordinating activities, projects and policy research for the Mayor. Because most of the City divisions and department heads report directly to the Mayor, a large number of meetings and requests for inclusion are requested of the Mayor. When appropriate, the Mayor's staff will attend meetings and functions on the Mayor's behalf.

The citizens of Springfield and the quality of life in the City are the Mayor's top priorities. Constituent Services responds to all of the quality-of-life complaints logged by citizens and partners with appropriate city departments to investigate complaints on a case-specific basis in order to work towards resolution. The Mayor also has a liaison to the newly created Police Ordinance Flex Squad, a squad comprised of one (1) lieutenant and nine (9) police officers charged with enforcing a range of quality-of-life issues.

The Mayor's Chief of Staff also serves as Coordinator of the Community Complaint Review Board. In that role, the day-to-day administrative duties of the nine-member board are overseen and the citizen complaints involving allegations of improper use of force by police or violations of department rules are reviewed. Combining the positions of Chief of Staff and Community Complaint Review Board Coordinator resulted in a savings of \$40,000 to the tax payers of the City of Springfield.

The Mayor's Office is highly visible and is responsible for developing, executing and managing strategic internal and external communication strategies that support the objective of the City of Springfield. It must continuously coordinate message content, audience impact and is responsible for the production of materials on behalf of the City of Springfield.

Other Mayoral staff act as liaisons to residents, elected officials, local businesses, community groups and organizations, as well as, federal and state agencies, and will represent the Mayor in public forums. More specifically, Mayoral aides are assigned to collaborate with specific neighborhood associations and youth outreach and prevention programs.

Grants Summary: Office of the Mayor

- 1. **Local Consumer Aid:** For the Resolution of Citizen Complaints.
- 2. **Springfield Cultural Council:** To Re-grant Funds to artists, individuals, and organizations to meet the artistic, humanistic and cultural needs of the City.
- 3. **People are Talking:** To fund "People Are Talking" program broadcast on Comcast Community Access Channel 17.

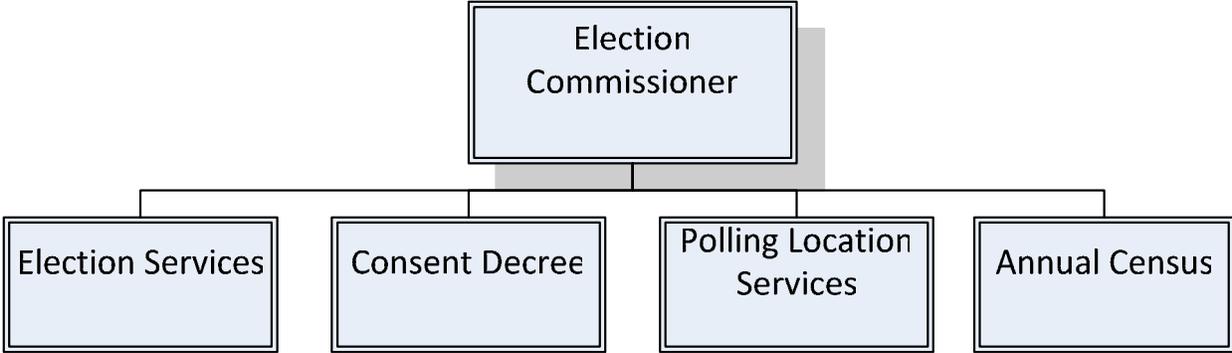
Grant Source	Federal State Other	FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
1. MA Attorney General	State	\$69,134	\$75,000	\$75,000	\$75,000	\$0	0.0%
2. MA Cultural Council	State	\$117,898	\$109,782	\$109,782	\$109,782	\$0	0.0%
3. Springfield Media & Telecomm. Group, Inc.	Private	\$16,000	\$0	\$0	\$0	\$0	0.0%
TOTAL		\$203,032	\$184,782	\$184,782	\$184,782	\$0	0.0%

All Funds Budget

	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Operating Budget					
Salaries	\$418,671	\$426,643	\$406,943	(\$19,700)	-4.6%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$333	\$9,783	\$8,343	(\$1,440)	-14.7%
Supplies & Materials	\$5,346	\$5,100	\$4,845	(\$255)	-5.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges and Expenditure	\$592	\$500	\$475	(\$25)	-5.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$424,942	\$442,026	\$420,606	(\$21,420)	-4.8%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$203,032	\$184,782	\$184,782	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$203,032	\$184,782	\$184,782	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$424,942	\$442,026	\$420,606	(\$21,420)	-4.8%
External Funds	\$203,032	\$184,782	\$184,782	\$0	0.0%
All Funds:	\$627,974	\$626,808	\$605,388	(\$21,420)	-3.4%

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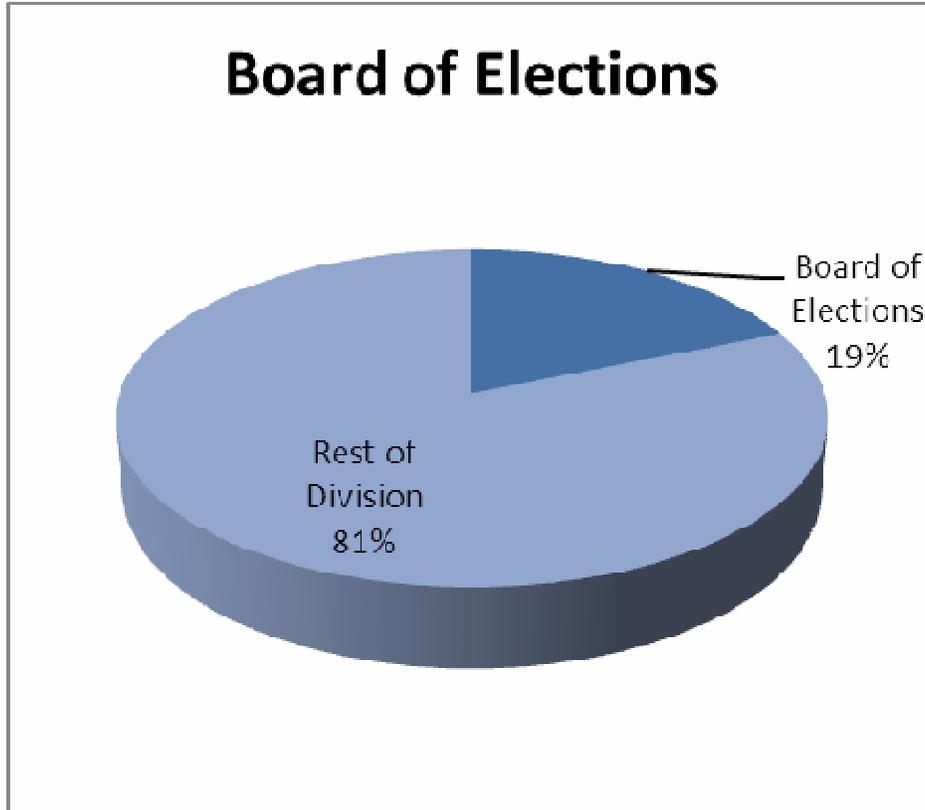
Board of Elections



Mission Statement

The Board of Elections mission is to uphold the integrity of the electoral process in the City of Springfield by holding elections in compliance with federal and state laws.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$419,435	\$395,667	\$389,196	\$369,516	(\$26,151)	-6.6%
OTPS	\$110,123	\$127,353	\$122,581	\$137,621	\$10,268	8.1%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$529,558	\$523,020	\$511,777	\$507,137	(\$15,883)	-3.0%

	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Board of Elections						
General Fund FTEs	4.0	4.0	5.0	4.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	4.0	4.0	5.0	4.0	-	0.0%

Board of Elections Department Summary

As mandated by state and federal laws, the Board of Elections (Board) conducts elections that span municipal, state and federal districts. The Board of Elections is the sole processing center for all new voter registrations in the City of Springfield. In addition, signatures are verified for initiative petition questions and candidates to be placed on the ballot. Procurement, staffing, and operation of polling locations are also managed by the Board.

The Board of Elections office conducts the Annual City Census by contacting approximately 65,000 households by mail and answering approximately 5,000 phone calls. The office supplies relevant census information to the Hampden County courts for jury selection, the Springfield School Department for children under the age of 17, federal, state and local agencies, as well as, the general public.

The Board of Elections is responsible for implementing mandates set forth by the consent decree established by the U.S. Department of Justice and the City of Springfield. The agreement requires the Board of Elections to establish a program to help improve the City's assistance to Spanish-speaking voters with limited English proficiency in compliance with the Voting Rights Act of 1965 as amended.

Fiscal Year 2011 Highlights

During Fiscal Year 2011, the Election Department continued to implement best practices in the conduct of the annual city census, elections and election procedure as mandated by state and federal laws. Highlights of these efforts include:

Conducted the Annual City Census

Conducted two State Elections

Implemented outreach to the Spanish language media

Successfully relocated three polling locations

Initiated the establishment of a computerized elections results archive

Risks and Challenges for Fiscal Year 2012

Over the past four years, the Election Department was required to modify its election program to comply with Section 203 of the Voting Rights Act as part of a federal consent decree. The settlement agreement was formally dissolved in March of 2010 with the expectation that the City of Springfield and the Board of Elections would continue to institutionalize the changes made in election procedures as of 2006. The increased efforts to comply with the consent decree continue put an unanticipated burden on the Board of Elections staff.

Another major challenge facing the department will be the continued use of older voting equipment. Obtaining new voting equipment is mandatory and dependant upon State certification of new voting equipment.

Strategic Decisions for Fiscal Year 2012

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

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

The Election Department will begin to implement a plan for updating the storage of historical records and books.

The Election Department will conduct a review of all polling locations in order to determine the need for increased or more effective signage. No less than 5 polling locations will be relocated at the request of the current property manager/administrator for each site.

Election Services

Description: As mandated by state and federal laws, the Board of Elections conducts elections that span municipal, state and federal districts. The Board of Elections is the sole processing center for all new voter registrations in the City of Springfield. In addition, signatures are verified for initiative petition questions and candidates to be placed on the ballot.

Fiscal Year 2012 Goals:

Goal: Conduct municipal, state, and federal elections in an efficient and cost-effective manner, using a precinct-based, computerized, optical scanning system.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Make all election results available by email or the City's website
2. Create a complete database with all election results prior to 1990

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Elections Administered	4	2	2	3
Provisional ballots cast	115	100	126	650
Absentee ballots cast & counted	2151	1300	1343	200

Goal: Increase voter registration by 1.76 percent and increase voter turnout to 25% percent in the Municipal Primary, 35% percent in the Municipal Election and 40% in the Presidential Primary.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Promote voter registration via neighborhood councils and community agencies.
2. Promote voter education and participation via local radio, television and print media, as well as, the internet based media.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
# of Registered Voters	89,532	92,000	93,178	92,000
# of Newly registered voters	6,034	3,000	5,119	6,000
Voter Turnout* *combined percentage of votes cast for FY 2010	19.10%	23.40%	23.43%	40%

Goal: Conduct the annual Retirement Board elections.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
# of Retirement Board Elections Conducted	0	1	1	0

Annual Census

Description: The Board of Election’s office conducts the Annual City Census by contacting approximately 65,000 households by mail and answering approximately 5,000 phone calls. The office supplies relevant census information to the Hampden County courts for jury selection, the Springfield School Department for children under the age of 17, federal, state and local agencies, as well as, the general public.

Fiscal Year 2012 Goals

Goal: Conduct the Annual City Census in accordance with state law.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Mail the City census to 65,000 households.
2. Contact multi-dwelling unit owners and managers.
3. Contact colleges with residential housing.
4. Produce the annual City streets list.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Census records maintained	115,470	125,000	117,252	135,000

Goal: Increase the response rate to the annual City census by 10 percent.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Use the City’s website to allow City census responses.
2. Reinstate the practice of a second census mailing.
3. Develop and begin implementation of a public information campaign to encourage census response.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Census response rate	34%	40%	26.26%	40%

Bilingual Election Program

Description: The Board of Elections is responsible for the continued standardization of mandates set forth by the consent decree established by the U.S. Department of Justice and City of Springfield. The agreement required the Board of Elections to establish a program to improve the City’s assistance to Spanish-speaking voters with limited English proficiency, in compliance with the Voting Rights Act of 1965 as amended. As of February 2010 the Revised Agreed Settlement Order was officially dismissed. The Board of Elections will nevertheless continue to honor the mandates set forth in the Settlement Order in order to achieve institutionalization of said mandates.

Fiscal Year 2012 Goals

Goal: Effectively implement the Voting Rights Act consent decree.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Gather and translate new election materials.
2. Recruit and train bilingual poll workers.
3. Conduct poll worker training programs.
4. Broaden the use of the Board of Elections Spanish information page on the City’s website.

Goal: Establish an outreach network with community-based organizations within the City of Springfield.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Create a database of contacts
2. Create a schedule of targeted mailings for election information and deadlines.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of community-based organizations in the outreach network	26	40	47	50

Polling Location Services

Description: The Board of Elections is responsible for the procurement, staffing and operation of polling locations throughout the city.

Fiscal Year 2012 Goals

Goal: Recruit, hire, and train poll workers.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Poll workers recruited and hired (bilingual)	106	120	131	130
Poll workers recruited and hired (non-bilingual)	298	300	272	310
Poll worker training sessions administered	1	0	0	2

Goal: Implement reforms mandated by the Help America Vote Act to achieve 100 percent compliance at all polling locations.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

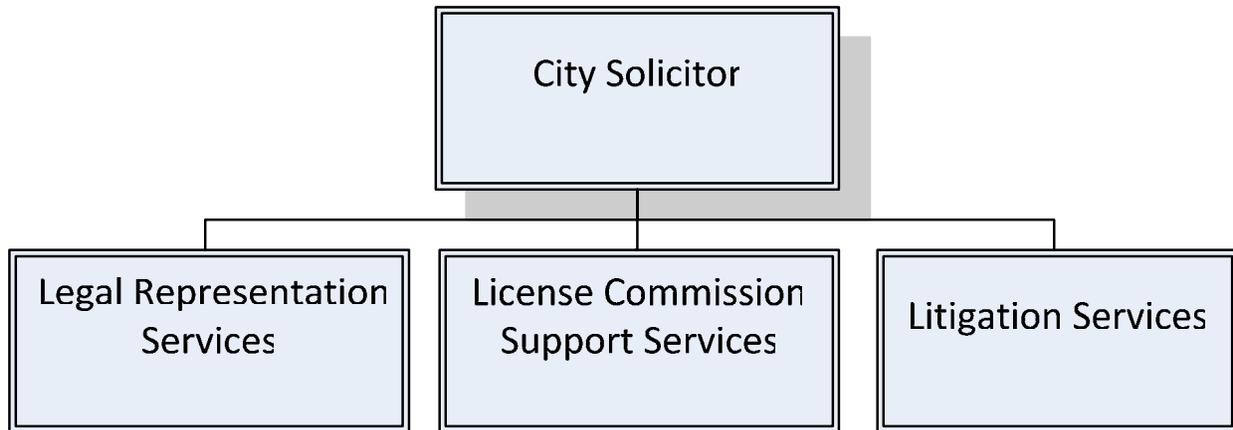
1. Acquire new election equipment.
2. Monitor implementation of new election equipment.
3. Publish Help America Vote Act (HAVA) information to the Department's website

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
HAVA compliant voter equipment maintained	61	61	60	60

All Funds Budget

	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Operating Budget					
Salaries	\$419,435	\$395,667	\$369,516	(\$26,151)	-6.6%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$97,472	\$106,850	\$122,902	\$16,052	15.0%
Supplies & Materials	\$12,651	\$20,503	\$14,359	(\$6,144)	-30.0%
Intergovernmental	\$0	\$0	\$360	\$360	0.0%
Other Charges and Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$529,558	\$523,020	\$507,137	(\$15,883)	-3.0%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted Budget	Variance FY12- FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted Budget	Variance FY12- FY11	Percent Change
General Fund	\$529,558	\$523,020	\$507,137	(\$15,883)	-3.0%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$529,558	\$523,020	\$507,137	(\$15,883)	-3.0%

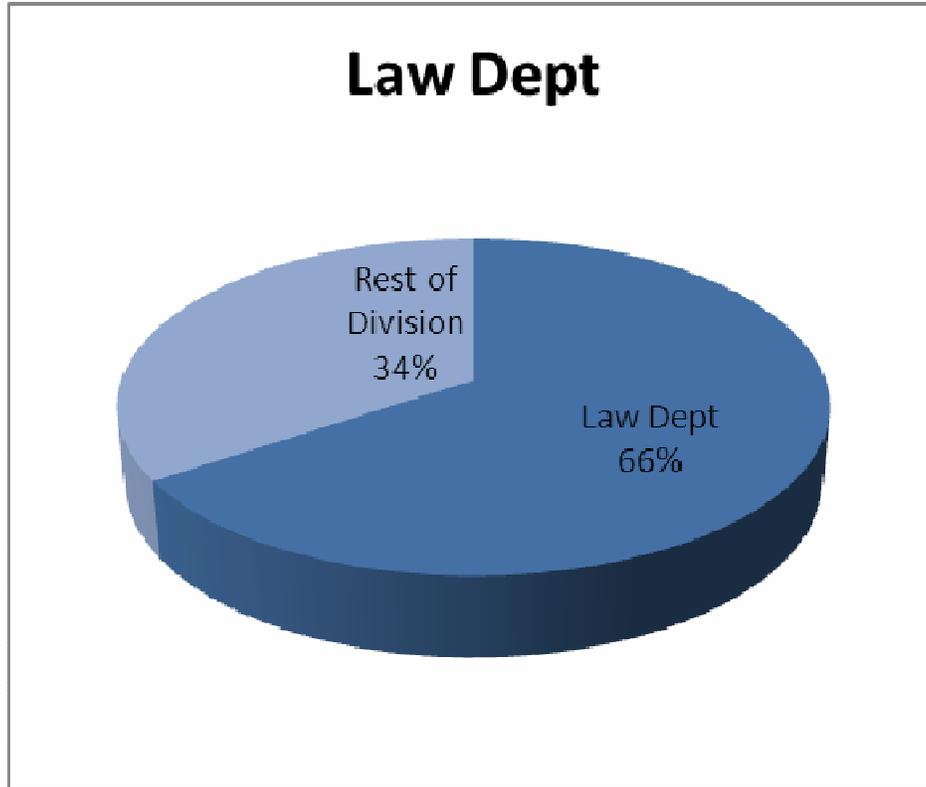
Law Department



Mission Statement

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

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$1,240,436	\$1,354,552	\$1,336,136	\$1,230,400	(\$124,152)	-9.2%
OTPS	\$580,769	\$465,310	\$641,819	\$536,332	\$71,022	15.3%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$1,821,205	\$1,819,862	\$1,977,955	\$1,766,732	(\$53,130)	-2.9%

Law Department	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	19.5	20.9	24.5	22.2	1.3	6.2%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	19.5	20.9	24.5	22.2	1.3	6.2%

Law Department Summary

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

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

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

Fiscal Year 2011 Highlights

During fiscal year 2011, the highlights of the Law Department included:

Continued Efforts to fight neighborhood blight and spur economic revitalization through the prosecution of Code Enforcement and Licensing violations in conjunction with the Police, Fire, Health and Building Inspectors

Successful defense of the following lawsuits:

- Civil Rights claim alleging police misconduct in U.S. District Court
- Motor vehicle accident where jury found for City
- Successful defense of MCAD discrimination claims. Defense of Civil Rights by Springfield Diocese claiming violation of First Amendment and RLUIPA with regard to creation of new Historic District
- Defense of Superior Court lawsuit challenging regulations and denial of permit for special events for 18 to 21 year olds in establishments licensed to serve alcoholic beverages
- Intervention and participation in rate increase case filed by WMECO with the D.P.U.
- Successful resolution of Relocation Claim resulting from eminent domain taking of Mason Square Library building.

Regular meetings with Auditors, Finance, Purchase and School Department to track School Department contracts and contractual issues and questions, and compliance with procurement and contract requirements

Review of MSBA contracts and requirements for the oversight, design and construction of the Forest Park Middle School Renovation project

Various Attorney and Staff attended Continuing education programs in various areas of municipal law, including Inspector General Certification as to the procurement of goods, services and construction, as well as Department of Revenue Annual Update as to Municipal Law and participated as panelists in municipal law programs

Review contracts and provide legal advice to various City Departments with regard to the Union Station redevelopment proposed in City

Responded to inquiries from the public concerning various legal issues

Responded to numerous public records requests

Worked with School Committee and Vendor to resolve CTB/McGraw Hill dispute over flawed testing

Ongoing negotiations with the Commonwealth for DCAM acquisition of City's Fire Training Center

Eminent Domain takings of six (6) parcels for the for Forest Park Middle School Project - meeting with property owners, researching legal issues, and working with relocation consultant; negotiating settlements with property owners and relocation claims with tenants, obtaining services of a property management firm

Worked on transition of Promise Program from City to Expendable Trust, drafted Trust documents and Amendment to ACCESS contract for administration of the Program

Draft, review and work with Review Team regarding City Council orders sponsored by the Mayor, including training in use of new City Council Order Minute Trac software

Completed course work for certification as MCPPO - from Inspector General's Office

Worked with School Dept. and state Dept. of Elementary and Secondary Education to revise Sodexo School Foodservice contract for compliance with USDA directives

Worked with School Dept. and Consultant to draft Request for Proposals and Sample Contract for School Foodservice Program for new contract effective 7/1/2011. Assisted Procurement Department, and attended presentations by bidders and School Committee and subcommittee meetings related to award of the contract

Working with School Dept. Transportation Consultant and SPS officials to renegotiate five (5) First Student contracts for School Bus Transportation, attended School Committee and subcommittee meetings to present amendments for approval

Prepared form contracts for use by Springfield Cultural Council

Revised Allied Health Program contracts with health care facilities for Putnam HS, working with Putnam administrators to reach agreements with facilities for student clinical training

Drafting Request for Proposals for lease for the Thomas J. O'Connor Animal Control Center, including working with TJOC staff and technical experts to obtain specifications for RFP

Extensive preparation and background research for potential RFP for lease of space for Renaissance School, appearance before School Committee and subcommittees

Defense of lawsuit brought against City by three (3) former school bus transportation providers

Attended Strategic Planning sessions and meetings

Assisted Procurement Department by reviewing and revising online bid forms for use with new online bidding system

Worked with Police and various other departments on process for securing City ownership of former U.S. Army property at 50 East Street for use by SPD for training

Member of interview panel for Chief Procurement Officer selection

Reviewed and revised Regional Dispatch Request for Proposals

Worked with School Dept on Guru LLC contract termination and negotiation of claims

Reviewed payroll investigation for School Department

Reviewed ERATE contracts for School Department

Implementation of Community Police Hearings Board to conduct disciplinary hearing involving citizen complaints alleging police misconduct and be a watch dog over the Police internal investigations of officers alleged to have used excessive force

Participation in monitoring and implementation of election administration practices to assure continued compliance with Voting Rights Act

Continued implementation of new case management software to allow improved tracking of work assignments

Participated in Waste Reduction Action Plan Committee

Provide legal advice to various City Departments with regard to efforts to create intranet connecting all City Departments through a fiber optic network in conjunction with SMTG and the Massachusetts Broadband Institute

Secured MHP grant to assist in the processing of blight related matters in Housing Court complaints

Drafted releases and partial releases of deed restrictions and mortgages for various properties

Responded to inquiries from the public and media concerning various legal issues facing the City.
Provide legal advice to City Council and various City Department as to regulation of Internet Cyber-Cafe's

Provide legal advice to City Council and various City Departments as to BioMass Energy Development

Provide legal advice to City Council and Police Department with regard to Language Access Ordinance

Provide legal advice to City Council and various City Department with regard to Vintage Sports Car Grand Prix

Provide legal advice with regard to trash fee

Risks and Challenges for Fiscal Year 2012

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

Negotiate new cable TC license agreement and relocate Public Access studio from Van Sickle Middle School Building.

Resolve statewide litigation involving Springfield which challenges the police sergeants' civil service exam on the grounds of race discrimination.

Resolve claim for overcharges by WMECO for streetlight billing accounts.

Resolve Civil Rights lawsuit claiming excessive force pending in federal court

Strategic Decisions for Fiscal Year 2012

Minimize the value of settlements and judgments against the City to less than \$500,000.

Increase the percentage of legal opinions and contracts drafted and/or negotiated within sixty (60) days of assignment.

Continue to support Police Department efforts with legal review of policy initiatives; procurement support and litigation defense.

Continue to support School Department efforts with legal review of policy initiatives; procurement support and litigation defense.

Continue to Support Economic Development Department with legal review of policy initiatives; procurement support and litigation defense and prosecution of Code, Ordinance Enforcement and Licensing violations.

General Government Law Counsel

Description: The Law Department participates in all municipal government initiatives to provide legal representation, guidance, and support services to its clients so that they may conduct city business in compliance with local, state, and federal laws.

Fiscal Year 2012 Goals

Goal: To minimize the time required to draft and review contracts

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

1. **Action Step:** Draft and/or negotiate contracts within 60 days of assignment
2. **Action Step:** Measure the percentage of contracts reviewed as to form within 7 days of receipt

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percentage of contracts drafted and reviewed within 60 days of assignment	88%	90%	91%	90%
Percentage of contract requests in good order within 10 days	N/A	N/A	N/A	Establish Baseline
Percentage Reviewed and signed within 7 days	99%	99%	99%	99%

Goal: Minimize the value of settlements and judgments against the City.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Step: Reduce value of settlements and judgments against the City

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Target (settlements against city)		\$500,000	\$285,468	\$500,000

Goal: Maximize revenue collected from Licensing Fees

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Revenue Collected	\$597,537	\$534,079	\$597,537	\$554,000

Goal: To file timely answers to court complaints.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percentage of on time responses to court complaints	99%	99%	99%	100%

Goal: To investigate all claims received.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of claims investigated	105	125	108	100

Goal: To file all emergency code enforcement cases within three business days and prioritize non emergency code enforcement cases within 45 days of receipt

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

1. **Action Step:** File emergency code enforcement cases within three business days of receipt
2. **Action Step:** Prioritize and file non-emergency Code Enforcement cases within 45 days or receipt

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percentage of emergency cases filed in 3 business days	90%	95%	90%	85%
Percentage of Non-Emergency cases Prioritized and Filed within 45 days	80%	78%	65%	75%

Grants Summary: Law Department

1. Community Housing Initiative: Funding for two part-time law interns for the City of Springfield's Law Department, to work with the code enforcement, to promote the use of receivership and other tools to stabilize properties and bring responsible ownership back to neighborhoods.

Grant Source	Federal	FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
	State Other						
1. MA Housing Partnership	State	\$17,652	\$12,000	\$12,000	\$12,000	\$0	0.0%
TOTAL		\$17,652	\$12,000	\$12,000	\$12,000	\$0	0.0%

All Funds Budget

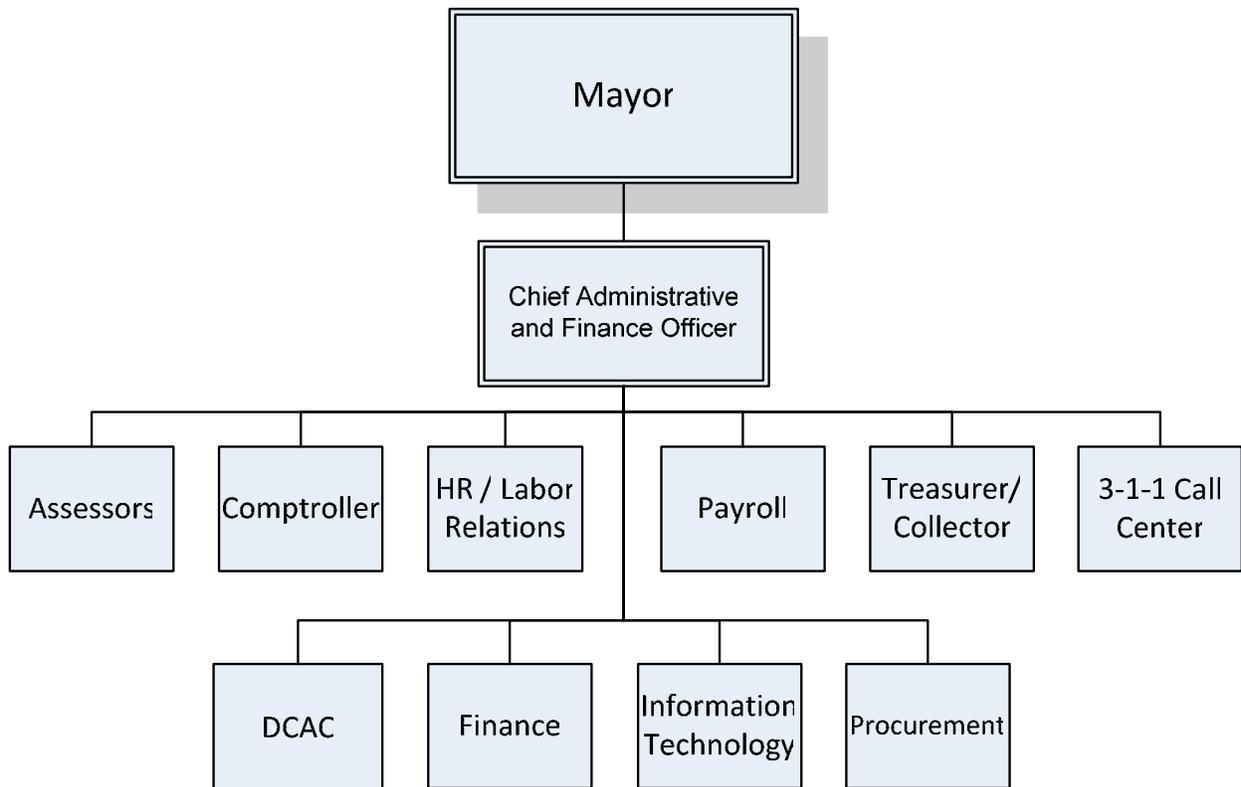
Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$1,240,436	\$1,354,552	\$1,230,400	(\$124,152)	-9.2%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$131,645	\$178,310	\$287,872	\$109,562	61.4%
Supplies & Materials	\$16,822	\$49,000	\$50,685	\$1,685	3.4%
Intergovernmental	\$1,211	\$2,000	\$1,900	(\$100)	-5.0%
Other Charges and Expenditures	\$431,091	\$236,000	\$195,875	(\$40,125)	-17.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$1,821,205	\$1,819,862	\$1,766,732	(\$53,130)	-2.9%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$17,652	\$12,000	\$12,000	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$17,652	\$12,000	\$12,000	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$1,821,205	\$1,819,862	\$1,766,732	(\$53,130)	-2.9%
External Funds	\$17,652	\$12,000	\$12,000	\$0	0.0%
All Funds:	\$1,838,857	\$1,831,862	\$1,778,732	(\$53,130)	-2.9%

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Section 5
Division of
Administration and Finance

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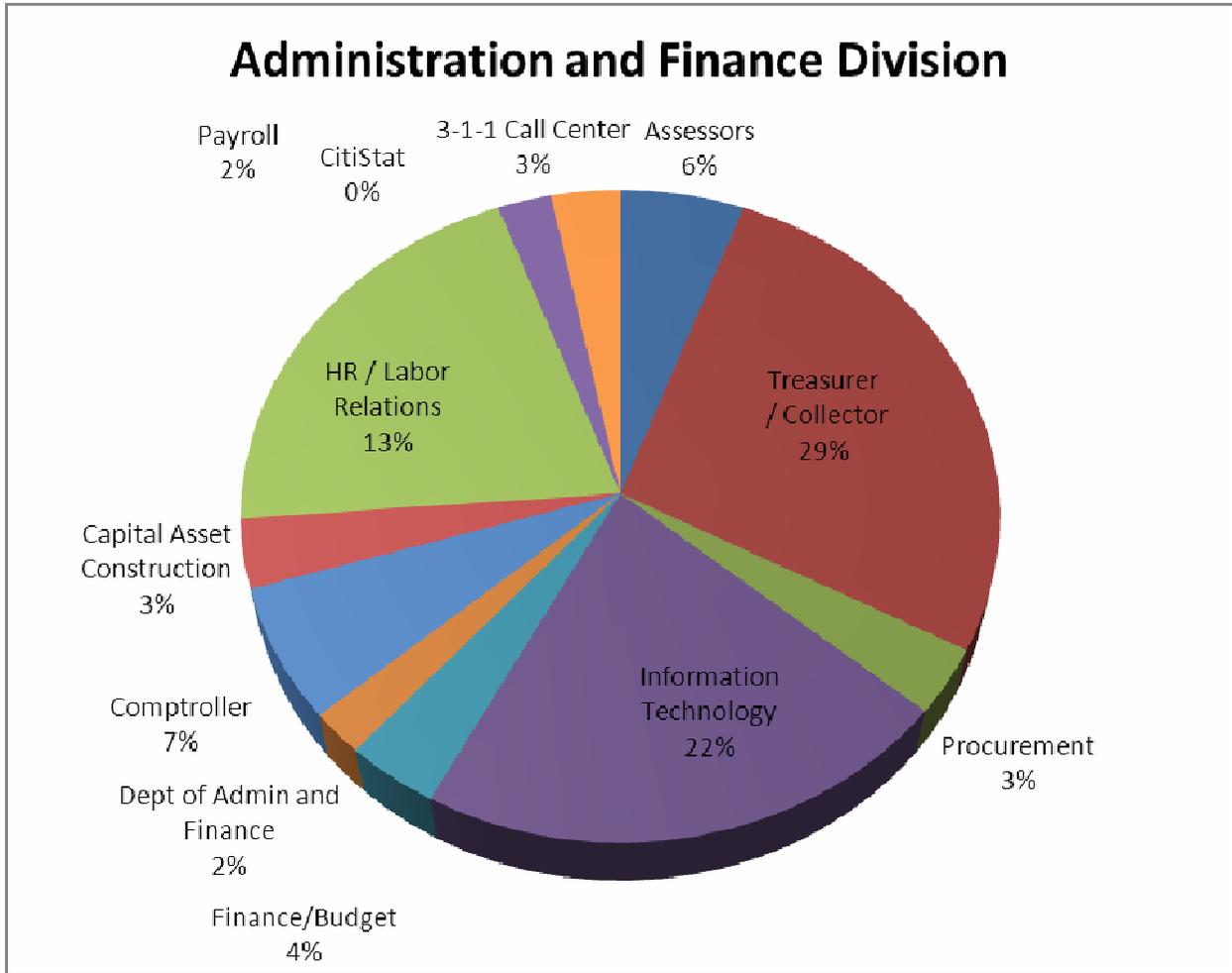
Division of Administration and Finance



Mission Statement

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

General Fund Budget and Staffing Overview



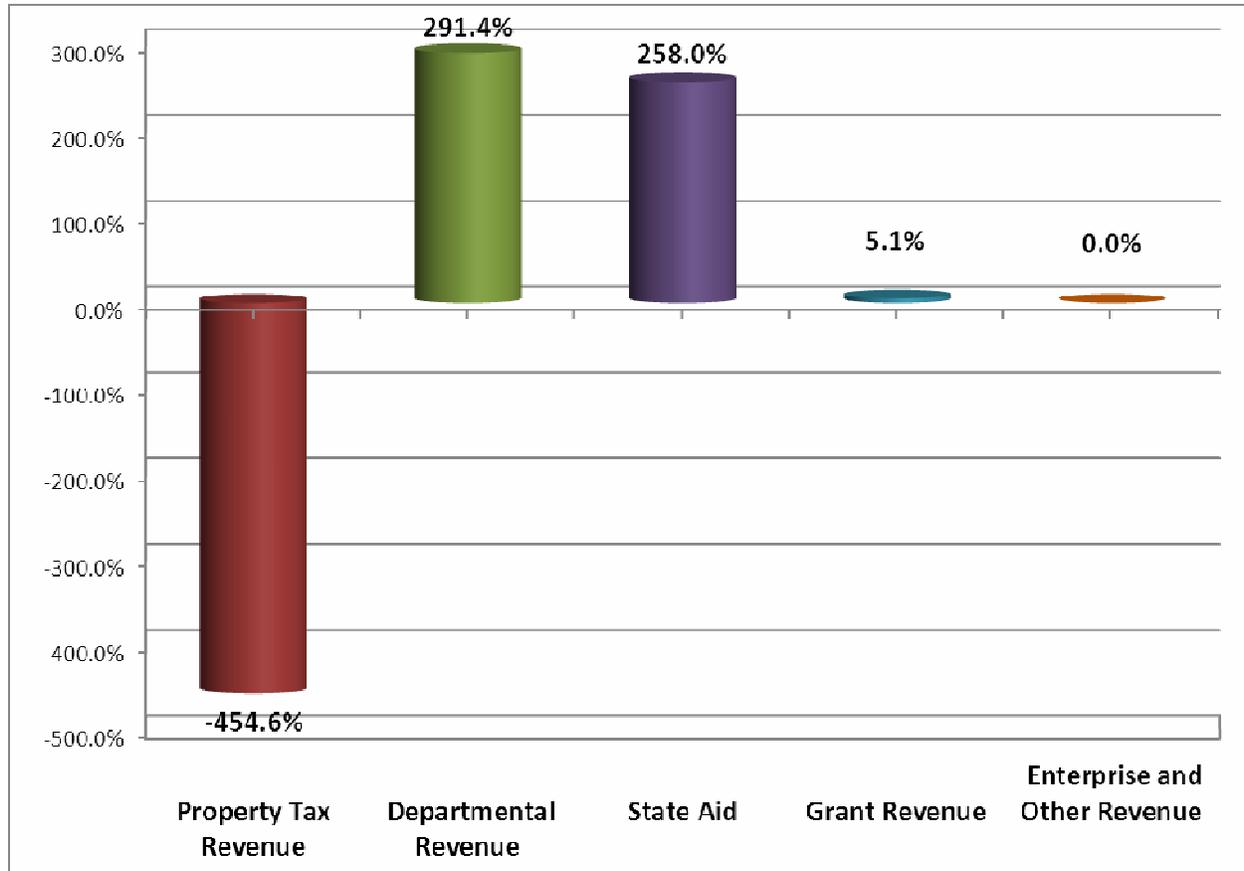
General Fund Budget and Staffing Overview

Division Budget	FY10 Actual	FY11 Adopted	FY 11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Dept of Admin and Finance	\$331,856	\$436,603	\$524,846	\$277,185	(\$159,418)	-36.5%
Assessors	\$754,338	\$929,682	\$922,122	\$718,822	(\$210,860)	-22.7%
Finance/Budget	\$604,144	\$653,002	\$651,100	\$475,471	(\$177,531)	-27.2%
Procurement	\$545,308	\$656,702	\$621,761	\$425,881	(\$230,821)	-35.1%
Information Technology	\$2,872,855	\$2,608,682	\$2,615,402	\$2,772,701	\$164,019	6.3%
Treasurer/Collector	\$4,003,989	\$3,854,440	\$4,094,782	\$3,456,041	(\$398,399)	-10.3%
Capital Asset Construction	\$552,082	\$535,292	\$535,292	\$437,462	(\$97,830)	-18.3%
Human Resources/Labor Relations	\$2,966,842	\$2,935,901	\$2,945,882	\$2,631,779	(\$304,122)	-10.4%
Comptroller	\$1,086,536	\$1,046,726	\$938,817	\$847,783	(\$198,943)	-19.0%
Payroll	\$1,037,381	\$658,326	\$631,509	\$312,802	(\$345,524)	-52.5%
3-1-1 Call Center	\$386,047	\$482,137	\$472,192	\$400,884	(\$81,253)	-16.9%
CitiStat	\$271,613	\$313,702	\$293,239	\$0	(\$313,702)	-100.0%
Total Division	\$15,412,991	\$15,111,195	\$15,246,944	\$12,756,811	(\$2,354,384)	-15.6%

Division Personnel (FTE's)	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Dept of Admin and Finance	4.3	3.0	3.0	2.0	-1.0	-33.3%
Assessors	13.0	13.0	13.0	12.0	-1.0	-7.7%
Finance/Budget	10.5	9.0	9.0	7.0	-2.0	-22.2%
Procurement	11.0	11.0	9.0	6.0	-3.0	-27.3%
Information Technology	18.0	18.0	18.0	16.0	-2.0	-11.1%
Treasurer/Collector	18.0	18.0	18.0	16.0	-2.0	-11.1%
Capital Asset Construction	4.0	3.0	3.0	3.0	0.0	0.0%
Human Resources/Labor Relations	17.5	18.5	17.5	17.5	0.0	0.0%
Comptroller	13.5	13.5	13.5	11.0	-2.5	-18.5%
Payroll	5.0	5.0	5.0	4.0	-1.0	-20.0%
3-1-1 Call Center	11.0	11.8	11.8	9.8	-2.0	-16.9%
CitiStat	4.0	5.0	4.0	0.0	-4.0	-80.0%
Total FTE's	129.8	128.8	124.8	104.3	-20.5	-15.9%

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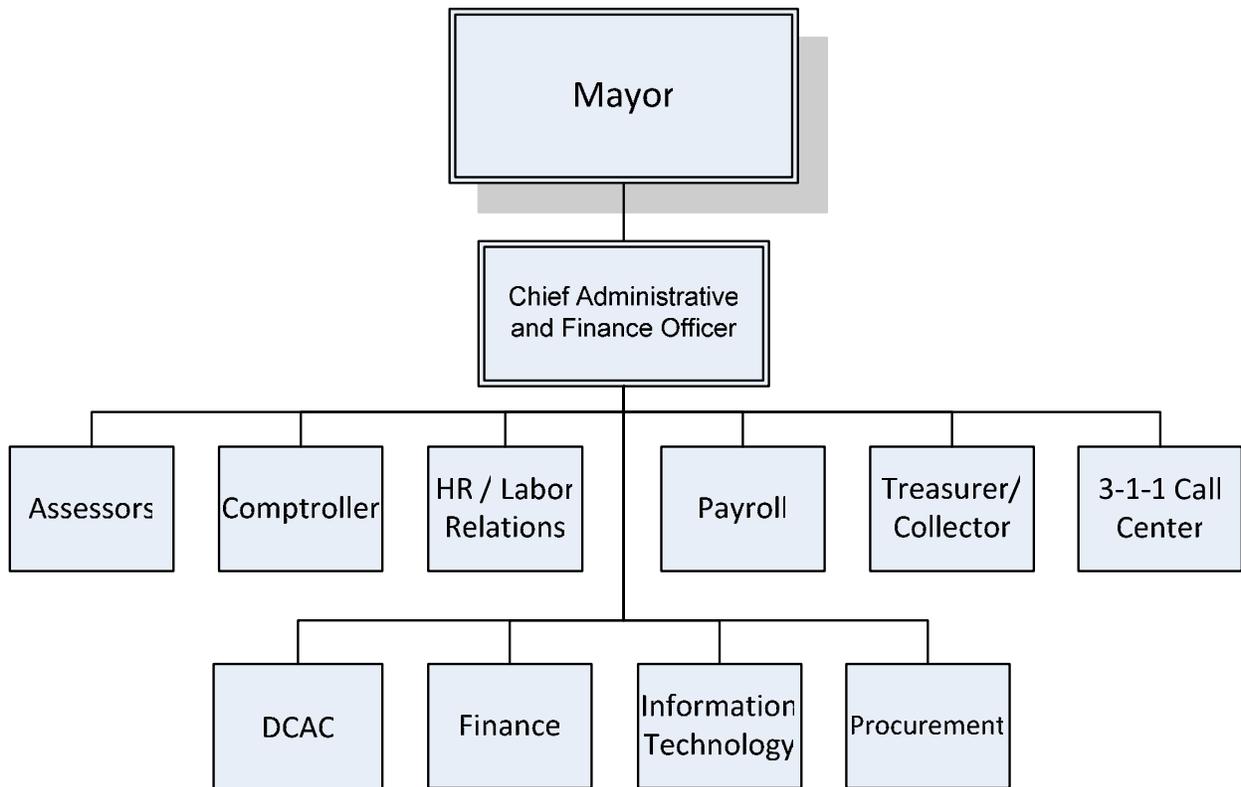
Admin & Finance Division FY12 Funding Sources



General Government Division	FY12 General Fund Budget	Property Tax Revenue	Departmental Revenue	State Aid	Grant Revenue	Enterprise and Other Revenue	FY12 Total Funding
CAFO	277,185	277,185	-	-	125,000	-	402,185
Finance	475,471	(12,342,980)	12,818,451	-	-	-	475,471
CitiStat	-	-	-	-	-	-	-
3-1-1 Call Center	400,884	400,884	-	-	-	-	400,884
Comptroller	641,283	(961,428)	1,602,711	-	-	-	641,283
Procurement	425,881	425,881	-	-	-	-	425,881
Assessors	718,822	(4,038,793)	4,757,615	-	-	-	718,822
Treasurer	2,996,477	(33,791,692)	5,374,902	31,413,267	-	-	2,996,477
Collector	459,564	(9,270,436)	9,730,000	-	-	-	459,564
Human Resources & Labor Relations	1,631,779	431,779	1,200,000	-	-	-	1,631,779
Payroll	312,803	312,803	-	-	-	-	312,803
Information Technology	2,772,700	2,772,700	-	-	-	-	2,772,700
Capital Asset Construction	437,462	437,462	-	-	500,000	-	937,462
TOTAL	11,550,311	(55,346,635)	35,483,679	31,413,267	625,000	-	12,175,311

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Department of Administration and Finance



Mission Statement

The Department of Administration and Finance oversees the City's administrative and financial support functions including twelve departments focused on ensuring financial and operational excellence throughout the City of Springfield.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$89,038	\$283,183	\$282,991	\$213,844	(\$69,339)	-24.5%
OTPS	\$242,818	\$153,420	\$241,855	\$63,341	(\$90,079)	-58.7%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$331,856	\$436,603	\$524,846	\$277,185	(\$159,418)	-36.5%

CAFO	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	4.3	3.0	3.0	2.0	(1.0)	-33.3%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	4.3	3.0	3.0	2.0	(1.0)	-33.3%

Department of Administration and Finance Summary

In continuing a structured transition to local control, on January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included a series of governance changes, including the creation of the Department of Administration and Finance which is responsible for the overall budgetary and financial administration of the City. This department is under the control of the Chief Administrative and Financial Officer (CAFO) who reports to the mayor. The CAFO is appointed to a term of no longer than three years.

The CAFO is responsible for administering and supervising the City's financial services, information technology, human resources, 311 Call Center and CitiStat, including developing department budgets, monitoring expenditures, reviewing transfers and allotments and implementing and maintaining uniform financial systems and controls for all departments.

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

Fiscal Year 2011 Highlights

Paid back the Commonwealth's 2004 loan to Springfield while continuing to fund the Springfield Promise Scholarship Program with a portion of the loan money forgiven by the Commonwealth.

Joint City and School Department Chief Financial Officer appointed.

Launched Continuous Improvement Springfield (CIS), a citywide effort to cut costs while delivering higher-quality services.

Developed the City's first Four-Year Strategic Action Plan.

Appointed a Chief Procurement Officer, Treasurer/Collector, Chief Information Officer and CitiStat Director.

Improved investment plan for General Fund and Promise Scholarship Program.

Created and implemented a performance appraisal system for non-bargaining unit staff.

Advised Pension Board on a funding schedule for pension liability that is financially responsible and realistic.

Initiated a partnership with Westfield State University to provide professional development opportunities for City employees.

Developed a standard template for business cases and completed two analysis.

Analyzed e-procurement systems for use by the city and its vendors.

Analyzed department action to date on consultant studies completed by the Finance Control Board.

Risks and Challenges for Fiscal Year 2012

Balancing future year budgets in the face of uncertain state aid and the need to judiciously use reserves.

Strategic Decisions for Fiscal Year 2012

Plan for and make recommendations for addressing the City's unfunded liabilities in the areas of capital improvements and other post-employment benefits (OPEB)

Department of Administration and Finance

Description: Responsible for administering and supervising the City's financial services, information technology, human resources, and payroll.

Fiscal Year 2012 Goals

The goals of the Department of Administration and Finance for FY2011-2012 support the mayor's strategic priority to ensure **Fiscal and Operational Excellence**.

Goal: Continue to ensure the success of Continuous Improvement Springfield.

Action Steps: Provide support and leadership for CIS initiative

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Service level improvements for departments participating in CIS	N/A	2%	N/A	2%

Goal: Encourage organizational excellence by improving operations and increasing effectiveness of city departments.

Action Steps:

1. Work with Information Technology and other departments to develop an Information Technology Strategic Plan
2. Work with human resources, 3-1-1 and line departments to develop customer service training
3. Continue to encourage the consolidation of functions between the city and the school department
4. Continue to ensure the results of organizational studies are implemented and evaluated

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
% of frontline employees with CSR training	N/A	NA	N/A	60%
% of departments with at least one CSR trained employee	N/A	NA	N/A	85%
% of consultant study suggestions implemented	N/A	51%	51%	55%
# of consolidated functions between city and schools	0	1	1	3
City-wide revenue collection rate	N/A	70%	N/A	72%
# of Interns utilized	0	9	9	8

Goal: Continue to improve financial health through sound policies and procedures

Action Steps:

1. Update the 4 year financial plan and address unfunded liabilities and enterprise funding
2. Pursue regionalization opportunities with partner communities
3. Conduct a review of all financial policies and practices
4. Conduct a review of city-wide risk management strategies

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Operating surplus maintained	N/A	<1%	0.4%	<1%
Property tax revenue maintained	30.0%	30.0%	30.0%	30.0%
Total reserves as a percent of the general fund budget	N/A	11.00%	8.0%	11.00%
Debt as a percentage of assessed value	3.48%	3.45%	4.6%	3.13%

Multi-Year Goals:

Work closely with community groups and the business community to advance policies that will benefit the City of Springfield, including Municipal Property Tax Reform and Payments in Lieu of Taxes (PILOTs)

Comply with all statutory requirements of the CAFO under Chapter 468 of the Acts of 2008, Chapter 169 of the Acts of 2004, Chapter 656 of the Acts of 1989, and ensure implementation of and compliance with the City’s financial ordinances and General Laws and Special Acts regarding financial management

Grants Summary: Office of the Chief Administrative and Financial Officer

1. State 9-1-1 Regional Dispatch Center Planning: To pay for the feasibility study for a regional Emergency 9-1-1 Dispatch Center.

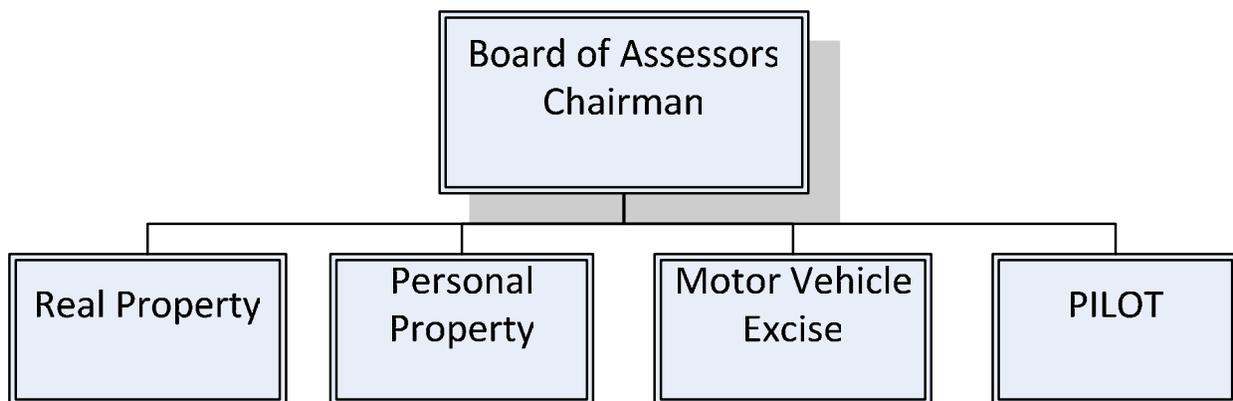
2. Continuous Improvement Springfield: To pay for initiatives, including professional development for City staff to improve the efficiency, effectiveness, and quality of programming and services.

Grant Source	Federal State Other	FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
1. MA							
EOPSS	State	\$0	\$125,000	\$25,000	\$100,000	-\$25,000	-25.0%
2. Davis							
Foundation	State	\$0	\$25,000	\$0	\$25,000	\$0	0.0%
TOTAL		\$0	\$150,000	\$25,000	\$125,000	-\$25,000	-20.0%

All Funds Budget

General Fund Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$89,038	\$277,183	\$213,844	(\$63,339)	-22.9%
Benefits	\$0	\$6,000	\$9,000	\$3,000	50.0%
Purchases of Services	\$242,251	\$147,920	\$50,475	(\$97,445)	-65.9%
Supplies & Materials	\$557	\$3,500	\$2,366	(\$1,134)	-32.4%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Exp.	\$10	\$2,000	\$1,500	(\$500)	-25.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$331,856	\$436,603	\$277,185	(\$159,418)	-36.5%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$150,000	\$125,000	(\$25,000)	-16.7%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$150,000	\$125,000	(\$25,000)	-16.7%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$331,856	\$436,603	\$277,185	(\$159,418)	-36.5%
External Funds	\$0	\$150,000	\$125,000	(\$25,000)	-16.7%
All Funds:	\$331,856	\$586,603	\$402,185	(\$184,418)	-31.4%

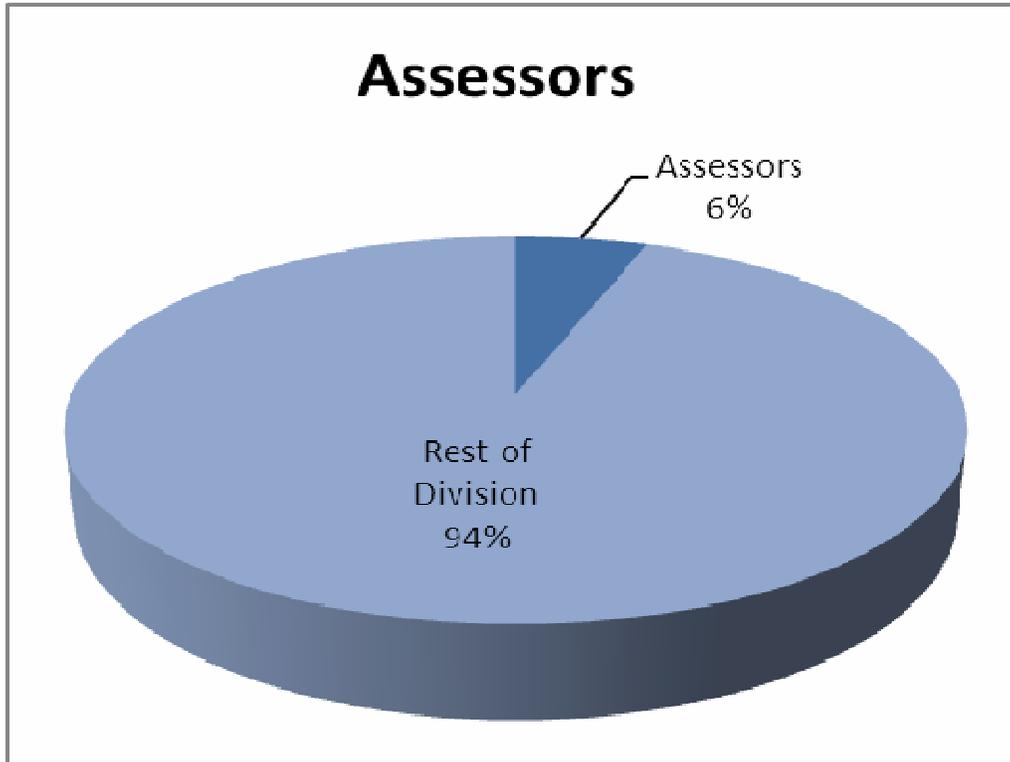
Board of Assessors



Mission Statement

The Board of Assessors (“Assessors”) provides the City of Springfield with a stable and expanding revenue stream through the accurate and equitable valuation of all taxable real and personal property, as well as, motor vehicles within the City.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$656,375	\$650,853	\$650,631	\$609,576	(\$41,277)	-6.3%
OTPS	\$97,963	\$278,829	\$271,491	\$109,246	(\$169,583)	-60.8%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$754,338	\$929,682	\$922,122	\$718,822	(\$210,860)	-22.7%

Assessors	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	13.0	13.0	13.0	12.0	(1.0)	-7.7%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	13.0	13.0	13.0	12.0	(1.0)	-7.7%

Board of Assessors Summary

The Assessing Department is at the center of generating the \$166 million property tax levy, which is the primary local source of General Fund revenue. The Assessing Department determines the value of all real and personal property located within the city. Assessors must comply with state laws and regulations in annually assessing all real property at its full and fair cash value (FFCV) based on physical condition as of June 30 and market conditions as of January 1. The department strives to maintain accurate records on all land and buildings, and items of personal property, in establishing fair and equitable estimates of FFCV. The department researches value indicators by gathering and analyzing data from property sales and income property performance.

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

The department is also responsible for \$12.5 million in local revenue through the motor vehicle excise system and the PILOT program. The City issues 105,000 motor vehicle excise bills annually, totaling \$7.5 million. The PILOT category generates \$5 million, largely through payments from Urban Re-development Excise (MGL Chapter 121A) corporations.

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

Fiscal Year 2011 Highlights

Achieved Department of Revenue (DOR) certification of the Fiscal Year 2011 valuations and levy limit by November 18, 2010. We submitted all forms on or before November 5, 2010.

Completed the tax rate process on December 8, 2010 when the DOR certified Springfield's tax rates. We participated in five public meetings spanning three weeks during the City Council's consideration of the issue.

Certified surplus overlay of \$5 million, which was applied to the Fiscal Year 2011 General Fund operating budget.

Performed an audit of important exterior objective and descriptive property characteristics on all commercial and industrial buildings. This was a requirement of DOR before the next full value re-certification, which will take place in Fiscal Year 2012.

Completed an audit of significant exterior property features on the 33,941 homes in the city. This was a requirement of DOR before the next re-certification, which will take place in Fiscal Year 2012.

Risks and Challenges for Fiscal Year 2012

The department is due for a full Department of Revenue (DOR) value re-certification in Fiscal Year 2012. This project will be the primary focus of the department for the first half of FY12. In order to satisfy DOR requirements, much of our effort is directed at gathering, validating, and analyzing market data.

The levy ceiling, the convergence between the historical growth of the City's levy limit under the strictures of Proposition 2 ½ and the property value declines of the last few years, presents a particular challenge for the department.

Strategic Decisions for Fiscal Year 2012

The Board is actively engaged with our valuation consultants and DOR in developing a work plan and program for accomplishing the value re-certification in a timely, responsible manner. Completing the process at an earlier date would permit earlier determination of the fiscal impact. In turn, the budgetary and elected officials would make any needed adjustments.

The Assessors will continue to improve the use of iasWorld software to assess real property and to manage department operations.

Assessment Programs

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

Personal Property: Personal property is “tangible” property (that is, physical), and is subject to the personal property tax unless exempted by statute. Tangible personal property ranges from the chairs in a barber shop to the drills used by a dentist, to dozens of types of property owned by public utilities.

Motor Vehicle Excise: Chapter 60A of M.G.L. imposes an excise on the privilege of registering a motor vehicle in lieu of a tangible personal property tax. The Registry of Motor Vehicles (Registry) prepares data for excise bills according to the information on the motor vehicle registration and sends it to the City of Springfield. The City prepares bills based on the excise data sent by the Registry in conformity with DOR requirements.

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

Fiscal Year 2012 Goals

Goal: Certify the tax rate by December 7, 2011

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Date of tax rate certification	1/4/2011	12/8/2011	12/7/2011	12/7/2011

Goal: Maintain accurate owner information

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Deeds reviewed and recorded	5833	4500	3,335	4000

Goal: Maintain consistency of full and fair cash value between all property types in compliance with DOR standards

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of Arms-Length Sales (# of verified market sales)				
Single Family House	638	N/A	707	1143
Resident Condos	54	N/A	51	TBD
Two Houses on One Parcel	4	N/A	4	TBD
Two Family House	231	N/A	185	148
Three Family House	32	N/A	23	20
Apartments	20	N/A	15	TBD
Vacant Residential Land	14	N/A	7	TBD
Commercial	36	N/A	24	TBD
Industrial	7	N/A	5	TBD
Current Median ASR (Assessment Sales Ratio; assessed value/sale price; ±5 points from single family median)				
Single Family House	0.94	N/A	0.95	0.95
Resident Condos	0.95	N/A	0.97	0.95
Two Houses on One Parcel	0.98	N/A	0.96	0.95
Two Family House	0.91	N/A	0.92	0.95
Three Family House	0.95	N/A	0.90	0.95
Apartments	0.91	N/A	0.95	0.95
Vacant Residential Land	0.90	N/A	0.96	0.95
Commercial	0.92	N/A	0.92	0.95
Industrial	0.92	N/A	0.92	0.95

Goal: Accurately value personal property

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Form of List mailed and processed	4051	4312	4,329	4000
Forms of List returned	2088	2266	2,267	1975
Accounts issued tax bills	3416	3449	TBD	TBD

Goal: Inspect 140 properties monthly per full-time field inspector.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Average number of properties inspected per fulltime inspector	110	130	TBD	145
Total number of properties inspected	3,960	4,680	4,206	5,040

Multi-Year Goals

Maintain annual overlay at level not to exceed two percent (2%) of the levy.

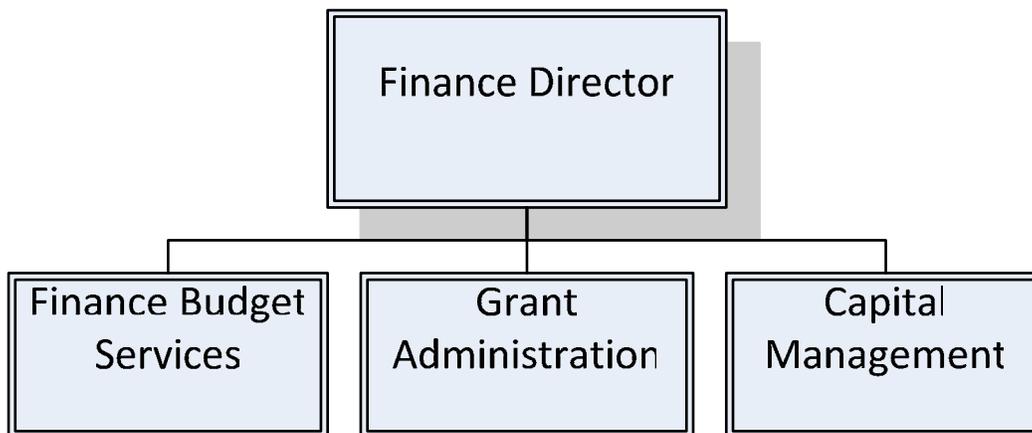
Convert property files to digital form.

Continue departmental training and professional development.

All Funds Budget

General Fund Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$656,375	\$650,853	\$609,576	(\$41,277)	-6.3%
Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$87,899	\$266,529	\$98,846	(\$167,683)	-62.9%
Supplies & Materials	\$8,489	\$9,300	\$9,150	(\$150)	-1.6%
Intergovernmental	\$1,221	\$2,000	\$500	(\$1,500)	-75.0%
Other Charges & Exp.	\$354	\$1,000	\$750	(\$250)	-25.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$754,338	\$929,682	\$718,822	(\$210,860)	-22.7%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$754,338	\$929,682	\$718,822	(\$210,860)	-22.7%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$754,338	\$929,682	\$718,822	(\$210,860)	-22.7%

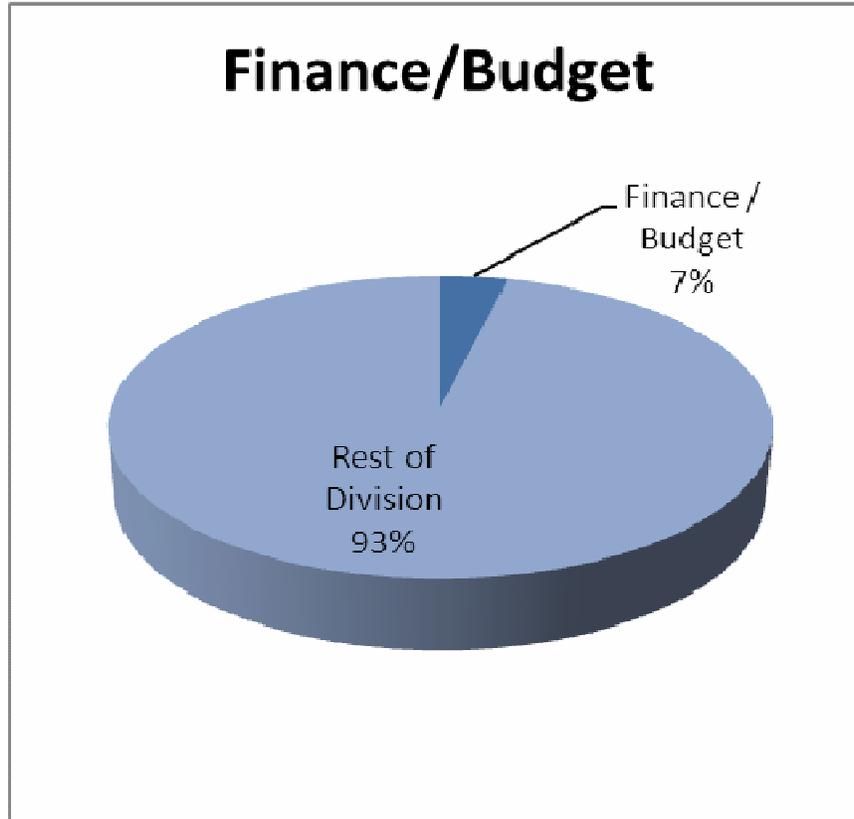
Finance Department



Mission Statement

The mission of the Finance Department is to ensure the fiscal health and sustainability of the City of Springfield by providing the Mayor, CAFO and other City Departments with timely and accurate information and advice.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$532,543	\$609,852	\$607,950	\$440,071	(\$169,781)	-27.8%
OTPS	\$71,601	\$43,150	\$43,150	\$35,400	(\$7,750)	-18.0%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$604,144	\$653,002	\$651,100	\$475,471	(\$177,531)	-27.2%

Finance	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	10.5	9.0	9.0	7.0	(2.0)	-22.2%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	10.5	9.0	9.0	7.0	(2.0)	-22.2%

Finance Department Summary

The Finance Department ensures that the City uses all of its financial resources both general fund and grants, effectively and efficiently by regularly monitoring government spending and revenue collections. This includes reviewing the current year's budget to actual figures and analyzing programs and services for continuous improvement opportunities. Finance is responsible for creating the City's operating budget, the Capital Improvement Plan (CIP) and the Multi-Year Financial (MYFP) plan on an annual basis. In addition, Finance coordinates the Quarterly Financial and Performance report, specifically the year end projection. Under the direction of the Administrative and Finance Division, Finance works with the Mayor, City Council and departmental personnel to create a complete, transparent, balanced budget that reflects the strategic priorities of the City.

Fiscal Year 2011 Highlights

The Finance Department continued to research and implement best practices of financial management including:

The Finance Department was awarded the Government Finance Officer's Association's (GFOA) Distinguished Budget Award for the third year in a row.

The Finance Department, in coordination with all City departments, developed and presented the FY11 operating budget on May 2, 2010, the earliest date within the last twenty years.

The Finance Department wrote and implemented procedures for daily activities such as requisition approvals, transfers and the review of personal review committee requests in an effort to ensure that all analysts are consistently and accurately review information.

The Finance Department completed the Capital Improvement Plan and Debt Affordability Analysis which determined that issuing debt in the short term would not be fiscally responsible but did look to issuances in the coming fiscal years to meet capital needs.

The Finance Department coordinated the City's first Quarterly Financial and Performance report with the Comptroller and CitiStat Departments in an effort to provide comprehensive updates to the City Council and residents on the City's financial efforts throughout the fiscal year.

The Finance Department produced the City's annual Multi Year Financial Plan that serves to demonstrate the City's potential out-years budget gaps and outlines strategies for reducing those gaps.

Risks and Challenges for Fiscal Year 2012

Although specific revenue depleting measures have been defeated such as State Ballot Question 3, the reliance of the City on State Aid and the general state of the economy continue to be the biggest risks to the City. The annual budget effort requires certain non-discretionary spending to take priority over all other programs and services that continue to be crowded out each year. Items that fall within the discretionary category provide vital programs and services that no other entity besides government provides. Due to this, the City is forced to assess its programs and decide what service levels are essential to the people of Springfield while trying to maintain the City's high level of service.

Strategic Decisions for Fiscal Year 2012

Finance will continue to improve its ability to monitor and analyze the City's actual spending and to identify areas for continuous improvement efforts.

Finance will continue to identify processes that need standard operating procedures and develop consistent and fair procedures for all staff to follow.

The Finance Department will develop professional development plans for each employee that allow for policy area specific training and general training for finance professionals.

Finance Department

Description: This program is responsible for the development of the City’s operating budget, Capital Improvement Plan, Debt Affordability Analysis, capital budget, Multi-Year Financial Plan and Quarterly Financial projections for the Quarterly Financial and Performance report. This includes monitoring departmental expenditures and revenue collections while working with departments and City officials to ensure that all government expenditures, regardless of source are used effectively and efficiently.

Fiscal Year 2012 Goals

Goal: Monitor the City’s finances for each department and the City as a whole

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Develop and provide monthly expenditure and revenue reports to all City Departments	12	12	11	12
Provide monthly financial information for CitiStat Meetings	100.0%	100.0%	100.0%	100.0%
Number of departmental trainings per year on principles of budgeting, financial management	N/A	1	0	2

Goal: Develop city-wide budget

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Develop clear budget instructions and templates for use by Departments	11/23/2009	11/29/2010	12/7/2010	12/1/2010
Send completed budget to City Council for adoption	5/2/2010	5/2/2011	5/16/2011	5/1/2012

Goal: Increase cross departmental communication and planning for City-wide projects

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of cross-departmental projects planned for in budget	0	6	6	7

Goal: Continue to adhere and improve upon City financial policy

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percentage growth in salaries and benefits	N/A	2.5%	1.98%	2.5%
Operating surplus maintained	N/A	2.0%	0.4%	2.0%
Total reserves as a percentage of general fund budget	N/A	11.0%	8.0%	11.3%
Debt as a percentage of assessed value	N/A	6.2%	4.6%	6.1%
Long-term debt per capita	N/A	\$2,059	\$2059.52	\$2,045

Goal: Continue to adhere and improve upon City financial policy

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percentage of grants compared to School and City General Fund budget	N/A	20.0%	14.3%	22.0%

Multi-Year Goals

Transition into properly researched budget methodology that supports work to date of CitiStat and continuous improvement efforts

Review the implementation of the City’s financial policies and procedures to ensure accurate and transparent financial management

Improve the City’s bond rating

Relieve some of the structural deficit created during these difficult fiscal times and continue to make healthy stabilization fund deposits

Grants Administration

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

Fiscal Year 2012 Goals:

Goal: Review the frequency and timing of grant payments.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Finance review of payments for each grant	N/A	2/year	2 annually	Monthly

Goal: Identify additional grant opportunities.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Action Steps:

1. Publish grant opportunities on the City's Intranet and Internet sites.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of posted funding opportunities	N/A	30	11	84

Goal: Improve tracking of grant funds and positions

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Track each grant fund and position	N/A	1 / Year	1 annually	4 / year

Multi-Year Goals:

Reconcile and close out all expired grant accounts

Bring \$20 million to the City in grant funds, excluding the school department

Capital Management

Description: This program analyzes the City’s capital needs on an annual basis and develops a five-year Capital Improvement Plan (CIP) using input from departments and their infrastructure experts. In addition, this program analyzes the fiscal affordability of issuing new debt and its impact on the operating budget.

Fiscal Year Goals

Goal: Review and identify improvements to the capital improvement process.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Action Steps:

1. Continuously update the capital database by department.
2. Develop detailed useful lives for out-year projects.
3. Identify new projects for Fiscal Year 2016.
4. Create a separate School Department CIP.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Production of the Capital Improvement Plan	3/30/2010	3/30/2011	3/30/2011	3/30/2012

Multi-Year Goals

Analyze the effectiveness of the City’s CIP, making adjustments as necessary

Improve the process of identifying the operating impact of capital decisions

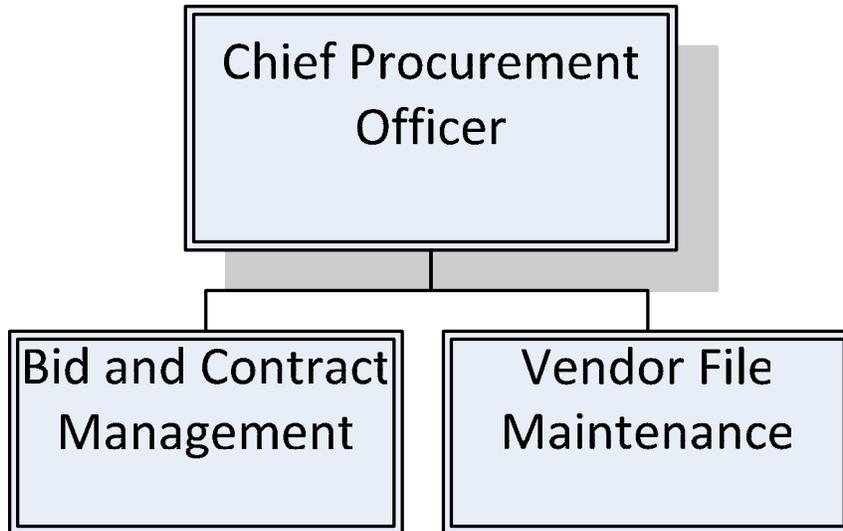
Improve the process of identifying grant funds linked to capital projects

All Funds Budget

General Fund Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$532,542	\$609,852	\$440,071	(\$169,781)	-27.8%
Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$63,945	\$34,934	\$27,200	(\$7,734)	-22.1%
Supplies & Materials	\$7,656	\$8,216	\$6,700	(\$1,516)	-18.5%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Exp.	\$0	\$0	\$1,500	\$1,500	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$604,143	\$653,002	\$475,471	(\$177,531)	-27.2%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$604,143	\$653,002	\$475,471	(\$177,531)	-27.2%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$604,143	\$653,002	\$475,471	(\$177,531)	-27.2%

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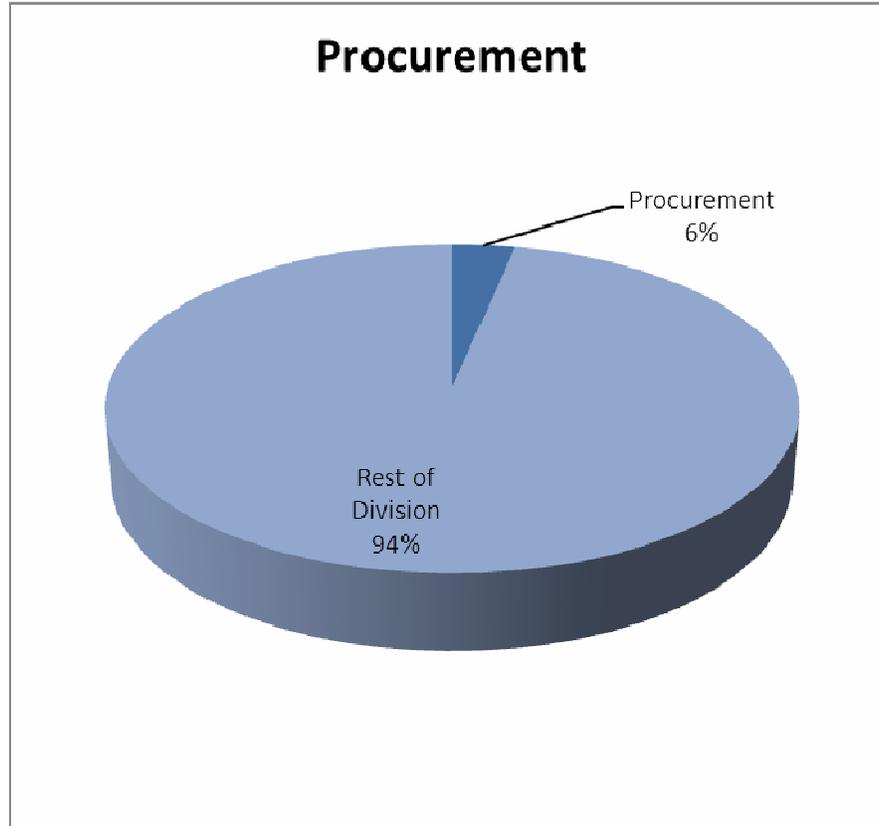
Office of Procurement



Mission Statement

The mission of the Office of Procurement is to procure quality, low-cost goods and services for City departments as regulated by Massachusetts General Law Chapters 30B, 149, 149A, 30, 39m, and 7.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$476,351	\$571,832	\$539,894	\$308,018	(\$263,814)	-46.1%
OTPS	\$68,957	\$84,870	\$81,867	\$117,863	\$32,993	38.9%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$545,308	\$656,702	\$621,761	\$425,881	(\$230,821)	-35.1%

Procurement	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	11.0	11.0	9.0	6.0	(5.0)	-45.5%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	11.0	11.0	9.0	6.0	(5.0)	-45.5%

Office of Procurement Department Summary

The Office of Procurement ensures all city departments are bidding by municipal procurement requirements governed by Massachusetts General Laws. The Department provides the City with goods and services at a low cost through a competitive and efficient contractual bidding process regulated under Chapter 30B and public construction laws Chapter 149, 149A, 30/39m and Chapter 7, as well as, utilizing the statewide vendor services from the Operational Services Divisions (OSD) bidding contracts. This effort reduces the City's bidding costs as well as the time spent to procure services.

Fiscal Year 2011 Highlights

Since the City implemented MUNIS, the Office of Procurement has seen vast improvements in the areas of: requisitions, purchase orders, vendor inquiries, expense accountability, and issuance of 1099 miscellaneous tax accounts.

Used on-line procurement services (www.Biddocsonline.com) for public construction bidding and (www.BidSync.com) for supplies and service bids under Chapter 30B which has assisted with providing bidders immediate accessibility to bid documents for submission of bid proposals, and has allowed for online payment of bid deposits. This effort has streamlined internal processes relative to these tasks and will save department of postage costs.

Completed implementation of the MUNIS Bid & Contract Management application. This has allowed Departments to view relative contractual information, and the status of the signature process (for the awarded bidder). It has also given Departments the ability to provide input for a one-bid specification on City-wide bidding proposals.

Enhanced the Department's website to improve the regular sharing of information, including copies of bid specifications for internal and external utilization regarding future bidding processes.

Risks and Challenges for Fiscal Year 2012

The need for ongoing training relative to currently implemented and/or future MUNIS modules will continue to be a challenge for the Department. A collaborative effort between the Office of Procurement, the IT Department, and the MUNIS team will need to be in place in order to properly meet demands.

In addition, due to the implementation of the MUNIS application, additional procedures have increased the workload for the staff to streamline the processes for advertising bids, initiating contractual obligations and conversion of requisitions to purchase orders associated with the contracts. The Office of Procurement handles all City and School Department purchasing needs and with the reduction of staff due to the budgetary constraints, the Office of Procurement must reorganize the current staffing level to add two assistant purchasing agents and contract clerks to process citywide requests from the forty-eight schools and thirty-five city departments.

The City will be upgrading to MUNIS 8.2 which will cause changes and the Procurement will have to do testing to find out where the modules have changed/improved and learn to handle any new glitches.

We are still learning on the BidSync module. Each bid holds unique circumstances. Purchasing agents are learning how to create bids, monitor questions and addendums on-line, add in bidder's who did receive bid and submit bid through BidSync, create tabulations sheets, award or reject.

Following through with commitments to assist the State in developing and implementing procurement initiatives per Executive Order No. 533 will be challenging, given current staffing levels.

Strategic Decisions for Fiscal Year 2012

Create a more formalized City-wide procurement effort, whereby the Office of Procurement is able to maximize its purchasing power by ensuring an overall discounted cost for goods and services. A centralized procurement process can provide stronger control over purchasing activities and will ensure full compliance with State bidding laws.

In January we will begin to implement a procurement calendar to allow City Departments to post their monthly bids for purchasing goods and services. This will enable departments to communicate their needs for combined purchasing.

The Office of Procurement will partner with the IT Department and the MUNIS team to continue to provide necessary training to City departments as additional MUNIS modules are implemented.

Update the City's website with the Department's policies and procedures, copies of bid specifications, links to State-re-quired certification sites, and vendor survey information to meet Chapter 30B requirements. These enhancements will assist with providing additional information to City Departments and to the public.

Continue to work with CitiStat to measure the effectiveness of internal processes, monitor internal and external customer satisfaction, and uncover practices or processes that require improvement.

Bid & Contract Management

Description: This program ensures that all bids and contracts processed by the Office of Procurement support the request for proposals (RFPs), invitation for bids (IFBs) and request for Quotes (RFQ) as regulated by the State. It also monitors all executed contracts for compliance with WBE/MBE and federal and state requirements.

Fiscal Year 2012 Goals

Goal: Train departments on how to utilize the guidelines and forms provided on the City's In-traweb for assistance in the procurement process.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
% of requisitions rejected: City	N/A	18%	1%	18%
% of requisitions rejected: Schools	N/A	3.6%	1.4%	3.6%
Average # of Changes per Purchase Order: City	N/A	1.5	1.3	1.5
Average # of Changes per Purchase Order: Schools	N/A	3	3.6	3

Goal: Ensure accuracy and legal compliance of Departments with respect to RFPs and IFBs.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Continue to monitor specifications submitted by Departments.
2. Analyze information on bids that are held up based upon their status in MUNIS.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of bids submitted that do not progress within 1 work week	N/A	N/A	N/A	15%

Goal: Execute vendor contracts on a timely basis for proper delivery of services and goods.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Create a calendar for City-wide use to include timelines and deadlines for advertisement, bid submissions, signatures, etc.
2. Create a flow chart of the 30b and 149 processes, including deadlines and basic timelines for executing vendor contracts. Post this information on the City’s IntraWeb and provide a hard copy to each City department.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of contracts processed within 60 work days (bid opening to purchase order conversion)	N/A	85%	67%	85%
Average number of days to prepare and execute procurement blanket and lump sum contracts based on formal bids	N/A	N/A	73	60
Average number of days to prepare and execute on procurement state blanket and lump sum contracts	N/A	N/A	N/A	50

Goal: Provide assistance to City Departments with the MUNIS procurement system.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of Customer Service Requests answered within 2 work days	N/A	95%	90%	95%
Number of monthly requests received relative to the bid and contract module	N/A	20	1,200	1,200
Number of monthly requests received relative to requisitions and purchase orders	N/A	10	1,200	1,200

Goal: Ensure that requisitions are converted to purchase orders within 1 to 2 work days after scanning and recording the finalized contract.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of requisitions converted to purchase orders within 1-2 work days after finalizing the contract	N/A	95%	95%	95%

Multi-Year Goals:

Monitor postings to Central Register, Goods and Services Bulletin, the City’s IntraWeb and local newspaper, to ensure accuracy of information.

Monitor vendors’ contractual compliance with services, cost and delivery of goods.

Monitor renewals, amendments and expiring contracts to ensure continuous delivery of services and goods.

Provide instructions to City departments on the City IntraWeb MUNIS site on how to search the daily status of all city requisitions, purchase orders and contracts.

Provide Departments with the link to the State Comm-PASS system (<http://www.comm-pass.com/>), along with a list of vendors by services, to simplify the bidding process.

Vendor File Maintenance

Description: This program maintains vital information of all vendors solicited for services by the City. The MUNIS application allows the department to monitor, measure, and review the qualifications supplied by the vendors.

Fiscal Year 2012 Goals:

Goal: Analyze vendors' statuses each month to provide City Departments with current information for the selection process.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of active vendor files updated per month	N/A	10	1064	10

Goal: Increase the number of bids submitted by and the percent of purchasing awarded to minority and/or woman-owned business vendors.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Average number of bids submitted by WMBE vendors per contract	N/A	2	N/A	2
Average number of minority-based recruitment outlets utilized per bid opening	N/A	4	N/A	4
Percent of total dollars spent on goods or services supplied by MWBE vendors	N/A	40%	N/A	40%

Multi-Year Goals:

Continue to send vendor survey applications to new vendor applicants.

Improve the process of identifying vendors by category and commodity type in order to promote efficiency within the process.

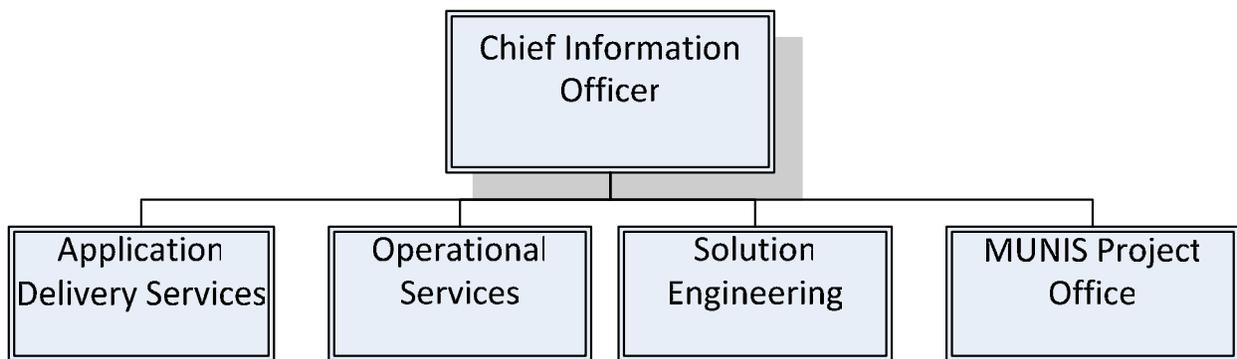
Purge inactive vendor files and merge duplicate active vendor files.

Continually improve communications with departments to ensure the bid-to-contract process runs smoothly and efficiently.

All Funds Budget

General Fund Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$476,351	\$571,832	\$308,018	(\$263,814)	-46.1%
Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$62,428	\$78,100	\$112,400	\$34,300	43.9%
Supplies & Materials	\$4,529	\$4,770	\$4,987	\$217	4.5%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Exp.	\$2,000	\$2,000	\$475	(\$1,525)	-76.3%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$545,308	\$656,702	\$425,880	(\$230,822)	-35.1%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$545,308	\$656,702	\$425,880	(\$230,822)	-35.1%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$545,308	\$656,702	\$425,880	(\$230,822)	-35.1%

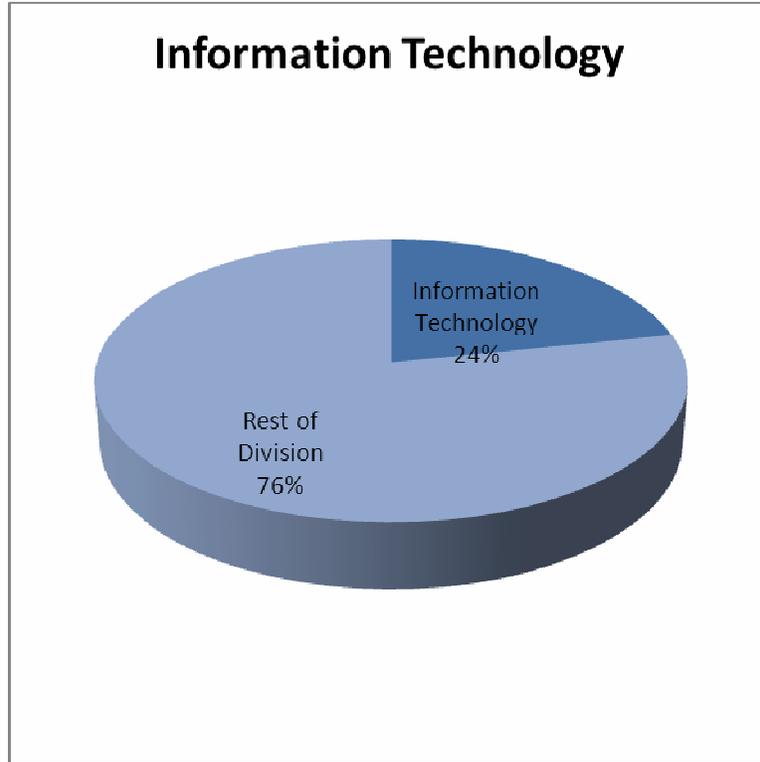
Information Technology



Mission Statement

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

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$1,154,382	\$1,234,238	\$1,201,286	\$996,414	(\$237,824)	-19.3%
OTPS	\$1,415,939	\$1,374,444	\$1,414,116	\$1,663,787	\$289,343	21.1%
Capital	\$302,534	\$0	\$0	\$112,500	\$0	0.0%
Total General Fund	\$2,872,855	\$2,608,682	\$2,615,402	\$2,772,701	\$164,019	6.3%

Information Technology	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	17.0	17.0	17.0	15.0	(2.0)	-11.8%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	1.0	1.0	1.0	1.0	-	0.0%
Total FTEs:	18.0	18.0	18.0	16.0	(2.0)	-11.1%

Information Technology Department

Department Summary: The Information Technology Department takes a visionary approach to building, maintaining and securing the electronic information infrastructure and software applications for use by the departments in the City of Springfield. Our services enable the efficient use of city resources, allowing city staff to do more with less. Information Technology services include:

Provide project management services for city departmental projects.

Provide hardware design and installation for city office reconfigurations.

Analyze, design, program, implement and support custom developed software.

Lead the city departments through a selection process of purchased software solutions. Plan, test, implement, train and support these systems.

Build, maintain and manage a stable, secure infrastructure of computers, networks, e-mail and voice communication systems.

Provide support, including upgrades, as needed, to the computers, printers, phone systems and networks utilized by city employees.

Administer all voice and cellular phones, and high speed data circuits as well as all related equipment and manage associated contractors.

Provide internal and external web services to City personnel and constituents, including GIS.

Provide management and staffing support of MUNIS projects and upgrades.

Print Services, black & white and full color high speed printing up to 11x17. Finishing includes: collation, stapling, booklet and mixed color and black & white documents.

Fiscal Year 2011 Highlights

The Information Technology Department continued in Fiscal Year 2011 to implement best practices in application and infrastructure utilization.

Major accomplishments included:

Replacement of the City's Time Labor Management (TLM) system with Kronos. This in-house (as opposed to hosted) solution will decrease cost and increase speed and efficiency. The City can now leverage aspects of the TLM system not formerly available under ADP.

Enhancement and upgrade of MUNIS:

- Brought MUNIS to the highest available level (version 8.2).
- Continue rollout of Employee Tracking, Employee self-service, Dashboard.
- Develop Crystal reports as needed by city departments.

Leverage VoIP (voice over IP) technology to provide telecom services to a larger user base in the City. This is part of a multipart implementation that will decrease cost and increase survivability in the event of a disaster.

The Information Technology Department implemented Accela Automation, the new permits and inspection system for the city. All organizations in the city that perform inspections or issue permits will eventually use this system to provide better service, improve accuracy and consistency and share property related information throughout the city. Building and housing were in the initial implementation with Health, DPW and Fire to follow.

Continue to work with Facilities Management to recycle all of the outdated computer desktops and peripherals being replaced throughout the city. This joint effort is a part of the IT department's Green Initiative.

ITD has increased the ability to survive a system failure in the virtual environment by upgrading both hardware and software. This includes additional hardware and software to provide redundant system and connectivity.

As a part of our business continuity planning phase 2, a disaster recovery location for both telecom and computing infrastructure has been selected and design, structural and technical changes are under way.

Hired a developer trained in both web development and systems development. This cross-trained individual will provide a necessary bridge-gap to both aspects of systems application development.

Information Technology Department represents the city in the Commonwealth's Enterprise Security Board (ESB) under the direction of Executive Order 504. The Enterprise Security Board makes decisions that affect the Commonwealth's information security infrastructure. Our city policy for information security has used the shared knowledge of the board to craft our approach to securing of the City's networks.

Risks and Challenges for Fiscal Year 2012

Lack of sustained personnel to maintain the environment as it increases in size and complexity.

With the implementation of new mission critical systems (MUNIS, IAS, E-Time, COSInfo, the public web site, Accela Permitting system), individual staff supporting these systems are critical to keeping the systems running, maintained and upgraded. Without sufficient back up for the support staff, the stability is at risk.

Systems have become critical to the success of all departments, including departments with off hour shifts. The need has developed to have these systems available 24x7. Staffing has been traditionally Monday through Friday, core business hours.

A major risk is the ability for the City to recover in case of an emergency. The city lacks a full recovery plan for critical technology and also lacks business continuity plan in case of a major emergency.

IT has been key, if not instrumental, in multiple large project implementations since 2007 when MUNIS Financials were implemented. With staff shortages, our capacity is diminished. Our ability to accomplish all that the city departments need from us is at risk.

IT needs to provide proactive protection against intruders to our networks, and other information security breaches. Without someone skilled in information security on staff, we put our information infrastructure in a vulnerable position.

Loss of a project manager, while a risk, has migrated to a much needed cross-trained developer.

Strategic Decisions for Fiscal Year 2012

Reorganize department and develop a structure conducive to ever changing/expanding roles and responsibilities.

Develop training plan and focus on cross-training (inter and intra discipline)

IT will work with Personnel to develop policies of 24x7 staffing, on call and compensation for this time. We are implementing on call rotation.

IT will develop a recovery plan for City Hall data center, which will include an offsite, real-time data backup, spare equipment for critical hardware, and an emergency generator for City Hall. In addition, recovery priorities must be established by department, and a city wide business continuity plan must be developed. IT will help drive this process along with the Emergency Management (EMA).

With a shortage in project development staffing, projects will need to be prioritized. Some projects may be delayed.

IT will request funding for semi-annual network security evaluation. In addition we participate in the state Enterprise Security Board and will investigate whether or not we can have state to assist us.

Application Delivery Services

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

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

Fiscal Year 2012 Goals

Goal: Maximize employee productivity through training and work assignments

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps: Utilize the formal training plans set up for each employee, assigning work to exercise the training.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Professional development hours per FTE	N/A	5.5	0	0
Number of FTE's assigned to a strategic project	N/A	7	7	7
Number of FTEs trained in business process analysis and design	N/A	7	0	0
Number of Staff trained in Accela	N/A	2	7	7

Goal: Add secure sign-on for Employee Portal to be able to add functionality such as benefit signup, changes updates, pay stub delivery, classified ads

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Implement sign on to COSInfo, with the first functionality being the employee classified ads, with a long term plan of possibly enabling paperless pay stubs and online benefit enrollment

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Add Secure sign-on by year end	N/A	January 2011	0	Jan 2012
Direct Deposit Pay Stubs	N/A	August 2011	0	TBD

Goal: Continue to expand functionality of the city web site

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of unique visitors to the public website	N/A	450,000	426,738	450,000
Number of unique visits to the public website	N/A	N/A	973,962	1M

Goal: Working with departments to become independent in their ability to access needed computer-based information directly, without having to rely on IT experts

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of application Service requests	N/A	N/A	13	50
Number of adhoc Crystal Reports created	N/A	N/A	30	40
% of Requests acknowledged in 48 hours with est. completion date	N/A	100%	100%	100%
Number of Requests Completed on time	N/A	90%	95%	95%

Goal: Continue to roll out current software applications

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
MUNIS HR (applicant tracking)	N/A	March	June	0
MUNIS General Billing	N/A	N/A	November	0
Accela	N/A	N/A	0	August
Accela Permitting	6	N/A	4	20

Goal: Shut down obsolete applications

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Obsolete Applications to shutdown	6	4	8	1

Multi-Year Goals:

Provide for video of meetings to be presented though the city web site for residents

Increase use of Spanish language pages on the public web site

Redesign the Fire Department web site to be added to www.springfieldcityhall.com

Operations Services

The Operation Services Division is responsible for maintaining the city’s voice and data network infrastructure, supporting users of information technology with a customer-focused help desk, installing and maintaining computer, network and printer equipment, and providing for city business continuity in the case of a disaster. The Operations Services Division provides protection of the city’s IT assets through perimeter security, spam blocking and antivirus software. With the implementation of MUNIS, additional responsibility includes permission and environment management.

Fiscal Year 2012 Goals

Goal: Final decommissioning of the mainframe and subsequent reorganization of the computer center.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Decommission mainframe	N/A	10/31/10	N/A	8/31/11

Goal: Expand the skills of the Operations Services team to include cross training in all newly acquired systems.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Action Steps:

1. Specify and implement minimum professional development guidelines for operations staff, including building expertise in Linux, SQL and Routing.
2. Prioritize the certifications of the operations staff needed to keep current with new technologies.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of Trainings	N/A	6	3	0

Goal: Study Voice over IP Internet Protocol (VoIP) as a means of providing enhanced phone services.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Issue RFP for system selection and implementation in FY11	N/A	June	3	0

Goal: Implement dual MUNIS application servers and load balancing equipment.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Implement servers by year end	N/A	June	May	0

Goal: Upgrade Accela servers to 64 bit and latest version level.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Upgrade Accela by year end	N/A	June	June	0

Goal: Implement Microsoft's Windows 2008 server

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Implement 2008 server by year end	N/A	June	June	0
Number of 2008 servers implemented	N/A	N/A	10	8

Goal: Implement a replacement schedule for desktop and laptop computers in order to stay current with the new technologies on a rotating five year schedule.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of desktops to replace (contingent upon funding)	N/A	80	10	50
Number of laptops to replace (contingent upon funding)	N/A	25	20	10

Goal: Establish a backup power source for City Hall (generator)

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Establish backup [power source for City Hall by year end	N/A	June	0	0

Goal: Respond efficiently to employee service requests

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percentage of Telephone Requests, Cell	N/A	N/A	40%	20%
Percentage of Telephone Requests, Other	N/A	N/A	80%	40%
% of Telephone Service Requests resolved, Cell in 3 work days	N/A	90%	80%	90%
% of Telephone Service Requests resolved, Other in 5 days	N/A	90%	80%	90%
Average number of Help Desk requests per month	242	N/A	400	500
% of Help Desk Requests resolved in 24 hours	89%	98%	98%	98%

Goal: Minimize Application Downtime

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
MUNIS – Core – 99.5% (1 hour downtime per month)	2.2	1	1.25	1
MUNIS – 24x7 – 98% (3 hours downtime per month)	98.6%	3	98.7%	3
	99.9%		2.25	
			99.8%	
TLM – core – 99.5% (1 hour downtime per month)	11.50%	1	.25	1
TLM – 24x7 – 98% (3 hours downtime per month)	98.2	3	100%	3
	99.7		1	
			100%	
Email – Core – 99.5% (1 hour downtime per month)	100%	1	.5	1
Email – 24x7 – 98% (3 hours downtime per month)	100%	3	150%	3
			1	
			300%	
Accela (when in production)	N/A	N/A	.5	1
			.5	3

Multi-Year Goals

Expand on our recycling of outdated data equipment as we replace with newer technologies. Including the decommissioning of the mainframe.

Develop plan for recovery of critical and high priority services in the event of a disaster. Provide backup power to the city's data center.

Bring email system to latest available version (Exchange 2010).

Migrate the City's IP address scheme to new non-routable numbers. Eliminating conflict with current internet IP addresses.

Migrate the City's Microsoft domain to COS.LAN which eliminates outdated underscore in the current domain name.

Implement email archiving system to comply with state and federal mandates regarding email retention.

Migrate dual MUNIS application servers to 64 bit architecture.

MUNIS Project

MUNIS is an integrated municipal ERP system implemented for Financials and Purchasing in FY 2008; Tax Revenue Billing (Real Estate, Personal Property and MV Excise), Work Orders (for Facilities, Parks and Police Outside Extra Duty requests / billing), Contracts and Bids in FY 2009. Payroll / Base Human Resources and Position Control were implemented in FY10. Additional activity for FY 2011 being considered is as follows: Extend and refine use/functionalities beyond the base MUNIS applications implemented over the past three years to improve financial information, controls and operational efficiencies across the City and Schools.

Fiscal Year 2012 Goal

Goal: Plan and implement the MUNIS Human Resources System Applicant Tracking module with City and School HR Departments

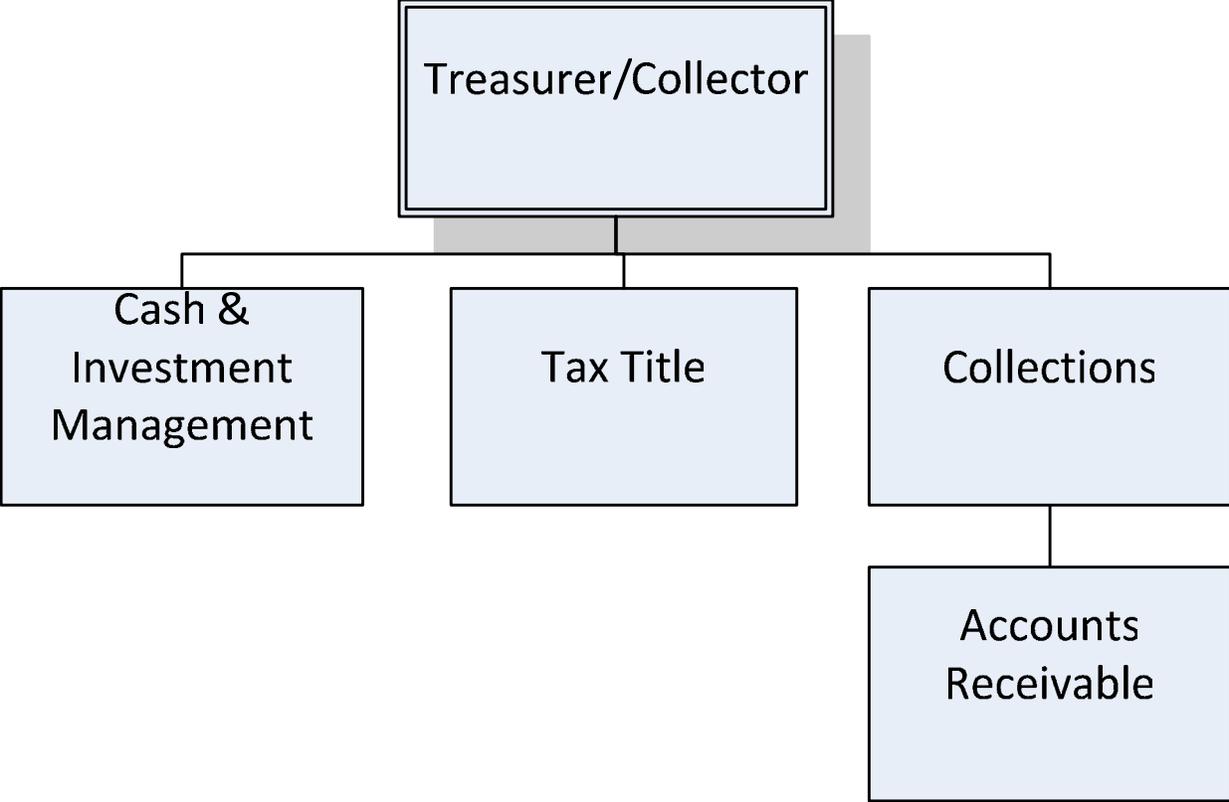
Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Applicant Tracking implemented	N/A	3/31/11	N/A	9/30/11

All Funds Budget

General Fund Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$1,154,382	\$1,234,238	\$996,414	(\$237,824)	-19.3%
Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$743,835	\$797,836	\$1,012,222	\$214,386	26.9%
Supplies & Materials	\$670,759	\$572,358	\$650,565	\$78,207	13.7%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Exp.	\$1,345	\$4,250	\$1,000	(\$3,250)	-76.5%
Capital Outlay	\$302,534	\$0	\$112,500	\$112,500	0.0%
Total General Funds	\$2,872,855	\$2,608,682	\$2,772,701	\$164,019	6.3%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$2,872,855	\$2,608,682	\$2,772,701	\$164,019	6.3%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$2,872,855	\$2,608,682	\$2,772,701	\$164,019	6.3%

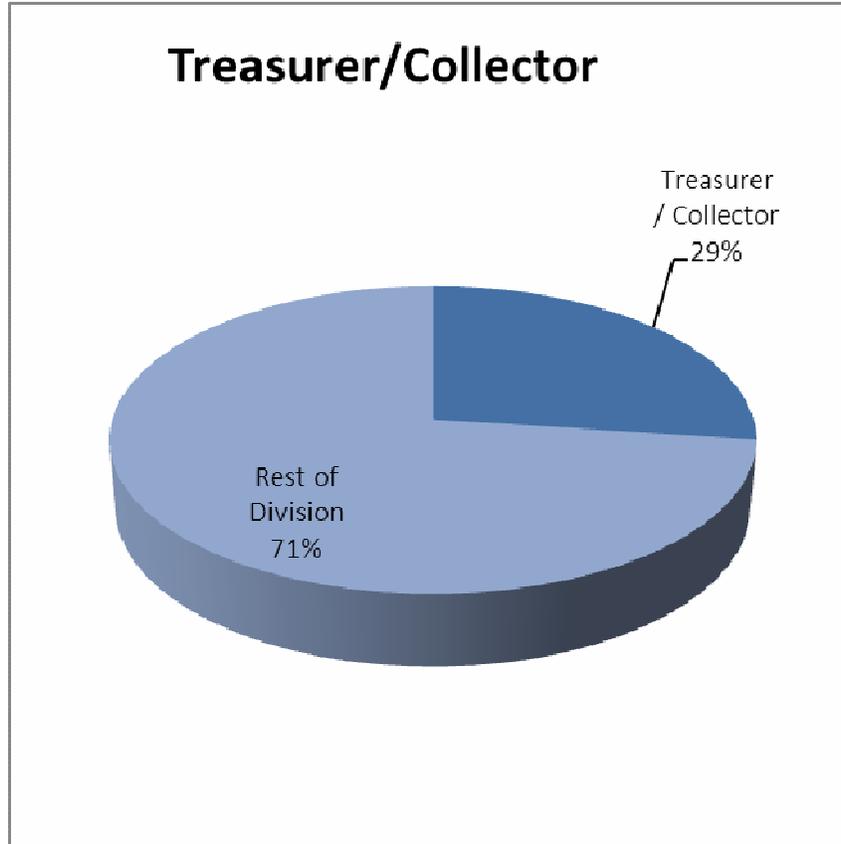
Treasurer / Collector Office



Mission Statement

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.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$739,901	\$831,440	\$838,548	\$729,173	(\$102,267)	-12.3%
OTPS	\$3,264,088	\$3,023,000	\$3,256,234	\$2,726,868	(\$296,132)	-9.8%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$4,003,989	\$3,854,440	\$4,094,782	\$3,456,041	(\$398,399)	-10.3%

Treasurer / Collector	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	18.0	18.0	18.0	16.0	(2.0)	-11.1%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	18.0	18.0	18.0	16.0	(2.0)	-11.1%

Treasurer/Collector Department Summary

The Treasurer/Business Office and Collector/Customer Service Center ensure that the City of Springfield has funds available to meet all expenses through the collection of all taxes and departmental receipts. This is done in a manner that inspires public confidence in the integrity and fairness of the Office.

Fiscal Year 2011 Highlights

Contracted with an auctioneer to hold several auctions during the fiscal year. The latest auction which was held on November 9, 2010 had 43 properties sold for a total of \$889,387.

Created a position for Financial Account – Accounts Receivables Specialist whose responsibilities include pursuing the collection of outstanding accounts receivables and working with departments to improve their collection activities through the provision of improved information.

Continual updating and distributing of the Miscellaneous Cash Receipt policy to ensure all monies received are booked accurately and in a timely manner by all City Departments.

Improved internal controls for the distribution of vendor checks issued from the Treasurer's Office

Risks and Challenges for Fiscal Year 2012

Over the past several years, the Treasurer/Collector Office has made many improvements to its ability to collect the City of Springfield's tax revenue more efficiently. Despite these efforts, we must continue to aggressively collect all funds due to the City through all possible means, such as land court, foreclosures and disposition of surplus properties.

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

Strategic Decisions for Fiscal Year 2012

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

The Treasurer/Business Office and Collector/Customer Service offices will create monthly, quarterly and annual reports to show collection trends and cash management.

Cash and Investment Management

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

Fiscal Year 2012 Goals

Goal: Provide monthly reports relating to the City's cash and investments to the Mayor's Office, Department of Administration and Finance, City Council Finance Committee and Finance Department.

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Investment Reports	N/A	4	4	4

Tax Title Program

Description: The Tax Title Program’s main function is the oversight of all properties that the City has taken title and is responsible for the collection of delinquent real estate taxes. In this program, staff tracks the status of all tax title properties and works with taxpayers to facilitate the removal of a lien as quickly as possible and exhausts all possible efforts of collection in order to avoid foreclosure.

Fiscal Year Goals

Goal: Increase/maintain the percent of foreclosures returned to the tax rolls.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence and Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of Foreclosures returned to tax rolls	25%	20%	18%	25%
Percent of Tax Liens redeemed	29%	25%	23%	30%
Percent of Foreclosures Redeemed	8%	7%	5%	10%
Percent of Foreclosures sold at auction returned to the tax rolls	17%	15%	13%	20%

Goal: Hold public auctions for tax title properties.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence and Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of public auctions held	3	4	3	3

Collection Program

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

Fiscal Year Goals

Goal: Maximize collection rate of current year real estate and personal property, motor vehicle excise taxes and trash fees.

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Current year Real Estate and personal property tax collection rate	96%	97%	95%	98%
Current motor vehicle tax collection rate	78%	80%	78%	85%
Current year trash fee collection rate	72%	70%	71%	75%

Goal: Maintain/increase delinquent tax collection rate.

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Delinquent tax collection rate	17%	17%	17%	20%

Goal: Reduce the number of liens and properties placed in tax title.

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence and Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of New Liens placed on properties	704	685	685	665
Number of Liens from previous years remaining	1,346	1,094	1,075	883
Number of properties in tax title	2,050	1,779	1,760	1,548

Goal: Ensure that tax taking procedures are initiated on all properties after taxes are overdue.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence and Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of eligible properties on which tax taking procedures have been initiated	100%	100%	100%	100%

Goal: Conduct monthly account reconciliations between the Collector’s Office and the Comptroller’s Office.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of monthly account reconciliations between Collector's and Comptroller's Offices	12	12	10	12

Goal: Maximize revenue through a uniform and coordinated collection process

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
City-wide Collection Rate	N/A	70%	N/A	72%
Number of revenue collection training sessions provided	N/A	50	N/A	70
Percent of revenue budgeted compared to revenue received	N/A	85%	N/A	90%

Goal: Maximize revenue through a uniform and coordinated collection process

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

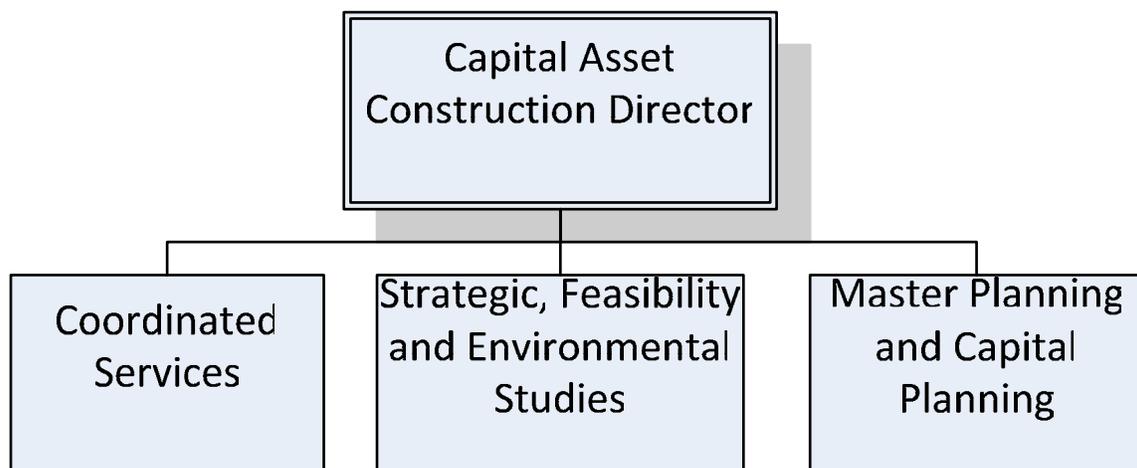
Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Tax Revenue Maintained	N/A	30%	35%	30%

All Funds Budget

General Fund Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$739,900	\$831,440	\$729,173	(\$102,267)	-12.3%
Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$2,337,193	\$2,013,406	\$1,700,936	(\$312,470)	-15.5%
Supplies & Materials	\$7,727	\$9,690	\$7,599	(\$2,091)	-21.6%
Intergovernmental	\$918,548	\$998,904	\$1,017,333	\$18,429	1.8%
Other Charges & Exp.	\$620	\$1,000	\$1,000	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Debt Service	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$4,003,988	\$3,854,440	\$3,456,041	(\$398,399)	-10.3%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$4,003,988	\$3,854,440	\$3,456,041	(\$398,399)	-10.3%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$4,003,988	\$3,854,440	\$3,456,041	(\$398,399)	-10.3%

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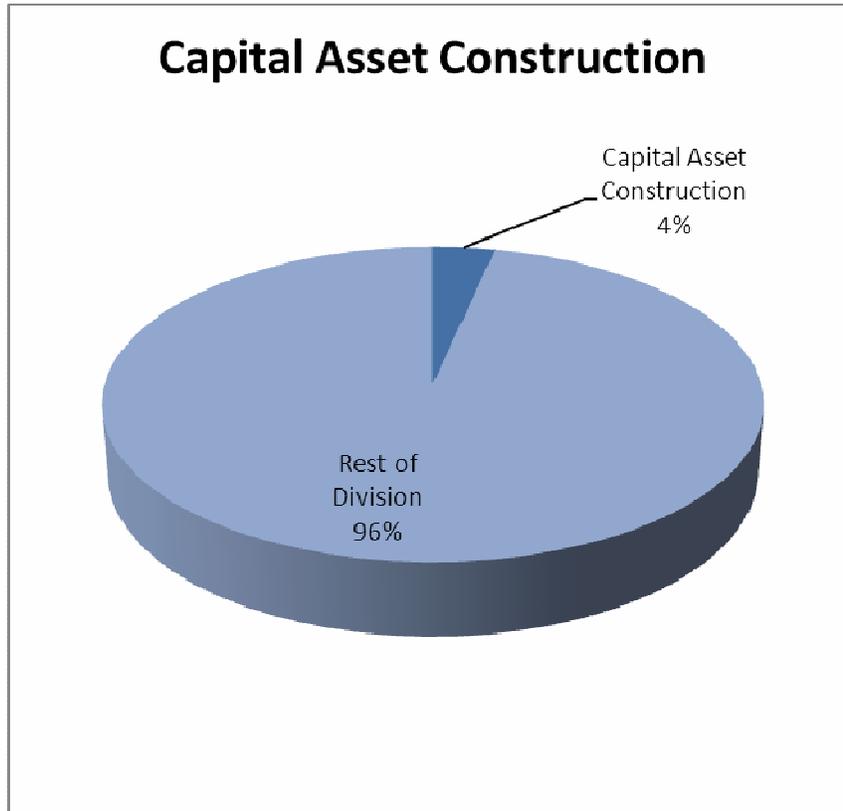
Capital Asset Construction



Mission Statement

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

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$231,111	\$232,799	\$232,799	\$222,525	(\$10,274)	-4.4%
OTPS	\$320,971	\$302,493	\$302,493	\$214,937	(\$87,556)	-28.9%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$552,082	\$535,292	\$535,292	\$437,462	(\$97,830)	-18.3%

Dept of Capital Asset Construction	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	4.0	3.0	3.0	3.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	4.0	3.0	3.0	3.0	-	0.0%

Capital Asset Construction Department Summary

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 projects are on budget and meet all municipal requirements.

Fiscal Year 2011 Highlights

Putnam Vocational Technical High School

This project entered the construction phase in May of 2010. The cost of the project is approximately \$11M below budget as a result of favorable bidding and excellent design and planning.

Forest Park Middle School

This project has been advanced to the feasibility/schematic phase. An architect has been chosen and a contract awarded.

White Street Fire Station

The new station was successfully completed and opened for use in October 2010. The project was completed on budget and on schedule. The project is expected to receive LEED Gold Status. This will be the first facility in the City to undergo the rigorous LEED process and receive LEED certification.

Porter Lake Skate House

This project includes an addition and renovation of the existing log cabin. Improvements will include various sustainable design elements, such as a hydro-geothermal system for heating and cooling. This is the first project in the City that will be incorporating such sustainable items as hydro-geothermal. The School Department's ECOS program is operated from this facility and the students will benefit tremendously from the "green" design elements.

Emerson Wight Park Design Phase

This project's scope included a full redesign of the expanded Emerson Wight Park which will include a new water spray area, multiple age specific play areas, walking paths and numerous amenity and security enhancements. The construction phase of this project is scheduled to begin in June of 2011 and be completed in May 2012. Project highlights include multiple meetings with the community where they had a chance to help design the park and the awarding of a PARC grant from the Commonwealth in the amount of \$500,000 for the construction of this project.

Symphony Hall Window Restoration

The restoration of Symphony Hall's windows has improved not only the efficiency of the windows, which reduces heating and air conditioning costs, but has returned the window sashes, frames and hardware to their original condition. The restoration included removing all hazardous materials from the frames and windows, a full restoration or replication of all the window pieces and then reinstallation.

Forest Park Maintenance Building

This new 11,550 square foot maintenance building will allow for the full storage of the City's Park Department equipment in an enclosed and heated space. Having this building will increase the service life for the equipment and decrease response times during snow events.

Forest Park Paving Phase III

This project is the final phase of a three year project of resurfacing many of the roadways located in Forest Park. This project is funded through a 100% grant from MassDOT.

Symphony Hall Plaza Restoration Design Phase

DCAC has completed the design for the reconstruction of the plaza in front of Symphony Hall. This project will repair the front steps to the plaza, replace cracked and broken concrete on the plaza itself and re-point the stairs that lead to the entrance of Symphony Hall.

Municipal Lighting Project

This project included the restoration of the street lamps located along Court Street in front of the Municipal Complex and the sconces located on the front of Symphony Hall. This project is funded through a grant from MassDOT.

Green Repair Projects Phase I Design

This project includes the investigation and design of windows, roofs and doors at ten of Springfield's older schools. Eighty percent (80%) of this project is being funded by the MSBA.

Police Station Electrical Upgrades

Phase I of this project was to upgrade the Police Headquarters electrical system. This phase consisted of purchasing and installing one permanent Uninterrupted Power Supply, locating it in the garage area, expanding the computer room into the current Supply Room and relocating the Supply Room entrance.

City Council Chambers Renovation

Installed new desks to accommodate increased number of city councilors, relocated existing railing to accommodate the larger desks, replaced carpet, relocated electrical panel and brought it up to code, refinished Honduras mahogany desks of the Council President and City Clerk and railing, refinished mahogany wall panels, repaired paint finish of mural and renovated the bathroom. A private grant allowed for the purchase and installation of A/V equipment, sound system, new microphones and camera lighting and the purchase of meeting minute software for the City Clerk and streaming video software.

Johnny Appleseed Park

Johnny Appleseed Park is an approximate 2.2 acre site located in the Six Corners and Forest Park Neighborhoods. This project was funded through a reimbursable PARC grant (70%) and CDBG grant (30%). Major renovations included design, survey, environmental permitting, selective demolition, new water and electrical services, new basketball court, walking path, picnic tables, benches, drinking fountain, additional play equipment and landscaping.

Walsh Playground Phase II

Walsh Playground is located in the Liberty Heights neighborhood and is a 10.31 acre site. It was closed for several years due to the appearance of numerous sink holes throughout the park. Phase I was completed in December, 2008 with a summary subsurface investigation report by O'Reilly, Talbot, and Okun. Based on the report, Phase II provided additional soil testing, site survey, design plans, specifications and construction remediation.

Rebecca Johnson Park

This project - funded through a reimbursable PARC grant (70%) and CDBG grant (30%) - created a new city park behind the Rebecca Johnson Elementary School. Tasks involved purchasing adjacent property from Boston and Maine Railroad, identifying hazardous soils and removing from site. Selective demolition has been completed and site work has begun. Anticipated project completion is June 1, 2011. The new park will have an outdoor amphitheater, play structures, fitness equipment, sixty (60) foot ball field, splash pad, walking path, picnic tables, new water and electrical services, irrigation and landscaping.

Risks and Challenges for Fiscal Year 2012

The largest challenge for the department is to balance the infrastructure needs of the City while at the same time work within budget constraints. As inflation continues to rise and resources become more expensive, projects must be completed within specifications to ensure the long term vitality and safety of the City's physical attributes.

The City's new Responsible Employer Ordinance is increasing construction costs and decreasing the number of bidders. This ordinance is also adding to the review time of the Procurement Department in analyzing bids. The City will need to add approximately 15% to construction project budgets to cover the cost of contractors meeting this ordinance.

An additional challenge that has become more of a risk for the City as time progresses is the lack of qualified project managers to oversee the vast number of projects scheduled for completion. Currently the Department of Capital Asset Construction has over 40 projects of which one is a \$114M new High School; another is a \$43M middle school renovation, and \$25M for 19 school repair projects. This department understands that the City will have the ability for increased bonding in the immediate future; hence the number of capital projects will increase as well. The department is comprised of three employees, one director and two project managers. By overburdening the staff to be responsible for more projects than one should oversee the risk of schedule delays, budget over expenditures, and contractors not adhering to project specifications is a real possibility.

Strategic Decisions Fiscal Year 2012

The Department will continue to recommend that the City contract with private project management companies to supplement the services offered by the Department of Capital Asset Construction. This will require an increase in the current line item for Professional Services.

For all school construction projects, emphasize healthy learning environments as one of the top project deliverables.

Develop Property Condition Assessments for schools and all Municipal Buildings.

Include Building Commissioning Services in all capital construction projects. The commissioning process for each project will involve all building systems, and will balance the long-term energy and maintenance requirements of each facility with the functional requirements of the building occupants, and operators. This process will save the City money in operating costs.

Incorporate sustainable design measures in all capital construction projects by requiring 20–30% water use reduction and 10–15% energy consumption below a building built to code. This will save the City money in operating costs.

Act as project managers and liaisons between the City, the School Department and contractors with regard to the on-going construction of the new Putnam Vocational High School, the restoration of the Forest Park Middle School and the renovations to roofs, windows and doors of the 19 school properties included in the MSBA's Green Repair Program.

Continuous improvement of project management skills through ongoing training for all staff.

Strengthen relationships with all stakeholders through open communication and achieve a track record of completing space management, planning, design and construction projects on schedule and within budget.

Capital Asset Construction

Description: The Capital Asset Construction Department plays a leading role in the development, enhancement and preservation of the quality of the physical environment of the City of Springfield. The department provides professional project management services to various City departments, ensuring that improvements to City buildings adhere to health and safety codes, provide access to disabled citizens and provide energy and other operating cost savings. This mission will be carried out in a creative, cooperative, efficient and progressive manner in an effort to achieve results in a cost effective and expedient way.

Fiscal Year 2012 Goals

Goal: Continue to work toward the development of a healthier environment by instituting “Green” elements and Sustainability Design in all future facility construction projects

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence,**
Healthy Neighborhoods,
Public Safety

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Include Building Commissioning Services in all capital construction projects	2	5	N/A	5
Plan for the rebuilding/restoration of outdated school facilities	3	7	N/A	10
Incorporate sustainable design measures in all capital construction projects.	2	5	N/A	5

Goal: Ensure that 100% of all projects are completed on schedule, on budget and on design.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of funded capital projects completed on schedule, on budget and on design	98%	100%	N/A	100%
Percent of funded capital projects advanced to the next milestone of design, bidding, and/or construction	92%	100%	N/A	100%
Percent of projects requiring change orders not due to unforeseen changes or a change in scope	22%	15%	N/A	20%
Percentage of change orders of total construction budget per project	N/A	5%	N/A	<5%

Goal: Provide Professional Development opportunities for each Project Manager to increase knowledge of current laws, regulations, and practices.

Citywide Strategic Priority Supported: **Education, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of webinars/educational seminars attended per Project Manager	7	4	N/A	4

Multi-Year Goals:

Develop a city wide municipal/private sector construction schedule.

Link the newly created Capital Projects Notification Web site with the City’s new permitting software to allow for electronic tracking of all capital construction projects.

Successfully consolidate capital project functions within a single department in a continual effort to refine the City’s business and fiscal practices. These functions are currently dispersed among various City departments.

Expand the current number of FTE’s in the Department to include a senior level Project Manager and a Project Coordinator position.

Grants Summary: Capital Asset Management

1. **Rebecca Johnson Park:** To fund the restoration of Rebecca Johnson Park.
2. **Johnny Appleseed Park:** To fund the restoration of Johnny Appleseed Park.
3. **Forest Park Bikeway Phase II:** to resurface the walkways/bikeways within Forest Park.
4. **Symphony Hall:** To fund the restoration of Symphony Hall.
5. **Emerson Wight Park:** To fund construction for the park.

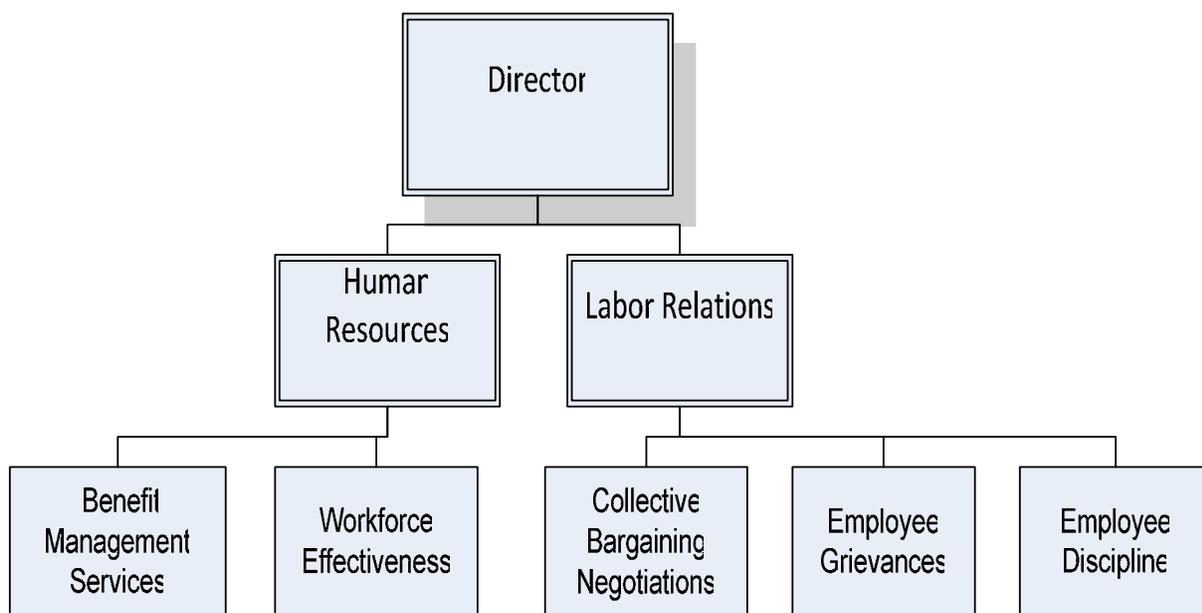
Grant Source	FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change	Percent Change
1. MA Energy & Environment Affairs	State	\$81,950	\$259,000	\$414,252	\$0	-\$259,000	-100.0%
2. MA Energy & Environment Affairs	State	\$37,400	\$248,101	\$221,600	\$0	-\$248,101	-100.0%
3. MASS DOT Bikeways and Walkways Resurfacing Grant	State	\$0	\$250,000	\$250,000	\$0	-\$250,000	-100.0%
4. MA Development	State	\$273,330	\$269,983	\$204,670	\$0	-\$269,983	-100.0%
5. MA Energy & Environment Affairs	State	\$0	\$0	\$0	\$500,000	\$500,000	100.0%
TOTAL		\$392,680	\$1,027,084	\$1,090,522	\$500,000	-\$527,084	-105.4%

All Funds Budget

General Fund Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$231,111	\$232,799	\$222,525	(\$10,274)	-4.4%
Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$315,658	\$298,293	\$213,386	(\$84,907)	-28.5%
Supplies & Materials	\$3,813	\$2,500	\$1,550	(\$950)	-38.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Exp.	\$1,500	\$1,700	\$0	(\$1,700)	-100.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$552,082	\$535,292	\$437,461	(\$97,831)	-18.3%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$392,680	\$1,027,084	\$500,000	(\$527,084)	-51.3%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$392,680	\$1,027,084	\$500,000	(\$527,084)	-51.3%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$552,082	\$535,292	\$437,461	(\$97,831)	-18.3%
External Funds	\$392,680	\$1,027,084	\$500,000	(\$527,084)	-51.3%
All Funds:	\$944,762	\$1,562,376	\$937,461	(\$624,915)	-40.0%

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Human Resources / Labor Relations Department



Mission Statement

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

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$986,413	\$1,120,412	\$1,130,393	\$1,076,944	(\$43,468)	-3.9%
OTPS	\$1,980,429	\$1,815,489	\$1,815,489	\$1,554,835	(\$260,654)	-14.4%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$2,966,842	\$2,935,901	\$2,945,882	\$2,631,779	(\$304,122)	-10.4%

Human Resources / Labor Relations	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	17.5	18.5	17.5	17.5	(1.0)	-5.4%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	17.5	18.5	17.5	17.5	(1.0)	-5.4%

Human Resources and Labor Relations Department Summary

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

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

Fiscal Year 2011 Highlights

The Human Resources Department's Fiscal Year 2011 highlights included:

Worked with a multi-departmental team to adopt additional MUNIS applications.

Completed a classification study of all City positions and a compensation study of non-union positions.

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

Continued to introduce and implement workplace safety management programs to improve productivity and reduce the number and severity of workplace injuries. Worked closely with our external partners to reduce worker's compensation costs and ensure adequate medical services for employees injured at work.

Developed recruiting plans for key City positions and expanded recruiting resources to include professional publications, organizations and internet-based services.

Negotiated a two (2) year contract with the Springfield Education Association. Completed four (4) sets of Level 4 negotiations on behalf of the Springfield Public Schools.

Re-issued the City-wide Affirmative Action Plan.

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

Developed and implemented a cooperative internship program with American International College and Westfield State University.

Issued an RFP for the City's employee assistance provider and signed a new contract with optional extension rights.

Developed and implemented a new performance evaluation system for non-bargaining employees.

Built a successful relationship between the Lighthouse and the Election Department for poll worker staffing.

Coordinated, expanded and delivered the second annual Retirement Seminar for municipal employees.

Issued an RFP for life insurance for City employees and retirees. The result was a better program at reduced cost for City employees and the retention of equal benefits for retirees.

Risks and Challenges for Fiscal Year 2012

The City has realized dramatic savings by switching its group health insurance coverage to the Commonwealth's Group Insurance Commission. This switch has provided our employees with twelve plan options and our retirees with seven plan options. Our employees and retirees have received excellent coverage and low premiums. Premium increases have been kept to single digit increases. As we discuss coverage changes in the future we must be cognizant of the associated risks with changing coverage for employees, retirees and the City, both short term and long term.

Progress has been made in improving the consistency in applying HR policies and processes across city departments. There is, however, still much to accomplish in refining the policies to reflect a sustainable cost profile and sound HR management principles.

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

Strategic Decisions for Fiscal Year 2012

Continue to focus significant attention in the area of benefit management. This is imperative given the cost to the City both in direct benefit costs and the impact on staff hiring and retention.

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

Continue to centralize more aspects of the hiring and recruitment process, as noted in the updated HR Hiring Manual.

Develop a plan for addressing the multiple sets of labor negotiations that will commence in January 2012.

Introduce proactive recruiting strategies to ensure an applicant flow that reflects the talent, commitment and experience necessary to support the City's objectives and the diversity of our community.

Evaluate effectiveness and cost benefit of all optional benefit offerings. Restructure, as appropriate, voluntary disability insurance offerings and improve participation.

The Department will continue to develop and improve its management training programs.

Develop and expand our offering of wellness programs.

Benefits Management Services

Description: Benefits Management Services develops and administers benefits for all City and School Department employees, as well as retirees, if applicable. Benefits Management manages health insurance, life insurance, deferred compensation, disability insurance and the complete package of leave-related benefits. It evaluates, on an on-going basis, whether the City's portfolio of benefits is comprehensive and competitive when compared to marketplace standards and provides optimum value to the participants. Benefits Management strives for employee satisfaction and value, balanced carefully with the need to maintain costs.

Fiscal Year 2012 Goals

Goal: Provide timely, accurate and responsive customer service to benefit plan participants and potential participants.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of Health Plan Customer Service encounters resolved within one day	N/A	96%	97%	96%

Goal: Process benefits activity accurately and on time to ensure that employees receive all benefits to which they are entitled.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of initial entry for necessary payroll changes made within 3 work days of receipt	N/A	97%	98%	97%
Percent of payroll changes activated in MUNIS within 3 work days of effected payroll	N/A	97%	100%	97%

Goal: Monitor and ensure that both participants and the City accurately fund all benefits on time.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent variance between actual and budgeted health insurance costs	0%	0%	0%	0%

Multi-Year Goals

Monitor and report benefit costs to support department and City financial management processes.

Improve activity and performance tracking processes within the unit.

Effectively support the annual open enrollment process and provide accurate information to employees and retirees to promote informed decision-making.

Continue development of reporting processes to support the requirements of Massachusetts Health Care Reform Act and Federal Health Care Reform.

Improve internal workflows and processes to improve accuracy and turn-around times.

Workforce Effectiveness

Description: Workforce Effectiveness is responsible for all of the activities associated with hiring, developing, and supporting the municipal workforce of approximately 1,620 people. Services including recruiting and hiring, civil service management, affirmative action program management, staff development and training, employee relations support, compliance management, unemployment compensation management, workplace safety management, and workers' compensation management are provided to city employees and managers. In addition, many of these services are provided to the School Department in order to support their employees and managers.

Fiscal Year 2012 Goals

Goal: Continue to expand recruiting sources, including increased use of professional publications, organizations, and websites for senior level positions and targeted use of online job search engines.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of applicants who learned of a position from the City website	45%	60%	50%	60%

Goal: Improve recruiting/hiring turnaround times and results.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of MM and TPA positions filled within 12 weeks (Posting Close to Offer Letter)	92%	75%	85%	75%
Percent of Clerical positions filled within 8 weeks (Posting Close to Offer Letter)	100%	75%	68%	75%

Goal: Manage unemployment compensation to ensure appropriate and timely decisions.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of municipal unemployment claims responded to within 9 days of receipt (at TALX)	100%	100%	100%	100%

Goal: Increase minority and female hiring at all levels.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent hired employees from EEO protected groups : Officials/Administrators	N/A	N/A	Minority:20.7% Female:32.2%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Technicians	N/A	N/A	Minority: 18.2% Female: 38.6%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Paraprofessionals	N/A	N/A	Minority: 40.7% Female: 55.3%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Skilled Craft Workers	N/A	N/A	Minority: 29.1% Female: 0	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Professionals (TPA/MM)	N/A	Minority: 36% Female: 47%	Minority: 18.2% Female: 58.5%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Administrative Support (Clerical)	N/A	Minority: 36% Female: 47%	Minority: 31.9% Female: 75.5%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Service-Maintenance	N/A	N/A	Minority: 36.4% Female: 3.0%	Minority: 36% Female: 47%

Goal: Reduce days lost due to work-related injuries to improve productivity and reduce costs.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Reduce total number of open indemnity claims by 3% (combined city and school)	N/A	N/A	N/A	3%
Reduce total number of open overall claims by 3% (combined city and school)	16%	N/A	17%	3%

Goal: Provide timely and accurate response to all EEO and sexual harassment complaints.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of EEO/sexual harassment complaints resolved internally within 45 work days	N/A	90%	90%	N/A
Percent of EEO/sexual harassment complaints resolved internally within 30 work days	N/A	N/A	N/A	90%
Percent of EEO/sexual harassment complaints acknowledged within 2 work days	100%	100%	100%	100%

Multi-Year Goals:

Continue to improve automation of all staffing activities, including civil service.

Enhance the City’s diversity program and develop additional curriculum beyond the introductory training.

Provide compensation programs to satisfy financial objectives and compensate employees for their skills, responsibilities and performance.

Labor Relations

Description: Labor Relations is responsible for overseeing all aspects of the City’s labor-management activities. This includes, but is not limited to, the negotiation of collective bargaining agreements; entering into settlements with unions on various matters; administering employee grievance procedures; advocacy on behalf of the City in arbitration, at Civil Service and before the Massachusetts Commission Against Discrimination (MCAD); investigating employee misconduct; and handling the resulting imposition and resolution of disciplinary action.

Fiscal Year Goals

Goal: Train departments on collective bargaining agreements that cover their staff and how specifics of the agreement should be considered in day-to-day management of unionized staff.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence, Education**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Trainings conducted (labor relations)	N/A	N/A	N/A	3

*The Labor Relations Department was created in FY2010.

Multi Year Goals

Continue to work with the Mayor and relevant departments to successfully negotiate collective bargaining contracts in a timely and fiscally responsible manner.

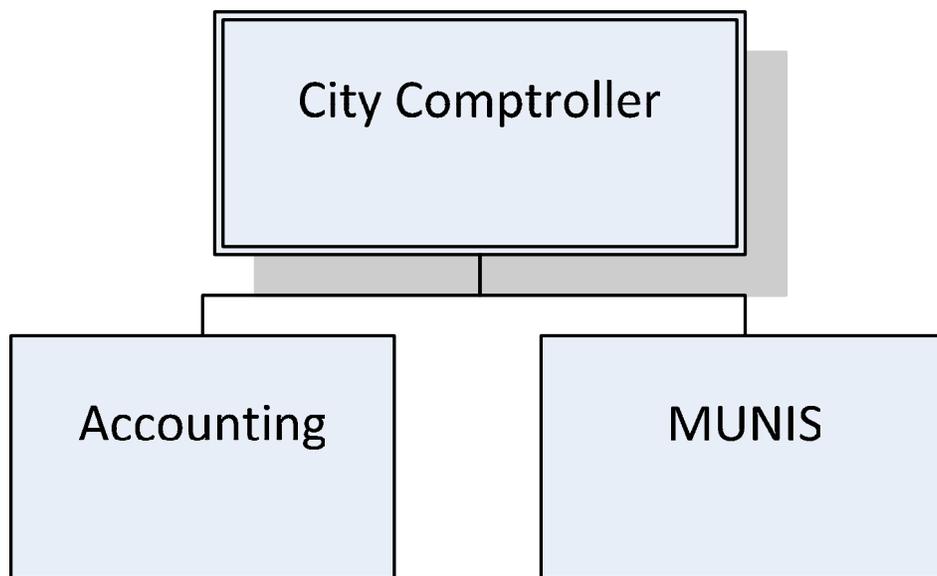
Cultivate in house talent to continue to reduce reliance on outside counsel through training, professional development and management of staff responsibilities in the most efficient manner.

All Funds Budget

General Fund Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$986,413	\$1,120,412	\$1,076,944	(\$43,468)	-3.9%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$1,965,112	\$1,794,359	\$1,540,235	(\$254,124)	-14.2%
Supplies & Materials	\$14,764	\$20,300	\$13,800	(\$6,500)	-32.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges and Expenditures	\$553	\$830	\$800	(\$30)	-3.6%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$2,966,842	\$2,935,901	\$2,631,779	(\$304,122)	-10.4%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$2,966,842	\$2,935,901	\$2,631,779	(\$304,122)	-10.4%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$2,966,842	\$2,935,901	\$2,631,779	(\$304,122)	-10.4%

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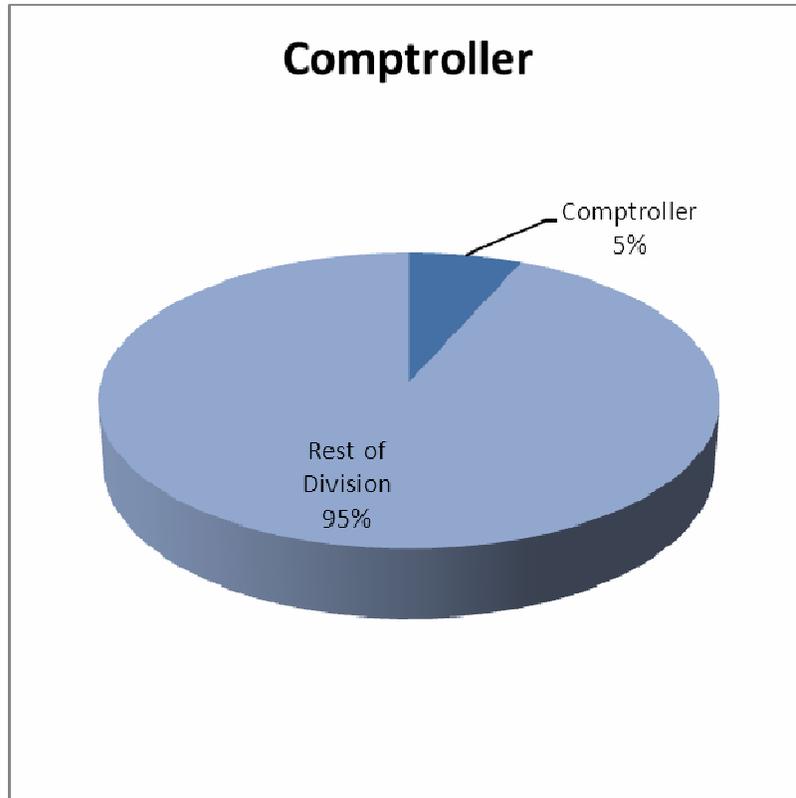
Comptroller's Office



Mission Statement

The mission of the Comptroller is to maintain the City's financial system of record, provide city management and other stakeholders with the accounting and financial records necessary to make sound financial decisions, ensure that City financial transactions are in compliance with applicable accounting regulations and laws, and maximize the productivity and efficiency of MUNIS.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$662,585	\$763,875	\$728,315	\$630,272	(\$133,603)	-17.5%
OTPS	\$423,951	\$282,851	\$210,502	\$217,511	(\$65,340)	-23.1%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$1,086,536	\$1,046,726	\$938,817	\$847,783	(\$198,943)	-19.0%

Comptroller	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	13.5	13.5	13.5	11.0	(2.5)	-18.5%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	13.5	13.5	13.5	11.0	(2.5)	-18.5%

Office of the City Comptroller Summary

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 Office of the City Comptroller performs the following primary functions:

- Maintain the City of Springfield's General Ledger including start up and close of each Fiscal Year
- Preparation of three sections in the City's Quarterly Financial and Performance Review
- Preparation of Schedule A for Department of Revenue
- Certification of Free Cash
- Preparation of the Department of Revenue Year End Checklist
- Preparation of Yearly Tax-Recapitulation
- Preparation of Taxpayer Monthly Statement
- Review and approval of the School Department's End of Year Report
- Accounts Receivable/General Billing
- Accounts Payable – pre audit accounts payable invoices from all city departments
- Contract Management – Maintain and catalog all city contracts
- Prepare Weekly Vendor and Payroll Warrants
- MUNIS modules implementation (including training, support, development and maintenance of accurate user training manuals)
- Primary contact for MUNIS troubleshooting and problem solving
- Preparation of the Treasurer's Payroll Cash Funding Sheet
- Sweeping of unexpended surplus funds per Chapter 468
- Council order preparation and review
- Completion of Massachusetts Cultural Council revenue and expenditure report
- Completion of Municipal Appropriation Requirement Waiver Report for the Commonwealth of Massachusetts Board of Library Commissioners
- Compile reports for use by external auditor firm in preparation of audited Financial Statements, Report of Federal Award Programs and agreed upon procedures and compliance to Massachusetts Department of Elementary and Secondary Education End of Year Report
- Prepare and submit monthly Revenue vs. Expenditure report to the City Council on a timely basis

Fiscal Year 2011 Highlights

The Office of the Comptroller continued to play an integral role in the City's third MUNIS upgrade, the latest version is 8.2. This included testing all functions of the integrated accounting software package.

ITD staff trained two staff members of the Office of the Comptroller in MUNIS permissions and workflow. This was necessary to accommodate the needs of the over 950 current MUNIS users.

Developed and prepared the City of Springfield's Quarterly Financial & Performance Report, including balance sheets, revenue expenditure statements, departmental expenses, which were released to the public for the first time by Mayor Domenic J. Sarno.

The CAFO, Comptroller and City Councilor Timothy Allen collaborated to prepare a monthly taxpayers statement to inform the public of the City of Springfield's finances, including budget information, highlights of major points of interest to the citizens.

The Office of the Comptroller has been charged with the continued roll-out of the MUNIS General Billing module. A team approach has been implemented to continue to strive towards the Mayor's goal of maximizing City revenues.

The Office of the Comptroller participated in a Kaizen event to examine the City's vendor warrant process. This week long event revealed a need for scrutiny of each department's accounts payable process. This effort was done coordinated in conjunction with the Mayor's Continuous Improvement Springfield (CIS) initiative.

Risks and Challenges for Fiscal Year 2012

The Office of the Comptroller will need to have the ability to attract and retain a professional staff in the event of state aid cuts or other unforeseen circumstances. Interdepartmental cooperation is necessary to achieve all of the Office of the City Comptroller goals.

Accounting Division

Description: The Office of the City Comptroller prepares financial statements, records all city transactions accurately, completely and in accordance with applicable laws and regulations, and ensures adherence to the city’s approved budget. In addition, this office coordinates the city’s annual audit performed by an independent public accounting firm.

Fiscal Year 2012 Goals

Goal: Provide accurate accounting and financial record to City Departments and other agencies on a timely basis in support of City operations to ensure legal compliance of transactions.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Pre-audit all invoices for accuracy and ensure they are placed on a treasury warrant for payment within five business days.
2. Record all financial transactions for the city accurately, completely and in accordance with governmental accounting standards and Massachusetts general laws.
3. Perform monthly reconciliations with the Treasurer/Collector on all tax and utility receivables.
4. Prepare statements of the city’s financial condition for review by the CAFO, Mayor, City Council and other outside users such as the investment community and various levels of government on a timely basis.
5. Coordinate with the MUNIS division to assist in the training and problem solving for all end-users.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of invoices processed within five days.	100%	100%	100%	100%
Number of invoices paid.	91,762	92,500	59,868	95,000
Number of months closed within 10 days.	5	10	10	12
Number of days to complete year-end close	25	20	23	20
Number of contracts/price agreements processed	1231	1250	1090	1260
Number of warrants produced	218	225	213	235
Prepare Tax Recapitulation Sheet	12/22/2011	12/3/2011	12/7/2010	11/15/2011
Complete Annual Audit	12/1/2011	11/1/2011	3/18/2011	11/1/2011
MASS DOR Year End Reports	10/31/2011	10/31/2011	10/31/2010	10/1/2011
Free Cash/Year End Checklist	1/25/2011	1/20/2011	1/10/2011	1/10/2011

Multi-Year Goals

Increase Local Receipt Revenue through utilization of the MUNIS General Billings module in all City Departments.

Install the MUNIS fixed asset module in collaboration with the Office of Procurement and Department of Capital Asset Construction.

MUNIS Division

Description: The MUNIS Project Division will continue to create efficiencies and maintain best business practices in the City of Springfield by implementing and supporting the MUNIS Integrated Financial System. The division will provide the stable ongoing outreach and support of the MUNIS vision to over 950 end users, while reducing cost or expense through procurement, operational efficiencies, and providing enhanced management information for departments to make informed decisions. A primary function of this division will be to develop, register, and continue to deliver scheduled and on demand one- on-one module training sessions to meet all end user needs and issues.

Fiscal Year 2011 MUNIS Division Highlights

- Continue providing MUNIS helpline support to end users via email, intranet, remote access, and voice requests.
- In collaboration with the School Business and Financial Services Department, the MUNIS Project Division conducted a mandatory Business Operations/MUNIS training, attended by 39 school principals and 46 school clerks.
- The MUNIS Project Division developed a UMAS Accountability 101 Microsoft Power Point presentation as part of the 2011 training sessions.
- The MUNIS Project Division along with the IT Department will coordinate the upgrade of the MUNIS 8.2 module, which includes testing, planning and documentation of the process.
- The MUNIS Project Division will be involved in the training presentation of the Continuous Improvement Springfield (CIS) initiative.

Fiscal Year 2012 Goals

Goal: Provide on-going MUNIS training and development including implementation and testing.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Based on the FY 2011 8.2 MUNIS upgrade the existing end user procedural manuals, “How-To’s” and training materials will require to be reviewed, revised and updated.
2. Continue to increase participation of the ongoing MUNIS training program for City and School end users by offering consistent monthly online registration.
3. Outreach to each Department, based on a long-range plan to strengthen the Department’s MUNIS ability, knowledge and needs through a survey approach.
4. Improve knowledge of General Billing invoice processes with City and School Departments to increase financial stability of revenue collections.

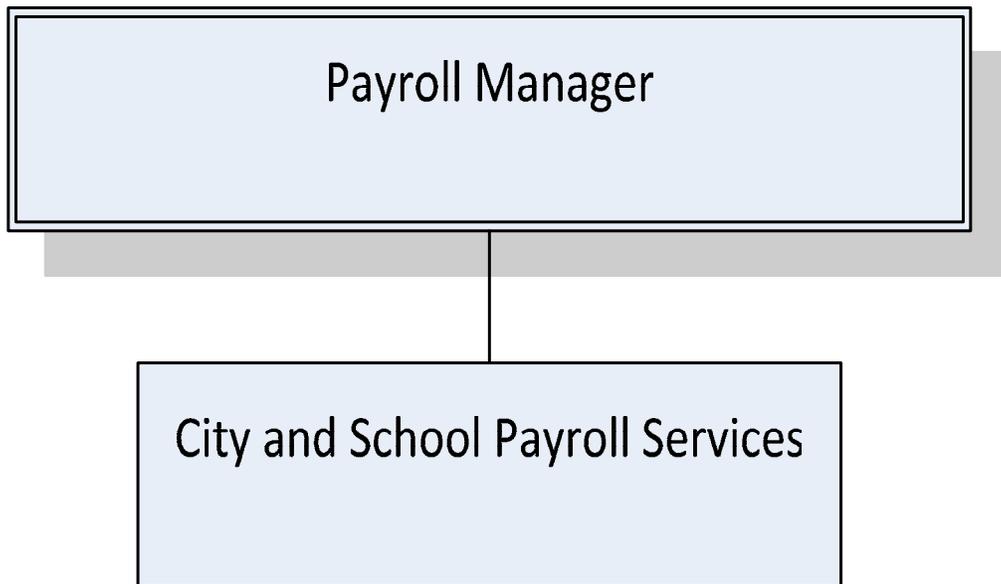
Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of employees participating in on-going training programs for City and School end users	334	150	240	200
Outreach to each Department to strengthen the Department’s MUNIS ability, knowledge, and needs through a survey approach	4	6	6	10
Revisit all MUNIS “How To’s” and Desk procedures currently available for Module update	10	25	15	50
Improve knowledge of GB invoice processes with City & School Departments	7	9	9	11

All Funds Budget

General Fund Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$662,585	\$763,875	\$630,272	(\$133,603)	-17.5%
Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$421,293	\$279,101	\$213,761	(\$65,340)	0.0%
Supplies & Materials	\$2,658	\$3,750	\$3,750	\$0	0.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Exp.	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$1,086,536	\$1,046,726	\$847,783	(\$198,943)	-19.0%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$1,086,536	\$1,046,726	\$847,783	(\$198,943)	-19.0%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$1,086,536	\$1,046,726	\$847,783	(\$198,943)	-19.0%

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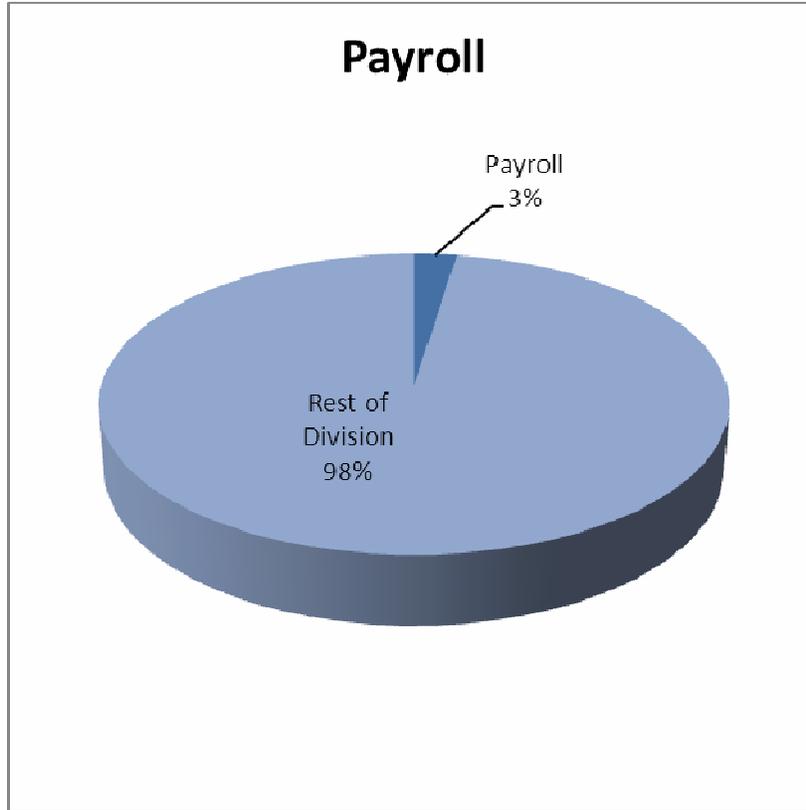
Payroll Department



Mission Statement

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

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$292,671	\$316,316	\$299,900	\$260,030	(\$56,286)	-17.8%
OTPS	\$744,710	\$342,010	\$331,609	\$52,772	(\$289,238)	-84.6%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$1,037,381	\$658,326	\$631,509	\$312,802	(\$345,524)	-52.5%

Payroll	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	5.0	5.0	5.0	4.0	(1.0)	-20.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	5.0	5.0	5.0	4.0	(1.0)	-20.0%

Payroll Department Summary

The Payroll Department is responsible for overseeing all aspects of the City's (including School Department) payroll activities, including, but not limited to, managing staff payroll records, processing weekly, bi-weekly, and monthly payroll (totaling over \$230,000,000 per year), and managing all garnishments, meeting the various legal requirements imposed on employers. The Department is also responsible for preparing all quarterly and annual payroll reports including employee W-2's.

Fiscal 2011 Highlights

The City just completed implementation of the Kronos timekeeping system. This system replaced the ADP product TLM or time labor management. This successful implementation resulted in a reduction of operating cost in this department of approximately \$275,000, previously paid to ADP for external timekeeping management services.

Risks and Challenges for Fiscal Year 2012

The largest risk to achieving the Payroll Department's mission would be the loss of staffing hours or staff members, if a budget reduction is necessary. The department currently maintains employee master data, including former employees who are receiving health and/or life benefits through the City. Additionally, this department pays City employees and provides oversight to Schools payroll. With less staff time available, the Department would have a more difficult time completing these tasks.

Strategic Decisions for Fiscal Year 2012

City Payroll will work to consolidate services with the School Payroll Department

In collaboration with staff, three (3) processes will be chosen to analyze and use Continuous Quality Improvement techniques to make improvements. These processes may not be limited to Payroll only processes, but include those departments where cooperation and communication are critical for overall performance. Those departments may include HR, Finance/Budget, Treasury and Comptrollers.

Payroll

Description: The Payroll Department currently maintains employee master data, including former employees who are receiving health and/or life benefits through the City, processes payroll for City employees, and provides oversight to Schools payroll.

Fiscal Year 2012 Goals

Goal: Reduce steps required to complete payroll process in MUNIS workflow.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of steps required	4	3	3	2

Goal: Implement payroll-related module of MUNIS version 8.2

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Version 8.2 upgrade	N/A	6/30/2011	5/31/2011	N/A
Number of hours spent on testing	N/A	400	400	100

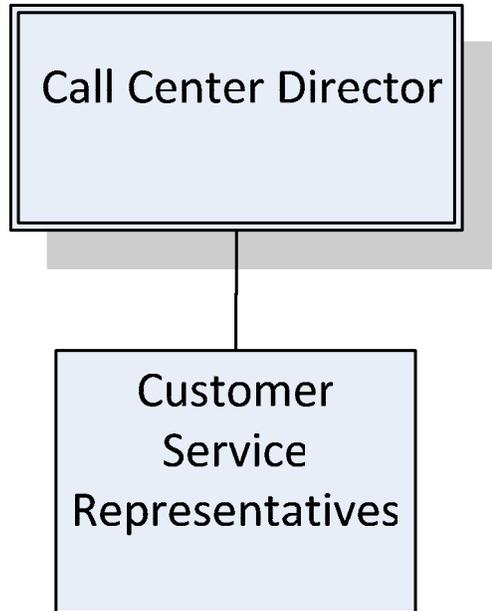
Multi-Year Goals:

Make recommendations for enhancing time collection and processing. These recommendations may include data collection methodology and cost saving measures.

All Funds Budget

General Fund Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$292,670	\$316,316	\$260,030	(\$56,286)	-17.8%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$741,255	\$338,500	\$49,011	(\$289,489)	-85.5%
Supplies & Materials	\$3,452	\$2,860	\$3,761	\$901	31.5%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges and Expenditures	\$3	\$150	\$0	(\$150)	-100.0%
Capital Outlay	\$0	\$500	\$0	(\$500)	-100.0%
Total General Funds	\$1,037,380	\$658,326	\$312,802	(\$345,524)	-52.5%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$1,037,380	\$658,326	\$312,802	(\$345,524)	-52.5%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$1,037,380	\$658,326	\$312,802	(\$345,524)	-52.5%

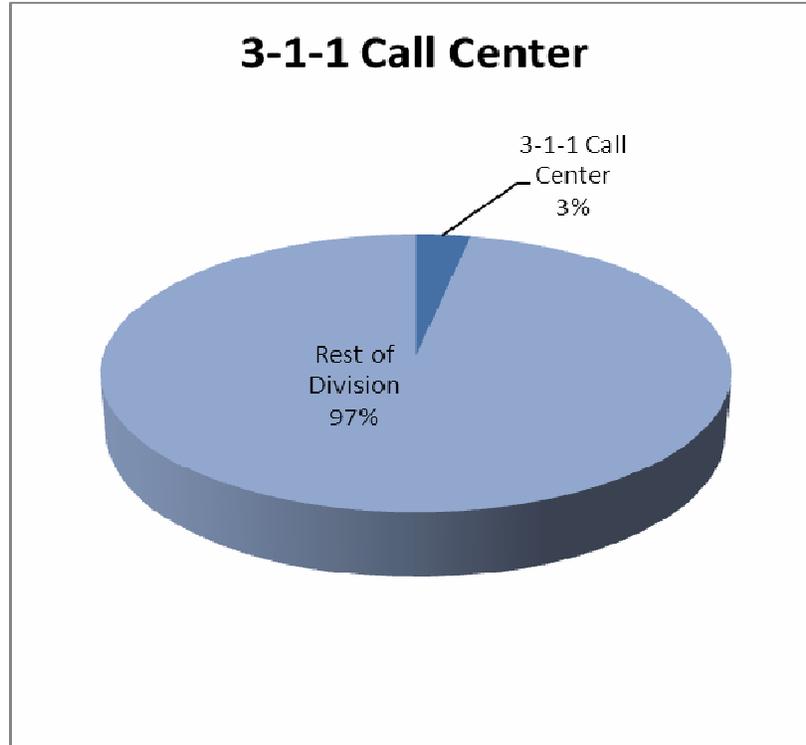
3-1-1 Citizen Service Center



Mission Statement

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

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$380,993	\$466,887	\$466,820	\$394,754	(\$72,133)	-15.4%
OTPS	\$5,054	\$13,250	\$5,372	\$5,130	(\$8,120)	-61.3%
Capital	\$0	\$2,000	\$0	\$1,000	\$0	0.0%
Total General Fund	\$386,047	\$482,137	\$472,192	\$400,884	(\$81,253)	-16.9%

	FY10 Actual	FY11 Adopted	FY 11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
3-1-1 Call Center						
General Fund FTEs	11.0	11.8	11.8	9.8	(2.0)	-16.9%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	11.0	11.8	11.8	9.8	(2.0)	-16.9%

3-1-1 Citizen Service Center Summary

The 3-1-1 Citizen Service Centers' purpose is to provide a customer service initiative for non-emergency services, information for government offices through one all purpose number for the residents of Springfield. In FY10 over 157,000 calls were answered by 3-1-1 and a little less than 140,000 inquiries/requests were serviced on behalf of city residents.

Fiscal Year 2011 Highlights

The 3-1-1 department became independent of the CitiStat Division, the 3-1-1 Director reports directly to the CAFO. Manage budget, hiring, operational and administrative strategies in growing the 3-1-1 department.

3-1-1 managed the mailings for over 4,800 vacant properties in the past year for registration and re-registration of suspected vacant and foreclosed properties in Springfield. The Vacant property Ordinance has received over \$150,000 in fees and fines to the city.

Created and promoted a customer service representative to a senior level, building a career-path environment and boost in morale within the department. This new titled position shows growth within the department, helps retain employees and attracts quality candidates.

Posted a survey to our city website and 3-1-1 website to get a sense of how the community feels and measures our performance. Creates transparency, and improves quality of service and shows indicators of accountability. Posted phone productivity from last year along with quarterly phone measurements goals and results.

Furthered our efforts to add departments to 3-1-1 including handling calls for the Police Ordinance Squad, Elections, Parent Information Center from the School Department, License Commission and Health and Human Service inquiries such as flu clinic scheduling, emergency outreach call list.

Answered 157,685 calls from residents and constituents, logging more than 140,000 requests for city services or information.

Answered 85 percent of calls directed to the service center within 30 seconds with the average call being answered by a customer service representative within 36 seconds.

Handled inquiries and requests from callers without ever transferring to another department in 88% percent of cases.

Trailblazer grant funds were used to pilot Comnet2go, a residential information gathering program called Comnet2go. This is a mobile device that can be used with a web browser and internet access, residents can capture and record conditions and their location, map where the condition is when an address is entered, and send alerts to city departments with real time information and photos may be attached in order to request a service.

Risks and Challenges for Fiscal Year 2012

As the new fiscal year approaches departments will be tasked to find solutions with doing more with less, therefore the 3-1-1 department may be asked to take on more administrative tasks such as filing, mailings, backup personnel for individual departments (Mayor's Office, Housing, etc). We have already seen with the delay of the Accela software, more has been placed on 3-1-1. We have reached the one year mailing anniversary for vacant properties and are currently resending re-registration letters along with first time registrations to new grantors. This is a task that was going to be removed once the Accela program was implemented.

The challenge in taking on new departments is the unknown call volume during their individual peak seasons. Recently, the department has added two highly concentrated resident oriented contact departments to our call handling; Police Ordinance and Parent Information Center (PIC) from schools. Both demand the contact of a live person but have been handled primarily through voicemail or the response time was challenged by the handling of counter traffic which brought frustration to many of our city residents. Having a live operator assist the resident promptly should improve the quality of customer service and reassure their complaint has been heard. However, there may be factors we are not aware of that may cause this to be a challenge. In addition, the 3-1-1 CSR's will be trained in Accela and will be entering complaints for Building and Code.

3-1-1, is a department that is highly visible to residents. To allow us to get a pulse on our performance from the community, the department recently posted a survey on its website for those who have used the service. We would like our residents to give an evaluation of their experience. This will help us measure the quality and accuracy of our service. The goal is to have 85% satisfaction from those who respond.

As our goal is to provide quality customer service through prompt accurate responses over the telephone these added factors may result in us faltering and not meet the same levels of customer service as in this previous year.

Strategic Decisions for Fiscal Year 2012

Marketing of the 3-1-1 – Increase awareness of the 3-1-1 number to Neighborhoods – Participate in meetings, events, advertising, public announcements, etc. The 3-1-1 Citizen Service Center will focus on providing increased opportunities for residents to request services via the web and to increase multiple ways for the public to communicate with the city and provide problem resolution.

Collaboration between Schools and 3-1-1 - Anticipated the 3-1-1 Citizen Service Center will be a partnership with the Springfield Public Schools Parent Information Center to support the Schools efforts to respond to calls and requests for service from parents and other members of the community. Discussions were stalled in FY11 due to a reassignment of management in the School department

Improved access to local government - Establish a central location within city hall for residents to ask questions regarding city issues. Department Management will have the opportunity to support this position by scheduling themselves to man the station to observe customer requests and concerns.

3-1-1 Citizen Service Center

Description: The 3-1-1 Citizen Service Center is one of two 3-1-1 centers within the Commonwealth of Massachusetts. The 3-1-1 is the first point of contact for residents needing quick and easy access to government services or information offering the highest level of customer service. Means of communicating with the service center are telephone, email, fax, and web. At this time 3-1-1 handles all calls to city hall but is the sole primary source and contact for eighteen (18) departments within the city.

Fiscal Year 2012 Goals

Goal: Introduce a client services approach to the operations of the Citizen Service Center.

Citywide Strategic Priority Supported: **Financial and Operational Excellence**

Action Steps:

1. Provide appropriate training and staffing with the focus directed towards productivity, knowledge and skill.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of calls answered by the Center	157,685	161,000	143,710	161,000
Number of calls missed (hang ups)	8,286	8,000	6,398	8,000
Percent of calls answered in 45 seconds or less (FY10)	90.3%	N/A	N/A	N/A
Percent of calls answered in 30 seconds (FY11)	N/A	85.0%	88.6%	85.0%
Abandon rate (hang ups)	5.0%	5.0%	4.4%	5.0%
Average speed of answered time	34 seconds	30 seconds	30 seconds	30 seconds
Percent of calls answered by the Center without transfers to another department	87.7%	85.0%	83.0%	88.0%
Percent of surveyed residents satisfied or very satisfied with 3-1-1 service	N/A	85.0%	61.0%	85.0%

Goal: Develop a partnership with the School Department's Parent Information Center (PIC).

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Action Steps:

1. Consider either sharing 3-1-1 technology with the PIC for a standalone call center, or co-locate a PIC call center with 3-1-1.

Goal: Comnet2go to be a city wide tool for communicating to 311 for service requests

Citywide Strategic Priority Supported: **Public Safety**

Action Steps:

1. Work with Ed Whitely and Mayors office in building awareness of entering service requests via website or phone. Safety and quality of life issues may be recorded on demand.

Goal: Train CSR's in Accela permitting and complaint software.

Citywide Strategic Priority Supported: **Financial and Operational Excellence**

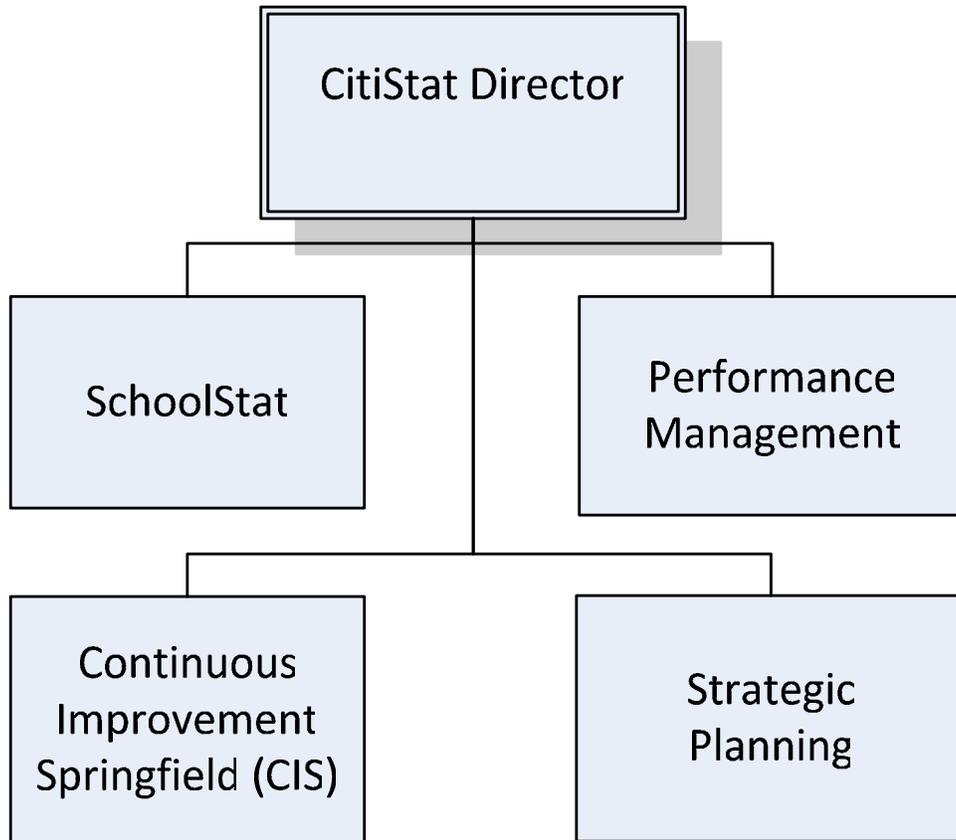
Action Steps:

1. Train all CSR's in the use of the Accela permitting software when responding to residents calling 311.

All Funds Budget

General Fund Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$380,993	\$466,887	\$394,754	(\$72,133)	-15.4%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$3,441	\$9,500	\$3,130	(\$6,370)	-67.1%
Supplies & Materials	\$1,613	\$3,000	\$2,000	(\$1,000)	-33.3%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges and Expenditures	\$0	\$750	\$0	(\$750)	-100.0%
Capital Outlay	\$0	\$2,000	\$1,000	(\$1,000)	-50.0%
Total General Funds	\$386,047	\$482,137	\$400,884	(\$81,253)	-16.9%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$386,047	\$482,137	\$400,884	(\$81,253)	-16.9%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$386,047	\$482,137	\$400,884	(\$81,253)	-16.9%

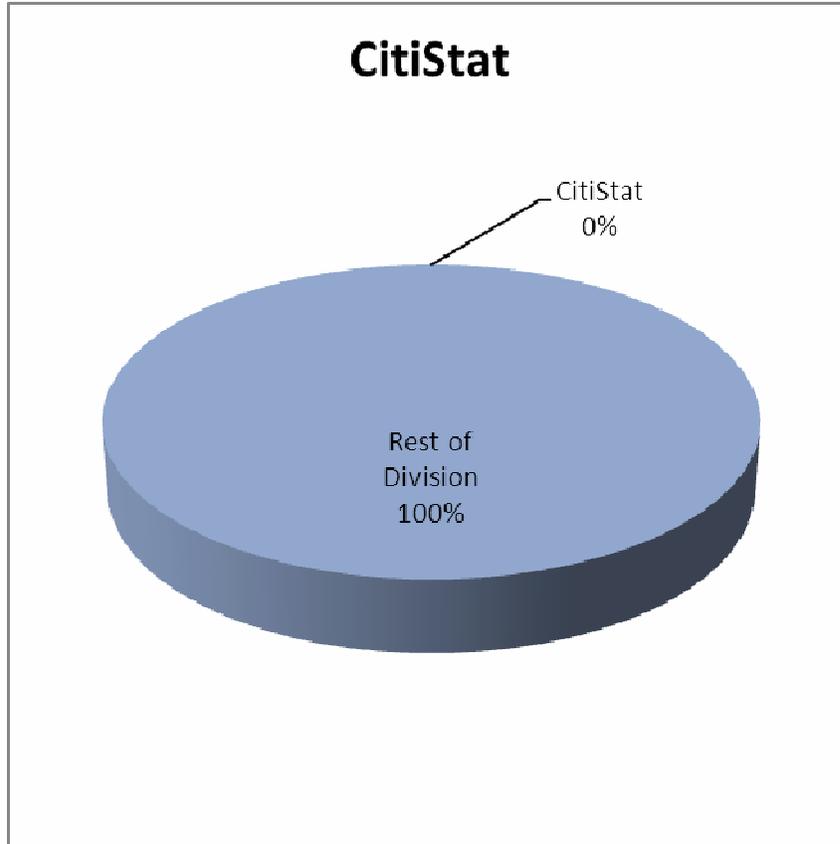
CitiStat



Mission Statement

The CitiStat department provides continuous improvement, information and performance management oversight and services that enable departments to deliver on the City's strategic priorities.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$266,111	\$299,202	\$284,608	\$0	(\$299,202)	-100.0%
OTPS	\$5,502	\$13,500	\$8,631	\$0	(\$13,500)	-100.0%
Capital	\$0	\$1,000	\$0	\$0	\$0	0.0%
Total General Fund	\$271,613	\$313,702	\$293,239	\$0	(\$313,702)	-100.0%

CitiStat	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	4.0	5.0	4.0	-	(5.0)	-100.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	4.0	5.0	4.0	-	(5.0)	-100.0%

CitiStat Summary

Launched in September 2007, CitiStat is a performance management and improvement strategy designed to analyze the effectiveness and efficiency of service delivery and the use of city resources. CitiStat identifies issues for improvement through the regular collection, analysis, and collaborative discussion of financial, personnel, and performance data. Today, the department continues to sustain and build upon the original CitiStat program with the addition of CIS, strategic planning, and performance management.

Fiscal Year 2011 Highlights

Published City-wide Performance Metrics for the first time in Springfield's history.

Developed the City's first Four-Year Strategic Action Plan in collaboration with City departments.

Trained 70 managers in continuous improvement methods resulting in four (4) Continuous Improvement Springfield (CIS) projects.

Delivered CIS Awareness Overview to 226 employees. Enhanced the overview and piloted with Parks and Facilities.

Facilitated monthly NeighborhoodStat meetings focused on quality of life improvements involving multiple departments and developed a process for systematically addressing problem properties.

Facilitated monthly CitiStat meetings despite a 75% reduction in staff during the first half of the year.

Redesigned monthly SchoolStat meetings to align with the Springfield Public Schools' strategic plan and function as the performance management component of the Schools' existing Senior Leadership Team meetings.

Met with 27 division and department heads to learn about departments and share ideas about restructuring CIS training.

Began developing CIS infrastructure and training strategy, enhanced CIS Awareness Overview designed to introduce employees to process improvement concepts.

Completed 90% of the Snow and Ice continuous improvement project (phase 1) that focused on improving communication between with DPW, 3-1-1, and the Mayors office.

Conducted Kaizen with Elections Office to reduce the amount of time spent updating census information while increasing time spent performing other value added activities.

Grants Summary: CitiStat

1. Trailblazer Grant NCCI: To engage the Public in and Report on the City's Performance Management Efforts.

Grant Source	Federal State Other	FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
1. National Center for Civic Innovation	Other	\$0	\$3,500	\$3,000	\$0	-\$3,500	-100.0%
TOTAL		\$0	\$3,500	\$3,000	\$0	-\$3,500	-100.0%

All Funds Budget

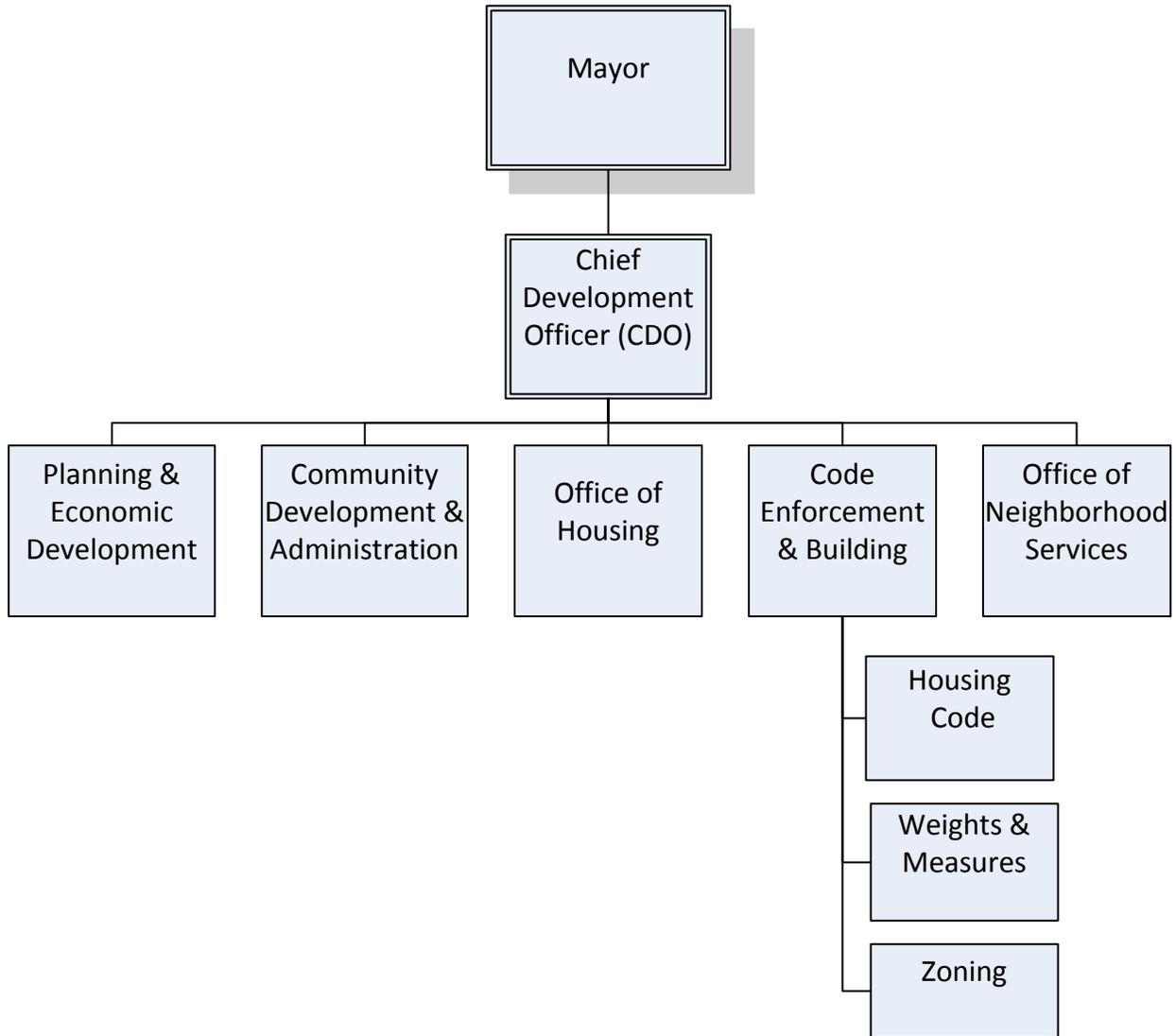
General Fund Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$266,111	\$299,202	\$0	(\$299,202)	-100.0%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$3,207	\$8,200	\$0	(\$8,200)	-100.0%
Supplies & Materials	\$1,711	\$4,500	\$0	(\$4,500)	-100.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges and Expenditures	\$584	\$800	\$0	(\$800)	-100.0%
Capital Outlay	\$0	\$1,000	\$0	(\$1,000)	-100.0%
Total General Funds	\$271,613	\$313,702	\$0	(\$313,702)	-100.0%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$3,500	\$0	(\$3,500)	-100.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$3,500	\$0	(\$3,500)	-100.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$271,613	\$313,702	\$0	(\$313,702)	-100.0%
External Funds	\$0	\$3,500	\$0	(\$3,500)	-100.0%
All Funds:	\$271,613	\$317,202	\$0	(\$317,202)	-100.0%

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Section 6
Development Services
Division

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Development Services Division

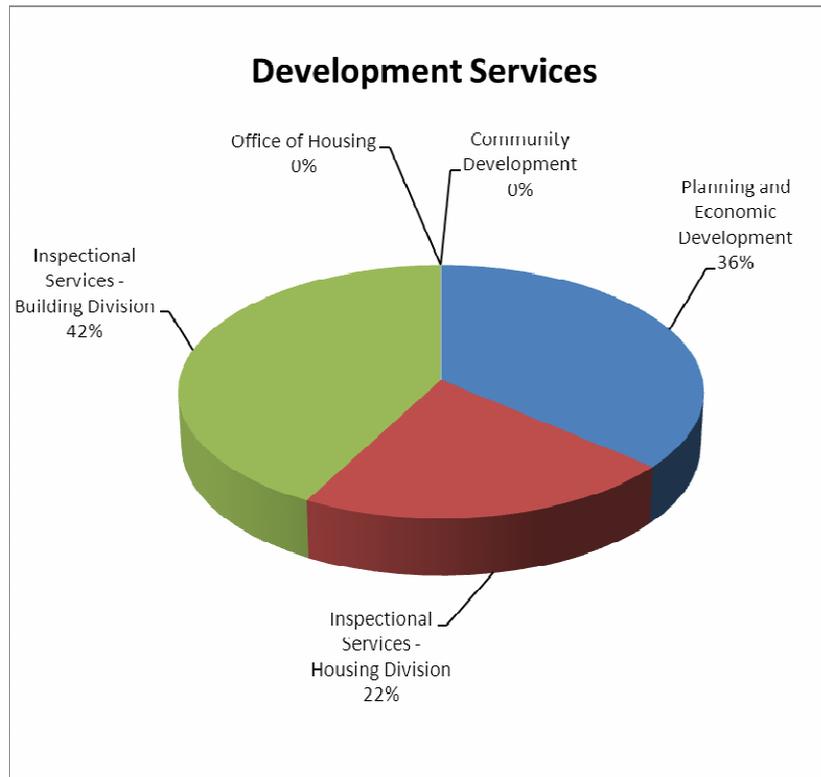


** Community Development and Office of Housing are part of the Development Services Division but both are completely grant funded*

Mission Statement

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

General Fund Budget and Staffing Overview

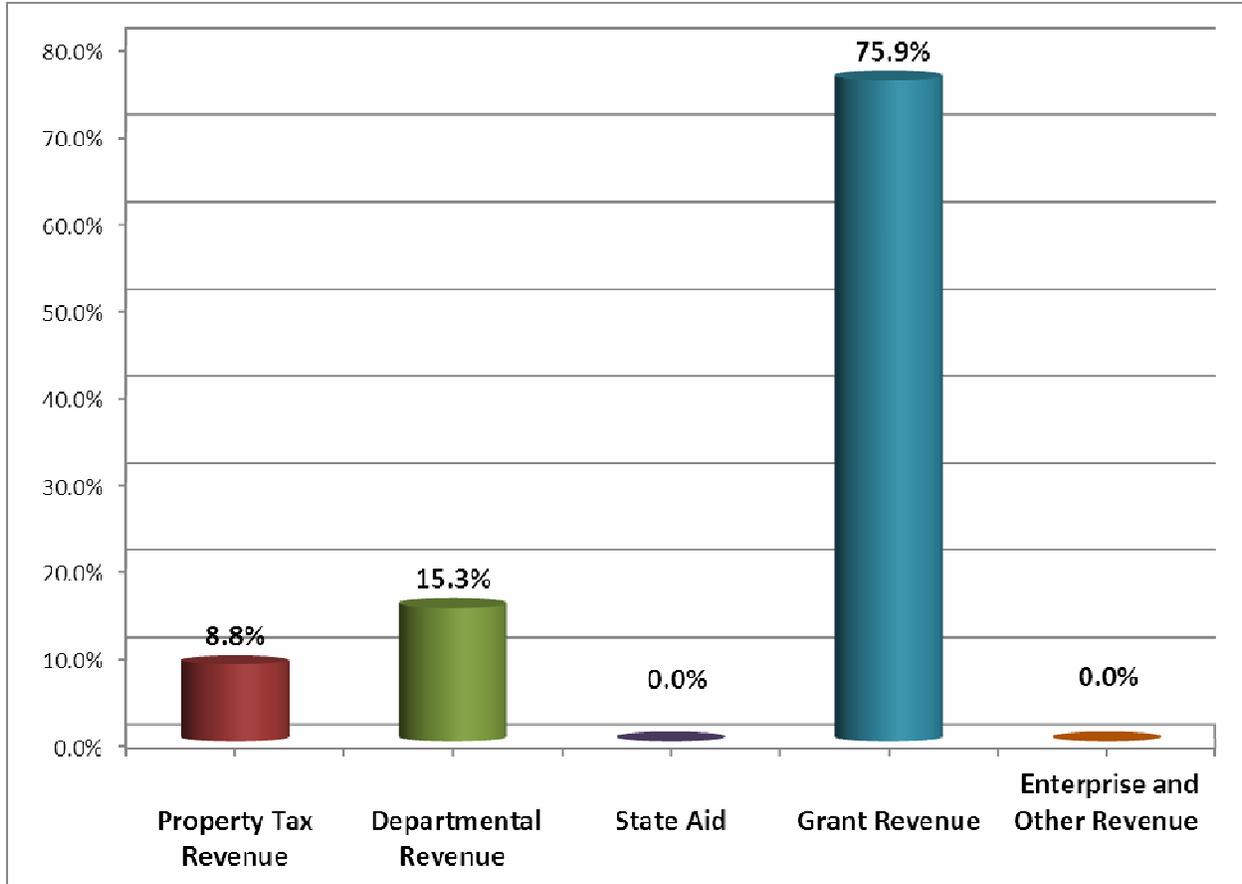


* Community Development and Office of Housing are part of the Development Services Division but both are completely grant funded

Division Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Planning and Economic Development	\$982,166	\$1,225,942	\$1,223,020	\$1,079,193	(\$146,749)	-12.0%
Inspectational Services - Housing Division	\$631,556	\$835,570	\$835,570	\$637,777	(\$197,793)	-23.7%
Inspectational Services - Building Division	\$1,274,038	\$1,336,926	\$1,324,828	\$1,254,674	(\$82,252)	-6.2%
Office of Housing	\$0	\$0	\$0	\$0	\$0	0.0%
Community Development	\$0	\$0	\$0	\$0	\$0	0.0%
Total Division	\$2,887,760	\$3,398,438	\$3,383,418	\$2,971,644	(\$426,794)	-12.6%

Division Personnel (FTE's)	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Planning and Economic Development	13.6	13.0	13.0	12.0	(1.0)	-7.7%
Inspectational Services - Housing Division	13.9	13.5	13.5	12.5	(1.0)	-7.4%
Inspectational Services - Building Division	25.0	25.0	25.0	25.0	-	0.0%
Office of Housing	18.5	18.5	18.5	18.5	-	0.0%
Community Development	5.7	5.7	5.7	5.7	-	0.0%
Total FTE's	76.7	75.7	75.7	73.7	(2.0)	-2.6%

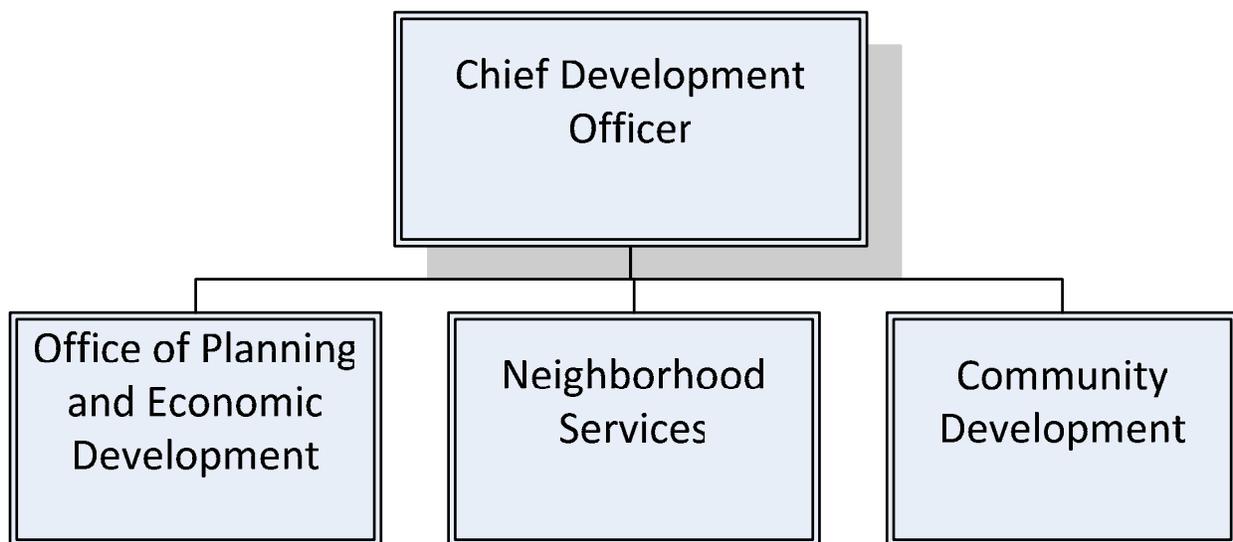
Development Division FY12 Funding Sources



Development Division	FY12 General Fund Budget	Property Tax Revenue	Departmental Revenue	State Aid	Grant Revenue	Enterprise and Other Revenue	FY12 Total Funding
Planning	1,079,194	1,028,594	50,600	-	-	-	1,079,194
Building Code Enforcement	1,254,675	(445,326)	1,700,000	-	-	-	1,254,675
Housing Code Enforcement	637,777	498,777	139,000	-	-	-	637,777
Office of Housing	-	-	-	-	5,252,197	-	5,252,197
Community Development	-	-	-	-	4,117,871	-	4,117,871
TOTAL	2,971,645	1,082,045	1,889,600	-	9,370,068	-	12,341,713

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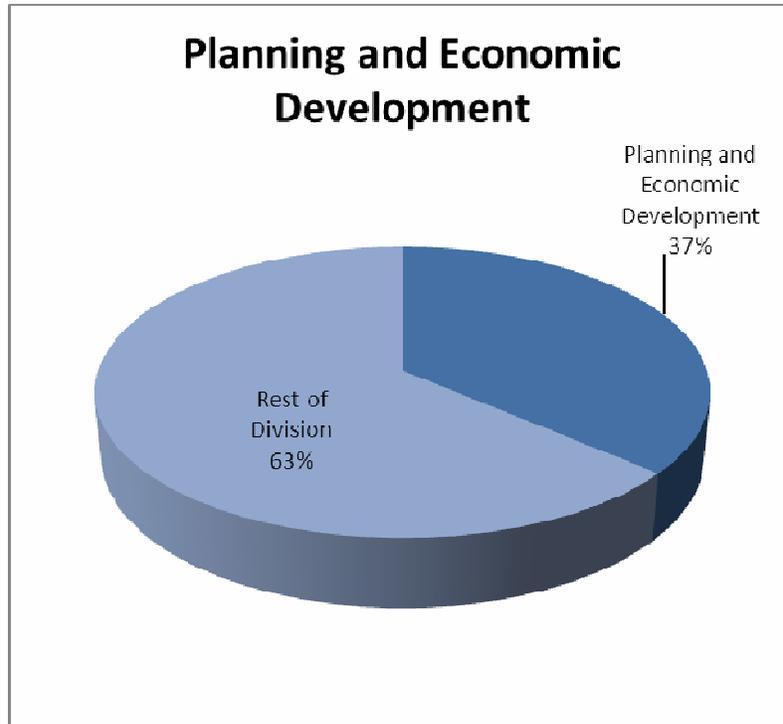
Planning & Economic Development



Mission Statement

Provide community planning services and manage programs and projects that fulfill the immediate physical, economic, and environmental needs of the city, and to assist in the development of the City's long-term vision for physical, environmental, economic, and community development.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$767,344	\$781,812	\$779,518	\$717,540	(\$64,272)	-8.2%
OTPS	\$214,822	\$444,130	\$443,502	\$361,653	(\$82,477)	-18.6%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$982,166	\$1,225,942	\$1,223,020	\$1,079,193	(\$146,749)	-12.0%

Planning & Economic Development	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	13.6	13.0	13.0	12.0	(1.0)	-7.7%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	13.6	13.0	13.0	12.0	(1.0)	-7.7%

Planning & Economic Development Department Summary

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.

Fiscal Year 2011 Highlights

Partnered with MassDevelopment to redevelop the property at 1550 Main Street (former Federal Building) .

Asylum Building at 1592 Main Street acquired and asbestos remediation completed. Partial demolition to be completed in 2011.

Completed construction of South End Main Street improvements.

Completed South End Urban Renewal amendment and have started relocation/acquisition process for Marble Street project and Emerson Wight Park expansion.

Continued implementation of the South End Neighborhood Revitalization Plan.

Completed the demolition and remediation of 121 Pinevale Street.

Completed renovations and opening of the UMass/Court Square Urban Design Center to at 3-7 Elm Street. Eight (8) UMass Studio projects completed.

Continued re-drafting of the Zoning Modernization project to be submitted to City Council for adoption in 2011.

Relocation of Visitors Center to Basketball Hall of Fame completed.

Completion of a Tax Increment Financing plan in coordination with the redevelopment of 603 Hendee Street (Titeflex).

Attracted over 200 developers and real estate professionals to the 2010 Developers Conference at the Naismith Memorial Basketball Hall of Fame in October, 2010.

Creation of DevelopSpringfield, a non-profit development entity, and the introduction of the State & Main Street Corridor improvement program. Received over twenty (20) applications for funding.

On-going negotiation and due diligence of \$1,000,000 sale of 14 acre property in the Springfield Smith & Wesson Industrial Park to F.W. Webb. Construction to begin in Spring, 2011.

Established new business assistance programs – Neighborhood Storefront Improvement Program and Small Business Loan Program - funded via Community Development Block Grants

Established new Business Development Administrator's position to target small business creation/retention.

Provided technical assistance in the form of funding, site location and site plan review for the relocation and expansion of ReStore Home Improvement Center.

Provided technical assistance in the form of funding, site location and site plan review for the relocation and expansion of WMDC at 273 State Street.

Creation of new Historic Preservation fund for the acquisition and renovation of the city's most endangered historic assets. Includes: 77 Maple Street, 52 Westminster Street and 278 Pine Street.

Coordinated site plan review for new construction on the new state data center, including preservation of Elliot Street facade.

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

Extended Recovery Zone Bond Authority and completed site plan reviews to medical office developments within the Wason North Urban Renewal District.

Released several major redevelopment opportunities including the 195 State Street (former school department headquarters), 59 Howard Street (former Zanetti School), Mason Square Fire Station/Indian Motorcycle and the former Visitor Information Center.

Provided technical assistance in the form of funding for the newly opened Bing Arts Center.

Completed annual reporting and review of newly released National Pollutant Discharge Elimination System (NPDES).

Concluded preliminary work on a branding/marketing campaign. Roll-out will occur early in calendar year 2011.

Springfield Redevelopment Authority (SRA) has applied for and received FTA designation as a "direct recipient" for Union Station funds. In addition, the SRA has procured the services of an Owners Project Manager (OPM) and a designer for the Union Station project. The SRA has advanced further environment testing at the site.

Risks and Challenges for Fiscal Year 2012

Given the local and regional economic conditions, there is an on-going challenge to secure sufficient resources to satisfy economic need and achieve sustainable growth, and facilitate development. Misperceptions have often contributed to many of the challenges OPED faces inviting new investment, however the new branding/marketing campaign will seek to correct misconceptions about Springfield as a residential, commercial and recreational destination.

Strategic Decisions for Fiscal Year 2012

OPED will continue to develop policies, strategies and plans for the city, as well as implement target development projects and programs, as outlined by the 2007 Urban Land Institute report, which will be complimented by an economic growth initiative developed in collaboration with local and regional partners.

OPED will work to attract and retain desirable businesses, development and other economic and job creating stimulus to Springfield using the best business practices and accessing all facets of local, state and federal tools.

Multi-Year Goals

Create a 5-year Master Plan for citywide economic development.

Continue efforts to redevelop the former Chapman Valve site, as well as Court Square, the former Zanetti Elementary School, former Chestnut Middle School, and Old First Church.

Develop and implement a marketing strategy for the City.

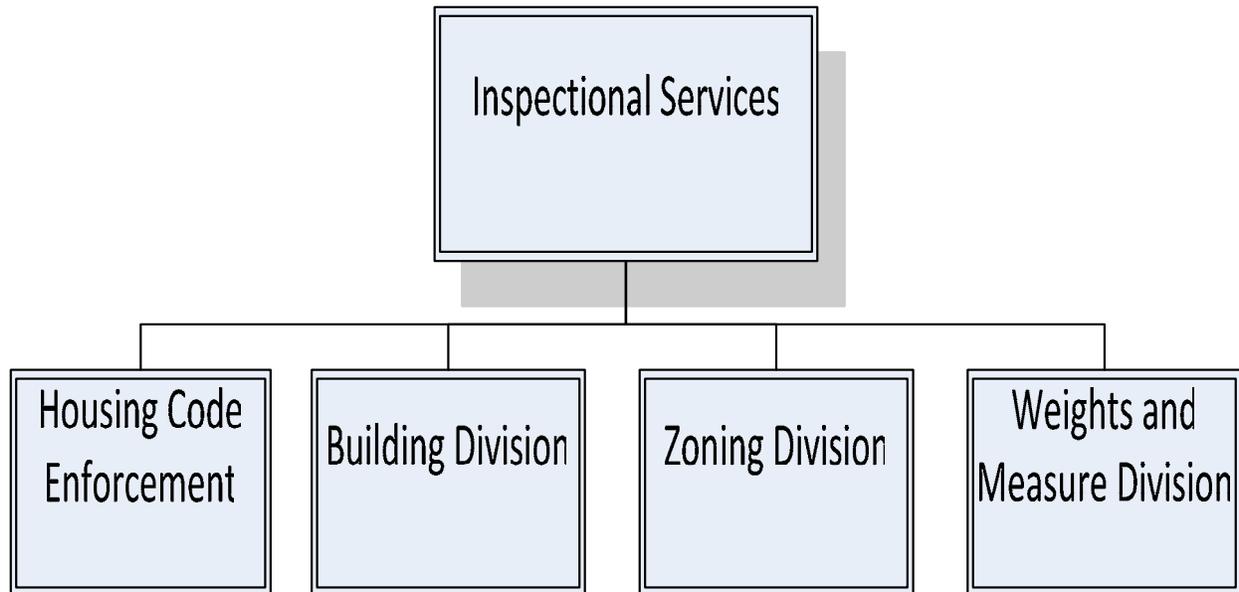
Work closely with our economic development partners to design a comprehensive workforce development plan.

All Funds Budget

Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$767,344	\$781,812	\$717,540	(\$64,272)	-8.2%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$206,479	\$436,230	\$352,875	(\$83,355)	-19.1%
Supplies & Materials	\$7,068	\$6,725	\$7,603	\$878	13.1%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges and Expenditures	\$1,275	\$1,175	\$1,175	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$982,166	\$1,225,942	\$1,079,193	(\$146,749)	-12.0%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$982,166	\$1,225,942	\$1,079,193	(\$146,749)	-12.0%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$982,166	\$1,225,942	\$1,079,193	(\$146,749)	-12.0%

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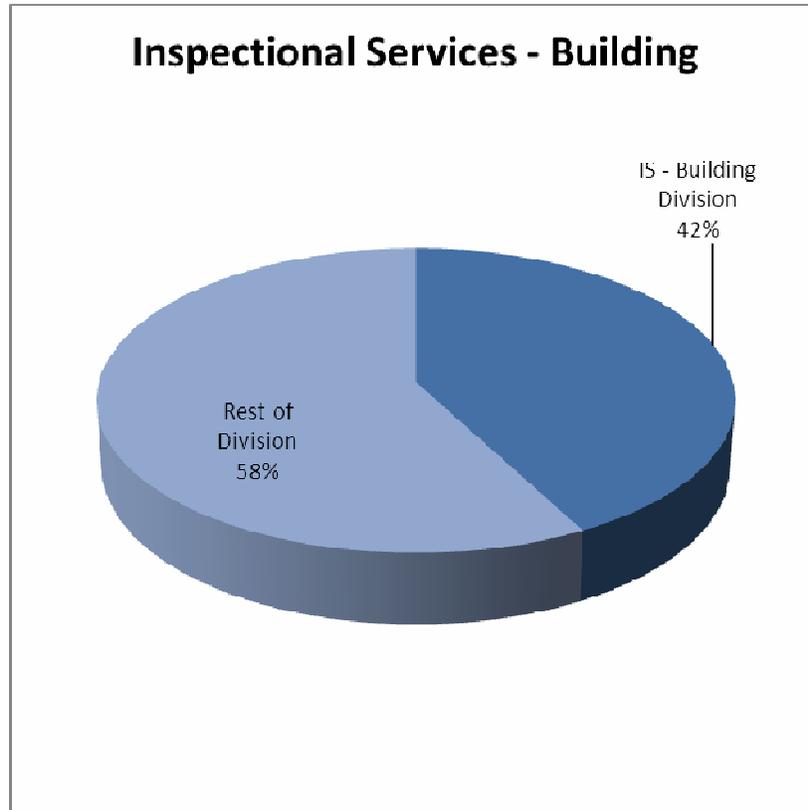
Inspectional Services



Mission Statement

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

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$1,202,195	\$1,275,946	\$1,272,124	\$1,202,092	(\$73,854)	-5.8%
OTPS	\$71,843	\$60,980	\$52,704	\$52,582	(\$8,398)	-13.8%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$1,274,038	\$1,336,926	\$1,324,828	\$1,254,674	(\$82,252)	-6.2%

Inspectional Services - Building Division	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	25.0	25.0	25.0	25.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	25.0	25.0	25.0	25.0	-	0.0%

Division Summary

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

The Inspectional Services Division is responsible for ensuring the homes and buildings that residents, the general public, and the business community occupy and frequent on a daily basis meet or exceed building codes, sanitary codes and life safety requirements.

Fiscal Year 2011 Highlights

Worked closely with CitiStat to maintain our goals and efficiency measures

Maintained weekly court case reviews of building and zoning court cases with Law Department team.

Maintained monthly review of all open building and zoning complaints.

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

Maintained the implementation process of new 8th edition main building code and 8th edition of the one and two family dwelling codes with ongoing training of inspectors.

Building Division increased specially scheduled Saturday team street sweeps of targeted neighborhoods and streets for quality of life issues that include: Anti-blight enforcement, zoning and city ordinance violations, building code and sanitary code violations and referrals to other departments for possible enforcement issues.

Inspectional services and the IT department went live with the implementation of the new Accela software permit, wireless mobile field information and enforcement system.

Reorganized the housing division under the management of Inspectional Services Building Division and move the Housing Division up to 70 Tapley St which has increased over-site and streamline efforts.

Worked with CitiStat, Housing Division, and Law department to complete the implementation and proceeding with enforcement of the new vacant/foreclosing property ordinance.

Expansion of a proactive strategy in targeting code violations.

Implementation of the new Accela software system to integrate information from all inspectional departments for use by the inspectional divisions.

Continued Working with building Division, Law Department, CitiStat, and Housing Court on targeted street and area property receiverships to make improvements and prevent any further abandonment of these substandard properties on a targeted street or area.

Eliminate the need in many cases to immediately relocate tenants through the team effort with the Law department and provision of emergency repair Minnie property receivers. Example: no heat.

Working as a team with the building division through site inspections to enforce the new Vacant/Foreclosing property registration program.

Worked with the building division and law department on property receiverships to stabilize Problematic properties.

Worked closely with the Building and Zoning Divisions on Saturday weekly targeted neighborhood street sweeps to increase proactive enforcement on quality of life issues and Anti blight.

Risks and Challenges for Fiscal Year 2012

Retention of personnel and public safety code enforcement services due to possible budget cuts.

A lack of efficient, dependable vehicles for field inspectors.

Loss of personnel in supporting roll departments. Example: The Law Department's ability to maintain legal support staff to prosecute court case backlog.

Establishing and holding accountable responsible parties with regard to management and maintenance of properties in the foreclosure process.

Redevelopment of abandoned and foreclosed properties created by the economy's downturn.

Strategic Decisions for Fiscal Year 2012

Increase proactive Section 106 building life safety inspections of building code required-use groups currently not in our database.

Increase scheduled proactive special sweeps of targeted neighborhoods and streets for quality of life issues that include anti-blight enforcement, zoning and city ordinance violations, sanitary code, and general building code violations.

Continue working with IT to implement a state-of-the-art, web-based permit and inspection software system for all of inspectional services. This will allow online web access for the business and private community to department functions such as online permits, payment and tracking, real time inspection data, historical site information, and a solution to mobile computer-assisted field inspections.

Maintain building inspector attendance at the state inspector monthly code review meetings.

Increase Anti Blight enforcement efforts by assigning housing and zoning inspectors to work with the building inspectors to increase number of inspectors in the field enforcing the Anti Blight Ordinance.

Working through CitiStat, we will collect and analyze data, for area strategizing and for parcel-by-parcel planning to combat blighted areas as a collective team effort.

Collaborate with IT to increase enforcement abilities with the new Accela software system.

With the implementation of the Accela system, increase enforcement powers by enforcing the State Sanitary Code using 21-D Non-Criminal Disposition Ticketing through amendment of current City Ordinance 1.16.010.

Inspectional Services Building Division

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

Fiscal Year 2012 Goals

Goal: Issue a minimum of eight hundred (800) Section 106 life and safety certificates.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of Section 106 life and safety certificates issued	765	667	379	800

Goal: Resolve at least half of all complaints within 90 business days.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percentage of complaints resolved within 90 days	53.2%	58.2%	9.0%	50.0%

Goal: Issue at least 90% of permits within 14 days.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percentage of permits issued within 14 days	85%	95%	84%	90%

Goal: Perform an average of 130 inspections per full-time inspector.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of average monthly inspections per zoning inspector	139	143	63	130
Number of average monthly inspections per building inspector	186	191	89	191

Goal: Perform at least 40 joint building and housing inspections.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Action Steps:

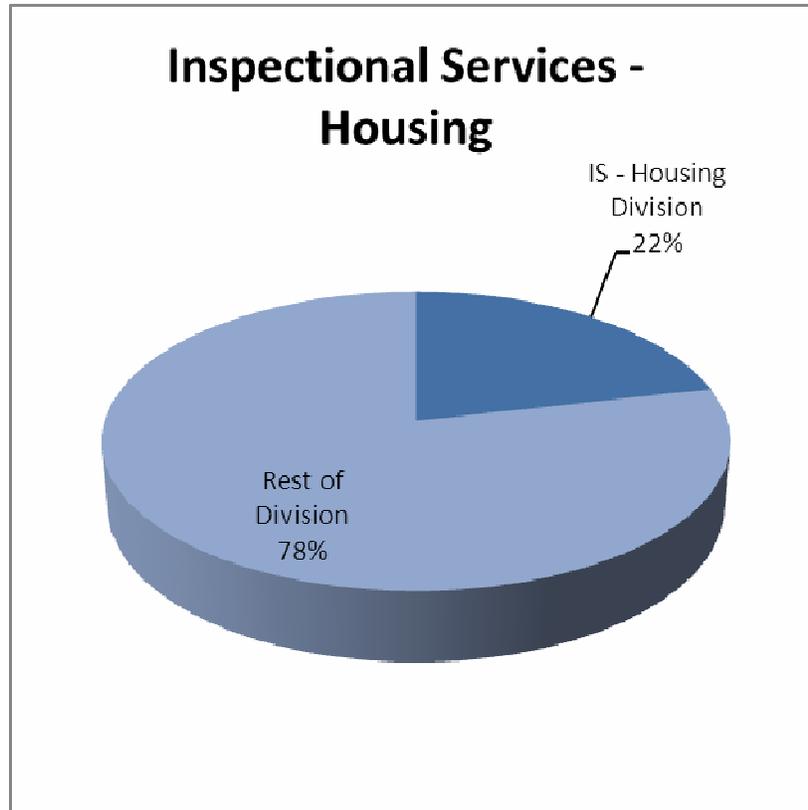
1. Increase regularly scheduled zoning street sweeps of targeted neighborhoods or streets to an every Saturday schedule for quality of life issues that include: anti-blight enforcement, zoning and city ordinance violations, sanitary code, and general building code violations.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of joint housing and building inspections	N/A	N/A	N/A	40

All Funds Budget

Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$1,202,195	\$1,275,946	\$1,203,892	(\$72,054)	-5.6%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$40,917	\$20,280	\$17,782	(\$2,498)	-12.3%
Supplies & Materials	\$24,527	\$31,700	\$33,000	\$1,300	4.1%
Intergovernmental	\$0	\$9,000	\$0	(\$9,000)	-100.0%
Other Charges and Expenditures	\$6,399	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$1,274,038	\$1,336,926	\$1,254,674	(\$82,252)	-6.2%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$1,274,038	\$1,336,926	\$1,254,674	(\$82,252)	-6.2%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$1,274,038	\$1,336,926	\$1,254,674	(\$82,252)	-6.2%

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$401,515	\$544,770	\$544,770	\$494,992	(\$49,778)	-9.1%
OTPS	\$230,041	\$290,800	\$290,800	\$142,785	(\$148,015)	-50.9%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$631,556	\$835,570	\$835,570	\$637,777	(\$197,793)	-23.7%

Inspectional Services - Housing Division	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	13.9	13.5	13.5	12.5	(1.0)	-7.4%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	13.9	13.5	13.5	12.5	(1.0)	-7.4%

Inspectional Services Housing Division

Description: The Inspectional Services Housing Division responds to issues such as housing violations, absence of heat, 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. The programs successful operation is essential to improving the quality of Springfield’s housing stock and to addressing neighborhood quality of life issues.

Fiscal Year 2012 Goals

Goal: Document 25% of violations through proactive deployment.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of violations found through proactive deployment	27.0%	35.2%	7.1%	30.0%

Goal: Respond to at least half of all complaints within 10 business days.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of complaints responded to within 10 business days	52.6%	65.4%	27.0%	50.0%
Percent of emergency complaints responded to within 1 business day	70.9%	73.3%	76.3%	100.0%

Goal: Resolve 50% of violations within 70 days.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of violations resolved within 70 days	48.1%	52.7%	14.0%	50.0%

Goal: Maintain at least 50 inspections per week per full-time inspector.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Average weekly inspections per inspector	57	54	24	50

Goal: Provide at least 4 trainings for housing inspectors.

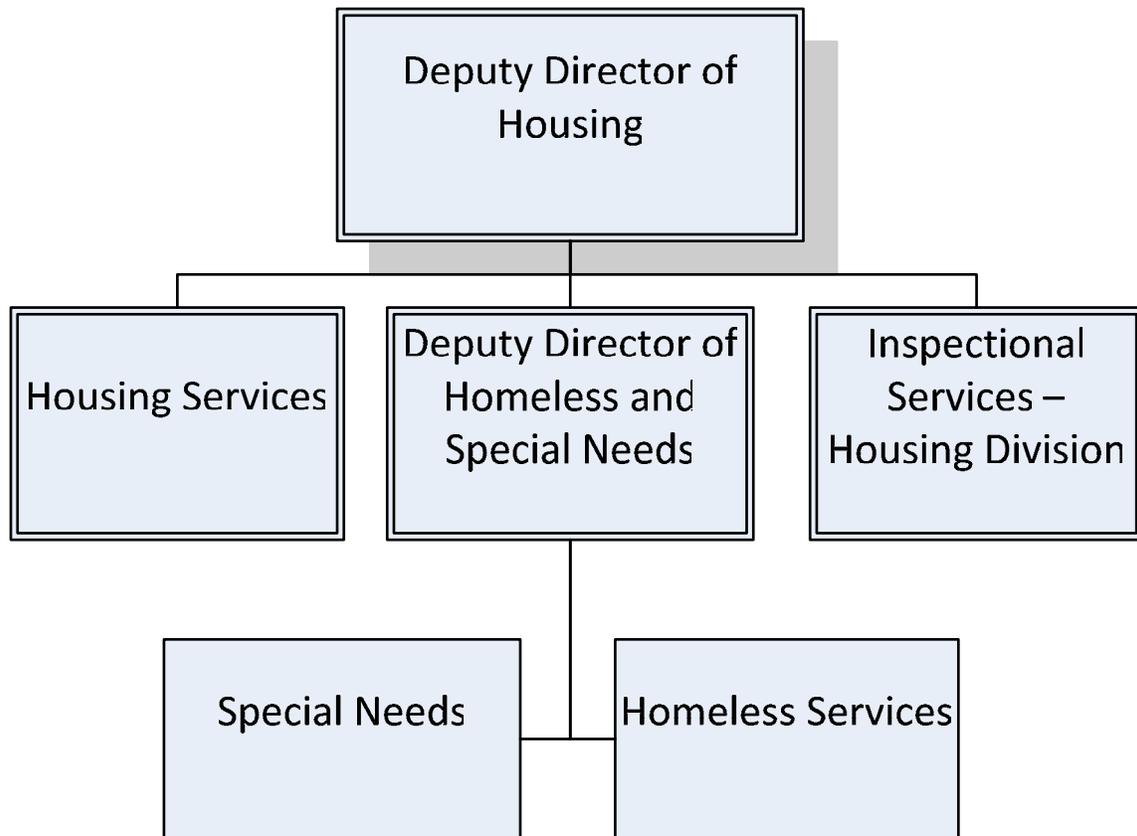
Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Training sessions provided for inspectors	N/A	N/A	N/A	4

All Funds Budget

Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$401,515	\$544,770	\$494,992	(\$49,778)	-9.1%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$112,914	\$154,600	\$120,585	(\$34,015)	-22.0%
Supplies & Materials	\$15,280	\$24,200	\$20,200	(\$4,000)	-16.5%
Intergovernmental	\$100,279	\$110,000	\$0	(\$110,000)	-100.0%
Other Charges and Expenditures	\$1,568	\$2,000	\$2,000	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$631,556	\$835,570	\$637,777	(\$197,793)	-23.7%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$631,556	\$835,570	\$637,777	(\$197,793)	-23.7%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$631,556	\$835,570	\$637,777	(\$197,793)	-23.7%

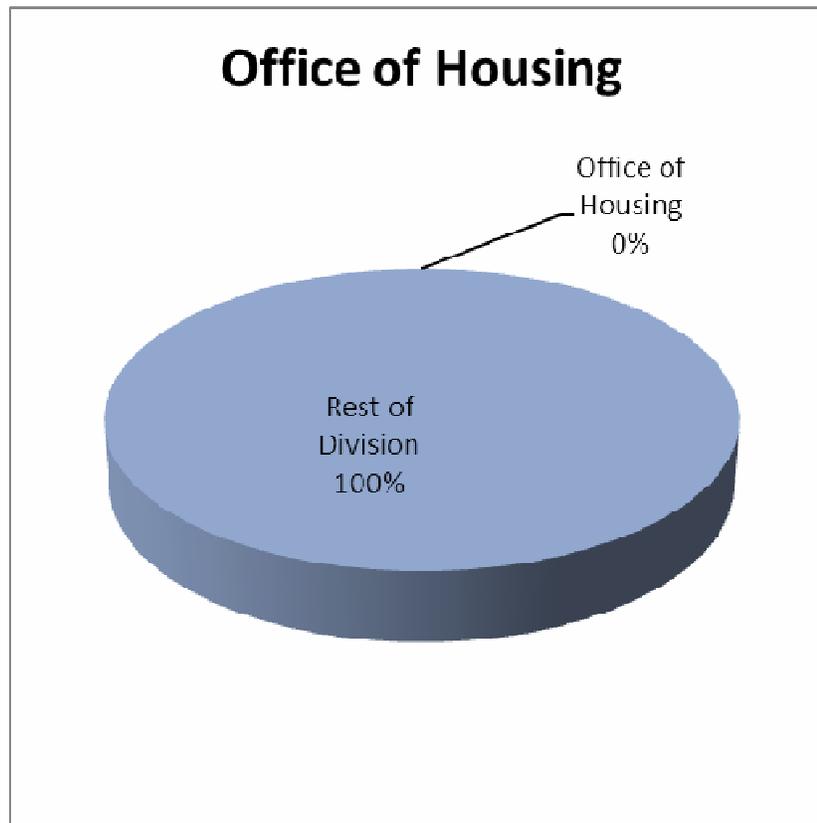
Office of Housing Services



Mission Statement

Increase the availability of safe and affordable housing for all Springfield residents and improve the quality of life in Springfield neighborhoods.

Budget Overview



**The Office of Housing is part of the Development Services Division but is completely grant funded.*

General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$0	\$0	\$0	\$0	\$0	0.0%
OTPS	\$0	\$0	\$0	\$0	\$0	0.0%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$0	\$0	\$0	\$0	\$0	0.0%

Office of Housing	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	-	-	-	-	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	18.5	18.5	18.5	18.5	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	18.5	18.5	18.5	18.5	-	0.0%

Office of Housing Department Summary

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 \$8 million dollars.

Fiscal Year 2011 Highlights

Completed a reorganization of the Office's staffing, with deputy positions put in place to respond to Office priorities. The new Deputy Director of Neighborhood Stabilization will advance the City-wide goal of revitalizing neighborhoods. The new Deputy Director of Grants Management, created in response to HUD concerns about capacity regarding sub-recipient monitoring and oversight, will oversee compliance requirements for all federal grants. Both Deputy positions include supervision of staff, which will take some of this responsibility away from the Director, allowing the Director to focus more on policy and higher-level management tasks.

Continued to work with the Mayor's Office to advance the Buy Springfield Now initiative, a collaboration with lenders, realtors, retail providers and local non-profit agencies to market homeownership opportunities in the City of Springfield and create incentives for homebuyers to purchase and live in the City.

Obtained an additional \$1.7 million in federal Neighborhood Stabilization Program (NSP) funds, which are targeted for rehabilitation, redevelopment and demolition of vacant and abandoned residential properties in Old Hill, Six Corners, the South End, and lower Forest Park. These funds supplement the \$3.5 million previously awarded to the City.

Undertook numerous neighborhood revitalization projects, including demolition of more than 40 structures, including the Spruce Manor nursing home at 388 Central Street and 609-611 Main Street in the South End.

Worked with a private developer to create 6 new homes for homeownership on Central Street.

Completed the clean and lien of hundreds of residential properties, rehabilitation/redevelopment of 10 vacant or abandoned residential properties, and the sale of more than 50 residential properties acquired by the city through tax title.

Implemented the Homeowner Emergency Repair Program, which provides forgivable deferred payment loans to City homeowners with emergency home repair needs.

Initiated a Residential Receivership Program at the Springfield Redevelopment Authority (SRA), which uses CDBG and Massachusetts Housing Partnership funds to make loans to court-appointed receivers

for repairs to residential properties. This program enables the City to keep properties occupied, when the need for emergency repairs or lack of fuel for heat would otherwise cause condemnation.

Worked with First Resource Development to continue redevelopment of multi-family residential properties in the area of Worthington and Federal Streets. Additional multi-family property redevelopment includes funding to Flores Development LLC for redevelopment of Villa Borinquen/Memorial Square Apartments.

Through targeted homelessness initiatives, including a collaboration with the Springfield Housing Authority, reduced street homelessness in Springfield and overall homelessness among single individuals. Since initiation of the City's ten-year plan to end homelessness, the City has reduced street homelessness in Springfield by 69 percent and overall homelessness among single individuals.

Worked with Friends of the Homeless and multiple state, federal and private sector partners to create the Homeless Resource Center, a one-stop 24/7 facility to assist people who become homeless to quickly access the services and supports they need to become stably housed. The Resource Center was completed November 2010.

Provided funding to the YWCA for development of transitional housing for victims of domestic violence. The new transitional housing units were completed in September 2010.

Organized the fourth annual Project Homeless Connect, which mobilized 80 agencies, 300 volunteers, and 20 corporate donors to provide one-day, one-stop access to resources to over 600 people who are at risk of or are experiencing homelessness. This year the United Way of Pioneer Valley was a partner in hosting the event, and it was help on the United Way's Day of Caring.

Continued to partner with neighboring communities to advance the Western Massachusetts Network to End Homelessness, a regional approach to addressing the needs of individuals and families that become homeless. One of the goals of the Network is to ensure that homeless individuals and families receive assistance in their own communities, an approach which lessens Springfield's burden of responding to community homelessness.

Risks and Challenges for Fiscal Year 2012

The continuing high rate of foreclosures and vacant/abandoned properties continues to be a major challenge for the Office of Housing. The foreclosure rate coupled with an expanding tax title portfolio and a recessionary real estate market will require a large majority of Office of Housing resources.

Aged housing stock—both multi-family and single family housing—with high maintenance and repair needs, as well as need for lead abatement.

Threat of out-of-area investors purchasing distressed housing and not adequately maintaining it.

Increasing levels of family homelessness.

Concentration of very-low-income households in core City neighborhoods.

New federal grants (NSP and HPRP), with accompanying needs for sub-recipient monitoring and grant reporting.

Strategic Decisions for Fiscal Year 2012

Key priorities for Fiscal Year 2012 include addressing distressed housing and neighborhoods, increasing homeownership, and responding to increased family homelessness.

Neighborhood stabilization efforts should be concentrated primarily in the Old Hill and South End neighborhoods, and NeighborhoodStat should be used as a multi-department tool to track neighborhood conditions.

The Office of Housing needs to continue to work toward an overall long-term housing strategy which incorporates its response to distressed housing and homelessness with fair housing and balanced housing concerns.

The Office of Housing must focus efforts internally, especially with regard to grant compliance and monitoring for all eight federal grants it administers.

Fiscal Year 2012 Goals

Goal: Provide fair housing assistance to 240 people.

Citywide Strategic Priorities Supported: Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of people to whom fair housing assistance was provided	247	240	TBD	240

Goal: Provide homebuyer education to 250 households

Citywide Strategic Priorities Supported: Education, Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of households provided with homebuyer education	305	250	188	250

Goal: Provide down payment assistance for first-time homebuyers and in target neighborhoods.

Citywide Strategic Priorities Supported: Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of first-time homebuyer households provided with \$2500 in down payment assistance	109	100	64	100
Number of households in target neighborhoods provided with \$5000 in down payment assistance	0	36	0	36

Goal: Assist in repairing 15 housing units through the Homeowner Emergency Repair program.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Housing units repaired through the Homeowner Emergency Repair program	N/A	15	18	15

Citywide Strategic Priorities Supported: Public Safety, Healthy Neighborhoods

Goal: Redevelop 12 blighted properties into homeownership opportunities.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of blighted properties redeveloped into homeownership opportunities	10	10	7	12

Goal: Provide heating system or energy efficiency assistance to 1,400 homeowners.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of households provided with heating or energy efficiency assistance	1,334	1,400	1,080	1,400

Goal: Provide assistance relative to the evaluation or elimination of lead paint hazards to 150 housing units.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of housing units provided with lead paint evaluation or elimination services	550	150	N/A	150

Goal: Provide assistance in the rehabilitation of 50 housing units within multi-family rental properties.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of multi-family rental property housing units provided with rehabilitation services	52	50	N/A	50

Goal: Provide 20 households with assistance through Foreclosure Prevention/HomeSavers programs.

Citywide Strategic Priorities Supported: **Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of households provided with foreclosure prevention assistance	N/A	20	TBD	20

Goal: Locate receivers for 10 abandoned housing units.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of abandoned housing units for which a receiver has been appointed	N/A	N/A	0	10

Goal: Assist in placing 80 tax-title properties back on the tax rolls.

Citywide Strategic Priorities Supported: **Healthy Neighborhoods, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of tax-title properties placed back on the tax rolls	131	80	115	80

Goal: Demolish 30 distressed housing units.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of distressed housing units demolished	14	20	35	30

Goal: Remove graffiti from 120 business properties.

Citywide Strategic Priorities Supported: **Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of business properties from which graffiti was removed	137	120	106	120

Goal: Complete one mural/mosaic project.

Citywide Strategic Priorities Supported: **Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of mural/mosaic projects completed	0	0	0	1

Goal: Provide homelessness prevention assistance to 500 households

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of households provided with homelessness prevention assistance	215	300	N/A	500

Goal: Create 32 supportive housing units.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of supportive housing units created	26	11	32	32

Goal: Fund emergency shelter beds for 4,000 individuals.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of individuals provided with emergency shelter beds	4,919	4,000	N/A	4,000

Goal: Provide shelter and services to 100 victims of domestic violence.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of individuals who have experienced domestic violence that were provided with shelter and services.	113	100	N/A	100

Multi-Year Goals

Increase housing stability throughout the City, with a particular emphasis on neighborhoods in need of revitalization.

Improve the quality of the City's housing stock.

Preserve and expand housing options in order to provide opportunity for residents to access safe, sanitary and affordable homes.

Grants Summary: Office of Housing

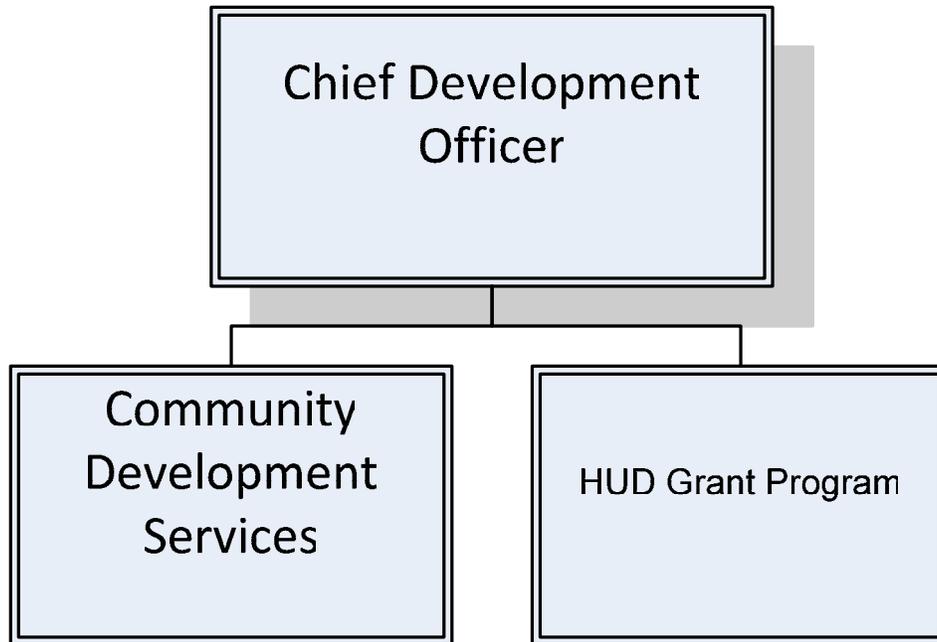
1. **Neighborhood Stabilization Program:** Addresses foreclosed and vacant properties in the city.
2. **ESG Entitlement:** To provide funding for Emergency Shelters.
3. **Home Entitlement:** To provide funds to 1st time homeowners, tenant-based rental assistance, project based homeownership and rehab owner and rental properties.
4. **Shelter Plus Care:** Funding for homeless assistance.
5. **Supportive Housing Grant:** To provide funding for Supportive Housing
6. **HOPWA:** To provide funding for housing opportunities for people with AIDS.

Grant Source	Federal State Other	FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
1. U.S. HUD	Federal	\$0	\$0	\$1,197,000	\$1,197,000	\$1,197,000	100.0%
2. U.S. HUD	Federal	\$182,332	\$182,962	\$249,990	\$249,990	\$67,028	26.8%
3. U.S. HUD	Federal	\$1,807,579	\$1,801,347	\$1,591,738	\$1,591,738	-\$209,609	-13.2%
4. U.S. HUD	Federal	\$734,784	\$496,584	\$331,728	\$331,728	-\$164,856	-49.7%
5. U.S. HUD	Federal	\$1,412,048	\$1,332,293	\$1,409,822	\$1,409,822	\$77,529	5.5%
6. MA HCD	State	\$445,162	\$481,793	\$471,919	\$471,919	-\$9,874	-2.1%
TOTAL		\$4,581,905	\$4,294,979	\$5,252,197	\$5,252,197	\$957,218	18.2%

All Funds Budget

Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$0	\$0	\$0	\$0	0.0%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$0	\$0	\$0	\$0	0.0%
Supplies & Materials	\$0	\$0	\$0	\$0	0.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges and Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$0	\$0	\$0	\$0	0.0%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$4,581,905	\$4,294,979	\$5,252,197	\$957,218	22.3%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$4,581,905	\$4,294,979	\$5,252,197	\$957,218	22.3%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$0	\$0	\$0	\$0	0.0%
External Funds	\$4,581,905	\$4,294,979	\$5,252,197	\$957,218	22.3%
All Funds:	\$4,581,905	\$4,294,979	\$5,252,197	\$957,218	22.3%

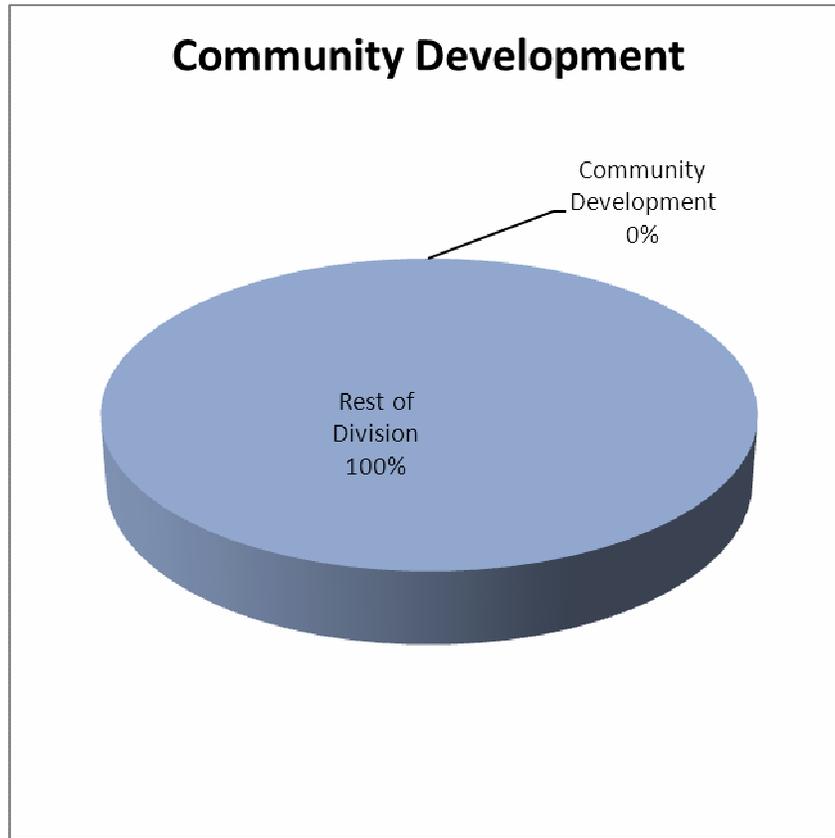
Community Development



Mission Statement

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.

Budget Overview



**The Office of Housing is part of the Development Services Division but is completely grant funded.*

General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$0	\$0	\$0	\$0	\$0	0.0%
OTPS	\$0	\$0	\$0	\$0	\$0	0.0%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$0	\$0	\$0	\$0	\$0	0.0%

Community Development	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	-	-	-	-	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	5.7	5.7	5.7	5.7	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	5.7	5.7	5.7	5.7	-	0.0%

Community Development Department Summary

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 employees review documentation and reports to ensure that specific project, public service, economic development, redevelopment, housing, and homeless service goals are met and/or exceeded.

Additionally, employees review requests for reimbursements and/or payments to agencies, contractors and homeowners, schedule payment of such requests, and disburse the grant funds to the agencies, contractors, and/or homeowners in compliance with strict funding agency requirements.

Fiscal Year 2011 Highlights

The Office of Community Development completed and received HUD's approval of the five year Consolidated Plan that provides a roadmap for the City's strategies to accomplish it's goals and objectives over the next five years.

Through the funding of various agencies the Office of Community Development is able to promote an environment that encourages entrepreneurship, strengthens existing businesses and expands economic opportunities, which includes job training and job readiness programs that effectively develop a competitive work force.

Job training programs were provided to over 200 low income City of Springfield residents preparing them for employment in the health care and precision manufacturing fields.

The City served at least 5,000 Springfield residents, including youth, elderly, and homeless through public service programs, at least 51 percent of whom are low or moderate income persons. The program consisted of after school care, ESOL classes, summer and evening programs for youth and teens, recovery support for substance abuse, supportive services for incarcerated and newly released mothers, support services for the elderly, fuel assistance and assisting immigrants with cultural adjustments.

The Office of Community Development through HUD funded ten non-profit agencies for building rehabilitation and ADA compliance. Some of the rehabilitation consisted of HVAC repairs, new gym floors, wheelchair ramps, elevator installation, and replacement of windows.

Upgrades and improvements to City parks in the CDBG target areas, including Johnny Appleseed Park, Rebecca Johnson, Myrtle Street Park, and Walsh Park.

Replaced equipment at various spray structures in CDBG and NRSA neighborhood parks.

Continued to work with Code Enforcement to conduct proactive street sweeps on Saturdays.

Over 2000 units were inspected on a house-to-house and street-by-street basis. All streets were located in CDBG target neighborhoods.

Street and sidewalk improvements were done to improve the infrastructure in CDBG target neighborhood which also complemented other projects undertaken by the Office of Housing and Office of Planning and Economic Development.

Risks and Challenges for Fiscal Year 2012

Concise review of proposed programs to determine which meet the highest needs categories and staying within HUD's federal regulatory funding caps.

Perform concise review-and subsequent funding-of proposed programs determined to satisfy the highest-needs categories of serving low-moderate income residents; remedying slum and blight; and where necessary, providing emergency assistance while conforming with HUD's federal regulations.

Grant Administration

Description - This program is responsible for the oversight of existing grants, assuring timely financial and compliance reporting, tracking grant funded positions, and ensuring proper application and closing of grants. Effectively serve as many people and households as possible, as outlined in the City's 5-year goals.

Multi-Year Goals

Create a comprehensive review system for grants to improve transparency and accountability for programs that receive CDBG funding.

Improve tracking of grant funds and positions.

Grants Summary: Community Development

1. **CDBG Entitlement:** To support the City's Community Development Block Grant Action Plan.
2. **Public Market:** To fund activities related to the construction of a multi-season open air market.

Grant Source	Federal	FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
	State Other						
1. U.S. HUD	Federal	\$4,155,048	\$4,441,059	\$3,717,871	\$3,717,871	-\$723,188	-19%
2. MA HCD	State	\$400,000	\$400,000	\$400,000	\$400,000	\$0	0%
TOTAL		\$4,555,048	\$4,841,059	\$4,117,871	\$4,117,871	-\$723,188	-18%

All Funds Budget

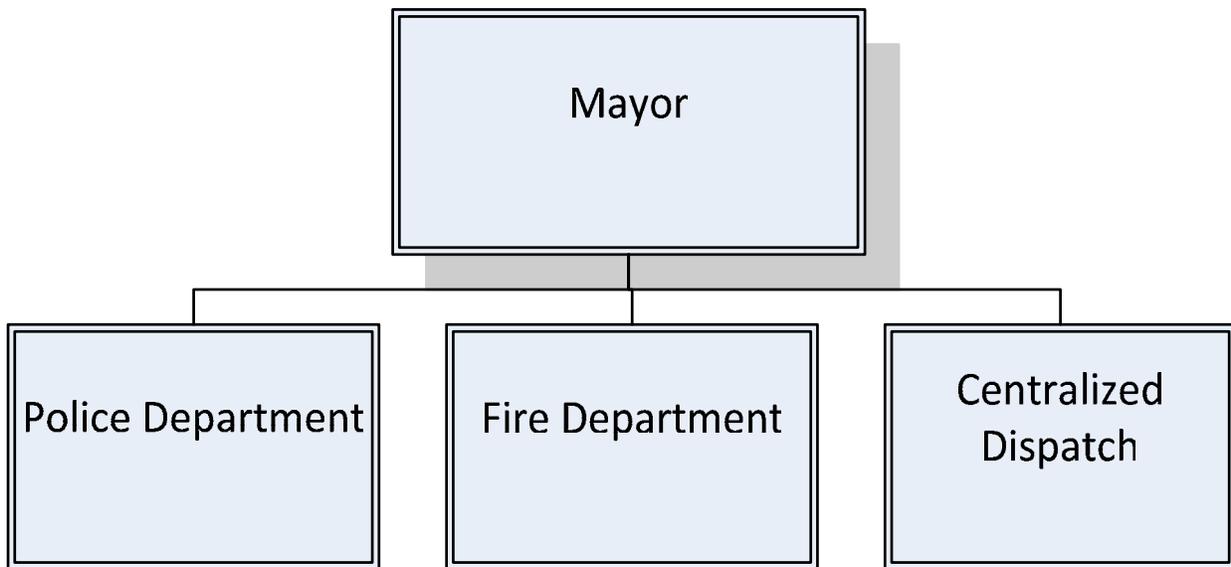
Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$0	\$0	\$0	\$0	0.0%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$0	\$0	\$0	\$0	0.0%
Supplies & Materials	\$0	\$0	\$0	\$0	0.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges and Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$0	\$0	\$0	\$0	0.0%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$4,555,048	\$4,841,059	\$4,117,871	(\$723,188)	-14.9%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$4,555,048	\$4,841,059	\$4,117,871	(\$723,188)	-14.9%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$0	\$0	\$0	\$0	0.0%
External Funds	\$4,555,048	\$4,841,059	\$4,117,871	(\$723,188)	-14.9%
All Funds:	\$4,555,048	\$4,841,059	\$4,117,871	(\$723,188)	-14.9%

Section 7

Public Safety Division

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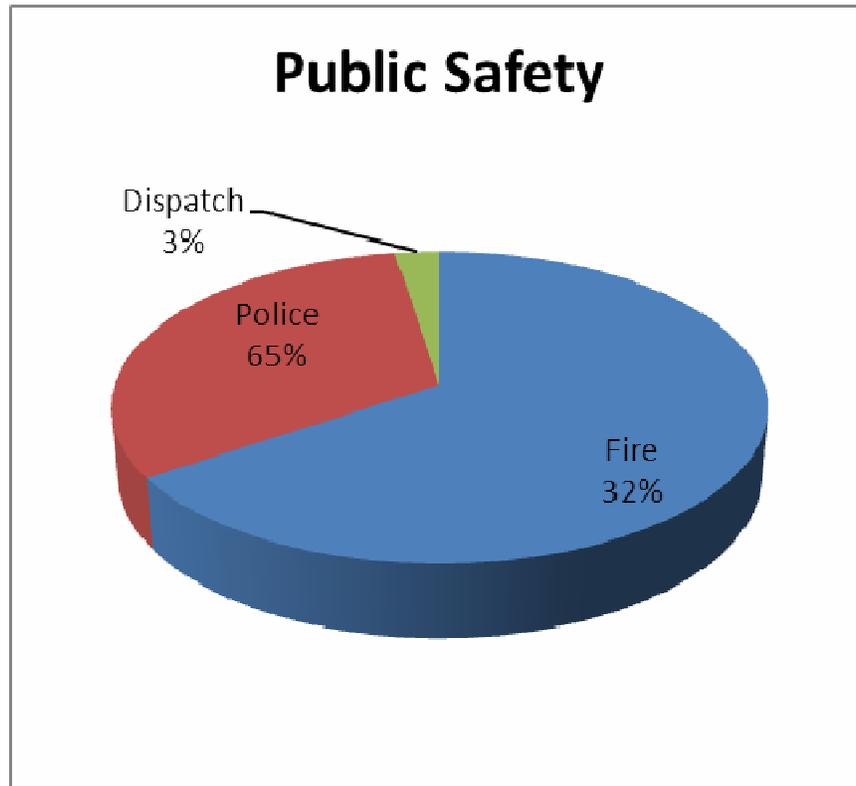
Public Safety



Mission Statement

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

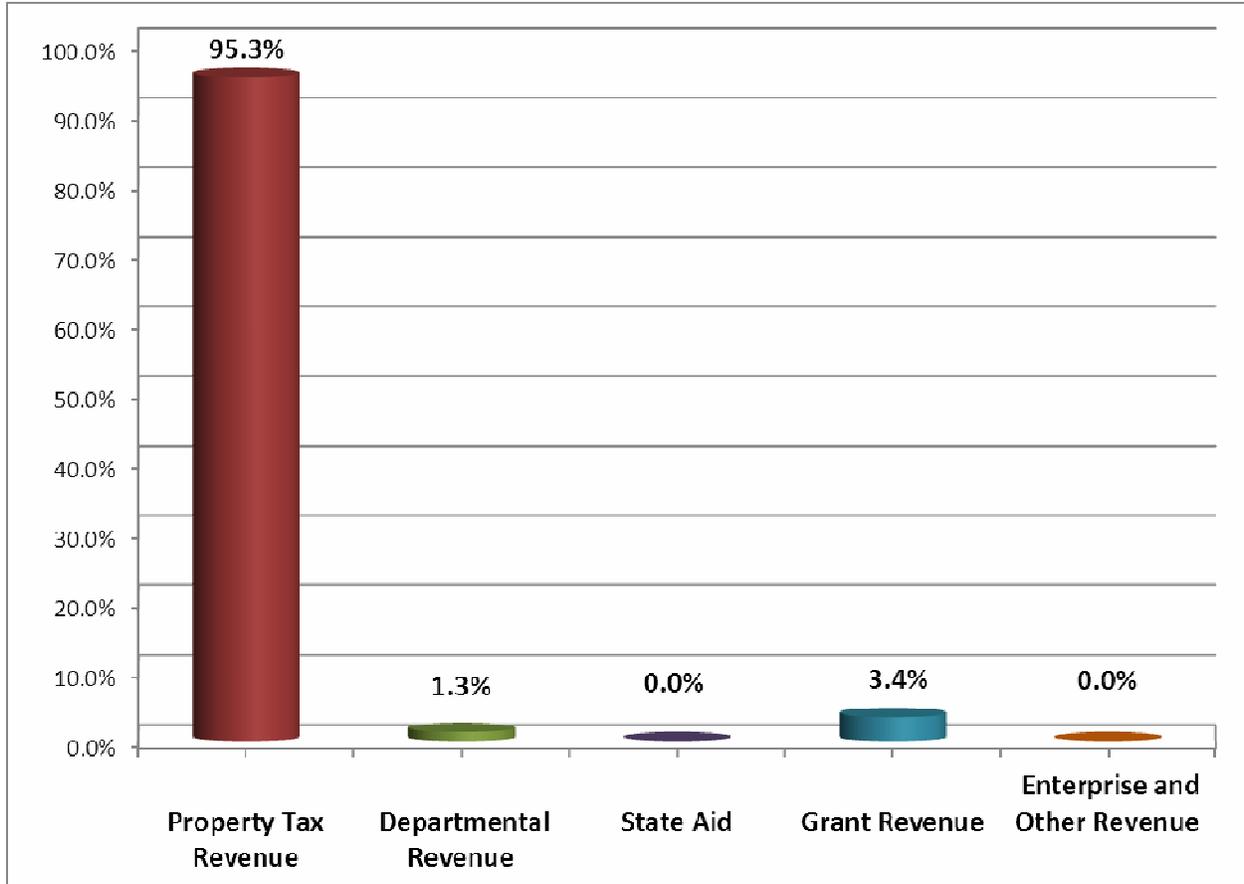
General Fund Budget and Staffing Overview



Division Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Police Department	\$35,614,551	\$37,588,875	\$36,773,966	\$37,083,691	(\$505,184)	-1.3%
Fire Department	\$18,100,993	\$18,809,550	\$19,163,157	\$18,066,786	(\$742,764)	-3.9%
Dispatch	\$956,174	\$1,351,419	\$1,343,728	\$1,422,349	\$70,930	5.2%
Total Division	\$54,671,718	\$57,749,844	\$57,280,851	\$56,572,826	(\$1,177,018)	-2.0%

Division Personnel (FTE's)	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Police Department	537.0	539.0	539.0	533.0	-6.0	-1.1%
Fire Department	262.0	263.0	263.0	252.0	-11.0	-4.2%
Dispatch	43.0	43.0	43.0	43.0	0.0	0.0%
Total FTE's	842.0	845.0	845.0	828.0	-17.0	-2.0%

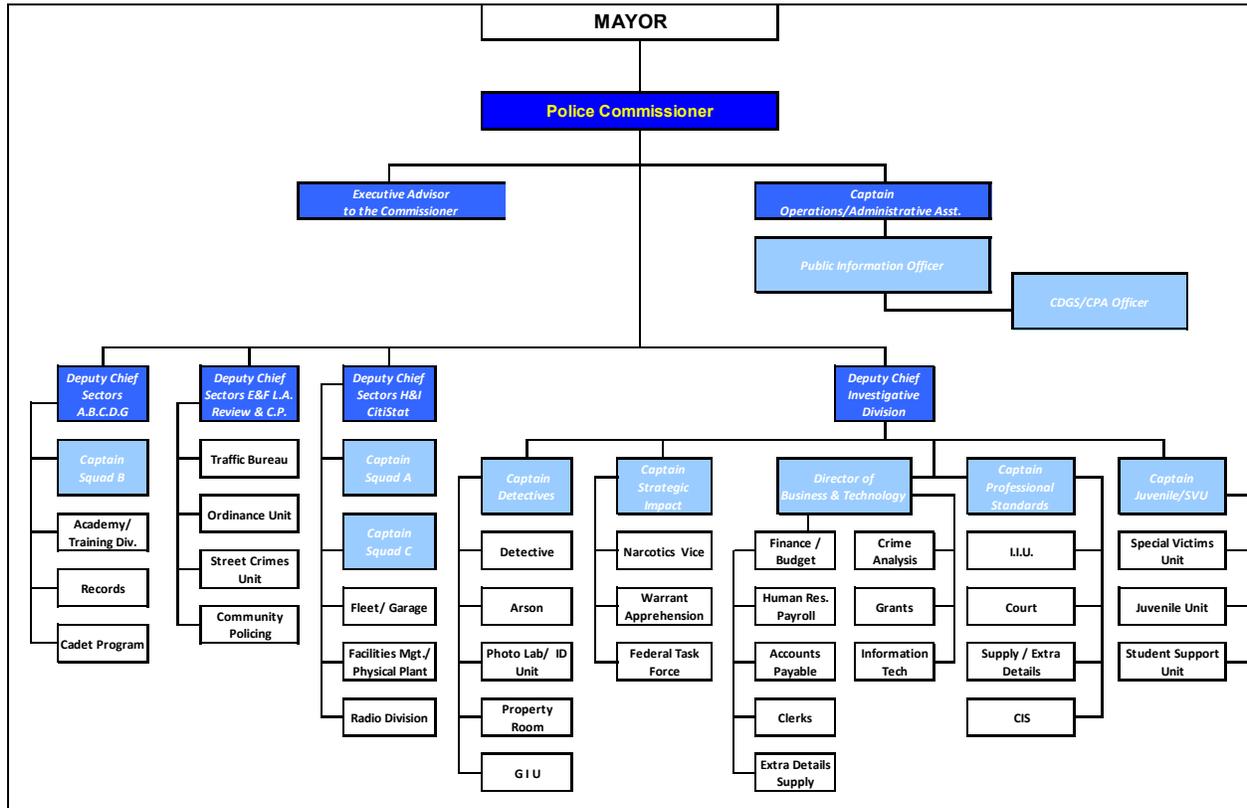
Public Safety Division FY12 Funding Sources



Public Safety Division	FY12 General Fund Budget	Property Tax Revenue	Departmental Revenue	State Aid	Grant Revenue	Enterprise and Other Revenue	FY12 Total Funding
Police	37,083,694	36,643,694	440,000	-	823,885	-	37,907,579
Fire	18,066,785	17,740,725	326,060	-	405,919	-	18,472,704
Dispatch	1,422,349	1,422,349	-	-	783,261	-	2,205,610
TOTAL	56,572,828	55,806,768	766,060	-	2,013,065	-	58,585,893

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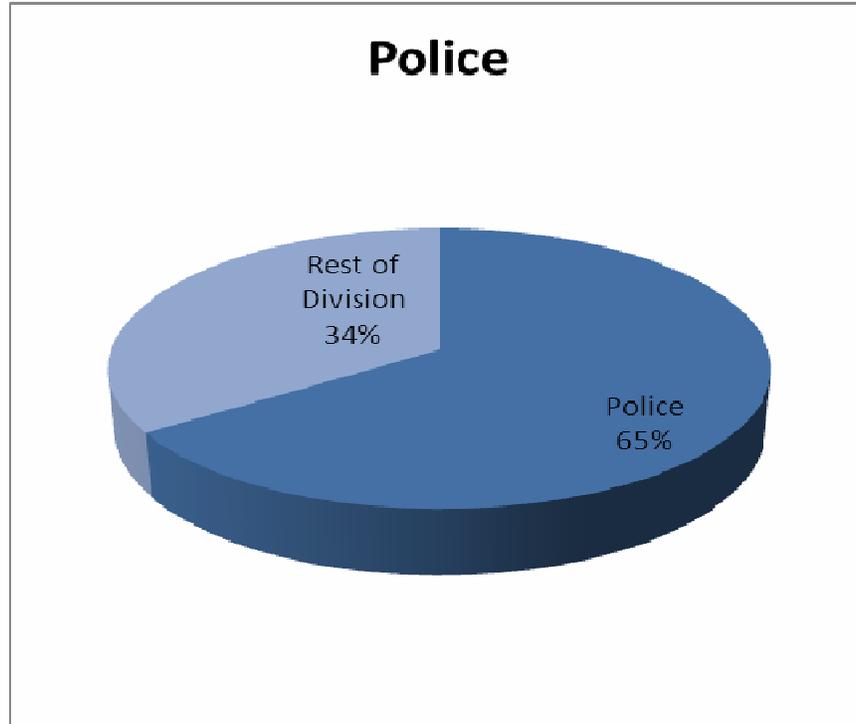
Police Department



Mission Statement

The Springfield Police Department is committed to serving the citizens of Springfield with the highest level of professionalism in order to address the numerous crime and disorder issues in the City of Springfield. Both sworn and civilian personnel will continue to provide excellent and compassionate service to the citizens of Springfield.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$33,654,655	\$35,597,113	\$34,206,616	\$35,111,649	(485,464)	-1.4%
OTPS	\$1,564,245	\$1,975,086	\$2,550,674	\$1,957,366	(17,720)	-0.9%
Capital	\$395,651	\$16,676	\$16,676	\$14,676	(2,000)	-12.0%
Total General Fund	\$35,614,551	\$37,588,875	\$36,773,966	\$37,083,691	(505,184)	-1.3%

Police Department	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	537.0	539.0	539.0	505.0	(34.0)	-6.3%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	3.0	3.0	0.0%
Grant FTEs	-	-	-	3.0	3.0	100.0%
Trusts/Donations/Other FTEs	-	-	-	22.0	22.0	100.0%
Total FTEs:	537.0	539.0	539.0	533.0	(6.0)	-1.1%

Police Department Summary

The Springfield Police Department (SPD) has been working under a neighborhood-based, problem-oriented, data-driven strategy that focuses on the sensitive needs and quality-of-life issues particular to our city's unique neighborhoods. These concepts have been the basic building-blocks of the Department's organizational structure and policing strategy. While each neighborhood has different issues and lists their own priorities differently, the Police Department is equipped to respond to all their concerns in a timely and effective manner.

The department is structured into three divisions: Patrol, Investigative and Support Divisions. These divisions are commanded by four Deputy Chiefs. Three Deputy Chiefs have command over Neighborhood Sectors as well as secondary duties, including supervision over the Support Division. The Deputies have 24 hour a day responsibility over their assigned neighborhoods. Consistent with the Department's focus on neighborhoods, the Deputy Chief of Police of the Investigative Division, which also oversees support units, deploys officers to various neighborhood sectors in partnership with neighborhood-based officers to cooperatively address crime trends.

The SPD holds weekly crime meetings facilitated by the Police Commissioner and his command staff. Crime meetings are attended by the commanding officer of each division, bureau captains, and representatives from the squads, as well as the Communications Center and Crime Analysis Unit. During these meetings, reports about crime and quality-of-life issues are reviewed. Crime trends, patterns and past deployment strategies are reviewed and deployment plans are adjusted. Changes are made in accordance with the available data and the collective knowledge of the supervisors involved. This ongoing process is the heart of intelligence-led policing; future deployments and strategic responses are developed, evaluated and adjusted continually.

Fiscal Year 2011 Highlights

Community Partnerships were enhanced and strengthened with Beat Management meetings in each Sector - the sharing of information and working on neighborhood concerns. The Department was also involved in programs that support the strengthening families and the city's fight against drugs and violence.

Continued improvements in the Department's professional standards such as successfully overseeing the coordination, administration, compliance with, and adherence to all Massachusetts Police Trainings, certificates and requirements. Training in all areas and disciplines of police work are now coordinated through the Police Academy.

Grant opportunities were identified and pursued in areas of strategic importance to the Department. Grant funded purchases of new IT equipment include computers, servers and a new dispatch system which allows for integrating dispatch and records management into a single vendor linked system. Implementation of technology and other management information systems improved administrative and policing operations.

The department expanded on the use of five Piaggio motorcycles, using them in anti-crime deployments throughout the City. This strategic use of the Piaggios has become a nationally recognized first.

Minority representation in the Police Department in both civilian and sworn positions and in promotions was increased.

The department's weekly senior staff meetings have been continually improved by employing and expanding on the seven guiding principles of DDACTS: data collection, data analysis, community partnerships, strategic operations, information sharing and outreach, program monitoring and measuring outcomes. The weekly meeting is constantly evolving around the goal of continuous improvement and value.

The department continues to use crime analysis, intelligence led policing and collaboration with federal and state law enforcement agencies, to identify emerging crime patterns, apprehend criminals and deter crime. The department has and will continue to concentrate on gang suppression and intervention in the area of organized posses and gang recruitment, with the vision of reducing crime in the city and improving the quality of life and safety for the City's youth and all its citizens and members of the department.

Risks and Challenges for Fiscal Year 2012

There are always two main driving forces that will present obstacles in meeting the department goals and objectives and those are funding and project resources. The SPD will continue to leverage grant opportunities for accomplishing upgrades in technology.

Training personnel on new technology within the SPD can be a challenging task depending on the application and its use. For example, when the department implemented TeleStaff, it affected all employees; over 550 employees had to be trained. The SPD also has to consider that not all staff works Monday through Friday 8 a.m. to 4 p.m. Therefore it becomes difficult to keep the SPD over-time costs at a minimum when considering training staff who work on either first or third shift.

Strategic Decisions for Fiscal Year 2012

Surveillance camera coverage will be increased to cover areas of high traffic and criminal activity. Along with an increase in coverage, another goal of the SPD is to increase the storage capacity of the servers so that camera footage can be reviewed for up to 90 days.

IMC Traffic Accident Reporting will be implemented department wide. It will enable the officer to submit a professional and detailed accident report using IMC. The report will generate a unique report number that will allow it to be easily located using IMC search methods. This process will also allow for supervisory review and error detection. Once implemented, the final goal will be to work through a web based company (Docview.com) to make the reports available for purchase online, relieving the records personnel of clerical work and reducing the amount of foot traffic inside the department.

CrimeView® Community is a browser-based public policing application that enables community members to access crime data in their neighborhoods quickly and easily. Using ESRI's ArcGIS Server mapping engine, this web based solution helps support community led policing efforts. People want to know what is happening on their street. CrimeView® Community can provide an important public service by giving citizens access to information that they may ordinarily request directly from the police department. Creating self reliance among community members and alleviating some of our staff's work load, can be of great benefit to the department and its community outreach as well as staff productivity.

Data-Driven Approaches to Crime and Traffic Safety (DDACTS) will be implemented as an anti-crime strategy. DDACTS integrates location-based crime and traffic data to establish effective and efficient methods for deploying law enforcement and other resources. Using geo-mapping to identify areas that have high incidences of crime and crashes, DDACTS uses traffic enforcement strategies that play a dual role in fighting crime and reducing crashes and traffic violations. Drawing on the deterrent of highly visible traffic enforcement and the knowledge that crime often involves the use of motor vehicles, the goal of DDACTS is to reduce the incidence of crime, crashes, and traffic violations across the country.

The department will use bar code readers in cruisers to read dot code data that is located on motor vehicle licenses and other state issued identifications. This allows the officer to capture an individual's identification data and download it into IMC. That data can then be automatically entered into a report (i.e. Incident, arrest, accident etc.). This will increase efficiency and reduce the human error that is involved in entering an individual's information. It will also reduce the possibility of duplication in the master names file in IMC.

The Springfield Police Department will introduce an asset inventory tracking system to help manage equipment use and replacement schedules.

The Springfield Police Department will continue to aggressively pursue technology grants to update and enhance the department's infrastructure.

Expansion of the Automated License and Registration System (ALARS). ALARS is a high speed, data driven license plate reader that expands the observation and detection abilities of traffic safety law enforcement personnel and can alert an officer to traffic violators, repeat traffic offenders, stolen vehicles, unregistered vehicles and any other high profile criminal offender. It will allow the officer to interdict these individuals through traffic initiated stops with the objective of and prevent him/her from committing further crime.

The Springfield Police Department will also look to expand the use of TeleStaff for court and extra details scheduling. The Department's court and extra detail scheduling is currently maintained outside of TeleStaff and imported each week into TeleStaff to maintain the employees weekly schedule. TeleStaff telephony capability will create efficiencies by reducing the data entry of court and extra detail.

The Springfield Police Department will look to expand its building capacity with the continued occupancy and eventual ownership of the Arthur McArthur U. S. Army Reserve Center also known as the 50 East Street Project. Occupancy and eventual ownership of this site will alleviate current space issues at 130 Pearl Street. Police Headquarters was built in 1969 and for a police force of about 250. Today, we have a total of 536 sworn and civilian staff.

Further enhanced and increased Crime Analysis (Data Driven Deployment Strategies) through the Department's use of Blue Knight and Blue Heat Deployments. These deployments throughout the city have been effective in not only targeting high crime areas and the apprehension of subjects wanted for violent crime, but have also targeted neighborhoods and citizens who want and appreciate an enhanced police presence on their streets and around their homes and businesses.

Continue implementation of Consolidated Dispatch for the Police and Fire Departments.

Police Department

Description: The department is structured by divisions. They are Patrol, Investigative and Support Divisions and are commanded by the four Deputy Chiefs.

Fiscal Year 2012 Service Goals

Goal: Using Crime Analysis, Intelligence Led Policing and collaboration with Federal and State Law Enforcement Agencies, identify emerging crime patterns, apprehend criminals, and deter crime.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Violent Crime rate per 1,000 pop	13.067	12.412	12.631	12.412
Property crime rate per 1,000 pop.	50.417	54.000	53.100	52.815

Patrol Operations

Description: Police Officers assigned to the uniformed divisions of the Department are on patrol twenty-four hours a day, 7 days a week, 365 days a year. Officers are assigned to three squads covering midnight to 8am, 8am to 4pm and 4pm to midnight. These squad officers patrol the City’s neighborhood sectors and respond to 9-1-1 calls for emergency service, perform routine patrols, conduct traffic enforcement, and perform preventive and high-visibility patrols around identified crime hot spots. Officers in these divisions also serve and enforce orders of protection (restraining orders). Each neighborhood sector has an assigned Ordinance Unit officer to work directly with neighborhood groups focusing on quality-of-life concerns.

A Deputy Chief of Police has around-the-clock responsibility for each of the neighborhood sectors assigned to him. Deputies are visible at community and team meetings, as well as, business meetings and other events in their assigned neighborhoods. The Deputies, through intelligence-led policing strategies shared with Captain-level watch commanders, coordinate strategies for their respective areas.

Uniformed personnel cover station house responsibilities such as: guarding detainees in the municipal lockup, addressing community questions and complaints, taking reports, and maintaining and dispensing equipment to patrol officers.

Goal: Continue to enhance the Quality of Life for each and every citizen.

Citywide Strategic Priorities Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
No. of Calls for Service	172,669	182,708	176,557	174,708
No. of Reports Taken	20,110	20,161	17,854	19,161
No. of Alarm Calls	14,722	15,869	14,555	14,469
No. of Adult Arrests	4,901	5,395	4,711	4,700
Avg Response Time Priority 1 calls (minutes)	6.03	6.00	6.00	6.00

Fiscal Year 2012 Service Goals

The service goals of the neighborhood sectors are to provide police presence in neighborhoods. Proactive police methods utilizing data provided by the Crime Analysis Unit and deploying to target areas on routine patrol as well as using Park & Walk details and Deterrent Patrol Runs as directed by the area deputies and watch commanders. Officers will continue to respond to calls for service quickly, and as effectively as possible. The Police Department's intelligence-led policing methods will continue to engage in collaborative problem solving initiatives with the public in order to reduce crime, the fear of crime and disorder. It will also provide safety, and positively impact the quality-of-life in Springfield. The department strives to meet these goals to attain neighborhood revitalization.

Goal: Provide police presence in neighborhoods

Citywide Strategic Priority Supported: **Public Safety**

Action Steps:

1. Deploying to target areas on routine patrol
2. Use Park & Walk details and Deterrent Patrol Runs

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
No. of DPR + P&W Deployments	17760	16843	21678	18849
No. of DPR'S	12,989	13,511	17,281	14,511
No. of PARK AND WALKS	4,771	3,338	4,297	4,338
No. of neighborhood meetings attended by SPD	108	108	N/A	109

Investigative Division

Description: The Investigative Division is under the command of a Deputy Chief of Police and coordinates activities in accordance with the strategies developed through the intelligence-led police methodology. Strategic, tactical and quality-of-life needs of the City as a whole and the neighborhood sectors are taken into account. The Deputy relies on the exchange of information from formal meetings, direct contact with residents, and informal conversations and observations had throughout the day. The Deputy oversees three bureaus: Detective Bureau, Strategic Impact (Incorporating Vice-Narcotics and Officers assigned to State and Federal Task Force Units), Juvenile/ Family Services & Special Victims/Domestic Violence Unit. Each of the three units is commanded by a Police Captain.

Detective Bureau

The Detective Bureau provides services related to criminal investigation, identification and Crime Scene processing. All Part 1 Offenses (committed by adults) with the exception of rape are investigated by the Bureau. These include murder (regardless of age), robbery, gun robberies, aggravated assault, gun assaults, burglary, larceny and motor vehicle theft. The bureau also investigates Part 2 Crimes. The Bureau works in conjunction with the District Attorney's Office in the preparation and prosecution of criminal cases.

The Detective Bureau is divided into specialty units, among them are Major Crimes (Homicide, Assault, Robbery), Auto Theft, Crime Scene Identification, Arson and the newly formed Gang Intelligence Unit. All detectives assigned to the Bureau are also assigned to a specific patrol district and are responsible for the investigation of violent crimes or other serious in nature, knowing that crimes committed in the city relate directly to the quality-of-life perception of the residents. Bureau supervisors know this and use the intelligence-led police method for identifying patterns and deploying officers. Supervisors in the bureau attend the weekly crime meetings and coordinate deployment strategies with the Deputy Chiefs and other Bureau supervisors.

Continue to Investigate all crime reports and expand the use of the intelligence-led police method for identifying patterns, tracking crime trends and using solvability factors (elements of information about a crime that are important to the successful conclusion of the case) to increase time spent on cases that have the potential for solution. Continue working with the Deputy Chiefs in their anti-crime deployment strategies.

Fiscal Year 2012 Service Goals

Investigate all crimes reported that are committed by adults and are within the Bureau’s investigative responsibility, as well as, assist the other Bureaus investigate all other crimes as needed. The Detective Bureau will use the forensic technologies at their disposal in the investigation of all crime as required. The Bureau will continue to use the Intelligence Led Police Method and collaborate with the Crime Analysis Unit for identifying patterns, tracking crime trends, mapping crime, and using Solvability Factors (elements of information about a crime that are important to the successful conclusion of the case) to increase time spent on cases that have the potential for solution. Maintain a high level of communication with the Deputy Chiefs and continue aiding them in their anti crime deployment strategies.

Goal: Investigate all crimes reported that are committed by adults

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
No. of M/V Stolen Investigations	950	875	819	875
No of B&E Investigations	2,207	2,200	2,729	2,400
No of Aggravated Assault Investigations	1,196	1,300	990	1,000
No of Homicide Investigations	15	15	16	15

Juvenile and Family Services, and Student Support Unit

Description: The Juvenile Division will continue its investigation and booking responsibilities in 2012. The Juvenile Division will continue the use of solvability factors (elements of information about a crime that are important to the successful conclusion of the case) to increase time spent on cases that have the potential for solution and will continue the partnership with the Crime Analysis Unit for identifying patterns, tracking crime trends, mapping crime. The Division has broadened the roles of the 12am-8am shift. Roles were expanded in order to give the 4pm shift a broader scope of investigatory abilities that now includes all sexual crimes including rape. This has lessened the caseload of the overburdened 12am-8am Detective Bureau. Working closely with the Detective Bureau, the 12am-8am Juvenile Division detectives will be continually trained on the necessary investigatory tools required for sexual crimes.

The Student Support Unit (SSU)

The Student Support Unit or as they are often called, the Quebec Team, is the Department's "Student Resource Officers" and is part of the Juvenile Bureau. They provide security and investigative services to the City's high schools, middle schools, and alternative schools. The Student Support Unit has increased its role interacting with city youth through mentoring programs and grant-based initiatives that will foster relationships in a pre-enforcement interaction, with the knowledge that issues revolving youth greatly affect the quality-of-life in Springfield.

Fiscal Year 2012 Service Goals

The Student Support Unit (SSU) will continue its role in developing mutually beneficial relationships with the youth community. Intelligence Led Policing will continue to be the main philosophy within the SSU so as to draw on and capitalize on the positive relationships with the youth community and those involved within the city's schools to provide optimal and efficient policing. The SSU will continue in its role as information gathering for all other bureaus. Working closely with the City's youth and school administration information will be exchanged on gang activity and violence issues which will benefit the entire department and the City. The SSU will continue its role in problem solving within the schools and continue to offer this more broadened approach with "problem mediation" intervention practices between rival juvenile groups.

Goal: Draw on and exploit the positive relationships with the youth community and those involved within the city's schools to provide optimal and efficient policing

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
No of Juvenile Arrests	766	750	750	757
No of Arrests in Schools	375	444	365	370
No. of Runaway/Missing Rpts	1,328	1,209	1,269	1,209

Special Victims Unit

Description: The Special Victims Unit (SVU) is responsible for the investigation of cases that are related to domestic abuse, rape and other sexual assaults, child abuse and neglect, and elder abuse. The SVU also assists other bureaus where specialized training is required. These detectives, as well as, the three civilian domestic violence specialists also assist victims and witness advocates when necessary. This unit comprises the City’s only domestic violence assistance program and shows the Departments understanding of the importance of the issue and the dedication needed to help these victims. Investigations conducted by the SVU include numerous cases resulting from referrals from the district attorney’s office, as well as, the Department of Children and Families (DCF). Springfield’s sex offender registry is also maintained by this unit and they are responsible for disseminating information related to Level 3 offenders to the public.

Fiscal Year 2012 Service Goals

The SVU will continue the use of Solvability Factors (elements of information about a crime that are important to the successful conclusion of the case) to increase time spent on cases that have the potential for a solution. The SVU will partner with the Crime Analysis Unit to identify patterns, track crime trends and map crime. The Unit will continue to provide trainings using funds provided in the Violence Against Woman’s Act (VAWA) Grant. These trainings will be for law enforcement personnel, as well as, civilian service providers. The SVU has structured new partnerships with resources never used before and will continue to expand on this methodology wherever possible.

Goal: To minimize the time required to draft and review contracts

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
No. of Rape Investigations	157	140	107	110
No of Domestic Investigations	2,904	3,100	3,492	3,100
Total Investigations	N/A	N/A	453	453

Narcotics/Vice Control Division

Description: The Narcotics/Vice Control Division is responsible for the investigation of crimes involving the use, possession, sale, manufacturing, and transportation of controlled substances, including liquor and tobacco, as well as prescription and illegal narcotics. Crimes that fall under the category of commercialized vice, racketeering, loan sharking, illegal gaming and lotteries, prostitution, obscene materials and pornography are also investigated by this bureau. The Vice Control Division supports the efforts of the patrol force in the neighborhoods and work on issues such as narcotics and prostitution as an adjunct and supplemental staff. This unit has become instrumental in the effort to combat gang violence and the effect it has on City neighborhoods.

Fiscal Year 2012 Service Goals

The Narcotics/Vice unit has targeted gang and posse members in a concerted effort to deal with the drug trafficking in the city. The Bureau will continue the focus on low to mid level drug dealers (many of these individuals are gang or posse affiliated) as these individuals continue to be a major contributing factor in the City's street violence problems including assaults, robberies, gun violence and shots fired calls. The use of on-duty personnel including the SPD Police Intelligence and Gang Unit officers targeted overtime deployments, partnerships with Federal and State gang and drug agencies, and a gang database will all be utilized to control these issues.

Goal: Target gang and posse members in a concerted effort to deal with the drug trafficking in the city

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
No of Prostitution Arrests	103	116	161	116
No. of Drug Arrests	873	1,162	811	865

Intelligence and Warrant Apprehension Units

Description: The Warrant Unit and the Intelligence Unit provide tactical and operational support and work in concert with the whole of the Springfield Police Department. The Springfield Police Warrant Apprehension Unit, in cooperation with the US Marshals Service Fugitive Task Force work regularly with other organizations to track and apprehend wanted persons. Records for 2010 indicate that the officers made in excess of 400 arrests, including murder warrants, rape, robbery and all other felony warrants as well as unregistered sex offenders. This law enforcement activity provides an invaluable service to the local community by taking wanted and many times dangerous people off of the streets. and to the court system. By tracking down many of those people defaulting on their court appearance dates, the court process runs more efficiently.

Fiscal Year 2012 Service Goals

The Springfield Police Warrant Apprehension Unit will continue placing an emphasis on targeting the city's gang and posse members and will work to decrease their criminal activity and help the quality of life in these affected neighborhoods. The unit will assist in the preparation of information on new releases from the State's house of corrections and prisons – releases coming into the community whose presence criminal and gang affiliations can affect the areas of the city they are moving to or will be frequenting. The Unit will strive to improve these services it has been performing with the goal of surpassing accomplishments of previous years.

Support Divisions

Description: The Department’s Support Divisions supplement the work in the neighborhood sectors. The units in this division operate city-wide in response to needs expressed by the Commissioner and the Deputy Chiefs through the use of intelligence-led policing methodologies.

Street Crimes Unit

The Street Crimes Unit functions as quick response asset at the direction of the Police Commissioner and Deputy Chiefs to supplement anti crime efforts and safety concerns wherever needed. The Unit has placed emphasis on targeting the City’s gang and posse members and works to decrease their criminal activity and help better the quality of life in these affected neighborhoods. The unit works with the Parole and Probation Departments in high-risk warrant service. This unit also has the responsibility of tracking gang members and gang affiliations and serves the role of gang information gathering to assist the command staff in deployment strategies.

Street Crimes Unit Fiscal Year 2012 Service Goals

The Street Crimes Unit will continue to target the City’s gang and posse members working to decrease their criminal activity. The unit will supply the Gang Intelligence Unit information and updates as they continue with street level gang interventions citywide. The Unit will continue partnering with State and Federal Agencies, and continue its partnering with the SSU and the City’s schools placing emphasis on controlling violence around the City’s schools. The Unit will respond, as directed by the Commissioner and Deputy Chiefs, to issues anywhere in the city.

Goal: Target the City’s gang and posse members working to decrease their criminal activity

Citywide Strategic Priority Supported: **Public Safety**

Measures	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
No of Arrests made	N/A	N/A	464	400
No of Field Interviews Conducted	N/A	N/A	257	200
No of Special Deployments	N/A	N/A	46	40

Traffic Bureau

Traffic bureau officers including the motorcycle unit, safety cars, hit and run unit and the officers assigned to the serious accident fatality unit are assigned to deal with motor vehicle accidents and violations as their primary responsibilities. Officers of the unit are also called on to assist in high profile details – escorts, funerals, and parades. These officers patrol the whole city and when needed, assist the patrol division with calls for crimes-in-progress and emergencies.

Traffic Bureau Fiscal Year 2012 Service Goals

The Traffic Bureau will continue the focus on high accident volume locations for targeting traffic law enforcement in an attempt to reduce accidents. The Bureau will use a DDACTS methodology continuing to assist the squad and the Deputy Chiefs in their targeted patrol areas that are designated as high crime, gang or drug areas. Patrols will be developed to assist the department's effort to reduce criminal activities. The Bureau will continue with the aid of the grant's office to seek traffic enforcement grants to further enforcement strategies citywide.

Goal: Focus on high accident volume locations for targeting traffic law enforcement in an attempt to reduce accidents

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
No. of M/V Violations	21,032	22,277	17,000	22,277
No of M/V Accidents	4,542	4,762	6,823	5,562
No of M/V Fatalities	8	7	10	8

Business and Technology

Description: The Division of Business and Technology is the administrative branch of the SPD. This division houses the totality of the fiscal and personnel services, information technology, radio repair, crime analysis, grants, supply and extra details. Tracking finance and personnel issues, reporting on crime trends and patterns, keeping the department up to date with new technologies and improving the automation of the core functions are also among the responsibilities of the division.

Fiscal Year 2012 Service Goals

Crime Analysis: The goal of this unit is to continue and improve on the Department's strategy of "Intelligence Led Policing" reviewing all reports preparing daily and weekly crime bulletins as well as running the weekly staff meeting. The CAU will work more closely with the Deputy Chiefs and the investigative bureaus assisting with tracking crime trends and patterns to assist in anti-crime efforts. The unit also supports the public's request for information and looks to deliver those services in a timely and professional manner.

Radio Repair: Upgrade, repair and maintain the City's communications equipment. Continue with improvements to existing systems and adapt new technology, all for the better service to and protection of the city and its population.

Information Technology: Maintain and upgrade the department's computer and dispatch systems keeping up with new technological trends and equipment. Continue working with the grants office on purchasing systems and upgrades beyond the normal police or City's budgets. The unit will operate in supporting the department's efforts to serve the City.

Grants: Maintain and support current grant funding, look for new funding sources using creative and dynamic ideas, reapply for reoccurring grant funds and support the Department's efforts to fight crime and improve quality of life issues in the City.

Supply/Extra Details: Monitor, equip and supply the department and its members with materiel and equipment and to handle the outside overtime detail requests assign officers, bill vendors and track payments.

The Springfield Police Department has continued to analyze its support services and where applicable the department will continue its civilianization process. In the past the department would have sworn officers perform administration functions and duties. The sworn officer who held these positions are now redeployed back into the bureau increasing its sworn force and thus increasing public safety.

Professional Standards Division

Internal Investigative Unit

The Internal Investigation Unit (IIU) is charged with investigating complaints against police department employees both sworn and civilian received from internal and/or external sources. The unit currently consists of a lieutenant, three sergeants and an administrative assistant. The sworn personnel are responsible for the thorough investigation of violations of departmental rules and regulations. Those violations could be purely administrative or involve alleged criminal activity. The investigations are fact finding missions and the investigators offer no opinions as to the validity of the complaint(s). The unit is responsible to adhere to civil service law and union contracts. The unit works closely with the Springfield Law Department which is currently charged with the prosecution of cases deemed to require a hearing. The unit is the central depository for all information concerning the discipline of department employees.

IIU Fiscal Year 2012 Service Goals

The Internal Investigation Unit, as part of the department's professional standards function, will continue working toward ensuring the Police Department operates within the rules and regulations and administrative orders of the department. The Unit will continue in their tradition of thorough investigations of all complaints made and investigations assigned to them, processing each in a professional manner so the Command Staff, the City's leadership and the citizens of Springfield can feel that all complaints are handled honestly and appropriately.

Goal: Continue to work towards ensuring the Police Department operates within the rules and regulations and administrative orders of the department

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
No. of Citizen Complaints Investigated	55	56	33	40
No. of P.I.E.s Investigated	81	91	73	80
No. of SOs Investigated	43	50	46	46

Academy Training

The Police Academy recruits and trains new recruits during an intensive 22-week academy program that exceeds the mandatory Massachusetts Municipal Police Training Committee requirements. The Academy provides specialized trainings and retraining of department members as required by the Police Commissioner. The Academy also provides in-service training for all sworn personnel, exceeding the Commonwealth of Massachusetts training requirements. The Academy is responsible for the coordination of all trainings attended by department personnel and providing legal updates and important bulletins to department members as needed. Additional responsibilities include maintaining all department weapons and AEDs, supervising cadets through their three-year apprenticeship and maintain and supervise the firing range.

Academy Training Fiscal Year 2012 Service Goals

The Academy will oversee and track all trainings ensure that all trainings requested are for the enhancement of the Department's abilities to better serve the City. The Academy will ensure that the quality of training meets or surpasses state and national standards. The unit will prepare for a new recruit classes as authorized, as well as, conduct the annual in-service trainings as required by the Commonwealth Training Committee. The Academy will continue to ensure the Police Commissioner's direction is brought to the in-service classes to further the department's efforts for professionalism at all ranks.

Court Unit:

The Court Unit works as the liaison with The Hampden County District, Superior and Juvenile Courts. The Unit processes court folders request complaints on arrests, request warrants on criminal investigations and prepares show cause hearings as needed. The unit also prosecutes cases in magistrate hearings and helps to secure police witnesses for prosecution.

Court Unit Fiscal Year 2012 Service Goals

The Court assigned personnel will process court cases and assist the District Attorney's Office in criminal prosecutions. Officers assigned to the Court Unit will work with the District Attorney and Assistant District Attorneys assigned to Springfield cases to reduce the police witness subpoenas to only those necessary while at the same time successfully prosecuting all cases. The unit will strive to appropriately reduce the Department's court overtime expenses when ever possible.

Grants Summary: Police Department

1. **Justice Assistance Grant:** To support the department's Technology Improvement Program.
2. **Justice Assistance ARRA:** To support the department's Technology Improvement Program.
3. **V.A.W.A.:** Staffing support for the violence against women program.
4. **ARRA Municipal Police Services Staffing Grant:** To hire five police officers.
5. **Governor's Highway Safety Traffic:** Traffic enforcement and equipment.
6. **Shannon Grant:** gang violence reduction.
7. **Underage Alcohol Enforcement:** to deter underage drinking.
8. **Weed and Seed:** to prevent, control, and reduce violent crime, drug abuse, and gang activity.
9. **Community Policing Grant:** To advance the development of innovative community policing strategies.
10. **Automatic License Plate Reader:** To pay for one (1) reader complete with installation kit and operator license.

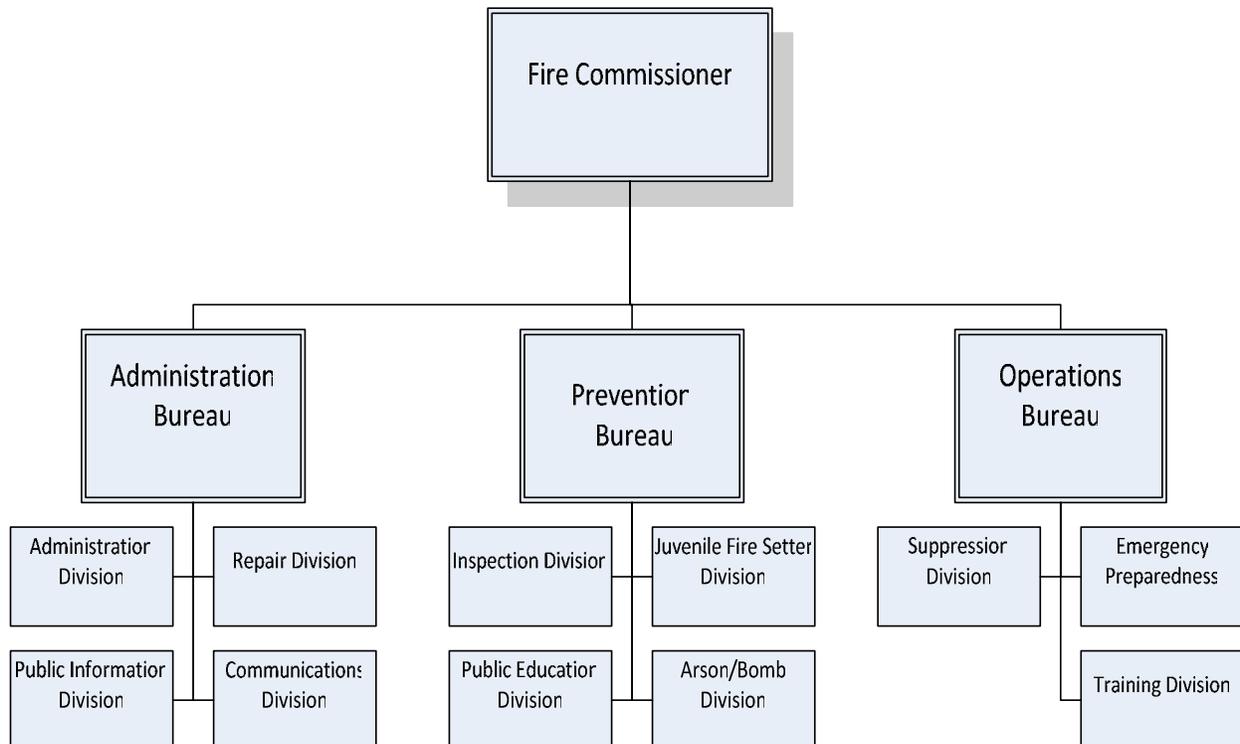
Grant Source	Federal	FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
	State Other						
1. US DOJ	Federal	\$274,199	\$491,225	\$172,402	\$109,316	-\$381,909	-349.4%
2. US DOJ	Federal	\$1,021,820	\$0	\$59,593	\$173,962	\$173,962	100.0%
3. MA EOPSS	State	\$53,639	\$17,225	\$46,293	\$20,607	\$3,382	16.4%
4. MA EOPSS	State	\$35,488	\$253,862	\$302,994	\$0	-\$253,862	-100.0%
5. MA EOPSS	State	\$89,368	\$40,000	\$41,364	\$20,000	-\$20,000	-100.0%
6. MA EOPSS	State	\$1,029,564	\$89,000	\$643,510	\$500,000	\$411,000	82.2%
7. MA EOPSS	State	\$1,688	\$89,000	\$15,308	\$0	-\$89,000	100.0%
8. MA EOPSS	State	\$20,763	\$0	\$35,000	\$0	\$0	0.0%
9. MA EOPSS	State	\$231,830	\$0	\$161,798	\$0	\$0	0.0%
10. MA EOPSS	State	\$0	\$0	\$17,285	\$0	\$0	0.0%
TOTAL		\$2,758,359	\$980,312	\$1,495,547	\$823,885	-\$156,427	-19.0%

All Funds Budget

	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Operating Budget					
Salaries	\$33,654,654	\$35,597,112	\$35,111,647	(\$485,465)	-1.4%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$626,114	\$894,930	\$805,645	(\$89,285)	-10.0%
Supplies & Materials	\$932,533	\$1,071,157	\$1,143,398	\$72,241	6.7%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges and Expenditures	\$5,599	\$9,000	\$9,000	\$0	0.0%
Capital Outlay	\$395,651	\$16,676	\$14,001	(\$2,675)	-16.0%
Total General Funds	\$35,614,551	\$37,588,875	\$37,083,691	(\$505,184)	-1.3%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted Budget	Variance FY12- FY11	Percent Change
Grant Funds	\$2,758,359	\$980,312	\$823,885	(\$156,427)	-16.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$2,758,359	\$980,312	\$823,885	(\$156,427)	-16.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted Budget	Variance FY12- FY11	Percent Change
General Fund	\$35,614,551	\$37,588,875	\$37,083,691	(\$505,184)	-1.3%
External Funds	\$2,758,359	\$980,312	\$823,885	(\$156,427)	-16.0%
All Funds:	\$38,372,910	\$38,569,187	\$37,907,576	(\$661,611)	-1.7%

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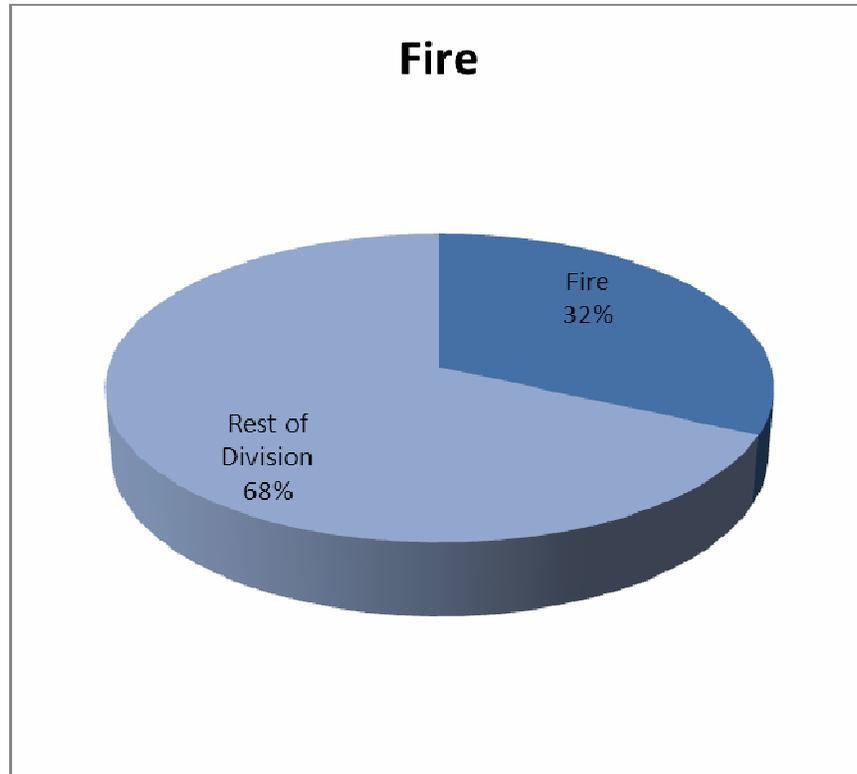
Fire Department



Mission Statement

The Springfield Fire Department 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.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$17,041,638	\$17,573,211	\$17,777,076	\$16,724,422	(848,789)	-4.8%
OTPS	\$1,059,355	\$1,236,339	\$1,386,081	\$1,342,364	106,025	8.6%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$18,100,993	\$18,809,550	\$19,163,157	\$18,066,786	(742,764)	-3.9%

Department	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	261.0	262.0	262.0	251.0	(11.0)	-4.2%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	1.0	1.0	1.0	1.0	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	262.0	263.0	263.0	252.0	(11.0)	-4.2%

Fire Department Summary

The department is comprised of three bureaus: Administration, Operations, and Prevention. The department responds to over 10,000 calls annually for fire, rescue, hazmat, and medical emergencies. The Administration Bureau consists of the Fire Alarm, Fire Repair Division, Administration, and Public Information Divisions which provide communications, administrative support, and public information, respectively. The Operations Bureau consists of fire suppression, training and emergency preparedness personnel. The Prevention Bureau consists of Fire Inspections, Arson and Bomb Squad, Public Education and the Fire Stop Juvenile Fire Setter Program.

Fiscal Year 2011 Highlights

The Department's Fiscal Year 2011 highlights are included within each bureau's summary pages.

Administration Bureau

Description: The Administration Bureau provides leadership and support to all City of Springfield Fire Department divisions. The Administration Bureau consists of several sub-divisions: Fire Repair, Fire Alarm, Administration, and Public Information. The Administration Bureau directly supports the mission of the Fire Department by maintaining and, when possible, enhancing apparatus and equipment, processing requests for emergency response, supporting administrative policies and procedures, and coordinating emergency scene information for the media.

Fiscal Year 2011 Highlights

One hundred percent of union grievances were responded to within 24 hours.

Unscheduled repairs constituted less than 10% of the workload.

Ninety-seven percent of calls were dispatched within 2-minutes.

Injuries were reduced by 15% over the previous year.

Risks and Challenges for Fiscal Year 2012

Budgetary constraints threaten core services.

Increase in injuries due to a reduction in staffing.

Health and safety may be at risk due to the lack of a comprehensive health and safety plan.

An aging fleet may have impact on budget due to increased maintenance costs.

Strategic Decisions for Fiscal Year 2012

Continue to stress the importance of appointing a Health and Safety Officer who will spearhead the enhancement of the health and safety of the entire department.

Strengthen the operational systems of the department by finalizing the appointment of an IT Specialist who can broaden the use of technology within the department.

Strengthen the labor/management partnership by increasing communications between administrative personnel and bargaining unit representatives.

Fiscal Year 2012 Goals

Goal: Perform preventative maintenance on vehicles in order to maintain the percent of unscheduled repairs at 10%.

Citywide Strategic Priority Supported: **Public Safety, Fiscal Management**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of repairs that are unscheduled	6.6%	6.6%	3.5%	<10%

Goal: Provide information to the media on 75% of major incidents.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
% of major incidents for which information was provided to the media	75.0%	75.0%	98.0%	75.0%

Goal: Maintain current number of injuries occurring while on duty.

Citywide Strategic Priority Supported: **Public Safety, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
# of reported injuries	114	204	88	204

Goal: Maintain department norm of 1 or fewer instances of sick leave of 2 tours or less per employee.

Citywide Strategic Priority Supported: **Public Safety, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
# of instances of sick leave of 2 tours or less	276	226	243	226

Goal: Improve the perception of public safety throughout the entire City

Citywide Strategic Priority Supported: **Public Safety, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
# of neighborhood meetings attended by Fire Dept personnel	N/A	12	2	13

Multi-Year Goals

Implement a comprehensive Health and Safety Program for firefighters.

Implement Injured-on-Duty and Restricted Duty programs.

Operations Bureau

The Operations Bureau comprises the Suppression, Training, and Office of Emergency Preparedness Divisions. The Suppression Division provides emergency mitigation services to those reporting emergencies to the Springfield Fire Department. The Training Division plans, arranges, and delivers training for Springfield Fire Department personnel. The division also furnishes training and exercise in all areas of Fire/Rescue/EMS/Hazmat training, as well as providing in-station drills to keep the companies' training up to date. The Office of Emergency Preparedness (OEP) prepares and maintains emergency response plans for the City. The OEP coordinates exercise programs to train departments with their roles in the plans and is responsible for providing management and technical support during emergency responses.

Fiscal Year 2011 Highlights

Responded to over 14,000 calls for emergency services.

Construction completed for new Station 3 on White Street.

Rapid emergency response times and effective property conservation maintained.

Planning and Memorandum of Understanding executed for transition of SFD Training Center to state facility.

Risks and Challenges for Fiscal Year 2012

Potential budget cutbacks may result in layoffs, fire companies being put out of service, station closings and/or curtailment of services.

Potential retirement of experienced chief and company officers and firefighters.

Returning Ladder 9 to full-time status

Establishment of a certified list to fill vacancies in the lieutenant's rank.

Strategic Decisions for Fiscal Year 2012

Allocation of resources in the event of significant cuts to local aid.

Areas of focus in the 2012 Fire Act Grant application.

Updates for Capital Improvement schedule.

Fiscal Year 2012 Goals

Goal: Respond to 90 percent of fires within 5 minutes or less from time of dispatch.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of structure fires responded to within 5 minutes from time of dispatch	92.0%	94.0%	87.0%	90.0%

Goal: Preserve 80 percent or more of property value of all properties that have experienced structure fire.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of property value saved	85.0%	85.0%	87.0%	80.0%

Goal: Fulfill EMS training requirements for all members who respond to EMS calls.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of members trained in EMSFR	23.0%	33.0%	22.0%	33.0%
Percent of members trained in AED/CPR	100.0%	100.0%	54.0%	100.0%

Goal: Replace the Training Center with a new state owned and operated facility on Grochmal Avenue by June 30, 2012.

Citywide Strategic Priority Supported: **Public Safety, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of Days from July 1 to the opening of the W. Mass Fire Academy.	N/A	N/A	N/A	365

Goal: Provided state-sponsored funding continues, fulfill training requirements for all members of the Mass Decon Unit.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of members trained in Mass Decon	195	160	126	160

Goal: Participate in two (2) joint exercises with local hospitals.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of joint exercises participated in	4	4	2	2

Multi-Year Goals

Complete construction of the new Regional Training Center.

Lay groundwork for replacement of Station 12 in Sixteen Acres.

Prevention Bureau

The Prevention Bureau consists of multiple sub-divisions. The City's Fire Inspection Division, the Arson and Bomb Squad, Public Education Officer and the Fire Stop/Juvenile Fire Setter program are all integral parts of the Prevention Bureau. This Bureau ensures the safety of the public and the environment through the enforcement of Massachusetts General Law Chapter 148, City ordinances, Code of Massachusetts Regulations (CMR) 527 and National Fire Prevention Association (NFPA) standards. Fire Prevention pursues its goals through public education, the issuance of permits, plan reviews, inspections and fire drills, complaint investigation, fire alarm and sprinkler testing, and helping maintain a clean environment by a strict observance of Underground Storage Tank/Above Ground Storage Tank removals and installations. The Bureau works closely with Elder Affairs to install smoke detectors in homes of elderly residents. The Bureau also works closely with Code Enforcement through fire code violation referrals to upgrade vacant or idle properties to current fire safety standards. The Public Education Officer (PEO) provides fire safety education to the general public and schools in order to reduce the loss of life and property due to fire hazards. The Arson and Bomb Squad is composed of firefighters and police officers who provide thorough investigations of all fires and is responsible for the handling and disarmament of all hazardous devices found within the City. The main purpose of the Fire Stop Program is to provide consistent and appropriate response to fire setting incidents that involve children under the age of eighteen with a comprehensive intervention and education program.

Fiscal Year 2011 Highlights

Prevention is on track to perform a minimum of 6,000 inspections despite a reduction in staffing.

Implementation of restaurant inspectional program.

Public education programs in grades one and three will reach 100% of all students.

Fire Stop program continued to expand services for the community and address fire-setting issues for crisis cases in a timely fashion and provided educational programming for committed referrals to the Juvenile Fire Setter Program.

Two fire investigators have taken the Certified Fire Investigators exam and are now internationally certified.

Risks and Challenges for Fiscal Year 2012

Increasing special inspections per month per Inspector.

Possible increase of revenue producing fees.

Acquiring a minimum of two support vehicles.

Maintain current success in school curriculum despite staffing issues.

Reacquire an assistant to the P.E.O. who could also assist Fire Prevention programs.

Maintain funding in the budget to staff Arson Squad twenty four seven.

Strategic Decisions for Fiscal Year 2012

Drastic expansion into non-English speaking populations of the education program.

Smoke detector giveaway program for target hazards.

Fiscal Year 2012 Goals

Goal: Decrease total fires.

Citywide Strategic Priority Supported: **Public Safety**

Action Steps:

Track accidental fire causes for common factors to be used in future education classes.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of investigations made	132	300	236	300
Number of fires whose cause was determined to be incendiary	35	56	76	56

Goal: Increase monthly inspections per full-time inspector to 90.

Citywide Strategic Priority Supported: **Public Safety, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Avg. monthly inspections per inspector	84	75	89	90

Goal: Perform a minimum of 150 residential inspections as requested by residents.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Residential units inspected	N/A	N/A	N/A	0

Goal: Achieve Fire Inspector 1 certification for all Inspectors.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
# Inspectors certified to level of Fire Inspector 1	4	4	4	5

Goal: Determine a fire cause for at least 97 percent of fire investigations.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of investigated fires whose cause was determined	95.9%	97.0%	91.5%	97.0%

Goal: Send an Arson Squad representative to at least 4 fire and 3 bomb investigator classes.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of fire investigator classes attended	15	20	7	20
Number of bomb investigator classes attended	8	10	7	10

Goal: Hold Fire and Life Safety classes for all first and third graders in the City.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of first-grade classes that participated in a Fire and Life Safety class.	90.0%	100.0%	95.0%	100.0%
Percent of third-grade classes that participated in a Fire and Life Safety class.	60.0%	100.0%	95.0%	100.0%

Goal: Maintain the number of Fire and Life Safety education offered to businesses, elderly, apartment complexes.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of Classes held for businesses	18	10	5	12
Number of Classes held for elderly	19	3	3	12
Number of Classes held in a language other than English	0	1	1	0
Number of Classes held in apartment complexes	0	2	3	4

Goal: Ensure that all children referred to the Fire Stop program complete an education program within 6 months of referral.

Citywide Strategic Priority Supported: **Public Safety**

Action Steps:

1. Obtain grant funding to pay for additional interns.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of juvenile fire-setter referrals screened within 2 weeks	49.0%	80.0%	N/A	100.0%
Percent of juvenile fire-setter referrals that completed an appropriate education program within 6 months	18.0%	N/A	N/A	100.0%

Multi-Year Goals

Create a formalized community-based program with assistance from personnel in area (satellite) Fire Departments trained as Intervention specialists, thereby having a pool of community leaders who can perform screenings and provide education classes.

Grants Summary: Fire

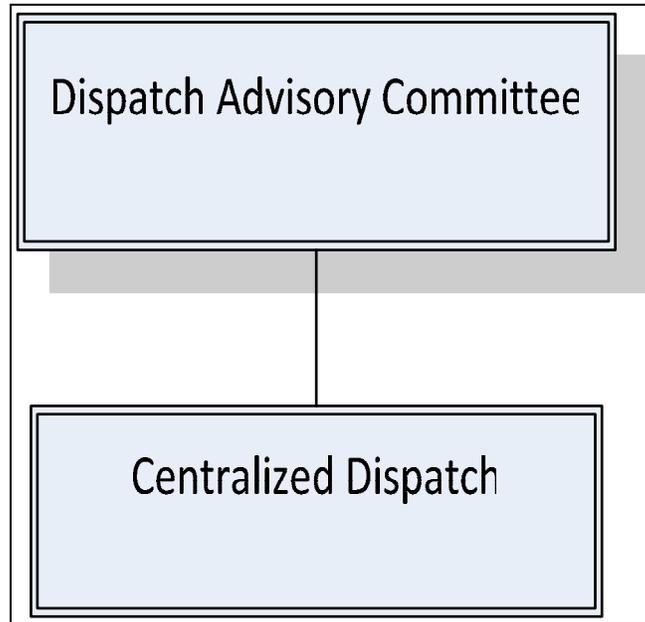
1. **AFG Program:** To purchase 82 portable radios.
2. **MA EOPPS Firefighter Staffing - ARRA:** To hire (8) firefighters.
3. **Public Health Emergency Grant**
4. **MMRS:** To support emergency preparedness.
5. **Mass Decontamination Unit:** Emergency preparedness for hospitals and health centers. More specifically, this funding is spent for overtime to conduct training/drills during the year for the use of the Mobile Decontamination Units.
6. **S.A.F.E.:** To support the Public Education Officer's Programs.
7. **EMPG Grant:** to purchase a public safety response vehicle with accessories and equipment for the alternate public safety site.

Grant Source	Federal		FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
	State	Other						
1. US FEMA	Federal		\$0	\$89,347	\$134,021	\$0	-\$89,347	-100.0%
2. MA EOPSS	State		\$21,093	\$475,345	\$497,465	\$0	-\$475,345	-100.0%
3. MA EOPSS	State		\$5,659	\$11,000	\$8,000	\$11,000	\$0	0.0%
4. MA EOPSS	State		\$91,854	\$107,074	\$242,000	\$317,419	\$210,345	66.3%
5. MA DPH	State		\$22,750	\$0	\$0	\$0	\$0	0.0%
6. MA DPH	State		\$1,371	\$6,000	\$10,000	\$7,500	\$1,500	20.0%
7. MA MEMA	State		\$0	\$0	\$0	\$70,000	\$70,000	100.0%
TOTAL			\$142,727	\$688,766	\$891,486	\$405,919	-\$282,847	-69.7%

All Funds Budget

Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$17,041,638	\$17,573,211	\$16,724,423	(848,788)	-4.8%
Employee Benefits	\$0	\$0	\$0	-	0.0%
Purchases of Services	\$430,644	\$519,629	\$776,303	256,674	49.4%
Supplies & Materials	\$624,866	\$713,210	\$562,560	(150,650)	-21.1%
Intergovernmental	\$0	\$0	\$0	-	0.0%
Other Charges and Expenditure	\$3,845	\$3,500	\$3,500	-	0.0%
Capital Outlay	\$0	\$0	\$0	-	0.0%
Total General Funds	\$18,100,993	\$18,809,550	\$18,066,786	(742,764)	-3.9%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$142,727	\$688,766	\$405,919	(\$282,847)	-41.1%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$142,727	\$688,766	\$405,919	(\$282,847)	-41.1%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$18,100,993	\$18,809,550	\$18,066,786	(\$742,764)	-3.9%
External Funds	\$142,727	\$688,766	\$405,919	(\$282,847)	-41.1%
All Funds:	\$18,243,720	\$19,498,316	\$18,472,705	(\$1,025,611)	-5.3%

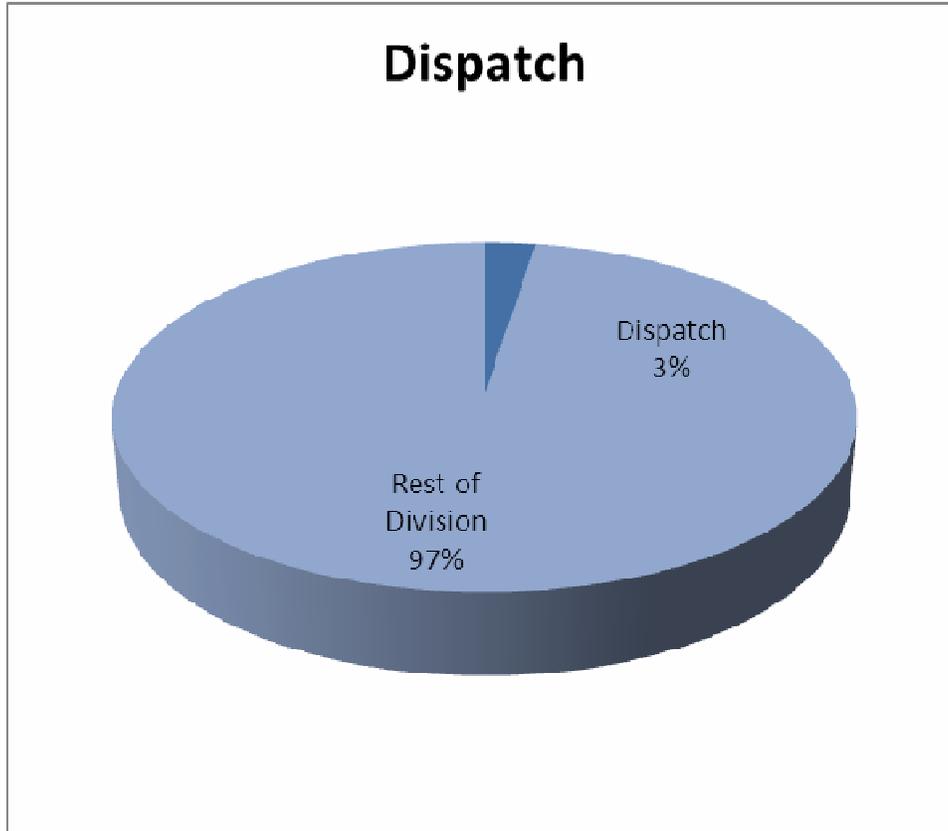
Centralized Dispatch



Mission Statement

The mission of the Centralized Dispatch Operations is to improve the quality of life of Springfield residents and visitors by providing and maintaining a 911 Public Safety Answering Point and 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.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$875,421	\$1,249,389	\$1,318,919	\$1,284,029	\$34,640	2.8%
OTPS	\$80,753	\$102,030	\$24,809	\$138,320	\$36,290	35.6%
Capital	\$0		\$0	\$0	\$0	0.0%
Total General Fund	\$956,174	\$1,351,419	\$1,343,728	\$1,422,349	\$70,930	5.2%

Department	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	43.0	43.0	43.0	28.0	(15.0)	-34.9%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	15.0	15.0	100.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	43.0	43.0	43.0	43.0	-	0.0%

Centralized Dispatch Department Summary

Public safety communication centers utilize a significant amount of communications equipment and systems in their daily operations. The Springfield Police and Fire Department dispatch centers each employ multiple systems. These include Computer Aided Dispatch Systems (CAD), Records Management Systems (RMS), and Geographic Information Systems (GIS), the 9-1-1 system, the radio system, and the recording system. These systems must be housed in appropriate facilities.

The 9-1-1/dispatch consolidation project that the City is pursuing will have wide-reaching effects on public safety operations in the City of Springfield. This project will not only be an improvement over current dispatch operations but a cutting edge example of how departments and communications operations relate to one another.

In February of 2009, the Finance Control Board established the Central Dispatch Department within the city under the jurisdiction of the Mayor. It exists to provide and maintain a primary and secondary public safety answering point for the city.

The department, headed by a Central Dispatch Director reports to a six-member Dispatch Steering Committee comprised of the Mayor, Police Commissioner, Fire Commissioner, Director of 3-1-1, Chief Information Officer, and the Chief Administrative Financial Officer, or their designees. The committee is responsible for setting the department's policies, procedures, goals, objectives, and performance measures while the director is tasked with the personnel administration, day-to-day operations and long-range strategic planning for the department.

Fiscal Year 2011 Highlights

Hired the Centralized Dispatch Director

Began consolidation efforts through established goals of the Dispatch Steering Committee

Improved compliance with 9-1-1 standard identified in *560 CMR: STATEWIDE EMERGENCY TELECOMMUNICATIONS BOARD, STANDARDS FOR ENHANCED 9•1•1* that states 90% of all 9-1-1 calls are to be answered in no more than ten seconds during normal peak operating periods.

Participated in Regionalization Feasibility Study funded by State 9-1-1 Department grant

Policy and Procedures developed and implemented for operations

Risks and Challenges for Fiscal Year 2012

Operations are 24/7, including 9-1-1 services, non-emergency call answering and radio dispatching that must function regardless of unforeseen issues in the community or catastrophic equipment failure; redundancy is critical.

Changing State regulations as related to 9-1-1 (Training requirements and Emergency Medical Dispatching requirements) will require attention and potential adjustments in FY12.

Strategic Decisions Fiscal Year 2012

As a newly formed department, the internal operational model has not been fully implemented and the proposed model will not be finalized until FY12. Administrative staff positions for Quality Assurance Manager and Training Coordinator, Grants/Financial Manager, Quality Assurance Assistant, Administrative Services Coordinator and 9-1-1 Coordinator/CAD Administrator were identified but not funded for the FY12 budget cycle. The operational model also calls for introducing Certified Training Officers and additional Lead Dispatch positions into the Operations Division. The additional funding required for these positions shall be provided through the State 9-1-1 Department Regional Emergency Communications Center Support and Incentive grant program in FY12. In addition, current work flow will be analyzed and resources effectively deployed around service demands.

This strategy will support the implementation of a fully civilianized organizational structure by filling and empowering those in existing positions (Director, Operations Manager, Lead Dispatchers) and filling additional positions needed for sustainability (Quality Assurance Manager, Training Coordinator, Certified Training Officers).

As part of this model, a training program will be established for new hires and a continuing education management program established for existing employees to comply with updated Statutory Mandate M.G.L. c. 6A, § 18B(g) and associated CMR 560, regarding minimum training requirements for certified 9-1-1 telecommunicators in Massachusetts.

Outfit current Secondary PSAP as back-up for Primary PSAP should catastrophic failure occur.

Continue efforts towards consolidation (through Steering Committee and its working groups) including committing to location and identifying transitional plan.

Centralized Dispatch

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

Fiscal Year 2012 Goals:

Goal: Continue to work toward the efficient and accurate processing of 9-1-1 services, non-emergency calls and radio dispatching

Citywide Strategic Priorities Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percentage of 9-1-1 calls to be answered in no more than ten (10) seconds in normal peak oper-	70.3%	72.0%	72.5%	90.0%
Percentage of 9-1-1 calls processed and prioritized accurately	N/A	N/A	N/A	Establish Baseline

Multi-Year Goals:

Complete consolidation project

Consider regionalization

Grants Summary: Dispatch

1. **State 9-1-1 Regional Emergency Communications Support & Incentive Grant:** To support and operate Primary 9-0-11 PSAP.
2. **State 9-1-1 Training Grant:** To train 9-1-1 Telecommunicators.

Grant Source	Federal		FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
	State	Other						
1. MA EOPSS	State		\$595,504	\$663,261	\$663,261	\$663,261	\$0	0.0%
2. MA EOPSS	State		\$123,457	\$123,457	\$123,457	\$120,000	-\$3,457	-2.9%
TOTAL			\$718,961	\$786,718	\$786,718	\$783,261	-\$3,457	-0.4%

All Funds Budget

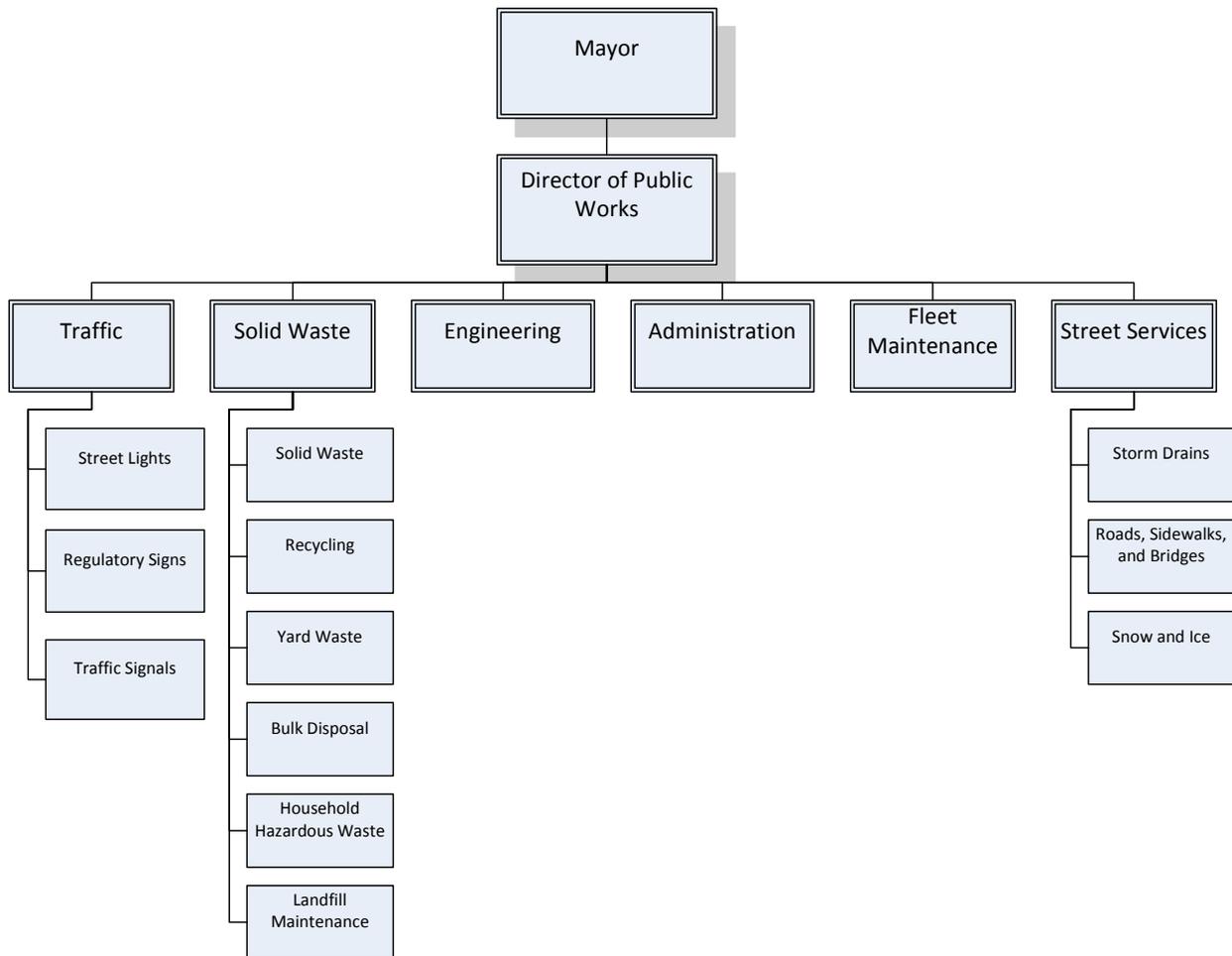
	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Operating Budget					
Salaries	\$875,421	\$1,249,389	\$1,284,029	\$34,640	2.8%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$19,429	\$22,500	\$21,375	(\$1,125)	-5.0%
Supplies & Materials	\$61,324	\$73,530	\$115,520	\$41,990	57.1%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges and Expenditures	\$0	\$6,000	\$1,425	(\$4,575)	-76.3%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$956,174	\$1,351,419	\$1,422,349	\$70,930	5.2%
External Funds					
Grant Funds	\$718,961	\$786,718	\$783,261	(\$3,457)	-0.4%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$718,961	\$786,718	\$783,261	(\$3,457)	-0.4%
All Funds Budget					
General Fund	\$956,174	\$1,351,419	\$1,422,349	\$70,930	5.2%
External Funds	\$718,961	\$786,718	\$783,261	(\$3,457)	-0.4%
All Funds:	\$1,675,135	\$2,138,137	\$2,205,610	\$67,473	3.2%

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Section 8
Department of Public Works

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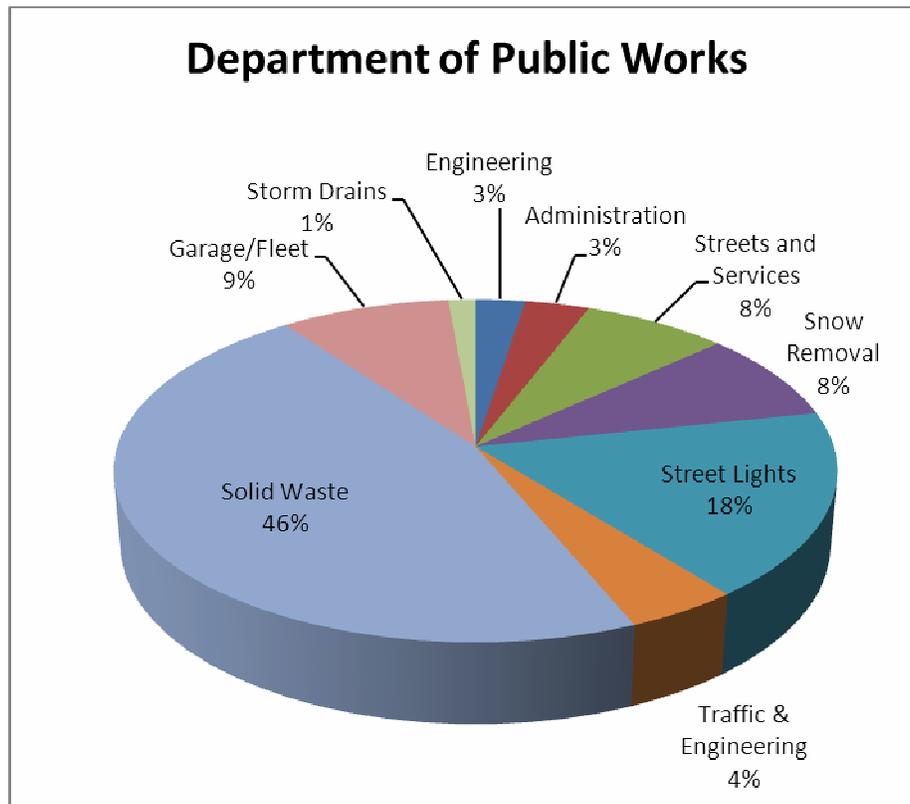
Department of Public Works



Mission Statement

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

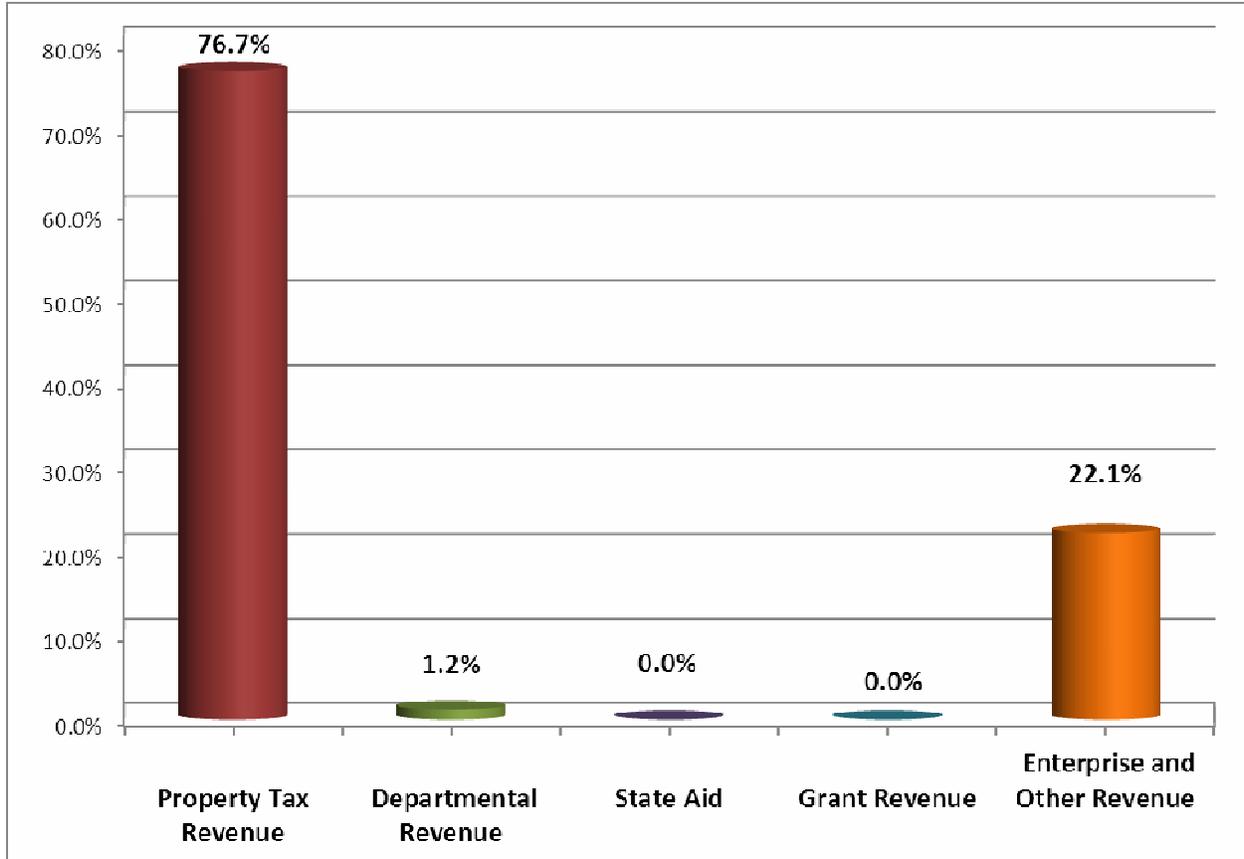
General Fund Budget and Staffing Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$3,768,530	\$3,714,536	\$3,714,536	\$3,542,155	(\$172,381)	-4.6%
OTPS	\$4,957,298	\$5,891,979	\$8,077,076	\$6,602,780	\$710,801	12.1%
Capital	\$329,704	\$0	\$0	\$0	\$0	0.0%
Solid Waste Enterprise Fund	\$5,898,888	\$8,215,333	\$8,936,147	\$8,713,790	\$498,457	6.1%
Total General Fund	\$14,954,420	\$17,821,848	\$20,727,759	\$18,858,725	\$1,036,877	5.8%

Department of Public Works	FY10 Actual	FY11 Adopted	FY 11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	99.0	70.0	66.0	61.0	(9.0)	-12.9%
Enterprise Fund FTEs	28.5	57.0	60.0	56.0	(1.0)	-1.8%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	4.0	4.0	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	127.5	127.0	126.0	121.0	(6.0)	-4.7%

Public Works Division FY12 Funding Sources



Public Works Division	FY12 General Fund Budget	Property Tax Revenue	Departmental Revenue	State Aid	Grant Revenue	Enterprise and Other Revenue	FY12 Total Funding
Public Works	14,693,726	14,470,356	223,370	-	-	4,165,000	18,858,726
TOTAL	14,693,726	14,470,356	223,370	-	-	4,165,000	18,858,726

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Department of Public Works Summary

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

The Engineering division provides project management and construction management services for major city design and construction projects; water resources engineering for EPA Stormwater permit compliance, flood protection, dams and drainage systems; pavement management; right of way permits; and manages the cities maps.

The Fleet Maintenance division supports the department's operational divisions, as well as, the City's motor fleet (excluding the Police and Fire departments) by providing vehicle and equipment safety and emission inspections, repairs and maintenance.

The Solid Waste division provides a curbside collection of rubbish, recycling material, yard waste and bulk items to approximately 43,000 residential units in addition to 1,700 small businesses, apartment complexes and condominiums.

The Streets Services division is responsible for the repair and maintenance of City's 1,100 lane miles of roadways and 600 miles of sidewalks, as well as, snow and ice operations.

The Storm Drain division maintains an estimated 14,000 catch basins, 5,000 manholes, 325 outfalls, 24 separate drainage basins, and miles of storm drainage pipe of various sizes throughout the City.

The Traffic division is responsible for the City's 200 signalized intersection, 180 miles of pavement markings, regulatory transportation and street name signage.

Fiscal Year 2011 Highlights

Completed the final phase of the Citywide single stream recycling program with the distribution of over 24,000, 96-gallon recycling carts.

Began construction of a 960,000 cubic yard expansion at the Bondi's Island sanitary landfill.

Resurfaced \$2.5 million worth of public roadways.

Completed the FEMA (Federal Emergency Management Agency) Flood Control system inspection and certification.

Completed the \$15 million State Street corridor reconstruction project.

Completed the \$4 million South Main Street enhancement project.

Initiated the development of a Solid Waste Master Plan.

Implemented a new Pavement Management System that will allow for improved condition analysis of the City's roadways.

Implemented an oversight committee and developed task determination protocol to address issues related to the new National Pollutant Discharge Elimination System (NPDES) phase II permit from the Environmental Protection Agency (EPA).

Replaced and upgraded the City's fuel dispensing system with four (4) new Gas Boy pumps and the Gas Boy fuel management software system.

Reorganized the department's management structure to provide improved oversight and additional stability.

Risks and Challenges for Fiscal Year 2012

One of the ongoing challenges facing the DPW is finding an indoor location to store its vehicles and equipment. If the DPW is successful in securing such a location, the useful life of the City's vehicles will be extended considerably.

In the wake of Hurricane Katrina, the United States Army Corp of Engineers (USACE) mandated changes to how Springfield maintains the Connecticut River levee system. These new mandates will require the DPW to secure and oversee a vendor to perform inspections, repairs, and maintenance activities in accordance to USACE standards.

In a continuing effort to address to quality of surface waters throughout the United States, the federal government, through its regional EPA offices, has initiated the draft Phase II permit of its National Pollutant Discharge Elimination System (NPDES) program. In order to comply with the draft permit, municipalities such as Springfield will have a significant investment of capital funds and manpower to address compliance issues. This federal mandate has been imposed without any financial support from either state or federal sources.

A majority of the City's fleet is beyond its useful life cycle. The City will need to make a substantial investment in vehicle and equipment replacements in the next five (5) years.

The City will need to consider the re-establishment of the sidewalk replacement program to address the backlog of sidewalk repairs and replacement applications.

Strategic Decisions for Fiscal Year 2012

The DPW will utilize Continuous Improve Springfield (CIS) to find ways to upgrade department operations, identify and eliminate waste, and reduce costs.

The DPW will create and implement an inventory control system that will interface with CarteGraph.

The DPW has requested funding through the Capital Asset Management Department to contract with a vendor to perform all mandated levee inspections, repairs, and maintenance activities.

The DPW will continue to work with the Office of Planning and Economic Development and the Parks and Facilities Departments to locate property in the City where we can store our vehicles and equipment indoors.

The DPW will utilize its new pavement management system to better identify and prioritize roadway improvements throughout the City.

The DPW will provide the US Army Corp of Engineers with mandated quarterly inspection reports about the Connecticut River Levee System.

The DPW and the City's Vehicle Review Committee will work together to conduct a complete review of each department's fleet needs and usage habit.

Finally, the DPW will work with the Finance Department to identify funding to begin the replacement of the City's outdated fleet.

Administration

Description: This division provides support to the operational divisions of the Department of Public Works. The administrative division is responsible for department-wide human resources, budgeting, financial oversight, payroll processing, accounts payable and accounts receivable, contract administration, information technology, and employee training and professional development. The DPW Director uses his administrative staff to ensure the day-to-day needs of the operational divisions are met.

Fiscal Year 2012 Goals

Goal: Improve the perception of public safety throughout the entire City

Citywide Strategic Priorities Supported: Public Safety

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of neighborhood meetings attended by DPW	N/A	6	10	8

Engineering Program

Description: Under the direction of the City Engineer, this division provides project management for the design, permitting and construction of roadway and utility capital projects, pavement management, water resources engineering for flood protection systems, dams and drainage systems, issuance of right of way permits, maintenance of infrastructure records, and compliance with Federal and State regulations. The Engineering Division also provides professional civil and environmental engineering technical support to various boards, City departments and public agencies.

Fiscal Year 2012 Goals

Goal: Convert private ways to public streets

Citywide Strategic Priorities Supported: Healthy Neighborhoods; Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of private ways converted	20	20	20	0

Goal: Conduct a pavement rating analysis

Citywide Strategic Priorities Supported: Healthy Neighborhoods, Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of streets analyzed	464	618	625	618
Percentage of streets analyzed	25%	33%	33%	33%

Multi-Year Goals

Provide the US Army Corp of Engineers with mandated quarterly inspection reports of Connecticut River Levy System.

Implement the State-mandated Phase II Stormwater Permit.

Fleet Maintenance Division

Description: The Fleet Management Division is responsible for the repair and maintenance of approximately 550 vehicles and heavy pieces of equipment. Examples of these include cars, pickup trucks, dump trucks, refuse collection trucks, rollers, road graders, loader/backhoes, street sweepers, log loaders, catch basin service trucks, tractor / mowers, light maintenance equipment, and a variety of trailers and tailored equipment. Services provided by the Division also include tire replacement and repair, state safety and emission inspections, body repair, welding, road call assistance, 24-hours-per-day, year-round emergency response, and procuring replacement vehicles/equipment for the Departments served.

The Division is committed to being environmentally responsible and follows DEP guidelines regarding the use and disposal of any regulated items. Measures are also taken to reduce the amount of regulated waste generated. An example of this is our research and use of a parts washer cleaning solvent that is permitted to be disposed with our waste oil. We utilize two DEP-approved Clean Burn waste oil burners which also provide an alternative heat source and support the Mayor’s green initiative program.

Fiscal Year 2012 Goals

Goal: Improve repair time for vehicles

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percentage of fleet available	N/A	N/A	N/A	90%
Average downtime / repair	N/A	N/A	N/A	TBD
Percentage of repairs that were scheduled	N/A	N/A	N/A	90%
Percentage of preventative maintenance repairs	N/A	N/A	N/A	TBD

Goal: Recover costs to damaged City property

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of claims issued	N/A	N/A	N/A	TBD
Percentage of claims recovered	N/A	N/A	N/A	TBD
Value of claims recovered	N/A	N/A	N/A	TBD

Solid Waste Division

Description: 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 and 1,710 small businesses, apartments, and condominiums. In previous years, the Solid Waste division also provided curbside bulk waste pickup, but this service was eliminated in order to comply with the City Council’s budget cuts. Residents could schedule bulk waste pick-ups through the City’s 3-1-1 Call Center but, in order to maintain the current solid waste, recycling, and yard waste schedules, the DPW will not be offering curbside bulk waste pickup in FY12. In addition, the Solid Waste division will not offer any household hazardous waste collections in FY12. Household hazardous waste collection was free of charge to residents. The Solid Waste division is also responsible for the management of three (3) City owned landfills: Cottage Street Landfill, Armory Street Landfill, and the Bondi’s Island Landfill. The Solid Waste division operates five (5) automated trash trucks, nine (9) semi-automated trash trucks, six (6) semi-automated recycling trucks, four (4) yard waste trucks, one (1) bulk waste truck every other week and one (1) complaint truck for waste collection each day. The complaint truck is utilized in responding to solid waste issues throughout the City as well as collecting carts in alleys and dead end streets. The City, through the City Auditor’s Office, established the Trash Fee Enterprise Fund to track revenues and expenses associated with the collection of solid waste throughout the City.

In Fiscal Year 2012, the Springfield Department of Public Works will continue to work with the Waste Reduction Action Plan (WRAP) Committee to develop and initiate new solid waste reduction programs. The DPW will continue to en-force the City’s mandatory recycling ordinance through the efforts of a full-time Waste Compliance Specialist. An aggressive campaign will also be put in place to educate residents on the environmental benefits of recycling as well as its impact to the City’s budget. New in fiscal year 2012, the DPW plans on organizing eight (8) electronic drop-off days. These electronic drop-off days will allow city residents to dispose of common household electronic at no cost to City residents. Collection routes will also be routinely examined for ways to maximize efficiency based on the results of the waste reduction program. Also, the division will work with the Solid Waste Advisory Committee (SWAC) to review its current operations and produce a Solid Waste Master Plan.

Fiscal Year 2012 Goals

Goal: Provide residents with a clean environment

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
# of complaints for missed collection	N/A	N/A	N/A	TBD

Goal: Secure grants from DEP for education and technical assistance

Citywide Strategic Priority Supported: **Healthy Neighborhoods, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Total grant funds received	\$20,000	\$30,000	\$140,000	\$50,000

Goal: Reduce residential solid waste tonnage

Citywide Strategic Priority Supported: **Healthy Neighborhoods, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Total Trash Tonnage	45,292	42,000	38,600	42,000

Goal: Make Springfield a sustainable city

Citywide Strategic Priority Supported: **Economic Vitality, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Recycling Rate	9%	15%	15%	17%

Goal: Increase the amount of hazardous waste collected

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Gallons of hazardous waste collected	4,410	4,465	5,000	5,953

Goal: Increase the amount of electronics collected

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Pounds of electronic waste collected	62,059	72,355	75,000	80,000

Storm Drains Division

Description: This division maintains the City’s storm drain system. The Storm Drain division follows the best management practices under the National Pollutant Discharge Elimination System (NPDES) Phase II Stormwater General Permit. Under this permit this subdivision “must have an operation and maintenance plan to ensure that the systems function as designed for all stormwater management systems.” The Storm Drains Division estimates there that are approximately 14,000 catch basins, 5,000 manholes, 325 outfalls, 24 separate drainage basins, and an unknown number of miles of storm drainage pipe of various sizes throughout the city. The division consists of six (6) maintenance personnel divided into two (2) crews. The first crew consists of two (2) employees and a jet/vacuum machine to clean catch basins while the second crew utilizes the four (4) remaining employees for catch basin repair. Additional activities include washout repairs and facility inspections.

Fiscal Year 2012 Goals

Goal: Ensure storm water systems function as designed

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percentage of storm water outfalls inspected	10%	5%	15%	12.5%
Number of storm water outfalls inspected	28	14	49	35
Number of sweeps around bodies of water	4	5	4	4

Goal: Increase the number of catch basins receiving annual cleaning

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of catch basins cleaned	1,640	2,000	865	2,800

Streets Services

Description: The DPW maintains 1,100 lane miles of streets, 600 miles of sidewalks and fifteen (15) bridges. The Street Maintenance division’s core services include roadway and sidewalk repairs, asphalt patching, street sweeping, storm water system operation and maintenance, and respond to snow & ice events. The Street Maintenance division combats deteriorating streets with its milling and paving machines. The milling and paving program allows the division to extend the life of roadways by repairing small sections where large contractors would not otherwise service. This program milled and paved over 10,000 square yards of roadway surface. In Fiscal Year 2012, the street sweeping program expects to sweep the entire City three (3) times and the Central Business District streets bi-monthly as weather permits. Snow and Ice Control is a seasonal operation responsible for snow removal, as well as, sand and salt spreading during the winter months. The Snow and Ice Control employees utilize 20 pieces of City equipment to fight small snow and ice events. During large snow events the City fleet is supplemented with up to 160 hired plows.

Fiscal Year 2012 Goals

Goal: Improve the City’s response to crime and quality of life issues regarding safety

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Response time to pot hole complaints (days)	2	2	2	2
DPW average response time to snow complaints (based on 24 hour days)	N/A	N/A	N/A	50%
Number of city drivers available for snow operations	22	16	16	32

Goal: Re-establish the pavement milling and overlay program

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Yards of streets milled and paved by DPW (sq. yards)	0	10,000	5,470	0

Goal: Maintain the number of streets receiving regular sweeping

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of times the streets have been swept	3	4	4	3

Traffic Division

Description: The Traffic division is responsible for the maintenance and repair of the City's 200 signalized intersections and 14 school zone flashers. The division manufactures and installs all regulatory, warning and guide signs. The division maintains 180 miles of pavement markings including crosswalks and administers the accident recovery program for damages to City property. Additionally, this division administers in conjunction with Western MA Electric Company, the maintenance of 14,000 city street lights.

Fiscal Year 2012 Goals

Goal: Maintain transportation regulatory signs

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of stop signs geocoded (replacement plan)	50%	70%	70%	100%
Percentage of stop signs repaired/replaced within 1-2 days	N/A	N/A	N/A	TBD

Goal: Improve the City's response to crime and quality of life issues regarding safety

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of old traffic signal controllers replaced	8	6	14	10
Response time to signal knockdowns in hours	N/A	24	24	24

All Funds Budget

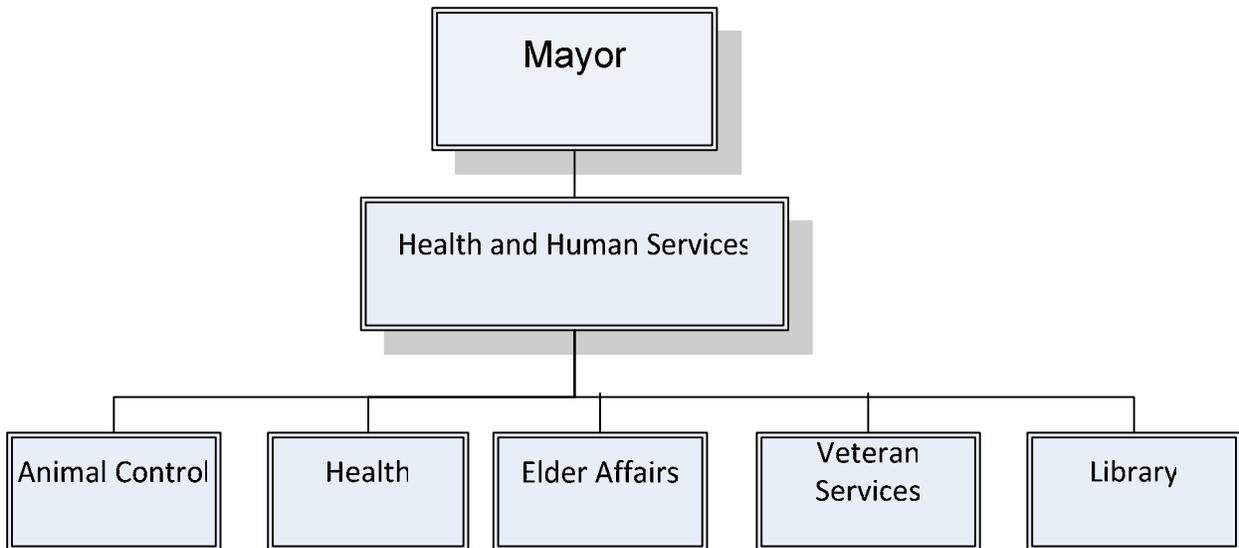
	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Operating Budget					
Salaries	\$3,768,529	\$3,714,536	\$3,542,155	(\$172,381)	-4.6%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$3,915,030	\$4,172,309	\$5,191,109	\$1,018,800	24.4%
Supplies & Materials	\$1,036,458	\$1,719,670	\$1,411,671	(\$307,999)	-17.9%
Intergovernmental	\$5,810	\$0	\$0	\$0	0.0%
Other Charges and Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$329,704	\$0	\$0	\$0	0.0%
Total General Funds	\$9,055,531	\$9,606,515	\$10,144,935	\$538,420	5.6%
External Funds					
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$5,898,888	\$8,215,333	\$8,713,790	\$498,457	6.1%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$5,898,888	\$8,215,333	\$8,713,790	\$498,457	6.1%
All Funds Budget					
General Fund	\$9,055,531	\$9,606,515	\$10,144,935	\$538,420	5.6%
External Funds	\$5,898,888	\$8,215,333	\$8,713,790	\$498,457	6.1%
All Funds:	\$14,954,419	\$17,821,848	\$18,858,725	\$1,036,877	5.8%

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Section 9
Health and Human
Services Division

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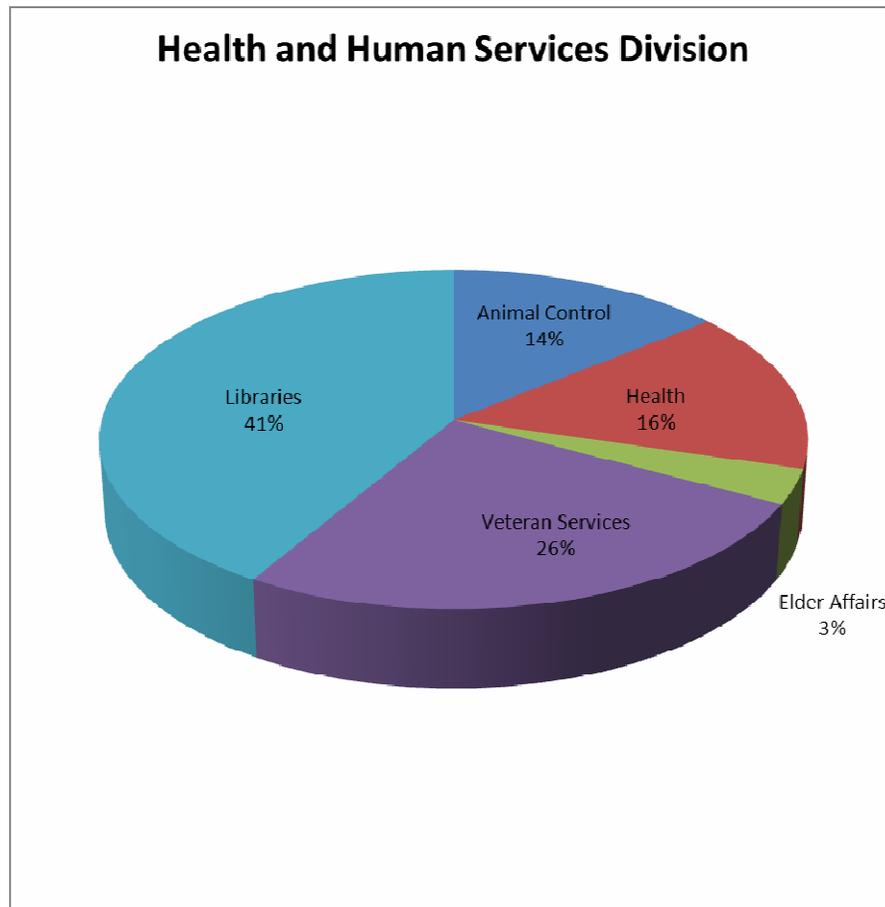
Health and Human Services Division



Mission Statement

The Health and Human Services (“HHS”) Division serves to provide awareness of contemporary health issues, as well as, advocate for and provide health services to the citizens of Springfield.

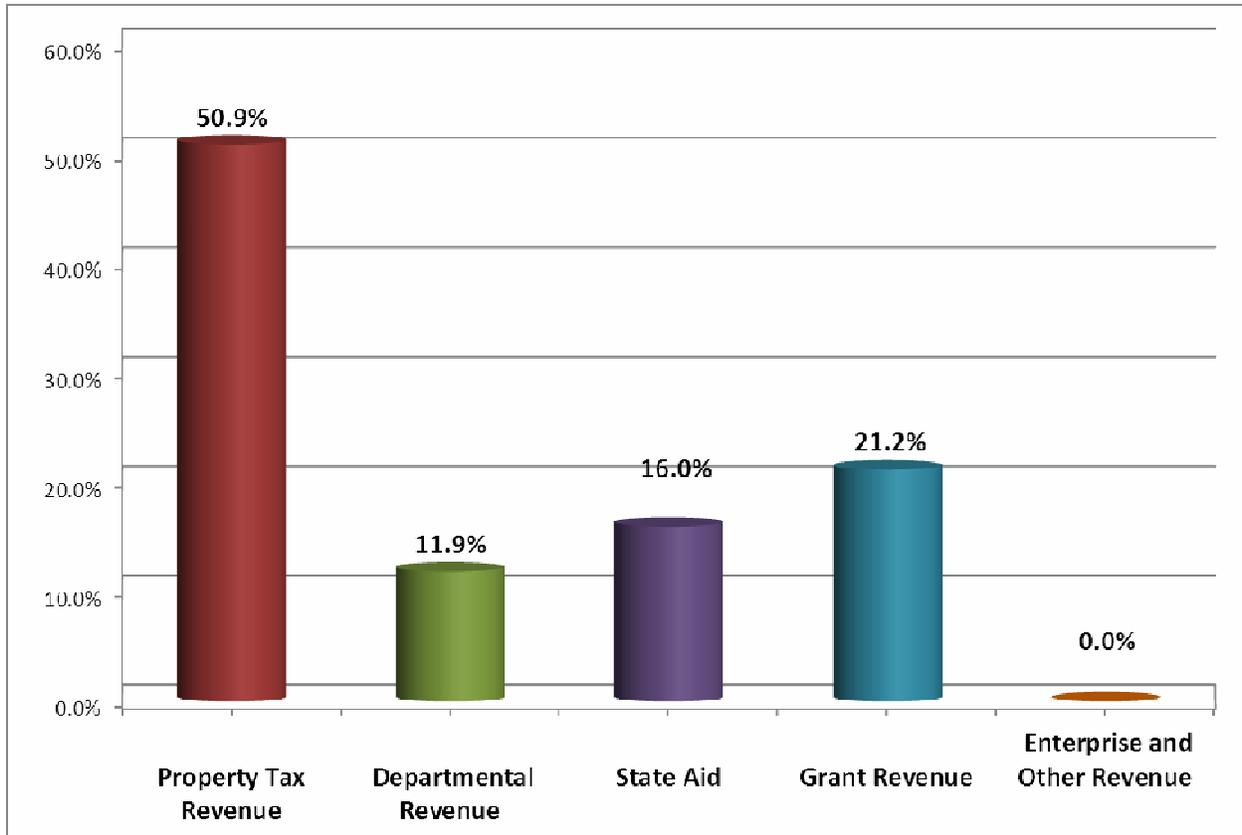
General Fund Budget and Staffing Overview



Division Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted Budget	Variance FY12-FY11	Percent Change
Animal Control	\$952,056	\$1,205,959	\$1,145,298	\$1,248,243	\$42,284	3.5%
Health	\$1,411,893	\$1,503,617	\$1,510,041	\$1,371,200	(\$132,417)	-8.8%
Elder Affairs	\$295,011	\$299,949	\$299,332	\$295,644	(\$4,305)	-1.4%
Veteran Services	\$1,667,164	\$1,655,790	\$2,553,776	\$2,271,115	\$615,325	37.2%
Libraries	\$3,616,374	\$3,859,369	\$3,870,308	\$3,669,638	(\$189,731)	-4.9%
Total Division	\$7,942,498	\$8,524,684	\$9,378,755	\$8,855,840	\$331,156	3.9%

Division Personnel (FTE's)	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Animal Control	10.5	11.0	10.0	10.0	-1.0	-9.1%
Health	49.1	48.4	46.0	44.1	-4.3	-8.9%
Elder Affairs	14.7	14.7	14.5	14.5	-0.2	-1.4%
Veteran Services	4.0	4.0	4.0	4.0	0.0	0.0%
Library	74.4	75.5	76.4	74.1	-1.4	-1.9%
Total FTE's	152.7	153.6	150.9	146.7	-6.9	-4.5%

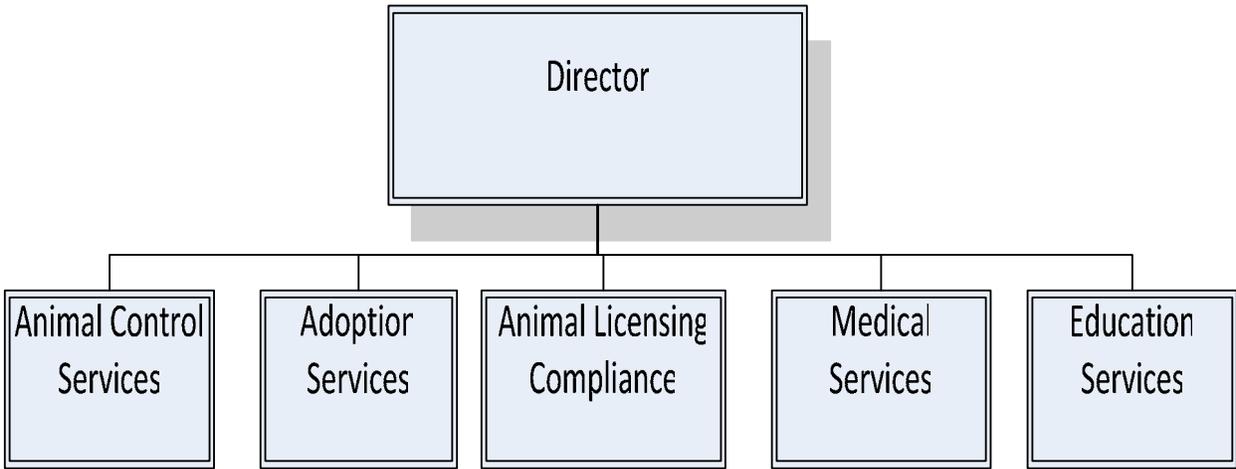
HHS Division FY12 Funding Sources



Health & Human Services Division	FY12 General Fund Budget	Property Tax Revenue	Departmental Revenue	State Aid	Grant Revenue	Enterprise and Other Revenue	FY12 Total Funding
TJO Animal Control	1,248,244	298,244	950,000	-	-	-	1,248,244
Health & Human Services	1,371,200	1,163,200	208,000	-	938,660	-	2,309,860
Elder Affairs	295,644	295,644	-	-	1,240,314	-	1,535,958
Veterans	2,271,116	704,236	-	1,566,880	-	-	2,271,116
Libraries	3,669,638	3,261,032	178,000	230,606	202,428	-	3,872,066
TOTAL	8,855,842	5,722,356	1,336,000	1,797,486	2,381,402	-	11,237,244

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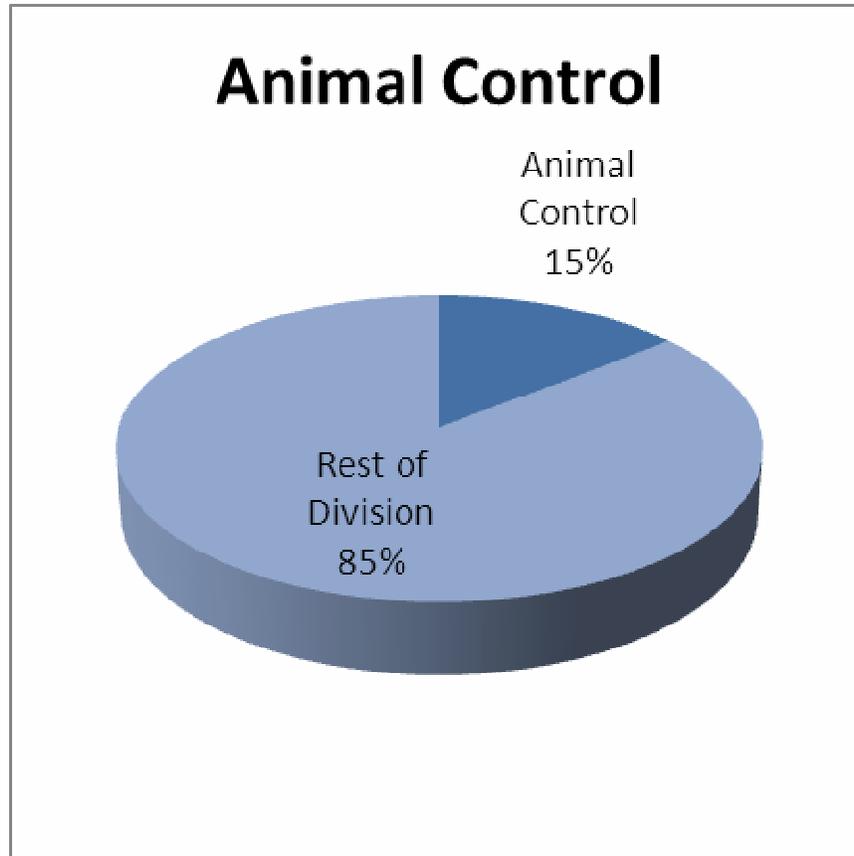
Thomas J. O'Connor Animal Control & Adoption Center



Mission Statement

The mission of the Thomas J. O'Connor Animal Control and Adoption Center is to provide comprehensive animal control services and programs to our communities for the protection of public health and safety as well as for animals in a homeless state.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$340,192	\$389,090	\$373,766	\$343,686	(\$45,404)	-11.7%
OTPS	\$611,864	\$816,869	\$771,532	\$904,557	\$87,688	10.7%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$952,056	\$1,205,959	\$1,145,298	\$1,248,243	\$42,284	3.5%

Animal Control	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	10.5	11.0	10.0	10.0	(1.0)	-9.1%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	10.5	11.0	10.0	10.0	(1.0)	-9.1%

Animal Control Department Summary

The Thomas J. O'Connor Animal Control and Adoption Center (TJO) provides animal control services to the cities of Springfield, Chicopee and Holyoke. It conducts operations out of one facility, often referred to as TJO or the "Center", located at 627 Cottage Street in Springfield. Services and programs are modeled closely to the standards, practices and protocols of other humane care agencies, including the Humane Society of the United States. The highest level of care and commitment is guaranteed to each animal. Four Animal Control Officers focus on providing professional, knowledgeable field service. In Fiscal Year 2011, TJO provided respectable response times, meeting 95% of its targeted goals. The focus of TJO's four Animal Care and Adoption Counselors is to provide the best possible care for in-shelter animals while maintaining responsive customer service. Due to limited staff, TJO has expanded the opportunities and responsibilities of its 130 volunteers. TJO collaborates with animal welfare organizations across the state and northeast to transfer animals, resulting in increased animal placements, decreased euthanasia, reduced holding times for animals and reduced animal care workload for staff.

Fiscal Year 2011 Highlights

TJO networked with over 30 groups to transfer nearly 900 animals to smaller shelters for adoption. In comparison, TJO transferred 736 in FY10 and just 50 in FY09.

TJO expanded the responsibilities of volunteers to include; greeting; matchmaking; cleaning/disinfecting; veterinary assistance; housekeeping; maintenance items; special events; animal transport; website updates; telephones; volunteer training; animal behavior counseling and more.

TJO received a \$10,000 grant from the Massachusetts Animal Coalition through animal friendly license plates. These funds provide for the sterilization (spay/neuter) of shelter animals.

TJO sterilized 98% of animals prior to adoption. This exceeds TJO's goal of 90%.

TJO collaborated with Dakin Pioneer Valley Humane Society (DPVHS) on Union Street in Springfield (former MSPCA building) for sterilization services, sheltering, educational efforts and more. Currently, 50% of our spay/neuter surgeries are performed at a reduced cost at DPVHS.

Animal Control Officers at TJO teamed up with DPVHS to reduce cat overpopulation by offering \$10 vouchers for spay/neuter operations and two core vaccinations. Discussion has begun for a similar program that will target pitbulls.

TJO staff and volunteers participate several times a month in special events that promote responsible pet ownership. Further, TJO held a well-attended rabies and microchip clinic at the Eastern States Exposition; hosted students from Becker College, UMass and Holyoke Community College; and provided 13 talks/tours to children's groups.

Risks and Challenges for Fiscal Year 2012

Public awareness and perception of TJO, as a full service animal agency that responds to all animal-related concerns, increases each year. TJO handled 500 more field calls this fiscal year than last. TJO's Adoption Center is busier than ever with markedly increased visitor numbers.

Despite recent successes, the current staffing level causes TJO's operations to be more reactive, than proactive.

The City must remember that TJO's heroic volunteers are not City staff members. They are not available at all hours and can not perform the same functions as normal paid staff.

The region's animal agencies have not recovered from the loss of the MSPCA in April 2009. This closure left TJO Animal Control officers as the first responders for well-being checks or complaints of neglect. In addition, TJO's animal intake continues to increase - an additional burden on an already time and resource strapped department.

In the field, four animal control officers respond to calls during the hours of 8 am to midnight every day with emergency response available 24/7. At the Center, three staff members provide animal and customer care seven days a week.

The staff and volunteers at TJO are extremely conscious of the broad affects, both positive and negative, that animals can have in the quality of life of the City's residents. TJO remains committed to listening and responding to the communities' needs regarding animal control but the staff is often stymied in these efforts due to budgetary restrictions.

Strategic Decisions for Fiscal Year 2012

As a result of increased expectations for service, both in the field and in the Center, TJO will examine every available option for continued growth and positive results.

TJO will continue to forge new relationships for the transfer of animals in a timely fashion, significantly reducing animal care time and expenditures of other associated resources.

It is critical that TJO continues to reach 98% or better spay/neuter compliance rate to reduce the potential burden that animals place on the community if left intact. To continue our near 100% sterilization before adoption success, will require funding. The amount of funding obtained will drive the decision to outsource these surgeries or hire a full time veterinarian and two veterinary technicians for in house completion.

In an effort to improve efficiency, adoptions and aesthetics, TJO is remodeling a portion of it's work space; creating a meet and greet room for dog adoptions, dividing offices, painting and replacing carpet with vinyl tile. This is being done by TJO staff with little or no expense to the City, through the help of volunteers and the TJO Foundation, a non-profit 501c3.

To increase revenue to the general fund and better reflect the value of services an animal up for adoption receives, TJO will work with various city departments to increase the fees associated with adopting an animal. Currently, every animal is spayed or neutered, micro-chipped, vaccinated appropriate to age, blood tested, treated for intestinal and external parasites and more, all prior to adoption. Current adoption fees are drastically below market value and do not begin to reflect the value of the investment made by TJO into an individual animal. Proposed increases will help offset those expenses and increase revenue to the general fund by an anticipated \$65,000 annually.

Animal Control Services

Description: Animal control officers are on duty 24 hours each day, 7 days per week, providing animal control services to Springfield, Chicopee, and Holyoke. Officers respond to a variety of calls for assistance, giving top priority to calls regarding aggressive animals at-large, ill or injured animals, investigating animal bite cases and assisting state and local police and sheriff's departments, and retrieving free-roaming animals

TJO responds primarily to calls regarding dogs and cats, though its response is not exclusive to those species. The staff assists utility workers, property owners and managers and the general public as required. Nuisance animal issues are addressed and dangerous dog ordinances are enforced. Furthermore, the staff assists with dog licensing compliance and waste removal ordinances. Historically, alleged cruelty or neglect offenses were handled by MSPCA law enforcement officers, but increasingly, the TJO animal control officers have become first responders to these events. Each Animal control officer is certified through Animal Control Officer's Association of Massachusetts.

Fiscal Year 2012 Goals

Goal: Improve the perception of public safety throughout the entire City (and participating cities)

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of neighborhood meetings attended by Animal Control	N/A	3	0	4

Goal: Improve the City's response to crime and quality of life issues regarding safety

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Average response times to Priority One calls (minutes)	20	19	19	18.5
Average response times to Priority Two calls (minutes)	20	19	17	18.5
Average recorded response times for calls non priority 1 and 2	N/A	3 days	26 mins	2 days

Multi-Year Goals

Implement a license canvassing team

Institute effective means of collecting revenue owed

Reduce animal bites through education and strong ordinance enforcement

Adoption Services

Description: The TJO Adoption Center has become increasingly popular over the past few years, with hundreds of patrons visiting the facility each week. Animal care staff not only work daily to make the Center clean and keep the animals healthy, but also to make appropriate matches between animals and adopters. The animal care/adoption staff is well-versed on a variety of health and behavior issues. TJO’s adoptable animals are marketed in a number of venues including television, newspaper, radio, social networking sites and several websites. Adopted animals are vaccinated, microchipped, spayed/neutered, canine heartworm or feline leukemia virus tested, and licensed when applicable.

Fiscal Year 2012 Goals

Goal: Formulate innovative ways to expand volunteer opportunities and training.

Citywide Strategic Priority Supported: **Public Safety; Fiscal & Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of new recruits	N/A	28	33	35
Number of new training opportunities	N/A	6	18	15

Goal: Increase the rate of transfer of TJO animals.

Citywide Strategic Priority Supported: **Fiscal & Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of animals transferred	736	860	778	900

Goal: Increase adoption fees to better reflect value of services invested by TJO prior to adoption.

Citywide Strategic Priority Supported: **Fiscal & Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Revenue generated through cat and dog adoption fees	\$102,150	\$102,150	\$120,830	\$167,891

Multi-Year Goals

Collaborate with Dakin Pioneer Valley Humane Society on a large scale pit bull spay/neuter efforts targeting specific neighborhoods in need

Restructure key areas of the Adoption Center to improve disease control and create visitor and animal-friendly meet and greet areas

Recruit and retain core volunteer staff to assist with daily operations

Increase staffing levels to ensure that at least two animal care staff members are working each day to prevent injury, adequately care for animals, and provide optimal customer service

Medical Services

Description: Veterinary services are provided two full days per week. The TJO veterinarian examines every animal presented with a medical problem as well as each animal placed up for adoption. The veterinarian administers rabies vaccinations, routine surgeries such as spay/neuter, and additional surgeries such as limb amputation, tumor removals and hernia repairs for animals receiving temporary housing at the Center .

Approximately half of needed spay/neuter surgeries are currently outsourced to Dakin Pioneer Valley Humane Society's Community Spay/Neuter Clinic. Through increased spay/neuter efforts, it is our hope to control the high pet population problem, reduce intake numbers, and reduce aggressive animal incidents in Springfield and the surrounding area.

Fiscal Year 2012 Goals

Goal: Outsource the majority of spay/neuter surgeries to Dakin's spay/neuter clinic.

Citywide Strategic Priority Supported: Fiscal & Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of outsourced spay/neuter surgeries	507	690	541	800

Goal: Decrease the surgical wait-time for adopted and reclaimed animals.

Citywide Strategic Priority Supported: Fiscal & Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Average surgical wait time	11 days	7 days	4 days	6 days

Goal: Sterilize 100% of all animals prior to leaving the Center, as individual health allows.

Citywide Strategic Priority Supported: Fiscal & Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of animals sterilized before departure	N/A	98%	100%	100%

Goal: Increase rabies vaccine compliance throughout the service area.

Action Step: Offer vaccine clinics both at the Center and other locations throughout the ser-

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of animals vaccinated per clinic	66	90	94	100
Number of rabies clinics held	1	1	1	1

vice area.

Citywide Strategic Priority Supported: **Fiscal & Operational Excellence**

Goal: Increase the identification rate of animals in the community through low-cost, accessible micro-chipping.

Action Step: Offer microchipping clinics, in conjunction with rabies clinics, both at the Center and other locations throughout the service area.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Animals microchipped per clinic	26	30	42	40
Number of microchip clinics held	1	1	1	1

Citywide Strategic Priority Supported: **Fiscal & Operational Excellence**

Multi-Year Goals

Network with veterinarians in the community who may be able to provide free or low-cost specialty services (ex: ultrasounds, ophthalmic exams, and exotic species exams)

Seek grant funds to assist with the increasing costs of animal sterilization

Enhance the ability to perform most non-emergency procedures in-house

Work toward hiring a full-time veterinarian to reduce overall costs and increase quality of care

Education Services

Description: Most of TJO’s educational efforts are at point-of-contact or via website, email or telephone. Although current staffing levels do not allow public education courses such as dog bite prevention to be offered, the Center does provide tours and informational talks to a large number of youth groups each year. The Center has established many relationships within the community which enables it to further promote animal welfare and responsible pet ownership . TJO partnerships include Holyoke Community College and Becker College Veterinary Technician programs, UMass Amherst Pre-Veterinary program, Springfield College, Western New England College, and the Western Massachusetts Correctional Drug and Alcohol Center.

Fiscal Year Goals

Goal: Ensure that the Center is available for youth tours at least twice each month.

Action Step: Put trained volunteers in place to run these tours regularly.

Citywide Strategic Priority Supported: **Fiscal & Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of youth tours/year	13	15	19	24

Multi-Year Goals

Partner with Dakin Pioneer Valley Humane Society’s humane educator to reach disadvantaged youth and adults with a humane message of increasing responsible pet guardianship.

Expand the volunteer program so that experienced and knowledgeable volunteers can act as ambassadors for TJO.

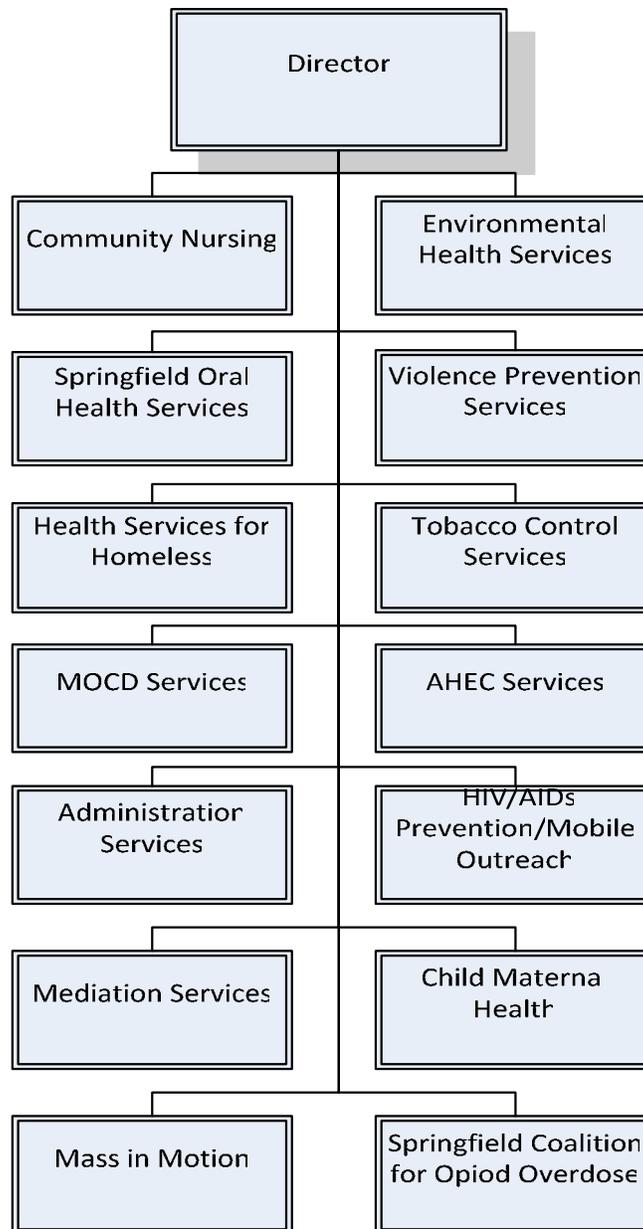
Revise all educational handouts and make them available in Adoption Center lobby and in each Animal Control vehicle.

All Funds Budget

	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Operating Budget					
Salaries	\$340,191	\$389,090	\$343,686	(\$45,404)	-11.7%
Fringe Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$443,638	\$606,332	\$697,990	\$91,658	15.1%
Supplies & Materials	\$93,383	\$127,217	\$124,747	(\$2,470)	-1.9%
Intergovernmental	\$69,002	\$80,320	\$80,320	\$0	0.0%
Other Charges & Expenditures	\$5,841	\$3,000	\$1,500	(\$1,500)	-50.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$952,055	\$1,205,959	\$1,248,243	\$42,284	3.5%
External Funds					
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget					
General Fund	\$952,055	\$1,205,959	\$1,248,243	\$42,284	3.5%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$952,055	\$1,205,959	\$1,248,243	\$42,284	3.5%

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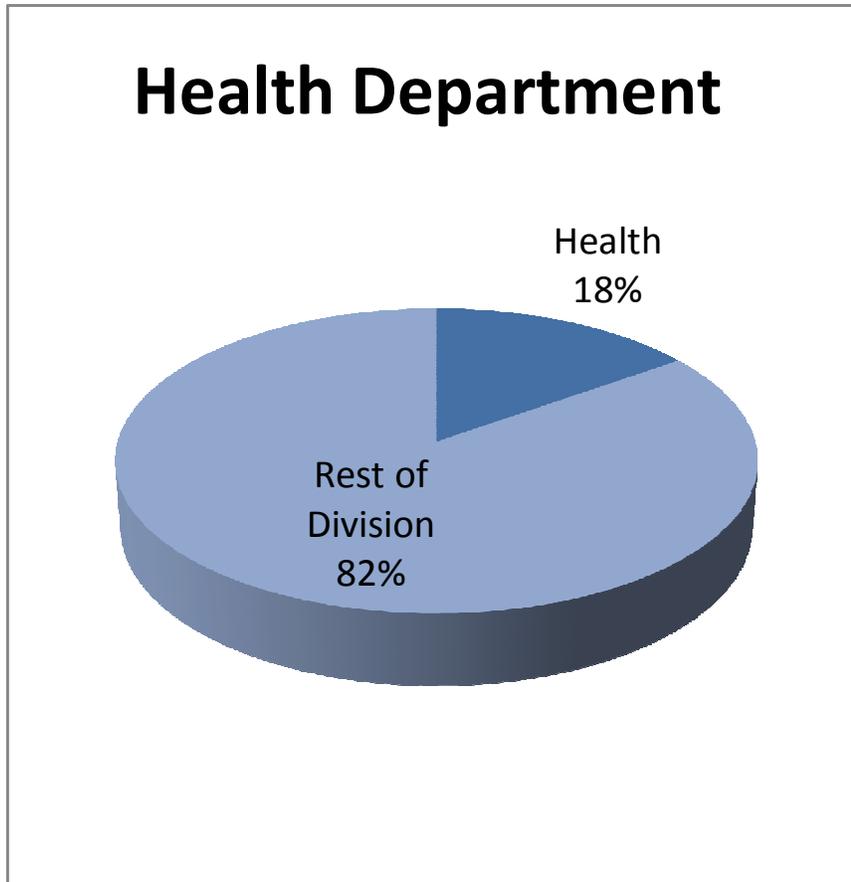
Health Department



Mission Statement

The mission of the Springfield Health Department is to promote physical and mental health, control communicable diseases, sanitize the environment, and to prevent disease, injury and disability for the residents of the City of Springfield. The Department is also mandated to enforce rules and regulations that govern public health under Massachusetts General Law Chapter 111.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$1,220,943	\$1,320,067	\$1,297,042	\$1,159,084	(\$160,983)	-12.2%
OTPS	\$190,950	\$183,550	\$212,999	\$212,116	\$28,566	15.6%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$1,411,893	\$1,503,617	\$1,510,041	\$1,371,200	(\$132,417)	-8.8%

Health	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	30.0	29.3	26.9	25.0	(4.3)	-14.7%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	19.1	19.1	19.1	19.1	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	49.1	48.4	46.0	44.1	(4.3)	-8.9%

Health and Human Services Department Summary

The Springfield Department of Health and Human Services (SDHHS) works closely with governmental agencies and community-based organizations through a collaborative process to determine the health and human services needs of the residents of the City of Springfield. In addition SDHHS is charged with developing policies that will protect the health and well-being of residents and assuring a quality diverse healthcare workforce by improving access to education, employment and health services.

Fiscal Year 2011 Highlights

Formed a partnership with Baystate Medical Center to develop an adolescent health center. A new medical suite consisting of three exam rooms and a two chair dental suite is expected to be completed in 2011.

Strengthened relationship with Middlesex Opportunity Council who provides the administrative oversight for Open Pantry Community Services.

Increased dental chairs from one to two in the new resource center at Friends of the Homeless Shelter on 755 Worthington Street.

Prepared application, policies and procedures to assure medical and dental site at the Friends of the Homeless shelter is licensed by the Commonwealth of Massachusetts, State Department of Public Health.

Oral Health Program Director was invited to participate on the Dental Hygiene Advisory Committee for a two year period.

Provided trainings to Springfield Police Department, Carlson Detoxification Center, New North Citizens Council and the Hampden County Sheriff's Department.

Worked with the Hampden County Sheriff's Department to develop a harm reduction policy to be implemented at the Alcohol Center on Howard Street.

Held quarterly meetings to disseminate relevant data and information to Springfield Community Opioid Overdose Prevention (SCOOP) Coalition members.

Area Health Education (AHEC) Secured funding through Boston University Health Careers Opportunity Program (HCOP) HRSA grant for summer REACH programs.

Secured funding through the Massachusetts Youth against Tobacco grant for the REACH after school project for community service-learning.

Provided support activities, quarterly trainings and annual conference for Community Outreach Workers Network and Training Coalition.

Opened a three suite exam office and two chair dental facilities at Friends of the Homeless in partnership with Mercy Medical Center.

Formed a 20 member Springfield Wellness leadership Council.

Conducted a city-wide Center for Disease Control assessment looking at policy gaps around physical activity and nutrition.

Created a community action plan addressing our two initiatives above.

Passed a municipal vending machine resolution.

Continue to co chair the Mayor's Taskforce on Teen Pregnancy. The Teen Pregnancy rate in The City of Springfield for the first time in ten years dropped significantly. While it is still higher than the state rate, progress appears to be being made.

Opened cooling centers across the City of Springfield during heat waves.

Risks and Challenges for Fiscal Year 2012

The economic downturn continues to have a devastating effect on Health and Human Services organizations across the country. In the City of Springfield many organizations have been forced to merge, cut back services or go out of business. Our high poverty rate and the pervasive need, has put a strain on safety net organizations. The national healthcare reform legislation is threatened by the incoming class of congressional leaders. Health Services for the Homeless our 330 Health Center partnership with Mercy Medical Center continues to experience decreased revenue. Changes in Mass Health and DentaQuest dental benefits as of July 1, 2010 have had an adverse affect on both of our dental facilities. It has also had an impact on our ability to generate revenue at our medical sites.

The survival of Health Services for the Homeless is contingent upon our achieving the right “mix” of staff that has the credentials to bill for all of the services provided, including case management.

Adult care was slashed to very basic preventative services and emergency care in the form of palliative treatment and extractions. Our providers are faced with extracting a tooth that could be potential saved by placing a filling because Mass Health will not pay for a filling but will pay for an extraction. In these cases our providers opt for the restorative procedure when it is in the best interest of the patient regardless of whether the clinic gets reimbursed for the procedure. To that end SDHHS has formed a partnership with a medical coding company to maximize revenue.

For the first time in years, limitations have been placed on services to individuals under the age of 21. Limits have been imposed by decreasing age limits for certain services and elimination some preventative services. The placement of sealants, or sealant replacements, for our patients is a high preventative measure that has been severely restricted by Mass. Health. Our providers understand the efficacy of this procedure on our many children at risk for dental disease.

Both of four dental sites continue to see patients regardless of ability to pay. This poses a threat our school based site at Gerena School “No Tooth Left Behind Dental Clinic”, as this school based program is funded solely on revenue.

A void continues to exist in the Nursing Unit. It has been nearly impossible to recruit and retain nursing staff. Our four nurses are responsible for an overwhelming number of tuberculosis cases and other communicable disease. Unless we are able to sufficiently staff the unit we risk losing current staff to retirement or resignation.

The Area Health Education Center (AHEC) must diversify its funding base in order to adequately educate and train students interested in Health Careers. The staff is charged with developing new revenue streams to assist with new programming. In 2011 the AHEC program lost funding for the medical Interpreters program due to budget cuts at the University of Massachusetts, in Worcester. This program provided a critical service in the Pioneer Valley by assuring a pool of medical interpreters were trained each year. The loss of the program will leave us with a gap in medical interpreter services.

Adolescent health continues to be at the forefront of our program planning. Although we have witnessed some success in our data, Sexually Transmitted Infections (STI's) and other forms of communicable diseases still plague our thirteen to nineteen year old age group.

Emergency Preparedness continues to be a priority at the municipal and state levels. The Springfield Department of Health and Human Services works with other Boards of Health in the Regions to develop and strengthen our potential response in the event of a Public Health Emergency. Funding for program planning continues to be stretched as the Commonwealth experiences a crisis in funding.

Tobacco Control funding is less than sufficient to do the necessary compliance checks. The funding was decreased by \$3,000.00 this last fiscal year and only one full time staff person is able to be supported.

Ongoing grant management is critical to overall maintenance of current grants, as well as grant writing implementation, tracking and evaluation.

Strategic Decisions for Fiscal Year 2012

Health Services for the Homeless is a 330 Health Center and as such is eligible for third party reimbursement. Our goal is to increase our revenue by maximizing the number of billable services that we provide by continuing to work with our medical coders to identify gaps. Increase our revenue across the Health Center system by developing and implementing strong policies and procedures.

In addition, Health Services for the Homeless will continue to bring into operation our Strategic five year plan developed in 2008 including integration of Immigrant and Veteran Outreach Services. Pioneer Valley Area Health Education Center will develop a strategic plan for the organization and continue to seek other forms of revenue and develop a preparatory medical interpreter program for refugees and immigrants.

Mayor Sarno has identified Teen Pregnancy as one of his priority Public Health initiatives. The Task-force appointed by the Mayor has continued to meet and develop strategic objectives. The department through the Springfield Adolescent Health Advisory continues to work with the YEAH network and other advocates to assure that funding is provided to support Adolescent Health. The Department will continue to work to assure Health; Wellness and Nutritional policies are a part of the fabric of the City of Springfield.

Mass in Motion will create a higher nutritional standard of food being sold in municipal vending machines including schools. Action steps will include working with the Springfield Public Schools and School Committee to get food requirements written into the vending and school food beds. Advocating for a City-Wide ordinance and assuring that vending machines in all schools and city buildings will supply only healthy options. Work with Sodexo and Springfield Public Schools on improving the nutritional standards of the food in their vending machine pilot. Second goal will be to create a Joint-Use agreement where public schools and local colleges open up their athletic facilities to the public on evenings and weekends. Mass in Motion will submit an action plan to be one of First Lady Michelle Obama's Lets Move Cities.

Mass in Motion has an active role in the Springfield Food Policy Council.

The Mayor's Office for Citizens with Disabilities has been dormant for the last six years. Recently the Personnel Review Board has approved filling the position. The position will assure that the City of Springfield is in compliance with the American with Disabilities Act.

The Tobacco Control Program will begin to mobilize with the Public Health Council to ban Tobacco Products from Health Care Institutions including Pharmacies. Increase tobacco permit fee from \$50.00 to \$100.00 to increase revenue to the general fund.

The fees charged by the Environmental Health Division have not been updated in a number of years. In FY2012 we will assess the fees and make recommendations for increase. In addition the Environmental Health Division will begin to offer Safe Serve Courses so that we can educate the food services community in the City of Springfield.

Violence Prevention and Mediation will continue to actively train recruit and assure that interventions are implemented that will keep youth and the larger Springfield Community engaged in prevention activities such as mediation trainings and engaging the community .

Work with Greater Springfield Senior Services to develop a Strategic Plan to assure Senior Citizens are able to cool in place. Opening centers in Senior Centers are important to the overall health of the community. However, by strategically decentralizing the effort more seniors will be served.

The Public Health Council has developed an ambitious agenda that includes revisiting water fluoridation and to consider banning Trans Fats.

Develop a coalition to respond to the high Infant Mortality Rate. Health Start Coalition meets on a bi-week basis.

Administrative Services

Description: The Administrative Services unit provides assistance to ensure that public health services and information are accessible and helpful to the citizens of Springfield. Functions include distribution of vaccines for the Commonwealth of Massachusetts and issuing burial permits for all deaths that occur in Springfield.

Fiscal Year Goals

Increase the number of trainings attended by administrative support staff

Citywide Strategic Priority Supported: Education, Fiscal and Operational Excellence

Multi-Year Goals

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of trainings attended per staff member	N/A	3	0	3

Standardize intake of equipment.

Improve on-line customer services and post downloadable forms on the City's website.

Computerize burial permit process.

Initiate a time study process for clerical staff and develop a cross-training curriculum for implementation.

Child Maternal Health

Description: The Springfield Infant/Child/Adolescent Health and Safety Division addresses the issues associated with child and family health in Springfield and promotes the health and well being of mothers, infants, children, adolescents and families.

Fiscal Year Goals:

Goal: Reduce the infant mortality rate in Springfield

Citywide Strategic Priority Supported: **Public Safety**

Action Step: Convene a city wide Healthy Start planning taskforce in conjunction with the Child Maternal Health Commission to update the Child Maternal Health Plan.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Infant Mortality Rate per 100,000	7.9 (State Average is 4.9)	7.6	Available June 30, 2011	6
Number of participants at community events providing maternal health education.	280	300	322	300

Multi-Year Goals:

Publish results of FIMUR process and increase awareness of infant mortality data

Increase the number of women obtaining prenatal care during their first trimester

Increase awareness among providers of the need for culturally specific prenatal services

Strengthen transportation system to provide greater access to those requiring care

Develop a coalition to respond to the Healthy Start RFP

Community Health Nursing

Description: The goal of this unit is to reduce disease, premature death, discomfort and disability for the citizens of Springfield by providing health promotional assessments, prevention, treatment and other mandated services as outlined in Chapter 111 of the State’s Public Health Code.

Fiscal Year 2012 Goals

Goal: Increase prevention

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Flu Shots dispensed	2,800	3,000	2,731	3,000
Pneumonia Shots dispensed	N/A	3	0	TBD

Goal: Increase treatment

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Tuberculoses active/latent cases managed	123	100	131	100
Number of visits for patients receiving treatment/follow-up visits	N/A	300	241	300
Number of lab screenings provided	2129	2171	2241	2000

Goal: Increase the number of community-based sites offering various services

Citywide Strategic Priority Supported: **Public Safety; Healthy Neighborhoods; Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of agencies and organizations in partnership with HHS	204	238	212	220

Goal: Expand pandemic education and training

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of residents receiving disaster pre- paredness training	600	700	682	700

Multi-Year Goals

Implement additional flu clinic sites

Increase the number of health screenings held in the community

Increase the visibility of the Child Maternal Health Program

Offer additional chronic disease screenings at Senior Centers

Implement a chronic disease tracking tool

Environmental Division

Description: The Environmental Health Services (EHS) Division is responsible for ensuring compliance with all State sanitary codes through inspection of restaurants and food-handling establishments. EHS also inspects Swimming Pools, Private sewage disposal, Proper disposal of medical waste, and assures the enforcement of safety regulations for recreational camps and baits the sewers with larvacide to control the mosquito and rodent population.

Fiscal Year 2012 Goals

Goal: Ensure compliance with all State Sanitary Codes and Standards

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence;**
Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of facilities inspected for proper disposal of medical waste	N/A	N/A	N/A	7
Percentage of facilities closed	N/A	N/A	N/A	TBD
Number of recreation camps inspected for proper sanitary standards	N/A	N/A	N/A	28
Percentage of recreational camps closed	N/A	N/A	N/A	0%
Number of public pools inspected for proper sanitary standards	N/A	N/A	N/A	35
Percentage of public pools closed	N/A	N/A	N/A	
Number of food handling establishments inspected for proper food handling	1,075	1,069	843	3,223
Number of food handling establishments inspections	2,150	2,138	2,041	2,138
Percentage of facilities warned for non-compliance	N/A	N/A	N/A	TBD
Number of investigations for food borne illness	N/A	N/A	N/A	10
Number of code complaints received	N/A	N/A	4	110
Percentage of code complaints resolved	N/A	100%	4%	100%

Multi-Year Goals

Work closely with Animal Control to strictly enforce quarantine regulations

Adjust permit and inspection fees to reflect current market costs

Establish concrete communication system with the City's Code Enforcement Division

Establish a taskforce with Animal Control, Public Works and Police to centralize the process for handling citizen animal complaints

Health Services for the Homeless

Description: 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.

Fiscal Year Goals

Goal: Provide health, social, advocacy and outreach services to homeless persons efficiently

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of homeless persons receiving services	3,964	3,964	3,964	4000
Percentage of homeless persons controlling hypertension disease	N/A	21%	21%	23%
Percentage of homeless persons controlling diabetes disease	N/A	16%	16%	19%
Percentage of homeless persons following up with dental recommendations	N/A	N/A	N/A	TBD
Percentage of homeless persons receiving mental health services within 3 weeks	N/A	68%	68%	70%
Maintain 3% rate of increase for total cost per patient	N/A	669.82	669.82	764.75
Maintain 3% rate of increase medical cost per medical visit	N/A	442.98	442.98	575.79

Multi-Year Goals

Increase coordination with Open Pantry and Mercy Medical Center

Recruit additional Nurse Practitioners to work with the City of Springfield

Expand electronic medical records

Increase billable hours for providers

Develop concrete quality assurance standards

Tobacco Control

Description: The Tobacco Control Program is dedicated to helping the residents of Springfield understand the hazards of tobacco smoke as well as educating the public about living a healthier, smoke-free lifestyle. The program also develops policy on a city-wide level.

Fiscal Year Goals

Goal: Ensure compliance with all State and Local Mandated Trainings

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of employees completing Ethics Training	40	52	52	125
Percentage of employees completing Ethics Training	77%	100%	100%	100%

Goal: Ensure Compliance with local Youth Access Tobacco Ordinance

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Under Age Sale Attempts	500	250	274	250
Percentage of Failed Inspections	N/A	0%	0%	TBD
Number of compliance checks on tobacco retailers	486	500	262	250

Multi-Year Goals

Ban sales of tobacco products from pharmacies

Increase the percentage of youth involved in prevention activities from 5.7% to 9.3%

Increase the compliance rate of local retailers from 94% to 97%

Increase the cost of tobacco sales permit from \$50.00 to \$100.00, to supplement the tobacco program

Mediation Services

Description: The mediation program provides non-adversarial problem solving to neighborhood and community disputes by training volunteers in mediation skills. Mediation Services offers a thirty hour Medication Certificate Course and a one day Conflict Management Course.

Fiscal Year Goals

Goal: Increase trained volunteers in mediation

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of volunteers trained in mediation	24	40	42	48
Number of clients intakes for mediation services.	237	250	263	275

Multi-Year Goals

Develop a mediation course for community-based organizations

Develop on-line mediation training

Increase funding for program

Initiate/Expand collaboration with Springfield Public School

Violence Prevention

Description: The Violence Prevention unit implements components of a prevention and intervention program for youth by working with community-based organizations and other city departments.

Fiscal Year Goals

Goal: Increase trained students in mediation / violence prevention / anti-bullying

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of students trained city-wide in mediation / violence prevention / anti-bullying	300	350	418	400

Multi-Year Goals

Develop a media campaign to educate residents

Develop a taskforce to enhance violence prevention communication activities

Springfield Oral Health Services

Description: The oral health program delivers quality dental care to those members of the community who seek dental services. The program provides education, preventive, and restorative dental services within the community and strives to bridge the gap between overall health and oral health by raising each patients level of dental health awareness, preventing dental diseases where possible, and restoring dental health for those patients with dental disease.

Fiscal Year Goals

Goal: Increase dental care for students at the No Tooth Left Behind clinic

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of visits (oral health)	330	450	492	500
Number of completed treatment plans based on total visits	307	310	312	300
Percentage of completed treatment plans based on total visits	68%	69%	69%	100%

Multi-Year Goals

Require dental examinations for all incoming students at the K/2/6/9 grade levels

Expansion of educational partnerships to include dental students to stimulate and promote public health interest options in western MA for graduating students

Produce public service announcements for oral health

Website development and launch for oral health services offered by the City

Develop and implement a media campaign to showcase the school-based and homeless shelter programs as community resources for those in need

Area Health Education Center

Description: The Pioneer Valley Area Health Education Center (AHEC) is one of six AHECS in the Commonwealth of Massachusetts. Administered by the City of Springfield since 1996, the mission is to increase the diversity of the healthcare workforce. In addition, AHEC administers a Medical Interpreter program and trains medical interpreters throughout the Western Region.

Multi-Year Goals

REACH after school program will serve 20-25 students.

Objectives of this Program Include:

- Increase awareness of health and human services, public health and oral health career options
- Provide foundations of college preparatory and workplace readiness skills
- COWNT Coalition will provide support, trainings and annual conference for 80+ members and other interested community outreach workers
- To increase the knowledge of the community outreach worker workforce
- Preparatory Medical Interpreter Training Program will provide training 20-25 participants
- Increase the workforce of medical interpreters

Mayor's Office for Citizens with Disabilities

Description: The Mayor's Office for Citizens with Disabilities is charged with assisting Citizens with Disabilities and Community Based Organizations by facilitating a process that initiates referrals to meet the needs of Springfield Residents with Disabilities. The office also assures that the American with Disabilities Act is complied with in the City of Springfield.

Multi-Year Goals

Provide an annual training on ADA to City Employee

Assure the City of Springfield has sufficient TTY machines

Update current housing information as it relates to accessibility

Assess Handicap Parking policies and procedures for application and removal of signs

Grants Summary: Health

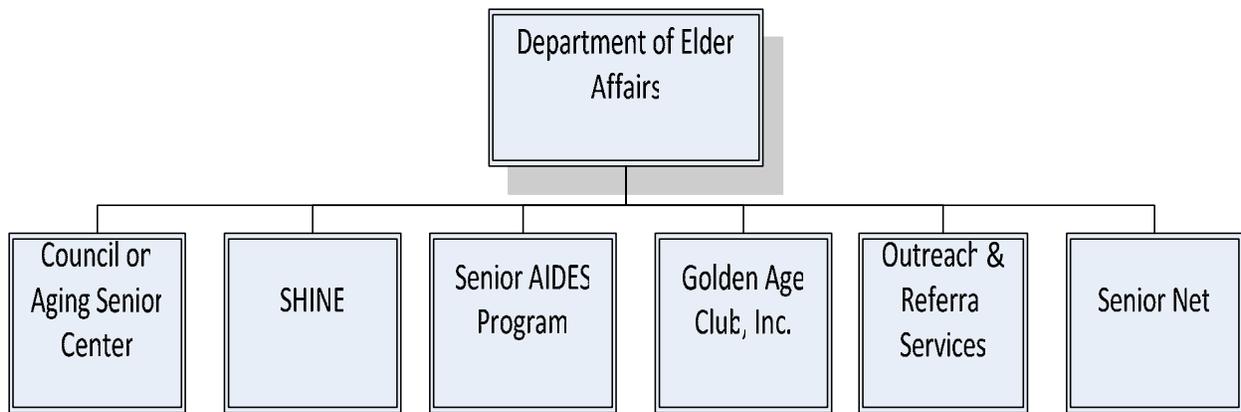
1. **Health Care for the Homeless:** Serve homeless population within the region with medical and dental services.
2. **Health Services for the Homeless - Special Project - ARRA - Capital**
Improvement Project: Capital Improvement Project to build an adolescent health center.
3. **Health Services for the Homeless - Special Project - ARRA - Increased Services:** Serve homeless population within the region with medical and dental services.
4. **Pioneer Valley AHEC MIT:** Provide introductory and advanced medical interpreting training.
5. **STOP ACCESS:** Substance abuse & early intervention for SAPI coalition.
6. **Tobacco:** To fund tobacco compliance and enforcement.
7. **AHEC MODEL:** Promote/increase awareness of health education and health careers.
8. **Office for Refugees and Immigrants Targeted Assistance Grant:** Provide support services to Refugees and immigrants.
9. **MASS CALL 2:** Services for Springfield Mass Call 2 Coalition.
10. **Pioneer Valley AHEC-CORE:** To support the promotion careers in health, as well as health education and promotion.
11. **Mass in Motion:** Municipal Wellness and Leadership.

Grant Source	Federal State Other	FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
1. US HHS	Federal	\$1,092,559	\$373,699	\$337,871	\$1,133,248	\$759,549	67.0%
2. US HHS	Federal	\$3,176	\$386,045	\$386,045	\$0	-\$386,045	-100.0%
3. US HHS	Federal	\$44,820	\$144,811	\$144,811	\$0	-\$144,811	-100.0%
4. US HHS	State	\$43,184	\$50,910	\$0	\$50,910	\$0	0.0%
5. MA DPH	State	\$115,566	\$160,000	\$160,000	\$160,000	\$0	0.0%
6. MA DPH	State	\$57,159	\$0	\$33,000	\$63,000	\$63,000	100.0%
7. UMASS Medical School	State	\$14,774	\$55,375	\$55,375	\$70,450	\$15,075	21.4%
8. UMASS Medical School	State	\$54,429	\$120,000	\$100,000	\$120,000	\$0	0.0%
9. UMASS Medical School	State	\$86,322	\$112,300	\$71,088	\$112,300	\$0	0.0%
10. MA Office for Refugees and Immigrants	State	\$49,301	\$60,750	\$60,750	\$82,000	\$21,250	25.9%
11. The Medical Foundation	Other	\$37,074	\$55,000	\$22,000	\$55,000	\$0	-100.0%
TOTAL		\$1,598,364	\$1,518,890	\$1,370,940	\$1,791,908	\$273,018	15.2%

All Funds Budget

	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Operating Budget					
Salaries	\$1,220,943	\$1,320,067	\$1,159,084	(\$160,983)	-12.2%
Fringe Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$165,431	\$150,450	\$179,016	\$28,566	19.0%
Supplies & Materials	\$21,353	\$29,100	\$29,100	\$0	0.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$4,166	\$4,000	\$4,000	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$1,411,893	\$1,503,617	\$1,371,200	(\$132,417)	-8.8%
External Funds					
Grant Funds	\$1,598,364	\$1,518,890	\$1,791,908	\$273,018	18.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$1,598,364	\$1,518,890	\$1,791,908	\$273,018	18.0%
All Funds Budget					
General Fund	\$1,411,893	\$1,503,617	\$1,371,200	(\$132,417)	-8.8%
External Funds	\$1,598,364	\$1,518,890	\$1,791,908	\$273,018	18.0%
All Funds:	\$3,010,257	\$3,022,507	\$3,163,108	\$140,601	4.7%

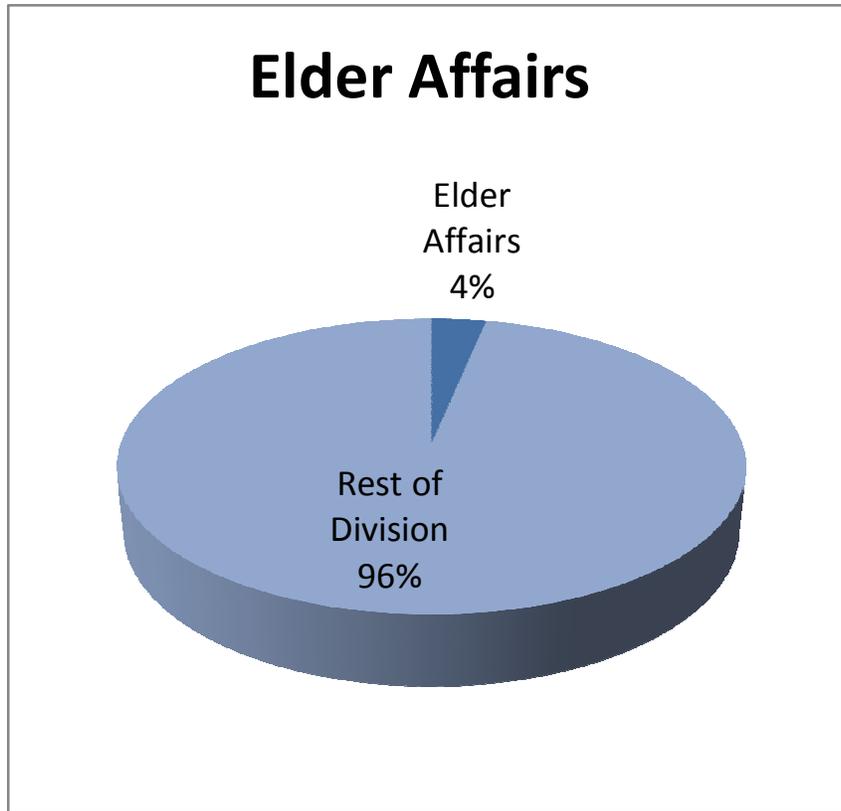
Elder Affairs



Mission Statement

The Department of Elder Affairs is dedicated to enhancing the quality of life for elderly citizens in the City of Springfield.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$272,935	\$272,533	\$277,140	\$273,365	\$832	0.3%
OTPS	\$22,076	\$27,416	\$22,192	\$22,279	(\$5,137)	-18.7%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$295,011	\$299,949	\$299,332	\$295,644	(\$4,305)	-1.4%

	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Elder Affairs						
General Fund FTEs	6.1	6.1	5.9	5.9	(0.2)	-3.3%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	8.6	8.6	8.6	8.6	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	14.7	14.7	14.5	14.5	(0.2)	-1.4%

Elder Affairs Department Summary

The Department of Elder Affairs provides a continuum of services from center-based programs, to advocating for the needs of elders citywide. The Department offers recreational and educational programs at seven program sites throughout the City. It provides outreach and referral services, providing elder citizens access to resources. The Department re-trains and places low-income, unemployed, mature workers back into the workforce through its Senior Aide program. This program is supported by the Department of Labor provider, Senior Service America. The Department of Elder Affairs also administers the Serving Health Information Needs of Elders (SHINE) program from the state Department of Elder Affairs. This program assists seniors in understanding their Medicare and Mass Health benefits and other health insurance options. In addition, the Department oversees the private non-profit 501c3 Golden Age Club, Inc., a recreational club that promotes travel, tours and holds weekly meetings at eleven locations throughout the City. Lastly, the Department of Elder Affairs collaborates with the Springfield Fire Department to administer the Smoke Detector Program. This program protects the City and its residents by installing 10-year lithium smoke detectors in senior owned homes.

Fiscal Year 2011 Highlights

The Department of Elder Affairs provided service to over 9,000 individuals.

The Senior Aide grant was increased to \$1,157,479; up over \$150,000 from previous year.

Elder Affairs was awarded \$60,280 in grant funding from Medicare Improvements for Patients and Providers Act of 2004 (MIPPA) to compliment the Department's SHINE program.

Risks and Challenges for Fiscal Year 2012

Springfield's senior population (aged 65 and older) is increasing due to the retirement of the baby boomer generation. This senior population is expected to stay in their homes longer than previous senior populations. Further, there is an increase in use of municipal services to support that longevity.

The Good Life Center has limited access available to seniors because of its location and old design. Providing services at this location presents an ongoing challenge for the Department.

The Riverview and Forest Park Manor are seeing increased participation of older adults in their activities, and the Department supports this growth without additional staffing. The Department has reached its capacity in utilizing Senior Aide participants to offset staffing needs. There is a greater need for qualified staff in gerontology activities, especially with bilingual, bicultural skills

Strategic Decisions for Fiscal Year 2012

The Department of Elder Affairs will collaborate with community partners and City departments to meet the needs of the City's elderly population, to determine an appropriate Good Life Center location, and to conduct informational sessions to assist seniors in obtaining city services.

Now that architectural designs are complete, the Department of Elder Affairs will work with the Mayor's office to move forward identifying funds and soliciting bids for the construction of a new senior center.

The Department continues to expand both in services and in locations to better meet the needs of our senior population by reallocating existing resources and increasing grants when possible.

Participation at all of the Department's program sites has significantly increased. This is very evident at Riverview and Forest Park Manor. Both facilities serve diverse populations of Latino and Vietnamese. The Department of Elder Affairs and the City must determine a way to meet this increased demand.

The Department is determining the proper implementation of a program where seniors may volunteer to work in lieu of taxes. This is intended to help those seniors struggling to meet tax obligations and assist the City in continuing to deliver quality services to its residents.

Council on Aging Senior Centers

Description: Senior Centers (program sites) provide health and recreational activities for Springfield senior residents. These Centers are Riverview, Hungry Hill, May Flower, Good Life, Mason Square, Pine Point, Forest Park Manor and Green Leaf Community Center. In order to support Senior Center activity, the Department of Elder Affairs utilizes the Council on Aging (COA) grant. This grant partially funds programs that promote fitness, education, health screenings, recreational activities, trips, and special events. COA grants also partially fund staffing at the Senior Centers and a City-wide van driver to assist elder citizens who are unable to provide their own transportation.

Fiscal Year 2012 Goals

Goal: Promote healthful living and physical fitness by means of additional and expanded senior educational outreach programs

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods**

Action Steps:

1. Two staff members will be trained in the Chronic Disease Management model from the Department of Public Health
2. Open a fitness center in a city owned building strictly for the use of physical fitness

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of community based partnerships established to enhance services	N/A	80	80	100
Unduplicated number of senior citizens participating in senior activities	11,902	12,402	12,404	12,500
Duplicated number of senior citizens participating in senior activities	93,058	93,598	93,598	93,700
Number of outreach programs offered (including health information workshops)	N/A	50	50	55

Goal: Provide information on various health issues that affect seniors

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of health and wellness programs of-	N/A	50	50	55
Number of participants in health and wellness programs	N/A	4,625	4,625	4,650

Goal: Ensure access to food programs

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of meals provided per week	560	600	600	625
Number of participants in Brown Bag program	5,328	8,165	8,200	8,300

Goal: Provide information and referral services

Citywide Strategic Priority Supported: **Education**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of participants in Brown Bag program	5,328	8,165	8,200	8,300

Goal: Increase outreach to members of the Latino and Vietnamese communities

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods**

Action Steps:

1. Participate with Latino and Vietnamese agencies on Health Disparity Coalition
2. Meet with Latino and Vietnamese recreational & social groups to gather input on senior needs
3. Provide weekly activities in the Forest Park Manor housing complex to the Vietnamese older adults
4. Support activities in the Latino population by providing English and Spanish language workshops and information in all programs and at all sites.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of participation: Latino	N/A	10%	10%	15%
Percent of participation: Vietnamese	N/A	50%	50%	3%

Multi-Year Goals

Increase the Latino community's activity level at all program sites where appropriate

Expand program sites to reach into all areas of the City

Perform diabetes, blood pressure, foot, obesity, dental, heart health, and other screenings at each of the program sites

Reduce individual isolation among the elder population

Collaborate with community partners, team members and city departments to offer information on a variety of health topics including heart health, obesity, dental hygiene and the importance of exercise

Continue to provide culturally and socio-economically diverse activities according within their communities

SHINE (Serving the Health Information Needs of Elders)

Description: The SHINE program assists seniors in understanding their Medicare, Mass Health, and other health insurance benefits. The SHINE program ensures that elderly and disabled people have access to impartial and up-to-date information regarding health care.

Fiscal Year 2012 Goals

Goal: Assist Medicare beneficiaries in understanding their benefits and other health insurance options in an impartial manner

Citywide Strategic Priority Supported: Education, Healthy Neighborhoods

Action Steps:

1. Advertise services through public presentations, direct outreach, media campaigns, and local health fairs
2. Hold counseling sessions to provide information to area seniors

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of SHINE counseling sessions	690	700	700	750

Goal: Expand SHINE services offered to multiple sites throughout Hampden County

Citywide Strategic Priority Supported: Education, Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of community based partnerships established to enhance services	7	8	8	10

Goal: Remain current on changes in health insurance programs and legislation

Citywide Strategic Priority Supported: Education

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of health/Medicare-related trainings	28	33	33	38

Goal: Increase the percentage of new SHINE volunteers

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Action Steps:

1. Recruit volunteers through the use of media outlets such as print media, radio, television, and internet.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of new volunteers	3.5%	3.75%	3.8%	4.0%

Goal: Expand the number of home visits by SHINE volunteers.

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of home visits	91	120	120	130

Goal: Provide up-to-date training for all volunteers.

Citywide Strategic Priority Supported: **Education**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of volunteer trainings	12	12	13	14

Multi-Year Goals

Increase senior awareness of SHINE services

Assist seniors in advocating for their rightful benefits

Establish a 24-hour SHINE hotline

Increase seniors utilizing web-based information

Advertise services through public presentations, direct outreach, media campaigns, and local health fairs

Increase the SHINE Coordinator's effectiveness by attending workshops, conferences and reading the latest trade information

Senior AIDES Program

Description: The Senior Aides program promotes the transition of the unemployed mature worker from subsidized to unsubsidized employment. The major objective of the program is to address needs commonly experienced by low-income mature workers: additional income, re-entry into the workforce, and economic independence. Funds for this program are furnished by a federal program, Senior Service of America, Inc.

Fiscal Year Goals

Goal: Develop workforce job skills

Citywide Strategic Priority Supported: Economic Vitality

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of additional Senior Aide program training sites	N/A	N/A	1	1
Percent of unsubsidized job placements for the Senior Aid Employment Program	N/A	N/A	33%	33%

Goal: Maintain an authorized level of enrollees throughout the program year

Citywide Strategic Priority Supported: Economic Vitality

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of enrollees	130	100	149	105

Goal: Assign eligible individuals into unsubsidized part-time community service positions that comply with rates and hours set forth in the Older American Act of 1965 as amended

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of unsubsidized job placements	34	39	39	25

Goal: Transition current participants into unsubsidized employment during the program year

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of community based partnerships established to increase change of placement	210	215	215	215
Number of new host agencies recruited	17	15	15	10
Average number of days at host agencies	261	261	261	261

Goal: Provide training and refresher courses to program participants

Citywide Strategic Priority Supported: **Education**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of participants per training	59	60	60	60
Number of training sessions provided	150	150	150	150

Multi-Year Goals

Provide useful and meaningful community service employment to eligible low-income disadvantaged mature workers.

Coordinate in-house or vendor-provided workshops for necessary skills training.

Greater Springfield Senior Services Outreach and Referral

Description: The Greater Springfield Senior Services, Inc. (GSSSI) program provides information on benefits and services available to seniors. GSSSI encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, under-insured, uninsured or homeless.

Fiscal Year 2012 Goals

Goal: Conduct visits to elder housing facilities and organizations

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of visits to elder housing facilities and organizations	150	183	183	200

Goal: Work with community agencies to promote and enhance available senior services

Citywide Strategic Priority Supported: Education, Healthy Neighborhoods, Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of community based partnerships estab-	45	60	60	60

Goal: Maintain the network of services offered to seniors

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of services offered by DEA	90	120	120	120

Goal: Provide documentation and referrals to senior services

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of referrals	610	1,500	1,500	1,500

Multi-Year Goals

Increase senior population access to the outreach program.

Staff all program sites with one outreach worker.

Contact all senior housing complexes, senior centers, and senior programs, to conduct presentation on services.

Maintain accurate records on problem and referral services provided and, when appropriate, the outcome.

Computer Learning Center

Description: Computer Learning Center is room within the Good Life Center dedicated to the training of older adults in computer technology.

Fiscal Year Goals

Goal: Offer a variety of computer skills training courses that include web page design, basic programming, word processing, and internet navigation and safety

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of courses offered (web design, basic programming, word processing, internet navigation)	4	5	5	5
Average number of participants per course	4	6	6	6
Number of community based partnerships established to enhance services	3	3	4	5

Goal: Utilize Generations Online grant dollars to enhance computer-related education provided to seniors

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of courses offered (utilize generations online grant dollars to enhance computer related education provided to seniors)	4	4	4	4
Average number of participants per course	6	3	6	6

Multi-Year Goals

Expand computer skills training classes to all program sites

Offer courses including computer fundamentals, web design, and word processing as well as digital media and internet fundamentals

Collaborate with the Springfield Housing Authority to offer computer courses located in Senior Housing complexes

Grants Summary: Elder Affairs

1. Senior Aides Program: Promotes the transition of the unemployed mature worker enrollee from subsidized to unsubsidized employment by addressing the needs commonly experienced by low-income mature workers, which include additional income, re-entering the workforce, and economic independence.

2. ARRA Senior Aides Program: Promotes the transition of the unemployed mature worker enrollee from subsidized to unsubsidized employment by addressing the needs commonly experienced by low-income mature workers, which include additional income, re-entering the workforce, and economic independence.

3. Greater Springfield Senior Services: Provides information on benefits and services available to seniors.

4. SHINE: Helps seniors to understand their Medicare and Mass Health benefits and other Health insurance options.

5. Council of Aging: Provides funding for personnel, professional services and supplies that support senior programming.

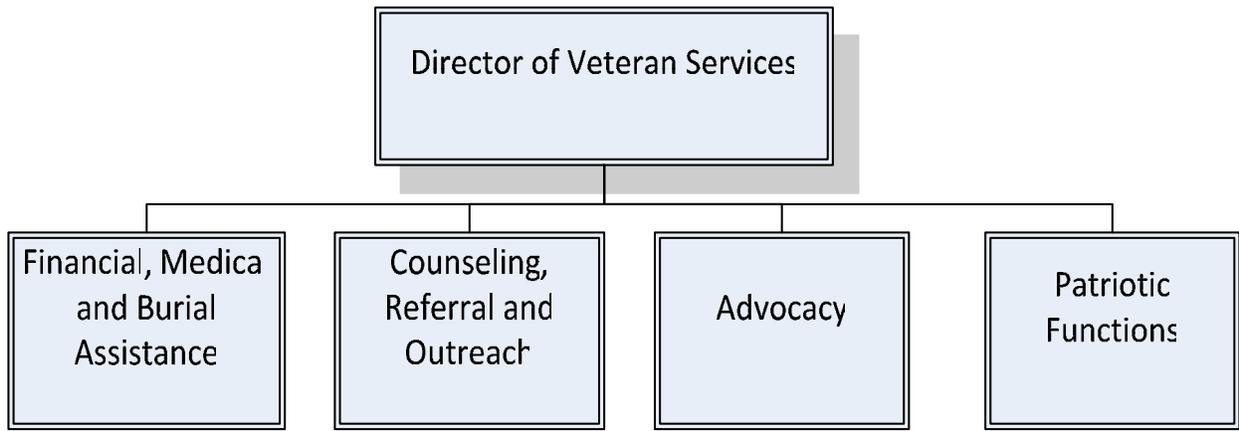
6. MIPPA: Helps seniors to understand their Medicare and Mass Health benefits and other Health.

Grant Source	Federal State Other	FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
1. Senior Service America	Federal	\$623,765	\$891,385	\$1,076,917	\$855,907	-\$35,478	-4.0%
2. Senior Service America	Federal	\$232,453	\$0	\$0	\$0	\$0	0.0%
3. Greater Springfield Senior Services	State	\$65,000	\$88,980	\$88,980	\$88,980	\$0	0.0%
4. Office of Elder Affairs (SHINE)	State	\$35,033	\$91,346	\$85,344	\$91,347	\$1	0.0%
5. Council on Aging	State	\$150,158	\$165,529	\$165,529	\$142,000	-\$23,529	-14.2%
6. MA MIPPA	State	\$0	\$0	\$30,000	\$62,080	\$62,080	100.0%
TOTAL		\$1,106,409	\$1,237,240	\$1,446,770	\$1,240,314	\$3,074	0.2%

All Funds Budget

	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Operating Budget					
Salaries	\$272,935	\$272,533	\$273,365	\$832	0.3%
Fringe Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$14,433	\$20,591	\$15,454	(\$5,137)	-24.9%
Supplies & Materials	\$6,937	\$6,500	\$6,500	\$0	0.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$706	\$325	\$325	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$295,011	\$299,949	\$295,644	(\$4,305)	-1.4%
External Funds					
Grant Funds	\$1,106,409	\$1,237,240	\$1,240,314	\$3,074	0.2%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$1,106,409	\$1,237,240	\$1,240,314	\$3,074	0.2%
All Funds Budget					
General Fund	\$295,011	\$299,949	\$295,644	(\$4,305)	-1.4%
External Funds	\$1,106,409	\$1,237,240	\$1,240,314	\$3,074	0.2%
All Funds:	\$1,401,420	\$1,537,189	\$1,535,958	(\$1,231)	-0.1%

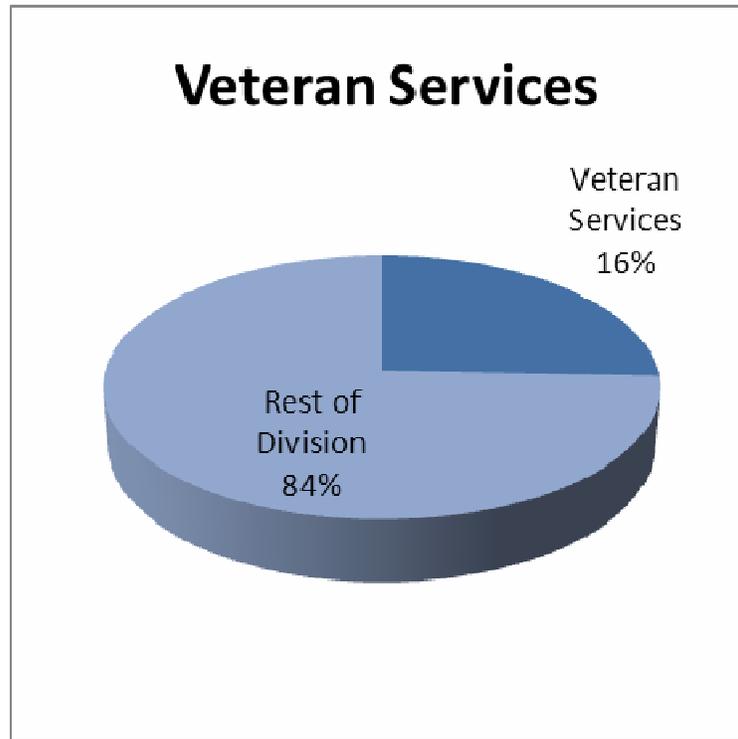
Veteran Services



Mission Statement

The Veterans Services departmental mission is to aid and advise veterans and their dependents in identifying veteran specific entitlements, as well as, grant financial and medical assistance as mandated by Massachusetts General Law Chapter 115.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$192,453	\$219,507	\$219,507	\$226,973	\$7,466	3.4%
OTPS	\$1,474,711	\$1,436,283	\$2,334,269	\$2,044,142	\$607,859	42.3%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$1,667,164	\$1,655,790	\$2,553,776	\$2,271,115	\$615,325	37.2%

Veteran Services	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	4.0	4.0	4.0	4.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
Total FTEs:	4.0	4.0	4.0	4.0	-	0.0%

Veteran Services Department Summary

In accordance with Massachusetts General Law Chapter 115, Section 3, the Veteran Services Department is charged with taking applications for veterans' benefits and for providing financial and medical assistance to qualified, needy 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.

Fiscal Year 2011 Highlights

Responded to approximately 8,000 telephone inquiries regarding veteran benefits, available programs, and referrals to local and federal agencies.

Filed approximately 1,800 discharges for recently released veterans and copies of discharges on file for veterans and their dependents.

Directed financial assistance to approximately 400 wartime veterans and their dependents.

Assisted with payment of burial expenses and graves registration for indigent wartime veterans.

Placed American flags on approximately 19,200 veterans' graves for Memorial Day and Veterans Day.

Risks and Challenges for Fiscal Year 2012

In 2004, the Commonwealth redefined the eligibility requirements of those able to apply for veterans benefits to include all those who have served 180 days or more of active duty. As the number of veterans grows, the cost to provide those benefits will also grow.

Currently, the Veteran Services Department is staffed with four (4) full-time employees. If the current rate of growth continues, present staffing levels are inadequate. Veterans Services processes in excess of 260 cases per month. This is an increase of about 60 more cases per month than last year.

Strategic Decisions for Fiscal Year 2012

Aggressively place clients in programs which will 'fast track' them into the labor market or result in the realization of long-term disability assistance.

Fiscal Year 2012 Goals

Goal: Win 90% of appeals litigated through the DVS, Division of Law Appeals or Governors Council.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of appeals found in favor of the Veterans' Department	90%	80%	80%	90%

Goal: Assist at least 80% of eligible individuals in enrolling in MassHealth.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of individual who are eligible and enrolled in MassHealth	83.3%	83.3%	95.0%	80.0%

Goal: Decrease modified and denied VS21A's.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of VS21A's that are denied	4.3%	4.3%	3.0%	4.2%
Percent of VS21A's that are modified	13.8%	13.8%	12.5%	13.0%

Goal: Organize and participate in 8 patriotic events, veteran related issues and veteran organizations.

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of veteran events organized	11	8	8	8

Goal: Forward 85% of state returns for reimbursement within the required 60 days following the payment month.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

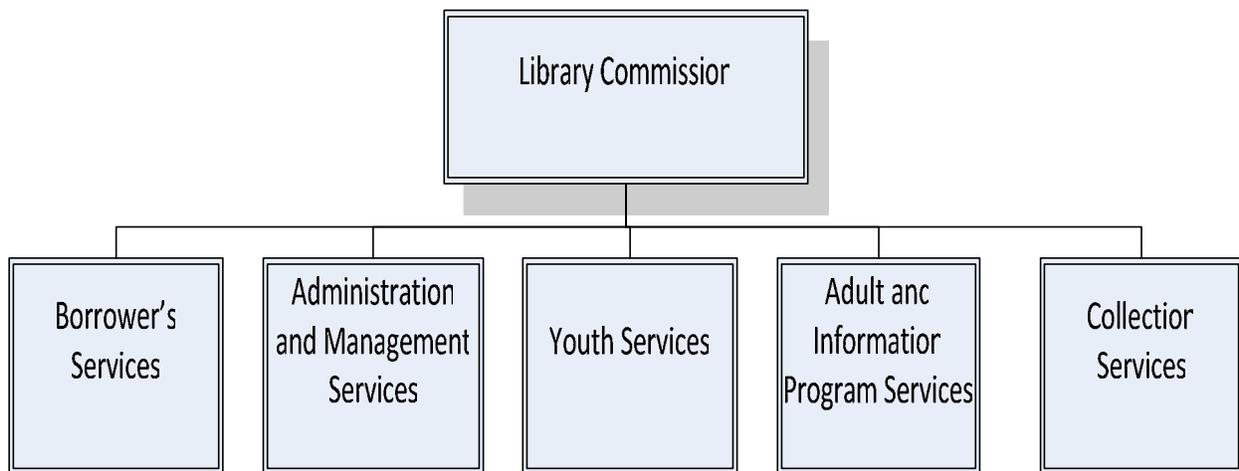
Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percent of state returns forwarded within the required 60 day timeline	58.3%	0.0%	85.0%	85.0%

All Funds Budget

Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$192,452	\$219,507	\$226,973	\$7,466	3.4%
Fringe Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$4,454	\$6,522	\$5,130	(\$1,392)	-21.3%
Supplies & Materials	\$1,624	\$2,152	\$1,733	(\$419)	-19.5%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$1,468,634	\$1,427,609	\$2,037,279	\$609,670	42.7%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total General Funds	\$1,667,164	\$1,655,790	\$2,271,115	\$615,325	37.2%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$0	\$0	\$0	\$0	0.0%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$1,667,164	\$1,655,790	\$2,271,115	\$615,325	37.2%
External Funds	\$0	\$0	\$0	\$0	0.0%
All Funds:	\$1,667,164	\$1,655,790	\$2,271,115	\$615,325	37.2%

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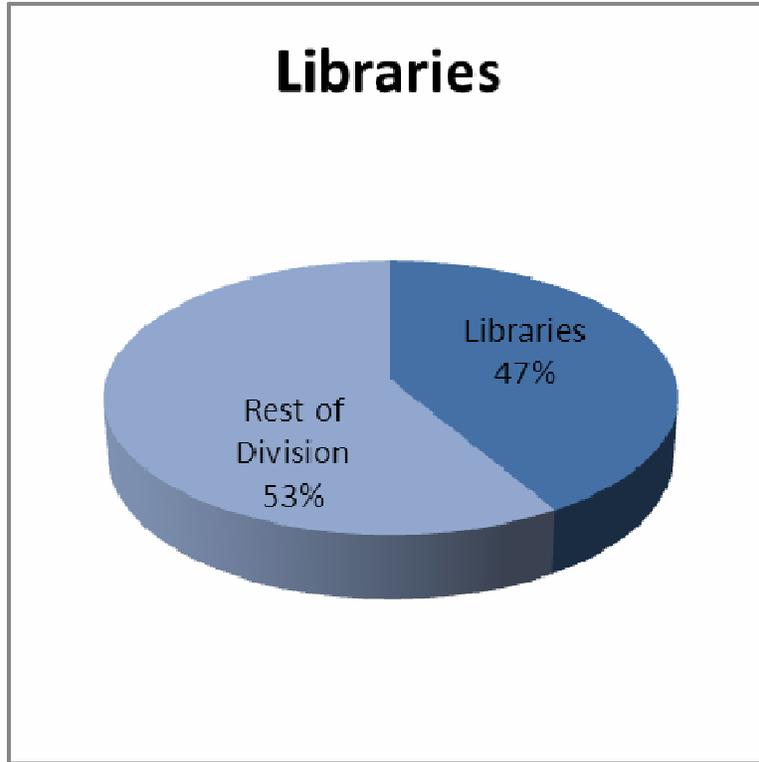
Libraries



Mission Statement

The mission of the Library Department is to build connections, broaden horizons, and strengthen the community by being the community's source for literacy, technology and information.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$2,296,366	\$2,405,837	\$2,434,430	\$2,258,628	(\$147,209)	-6.1%
OTPS	\$1,280,008	\$1,413,532	\$1,435,878	\$1,373,110	(\$40,422)	-2.9%
Capital	\$40,000	\$40,000	\$0	\$37,900	\$0	0.0%
Total General Fund	\$3,616,374	\$3,859,369	\$3,870,308	\$3,669,638	(\$189,731)	-4.9%

Library	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	62.9	64.0	64.9	62.6	(1.4)	-2.2%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	9.2	9.2	9.2	9.2	-	0.0%
Trusts/Donations/Other FTEs	2.3	2.3	2.3	2.3	-	0.0%
Total FTEs:	74.4	75.5	76.4	74.1	(1.4)	-1.9%

Library Department Summary

The Central Library and nine branches of the Library Department provide essential services to all residents and neighborhoods of Springfield through materials, services and programs, selected and developed to meet the specific needs of Springfield residents. Collections in a wide variety of formats and languages support the educational, cultural and recreational needs of Springfield residents of all ages. These include electronic materials such as online databases, e-books, and downloadable media that are available in the library during public service hours and from a home computer 24/7. The Library's wireless network allows residents to use their laptop computers in most Library locations. The professional library information staff provides accurate, personalized answers to instructional, educational, technical, scientific, and leisure reading questions from walk-in, telephone and e-mail customers, and through our content rich website: <http://www.springfieldlibrary.org>. The Library is designated as a Selective Depository for Federal government documents and a Depository for Massachusetts State government documents.

In addition to collections, the Library provides a broad range of public programs, including some in Spanish and other non-English languages, with a focus on early childhood literacy, homework assistance, enrichment programs for teens and lifelong learning opportunities for adults. According to the National League of Cities Institute for Youth Education and Families, quality early learning experiences for children from birth to age 5 pay long-term dividends, including school and employment success, stronger families and reduced crime. Every dollar invested in increasing early childhood education yields seven dollars in long-term social and economic benefits. The Reading Success by Fourth Grade: Blueprint for Springfield recognizes the critical role that libraries play in fostering a culture of literacy in Springfield.

Library programs enhance 21st century literacy skills to provide a foundation for long-term economic success. These programs also support civic engagement and cultural awareness. Computer training workshops, which provide information literacy, workforce literacy, and current relevant technology training, are constantly in demand. Programs that connect individuals with job opportunities and the skills they need to succeed in today's workforce contribute to the economic vitality of Springfield.

The Library Department supports Springfield's Strategic Priority, *Economic Vitality*, by providing programs that enhance 21st century literacy skills from early childhood through lifelong learning; helping residents learn new technical skills to increase their employability, find job opportunities and improve their application and interview skills. In particular, our collections, programs and services support Springfield residents through the current difficult economy with free access to these resources.

The Library's highly regarded Read/Write/Now Adult Learning Center, located at the Pine Point Branch Library, provides adult basic education and pre-GED training for adult learners and provides the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as citizens and workers. The program focuses on helping adults meet their short-term literacy goals, such as getting a driver's license or reading to their children, as well as long-term goals of obtaining a GED, finding a job or going to college.

One of the Library's most in-demand services is free access to the Internet, available at 125 public use computers in the library system. The workstations ensure that all Springfield residents have equal access to online information and resources. Many residents use the Internet to research education, career and job opportunities, and complete online job applications which are increasingly becoming the only way to apply for many jobs. With current unemployment rates in the city at nearly 10 percent, the Library's free Internet access is more critical than ever. Programs focusing on small business topics and grant resources, available through the Library's designation as a Cooperating Collection of the National Foundation Center, serve the needs of area businesses and non-profit service and arts organizations, which have been significantly impacted by the current economic climate.

In fiscal year 2010, 567,912 people visited the libraries. Library staff loaned 608,946 items, answered 98,617 information requests, and offered 1,685 programs attended by 30,414 people. Our public computers provided free Internet access to approximately 175,000 users, 73,323 searches of online databases, 495,137 website visits and over 15 million website hits. Our 58 volunteers contributed 3,550 hours of service to the library.

Fiscal Year 2011 Highlights

The Springfield Public Library completed a comprehensive community- based strategic planning process, with Lyrasis and CitiStat, in order to develop the next five-year plan for Library Services (2011 – 2016). The planning process included extensive community and staff engagement. A series of focus groups with community members and interviews with community leaders developed a greater understanding of current needs, perceptions and desires of the community and of the role of the library in Springfield.

The new plan: A Brighter Future for Springfield Today focuses on six new strategic priorities:

- Success in Education, Work and Life
- Community Leadership
- Springfield City Library—A Place for You
- Celebrate Springfield
- Library Awareness and Advocacy
- Institutional effectiveness

Completed all work needed to re-open the Mason Square Branch Library, including roof replacement, interior space design, procurement of furniture, shelving, equipment and library materials. Excellent support and expertise were provided by City Architect Steve Jablonski, City Facilities, the City Law Department and Library staff. Piloted RFID technology at Mason Square to increase access to library materials for the public and improve staff workflow and institutional effectiveness.

The Early Childhood Resource Center for Western Massachusetts, funded by a contract with the State's Department of Early Education and Care, has proven to be a valued resource for local child care providers, preschool educators, and families by lending books, kits, educational toys and curriculum kits. Professional development workshops were offered to the target audience and multiple childcare centers have scheduled staff meetings at the Library to learn about the Center and take advantage of the resources to enrich the literacy environment in their classrooms. The Library played a lead role in planning a May 2010 Early Literacy Conference held at American International College and the resulting citywide steering committee on Early Literacy. The Library and collaborator Preschool Enrichment Team received funding from the Davis Foundation to create a research-based language and literacy curriculum in English and Spanish and deliver trainings on using library books and boosting literacy skills in family childcare settings, an underserved population. The two-year grant will instruct approximately 80 early childhood educators.

In collaboration with Mass Humanities, the Library Department sponsored the Family Adventures In Reading (FAIR) fall and spring program series at the Central Library and the Indian Orchard Branch. Participants (six to eleven year olds and their families) were engaged in thoughtful discussion about books and their themes of courage, honesty and determination. The books reflect Springfield's diverse population.

Further progress was made in the effort to provide wireless Internet access for the public at all library locations. During FY11, wireless was installed at the Pine Point and Mason Square branches. Remaining to be done are the Indian Orchard, Brightwood and Liberty Branches.

Participated in the Gates Foundation Online Opportunity Grant to upgrade and expand computer hardware at the following locations: Brightwood, East Forest Park, Forest Park, Indian Orchard and Pine Point. Laptops were also purchased for East Forest Park and Indian Orchard for participation in the Library's In-house Laptop Loan Program. The total grant for the first year was \$104,000, with \$78,000 from the Gates Foundation and \$26,000 matched by the Library. The second year is a total of \$91,000, with \$45,000 from the Gates Foundation and \$45,000 matched by the Library.

Participated in the 2010 City Thinks Program theme: The Final Frontier Space, Science and Technology. City Thinks is a partnership between the Springfield Public Forum and the Springfield City Library. The Kick off Event featured Ron Mallett, the author of Time Traveler and Professor of Physics at the University of Connecticut. Spike Lee has purchased the movie rights to the book. Ron Mallett participated in book discussion groups at the Central Library and Forest Park Branch. The Library offered several other film and book discussion groups, art programs, poetry workshops and children's programs related to the Space, Science and Technology theme.

Completed an LSTA grant to improve services for Spanish speakers by establishing and working with an advisory committee from the Hispanic community. The open-ended project allowed the Library to respond to identified community needs, including purchasing expensive English as a Second Language materials in the library collections, offering educational and hands-on cultural arts programming, and supporting the needs of parents enrolled in Head Start with low literacy levels themselves. As a result of the latter intensive collaboration, the library will be represented on the Holyoke/Chicopee/Springfield Head Start Policy Council. The Spanish materials budget was supplemented as well.

The Read/Write/Now Adult Learning Center (RWN) surpassed state standards in attendance, goals set and met by learners, learning gains as measured by required standardized tests and in average attended hours. As a result, the program was raised from a Tier 4 to a Tier 3 program. Read/Write/Now also implemented a pilot project called STAR (Students Achievement in Reading).

RWN also published the fifth annual Springfield Adult Basic Education Directory, which lists 17 programs for adults and out-of-school youth offering services in Springfield for basic literacy, English for speakers of other languages, family literacy, GED pre-testing, preparation, and testing, adult high school diploma, MCAS remediation, pre-GED and transitions to college. The directory is distributed more widely each year. This year multiple copies went to both Department of Transitions Assistance offices, to the Parent Information Center, to Parent Liaisons at the School Department and to many other community service agencies.

Began a series of health programs for the public in collaboration with Baystate Health Sciences Library.

Honored the memory of former Library Director Emily Bader by rededicating the Central Library's Children's Room as Emily's Place for Children. Emily had begun her service with the library as a Children's Librarian. The event took place on September 26, 2010, with dozens of people in attendance, including Mayor Domenic Sarno, former Mayor Charles Ryan and Emily's family.

Submitted a waiver application to the Massachusetts Board of Library Commissioners to receive State Aid to Public Libraries Funding. Waiver applications must be submitted when Library budgets do not meet the State's Municipal Appropriation Requirement.

Reviewed existing statistical collection, content and reporting processes and revised as needed to: provide statistics that better reflect the scope, depth and effectiveness of services to Springfield residents; incorporate statistical reports into on-going management review of library planning; encourage effective management; support requests for additional resources and clarify statistics needed by CitiStat; and provide an established mechanism to supply them easily.

Continue working with the Library's and City's IT departments to develop a library intranet housed on the City's server to: simplify and centralize the Library's statistical collection process; provide easy access to Library statistics for all Library staff and authorized city officials; provide flexible, easy to use reports on-demand; provide a central repository of library statistics; and provide a central, easily accessible repository of important library documents.

Developed an E-Reader Loan Program. In December of 2010, the library began lending e-Book readers to Springfield seniors, thanks to the Springfield Office of Elder Affairs that donated 10 Sony Readers for this group. In March, additional units were made available to the general public.

Began implementing an LSTA-funded Libraries for Job Seekers Grant by developing new trainings and collections (print and online) to meet the needs of individuals seeking employment opportunities. It also helped establish a new web presence highlighting services and resources for job seekers. Collections and workshops were expanded to neighborhood branches.

Library staff participated in all of the City of Springfield's Strategic Planning groups, including Public Safety, Education, Economic Vitality, Healthy Neighborhood and Fiscal and Operational Excellence. In addition to other new strategic partnerships, to help meet the City's Education Goal, the Library committed to partner with Level Four schools, lending their students extra support to achieve academic proficiency by providing library cards, homework support resources, computer access, educational databases for research, and recreational reading materials.

Developed a comprehensive approach to library programming for all ages and conducted programs, exhibits and events focusing on Springfield's community, diversity, culture and history.

Increased the number of partnerships with community organizations including business, education and cultural.

In November 2010, library management and supervisory staff participated in a daylong retreat to foster teambuilding skills. Teamwork will be needed to accomplish many of the priorities of the Library's new Strategic Plan. It will also be useful as the library pursues efforts in the Continuous Improvement Springfield initiative.

Risks and Challenges for Fiscal Year 2012

The reductions in both state aid and endowment income will have a dramatic effect on the Library's ability to sustain existing services and implement new initiatives. These reductions will require careful monitoring to ensure successful implementation. The budget reductions for fiscal year 2012 seriously impact our ability to effectively manage and staff 10 library locations.

To remain relevant and meet the expectations of 21st century library users, the Springfield City Library must continue to meet the exponential growth in the demand for online services. Heavy demand for materials in community languages, media items, and the Library's continued transition to online materials places a burden on the materials budget and impacts purchasing many of the more traditional items that the public still continues to expect from its library.

Annual security costs continue to rise and reduce the funds available for other library resources and services. Currently, the Library utilizes electronic monitoring and security guards at most locations to protect patrons, reduce property damage and discourage theft of library materials. Material recovery costs are also increasing as the Library takes steps to recover items that are borrowed but not returned.

Any budget action that causes the Library to lose State Certification has the potential to reduce or eliminate Springfield's State Aid allocation for library service. Not only would this affect the library budget negatively, it could threaten the guarantee that Springfield residents can borrow materials directly from other area libraries and prevent them from borrowing materials through state resource sharing networks like C/W MARS. In Fiscal Year 2010, Springfield residents received 42,383 items in different formats through these networks. At least 10 percent of the requests were for children or young adults. In addition to being an enormously popular service, network borrowing strongly supplements the Library's acquisition budget which has been reduced by 20 percent over the past several years and is not now adequate by itself to meet the needs of Springfield residents.

Reductions in Fiscal Year 2011 State funding for the Mass Board of Library Commissioners eliminated Regional Reference Centers in Massachusetts. As one of these Centers, the Springfield Library system lost state funds used for staffing the Central Library on Sundays. Funding for Sunday Hours needs to be addressed. The loss of Sunday hours would result in a further reduction of State Aid, since the Sunday Hours are needed to be in compliance with the Unique Hours State Standard. Sources of other possible funding will be explored to continue to offer this valuable service to the residents of Springfield, to provide a safe cultural and educational resource for Springfield's downtown community, and to attract visitors to Springfield's downtown commercial area.

A consistent reduction in the Library's materials budget has resulted in an overall reduction of 20 percent as of Fiscal Year 2011. Any further reductions will have a significant impact on the library's ability to meet the community's needs and interests through its collections.

The Read/Write/Now program continues to have a waiting list of approximately 150 adults who need basic Adult Literacy services.

While the Substitute program does help, staffing continues to be a challenge. The Library system is currently open 207 hours every week, with a public service staff of 44 FTEs (to staff public service desks, provide programs, assist the public with computers, and perform numerous off desk duties). While the library is in effect a first responder to the economic crisis by providing essential services, the biggest challenge affecting the library's ability to help job seekers is a lack of staff to effectively help them.

Meeting the needs of Springfield residents in neighborhoods with branches open 18 hours a week, continues to be a challenge. Access to information, collections, computers, programs and services is only available 12 days a month in each of the nine branch libraries.

New technologies and media formats are constantly emerging, and keeping the library's collections and equipment up to date to meet user expectations is a serious challenge.

Despite Gates funding, which has increased and upgraded the number of Internet computers available to the public, there are not enough computers to meet demand. The library is limited both by budget constraints and in some locations by space constraints as well as staff to maintain the computers.

Strategic Decisions for Fiscal Year 2012

All Strategic Decisions for Fiscal Year 2012 will support the new Strategic Priorities of the Library.

1. Success in education, work and life: The Library will build strong programs and collections to promote success for Springfield residents in education, work and life.
2. Celebrate Springfield: The library will be an advocate for the City and the community with programs and collections that celebrate the rich culture, people, history and achievements in Springfield.
3. Community Leadership: The Library will strengthen its relationships with local leaders to inspire community members to use Springfield City Resources to start a business, advance their education and explore new careers.
4. Springfield City Library—A place for you: The library will continue to enhance the Central and neighborhood branches to provide resources, programs and collections and physical spaces to encourage community, learning, fun and reflection.
5. Library awareness and advocacy: The library will expand efforts to improve awareness of library programs and resources to attract new users and to build library advocates.
6. Institutional effectiveness: The Library will continue to focus on effective services and programs and will develop metrics that demonstrate library contributions to Springfield.

Review potential sources of new funding to supplement Library programs and services and continue to re-view all areas of the operation for potential re-structuring for cost savings.

Review and implement operational and service model recommendations that meet Continuous Improvement Springfield criteria, as appropriate.

Continue to review staffing, services and programs to identify what is most essential and useful to Springfield residents and what can be consolidated, streamlined or eliminated.

Work with the staff of the C/W MARS, NOBLE, and MVLC networks to implement an Evergreen open source integrated library system to replace the Innovative Interfaces, Inc system now in place.

Continue to maintain and improve the physical infrastructure, collections, staffing and innovative programs and services with a focus on new areas of strategic partnerships, collaborations and opportunities, including Museums, Schools, Cultural Institutions and other city departments.

Develop an annual theme “Celebrate Springfield” for public marketing programs to increase usage and awareness of library services, resources and programs.

Investigate funding for expanding out-of school programming to all Library locations through collaborative planning with the Springfield School and Park Departments.

Increase access to online resources and staff training to ensure that every location has the capabilities to assist patrons with their information needs as well as providing Library customers access to online resources in an easy to navigate virtual library through a new Library website and Social Media platforms to increase services to current and potential new customers of the library.

Increase the visibility and outreach efforts of the library to underserved neighborhoods, such as the South End by investigating new services, including the feasibility of an outreach vehicle (van or cyber mobile).

Offer workshops on the use of electronic and other library resources tailored to the needs and skills of specific Springfield groups and individuals.

Meet or exceed all five performance standards set by the Massachusetts Department of Education for adult basic education programs.

Collaborate with Indian Orchard Mills artists to offer art lessons, expanded collections and related activities at the Indian Orchard Branch Library.

Offer traditional youth programs, homework assistance and increase participation in reading programs through a teen author fair and other marketing efforts, including Social Media Platforms.

Continue to refine technical service assignments and workflow as staffing and budgetary constraints indicate.

Expand Summer Reading Club participation. Research shows that children who do not read during the summer lose six to eight weeks of what they learned the previous year in school. By the end of fifth grade, students who did not read during the summer were behind their peers by an average of two years.

Expand workforce development programming and services and establish new career centers. Job-Seeking services include providing access to job databases and other online resources, providing access to resources to help individuals create resume and other employment materials, help individuals complete online job applications and offer classes on job seeking strategies.

Continue to provide technology training. Many people coming to the library are first-time computer users. At the library, they learn how to use a mouse, how to open an email account, do research, apply for government assistance, as well as attend introductory classes in office software products, including Word and Excel.

Expand services to Teens through developing new welcoming spaces for teens, collections and programs.

Complete roll out of wireless at the Indian Orchard, Brightwood and Liberty Branches.

Expand RFID and implementation of patron self-checkout by developing a proposal for implementing RFID tagging of all collections to allow ease of checkout and security, using Mason Square Branch metrics.

Investigate new service models and processes to help the library meet increased demand with no increase in personnel, such as patron holds self pickup, floating collections, additional self checkouts and self check in equipment.

Administration and Management Services

Description: Administration and Management Services provides administrative, managerial, and operational support for the Library Department in order to make the most effective, efficient use of the funding, technology, and staff available, and to produce the most relevant and useful services. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing and volunteer coordination.

Fiscal Year 2012 Goals

Goal: Improve the perception of public safety throughout the entire City

Citywide Strategic Priorities Supported: Public Safety

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of library displays posting public safety information in public areas	N/A	5	5	10

Goal: Provide and expand the range of relevant, innovative technologies to increase the use and accessibility of library resources.

Citywide Strategic Priorities Supported: Education, Healthy Neighborhoods, Fiscal and Operational Excellence.

Action Steps:

1. Utilize webcasts and podcasts to promote online programming, i.e. High Tech on Demand.
2. Promote library services and programs on social networking sites like Facebook and Twitter.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of users of online programming.	N/A	N/A	N/A	500
Number of fans on Facebook and numbers of followers on Twitter.	N/A	750	801	1,000

Goal: Begin implementation of the library’s new five-year Strategic Plan

Citywide Strategic Priorities Supported: **Education, Healthy Neighborhoods, Fiscal and Operational Excellence.**

Action Steps:

1. Work with CitiStat, CIS and Library staff to manage data gathering and analysis, surveying and results, and changes to Library practices and procedures to reflect findings.
2. Monitor progression of plan development and ensure timeline targets are met.
3. Review and implement operational and service model recommendations from the Lyrasis Study as appropriate to improve efficiency, effectiveness and user services.
4. Review existing telephone and virtual information services model to improve effectiveness and customer service.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Increase use of telephone, text messaging and e-mail information services	N/A	400	825	800

Goal: Establish at least 2 internship opportunities to assist Department managers in achieving Fiscal Year 2012 goals and participate in the internship program initiated by the Mayor’s Office involving Springfield Public School Students.

Citywide Strategic Priority Supported: **Healthy Neighborhoods, Fiscal and Operational Excellence.**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of internships available	N/A	1	1	2

Multi-Year Goals

Identify and secure additional revenue support for the library system from foundations, grants, corporations, and other sources.

Ensure an environment that enables quality library services providing facilities that are safe, accessible, cost effective and comfortable.

Establish collaboration with the Downtown Springfield BID (Business Improvement District) to integrate Central Library programs and services into overall Downtown Springfield planning.

Apply for funding from Community Development Block Grant, LSTA, MCC, SCC, and other sources to fund collections, services and programs that meet community needs.

Review existing statistical collection and revise as needed to provide metrics that will evaluate goals and objectives.

Apply CIS principles to evaluation of current procedures, operations, service models and staffing patterns.

Continue working with C/W MARS on data connection switchover at the branches and Central Library to improve customer service by increasing bandwidth connectivity which will improve speed and access to the Internet. Add Mass Broadband Institute as applicable. Determine if fiber optic pricing from the Massachusetts Broadband Institute is affordable and advisable.

Increase wireless access for the public by installing wireless hotspots at Liberty, Indian Orchard and Brightwood so that all library locations will have wireless access.

Evaluate RFID pilot project at Mason Square Branch and continue to introduce RFID Technology throughout the system for operational and fiscal effectiveness.

Continue to work with the Springfield Library Foundation and the Friends of the Library in fundraising efforts.

Establish assessment priorities that address contributions to the community, user satisfaction, efficient processes and stewardship of library funds.

Provide training that enhances the staff's ability to deliver excellent service and emphasize continuous learning as a core.

Provide the technological infrastructure needed to support library operations and utilize technology for the most efficient and cost-effective delivery of library services.

Collaborate with the Facilities Department to implement approved capital projects for various Library locations as outlined and prioritized in the City Capital plan for the Library Department.

Develop a marketing and communications plan that promotes the library's programs and services.

Explore possibility of equipment and other actions to improve the ergonomics, safety and efficiency of the library's delivery (box packing) operation.

Consideration of the suitability of the Central Library to serve as Springfield's main library now and in the future.

Determine ROI for existing public service points and adjust as appropriate.

Adult and Information Services

Description: Adult and Information Services staff provides timely and accurate information services for Springfield adults, as well as outreach, reading and program opportunities that meet their informational and leisure-time needs and preferences. Residents will be provided with the resources and skills that they need to explore topics of personal interest and continue to learn throughout their lives.

Fiscal Year 2012 Goals

Goal : Provide accurate personalized answers and resources for the specific information questions of individual walk-in, telephone, and online customers.

Citywide Strategic Priority Supported: Education, Economic Vitality, Healthy Neighborhoods

Measures	Actual FY 10	FY 11 Goal	FY 11 Actual YTD 5/31	FY 12 Goal
Number of questions answered	98,637	105,000	92,076	100,000

Goal: Use the library's website and online catalog to highlight and access the wealth of resources in all subjects and formats available to library users.

Citywide Strategic Priority Supported: Education, Economic Vitality, Healthy Neighborhoods.

Measures	Actual FY 10	FY 11 Goal	FY 11 Actual YTD 5/31	FY 12 Goal
Number of visits to online resources	16,592,478	17,500,000	17,252,272	17,500,000
Number of unique visits to online resources	495,137	500,000	406,970	500,000
Number of Database Searches	73,323	78,500	77,477	78,500

Goal: Maintain an average of at least 15 adult participants per program offered.

Citywide Strategic Priorities Supported: Education, Healthy Neighborhoods, and Economic Vitality

Action Steps:

1. Based on the results of the Strategic Planning Process, develop community responsive programming standards and guidelines for all locations and market effectively and appropriately.
2. Train job seekers in identifying job opportunities, applying for positions and interviewing skills.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of adult programs offered	576	575	516	480
Total adult program attendance	9,669	9,800	8,135	8,160
Average adult participants per program offered	16.7	17	15.8	17
Career Transition and job training programs	N/A	12	14	12

Goal: Provide adults with print and non-print materials to further education and meet the needs of the community.

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods, Economic Vitality**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of print adult items circulated	227,259	237,000	222,748	240,000
Number of non- print adult items circulated	142,328	148,500	152,790	149,000

Multi-Year Goals

Offer focused workshops to assist adults in attaining U.S. citizenship, driver's licenses, and increasing work - related skills.

Provide services that enhance skills and resources required to identify career opportunities and job seeking skills.

Continue to enrich and support Springfield's arts, cultural, business communities by offering citywide writing contests, creative writing workshops, book discussion group's author programs, participating in the City Thinks Program and small business workshops and by bringing their resources to the attention of City residents.

Expand Web 2.0 programs and services, such as blogs and social networking sites to promote and evaluate library services and receive feedback from Springfield residents through Social Media to increase residents' participation and awareness of library programs and services.

Continue to provide programs that improve technology literacy to increase job skills for long-term employability.

Expand health related programs through collaborations with local institutions and the Springfield Health Department.

Borrowers Services

Description: Borrowers' Services works directly with individual library users and library staff across the state to loan materials from the Springfield Library, and other libraries collections, to Springfield residents and other users. Borrowers' Services provides direct support and access to all circulating library materials in order to meet the information and reading needs of patrons.

Fiscal Year 2012 Goals

Goal: Increase total circulation in the Library system, while maintaining at least 4 items circulated per capita.

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

Action Step:

1. Based on the new strategic goals, market and merchandise collections and outreach efforts to increase circulation

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Total circulation	608,946	625,000	616,581	625,000
Items circulated per capita	4.06	4.17	4.10	4.10

Goal: Increase the number of library cardholders who receive notices by email and text messages.

Citywide Strategic Priorities Supported: **Education, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of library cardholders receiving notices by e-mail	N/A	11,000	10,582	15,000

Goal: Register new library users and maintain a patron records database in accordance with C/WMARS and Springfield City Library policies.

Citywide Strategic Priorities Supported: **Education, Healthy Neighborhoods, Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of total cardholders	77,829	78,500	78,333	78,500

Multi-Year Goals

Participate in marketing and outreach efforts to increase the number of new registered borrowers.

Monitor the effectiveness of the collection agency to assure that borrowed materials are returned or replaced.

Continue to conduct regular, more-frequent checks and updates of library materials with unresolved statuses to maintain the accuracy of the database and improve customer service and satisfaction.

Streamline the preparation of approximately 1,000,000 items delivered throughout the library system by implementing the use of routing slips generated from circulation receipt printers.

Continue to participate in CWMARS functional committees (Resource Sharing, Circulation, PAC, and Cataloging) to make sure that Springfield's concerns are considered in network policies and to bring all new network developments and resources back to the Springfield Library.

Investigate Evergreen Open Source Software capabilities to streamline operations and reduce costs associated with Delivery.

Youth and Outreach Services

Description: Youth and Outreach Services staff provides and supports high quality educational and leisure opportunities for Springfield youth, from birth through age seventeen. Books, films, and other materials are purchased for preschoolers, elementary aged children and teens, as well as for parents and teachers. Programs are offered for the education, entertainment, and enlightenment of these groups.

Fiscal Year 2012 Goals

Goal: Offer programs, activities, and reading opportunities for Springfield teens to enhance available social, educational, and quality of life opportunities within the community.

Citywide Strategic Priorities Supported: **Education, Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of teen print items circulated	52,034	55,500	53,724	56,000
Number of teen non- print items circulated	5,319	5,900	5,669	6,200
Number of teen programs offered	116	150	187	130
Total number of teen program attendance	1,309	1,500	2,059	1,400

Goal: Contribute to the growth and development of Springfield families and children by providing services, programs and collections that promote literacy and academic success.

Citywide Strategic Priorities Supported: **Education, and Public Safety**

Action Step:

1. Partner with Level 4 neighborhood schools to support students' academic proficiency by providing library cards, homework support resources, computer access, educational databases for research, and recreational reading materials.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of children's print items circulated	129,388	135,000	118,708	135,000
Number of children's non- print items circulated	45,671	48,500	45,985	48,500
Number of children's programs	957	975	1,156	800
Total children's program attendance	19,436	19,750	17,817	18,000
Activities with Level 4 Schools	N/A	10	10	10

Goal: Improve the City’s response to crime and quality of life issues regarding safety

Citywide Strategic Priorities Supported: **Healthy Neighborhoods, and Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of after school program attendees at Library branches	N/A	400	335	400

Goal: Increase proficiency rate for all students

Citywide Strategic Priorities Supported: **Education, and Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of after school programs	N/A	42	34	42
Number of students attending after school pro-	N/A	430	335	430

Multi-Year Goals

Aggressively market library resources, ongoing programs, and new initiatives to maintain high levels of attendance and patronage.

Maintain active and collaborative relationships with a variety of community-based organizations and institutions that serve youth and adults.

Expand use of the Early Childhood Resources Center for the Western region of Massachusetts for early childhood professionals and Springfield families through outreach and collaborations with Springfield Partners for Community Action, Preschool Enrichment Team, and family child care centers.

Provide access to high-quality early literacy materials and assist children, parents and caregivers in developing age-appropriate literacy skills that support language development.

Continue implementing an elementary age child/parent book discussion series in collaboration with Mass Humanities (formerly the Massachusetts Foundation for the Humanities).

Collaborate with Springfield Head Start classrooms, the Martin Luther King Community Center, and the Vietnamese Civic Association on outreach efforts, enrichment activities and increased library use.

Continue to offer story hours during times convenient for working families, including nights and weekends. During the story hours, library staff will model how to read aloud to children in ways that are interactive and build children's literacy skills. Library staff and volunteers will also lead story hours in other community settings, such as childcare programs, family shelters and community centers.

Reach out to schools, cooperate and collaborate.

Collection Services

Description: Collections Services provides, in the timeliest manner possible, quality library collections that will meet the informational and recreational needs of Springfield residents and provide the resources they need to meet their personal information, reading, viewing and listening interests.

Fiscal Year 2012 Goals

Goal: Ensure the variety of system-wide materials meet the ever-changing needs of the community.

Citywide Strategic Priorities Supported: Healthy Neighborhoods, Education, Fiscal and Operational Excellence

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Average number of circulations for each type of material during its first year of circulation	N/A	4	4	6
Adult Fiction average	N/A	8	8	10
DVD's (all levels)	N/A	12	12	15

Goal: Increase circulation at the Forest Park Branch by conducting a comprehensive collection development project.

Citywide Strategic Priorities Supported: Neighborhood Revitalization, Education

Action Steps:

1. Use collection maintenance guidelines to evaluate collection use and maintain and purchase only high interest materials.
2. Market revamped collections through merchandising and promotions.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of Adult Items circulated at Forest Park	13,094	18,500	16,874	22,500
Number of Teen Items circulated at Forest Park	3,893	4,500	4,651	5,000
Number of Children's items circulated at Forest Park Branch	7,568	9,500	8,294	10,500

Goal: Make new materials available to the public in a timely and accurate manner.

Citywide Strategic Priority Supported: **Education, Fiscal and Operational Effectiveness**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Average number of days from items received to items cataloged.	N/A	5 days	5 days	5 days
Average number of days that items needing special cataloguing attention take to be cataloged from processing to shelf placement	N/A	30 days	30 days	25 days

Multi-Year Goals

Increase the accuracy of the public catalog through continued database maintenance projects and addition of records for currently uncaptioned uncataloged materials.

Analyze information gathered from the strategic planning process to ensure that collections are remaining responsive to community needs and interests. Begin process in Fiscal Year 2011, to be completed in Fiscal Year 2012 of updating the collection development policy and associated collection guidelines.

Develop and implement a formal schedule, along with necessary documentation and training for database maintenance projects to increase the accuracy of the catalog and improve customer service.

Conduct or host site visits with similar library systems in order to comparatively evaluate their methods and processes.

Continue to investigate emerging vendor-supplied media processing, adopting those that are more cost-effective than current practices.

Work with other libraries within the network to define scope of reasonable cooperative collection development efforts; participate in planning and implementation of such cooperation as feasible.

Participate in the development of open source software functionality for Acquisitions, Cataloging, and Serials as CWMARS network prepares to migrate to open source from current ILS vendor.

Continue to improve collection access by adding bibliographic records for at least 100 currently uncataloged materials (documents, stack materials, etc).

Evaluate Central Library's closed stack collections of uncataloged items to determine which items should be added to the catalog for public access.

Grants Summary: Libraries

- 1. Massachusetts Bureau of Library Commissioner's State Aid:** Administers the State Aid to Public Libraries program which grants annual awards to municipalities whose public libraries meet statutory and regulatory requirements.
- 2. Adult Basic Education (ABE):** The Read/Write Now adult learning center, located at the Pine Point branch Library, provides adult basic education and pre-GED training for adult learners.
- 3. Regional Employment Board Adult Basic Education:** Provides undereducated and limited English proficiency adults to access to free and highly effective adult basic education services.
- 4. Mass Cultural Council:** Provides organization support for cultural programming
- 5. Library Services and Technology – (LSTA):** provides funding for special projects
- 6. Early Childhood Resource Center:** Facilitate the availability and accessibility of current early childhood resource materials to early childhood professionals & families in Western Massachusetts.

Grant Source	Federal		FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
	State	Other						
1. MBLC	State		\$233,479	\$230,606	\$252,022	\$230,606	\$0	0.0%
2. MA DESE	State		\$182,477	\$148,773	\$140,979	\$148,773	\$0	0.0%
3. REB	State		\$28,310	\$28,310	\$18,000	\$31,355	\$3,045	9.7%
4. MA Cultural Council	State		\$4,955	\$5,000	\$6,000	\$7,800	\$2,800	35.9%
5. Library Services and Technology (LSTA)	State		\$2,662	\$7,500	\$3,250	\$7,500	\$0	-100.0%
6. MA EEC	State		\$6,645	\$7,000	\$3,309	\$7,000	\$0	0.0%
TOTAL			\$458,528	\$427,189	\$423,560	\$433,034	\$5,845	1.3%

All Funds Budget

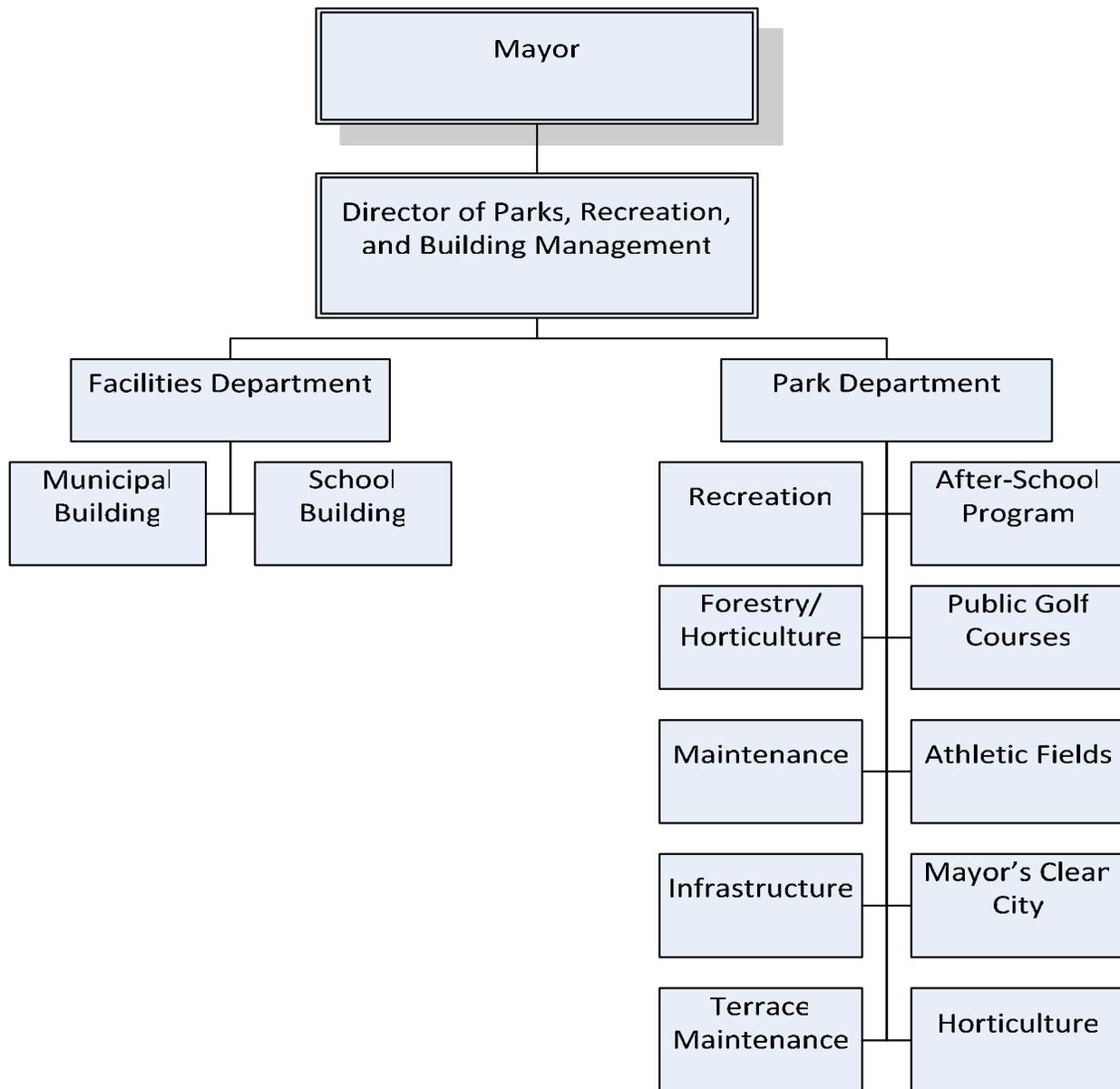
	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Operating Budget					
Salaries	\$2,296,366	\$2,405,837	\$2,258,628	(\$147,209)	-6.1%
Fringe Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$784,929	\$944,169	\$952,963	\$8,794	0.9%
Supplies & Materials	\$439,075	\$407,557	\$368,341	(\$39,216)	-9.6%
Intergovernmental	\$52,019	\$58,000	\$48,500	(\$9,500)	-16.4%
Other Charges & Expenditures	\$3,985	\$3,806	\$3,306	(\$500)	-13.1%
Capital Outlay	\$40,000	\$40,000	\$37,900	(\$2,100)	-5.3%
Total General Funds	\$3,616,374	\$3,859,369	\$3,669,638	(\$189,731)	-4.9%
External Funds					
Grant Funds	\$458,528	\$427,189	\$433,034	\$5,845	1.4%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$458,528	\$427,189	\$433,034	\$5,845	1.4%
All Funds Budget					
General Fund	\$3,616,374	\$3,859,369	\$3,669,638	(\$189,731)	-4.9%
External Funds	\$458,528	\$427,189	\$433,034	\$5,845	1.4%
All Funds:	\$4,074,902	\$4,286,558	\$4,102,672	(\$183,886)	-4.3%

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Section 10
Parks, Recreation and
Building Management

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Parks, Recreation and Building Management



Mission Statement

The Parks and Facilities Management's mission is to improve residents' quality of life by maintaining and improving the City's parks and open space, offering a diverse range of recreation programs, as well as maintaining and improving all municipal and City-owned facilities including schools.

General Fund Budget and Staffing Overview

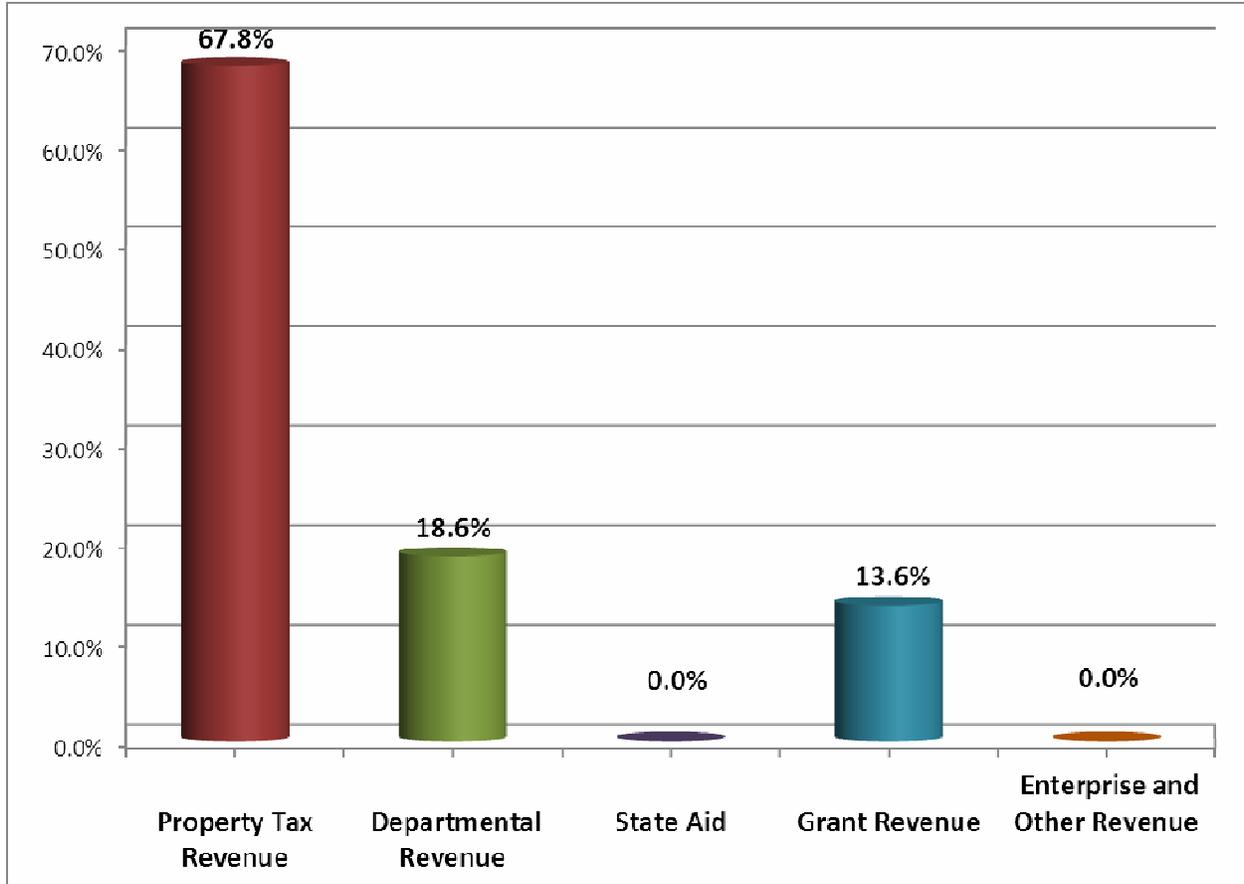


Division Budget	FY10 Actual	FY11 Adopted	FY 11 Projected	FY12 Adopted Budget	Variance FY12-FY11	Percent Change
Facilities Management	\$10,248,283	\$11,929,318	\$12,976,257	\$5,577,820	(\$6,351,498)	-53.2%
Parks and Recreation	\$8,366,636	\$8,391,522	\$8,858,094	\$7,559,678	(\$831,844)	-9.9%
Total Division	\$18,614,919	\$20,320,840	\$21,834,351	\$13,137,498	(\$7,183,342)	-35.3%

Division Personnel (FTE's)	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Facilities Management	71.0	59.0	74.0	63.0	4.0	6.8%
Parks and Recreation	91.1	86.8	83.6	79.5	-7.3	-8.4%
Total FTE's *	162.1	145.8	157.6	142.5	-3.3	-2.3%

* the FTE count is for permanent staff only - excludes temporary and summer staff

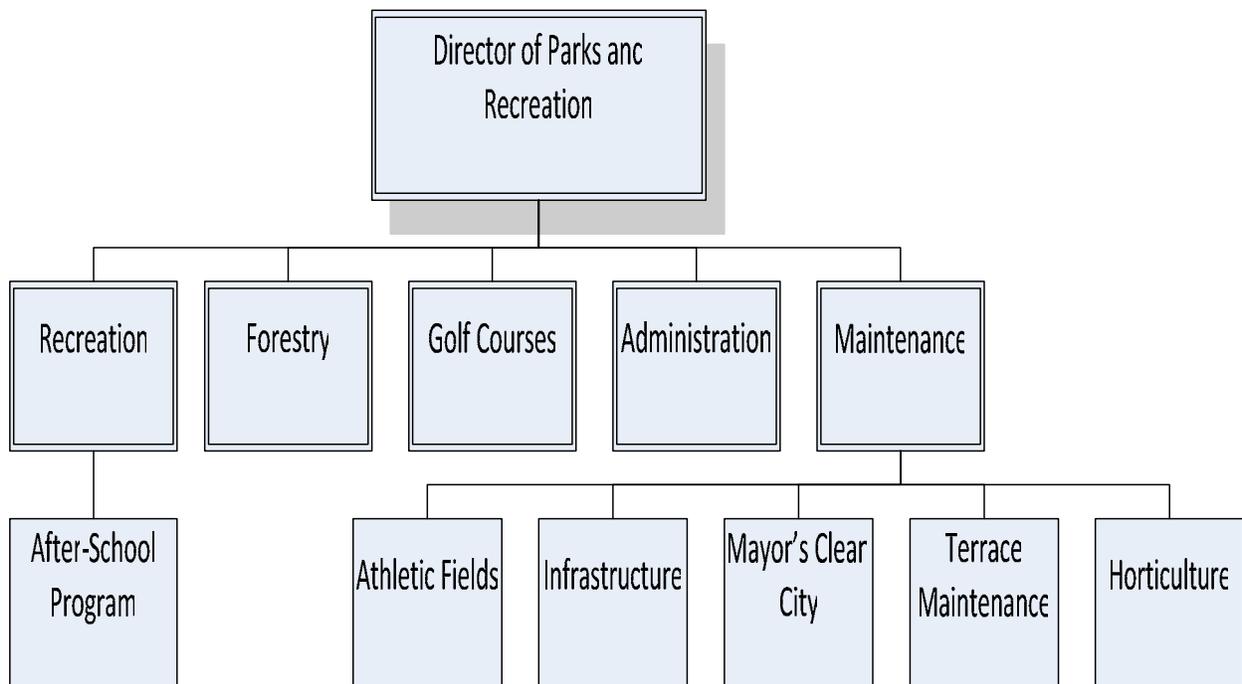
PRBM Division FY12 Funding Sources



Parks Building and Recreation Management Division	FY12 General Fund Budget	Property Tax Revenue	Departmental Revenue	State Aid	Grant Revenue	Enterprise and Other Revenue	FY12 Total Funding
Parks	7,559,678	4,895,678	2,664,000	-	1,291,200	-	8,850,878
Facilities	5,577,821	5,416,821	161,000	-	780,162	-	6,357,983
TOTAL	13,137,500	10,312,500	2,825,000	-	2,071,362	-	15,208,862

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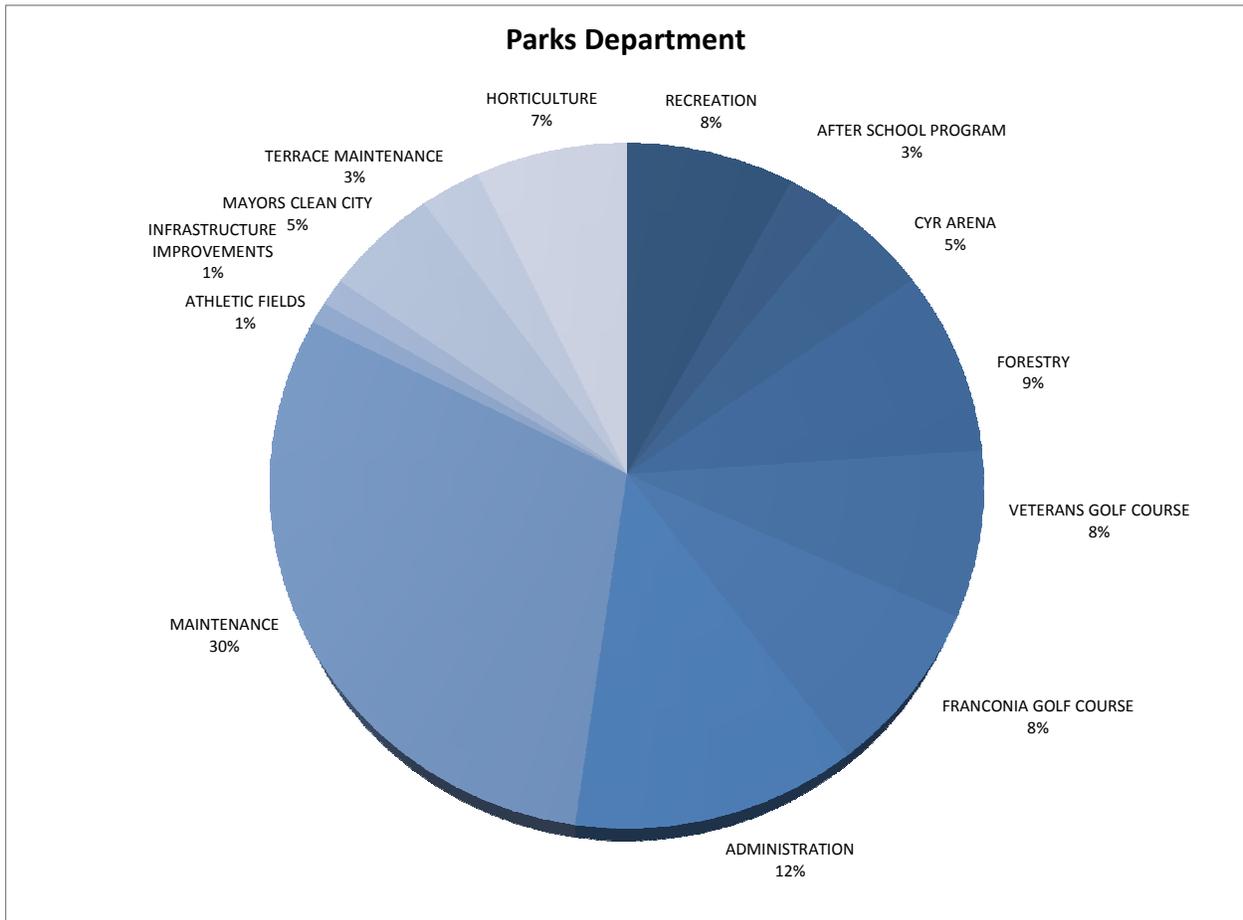
Parks Department



Mission Statement

Maintain and improve the City's parks and open space, as well as offer a diverse range of recreational programs.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$3,990,603	\$4,339,310	\$4,855,176	\$3,879,193	(\$460,117)	-10.6%
OTPS	\$4,327,376	\$4,052,212	\$4,002,918	\$3,680,485	(\$371,727)	-9.2%
Capital	\$48,657	\$0	\$0	\$0	\$0	0.0%
Total General Fund	\$8,366,636	\$8,391,522	\$8,858,094	\$7,559,678	(\$831,844)	-9.9%

Parks Department	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	86.3	82.0	78.8	73.5	(8.5)	-10.4%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	2.8	2.8	2.8	3.0	0.2	0.0%
Trusts/Donations/Other FTEs	2.0	2.0	2.0	3.0	1.0	0.0%
Total FTEs: *	91.1	86.8	83.6	79.5	(7.3)	-8.4%

*excludes temporary and summer staff

Department Summary

The park maintenance program is responsible for the care and maintenance of 35 parks (2,500 acres), 52 schools (65 acres), and 160 traffic islands and terraces (70 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/fall clean-up and disposal; vegetation management and illegal dumping reporting and remediation. The program 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.

Fiscal Year 2011 Highlights

Parks

The Parks Division has cooperatively worked with a private vendor to conduct mowing, trimming, spring/fall clean-ups, and snow removal services for 25 parks, 52 schools, and 175 terraces. Budget reductions over the past fiscal year have limited turf improvement activities including fertilization over seeding, aeration, and sod improvements. The impact of limiting these activities has created a stock of turf that is more susceptible to disease and pathogens, more reliant on watering, and less hearty, causing areas of poor turf development. The department is exploring donations of grass seed and fertilizer from vendors and "Parent Companies" that manufacture these products.

The Parks Division currently manages all vegetation on parks, city terraces, and recreation woodlands. Maximizing recreational opportunities has included specific attention to dam facilities and flood control projects, shared space initiatives, and reclaiming property for active use, such as trail maintenance in our regional parks. Parks such as Riverfront Park, Forest Park and Van Horn Park require annual tree maintenance services, as well as, improved and increased path maintenance and de-brushing to satisfy the needs of the pedestrian commuter, walking student and recreational park user.

Athletic Fields

The ball field maintenance crew's goal is to improve the condition of the City's ball fields and athletic fields based on the recreational needs of the City. The City currently has 31 facilities that accommodate 93 operational field locations throughout the spring, summer and fall. The ball field crew is responsible for communicating the condition of the infrastructure. Additional responsibilities include fencing and backstop repairs and replacements, mounds and base path integrity, lining ball fields and athletic fields and conducting regular ground maintenance for games. Recommended management improvements include forming a seasonal workforce that will facilitate seven day per week coverage to adequately provide services to the leagues and games being played on Springfield ball fields.

Terraces

The Adopt-A-Terrace Program has retained 5 groups or individuals who maintain existing terraces throughout the City. The division is continuing efforts to inventory and replace old signage, benches, and other infrastructure on the terraces including fountains to further improve the quality of these open spaces.

Parks Structure

The Parks structure division maintains day to day maintenance for 55 buildings and approximately 25 structures including two banquet facilities. The division is currently constructing databases using formats designed by the Facilities Division in preparation of implementing MUNIS Work Order Module to report, collect, and distribute repair needs.

Clean City

The Clean City Project will continue to identify City property and roadsides that are compromising the safety of pedestrians, traffic, and the integrity and infrastructure of City roads, curbing and tree belts. Their objectives are to appropriately respond to work orders issued through the Office of Housing and Neighborhood Services, Facilities Division, Department of Public Works, and the Parks Division to maintain open space outside of park property. They will continue to be the authority on illegal dumping identification, reporting, and remediation, as well as providing property management services for the "abandoned house" portfolio. This includes the boarding and securing of vacant property, pursuant to code.

Horticulture

The City's horticultural program provides advanced plant care for terraces, gateways, and parks throughout the entire year. These services include the pruning of shrubs and ornamentals and the removal of unwanted plants. The horticulture division also adds seasonal interest to the gateways, terraces and parks by planting flowers through the growing season, seasonal signage and displays, and evergreen arrangements in the winter months.

Risks and Challenges for Fiscal Year 2012

The Parks Maintenance Division is building various databases to initiate the MUNIS Work Order System. This system will supply administrators with information that will assist them to prioritize, manage, and identify opportunities to improve the quantity and quality of divisional services. The Facilities Division is experiencing the benefits of this program. However, without a funded supervisor who can utilize system data and conduct bimonthly maintenance audits for each district, management oversight cannot be performed adequately. The Department is also exploring the feasibility to institute the use of palm pilots to collect data out in the field and to report daily updates to park grounds in real time.

The Commonwealth's Office of Dam Safety and the Army Corps of Engineers are directing efforts to improve high and moderate risk flood control systems that exist in two locations in the City which will create additional maintained open space. Studies and analysis will facilitate recreational programming, erosion controls, repair culverts and water control measures, and a long-term management manual that describes the responsibilities of maintaining a "high or moderate-risk" dam facility.

The department has identified the following infrastructure/environmental issues throughout the park system. The City needs to strategize how it can accomplish these necessary services. These costs have not been included in our budget submission.

Forest Park Zoo Drainage

The Parks Division and the Department of Capital Asset Management have received quotes for the work needed to repair a significant drainage problem within and around the Forest Park Zoo. Work includes conducting site improvements to establish grade, installation of catch basins and proper drainage infrastructure, incorporation of new and existing drainage systems into an underground detention facility, and the replacement of landscaping and plantings that will need to be removed for the project. Currently, the standing water located within the zoo facility is a health and safety risk for the animals, employees and visitors in the area. The cost of this project is estimated at \$272,000.

Magawiska Road, Forest Park

The Springfield Water and Sewer Commission and Baystate Gas have primary utility services located beneath Magawiska Road in Forest Park. A 100 foot portion of the road and hillside that support these utilities is sliding or sloping towards a twenty-five foot ravine. The objectives of the assessment and design is to protect major, high pressure, utilities; provide adequate access for maintenance and recreation, and appropriate storm water collection and control systems to limit harmful sediment from entering the ecosystem in Forest Park. The existing conditions are suspected to be placing two 16 inch water mains and a major gas line under pressure which is a threat to the health and safety of the ecosystem, as well as our visitors and residents. The cost of this project is estimated at \$34,210.

Forestry

The department's Forestry Division has 196 trees and 2026 stumps that have been inspected and approved for removal. The cost of the tree removals is \$211,680 (\$1080.00 each) and the stump removals \$364,680 (\$180.00 each). The purpose of removing the trees is to protect resident, homeowners and citizens from significant failures, power outages, and personal/property damages. Since 2008 the City has conducted very few stump removals which are backlogged in the system with many residents waiting since 2004. The total cost of this project is \$576,360.

Splash Pads, Various Park Locations

Since 1998 the City's Park Division has installed fourteen splash pads which house and drain sprinklers and water jets for summer recreation at various parks. The condition of the pavement at many parks has deteriorated to degrees that cause danger to users. Foot traffic, constant watering, and heating and cooling of the asphalt contribute to the splash pads degradation. This produces irregularities, peeling/crumbling paint and other materials to collect in the drains. Four parks requiring immediate attention before spring are Ruth Elizabeth Park (\$15,225.00), Emily Bill Park (\$25,284.00), Barrow's Park (\$22,680.00), and Kenefick Park (\$51,030.00). The total costs of these projects are estimated to be \$114,219.

Five Mile Pond Beach Sand Replacement

A seasonal swimming location, Five Mile Pond, consists of a small beach area that consists of beach sand mixed with native soils. Due to the high volume of waterfowl present during spring, summer and fall, it is a constant challenge to keep the beach and area free from excrement. The City and DEP test the water daily, when E-Coli levels reach a certain unsafe level, the beach is closed. Over 2008-2009 the beach was closed on ten occasions due to high levels of harmful bacteria. One of the ways we can clean up the water is to better control the geese and replace the sand every five to ten years. The total cost of this project is estimated at \$60,000.

Fleet

The department has conducted its annual fleet study which has resulted in the need for thirteen fleet vehicles and sixteen pieces of equipment including tractors, snow removal equipment and skid steerers. This plan was submitted and is part of our five-year fleet replacement program.

Administration Services

Description: The administration services provides administrative, managerial, and operational support for the Parks Department in order to make the most effective, efficient use of the funding, technology, and staff available, and to produce the most relevant and useful services. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing and volunteer coordination.

Fiscal Year 2012 Goals

Goal: Decrease work related injuries by organizing three seasonal safety seminars stressing the importance of wearing PE and Work Zone Safety

Citywide Strategic Priority Supported: Public Safety

Action Step: Collaborate with HR to schedule safety trainings

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Complete 3 safety seminars administered by safety and training coordinator per year	2	2	1	3

Goal: Update park system website with new programs and times within one week

Citywide Strategic Priority Supported: Healthy Neighborhoods

Action Steps: Assign personnel to communicate to IT when there are program updates and time changes

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number of days taken to post updated program and time notification to website	N/A	N/A	7	7

Maintenance

Description: The park maintenance program is responsible for the care and maintenance of 35 parks (2,500 acres), 43 schools (60 acres), and 160 traffic islands and terraces (70 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 program 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.

Fiscal Year 2012 Goals

Goal: Efficiently maintain all City Open Spaces

Citywide Strategic Priority Supported: Healthy Neighborhoods

Measures	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
80% of open vandalism work orders are less than 7 days old	N/A	N/A	90%	80%
60% of all open work orders are less than 1	N/A	70%	60%	60%
80% of all open work orders are less than 3	N/A	100%	95%	80%

Athletic Fields

Description: The ball field crew is responsible for communicating the condition of the infrastructure, including fencing and backstop repairs and replacements, mounds and base path integrity, and conducting regular maintenance activities for games. This includes lining ball fields and athletic fields, raking infields and mowing grass.

Fiscal Year 2012 Goals

Goal: Renovate six athletic field facilities identified and prioritized by master plan

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Action Step: Complete Athletic Field master plan to aid in prioritizing which fields to renovate

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Renovate three fields in fall and three in spring	N/A	6	8	6

Goal: Decrease field utilization to 85%

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Action Steps: Collaborate with IT to automate MUNIS and current field scheduling system to aid in capturing labor costs

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Increase the number of fields available as dictated by field utilization calculation.	N/A	2	4	2

Terraces

Description: The division is inventorying and replacing signage, replacing benches, and other infrastructure on the terraces including fountains to further improve the quality of these open spaces.

Fiscal Year 2012 Goals

Goal: Renovate two (2) gateway terraces and replace 3 benches

Citywide Strategic Priority Supported: Healthy Neighborhoods

Goal: Renovate two (2) terraces that incorporate low-maintenance plantings

Citywide Strategic Priority Supported: Healthy Neighborhoods

Infrastructure

Description: The Parks structure division maintains day to day maintenance for 55 buildings and approximately 25 structures including two banquet facilities.

Fiscal Year 2012 Goals

Goal: Improve response time to critical and routine work orders by one day

Citywide Strategic Priority Supported: **Public Safety**

Action Steps: Assign personnel to ensure scheduling priority field is entered on the work order ticket

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Emergency work orders are less than 2 days old	N/A	100%	N/A	85%
Critical work orders are less than 1 week old	N/A	100%	66%	75%
Routine work orders are less than 2 weeks old	N/A	100%	49%	75%
Citizens complaint work orders are less than 2	N/A	100%	N/A	75%

Clean City

Description: The Clean City Division appropriately respond to work orders issued through the Office of Housing and Neighborhood Services, Facilities Division, Department of Public Works, and the Parks Division to maintain open space outside of park property. This includes the boarding and securing of vacant property, pursuant to code.

Fiscal Year 2012 Goals

Goal: Develop a signage replacement program for illegal dumping

Citywide Strategic Priority Supported: **Public Safety**

Action Steps: Assign personnel to audit current signage inventory

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Complete Audit by June (Audit Scheduled to be	N/A	N/A	N/A	June

Goal: Process and complete work orders from Springfield’s Office of Housing and Community Development

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
60% of all open work orders are less than 1 month	N/A	60%	85%	60%
80% of all open work orders are less than 3 months	N/A	75%	90%	80%
80% of illegal dumping open work orders are less than 1 week old	N/A	65%	95%	80%
80% of complaint work orders are less than 1 week	N/A	80%	90%	80%

Goal: Identify city property and roadsides that are compromising the safety of pedestrians, traffic, and the integrity and infrastructure of city roads, curbing and tree belts

Citywide Strategic Priority Supported: **Public Safety**

Action Steps: Conduct audit of current de-brushing areas

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Complete Audit by June (Audit Scheduled to be	N/A	N/A	N/A	June

Horticulture

Description: The City’s horticultural program provides advanced plant care for terraces, gateways, and parks throughout the entire year. These services include the pruning of shrubs and ornamentals and the removal of unwanted plants. The horticulture division also adds seasonal interest to the gateways, terraces and parks by planting flowers through the growing season, seasonal signage and displays, and evergreen arrangements in the winter months.

Fiscal Year 2012 Goals

Goal: Plant more grass to lower maintenance and accentuate designs

Citywide Strategic Priority Supported: Healthy Neighborhoods

Action Steps: Track what and where plantings are happening

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
25% of total plantings will be grass	N/A	100%	100%	100%

Multi-Year Goals

Athletic Fields

- Decrease utilization of current athletic fields using data from new automated scheduler
- Decrease water pooling on athletic fields

Terraces

- Develop terrace maintenance owners manual that accurately identifies features, tracks maintenance items, and incorporates needs assessment and recommendations for terraces
- Reduce maintenance work at City terraces

Infrastructure

- Improve response time to critical and routine work orders

Clean City

- Increase communications with citizens concerning illegal dumping
- Identify and implement a roadside de-brushing program to improve safety and the integrity of the City's ROW system.

Forestry Department Summary

This division was established in 1898 and is responsible for care and maintenance of all public shade trees. The division also assists in the management and care of all trees on public property.

Strategic Objectives for Fiscal Year 2012

The division is staffed with a combination of six in-house employees and several contractual vendors. In FY11, the majority of work was completed by the City's contractual vendors. At this time, four vacant positions are currently advertised. As we move forward and fill these open positions, the workload will shift towards a more even balance between in-house and contractual work assignments.

In house staff

- Inspect outstanding work requests
- Concentrate on backlog of training
- Focus on addressing all emergency work
- Continue tree removal operation as needed
- Develop young tree structural pruning program
- Work on updating current tree inventory
- Look at planting projects for re-greening street trees

Contractual

- Assist with back log of trimming
- Continue tree removal program
- Develop cyclical pruning program
- Address back log of stump removals
- Assist in emergency work as needed
- Tree planting projects as designated by City Forester

Fiscal Year 2012 Goals

Goal: Increase the involvement of the city’s “Adopt-A-Tree Program”

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Action Steps: Recruit additional “Adopt –A-Tree Program” volunteers

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Increase Volunteer Involvement	N/A	36	36	36

Goal: Remove Dead or Dying Trees

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Remove Trees	N/A	440	401	500

Goal: Prune Trees

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Prune Trees	N/A	850	736	900

Goal: Respond to Citizen Inquiries within 6 days

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Inspect Trees within 6 days	N/A	6 days	5.3 days	4 days

Multi-Year Goals

Develop quarterly updates to compare work orders and master plan information.

Re-inventory street trees.

Develop pilot cyclical trimming plan by neighborhood.

Continue working with business and neighborhood groups on increasing the awareness of Asian Long-horn Beetle; including using volunteer groups such as Arbor Allies to further promote the value of trees in our community.

Develop a five-year master plan that takes into consideration the Western Mass Electric Company's tree trimming operation.

Recreation Department Summary

The Recreation program provides a variety of programming including: after-school and out-of-school time, special events, concerts, therapeutic recreation for adults and children, and scheduling of athletic fields for youth and adult organizations in 35 parks and playgrounds. The division also serves as a central program information center for all sports activities and seasonal youth-serving programs located within the City of Springfield.

Fiscal Year 2011 Highlights

In FY2010, the Recreation Division was awarded a \$900,000 21st Century Community Learning Centers (21st CCLC) Grant from the MA Department of Elementary and Secondary Education (ESE). This is the first time the Department of Parks, Buildings and Recreation Management was the lead applicant. The funding is for \$300,000 per year for three years to provide after-school and summer programming at three middle schools sites (Chestnut Accelerated, Kiley and Van Sickle) which were previously funded through the grant for a five year period. The City maintained minimal programming for two years before the sites became eligible for funding.

In addition, the Recreation Division was the administrative partner in two other 21st CCLC grants which were submitted in FY2009 and awarded in FY2010. The Springfield Public Schools was the applicant; however, the grants were written and implemented by the Recreation Division. The first grant was for a total of \$385,000 for FY2010 and it is designed to provide after-school and summer programming at three elementary schools (Homer, Lincoln and White) and two middle schools (Forest Park and Kennedy). A total of \$285,000 is allocated for the elementary schools which are in the second year of five years of funding. A total of \$100,000 was allocated for the middle school programs as Exemplary sites. They are currently in the third and final year of three years of funding.

The Springfield Public Schools was the applicant for a second 21st CCLC grant in FY2009 which the Recreation Division wrote and is currently implementing. The funding was awarded in FY2010 and is designed to provide after-school and summer programming at two schools (Liberty Elementary and Duggan Middle School). The total award was for \$612,000. Both of these sites had previously been funded for five years and were now deemed eligible for an additional three years of funding if they were qualified by the MA Department of Elementary and Secondary Education as Exemplary. It is a three year grant period with \$204,000 allocated per year and establishes these two schools as Exemplary 21st CCLC sites.

In FY2009, the Recreation Division also applied for funding under the Community Initiatives Program offered by Baystate Health Systems. The grant was awarded in FY2009 to fund programming in FY2010. A total of \$10,000 was awarded for one year. The funding is to provide out-of-school-time programming in the City's North End.

In FY2009, Recreation also applied for and received funding from MassMutual in the amount of \$20,000 and the Hasbro Summer Learning Initiative in the amount of \$3750. Each award was intended to enhance FY2010 summer programming. The MassMutual funds strengthened the link between summer programming and after-school programming and provided college students as mentors to the

after-school participants. The Hasbro funds were utilized by one of the divisions summer enrichment programs (Forest Park Middle School) to enhance their summer literacy program offerings.

The Recreation Division hired a second bi-lingual staff member to oversee three of the 21st CCLC elementary sites (Homer, Lincoln and White). The addition of this staff member has improved communication with parents/guardians and families of the students we serve.

The 21st CCLC Summer Enrichment Programs have been in the forefront of developing quality, academic enrichment programs with a STEMS (science, technology/engineering and mathematics) focus.

In FY2010, the Recreation Division worked in collaboration with Forest Park Middle School to apply for and ultimately received a \$25,000 grant from the MA Department of Elementary and Secondary Education for a Green in the Middle Grant. The funds will introduce Forest Park students to professionals in STEMS careers and they will identify and implement a community service project which addresses environmental and ecological needs in Forest Park.

The 21st CCLC staff is in the process of developing emergency response preparedness plans for both the after-school and summer programs in collaboration with school principals.

The 21st CCLC after-school staff is pleased to have increased the overall attendance and participation rates at Homer, White and Chestnut in FY2010. Chestnut increased by 21%; Homer by 42% and White by 23%.

The 21st CCLC programs have an unprecedented staff retention rate for teachers, paraprofessionals and head recreation leaders with 80% of staff consistently returning year-after-year.

The 21st CCLC after-school programs also have implemented a paperless survey to gather teacher and staff data about program participants and to measure their improvements in both academic and intermediary outcome as required by the MA Department of Elementary and Secondary Education (DESE). In addition, the program participants are utilizing Survey Monkey to rate their overall impressions of the program, its offerings and staff.

The division also developed and implemented a scheduling software program to improve the scheduling of all ball fields and Park properties. The software will allow for more accurate and timely reporting of field usage.

Recreation staff also assisted in the development of an online Park Patron Survey to gather input from the public as to how and when they utilize the park facilities and what suggestions they have for improved services.

Therapeutic Recreation Programs, in particular, Fun and Fitness have seen an increase in the number of program participants in FY2010 as compared to FY2009. An overall increase of 10% was realized in FY2010 programming with 25-30 participants per trip.

Camp SECO was renovated in FY2009 to accommodate additional participants and to provide indoor space for the FY2010 summer camp. Previously, participants were moved off site in inclement weather.

Expeditionary Learning Program at Beal School, offered by one of the district recreation supervisors, expanded in FY2010 to include an additional two grade levels.

On the Wilder Side Summer Camp Program in FY2010 doubled its enrollment from FY2009 and the Summer Soccer Camp more than doubled its enrollment from the previous year.

The Recreation Division created a special events committee consisting of Recreation staff that is charged with scheduling and overseeing all special events held in City parks.

Risks and Challenges for Fiscal Year 2012

The Recreation Division is currently facing several challenges due to budgetary constraints. In FY2010, the division's four district recreation supervisors' jobs were spared when community development block grant funds were accessed to fund the positions which were previously funded through the City's General Funds. The allocation of Community Development Block grant funds is only assured for a two year period ending in FY2011. The loss of these four positions will have a detrimental impact on the division's ability to maintain quality leisure time activities including sports programming, special events (i.e., concerts) and targeted neighborhood activities. The district recreation supervisors faced a challenge in providing the data required of recipients of Community Development Block Grant funds, in particular, reporting on number of persons per household, race and income for student athletes who utilize the Parks ball fields and gyms. This data has never been collected before.

Sustainability of our current programming levels remains a constant challenge for the Recreation Division. Ten out of twelve of the after-school and summer programs are grant funded. Now that the programs are well accepted and have been well received by students, parents/guardians and school administrators, the challenge is to keep providing these vital programs once the grant period has expired.

An ongoing challenge for the after-school programs is maintaining open lines of communication among all School and Park administrators. One of the greatest challenges is operating a network of out-of-school-time programs to run parallel with the school districts.

Promoting all of our programs and educating parents/guardians about our offerings is an ongoing challenge that we continually try to address.

Funding to offer the ever popular evening gym program was cut during this fiscal year which has posed a major problem for recreation. Six program sites were open in Fiscal 2011 as follows: Chestnut, Kennedy, Milton Bradley, Forest Park, Van Sickle and Kiley. The majority of these sites served a minimum of 40 and a maximum of 80 youth per night depending on the site. In previous years, the division at its peak offered 12 sites across the City. This program offers a vital service to City youth by providing them with safe and supervised places during their non-school hours and free programming.

In difficult fiscal times, Recreation is always concerned about its ability to maintain its current level of programming. The pools are no exception. In FY2011, the division opened three school pools (Gerena, Rebecca Johnson and Commerce), Five Mile Pond and Forest Park pool. In FY2010 the division had to reduce the number of sites and opened only Gerena and Forest Park pool and Five Mile Pond. The impact of this reduction was felt by all residents across the City.

Adequate funding for the FY2011 summer concert series was a challenge. Staff had to stretch available grant funds to provide the series of three concerts.

Strategic Decisions for Fiscal Year 2012

In order to address sustainability of the 21st CCLC Programs, we have eliminated bus transportation for the elementary sites as a cost-savings measure. This change will not adversely affect the access as the majority of students walk to school due to the school boundary plan.

Recreation will continue to explore fee-based programming and fundraising as a means of sustaining grant-funded programs and to design and implement new initiatives. Other efforts will include diversifying our funding sources by identifying and accessing other grant sources, trust funds and fee-based programming.

Camp STAR/Angelina - is administered through the City of Springfield's Department of Parks, Buildings and Recreation Management. Camp STAR/Angelina is an inclusive camp for children of with disabilities, ages 3 to 22 years old. Some of the special needs populations the camp has worked with, to name just a few, includes: developmental delays, ADD/ADHD, emotional problems and learning disabilities, visual and hearing impairments. Camp STAR/Angelina is a six-week summer program, Monday through Friday, from 10:00 a.m. to 3:00 p.m., during the months of June, July, and August.

Fun and Fitness - is a recreational program for adults 18-60 years of age with developmental delays that encourages socialization and friendship building. The program has existed since 1984 and consists of shows and sporting events, a weekly bowling league, social events such as movie/dinner nights, comedy shows, dinner/dancing nights, week long vacations, and a variety of day trips such as attending the tall ships opening, Boston tourist activities, apple picking, whale watches and more.

The staff consists of seven people who have worked with the special needs population for a total of over 150 years. We plan activities three times a year with a fall, winter and spring/summer calendar. The program has a fee schedule that ranges from \$25 to \$75 per activity with the more expensive activities being ticketed shows such as *Lion King* or shows at Symphony Hall.

The clientele are independent to semi-independent individuals who live with their parents, in group homes or shared living arrangements. Participants must be continent and be independent enough to thrive in a group with a 1:7 staff/client ratio.

The 21st Century Community Learning Centers Programs - provides free academic enrichment programs for City youth for thirty-two weeks during the school year and six-weeks during the summer. The school year programs are aligned with and have direct and intentional links to school day programming. Both the school year and summer programs offer project-based learning activities which engage participants in hands-on and expeditionary learning. The programs are housed in public school buildings.

The Community Initiatives Fund Activities – provide free programming for residents of the North End. The programming is overseen by two of the Recreation Division's district recreation supervisors. Programming to date has included learn to swim lessons, a summer basketball and handball league as well as dance and open gym activities.

The Open Pool Program – provides area residents with opportunities to engage in swimming during the summer months.

Tennis Lessons – one of the Recreation Division’s district recreation supervisors oversee a fee-based summer tennis program which includes group and individual lessons and team tennis. Area youth learn tennis skills as taught by the division’s tennis pro.

Scheduling and Coordinating of Park Properties – one of the district recreation supervisors oversees the scheduling and coordination of all park ball fields for soccer (fall and spring); basketball; baseball; softball; special events; walkathon; weddings and wedding photographs. He also schedules use of the City’s band shell.

Five Mile

Goal: To provide a safe and fun aquatic environment for the City's citizens

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Five Mile Pond on the average to serve 90 people/ day in July	90	90	122	90
Five Mile Pond on the average to serve 50 people/ day in August	50	50	39	50

After School Program

Goal: To provide safe and academically enriched programming that aligns with and supports school-day programming for City youth

Citywide Strategic Priority Supported: **Public Safety**

Action Steps: Provide participants in hands-on and expeditionary learning

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Number & percentage of students attending after school academic programs 50-74% of the time	120	114	131 15.1%	138
Number & percentage of students attending after school academic programs 75-100% of the time	150	170	264 29.9%	285

Summer Enrichment Program

Goal: To provide safe and academically enriched programming including project-based and expeditionary learning activities for City youth.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Percentage of all students attending Summer Enrichment Program 50-74% - 160 students maximum	N/A	N/A	159 21.5%	160
Percentage of all students attending Summer Enrichment Program 75-100% - 433 students maxi-	N/A	N/A	433 58.4%	433

Municipal Golf Courses Summary

Since 1929, the City of Springfield has provided residents and neighbors with quality golf facilities by operating Franconia and Veteran's Memorial Golf Courses. These 18-hole facilities generate approximately 65,000 rounds of golf. The Springfield Park Commission has taken an active role in the management of the usage to ensure that operation costs and capital improvements are all covered by revenues. The commission also keeps rates competitive with other surrounding municipal golf courses. It continues to be the department's intention to provide the highest quality experience at the most affordable cost to each patron.

Franconia and Veteran's Memorial Golf Courses strive daily to provide an exceptional golfing experience for area residents by combining pristine playing conditions, unparalleled customer service, and attractive pricing for our goods and services. Operational excellence, extreme preparedness, and genuine concern for our patrons drive us on a daily basis. Continually exceeding all customer expectation levels is the cornerstone of our operation.

Fiscal Year 2011 Highlights

Expansion of our website to become more interactive to our customers.

Our 5-year tree restoration program at Veteran's Memorial Golf Course remains on time and within budget.

Franconia and Veterans hosted the 2010 Connecticut Section PGA junior Championship to outstanding reviews.

Both golf courses have seen strong 2011 bookings prior to the June 1 tornado that severely affected bookings at Veteran's Memorial. This course was shut down for a period of time in order to accommodate debris cleanup and repair.

Risks and Challenges for Fiscal Year 2012

Economic Environment: while some stability has begun in the economy, the biggest challenge facing Springfield's two golf courses is the deep discounting that area golf courses have undertaken. Discounts of up to 50% have drawn some business away and this strategy by competitors shows no sign of letting up in the near term

Strategic Decisions for Fiscal Year 2012

Ensure pricing is competitive with area courses.

Purchase materials in bulk to stabilize costs.

Continue to carry out best management practices.

Increase areas in which we advertise.

Increase youth golf programs – future golfers.

Municipal Golf Courses Summary

Franconia and Veteran’s Memorial Golf Courses strive daily to provide an exceptional golfing experience for area residents by combining pristine playing conditions, unparalleled customer service, and attractive pricing for our goods and services. Operational excellence, extreme preparedness, and genuine concern for our patrons drive us on a daily basis. Continually exceeding all customer expectation levels is the cornerstone of our operation.

Fiscal Year 2012 Goals

Goal: Maintain golf course usage level

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Host 66,000 rounds of golf	65,000	65,000	53,500	55,000

Goal: Create a maintenance plan for all equipment.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Complete maintenance plan by year end	0	June 2011	June 2011	June 2012

Goal: Conduct 2-3 trainings per year to improve employee efficiencies in health and safety aspects

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Complete one training in fall and one in spring	0	2	2	2

Goal: Update the five-year course improvement plan during the season

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Complete course plan by year-end.	0	June 2011	June 2011	June 2012

Multi-Year Goals

Host additional regional tournaments to showcase our courses.

Market with convention bureau and downtown tourism.

Measure success of hotel initiative.

Work with the Fleet Manager to create maintenance plan.

Work with the Safety and Training Coordinator to conduct health and safety trainings.

Strategize funding of capital plan to ensure operations are self-sufficient.

Cyr Arena Summary

Currently Cyr Arena has a number of area youth organizations that rent ice time for both practices and games. Also area high schools rent time for practices, J.V. League games and Varsity games. Furthermore, there are two (2) adult leagues and two (2) adult one-hour rentals during the week. Finally, Springfield College rents ice time at Cyr Arena for both practices and games.

Public skating sessions are held regularly on Friday and Saturday evenings and on Sunday afternoons. There are additional public skating sessions held on the school vacation weeks in December and February.

Strategic Objectives for Fiscal Year 2012

Through a survey of ice rental rates at area arenas conducted earlier this year, the Department set its rates lower to try and fill the existing rental hours that are available. Also we are currently exploring the possibility of having theme based public skating sessions.

Risks and Challenges for Fiscal Year 2012

Upon taking over the arena operations in September the Department realized a significant number of available rental hours that were not booked for the 2010/2011 ice season. Trying to fill those hours will be challenging due to the fact that most if not all organizations/ leagues book their ice time by May or June of 2011, couple that with the 5 other skating arenas in the area in competition with Cyr Arena it is a very competitive market. The department will ensure the ice rentals are booked for the 2011-2012 season by April 30, 2011. This will allow the city to review the income vs. expenses in the operation of this facility.

Fiscal Year 2012 Goals

The Department is looking to increase the adult and youth rental schedule to increase the percent of capacity rented to 80%. We look to promote additional skating events to increase paid admissions and skate rentals. Finally, the Department is exploring the increase the use of the facility in the off season with possible soccer and lacrosse camps or leagues.

Multi Year Goals

Host additional regional tournaments

Administration Division Department Summary

The Support Services program provides support and guidance in the operation of a 2,500-acre park system, the management and maintenance of 52 municipal and school buildings, and the development and continuation of recreational opportunities for all residents. The department ensures safe environments for work, learning, and recreation. It is our intent to continue to be at the forefront for grant opportunities, leverage private foundation grants, and begin to work with our local business community in promoting quality facilities. Well-maintained, enjoyable facilities will encourage people to live and work in Springfield. Additionally, the department will develop a workforce that is proactive and responsive to customer service and assist in the development of all open space in the City of Springfield.

Strategic Objectives for Fiscal Year 2012

Institute and monitor sick time and workers compensation cases on a quarterly basis.

Improve communication with public through work order system.

Implement a Building and Field Permit invoice tracking system.

Multi Year Goals

To provide the workforce with updated technical equipment necessary to execute their tasks more effectively and efficiently.

Grants Summary: Parks and Recreation

1. 21st Century Continuation: To support community learning centers that operate during out-of-school hours and provide students with academic enrichments.

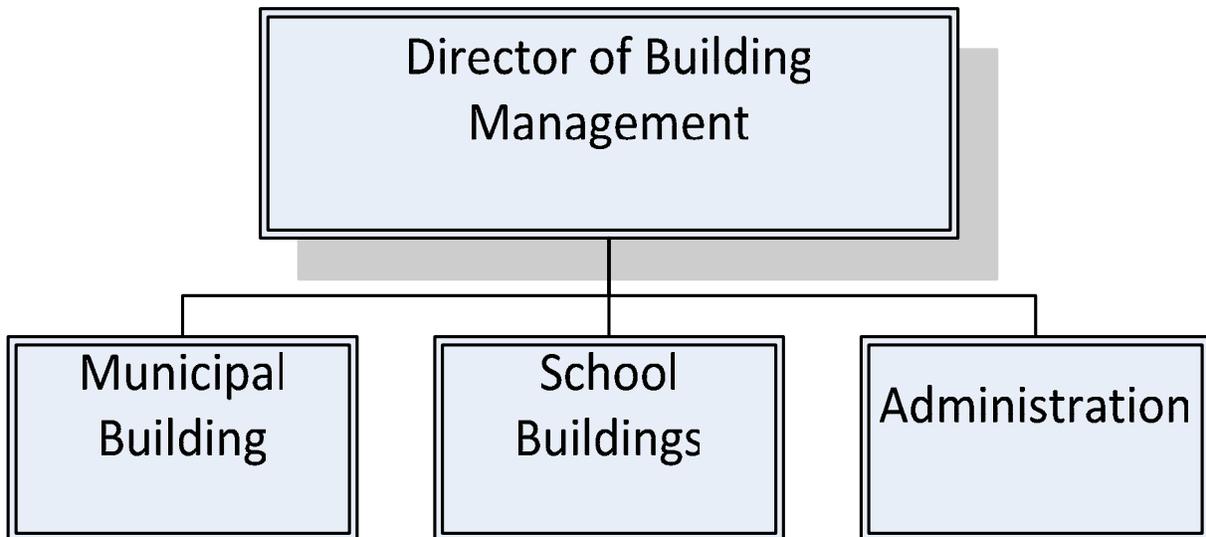
2. 21st Century Summer Enrichment: To support community learning centers that operate during the summer to provide students with academic enrichments.

Grant Source	Federal		FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
	State	Other						
1. MA DESE	State		\$279,868	\$250,000	\$300,000	\$300,000	\$50,000	16.7%
2. MA DESE	State		\$0	\$0	\$24,780	\$99,120	\$99,120	100.0%
TOTAL			\$279,868	\$250,000	\$324,780	\$399,120	\$149,120	37.4%

General Fund Budget by Category

	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Operating Budget					
Salaries	\$3,990,602	\$4,339,309	\$3,929,194	(\$410,115)	-9.5%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$3,616,442	\$3,315,809	\$2,897,046	(\$418,763)	-12.6%
Supplies & Materials	\$709,771	\$735,732	\$724,209	(\$11,523)	-1.6%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges and Expenditures	\$1,163	\$671	\$671	\$0	0.0%
Capital Outlay	\$48,657	\$0	\$8,558	\$8,558	0.0%
Total General Funds	\$8,366,635	\$8,391,521	\$7,559,678	(\$831,843)	-9.9%
External Funds					
Grant Funds	\$279,868	\$250,000	\$699,120	\$449,120	179.6%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$279,868	\$250,000	\$699,120	\$449,120	179.6%
All Funds Budget					
General Fund	\$8,366,635	\$8,391,521	\$7,559,678	(\$831,843)	-9.9%
External Funds	\$279,868	\$250,000	\$699,120	\$449,120	179.6%
All Funds:	\$8,646,503	\$8,641,521	\$8,258,798	(\$382,723)	-4.4%

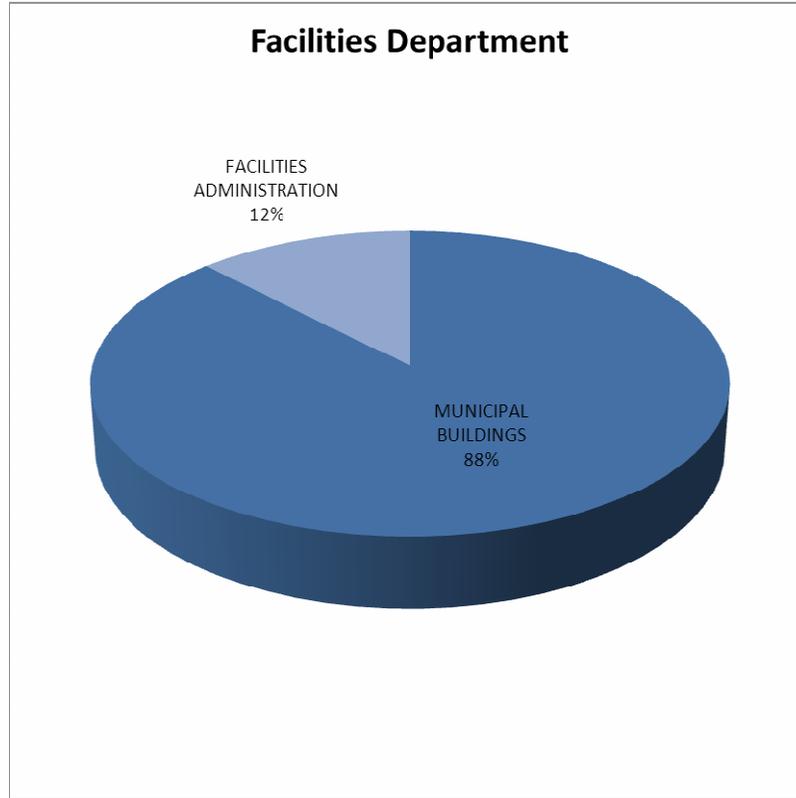
Facilities



Mission Statement

The Facilities Department is committed to maintaining our public buildings and city vehicles in a manner that will sustain a safe, healthy and productive learning and working environment for the occupants and visitors of all of our schools, municipal buildings and grounds.

Budget Overview



General Fund Department Budget	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
Personal	\$2,540,427	\$2,945,084	\$2,933,983	\$3,094,376	\$149,292	5.1%
OTPS	\$7,537,581	\$8,943,675	\$10,042,274	\$2,483,444	(\$6,460,231)	-72.2%
Capital	\$170,275	\$40,559	\$0	\$0	\$0	0.0%
Total General Fund	\$10,248,283	\$11,929,318	\$12,976,257	\$5,577,820	(\$6,351,498)	-53.2%

Facilities	FY10 Actual	FY11 Adopted	FY11 Projected	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund FTEs	65.0	53.0	68.0	58.0	5.0	9.4%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	5.0	5.0	5.0	5.0	-	0.0%
Trusts/Donations/Other FTEs	1.0	1.0	1.0	1.0	-	0.0%
Total FTEs:	71.0	59.0	74.0	64.0	5.0	8.5%

Buildings Maintenance Summary

The Building Maintenance program is responsible for all aspects of the day-to-day maintenance repairs and daily preparation for use of all municipal buildings, school buildings and grounds. The maintenance program covers over 90 buildings and approximately 6.5 million square feet with building ages ranging from the late 1800's through 2007.

The division has thirty three (33) skilled trade staff members, including electricians, plumbers, carpenters, HVAC technicians, glaziers, oil burner technicians, sheet metal workers, masons, and a telecommunications specialist. In addition to the in-house staff, the department is responsible for maintaining and managing a vendor base to assist in responding to emergencies and/or projects that require specialty trades or quick turn around times.

The department reviews all operations and maintains a comprehensive master plan for all buildings, including maintenance. This allows the administration to determine/review the need for timely repairs and begin to improve the indoor environment of our buildings. The department utilizes an electronic work order system to input, track and distribute work orders to the appropriate trade's workers and/or outside vendors. The department issues a separate maintenance plan and capital plan for each building.

Fiscal Year 2011 Highlights

The Department continues to ensure all buildings meet safety/building codes and, at this time, has developed an inspection schedule with the building department to ensure all buildings have current certificates of occupancy.

The department has successfully inspected all elevators and emergency generators and provided the necessary repairs.

The department has successfully completed an installation schedule for the new fire alarm radio boxes that are required for our public schools and municipal buildings.

The department has submitted requests to the Massachusetts School Building Authority (MSBA) for school repairs and will continue to advocate for funding for overdue building repairs.

The department has completed over \$5,000,000 in maintenance to Schools and Municipal buildings. Projects included renovations and upgrades to the three newly acquired parochial schools to accept the students from the old Balliet elementary school, Zanetti Montessori School and New Leadership.

The department continued to remodel the second floor of the Melanie Kasparian Center into the STEM Middle School and has successfully relocated the copy center from the first floor to a new location at Duggan Middle school.

Three major roofing construction projects were completed at Mary O’Pottenger, Alice Beal and the Mary Dryden Memorial Schools.

Over the past year, 31 gymnasium floors were sanded and refinished in school buildings.

Extensive safety work was done on all ten pools.

The department continued to provide extensive maintenance and repairs to the specialized pumps at the German Gerena Magnet School.

At the Police department, a much needed parking lot improvement project added over 30 new parking spaces needed and a new fence has enhanced the overall security of the facility.

The department completed kitchen renovations to the Mason Square, North Main and Sixteen Acres Fire stations. In addition, a new three (3) phase electrical service has been installed at the Sixteen Acres station to allow for the installation of an emergency generator.

The department has completed cosmetic repairs and upgrades to five of the cities public libraries. Projects included painting, new shades, flooring and lighting along with bathroom renovations at the Forest Park, Liberty, Brightwood, and Central libraries.

Finally, there have been numerous plumbing and electrical enhancements along with painting and floor tile replacement projects. It is the goal of the department to initiate a five-year plan that will detail a timely maintenance program rather than reactionary maintenance.

Risks and Challenges for Fiscal Year 2012

The Department's largest concern is the \$130,000,000 identified in school building repairs coupled with an average age of buildings over 50 years old. The department has identified a five year program that includes roof replacement, window replacement and restroom renovation projects for our aging school system.

Strategic Decisions for Fiscal Year 2012

The department is recommending the City continue to invest in building improvements that provide a return on investment. We are recommending the hiring of eight (8) trades men to be assigned to the existing four (4) in the ESCO crew. This will provide an ESCO crew to each zone. This crew will have the sole responsibility of cleaning filters, maintaining building systems, and overall air quality in school buildings. This crew will ensure savings due to equipment efficiencies are realized while improving the air quality. The department has submitted requests for vehicles to support staff both in the facilities and parks division under separate cover. Many of the vehicle requests are funded through lease purchase bond appropriations.

The department will also be reviewing and studying improvements of the building envelope of City Hall. The number one complaint is the poor condition of the buildings and the wooden window frames that could pose a safety hazard. It is the intent of the department to replace the windows over a two to three year period. The department was successful with a grant for symphony hall and looks forward to coordinating both window projects.

The department has bid its electrical procurement and selected World Energy. The department will continue to monitor the success to-date through its work with the Lower Pioneer Valley collaborative in the purchase of natural gas.

Finally, the department will work closely with the Massachusetts School Building Authority (MSBA) to determine the availability of funds to help improve the Springfield Schools and determine the long-term approach by the City to ensure timely maintenance of our infrastructure.

Fiscal Year 2012 Goals

Goal: Reduce the response time to emergency, critical and routine work orders for City-owned buildings

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
% of Emergency Work Orders completed within 2 days	50%	50%	15%	50%
% of Critical Work Orders completed within 14 days	50%	50%	50%	50%
% of Routine Work Orders completed within 30 days	60%	60%	65%	60%
% of Cleaning Contract Work Orders completed within 2 days	95%	95%	6%	95%
% of Cleaning Contract Work Orders completed within 30 days	98%	98%	99%	98%

Goal: Reduce outstanding work orders

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Reduce the number of open emergency and safety emergency work orders by 15%	N/A	42	12	42
Reduce the number of work orders three to four months old by 10%	N/A	260	180	260
Reduce the number of work orders two to three months old by 15%	N/A	216	316	216
Reduce the number of work orders one to two months old by 25	N/A	250	307	250

Goal: Employee participation in Ethics Training

Citywide Strategic Priority Supported: **Public Safety**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Ethics Training	N/A	71%	100%	100%

Goal: Improve recycling in schools.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Reduce Trash Tonnage from Schools	N/A	1,000	1,724	2,000
Increase Recycling tonnage from Schools	N/A	125	278	250
Improve Recycling Rate from Schools	N/A	12%	14%	12%

Goal: Maintain minimum environmental legal requirements in all city-owned buildings (municipal and school)

Citywide Strategic Priority Supported: **Education**

Actions steps:

1. Perform an environmental audit in all municipal owned facilities
2. Develop a compliance plan with the DEP for all city facilities based on findings from the audit.
3. Develop and implement environmental health and safety (EHS) building assessment tools.
4. Enhance Springfield’s electronic databases such as MUNIS and other intranet databases to collect and manage building EHS assessment data.
5. Develop and implement EHS Health Tracking System for building-based health complaints including a reference library. The reference library should include Indoor Air Quality, Integrated Pest Management, AHERA (Asbestos in Schools), Hazardous Waste Management, Toxics Use Reduction, Cleaning for Health, Hazardous Waste Site, etc.
6. Facilitate training of EHS program to school teams and PBRM staff.
7. Identify pilot schools to implement EHS program.
8. Roll out EHS program including facilitating building assessments, action plans, and program outreach and evaluation.
9. Assist the SPS school nurses and the Pioneer Valley Asthma Coalition in enhancing PBRM’s ability to identify and reduce building based asthma triggers.
10. Assist in educating SPS and PBRM staff about these triggers and conditions that exacerbate or cause asthma.
11. Assist Recycling Program development and implementation throughout school district.
12. Identify and assist the City in writing grants, and participate in community based grant projects.

Metrics	Actual FY10	FY11 Goal	FY11 YTD 5/31/11	FY12 Goal
Perform an environmental audit in all municipal owned facilities	N/A	June	May	June
Develop and implement EHS Health Tracking System for building based health complaints	N/A	June	May	June

Multi-Year Goals

Improve the quality of all public buildings

Continue capital repairs, improvements and maintenance.

Develop and complete a five and ten-year master plan that incorporates building improvements and energy efficiencies.

Seek assistance from the Commonwealth and the federal government to assist in the rebuilding of the department's resources.

Create a specialty trades team to assist with ESCO related upgrades and repairs (HVAC, Electrical and Plumbing).

Continue the summer maintenance program utilizing Midwest Clean Diesel Initiative (MCDI), Putnam students and our building coordinators to assist with the ESCO teams and grounds maintenance staff throughout the school district.

Manage the environmental issues for all city owned facilities to maintain compliance with the required testing, monitoring, reporting and maintenance per the Department of Environmental Protection (DEP), Environmental Protection Agency (EPA) and local government. Review current technology to clean up oil and other spill issues to close out contaminated sites.

Audit each facility to meet current code and reporting requirements. Current sites with known Environmental issues that require a Licensed Site Professional (LSP) to sign off are: JF Kennedy Middle School Oil release, Roger Putnam High School oil release, Springfield Police Station Gasoline release, City Hall Boiler Plant oil release, Armory Street Land Fill (Boland and SAFE schools), Nathan Bill Park. Further funds will be required to meet the DEP required testing for asbestos and lead in schools and municipal facilities.

Grants Summary: Building Management

1. **EECBG:** To pay for the replacement of boilers, energy management systems, solar equipment, and an Energy Conservation Manager.
2. **Climate Showcase Communities:** To pay for four (4) technicians for a 2-year period to aid the city in its energy conservation strategies.
3. **Green Communities:** To pay for the replacement of boilers, energy management systems, and vending misers.

Grant Source	Federal State Other	FY10 Actual	FY11 Adopted	FY12 Projected	FY12 Budget	Variance FY11-FY12	Percent Change
1. US DOE	Federal	\$78,649	\$998,800	\$964,341	\$413,210	-\$585,590	-141.7%
2. US EPA	Federal	\$16,077	\$245,534	\$206,848	\$268,142	\$22,608	8.4%
3. MA DOER	State	\$0	\$0	\$889,292	\$98,810	\$98,810	100.0%
TOTAL		\$94,726	\$1,244,334	\$2,060,481	\$780,162	-\$464,172	-59.5%

General Fund Budget by Category

Operating Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Salaries	\$2,540,427	\$2,945,084	\$3,094,376	\$149,292	5.1%
Employee Benefits	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$4,700,175	\$6,460,107	\$2,321,848	(\$4,138,259)	-64.1%
Supplies & Materials	\$2,837,406	\$2,483,568	\$161,596	(\$2,321,972)	-93.5%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges and Expenses	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$170,275	\$40,559	\$0	(\$40,559)	-100.0%
Total General Funds	\$10,248,283	\$11,929,318	\$5,577,820	(\$6,351,498)	-53.2%
External Funds	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
Grant Funds	\$94,726	\$1,244,334	\$780,162	(\$464,172)	-37.3%
Enterprise Funds	\$0	\$0	\$0	\$0	0.0%
Revolving Funds	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$94,726	\$1,244,334	\$780,162	(\$464,172)	-37.3%
All Funds Budget	FY10 Actual	FY11 Adopted	FY12 Adopted	Variance FY12-FY11	Percent Change
General Fund	\$10,248,283	\$11,929,318	\$5,577,820	(\$6,351,498)	-53%
External Funds	\$94,726	\$1,244,334	\$780,162	(\$464,172)	-37%
All Funds:	\$10,343,009	\$13,173,652	\$6,357,982	(\$6,815,670)	-52%

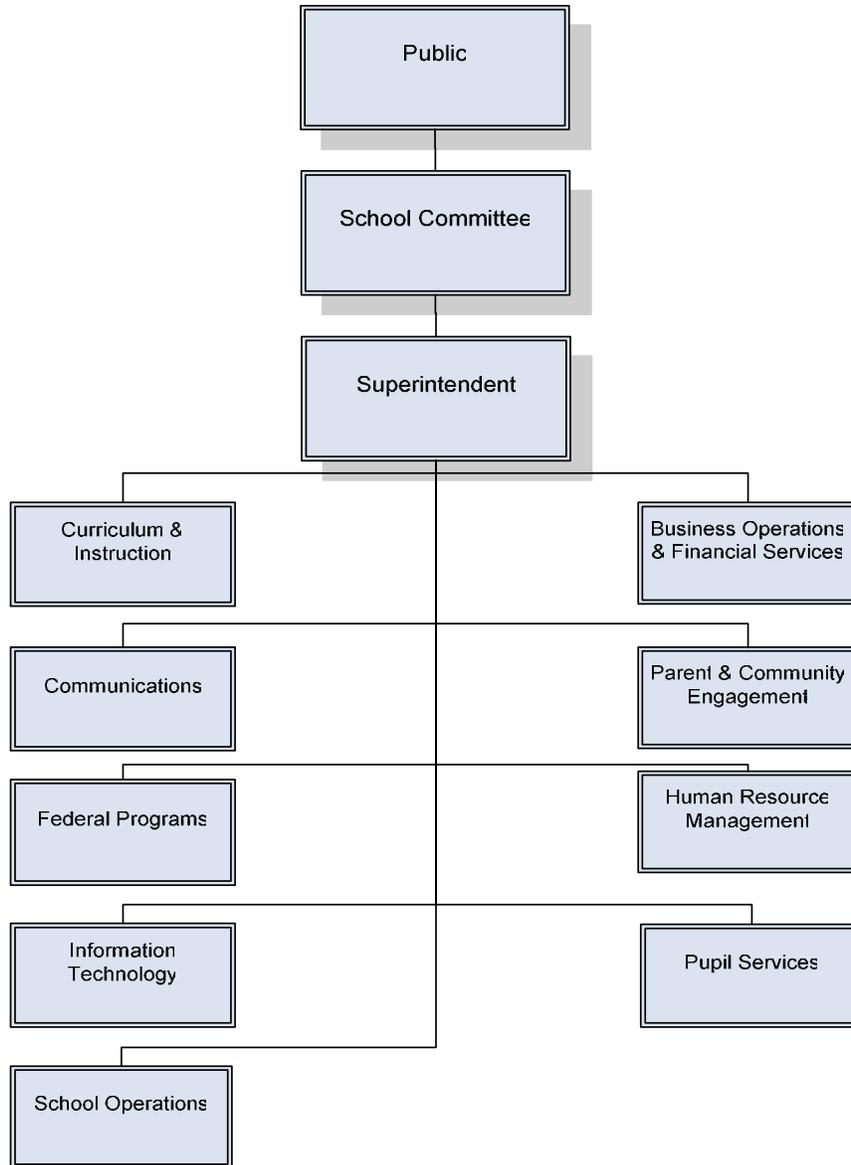
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Section 11

Public Schools

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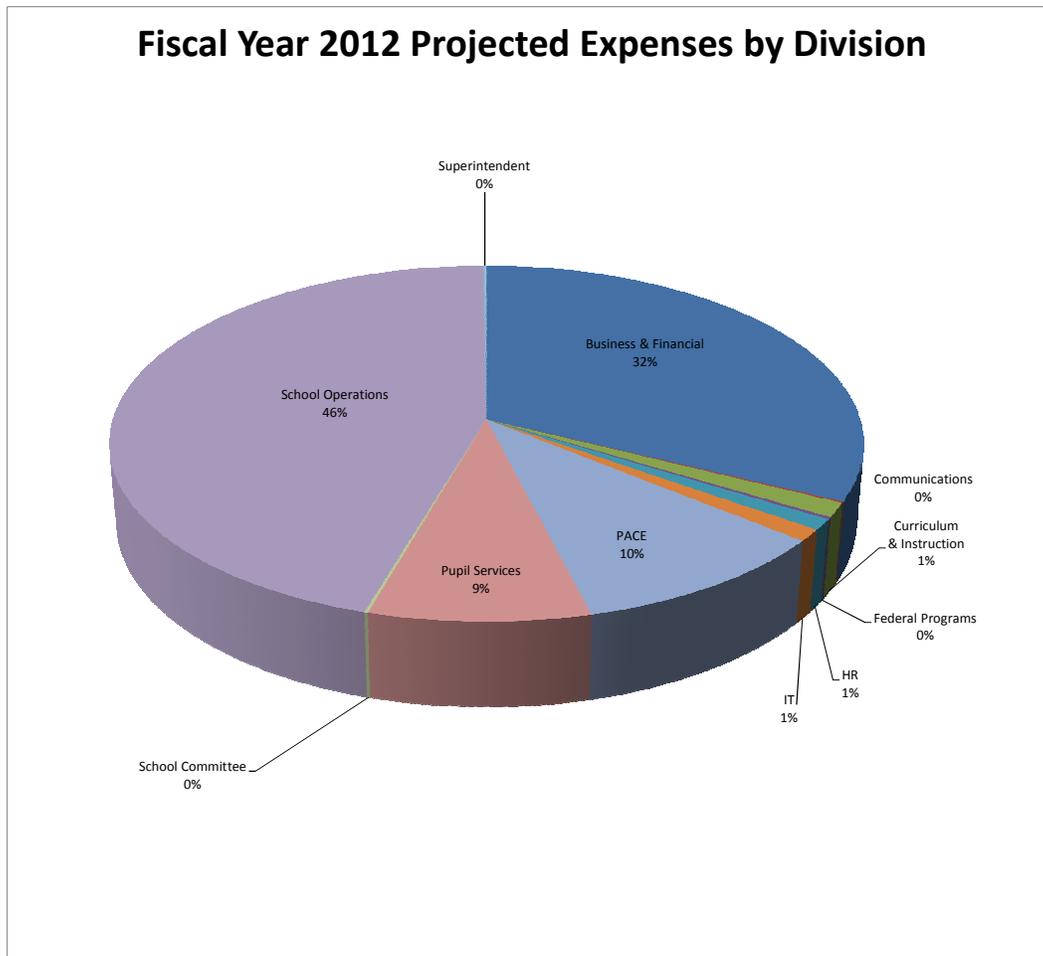
School Department



Mission Statement

The mission of the Springfield Public Schools is to provide the highest quality of education so that all of our students are empowered to realize their full potential and lead fulfilling lives as lifelong learners, responsible citizens and leaders in the 21st Century.

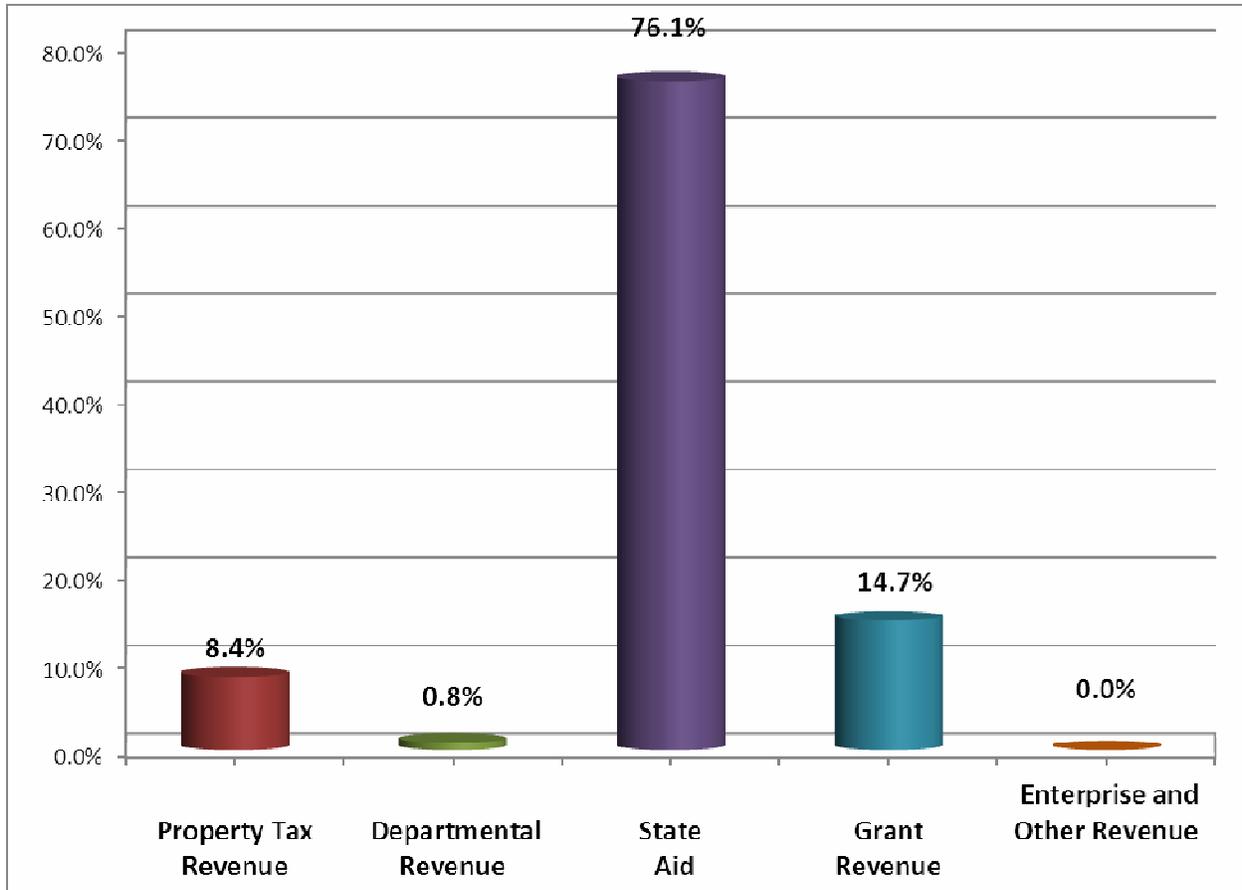
General Fund Budget and Staffing Overview



	2010 Adopted	2011 Adopted	2011 Revised	2012 Budget	Variance FY11 - FY12	% Chg
Business Operations	\$87,583,748	\$83,172,524	\$97,936,753	\$108,513,239	\$10,576,486	12.7%
Communications	\$28,471	\$195,757	\$210,019	\$390,584	\$180,565	92.2%
Curriculum & Instruction	\$3,194,844	\$3,712,916	\$3,381,457	\$4,322,132	\$940,675	25.3%
Federal Programs	\$308,413	\$1,172,547	\$1,155,470	\$727,919	(\$427,551)	(36.5%)
Human Resources	\$2,099,531	\$2,884,965	\$1,197,267	\$3,255,104	\$2,057,838	71.3%
Information Technology	\$2,709,772	\$3,203,279	\$1,971,502	\$3,612,443	\$1,640,941	51.2%
Parent & Community	\$29,370,907	\$32,828,172	\$33,728,913	\$33,912,348	\$183,435	0.6%
Pupil Services	\$22,719,737	\$25,282,089	\$26,812,928	\$28,122,185	\$1,309,257	5.2%
School Committee	\$39,408	\$140,418	\$104,827	\$434,783	\$329,957	235.0%
School Operations	\$129,191,051	\$145,207,637	\$143,155,537	\$152,217,363	\$9,061,825	6.2%
Superintendent	\$69,457	\$379,031	\$356,927	\$390,318	\$33,391	8.8%
Total General Fund	\$277,315,339	\$298,179,334	\$310,011,601	\$335,898,418	\$25,886,817	8.7%

* The budget is \$5M higher than the Schedule A due to the inclusion here of a \$5M Ed Jobs grant to help save classroom jobs.

Springfield Public Schools FY12 Funding Sources



Education	FY12 General Fund Budget	Property Tax Revenue	Departmental Revenue	State Aid	Grant Revenue	Enterprise and Other Revenue	FY12 Total Funding
Springfield Public Schools	330,834,330	32,420,343	3,237,399	295,176,588	57,175,255	-	388,009,585
TOTAL	330,834,330	32,420,343	3,237,399	295,176,588	57,175,255	-	388,009,585

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School Department Summary

In 1679, Springfield's first school house was erected. The City now operates the second largest school district in the Commonwealth of Massachusetts and is comprised of 38 elementary schools (12 contain on-site early childhood programs), six middle schools, six high schools, and seven specialized schools. Students also have alternative educational options of attending one of four available charter schools or participating in school choice, which allows them to attend school in another school district.

Over 28,000 students attend schools in Springfield. Over 25,000 of the students, or about 17% of the City's population, attend Springfield Public Schools. With over 5,000 employees, including 2,500 teachers, the district boasts a 90% *Highly Qualified* rate in core subjects taught.

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

Consistent with trends of other large urban school districts, Springfield's student population is 85% minority. The first language of about 23% of Springfield's students not English. Poverty is common among students and about 82% of the student body receives free or reduced price meals. Each year, over 5.1M school meals are served including 1.6M breakfasts and 3.5M lunches. Approximately 11,000 students are eligible for transportation.

The Springfield Public Schools are fortunate to have 228 businesses and organizations that serve as partners in providing schools with valuable financial, material and human resources. Additionally, the Springfield School Volunteers, a non-profit organization working with the community on behalf of the children of Springfield Public Schools since 1969, contributes to bringing more the 2,400 volunteers yearly.

Springfield's Public School theory of action is "If WE focus on the instructional core, provide appropriate support, monitor performance with shared accountability - Then...WE will dramatically improve student achievement and close the achievement gap in A Culture of Educational Excellence."

Fiscal Year 2011 Highlights

Springfield Public Schools sustains a successful 180 Intern program. This program is a partnership with UMASS and allows students the opportunity to gain a full year of teaching experience. The students are rewarded an annual stipend of \$3,000. In return, the district benefits because it is able to attract highly qualified and experienced first-year teachers.

Springfield was able to fund middle school sports an a newly added initiative that will capture more students' interest in sports at an earlier age . This sports program will keep students involved with positives activities that will enhance the high school programs over the years.

AMERICORP, a partnership with Springfield College where 85 graduate students serve part time with Springfield Public Schools and focus on Academic Coaching, Capacity Building, Health Counseling / Case Management, In-School Counseling, and Youth Leadership Development, has been maintained

\$1,000,000 was allocated to invest in new classroom textbooks.

New classroom computer replacement plan funded at \$175,000.

Springfield was able to sustain all safety related costs in the 2011 budget to ensure the safety and education of our students come first.

The district was able to increase the schools per student allotment from \$75 to \$85. This will supply principals extra money to address the needs of their classrooms.

The Cornerstone program is a partnership with The New York Institute for Learning that builds communities through project research, reflection and discussion. The program is designed to develop motivated and independent learners. In FY11, the district enhanced the Cornerstone program by added 8 schools to the program.

With rising costs throughout the state, the district stabilized transportation costs through awarding new bids in 2010. The successful awarding of the new bids, provides for cost savings that will be realized in futures years. No student transportation services were compromised in 2011.

Risks and Challenges for Fiscal Year 2012

Springfield Public Schools has taken steps to close a \$18.9 million budget shortfall. The projected district budget is \$331M. Our framework for developing the budget included aligning resources to support the Strategic Plan 2009-2012.

With rising costs and limited financial resources, the economic climate presents significant pressures that challenge our ability to maintain what we do today and make progress in key priority areas of investment. Though this year has presented far greater challenges than in the past due to the economic environment of the city, state and country, Springfield Public Schools plans to continue moving forward toward a culture of educational excellence for all students. By that standard, this budget is not a process of fiscal operations, but a part of the larger process to close the achievement gap and raise the bar of academic achievement for all.

Strategic Decisions for Fiscal Year 2012

The Chief Financial Officer for the school district, Timothy J. Plante and his team have met individually with each department chief to comb through every department budget line by line.

Through an aligned management system, each of the following strategic priorities will serve to help ensure system-wide accountability that targets the following:

High Academic Achievement for 21st Century Success

Safe, Nurturing, Respectful Working and Learning Environment

Highly Qualified Staff at all Levels

Effective Parent and Community Partnerships

Equitable, Efficient and Appropriate Use of Resources & Funding

Responsive, Effective and Accountable Leadership at all Levels

Responsive, Multi-Cultural and Effective Communications at all Levels

Curriculum and Instruction

Description: Curriculum and Instruction (C&I) under the direction of the Chief Academic Officer, provides instructional leadership and curriculum support across academic disciplines to impact student achievement and promote lifelong learning. C&I ensures the alignment and delivery of a variety of instructional programs and support services for core instructional programs, targeted professional development for teachers, and remedial and accelerated learning opportunities for students to provide an optimal and equitable education for all students.

Fiscal Year 2012 Goals

Goal: Increase the District CPI score in the appropriate academic area(s) / level(s) by 4 points (i.e., ELA, Math, and Science)

Citywide Strategic Priority Supported: Education

Goal: Increase the high school cohort graduation rate by 2%

Citywide Strategic Priority Supported: Education

Goal: Increase the District's MCAS Growth Percentile score to 45 in both ELA and Math

Citywide Strategic Priority Supported: Education

Goal: Reduce the achievement gap between Limited English Proficient (LEP) and non-LEP students by 2 CPI points

Citywide Strategic Priority Supported: Education

Goal: Increase the percentage of high school graduates completing MassCore by 2%

Citywide Strategic Priority Supported: Education

Office of Communications

Description: The Communications Department drives the execution of internal/external communications strategies that effectively describe and promote Springfield Public Schools to improve the image of the District and foster public confidence, interaction and support for District programs. The Chief Communications Officer (CCO) also serves as an advisor to the Superintendent in assessing community consequences relating to proposed changes of existing programs and policies or adoption of new ones; and provides other communication services for the District, including writing, editing, and photographic services as requested or assigned.

Fiscal Year 2012 Goals

Goal: Revise and monitor successful implementation of the District Wide Communications Plan

Citywide Strategic Priority Supported: Education

Goal: Improve the quality of Customer Service provided by SPS Central Office employees to the public, SPS faculty and staff

Citywide Strategic Priority Supported: Education

Goal: Develop communication strategies to help support District priorities and goals

Citywide Strategic Priority Supported: Education

Goal: Improve the perception of Springfield Public Schools in the community

Citywide Strategic Priority Supported: Education

Goal: Increase the SPS communication system's level of interaction and responsiveness to the needs of students, families and staff

Citywide Strategic Priority Supported: Education

Pupil Services

Description: The Department of Pupil Services is comprised of the Special Education, Student Support Services Nursing and Health Services, and Student Attendance Units. Special Education is the largest of all the units in the department and is charged with meeting the educational needs of the 6000 students with disabilities in the District while maintaining compliance with state and federal regulations. Student Support Services oversees the role of the school adjustment and guidance counseling staff in the schools as they work to support student academic, social/emotional and post-secondary outcomes. Health Services oversees all Nursing and Health services for students in partnership with the Department of Public Health and community health providers. The Student Attendance Unit is responsible for the deployment of School Attendance Officers and the Springfield Student Attendance Resource Center (SSARC) to support schools towards goals of improving student attendance and reducing truancy rates.

Fiscal Year 2012 Goals

Goal: Improve academic and post-secondary outcomes for all students in compliance with State and Federal regulations

Citywide Strategic Priority Supported: Education

Goal: Improve district-wide student attendance rate from 90.4%-92%

Citywide Strategic Priority Supported: Education

Goal: Increase the percentage of high school graduates completing MassCore by 2%

Citywide Strategic Priority Supported: Education

Goal: Increase the high school cohort graduation rate by 2%

Citywide Strategic Priority Supported: Education

Goal: Decrease the number of high school drop-outs by 10%

Citywide Strategic Priority Supported: Education

Goal: Increase the District CPI score for the SPED subgroup in appropriate academic areas/levels by 4 points

Citywide Strategic Priority Supported: Education

Office of Federal Programs

Description: The Office of Federal Programs seeks to align Federal resources to improve teaching and learning performance outcomes. Specific areas of responsibility include the Elementary and Secondary Education Act/No Child Left Behind (NCLB) reporting and regulatory accountability, Title I services for disadvantaged students, Title II initiatives to support Highly Qualified Teachers and Administrators, Title IV Safe and Drug Free Schools, Magnet Schools Assistance Program, extended instructional services, night school, summer school programming, and Adult Basic Education Programs.

Fiscal Year 2012 Goals

Deliver educational services that supplement core academic instruction

Citywide Strategic Priority Supported: Education

Goal: Integrate high-impact strategies in schools to serve special needs, targeted student groups and/or core content areas

Citywide Strategic Priority Supported: Education

Goal: Create effective partnerships, internally and externally, to leverage Federal program resources

Citywide Strategic Priority Supported: Education

Goal: Acquire external resources and maintain funding innovation

Citywide Strategic Priority Supported: Education

Goal: Effectively manage program resources and provide support services to schools

Citywide Strategic Priority Supported: Education

Information, Instructional Technology, Research & Accountability

Description: The Department of Information, Technology, Research and Accountability is responsible for the timely delivery of appropriate information and technology to schools. The vast majority of the department's work is accomplished by providing leadership, expertise, and guidance in the use of existing and emerging technologies, assessment and research, and continuous improvement strategies to support high student achievement. Robust, reliable communications are ensured through monitoring and improvement of computer network infrastructure and technology assets.

Fiscal Year 2012 Goals

Goal: Design and implement accountability systems to improve effectiveness of instruction and efficiency of operations, including an expanded SchoolStat program with dashboard indicators to support principals and senior leaders

Citywide Strategic Priority Supported: Education

Goal: Implement and manage revised project and process management systems for the District and provide project and process management to District departments to promote operational improvement and sound decision-making

Citywide Strategic Priority Supported: Education

Goal: Improve the Department's responsiveness and timeliness in delivery of technology and information systems support to departments and schools

Citywide Strategic Priority Supported: Education

Goal: Through classroom-instructional technology enhancements, increase the District aggregate CPI score in ELA, Math, and Science by 4 points

Citywide Strategic Priority Supported: Education

Goal: Support technology solutions to compliment and expand course offerings across the District that serve to help decrease the number of high school dropouts by 10 percent

Citywide Strategic Priority Supported: Education

Office of Business and Financial Services

Description: The Office of Business and Financial Services (OBFS), under the direction of the Acting Chief Financial Officer and in collaboration with Principals and administrative department heads, develops individual school and department budgets which comprise the Operating Budget for the District; provides support and oversight; and maintains compliance with federal, state, and local laws as well as policies set by the School Committee. The OBFS is responsible for the filing of financial reports required by the Massachusetts Department of Elementary and Secondary Education (DESE) and the United States Department of Education.

Fiscal Year 2012 Goals

Goal: Increase school-level support by implementing school visits and one-to-one support and collaboration from business office analysts with principals, clerks, and administrative departments on a quarterly basis

Citywide Strategic Priority Supported: Education

Goal: Increase the percentage of actual expenditures to budgeted revenues to a level of 98%

Citywide Strategic Priority Supported: Education

Goal: Improve school and district accountability and compliance with federal state and local laws by developing and implementing a new Student Activity Account process for all principals

Citywide Strategic Priority Supported: Education

Goal: Increase the proficiency level of principals in the utilization of financial data by increasing the number of principals participating in Business Office/MUNIS training from 21 to 45 (100% participation)

Citywide Strategic Priority Supported: Education

Goal: Reduce the number of amendments submitted to the DESE by developing and disseminating clear and comprehensive grant and budget procedures

Citywide Strategic Priority Supported: Education

Goal: Improve overall business management and performance by providing a system-wide resource of policies, procedures, guidelines, and processes through the development of a Business and Financial Services Department manual, vetting through the School Committee where appropriate

Citywide Strategic Priority Supported: Education

Reduce by a minimum of 50% the number of school requisitions that are rejected by city hall

Citywide Strategic Priority Supported: Education

Improve the quality of services and on-time arrivals for student transportation at schools

Citywide Strategic Priority Supported: Education

Parent & Community Engagement

Description: The Parent and Community Engagement Office (PACE) helps to strategically engage key parents, community, political and institutional partner support to assist students in becoming productive citizens in the 21st century, fostering strong character and academic excellence. PACE does this by informing, engaging, supporting and empowering parents to affect student success; creating opportunities for on-going communication, resulting in a more honest, personal and trusting partnership between school and home; managing supplemental educational services (SES) and school choice transfer provisions of NCLB; assisting to increase the achievement of students in the District by making connections to the workplace and illustrating the relevance of academics in all careers; and by promoting and facilitating learning-focused community involvement in support of the District's priorities.

Fiscal Year 2012 Goals

Goal: Expand partner participation by 20% to build parent capacity by creating and delivering workshops that improve student outcomes through effective research and evidence-based parent engagement practices

Citywide Strategic Priority Supported: Education

Goal: Improve structures, processes and program delivery for NCLB/SES and McKinney-Vento by providing diverse and high quality educational opportunities

Citywide Strategic Priority Supported: Education

Goal: Increase the District CPI by 4 points in ELA, Math and Science

Citywide Strategic Priority Supported: Education

Goal: Improve district-wide student attendance rate from 90.4% to 92%

Citywide Strategic Priority Supported: Education

Goal: Improve parent/home school connections by aligning all family initiatives, programs and activities to the District's priorities

Citywide Strategic Priority Supported: Education

School Committee

Description: The School Committee is an oversight board that, according to M.G.L. Ch. 71 §37, is responsible for creating policy and appointing a superintendent to manage the day-to-day operations of the District. They monitor and maintain the proficiency of the school department operations, and are in charge of approving each fiscal year's budget.

Fiscal Year 2012 Goals

Goal: Continue to support the mission of Springfield Public Schools

Citywide Strategic Priority Supported: Education

School Operations

Description: School Operations ensures the alignment and delivery of instructional programs for support services to 44 schools and 7 alternative education program sites through oversight provided by the Assistant Superintendent of Schools. With the support of three Chief School Officers assigned geographically by zones, School Operations focuses on student achievement, home-school connections, and improved school performance. Through their work with assigned schools, each School Officer provides teachers and principals with the supervision and technical support services they need to deliver a quality education to our students.

Fiscal Year 2012 Goals

Goal: Increase the District/Zone CPI score in the appropriate academic area(s)/level(s) by 4 points (e.g., ELA, Math, and Science)

Citywide Strategic Priority Supported: Education

Goal: Improve district-wide student attendance rate from 90.4%-92%

Citywide Strategic Priority Supported: Education

Goal: Reduce the percentage of student suspensions and physical assaults in schools by 5%

Citywide Strategic Priority Supported: Education

Goal: Increase the high school cohort graduation rate by 2%, and decrease the number of dropouts by 10%

Citywide Strategic Priority Supported: Education

Goal: Reduce the number of schools identified as Commonwealth Priority Schools and the number of schools with Accountability Status

Citywide Strategic Priority Supported: Education

Superintendent

Description: The superintendent attempts to maintain clear direction of Springfield Public Schools mission statement of, Culture of Educational Excellence, through the closure of the achievement gap. His actions are directly representative of the District's progress and success. The superintendent is also responsible for the adherence and oversight of the District priorities: high academic achievement for 21st century success; safe, nurturing, respectful working and learning environments; high quality staff at all levels; effective parent and community partnerships; equitable, efficient, and appropriate use of resources and funding; responsive, effective and accountable leadership at all levels; responsive, multi-cultural and effective communication.

Fiscal Year 2012 Goals

Goal: Increase District Composite Performance Index (CPI) scores by 4 points in English language arts (ELA), math and Science

Citywide Strategic Priority Supported: Education

Goal: Increase the District's high school cohort graduation rate and reduce the dropout rate by 2%

Citywide Strategic Priority Supported: Education

Goal: Improve the District's Student Attendance Rate from 90.4% to 92%

Citywide Strategic Priority Supported: Education

Goal: Increase Percentage of District's Highly Qualified Teachers (HQT) from 91.2% to 95%

Citywide Strategic Priority Supported: Education

Goal: Improve overall business management and performance by providing a system-wide resource of policies, procedures, guidelines and key work processes vetted through the School Committee where appropriate.

Citywide Strategic Priority Supported: Education

Section 12
Fiscal Year 2012 - 2016
Capital Improvement Plan

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Fiscal Years 2012-2016 Capital Improvement Plan

City of Springfield, Massachusetts



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INTRODUCTION

March 30, 2011

Mayor Domenic Sarno and Members of the City Council:

As the City's Chief Administrative and Financial Officer, I am pleased to present the City's five year Capital Improvement Plan for Fiscal Years 2012-2016. As dictated by Chapter 468 of the Acts of 2008, the CAFO is required to submit a five year capital plan to the Mayor and City Council no later than March 30th of each fiscal year. This document will be updated annually and will continue to be an evolving look at the City of Springfield.

This plan provides a detailed view of the capital needs within the City of Springfield. The total amount for the capital plan is \$351.7 million from Fiscal Year 2012-2016. One of the City's top priorities with this plan is to address projects that have been deferred due to lack of funding. These projects include City and School facilities projects, vehicle replacements, and infrastructure improvement. The Capital Improvement Plan also offers capital policy decisions to be implemented in the future.

The City's projected Fiscal Year 2012 capital budget is still to be determined and will be evaluated based on the coming year's overall budgetary needs. This document should be viewed as a planning tool for the City's leadership and will be subject to change based upon the availability of funds.

I look forward to your feedback and to working with the City Departments on these important projects.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lee C. Erdmann".

Lee C. Erdmann
Chief Administrative and Financial Officer



CAPITAL PLAN OVERVIEW

The City of Springfield's \$351.7 million five-year Capital Improvement Plan is an investment program for the City's future. This plan was created with the underlying themes of upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping improve the City's diverse and important neighborhoods. The Capital Plan is the City's investment roadmap for the next five years and should be strategically implemented to provide Springfield's residents with an improved quality of life along with a more efficient and effective government.

The CIP documents detail major spending for equipment and construction projects over the next five years, providing policymakers the opportunity to finance projects, coordinate City needs, and plan for future risks and needs. A capital project, according to the financial ordinances section 4.44.050 (A) of the City of Springfield, is "...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more." Projects and assets that do not meet both of these requirements shall be considered operating expenses and shall be included in the operating budget."

Annually, the City develops and presents a capital improvement *plan*. Projects in the capital plan are based on a quantitative analysis of project need and merit. The capital *budget* represents the funding for the first year of that plan each year. Projects in the annual budget represent the City's most immediate investment priorities and are the projects with the highest return on investment for the taxpayers of Springfield.

The Finance Department oversees the financial aspects of each capital project, maintains a record of the expenses for each project and reports the information in periodic financial reports. The City's Capital Asset Construction Department is responsible for the management oversight of most maintenance, construction, major renovation, and repair projects. The City's Facilities Management Department also plays an integral role in capital projects by providing routine maintenance, repair and renovations to the City's facilities.

In order to understand specific projects within the plan it is important to understand the context of the City's capital improvement review process. In prior years, the City did not have a system in place to capture all capital project requests and needs from each department or a process for evaluating requested projects for approval. There was also no rating or prioritization system in place to evaluate all requests and make decisions based on a set of criteria. As a result the City may not have been aware of the true capital need or deferred maintenance of the City's assets.

In FY09 the City produced its first comprehensive Capital Improvement Plan. City Departments were asked for a comprehensive list of capital needs, those needs were organized in a database managed by the Finance Department and a panel of City departments evaluated the submissions based upon a set of criteria. The major benefit of the capital process is to be able to evaluate all department requests and to analyze projects based on the benefit to the City rather than funding projects on an ad-hoc basis. The projects funded during the first year of implementing this process included large equipment and vehicle purchases, park projects, road and sidewalk



projects, and ensured locations within the City are compliant with the Americans with Disabilities Act.

Since the scope of the capital plan is limited to affordability, the City continues to have a significant capital need. Over the years many projects on buildings and roads were deferred due to budgetary issues. While financial shortcomings will always be an issue within City government, the CIP allows the City to better plan for when projects need to be completed or when replacement equipment needs to be purchased. The following are ideas and policy decisions that can be used to help the City fund some of the CIP:

- Increased use of grants – There continues to be an interest in seeking grants for projects such as park rehabilitation, fire engine replacements, repair of dams, the rehabilitation of roads, and energy efficiency projects (such as the ESCO project). Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
- Strategic use of pay-as-you-go capital funds – The pay-as-you-go capital account was established in the financial ordinances in order to fund smaller capital projects through the annual operating budget. The City must fund those projects that move the City's strategic goals forward (the strategic goals of the City can be found in the Multi-Year Financial Plan).
- Review use of bond funds – On an annual basis the City conducts a Debt Affordability Analysis to monitor factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has and its ability to afford new debt. This will help City leaders make financially sound decisions in issuing new debt since debt service is a legal requirement that must be paid before all other City expenses.
- Complete more master plans for potential building projects – By funding property condition assessments for school buildings, the City can be strategic in the way which projects need to be funded. Because of this, funds would not be put toward a school for a normal renovation or repair when the entire building should be renovated or even replaced.
- Enter in to a lease program for vehicles and computer equipment – Develop a program that cost effectively allows the City to update vehicle and computer equipment on a scheduled basis.
- Use reserves for certain one-time capital projects.
- Increase the amount of pay-as-you-go capital – Determine how much can be afforded through the operating budget for pay go projects in order to fund small projects and routine maintenance on City assets
- Increase the frequency of asset inventory – By regularly taking inventory of City assets, the need for certain pieces of small equipment for replacement can be determined. It also ensures that departments are properly storing and maintaining the important tools that are integral for their operations.
- Use of unexpended capital funds – Starting in Fiscal Year 2009, the Finance Department began compiling a list of projects funded by bond proceeds since 1980 in an effort to find if there were proceeds that were unexpended. Due to this exercise, the City was able to certify the existence of unexpended funds and the Finance Control Board voted to use



those funds for other projects while following bond proceed laws. The City should not only continue to monitor bonded projects, but should also be vigilant in capturing the funds from projects that used non-borrowed funds.

Projects that are included in the CIP are not guaranteed for funding as the Plan is a reflection of the need within the City.



CAPITAL IMPROVEMENT PROCESS

Departments submit capital requests to the Finance Department electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Finance Department and are reviewed by the Capital Improvement Committee. This process is required by City ordinance and is consistent with best practices regarding capital investment.

Database Requirements - All capital requests are submitted in electronic format and include the following information:

- Project Category
- Project Type
- Priority placed by Requesting Department
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Description of the Project's Prior Phases Completed

Categories - Capital projects are categorized into one of seven categories:

- Building – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.
- Infrastructure – This category includes roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature that are not building structures.
- Equipment (Vehicular) – This includes equipment capable of self-propulsion from one location to another.
- Equipment (Other) – This includes all other equipment that meets the definition of a capital project item but is not capable of self-propulsion.
- Land/Parks/Fields - This category includes the acquisition, replacement, renovation, addition to, construction or long-term lease of parks and playing fields. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project would be categorized in those respective categories.
- Technology – This category includes all purchases that meet the definition of a capital item in the area of technology such as computers, digital copiers, printers, telephone systems and software programs.
- Salary – This category includes salary for staff associated with a specific project and helps to determine what, if any, operating costs are included in the project plan.

Types - Each project is further classified into one of five different types of projects:

- New – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.



- Reconstruction/Replacement – The substantial reconstruction or replacement of a capital asset, such as a street, building or a piece of capital equipment. This may entail the demolition of an existing asset or the abandonment of an asset and the construction or acquisition of a new asset to replace it.
- Demolition – This includes commercial and residential building demolition.
- Major Repair/Renovation – Large-scale renovations and repairs to capital assets, such as building system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.
- Repair – Smaller scale capital repairs that extend the useful life of a capital asset.

Capital Improvement Committee - The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the Chief Administrative and Finance Officer, Finance 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 FY12 planning process the Committee members included:

- CAFO – Lee C. Erdmann
- Finance Director – TJ Plante
- Public Works Director – Al Chwalek
- PBRM Director – Pat Sullivan
- Capital Asset Construction Director – Rita Coppola
- Planning and Economic Development Director – John Judge
- City Council Representative – Michael Fenton

The Capital Improvement Committee reviews each submission and conducts project hearings with departments. After appropriate review and consideration, the committee establishes project priorities given quantitative measures of need and justification as established by the rating department and reviewed by the committee.

Criteria - Each project is ranked on six criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are their funding sources other than the general fund for this project?
- Legal obligations – Does the project improve compliance with federal law, state law, or local ordinance?
- Impact on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?
- Urgency of maintenance needs - Is the asset currently broken and in need of immediate replacement?
- Prior phases - If the project is a multiyear project, have prior phases been previously conducted?



- Department priority – What priority does the department place on the projects based on the departmental mission, goals and objectives.

Each criterion above receives a different weight as seen in Appendix 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.



REVIEW: FY11 CAPITAL BUDGET

During FY11, no new debt was issued however existing debt has been used to complete projects as well as Pay-As-You-Go capital funds appropriated in the operating budget were used to complete some priority needs.

The Department of Public Works (DPW) continues to make investments to make the City's trash collection more efficient. In FY11, the full roll-out of the single stream recycling program was completed with the purchase of 90 gallon blue recycling barrels for all City households. Used for all recycling needs, the large blue barrels encourage more recycling which reduces and regular trash and in turn the costs associated with regular trash disposal. In addition, the City invested in the 5 year lease of 4 Semi-Automated trash trucks to maintain an updated fleet of trash vehicles.

DPW is also working with the Department of Capital Asset Construction (DCAC) on specific road projects that are emergency needs. The first is the entrance to the Greenleaf Center on Parker Street which requires certain changes to make entering and exiting the facility safer to residents. The project includes removing the entrance island, cutting back trees for better visibility, eliminating the entrance ramp and eliminating left turn access to the facility. In addition, DPW and DCAC are working to address an emergency need in the area of Tiffany and Dickinson Streets where a wash out has occurred near the Dingle Brook. This project will study the area, model potential drainage options, study the success of those options and prepare recommendations for a more permanent solution to the drainage issue.

DCAC has been working on other capital projects including stabilizing the handicap entrance to Symphony Hall where there is a large vault that has served as an air intake for the HVAC system to the Hall. The vault area is no longer used as an air intake because the HVAC system has since been updated. The sidewalk in that area is supported by steel I-Beams. Over the years those I-Beams have deteriorated to the point where they have been declared structurally deficient by an engineer. This project will ensure that the sidewalk does not collapse. In addition, DCAC will be conducting property condition assessments of 5 under performing schools to understand the future capital need of these facilities from the roof to the basement.

DCAC is also working with Baystate Medical Center to renovate an existing space on the 1st floor of the Neighborhood Health Center to create an Adolescent Clinic and install necessary medical and equipment specific to the needs of adolescents. Investments from the City and Baystate will support this project needed to provide services to adolescents in the area.

The City's Information Technology Department along with its Payroll Department completed a project to transition from the ADP time and attendance system to the Kronos time and attendance system which will save the City over \$200K annually in professional services costs. The project is complete and transition to the new system had little effect on the day to day operations of employees utilizing it.



The City has remaining Pay-As-You-Go capital funds that will be used to complete capital planning work later this fiscal year and into next year based on priority need.

Department	FY11 Funded Projects	Amount	Source
DPW	Purchase of Semi-Automated Trucks	439,172	Pay-Go
DPW	Purchase of Recycling Barrels	1,275,316	Pay-Go
ITD	Kronos	126,000	Pay-Go
DPW/DCAC	Tiffany/Dickinson Streets Study	26,000	Pay-Go
DPW/DCAC	Greenleaf Entrance	30,000	Pay-Go
DCAC	Symphony Hall Vault	40,000	Pay-Go
HHS	Adolescent Clinic	200,000	Pay-Go
DCAC	5 School Property Condition Assessments	75,000	Pay-Go
Total Funded		2,211,487	



PROPOSED FY12 CAPITAL BUDGET

In September of 2010, the Capital Improvement Committee convened its first planning meeting to evaluate project submissions, meet with departments on requests and to validate the scores given to projects that drives the prioritization of the requests. Based on this meeting a list of priority projects was developed that will be reviewed by the Committee when funding is available to address some of the needs. Below is a list of the “Priority A” projects or those projects with the highest scores based on the Committee’s evaluation. Options for funding these priorities will include:

- Use of FY11 Pay-As-You-Go Capital funds
- Use of FY12 Pay-As-You-Go Capital funds
- FY12 bond issuance / Bond Anticipation Notes Issuance
- Grants funds

At the present time, the City is not expecting to issue additional debt for FY11 based on the debt affordability analysis conducted in October of 2010 and included in Appendix D of this document. However, the City will aggressively pursue other sources and continues to examine the feasibility of selling Bond Anticipation Notes (BANs) or internally financing critical projects for the next year or two until the City is in a better position to sell bonds.

Springfield Capital Improvement Plan - Priority A							
Department	Project	FY12	FY13	FY14	FY15	FY16	Total
Facilities	CITY HALL - BOILER PLANT	750,000	625,000	625,000	-	-	2,000,000
DCAC	CITY DAMS	600,000	600,000	1,100,000	450,000	250,000	3,000,000
DCAC	CAMPANILE RESTORATION	850,000	8,000,000	5,000,000	2,000,000	-	15,850,000
Housing	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Facilities	SCHOOLS - SAFETYCAMERAS	-	3,500,000	-	-	-	3,500,000
DCAC	FOREST PARK ZOO DRAINAGE REPAIR	350,000	-	-	-	-	350,000
DCAC	SWAN POND DAM	300,000	-	-	-	-	300,000
DCAC	EMERSON WIGHT PARK	300,000	-	-	-	-	300,000
DPW	ARTERIAL ROAD CONSTRUCTION	3,000,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000
DPW	SIDEWALK CONSTRUCTION	1,000,000	500,000	500,000	500,000	500,000	3,000,000
DPW	PRIVATE WAYS CONSTRUCTION	1,000,000	500,000	500,000	500,000	500,000	3,000,000
DPW	PUBLIC RESIDENTIAL STREETS	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Police	50 EAST STREET	350,000	2,500,000	-	-	-	2,850,000
DCAC	GREENLEAF ROAD RECONSTRUCTION FOREST PARK	400,000	-	-	-	-	400,000
Parks	VAN HORN DAM	1,100,000	-	-	-	-	1,100,000
Schools	SCHOOL TECHNOLOGY	-	7,000,000	6,000,000	-	-	13,000,000
DCAC	POLICE STATION ELECTRICAL UPGRADES PHASE III	-	400,000	-	-	-	400,000
DCAC	REPAIRS TO LEADED WINDOWS IN CITY HALL	-	60,000	-	-	-	60,000
Facilities	PROPERTY CONDITION ASSESSMENT - SCHOOLS	750,000	570,000	-	-	-	1,320,000
Facilities	SCHOOLS - OIL TANK REMOVAL	3,500,000	8,000,000	-	-	-	11,500,000
DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	200,000	200,000	200,000	200,000	200,000	1,000,000
Economic Development	COURT SQUARE REDEVELOPMENT	150,000	5,000,000	-	-	-	5,150,000
Schools	SECURITY CAMERAS AND EQUIPMENT	-	-	-	-	-	-
DCAC	RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	-	60,000	-	-	-	60,000
DCAC	REMOVE STAINING ON MUNICIPAL COMPLEX	20,000	-	-	-	-	20,000
Facilities	SPRINGFIELD MUNICIPAL GROUP - CITY HALL	-	2,600,000	-	-	-	2,600,000
DCAC	DESIGN FOR RESTORATION OF CITY HALL WINDOWS	130,000	-	-	-	-	130,000
DPW	REPLACEMENT EQUIPMENT - VARIOUS DEPARTMENTS	1,000,000	990,000	600,000	600,000	-	3,190,000
City Clerk	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS	-	65,275	-	-	-	65,275
Facilities	ESCO PHASE 2	15,000,000	-	-	-	-	15,000,000
DCAC	AQUATIC GARDENS AND FERN GROVE RESTORATION	-	500,000	200,000	-	-	700,000
DCAC	PECOUSIC BROOK RESTORATION	-	250,000	-	-	-	250,000
Police	911 Center Upgrade	150,000	-	-	-	-	150,000
Facilities	SENIOR CENTER DESIGN PHASE	90,000	-	-	-	-	90,000
ITD	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	250,000	250,000	-	-	-	500,000
Police	RADIO UPGRADES	130,000	-	-	-	-	130,000
DPW	VEHICLE AND EQUIPMENT STORAGE	2,500,000	-	-	-	-	2,500,000
ITD	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	1,200,000	-	-	-	-	1,200,000
Fire	ROOF, WINDOWS AND DOORS (IO, MASON SQUARE, N MAIN)	-	180,000	-	-	-	180,000
Parks	PORTER LAKE SKATE HOUSE	2,200,000	-	-	-	-	2,200,000
DPW	DICKINSON/TIFFANY STREETS WASH OUT	450,000	-	-	-	-	450,000
Priority A Total		40,720,000	45,850,275	18,225,000	7,750,000	4,950,000	117,495,275

A brief description of each project is included below.



*City of Springfield
Capital Improvement Plan FY12 – FY16
March 30, 2011*

Department of Public Works	PROJECT	Description
Facilities Management	CITY HALL - BOILER PLANT	THIS PROJECT INCLUDES FUNDS TO REPAIR THE ROOF IN THE FIRST YEAR, WITH THE REMAINDER OF THE REPAIR AND REPLACEMENT OF THE BOILER SYSTEM WILL TAKE PLACE IN THE OUT YEARS OF THIS PROJECT.
DCAC	CITY DAMS	THIS PROJECT INCLUDES PHASE I ANALYSIS AND REPORTS FOR ALL CITY OWNED DAMS AS WELL AS PHASE II ENGINEERING EVALUATIONS, PERMITTING, DESIGN AND REHABILITATION. INVENTORY IS AS FOLLOWS; LOWER VAN HORN RESERVOIR DAM, UPPER VAN HORN RESERVOIR DAM, MILL POND
DCAC	CAMPANILE RESTORATION	THIS PROJECT WILL REPAIR EXTERIOR FAILURES, REPLACE CLOCK WORKINGS AND POSITION CLOCK MECHANISM ON GROUND FLOOR FOR VIEWING.
Housing and Neighborhood Services	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	THIS PROJECT IS AN ANNUAL REQUEST THAT FUNDS DEMOLITIONS OF ABANDONED/BLIGHTED AND HAZARDOUS BUILDINGS THROUGHOUT THE CITY, THAT ARE BOTH PUBLICLY AND PRIVATELY OWNED.
Facilities Management	SCHOOLS - SAFETYCAMERAS	THIS PROJEC FUNDS SECURITY CAMERAS AT THE SCHOOLS.
DCAC	FOREST PARK ZOO DRAINAGE REPAIR	THIS SYSTEM WILL ALSO ALLOW THE WATER FROM THE ZOO DUCK POND TO BE DRAINED INTO THE SEPTIC TANK AS IT ALSO CONTAINS FECAL MATTER. IN ADDITION, THE CURRENT DETENTION BASIN WILL BE ELIMINATED AND A NEW STRUCTURE INSTALLED TO COLLECT ALL THE RUNOFF CURRENTL
DCAC	SWAN POND DAM	THIS PROJECT, ON THE WEST SIDE OF MAIN GREETING ROAD (THE MAIN ENTRANCE ROAD TO FOREST PARK) WILL ADDRESS SOME SLOPE EROSION HAS BEEN NOTICED. IN THE PAST YEAR A MARKED INCREASE IN THE EROSION HAS LED TO THE EROSION MOVING TOWARDS AND CLOSER TO MAIN GREETING ROAD.
DCAC	EMERSON WIGHT PARK	THIS PROJECT IS A PART OF THE SOUTH END URBAN RENEWAL. THIS PROJECT WILL ENLARGE THE NEIGHBORHOOD PARK THROUGH ACQUISITIONS OF RESIDENTIAL AREAS. THE ARTICLE 97 PROCESS MUST BE ADHERED TO WITH REGARD TO POTENTIAL LAND SWAPPING.
Department of Public Works	ARTERIAL ROAD CONSTRUCTION	THIS FUNDING IS FOR ARTERIAL ROAD CONSTRUCTION.
Department of Public Works	SIDEWALK CONSTRUCTION	THIS FUNDING IS FOR SIDEWALK CONSTRUCTION.
Department of Public Works	PRIVATE WAYS CONSTRUCTION	THIS FUNDING IS FOR PRIVATE WAYS CONSTRUCTION.
Department of Public Works	PUBLIC RESIDENTIAL STREETS	THIS FUNDING IS FOR PUBLIC RESIDENTIAL STREETS.
Police Department	50 EAST STREET	THIS PROJECT IS WILL ALLOW THE SPD TO OCCUPY AND UTILIZED THE SPACE KNOW AS 50 EAST STREET, THAT IS CURRENTLY BE VACATED BY THE ARMY RESERVE.
DCAC	GREENLEAF ROAD RECONSTRUCTION FOREST PARK	GREENLEAF ROAD WILL BE FULLY RECONSTRUCTED DUE TO SEVERE EROSION THAT HAS DESTROYED MUCH OF THE CURRENT ROADWAY. THIS PROJECT'S SCOPE INCLUDES NARROWING THE ROAD TO ONLY ALLOW MAINTENANCE AND EMERGENCY VEHICLE ACCESS, INSTALLING EROSION CONTROL AND DRAINAGE.



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Department of Public Works	PROJECT	Description
Park Department	VAN HORN PARK LOWER DAM	THIS PROJECT WILL CORRECT THE DEFICIENCIES OF VAN HORN DAM, WHICH CONSIST OF VEGETATION REMOVAL, GRUBBING OF DAM, FILL AND REGRADE DAM SURVACES, REPAIR LOW LEVEL OUTLET FROM UPPER POND, REPLACE CONCRETE CHANNEL, REPLACE CHAIN LINK FENCING, AND REMOVE DEBRIS.
Schools	SCHOOL TECHNOLOGY	THIS PROJECT INCLUDES VARIOUS TECHNOLOGY UPGRADES INCLUDING TEACHER LAPTOPS, DESKTOP COMPUTERS, STUDENT RESPONSE SYSTEM CLICKERS, BLADE SERVERS WITH VM WARE, AND SERVER 2008 UPGRADE.
DCAC	POLICE STATION ELECTRICAL UPGRADES PHASE III	THIS PROJECT REPLACES EXISTING GENERATOR WITH A LARGER LOAD CAPACITY GENERATOR. INSTALLS DISTRIBUTION PANELS THROUGHOUT THE POLICE STATION. CORRECTS CURRENT CODE ISSUES.
Facilities Management	PROPERTY CONDITION ASSESSMENT - SCHOOLS	THIS PROJECT IS FOR PROPERTY CONDITION ASSESSMENTS PREPARED WITH A FOCUS ON BOTH THE IMMEDIATE AND LONG TERM NEEDS OF A PROPERTY, INCLUDING ESTIMATED COSTS FOR REPAIR, REPLACEMENT OR SIGNIFICANT RENOVATIONS.
DCAC	REPAIRS TO LEADED WINDOWS IN CITY HALL	THIS PROJECT WOULD REPAIR THE DECORATIVE LEADED GLASS WINDOWS LOCATED IN THE MAIN STAIRCASE IN CITY HALL. THESE WINDOWS ARE CURRENTLY INOPERABLE AND IN NEED OF RESTORATION.
Facilities Management	SCHOOLS - OIL TANK REMOVAL	THESE FUNDS ARE FOR OIL TANK REMOVAL FOR DIFFERENT SCHOOLS INCLUDING BALLIET, BEAL, BOWLES, BRIGHTWOOD, BROOKINGS, BRUNTON, COMMERCE HS, DEBERRY, DORMAN, DRYDEN, DUGGAN.
Department of Public Works	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	THIS PROJECT INCLUDES INSPECTION, MAINTENANCE AND REPAIRS TO CITY OWNED BRIDGES.
Office of Planning and Economic Development	COURT SQUARE REDEVELOPMENT	THE COURT SQUARE REDEVELOPMENT PROJECT ENCOMPASSES THE REDEVELOPMENT OF 13-31 ELM STREET AND 3-7 ELM STREET. THESE PROPERTIES ARE AT THE CORE OF DOWNTOWN ON COURT SQUARE PARK, JUST ACROSS FROM THE MUNICIPAL GROUP AND OLD FIRST CHURCH.
DCAC	RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	THIS PROJECT WOULD ENTAIL REMOVING THE SCONCES FROM THE CAMPANILE AND CITY HALL, RESTORING THEM AND PLACING A PATINA ON THE METAL. THE LIGHTING SYSTEM IN THE SCONCES WOULD BE REPLACED AND REWIRED TO IMPROVE EFFICIENCY.
DCAC	REMOVE STAINING ON MUNICIPAL COMPLEX	THIS PROJECT WOULD RESULT IN THE REMOVAL OF ANY STAINING ON THE MUNICIPAL COMPLEX BUILDINGS DUE TO OXIDIZATION CAUSED BY THE WALL SCONCES. THE LIMESTONE FACADE IS BADLY DAMAGED FROM THIS STAINING.
Facilities Management	SPRINGFIELD MUNICIPAL GROUP - CITY HALL	THIS PROJECT INCLUDES WORK ON CITY HALL. A SEPERATE ENTRY HAS BEEN DONE FOR SYMPHONY HALL.
DCAC	DESIGN FOR RESTORATION OF CITY HALL WINDOWS	THIS PROJECT'S SCOPE WOULD ADDRESS THE CURRENT PAINT FAILURE ON THE SASHES AND FRAMES OF THE WINDOWS OF CITY HALL. AN ARCHITECT WOULD PRODUCE A SET OF CONSTRUCTION DOCUMENTS THAT WOULD ALLOW FOR A CONTRACTOR TO RESTORE THE WINDOWS.
Department of Public Works	REPLACEMENT EQUIPMENT - VARIOUS DEPARTMENTS	THIS PROJECT REPLACEMES VEHICLES FOR VARIOUS CITY DEPARTMENTS. THIS CITY IS ALSO CONSIDERING A SEPARATE VEHICLE FUND TO ADDRESS VEHICLE REPLACEMENT NEEDS.
City Clerk's Office	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS	THIS PROJECT INCREASES THE CITY CLERK'S VAULT STORGAE CAPACITY AND REDUCE THE STORAGE FOOTPRINT FOR BIRTH, MARRIAGES, DEATHS AND OTHER RECORDS REQUIRED TO BE KEPT AS ORIGINALS BY CITY CLERK'S OFFICE.



Department of Public Works	PROJECT	Description
Facilities Management	ESCO PHASE 2	THIS IS PART 2 OF THE THREE PHASE ESCO PROJECT. THE THIRD PHASE WILL IS ALSO PROJECTED TO COST AN ADDITIONAL 15 MILLION.
DCAC	AQUATIC GARDENS AND FERN GROVE RESTORATION	THIS PROJECT RESTORES AQUATIC GARDEN AND FERN GROVE, FOREST PARK, INCLUDING NEW POND EDGING TO STABILIZE BANKS, INSTALLATION OF NEW PICNIC TABLES, PEDESTRIAN BENCHES, TRASH RECEPTACLES AND LANDSCAPING.
DCAC	PECOUSIC BROOK RESTORATION	THIS PROJECT COMPLETES BANK STABILIZATION OF PECOUSIC BROOK, FOREST PARK. THIS AREA OF THE PARK IS IN SORE NEED OF IMPROVEMENT, AS THE BANKS OF THE BROOK ARE BADLY DETERIORATING THEREBY CAUSING SERIOUS SAFETY SITUATIONS FOR PARK PATRONS.
Police Department	911 CENTER UPGRADE	THIS PROJECT IS WILL UPGRADE THE CITY'S 911 CENTER.
Facilities Management	NEW SENIOR CENTER	THIS FUNDING IS FOR THE DESIGN PHASE OF THE NEW SENIOR CENTER IN BLUNT PARK. THE BUILDING WILL HAVE THE CAPACITY FOR AND NOT LIMITED TO THE FOLLOWING PROGRAMS; SERVE DAILY MEAL PROGRAM, EXERCISE PROGRAMS, COMPUTER, CRAFT/WOODWORKING/CERAMICS, MUSIC, CULINARY, CONFERENCE/WELLNESS ROOM.
Information Technology	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	THIS PROJECT TO PROVIDE FOR SCANNING OF PAPER RECORDS IN DEPARTMENTS ACROSS THE CITY (CLERKS, ASSESSORS, AUDITORS, LAW ETC).
Police Department	RADIO UPGRADES	THIS PROJECT IS A RADIO UPGRADE AND UPDATE OF THE CURRENT CH1 AND CH2 "VOTING SYSTEM. THE PRESENT SYSTEM IS 22 YEARS OLD AND IS BREAKING DOWN WITH MORE FREQUENCY, IT IS ALSO BECOMING HARDER TO GET REPLACEMENT PARTS.
Department of Public Works	VEHICLE AND EQUIPMENT STORAGE	THIS PROJECT IS FOR INSIDE STORAGE OF DPW EQUIPMENT/VEHICLES AND VARIOUS CITY DEPARTMENT VEHICLES.
Information Technology	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	THIS PROJECT IS AN EFFORT TO REDUCE THE CIYT'S MONTHLY TELECOMMUNICATIONS COSTS.
Fire Department	ROOF, WINDOWS AND DOORS (IO, MASON SQUARE, HQ BLD)	THIS PROJECT FOR FIRE STATIONS REPLACES WINDOWS AND DOORS- INDIAN ORCHARD (ODESSA STATION), WINDOWS- MASON SQUARE FIRE STATION AND HQ-WINDOWS, DOORS.
Department of Public Works	DICKINSON / TIFFANY STREETS WASH OUT	THIS PROJECT ADDRESSES AN EMERGENCY REPAIR NEED ON DICKINSON STREET RELATED TO A WASH OUT THAT OCCURREDEARLIER THIS YEAR.
Park Department	PORTER LAKE SKATE HOUSE	THIS PROJECT UPDATES THE ENTIRE BUILDING TO COMPLY WITH HANDICAP ACCESSIBILITY REQUIREMENTS; ENLARGE RESTROOMS; INSTALL GRINDER PUMP, IMPROVE PEDESTRIAN WALKWAYS, SITTING AREAS, LANDSCAPING, LIGHTING, AND PERFORM BANK STABILIZATION.

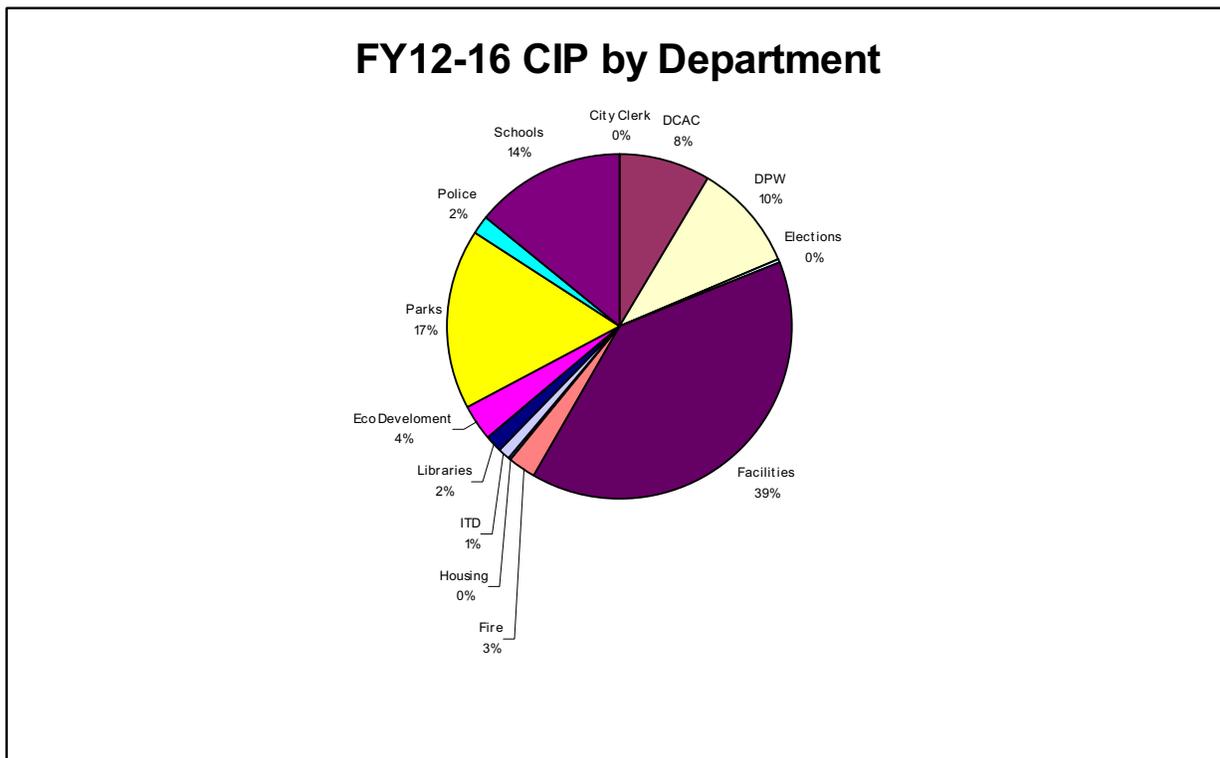
Based on the funds available through a future decision to bond, issue BANs or utilize Pay-Go Capital funds or grants, projects will be selected from this list to complete.



FY12 THROUGH FY16 CAPITAL IMPROVEMENT PLAN

The City currently has a \$351.7 million capital liability from FY12 through FY16. This can be seen as a direct result of years of deferred maintenance to facilities, infrastructure, and equipment.

CIP Requests by Department – The following chart illustrates the CIP requests by the requesting Department. Also included below is a brief description of the major departmental needs and a chart including the dollar total of the requests.



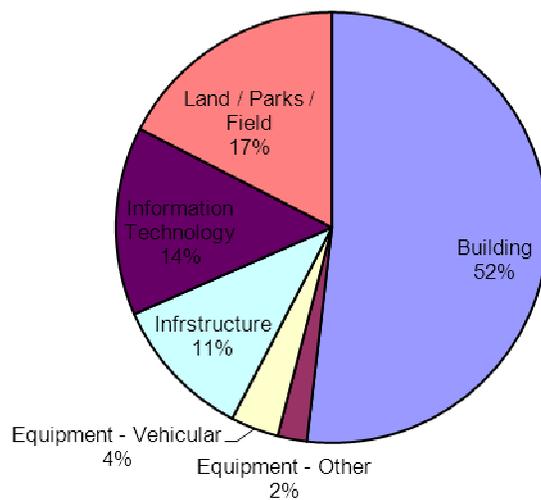
The Facilities Department represents 38.6% of the total projects consisting mainly of School Statement of Interest projects. Because of this, the property condition assessments being competed this fiscal year will aid in prioritizing the needs of school projects. The Parks Department represents 17% of the submitted projects which includes the rehabilitation of parks, golf courses, dams and other quality of life needs. The School Department represents 14.4% of the submitted needs mainly related to technology including cameras and other IT equipment. DPW represents 10.4% of the need in the areas of solid waste needs, vehicle storage and road resurfacing and side walk repair. These 4 departments represent 80% of the City's total capital need.



Department	% of Total	Total - FY12-FY16
City Clerk	0.0%	65,275
DCAC	8.6%	30,187,000
DPW	10.5%	36,956,000
Elections	0.1%	384,000
Facilities	38.6%	135,601,313
Fire	2.5%	8,952,000
Housing	0.4%	1,500,000
ITD	1.1%	3,814,600
Libraries	1.6%	5,513,000
Eco Develoment	3.6%	12,689,000
Parks	17.0%	59,680,000
Police	1.7%	5,900,000
Schools	14.4%	50,497,004
TOTAL	100.0%	351,739,192

CIP Requests by Category – The following chart illustrates the CIP requests by category. The categories used to distinguish projects include Building, Infrastructure, Equipment, Land, and Technology and are defined in the “Capital Improvement Process” section of this document.

FY12 - FY16 CIP by Category

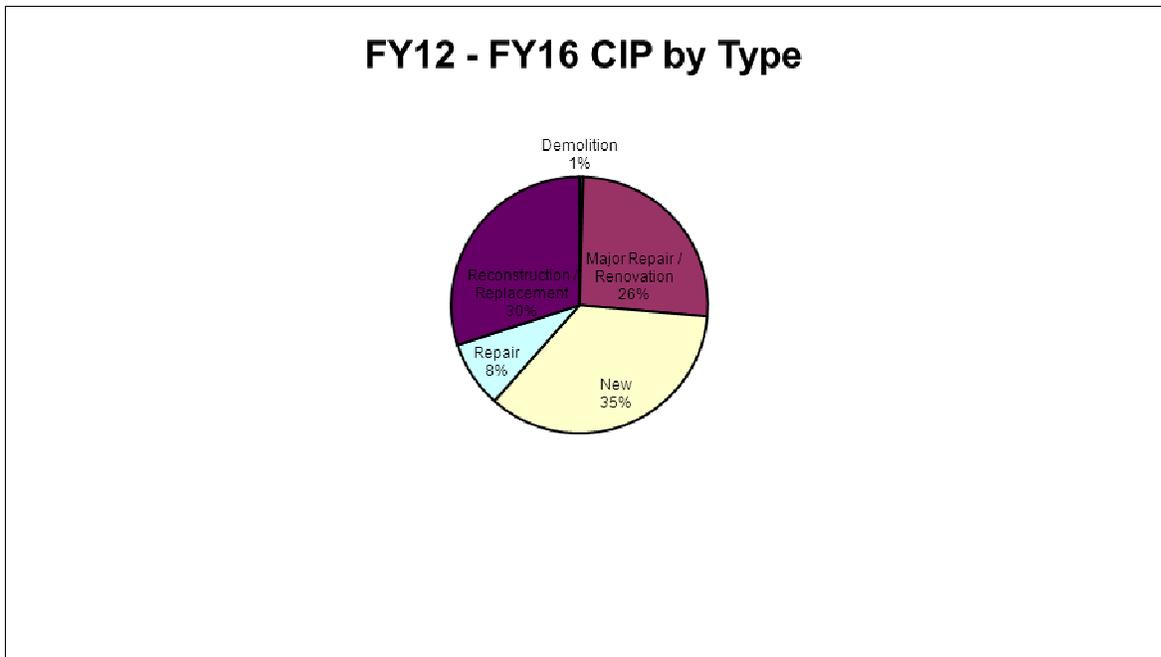




The requests submitted for this planning period are related 51.9% to building needs. The majority are specific school related projects that will be further qualified through the property condition assessments being conducted during this fiscal year. Land projects including redevelopment of the Riverfront and upgrades to the City’s golf courses, athletic fields and parks represent 18% of the requested need. Categorizing such projects will help us to search for alternative funding sources such as grants from the State and Federal governments.

Category	% of Total	Total - FY12-FY16
Building	51.8%	182,175,313
Equipment - Other	2.2%	7,663,275
Equipment - Vehicular	3.6%	12,638,000
Infrastructure	10.9%	38,292,000
Information Technology	14.1%	49,740,604
Land / Parks / Field	17.4%	61,230,000
TOTAL	100.0%	351,739,192

CIP Requests by Type – The following chart illustrates the CIP requests by type. The types are new, reconstruction / replacement, major repair / renovation and repair and are defined in the “Capital Improvement Process” section of this document.



Many of the New projects representing 35.1% consists of purchasing new equipment, vehicles and land as well as building new facilities. The Major Repair / Renovation type representing 26% contains many park and City building renovation projects.



City of Springfield
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Category	% of Total	Total - FY12-FY16
Demolition	0.4%	1,500,000
Major Repair / Renovation	26.0%	91,282,000
New	35.1%	123,416,279
Repair	8.5%	30,003,144
Reconstruction / Replacement	30.0%	105,537,769
TOTAL	100.0%	351,739,192



DEBT AFFORDABILITY ANALYSIS

The City published a Debt Affordability Analysis in October of 2010 to illustrate the factors used to evaluate our ability to afford new debt. In recent years, the City has made a concerted effort to restructure its debt for the purposes of increasing the capacity for future debt issuances and preventing dramatic increases in future debt payments. This has also helped reduce the risk of back-loading future debt and to reduce the total cost of interest payments.

Currently, the City has a gross debt liability of \$416.7 million including principal and interest. This does not include, however, the City's reimbursement from the Massachusetts School Building Authority and rebates from the water and sewer bond issuances. When these funds are added to the total debt liability, the net debt equals \$288.3 million. Net debt is the City's true debt liability after reimbursements and rebates from debt issuances.

Based on the analysis included in the Debt Affordability report (full report in Appendix D), the City should concentrate on lowering the debt capacity before issuing more debt. By doing this, the City can lower the debt per capita as well as increase the amount of debt that is amortized in ten years. These metrics are important when comparing Springfield's debt to other municipalities. The City should also look to strategically use pay as you go capital, capital reserve fund, and the stabilization reserve fund in order to address some of the City's infrastructure, building, and vehicle needs without adding debt and the associated debt service payments.

Since the completion of this analysis, staff continues to examine the feasibility of selling Bond Anticipation Notes (BANs) or internally financing critical projects for the next year or two until the City is in a better position to sell bonds.



APPENDIX A: PROPOSED FY12 CAPITAL BUDGET PROJECTS

Once this City completes its review of the operating budget, it will determine what next steps should be taken to address the capital needs discussed in this report. Consideration of new bonds, Bond Anticipation Notes, Grants and Pay-Go capital funds will all be reviewed.



APPENDIX B: RATING CRITERIA

**CITY OF SPRINGFIELD
PROJECT REQUEST RATING SHEET
DESCRIPTION OF RATING CRITERIA AND SCALES**

CRITERIA A- OVERALL FISCAL IMPACT

Weight: 4

Rationale: Limited resources exist for competing projects. This requires that each project’s full impact on the City’s budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.

Considerations: Ratings for this factor will consider these major points:

- A. Capital cost of the project relative to all other project requests.
- B. Impact of the project on City operating costs and personnel levels.
- C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- D. Impact on the City’s tax revenue or fee revenue.
- E. Will external funding be lost should the project be delayed?

Illustrative Ratings:

- 5- Project requires less than 10% City funding.
- 4- Project requires less than 50% City funding.
- 3- Project requires more than 50% City funding, decreases operating costs and increases City revenues.
- 2- Project requires more than 50% City funding, increases operating costs and increases City revenues.
- 1- Project requires more than 50% City funding, decreases operating costs and decreases City revenues.
- 0- Project requires more than 50% City funding, increases operating costs and decreases City revenues.

Note: Projects which do not impact either revenues or operating costs will receive the score of a project that is more favorable in the category (for revenue, the score will be the “increasing revenue” score and for costs, the “decreasing costs” score). This score will then be reduced by 0.5 to reflect the lack of actual increase in revenue or decrease in costs.



CRITERIA B- LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 4

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the City is under direct court order to complete this project.
- B. Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

- 5- City or Department is currently under court order to take action.
- 4- Project is necessary to meet existing state and federal requirements.
- 3- Legislation is under discussion that would require the project in future.
- 2- There is no legal or court order or other requirement to conduct the project.
- 1- Project requires change in state or law to proceed.
- 0- Project requires change in federal or law to proceed.

CRITERIA C-IMPACT ON SERVICE TO THE PUBLIC

Weight: 3

Rationale: Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues as well as those that improve the services provided by a department. Service is broadly defined, as are the City's objectives in meeting the health, safety or accreditation needs of our residents and/or improved operations of an existing department.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the service is already being provided by existing agencies.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. Whether the project focuses on a service that is currently a "high priority" public need.

Illustrative Ratings:

- 5- The service itself addresses an immediate public health, safety, accreditation, or maintenance need.
- 4- Service is improved and addresses a public health, safety, accreditation, or maintenance need.
- 3- Service is greatly improved.
- 2- Service is improved.
- 1- Service is minimally improved and addresses a public health, safety, accreditation, or maintenance need.



0- Service is minimally improved.

CRITERIA D- URGENCY OF MAINTENANCE NEEDS

Weight: 3

Rationale: The City’s most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.
- C. Whether the project is the most cost-effective method of providing or maintaining a service.
- D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
- F. Whether the agency has prepared a comprehensive maintenance/rehabilitation/ replacement schedule and the project is due under that schedule.

Illustrative Ratings:

- 5- Service is currently interrupted and the project will restore service in the most cost-effective manner possible.
- 4- Service is likely to be disrupted in a five-year horizon if the project is not funded.
- 3- The project is necessary to maintain an orderly schedule for maintenance and replacement.
- 2- The cost of the project will increase in future (beyond inflation) if it is delayed at this time.
- 1- There is a minor risk that costs will rise or service will be interrupted if the project is not funded.
- 0- There is no financial or service risk in delaying or not funding the project (e.g., the project is new and has no impact on current service).

CRITERIA E - PRIOR PHASES

Weight: 2

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has received prior funds.



B. Whether the project requires additional funding to be operational.

Illustrative Ratings:

- 5- All but the final phase has been fully funded.
- 4- Multiple phases have been fully funded.
- 3- Multiple phases have been partially funded.
- 2- The first phase has been fully funded.
- 1- The first phase has been partially funded.
- 0- No prior phases have been funded or partially funded.

CRITERIA F – DEPARTMENTAL PRIORITY

Weight: 2

Rationale: Departments are expected to provide an indication of which projects are most important to their mission.

Considerations: Ratings for this factor will consider these major points:

- A. Departmental ranking of each individual project.
- B. The total number of project requests that are submitted by a department.

Illustrative Ratings:

- 5- The project is within the top 20% of departmentally ranked project requests (81% to 100%).
- 4- The project is within the next 20% of projects (61% to 80%).
- 3- The project is within the next 20% of projects (41% to 60%).
- 2- The project is within the next 20% of projects (21% to 40%).
- 1- The project is within the bottom 20% of ranked projects (0% to 20%).



APPENDIX C: FY12 THROUGH FY16 CAPITAL IMPROVEMENT PLAN



APPENDIX D: DEBT AFFORDABILITY ANALYSIS

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
VEHICLE AND EQUIPMENT STORAGE	2,500,000	-	-	-	-	2,500,000
REPLACEMENT EQUIPMENT - VARIOUS DEPARTMENTS	1,003,000	990,000	555,000	1,065,000	998,000	4,611,000
FLOOD CONTROL SYSTEM - ANNUAL INSPECTIONS	130,000	160,000	170,000	180,000	190,000	830,000
TAIL GATE EXTENDER FOR RECYCLING TRUCK	-	-	-	-	-	-
PURCHASE OF RECYCLING TRUCK	-	-	-	-	-	-
BOSTON ROAD CORRIDOR	-	-	-	-	-	-
FLOOD CONTROL PLAN	-	-	-	-	-	-
PURCHASE OF RECYCLING BARRELS	-	-	-	-	-	-
PURCHASE OF VEHICLES	-	-	-	-	-	-
STORMWATER IMPROVEMENTS	50,000	50,000	50,000	50,000	50,000	250,000
BOSTON ROAD CORRIDOR PHASE 2	-	400,000	-	-	-	400,000
SOLID WASTE - REPLACEMENT EQUIPMENT	900,000	350,000	900,000	700,000	470,000	3,320,000
SOLID WASTE - REPLACEMENT EQUIPMENT	255,000	-	-	1,500,000	-	1,755,000
VEHICLE AND EQUIPMENT STORAGE	2,500,000	-	-	-	-	2,500,000
ROAD RESURFACING AND SIDEWALK CONSTRUCTION	7,000,000	3,000,000	3,000,000	3,000,000	3,000,000	19,000,000
MEMORIAL INDUSTRIAL PARK II ROADWAY EXTENSION	260,000	-	-	-	-	260,000
REPLACEMENT EQUIPMENT - PUBLIC WORKS	-	80,000	-	-	-	80,000
Total: DPW	15,248,000	5,230,000	4,875,000	6,695,000	4,908,000	36,956,000

Elections

NEW VOTING MACHINES	384,000	-	-	-	-	384,000
Total: Elections	384,000	-	-	-	-	384,000

Facilities Management

EXPANSION AND RENOVATION OF STEM SCHOOL	-	-	-	-	-	-
BALLIET - RENOVATION FOR PROGRAMMING SPACE	-	-	-	-	-	-
NEW SENIOR CENTER	10,500,000	-	-	-	-	10,500,000
OIL TANK REMOVAL	150,000	100,000	100,000	100,000	-	450,000
GERENA - GYM FLOOR	-	-	-	-	-	-
WALSH - ELECTRICAL FPE PANEL REPLACEMENT	-	-	100,000	-	-	100,000
GERENA - PUMP HOUSE/FLOOD	-	-	-	-	-	-
FREEDMAN - FLOOR TILE REPLACEMENT	-	125,000	-	-	-	125,000
FOREST PARK - NEW SCHOOL	-	-	-	-	-	-
ELLS - REPLACE TILE	40,000	-	-	-	-	40,000
WHITE - SPRINKLER (CODE)	25,000	-	-	-	-	25,000
WHITE - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
ZANETTI - SPRINKLER (CODE)	30,000	-	-	-	-	30,000
GLENWOOD - CLASSROOM EXPANSION/BASEMENT	-	250,000	-	-	-	250,000
DUGGAN - EMERGENCY LIGHTING	-	30,000	-	-	-	30,000
GLICKMAN - ROOF	-	500,000	-	-	-	500,000
ESCO PHASE 3	-	15,000,000	-	-	-	15,000,000
DUGGAN - INTERIOR RENOVATION	-	3,000,000	3,000,000	-	-	6,000,000
DUGGAN - UNIVENT REPAIRS	-	100,000	-	-	-	100,000
DUGGAN - REPAIR EXTERIOR STAIRCASE (SAFETY)	-	-	30,000	-	-	30,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
WASHINGTON - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
PUTNAM - EMERGENCY LIGHTING	25,000	-	-	-	-	25,000
LIBERTY - REDESIGN ADA ENTRANCES	25,000	-	-	-	-	25,000
LINCOLN - SPRINKLER (CODE)	30,000	-	-	-	-	30,000
LYNCH - REPLACE PORTABLE CLASS ROOMS	250,000	-	-	-	-	250,000
KILEY - ELECTRICAL FPE PANEL REPLACEMENT	-	200,000	-	-	-	200,000
KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	30,000	-	-	-	-	30,000
KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	-	120,000	-	-	-	120,000
KENSINGTON - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
GLICKMAN - FLOOR TILE REPLACEMENT	25,000	-	-	-	-	25,000
POTTENGER - BASEMENT VENTILATION	35,000	-	-	-	-	35,000
GLENWOOD - ELECTRICAL FPE PANEL REPLACEMENT	-	250,000	-	-	-	250,000
KENNEDY - REPLACE GYM FLOOR	-	90,000	-	-	-	90,000
TALMADGE - REPLACE EXTERIOR DOORS	-	40,000	-	-	-	40,000
HOMER - SPRINKLER (CODE)	25,000	-	-	-	-	25,000
BEAL - ROOF REPLACEMENT	-	-	-	-	-	-
HOMER - BASEMENT VENTILATION	35,000	-	-	-	-	35,000
DRYDEN - BASEMENT VENTILATION	-	35,000	-	-	-	35,000
GLICKMAN - WINDOWS DESIGN AND REPLACEMENT	808,750	-	-	-	-	808,750
LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	650,000	-	-	-	-	650,000
KENNEDY - SPRINKLER (CODE)	-	30,000	-	-	-	30,000
WALSH - ROOF REPLACEMENT	518,018	-	-	-	-	518,018
CITYWIDE - FIRE ALARM SYSTEMS	-	-	-	-	-	-
WASHINGTON - BATHROOM REPLACEMENT	250,000	-	-	-	-	250,000
ZANETTI - BATHROOM REPLACEMENT	450,000	-	-	-	-	450,000
KENNEDY - POOL REPLACEMENT	2,500,000	-	-	-	-	2,500,000
HOMER - BATHROOM REPLACEMENT	240,000	-	-	-	-	240,000
BRIGHTWOOD - RESTROOM REPLACEMENT	350,000	-	-	-	-	350,000
ZANETTI - DOOR REPLACEMENT PROJECT	-	-	200,000	-	-	200,000
LIBERTY - BATHROOM REPLACEMENT	240,000	-	-	-	-	240,000
BALLIET - WINDOW REPLACEMENT	300,000	-	-	-	-	300,000
WHITE - BATHROOM REPLACEMENT	600,000	-	-	-	-	600,000
FREEDMAN - ROOF REPLACEMENT	518,018	-	-	-	-	518,018
LIBERTY - ROOF REPLACEMENT	-	-	-	-	-	-
KILEY - ROOF REPLACEMENT	-	-	-	-	-	-
POTTENGER - ROOF REPLACEMENT	-	-	-	-	-	-
CENTRAL- ROOF REPLACEMENT	-	-	-	-	-	-
DUGGAN - ROOF REPLACEMENT	-	-	-	-	-	-
DRYDEN - ROOF REPLACEMENT	-	-	-	-	-	-
WARNER - WINDOW AND DOOR REPLACEMENT	-	-	-	-	-	-
SCHOOLS - FLOOR REPLACEMENT	250,000	250,000	250,000	250,000	-	1,000,000
DORMAN - BASEMENT VENTILATION	35,000	-	-	-	-	35,000
DEBERRY - REBUILDING FLOOR	1,200,000	-	-	-	-	1,200,000
DEBERRY - OUTDOOR CLASSROOM	-	-	-	-	-	-

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
BRUNTON - REPLACE PORTABLE CR'S	250,000	-	-	-	-	250,000
BROOKINGS - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
BRIGHTWOOD - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
BRIDGE - INTERIOR RENOVATIONS	-	-	-	700,000	-	700,000
BRIDGE - ADA REQUIREMENTS	-	-	80,000	-	-	80,000
KENSINGTON - BATHROOM REPLACEMENT	145,000	-	-	-	-	145,000
BEAL - REPLACE PORTABLE CR'S	250,000	-	-	-	-	250,000
DRYDEN - FLOOR TILE REPLACEMENT PROGRAM	-	-	-	60,000	-	60,000
SCHOOLS - INTERCOM	-	-	-	-	-	-
SCHOOLS - OIL TANK REMOVAL	6,845,522	8,020,022	-	-	-	14,865,544
SCHOOLS - E-RATE	1,375,000	1,375,000	-	-	-	2,750,000
CITY HALL - BOILER PLANT	750,000	625,000	625,000	-	-	2,000,000
SCHOOLS - SAFETYCAMERAS	3,925,000	-	-	-	-	3,925,000
HOMER - ELECTRICAL PANEL	100,000	-	-	-	-	100,000
SCHOOLS - MS ARCHITECT/ENGINEERING STUDIES	1,200,000	-	-	-	-	1,200,000
ESCO PHASE 2	15,000,000	-	-	-	-	15,000,000
BRIDGE - WINDOWS AND DOORS REPLACEMENT	650,000	-	-	-	-	650,000
RELOCATION OF NEW LEADERSHIP CHARTER SCHOOL	-	-	-	-	-	-
HOMER - SCHOOL ROOF	518,018	-	-	-	-	518,018
STATEMENT OF INTEREST DESIGNS	800,000	950,000	-	-	-	1,750,000
PROPERTY CONDITION ASSESSMENT - SCHOOLS	1,250,000	-	-	-	-	1,250,000
RELOCATION OF THE SCHOOL DEPARTMENT OFFICES	-	-	-	-	-	-
WARNER - ROOF REPLACEMENT	518,018	-	-	-	-	518,018
TALMADGE - NORTH WALL	-	-	-	-	-	-
SPRINGFIELD MUNICIPAL GROUP - CITY HALL	-	2,594,000	-	-	-	2,594,000
PUTNAM - NEW SCHOOL	-	-	-	-	-	-
KENNEDY - SCHOOL ROOF	-	-	-	-	-	-
FUEL PUMPS AT TAPLEY ST.	-	-	-	-	-	-
JOHNSON - SCHOOL ROOF	-	-	-	-	-	-
RENOVATION OF PAROCHIAL SCHOOLS	-	-	-	-	-	-
PURCHASE OF OUR LADY OF HOPE	-	-	-	-	-	-
PURCHASE OF OUR LADY OF SACRED HEART	-	-	-	-	-	-
ECOS STUDY	-	-	-	-	-	-
SENIOR CENTER STUDY	-	-	-	-	-	-
SYMPHONY HALL - LIGHTING AND WINDOWS	-	-	-	-	-	-
LIBERTY - FLOOR TILE REPLACEMENT PROGRAM	-	45,000	-	-	-	45,000
KENNEDY - FLOOR TILE REPLACEMENT	-	-	100,000	-	-	100,000
BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	-	-	70,000	-	-	70,000
KENSINGTON - FLOOR TILE REPLACEMENT PROGRAM	-	-	30,000	-	-	30,000
BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	-	70,000	-	-	-	70,000
SCHOOLS - CLOCKS	120,000	-	-	-	-	120,000
INDIAN ORCHARD - BATHROOM TILE	15,000	-	-	-	-	15,000
BEAL - ELECTRICAL PANELS	-	200,000	-	-	-	200,000
GLICKMAN - BATHROOM PARTITIONS	25,000	-	-	-	-	25,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
GLENWOOD - BATHROOM RENOVATIONS	-	300,000	300,000	-	-	600,000
BRIGHTWOOD - DROP CEILING INSTALLATION PROGRAM	-	30,000	-	-	-	30,000
BRIGHTWOOD - DRYWELL/ROOF DRAINS	86,000	-	-	-	-	86,000
BROOKINGS - ELECTRICAL FPE PANEL REPLACEMENT	-	-	100,000	-	-	100,000
BROOKINGS - RENOVATE 3 BATHROOMS	450,000	-	-	-	-	450,000
BROOKINGS - WINDOWS AND DOORS REPLACEMENT	-	650,000	-	-	-	650,000
BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	-	30,000	-	-	-	30,000
DORMAN - FLOOR TILE REPLACEMENT	30,000	-	-	-	-	30,000
DEBERRY - DROP CEILING INSTALLATION PROGRAM	-	-	-	60,000	-	60,000
COMMERCE - BATHROOM/WATER-FOUNTAINS	-	150,000	150,000	-	-	300,000
HARRIS - BATHROOM PARTITIONS	20,000	-	-	-	-	20,000
SPS BERKSHIRE - BATHROOM PARTITION	90,000	-	-	-	-	90,000
WARNER - REPLACE BATHROOM PARTITIONS	-	35,000	-	-	-	35,000
BALLIET - CAFETERIA IMPROVEMENT/DESIGN STUDY	-	900,000	3,000,000	3,000,000	-	6,900,000
PROPERTY CONDITION ASSESSMENT - MUNICIPAL	60,000	-	-	-	-	60,000
WASHINGTON - FLOOR TILE REPLACEMENT	-	60,000	-	-	-	60,000
VAN SICKLE - REPLACE CERAMIC TILES IN BATHROOM	145,000	-	-	-	-	145,000
DUGGAN - WINDOW AND DOOR REPLACEMENT	-	-	2,500,000	-	-	2,500,000
BRUNTON - WINDOW AND DOOR REPLACEMENT	-	-	1,000,000	-	-	1,000,000
VAN SICKLE - REPLACE BATHROOM PARTITIONS	35,000	-	-	-	-	35,000
BALLIET - BATHROOM AND PARTITION REPLACEMENT	600,000	-	-	-	-	600,000
LYNCH - WINDOW AND DOOR REPLACEMENT	-	-	900,000	-	-	900,000
SUMNER - BATHROOM PARTITIONS	-	15,000	-	-	-	15,000
KENNEDY - BATHROOM REPLACEMENT	30,000	-	-	-	-	30,000
POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	-	32,000	-	-	-	32,000
SPS BERKSHIRE - REPLACE EXTERIOR DOORS	-	-	40,000	-	-	40,000
SCI-TECH - BATHROOM PARTITIONS	25,000	-	-	-	-	25,000
SCI-TECH - ROOF REPLACEMENT AND HEATING PLANT	108,250	-	-	-	-	108,250
SCHOOLS - EXTERIOR STORAGE BUILDING (CODE)	288,000	-	-	-	-	288,000
KENNEDY - WINDOW AND DOOR REPLACEMENT	-	2,500,000	-	-	-	2,500,000
SPS BERKSHIRE - WINDOWS AND DOORS REPLACEMENT	650,000	-	-	-	-	650,000
DRYDEN - CLASSROOM EXPANSION (BASEMENT CLASSROOM)	150,000	-	-	-	-	150,000
BRIDGE - FLOOR TILE REPLACEMENT	-	50,000	-	-	-	50,000
FREEDMAN - BATHROOM RENOVATION	20,000	-	-	-	-	20,000
FREEDMAN - GROUNDS CAPITAL IMPROVEMENT	-	500,000	-	-	-	500,000
CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	-	75,000	-	-	-	75,000
ELLS - WINDOW AND DOOR REPLACEMENT	850,000	-	-	-	-	850,000
BRUNTON - DROP CEILING INSTALLATION PROGRAM	-	-	65,000	-	-	65,000
CENTRAL HIGH - FIELD HOUSE ROOF	42,500	-	-	-	-	42,500
WHITE - INSTALL DROP CEILING	-	60,000	-	-	-	60,000
KILEY - WINDOW AND DOOR REPLACEMENT	-	2,500,000	-	-	-	2,500,000
BRUNTON - LIBRARY HEATING SYSTEM UPGRADE	35,000	-	-	-	-	35,000
ZANETTI - INSTALL DROP CEILING	-	-	45,000	-	-	45,000
BRUNTON - FLOOR TILE REPLACEMENT PROGRAM	-	80,000	-	-	-	80,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
ELLS - BATHROOM UPGRADE	30,000	-	-	-	-	30,000
VAN SICKLE - REPLACE FLOOR AND CARPET	-	-	90,000	-	-	90,000
GLENWOOD - FLOOR TILE REPLACEMENT	-	-	30,000	-	-	30,000
SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	25,000	-	-	-	-	25,000
KENSINGTON - WINDOWS AND DOORS REPLACEMENT	350,000	-	-	-	-	350,000
JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	-	300,000	-	-	-	300,000
CHESTNUT - SEAL BRICK TOWERS	35,000	-	-	-	-	35,000
KILEY - FLOOR TILE REPLACEMENT	-	200,000	-	-	-	200,000
TAPLEY RENOVATION (2ND FLOOR)	-	8,000,000	-	-	-	8,000,000
BEAL - BATHROOM RENOVATION	120,000	-	-	-	-	120,000
SCHOOLS - PAINTING PROJECTS	462,000	462,000	462,000	462,000	-	1,848,000
INDIAN ORCHARD - PARAPET REPAIR	-	60,000	-	-	-	60,000
WALSH - TRAFFIC ROUTE REPAV BUS DROPOFF	150,000	-	-	-	-	150,000
BEAL - CLASSROOM CABINETS	-	25,000	-	-	-	25,000
CHESTNUT - INTERIOR COUNTRYARD REPAIRS	45,000	-	-	-	-	45,000
RENOVATION OF MULBERRY BUILDING	-	-	-	-	-	-
CENTRAL HIGH - INTERIOR CLASSROOM DOORS	66,000	-	-	-	-	66,000
BALLIET - ROOF REPLACEMENT	300,000	-	-	-	-	300,000
BOWLES - FLOOR TILE REPLACEMENT	-	-	-	60,000	-	60,000
BRUNTON - CARPET	-	40,197	-	-	-	40,197
BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	-	100,000	-	-	-	100,000
BROOKINGS - SIDEWALK REPAIRS	30,000	-	-	-	-	30,000
BEAL - PLAYGROUND REPLACEMENT	60,000	-	-	-	-	60,000
BEAL - REPAVE PARKING LOT	-	100,000	-	-	-	100,000
BOLAND - HVAC SYSTEM	-	-	60,000	-	-	60,000
BRIDGE - REPAVE PARKING LOT	180,000	-	-	-	-	180,000
BALLIET - PLAYGROUND REPLACEMENT	-	-	60,000	-	-	60,000
TALMADGE - REPAVE PARKING LOT	-	80,000	-	-	-	80,000
CITY HALL, SYMPHONY HALL BRONZE DOORS RESTORATION	175,000	-	-	-	-	175,000
LIBERTY - ADD ADDITIONAL PARKING	-	35,000	-	-	-	35,000
WARNER - DRYWELLS BY FRONT AND BACK	30,000	-	-	-	-	30,000
WASHINGTON - ROOF REPLACEMENT	-	260,000	-	-	-	260,000
KENSINGTON - SPRINKLER (CODE)	-	-	-	-	-	-
KENSINGTON - PLAYGROUND UNIT	-	80,000	-	-	-	80,000
BOWLES - ADD ADDITIONAL PARKING	-	85,000	-	-	-	85,000
HOMER - REPAVE DRIVEWAY	-	800,000	-	-	-	800,000
HARRIS - ADD ADDITIONAL PARKING	-	-	-	-	100,000	100,000
GLICKMAN - PLAYGROUND REPLACEMENT	-	45,000	-	-	-	45,000
KENSINGTON - ADD ADDITIONAL PARKING	100,000	-	-	-	-	100,000
JOHNSON - WINDOW HARDWARE	25,000	-	-	-	-	25,000
RELOCATION OF RENAISSANCE SCHOOL	-	-	-	-	-	-
POTTENGER - REPAVE PARKING LOT/SIDEWALK	-	150,000	-	-	-	150,000
DUGGAN - REPAVE PARKING LOT	-	-	200,000	-	-	200,000
ELLS - REDESIGN PARKING LOT ISLAND	25,000	-	-	-	-	25,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
E-MAIL ARCHIVING	100,000	-	-	-	-	100,000
LAPTOP REPLACEMENT	28,200	28,200	-	-	-	56,400
NETWORK SERVERS	59,375	59,375	59,375	59,375	-	237,500
NETWORK SWITCH REPLACEMENT	42,000	42,000	42,000	72,000	72,000	270,000
CISCO ROUTER REPLACEMENT	36,000	-	-	-	-	36,000
INCREASE STORAGE CAPACITIES	30,000	-	-	-	-	30,000
RELIABILITY AND DISASTER RECOVER	800,000	-	-	-	-	800,000
INTEGRATED PAYROLL SYTEM	-	-	-	-	-	-
LAW DEPT CASE MANAGEMENT SYSTEM	-	-	-	-	-	-
Total: ITD	2,642,515	501,515	223,315	253,315	193,940	3,814,600

Libraries

BUILDING ACCESSIBILITY - FOREST PARK	-	-	-	-	-	-
FOREST PARK CIRCULATION DESK	30,000	-	-	-	-	30,000
MEDIA MANAGER MACHINES IN ALL LOCATIONS	-	160,000	-	-	-	160,000
PINE POINT BRANCH -REPLACE HVAC SYSTEM	150,000	-	-	-	-	150,000
NEW PARKING LOT AT LIBERTY BRANCH	-	75,000	-	-	-	75,000
3M INTELLIGENT RETURN/SORTER SYSTEM FOR CENTRAL LI	-	175,000	-	-	-	175,000
CENTRAL PARKING, OUTDOOR LIFT, AND ADA	450,000	-	-	-	-	450,000
ADD FIRE ALARM SYSTEMS TO FOUR BRANCH LIBRARIES	-	160,000	-	-	-	160,000
EXTERIOR SECURITY SYSTEM WITH CAMERAS	-	51,000	-	-	-	51,000
REPLACE POOR LIGHTING IN CENTRAL LIBRARY ROTUNDA A	50,000	-	-	-	-	50,000
BUILDING ACCESSIBILITY - LIBERTY BRANCH	-	-	330,000	-	-	330,000
RFID - ALL BRANCHES	271,803	529,197	-	-	-	801,000
ROOF REPLACEMENT AT THE CENTRAL LIBRARY	-	90,000	-	-	-	90,000
CENTRAL AIR AND WINDOWS	-	1,500,000	650,000	-	-	2,150,000
BUILDING ACCESSIBILITY - E. SPRINGFIELD BRANCH	-	-	33,000	-	-	33,000
ROOF REPLACEMENT AT EAST SPRINGFIELD BRANCH	-	71,000	-	-	-	71,000
REPAVE PARKING LOT AT MASON SQUARE	-	62,000	-	-	-	62,000
RENOVATE BASEMENT AREA AT INDIAN ORCHARD	-	-	-	-	75,000	75,000
WINDOW REPLACEMENT AT CENTRAL LIBRARY	200,000	-	-	-	-	200,000
CENTRAL AIR CONDITIONING FOR 3 BRANCHES	-	-	115,000	-	-	115,000
WINDOW REPLACEMENTS AT BRANCHES	-	-	-	-	250,000	250,000
REPAVE PARKING LOT AT PINE POINT BRANCH	-	35,000	-	-	-	35,000
Total: Libraries	1,151,803	2,908,197	1,128,000	-	325,000	5,513,000

Office of Planning and Economic Development

ACQUISITION OF THE ASYLUM BUILDING	-	-	-	-	-	-
SOUTH END URBAN RENEWAL	-	-	-	-	-	-
COURT SQUARE REDEVELOPMENT	5,000,000	-	-	-	-	5,000,000
OLD FIRST CHURCH	-	-	-	-	-	-
GSA - FEDERAL BUILDING	-	-	-	-	-	-
PYCHON PARK RESTORATION	1,500,000	-	-	-	-	1,500,000
SOUTH END STREET IMPROVEMENTS	3,189,000	-	-	-	-	3,189,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
CHAPMAN VALVE INDUSTRIAL PROJECT	1,500,000	1,500,000	-	-	-	3,000,000
WORTHINGTON STREET HOMELESS RESOURCE CENTER	-	-	-	-	-	-
Total: Planning and Economic Development	11,189,000	1,500,000	-	-	-	12,689,000

Park Department

AMPHITHEATRE PARKING LOT	-	-	-	-	-	-
VAN HORN DAM STUDY	-	-	-	-	-	-
VAN HORN PARK LOWER DAM	1,300,000	-	-	-	-	1,300,000
AQUATIC GARDENS/PECOUSIC BROOK NOI	-	-	-	-	-	-
FOREST PARK PAVING INCLUDING GREENLEAF ROAD	-	-	-	-	-	-
WATERSHOPS POND	-	1,500,000	-	800,000	-	2,300,000
CITY-WIDE LAKE MANAGEMENT PROGRAM	120,000	120,000	120,000	120,000	120,000	600,000
CAMEROTA PROPERTY	-	750,000	-	-	-	750,000
WALSH STREET PLAYGROUND RENOVATIONS	-	-	1,300,000	-	-	1,300,000
REPLACEMENT OF CITY-WIDE PLAYGROUND EQUIPMENT	170,000	170,000	170,000	170,000	170,000	850,000
BLUNT PARK BIKEWAY/WALKWAY	-	-	1,500,000	-	-	1,500,000
MILL POND	-	-	2,000,000	-	-	2,000,000
HUBBARD PARK IMPROVEMENTS	-	850,000	-	-	-	850,000
ZOO IMPROVEMENTS	-	-	600,000	3,400,000	-	4,000,000
CAMP STAR ANGELINA RENOVATIONS	-	900,000	1,600,000	1,300,000	1,500,000	5,300,000
FOREST PARK PLAYGROUND EQUIPMENT	125,000	-	-	-	-	125,000
OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	-	-	600,000	-	-	600,000
CRAFTSMEN CORNER AND ICIE JONES REALTY	-	-	750,000	-	-	750,000
UPGRADE SCHOOL ATHLETIC FIELDS	620,000	620,000	620,000	620,000	620,000	3,100,000
VETERAN'S GOLF COURSE IMPROVEMENTS	-	3,600,000	-	-	-	3,600,000
PORTER LAKE SKATE HOUSE	2,200,000	-	-	-	-	2,200,000
CITY WIDE TENNIS COURT IMPROVEMENTS	150,000	100,000	-	-	-	250,000
MCKNIGHT GLEN IMPROVEMENTS	-	-	180,000	-	-	180,000
JAIME ULLOA PARK IMPROVEMENTS	-	-	-	300,000	-	300,000
BOWLES FOUNTAIN RESTORATION	-	-	-	400,000	-	400,000
MEADOW BROOK RAVINE RESTORATION	-	-	-	-	150,000	150,000
RIVERFRONT PARK MASTER PLAN	-	3,000,000	-	-	-	3,000,000
FOREST PARK SIGN REPLACEMENT PROJECT	50,000	-	-	-	-	50,000
ZIMMERMAN PROPERTY	-	-	-	350,000	-	350,000
IRRIGATION OF STATE STREET	-	-	-	-	-	-
CITY WIDE BASKETBALL COURT IMPROVEMENTS	-	150,000	150,000	-	-	300,000
HORTICULTURAL CENTER/BOTANICAL GARDEN	-	-	2,000,000	3,000,000	-	5,000,000
BLUNT PARK NEW MAINTENANCE BUILDING	-	-	-	800,000	-	800,000
COTTAGE HILL PARK	-	-	-	450,000	-	450,000
RUTH ELIZABETH NEW COMMUNITY BUILDING	-	-	-	-	800,000	800,000
VAN HORN PARK	-	-	-	-	3,000,000	3,000,000
SOLUTIA PARK	-	-	1,200,000	-	-	1,200,000
FIVE MILE POND PARK COVE DREDGING	-	-	1,500,000	-	-	1,500,000
STEARNS SQUARE RENOVATION	-	-	-	50,000	-	50,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
HANDICAP ACCESSIBLE PARK PROGRAM	100,000	100,000	100,000	100,000	100,000	500,000
TRIANGLE/TERRACE RESTORATIONS	100,000	100,000	100,000	100,000	100,000	500,000
MERRICK PARK PEDESTRIAN WALKWAYS	-	275,000	-	-	-	275,000
CONSTRUCTION OF A NEW DRIVING RANGE	-	-	-	-	3,000,000	3,000,000
TREE REPLACEMENT PROGRAM	600,000	600,000	600,000	600,000	600,000	3,000,000
WALKER GRANDSTAND RENOVATION	-	1,000,000	-	-	-	1,000,000
BARNEY MAUSOLEUM	-	-	-	-	1,500,000	1,500,000
FOREST PARK BIKE PATH	-	-	500,000	-	-	500,000
TRAIL RENOVATIONS	100,000	100,000	100,000	100,000	100,000	500,000
Total: Parks	5,635,000	13,935,000	15,690,000	12,660,000	11,760,000	59,680,000
<i>Police Department</i>						
911 CENTER UPGRADE	150,000	-	-	-	-	150,000
50 EAST STREET	2,500,000	-	-	-	-	2,500,000
RENOVATION OF POLICE DEPARTMENT FACILITY	-	3,000,000	-	-	-	3,000,000
RADIO UPGRADES	250,000	-	-	-	-	250,000
Total: Police Department	2,900,000	3,000,000	-	-	-	5,900,000
<i>Schools</i>						
SCHOOL TECHNOLOGY	7,880,378	6,748,194	5,962,878	-	-	20,591,450
SCHOOLS IT PROJECTS AND EQUIPMENT	9,028,290	10,393,156	6,559,108	-	-	25,980,554
SECURITY CAMERAS AND EQUIPMENT	3,925,000	-	-	-	-	3,925,000
Total: Schools	20,833,668	17,141,350	12,521,986	-	-	50,497,004
	133,962,355	113,849,281	59,640,301	26,750,315	17,536,940	351,739,192



Analysis of Outstanding Debt

City of Springfield, Massachusetts

October 2010

Mayor Domenic J. Sarno
City of Springfield
36 Court Street
Springfield, MA 01103

Dear Mayor Sarno:

I am pleased to provide you with the enclosed analysis of the City of Springfield's existing debt. This report is intended as a user-friendly examination of the debt issued on behalf of the residents of our community.

Like cities and towns across the United States, the City of Springfield has issued debt to finance investment in its capital infrastructure. These investments have been made for numerous purposes, including the construction and renovation of school buildings, reconstruction and re-pavement of the City's streets and sidewalks, renovation of the Police Headquarters, construction of the White Street Fire Station, as well as other building projects. Debt has also been issued to finance other capital assets, including the MUNIS financial accounting system, permit and inspection software, and larger equipment purchases.

The Fiscal Year 2011-2015 Capital Improvement Plan shows there is a \$373.6 million capital need for the City. The purpose of this analysis is to review the City's current outstanding debt in order to address its mounting capital needs.

In recent years, the City has made a concerted effort to restructure its debt for the purposes of increasing the capacity for future debt issuances and preventing dramatic increases in future debt payments. This has also helped reduce the risk of back-loading future debt and to reduce the total cost of interest payments.

Currently, the City has a debt liability of \$416.7 million including principal and interest. This does not include, however, the City's reimbursement from the Massachusetts School Building Authority and rebates from the water and sewer bond issuances. When these funds are added to the total debt liability, the net debt equals \$288.3 million. Net debt is the City's true debt liability after reimbursements and rebates from debt issuances.

The enclosed analysis shows a number of interesting trends in the City's prior expenditure patterns and provides insight into future decisions the City will be required to make. While based on the same technical approach used by credit rating agencies to evaluate the City's debt, this study is intended to be as "non-technical" as possible so as to be useable to the widest possible audience.

This analysis will be used in determining future debt issuances for the City, specifically; the City will need to decide how to address its significant capital need. This liability can be seen in the City's Capital Improvement Plan. In addition, the impact of adding additional liability to the operating budget must be considered as debt service is a legal

obligation of the City for which funding must be made available above all other expenses including programs, services and salaries.

Based on the analysis included in this report, the City should concentrate on lowering the debt capacity before issuing more debt. By doing this, the City can lower the debt per capita as well as increase the amount of debt that is amortized in ten years. These metrics are important when comparing the Springfield's debt to other municipalities.

The use of bond anticipation notes or funds from stabilization reserve fund with intent to reimburse from bond proceeds could also be used in order to address the most immediate of capital need. The City should also look to strategically use pay as you go capital, capital reserve fund, and the stabilization reserve fund in order to address some of the City's infrastructure, building, and vehicle needs without adding debt and the associated debt service payments.

I hope this analysis is helpful to you and would welcome the opportunity to provide any additional information that would be useful to you or the residents of our community.

Very truly yours,

Timothy J. Plante
Finance Director

Springfield Debt Analysis

Mandated by Chapter 468 of Massachusetts General Law, the City of Springfield's Finance Department is required to provide a yearly review of the City's debt that is currently outstanding. This review is designed to have two desired effects.

1. An outstanding debt analysis will show financial officials and citizens the current state of debt management.
2. The second effect is that this analysis will show if the City of Springfield could afford more debt in either the current fiscal year or later years as debt service is decreased.

The City of Springfield currently has a total of \$416.7 million in outstanding total debt (\$313.2 million in principal and \$103.5 in interest). The total debt consists of issuances dating back to fiscal year 2001 up to the most recent issuance of \$17,864 million in fiscal year 2010. This study will show that the City is currently within its debt capacity as mandated by the City's financial ordinances.

Capital

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 A of this report is a summary of all projects financed by debt that are currently outstanding. Each of these projects are capital projects, and each expenditure of funds 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 five years and costs at least \$25,000. Similarly, any improvements to capital which would extend the useful life of the 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 or building 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.

Debt

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.

Debt Issuance

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 artificial 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. First, certain projects – such as the construction of Putnam High School or the construction of a new White Street Fire Station – are far too expensive to finance through the annual operating budget. These projects can only be afforded by spreading their cost over many years, something that requires 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 Putnam High 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 structures its debt in such a way that City pays for the construction based on the depreciation of that building.

Debt Management

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.

Analysis of the City's Total Debt

The City's aggregate debt service totals \$313.2 million over seventeen years. Projects that make up this debt range from the small - \$175,000 to finance a study of the Van Horn Dam in Fiscal Year 2009 – to the large - \$12 million for the construction of a new Putnam High School in Fiscal Year 2007.

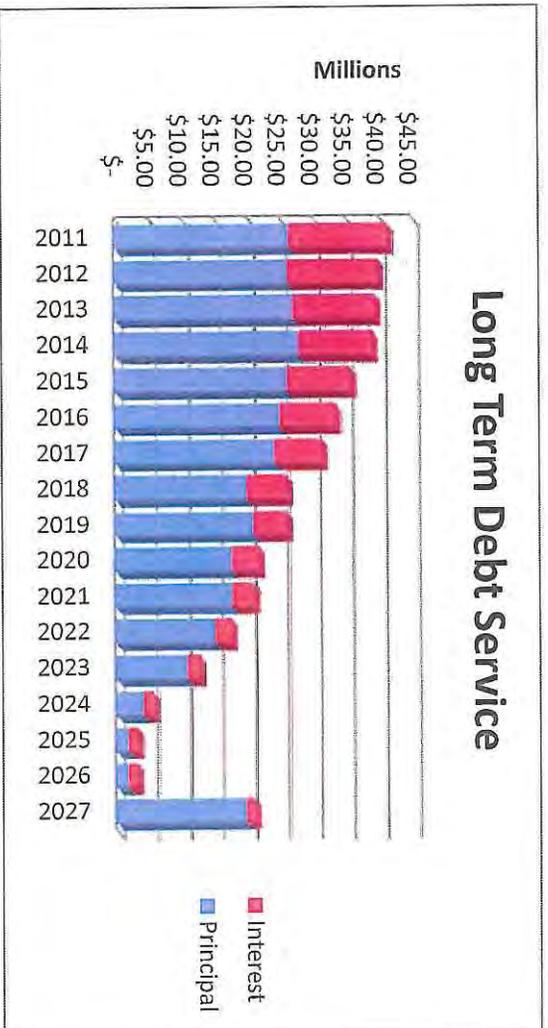
There are many different ways to examine the City's debt. This document first examines the policy issues associated with our debt – for what purpose was it issued, in what structure or manner was it issued – and then examines what this debt tells us about the finances of our community. The latter analysis relies on benchmarks established by Moody's Investors Service, Standard & Poor's and Fitch Ratings, the three large companies that evaluate and rate municipal debt. These benchmarks will tell us how our debt relates to our community's ability to repay it and will also highlight areas of further investigation and public discourse.

Annual Debt Service

The City is legally obligated to pay the principal and interest associated with a bond issuance before all expenses including salary obligations. This annual payment is known as the debt service payment. Because of this mandated expense, the City must be cognizant of debt service payments when issuing new debt and whether or not the City has the ability to increase those payments.

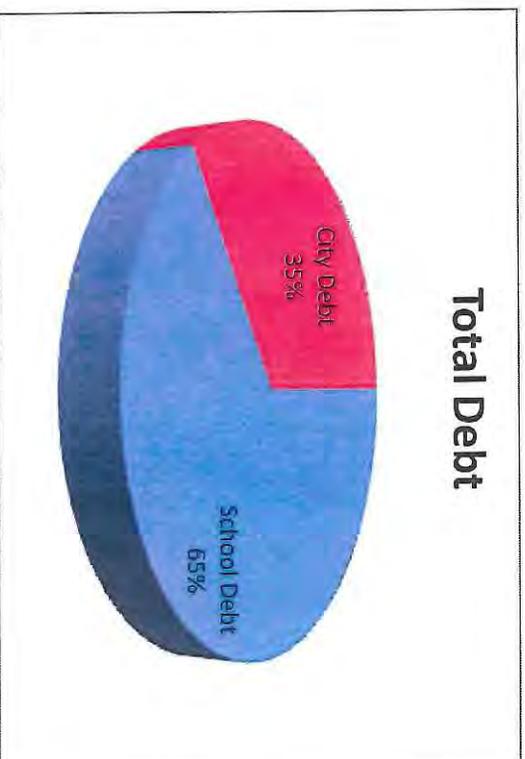
The following chart shows the City's debt service repayment schedule as of June 30, 2011. It should be noted that the City has entered in to a declining debt service payment schedule as noted previously. In fiscal year 2010, the City took advantage of the Qualified School Construction Bond (QSCB) Act. This borrowing requires a "bullet" payment at the end of the seventeen year borrowing term. Each year, the City will invest the required payments for the bond in to a "sinking fund" and at the end of the term; the City will pay the principal and interest payments out of the sinking fund. This is the explanation for the large increase in payments in 2027. It should also be noted that \$776,910 will be invested in the sinking fund each year in order to make the payment in 2027. The total debt service payment that will be made in Fiscal Year 2012 is \$40,608,287.

Long Term Debt Service



Purpose of Issuance: City and School Debt

Of the City's \$313.2 million total debt, \$204.9 million (65%), was issued to finance school projects and \$108.3 million (35%), was issued for all other municipal purposes. The City will receive a total of \$126 million in reimbursements from the Massachusetts School Building Authority (MSBA) over the next twelve years. The category of "all other municipal purposes" includes roads, sidewalks, police, fire, recreation, general government, as well as senior and other social services. The following chart illustrates the breakdown of the City's tax-backed debt portfolio.



A majority of the City's debt is dedicated for school facilities because varying degrees of need ranging from repairs, to major renovations, and new school construction. Many construction projects for school buildings are eligible for partial reimbursement from the Massachusetts School Building Authority (MSBA). School Construction aid received from received from the School Building Authority Board, the predecessor to the MSBA,

allowed the City to issue debt for school building projects at a lower cost to the City's general fund. The City should continue to apply for funding from the MSBA in order to address the large school building need. This would also help explain why a majority of the \$321 million debt service obligation is for school facilities.

Qualified School Construction Bond Issuance

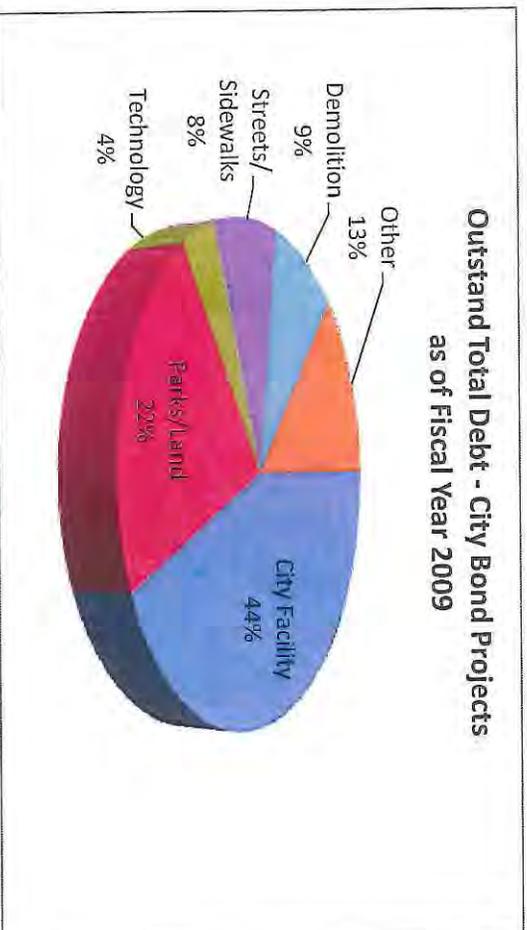
In Fiscal Year 2010 the City took advantage of the Qualified School Construction Bonds (QSCB) program which was part of the Federal Government's economic recovery program. QSCB's allows local educational agencies or school systems to issue taxable bonds and use 100 percent of the proceeds for specified purposes which include renovations or construction of a school building. Through this method the investor receives 100 percent of the tax credit associated with this issuance. The City of Springfield issued over \$15 million in order fund the Forest Park Middle School renovation project as well as the renovation of two parochial schools for City use. These bonds have allowed the City to realize significant savings in borrowing the funds for these school projects. This borrowing requires a "bullet" payment at the end of the seventeen year borrowing term. Each year, the City will invest the required payments (\$776,910 annually) for the bond in to a "sinking fund" and at the end of the term; the City will pay the principal and interest payments out of the sinking fund. This bullet payment explains for the large increase in debt payments in 2027. Otherwise, the City works to maintain a relatively smooth debt schedule as to not front or back load debt costs.

Three projects were funded by the QSCB proceeds: the renovation of Forest Park Middle School, the renovation of two parochial schools for School Department use, and the renovation of the STEM school. The largest of these projects is the renovation of the Forest Park Middle School. This project will be 90% funded by the MSBA and will cost a total \$32 million from the City and MSBA.

Composition of Debt – Facility and Non-Facility Infrastructure

Debt can be issued for numerous purposes. Cities and towns deliver many services, from education and public safety, to transportation, recreation and social services. Each service has a different capital characteristic. Education, for example, requires the construction and maintenance of buildings in which to educate children. Education debt should therefore be heavily skewed toward building and facility debt. It is rare for the City to issue debt for non-facility or grounds related projects for the School Department.

General government services should have a much more diverse mix of facility and non-facility debt. In the Fiscal Year 2011-2015 Capital Improvement Plan the Library Department have requested renovations to two library branches to enhance the building accessibility. Parks and recreational debt should include some building debt, but also substantial non-facility debt, including the renovation of fields, pools, and other projects. Public Safety debt would normally include a mix of facility and non-facility debt, with non-facility debt being comprised mainly of vehicle, apparatus and equipment purchases. As one example, the City's \$127 million bond issuance in 2007 funded a \$2.4 million project to partially renovate the Police Headquarters facility.



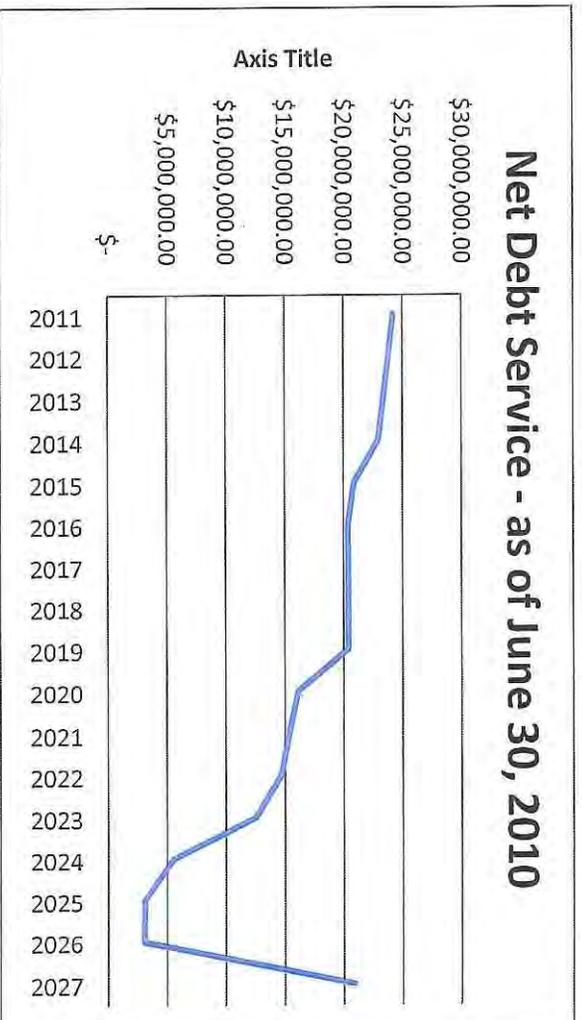
Examining non-facility debt, the City has begun to make substantial investments in parks, land purchases, the demolition of derelict buildings, and road and sidewalk infrastructure. The City's CIP indicates there will need to be considerable future funding in those areas. These projects should also weigh heavily the economic development plan for the City as dictated by the City's executive leadership.

In Fiscal Year 2009 the City had instituted another source of funding for capital expenditures, which is known as "pay-as-you-go" capital. The City appropriates 1.5% of net general fund operating revenues to finance capital improvements via cash, in lieu of issuing debt, as required by the City's financial ordinances and policies. This source allows the City to reduce its overall borrowing costs by funding smaller routine projects through the operating budget and avoid interest payments associated with bonds.

Net Debt Service

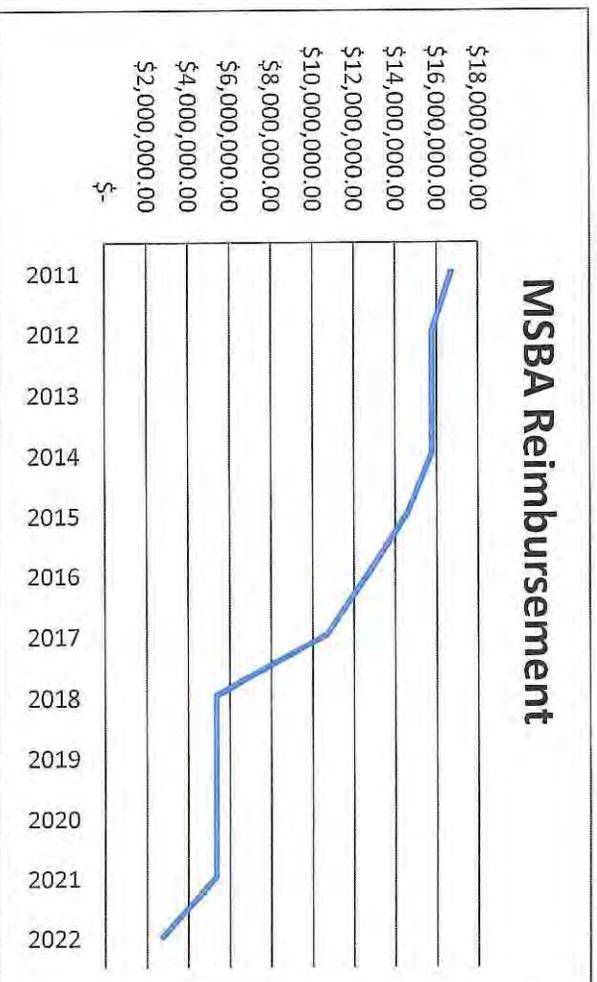
As mentioned previously, the City of Springfield has a total outstanding debt portfolio of \$313.2 million as of June 30, 2010. When interest is included, the total cost of this debt will be \$416.7 million. However, this is not the actual amount that the City pays in debt service. The City receives reimbursement for certain debt funded projects which, when netted from the \$416.7 million, leaves a \$288.3 million liability.

Net Debt Service - as of June 30, 2010



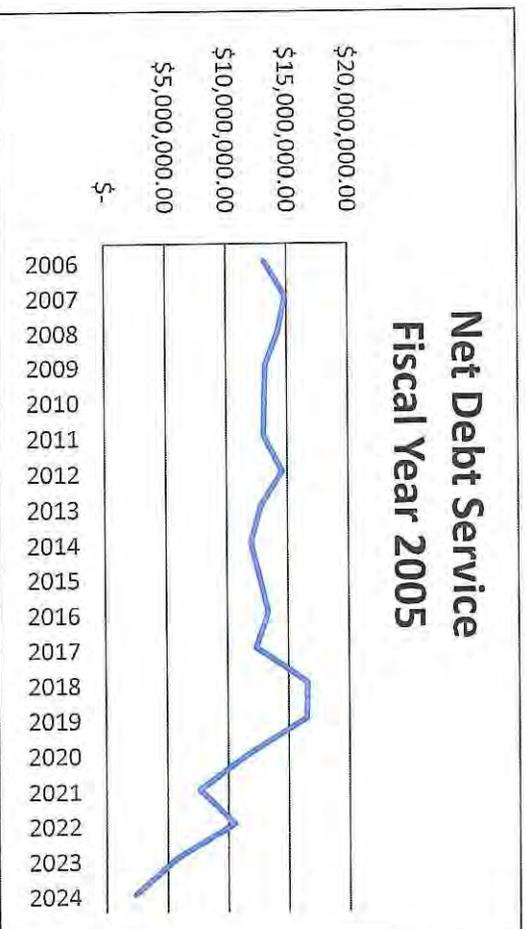
Currently the City receives reimbursements from the Massachusetts School Building Authority for qualified projects. One of the major projects that the City receives MSBA reimbursement is the construction of the new Putnam High School for which debt was issued in Fiscal Year 2007. The following graph shows the schedule of MSBA reimbursements. The 2027 debt service payment represents the sinking fund payment of the QSCB as explained previously.

MSBA Reimbursement



The City also receives a small reimbursement for past bond issuances for sewer construction and renovations. The total amount that will be reimbursed in Fiscal Year 2011 is \$296,172. The Water and Sewer Commission assumed this debt when it was created. The Commission will continue to reimburse the City for this debt until 2015.

Prior to 2004, the City manipulated its debt structures to finance its severely unbalanced budgets. This caused significant “spikes” in debt service payments in the out-years. The chart below shows the City’s debt schedule prior to 2006.



As can be seen by the Net Debt Service as of Fiscal Year 2004, there are multiple spikes in debt service, including a 25% increase in Fiscal Year 2018. This increase would have major ramifications on the operating budget for that year forcing layoffs and other service reductions. During the two most recent debt issuances, the City made a concerted effort to address the spikes, as can be seen in the graph that shows the Net Debt Service as of June 30, 2009. This was done by scheduling debt service earlier in the bond term to create a declining debt structure. This creates additional debt capacity in future years, allowing the City to issue additional debt in future years to finance continued capital improvements.

Analysis of the City’s Debt Based on Industry Benchmarks

The municipal bond industry has established benchmarks that it uses to examine cities and towns across the nation. These benchmarks are intended to provide insight into a community’s ability and willingness to repay the debt it issues and can be valuable tools for communities to evaluate their financial management. This analysis is intended to provide insight into our finances and our ability to support debt and public investment.

What is Included in this Report and What is Not?

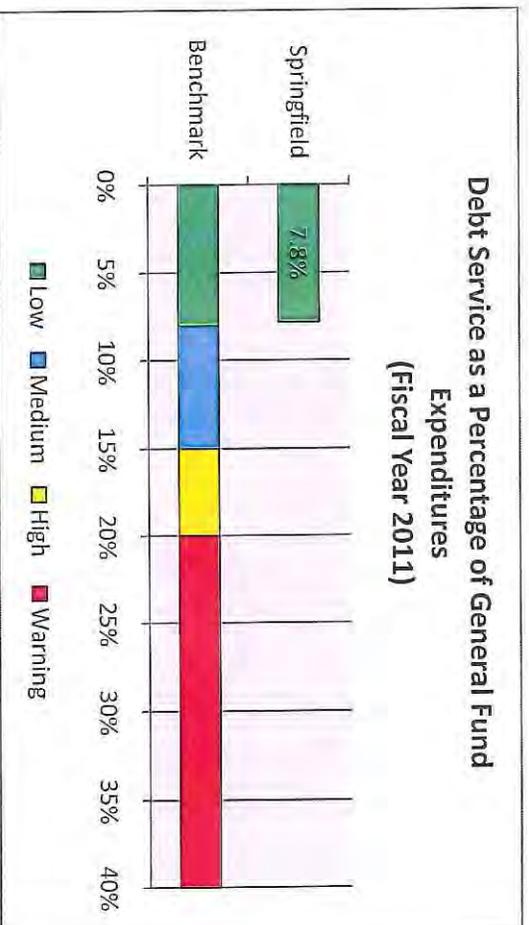
This ratio analysis looks at all debt that places a burden on our general government revenue stream, but it excludes enterprise fund debt that would be repaid through dedicated revenue. Currently the City has not issued debt on behalf of its single enterprise fund. For ratios that examine debt service, this analysis also nets from overall debt service the value of reimbursements we receive from the Commonwealth for school construction projects. This revenue is dedicated to the repayment of bonds and therefore reduces the overall cost of repaying our debt.

This report assumes normal operations for the City of Springfield. A “worst case scenario” analysis could be conducted that would assume the Commonwealth stops making school building assistance payments. This measure is appropriate when the City establishes its reserve funds, as these funds are established to address such emergencies. The City’s debt study, however, should examine debt under normal operating conditions. The following measurements have been performed for this analysis:

<u>Measure</u>	<u>Standard</u>	<u>Springfield</u>
Debt Service as a % of General Fund Expenditures	0%-8%	7.8%
% of Principal Retired in Ten Years	65%-100%	58.0%
Debt as a Percentage of EQV	0%-5%	3.7%
Total Debt as a % of Total Personal Income	0%-7%	13.5%
Debt Per Capita	\$0-\$1,000	\$ 2,059.52
Undesignated Fund Balance as a % of Revenues	10% or greater	7.6%
General Fund Balance as a % of Revenues	15% or greater	10.6%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0%-15%	6.8%

Debt Service as a Percentage of General Fund Expenditures

This benchmark measures the City’s ability to finance debt within its current budget, similar to the measurement of household income dedicated to mortgage payments. This is the most immediate measure of ability to pay; however, it only examines the ability to pay for debt within a community’s existing budget. Cities and towns that have excess levy capacity – communities that do not tax to the maximum of their Proposition 2 ½ limitation – would have greater ability to pay for debt than this measure suggests because they have additional taxing capacity which they have not accessed. This caveat does not apply to the City of Springfield today, because it lacks a meaningful amount of excess levy capacity.



The City's measure of debt service as a percentage of General Fund expenditures is strong, with 7.8% of the Fiscal Year 2011 budget dedicated to debt service. Many cities and towns with similar traits to Springfield have higher ratios of debt service to general fund expenditures. Springfield should continue to maintain this ratio at a similar level in the future to ensure large debt service payments are not unfairly placed on the City's budget in the future.

The City's relatively low ratio of debt service to general fund expenditures provides more budgetary flexibility to address financial problems that may arise. Debt payments are not discretionary. Courts have ruled that these payments must be made even before salary payments for employees. Communities with high levels of debt service relative to operating expenditures have a larger portion of their budget dedicated to payments that must be made regardless of the community's financial situation. The City restructured its debt service payments in order to have declining payments in future years. This not only makes the debt service more affordable but also allows the City to layer more debt in future fiscal years. Having a lower ratio means less money is dedicated to debt service, which means more flexibility exists within the operating budget.

Debt Retirement: Percent Retired within Ten Years

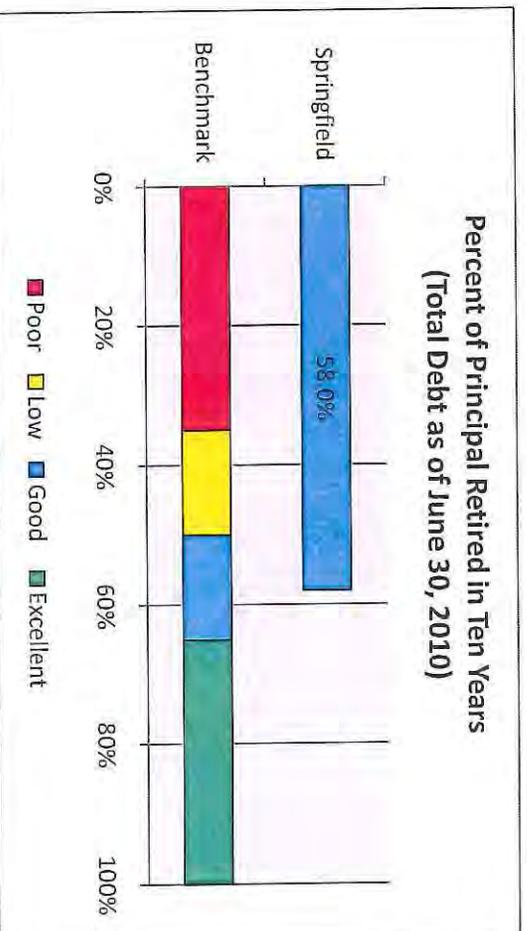
The speed with which a community retires its debt indicates a number of important factors. Included in these are:

- Willingness to repay debt: rapid repayment of principal indicates that a community is committed to repaying its debt. This "willingness to pay" is measured in a number of ways and is particularly important to those who lend money to others, as it provides them some proof of the borrower's intention to repay the money if borrowed.
- Ability to repay debt: rapid repayment of principal indicates that a city or town has the financial resources necessary to repay debt quickly. This demonstrates a level of financial stability; communities that are experiencing financial difficulty are unlikely to repay their debt in an accelerated manner.

- Prevention of future problems: rapid debt retirement ensures that a community is not “back loading” its debt, as the City once did, locking itself into debt repayments that are affordable now but that will grow as time passes. Back loading is a sign of poor financial management – either overspending is intentional or managers are unable to make the difficult immediate-term decisions to balance the budget using a more appropriate debt financing structure.

The percentage of debt retired within ten years is particularly important in determining the timing of debt repayment – the “back-loading” issue described above. Back-loading occurs when the cost of debt is pushed off into the future, reducing current year payments while increasing future ones. Back loading increases the cost of debt in the long term and can be a destabilizing financial factor when debt service requirements increase in future years. This means the City would need to reduce expenditures or programs, or increase taxes or other revenues to make the debt service payment. Prior to 2005, the City back-loaded debt issuances causing major spikes in its debt service payments in future years. This was accompanied through “front-loading” debt and making a number of other modifications to the City’s debt structure.

Failure to invest in maintenance and capital investment, otherwise known as deferred maintenance, can be considered a form of debt back-loading because capital needs must be addressed at some point; delay in maintenance or investment only delays the financing of these improvements, increases the likelihood that capital will fail *en masse*, forcing unaffordable costs onto future taxpayers. Delaying capital investment also tends to make projects more expensive because costs tend to increase over time.



The City currently has an aggressive debt retirement schedule. On average, 58% of the principal borrowed by the City is repaid within ten years as the remainder will be retired within seventeen years. This places the City well within the “good” ranking established by bond rating agencies (65% and above). Because of this schedule, the City will be able to borrow additional money to continue investing in its facilities, infrastructure, and other capital projects.

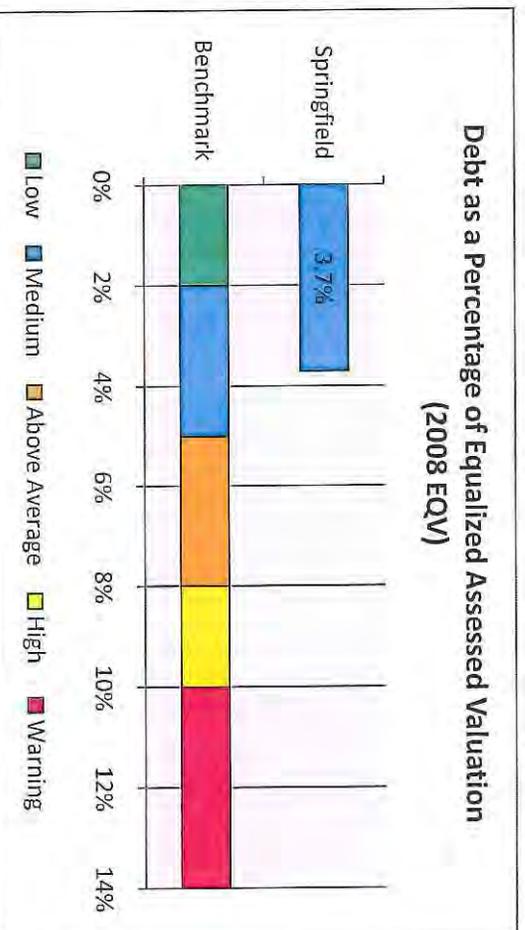
The City's overall debt retirement ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City's overall debt schedule below indicates that the City has not back loaded debt; the City's overall debt structure is prudent and well within the industry benchmarks.

Debt as a Percentage of Full Property Value (EQV)

Debt as a percentage of full property value (known in government finance circles as “equalized value,” or EQV) measures the ability of a community’s property tax base to support borrowing. The majority of revenue in most communities comes from property taxation, so this ratio examines a community’s debt relative to its main revenue source. However, in Springfield, 60% of revenue comes from state aid while 40% comes from local revenue. In essence, this ratio looks at one of Springfield’s major sources of revenue to determine if outstanding debt would place too large a burden on it.

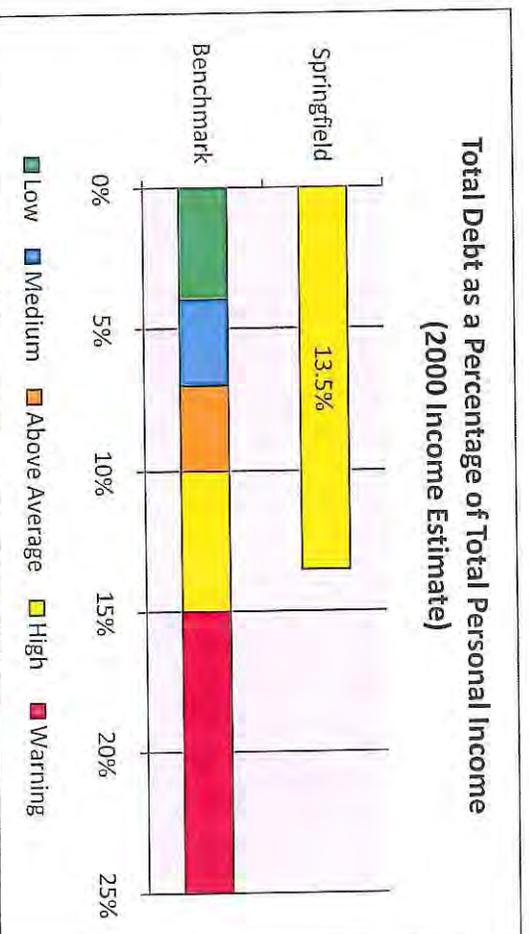
This measure is helpful but not deeply informative because it looks at total outstanding debt, not debt service. Examining debt as a ratio of full property value does not say much about the affordability of that debt. A small amount of debt issued at a high rate of interest can be more expensive than a larger amount of debt issued at a lower interest rate. Further, in Massachusetts communities are limited in their ability to access their property tax base by Proposition 2 ½. This measure is a helpful benchmark to compare communities to one another but is not an absolute measure of debt affordability because of these issues.

The City’s ratio of debt to property value is 3.7% which is considered “medium” by the rating agencies. The City’s debt limit is 5%. As indicated above, this medium measure does not directly relate to the City’s ability to pay for this debt; this ratio does not take into account debt structure (how much money is due at what point in time for each issuance) or timing of payments, nor does it consider the City’s ability to access property values due to Proposition 2 ½.



Debt 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.



Springfield's ratio of debt to personal income is considered "high" by credit rating agencies. This means that the City's debt can be considered a disproportionately large share of a resident's income. Like the prior measure, however, this does not examine the cost of the debt, but focuses on the amount of debt issued. In other words, this measure does not take in to account the net debt service or timing of debt payments. When net debt is factored, the percentage of Total Personal Income decreases to 12%.

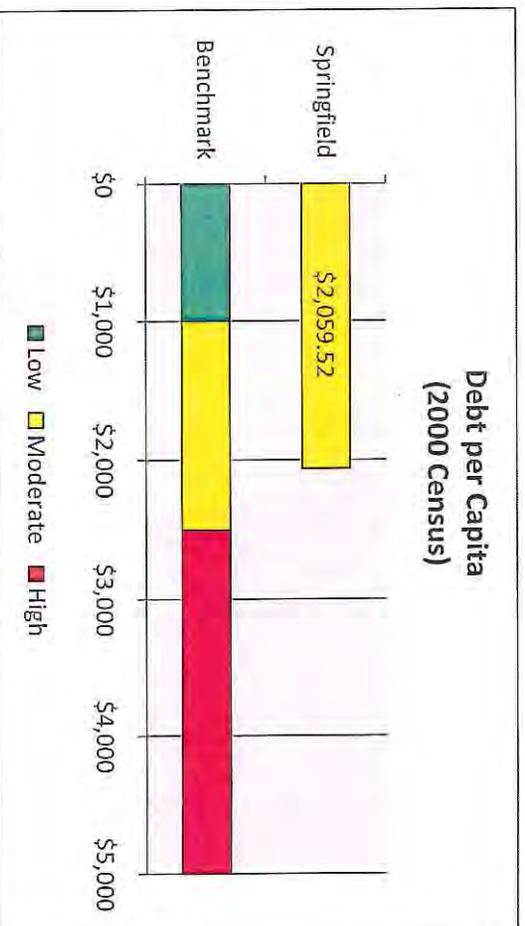
There are two important factors to consider when examining this ratio. The first, as described above, is that the City has entered into an aggressive debt retirement schedule that does not inappropriately delay debt payments. Another aspect to consider is that the City receives school and other reimbursements, decreasing the cost of the debt and the effective debt to personal income ratio. In 2010, the City of Springfield will receive \$16.6 million in MSBA grants with an average of \$13 million in each of the next ten years. Since this ratio only looks at "total debt," this subsidy is not considered.

The ratio of debt to personal income appears to be less favorable than that of debt to total property value, which indicates a disparity between home values and income. This variance is caused by higher commercial and industrial property values that are included in the debt to total property value but not in the debt to personal income ratio. The City would not be able to provide the level of services and investment in infrastructure without business property tax revenue. This disparity highlights the need for economic development to be a top priority of the City.

Debt per Capita

Debt per capita examines the amount of debt the City has issued per person in the community. This is not intended to be a literal measure because debt is not issued to benefit individuals, but rather the community as a whole. This measure provides a sense of the cost of the capital investments in a community and, at its most extreme, how much money would be required from each resident to repay the community's debt if for some reason immediate repayment was required.

Debt per capita can be a useful measure when examining similar communities – by and large, comparable communities should issue similar amounts of debt for various capital purposes. Even similar sized communities have significant differences about them, however, so this measure should not be examined in absolute terms, but rather in the context of the unique requirements and challenges facing each community. It should also be viewed in light of Proposition 2 ½ which limits a community's ability to access its property tax base; Proposition 2 ½ can force communities to issue debt for smaller projects that communities in other states would pay for in cash.



The City's level of debt per capita is considered moderate by rating agencies, closer to the high range of the scale. This measurement is not completely unexpected as the City has a large number of aging facilities (particularly schools) and infrastructure. In future years the City will be performing large school reconstruction projects, as well as, the replacement of schools and other facilities. Because of the major capital needs and significant backlog of deferred maintenance related to the City's decade long financial issues, it will be difficult for the City to lower the debt per capita measurement. To address this, the City of Springfield restructured its debt repayment schedule between 2007 and 2009 in order to support future investment in capital infrastructure.

In terms of net debt, the debt per capita decreases to \$1,896. This could be considered a more accurate metric as this amount explains how much actual debt per person after reimbursements from issuances.

Conclusion

Since Fiscal Year 2005 continuing through present day, the City of Springfield has strengthened its financial position by not only instituting clear and strict financial policies but also passing responsible budgets and creating a multi-year plan to evaluate the impact of decisions made today on tomorrow. The City has paid particular attention to the debt policies that allow the City to borrow for specific projects and pay off the debt in a timely manner.

According to the measures presented in this plan, the City is in a solid debt position but can improve its standing even more. One way to bring the City more in line with the debt policies passed in to restructure the current debt in order to increase the principal retired in a ten year period. The City should also look to decrease the debt per capita in order to bring Springfield in line with other communities in the Commonwealth. This could have the desired affect of increasing the City's financial standing.

The ability to address the City's large capital liability will be a substantial issue in the next fiscal years. The City will look to issue debt in 2012 or 2013 in order address some of the capital need, as well as use a combination of Pay As You Go Capital fund and Capital Reserve funds.

Another option to pursue if the City does not issue debt is to fund projects out of the Stabilization Reserve with the intent to reimburse from a bond issuance in Fiscal Year 2012 or 2013. This will act as a BAN but interest will not have to be paid due to the fact that the City is using its own funds. This will allow the City to address its most urgent of capital needs such as facility and infrastructure projects.

If the City chose not to issue debt the most immediate drawback is that the City would not be addressing some capital needs in Fiscal Year 2011. While this does not mean that the City will not be investing in any capital projects, the amount of projects selected will be limited.

In the short term, the City can begin to prepare for a large debt issuance in late Fiscal Year 2012 or Fiscal Year 2013 by preparing studies for large projects that have been selected by the Capital Improvement Committee.

In order to address the capital need in Fiscal Year 2012, the City can look to utilize a combination of Pay As You Go Capital funds and Capital Reserve funds. This will enable the City to fund projects that are smaller in cost but addresses top capital needs.

Appendix A

Current Outstanding Debt Issuances

City of Springfield, Massachusetts
Gross Long-Term Debt Outstanding as of June 30, 2010

Aggregate Debt Service

Part 1 of 5

Date	Principal	Interest	Total P+I
06/30/2010	-	-	-
06/30/2011	26,509,107.00	14,710,472.64	41,219,579.64
06/30/2012	26,243,150.00	13,588,227.63	39,831,377.63
06/30/2013	27,063,279.00	12,342,644.38	39,405,923.38
06/30/2014	28,024,556.00	10,920,824.40	38,945,380.40
06/30/2015	26,132,046.00	9,540,324.32	35,672,370.32
06/30/2016	25,045,000.00	8,221,157.51	33,266,157.51
06/30/2017	24,245,000.00	7,020,482.52	31,265,482.52
06/30/2018	19,970,000.00	5,943,857.53	25,913,857.53
06/30/2019	20,990,000.00	4,927,145.04	25,917,145.04
06/30/2020	17,660,000.00	3,967,907.52	21,627,907.52
06/30/2021	17,745,000.00	3,123,630.00	20,868,630.00
06/30/2022	15,105,000.00	2,370,052.50	17,475,052.50
06/30/2023	10,620,000.00	1,770,990.00	12,590,990.00
06/30/2024	4,150,000.00	1,422,871.25	5,572,871.25
06/30/2025	1,830,000.00	1,284,915.00	3,114,915.00
06/30/2026	1,885,000.00	1,201,327.50	3,086,327.50
06/30/2027	19,799,000.00	1,115,377.50	20,914,377.50
Total	\$313,216,138.00	\$103,472,207.24	\$416,688,345.24

City of Springfield, Massachusetts
Gross Long-Term Debt Outstanding as of June 30, 2010

Aggregate Debt Service

Part 2 of 5

Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I).....	2,807,000.00
August 1 2001 SQ Non-Called -School Construction (Commeze) (I).....	841,000.00
August 1 2001 SQ Non-Called -Aerial Mapping (I).....	81,000.00
August 1 2001 SQ Non-Called -Park Improvements (I).....	98,000.00
August 1 2001 SQ Non-Called -GIS (I).....	40,000.00
August 1 2001 SQ Non-Called -Park Restoration (I).....	152,000.00
August 1 2001 SQ Non-Called -Street Construction 1 (I).....	365,000.00
August 1 2001 SQ Non-Called -Departmental Equipment (I).....	124,000.00
August 1 2001 SQ Non-Called -Street Construction 2 (I).....	182,000.00
August 1 2001 SQ Non-Called -Sidewalk Construction (I).....	95,000.00
August 1 2001 SQ Non-Called -School Design (Harts) (I).....	249,000.00
August 1 2001 SQ Non-Called -School Construction (Van Sickle) (I).....	704,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Design (I).....	207,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Land Acq. (I).....	192,000.00
August 1 2001 SQ Non-Called -School Construction (Harts) (I).....	1,727,000.00
August 1 2001 SQ Non-Called -Library (I).....	695,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Construction (I).....	1,921,000.00
August 1 2001 SQ Non-Called -Fire and Safety Complex (I).....	866,000.00
August 1 2001 SQ Non-Called -Demolition (I).....	439,000.00
August 1 2001 Phase I MWPAT 94-24 (O).....	1,337,713.00
August 1 2001 MWPAT 91-59 (I).....	534,425.00
July 25 2002 QZAB (I).....	3,500,000.00
February 15 2003 SQ NM & Refunding Non-Called -Harris Elementary School (O).....	830,000.00
February 15 2003 SQ NM & Refunding Non-Called -Boland Learning Center (O).....	1,885,000.00
February 15 2003 SQ NM & Refunding Non-Called -Van Sickle Middle/High School (O).....	6,570,000.00
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Sewer Plant (O).....	386,268.65
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Remodeling.....	197,089.93
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Roof (I).....	45,724.81
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Remodeling.....	54,869.77
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Repair (I).....	272,247.01
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Summer School (O).....	56,867.17
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Remodeling (I).....	876,761.00
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Civic Center (I).....	75,157.09
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 SMH2 Furniture (I).....	91,319.04
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Mason Square Urba.....	178,695.53
July 2005 Advance Refunding SQ -96 School Construction.....	5,609,516.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School Remodeling.....	430,673.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School Land.....	451,581.00
July 2005 Advance Refunding SQ -97 Golf Course.....	24,736.00
July 2005 Advance Refunding SQ -97 School Roofs.....	260,374.00
July 2005 Advance Refunding SQ -97 Industrial Park.....	173,542.00
July 2005 Advance Refunding SQ -97 Million Bradley School Land.....	3,280,819.00
July 2005 Advance Refunding SQ -97 HS of Science and Tech.....	10,282,408.00
July 2005 Advance Refunding SQ -97 Indian Orchard School Remodeling.....	178,225.00
July 2005 Advance Refunding SQ -97 Commerce HS Remodeling.....	467,299.00

City of Springfield, Massachusetts
Gross Long-Term Debt Outstanding as of June 30, 2010

Aggregate Debt Service

Part 3 of 5

Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut (!).....	2,807,000.00
July 2005 Advance Refunding SQ -97 Summer Ave School Remodeling.....	178,225.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School.....	2,124,622.00
July 2005 Advance Refunding SQ -98 Land Acquisition and Appraisal.....	1,066,875.00
July 2005 Advance Refunding SQ -98 School Construction.....	31,808,239.00
July 2005 Advance Refunding SQ -99 School 1.....	20,869,073.00
July 2005 Advance Refunding SQ -99 Chestnut School Land Acquisition.....	964,521.00
July 2005 Advance Refunding SQ -99 Urban Renewal.....	5,593,093.00
July 2005 Advance Refunding SQ -99 Demolition.....	1,677,231.00
July 2005 Advance Refunding SQ -99 Public Building 1.....	934,153.00
July 2005 Advance Refunding SQ -99 Public Building 2.....	1,054,795.00
July 7 2005 New Money 1 -Remodeling Public Buildings (SQ).....	865,760.46
July 7 2005 New Money 1 -Dept. Equip. Facility Mgmt and Park (SQ).....	196,668.39
July 7 2005 New Money 1 -Public Building Renovations (SQ).....	3,255,613.72
July 7 2005 New Money 1 -Roof Repairs - School (SQ).....	676,060.03
July 7 2005 New Money 1 -Boston Road/Parker Street (SQ).....	167,973.66
July 7 2005 New Money 1 -Repairs to Public Buildings ADA Requirements (SQ).....	1,628,979.60
July 7 2005 New Money 1 -Repairs to Public Buildings (SQ).....	1,587,704.60
July 7 2005 New Money 1 -Repairs to Public Buildings-School (SQ).....	772,673.30
July 7 2005 New Money 1 -Library & Museums Remodeling (SQ).....	1,629,737.00
July 7 2005 New Money 1 -Repairs to Municipal Group (SQ).....	26,299.77
July 7 2005 New Money 1 -Final Phase Tapley Street (SQ).....	5,943,638.03
July 7 2005 New Money 1 -School Building Repairs (SQ).....	1,716,223.43
July 7 2005 New Money 1 -Public Building Repairs (SQ).....	2,363,117.44
July 7 2005 New Money 1 -Rebecca Johnson School Improvements (SQ).....	399,365.35
July 7 2005 New Money 1 -Demolition of Former Tech. High School (SQ).....	799,063.96
July 7 2005 New Money 2 -Facility Construction (SQ).....	1,736,321.26
July 7 2005 New Money 2 -Landfill Closure (OSO).....	180,430.51
July 7 2005 New Money 2 -Departmental Equipment (SQ).....	3,958,610.27
July 7 2005 New Money 2 -Urban Renewal I (OSO).....	248,516.62
July 7 2005 New Money 2 -Park Improvements I (SQ).....	562,205.44
July 7 2005 New Money 2 -Park Improvements II (SQ).....	1,617,444.11
July 7 2005 New Money 2 -Cyr Arena (SQ).....	3,362,849.84
July 7 2005 New Money 2 -Fire/Safety Complex (SQ).....	514,693.50
July 7 2005 New Money 2 -Library & Museum (SQ).....	1,582,444.11
July 7 2005 New Money 2 -Urban Renewal II (OSO).....	2,390,548.94
July 7 2005 New Money 2 -Park Improvements III (SQ).....	2,400,166.16
February 7 2007 New Money SQ -Putnam School Renovation.....	732,090.50
February 7 2007 New Money SQ -Our Lady Hope School Renovation.....	9,105,000.00
February 7 2007 New Money SQ -Various School Water & Sewer.....	3,950,000.00
February 7 2007 New Money SQ -Demolition 1.....	285,000.00
February 7 2007 New Money SQ -Demolition 2.....	1,725,000.00
February 7 2007 New Money SQ -Demolition 3.....	1,196,000.00
February 7 2007 New Money SQ -Road Construction.....	2,174,000.00
February 7 2007 New Money SQ -Road Construction.....	2,985,000.00

City of Springfield, Massachusetts

Gross Long-Term Debt Outstanding as of June 30, 2010

Aggregate Debt Service

Part 4 of 5

Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I).....	2,807,000.00
February 7 2007 New Money SQ -Sidewalk Construction.....	745,000.00
February 7 2007 New Money SQ -Financial Software.....	2,260,000.00
February 7 2007 New Money SQ -Fire Station Land Acquisition.....	465,000.00
February 7 2007 New Money SQ -Fire Upgrades.....	455,000.00
February 7 2007 New Money SQ -Library Upgrades.....	455,000.00
February 7 2007 New Money SQ -Police Department Renovation.....	4,010,000.00
February 7 2007 New Money SQ -Police/Fire Design.....	1,235,000.00
February 7 2007 New Money SQ -Hope/Baptist Land Acquisition.....	225,000.00
February 7 2007 New Money SQ -Greenleaf Park Building Repair.....	75,000.00
February 7 2007 New Money SQ -Treetop Park Renovation.....	45,000.00
February 7 2007 New Money SQ -Marshall Roy Park Renovation.....	200,000.00
February 7 2007 New Money SQ -Park Land Acquisition.....	175,000.00
February 7 2007 New Money SQ -Project Management.....	225,000.00
February 7 2007 ESCO SQ.....	135,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Chestnut School Construction.....	13,125,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Commerce School Construction.....	7,653,180.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Aerial Mapping (ISQ).....	2,308,700.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Improvements (ISQ).....	237,230.00
February 7 2007 Advance Refunding -Adv Ref of 2001 GIS (ISQ).....	260,150.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Restoration (ISQ).....	129,750.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction (ISQ).....	422,380.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Departmental Equipment (ISQ).....	723,450.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction (ISQ).....	329,830.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction 2 (ISQ).....	363,775.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Design (ISQ).....	263,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Van Sickle School Construct (.....	684,435.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Van Sickle School Center Design.....	1,930,115.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Land (.....	568,915.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Construction (I.....	529,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Library (ISQ).....	4,726,600.00
February 7 2007 Advance Refunding -AdvRef of 2001 BowlandLearningCenterConstruct.....	1,893,950.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Fire and Safety Complex (ISQ).....	5,244,515.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Demolition (ISQ).....	2,358,440.00
February 7 2007 Advance Refunding -Adv Ref of 2003 Harris Elementary School (OSQ.....	1,206,700.00
February 7 2007 Advance Refunding -Adv Ref of 2003 Bowland Learning Center (OSQ).....	3,745,361.71
February 7 2007 Advance Refunding -Adv Ref of 2003 Van Sickle Middle/ HS (OSQ).....	8,539,194.98
April 15 2009 Series A SQ -South End Development (ISQ).....	29,620,928.31
April 15 2009 Series A SQ -White Street Fire Station (ISQ).....	4,960,000.00
April 15 2009 Series A SQ -Paving (ISQ).....	4,400,000.00
April 15 2009 Series A SQ -Technology (ISQ).....	1,230,000.00
April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ).....	1,620,000.00
April 15 2009 Series A SQ -Old First Church (ISQ).....	1,395,000.00
April 15 2009 Series A SQ -Demolition (ISQ).....	850,000.00
April 15 2009 Series A SQ -Demolition (ISQ).....	600,000.00

City of Springfield, Massachusetts
Gross Long-Term Debt Outstanding as of June 30, 2010

Aggregate Debt Service

Part 5 of 5

Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I).....	2,807,000.00
April 15 2009 Series A SQ -Forest Park Maintenance (SQ).....	325,000.00
April 15 2009 Series A SQ -Administrative Expenses (SQ).....	200,000.00
April 15 2009 Series A SQ -Van Horn Dam Study (SQ).....	145,000.00
April 15 2009 Series B SQ Ref Aug 15 96 non-called.....	3,215,000.00
June 24 2010 QSCB (Taxable).....	17,864,000.00
TOTAL.....	313,216,138.00

Appendices

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Appendix A

Glossary of Municipal Finance Terms *

* The terms contained in this glossary are all applicable to Massachusetts municipal finance, but may not necessarily appear in this document.

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Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Account Code: An expenditure classification based on the types or categories of spending, such as personnel services, employee benefits, purchase of services, supplies and materials, intergovernmental, other charges and expenses, capital outlay and debt service.

Accounting System: The total set of records and procedures, which are used to record and report information on the financial operations of an organization.

Accrual Basis of Accounting: Accounting transactions are recorded to a fiscal year when the underlying economic event takes place, and without regard for when the cash receipt or cash disbursement occurs. Revenues are recorded when the revenue-generating activities are performed, and expenses are recorded when goods or services are received. The City's solid waste program (trash pick up) is an example of this whereas other general funds are on a modified accrual basis of accounting.

Adequate Yearly Progress (AYP): As required by the federal No Child Left Behind Act (NCLB), all schools and districts are expected to meet or exceed specific student performance standards in ELA and Mathematics each year. AYP determinations are issued yearly based on the performance of all students and for student groups to monitor the interim progress toward attainment of grade-level proficiency by the 2013-2014 school year. Prior to 2003, AYP determinations were based on aggregate student performance.

Appropriated Fund Balance: The amount of fund balance estimated to be available from previous years and designated for use in the current year and/or ensuing years.

Appropriation: An authorization made which permits officials to incur obligations and to make expenditures of public funds. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation: The estimated value of real estate or other property by a government as a basis for levying taxes. The value may only be a fraction of the property's market value.

Assessed Value Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Assets: Property owned by the City, which has a monetary value and must be recorded.

Balanced Budget: A budget in which funding sources are equal to estimated expenditures.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, sewage treatment facilities and water distribution systems.

Bond Anticipation Notes (BANs): Short-term interest-bearing securities issued in anticipation of a long-term issuance at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A comprehensive financial plan of operation which allocates available revenues among competing expenditure requirements for a given time period.

Budget Calendar: The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

Budget Gap: The difference between total estimated revenue sources and the total requested budget amounts for any given fiscal year. The budget gap must be reduced to \$0 before the Mayor submits his recommended budget for City Council approval and adoption.

Budget Document: The official document prepared by the Mayor and Finance Department, which presents the proposed budget to the City Council.

Budget Message: An introductory statement of the proposed budget presented in narrative form. The budget message explains principal budget issues, provides a summary of the most important aspects of the budget, changes from the previous fiscal years, and the views and recommendations of the Mayor.

Budget Transfer: Modifications to the operating budget, which involve the transfer of appropriations within and between organizational units and accounts.

Budgetary Control: The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and estimated revenues.

Capital Assets: A fixed facility, object or asset costing more than \$25,000 with an estimated useful life of ten (10) years or more. Capital assets are also called fixed assets.

Capital Improvements: Physical assets, purchased or constructed, the acquisition of land, and improvements to land or buildings. Capital improvements typically involve buildings, water and sewage systems, roads, and recreational facilities.

Capital Outlay: Expenditures for land, equipment, vehicles, or machinery that results in the acquisition of or addition to fixed assets.

Cash Management: An effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized.

Carryover: If goods or services which have been encumbered in the year are not received by June 30th of that fiscal year, and the commitment is still valid, then the encumbrance remains open at year-end and is carried forward into the next fiscal year with an equal portion of the prior year's budget to cover the eventual pay out. (See also Encumbrance and prior year expenditures).

Cherry Sheet: Named for the cherry colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services.

Composite Performance Index (CPI): The Composite Performance Index (CPI) is a 100-point index that combines the scores of students who take standard MCAS tests (the Proficiency Index) with the scores of those who take the MCAS-Alternate Assessment (MCAS-Alt) (the MCAS-Alt Index) and is a measure of the extent to which students are progressing toward proficiency in ELA and Mathematics, respectively.

Contingency: A budgetary reserve set aside for unforeseen expenditures.

Debt Service: The payment of principal and interest on borrowed funds, according to a predetermined payment schedule.

Deficit: The excess of an entity's liabilities over its assets and/or the excess of expenses over revenues, during a specified accounting period.

Delinquent Taxes: Taxes that remain unpaid as of the close of business on the date due, after which a penalty for nonpayment is attached and interest begins to accrue.

Department: The highest organizational level for the provision and delivery of a specific governmental service or closely related services. A department may be composed of sub-departments, agencies, programs, etc.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. This represents the decrease in value of physical assets due to use and the passage of time.

Designated Fund Balance: A component of Fund Balance that indicates the portion of Fund Balance, that is segregated by City management for specified future purposes.

Disbursement: Payment for goods and services.

Employee Benefits: Employee benefits includes, but is not limited 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 or 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.

Fiscal Restraint: The practice of restraining growth in expenditures and disbursements to stay within revenue forecasts.

Fiscal Year (FY): A twelve-month period designated as the operations year for an organization, also called the budget year. For the City, the fiscal year is July 1 to June 30. The fiscal year for the State of Massachusetts is the same. The Federal fiscal year is October 1 to September 30.

Fixed Assets: Property of high value and long-term character such as land, buildings, machinery and other equipment.

Foundation Budget: The Commonwealth's calculation of an "adequate" spending level for a district.

Free Cash: Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent budget amounts. Free cash is not available or appropriation until certified by the Director of Accounts.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations, typically used in reference to bonds.

Full Valuation: The term used to indicate a property appraisal at 100% of market value at a specified point in time.

Full Value Tax Rate: The amount of property tax levy for each \$1,000 of full valuation on all properties, to arrive at a desired total tax collection.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Accounting: Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance: The difference of a fund's total assets versus its total liabilities. A negative fund balance, sometimes called a fund deficit, occurs when liabilities exceed assets. When assets exceed liabilities it is called a surplus. There are three subcomponents of fund balance: reserve; designated; and undesignated fund balances.

Gain Target: As shown on data reports generated by the School Department, the Gain Target figure shows the amount of improvement—as measured in CPI points—a school, district, or student group is expected to make from 2009 to 2010. Gain targets are calculated by subtracting the baseline CPI from 100 (the year 2014 performance target for all Massachusetts schools and districts), and dividing the difference by the number of remaining years, including the current year, until the year 2014. For 2010, that number is five. Gain targets are set separately for ELA and Mathematics.

Generally Accepted Accounting Principles (GAAP): A uniform set of reporting standards derived by certain authoritative bodies, principally the Governmental Accounting Standards Board, with the intended purpose of fairly presenting the results of an organization's financial activities. The City of Springfield prepares and reports its financial statements in accordance with GAAP.

General Fund: The largest fund within the City, which accounts for most of the City's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for most of the basic operating services, such as public safety, health and human services, finance, data processing, parks and recreation, and public works.

General Obligation Bonds: (GOBs): Bonds for which a government pledges its full faith and credit to ensure repayment. The term GOB is used to refer to bonds, which are to be repaid from taxes and other general revenues.

Government Finance Officers Association (GFOA): The GFOA is a professional organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Graduation Rate: All Massachusetts public high schools and districts at the grade 9-12 grade span must meet or exceed the State's graduation rate standard for all reportable student groups in order to make

AYP. The graduation rate is one of two criteria (the other being the fulfillment of local requirements) required by the Department as a condition for high school graduation.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another. Generally the largest contributions made to local governments are from the state and federal governments. Grants are usually made for specified purposes.

Interest: The price paid for the use of money, or the return on investment obtained from investing money.

Liability: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.

Line-Item Budget: A budget that lists each expenditure category (personal services, purchase of services, supplies and materials, etc.) and revenue category (state aid, departmental revenue, etc.) separately, along with the dollar amount budgeted for each specified category.

Local Receipts: Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

Long Term Debt: Debt with a maturity date of more than one year after the date of issuance.

Management Initiatives: Changes to internal business practices undertaken by City Managers to improve efficiency, productivity, and customer satisfaction.

Mandate: Any responsibility, action or procedure that is imposed by one sphere of government on another through legislative, executive, or judicial action as a direct order, and/or that is required as a condition for reimbursement of expenditures.

Massachusetts Comprehensive Assessment System (MCAS): The Massachusetts Comprehensive Assessment System (MCAS) is the Commonwealth's student academic assessment program. 2009 school and district AYP findings were based on the results of MCAS tests administered in grades 3-8 and 10 in ELA and Mathematics.

MCAS-Alternate Assessment (MCAS-Alt): While the majority of students with disabilities take standard paper and pencil MCAS tests, either with or without accommodations, the MCAS-Alt is used to assess the attainment of students who, by reason of severe and complex disabilities, are not able to participate in the standard MCAS testing program. According to federal rules, up to one percent of the student population assessed using the MCAS-Alt may be included in AYP determinations using the MCAS-Alt Index. The MCAS-Alt is a portfolio review of student work and other student data, designed to measure knowledge of the key concepts and skills outlined in the learning standards of the Massachusetts Curriculum Frameworks. The portfolio consists of a structured collection of products, compiled throughout the school year, that document the student's performance of skills and understanding based on the Curriculum Framework in the content area being assessed.

MCAS-Alt Index: The MCAS-Alt Index is a measure of the distribution of student performance among students with significant cognitive impairments (up to 1% of all students assessed statewide) who dem-

onstrate 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.

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.

No Child Left Behind (NCLB): Signed into law by President George W. Bush on January 8, 2002, NCLB is the principal federal law affecting public education from kindergarten through high school. NCLB is built on four pillars: expanded local control and flexibility; doing what works based on scientific research; accountability for results; and more options for parents. The goal of NCLB is for all students to reach grade level proficiency in ELA and Mathematics by the 2013-2014 school year.

Non-Discretionary: Funds appropriated and expended to pay for utilities and/or utility type expenditures. Common descriptions associated with these types of expenditures are, heat, light, and electric. Other types of expenditures may be controlled at this level such as the fuel for the school buses.

Operating Budget: The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains all appropriations and revenues necessary to operate the government.

Other than Personal Services (OTPS): This acronym is a catch-all used by Springfield City personnel when discussing a certain group of operating expenditure categories. OTPS includes Purchase of Services, Supplies and Materials, Intergovernmental Charges, and Other Charges & Expenditures. Additional detail on these expenditure classifications can be found in Appendix B.

Outcome: Measurable or tangible consequences associated with a program service, e.g., reduction in fire deaths or percent of juveniles not reconvicted within 12 months.

Output: Quantity or number of units produced. Outputs are activity-oriented, measurable and usually

under managerial control.

Participation: A required component of AYP calculations, the Participation figure shows the number of students who participated in MCAS/MCAS-Alt tests (# assessed) divided by the number of students enrolled (# enrolled) on the date MCAS tests are administered, including LEP students enrolled in U.S. schools for the first time. As a matter of federal law, the minimum participation rate required to make AYP is 95%.

Performance Level: Student results on MCAS and MCAS-Alt tests are assigned one of four performance levels:

MCAS performance levels in grades 4-8 and 10 – *Advanced, Proficient, Needs Improvement, or Warning/Failing.*

For grade 3 only, a fourth performance level is *Above Proficient.*

MCAS-Alt performance levels (called *alternate achievement standards*) provide information that allows meaningful interpretation of student achievement and the progress these students have made in learning the academic skills and content addressed by all students at that grade level, even though the skills and content have been addressed well below the grade-level expectations of their peers – *Progressing, Emerging, Awareness, or Portfolio Not Submitted.*

Post Employment Benefits: These include health benefits provided to retirees and are normally recorded when incurred. However, there are long-term, future costs associated with these benefits that accrue during the period that the employees actually are rendering their services to the City. That liability is required to be actuarially determined and recognized for financial reporting purposes.

Premium Compensation: Additional premiums paid to eligible City employees for working under specific conditions.

Principal: The par value or face value of a bond, note, or other fixed amount security, not including accrued interest.

Property Tax: Citywide taxes levied on all real property according to the property's valuation and tax rate.

Pupil Enrollment: For any budget year, the number of pupils enrolled.

Request for Proposals (RFP): A document used by the City to request offers when competitive sealed bidding for the purchase of goods or services is not practical or advantageous. An RFP is generally used when precise specifications cannot be developed or are not appropriate and price is only one of several evaluation factors to be weighed by the City in awarding the bid.

Reserve: An account used to indicate that a portion of an operating fund's "fund balance" is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Reserved Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that cannot be appropriated because of legal restrictions (e.g., encumbrance from prior year budget for contracts to be completed).

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments (state aid), fines, forfeitures, grants and interest income.

Revenue Forecast: A projection of future City revenue collections.

Revolving Fund: An accounting mechanism that allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund.

Tax Base: The aggregate value of taxed items. The base of the City's real property tax is the market value of all real estate in the City.

Tax Levy: The total amount to be raised by property taxes for the purpose stated in the City's financial plan for various funds.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

Tax Roll: The certified list of assessed/taxable values prepared by the Assessor and presented to the taxing authority each year.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

Undesignated Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that is neither legally restricted (e.g. encumbered) or specifically segregated for future purposes (e.g. designated).

User Fees: The direct payment of a fee for receipt of a public service by the party benefiting from the service. An example would be payment for use of a park swimming pool.

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Appendix B
Expense Code Classifications

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Expenditure accounts are distinguished from other accounts by use of an account code beginning with a "5." These account codes have been defined by Massachusetts Department of Revenue (DOR) by the Uniform Massachusetts Accounting System (UMAS) most recently updated in August 2007 and is applicable to all political subdivisions in the Commonwealth.

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

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

A further breakdown of these object codes into a more detailed classification of expenditures by object code is used for budget and accounting purposes in the City.

5000 - Personal Services

Personal Services consists of cost of salaries, wages and related employment benefits. This includes, but is not limited to, regular wages, overtime, part-time and temporary staff pay, shift differential, merit pay, educational pay, and holiday pay. An employee is defined as a person working for another person or a business firm for pay. Persons not meeting the requirements of this definition who are paid for performing services for the City are considered contractors and are paid under the category of Purchase of Services (code 5200).

5100 - Fringe Benefits

Fringe benefits fall into three main categories: benefits paid directly to employees, benefits paid on behalf of employees, and other personal services.

Fringe benefits paid to employees include vacation pay, sick leave, maternity leave, standard holiday pay, court leave, educational leave, military leave, time paid for official union activities, and bereavement leave.

Fringe benefits paid on behalf of employees consist of the City's matching share of Medicare and Social Security as well as Health insurance policies.

Other Personal Service benefits paid by the City may include tuition reimbursement, career incentive payments, in-service training, uniform or clothing allowance, unused sick-leave buyback or other stipends determined by the City.

5200 - Purchase of Services

Generally used to code the cost of purchased professional services; specifically for services, which require professional methods or are specialized in nature, that are not rendered by City personnel. Examples include: medical, psychological, veterinary and laboratory services; legal, expert testimony and court stenographic services; architectural, engineering and appraisal services; computer software development and maintenance services (not inclusive of pre-programmed software); interpretive services (bilingual and hearing impaired); nursing, counseling, teaching, actuarial and other expert, professional consultants and contractors; stenographic services, serving jurors, special counsel and trial expense, other expert and professional services, reward and other fees for services, non-employees.

PURCHASE OF SERVICES		
ENERGY		
521010 Oil Heat	Proper Use: Energy Services received from public or private utility companies. For Facility Management/School Business Office Use Only.
521015 Electricity	
521020 Natural Gas	
521030 Water/Sewer	
REPAIRS AND MAINTENANCE		
524010 Rep & Maint - Vehicles	Proper Use: Repair and energy services not provided directly by municipal personnel. This includes contracts and agreements covering the upkeep of buildings and equipment. Examples: Building & grounds, recreational facilities, communication lines, HVAC equipment, machine tools, computer equipment, office furnishings.
524015 Rep & Maint - Equipment	
524020 Rep & Maint - Office Equipment	
524030 Rep & Maint - Buildings	
524040 Rep & Maint - Software	
524045 Rep & Maint - Computer Hardware	
524050 Rep & Maint - Telephones	
524060 Rep & Maint - Parking Meters	
524070 Rep & Maint - Signs	
RENTAL AND LEASE		
527010 Rental - Building	Proper Use: Renting or leasing land, buildings, equipment, and vehicles. Examples: Data processing equipment, photocopiers, recreational facilities, communication equipment, HVAC equipment.
527020 Rental - Equipment	
527030 Rental - Office Equipment	
527040 Rental - Vehicles	
527050 Rental - Storage	
OTHER PROPERTY SERVICES		
529100 Waste Removal Services	Proper Use: Property related services. Examples: Custodial service contracts, snow removal contracts, solid waste disposal contracts.
529200 Demolition Services	
529300 Landscaping Services	
529400 Snow Removal Services	
PROFESSIONAL SERVICES		
530105 Professional Services	Proper Use: Services which by their nature can be performed by persons of firms with specialized skills and knowledge. Examples: Food service management, management consultant, student testing, accounting/audit architectural/engineering, legal, tutoring, labor relations.
530130 Program Evaluation	
530140 Translation Services	
530150 Consultant/Student Instruction	
530180 Supplemental Tutoring Services	
530600 Engineer & Architectural, Surveys	
530900 Legal Services	
OTHER PURCHASED SERVICES		
531010 Alarm/Guard Services	Proper Use: 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	
531500 Test/Inspections	
531710 Hired Equipment	
531730 Temporary Services	
531740 Insurance Premiums	
SCHOOL TRANSPORTATION		
533100 Contract Carrier	Proper Use: 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		
534050 Data Communication Services	Proper Use: 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		
535100 Officials/Referees	Proper Use: 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	Examples: HVAC items, plumbing, hand/power tools, floor/wall/window coverings, electrical, paint, glass, doors, and ballasts.
543500 Hardware Supplies	
543600 Lumber/Wood Supplies	
543700 Paint/Materials Supplies	
544000 Roofing Supplies	
544100 Flooring Supplies	
544200 Ceiling Supplies	
544300 HVAC Supplies	
544600 Glass Supplies	
544900 Preventative Maintenance Supplies	
CUSTODIAL AND HOUSEKEEPING		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	Examples: First aid kits, chemical/solutions, sutures, instruments, isotopes, veterinary, cold packs, etc.
550600 Disposable Supplies	
550700 Nursing Materials	
EDUCATION SUPPLIES		Proper Use:
551200 Textbooks	Expendable supplies and materials used for educational purposes.
551300 Library Materials	Examples: Test materials, teaching aids, workbooks, textbooks, kindergarten supplies, athletic equipment, books and processing, plan books/registers, maps/charts, special education supplies, encyclopedias, audio-visual supplies, and magazine subscriptions.
551400 Subscriptions	
551600 Classroom	
551700 Other Supplies	
551800 Athletic Supplies	
551900 Testing Materials	
PUBLIC WORKS SUPPLIES		Proper Use:
553200 Mixes	Expendable supplies and materials used for public works operational purposes.
553800 Salt	
OTHER SUPPLIES		Proper Use:
558100 Crime Prevention Supplies	Expendable supplies utilized for purposes not classified elsewhere.
558200 Uniform, Clothing	Examples: Firefighting, crime prevention, uniforms/other 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 State.
563100 Special Education	
563900 Mosquito Control	
564000 Air Pollution District	
564100 Planning Council	
566300 Regional Transit - PVTA	
566500 School Choice Assessment	Proper Use:
566600 Charter School Assessment	Amounts paid to entities other than federal, state, or county, for municipal services, provided by others
569200 Intergov. - Lic, Fees, Permits Employer Match - Medicare Tax - EMP	Proper Use:
569300 MED	Expenses for intergovernmental functions not classified elsewhere.
569900 State - Other	

5700 – Other Charges & Expenditures

The 5700 series should be used whenever a charge does not qualify for any of the previously mentioned expenditure categories. In-state and out-of-state travel, dues and memberships, property, liability and fidelity insurance, expenditures for court judgments against the City, and veterans’ benefits are all examples of charges that are classified here.

OTHER CHARGES AND EXPENSES		
TRAVEL		Proper Use:
571100 In State Travel	Transportation, meals, hotel, and other travel expenses incurred within the Commonwealth.
572100 Out of State Travel	Transportation, meals, hotel, and other travel expenses incurred outside the Commonwealth.
VETERANS SERVICES		Proper Use:
577100 Benefits	Payments for veterans benefits as provided by law. For Veterans Office Use Only.
577200 Funerals	
577300 Sold/Sailors Graves	
577400 Patriotic Functions	
577500 Vets - Ordinary Benefits	
577510 Vets - Fuel	
577520 Vets - Nursing Home	
577530 Vets - Doctor Bills	
577540 Vets - Medication Drugs	
577550 Vets - Hospital	
577560 Vets - Dental	
577570 Veterans Benefits	

5800 - Capital Outlay

These codes should be used whenever possible to monitor expenditures for eventual capitalization of fixed asset acquisitions. Capital Outlay expenditures fall into the following categories:

Land - Expenditures for the acquisition of land, air rights, water rights, and mineral rights.

Buildings - Expenditures for the direct purchase of or major capital improvements to existing buildings. Capitalized lease obligations for buildings would be charged here as would new construction performed by a contracted vendor.

Plant - Expenditures for the acquisition of or major capital improvements to existing buildings used to provide utility services (e.g., water pumping station. electric generating station). Capitalized lease obligations for plant would be charged here along with new plant construction performed by a contracted vendor.

Site Improvements - Expenditures for major capital improvement of sites and adjacent ways after acquisition.

Additional Equipment - Expenditures for equipment, which increases the number of items of equipment available (e.g., a local government's first police car or a sixth car to expand a fleet of five).

Replacement Equipment - Expenditures for equipment, which replaces existing assets. For example, purchase of a new or used ambulance to replace one which has or will be sold would be recorded here.

CAPITAL OUTLAY	
CAPITAL OUTLAY	Proper Use:
580100 Land	Payments for capital outlay acquisitions.
580200 Building	
580400 Building Improvements	
580500 Furniture & Fixtures	
580600 Machinery & Equipment	
580700 Vehicles	
580800 Infrastructure	
580900 Computer Hardware	
584000 Site Improvement	
589000 Depreciation	

5900 – Debt Service

Debt Service is defined as the repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue. The three components of debt service are as follows:

Maturing Principal on Long-Term Debt - Disbursements to repay the principal portion of long-term debt;

Interest on Long-Term Debt - Disbursements to pay the interest owed on long-term debt.

Interest on Notes - Disbursements to pay the interest owed on notes and other short-term borrowings.

DEBT SERVICE		
DEBT SERVICE		Proper Use:
591000 Long Term Debt - Principal	Disbursements to repay the principal portion or interest owed on long-term debt.
591200 Long Term Debt - Interest	
595000 Temporary Loans/Principal	
595050 Temporary Loans/Interest	
595100 Cost of Issuance	

**CITY OF SPRINGFIELD
EXPENDITURE OBJECT CODES**

**PERSONAL SERVICES
SALARIES & WAGES**

501000	Salaries & Wages
501020	Police - Salaries & Wages (Shift A) SAL-A
501021	Police - Salaries & Wages (Shift B) SAL-B
501022	Police - Salaries & Wages (Shift C) SAL-C
501199	Salaries & Wages -Quinn Bill/Educ Inc.
502000	Board Members Salaries & Wages
503000	Temporary Salaries & Wages
504000	Summer Help
505000	Holiday Pay
505020	Police - Holiday (Shift A) HOL-A
505021	Police - Holiday (Shift B) HOL-B
505022	Police - Holiday (Shift C) HOL-C
506000	Overtime
506020	Police - Overtime (Shift A) OT-A
506021	Police - Overtime (Shift B) OT-B
506022	Police - Overtime (Shift C) OT-C
506050	Court Time
507000	Bonus
507500	Allowances - Clothes, Tools etc
508000	Shift Differential
508020	Police - Shift Differential (Shift A) SHIFT-A
508021	Police - Shift Differential (Shift B) SHIFT-B
508022	Police - Shift Differential (Shift C) SHIFT-C
509000	Additional Pay
509010	Additional Pay - Class Coverage
509900	Imputed Income
509950	Lost Time
509999	Payroll Suspense School

BENEFITS

517010	Health/Life Insurance
517020	Retirement
517021	Non-Contributory
517030	Unemployment
517040	Workers' Compensation - Indemity
517050	Workers' Compensation - Medical
517120	Clothing Allowance
517130	Meal Allowance
517140	Canarx Reimbursement

**PURCHASE OF SERVICES
ENERGY**

521010	Oil Heat
521015	Electricity
521020	Natural Gas
521030	Water/Sewer

REPAIRS AND MAINTENANCE

524010	Rep & Maint - Vehicles
524015	Rep & Maint - Equipment
524020	Rep & Maint - Office Equipment
524030	Rep & Maint - Buildings
524040	Rep & Maint - Software
524045	Rep & Maint - Computer Hardware
524050	Rep & Maint - Telephones
524060	Rep & Maint - Parking Meters
524070	Rep & Maint - Signs

RENTAL AND LEASE

527010	Rental - Building
527020	Rental - Equipment
527030	Rental - Office Equipment

527040	Rental - Vehicles
527050	Rental - Storage

OTHER PROPERTY SERVICES

529100	Waste Removal Services
529200	Demolition Services
529300	Landscaping Services
529400	Snow Removal Services

PROFESSIONAL SERVICES

530105	Professional Services
530130	Program Evaluation
530140	Translation Services
530150	Consultant/Student Instruction
530180	Supplemental Tutoring Services
530600	Engineer & Architectural, Surveys
530900	Legal Services

OTHER PURCHASED SERVICES

531010	Alarm/Guard Services
531020	Seminars/Education/Training/Workshop
531030	Tuition
531040	Dues and Memberships
531050	Moving Services
531060	Exhibitions/Admissions
531070	Exterminations
531080	Physical Therapy
531100	Medical & Dental
531200	Printing/Binding
531500	Test/Inspections
531710	Hired Equipment
531730	Temporary Services
531740	Insurance Premiums

SCHOOL TRANSPORTATION

533100	Contract Carrier
533200	Special Education
533300	Athletics
533400	Instruction
533500	Other (Tokens)

COMMUNICATIONS

534050	Data Communication Services
534100	Postage and Delivery
534200	Telephone
534300	Advertising
534400	Audio/Video

RECREATION

535100	Officials/Referees
535200	Special Events
535300	Recreation Playground
535400	Pool Cleaning

SUPPLIES AND MATERIALS

ENERGY SUPPLIES

541100	Energy Supplies
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OFFICE SUPPLIES

542010	Office Supplies
542300	Software

BUILDING SUPPLIES

543100	Mechanical/Engineer Supplies
543200	Electrical Supplies

543500	Hardware Supplies
543600	Lumber/Wood Supplies
543700	Paint/Materials Supplies
544000	Roofing Supplies
544100	Flooring Supplies
544200	Ceiling Supplies
544300	HVAC Supplies
544600	Glass Supplies
544900	Preventative Maintenance Supplies

CUSTODIAL AND HOUSEKEEPING

545100	Custodial & Housekeeping Supplies
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GROUNDSCAPING/LANDSCAPING SUPPLIES

546100	Fertilizer
546200	Pesticides & Herbicides
546300	Seed
546400	Trees

RECREATION SUPPLIES

547200	Recreation Supplies
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VEHICLE SUPPLIES

548100	Vehicle Supplies/Parts/Accessories
548400	Gasoline and Diesel

FOOD SERVICE SUPPLIES

549100	Food
549300	Paper Goods

MEDICAL SUPPLIES

550300	Pharmaceutical Drugs
550500	Therapy Supplies
550600	Disposable Supplies
550700	Nursing Materials

EDUCATION SUPPLIES

551200	Textbooks
551300	Library Materials
551400	Subscriptions
551600	Classroom
551700	Other Supplies
551800	Athletic Supplies
551900	Testing Materials

PUBLIC WORKS SUPPLIES

553200	Mixes
553800	Salt

OTHER SUPPLIES

558100	Crime Prevention Supplies
558200	Uniform, Clothing
558400	Safety Items Supplies
558600	Photo Lab Supplies

INTERGOVERNMENTAL CHARGES

CHERRY SHEET ASSESSMENTS

563000	RMV Non-Renewal Surcharge
563100	Special Education
563900	Mosquito Control
564000	Air Pollution District
564100	Planning Council
566300	Regional Transit - PVTA
566500	School Choice Assessment
566600	Charter School Assessment
569200	Intergov. - Lic, Fees, Permits
569300	Employer Match - Medicare Tax - EMP MED
569900	State - Other

**OTHER CHARGES AND EXPENSES
TRAVEL**

571100	In State Travel
572100	Out of State Travel

JUDGEMENTS

576100	Damages
576400	Settlement Claims

VETERANS SERVICES

577100	Benefits
577200	Funerals
577300	Sold/Sailors Graves
577400	Patriotic Functions
577500	Vets - Ordinary Benefits
577510	Vets - Fuel
577520	Vets - Nursing Home
577530	Vets - Doctor Bills
577540	Vets - Medication Drugs
577550	Vets - Hospital
577560	Vets - Dental
577570	Veterans Benefits

OTHERWISE UNCLASSIFIED

578200	Reserve for Contingency
578300	Salary & Position Adjustment
578700	Indirect Costs
579000	Flow-Through-LEA

CAPITAL OUTLAY

580100	Land
580200	Building
580400	Building Improvements
580500	Furniture & Fixtures
580600	Machinery & Equipment
580700	Vehicles
580800	Infrastructure
580900	Computer Hardware
584000	Site Improvement
589000	Depreciation

DEBT SERVICE

591000	Long Term Debt - Principal
591200	Long Term Debt - Interest
595000	Temporary Loans/Principal
595050	Temporary Loans/Interest
595100	Cost of Issuance
599999	Prior Year Expenditures



Revised as of 5/10/10

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Appendix C
Property Taxes
Collection and Levy Data

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Fiscal Year	Gross Tax Levy	Reserves for Abatements		Net Tax Levy	Collections as of Fiscal Year End (2)		Collections as of 6/30/2010		
					Dollar	% of	Dollar	% of	
					Amount	Net Levy	Amount	Net Levy	
2011	166,484,866	2,506,666	1.5%	163,978,200	159,666,553	97.4%	N/A	N/A	95.9%
2010	170,816,604	5,369,540	3.1%	165,447,064	165,243,718	99.9%	163,424,780	98.78%	96.7%
2009	163,078,974	5,752,571	3.5%	157,326,403	157,675,276	100.2%	157,939,373	100.39%	96.7%
2008 (1)	153,489,174	7,622,699	5.0%	145,866,475	143,483,167	98.4%	143,846,075	98.61%	93.5%
2007	145,527,361	6,061,827	4.2%	139,465,534	138,138,867	99.0%	138,216,836	99.10%	94.9%
2006	138,486,189	6,700,000	4.8%	131,786,189	130,093,942	98.7%	132,280,605	100.38%	93.9%
(1) Revaluation Years									
(2) Actual Dollar Collections. Does not include abatements or other non-cash credits through 6.30.2011									

Percentage Share of City's Assessed Valuation and Levy Share of Taxable Property

	Residential Value	% of Value	Tax Rate	Tax Levy	% of Levy	Commercial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2006	\$ 5,015,641,700	75.68%	\$ 17.00	\$ 85,265,909	61.57%	\$ 965,788,700	14.57%	\$ 33.02	\$ 31,890,343	23.03%
2007	\$ 5,776,964,500	77.71%	\$ 16.04	\$ 92,662,511	63.67%	\$ 1,003,757,800	13.50%	\$ 31.91	\$ 32,029,911	22.01%
2008	\$ 6,036,956,400	77.33%	\$ 16.03	\$ 96,772,411	63.05%	\$ 1,079,322,350	13.82%	\$ 32.04	\$ 34,581,488	22.53%
2009	\$ 5,484,722,870	75.74%	\$ 17.89	\$ 98,121,692	60.17%	\$ 1,072,958,950	14.82%	\$ 36.98	\$ 39,678,022	24.33%
2010	\$ 5,252,153,800	75.09%	\$ 19.50	\$ 102,416,999	59.96%	\$ 1,052,016,750	15.04%	\$ 39.25	\$ 41,291,657	24.17%
2011	\$ 5,155,722,500	75.27%	\$ 19.49	\$ 100,485,032	60.36%	\$ 1,045,580,000	15.27%	\$ 38.97	\$ 40,746,253	24.47%

	Industrial Value	% of Value	Tax Rate	Tax Levy	% of Levy	Personal Value	% of Value	Tax Rate	Tax Levy	% of Levy
2006	\$ 233,789,700	3.53%	\$ 33.02	\$ 7,719,736	5.57%	\$ 412,180,550	6.22%	\$ 33.02	\$ 13,610,202	9.83%
2007	\$ 234,694,400	3.16%	\$ 31.91	\$ 7,489,098	5.15%	\$ 418,233,820	5.63%	\$ 31.91	\$ 13,345,841	9.17%
2008	\$ 246,327,200	3.16%	\$ 32.04	\$ 7,892,323	5.14%	\$ 444,536,550	5.69%	\$ 32.04	\$ 14,242,951	9.28%
2009	\$ 242,991,100	3.36%	\$ 36.98	\$ 8,985,811	5.51%	\$ 440,601,660	6.08%	\$ 36.98	\$ 16,293,449	9.99%
2010	\$ 229,288,700	3.28%	\$ 39.25	\$ 8,999,581	5.27%	\$ 461,359,650	6.60%	\$ 39.25	\$ 18,108,366	10.60%
2011	\$ 184,851,100	2.70%	\$ 38.97	\$ 7,203,647	4.33%	\$ 463,175,130	6.76%	\$ 38.97	\$ 18,049,935	10.84%

	Total Value	% of Value	Total Levy	% of Levy
2006	\$ 6,627,400,650	100%	\$ 138,486,189	100%
2007	\$ 7,433,650,520	100%	\$ 145,527,361	100%
2008	\$ 7,807,142,500	100%	\$ 153,489,174	100%
2009	\$ 7,241,274,580	100%	\$ 163,078,974	100%
2010	\$ 6,994,818,900	100%	\$ 170,816,604	100%
2011	\$ 6,849,328,730	100%	\$ 166,484,866	100%

2006	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,015,641,700	75.68%	\$ 17.00	\$ 85,265,909	61.57%	490,850,500	10.85%	\$ 6,036,815	7.62%
Commercial	965,788,700	14.57%	\$ 33.02	\$ 31,890,343	23.03%	49,185,500	5.37%	\$ 1,312,460	4.29%
Industrial	233,789,700	3.53%	\$ 33.02	\$ 7,719,736	5.57%	2,002,400	0.86%	\$ (12,688)	-0.16%
Personal	412,180,550	6.22%	\$ 33.02	\$ 13,610,202	9.83%	7,862,860	1.94%	\$ 122,164	0.91%
	====			====		====		====	
TOTAL	6,627,400,650			\$ 138,486,189		549,901,260	9.05%	7,458,750	5.69%
				Levy Increase		\$ 7,458,750		5.69%	

2007	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,776,964,500	77.71%	\$ 16.04	\$ 92,662,511	63.67%	761,322,800	15.18%	\$ 7,396,602	8.67%
Commercial	1,003,757,800	13.50%	\$ 31.91	\$ 32,029,911	22.01%	37,969,100	3.93%	\$ 139,569	0.44%
Industrial	234,694,400	3.16%	\$ 31.91	\$ 7,489,098	5.15%	904,700	0.39%	\$ (230,638)	-2.99%
Personal	418,233,820	5.63%	\$ 31.91	\$ 13,345,841	9.17%	6,053,270	1.47%	\$ (264,361)	-1.94%
	====			====		====		====	
TOTAL	7,433,650,520			\$ 145,527,361		806,249,870	12.17%	7,041,172	5.08%
				Levy Increase		\$ 7,041,172		5.08%	

2008	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	6,036,956,400	77.33%	\$ 16.03	\$ 96,772,411	63.05%	259,991,900	4.50%	\$ 4,109,901	4.44%
Commercial	1,079,322,350	13.82%	\$ 32.04	\$ 34,581,488	22.53%	75,564,550	7.53%	\$ 2,551,577	7.97%
Industrial	246,327,200	3.16%	\$ 32.04	\$ 7,892,323	5.14%	11,632,800	4.96%	\$ 403,225	5.38%
Personal	444,536,550	5.69%	\$ 32.04	\$ 14,242,951	9.28%	26,302,730	6.29%	\$ 897,110	6.72%
	====			====		====		====	
TOTAL	7,807,142,500			\$ 153,489,174		373,491,980	5.02%	7,961,812	5.47%
				Levy Increase		\$ 7,961,812		5.47%	

2009	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,484,722,870	75.74%	\$ 17.89	\$ 98,121,692	60.17%	(552,233,530)	-9.15%	\$ 1,349,281	1.39%
Commercial	1,072,958,950	14.82%	\$ 36.98	\$ 39,678,022	24.33%	(6,363,400)	-0.59%	\$ 5,096,534	14.74%
Industrial	242,991,100	3.36%	\$ 36.98	\$ 8,985,811	5.51%	(3,336,100)	-1.35%	\$ 1,093,487	13.86%
Personal	440,601,660	6.08%	\$ 36.98	\$ 16,293,449	9.99%	(3,934,890)	-0.89%	\$ 2,050,498	14.40%
	====			====		====		====	
TOTAL	7,241,274,580			\$ 163,078,974		(565,867,920)	-7.25%	9,589,801	6.25%
				Levy Increase		\$ 9,589,801		6.25%	

2010	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,252,153,800	75.09%	\$ 19.50	\$ 102,416,999	59.96%	(232,569,070)	-3.85%	\$ 4,295,307	4.44%
Commercial	1,052,016,750	15.04%	\$ 39.25	\$ 41,291,657	24.17%	(20,942,200)	-1.94%	\$ 1,613,635	4.67%
Industrial	229,288,700	3.28%	\$ 39.25	\$ 8,999,581	5.27%	(13,702,400)	-5.56%	\$ 13,771	0.17%
Personal	461,359,650	6.60%	\$ 39.25	\$ 18,108,366	10.60%	20,757,990	4.67%	\$ 1,814,917	12.74%
	====			====		====		====	
TOTAL	6,994,818,900			\$ 170,816,604		(246,455,680)	-3.40%	7,737,630	4.74%
				Levy Increase		\$ 9,589,801		6.25%	

2011	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,155,722,500	75.27%	\$ 19.49	\$ 100,485,032	60.36%	(96,431,300)	-1.76%	\$ (1,931,968)	-1.97%
Commercial	1,045,580,000	15.27%	\$ 38.97	\$ 40,746,253	24.47%	(6,436,750)	-0.60%	\$ (545,405)	-1.37%
Industrial	184,851,100	2.70%	\$ 38.97	\$ 7,203,647	4.33%	(44,437,600)	-18.29%	\$ (1,795,934)	-19.99%
Personal	463,175,130	6.76%	\$ 38.97	\$ 18,049,935	10.84%	1,815,480	0.41%	\$ (58,431)	-0.36%
	====			====		====		====	
TOTAL	6,849,328,730			\$ 166,484,866		(145,490,170)	-2.08%	(4,331,738)	-2.54%
				Levy Increase		\$ (4,331,738)		-2.66%	

TOP TWENTY FIVE TAXPAYERS FOR FISCAL YEAR 2011

FY 2011 LEVY: \$ 166,484,866

PROPERTY OWNER	TAX TYPE	No. of PARCELS	NATURE of BUSINESS	FY2011 ASSESSED VALUATION	TOTAL FY11 TAX LEVY	% of LEVY
1 WESTERN MASS ELECTRIC	PP	1	UTILITY	\$142,789,600	\$5,564,511	3.34%
2 MASSACHUSETTS MUTUAL	RE	20	INSURANCE	\$88,460,800	\$3,439,066	2.07%
3 BAY STATE GAS CO.	PP	1	UTILITY	\$59,146,200	\$2,304,927	1.38%
4 VERIZON NEW ENGLAND	PP	1	TELECOM	\$45,614,400	\$1,777,593	1.07%
5 WIRELINE LEASING CO	PP	1	UTILITY	\$32,849,750	\$1,280,155	0.77%
6 SOLUTIA	RE	8	CHEMICALS	\$25,631,500	\$998,811	0.60%
7 SPRINGFIELD CENTER 1 ASSOCIATES	RE	11	RETAIL	\$22,968,400	\$894,405	0.54%
8 EASTFIELD ASSOCIATES	RE	6	RETAIL	\$22,632,800	\$875,330	0.53%
9 HUBBARD REAL ESTATE INVESTMENTS	RE	6	RETAIL	\$22,448,500	\$874,818	0.53%
10 INEOS NOVA LLC	PP	1	CHEMICALS	\$19,950,810	\$777,483	0.47%
11 COMCAST OF MASSACHUSETTS II	PP	1	COMMUNICATION	\$16,599,260	\$646,873	0.39%
12 LOWE'S HOME CENTERS	RE	1	RETAIL	\$11,657,700	\$454,301	0.27%
13 SPRINGFIELD FOODSERVICE CORP	RE	5	DISTRIBUTION	\$10,755,500	\$419,142	0.25%
14 SPRINGFIELD VF LLC	RE	1	RETAIL	\$9,827,700	\$382,985	0.23%
15 LEVENTHAL NORMAN & EDWIN	RE	1	HOUSING	\$19,117,500	\$372,600	0.22%
16 HAYMARKET SQUARE ASSOCIATES	RE	3	RETAIL	\$9,514,600	\$370,784	0.22%
17 D'AMOUR GERALD	RE	1	RETAIL	\$9,255,400	\$360,683	0.22%
18 YOUGHIOGHENY COMM-N E LLC	PP	1	COMMUNICATION	\$8,549,380	\$333,169	0.20%
19 WASON AVENUE PARTNERS LLC	RE	1		\$8,413,800	\$327,886	0.20%
20 BABSON CAPITAL MGMT LLC	PP	1	FINANCIAL	\$8,232,130	\$320,806	0.19%
21 SPRING MEADOW ASSOCIATION	RE	1	HOUSING	\$16,056,800	\$312,947	0.19%
22 655-735 PAGE BOULEVARD LLC	RE	2	DISTRIBUTION	\$7,954,800	\$309,999	0.19%
23 SEARS ROEBUCK & CO.	RE	1	RETAIL	\$7,927,700	\$308,942	0.19%
24 BERKSHIRE-BROOKDALE LLC	RE	2	DISTRIBUTION	\$7,758,700	\$302,357	0.18%
25 BOSTON ROAD PROPERTY LLC	RE	2	RETAIL	\$7,723,900	\$301,000	0.18%
TOTAL:				\$641,837,630	\$24,311,573	14.60%

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Appendix D
City of Springfield Financial Policies

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COMMONWEALTH OF MASSACHUSETTS

CITY OF SPRINGFIELD FINANCE CONTROL BOARD

EXECUTIVE ORDER

#04-09-13-2009

This Executive Order is issued pursuant to the provisions of Chapter 169 of the Acts of 2004, *An Act Relative to the Financial Stability of the City of Springfield*.

Pursuant to the authority granted under section 4(d)(7) of Chapter 169 of the Acts of 2004, the Springfield Financial Control Board hereby amends Title 4 of the Revised Ordinances of the City of Springfield, 1986, as amended, through further amendment, by adding a new Chapter 4.44 thereto: Financial Ordinances

AMENDING TITLE 4, OF THE REVISED ORDINANCES OF THE CITY OF SPRINGFIELD, 1986, AS AMENDED HEREBY FURTHER AMENDED BY ADDING A NEW CHAPTER 4.44 THERETO: FINANCIAL POLICIES.

Title 4, of the Revised Ordinances of the City of Springfield, 1986, as amended, hereby further amended by adding the following new Chapter 4.44 thereto:

Chapter 4.44

FINANCIAL ORDINANCES

Sections:

- 4.44.010 Compliance with finance laws
- 4.44.020 Ordinances with regard to the budget.
- 4.44.030 Revenue policies.
- 4.44.040 Policies with regard to self-operations.
- 4.44.050 Capital planning policies.
- 4.44.060 Financial reserve policies.
- 4.44.070 Debt policies.
- 4.44.080 Policies regarding cash management.
- 4.44.090 Polices regarding financial reporting and reconciliation.
- 4.44.100 Polices regarding financial responsibilities of departments.
- 4.44.110 Policies regarding grants.

4.44.010 Compliance with finance laws.

A. All city employees, agents, boards, commissions and authorities shall comply with all General Laws, Special Acts of the Commonwealth, and city ordinances that relate to finance and financial management.

B. By September 30 of each year, the finance department shall provide to all departments an update regarding the financial policies and ordinances of the city of Springfield. By November 1 of each year, the law department shall provide to all departments an annual update regarding changes to municipal finance law and regulations that may impact departmental operations.

4.44.020 Ordinances with regard to the budget.

A. The mayor shall propose to the city council and the city council shall adopt balanced budgets in which non-one-time revenue equals or exceeds expenditures.

B. The city will not balance the budget by using one time or other nonrecurring revenues to fund ongoing expenditures. Transfers from “free cash” and a “stabilization reserve fund” shall be the only exception; appropriation from free cash or a stabilization reserve fund to fund ongoing expenditures shall require a written disclosure by the chief administrative and financial officer of the size of the appropriation, the remaining balance in reserve after said appropriation and a projection as to how the city will finance these recurring expenses in upcoming fiscal years.

C. The city will not use budgetary procedures that balance the budget at the expense of future years, including postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt.

D. The annual budget shall include the following sections: the expenditure budget, a summary of the city’s financial condition, an analysis of revenues used in the proposed budget, a proposed allotment schedule for the budget as required by Chapter 656 of the Acts of 1989, an analysis of outstanding debt and a summary of the city’s capital condition, including municipal buildings, infrastructure, equipment, rolling stock and information technology.

E. The city’s annual budget shall be adopted at the level of departmental salaries, expenses and capital.

F. The budget will provide for adequate maintenance and the replacement of capital plant and equipment. In the event that the budget is not able to provide for adequate maintenance and replacement of capital plant and equipment, the city will identify and report on the funding gap and the maintenance, equipment and capital which are not funded in the proposed budget. All budgetary procedures will conform with existing state and local regulations.

G. The chief administrative and financial officer shall produce and issue a four (4) year financial plan for the city by March 30th of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the city may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.

H. Within two (2) weeks of the start of the fiscal year, the comptroller shall encumber all personnel service funds in all departments for the entire fiscal year for each budgeted position then occupied by an employee.

I. The comptroller shall provide to the mayor and city council a monthly report of revenues and expenditures at the line item level.

4.44.030 Revenue policies.

A. The city's annual budget shall include a revenue budget that is created in line item detail for City operations.

B. The City will estimate its revenue using conservative methods and present this along with the balanced budget.

C. The chief administrative and financial officer shall review and propose to the city council an updated fee schedule for each of the city's departments no less than every two (2) years to ensure the cost of services is being adequately recovered.

D. The city may build into its revenue base from one fiscal year to the next an increase in each revenue line item of no more than three percent (3%), with the exception of

1. Real and personal property taxes, whose increase shall not exceed the revenue permitted under law, with New Growth set at a level certified by the Assessors as reasonable.
2. Chapter 70 (school) aid and school building assistance payments from the Commonwealth, which shall be budgeted in an amount no greater than the estimates provided by the Commonwealth of Massachusetts, and
3. Certain fees and fines, which may increase more than three percent (3%) only if the underlying cost of the fee or fine is increased. In such an instance, the city may budget the entire increase associated with the fee and/or fine so long as said revenue assumptions are certified as reasonable by the chief administrative and financial officer.

E. Any revenue increase in excess of the three percent (3%) limit established herein shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund non-recurring capital expenditures.

F. The city will maintain property assessment for the purpose of taxation at full and fair market value, as prescribed by State law.

G. The city shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law. On or before May 30th of each year, the city shall commence tax title proceedings against all properties that owe property taxes to the city.

4.44.040 Policies with regard to self supporting operations.

A. The city shall annually adopt the rates and fees for all enterprise fund activities, and the chief administrative and financial officer shall propose no less than every two years the rates and fees for all other rate- and-fee-supported services in city government.

B. In the event that an enterprise fund requires General Fund or other support because its revenue does not fully support its operations, the finance director and relevant department head shall make a report to city council regarding the fund, its revenue and expenditure position and the reason a deficit occurred.

4.44.050 Capital planning policies.

A. For purposes of this ordinance, the term "capital" shall refer to a facility, object or asset costing more than twenty-five thousand dollars (\$25,000) with an estimated useful life of ten (10) years or more.

B. The capital improvement program will directly relate to the long-range plans and policies of the city.

C. The capital improvement plan shall be issued by March 30th of each year and shall be produced by and in the form designated by the chief administrative and financial officer.

At a minimum, the capital improvement plan shall be a "rolling" five (5) year plan which shall be submitted to the city council for approval annually.

D. The capital improvement plan shall be reviewed by the capital improvement planning committee and shall include all capital expenditures proposed by the various departments. The committee shall recommend in each year of the plan the capital investments to be funded, and how these expenditures should be financed.

E. The capital improvement planning committee shall be comprised of the city's chief administrative and financial officer or his/her designee, the finance director, a representative from the city council, the director of parks, buildings and recreation management, the budget director, the planning director, the director of capital asset construction, the director of public works and the director of community and economic development or other officials with different titles who perform the duties of said positions. Any member with an interest in a capital item before the committee shall recuse him/herself from deliberations regarding said items. The committee shall provide its recommendations in writing to the mayor and city council. Any capital funding request that is at variance from the committee's recommendation shall be accompanied by a written justification of the variance, including a comparison of cost-benefit analyses for the effected projects.

F. Except as required by an emergency, all approved capital projects must be part of the adopted capital improvement plan. Capital projects that were not included in the capital improvement plan may not be conducted unless an emergency has occurred and a written report explaining the emergency has been provided to the city council.

G. All capital expenditure decisions shall analyze the potential use of alternative energy and fuel/

energy efficient technologies and devices, and the use of recycled materials and environmentally preferable products.

H. The capital improvement plan shall include a multi-year forecast of annual debt service requirements for items in the plan to permit the examination of the future implication of debt issuance.

I. Each capital item in the capital improvement plan shall be accompanied by an analysis that includes the identification and cost estimation of additional operational and personnel costs associated with that capital improvement.

J. All proposals for capital improvements shall include a proposed source of funding for each capital improvement. Pay-as-you-go capital funding shall be considered as a financing source for each proposed capital improvement.

K. As part of a comprehensive capital improvement program, the city shall maintain net tax-financed capital improvement expenditures (pay as you go) at a level of one and one-half percent of local source revenue.

L. The finance director shall review the finances and status of all capital projects no less than annually. For a non-construction capital expenditure, the city shall conduct project close out within six (6) months of project completion. For a construction-related capital expenditure, the city shall conduct project close out within nine (9) months of the end of construction. The city shall release unexpended bond proceeds within six (6) months of project close out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

4.44.060 Financial reserve policies.

A. The city shall maintain an undesignated fund balance of between five percent (5%) and fifteen percent (15%) of general fund revenues, less debt exclusions.

B. In the event that the city's undesignated fund balance falls below five percent (5%) of general fund revenues, less debt exclusions, a plan for specific expenditure reductions and/or revenue increases that will bring the city into compliance with the minimum fund balance requirement shall be submitted to the city council during the next budget cycle.

C. Pursuant to the provisions of Chapter 656 of the Acts of 1989, the city shall maintain a reserve for extraordinary expenses of at least one percent (1%) and not greater than three percent (3%) of the prior year's tax levy. No direct drafts shall be permitted from this fund, but transfers may be made from it in the same manner as required for other budgetary transfers.

D. The amount of money to be held in free cash shall not be less than three percent (3%) or more than six percent (6%) of General Fund operating revenue, less debt exclusions.

E. The city shall maintain a primary stabilization reserve fund equal to between five percent (5%) and fifteen percent (15%) of General Fund operating revenues, less debt exclusions. As prescribed by Mas-

sachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year's property tax levy, nor can the fund balance exceed ten percent (10%) of the equalized value of the city.

F. Pursuant to the provisions of Chapter 169 of the Acts of 2004, the city shall annually fund a capital reserve of at least one and half percent (1.5%) of the committed property taxes from the prior fiscal year. Said fund may be expended on capital projects for which the city may issue bonds for a term of ten (10) years or longer as provided for in Chapter 44 of the Massachusetts General Laws.

G. Whenever the city is self insured for the purposes of property, liability and/or workers' compensation insurance, it shall maintain a Self Insurance Reserve Fund that may be expended to pay for the loss of or damage to municipal property, whose loss or damage would be covered by property and liability insurance had the city purchased it. Said Reserve may also be used to pay justified damage, liability and workers' compensation claims against the city and shall be in the amount of 5% of the aggregate assessed valuation of City Hall, Symphony Hall and the Campanile.

4.44.070 Debt policies.

A. The city shall comply with debt limitations as detailed in Massachusetts General Law.

B. The City shall manage the issuance of debt in line with the following debt ratios:

1. General Fund debt service as a percentage of general fund revenues, net of debt exclusions – not to exceed eight percent (8%).
2. Enterprise fund debt service as a percentage of enterprise operating revenue – not to exceed fifteen percent (15%).
3. Percentage of total debt that will be retired at the end of ten (10) years – at least sixty-five percent (65%).

C. Short-term debt, such as bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest rate advantage, or if there is an advantage to delaying long-term debt until market conditions are more favorable.

D. The city may use inter-fund and inter-account operating loans rather than outside debt instruments to meet short-term cash flow needs. Such loans may only occur if the affected fund or account has excess funding available and the use of these funds will not impact the fund's or account's current operations. All such loans shall be repaid by June 30th of each year.

E. Any bond anticipation debt will be retired within six (6) months after completion of the project it financed.

F. Short-term debt will not be rolled over beyond two (2) years without a principal pay down or as prescribed by state law.

G. The term of debt issued to finance capital improvements or procurements may not exceed the useful life of the asset or improvement so financed.

H. The city shall conduct debt financing on a competitive basis unless, for reasons of market volatility, unusual financing structure or a complex security structure the city would be better served through a negotiated financing.

I. In all instances in which the city issues bonds or notes of a term exceeding twelve (12) months, the city shall utilize the services of a financial advisor firm to advise it on structuring the transaction, issues related to the compensation paid to firms involved in the transaction and other items. Said firm may not have served as underwriter for a city debt transaction during the thirty-six (36) months prior to the issuance of the bonds or note then being financed.

J. The finance director shall annually conduct and release to the public a report on the amount and affordability of debt issued by the city, using established and generally accepted benchmarks as a basis for comparison.

K. The city shall establish and maintain a debt schedule that avoids large increases in debt service on a year-to-year basis, and shall seek to use an "equal principal" repayment structure rather than level debt service structure.

L. The City may issue refunding bonds if the savings associated with the refunding are at least twice the cost of issuing the refunding bonds, there are positive savings in each year of the refunding bonds so issued, the present value of the savings is at least three percent (3%) of the par amount of the refinancing issuance, and the refunding bonds do not extend the term of the debt to be refinanced.

M. The city may not use bond proceeds to finance operating expenses other than those certified by the chief administrative and financial officer as being specifically related to implementation of the project. The city may not use bond accounts or bond proceeds as a source of inter-fund or inter-account operating loans.

N. The City shall comply with all Federal and State government laws and polices with regard to arbitrage earnings on bond proceeds.

4.44.080 Policies regarding cash management.

A. The city shall manage its cash resources in a prudent and diligent manner with an emphasis first on safety of principal, second on liquidity and third on financial return on invested cash. The treasurer/collector shall ensure investment managers who invest municipal funds operate in a manner consistent with these requirements.

B. Except when cash is invested in the Massachusetts Municipal Depository Trust, the city shall not invest cash in instruments with a term exceeding three hundred sixty-five (365) days. Cash invested outside of the Massachusetts Municipal Depository Trust shall only be invested in cash, money market funds and certificates of deposit, with a preference for insured certificates of deposit where appropriate. The city shall not invest in derivatives of cash products or any structured financial vehicle.

C. The treasurer/collector shall submit a written report with regard to the city's cash investments to the office of internal audit no less than quarterly. Said report shall be in the form required by the director of internal audit and shall document the city's cash investments in detail to ensure compliance with Massachusetts General Law and relevant policies and ordinances.

D. Except as otherwise provided for in Massachusetts General Law, all fees, fines and other revenue shall be collected by the office of the city collector. The finance director may permit individual departments to collect fees, fines and other revenue if, in his/her judgment, said department has established proper policies, procedures and controls and that said controls are followed at all times. All receipts collected by any department shall be forwarded to the city collector on a daily basis or on another schedule as may be approved in writing by the finance director.

E. The finance director shall develop, document and publish a system of internal controls for cash management, including but not limited to receipt of money, safeguarding of assets, verification of accuracy, use of financial computer systems, promotion of operational efficiency, proper segregation of duties and others.

4.44.090 Policies regarding financial reporting and reconciliation.

A. All department heads shall notify the chief administrative and financial officer in writing within one (1) week of becoming aware of non-compliance with any financial ordinance or policy of the city of Springfield. The chief financial officer shall provide a written report to the city council when the city fails to comply with any financial policy of the city of Springfield. Said report shall occur within three weeks of the failure to comply, and shall be updated no less than annually. This shall explicitly include instances of intentional non-compliance, such as the use of non-recurring revenue (reserves) to support the operating budget, failure to maintain minimum reserve fund levels, and others.

B. The comptroller shall produce and present to the mayor and chief administrative and financial officer a statement of monthly revenues and monthly expenditures, both of which shall be compared to budget estimates and historical trends.

C. The treasurer/collector shall reconcile the city's revenues and bank accounts on a monthly basis, within fifteen (15) business days of the close of each month.

D. The city shall reconcile revenues and expenditures for each fiscal year within two (2) months of the end of the fiscal year.

4.44.100 Policies regarding financial responsibilities of departments.

A. All departments authorized to collect receipts by the finance director shall remit them to the city collector on a daily basis, or on another schedule approved by the finance director in writing on a case by case basis.

B. All departments shall utilize the city's central accounting system and shall post all financial transactions thereto in a timely manner.

C. No department shall open an account in any financial institution or maintain a checkbook or other means of receiving or making payments without the prior written approval of the finance director and may not make any payment outside of the city's central financial system.

D. No department shall be permitted to over-expend a line item in its budget unless authorized to do so by Massachusetts General Law, and then only after following the procedures established in said Laws. Pursuant to Chapter 656 of the Acts of 1989, any department head who over-expends their budget may be held individually and personally liable and required to make payment to the city in the amount of the over-expenditure, with determination of said liability made by the mayor.

E. No department may seek procurement for any capital project for which funding is not legally available via appropriation, bond funding, grant funding, gift or other legal source unless specifically permitted by law. In instances where law permits procurement without a previously-identified funding source, said department must seek and receive the approval of the finance director prior to initiating procurement activity.

F. All departments that issue fines and tickets under law and city ordinance shall provide written monthly reports to the finance director of the number and dollar value of tickets issued and paid. Said report shall be reconciled prior to submission so as to provide an accurate accounting of collections and outstanding unpaid balances to date.

G. The city shall commence and actively pursue collections activities against properties which are delinquent on their property taxes and personal property taxes at the earliest timeframe permitted by law.

4.44.110 Policies regarding grants.

A. The grant director shall oversee all grants for the city of Springfield and, to the extent permitted by law, for the Springfield public school department. With the approval of the chief administrative and financial officer, he/she shall establish policies and procedures regarding the management and administration of grants, including the submission of grant applications for funding.

B. Departments shall be encouraged to pursue all available grants funding consistent with the mission and strategic direction of the department and the city.

C. All grant applications shall be reviewed by the grant director prior to submission. Departments shall provide all information requested by the grant director in a timely manner to allow proper oversight and reporting to grantors and others.

D. To the extent allowed by the granting entity, all grant applications which seek to fund personnel costs shall request funding for fringe benefit costs. A department applying for a grant which can not pay for fringe benefits shall stipulate to the grant director in advance how the department will pay for the related fringe benefit costs.

E. Grant funds shall be expended prior to the expenditure of general fund operating budgets whenever possible. Grant reimbursements shall be submitted in a timely manner; a schedule for submitting grant reimbursements, which shall be binding on all parties, may be established by the finance director if he/she finds that reimbursements are not taking place in a timely manner.

F. Department heads shall notify the finance director no later than three (3) months prior to the expiration of a grant if they reasonably believe grant funds may be returned unspent to the granting agency.

G. All employees, entities, boards, commissions or others which submit grant applications requiring a city match shall identify an available source of funding which shall serve as the matching funding for the grant, prior to submitting the grant to the grant director for review.

H. No employee paid in whole or in part from the General Fund shall be moved to being funded by a grant without the prior written approval of the finance director. No employee who is paid in whole or in part from a grant shall be moved to being funded by the General Fund without the prior written approval of the finance director.

Appendix E
Fiscal Year 2012
City of Springfield
City Council
Appropriation Orders

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CITY OF SPRINGFIELD
In the City Council, June 22, 2011

Fiscal Year 2012 Budget Appropriations Order
July 1, 2011 to June 30, 2012
Date of Vote: June 22, 2010

General Fund

WHEREAS, to meet the expenses of the City of Springfield, including the School Department, for the fiscal year commencing July 1, 2011 and ending June 30, 2012 (FY'12), General Fund Appropriations in the amount of \$537,654,232.67 as itemized on the Attached Schedule of Appropriations and \$4,548,789.53 in Other Financing Uses as hereby voted from the following sources, pursuant to Massachusetts General Laws Chapter 44, Section 32, and Chapter 468 of the Acts of 2008, and the recommendations of his Honor the Mayor.

WHEREAS, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the Order, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, that no departments incur liabilities against an appropriation in excess of the unencumbered balance thereof

IT IS FURTHER ORDERED, that the City Council approves the Appropriations as itemized in the attached Schedule of Appropriations to meet the expenses of the City of Springfield for Fiscal Year 2012.

SOURCES	
Estimated General Fund Revenue:	<u>\$542,203,022.19</u>
TOTAL:	\$542,203,022.19

USES	
Total General Fund Financing:	\$537,654,232.67
Other Financing Uses – Trash Enterprise Fund:	<u>\$ 4,548,789.53</u>
TOTAL:	\$542,203,022.19

A true copy of an Order passed by the City Council on June 22, 2011 by the following roll call vote: Yes, Ten (10) Councilors Melvin A. Edwards, John A. Lysak, Timothy C. Allen, Zaida Luna, Kateri B. Walsh, Thomas A. Ashe, Amaad I. Rivera, E. Henry Twiggs, Michael A. Fenton, Jose F. Tosado; No, Three (3) Councilors Clodo Concepcion, Timothy J. Rooke, James J. Ferrera, III.

Approved by the Mayor on June 30, 2011

Attest:

Wayne Bee

City Clerk

FY12 Budget Order - Overlay Surplus (Mayor Sarno)

Fiscal Year 2012 Budget Appropriations Order

July 1, 2011 to June 30, 2012

Date of Vote: June 22, 2011

WHEREAS, pursuant to the requirements of Chapter 59 Section 23, Chapter 40 Section 5B and Chapter 468 of the Acts of 2008, the Chief Administrative and Financial Officer and his Honor the Mayor have requested authorization from the City Council to transfer the sum of \$5,000,000 from the Board of Assessors Certified Overlay Surplus to the FY12 Estimated Revenues in accordance with the City of Springfield Financial Policies to meet the budgetary needs for the fiscal year beginning July 1, 2011.

WHEREAS, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the transfer, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, that the City Council approves the transfer of the sum of \$5,000,000 from the Board of Assessors Certified Overlay Surplus to the FY12 Estimated Revenues in accordance with the City of Springfield Financial Policies to meet the budgetary needs for the fiscal year beginning July 1, 2011.

From: Other Financing Use - Overlay Surplus

0100-00-000-0000-0000-000000-0000000-123004-	\$200,000
0100-00-000-0000-0000-000000-0000000-123005-	\$1,000,000
0100-00-000-0000-0000-000000-0000000-123006-	\$800,000
0100-00-000-0000-0000-000000-0000000-123007-	\$1,000,000
0100-00-000-0000-0000-000000-0000000-123008-	\$2,000,000

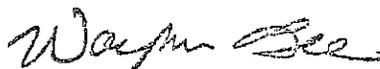
To: FY12 Estimated Revenues

FY12 Estimated Revenues	\$5,000,000
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A true copy of an Order passed by the City Council on June 22, 2011 by the following roll call vote: Yes, Eleven (11) Councilors Melvin A. Edwards, John A. Lysak, Timothy C. Allen, Zaida Luna, Kateri B. Walsh, Thomas A. Ashe, Amaad I. Rivera, E. Henry Twiggs, Michael A. Fenton, James J. Ferrera, III, Jose F. Tosado; No, Two (2) Councilors Clodo Concepcion, Timothy J. Rooke.

Approved by the Mayor on June 30, 2011

Attest:



City Clerk



City of Springfield

REVIEWED

Meeting: 06/22/11 04:30 PM

Initiator: LeeAnn Pasquini

Sponsors: Mayor Domenic J. Sarno

DOC ID: 1259

FY12 Budget Order - Enterprise Fund (Mayor Sarno)

Fiscal Year 2012 Budget Appropriations Order

July 1, 2011 to June 30, 2012

Date of Vote: June 22, 2011

Trash Enterprise Fund

WHEREAS, pursuant to the requirements of Section 53F ½ of Chapter 44 of Massachusetts General Law, the following Trash Enterprise Fund shall be authorized for the fiscal year commencing July 1, 2011 and ending June 30, 2012 (FY'12), provided that expenditures shall not be made or liabilities incurred for the fund in excess of the balance of the fund, nor in excess of the total authorized expenditures of the fund.

WHEREAS, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the Order, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, that the City Council approves the Appropriations as itemized in the attached Schedule of Appropriations to meet the expenses of the Trash Enterprise Fund for Fiscal Year 2012.

SOURCES

Estimated FY12 Trash Enterprise Fund Revenue:	\$3,515,000
Retained Earnings - Trash Fee Enterprise Fund	\$ 650,000
Other Financing Source - General Fund:	<u>\$4,788,200</u>
TOTAL:	<u>\$8,953,200</u>

USES

Total Trash Enterprise Fund Financing:	<u>\$8,953,200</u>
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A true copy of an Order passed by the City Council on June 22, 2011 by the following roll call vote: Yes, Nine (9) Councilors Melvin A. Edwards, Clodo Concepcion, Timothy C. Allen, Zaida Luna, Kateri B. Walsh, Thomas A. Ashe, Amaad I. Rivera, E. Henry Twiggs, Michael A. Fenton; No., Four (4) Councilors John A. Lysak, Timothy J. Rooke, James J. Ferrera, III, Jose F. Tosado.

Approved by the Mayor on June 30, 2011

Attest:

City Clerk



City of Springfield

REVIEWED

Meeting: 06/22/11 04:30 PM
Initiator: LeeAnn Pasquini
Sponsors: Mayor Domenic J. Sarno
DOC ID: 1266

FY12 Budget Order - EF Certified Retained Earnings (Mayor Sarno)

WHEREAS, to meet the expenses of the City of Springfield for the fiscal year commencing July 1, 2011 and ending June 30, 2012 (FY'12), pursuant to Mass. Gen. Laws ch. 44, Section 33B, Chapter 59 Section 23, and Chapter 468 of the Acts of 2008, the Chief Administrative and Financial Officer and his Honor the Mayor have requested authorization from the City Council to transfer the sum of \$650,000 from FY10 Certified Retained Earnings to FY12 Estimated Revenue of the Enterprise Fund.

WHEREAS, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the transfer, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, that the City Council approves the transfer of the sum of \$650,000 from FY10 Certified Retained Earnings to FY12 Estimated Revenue of the Enterprise Fund and meet the expenses of the Enterprise Fund for Fiscal Year 2012.

From: Certified Retained Earnings - Other Financing Uses	
6500-00-000-0000-0000-000000-0000000-701000 -	\$650,000.00
Total	\$650,000.00
To: Enterprise Fund	
FY12 Estimated Revenue	\$650,000.00

A true copy of an Order passed by the City Council on June 22, 2011 by the following roll call vote: Yes, Ten (10) Councilors Melvin A. Edwards, John A. Lysak, Clodo Concepcion, Timothy C. Allen, Zaida Luna, Kateri B. Walsh, Thomas A. Ashe, Amaad I. Rivera, E. Henry Twiggs, Michael A. Fenton; No, Three (3) Councilors, Timothy J. Rooke, James J. Ferrera, III, Jose F. Tosado.

Approved by the Mayor on June 30, 2011

Attest:

City Clerk



FY12 Budget Order - Revolving Funds (Mayor Sarno)

Fiscal Year 2012 Budget Appropriations Order
July 1, 2011 to June 30, 2012
Date of Vote: June 22, 2011

Revolving Fund

WHEREAS, pursuant to the requirements of Section 53A and 53E 1/2 of Chapter 44 of Massachusetts General Law, the following Revolving Funds shall be reauthorized for the fiscal year commencing July 1, 2011 and ending June 30, 2012 (FY'12), provided that expenditures shall not be made or liabilities incurred for any revolving fund in excess of the balance of the fund, nor in excess of the total authorized expenditures of said fund.

WHEREAS, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the Order, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, that the City Council approves the reauthorization of the following revolving funds for Fiscal Year 2012.

Annual Appropriation

Handicapped Parking (2402-520)

Program/Purpose: Handicapped parking receipts in accordance with Chapter 40 section 8J

Receipts Credited: \$200,000

Authorization to Expend: \$200,000

Limitation: not to exceed \$500,000

Mattoon Street Parking (2408-145)

Program/Purpose: Parking violation enforcement

Receipts Credited: \$50,000

Authorization to Expend: \$50,000

Limitation: not to exceed \$50,000

Blight Removal (2409-241)

Program/Purpose: Funding building demolition, enforcement, and related blight removal activities of all city departments

Receipts Credited: \$200,000
Authorization to Expend: \$200,000
Limitation: not to exceed \$200,000

Park - Banquet Facilities (2413-650)

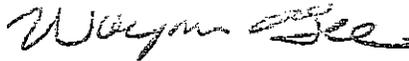
Program/Purpose: Operation of Barney Carriage House, King Phillip's Stockade, and Camp Wilder

Receipts Credited: \$200,000
Authorization to Expend: \$200,000
Limitation: not to exceed \$200,000

A true copy of an Order passed by the City Council on June 22, 2011 by the following roll call vote: Yes, Twelve (12) Councilors Melvin A. Edwards, John A. Lysak, Timothy C. Allen, Timothy J. Rooke, Zaida Luna, Kateri B. Walsh, Thomas A. Ashe, Amaad I. Rivera, E. Henry Twiggs, Michael A. Fenton, James J. Ferrera, III, Jose F. Tesado; No, One (1), Councilor Clodo Concepcion.

Approved by the Mayor on June 30, 2011

Attest:



City Clerk

Appendix F
Fiscal Year 2010
City of Springfield
Audited Financial Statements

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CITY OF SPRINGFIELD, MASSACHUSETTS

*REPORT ON EXAMINATION OF
BASIC FINANCIAL STATEMENTS*

FISCAL YEAR ENDED JUNE 30, 2010

CITY OF SPRINGFIELD, MASSACHUSETTS

REPORT ON EXAMINATION OF BASIC FINANCIAL STATEMENTS

JUNE 30, 2010

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Independent Auditors' Report

To the Honorable Mayor and the City Council
City of Springfield, Massachusetts

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, the aggregate remaining fund information of the City of Springfield, Massachusetts, as of and for the fiscal year ended June 30, 2010 (except for the Springfield Contributory Retirement System which is as of and for the year ended December 31, 2009), which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Springfield, Massachusetts' management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The financial statements referred to above include the primary government of the City of Springfield, Massachusetts, which consists of all funds, organizations, institutions, agencies, departments, and offices that comprise the City's legal entity along with the Springfield Contributory Retirement System blended component unit. The financial statements do not include financial data for the Springfield Water and Sewer Commission, the Springfield Redevelopment Authority, and the Springfield Museums Association, three of the City's legally separate component units, which accounting principles generally accepted in the United States of America require to be reported as discretely presented component units.

In our opinion, except for the effects of the items described in the preceding paragraph, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, the aggregate remaining fund information of the City of Springfield, Massachusetts, as of June 30, 2010, (except for the Springfield Contributory Retirement System which is as of and for the year ended December 31, 2009), and the respective changes in financial position and cash flows, where applicable, thereof for the fiscal year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated March 18, 2011, on our consideration of the City of Springfield, Massachusetts' internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

Management's discussion and analysis, located on the following pages, and the schedule of revenues, expenditures and changes in fund balance – general fund – budgetary basis, retirement system of funding progress, retirement system of employer contributions, other postemployment benefits schedule of funding progress and schedule of employer contributions, and other postemployment actuarial methods and assumptions, located after the notes to the basic financial statements, are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.



Wakefield, Massachusetts
March 18, 2011

Management's Discussion and Analysis

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Management's Discussion and Analysis

As management of the City of Springfield, Massachusetts, we offer readers of these financial statements this narrative overview and analysis of the financial activities of the City of Springfield for the fiscal year ended June 30, 2010. This is the ninth year our financial statements have been prepared under the Government Accounting Standards Board Statement 34 – Basic Financial Statements - and Management's Discussion and Analysis – for State and Local Governments. We encourage readers to consider the information presented in this report.

The Governmental Accounting Standards Board (GASB) is the authoritative standard setting body that provides guidance on how to prepare financial statements in conformity with generally accepted accounting principles (GAAP). Users of these financial statements (such as investors and rating agencies) rely on the GASB to establish consistent reporting standards for all governments in the United States. This consistent application is the only way users (including citizens, the media, legislators and others) can assess the financial condition of one government compared to others.

Governments must adhere to GASB pronouncements in order to issue their financial statements in conformity with GAAP. The users of financial statements also rely on the independent auditor's opinion. If the City's financial statements have significant departures from GAAP the independent auditors' may issue a qualified opinion or a disclaimer (where no opinion is given). These types of opinions may have an adverse effect on the City's bond rating and our ability to borrow money at favorable interest rates. The financial statements of the primary government have received an unqualified auditor's opinion. However since the City's financial statements do not include, as discretely presented component units, the activities of the Springfield Water and Sewer Commission, the Springfield Redevelopment Authority, and the Springfield Museums Association the auditor's cannot issue an unqualified opinion on the entity-wide statements since these entities are not presented.

Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction to the City of Springfield's basic financial statements. These basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. The government-wide financial statements provide both long-term and short-term information about the City as a whole. The fund financial statements focus on the individual components of the City government, reporting the City's operations in more detail than the government-wide statements. Both presentations (government-wide and fund) allow the user to address relevant questions, broaden the basis of comparison and enhance the City's accountability. An additional part of the basic financial statements are the notes to the financial statements. The report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide financial statements. The *government-wide financial statements* are designed to provide readers with a broad overview of finances, in a manner similar to private-sector business.

The *statement of net assets* presents information on all assets and liabilities, with the difference between the two reported as *net assets*. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position is improving or deteriorating.

The *statement of activities* presents information showing how the government's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities include general government, public safety, education, public works, health and welfare, culture and recreation, and interest. The business-type activities consist of the City's trash collection activities.

Fund financial statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

Governmental funds. *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund statements focus on *near-term inflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The City adopts an annual appropriated budget for its general fund. A budgetary comparison statement has been provided for the general fund to demonstrate compliance with this budget.

The City's reports three major funds. The general fund is considered a major fund along with stabilization funds that are being used to accumulate resources for Financial, Capital, Energy and Self Insured claims and judgment related activities, and the Springfield Promise Fund. The remaining governmental funds are aggregated and shown as nonmajor governmental funds.

Proprietary funds. The City maintains two types of propriety funds.

Enterprise funds are used to report the same functions presented as *business-type activities* in the government-wide financial statements. The City uses an enterprise fund to account for its trash activities. The trash enterprise fund is not intended to be self-supporting and requires a substantial subsidy from the general fund; \$3,261,000 and \$2,754,000 in fiscal years 2010 and 2009, respectively.

Internal service funds are an accounting device used to accumulate and allocate costs internally among various functions. The City uses this fund to account for risk financing activities related to self-insured dental and eye care services, the fully insured health care plan, and a motor pool for gas and auto supplies operated by the Department of Public Works.

Fiduciary funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are *not* reflected in the government-wide financial statement because the resources of those funds are *not* available to support the City's own programs. The accounting used for fiduciary funds is much like that used for propriety funds.

Notes to the basic financial statements. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Financial Condition

The financial focus of the past six years has been on resolving the deteriorating financial condition of the City's General Fund and Health Insurance Internal Service Fund. The Special Revenue Funds are self-supporting through charges for services, grants and contributions and therefore do not create deficits in their operations. The Capital Projects Fund is supported by grants and long-term bond issues but can create deficits due to the uncertainty of the final costs incurred during construction.

In order for long-term stability to be obtained the City needed to solve its short-term term budget problems for FY2005 and FY2006. The original budget projections for FY2005 and FY2006 estimated there would be a \$37 million and \$8 million deficit, respectively, that would be funded by loans from the state trust fund. During fiscal years 2005 to 2009 the City initiated a series of cost cutting measures, revenue enhancement processes, and established budgetary reserves and conservative revenue projections to minimize the structural deficit in the General Fund.

As a result of these measures the General Fund actually had budgetary surpluses of \$12 million, \$23 million, \$14 million, \$8 million, \$32 million, and \$35 million in 2010, 2009, 2008, 2007, 2006, and 2005, respectively, where revenues exceeded expenditures and transfers out. These surpluses' are all exclusive of amounts transferred to/from the stabilization funds established by the City. The actual results far exceeded the initial expectations but the City believes the structural deficit still exists since some of the surplus was the one-time collection of past due amounts. The result of these favorable results has increased the General Fund total budgetary fund balance to \$89 million at June 30, 2010.

At June 30, 2010 the Health Insurance Internal Service Fund has positive net assets of \$4.9 million compared with \$4.5 million in the prior year. The fund experienced a \$486,000 increase during FY2010. Employee benefits increased slightly from \$73.6 million in FY2009 to \$73.7 million in FY2010. During fiscal year 2007 the City joined the Commonwealth's Group Insurance Commission (GIC) program in order to gain access to more favorable health insurance rates and further the initiative to reduce costs while still providing quality health coverage to its employees and retirees. The GIC program is fully insured.

Recent Improvements

Fiscal years 2010 and 2009 included many steps toward improved and streamlined financial management. The City codified financial policies and procedures in order to have greater financial control in all departments. Through the use of the MUNIS financial system, departments have access to real-time budget data and monthly financial reports are generated for all City departments as well as trend analyses generated by the Finance Department. The City also took steps to implement improvements in the individual departments by the hiring of key managers, outsource programs where appropriate, and mandatory training for all financial staff to become familiar with financial policies and procedures. Greater management of the City's large cost centers has also been implemented. This includes joining the state health insurance program (GIC) which is projected to provide significant savings for the City over the next several years. Debt service has been restructured to provide a declining payment schedule which will allow the City to address rising capital needs. Springfield has also invested in energy saving improvements in its facilities which has resulted in significant costs savings for the City.

Awards

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City for its three most recent annual budgets periods beginning July 1, 2008, 2009, and 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. The GFOA's Distinguished Budget Presentation Awards Program is the only national awards program in governmental budgeting.

Financial Analysis of the Government's Funds

As noted earlier, the City uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds. The focus of *governmental funds* is to provide information on near-term inflows, outflows and balances of *spendable* resources. Such information is useful in assessing financing requirements. In particular, *unreserved fund balance* may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of approximately \$166 million, a decrease of approximately (\$44) million from the prior year. The decrease is primarily due to the pay down of the state loan in the amount of \$46.8 million.

The general fund is the chief operating fund. At the end of the current fiscal year, unreserved and undesignated fund balance of the general fund was approximately \$47.3 million, while total fund balance was approximately \$75.5 million. As a measure of the general fund's liquidity, it may be useful to compare both unreserved fund balance and total fund balance to total fund expenditures. Unreserved and undesignated fund balance represents approximately 8.6% of total general fund expenditures, while total fund balance represents approximately 13.8% of that same amount. Both percentages are net of the \$46.8 million state loan pay down.

The City established four stabilization reserve funds which were initially funded by approximately \$21 million in transfers from the general fund and a \$20 million allocation of proceeds from the Commonwealth's \$52 million trust fund. These funds ended fiscal year 2010 with a balance of \$31.3 million after transferring approximately \$5.3 million to the general fund. These funds support the City's long-term financial stability.

The Springfield Promise Fund was established during fiscal year 2009 with a transfer from the stabilizations funds of the unpaid balance of the state loan in the amount of \$46.8 million, and another \$160,000 from the general fund. The principal of this fund was to be appropriated annually to pay the state loan pursuant to the schedule established by Chapter 468 of the Acts of 2008 however, the City and the state agreed to pay the loan off in full just prior to the end of the fiscal year.

As described in Note 3 the Commonwealth subsequently forgave \$8.7 million of the loan and in August 2010 this money was re-deposited back into the fund. The interest earnings of this fund will be appropriated to provide Springfield students with financial aid counseling for post-secondary education and "last dollar scholarships".

General Fund Budgetary Highlights

The City of Springfield adopts an annual appropriated budget for its general fund. A budgetary comparison statement has been provided for the general fund to demonstrate compliance with this budget. Actual revenues were greater than budgeted amounts by \$4.7 million or a 1% surplus, while actual expenditures, including carryovers, were also less than budgeted amounts by \$23.1 million, or a 3.9% surplus. The City carried over \$9.7 million in appropriations to FY11.

Government-wide Financial Analysis

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. The City of Springfield's governmental assets exceeded liabilities for governmental activities by approximately \$364 million. Key components of the City's activities are presented below.

Governmental Activities

	2010	2009	2008	2007	2006	2005
Assets:						
Current assets.....	\$ 244,737,149	\$ 282,440,807	\$ 244,879,118	\$ 257,273,251	\$ 177,123,260	\$ 151,875,485
Noncurrent assets (excluding capital).....	89,460,210	101,315,954	112,842,938	117,275,061	124,735,643	135,409,430
Capital assets, non depreciable.....	31,815,974	26,771,402	28,771,402	26,491,402	26,581,317	2,991,755
Capital assets, net of accumulated depreciation.....	476,806,796	482,143,883	504,225,964	505,182,181	510,323,770	(1) 324,174,788
Total assets.....	842,620,129	892,671,948	888,719,422	906,221,895	838,763,990	614,451,456
Liabilities:						
Current liabilities (excluding debt).....	63,131,607	67,347,131	57,172,869	59,283,741	63,186,396	54,486,378
Noncurrent liabilities (excluding debt).....	93,740,411	58,546,695	48,801,501	29,012,915	23,405,752	35,214,465
Current debt.....	27,948,622	32,440,907	30,231,038	35,145,850	20,005,648	20,442,779
Noncurrent debt.....	294,045,219	346,761,755	358,769,235	375,245,212	325,732,687	337,322,532
Total liabilities.....	478,865,859	505,096,488	494,974,843	498,687,718	432,330,483	447,466,152
Net Assets:						
Capital assets net of related debt.....	320,196,349	325,029,046	341,183,744	355,316,577	337,293,007	(1) 152,135,612
Restricted.....	16,966,807	20,024,916	12,177,583	13,972,030	20,736,805	25,282,204
Unrestricted.....	26,587,114	42,521,486	40,383,452	36,245,570	48,403,695	16,537,288
Total net assets.....	\$ 363,754,270	\$ 387,575,458	\$ 393,744,779	\$ 407,534,177	\$ 406,433,507	\$ 193,955,304

(1) During FY2006 the City recorded its infrastructure capital assets acquired prior to FY2002, as allowed by GASB Statement 34, which increased the beginning net assets by \$199.8 million.

Governmental net assets of \$320.2 million (88%) reflects its investment in capital assets (e.g., land, buildings, infrastructure, and machinery, and equipment), less any related debt used to acquire those assets that are still outstanding. The City uses these capital assets to provide services to citizens; consequently, these assets are *not* available for future spending. Although the investment in its capital assets is reported net of its related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the net assets of \$17.0 million (5%) represents resources that are subject to external restrictions on how they may be used. The remaining balance of *unrestricted net assets* \$26.6 million (7%) may be used to meet the government's ongoing obligations to citizens and creditors.

The key element of change for FY2010, as well as for the previous two years, as compared to previous years was the implementation of GASB Statement No. 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions* (OPEB). GASB 45 has required the City to accrue a liability for other postemployment benefits cumulatively totaling approximately \$69 million as of June 30, 2010. The related expenses, \$29.8 million in 2010, have been allocated to the primary government's functions and programs in a similar manner as other employee benefits.

	2010	2009	2008	2007	2006	2005
Program revenues:						
Charges for services.....	\$ 29,722,401	\$ 28,887,388	\$ 26,189,441	\$ 26,277,897	\$ 32,314,359	\$ 34,060,055
Operating grants and contributions.....	419,677,283	413,865,113	394,416,551	363,885,595	353,032,208	347,388,326
Capital grants and contributions.....	10,232,406	3,467,296	7,585,134	12,815,331	4,537,749	4,543,703
General Revenues:						
Real estate and personal property taxes.....	165,886,816	158,972,646	148,523,101	145,877,117	137,981,258	137,984,170
Motor vehicle and other excise taxes.....	8,330,634	10,031,549	8,740,169	9,152,281	9,863,385	9,465,439
Penalties and interest on taxes.....	1,813,260	2,342,311	2,185,178	3,360,657	3,537,692	3,892,106
Grants and contributions not restricted to specific programs.....	35,073,838	42,560,162	45,286,984	46,897,842	37,288,385	35,367,054
Unrestricted investment income.....	807,832	3,850,833	8,405,541	7,742,338	3,845,110	1,283,014
Other revenues.....	8,551,383	5,844,277	7,012,889	7,866,292	6,413,562	12,008,623
Total revenues.....	677,895,853	669,621,555	648,344,988	623,875,350	588,813,688	585,970,490
Expenses:						
General government.....	57,679,142	54,328,653	48,467,529	37,430,911	37,313,464	36,388,335
Public safety.....	110,835,785	101,547,545	103,672,758	92,037,703	85,728,406	81,588,471
Education.....	456,920,543	440,558,125	420,017,056	397,224,731	362,864,927	353,161,885
Public works.....	27,941,940	30,235,260	34,958,415	42,335,873	39,852,304	35,625,891
Health and welfare.....	9,813,743	8,244,515	12,075,838	10,665,058	14,629,017	14,070,853
Culture and recreation.....	21,807,015	23,275,504	22,120,662	18,500,551	17,056,712	14,854,349
Finance Control Board expenses.....	-	-	2,178,191	1,648,086	2,017,262	871,757
Claims and Judgements.....	-	496,923	642,918	566,750	532,192	-
Interest.....	13,458,084	14,352,351	15,314,660	14,415,119	18,128,784	14,413,659
Total expenses.....	698,458,252	673,036,876	659,446,027	814,824,780	576,123,068	550,955,200
Excess (Deficit) before transfers.....	(20,560,399)	(3,415,321)	(11,101,039)	9,050,570	12,690,620	35,015,290
Transfers.....	(3,260,789)	(2,754,000)	(2,688,359)	-	-	-
Change in net assets.....	\$ (23,821,188)	\$ (8,169,321)	\$ (13,789,398)	\$ 9,050,570	\$ 12,690,620	\$ 35,015,290

Other financial notes related to governmental activities:

- Charges for services represent 4% of governmental activities resources. These charges have declined in the past several years relating mainly to former trash services which are now accounted for under the business-type activities and for the Springfield Water and Sewer Commission where the City no longer provides these services. The City can exercise more control over this category of revenue than any other. Fees charged for services rendered that are set by the City are included in this category.
- Operating and capital grants and contributions accounted for 62% of the governmental activities resources. Most of these resources apply to education operations. These resources offset costs within the school department in addition to their General Fund operating budget.
- Property taxes are a significant revenue source for the City's governmental activities. They comprised 24% of current resources.
- Other taxes and other revenues comprised a total of 10% of the governmental activity's resources. Other revenues consist mainly of grants and contributions and investment income earned on the City's deposits.
- Education is by far the largest governmental activity of the City. Approximately \$457 million in expenses were recorded in FY10. After accounting for \$403 million in program revenues an additional \$54 million in taxes and other revenues were needed to cover its Fiscal 2010 operating expenses. Approximately \$42 million of a pension contribution made by the state on-behalf of Springfield teachers has been recorded as an expense and grant revenue.

- General government and Public safety are the second and third largest activities of the City. Approximately \$36 million and \$97 million, respectively, of taxes and other revenues were needed to cover their fiscal 2010 operating expenses.

Business-type Activities. Business-type activities increased the City's net assets by \$1.2 million during fiscal year 2010. These activities consist of the Trash enterprise fund.

Trash business-type activities assets exceeded liabilities by \$2.4 million at the close of fiscal year 2010. Capital assets net of related debt was \$209,000 which related to the acquisition of capital assets through capital lease financing. Unrestricted net assets amounted to \$2.2 million. The increase in net assets is the result of \$3.9 million of charges for services and a transfer in from the general fund of \$3.3 million. Operating and depreciation expenses amounted to \$5.7 million and \$287,000, respectively.

	<u>2010</u>	<u>2009</u>
Assets:		
Current assets.....	\$ 2,555,010	\$ 1,525,661
Capital assets, net of accumulated depreciation.....	<u>1,365,026</u>	<u>1,652,400</u>
Total assets.....	3,920,036	3,178,061
Liabilities:		
Current liabilities (excluding debt).....	180,174	352,659
Non-current liabilities (excluding debt).....	214,520	122,010
Current debt.....	405,713	389,830
Noncurrent debt.....	<u>750,176</u>	<u>1,155,889</u>
Total liabilities.....	1,550,583	2,020,388
Net Assets:		
Capital assets net of related debt.....	209,137	106,681
Unrestricted.....	<u>2,160,316</u>	<u>1,050,992</u>
Total net assets.....	\$ <u>2,369,453</u>	\$ <u>1,157,673</u>
Program revenues:		
Charges for services.....	\$ 3,913,653	\$ 3,814,824
Total revenues.....	<u>3,913,653</u>	<u>3,814,824</u>
Expenses:		
Trash.....	<u>5,962,662</u>	<u>6,158,565</u>
Total expenses.....	<u>5,962,662</u>	<u>6,158,565</u>
Excess (Deficiency) before transfers.....	(2,049,009)	(2,343,741)
Transfers.....	<u>3,260,789</u>	<u>2,754,000</u>
Change in net assets.....	\$ <u>1,211,780</u>	\$ <u>410,259</u>

Capital Asset and Debt Administration

The City has been approved to receive school construction assistance on various older school construction projects through the Massachusetts School Building Authority (MSBA). The MSBA provides resources for eligible construction costs and related debt interest and borrowing costs. During fiscal year 2010, approximately \$16.6 million of such assistance was received. Approximately \$127 million is expected to be received in future fiscal years. Of this amount, \$33 million represents reimbursement of long-term interest costs, and \$93.6 million represents reimbursement of approved construction costs.

More recently, the MSBA offers a construction grant program which pays the City the State's share of approved school construction costs and therefore eliminates the need for the City to fund the State's share through long-term debt. In addition to the construction of the new Putnam High School various on-going school projects are being funded by this grant program. The City has been approved for a grant of up to 90% or \$112,500,000 of eligible construction costs towards the new Putnam School. During the fiscal year the City received \$5.4 million and recorded a receivable for an additional \$3.2 million for these newer projects.

Major capital assets are funded by the issuance of long-term debt. During fiscal year 2010 the City issued \$17.9 million of long-term debt to be used for various school construction projects. During FY2010 the City spent and capitalized additions totaling approximately \$36.7 million on various City-wide projects. The unspent bond proceeds remain in the capital projects funds for these on-going improvement projects.

Outstanding long-term debt of the general government, as of June 30, 2010, totaled approximately \$311 million, unamortized premiums totaled \$7.1 million and guaranteed debt of \$2.3 million is to be reimbursed by the Springfield Water and Sewer Commission.

Please refer to the notes to the financial statements for further discussion of the major capital and debt activity.

Requests for Information

This financial report is designed to provide a general overview of the City of Springfield's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Chief Administrative and Financial Officer or the City Comptroller at, 36 Court Street, Springfield, MA 01103.

Basic Financial Statements

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STATEMENT OF NET ASSETS

JUNE 30, 2010

	Primary Government		
	Governmental Activities	Business-type Activities	Total
ASSETS			
CURRENT:			
Cash and cash equivalents.....	\$ 209,613,363	\$ 1,385,181	\$ 210,998,544
Restricted cash and cash equivalents.....	3,710,039	-	3,710,039
Receivables, net of allowance for uncollectibles:			
Real estate and personal property taxes.....	4,124,148	-	4,124,148
Tax liens.....	759,028	-	759,028
Motor vehicle excise taxes.....	2,848,355	-	2,848,355
Departmental and other.....	1,591,429	-	1,591,429
Trash fees.....	-	1,169,829	1,169,829
Intergovernmental.....	21,157,234	-	21,157,234
Loans.....	375,000	-	375,000
Working capital deposit.....	100,000	-	100,000
Due from Springfield Water and Sewer Commission.....	458,553	-	458,553
NONCURRENT:			
Receivables, net of allowance for uncollectibles:			
Intergovernmental.....	82,589,708	-	82,589,708
Loans.....	5,070,648	-	5,070,648
Due from Springfield Water and Sewer Commission.....	1,799,854	-	1,799,854
Capital assets, non depreciable.....	31,615,974	-	31,615,974
Capital assets, net of accumulated depreciation.....	476,806,796	1,365,026	478,171,822
TOTAL ASSETS.....	842,620,129	3,920,036	846,540,165
LIABILITIES			
CURRENT:			
Warrants payable.....	17,605,584	175,887	17,781,471
Accrued unemployment liability.....	908,000	-	908,000
Accrued payroll.....	8,326,039	-	8,326,039
Employee contributions paid in advance.....	2,230,026	-	2,230,026
Health claims payable.....	99,070	-	99,070
Tax refunds payable.....	13,713,635	-	13,713,635
Accrued interest.....	5,964,359	-	5,964,359
Other liabilities.....	1,869,611	-	1,869,611
Taxes collected in advance.....	230,283	4,287	234,570
Capital lease obligations.....	523,403	405,713	929,116
Landfill closure.....	750,000	-	750,000
Compensated absences.....	6,527,000	-	6,527,000
Workers' compensation.....	1,076,000	-	1,076,000
Due to granting agencies.....	3,832,000	-	3,832,000
Bonds and notes payable.....	27,425,219	-	27,425,219
NONCURRENT:			
Capital lease obligations.....	1,111,487	750,176	1,881,663
Due to granting agencies.....	5,324,000	-	5,324,000
Compensated absences.....	12,980,470	-	12,980,470
Workers' compensation.....	2,510,000	-	2,510,000
Landfill closure.....	3,960,618	-	3,960,618
Other postemployment benefits.....	68,985,323	214,520	69,199,843
Bonds and notes payable.....	292,933,732	-	292,933,732
TOTAL LIABILITIES.....	478,865,859	1,550,583	480,416,442
NET ASSETS			
Invested in capital assets, net of related debt.....	320,198,349	209,137	320,407,486
Restricted for:			
Chapter 85B Reserve.....	5,794,053	-	5,794,053
Loans.....	121,648	-	121,648
Permanent funds.....	1,758,634	-	1,758,634
Grants and gifts.....	9,294,472	-	9,294,472
Unrestricted.....	28,587,114	2,160,318	28,747,430
TOTAL NET ASSETS.....	\$ 363,754,270	\$ 2,369,453	\$ 366,123,723

See notes to basic financial statements.

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2010

<u>Functions/Programs</u>	<u>Expenses</u>	<u>Program Revenues</u>			<u>Net (Expense) Revenue</u>
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>	
Primary Government:					
<i>Governmental Activities:</i>					
General government.....	\$ 57,679,142	\$ 8,154,378	\$ 13,932,043	\$ -	\$ (35,592,721)
Public safety.....	110,835,785	7,743,422	5,626,612	-	(97,265,751)
Educallon.....	456,920,543	7,903,176	386,033,626	8,620,036	(54,363,705)
Public works.....	27,941,940	1,949,564	5,766	1,612,370	(24,374,240)
Health and welfare.....	9,813,743	263,656	7,201,635	-	(2,348,452)
Culture and recreation.....	21,807,015	3,708,205	733,562	-	(17,365,248)
Interest.....	13,458,084	-	5,944,039	-	(7,514,045)
Total Governmental Activities.....	698,456,252	29,722,401	419,677,283	10,232,406	(238,824,162)
<i>Business-Type Activities:</i>					
Trash.....	5,962,662	3,913,653	-	-	(2,049,009)
Total Primary Government.....	\$ 704,418,914	\$ 33,638,054	\$ 419,677,283	\$ 10,232,408	\$ (240,873,171)

See notes to basic financial statements.

(Continued)

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2010

	<i>Primary Government</i>		
	Governmental Activities	Business-Type Activities	Total
Changes in net assets:			
Net (expense) revenue from previous page.....	\$ (238,824,162)	\$ (2,049,009)	\$ (240,873,171)
<i>General revenues:</i>			
Real estate and personal property taxes, net of tax refunds payable.....	162,066,493	-	162,066,493
Tax liens.....	3,820,323	-	3,820,323
Motor vehicle and other excise taxes.....	7,602,869	-	7,602,869
Hotel/motel tax.....	727,765	-	727,765
Penalties and interest on taxes.....	1,613,260	-	1,613,260
Payments in lieu of taxes.....	6,523,169	-	6,523,169
Grants and contributions not restricted to specific programs.....	35,073,838	-	35,073,838
Unrestricted investment income.....	807,832	-	807,832
Miscellaneous.....	28,214	-	28,214
<i>Transfers, net</i>	(3,260,789)	3,260,789	-
Total general revenues.....	215,002,974	3,260,789	218,263,763
Change in net assets.....	(23,821,188)	1,211,780	(22,609,408)
<i>Net Assets:</i>			
Beginning of year.....	387,575,458	1,157,673	388,733,131
End of year.....	\$ 363,754,270	\$ 2,369,453	\$ 366,123,723

See notes to basic financial statements.

(Concluded)

**GOVERNMENTAL FUNDS
BALANCE SHEET**

JUNE 30, 2010

ASSET	General	Financial Reserve Stabilization	Nonmajor Governmental Funds	Total Governmental Funds
Cash and cash equivalents.....	\$ 104,572,121	\$ 31,349,676	\$ 66,110,812	\$ 202,032,609
Restricted cash and cash equivalents.....	-	-	3,710,039	3,710,039
Receivables, net of uncollectibles:				
Real estate and personal property taxes.....	4,124,148	-	-	4,124,148
Tax liens	759,028	-	-	759,028
Motor vehicle excise taxes.....	2,848,355	-	-	2,848,355
Departmental and other.....	1,075,096	-	496,956	1,572,052
Intergovernmental.....	96,801,826	-	6,945,116	103,746,942
Loans.....	-	-	5,445,648	5,445,648
Working capital deposit.....	100,000	-	-	100,000
TOTAL ASSETS.....	\$ 210,280,574	\$ 31,349,676	\$ 82,708,571	\$ 324,338,821
LIABILITIES AND FUND BALANCES				
LIABILITIES:				
Warrants payable.....	\$ 8,084,059	\$ -	\$ 9,425,825	\$ 17,509,884
Accrued unemployment liability.....	258,000	-	-	258,000
Accrued payroll.....	7,183,427	-	1,142,612	8,326,039
Tax refunds payable.....	13,713,635	-	-	13,713,635
Due to granting agencies.....	-	-	9,156,000	9,156,000
Other liabilities.....	1,866,964	-	2,647	1,869,611
Deferred revenues.....	103,678,925	-	3,463,055	107,141,980
TOTAL LIABILITIES.....	134,765,010	-	23,190,139	157,975,149
FUND BALANCES:				
Reserved for:				
Encumbrances and continuing appropriations.....	9,660,020	-	-	9,660,020
Chapter 656 Reserve.....	5,794,053	-	-	5,794,053
Schools.....	10,881,300	-	-	10,881,300
Unreserved:				
Designated for subsequent year's expenditures....	1,897,128	-	-	1,897,128
Undesignated, reported in:				
General fund.....	47,263,063	-	-	47,263,063
Special revenue funds.....	-	31,349,676	23,050,611	54,400,287
Capital projects funds.....	-	-	34,709,187	34,709,187
Permanent funds.....	-	-	1,758,634	1,758,634
TOTAL FUND BALANCES.....	75,495,564	31,349,676	59,518,432	166,363,672
TOTAL LIABILITIES AND FUND BALANCES.....	\$ 210,280,574	\$ 31,349,676	\$ 82,708,571	\$ 324,338,821

See notes to basic financial statements.

**RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET
TOTAL FUND BALANCES TO THE STATEMENT OF NET ASSETS**

JUNE 30, 2010

Total governmental fund balances.....		\$ 166,363,672
Capital assets (net) used in governmental activities are not financial resources and, therefore, are not reported in the funds.....		508,422,770
Accounts receivable are not available to pay for current-period expenditures and, therefore, are deferred in the funds.....		107,141,980
Internal service funds are used by management to account for health insurance and parts inventory.		
The assets and liabilities of the internal service funds are included in the governmental activities in the statement of net assets.....		4,945,052
In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.....		(5,964,359)
The City's component unit is responsible for the payment of certain bonds and the City has recorded an amount due from them equal to the outstanding bonds....		2,258,407
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:		
Bonds and notes payable.....	(320,358,951)	
Capital lease obligations.....	(1,634,890)	
Landfill closure liability.....	(4,710,618)	
Accrued unemployment liability.....	(650,000)	
Workers compensation liability.....	(3,586,000)	
Compensated absences.....	(19,487,470)	
Other postemployment benefits.....	<u>(68,985,323)</u>	
Net effect of reporting long-term liabilities.....		<u>(419,413,252)</u>
Net assets of governmental activities.....		<u>\$ 363,754,270</u>

See notes to basic financial statements.

GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2010

	General	Financial Reserve Stabilization	Springfield Promise Fund	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES:					
Real estate and personal property taxes, net of tax refunds.....	\$ 164,367,177	\$ -	\$ -	\$ -	\$ 164,367,177
Tax liens.....	3,768,128	-	-	-	3,768,128
Motor vehicle and other excise taxes.....	7,839,549	-	-	-	7,839,549
Hotel/motel tax.....	727,765	-	-	-	727,765
Charges for services.....	32,390	-	-	1,941,398	1,973,788
Penalties and interest on taxes.....	1,613,260	-	-	-	1,613,260
Payments in lieu of taxes.....	6,523,169	-	-	-	6,523,169
Licenses and permits.....	616,423	-	-	-	616,423
Fines and forfeitures.....	157,823	-	-	24,125	181,948
Intergovernmental.....	364,045,468	-	-	111,827,653	475,873,121
Departmental and other.....	14,258,853	-	-	5,493,444	19,752,297
Contributions.....	-	-	-	2,888,734	2,888,734
Investment income.....	614,942	121,460	-	51,568	787,970
TOTAL REVENUES.....	564,564,947	121,460	-	122,226,922	686,913,329
EXPENDITURES:					
Current:					
General government.....	36,999,622	-	-	22,237,235	59,236,857
Public safety.....	57,533,464	-	-	16,156,555	73,690,019
Education.....	338,723,939	-	160,000	99,505,530	438,389,469
Public works.....	9,060,906	-	-	4,689,728	13,750,634
Health and welfare.....	3,373,044	-	-	5,455,500	8,828,544
Culture and recreation.....	13,306,443	-	-	2,916,041	16,222,484
Pension benefits.....	22,372,681	-	-	-	22,372,681
Employee fringe benefits.....	427,412	-	-	-	427,412
Employee health benefits.....	22,221,484	-	-	-	22,221,484
State, county and district assessments.....	2,657,567	-	-	-	2,657,567
Debt service:					
Principal.....	72,701,316	-	-	-	72,701,316
Interest.....	14,646,118	-	-	-	14,646,118
TOTAL EXPENDITURES.....	594,023,996	-	160,000	150,960,589	745,144,585
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	(29,459,049)	121,460	(160,000)	(28,733,667)	(58,231,256)
OTHER FINANCING SOURCES (USES):					
Issuance of bonds and notes.....	-	-	-	17,864,000	17,864,000
Transfers in.....	58,329,210	5,000,000	-	5,058,658	68,387,868
Transfers out.....	(11,409,215)	(10,300,000)	(46,800,000)	(3,139,442)	(71,648,657)
TOTAL OTHER FINANCING SOURCES (USES).....	46,919,995	(5,300,000)	(46,800,000)	19,783,216	14,603,211
NET CHANGE IN FUND BALANCES.....	17,460,946	(5,178,540)	(46,960,000)	(8,950,451)	(43,628,045)
FUND BALANCES AT BEGINNING OF YEAR.....	58,034,618	36,528,216	46,960,000	68,468,883	209,991,717
FUND BALANCES AT END OF YEAR.....	\$ 75,495,564	\$ 31,349,676	\$ -	\$ 59,518,432	\$ 166,363,672

See notes to basic financial statements.

**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
TO THE STATEMENT OF ACTIVITIES**

FISCAL YEAR ENDED JUNE 30, 2010

Net change in fund balances - total governmental funds.....		\$ (43,628,045)
<p>Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.</p>		
Capital outlay.....	36,715,220	
Depreciation expense.....	<u>(37,207,535)</u>	
Net effect of reporting capital assets.....		(492,315)
<p>Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue.....</p>		
		(9,992,266)
<p>The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net assets. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the Statement of Activities.</p>		
Proceeds from bonds and notes.....	(17,864,000)	
Capital lease principal payments.....	502,914	
Amortization of bond premiums.....	950,165	
Debt service principal payments.....	72,701,316	
Other changes in long term debt.....	<u>(436,516)</u>	
Net effect of reporting long-term debt.....		55,853,879
<p>Some expenses reported in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.</p>		
Net change in compensated absences accrual.....	2,475,040	
Net change in workers compensation accrual.....	354,000	
Net change in accrued interest on long-term debt.....	237,869	
Net change in unemployment liability accrual.....	613,000	
Net change in landfill accrual.....	20,560	
Other postemployment benefits.....	<u>(29,749,402)</u>	
Net effect of recording long-term liabilities.....		(26,048,933)
<p>Internal service funds are used by management to account for health insurance and workers' compensation activities.</p>		
The net activity of internal service funds is reported with Governmental Activities.....		<u>486,494</u>
Change in net assets of governmental activities.....		\$ <u>(23,821,188)</u>

See notes to basic financial statements.

**PROPRIETARY FUNDS
STATEMENT OF NET ASSETS**

JUNE 30, 2010

	Business-type Activities- Trash	Governmental Activities - Internal Service Funds
ASSETS		
CURRENT:		
Cash and cash equivalents.....	\$ 1,385,181	\$ 7,580,754
Receivables, net of allowance for uncollectibles:		
Trash fees.....	1,169,829	-
Departmental and other.....	-	19,377
Total current assets.....	2,555,010	7,600,131
NONCURRENT:		
Capital assets, net of accumulated depreciation.....	1,365,026	-
TOTAL ASSETS.....	3,920,036	7,600,131
LIABILITIES		
CURRENT:		
Warrants payable.....	175,887	95,700
Unearned revenues.....	4,287	230,283
Capital lease obligations.....	405,713	-
Employee contributions paid in advance.....	-	2,230,026
Health claims payable.....	-	99,070
Total current liabilities.....	585,887	2,655,079
NONCURRENT:		
Capital lease obligations.....	750,176	-
Other postemployment benefits.....	214,520	-
Total noncurrent liabilities.....	964,696	-
TOTAL LIABILITIES.....	1,550,583	2,655,079
NET ASSETS		
Invested in capital assets, net of related debt.....	209,137	-
Unrestricted.....	2,160,316	4,945,052
TOTAL NET ASSETS.....	\$ 2,369,453	\$ 4,945,052

See notes to basic financial statements.

PROPRIETARY FUNDS
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2010

	Business-type Activities- Trash	Governmental Activities - Internal Service Funds
<u>OPERATING REVENUES:</u>		
Employee contributions	\$ -	\$ 17,636,418
Employer contributions	-	56,488,711
Charges for services.....	3,913,653	1,391,446
 TOTAL OPERATING REVENUES.....	 3,913,653	 75,516,575
<u>OPERATING EXPENSES:</u>		
Cost of services and administration	5,206,016	1,301,174
Depreciation.....	287,374	-
Employee benefits	469,272	73,748,769
 TOTAL OPERATING EXPENSES	 5,962,662	 75,049,943
 OPERATING INCOME.....	 (2,049,009)	 466,632
<u>NONOPERATING REVENUES (EXPENSES):</u>		
Investment income.....	-	19,862
 NET INCOME (LOSS).....	 (2,049,009)	 486,494
<u>TRANSFERS:</u>		
Transfers in.....	3,260,789	-
 CHANGE IN NET ASSETS.....	 1,211,780	 486,494
NET ASSETS AT BEGINNING OF YEAR.....	1,157,673	4,458,558
NET ASSETS AT END OF YEAR.....	\$ 2,369,453	\$ 4,945,052

See notes to basic financial statements.

**PROPRIETARY FUNDS
STATEMENT OF CASH FLOWS**

FISCAL YEAR ENDED JUNE 30, 2010

	<u>Business-type Activities- Trash</u>	<u>Governmental Activities - Internal Service Funds</u>
<u>CASH FLOWS FROM OPERATING ACTIVITIES:</u>		
Receipts from customers and users.....	\$ 3,565,701	\$ 17,647,112
Receipts from interfund services provided.....	-	56,574,842
Charges for services.....	-	1,391,446
Payments to vendors.....	(4,823,441)	-
Payments to employees.....	(920,921)	-
Payments for interfund services used.....	-	(75,049,943)
NET CASH FROM OPERATING ACTIVITIES.....	<u>(2,178,661)</u>	<u>563,457</u>
<u>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</u>		
Transfers in.....	<u>3,260,789</u>	-
<u>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</u>		
Capital lease payments.....	<u>(389,830)</u>	-
<u>CASH FLOWS FROM INVESTING ACTIVITIES:</u>		
Investment income.....	-	<u>19,862</u>
NET CHANGE IN CASH AND CASH EQUIVALENTS.....	692,298	583,319
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR.....	<u>692,883</u>	<u>6,997,435</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR.....	\$ <u>1,385,181</u>	\$ <u>7,580,754</u>
<u>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:</u>		
Operating income.....	\$ <u>(2,049,009)</u>	\$ <u>466,632</u>
Adjustments to reconcile operating income to net cash from operating activities:		
Depreciation.....	287,374	-
Changes in assets and liabilities:		
Trash fees.....	(337,051)	-
Departmental and other.....	-	(19,377)
Warrants payable.....	(161,584)	(109,623)
Unearned revenues.....	(10,901)	230,283
Other postemployment benefits.....	92,510	-
Employee contributions paid in advance.....	-	10,694
Health claims payable.....	-	(15,152)
Total adjustments.....	<u>(129,652)</u>	<u>96,825</u>
NET CASH FROM OPERATING ACTIVITIES.....	\$ <u>(2,178,661)</u>	\$ <u>563,457</u>

See notes to basic financial statements.

FIDUCIARY FUNDS
STATEMENT OF FIDUCIARY NET ASSETS

JUNE 30, 2010

	Pension Trust Fund (as of December 31, 2009)	Agency Funds
ASSETS		
Cash and cash equivalents.....	\$ 1,238,413	\$ 1,101,852
Investments.....	230,596,072	-
Receivables, net of allowance for uncollectibles:		
Departmental and other.....	151,654	-
TOTAL ASSETS.....	231,986,139	1,101,852
LIABILITIES		
Warrants payable.....	5,300	1,101,852
NET ASSETS		
Held in trust for pension plan participants.....	\$ <u>231,980,839</u>	\$ <u>-</u>

See notes to basic financial statements.

FIDUCIARY FUNDS
STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2010

	Pension Trust Fund (year ended December 31, 2009)
ADDITIONS:	
Contributions:	
Employer.....	\$ 35,919,195
Plan members.....	11,886,477
Total contributions.....	47,805,672
Net investment income:	
Net change in fair value of investments.....	26,543,609
PRIT investment income.....	5,981,334
Dividends from other investments.....	20,482
Total investment income.....	32,545,425
Less: investment expense.....	(1,267,796)
Net investment income.....	31,277,629
Intergovernmental.....	1,252,550
Transfers from other systems.....	787,401
TOTAL ADDITIONS.....	81,123,252
DEDUCTIONS:	
Administration.....	651,701
Transfers to other systems.....	1,648,491
Retirement benefits and refunds.....	56,236,253
TOTAL DEDUCTIONS.....	58,536,445
CHANGE IN NET ASSETS.....	22,586,807
NET ASSETS AT BEGINNING OF YEAR.....	209,394,032
NET ASSETS AT END OF YEAR.....	\$ 231,980,839

See notes to basic financial statements.

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying basic financial statements of the City of Springfield, Massachusetts (the City) have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP), except as indicated in Note 2. The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant City accounting policies are described herein.

A. Reporting Entity

The City is a municipal corporation governed by its Massachusetts Plan A charter, by which voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers. A thirteen member City Council, consisting of five members elected at large and one from each of the eight wards serves as a representative legislature.

For financial reporting purposes, the City has included all funds, organizations, agencies, boards, commissions and institutions. The City has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the City are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the City (the primary government) and its component units, except as described below and in Note 2.

Blended Component Units – Blended component units are entities that are legally separate from the City, but are so related that they are, in substance, the same as the City or entities providing services entirely or almost entirely for the benefit of the City. The following component unit is blended within the primary government:

In the Fiduciary Funds:

- (1) The Springfield Contributory Retirement System (the System) was established to provide retirement benefits to City employees and their beneficiaries. The System is governed by a five-member board comprised of the Director of Internal Audit (ex-officio), two members elected by the System's membership, one member appointed by the System's four other Board members, and one member appointed by the City's Mayor. The System is presented using the accrual basis of accounting and is reported as a pension trust fund in the fiduciary fund financial statements.

Management has determined that the Springfield Water and Sewer Commission, the Springfield Redevelopment Authority, the Massachusetts Career Development Institute, Inc, and the Springfield Museums Association meet the GASB criteria that consider these organizations as component units of the City. The audited financial statements for these entities are not available for inclusion in these financial statements as discretely presented component units which is a departure from GAAP.

Availability of Financial Information for Component Units

The System did not issue a separate audited financial statement. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts' (Commonwealth) Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the System located at 70 Tapley Street, Springfield, MA 01104.

B. Government-Wide and Fund Financial Statements

Government-Wide Financial Statements

The government-wide financial statements (i.e., statement of net assets and the statement of changes in net assets) report information on all of the non-fiduciary activities of the primary government and its component units.

Governmental activities, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Nonmajor funds are aggregated and displayed in a single column.

Major Fund Criteria

Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*
- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Internal service funds and fiduciary funds are reported by fund type.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

Government-Wide Financial Statements

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.

- Grants and contributions that are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions that are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of interfund activity has been removed from the government-wide financial statements. However, the effect of interfund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

Fund Financial Statements

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days after fiscal year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *financial reserve stabilization fund* is used to account for the accumulation of resources to provide *Financial Reserves, Capital Reserves, Energy Services*, and non employee benefit related *Self Insurance Reserves*, and planning and development's ongoing and future operations.

The Springfield Promise Fund was established during fiscal year 2009 with a transfer from the stabilizations funds of the unpaid balance of the state loan in the amount of \$48.6 million and another \$160,000 from the general fund. The principal of this fund was to be appropriated annually to pay the state loan pursuant to the schedule established by Chapter 468 of the Acts of 2008. However, in June 2010 the City and state officials came to an agreement to pay the loan down early and the funds were returned to the state.

As described in Note 3, the state agreed to subsequently forgive \$8.7 million of the loan balance and this amount was deposited back into the Promise fund in August of 2010. The fund will be used to provide Springfield students with financial aid counseling for post-secondary education and "last dollar" scholarships of up to \$1,000 to City students.

The non-major governmental funds consist of other special revenue, capital projects 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 the proceeds of specific revenue sources (other than permanent funds or capital projects funds) that are restricted by law or administrative action to expenditures for specified purposes.

The *capital projects fund* is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Enterprise and Trust Funds).

The *permanent fund* is used to account for 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 fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The following proprietary funds are reported:

The *trash enterprise fund* is used to account for the Cities trash pick-up activities.

The *internal service fund* is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to the remaining self-insured dental and eye care services, the fully insured health care plan, and a motor pool for gas and auto supplies operated by the Department of Public Works.

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

The following fiduciary fund types are reported:

The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.

The *agency fund* is used to account for assets held in a purely custodial capacity.

Government-Wide and Fund Financial Statements

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and propriety fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Government Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to the same limitation. The City has elected not to follow subsequent private-sector guidance.

D. Cash and Investments

Government-Wide and Fund Financial Statements

Cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with an original maturity of three months or less from the date of acquisition. Investments are carried at fair value.

E. Accounts Receivable

Government-Wide and Fund Financial Statements

The recognition of revenue related to accounts receivable reported in the government-wide financial statements and the proprietary funds and fiduciary funds financial statements are reported under the accrual basis of accounting. The recognition of revenue related to accounts receivable reported in the governmental funds financial statements are reported under the modified accrual basis of accounting.

Real Estate, Personal Property Taxes and Tax Liens

Real estate and personal property taxes are levied and based on values assessed on January 1st of every year. Assessed values are established by the Board of Assessor's for 100% of the estimated fair market value. Taxes are due on August 1st, November 1st, February 1st and May 1st and are subject to penalties and interest if they are not paid by the respective due date. Real estate and personal property taxes levied are recorded as receivables in the fiscal year of the levy.

Real estate tax liens are processed on delinquent properties and are recorded as receivables in the fiscal year they are processed. Real estate receivables that are secured via the tax lien process are considered more likely to be collected. The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

Personal property taxes cannot be secured through the lien process. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

Motor Vehicle Excise

Motor vehicle excise taxes are assessed annually for each vehicle registered in the City and are recorded as receivables in the fiscal year of the levy. The Commonwealth is responsible for reporting the number of vehicles registered and the fair values of those vehicles. The tax calculation is the fair value of the vehicle multiplied by \$25 per \$1,000 of value.

The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

Intergovernmental

Various federal and state grants for operating and capital purposes are applied for and received annually. For non-expenditure driven grants, receivables are recorded as soon as all eligibility requirements imposed by the provider have been met. For expenditure driven grants, receivables are recorded when the qualifying expenditures are incurred and all other grant requirements are met.

These receivables are considered 100% collectible and therefore do not report an allowance for uncollectibles.

Other

Departmental, special assessment and loan receivables are recorded as receivables in the fiscal year the revenue is earned. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

F. Inventories

Government-Wide and Fund Financial Statements

Inventories of the governmental funds are recorded as expenditures at the time of purchase. Such inventories are not material in total to the basic financial statements, and therefore are not reported.

G. Capital Assets

Government-Wide and Proprietary Fund Financial Statements

Capital assets, including land, construction in process, buildings and improvements, infrastructure, and vehicles and equipment, are reported in the applicable governmental or business-type activity column of the government-wide financial statements, and in the proprietary fund financial statements, where applicable. Capital assets are recorded at historical cost, or at estimated historical cost, if actual historical cost is not available. Donated capital assets are recorded at the estimated fair market value at the date of donation. Except for the capital assets of the governmental activities column in the government-wide financial statements, construction period interest is capitalized on constructed capital assets.

All purchases and construction costs in excess of \$15,000 are capitalized at the date of acquisition or construction with expected useful lives of greater than one year.

Capital assets (excluding land and construction in process) are depreciated on a straight-line basis. The estimated useful lives of capital assets being depreciated are as follows:

<u>Capital Asset Type</u>	<u>Estimated Useful Life (in years)</u>
Infrastructure.....	40-100
Buildings.....	40
Building improvements.....	20
Vehicles.....	5-10
Office equipment.....	5-10
Computer equipment.....	5-10

The cost of normal maintenance and repairs that do not add to the value of the assets or materially extend asset lives are not capitalized and are treated as expenses when incurred. Improvements are capitalized.

Governmental Fund Financial Statements

Capital asset costs are recorded as expenditures in the acquiring fund in the fiscal year of the purchase.

H. Interfund Receivables and Payables

During the course of its operations, transactions occur between and within individual funds that may result in amounts owed between funds.

Government-Wide Financial Statements

Transactions of a buyer/seller nature between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net assets. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of net assets as "internal balances".

Fund Financial Statements

Transactions of a buyer/seller nature between and within funds are *not* eliminated from the individual fund statements. Receivables and payables resulting from these transactions are classified as "Due from other funds" or "Due to other funds" on the balance sheet.

I. Interfund Transfers

During the course of its operations, resources are permanently reallocated between and within funds. These transactions are reported as transfers in and transfers out.

Government-Wide Financial Statements

Transfers between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net assets. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of activities as "Transfers, net".

Fund Financial Statements

Transfers between and within funds are *not* eliminated from the individual fund statements and are reported as transfers in and transfers out.

J. Deferred Revenue

Deferred revenue at the governmental fund financial statement level represents billed receivables that do not meet the available criterion in accordance with the current financial resources measurement focus and the modified accrual basis of accounting. Deferred revenue is recognized as revenue in the conversion to the government-wide (full accrual) financial statements.

K. Net Assets and Fund Equity

Government-Wide Financial Statements (Net Assets)

Net assets are reported as restricted when amounts that are not available for appropriation or are legally restricted by outside parties for a specific future use.

Net assets reported as "invested in capital assets, net of related debt" includes capital assets, net of accumulated depreciation, less the principal balance of outstanding debt used to acquire capital assets. Unspent proceeds of

capital related debt are not considered to be capital assets. Outstanding debt related to future reimbursements from the state's school building program is not considered to be capital related debt.

Net assets have been "restricted for" the following:

"MGL Chapter 656; An Act relative to reorganization of the financial management structure of the City of Springfield" requires the City to raise an amount equal to 1% of the prior year's gross amounts to be raised. The City may reduce this amount by any funds remaining in the reserve from the prior year. Expenditures may be made for extraordinary and unforeseen expenses as determined by the Mayor with the approval of the City Council.

"Loans" represents the City's Community Development outstanding loans receivable balances, net of the amounts due back to granting agencies.

"Permanent funds" represents amounts held in trust for which the expenditures are restricted by various trust agreements.

"Grants and gifts" represents amounts held for school and other grants, as well as gift funds.

Fund Financial Statements (Fund Balances)

Fund balances are reserved for amounts that are not available for appropriation or are legally restricted by outside parties for a specific future use. Designations of fund balance represent tentative management plans that are subject to change.

Fund balances have been "reserved for" the following:

"Encumbrances and continuing appropriations" represents amounts obligated under purchase orders, contracts and other commitments for expenditures that are being carried over to the ensuing fiscal year.

"MGL Chapter 656; An Act relative to reorganization of the financial management structure of the City of Springfield", as described above.

Reserved for "schools" represents a deficit in the Net School Spending requirement imposed by the Commonwealth of Massachusetts.

L. Long-term Debt

Government-Wide and Proprietary Fund Financial Statements

Long-term debt is reported as liabilities in the government-wide and proprietary fund statement of net assets. Material bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount.

Governmental Fund Financial Statements

The face amount of governmental funds long-term debt is reported as other financing sources. Bond premiums and discounts, as well as issuance costs, are recognized in the current period. Bond premiums are reported as other financing sources and bond discounts are reported as other financing uses. Issuance costs, whether or not withheld from the actual bond proceeds received, are reported as general government expenditures.

M. Investment Income

Excluding the permanent funds, investment income derived from major and non-major governmental funds is legally assigned to the general fund unless otherwise directed by Massachusetts General Law (MGL).

N. Compensated Absences

Employees are granted vacation and sick leave in varying amounts based on collective bargaining agreements, state laws and executive policies.

Government-Wide and Proprietary Fund Financial Statements

Vested or accumulated vacation and sick leave are reported as liabilities and expensed as incurred.

Governmental Fund Financial Statements

Vested or accumulated vacation and sick leave, which will be liquidated with expendable available financial resources, are reported as expenditures and fund liabilities.

O. Individual Fund Deficits

There are individual fund deficits with the special revenue and capital project funds at June 30, 2010. The deficits will be funded by grants and other available funds during fiscal year 2011.

P. Use of Estimates*Government-Wide and Fund Financial Statements*

The preparation of basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure for contingent assets and liabilities at the date of the basic financial statements and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

Q. Total Column*Fund Financial Statements*

The total column on the fund financial statements is presented only to facilitate financial analysis. Data in this column is not the equivalent of consolidated financial information.

NOTE 2 – DEPARTURES FROM GENERALLY ACCEPTED ACCOUNTING PRINCIPLES

It has been determined that the Springfield Water and Sewer Commission, the Springfield Redevelopment Authority, and the Springfield Museums Association met the required GASB 39 criteria of component units of the City; however because audited financial statements for these entities are not available for inclusion as of the date of this report, these entities have not been included with the City's basic financial statements. These entities should be included in order to conform to generally accepted accounting principles.

NOTE 3 – SUBSEQUENT EVENT, FORGIVENESS OF DEBT

Beginning in fiscal year 2005 the Commonwealth of Massachusetts provided the City with a \$52 million state loan to assist the City in balancing its budget. After the establishment of an agreed upon repayment schedule the unspent loan proceeds totaling \$46.8 million were transferred into the Springfield Promise fund where the interest earnings were to be appropriated annually to provide Springfield students financial aid counseling for post-secondary education and "last dollar" scholarships of up to \$1,000 to City students. In June 2010 the City and the state agreed to repay the state loan in full. Subsequently, in August of 2010, the state agreed to forgive a portion of the loan and they returned \$8.7 million to the Springfield Promise fund.

NOTE 4 – CASH AND INVESTMENTS

A cash and investment pool is maintained that is available for use by all funds. Each fund type's portion of this pool is displayed on the balance sheet as "Cash and cash equivalents". The deposits and investments of the trust funds are held separately from those of other funds.

Statutes authorize the investment in obligations of the U.S. Treasury, agencies, and instrumentalities, certificates of deposit, repurchase agreements, money market accounts, bank deposits and the State Treasurer's Investment Pool (the Pool). The Treasurer may also invest trust funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the Commonwealth.

The Pool meets the criteria of an external investment pool. The Pool is administered by the Massachusetts Municipal Depository Trust (MMDT), which was established by the Treasurer of the Commonwealth who serves as Trustee. The fair value of the position in the Pool is the same as the value of the Pool shares.

The System participates in the Pension Reserve Investment Trust (PRIT), which meets the criteria of an external investment pool. PRIT is administered by the Pension Reserves Investment Management Board, which was established by the Treasurer of the Commonwealth of Massachusetts who serves as Trustee. The fair value of the position in the PRIT is the same as the value of the PRIT shares.

Custodial Credit Risk – Deposits

In the case of deposits, this is the risk that in the event of a bank failure, the City's deposits may not be returned to it. The City does not have a deposit policy for custodial credit risk. At fiscal year-end, the carrying amount of deposits totaled \$56,982,827 and the bank balance totaled \$28,860,570 (the bank balance is lower because of in-transit transactions). Of the bank balance, \$854,853 was covered by Federal Depository Insurance, \$27,632,639 was insured under the FDIC Transaction Account Guarantee Program, and \$373,078 was exposed to custodial credit risk because it was uninsured and uncollateralized.

At December 31, 2009, the carrying amount of deposits for the Retirement System totaled \$1,238,413 and the bank balance totaled \$2,357,973. The entire bank balance of \$2,357,973 was covered by Federal Depository Insurance.

Investments

As of June 30, 2010, the City had the following investments:

Investment Type	Fair Value
<u>Other Investments</u>	
Money Market Mutual Funds.....	\$ 4,893,543
MMDT.....	<u>153,934,065</u>
Total Investments.....	<u>\$ 158,827,608</u>

As of December 31, 2009, the Retirement System had the following investments:

Investment Type	Fair Value
<u>Other Investments</u>	
Alternative Investments.....	\$ 5,263,238
Pension Reserve Investment Trust (PRIT).....	<u>225,332,834</u>
Total Investments.....	<u>\$ 230,596,072</u>

Custodial Credit Risk – Investments

For investments, this is the risk that, in the event of a failure by the counterparty, the City will not be able to recover the value of its investments or collateral security that are in the possession of an outside party

The City does not have an investment policy for custodial credit risk.

Of the Retirement System's total investments of \$230,596,072 there was custodial credit risk exposure of \$5,263,238 in alternative investments because the related securities are uninsured, unregistered and held by the counterparty.

Investment Rate Risk

The City does not have a formal policy that limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Credit Risk

The City has not adopted a formal policy related to Credit Risk.

Concentration Credit Risk

The City places no limit on the amount it may invest in any one issuer.

NOTE 5 – RECEIVABLES

At June 30, 2010, receivables for the individual major and non-major governmental funds in the aggregate, including the applicable allowances for uncollectible accounts, are as follows:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Real estate and personal property taxes.....	\$ 7,958,960	\$ (3,834,812)	\$ 4,124,148
Tax liens.....	3,036,114	(2,277,086)	759,028
Motor vehicle and other excise taxes.....	7,474,066	(4,625,711)	2,848,355
Departmental and other	1,572,052	-	1,572,052
Intergovernmental.....	103,746,942	-	103,746,942
Loans.....	5,445,648	-	5,445,648
Total.....	<u>\$ 129,233,782</u>	<u>\$ (10,737,609)</u>	<u>\$ 118,496,173</u>

The internal service fund has \$19,377 of departmental and other receivables at June 30, 2010.

At June 30, 2010 receivables for the trash enterprise fund consist of the following:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Trash fees.....	\$ 1,169,829	\$ -	\$ 1,169,829

Governmental funds report *deferred revenue* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. At the end of the current fiscal year, the various components of *deferred revenue* reported in the governmental funds were as follows:

	General Fund	Other Governmental Funds	Total
<u>Receivable type:</u>			
Real estate and personal property taxes.....	\$ 2,194,620	\$ -	\$ 2,194,620
Tax liens.....	759,028	-	759,028
Motor vehicle excise.....	2,848,355	-	2,848,355
Departmental and other.....	1,075,096	496,956	1,572,052
Intergovernmental.....	96,801,826	2,844,451	99,646,277
Loans.....	-	121,648	121,648
Total.....	<u>\$ 103,678,925</u>	<u>\$ 3,463,055</u>	<u>\$ 107,141,980</u>

NOTE 6 – CAPITAL ASSETS

Capital asset activity for the fiscal year ended June 30, 2010, was as follows:

	Beginning Balance	Increases	Decreases	Ending Balance
Governmental Activities:				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 26,771,402	\$ -	\$ -	\$ 26,771,402
Construction in progress.....	-	4,844,572	-	4,844,572
Total capital assets not being depreciated.....	<u>26,771,402</u>	<u>4,844,572</u>	<u>-</u>	<u>31,615,974</u>
<u>Capital assets being depreciated:</u>				
Land improvements.....	45,919,824	3,905,121	-	49,824,945
Buildings and improvements.....	375,925,300	19,544,647	-	395,469,947
Machinery and equipment.....	96,687,582	5,959,208	-	102,646,790
Infrastructure.....	422,882,967	2,461,672	(1,230,835)	424,113,804
Total capital assets being depreciated.....	<u>941,415,673</u>	<u>31,870,648</u>	<u>(1,230,835)</u>	<u>972,055,486</u>
<u>Less accumulated depreciation for:</u>				
Land Improvements.....	(12,777,222)	(1,888,493)	-	(14,665,715)
Buildings and improvements.....	(117,686,207)	(13,460,259)	-	(131,146,466)
Machinery and equipment.....	(83,768,786)	(12,688,434)	-	(96,455,220)
Infrastructure.....	(245,039,775)	(9,172,349)	1,230,835	(252,981,289)
Total accumulated depreciation.....	<u>(459,271,990)</u>	<u>(37,207,535)</u>	<u>1,230,835</u>	<u>(495,248,690)</u>
Total capital assets being depreciated, net.....	<u>482,143,683</u>	<u>(5,336,887)</u>	<u>-</u>	<u>476,806,796</u>
Total governmental activities capital assets, net.....	<u>\$ 508,915,085</u>	<u>\$ (492,315)</u>	<u>\$ -</u>	<u>\$ 508,422,770</u>
	Beginning Balance	Increases	Decreases	Ending Balance
Business-Type Activities:				
<u>Capital assets being depreciated:</u>				
Machinery and equipment.....	\$ 2,011,618	\$ -	\$ -	\$ 2,011,618
<u>Less accumulated depreciation for:</u>				
Machinery and equipment.....	(359,218)	(287,374)	-	(646,592)
Total business-type activities capital assets, net.....	<u>\$ 1,652,400</u>	<u>\$ (287,374)</u>	<u>\$ -</u>	<u>\$ 1,365,026</u>

Depreciation expense was charged to functions/programs of the primary government as follows:

	<u>2010</u>
Governmental Activities:	
General government.....	\$ 3,336,438
Public safety.....	3,304,065
Education.....	17,249,415
Public works.....	10,997,439
Human services.....	11,144
Culture and recreation.....	<u>2,309,034</u>
Total depreciation expense - governmental activities.....	<u>\$ 37,207,535</u>
Business-Type Activities:	
Trash.....	<u>\$ 287,374</u>

NOTE 7 – INTERFUND TRANSFERS

Interfund transfers for the fiscal year ended June 30, 2010, are summarized as follows:

<u>Transfers Out</u>	<u>Transfers In</u>				<u>Total</u>
	<u>General Fund</u>	<u>Financial Reserve Stabilization</u>	<u>Nonmajor Governmental Funds</u>	<u>Trash Enterprise Fund</u>	
General Fund.....	\$ -	\$ 5,000,000	\$ 3,148,426	\$ 3,260,789	\$ 11,409,215 (1)
Financial Reserve Stabilization.....	10,300,000	-	-	-	10,300,000 (2)
Promise Fund.....	46,800,000	-	-	-	46,800,000 (3)
Nonmajor Governmental Funds.....	1,229,210	-	1,910,232	-	3,139,442 (4)
Total.....	<u>\$ 58,329,210</u>	<u>\$ 5,000,000</u>	<u>\$ 5,058,658</u>	<u>\$ 3,260,789</u>	<u>\$ 71,648,657</u>

- (1) Represents budgeted transfers from the general fund to the financial reserve stabilization fund, to various nonmajor capital projects funds, and to the trash enterprise fund for operations.
- (2) Represents budgeted transfers from the financial reserve stabilization fund to the general fund.
- (3) Represents a transfer of the Promise Fund to the general fund to pay down the state loan.
- (4) Represents budgeted transfers between nonmajor funds and a transfer in to the general fund for various purposes.

NOTE 8 – LEASES

Capital Leases

The City has entered into lease agreements to finance the acquisition of machinery and equipment for public safety, public works, general governmental, and for trash activities. The lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of their future minimum lease payments as of the inception date.

The following identifies the assets acquired through capital lease agreements:

<u>Asset description:</u>	<u>Governmental Activities</u>	<u>Business-Type Activities</u>
Machinery and equipment.....	\$ 10,007,489	\$ 2,011,618
Less: accumulated depreciation.....	<u>(8,773,353)</u>	<u>(646,592)</u>
Total.....	<u>\$ 1,234,136</u>	<u>\$ 1,365,026</u>

Future minimum lease payments under capitalized leases consist of the following at June 30:

<u>Fiscal Years Ending June 30</u>	<u>Governmental Activities</u>	<u>Business-Type Activities</u>
2011.....	\$ 579,279	\$ 444,564
2012.....	579,279	444,564
2013.....	<u>579,279</u>	<u>333,423</u>
Total minimum lease payments.....	1,737,837	1,222,551
Less: amounts representing interest.....	<u>(102,947)</u>	<u>(66,662)</u>
Present value of minimum lease payments.....	<u>\$ 1,634,890</u>	<u>\$ 1,155,889</u>

Operating Leases

The City leases office equipment, vehicles, and various facilities utilized primarily by the school system, the department of public works, parks and recreation, and the animal control center under non-cancelable operating leases that expire on various dates through fiscal year 2028. The cost of the leases for the fiscal year ended June 30, 2010, totaled approximately \$1,972,000, and is reported as educational, public works, and general governmental expenditures in the general fund and special revenue funds.

The future minimum lease payments are as follows:

<u>Fiscal Years Ending June 30</u>	<u>Governmental Activities</u>
2011.....	\$ 2,502,384
2012.....	2,324,781
2013.....	1,689,424
2014.....	1,565,177
2015.....	1,592,691
2016 to 2020.....	7,546,645
2021 to 2025.....	2,859,508
2026 to 2028.....	<u>1,480,927</u>
	<u>\$ 21,561,537</u>

NOTE 9 – SHORT-TERM FINANCING

Short-term debt may be authorized and issued to fund the following:

- Current operating costs prior to the collection of revenues through issuance of revenue or tax anticipation notes (RANS or TANS).
- Capital project costs and other approved expenditures incurred prior to obtaining permanent financing through issuance of bond anticipation notes (BANS) or grant anticipation notes (GANS).

Short-term loans are general obligations and carry maturity dates that are limited by statute. Interest expenditures and expenses for short-term borrowings are accounted for in the general fund.

The City had no short-term debt activity or outstanding balances at June 30, 2010.

NOTE 10 – LONG-TERM DEBT

Under the provisions of Chapter 44, Section 10, Municipal Law authorizes indebtedness up to a limit of 5% of the equalized valuation. Debt issued in accordance with this section of the law is designated as being "inside the debt limit". In addition, however, debt may be authorized in excess of that limit for specific purposes. Such debt, when issued, is designated as being "outside the debt limit".

Details related to the outstanding indebtedness at June 30, 2010, and the debt service requirements are as follows:

Bonds and Notes Payable Schedule – Governmental Funds

Project	Interest Rate (%)	Outstanding at June 30, 2009	Issued	Redeemed	Outstanding at June 30, 2010
State Qualified Bonds Dated December 1, 1999.....	4.5 - 5.0	\$ 2,280,000	\$ -	\$ 2,280,000	\$ -
State Qualified Bonds Dated August 1, 2001.....	3.50 - 5.0	14,380,000	-	2,595,000	11,785,000
Qualified Zone Academy Bonds Dated July 25, 2002.....	1.28	4,000,000	-	500,000	3,500,000
State Qualified Refunding Bonds Dated February 15, 2003.....	2.0 - 5.0	14,623,530	-	3,489,800	11,133,730
State Qualified Refunding Bonds Dated July 7, 2005.....	3.0 - 5.25	93,865,000	-	6,435,000	87,430,000
State Qualified New Money Bonds Dated July 7, 2005.....	3.0 - 5.25	43,395,000	-	2,080,000	41,315,000
State Qualified New Money Bonds Dated February 7, 2007.....	4.5 - 5.75	47,960,000	-	2,710,000	45,250,000
State Qualified Refunding Bonds Dated February 7, 2007.....	4.5 - 5.75	73,750,001	-	10,000	73,740,001
State Qualified Refunding Bonds Dated April 15, 2009.....	3.00	19,500,000	-	3,775,000	15,725,000
State Qualified New Money Bonds Dated April 15, 2009.....	2.0 - 4.0	4,805,000	-	1,690,000	3,215,000
State Qualified General Obligation School Bonds.....	6.00	-	17,864,000	-	17,864,000
Total General Obligation Bonds.....		318,658,531	17,864,000	25,464,800	310,957,731
State Loan.....	0.00	46,800,000	-	46,800,000	-
Total face value of bonds and loans.....		365,358,531	17,864,000	72,264,800	310,957,731
Unamortized Premiums on Bonds.....		8,092,978	-	950,165	7,142,813
Total Long Term Debt.....		\$ 373,451,509	\$ 17,864,000	\$ 73,214,965	\$ 318,100,544

Debt service requirements for principal and interest for Governmental bonds payable in future fiscal years are as follows:

Year	Principal	Interest	Total
2011.....	\$ 26,050,555	\$ 14,395,152	\$ 40,445,707
2012.....	25,767,165	13,314,172	39,081,337
2013.....	26,551,011	12,110,952	38,661,963
2014.....	27,630,000	10,734,387	38,364,387
2015.....	25,715,001	9,395,144	35,110,145
2016.....	25,044,995	8,109,595	33,154,590
2017.....	24,245,000	6,928,327	31,173,327
2018.....	19,970,000	5,871,811	25,841,811
2019.....	20,989,999	4,875,910	25,865,909
2020.....	17,660,000	3,937,326	21,597,326
2021.....	17,744,999	3,113,392	20,858,391
2022.....	15,104,999	2,370,052	17,475,051
2023.....	10,820,007	1,770,990	12,590,997
2024.....	4,150,000	1,422,871	5,572,871
2025.....	1,830,000	1,284,915	3,114,915
2026.....	1,885,000	1,201,327	3,086,327
2027.....	19,799,000	1,115,377	20,914,377
Total.....	\$ <u>310,957,731</u>	\$ <u>101,951,700</u>	\$ <u>412,909,431</u>

Guaranteed Loans

The City issued debt through general obligation bonds and the Massachusetts Water Pollution Abatement Trust (MWPAT) on behalf of the Water and Sewer Commission, a separate reporting entity. At the time of its creation, the Water and Sewer Commission assumed this debt and is responsible for reimbursing the City for the debt service payments. The City has recorded a corresponding asset of due from the Springfield Water and Sewer Commission to offset the liability. As of June 30, 2010, the following amounts are included in long-term debt of the City:

	Interest Rate (%)	Outstanding at June 30, 2009	Issued	Redeemed	Outstanding at June 30, 2010
August 1, 2001 MWPAT 91-59.....	5.0 - 6.13	\$ 624,721	\$ -	\$ 90,296	\$ 534,425
August 1, 2001 Phase 1 MWPAT 94-24.....	5.0 - 6.13	1,563,731	-	226,018	1,337,713
State Qualified New Money Bonds Dated February 15, 2003....	2.0 - 5.0	508,471	-	120,202	388,269
Total Guaranteed Loans.....		\$ <u>2,694,923</u>	\$ <u>-</u>	\$ <u>436,516</u>	\$ <u>2,258,407</u>

Qualified School Construction

On June 24, 2010 the City issued \$17,864,000 State Qualified General Obligation School Bonds at a 6.00% interest rate, maturing June 1, 2027 with mandatory sinking fund installments payable annually on December 1, 2010 through December 1, 2026. The Bonds were underwritten on a negotiated basis by Wells Fargo Securities. The Bonds were designated as Qualified School Construction Bonds under the provisions of the American Recovery and Reinvestment Act of 2009 ("ARRA"). The Bonds are federally taxable and will receive a cash

subsidy from the United States Department of the Treasury of 5.41% of the interest payable on the Bonds, which is equal to the amount of the applicable tax credit rate established on the sale date of the Bonds. On July 15, 2010 the City entered into an Investment Repurchase Agreement with Bayerische Landesbank wherein the City agreed to deposit \$776,911 annually on December 1, 2010 through December 1, 2026 into a sinking fund held by Wells Fargo Bank, National Association, acting as custodian and trustee for the agreement between the City and Bayerische Landesbank; the City's annual deposit of \$776,911 will be invested by Bayerische Landesbank, and at termination of the agreement on June 1, 2027 \$17,864,000 will be made available to the City to retire the maturing Bonds. The City's annual deposits are fully collateralized with either cash, obligations of the United States of America (i.e. treasury securities), Government National Mortgage Association securities (GNMAs), or Small Business Administration securities (SBAs); and the resulting fixed interest rate the City will earn over the life of the investment agreement is guaranteed at 3.42%. The use of the repurchase agreement reduced the City's net borrowing cost to approximately (0.9509) %.

School Building Assistance

The City has been approved to receive school construction assistance on various older school construction projects through the Massachusetts School Building Authority (MSBA). The MSBA provides resources for eligible construction costs and related debt interest and borrowing costs. During fiscal year 2010, approximately \$16.6 million of such assistance was received. Approximately \$127 million is expected to be received in future fiscal years. Of this amount, \$33 million represents reimbursement of long-term interest costs, and \$94 million represents reimbursement of approved construction costs. Accordingly, a \$94 million intergovernmental receivable and corresponding deferred revenue have been reported in governmental fund financial statements. The deferred revenue for the entire grant has been recognized as revenue in the conversion to the government-wide financial statements for prior fiscal years.

More recently, the MSBA offers a construction grant program which pays the City the State's share of approved school construction costs and therefore eliminates the need for the City to fund the State's share through long-term debt. In addition to the construction of the new Putnam High School various on-going school projects are being funded by this grant program. The City has been approved for a grant of up to 90% or \$112,500,000 of eligible construction costs towards the new Putnam School. During the fiscal year the City received \$5.4 million and recorded a receivable for an additional \$3.2 million for these newer projects.

Advance Refunding and Defeased Bonds

In prior fiscal years, in order to take advantage of favorable interest rates, certain general obligation bonds were defeased by placing the proceeds of bonds in an irrevocable trust to provide for all future debt service payments on the refunded bonds. Accordingly, the trust account's assets and liabilities for the defeased bonds are not included in the financial statements. At June 30, 2010, \$76,800,000 of the bonds refunded remain outstanding and are considered defeased.

Authorized and Unissued Debt

The City is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2010, the City has \$31.5 million of authorized and unissued debt for various City-wide projects.

Changes in Long-term Liabilities

During the fiscal year ended June 30, 2010, the following changes occurred in long-term liabilities:

	Balance June 30, 2009	Bonds and Notes Issued	Bonds and Notes Redeemed	Other Increases (Decreases)	Balance June 30, 2010	Current Amount Due
<u>Governmental Activities:</u>						
Long-Term Bonds and Notes.....	\$ 365,358,531	\$ 17,864,000	\$ (72,264,800)	\$ -	\$ 310,957,731	\$ 26,050,555
Capital Lease Obligations.....	2,137,804	-	-	(502,914)	1,634,890	523,403
Guaranteed Loans.....	2,694,923	-	(436,516)	-	2,258,407	458,553
Unamortized Bond Premium.....	8,092,978	-	(950,165)	-	7,142,813	916,111
Compensated Absences.....	21,962,510	-	-	(2,475,040)	19,487,470	6,527,000
Workers' Compensation.....	3,940,000	-	-	(354,000)	3,586,000	1,076,000
Due to Granting Agencies.....	10,126,000	-	-	(970,000)	9,156,000	3,832,000
Landfill Closure.....	4,731,178	-	-	(20,560)	4,710,618	750,000
Other Postemployment Benefits.....	39,235,921	-	-	29,749,402	68,985,323	-
Total governmental activity long-term liabilities.....	<u>458,279,845</u>	<u>17,884,000</u>	<u>(73,651,481)</u>	<u>25,426,888</u>	<u>427,919,252</u>	<u>40,133,622</u>
<u>Business-Type Activities:</u>						
Capital Lease Obligations.....	1,545,719	-	-	(389,830)	1,155,889	405,713
Other Postemployment Benefits.....	122,010	-	-	92,510	214,520	-
Total business-type activity long-term liabilities.....	<u>1,667,729</u>	<u>-</u>	<u>-</u>	<u>(297,320)</u>	<u>1,370,409</u>	<u>405,713</u>
Total.....	<u>\$ 459,947,574</u>	<u>\$ 17,864,000</u>	<u>\$ (73,651,481)</u>	<u>\$ 25,129,568</u>	<u>\$ 429,289,661</u>	<u>\$ 40,539,335</u>

Compensated absences liabilities related to both governmental activities are normally paid from the funds reporting the payroll and related expenditures; namely the general fund.

NOTE 11 - LANDFILL CLOSURE AND POST CLOSURE CARE

State and federal laws and regulations require the City to construct a final capping system on the Bondi Island and Amory Street landfill sites as it stops accepting waste and to perform certain maintenance and monitoring functions at the sites after closure. The City closed various portions of the landfills beginning in 1992 and is currently implementing a closure and post closure care plan. To date, the City has expended approximately \$6,796,000 and has reflected \$4,711,000 as the estimate of the remaining liability at June 30, 2010. This amount is based upon estimates of what it would cost the City to perform all closure and post closure care as of June 30, 2010. Actual costs may be higher due to inflation, changes in technology or changes in regulations.

NOTE 12 - RISK FINANCING

The City established a Self Insured Stabilization fund to set aside amounts to be used by the law department to settle certain claims and judgments issues as they arise.

The City is self-insured for its dental and eye care insurance, workers' compensation insurance, and unemployment insurance activities. In January 2007 the City began purchasing fully insured health insurance through the Commonwealth's Group Insurance Commission (GIC). These fully insured health insurance activities are accounted for in the internal service fund where revenues are recorded when earned and expenses are recorded when the liability is incurred. The City contracts out the administration of the dental and eye care and

the workers' compensation activities. The unemployment claims are administered by the City. Claims are funded on a pay-as-you-go basis from annual appropriations.

Liabilities are reported when it's probable that a loss has occurred and the amount of the loss can be reasonably estimated. Liabilities include an amount for claims that have been incurred but not reported (IBNR). The result of the process to estimate the claims liability is not an exact amount as it depends on many factors. Accordingly, claims are reevaluated periodically to consider the effects of inflation, recent claims settlement trends and other economic and social factors.

(a) *Dental and Eye Care Insurance*

The estimate of Incurred But Not Reported (IBNR) claims based on an estimate of claims incurred but unpaid at year end. At June 30, 2010, the liability for dental and eye care insurance claims totaled approximately \$99,000. This liability is the best estimate based on available information. Changes in the reported liability since July 1, 2007, are as follows:

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claim Payments	Balance at Fiscal Year-End Currently Due
Fiscal Year 2009.....	\$ 105,156	\$ 2,576,492	\$ (2,567,426)	\$ 114,222
Fiscal Year 2010.....	114,222	2,877,034	(2,892,186)	99,070

(b) *Workers' Compensation*

The estimated future workers' compensation liability is based on history and injury type. At June 30, 2010, the amount of the estimated liability for workers' compensation claims totaled approximately \$3.6 million. Changes in the reported liability since July 1, 2007 are as follows:

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claim Payments	Balance at Fiscal Year-End	Current Portion
Fiscal Year 2009.....	\$ 4,371,371	\$ 4,304,813	\$ (4,736,184)	\$ 3,940,000	\$ 1,182,000
Fiscal Year 2010.....	3,940,000	3,684,146	(4,038,146)	3,586,000	1,076,000

The liability for unemployment claims at June 30, 2010 is based on known claims reported to the Massachusetts Division of Unemployment Assistance and the future liability at year end was estimated to be approximately \$908,000.

NOTE 13 – PENSION PLAN

Plan Description - The City contributes to the System, a multi-employer defined benefit pension plan administered by the Springfield Contributory Retirement System (System). Substantially all employees are members of the System, except for public school teachers and certain administrators who are members of the Massachusetts Teachers Retirement System, to which the City does not contribute. Pension benefits and administrative expenses paid by the Teachers Retirement Board are the legal responsibility of the Commonwealth. The amount of these on-behalf payments totaled \$41,858,000 for the fiscal year ended June 30, 2010, and, accordingly, are reported in the general fund as intergovernmental revenues and pension expenditures.

The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. Cost-of-living adjustments granted between 1981 and 1997 and any increase in other benefits imposed by the Commonwealth's state law during those years are borne by the Commonwealth and are deposited into the pension fund. Cost-of-living adjustments granted after 1997 must be approved by the System and are borne by the System. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth's PERAC. That report may be obtained by contacting the System located at 70 Tapley Street, Springfield, MA 01104.

At December 31, 2009, the System's membership consists of the following:

Active members.....	3,661
Inactive members.....	1,150
Disabled members.....	450
Retirees and beneficiaries currently receiving benefits.....	<u>2,684</u>
Total.....	<u><u>7,945</u></u>

Funding Policy - Plan members are required to contribute to the System at rates ranging from 5% to 11% of annual covered compensation. The City is required to pay into the System its share of the system-wide actuarial determined contribution that is apportioned among the employers based on active current payroll. Administrative expenses are funded through investment earnings. Chapter 32 of the MGL governs the contributions of plan members and the City.

Annual Pension Cost - The City contributions to the System for the fiscal years ended June 30, 2010, 2009, and 2008 were \$31,039,501, \$28,597,332 and \$27,018,766, respectively, which equaled its required contribution for each fiscal year. At June 30, 2010, the City did not have a net pension obligation. The required contribution was determined as part of the January 1, 2008 actuarial valuation using the entry age normal actuarial cost method. The actuarial assumptions included an 8.5% investment rate of return and a 4% rate of salary increases per year. The actuarial value of the System's assets was determined using the fair value of the assets. The System's unfunded actuarial accrued liability is being amortized as a level percentage of projected payroll on a closed basis. The remaining amortization period at January 1, 2009, was 19 years with payments increasing at 4.0% per year.

Schedule of Funding Progress
(Dollar amounts in thousands)

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/10	\$ 278,377	\$ 799,916	\$ 521,539	34.8%	\$ 124,130	420.2%
1/1/08	296,522	699,026	402,504	42.4%	126,478	318.2%
1/1/05	276,286	649,023	372,737	42.6%	115,383	323.0%
1/1/04	291,017	615,605	324,588	47.3%	109,937	295.2%
1/1/03	266,402	573,138	306,736	46.5%	113,848	269.4%
1/1/02	268,001	570,958	302,957	46.9%	137,353	220.6%
1/1/01	291,264	539,502	248,238	54.0%	131,363	189.0%
1/1/00	292,172	515,716	223,544	56.7%	126,095	177.3%

Noncontributory Retirement Allowance - The City pays the entire retirement allowance for certain retirees who are eligible for noncontributory benefits and are not members of the System. The general fund expenditure for fiscal year 2010 totaled approximately \$321,734.

NOTE 14 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSIONS

Fiscal year 2008 was the initial year that the City has implemented GASB Statement 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other than Pensions* (GASB 45). As allowed by GASB 45, the City has established the net Other Postemployment Benefit (OPEB) obligation at zero at the beginning of the transition year and has applied the measurement and recognition requirements of GASB 45 on a prospective basis.

Plan Description –The City maintains a single employer defined benefit healthcare plan. The plan provides lifetime medical, dental, and vision benefits for eligible retirees and their spouses. Chapter 32B of the MGL assigns authority to establish and amend benefit provisions of the Plan. The plan provides the benefits by participating in Commonwealth of Massachusetts' Group Insurance Commission (GIC). Medical, prescription drugs, dental and vision benefits are provided to all eligible retirees through a variety of plans offered by the GIC. Benefit provisions are negotiated between the City and the unions representing City employees and are renegotiated each bargaining period.

At June 30, 2010, the Plan's membership consisted of the following:

Current retirees, beneficiaries, and dependents.....	3,289
Current active members.....	<u>5,701</u>
Total.....	<u><u>8,990</u></u>

Funding Policy—Contributions requirements are also negotiated between the City and union representatives. Retired plan members and beneficiaries currently receiving benefits are required to contribute 25% of the cost of benefits provided depending on the plan they choose. There is also a relatively small group of retirees that are required to contribute between 13%, increasing to 25% in the year 2016. The City is required to contribute the

balance of the current premiums and may contribute additional amounts to pre-fund benefits. The City contributed approximately \$20.9 million during fiscal year 2010 towards these benefits. Administrative costs of the Plan are assumed to be included in the fully insured premium rates.

Annual OPEB Costs and Net OPEB Obligation – The City's annual other postemployment benefit (OPEB) cost/expense is calculated based on the *annual required contribution of the employer (ARC)*, an amount actuarially determined in accordance with the parameters of GASB Statement 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years. The components of the City's annual OPEB cost for the 2010 fiscal year, the estimated amount actually contributed to the plan, and changes in the City's net OPEB obligations are summarized in the following table:

Annual required contribution.....	\$ 50,553,704
Interest on net OPEB obligation.....	1,377,528
Adjustments to annual required contribution.....	<u>(1,156,983)</u>
Annual OPEB cost/expense.....	50,774,249
Contributions made.....	<u>(20,932,337)</u>
Increase/(Decrease) in net OPEB obligation.....	29,841,912
Net OPEB obligation - beginning of year.....	<u>39,357,931</u>
Net OPEB obligation - end of year.....	<u>\$ 69,199,843</u>

The City's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for 2010 and the two preceding year is as follows:

<u>Fiscal Year Ended</u>	<u>Annual OPEB Cost</u>	<u>Percentage of Annual OPEB Cost Contributed</u>	<u>Net OPEB Obligation</u>
6/30/2010	\$ 50,774,249	41.2%	\$ 69,199,843
6/30/2009	43,555,361	57.4%	39,357,931
6/30/2008	41,830,041	50.3%	20,806,966

Funded Status and Funding Progress — The funded status of the Plan as of the most recent actuarial valuation date, June 30, 2010, is as follows:

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
6/30/2010	\$ -	\$ 854,411,443	\$ 854,411,443	0.00%	\$ 250,719,136	340.78%

Actual valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the basic financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

Actuarial Methods and Assumptions – Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and the plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effect of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The following additional information is provided as of the latest actuarial valuation:

Actuarial cost method.....	Projected Unit Credit
Amortization method.....	Amortization payments increasing at 4.50%
Remaining amortization period.....	27 years as of July 1, 2010, closed
Actuarial Assumptions:	
Investment rate of return.....	3.50%, pay-as-you-go scenario
Inflation rate.....	3.2%
Projected salary increases.....	4.0%
Medical/drug cost trend rate.....	8.38% decreasing to 5.00% in year 2019 and thereafter

NOTE 15 – COMMITMENTS*Museum Services Agreement*

With the approval of Special Legislation (Chapter 54 of the Acts of 2008) in March of 2008, the City entered into an agreement with the Springfield Museums Association (SMA) where the City has agreed to pay SMA \$1,320,000 per year for a minimum of 25 years. SMA has agreed to provide certain museum services to residents and visitors of the City and to transfer its branch libraries and their contents to the City under individual lease agreements. The 4 branch libraries and their respective contents are being leased to the City for the same 25 year term for the sum of \$1 each per year. The City can extend this agreement with successive 5 year options at terms to be mutually agreed upon.

Waste Services Agreement

In August 1998, the City of Springfield and 6 other communities entered into nearly identical "Service Agreements" with what is now eco/Springfield, LLC, a company that owns and operates a 240 ton per day waste-to-energy facility located on Bondi's Island, Agawam, Massachusetts. Under the Service Agreement, the City has agreed to deliver for disposal at the facility, in each year for a period of 25 years, specified quantities of solid waste and to pay a specified monthly service fee. The City's obligation to pay the monthly service fee is absolute and unconditional and is payable whether or not it receives solid waste disposal services from the facility. For the fiscal year ending June 30, 2010, the City's costs under the Service Agreement were approximately \$3.2 million.

NOTE 16 – CONTINGENCIES*Litigation*

Various lawsuits, claims and proceedings have been or may be instituted or asserted against the City of Springfield, including those pertaining to water and sewer breaks, motor vehicle accidents, eminent domain cases, premise liability cases, civil rights/discrimination cases, and labor and employment case matters. While the amounts claimed may be substantial, the ultimate liability cannot be determined because of the considerable uncertainties that exist. Therefore, it is possible that there could be material negative outcomes affected by certain contingencies existing as of June 30, 2010. However, management believes that the disposition of matters that are pending or asserted will not have a materially adverse affect on the financial statements.

Federal Grants

The City participates in a number of federal award programs. Although the grant programs have been audited in accordance with the provisions of the Single Audit Act Amendments of 1996 through June 30, 2010, these programs are still subject to financial and compliance audits. The amount, if any, of expenditures which may be disallowed by the granting agencies cannot be determined at this time, although it is expected such amounts, if any, to be immaterial.

NOTE 17 – IMPLEMENTATION OF NEW GASB PRONOUNCEMENTS

During fiscal year 2010, the following GASB pronouncements were implemented:

- The GASB issued Statement #57, *OPEB Measurements by Agent Employers and Agent Multiple-Employer Plans*. The standards in this statement permits an agent employer that has an individual employer OPEB plan with fewer than 100 members to use an alternative measurement method to produce actuarially based information for purposes of financial reporting, regardless of the number of total plan members in the agent multiple-employer OPEB plan in which it participates. Management elected to implement this standard early and this standard did not impact the basic financial statements.
- The GASB issued Statement #58, *Accounting and Financial Reporting for Chapter 9 Bankruptcies*. The standards in this statement provide guidance for bankrupt state and local governments by establishing requirements for recognizing and measuring the effects of the bankruptcy process on assets and liabilities and for classifying changes in those items and related costs. Management elected to implement this standard early and this standard did not impact the basic financial statements.

Future Implementation of GASB Pronouncements:

- The GASB issued Statement #54, *Fund Balance Reporting and Governmental Fund Type Definitions*, which is required to be implemented in fiscal year 2011. Management believes this pronouncement will require additional disclosure and impact the basic financial statements.
- The GASB issued Statement #59, *Financial Instruments Omnibus*. The objective of this Statement is to update and improve existing standards regarding financial reporting and disclosure requirements of certain financial instruments and external investment pools for which significant issues have been identified in practice. The provisions of this Statement are effective for financial statements for periods beginning after June 15, 2010.
- The GASB issued Statement #60, *Accounting and Financial Reporting for Service Concession Arrangements*, which is required to be implemented in fiscal year 2013. This Statement addresses service concession arrangements, which are a type of public-private or public-public partnership. Management is evaluating whether this pronouncement will require additional disclosure or impact the basic financial statements.
- The GASB issued Statement #61, *The Financial Reporting Entity: Omnibus an amendment of GASB Statements No.14 and No.34*, which is required to be implemented in fiscal year 2013. The objective of this Statement is to improve financial reporting for a governmental financial reporting entity. Management does not believe that this pronouncement will require additional disclosure or impact the basic financial statements.
- The GASB issued Statement #62, *Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements*, which is required to be implemented in fiscal year 2013. The objective of this Statement is to incorporate into the GASB's authoritative literature certain accounting and financial reporting guidance that does not conflict with or contradict GASB pronouncements. Management does not believe that this pronouncement will require additional disclosure or impact the basic financial statements.

Required Supplementary Information

GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2010

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
REVENUES:					
Real estate and personal property taxes, net of tax refunds.....	\$ 162,138,123	\$ 162,138,123	\$ 165,258,201	\$ -	\$ 3,120,078
Tax liens.....	-	-	3,768,128	-	3,768,128
Motor vehicle and other excise taxes.....	7,750,000	7,750,000	7,839,549	-	89,549
Hotel/motel tax.....	900,000	900,000	727,765	-	(172,235)
Charges for services.....	-	-	32,390	-	32,390
Penalties and interest on taxes.....	1,090,000	1,090,000	1,613,260	-	523,260
Payments in lieu of taxes.....	6,033,036	6,033,036	6,523,169	-	490,133
Licenses and permits.....	626,000	626,000	616,423	-	(9,577)
Fines and forfeitures.....	175,100	175,100	157,823	-	(17,277)
Intergovernmental.....	324,628,157	324,628,157	322,187,060	-	(2,441,097)
Departmental and other.....	12,822,726	12,822,726	14,258,853	-	1,436,127
Investment income.....	2,750,000	2,750,000	614,942	-	(2,135,058)
TOTAL REVENUES.....	518,913,142	518,913,142	523,697,663	-	4,684,421
EXPENDITURES:					
Current:					
General government.....	43,936,827	45,440,404	36,634,945	3,200,921	5,604,538
Public safety.....	60,425,366	60,425,366	57,514,297	596,138	2,314,931
Education.....	310,605,018	314,992,258	298,170,051	4,673,895	12,148,312
Public works.....	9,875,684	9,984,684	9,047,308	489,131	448,247
Health and welfare.....	3,580,241	3,580,241	3,373,044	9,117	198,080
Culture and recreation.....	14,060,286	14,060,286	13,287,798	443,412	329,076
Pension benefits.....	22,420,845	22,420,845	22,372,661	-	48,164
Employee fringe benefits.....	601,525	601,525	422,434	-	179,091
Employee health benefits.....	23,646,739	23,755,198	22,221,484	247,406	1,286,308
State, county and district assessments.....	2,657,567	2,657,567	2,657,567	-	-
Debt service:					
Principal.....	26,407,314	73,207,314	72,701,316	-	505,998
Interest.....	14,694,628	14,694,628	14,646,118	-	48,510
TOTAL EXPENDITURES.....	532,912,040	585,820,316	553,049,041	9,660,020	23,111,255
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	(13,998,898)	(66,907,174)	(29,451,478)	(9,660,020)	27,795,676
OTHER FINANCING SOURCES (USES):					
Transfers in.....	10,000,000	58,303,577	58,329,210	-	25,633
Transfers out.....	(3,920,973)	(11,409,215)	(11,409,215)	-	-
TOTAL OTHER FINANCING SOURCES (USES).....	6,079,027	46,894,362	46,919,995	-	25,633
NET CHANGE IN FUND BALANCE.....	(7,919,871)	(20,012,812)	17,468,517	(9,660,020)	27,821,309
BUDGETARY FUND BALANCE, Beginning of year.....	71,475,111	71,475,111	71,475,111	-	-
BUDGETARY FUND BALANCE, End of year.....	\$ 63,555,240	\$ 51,462,299	\$ 88,943,628	\$ (9,660,020)	\$ 27,821,309

See notes to required supplementary information.

**SPRINGFIELD CONTRIBUTORY RETIREMENT SYSTEM
SCHEDULE OF FUNDING PROGRESS**

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/10	\$ 278,377,005	\$ 799,915,756	\$ 521,538,751	34.8%	\$ 124,129,569	420.2%
1/1/08	296,522,245	699,026,798	402,504,553	42.4%	126,478,597	318.2%
1/1/05	276,286,563	649,023,965	372,737,402	42.6%	115,383,642	323.0%
1/1/04	291,017,758	615,605,168	324,587,410	47.3%	109,937,408	295.2%
1/1/03	266,402,470	573,138,293	306,735,823	46.5%	113,848,147	269.4%
1/1/02	268,001,414	570,958,349	302,956,935	46.9%	137,353,027	220.6%
1/1/01	291,264,389	539,502,444	248,238,055	54.0%	131,363,563	189.0%
1/1/00	292,172,562	515,716,954	223,544,392	56.7%	126,095,614	177.3%

See notes to required supplementary information.

**SPRINGFIELD CONTRIBUTORY RETIREMENT SYSTEM
SCHEDULE OF EMPLOYER CONTRIBUTIONS**

<u>System-Wide</u>				<u>City of Springfield</u>	
Fiscal Year Ended June 30,	Annual Required Contributions	(A) Actual Contributions	Percentage Contributed	(B) Actual Contributions	(B/A) City's Percentage of System-Wide Actual Contributions
2010	\$ 34,785,581	\$ 34,785,581	100%	\$ 31,039,501	\$ 89.23%
2009	31,709,642	31,709,642	100%	28,597,332	90.18%
2008	30,788,044	30,788,044	100%	27,018,766	87.76%
2007	26,367,000	26,367,000	100%	23,657,210	89.72%
2006	25,400,000	25,400,000	100%	23,123,004	91.04%

See notes to required supplementary information.

OTHER POSTEMPLOYMENT BENEFIT PLAN
SCHEDULE OF FUNDING PROGRESS AND EMPLOYER CONTRIBUTIONS

Schedule of Funding Progress

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
6/30/2010	\$ -	\$ 854,411,443	\$ 854,411,443	0.00%	\$ 250,719,136	340.78%
6/30/2008	-	761,576,067	761,576,067	0.00%	299,998,526	253.86%

Schedule of Employer Contributions

Fiscal Year Ended	Annual Required Contribution (ARC)	Actual Contributions Made	Percentage of the ARC Contributed
2010	\$ 50,553,704	\$ 20,932,337	41.4%
2009	43,518,685	25,004,396	57.5%
2008	41,830,041	21,023,075	50.3%

The City implemented GASB Statement No. 45 for the fiscal year ended June 30, 2008.

See notes to required supplementary information.

**OTHER POSTEMPLOYMENT BENEFIT PLAN
ACTUARIAL METHODS AND ASSUMPTIONS**

Actuarial Methods:

Valuation date.....	June 30, 2010
Actuarial cost method.....	Projected Unit Credit
Amortization method.....	Amortization payments increasing at 4.50%
Remaining amortization period.....	27 years as of July 1, 2010, closed
Actuarial Assumptions:	
Investment rate of return.....	3.50%, pay-as-you-go scenario
Inflation rate.....	3.2%
Projected salary increases.....	4.0%
Medical/drug cost trend rate.....	8.38% decreasing to 5.00% in year 2019 and thereafter

Plan Membership:

Current retirees, beneficiaries, and dependents.....	3,289
Current active members.....	<u>5,701</u>
Total.....	<u><u>8,990</u></u>

See notes to required supplementary information.

NOTE A – STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY

A. Budgetary Information

Municipal Law requires the adoption of a balanced budget that is approved by the Mayor and the City Council (the "Council"). The Mayor presents an annual budget to the Council, which includes estimates of revenues and other financing sources and recommendations of expenditures and other financing uses.

Supplementary appropriations are made upon recommendation of the Mayor and approval of the Council.

The majority of the City's appropriations are non-continuing which lapse at the end of each fiscal year. Others are continuing appropriations for which the governing body has authorized that an unspent balance from a prior fiscal year be carried forward and made available for spending in the current fiscal year. These carry forwards are included as part of the subsequent fiscal year's original budget.

Generally, expenditures may not exceed the legal level of spending authorized for an appropriation account. However, the payment of debt service is statutorily required, regardless of whether such amounts are appropriated. Additionally, expenditures for disasters, natural or otherwise, and final judgments may exceed the level of spending authorized by two-thirds majority vote of the Council and written approval from the Massachusetts Department of Revenue.

An annual budget is adopted for the general fund in conformity with the guidelines described above. The original fiscal year 2010 approved budget authorized approximately \$536.8 million in appropriations and other amounts to be raised. During the fiscal year the City approved additional appropriations totaling approximately \$60.4 million, including the pay down of the state loan in the amount of \$46.8 million and additional transfers out of \$7.5 million to the stabilization fund and to other funds. The City Comptroller's office has the responsibility to ensure that budgetary control is maintained. Budgetary control is exercised through the accounting system.

B. Budgetary - GAAP Reconciliation

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30, 2010, is presented below:

Net change in fund balance - budgetary basis.....	\$	17,468,517
<u>Basis of accounting differences:</u>		
Increase in revenues due to on-behalf payments.....		41,858,408
Increase in expenditures due to on-behalf payments.....		(41,858,408)
Net change in recording 60 day receipts and other accrued revenues.....		(177,024)
Net change in recording other accrued expenses.....		883,453
Net change in recording tax refunds payable.....		<u>(714,000)</u>
Net change in fund balance - GAAP basis.....	\$	<u>17,460,946</u>

NOTE B – PENSION PLAN

The City contributes to the System, a cost-sharing, multiple-employer defined benefit pension plan (Plan) administered by the Springfield Contributory Retirement Board. The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. The City is required to pay into the System its share of the system-wide actuarially determined contribution which is apportioned among the employers based on active covered payroll.

The schedule of funding progress, presented as required supplementary information presents multi-year trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits. Additionally, the schedule of employer contributions, presented as required supplementary information, presents multi-year trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the City is one participating employer, as well as the City's proportionate share of the plan's annual contributions. This information is designed to be helpful for understanding the scale of the information presented relative to the City.

The following actuarial methods and assumptions were used in the Retirement System's most recent actuarial valuation:

Actuarial Methods and Assumptions:

Valuation Date.....	January 1, 2010
Actuarial Cost Method.....	Entry Age Normal Cost Method
Amortization Method.....	Increasing at 3.75% per year
Remaining Amortization Period.....	30 years remaining as of July 1, 2010
Asset Valuation Method.....	Market Value as reported by the Public Employees' Retirement Administration Commission (PERAC). The actuarial value is based on a 5 year smoothing of realized and unrealized earnings greater than or less than the expected return.
Investment Rate of Return.....	8.500%
Projected Salary Increases.....	4.00%
Cost of Living Adjustments.....	3.00% for the first \$12,000 of retirement income.

NOTE C – OTHER POSTEMPLOYMENT BENEFITS

The City administers a single-employer defined benefit healthcare plan (“The Other Postemployment Benefit Plan”). The plan provides lifetime medical, dental, and vision benefits for eligible retirees and their spouses through the City’s participation in the Commonwealth of Massachusetts’ Group Insurance Commission (GIC), which covers both active and retired members.

The City currently finances its other postemployment benefits (OPEB) on a pay-as-you-go basis. As a result, the funded ratio (actuarial value of assets expressed as a percentage of the actuarially accrued liability) was zero. In accordance with Governmental Accounting Standards, the City has recorded its OPEB cost equal to the actuarial determined annual required contribution (ARC) which includes the normal cost of providing benefits for the year and a component for the amortization of the total unfunded actuarial accrued liability of the plan.

The Schedule of Funding Progress presents multi-year trend information which compares, over time, the actuarially accrued liability for benefits with the actuarial value of accumulated plan assets. Since the City’s initial year of implementation of GASB Statement 45 was fiscal year 2008, information for prior years is not available.

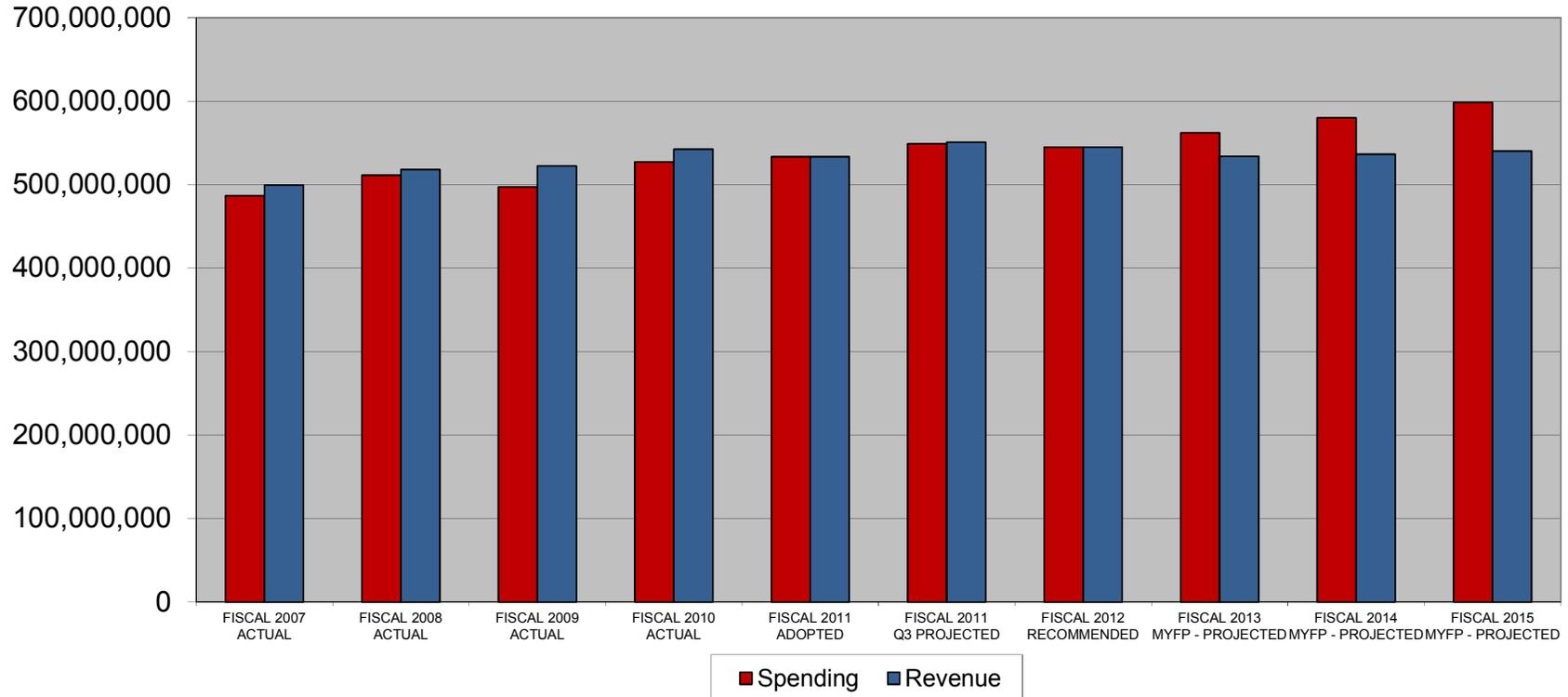
Projections for benefits for financial reporting purposes are based on the substantive plan and include the types of benefits provided at the time of each valuation and the historical pattern of sharing benefits costs between the employer and the plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

Appendix G
Four-Year Financial Forecast
Fiscal Years 2012 - 2015

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Multi- Year Financial Plan (FY12 - FY15)



	FISCAL 2007 ACTUAL	FISCAL 2008 ACTUAL	FISCAL 2009 ACTUAL	FISCAL 2010 ACTUAL	FISCAL 2011 ADOPTED	FISCAL 2011 Q3 PROJECTED	FISCAL 2012 RECOMMENDED	FISCAL 2013 MYFP - PROJECTED	FISCAL 2014 MYFP - PROJECTED	FISCAL 2015 MYFP - PROJECTED
Spending	486,545,473	511,186,697	497,191,651	527,184,693	533,463,456	548,841,908	544,884,572	562,183,979	579,931,023	598,378,424
Revenue	499,365,307	518,128,726	522,159,387	542,351,709	533,463,455	550,930,213	544,884,572	533,888,461	536,413,808	540,054,696
Surplus / (Gap)	12,819,834	6,942,029	24,967,736	15,167,016	(0)	2,088,305	(0)	(28,295,518)	(43,517,215)	(58,323,727)

	FISCAL 2007 ACTUAL	FISCAL 2008 ACTUAL	FISCAL 2009 ACTUAL	FISCAL 2010 ACTUAL	FISCAL 2011 ADOPTED	FISCAL 2011 Q3 PROJECTED	FISCAL 2012 MYFP - PROJECTED	FISCAL 2013 MYFP - PROJECTED	FISCAL 2014 MYFP - PROJECTED	FISCAL 2015 MYFP - PROJECTED
SPENDING ASSUMPTIONS										
Administration and Finance Division	17,164,654	15,845,306	18,536,154	13,731,554	13,651,033	14,860,033	12,381,984	12,629,623	12,882,216	13,139,860
Development Division	2,389,814	2,832,446	2,892,223	2,870,878	3,398,437	3,383,417	3,000,961	3,060,980	3,122,200	3,184,644
General Government Division	2,265,321	3,131,045	2,925,895	2,801,918	2,784,908	2,921,965	2,730,668	2,785,282	2,840,987	2,897,807
Non-Mayoral Division	757,134	765,287	807,558	1,262,991	1,337,132	1,342,922	1,244,309	1,269,196	1,294,580	1,320,471
Health and Human Services Division	7,617,157	8,317,270	8,528,806	8,047,715	8,524,684	9,397,941	9,022,244	9,202,689	9,386,743	9,574,478
Public Safety Division	53,320,000	57,172,232	56,369,902	55,040,121	57,749,845	57,320,356	56,980,153	58,396,883	59,848,877	61,337,012
Public Works Division	18,716,252	16,712,869	15,699,373	12,430,298	14,171,098	16,356,195	15,422,366	15,730,813	16,045,430	16,366,338
Parks & Facilities Division	19,381,375	20,160,730	19,156,500	21,212,624	20,320,840	21,944,910	13,461,916	13,731,155	14,005,778	14,285,893
School Department	274,895,677	296,909,519	282,212,288	310,099,714	310,011,601	320,358,701	330,537,171	340,453,286	350,666,885	361,186,891
Debt	36,470,755	39,522,411	39,231,614	41,455,993	42,404,055	42,404,055	40,778,830	42,002,195	43,262,261	44,560,128
Health Insurance & Fringe	30,506,966	23,934,870	23,119,014	25,368,878	25,320,713	25,429,301	26,499,198	29,142,688	31,746,548	34,610,794
Pensions	18,876,050	21,685,459	20,844,904	22,372,681	24,612,185	24,468,084	24,003,102	24,809,986	25,708,834	26,640,926
Other Spending	4,184,318	4,197,253	6,867,420	10,489,328	9,176,922	8,654,028	8,821,670	8,969,203	9,119,687	9,273,181
TOTAL	486,545,473	511,186,697	497,191,651	527,184,693	533,463,456	548,841,908	544,884,572	562,183,979	579,931,023	598,378,424
REVENUE ASSUMPTIONS										
Property Taxes	141,134,996	144,389,339	158,790,820	165,100,169	161,236,913	165,207,736	164,232,988	165,900,318	167,584,321	169,285,164
Local Receipts	52,976,157	45,260,105	47,973,995	42,537,995	38,236,448	36,441,194	36,994,849	36,994,849	34,737,234	34,737,234
State Aid	305,254,154	328,479,282	304,090,352	316,123,756	319,860,094	320,219,508	328,156,735	330,993,294	334,092,253	336,032,298
Reserves	-	-	11,304,220	10,000,000	12,500,000	15,050,023	10,500,000	-	-	-
Net School Spending				4,240,600		10,881,300				
Other Financing Sources				4,349,189		3,130,452	5,000,000			
TOTAL	499,365,307	518,128,726	522,159,387	542,351,709	531,833,455	550,930,213	544,884,572	533,888,461	536,413,808	540,054,696
SURPLUS / (GAP)	12,819,834	6,942,029	24,967,736	15,167,016	(1,630,000)	2,088,305	(0)	(28,295,518)	(43,517,215)	(58,323,727)

City Revenues	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	YTD PROJECTED	FISCAL 2012	FISCAL 2013	FISCAL 2014	FISCAL 2015	ASSUMPTIONS
	FY2007	FY2008	FY2009	FY2010	FY2011	Q3 FY2011	RECOMMENDED	MYFP - PROJECTED	MYFP - PROJECTED	MYFP - PROJECTED	
	GENERAL FUND										
Tax Levy	138,495,644	145,843,834	153,506,032	163,097,495	167,478,200	166,482,560	166,732,988	168,400,318	170,084,321	171,785,164	1% levy growth annually
Increase Levy 2.5%	3,462,391	3,646,096	3,856,236	4,136,499	-	-	-	-	-	-	
Subtotal	141,958,035	149,489,930	157,362,268	167,233,994	167,478,200	166,482,560	166,732,988	168,400,318	170,084,321	171,785,164	
New Growth	3,592,680	4,016,102	5,735,227	3,590,038	-	-	-	-	-	-	
Subtotal of Gross Tax Levy	145,550,715	153,506,032	163,097,495	170,824,032	167,478,200	166,482,560	166,732,988	168,400,318	170,084,321	171,785,164	
Actual Levy Billed	0	0	163,078,974	170,816,604	-	-	-	-	-	-	
Less Overlay	(6,061,827)	(7,622,699)	(5,752,571)	(5,369,540)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	
Subtotal of Net Tax Levy	139,488,888	145,883,333	157,344,924	165,454,492	164,978,200	163,982,560	164,232,988	165,900,318	167,584,321	169,285,164	
CITY RECEIPTS											
Real & Personal Property Taxes, net of refunds	141,134,996	144,389,339	158,790,820	165,100,169	161,236,913	165,207,736	164,232,988	165,900,318	167,584,321	169,285,164	
Local Receipts	52,976,157	45,260,105	47,973,995	42,537,995	38,236,448	36,441,194	36,994,849	36,994,849	34,737,234	34,737,234	
Tax Liens	5,160,748	4,472,030	3,309,149	3,768,128	-	3,460,214	-	-	-	-	
Motor Vehicle and other excise taxes	8,635,626	8,921,591	8,250,450	7,480,671	8,000,000	7,169,230	7,650,000	7,650,000	7,650,000	7,650,000	Level to FY12
Hotel/Motel tax	944,735	960,544	876,507	727,765	900,000	700,000	1,300,000	1,300,000	1,300,000	1,300,000	Level to FY12
Charges for services	509,217	151,699	228,532	277,470	219,000	229,512	163,000	163,000	163,000	163,000	Level to FY12
Penalties and interest on taxes	3,360,657	2,185,178	2,274,197	1,563,609	-	1,635,136	1,980,000	1,980,000	1,980,000	1,980,000	Level to FY12
Payments in lieu of taxes	7,077,264	6,936,565	5,820,090	6,523,169	5,000,000	4,831,666	4,757,615	4,757,615	2,500,000	2,500,000	Declining based on current agreements
Licenses and permits	3,341,714	2,556,063	4,106,114	2,573,866	2,875,170	2,290,919	2,275,370	2,275,370	2,275,370	2,275,370	Level to FY12
Fines and forfeitures	1,480,434	724,686	366,049	353,135	523,060	240,376	401,060	401,060	401,060	401,060	Level to FY12
Departmental and other	15,161,771	13,760,708	19,975,402	16,338,068	17,708,116	14,139,993	16,618,181	16,618,181	16,618,181	16,618,181	Level to FY12
Investment Income	7,303,991	4,591,041	2,502,586	724,942	2,000,000	426,182	495,640	495,640	495,640	495,640	Level to FY12
Not Classified			264,919	2,207,172	-	1,317,966	1,353,983	1,353,983	1,353,983	1,353,983	Level to FY12
QSCB Interest Earnings			-	-	1,011,102	-	-	-	-	-	
Subtotal City Receipts	194,111,153	189,649,444	206,764,815	207,638,164	199,473,361	201,648,930	201,227,837	202,895,167	202,321,555	204,022,398	
STATE RECEIPTS											
School Aid	256,108,175	278,672,796	258,525,872	280,776,073	284,697,120	284,706,163	295,176,588	297,695,631	300,473,899	302,090,046	
School Building Assistance	18,930,798	18,930,798	16,579,543	16,635,321	16,703,948	16,816,132	15,991,611	15,756,614	15,753,302	14,560,053	MSBA Schedule
Chapter 70	232,799,829	254,370,403	235,104,589	257,480,215	262,704,775	262,704,775	275,403,995	278,158,035	280,939,615	283,749,011	1% annual growth
Charter Tuition Assessment Reimbursement	4,377,548	5,371,595	6,841,740	6,660,537	5,288,397	5,185,256	3,780,982	3,780,982	3,780,982	3,780,982	Level to FY12
Prior Year State Aid	-	-	-	-	-	-	-	-	-	-	
School Construction	-	-	-	-	-	-	-	-	-	-	
Chater School Capital Reimbursement	-	-	-	-	-	-	-	-	-	-	
General Government Aid	49,145,979	49,806,486	45,564,480	35,347,683	35,162,974	35,513,345	32,980,147	33,297,663	33,618,354	33,942,252	
Unrestricted Gen. Gov't Aid	44,382,546	45,286,984	40,873,943	33,354,581	32,020,398	32,020,398	29,705,191.00	30,002,243	30,302,265	30,605,288	1% annual growth
Meals Tax	-	-	1,651,219	848,785	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	Level to FY12
Highway Revenue	1,829,496	1,829,496	719	-	-	-	-	-	-	-	
Police Career Incentive	2,234,992	1,950,000	1,858,777	348,696	189,638	189,638	-	-	-	-	Reimbursement eliminated
Urban Renewal Projects	53,500	-	102,468	41,826	-	-	-	-	-	-	
Veterans Benefits	325,404	302,707	934,020	736,372	1,246,705	1,594,691	1,566,880	1,582,549	1,598,374	1,614,358	1% annual growth
Exempt: Vets, Blind Persons & Surv Spouses	191,950	303,300	123,994	-	477,561	477,561	479,510	484,305	489,148	494,040	1% annual growth
Exempt: Elderly	111,946	115,962	-	-	-	-	-	-	-	-	
State Owned Land	16,145	18,037	19,340	17,423	28,672	31,057	28,566	28,566	28,566	28,566	Level to FY12
Subtotal State Aid	305,254,154	328,479,282	304,090,352	316,123,756	319,860,094	320,219,508	328,156,735	330,993,294	334,092,253	336,032,298	
RESERVES											
Use of Reserves for Adopted Budget	-	-	11,304,220	10,000,000	12,500,000	15,050,023	10,500,000	-	-	-	
Total Revenue	499,365,307	518,128,726	522,159,387	533,761,920	531,833,455	536,918,461	539,884,572	533,888,461	536,413,808	540,054,696	
Other Sources											
Continuing Appropriations	-	-	-	2,845,611	-	1,897,128	-	-	-	-	
NSS Shortfall	-	-	-	4,240,600	-	10,881,300	-	-	-	-	
Certified Free Cash	-	-	-	726,820	-	-	-	-	-	-	
Other Financing Sources	-	-	-	776,758	-	1,233,324	5,000,000	-	-	-	
Subtotal Other Sources	-	-	-	8,589,789	-	14,011,752	5,000,000	-	-	-	
TOTAL SOURCES	499,365,307	518,128,726	522,159,387	542,351,709	531,833,455	550,930,213	544,884,572	533,888,461	536,413,808	540,054,696	

Fund	Func	Dept	Classification	FISCAL 2007	FISCAL 2008	FISCAL 2009	FISCAL 2010	FISCAL 2011	FISCAL 2011	FISCAL 2012	FISCAL 2013	FISCAL 2014	FISCAL 2015	ASSUMPTIONS
				ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	Q3 PROJECTED	RECOMMENDED	MYFP - PROJECTED	MYFP - PROJECTED	MYFP - PROJECTED	
				GENERAL FUND	GENERAL FUND	GENERAL FUND								
0100	20	242	HOUSING - CODE ENFORCEMENT	568,025	775,575	734,372	649,615	835,570	835,570	645,292	658,198	671,362	684,789	2% annual growth
0100	20	242	Personal Services	465,130	451,140	429,860	401,515	544,770	544,770	494,992	504,892	514,990	525,289	
0100	20	242	Expenses	102,895	324,435	304,512	248,100	290,800	290,800	150,300	153,306	156,372	159,500	
0100	20	242	Capital	-	-	-	-	-	-	-	-	-	-	
0100	20	250	CENTRALIZED DISPATCH	-	-	-	957,012	1,351,419	1,349,728	1,554,629	1,585,722	1,617,436	1,649,785	2% annual growth
0100	20	250	Personal Services	-	-	-	875,421	1,318,919	1,318,919	1,409,029	1,437,210	1,465,954	1,495,273	
0100	20	250	Expenses	-	-	-	81,591	26,500	24,809	145,600	148,512	151,482	154,512	
0100	20	250	Capital	-	-	-	-	6,000	6,000	-	-	-	-	
0100	20	292	TJ O'CONNOR ANIMAL CONTROL	1,295,527	1,285,349	1,298,492	1,047,540	1,205,959	1,145,298	1,322,454	1,348,903	1,375,881	1,403,399	2% annual growth
0100	20	292	Personal Services	372,487	400,005	432,417	340,192	389,090	373,766	370,288	377,694	385,248	392,953	
0100	20	292	Expenses	923,040	885,344	866,075	707,348	816,869	771,532	952,166	971,209	990,634	1,010,446	
0100	20	292	Capital	-	-	-	-	-	-	-	-	-	-	
0100	30	300	SCHOOL DEPARTMENT	274,895,677	296,909,519	282,212,288	310,099,714	310,011,601	320,358,701	330,537,171	340,453,286	350,666,885	361,186,891	3% annual growth
0100	30	300	SCHOOL DEPARTMENT	274,895,677	296,909,519	282,212,288	310,099,714	310,011,601	320,358,701	330,537,171	340,453,286	350,666,885	361,186,891	
0100	40	400	DEPARTMENT OF PUBLIC WORKS	18,716,252	14,026,010	12,945,373	9,169,509	9,606,515	11,791,612	10,634,167	10,846,850	11,063,787	11,285,063	2% annual growth
0100	40	400	Personal Services	7,191,004	5,653,459	5,355,279	3,768,530	3,714,536	3,714,536	3,683,872	3,757,549	3,832,700	3,909,354	
0100	40	400	Expenses	11,525,248	8,372,551	7,583,094	5,400,979	5,891,979	8,077,076	6,950,295	7,089,301	7,231,087	7,375,709	
0100	40	400	Capital	-	-	7,000	-	-	-	-	-	-	-	
0100	50	520	HEALTH & HUMAN SERVICES	1,577,111	1,279,728	1,476,621	1,410,444	1,503,617	1,510,041	1,382,364	1,410,011	1,438,211	1,466,976	2% annual growth
0100	50	520	Personal Services	1,386,464	1,096,972	1,227,947	1,220,943	1,320,067	1,297,042	1,159,084	1,182,266	1,205,911	1,230,029	
0100	50	520	Expenses	190,647	185,756	248,674	189,501	183,550	212,999	223,280	227,746	232,301	236,947	
0100	50	520	Capital	-	-	-	-	-	-	-	-	-	-	
0100	50	541	DEPARTMENT OF ELDER AFFAIRS	303,212	285,198	316,521	299,472	299,949	299,332	296,817	302,754	308,809	314,985	2% annual growth
0100	50	541	Personal Services	269,852	258,897	283,371	272,935	272,533	277,140	273,365	278,833	284,409	290,097	
0100	50	541	Expenses	33,360	26,301	33,150	26,537	27,416	22,192	23,452	23,921	24,399	24,887	
0100	50	541	Capital	-	-	-	-	-	-	-	-	-	-	
0100	50	543	VETERANS SERVICES	685,133	1,302,540	1,595,315	1,667,167	1,655,790	2,553,776	2,378,702	2,426,276	2,474,802	2,524,298	2% annual growth
0100	50	543	Personal Services	219,590	223,242	222,647	192,453	219,507	219,507	226,973	231,512	236,143	240,866	
0100	50	543	Expenses	465,543	1,079,298	1,372,668	1,474,714	1,436,283	2,334,269	2,151,729	2,194,764	2,238,659	2,283,432	
0100	50	543	Capital	-	-	-	-	-	-	-	-	-	-	
0100	60	610	LIBRARY	3,756,174	4,164,455	3,841,857	3,623,092	3,859,369	3,889,494	3,641,907	3,714,745	3,789,040	3,864,821	2% annual growth
0100	60	610	Personal Services	2,820,279	2,523,297	2,489,810	2,296,366	2,405,837	2,434,430	2,132,128	2,174,771	2,218,266	2,262,631	
0100	60	610	Expenses	935,895	1,557,164	1,307,422	1,286,726	1,413,532	1,435,878	1,465,879	1,495,197	1,525,101	1,555,603	
0100	60	610	Capital	-	83,994	44,625	40,000	40,000	19,186	43,900	44,778	45,674	46,587	
0100	90	613	MUSEUM	1,100,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	Level to FY11
0100	90	613	Personal Services	-	-	-	-	-	-	-	-	-	-	
0100	90	613	Expenses	1,100,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	
0100	90	613	Capital	-	-	-	-	-	-	-	-	-	-	
0100	60	630	PARKS DEPARTMENT	8,199,315	8,851,735	8,691,723	8,683,705	8,391,522	8,858,094	7,753,388	7,908,455	8,066,624	8,227,957	2% annual growth
0100	60	630	Personal Services	4,572,801	4,723,275	4,686,206	3,990,603	4,339,310	4,855,176	3,879,193	3,956,777	4,035,912	4,116,630	
0100	60	630	Expenses	3,626,514	4,128,460	3,989,830	4,693,102	4,052,212	4,002,918	3,874,195	3,951,679	4,030,712	4,111,327	
0100	60	630	Capital	-	-	15,687	-	-	-	-	-	-	-	
0100	70	145	DEBT SERVICE	34,399,357	39,522,411	39,231,614	38,250,684	39,376,879	39,376,879	38,189,091	39,334,764	40,514,807	41,730,251	3% annual growth
0100	70	145	Personal Services	-	-	-	-	-	-	-	-	-	-	
0100	70	145	Expenses	34,399,357	39,522,411	39,231,614	38,250,684	-	-	-	-	-	-	
0100	70	145	Capital	-	-	-	-	39,376,879	39,376,879	38,189,091	39,334,764	40,514,807	41,730,251	

Fund	Func	Dept	Classification	FISCAL 2007	FISCAL 2008	FISCAL 2009	FISCAL 2010	FISCAL 2011	FISCAL 2011	FISCAL 2012	FISCAL 2013	FISCAL 2014	FISCAL 2015	ASSUMPTIONS
				ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	Q3 PROJECTED	RECOMMENDED	MYFP - PROJECTED	MYFP - PROJECTED	MYFP - PROJECTED	
				GENERAL FUND										
0100	10	133	PAY-AS-YOU-GO CAPITAL	-	-	1,285,337	3,312,791	3,018,815	3,017,819	3,018,418	3,078,786	3,140,362	3,203,169	2% annual growth
0100	10	133	Personal Services	-	-	-	-	-	-	-	-	-	-	
0100	10	133	Expenses	-	-	-	-	-	-	-	-	-	-	
0100	10	133	Capital	-	-	1,285,337	3,312,791	3,018,815	3,017,819	3,018,418	3,078,786	3,140,362	3,203,169	
0100	10	133	HOMELESS INITIATIVE	-	-	-	150,000	150,000	150,000	-	-	-	-	
0100	10	133	Personal Services	-	-	-	-	-	-	-	-	-	-	
0100	10	133	Expenses	-	-	-	150,000	150,000	150,000	-	-	-	-	
0100	10	133	Capital	-	-	-	-	-	-	-	-	-	-	
0100	10	180	DIF Debt Service Payment	-	-	-	660,185	125,735	125,735	130,000	133,900	137,917	142,055	3% annual growth
0100	10	180	Personal Services	-	-	-	-	-	-	-	-	-	-	
0100	10	180	Expenses	-	-	-	660,185	125,735	125,735	-	-	-	-	
0100	10	180	Capital	-	-	-	-	-	-	130,000	133,900	137,917	142,055	
6500	40	400	ENTERPRISE FUND SUPPLEMENT	-	2,686,859	2,754,000	3,260,789	4,564,583	4,564,583	4,788,200	4,883,963	4,981,643	5,081,276	2% annual growth
6500	40	400	Personal Services	-	-	-	-	-	-	-	-	-	-	
6500	40	400	Expenses	-	2,686,859	2,754,000	3,260,789	4,564,583	4,564,583	4,788,200	4,883,963	4,981,643	5,081,276	
6500	40	400	Capital	-	-	-	-	-	-	-	-	-	-	
TOTAL				486,545,473	511,188,197	497,191,651	527,184,693	533,463,456	548,841,908	544,884,572	562,183,979	579,931,023	598,378,424	

Appendix H
Fiscal Year 2012
City of Springfield
Schedule A Documents

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City of Springfield, MA
Fiscal Year 2012 Adopted Budget
Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2012 RECOMMENDED GENERAL FUND	FISCAL 2012 City Council Reductions	FISCAL 2012 ADOPTED GENERAL FUND
0100	10	111	CITY COUNCIL	\$341,017	(\$608)	\$340,409
0100	10	111	Personal Services	\$328,867	\$0	\$328,867
0100	10	111	Expenses	\$12,150	(\$608)	\$11,543
0100	10	111	Capital	\$0	\$0	\$0
0100	10	121	MAYOR	\$421,326	(\$719)	\$420,607
0100	10	121	Personal Services	\$406,943	\$0	\$406,943
0100	10	121	Expenses	\$14,383	(\$719)	\$13,664
0100	10	121	Capital	\$0	\$0	\$0
0100	10	133	FINANCE	\$577,334	(\$101,863)	\$475,471
0100	10	133	Personal Services	\$540,071	(\$100,000)	\$440,071
0100	10	133	Expenses	\$37,263	(\$1,863)	\$35,400
0100	10	133	Capital	\$0	\$0	\$0
0100	10	129	DEPARTMENT OF ADMINISTRATION AND FINANCE	\$280,519	(\$3,334)	\$277,185
0100	10	129	Personal Services	\$213,844	\$0	\$213,844
0100	10	129	Expenses	\$66,675	(\$3,334)	\$63,341
0100	10	129	Capital	\$0	\$0	\$0
0100	10	134	CITISTAT	\$240,241	(\$240,241)	\$0
0100	10	134	Personal Services	\$233,406	(\$233,406)	\$0
0100	10	134	Expenses	\$6,835	(\$6,835)	\$0
0100	10	134	Capital	\$0	\$0	\$0
0100	10	132	DEPT 3-1-1	\$401,153	(\$270)	\$400,883
0100	10	132	Personal Services	\$394,753	\$0	\$394,753
0100	10	132	Expenses	\$5,400	(\$270)	\$5,130
0100	10	132	Capital	\$1,000	\$0	\$1,000
0100	10	135	COMPTROLLER	\$641,863	(\$580)	\$641,283
0100	10	135	Personal Services	\$630,272	\$0	\$630,272
0100	10	135	Expenses	\$11,591	(\$580)	\$11,011
0100	10	135	Capital	\$0	\$0	\$0
0100	10	136	INTERNAL AUDIT	\$401,901	(\$55,248)	\$346,653
0100	10	136	Personal Services	\$218,459	(\$46,076)	\$172,383
0100	10	136	Expenses	\$183,443	(\$9,172)	\$174,271
0100	10	136	Capital	\$0	\$0	\$0
0100	10	138	OFFICE OF PROCUREMENT	\$489,226	(\$63,345)	\$425,881
0100	10	138	Personal Services	\$365,160	(\$57,142)	\$308,018
0100	10	138	Expenses	\$124,066	(\$6,203)	\$117,863
0100	10	138	Capital	\$0	\$0	\$0
0100	10	141	BOARD OF ASSESSORS	\$724,572	(\$5,750)	\$718,822
0100	10	141	Personal Services	\$609,576	\$0	\$609,576
0100	10	141	Expenses	\$114,996	(\$5,750)	\$109,246
0100	10	141	Capital	\$0	\$0	\$0
0100	10	145	TREASURER	\$3,133,143	(\$136,666)	\$2,996,477
0100	10	145	Personal Services	\$399,820	\$0	\$399,820
0100	10	145	Expenses	\$2,733,323	(\$136,666)	\$2,596,657
0100	10	145	Capital	\$0	\$0	\$0

City of Springfield, MA
Fiscal Year 2012 Adopted Budget
Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2012 RECOMMENDED GENERAL FUND	FISCAL 2012 City Council Reductions	FISCAL 2012 ADOPTED GENERAL FUND
0100	10	146	COLLECTOR	\$466,417	(\$6,853)	\$459,564
0100	10	146	Personal Services	\$329,353	\$0	\$329,353
0100	10	146	Expenses	\$137,064	(\$6,853)	\$130,211
0100	10	146	Capital	\$0	\$0	\$0
0100	10	151	LAW	\$1,794,961	(\$28,228)	\$1,766,733
0100	10	151	Personal Services	\$1,230,400		\$1,230,400
0100	10	151	Expenses	\$564,561	(\$28,228)	\$536,333
0100	10	151	Capital			
0100	10	152	DEPARTMENT OF HUMAN RESOURCES & LABOR RELATIONS	\$1,660,981	(\$29,202)	\$1,631,779
0100	10	152	Personal Services	\$1,076,944	\$0	\$1,076,944
0100	10	152	Expenses	\$584,037	(\$29,202)	\$554,835
0100	10	152	Capital	\$0	\$0	\$0
0100	10	154	PAYROLL DEPARTMENT	\$315,492	(\$2,689)	\$312,803
0100	10	154	Personal Services	\$260,030	\$0	\$260,030
0100	10	154	Expenses	\$53,781	(\$2,689)	\$51,092
0100	10	154	Capital	\$1,680	\$0	\$1,680
0100	10	155	INFORMATION TECHNOLOGY DEPARTMENT	\$2,960,268	(\$187,568)	\$2,772,701
0100	10	155	Personal Services	\$1,096,414	(\$100,000)	\$996,414
0100	10	155	Expenses	\$1,751,354	(\$87,568)	\$1,663,787
0100	10	155	Capital	\$112,500	\$0	\$112,500
0100	10	161	CITY CLERK	\$501,391	(\$1,727)	\$499,664
0100	10	161	Personal Services	\$466,845	\$0	\$466,845
0100	10	161	Expenses	\$34,546	(\$1,727)	\$32,819
0100	10	161	Capital	\$0	\$0	\$0
0100	10	162	BOARD OF ELECTION COMMISSION	\$514,381	(\$7,243)	\$507,138
0100	10	162	Personal Services	\$369,516	\$0	\$369,516
0100	10	162	Expenses	\$144,865	(\$7,243)	\$137,622
0100	10	162	Capital	\$0	\$0	\$0
0100	10	175	PLANNING DEPARTMENT	\$1,098,228	(\$19,034)	\$1,079,193
0100	10	175	Personal Services	\$717,540	\$0	\$717,540
0100	10	175	Expenses	\$380,688	(\$19,034)	\$361,654
0100	10	175	Capital	\$0	\$0	\$0
0100	10	190	FACILITIES MANAGEMENT	\$5,708,529	(\$130,708)	\$5,577,821
0100	10	190	Personal Services	\$3,094,376	\$0	\$3,094,376
0100	10	190	Expenses	\$2,614,153	(\$130,708)	\$2,483,445
0100	10	190	Capital	\$0	\$0	\$0
0100	10	193	CAPITAL ASSET CONSTRUCTION	\$490,774	(\$53,312)	\$437,462
0100	10	193	Personal Services	\$264,525	(\$42,000)	\$222,525
0100	10	193	Expenses	\$226,249	(\$11,312)	\$214,937
0100	10	193	Capital	\$0	\$0	\$0
0100	20	210	POLICE	\$37,288,088	(\$204,394)	\$37,083,693
0100	20	210	Personal Services	\$35,213,024	(\$101,375)	\$35,111,649
0100	20	210	Expenses	\$2,060,388	(\$103,019)	\$1,957,369
0100	20	210	Capital	\$14,676	\$0	\$14,676

City of Springfield, MA
Fiscal Year 2012 Adopted Budget
Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2012 RECOMMENDED GENERAL FUND	FISCAL 2012 City Council Reductions	FISCAL 2012 ADOPTED GENERAL FUND
0100	20	220	FIRE	\$18,137,436	(\$70,651)	\$18,066,785
0100	20	220	Personal Services	\$16,724,422	\$0	\$16,724,422
0100	20	220	Expenses	\$1,413,014	(\$70,651)	\$1,342,364
0100	20	220	Capital	\$0	\$0	\$0
0100	20	241	BUILDING - CODE ENFORCEMENT	\$1,257,442	(\$2,768)	\$1,254,674
0100	20	241	Personal Services	\$1,202,092	\$0	\$1,202,092
0100	20	241	Expenses	\$55,350	(\$2,768)	\$52,583
0100	20	241	Capital	\$0	\$0	\$0
0100	20	242	HOUSING - CODE ENFORCEMENT	\$645,292	(\$7,515)	\$637,777
0100	20	242	Personal Services	\$494,992	\$0	\$494,992
0100	20	242	Expenses	\$150,300	(\$7,515)	\$142,785
0100	20	242	Capital	\$0	\$0	\$0
0100	20	250	CENTRALIZED DISPATCH	\$1,554,629	(\$132,280)	\$1,422,349
0100	20	250	Personal Services	\$1,409,029	(\$125,000)	\$1,284,029
0100	20	250	Expenses	\$145,600	(\$7,280)	\$138,320
0100	20	250	Capital	\$0	\$0	\$0
0100	20	292	TJ O'CONNOR ANIMAL CONTROL	\$1,322,454	(\$74,210)	\$1,248,244
0100	20	292	Personal Services	\$370,288	(\$26,602)	\$343,686
0100	20	292	Expenses	\$952,166	(\$47,608)	\$904,558
0100	20	292	Capital	\$0	\$0	\$0
0100	30	300	SCHOOL DEPARTMENT	\$341,468,497	(\$489,231)	\$330,834,330
0100	30	300	SCHOOL DEPARTMENT	\$330,834,330	\$0	\$330,834,330
0100	40	400	DEPARTMENT OF PUBLIC WORKS	\$10,634,167	(\$489,231)	\$10,144,936
0100	40	400	Personal Services	\$3,683,872	(\$141,716)	\$3,542,156
0100	40	400	Expenses	\$6,950,295	(\$347,515)	\$6,602,780
0100	40	400	Capital	\$0	\$0	\$0
0100	50	520	HEALTH & HUMAN SERVICES	\$1,382,364	(\$11,164)	\$1,371,200
0100	50	520	Personal Services	\$1,159,084	\$0	\$1,159,084
0100	50	520	Expenses	\$223,280	(\$11,164)	\$212,116
0100	50	520	Capital	\$0	\$0	\$0
0100	50	541	DEPARTMENT OF ELDER AFFAIRS	\$296,817	(\$1,173)	\$295,645
0100	50	541	Personal Services	\$273,365	\$0	\$273,365
0100	50	541	Expenses	\$23,452	(\$1,173)	\$22,279
0100	50	541	Capital	\$0	\$0	\$0
0100	50	543	VETERANS SERVICES	\$2,378,702	(\$107,586)	\$2,271,116
0100	50	543	Personal Services	\$226,973	\$0	\$226,973
0100	50	543	Expenses	\$2,151,729	(\$107,586)	\$2,044,143
0100	50	543	Capital	\$0	\$0	\$0
0100	60	610	LIBRARY	\$3,741,907	(\$72,269)	\$3,669,638
0100	60	610	Personal Services	\$2,258,628	\$0	\$2,258,628
0100	60	610	Expenses	\$1,445,379	(\$72,269)	\$1,373,110
0100	60	610	Capital	\$37,900	\$0	\$37,900

City of Springfield, MA
Fiscal Year 2012 Adopted Budget
Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2012 RECOMMENDED GENERAL FUND	FISCAL 2012 City Council Reductions	FISCAL 2012 ADOPTED GENERAL FUND
0100	90	613	MUSEUM	\$1,320,000	\$0	\$1,320,000
0100	90	613	Personal Services	\$0	\$0	\$0
0100	90	613	Expenses	\$1,320,000	\$0	\$1,320,000
0100	90	613	Capital	\$0	\$0	\$0
0100	60	630	PARKS DEPARTMENT	\$7,753,388	(\$193,710)	\$7,559,678
0100	60	630	Personal Services	\$3,879,193	\$0	\$3,879,193
0100	60	630	Expenses	\$3,874,195	(\$193,710)	\$3,680,485
0100	60	630	Capital	\$0	\$0	\$0
0100	70	145	DEBT SERVICE	\$38,189,091	\$0	\$38,189,091
0100	70	145	Personal Services	\$0	\$0	\$0
0100	70	145	Expenses	\$0	\$0	\$0
0100	70	145	Capital	\$38,189,091		\$38,189,091
0100	80	135	STATE ASSESSMENTS	\$2,997,635	\$0	\$2,997,635
0100	80	135	Personal Services	\$0	\$0	\$0
0100	80	135	Expenses	\$2,997,635	\$0	\$2,997,635
0100	80	135	Capital	\$0	\$0	\$0
0100	90	911	CONTRIBUTION RETIREMENT PENSION	\$23,703,102	\$0	\$23,703,102
0100	90	911	Personal Services	\$0	\$0	\$0
0100	90	911	Expenses	\$23,703,102	\$0	\$23,703,102
0100	90	911	Capital	\$0	\$0	\$0
0100	90	152	UNEMPLOYMENT	\$475,087	\$0	\$475,087
0100	90	152	Personal Services	\$0	\$0	\$0
0100	90	152	Expenses	\$475,087	\$0	\$475,087
0100	90	152	Capital	\$0	\$0	\$0
0100	10	152	WORKERS COMPENSATION	\$1,082,000	\$0	\$1,082,000
0100	10	152	Personal Services	\$0	\$0	\$0
0100	10	152	Expenses	\$1,082,000	\$0	\$1,082,000
0100	10	152	Capital	\$0	\$0	\$0
0100	10	152	MEDICAL & DENTAL	\$1,000,000	\$0	\$1,000,000
0100	10	152	Personal Services	\$0	\$0	\$0
0100	10	152	Expenses	\$1,000,000	\$0	\$1,000,000
0100	10	152	Capital	\$0	\$0	\$0
0100	90	152	HEALTH INSURANCE - CITY	\$23,544,952	\$0	\$23,544,952
0100	90	152	Personal Services	\$0	\$0	\$0
0100	90	152	Expenses	\$23,544,952	\$0	\$23,544,952
0100	90	152	Capital	\$0	\$0	\$0
0100	90	911	NON-CONTRIB. PENSIONS	\$300,000	\$0	\$300,000
0100	90	911	Personal Services	\$0	\$0	\$0
0100	90	911	Expenses	\$300,000	\$0	\$300,000
0100	90	911	Capital	\$0	\$0	\$0

City of Springfield, MA
Fiscal Year 2012 Adopted Budget
Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2012 RECOMMENDED GENERAL FUND	FISCAL 2012 City Council Reductions	FISCAL 2012 ADOPTED GENERAL FUND
0100	10	135	PROVISION FOR UNCOMPENSATED ABSENCES	(\$800,000)	\$0	(\$800,000)
0100	10	135	Personal Services	(\$800,000)	\$0	(\$800,000)
0100	10	135	Expenses	\$0	\$0	\$0
0100	10	135	Capital	\$0	\$0	\$0
0100	70	145	CAPITAL RESERVE FUND	\$2,459,738	\$0	\$2,459,738
0100	70	145	Personal Services	\$0	\$0	\$0
0100	70	145	Expenses	\$0	\$0	\$0
0100	70	145	Capital	\$2,459,738		\$2,459,738
0100	10	135	M.C.D.I. CONTRACT	\$625,000	\$0	\$625,000
0100	10	135	Personal Services	\$0	\$0	\$0
0100	10	135	Expenses	\$625,000	\$0	\$625,000
0100	10	135	Capital	\$0	\$0	\$0
0100	10	135	RESERVE FOR CONTINGENCIES	\$300,000	\$0	\$300,000
0100	10	135	Personal Services	\$0	\$0	\$0
0100	10	135	Expenses	\$300,000	\$0	\$300,000
0100	10	135	Capital	\$0	\$0	\$0
0100	10	147	PARKING CONTRACT	\$1,360,617	\$0	\$1,360,617
0100	10	147	Personal Services	\$0	\$0	\$0
0100	10	147	Expenses	\$1,360,617	\$0	\$1,360,617
0100	10	147	Capital	\$0	\$0	\$0
0100	10	133	PAY-AS-YOU-GO CAPITAL	\$3,018,418	\$0	\$3,018,418
0100	10	133	Personal Services	\$0	\$0	\$0
0100	10	133	Expenses	\$0	\$0	\$0
0100	10	133	Capital	\$3,018,418		\$3,018,418
0100	10	133	HOMELESS INITIATIVE	\$0	\$0	\$0
0100	10	133	Personal Services	\$0	\$0	\$0
0100	10	133	Expenses	\$0	\$0	\$0
0100	10	133	Capital	\$0	\$0	\$0
0100	10	180	DIF Debt Service Payment	\$130,000	\$0	\$130,000
0100	10	180	Personal Services	\$0	\$0	\$0
0100	10	180	Expenses	\$0	\$0	\$0
0100	10	180	Capital	\$130,000	\$0	\$130,000
6500	40	400	ENTERPRISE FUND SUPPLEMENT	\$4,788,200	(\$239,410)	\$4,548,790
6500	40	400	Personal Services	\$0	\$0	\$0
6500	40	400	Expenses	\$4,788,200	(\$239,410)	\$4,548,790
6500	40	400	Capital	\$0	\$0	\$0
TOTAL				\$550,201,654	(\$2,926,164)	\$542,203,022