

City of Springfield, MA Fiscal Year 2021 Adopted Budget



Community leadership is the courage, creativity, and capacity to inspire participation, development and sustainability for strong communities.

-Gustav Nossal



Domenic J. Sarno, Mayor

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**City of Springfield, Massachusetts
Fiscal Year 2021
Adopted Budget**



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Springfield
Massachusetts**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE BASKETBALL HALL OF FAME

June, 12 2020

To the beloved citizens of Springfield, MA and Springfield City Council,

It is our great pleasure to submit to you the FY21 Adopted Budget. For this fiscal year, the total Citywide budget is \$727.6M, which represents a 5.2% increase over the FY20 Adopted Budget.

In the face of the challenges posed by the COVID-19 Pandemic, and the sharpest economic contraction since at least the Great Depression, this budget continues to embody our core mission. The FY21 budget places a continued emphasis on public education, public safety, healthy neighborhoods, and community services.

The FY21 Adopted Budget is an austerity budget. It funds core services and all non-discretionary obligations, while holding the line on spending in the event of a protracted economic downturn resulting from the COVID-19 Pandemic. While the budget has grown 5.2%, it is important to note that \$33.0M of this growth (91.8%), is in the School Department budget, in line with funding increases from the PROMISE Act reform bill. The City budget has grown by just \$2.9M. This growth was driven by increases in non-discretionary spending categories, the City's pension obligation and employee health benefits. Once these non-discretionary items are removed, the City budget has actually shrunk by \$2.2M (1.2%), underscoring our commitment to prepare the City to weather a major recession, while preserving core services and avoiding layoffs.

Many every day facts of life today were unthinkable just six months ago when the budget-making process began. Today, over one in eight Americans find themselves out of work due to layoffs and furloughs resulting from the economic shutdown necessitated by COVID-19. The effects of the pandemic can be seen everywhere. We wear masks as we shop. Playgrounds have had to be closed. Our favorite City restaurants are just now reopening for outdoor dining.

In the face of this adversity, it is important to remember that Springfield has faced these challenges before, and risen to the challenge every time. Through natural and manmade disasters, such as the June 2011 Tornado, and the Great Recession, we have come together to overcome adversity. This time will be no different. As part of this effort, the FY21 Budget fully funds our public health and public safety departments. At the same time, the City will continue to do all it can to help local businesses and create jobs, through programs such as "Prime the Pump" grants to our beloved local businesses.

Balancing the FY21 Budget was not an easy task. After revisiting revenue assumptions in light of the COVID-19 Pandemic, the City's budget gap grew from \$20.9M to \$38.1M. This is roughly twice the size of revenue shortfalls that the City has faced when balancing its budget in recent years.

As a testament to Springfield's commitment to strong fiscal discipline and sustainability, the FY21 Budget was balanced, for the sixth consecutive year, without the use of stabilization reserve funds. Saving our reserves for future years will allow the City to weather a protracted recession, and sends a strong message that the City is committed to fiscal sustainability.

Closing the \$38.1M budget gap was achieved through difficult decisions and tough compromises. The FY21 Budget was created under conditions of significant uncertainty. Today, it is still unclear how quickly the economy will recover from the COVID-19 Pandemic. At the same time, the Commonwealth has had to put off the production of its budget due to its own revenue shortfalls, creating uncertainty around state aid figures. Finally, it remains to be seen if Washington will pass a "Phase IV" stimulus package to address large revenue shortfalls in state and local budgets across our nation. With all these factors in play, the FY21 Budget represents an austerity budget that will continue to preserve core services and avoid layoffs, while planning for worst case scenarios.

While the FY21 Budget focuses on maintaining core services, there are also many new and important improvements that will be implemented in FY21, while new programs implemented in recent years will be preserved. Our Springfield Public schools will continue to fund the expansion of the Early Education program begun in FY20. This expansion added 296 full day seats (15 classrooms) to the previous 100 seats (5 classrooms) across the district. This expansion has helped better serve our continuously growing community and provide early access to our exceptional public school curriculums. In the 2020-2021 school year, all students in the Springfield Public Schools will be exposed to the arts. There will be a music and art teacher placed in every school across the district. While many school districts across the nation have focused on improving standardized test scores (e.g. the MCAS in Massachusetts), we realize that exposure to the arts is a crucial factor in students' success. Having art and music in every school will help to strengthen the school district's curriculum, better servicing our community.

Currently, Springfield Public Schools is the second largest district in the Commonwealth. There are 33 elementary schools, 17 secondary schools, and 11 specialized schools all servicing over 29,000 students. With over 4,800 exceptional staff members and an elected school committee focused on the success of the City's students, dropout rates have greatly decreased and graduation rates are steadily increasing. In 2018, the dropout rate decreased from 10.0% (2012) to 5.1%. On top of the 56% spike previously seen in graduation rates, in 2018 rates increased more than 20% to a total of 76.9%. With the new school additions, we will continue to see improved academic performance across the district.

As part of its response to COVID-19, the City has authorized \$4.0M in emergency deficit spending for the School Department. This funding has allowed the district to purchase \$3.2M in laptops to facilitate distance learning during the pandemic. The City has also authorized \$730k in spending to facilitate mobile food delivery for our students, to ensure that those who rely on the district for nutritious meals will continue to have access to them.

In addition to the improvements in our public schools, the FY21 Budget funds important investments in public safety. The FY21 Budget includes \$620k in funding for the Springfield Police Department's new body worn camera program. With the introduction of body worn cameras, Springfield has become the first city in the Commonwealth to employ this new technology across its police force. Body worn

cameras will increase transparency and accountability, while also giving law enforcement officers a powerful new tool for collecting evidence. Footage from body worn cameras can also be used to enhance police training. This investment in technology will improve residents' safety, and highlight Springfield as a city on the cutting edge of law enforcement strategies. This new program was rolled out in FY20, and a dozen officers are currently piloting the cameras on our streets. By then end of this year, the entire force to be equipped with these important new devices.

Funding has also been provided to run a new police academy class of 40, beginning in October 2020. This will help enhance public safety, and assist the department in staying ahead of attrition rates. In addition to these investments, the City has purchased 19 new police vehicles in FY20 to replace aging vehicles in the department's fleet. This year's budget also includes \$125k in funding for Taser replacements.

The Springfield Police Department will also continue to maintain and fund ongoing initiatives, such as the Gaming Enforcement Unit at MGM, comprised of six officers and one supervisor, the E-3 metro unit, which increases police presence along Main St. and other neighborhoods, and the City's recently expanded Real Time Crime Analysis program.

For FY21, the Springfield Fire Department will also be hiring new recruits in order to stay ahead of attrition. The Department will run two academies this year, in August and October. Recruits will also continually be sent to the state-run academy program. The department's compliment will be increased, with the addition of eight new firefighters, which are primarily funded through SAFER Grant.

The FY21 budget includes a \$60k increase in funding to proactively replace equipment such as firefighter turnout gear; this gear ensures the safety of our first responders. Additionally, a lease payment for a new fire apparatus, begun in FY20, has been fully funded in the budget. The SFD has also budgeted \$75K to replace SCBA air bottles used while fighting fires, allowing for additional air capacity and aligning with NFPA standards. While purchasing this new equipment, the department will continue to deploy the O2X program, which aims at promoting the physical and mental health of our first responders. Active participation in these programs helps to decrease the number of work related injuries.

The Springfield Emergency Communications (Dispatch) Department, which closely collaborates with the Police and Fire departments, has also been provided with funding for several ongoing initiatives. In FY21, the Computer Aided Dispatch (CAD) and Records Management Systems (RMS) will be replaced to improve working systems for all public safety employees. This will also help to ensure the safety of our community. The consolidation of Police and Fire dispatch services at a single location on Roosevelt Ave. is also funded in the FY21 budget. Also new in the FY21 Budget, is funding added for PowerDMS, a software that will enhance the department's training management capabilities, and provide an automated tracking system for departmental policies and procedures. Funding will also continue to be provided for Smart911 software, which enables residents to create a safety profile for their household, containing vital information for first responders.

While the City recognizes the need to improve our public safety, the City will also continue to make strides in ensuring the well-being of the city's residents, and improving their quality of life. Some notable investments include:

Department of Public Works

- ◆ Continued funding of the Sidewalk Crew: A great addition to DPW, which works to keep sidewalk areas safe. The crew completes routine sidewalk repairs in all neighborhoods, throughout the City.
- ◆ New Vehicles: Funding will continue for lease payments on 26 vehicles, which were added in FY20.
- ◆ Core Services: Single-stream recycling and yard waste pick-up will continue. Street Sweepers will also continue to keep the neighborhoods clean and clear. While the cost to dispose of recycling will increase significantly in FY21, adding \$800k to the City's Trash Enterprise Fund budget, the FY21 budget fully funds this new expense without increasing the trash fee.

Facilities Management

- ◆ All cleaning services for municipal buildings will continue to be completed in-house. This change began saving the City \$180k per year in FY20.
- ◆ The FY20 budget provides continued funding for the maintenance of newly completed buildings, such as the new East Forest Park Library.

Capital Asset Construction

- ◆ MSBA: The City continues to collaborate with the Massachusetts School Building Authority (MSBA). Through the MSBA's Accelerated Repair Program, the City has been able to undertake numerous school renovation projects around the City over the past several years. In FY21 there will be new repair projects (replacement of HVAC systems) beginning at Sumner Ave., Frederick Harris, and Indian Orchard elementary schools. Additionally, construction will continue at the site of the joint campus for the new Brightwood and Lincoln elementary schools. This summer, initial construction will begin as part of the interconnected projects that will replace the Homer and DeBerry elementary schools, create a new DeBerry Park, and demolish the now derelict former site of the Massachusetts Career Development Institute.

Parks & Recreation

- ◆ The Terrace Maintenance Program will be fully funded through FY21.
- ◆ While public health considerations related to COVID-19 have forced the City to cancel Camp STAR and the summer pool program, splash pads will remain open for residents and families to enjoy.
- ◆ Funding will continue for the newest Parks crew, who maintain the downtown park areas including, DaVinci Park, Emerson Wright, Riverfront Park, Court Square, Stearns Square, and Pynchon Plaza. Pynchon Plaza is currently under construction, and will provide a direct walkway from many downtown restaurants and the casino to the Quadrangle and the Springfield Museums.

TJO

- ◆ The Thomas J. O'Connor Animal Control & Adoption Center will continue to maintain funding for essential operations, while also servicing our neighboring cities, Chicopee and Holyoke.

Code Enforcement

- ◆ Funding for a full complement of administrative and inspectional personnel positions was included for FY21. This helps to ensure healthy neighborhoods and safe buildings throughout the City.

Health Department

- ◆ This department has been fully funded. The department also has access to considerable amounts of new grant funding to help it respond to the COVID-19 Pandemic.
- ◆ Funding will continue for one nurse supervisor and one gambling outreach coordinator to provide assistance to those at risk for gambling addictions. Forty percent of the Nurse Practitioner's salary is now paid through grant funding.
- ◆ Cold Weather Task Force: \$6k that was added in FY20 was kept in the FY21 Budget to ensure that this new initiative would continue to provide the safety and protection for homeless individuals in the event of severe cold weather.

Elder Affairs .

- ◆ New Vehicle: Funding will continue for the operation of a new minibus, purchased in FY20.
- ◆ Meal Program: The senior meals program has been fully funded, and the City is pursuing ways to deliver meals to seniors while senior centers are closed due to the COVID-19 Pandemic.

Veteran's Services

- ◆ This department will continue to fully fund services to our veterans. The addition of newer staff in recent years has allowed this department to serve our veterans more efficiently, through proper case management.

Libraries

- ◆ The three employees that were added to provide services at the new East Forest Park Library will continue to be funded in FY20
- ◆ In collaboration with the Davis Foundation, the Springfield Public Libraries have taken over management of the award-winning Read! Reading Success by 4th Grade program
- ◆ The City will continue to fund the Read/Write/Now adult literacy program.

Fiscal Responsibility

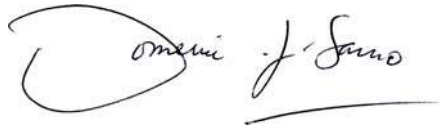
- ◆ We are pleased to announce that Springfield received the "Distinguished Budget Award" from the Government Finance Officers Association for the 12th year in a row. The City also received the "Certificate of Excellence in Financial Reporting" for issuance of the City's Comprehensive Annual Financial Report for the seventh consecutive year.
- ◆ Pension: \$47.3M contribution towards pension liability; a 9.0% increase over the FY20 Adopted Budget.
- ◆ Honors all contractual obligations including collective bargaining agreements, and agreements such as the SPS food service contract and Police Department Assessment Center.
- ◆ Responsible Employer Ordinance: Two Project Managers will continue ensure diversity in hiring practices for City construction projects. These individuals will also ensure compliance with all Federal and State rules and regulations.

As Mayor, I will continue to work tirelessly to ensure that our City receives its fair share of resources and that these resources are utilized in the most efficient and effective manner possible. In these trying times, it is important to remember that our City has faced many challenges before. I am

confident we will rise to these new challenges and continue to work together to improve the community we love. I am proud of the efforts of my entire team: Superintendent Warwick, Cabinet Heads, Department Heads, and City Staff who work hard for Springfield every day.

Thank you for reviewing the FY21 Adopted Budget. I look forward to your continued support as we commence our new fiscal year.

Respectfully,

Handwritten signature of Domenic J. Sarno in black ink. The signature is written in a cursive style, with the first name 'Domenic' and the last name 'Sarno' clearly legible.

Domenic J. Sarno
Mayor

Handwritten signature of Timothy J. Plante in blue ink. The signature is written in a cursive style, with the first name 'Timothy' and the last name 'Plante' clearly legible.

Timothy J. Plante
Chief Administrative & Financial Officer

Executive Summary

The Adopted Budget for FY21 is \$727.6M. This represents a 5.2% increase over the FY20 Adopted Budget and a 4.1% increase from the FY20 Revised Budget.

Fiscal 2018 Actual General Fund	Fiscal 2019 Actual General Fund	Fiscal 2020 Adopted General Fund	Fiscal 2020 Revised General Fund	Fiscal 2021 Adopted General Fund	% Change from FY20 Adopted	% Change from FY20 Revised
627,639,086	674,875,298	691,704,328	698,716,054	727,601,399	5.2%	4.1%

FY21 marks the sixth consecutive year that the City has been able to balance its budget without the use of stabilization reserve funds. This accomplishment is a testament to the administration’s management of City finances and the determination of our City to work towards a sustainable fiscal future in the face of the steepest economic downturn since the Great Depression. This accomplishment is especially notable as the City’s reserve fund will likely be needed to preserve core services as the economy recovers from the COVID-19 Pandemic in the coming years.

In contrast to other cities around the Commonwealth, Springfield has balanced its budget without cutting core services or implementing layoffs or furloughs, while honoring all collective bargaining agreements and fully funding its pension appropriation. After recognizing the severity of the economic contraction caused by the pandemic, the administration moved to implement a spending and hiring freeze in April, 2020. For the remaining quarter of FY20, all hiring decisions and purchases were carefully reviewed by the City’s Office of Management and Budget (OMB). These early actions, in combination with savings the City realized due to being unable to utilize contracts for services such as school transportation, allowed the City to operate to an estimated \$6.0M surplus, despite major revenue declines due to the pandemic.

The FY21 budget is an austerity budget. It seeks to fully fund all core services, including schools, public safety, parks, libraries, and importantly during a pandemic, our health department, while also holding the line on spending. Growth in the FY21 budget was driven by the School Department, in line with the PROMISE Act, which aimed to increase education funding statewide. The School Department budget grew by \$33.0M (7.4%). The City budget grew by \$2.9M (1.2%). As an austerity budget, this growth was driven by nondiscretionary costs: 9% growth in the City’s pension appropriation, and a 4.5% increase in the costs associated with employee benefits. Once these two factors are removed, the City’s discretionary budget shrunk by \$2.2M (-1.2%).

As part of the budget making process, cost of living adjustments for non-bargaining employees were removed, and many departmental budgets saw significant cuts. However, these cuts were implemented strategically, in order to leave core services intact. Such an approach was necessary due to the severe revenue declines the City faced in FY20, uncertainty over the containment of the COVID-19 Pandemic, access to Federal stimulus funding, and the trajectory of the nation’s economic recovery through FY21.

Every year Springfield faces a budget gap due to its structural deficit. While the growth of the City’s main source of local revenue, the property tax levy, is constrained by the limits of Proposition 2 ½, the City must manage significant growth in non-discretionary items, such as its pension appropriation, and health insurance.

This year, a \$20.8 M budget gap was initially identified upon review of all departmental budget requests. However, following the spread of COVID-19 within the United States, and the subsequent shutdown of much of the economy, OMB was forced to revisit previous revenue assumptions. These new revenue assumptions expanded the budget shortfall to \$38.1M, twice the size of budget gaps in recent years.

This increased budget gap was driven by a projected decrease in Unrestricted General Government Aide (UGGA) of 28.83%, in line with the largest decrease in this funding source during the Great Recession. Additionally, OMB

revised estimates for many local receipts, based on the affects of COVID-19 of FY20 revenues, and forecasts from outside sources. This resulted in a reduction of local receipt estimates of \$3.4M. Later in the budget season, OMB was able to increase UGGA estimates to just a 15% reduction from FY20 levels, based on new information about the state’s finances, which reduced the budget gap by \$5.3M. Local receipt estimates were also increased by \$1.6M as more information about revenues became available, while property tax estimates were increased by \$2.0M, and the City was able to reduce its overlay by \$1.0M.

The remaining budget gap was solved through \$19.7M in spending reductions. This included \$12.5M in departmental budget cuts, a \$3.1M reduction in projected debt service payments, \$2.9M in grant offsets, \$1.8M in reductions to projected school transportation expenses, \$741k in savings from the removal of 13.7 full time employee equivalents and funding 4 positions for only half of FY21, and a \$480k reduction in projected employee benefits. The City Council also cut \$1.0M from departmental budgets during the budget adoption process. The final \$9.0M budget gap was closed using Free Cash, the City’s budget surpluses from FY19 and FY20.

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

Getting to Balanced: FY21 Budget Decisions	
Original Gap, based on MYFP	(14,727,984)
Increased Gap, after Department Requests	(20,860,604)
Increased Gap, after COVID-19 Revenue Adjustments	(38,071,513)
Solutions:	
Expense	<u>(19,672,671)</u>
Department Spending Reductions	(12,530,921)
Debt Schedule Reduction	(3,114,982)
Grant Offsets	(2,877,876)
School Transportation Reduction	(1,804,610)
City Council Cuts	(1,000,000)
Removal of Vacant Positions	(741,275)
Benefits Decrease	(480,000)
Department Spending Increases	2,876,994
Revenue	<u>(7,876,654)</u>
Projected State Aid Decrease	(6,029,962)
COVID-19 Related Decreases in Local Receipts	(3,441,691)
Dept Revenue Increase	1,595,000
	-
Property Values	<u>3,000,000</u>
New Growth	2,000,000
Reduction of Overlay	1,000,000
One Time Revenue	
Free Cash	9,035,191
Reserves	-
Balance Sheet	0

Fiscal Year 2020 Budget Update

The City closed the year with an estimated \$6.0M surplus. Following the spread of COVID-19 within the United States, and subsequent shutdown of municipal buildings and much of the economy, the City began closely monitoring changes in revenue streams. The City implemented a hiring and spending freeze, with all new purchases or hires being closely vetted by the City's Office of Management and Budget on a case-by-case basis. These policies, in combination with savings realized on school transportation and other expenses, allowed the City to offset revenue losses due to the pandemic, and end the year with significant surplus.

It is important to note that the year-end surplus estimate is based on a projection made at the end of June and is subject to change as the fiscal year is closed by the City Comptroller and surpluses are verified by the State Department of Revenue (DOR). Departments are responsible for living within appropriated amounts and spending funds responsibly. A surplus projection should not be considered a reason to spend more or spend faster. All surplus funds are reviewed by the DOR for certification of "Free Cash." Once the DOR completes their certification, the funds are available to spend (subject to appropriation), or for transfer to the Stabilization Reserve. "Free Cash" is defined as remaining unrestricted funds from operations from the previous fiscal year. The City has had positive free cash at year-end since FY05.

Springfield also continues to maintain a strong financial position as demonstrated by our improved bond ratings. As of the end of FY21, the City had met its goal of \$50M in stabilization reserve funds. During the City's last bond rating, in February 2019, Standard & Poor's (S&P) affirmed the City's AA- credit rating with a stable outlook, which continues to be the highest rating in the City's history- steadily improving from its A- rating six years ago. This credit rating review focuses on the City's strong institutional core by highlighting Springfield's "management, with 'strong' financial policies and practices, adequate budgetary performance, and strong budgetary flexibility." Additionally, the City received a reaffirmed credit rating of A2 with a stable outlook by Moody's in January 2017. These rating improvements are a testament to how well the City has made it through the economic downturn and made appropriate decisions to keep the budget balanced. The City hopes to continuously increase its ratings going forward.

Budget Solutions

A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue maximization, and notably, did not utilize stabilization reserves despite the effects of the Pandemic. All budget decisions were considered in the context of providing vital programs and services to the City with the intention of avoiding layoffs that would impact services. The FY21 budget solutions include:

Revenue Increases

Additional Levy

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

Debt Restructuring

In FY17, the City refunded bonds sold in 2007 and paid the remaining balance of the loans off at a lower interest rate. This saves the City an anticipated \$3.8M in debt repayments. In addition, previous years' efforts to

restructure debt have prevented dramatic increases in future debt payments, and placed the City onto a declining debt schedule which increases our capacity for future debt issuances. Springfield's debt retirement benchmark is currently 75.2% paid off within ten years, which is well within the municipal finance standard of between 65% and 100%. The City's debt service budget for FY21 fell by \$1.5M (5.3%) from FY20. Debt service payments will generally stay mostly level from year to year, as new debt is issued for capital needs, such as school construction projects.

State Aid

In the FY21 budget, the City is projected to have a decrease in Unrestricted General Governmental Aid (UGGA) of \$6.0M. This estimate is based on a 15% reduction in UGGA, which was based on third party estimates of the percentage declines in revenues the state would face in FY21 due to the Coronavirus Pandemic. The Governor's budget, which included increases driven by the PROMISE Act, provides an increase of more than \$27.6M for educational purposes in its Chapter 70 allocation.

Expenditure Reductions

Departmental Spending Reductions

The effects of the COVID-19 Pandemic on the City and Commonwealth's revenues necessitated a close evaluation of all departmental budget submissions and deeper budget cuts than prior years. These cuts were organized around the Mayor's directive that core services should be preserved, all collective bargaining agreements must be honored, and that there would be no layoffs or furloughs.

Not all departments were impacted by budget reductions as steeply as others, partly because departmental budgets have been cut year over year, and further reductions could severely hamper operations.

Some specific departmental reductions include:

- ◆ Citywide - Offset \$3.39 in eligible costs to grants.
- ◆ Debt Service—\$3.1 million in issuance costs due to the City being unable to sell long term debt in April 2020, due to severe volatility in global credit markets.
- ◆ School Transportation- Due to updated projections, the School Transportation Department's budget decreased by \$1.8M.
- ◆ Personnel— \$1.2M cut by cutting COLA for non-bargaining employees and removing vacant positions.

City of Springfield – General Fund Revenue and Expenditures

FY21 Revenue

State Aid

State Aid is the largest source of revenue for the City of Springfield, historically comprising more than 60% of the City's total revenue. All State Aid is disclosed via the Cherry Sheet, the official notification from the Massachusetts Department of Revenue (DOR) regarding the next fiscal year's state aid to municipalities. The Cherry Sheet is updated throughout the State budget process, first in January based on the Governor's budget, then again for each of the House and Senate budgets. It is finalized based on the final State budget known as the General Appropriations Act (GAA) by July 1st of each year.

Due to the COVID-19 Pandemic, State and House budgets were not released during the budget production process. State aid projections in this budget are based on estimates. As of the publication of this document, the state continues to operate on a temporary budget.

Property Tax

	FY16	FY17	FY18	FY19	FY20	FY21
	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Adopted	Adopted
Tax Levy	176,123,213	181,910,553	191,434,885	198,331,396	205,316,171	216,358,653
Prior Year Growth	141,737	9,717	612,531	-	-	-
Increase Levy 2.5%	4,406,624	4,548,007	4,801,185	4,958,285	5,132,904	5,408,966
Subtotal	180,671,574	186,468,277	196,848,601	203,289,681	210,449,075	221,767,619
New Growth	1,380,716	4,966,608	4,332,083	5,098,516	2,500,000	2,000,000
Subtotal of Gross Tax Levy	182,052,290	191,434,885	201,180,684	208,388,197	212,949,075	223,767,619
<i>Actual Levy Billed</i>	<i>181,910,553</i>	<i>191,434,885</i>	<i>198,331,396</i>	<i>205,316,171</i>	<i>216,358,653</i>	
Less Overlay	(4,000,000)	(3,976,196)	(2,500,000)	(2,500,000)	(1,500,000)	(1,500,000)
Subtotal of Net Tax Levy	177,910,553	187,458,689	195,831,396	202,816,171	214,858,653	222,267,619

Property tax is the largest locally controlled revenue source, and it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable property, which is revalued every five years and updated annually.

Proposition 2½ fundamentally changed property taxes for Massachusetts’ municipalities after its passage in 1980, creating two levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5% of the total full and fair cash value of all taxable real and personal property in the community. This is known as the levy ceiling.

Second, a community’s levy is also constrained in that it cannot increase more than 2.5% over the prior year’s levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality’s levy limit is only increased in four ways: an increase of up to 2.5% over the previous year’s levy limit, new growth in the tax base, and local votes for either an override or a debt exclusion. If the voters approve an override, the amount approved can permanently increase the municipality’s levy limit. In the case of a debt exclusion, a given amount can be added to the levy, even above the levy ceiling, for the purposes of paying debt for a specific capital project. Estimates on the tax rate for the FY21 are still being reviewed and will be part of the tax rate setting process this fall.

Local Receipts

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

Reserves

At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in Free Cash. In prior years, the City experienced negative Free Cash meaning that spending exceeded revenues for a given fiscal year. Through strict controls and monitoring, the City has made great strides in controlling spending and has certified positive free cash for sixteen consecutive years, which has helped build the City’s Stabilization Fund to over \$50M, equivalent to 6.8% of the FY21 budget and 20% of the non-school budget.

FY21 Spending

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

Non-Mayoral Division - This division consists of three departments: the City Council, the City Clerk, and the

Internal Auditor. The City Council is elected by the residents of Springfield, with the City Clerk and the City Auditor reporting to the Council.

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

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

Development Services- the Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city. Highlights of major economic development projects include MGM, Union Station, the Court Square Hotel project, and Big Y's expanded distribution center.

Public Safety Division - These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety. This year's budget includes funding for the Police Department's Body Worn Camera program, and four new associated positions. The Fire Department budget includes funding for a new apparatus lease; this is the 5th apparatus to be replaced since FY16

Public Works Division - The department maintains and preserves the City's public way infrastructure, including streets, sidewalks, street signs and traffic signals, administers the solid waste, recycling, and yard waste programs, and maintains the City's inventory of vehicles and equipment, with the exception of police and fire. DPW spending increased significantly this year due to the fact that the City must now pay to dispose of recycling.

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

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

School Department – The City's School Department operates the second largest school district in the Commonwealth and is comprised of thirty-three elementary schools, seventeen secondary schools, and eleven specialized schools. The District serves over 29,000 students, with a staff of 4,800 employees. The Springfield Public Schools system is governed by an elected school committee that creates policies and appoints a superintendent to manage the day-to-day operations of the District. The Superintendent has a cabinet of nine chiefs who are each in charge of various segments of the organization.

Benefits – This includes benefits for all active and retired City employees including health, dental, and life insurance and contributions to the City's retirement board.

Debt Service - Municipalities issue debt to finance capital improvements because the costs are too expensive to finance through the operating budget. Spreading the cost of a project over time creates a manageable annual expense for a Massachusetts community that is limited by Proposition 2½ in raising additional property tax revenue. Debt occurs when a city or town borrows money from lenders. The lender charges interest on the borrowed amount and the municipality repays the debt over a number of years. Debt service is the cost of repaying a government's debt, including both principal and interest payments.

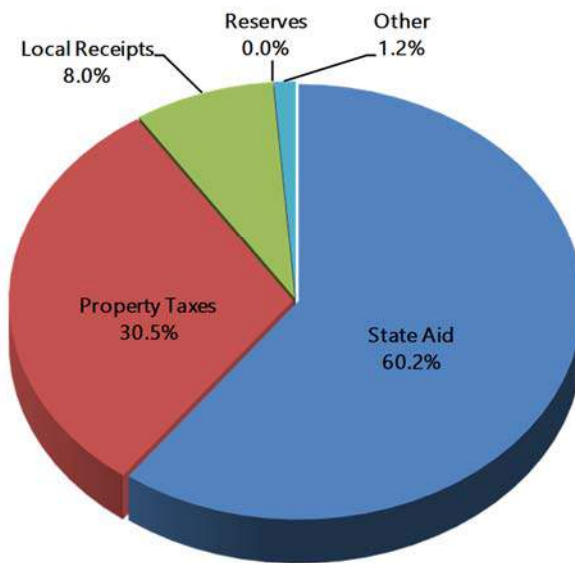
Other – This category includes other payments made on behalf of the City to varying entities including the payment to the Springfield Museums Association, the contract with the Springfield Parking Authority, and the City's reserve for emergency expenses that may come up throughout the year.

City Revenue – Where does it come from?

In determining the amount of revenue available to spend for each Fiscal Year, there are five major categories. For FY21, the chart below shows the percent of revenue coming from each of the major categories. It is important to note that State Aid represents 60.7% of the City’s revenue. Much of this aid is dedicated to specific purposes such as Education, Veterans Benefits, and Tax Exemptions. The remaining revenue, generated locally, must be used to meet all other City needs.

City Revenue	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Adopted	% of Total	\$ Change	% Change
State Aid	378,594,165	378,974,697	394,434,419	414,393,003	438,046,147	60.2%	23,653,144	5.7%
Property Taxes	185,958,317	196,720,757	197,413,349	211,449,075	222,267,619	30.5%	10,818,544	5.1%
Local Receipts	46,755,481	45,123,748	64,528,419	63,362,250	58,252,442	8.0%	(5,109,808)	-8.1%
Reserves	-	-	-	-	-	0.0%	-	0.0%
Other	5,500,000	8,000,000	3,371,250	2,500,000	9,035,191	1.2%	6,535,191	261.4%
TOTAL	594,911,802	628,819,202	659,747,438	691,704,328	727,601,399	100%	35,897,071	5.2%

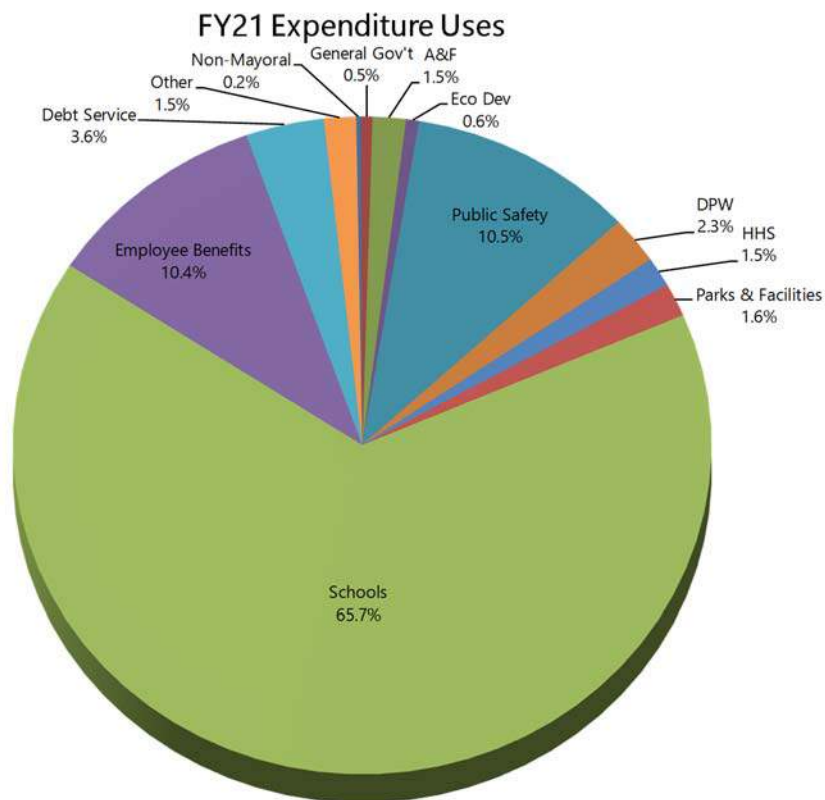
FY21 Revenue Sources



City Spending – How is City Revenue Spent?

The City spends money within its divisions and departments based on the needs of City residents and priorities of the Mayor. For FY21, the chart below shows how the \$727.6M of City revenue is spent across City divisions. It is important to note that much of the spending within the City is driven by the costs associated with operating our School Department. Expenses within the remaining Divisions are driven by personnel costs. Salaries and benefits of City employees (exclusive of the School Department) represent 70.5% of the City’s operating budget.

City Spending	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Adopted	% of Total	\$ Change	% Change
Non-Mayoral	1,499,114	1,541,496	1,548,019	1,577,865	0.2%	29,847	1.9%
General Gov't	3,447,470	3,581,186	3,823,627	3,867,194	0.5%	43,567	1.1%
A&F	13,190,338	13,295,191	11,224,957	11,205,906	1.5%	(19,051)	-0.2%
Eco Dev	3,885,720	4,126,643	4,268,719	4,316,133	0.6%	47,415	1.1%
Public Safety	65,926,373	68,887,509	77,124,629	76,508,794	10.5%	(615,835)	-0.8%
DPW	14,007,735	14,616,922	15,838,672	16,904,023	2.3%	1,065,351	6.7%
HHS	10,332,035	10,542,526	10,658,973	10,559,318	1.5%	(99,655)	-0.9%
Parks & Facilities	11,442,123	12,338,635	12,367,791	11,930,343	1.6%	(437,447)	-3.5%
Schools	406,045,030	420,749,687	444,890,001	477,858,733	65.7%	32,968,732	7.4%
Employee Benefits	62,956,422	67,194,160	70,607,013	75,718,397	10.4%	5,111,385	7.2%
Debt Service	27,984,872	27,870,576	27,843,303	26,354,228	3.6%	(1,489,075)	-5.3%
Other	8,101,970	11,446,843	11,508,624	10,800,463	1.5%	(708,160)	-6.2%
TOTAL	628,819,202	656,191,374	691,704,328	727,601,399	100%	35,897,071	5.2%



Conclusion

The FY21 Adopted Budget focuses on maintaining core services despite a severe economic downturn. It addresses the priorities of its residents and aggressively looks for savings and efficiencies. It continues to require all City Departments to maximize resources and do more with less. It also provides programs and services that cannot be found through any other private entity. While this budget is full of difficult decisions that will require hard work and creativity from the departments, the City will work to maintain core programs and services to its residents, businesses, and visitors.

Section 1

Overview

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Introduction

About This Document

This document presents the City of Springfield's Fiscal Year 2021 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 2021. This document focuses on four key elements:

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

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

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

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

Budget Document Format

This budget is divided into 12 sections: (1) an overview, complete with an organizational chart, (2) a fiscal summary, (3-10) departmental budgets, (11) planning documents, and (12) appendices.

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

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

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

The bulk of the budget, the middle eight sections, contains detailed budgets for City departments. Each

departmental budget includes a mission statement, a budget overview, a department summary, Fiscal Year 2020 highlights, program budgets, budget adjustments, and program goals.

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

The final section, the *Appendices*, includes a glossary of budget terms, a general explanation of the City's expense code classification, employment data, property tax information, the City's financial policies, Fiscal Year 2021 Appropriation Orders, and the City's detailed expense budget for the Fiscal Year 2021.

The Budget Documents

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

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

City of Springfield
Office of Management and Budget
36 Court Street, Room 405
Springfield, MA 01103

** Printing and mailing charges may apply*

Budget Administration

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

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

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

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

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

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

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

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

Budget Preparation Calendar: Budget preparation begins in the late fall/early winter of each year with the distribution of instructions and forms to departments. Departments submit their budget requests for review and analysis by the Office of Management and Budget (OMB) in February or March. When City departments prepare budget requests, they consider program requirements, mandates, infrastructure and maintenance needs, and other elements critical to City operations.

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

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

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

Budget Transfers: Revisions to the Adopted Budget may be made throughout the year. A department must submit a "Budget Transfer Request" form to OMB. Then the request must be reviewed and approved by a Budget Analyst and the Budget Director before being forwarded to the

Chief Administrative and Financial Officer for authorization. City Council approval is necessary if the request adjusts the Fiscal Year 2021 Schedule of Appropriations (“Schedule A”). Upon Council authorization, the Office of the Comptroller processes the request.

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

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

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

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

The Fiscal Year 2021 budget draws on revenues from the General Fund. The General Fund is the largest fund in the City and accounts for most of the City’s financial resources. General Fund revenues include property taxes, license and permit fees, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for basic operating services such as public safety, education, health and human services, finance, parks and recreation, and public works. The adopted budget is strictly built on General Fund revenues.

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

The City’s Overlay Surplus Fund is any balance in the overlay account of a given year in excess of the budgeted amount remaining to be collected or abated. Within ten days of a written request by the Chief Executive Officer of a city or town, the assessors must provide a certification of the excess

amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed"; in other words, it becomes a part of free cash.

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

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

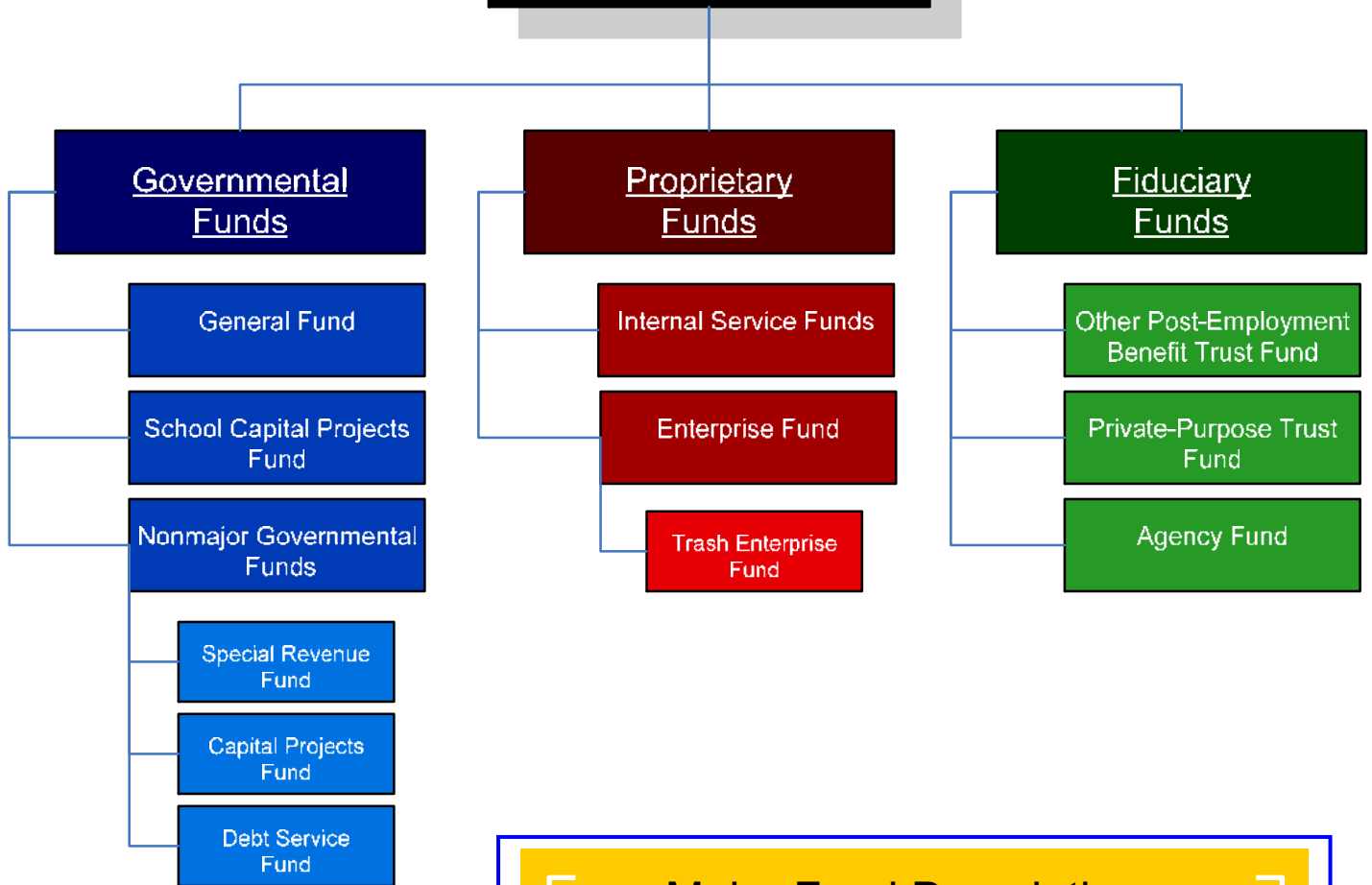
In addition to General Fund appropriations, many departments have access to Federal and State grants that fund the operation of a specific program or service. All departments are able to apply for grant funds. The Office of Management and Budget assists departments in ensuring that grant funded programs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

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

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

Reconciliation of Fund Equity (Retained Earnings) for the Fiscal Year End June 30, 2020							
Item Description		General	Special Revenue	Capital Projects	Enterprise	Trust	Total
1	Total Revenue	690,007,237	127,259,313	26,144,978	3,759,173	91,506,938	938,677,638
2	Total Expenditures	671,672,770	120,321,697	41,401,067	9,408,693	89,189,899	931,994,127
3	Total Excess (Deficiency) Of Revenues Over Expenditures (Line 1 - Line 2)	18,334,466	6,937,616	(15,256,089)	(5,649,520)	2,317,039	6,683,511
4	Transfers From Other Funds	1,134,484	2,224,156	1,758,177	5,237,619	313,559	10,667,994
5	Other Financing Sources	-	-	-	-	-	-
6	Transfers To Other Funds	7,309,354	3,321,414	-	-	37,226	10,667,994
7	Other Financing Uses	-	-	-	-	-	-
8	Total Other Financing Sources (Uses) Sum Of Lines 4 And 5 Minus Lines 6 And Lines 7	(6,174,871)	(1,097,258)	1,758,177	5,237,619	276,332	-
9	Total Excess (Deficiency) Of Revenues Over Expenditures & Other Financing Sources (Uses) (Sum Of Lines 3 And 8)	12,159,596	5,840,358	(13,497,913)	(411,901)	2,593,372	6,683,511
10	Fund Equity (Retained Earnings) Beginning Of Year	65,303,776	28,851,332	10,357,911	694,784	73,196,880	178,404,683
11	Other Adjustments	-	-	-	-	-	-
12	Total Fund Equity (Retained Earnings) End Of Year (Sum Of Lines 9 Through 11)	\$ 77,463,372	\$ 34,691,690	\$ (3,140,002)	\$ 282,883	\$ 75,790,252	\$185,088,194

City of Springfield All Funds Overview



Major Fund Descriptions

General Fund—The general fund is the chief operating fund.

School Capital Projects Fund—The school capital projects fund is used to account for the construction and renovation of various school buildings.

Solid Waste Enterprise Fund— The trash enterprise fund is used to account for the City's trash pick-up activities.

City of Springfield Budget Cycle



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

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

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

The Capital Improvement Committee meets to review project rankings submitted by the departments and finishes the ranking process. An overview of the Capital Budget is then created and submitted to the Mayor. The Mayor reviews the capital requests and approves a final capital budget.

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

Budget Calendar (continued)

April: The Mayor and OMB draft budget recommendations.

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

May: The Mayor submits the recommended budget to the City Council.

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

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

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

August: OMB reviews the prior year's budget process and makes recommendations for improving the budgeting process.

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

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

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

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

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

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

***Note:** For FY21, the City had to make major adjustments to revenue and state aid projections from March-June due to the Coronavirus Pandemic. The state legislature did not produce budget bills, and, as of the writing of this document, the Commonwealth continues to operate on month to month, temporary budgets due to financial uncertainty caused by the pandemic.

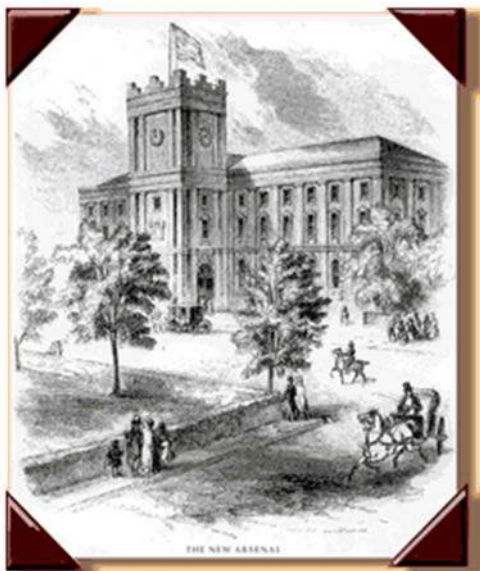
City of Springfield Overview

The City of Springfield is located in Western Massachusetts, along the east bank of the Connecticut River. Located 89 miles west of Boston, 85 miles east of Albany, 25 miles north of Hartford, and 134 miles northeast of New York City, Springfield is often referred to as the "Crossroads of New England" because of the major east-west and north-south railroads and interstate highways that meet around the city. Occupying a land area of approximately thirty-three square miles, Springfield is the cultural, commercial, and health center of Western Massachusetts. With a population of over 155,000, (693,000 in the metro area) Springfield is the third largest city in the Commonwealth of Massachusetts and the fourth largest in New England.

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

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

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



The New Arsenal

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

Springfield Demographics

Springfield became known as the "City of Homes" due to the many Victorian style mansions built before 1939. Springfield has seventeen neighborhoods, each possessing distinct

qualities. The cost of housing in Springfield is affordable compared to peer cities nationally, and compared to other areas in New England.

Springfield is home to a diverse and growing population. According to 2010 census data, the City has over 61,000 housing units, over 51,000 households, and a 49.9% homeownership rate. One-third of Springfield households had children that attended Springfield schools. Springfield is the third largest school district in Massachusetts, with 38 elementary schools, six high schools, six middle schools (grades 6 – 8) and seven specialized schools.

Springfield Economy

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

The City of Springfield continues to invest in projects aimed at bringing more economic opportunity to our residents. Through a multi-faceted approach, the City hopes to revitalize neighborhoods, stimulate new investment, and create a better place for people to live, work, and enjoy their lives. Some major initiatives include:

- ◆ **Investments in Neighborhoods:** The City is investing in numerous projects to enhance the quality of life in our neighborhoods, making Springfield an attractive place to work and live. These investments include the implementation of the \$3M demolition of the former Massachusetts Career Development Institute site, and construction of a new \$2.5 million DeBerry Park.

In FY19, the City began a \$2 million investment in roads and sidewalks around Springfield. This investment continues into FY21, through continued funding in the DPW budget for a designated sidewalk repair crew. Additionally, the total overhaul and redesign of the Six Corners intersection is due to be completed in FY21. These roadway improvements help make Springfield more livable, and are part of long term efforts to reduce traffic in the City.

The City has continued to collaborate with state grant agencies to improve parks in neighborhoods across Springfield. In the coming year, the City will continue this work with ongoing improvements to Van Horn Park, and new projects at Emily Bill and Ruth Elizabeth Park. The FY21 budget continues to fully fund neighborhood libraries, and the new East Forest Park Library opened in the fall of 2019.

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

Major investments include the \$93 million restoration of Union Station. Springfield's downtown is now connected by commuter rail to Hartford and New Haven. A \$2 million investment in Stearns

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	4,803

Population Characteristics	
Population	153,606
% Male / Female	48% / 52%
Median Age	32.2
Average Family Size	2.64
Race:	
White alone (not Hispanic or Latino)	31.7%
Hispanic or Latino	44.7%
Black	20.9%
Asian	2.2%
Two or More Races	4.6%
Other	0.4%

Household Characteristics (2014-2018)	
Households	56,476
Persons Per Household	3
Persons Under 5 Years Old	6.5%
Persons Under 18 Years Old	25.3%
Persons Over 65 Years	12.3%

2020 Tax Rates (Per \$1,000 Value)	
Residential Tax Rate	\$ 161,043.00
<i>Average Single Family Home Value</i>	\$ 19.53
Commercial / Industrial / Personal Property	\$ 39.23

Ten Largest Employers (2019)	
Baystate Health Systems	8,859
Mass Mutual Financial Group	4,296
Sisters of Providence	2,775
MGM Springfield	2,303
Smith and Wesson	1,960
Big Y	965
Western New England University	875
Springfield Technical Community College	803
Springfield College	617
Center for Human Development	564

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

Parcels	
Single Family	26,267
Condominiums	1,877
Two and Three Family	7,613
Vacant Land	2,804
Apartment	676
Misc Residential	87
Mixed Use Residential	255
Mixed Use Commercial	255
Commercial	2,221
Industrial	351
Personal Property	3,101
Exempt Parcels	2,452

Square and Duryea Way has provided the City's dining district with outdoor seating, and an attractive park that celebrates Springfield's history as the location of the first American automobile factory. This investment has paid off, with multiple new restaurants planned or already open in the vicinity.

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

A \$3.1 million renovation to the Riverfront Park has also been completed. The park is now a place for residents, workers, and tourists to relax and enjoy the City's riverfront, as well as a location for concerts and public events. Getting around downtown will also be easier. In FY19, the City invested \$1.5 million in road improvements for downtown. In FY20, the City began the restoration of Pynchon Plaza which will be completed later on this year. Once completed, new stairs and an elevator at the plaza will allow pedestrians to travel quickly between Springfield's cultural

attractions at the Quadrangle, to the City's dining and entertainment establishments.

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

Through its partnership with the MSBA and other organizations, the City has been able to invest \$409.6 million in school construction and improvement projects since 2008. These efforts will continue in FY21 with the ongoing construction of the new \$82.2 million Brightwood and Lincoln elementary schools' joint campus, and the \$95.1 million construction of a new joint campus for Homer and DeBerry elementary schools. FY21 will also see major repair projects ongoing at Milton Bradley, the Springfield High School of Science and Technology, Sumner Ave, Frederick Harris, and Indian Orchard elementary schools.

Starting in FY20, students were able to enjoy locally prepared food from the new Springfield Culinary and Nutrition Center. This cutting edge facility is the first of its kind in the nation, and a model to other school systems around the country. The new facility has acted as a centralized location for preparing the meals served throughout the school district and is now also being utilized to deliver food during the Coronavirus Pandemic. This has allow the City to provide locally prepared, nutritious meals to its students. Research has shown the powerful link between proper nutrition and student achievement. This new investment is an important step to ensure that all Springfield students are set up for success.

These investments in our facilities are matched by a budget that fully funds educational programs across the city. This will include the addition of music and art classes in every school, across grade levels, as well as funding for pre-K programs.

Public Safety: Public safety is a top priority of the Administration and is essential to any community's long-term economic success. In FY20, Springfield became the first city in the Commonwealth to institute a full-scale body worn camera program. Body worn cameras have increased accountability and transparency, while giving officers a powerful new tool for collecting evidence. The City will also invest in a new computer-aided dispatch system. The new system reduces response times for the City's police and fire departments, and provides 911 call takers with a state-of-the-art system that enhances public safety efforts to keep the community safe.

The FY21 budget builds on previous investments in public safety. A new academy class of 40 police officers is scheduled to begin early in the fiscal year. The Police Department will also continue its path to accreditation under the Massachusetts Police Accreditation Commission. The budget also provides additional funding for fire fighters' turn out gear, and a newly implemented EpiPen program. These investments will help keep our residents and their property protected, and will help promote Springfield as a safe destination for businesses and tourists.

For several years, the City has been investigating ways to consolidate its police and fire dispatch services into a single location. This will help improve the efficiency of the Springfield Emergency Communications (SEC) department, and allow for better emergency response across the City. With the City moving ahead with an estimated \$3M investment in a new Computer Aided Dispatch (CAD) system, it was also an ideal time to begin consolidating dispatch operations at the current Roosevelt Ave. dispatch site. This project includes a \$900,000 renovation of the existing dispatch center, as well as an investment in new IT infrastructure for the center that will increase the effectiveness of SEC operations.

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

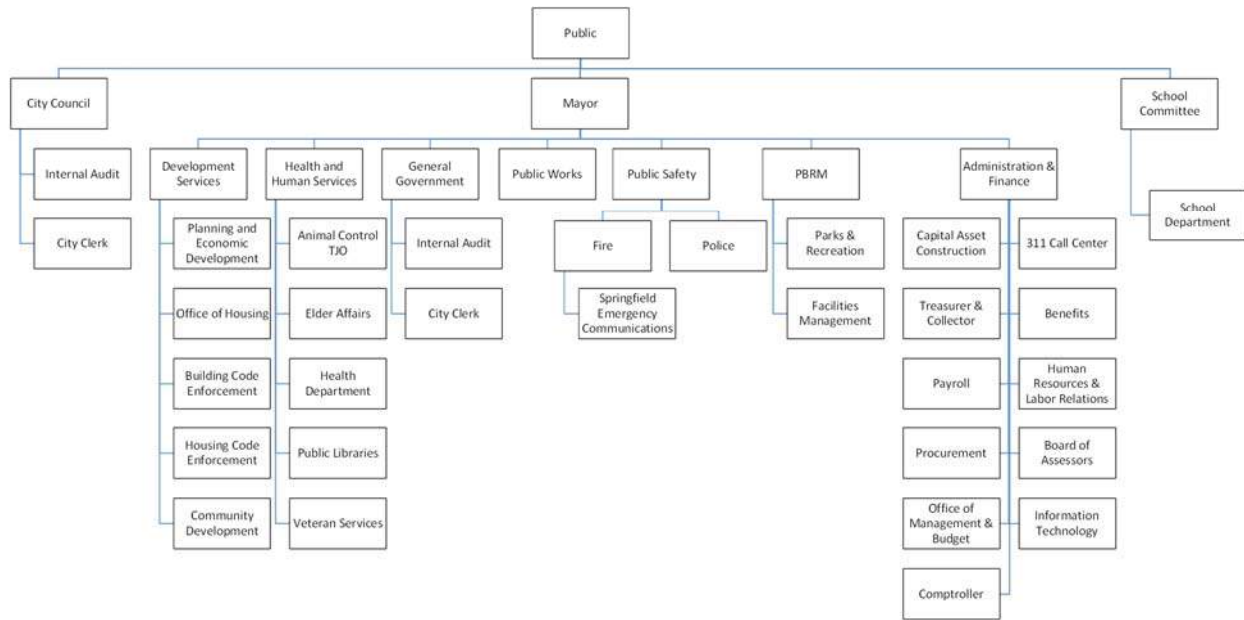
Mayor: The City is governed by the Massachusetts Plan "A" form of government, by which voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers. Beginning with the November 8, 2015 election, the Mayor is now elected to a 4-year term.

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

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

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

Organizational Structure Overview



Chief Administrative and Financial Officer (CAFO): On January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included a series of governance changes, including the creation of a Chief Administrative and Financial Officer (CAFO). The CAFO is responsible for the overall budgetary and financial administration of the city. The CAFO is appointed to a term of no longer than three years and reports directly to the Mayor.

The Board of Assessors, Treasurer, Collector, Budget Director, Comptroller, Chief Information Officer, Chief Procurement Officer, Director of Human Resources/Labor Relations, Director of Capital Asset Construction, and any other positions or departments approved by the Mayor are under the direction of the CAFO.

Additionally, the business and financial services of the School Department are under the authority of the CAFO.

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

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

Strategic Planning Initiative

Introduction

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

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

Vision

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

Mission

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

Values

The City will operate with the following values:

Accountability

Operate with integrity, fiscal responsibility, and transparent practices

Diversity

Respect and celebrate differences in all aspects of community life

Collaboration

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

Continuous Improvement

Encourage new ideas, creative solutions, and innovation

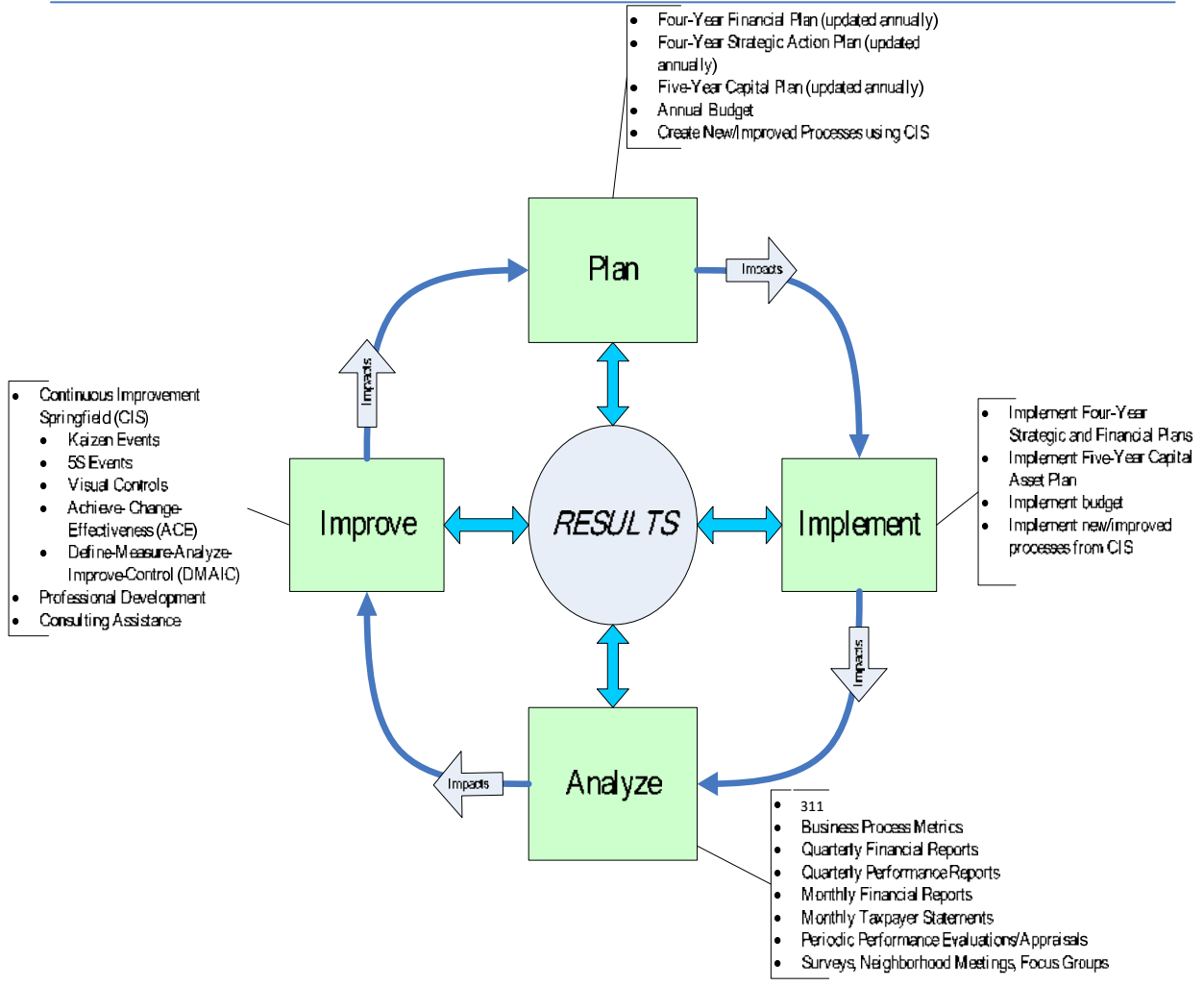
Strategic Priorities

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

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

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

City of Springfield Management Framework



Strategic Plan Development Timeline

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

July 2010

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

August 2010

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

September 2010

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

October 2010

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

November 2010

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

December 2010

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

January 2011

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

February-June 2011

- ◆ Budget submissions from Departments are based on implementing the goals and action plans identified for their Department in the strategic plan

Definition of Terms

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

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

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

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

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

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

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

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

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

Section 2

Fiscal Summary

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Overview

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

The City continues to operate with modest revenue growth, making the necessary decisions to balance the budget and maintain core services. FY21 marks the sixth consecutive year in which the City has managed to avoid the use of reserve funds to balance the budget. During the seven years from FY08 to FY14, the City relied on reserves to solve budgetary shortfalls. Balancing the budget without the use of reserves is a clear testament to how effectively the administration is managing City finances.

After preparing the City's Multi-Year Financial Plan (FY21-FY24), which includes the City's projected revenue and expenditures for FY21, the City was confronted with an initial deficit of \$14.7M. Upon the receipt of departmental budget requests, the gap increased to \$20.9M. This deficit was driven by rising salaries due to collective bargaining agreements, rising costs of benefits, particularly pensions, contractual operating costs, and stagnant revenue projections.

However, due to the COVID-19 Pandemic, and subsequent economic shutdown, OMB was forced to revisit its original revenue assumptions. Local receipt categories affected by the shutdown in FY20 were cut 10-25%, resulting in \$3.4M in reductions to FY21 revenue projections. Unrestricted General Government Aid was also cut to 28.3% below FY20 levels (\$11.4M), based on initial projected FY21 state revenue shortfalls. Additionally, \$1.8M in necessary expense increases were identified by OMB, which added to the budget gap. This resulted in a \$38.1M budget gap, almost twice the size of the funding gaps that the City has had to solve in recent years.

This expanded shortfall was addressed based on the priorities of: maintaining core services, avoiding layoffs, and avoiding the use of stabilization reserves to the balance the budget. The budget gap was solved through a three-pronged approach of expense cuts, strategic use of outside funding sources, such as grants, to offset expenses, and revenue increases.

After solving for this deficit, a second focal point was to reduce the City's reliance on one-time revenue to solve the budget gap. Finally, the administration looked to provide strategic investments in the areas of public safety, economic development, early education, and City infrastructure, with a focus on improving the quality of services in the City's many neighborhoods.

Initially, the \$38.1M deficit was reduced primarily by evaluating rising property values and economic development. Increases in property values allow the City to raise its levy ceiling. The City is projecting property values to grow at least 2.5% or \$5.4M, as allowed under Proposition 2 1/2 in FY21.

Departments continue to develop innovative ways to increase and maintain revenue collections. Through these initiatives, \$1.6M in additional revenue was added to the FY21 budget, even with COVID-19's impact on the economy, further reducing the budget gap. Reductions in expenses were realized through detailed analyses of City departments' expenditures. In total, \$19.6M in projected or requested expenses were eliminated. Of this, \$3.2M was the result of debt payments for FY21,

which is in line with the City's declining debt schedule. The City had anticipated issuing new debt in April 2020, but financial markets through the Spring did not allow for a bond offering. Another \$1.8M was reduced from School Transportation costs, and \$12.5M from departmental budget reductions. Net staffing levels remain unchanged; however, 13.7 vacant positions were cut from the budget, and four were only funded for half the fiscal year.

In an effort to strategically solve for the budget deficit, the FY21 budget is built with the use of one-time revenue. In a perfect world, recurring revenue would be enough to support recurring expenses. Although we are able to manage expenses, we are not able to do the same with revenue, which is problematic when balancing a budget. The efforts made today have a direct impact on the future of the City of Springfield. Reducing dependence on one-time revenue enables the City to grow its reserves. In FY21 we will maintain the City's \$50.1M stabilization reserve fund, which exceeds our previous goal of \$50M. The City will continue to strive to grow these reserves in future years to ensure that it will be able to weather future economic downturns without having to reduce core services.

The FY21 budget demonstrates the Mayor's commitment to community services through its appropriations for the City's public libraries, parks, and of public works, as well as funding to support operations at Union Station. The budget will continue to provide funding for a dedicated Sidewalk Crew for the Department of Public Works, including eight full time employees, as well as the supplies needed to make necessary repairs and upgrades to the City's sidewalks. This crew will repair and improve aging sidewalks, ensuring a high quality of life for residents in all neighborhoods throughout the City.

The FY21 budget continues to fund the operation of the Raymond A. Jordan Senior center, while providing funding to serve 45 meals per day at the center. This year's appropriation will continue funding center programs that promote fitness, education, health screenings, recreational activities, trips and special events.

The FY21 budget maintains current Police and Fire Department complements by means of new academies, funded vacancies, and added support staff. Public Safety continues to be at the forefront of the Mayor's strategic initiatives, and the FY21 budget reflects this dedication to the safety of all residents, visitors and businesses. The FY21 budget includes funding for an academy of 40 new police officers who are anticipated to graduate in the spring of 2021. This will help support the ongoing effort to stay ahead of attrition by maintaining the complement of officers at 429, a total of 511 sworn personnel, and an overall staff of 600 FTE's. This level of staffing will help the department focus on quality of life issues by supporting neighborhood initiatives, C3 policing units, and maintaining the Ordinance Flex Squad.

Furthermore, the budget continues to fund key deployment strategies without reducing police officer presence in the City's neighborhoods. The E3 Metro Policing Unit provides 24/7 staffing to key areas ranging from Union Station to the MGM Casino and the Basketball Hall of Fame. The City has also continued investment in highly visible police kiosks in this area where residents and visitors will be able to find police officers quickly in the event of an emergency. The creation of a dedicated unit for this high traffic area of the city will free up more officers for work in the City's neighborhoods. The budget also funds the North End Initiative, four C3 Policing Units, an Ordinance Squad, as well as 6.0 square miles of "ShotSpotter" coverage, which assists with the department's response to gun violence.

The budget continues to invest in the Police Department's Real-Time Crime Analysis Center. Prior investments in technology for this center will be supplemented in the coming fiscal year as well as continued funding for three additional crime analysts and a crime analyst reporting supervisor. The department continues to operate the Gaming Enforcement Unit, which consists of six officers and one lieutenant. The City was able to leverage state funding to cover the costs of this unit. Lastly, this year's budget provides \$229K in capital funding for the Police Department for the purchase of new radios, bulletproof vests, computer hardware, and continued funding for consultant services to assist with the implementation of a Body-Worn Camera Program. This will make Springfield the largest police department in Massachusetts to have a full-scale program of this kind.

The FY21 Fire Department budget funds two academies, which will train a total of eighteen firefighters in. These academies are run strategically throughout the fiscal year allowing the Fire Department to continue to send new recruits to State-operated programs. This is a proactive measure to address the large number of retirements anticipated over the next five years.

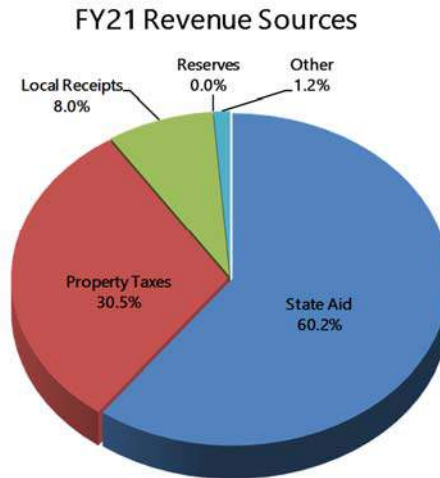
In addition to a new engine truck that was funded in FY20's budget, the FY21 appropriation continues to fund the implementation of a health and wellness program, which is aimed at promoting physical and mental health in first responders. Lastly, the FY21 budget includes increased funding for Safety Items Supplies, allowing the department to replace SCBA air bottles. These new bottles will provide additional air capacity when fighting fires and align with updated NFPA standards.

Enhancing public safety is often also achieved by improving economic conditions in urban areas. At the same time, strengthening public safety will attract more residents and businesses to Springfield, therefore increasing economic development. The FY21 budget provides funding for the Office of Planning & Economic Development while continuing funding for three additional building inspectors brought on board in FY17. These inspectors are essential to accommodating the demands of large-scale commercial projects. As business development continues to expand in upcoming years, with projects such as the \$40M redevelopment of Paramount Theater and Massasoit building in downtown, or the \$35M expansion of Big Y's distribution center in East Springfield, the City will be fully prepared to manage the workload efficiently.

In April 2020, Standard & Poor's (S&P) once again reaffirmed the City's AA- credit rating with a stable outlook. This continues to be the highest rating in the City's history, steadily improving from its A-rating nine years ago. This credit rating review focuses on the City's strong institutional core by highlighting Springfield's "management, with 'strong' financial policies and practices, strong budgetary performance, and strong budgetary flexibility." Additionally, the City received a reaffirmed credit rating of A2 with a stable outlook by Moody's in January 2017. These rating improvements demonstrate how well the City has recovered since the last economic downturn, and our commitment to fiscal sustainability.

Revenue Overview

Fiscal 2018 Actual General Fund	Fiscal 2019 Actual General Fund	Fiscal 2020 Adopted General Fund	Fiscal 2020 Revised General Fund	Fiscal 2021 Adopted General Fund	% Change from FY20 Adopted	% Change from FY20 Revised
627,639,086	674,875,298	691,704,328	698,716,054	727,601,399	5.2%	4.1%



Revenue from multiple sources subsidize the City’s budget. These sources include State Aid, local source revenue, and local receipts. The City’s FY21 Adopted Revenue Budget totals \$727.6M, a 5.2% increase over the FY20 Adopted budget.

The most significant factors driving the revenue increase include:

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

To understand the FY21 revenue projections, it is important to understand the different sources that are used to fund Springfield’s operating budget.

State Aid

State Aid is the largest source of revenue for the City of Springfield, on average accounting for 60.7% of the City’s total revenue since FY10. In FY21 the City estimates it will receive \$438M in State Aid, an increase of \$23.7M, or 5.7%, over FY20. There are several different categories of State Aid. State Aid is distributed through the Cherry Sheet for each city and town in the Commonwealth based on State appropriated amounts for each category. The Cherry Sheet, named for the red colored paper that it was once printed on, is the official notification from the Massachusetts Department of Revenue (DOR) regarding the next Fiscal Year’s State Aid to municipalities. The Cherry Sheet is updated throughout the State budget process. First in January, based on the Governor’s budget recommendation, then again for each of the House and Senate budgets. They are finalized based on the final State budget known as

the General Appropriations Act (GAA), effective July 1st of each year. Categories of State Aid include:

Education Aid	
Chapter 70	390,357,663
Charter School Tuition Reimbursement	11,934,543
TOTAL SCHOOL AID	402,292,206

Non-Education Aid	
Unrestricted Gen. Gov't Aid	34,169,786
Veterans Benefits	978,551
Exempt: Vets, Blind, Surv Spouses	564,396
State Owned Land	21,208
Abandoned Property	20,000
TOTAL NON-EDUCATION AID	35,753,941

TOTAL STATE AID	438,046,147
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Included in Springfield’s Cherry Sheet are also assessments the Commonwealth charges for services. These services include the Pioneer Valley Transit Authority (PVTA) regional transit system and charter school tuition. Springfield’s FY21 assessments are \$74.5M, an increase of \$7.2M over the previous fiscal year.

State Education Aid

State Aid for Education has increased significantly over the past ten years, from \$242M in FY09, to \$402M in FY21. Despite this growth, over the past four years the average percentage increase over the previous year’s appropriation has declined, from an average of 4.3% from FY10-FY14, to 3.1% from FY15-FY20. This rate of growth does not keep pace with the growth rate of fixed costs. Consequently, the School Department still needs to solve for budget gaps each year. The Governor's recommendation increased School Aid significantly, by 8.1%, for FY21, which is in line with the Promise Act. However, the State has yet to publish a final budget due to the COVID-19 Pandemic.

State Education Aid comes in the form of Chapter 70 Aid and Charter School Tuition Reimbursement.

Chapter 70

Springfield is anticipating to receive \$390.4M of Chapter 70 Aid in FY21, an increase of \$27.6M. The Education Reform Act of 1993 established the Chapter 70 funding program, which created education spending requirements for school districts to prevent or alleviate funding inequities. Annually, the Commissioner of the Department of Elementary and Secondary Education (DESE) determines the spending requirements for each municipality to fund adequate levels of education. This is known as Net School Spending (NSS). Long-term debt service, adult education, and student transportation are excluded from NSS. This determination is based on the district’s End-of-Year Pupil and Financial Reports. DESE informs municipalities of their education appropriation for the next fiscal year, known as the required local contribution. A municipality’s local contribution, combined with its Chapter 70 State Aid, equals the district’s NSS requirement. If a municipality does not spend at least 95% of its Net School Spending requirement, its Chapter 70 Aid may be reduced the following fiscal year. The City’s NSS requirement will increase in FY21 from \$403.6M to \$432.2M, increasing Springfield’s local

contribution from \$40.8M to \$41.9M.

Charter School Tuition Reimbursement

Springfield is estimated to receive \$11.9M in charter tuition reimbursements, an increase of \$2.6M from FY20. Charter tuition reimbursements cover a small percentage of the cost for charter school tuition. Springfield’s FY21 costs for charter school tuition are \$64.9M, a \$6.8M increase from FY20.

Massachusetts’ Chapter 70 program assigns State Aid to each student in every school district, as determined by DESE. When students elect to attend charter schools instead of public schools, the associated Chapter 70 funding for that student is directed to the charter school. This funding is the students’ tuition and the public school is assessed for the associated charter school tuition for the student. The State slowly phases in the costs of charter tuition assessments for new students, providing temporary relief to the public school district.

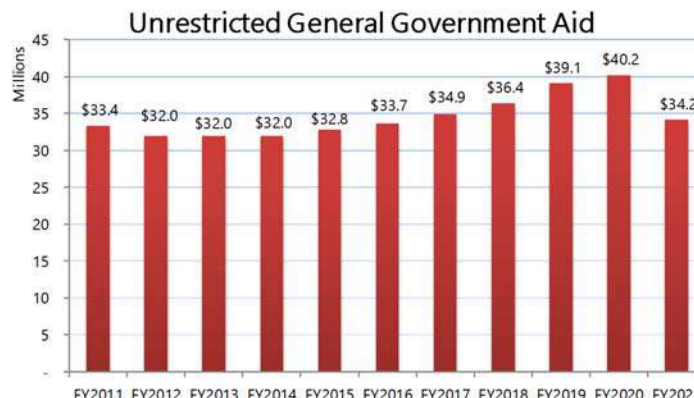
State Non-Education Aid

Ninety percent of Springfield’s State Aid supports education. While educational aid has increased in previous years, decreases in Non-Education Aid have directly impacted core City services, resulting in program reductions and layoffs. Because of the City’s reliance on State Aid to support its budget, the City is subject to the economic effects experienced by the Commonwealth and continuously monitors State budget actions throughout the year to understand their potential impact on Springfield. The City estimates it will receive \$35.8M in Non-Education Aid from the State for FY21, a decrease of \$6.6M , or 15.6% over FY20. This Aid comes in the following forms:

Non-Education Aid	
Unrestricted Gen. Gov’t Aid	34,169,786
Veterans Benefits	978,551
Exempt: Vets, Blind, Surv Spouses	564,396
State Owned Land	21,208
Abandoned Property	20,000
TOTAL NON-EDUCATION AID	35,753,941

Unrestricted General Government Aid

In FY21, Unrestricted General Government Aid (UGGA) is \$34.2M, a \$6M decrease over FY20. In the past, reductions in UGGA have impacted City services and required program and staffing reductions in order for the City to balance its budget.



Veterans' Benefits

Springfield estimates it will receive \$979K in Veterans' benefits this year, an decrease of \$599K over FY20. Municipalities receive a 75% reimbursement from the State on all spending put towards veterans' financial, medical, and burial benefits paid to the City in arrears. Chapter 115 of Massachusetts General Laws provides financial and medical assistance for indigent veterans and their dependents. Qualifying veterans and their dependents receive assistance for food, shelter, utilities, clothing, housing supplies, and medical care.

Exemptions: Veterans, Blind Persons, Surviving Spouses and Elderly

The State estimates it will reimburse the City \$564K for exemptions. Chapter 59 of Massachusetts General Laws created a series of exemptions for veterans and their surviving spouses, persons over 70 years old, and legally blind persons. These persons receive exemptions from their property taxes, ranging from \$175 to \$500. This exemption creates a loss of local revenue that is fully reimbursed by the State.

State-owned Land

Springfield anticipates it will receive \$21K in reimbursements for tax-exempt state-owned land in FY21, which remains the same as FY20. The State reimburses municipalities for the tax revenue lost on state land in City limits. Buildings are not included in this reimbursement. The Commonwealth re-appraises state-owned land every four years and adjusts the valuation in the interim years based on recent sales and purchases.

Local Source Revenue

Approximately 40% of total revenue is collected in the City of Springfield. Local source revenue includes property tax, motor vehicle excise, fees and fines, payments-in-lieu of taxes, and reserves. The City continues to budget revenue conservatively since the general health of the economy impacts these local collections.

Local Source Revenue	
Real & Personal Property Taxes, net of refunds	222,267,619
Motor Vehicle and other excise taxes	10,439,074
Hotel/Motel tax	1,234,988
Meals Tax	1,600,000
Charges for services	904,483
Penalties and interest on taxes	1,390,500
Payments in lieu of taxes	16,431,569
Licenses and permits	5,554,404
Fines and forfeitures	5,211,430
Rentals	133,779
Departmental and other	1,927,505
Schools and other	771,331
Investment Income	2,331,523
Medicaid	4,301,787
Not Classified	6,020,069
Total Local Source Revenue	280,520,061

Property Taxes

The City of Springfield is projecting the receipt of \$222.3M in property taxes for FY21. Property tax revenue accounts for 79.2% of the City's local source recurring revenue. While property tax is the City's largest locally-controlled revenue source, it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property, such as inventories, machinery, and furniture.

The Board of Assessors determines the value of taxable land, which is revalued every 5 years based on the State Municipal Modernization Act of 2016. The total tax value of land is also known as the gross levy. The gross levy is partitioned amongst all non-exempt parcels throughout the City; the levy amount for a single parcel of land is known as the tax per parcel. If the owner of the parcel does not agree with the tax, they can appeal to the Board of Assessors and the Appellate Tax Board if necessary. Should the taxpayer prevail, the City must reimburse the taxpayer for the over assessment. Reimbursement funds are set aside each year for this purpose, and these funds are known as the overlay. The total amount of taxes the City can expect to collect is the difference between the gross levy amount and the overlay; this is known as the net levy amount.

Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980. Proposition 2 ½ created 2 levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5% of the total full and fair cash value of all taxable real and personal property in the community. This is known as the levy ceiling. Second, a community's levy is also constrained in that it cannot increase more than 2.5% over the prior year's total levy; this is known as the levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality's levy limit is only increased in 3 ways: a 2.5% increase over the previous year's levy limit, new growth in the tax base, or a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit.

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

Springfield's property tax rate set for FY20 is \$19.53 per \$1,000 of value for residential property and \$39.23 per \$1,000 of value for commercial, industrial, and personal property.

The City's projected net levy for FY21 is \$222.3M. During the 1990's, the total assessed value in the City of Springfield significantly decreased, moving the tax levy to the Proposition 2½ ceiling of 2.5% of the total assessed value.

Local Receipts

The City of Springfield anticipates collecting \$58.3M in local revenue from sources other than personal or real property taxes, a decrease of 8.1% from FY20 projected amounts. Local receipts include vehicle excise tax, building permits, parking ticket fines, and the hotel/motel tax. Local receipts generally remain relatively flat from year to year unless a policy change is implemented that would change the amount or schedule by which this revenue is collected. The City has also made great strides in recent

years to improve its collection of local receipts.

Departmental Revenue

This category includes a variety of miscellaneous and departmental revenue projected to be \$1.9M in FY21, a decrease of \$483K from FY20. Included in this revenue category are parking meter reimbursements, various departmental fines and fees.

Motor Vehicle Excise

In FY21, the City anticipates collecting \$10.4M in motor vehicle excise taxes, a decrease of \$1.9M from FY20. Chapter 60A of the Massachusetts General Laws sets an excise rate of \$25 per \$1,000 of assessed valuation for every motor vehicle. The municipality where the vehicle is principally garaged collects the excise tax. The Massachusetts Registry of Motor Vehicles provides motor vehicle information to municipalities and excise bills are determined using a statutory formula based on the manufacturer's list price and year of manufacture.

Hotel / Motel Excise

Springfield projects collecting \$1.2M in hotel/motel excise taxes for FY21. In 2009, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs to offset to cuts to State Aid. One of the tools was an increase to the Room Occupancy Excise from 4% to 6%. The City was previously reluctant to implement this local option because Springfield is one of three cities that currently has an enhanced room occupancy tax, due to the convention center housed here. The city's current room occupancy excise rate is 5.7%.

Charges for Services

The City estimates that charges for services will total \$904K for FY21, an increase of \$7.4K from FY20. 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 FY21, penalties and interest on taxes are expected to be \$1.4M. The City imposes penalties and charges interest on all late payments and taxes, including tax title accounts, property taxes, and late motor vehicle excise taxes. Interest rates for overdue property taxes are 14%, and 16% for tax title accounts and motor vehicle excise tax.

Payments in Lieu of Taxes (PILOTs)

Collection of PILOT revenue for FY21 is estimated to be \$16.4M, a decrease of \$228K over FY20. Federal and State government land and facilities, hospitals, colleges and universities, religious institutions, and non-profits are exempt from local property taxes. The City collects a portion of this lost property tax revenue through agreements with these organizations for municipal services. Some agreements are voluntary in nature and re-negotiated at varying points. If property changes from a previously non-taxable use to a taxable use, this change is reflected in the revenue source. The City has

been working on developing a policy for negotiating PILOT payments in an effort to increase revenue and to reflect the services provided to non-profit entities. The chapter 121 revenue is also included in this category, which includes MGM’s annual 121A contract payments.

Licenses and Permits

Licenses and Permits revenue is expected to total \$5.5M in FY21. 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 \$5.2M in fines and forfeitures in FY21, \$406K less than FY20 projected amounts. The City collects fines for a variety of violations issued by several departments, including the City Clerk’s Office, the Planning and Economic Development Department, and the Treasurer/Collector’s Department.

Interest Earned on Investments

Interest earned on investments will generate \$2.3M in FY21, a decrease of \$75K over the FY20 budget. Chapter 44 of Massachusetts General Laws requires that all funds that are not necessary for liquidity be invested to obtain the highest possible rate of return. Resources should be invested with an emphasis first on safety of principal, second on liquidity, and third on financial yield. For the coming fiscal year, the City will continue to work toward maximizing its investment earnings by looking to a broad range of investment opportunities that are available to municipalities.

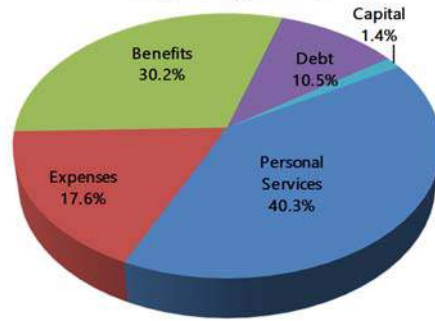
Reserves

The City of Springfield’s FY21 budget includes zero use of stabilization reserves, an accomplishment the City has now achieved for the sixth consecutive year. Prior to FY16, the City had been unable to accomplish this goal dating back to FY08. Over the past 10 years, the City has worked hard to increase its reserve balances through careful planning and tracking of expenditures. At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in free cash.

Expenditure Overview

Fiscal 2018 Actual General Fund	Fiscal 2019 Actual General Fund	Fiscal 2020 Adopted General Fund	Fiscal 2020 Revised General Fund	Fiscal 2021 Adopted General Fund	% Change from FY20 Adopted	% Change from FY20 Revised
627,639,086	674,875,298	691,704,328	698,716,054	727,601,399	5.2%	4.1%

FY21 City Budget Breakdown



The FY21 Adopted Budget appropriates \$727.6M for municipal and educational purposes. This represents an increase of 5.2% from the Adopted FY20 Budget. The total budget funds both the School Department and all City departments (Police, Fire, Public Works, etc.).

Personnel

The largest expense in the City’s budget is personnel. The FY21 budget appropriates \$101M for non-school salaries and overtime. This represents funding for 1,444.1 General Fund Full Time Equivalents (FTEs) across all City departments. In addition, there are 56.0 Solid Waste Enterprise Fund FTEs at DPW, 100.4 Grant Funded Employees across all departments and 20.0 Trust Funded Employees across several departments.

DEPARTMENT	FY19	FY20	FY21	Diff 21-20
CITY COUNCIL	16.0	16.0	16.0	-
CITY CLERK	10.0	10.0	11.0	1.0
INTERNAL AUDIT	3.0	3.0	3.0	-
Non-Mayoral Subtotal	29.0	29.0	30.0	1.0
BOARD OF ELECTION COMMISSION	5.0	5.0	5.0	-
MAYOR	7.0	8.0	8.0	-
LAW	31.5	31.5	33.0	1.5
General Gov't Subtotal	43.5	44.5	46.0	1.5
OFFICE OF MANAGEMENT & BUDGET	11.0	12.0	11.0	(1.0)
FINANCE	-	-	-	-
CITISTAT	-	-	-	-
311	9.0	9.0	9.0	-
COMPTROLLER	8.0	8.0	7.0	(1.0)
OFFICE OF PROCUREMENT	7.0	7.0	7.0	-
BOARD OF ASSESSORS	12.0	12.0	12.0	-
TREASURER/COLLECTOR	16.0	16.0	16.0	-
HUMAN RESOURCES AND LABOR RELATIONS	16.0	9.0	9.0	-
EMPLOYEE BENEFITS	-	6.0	6.0	-
PAYROLL DEPARTMENT	-	-	-	-
INFORMATION TECHNOLOGY DEPARTMENT	13.0	13.0	14.0	1.0
CAPITAL ASSET CONSTRUCTION	5.0	5.0	5.0	-
EMERGENCY COMMUNICATIONS	50.0	52.0	54.0	2.0
A&F Subtotal	147.0	149.0	150.0	1.0
PLANNING DEPARTMENT	12.0	12.0	12.0	-
BUILDING - CODE ENFORCEMENT	28.0	28.0	28.0	-
HOUSING - CODE ENFORCEMENT	15.0	16.0	15.0	(1.0)
Planning and Eco Dev Subtotal	55.0	56.0	55.0	(1.0)
PARKS DEPARTMENT	83.5	83.0	79.0	(4.0)
FACILITIES MANAGEMENT	26.0	29.0	28.0	(1.0)
PBRM Subtotal	109.5	112.0	107.0	(5.0)
POLICE	568.5	573.0	573.0	-
FIRE	273.0	273.0	276.0	3.0
Public Safety Subtotal	841.5	846.0	849.0	3.0
DEPARTMENT OF PUBLIC WORKS	80.0	79.0	79.0	-
Public Works Subtotal	80.0	79.0	79.0	-
TJ O'CONNOR ANIMAL CONTROL	10.5	12.0	12.0	-
HEALTH & HUMAN SERVICES	25.0	24.6	24.6	-
DEPARTMENT OF ELDER AFFAIRS	8.6	8.6	8.2	(0.4)
VETERANS SERVICES	6.0	6.0	6.0	-
LIBRARY	75.6	77.3	77.3	-
HHS Subtotal	125.7	128.5	128.1	(0.4)
CITY GRAND TOTAL	1,431.2	1,444.0	1,444.1	0.1

In addition to salaries and overtime costs, the budget appropriates over \$75.7M for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 70.5% of the City's total operating budget. Due to the significant cost of personnel, the City carefully reviews every non-School Department position to ensure that the position is critical to delivering municipal services. Departments are always looking for ways to restructure and reallocate duties in an effort to find savings. The City has a Personnel Review Committee (PRC), comprised of representatives from the Mayor's Office, Human Resources, and the Office of Management and Budget (CAFO and Budget Director) that reviews every hire, including backfills, promotions, and new non-School Department positions.

The majority of Springfield employees are union members covered by collective bargaining agreements. In order to allow for better long-term financial planning, it is important to continue to negotiate long-term, sustainable union agreements. Currently, the City's has twelve non-School union contracts, three of which are settled through FY21 or later, while the other's new terms are currently being negotiated. The Administration continues to strive to promptly settle all union contracts. While the budget normally includes a 2.0% COLA increase for all non-bargaining employees, this adjustment was removed from the FY21 budget due to the COVID-19 Pandemic. This cut resulted in \$436K in savings.

Health Insurance

Springfield's FY21 budget includes \$25M for health insurance for City department employees, a 4.7% increase from FY20. This amount pays for active and retired City employees. This increase was largely driven by rates for many GIC plans, which increased from FY20 to FY21. The administration has continued to focus on offsetting the costs of insurance to grants whenever possible.

Prior to 2007, the City's health insurance costs were approximately 10% of the budget and was increasing at a rate of 13% annually. This trend would have proven unsustainable because the City's largest revenue source, real property taxes, can only increase by 2.5% annually. In order to control costs, Springfield became the first Massachusetts municipality to join the Group Insurance Commission (GIC). The GIC purchases health insurance for State and municipal employees and retirees. The City also requires employees to contribute 25% of premium costs and eligible subscribers to join Medicare Part A and B. By joining Medicare through Chapter 32B of the Massachusetts General Laws, the City shifts a portion of its retiree health care costs to the federal government. Retirees are eligible if they paid into the Medicare system for 10 years or if a spouse contributed to Medicare.

Other Post-Employment Benefits

In addition to providing pension benefits, the City also provides health, dental, vision and life insurance to retired employees and their survivors, including those retired under the Massachusetts Teachers Retirement System (MTRS). This policy is in accordance with Chapter 32 of the Massachusetts General Laws.

In addition to health, dental, and vision insurance premiums, the City provides 100% reimbursement for Medicare Part B penalty premiums and a 50% reimbursement on life insurance policies. The City's unfunded actuarial accrued liability for other post-employment benefits is estimated to be \$1.2B based on the valuation of the system completed in FY18.

Retirement

The FY21 budget appropriates \$47.3M for retirement costs for City and School Department employees who are not members of the Massachusetts Teachers Retirement System (MTRS). The City does not contribute to teachers' and certain administrators' retirement, since it is received through MTRS.

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

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

Retirement benefits are uniform for all Massachusetts retirement systems. Retired employees receive a pension up to 80% of the employee's highest three-year average annual rate of regular compensation. Benefit payments are based on a member's age, length of creditable service, level of compensation, veteran status and group classification. Members become vested after ten years of creditable service. Management of Springfield's retirement system assets was transferred to the Pension Reserves Investment Management Board of the Commonwealth of Massachusetts (PRIM) in August 2005. Chapter 32 of the Massachusetts General Laws requires municipalities to fully fund their retirement liability by 2040. Springfield has adopted an aggressive funding schedule that will fully fund its pension obligations by 2034.

For FY21, Springfield utilizes an updated pension valuation, which was completed in 2018, with a funding schedule extended to 2034. This valuation defines the City's accrued liabilities as \$938.1M, as of January 1, 2020, with a funded ratio of 28.9% at the time of its publication.

Debt Service

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

Debt occurs when a city or town borrows money from lenders. The lender charges interest on the borrowed amount and the municipality repays the debt over a number of years. Debt service is the cost of repaying a government's debt, including both principal and interest payments. The FY21 budget includes \$26.4M for debt service. Springfield's annual debt expenditures for FY21 will be approximately 4% of the total general fund expenditures. As required by the City's financial ordinances and policies (Ch. 4.44.050), the City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt.

Capital Expenses

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

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

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

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

Enterprise Fund

The FY21 budget appropriates \$5.7M to supplement the Solid Waste Enterprise Fund. The Enterprise Fund supports all solid waste functions. In addition to the supplement provided in the budget, the fund generates \$4.5M in revenue to fund operations. The City Council approved a trash fee of \$90 per bin back in FY13.

Assessments

The FY21 budget appropriates \$74.5M for state assessments. Springfield's assessments are mandated costs that are based on the City's Cherry Sheet, which is the Department of Revenue's notification of the next fiscal year's State Aid and Assessments. These charges are for a variety of State programs. The majority of Springfield's assessments are related to education tuition. \$70.5M is for School Choice Sending Tuition and Charter School Sending Tuition, 94.7% of the City's total assessments. The City is assessed a fee by the department of Environmental Protection (DEP) for monitoring air pollution levels and enforcing air quality standards at industrial and commercial facilities. The assessment cost for FY21 is \$35K; this assessment is determined through a formula based on population and equalized valuation.

The Commonwealth assessed the City \$419K in FY21 to reimburse the Registry of Motor Vehicles for

marking licenses and registrations for non-renewal. If an individual does not pay parking violations, motor vehicle excise, or abandoned vehicle costs, a \$20 charge per violation is placed on the individual's license or registration. The State charges the City \$20 for each marking to offset costs for this service. Additionally, in FY21 Springfield will also be assessed a \$3.2M fee to help fund the Pioneer Valley Transit Authority.

Springfield Museums Association

The FY21 budget appropriates \$1.3M for the Springfield Museums Association (SMA), a not-for-profit corporation. The City and SMA have an agreement that the City will provide \$1.32M annually to the SMA until 2031. This agreement stems from a settlement between the SMA and the City over the Association's sale of the Mason Square Library Branch in 2003. The agreement includes free admission for City residents to the Springfield Science Museum, the D'Amour Museum of Fine Arts, the Wood Museum of Springfield History and the George Walter Vincent Smith Art Museum.

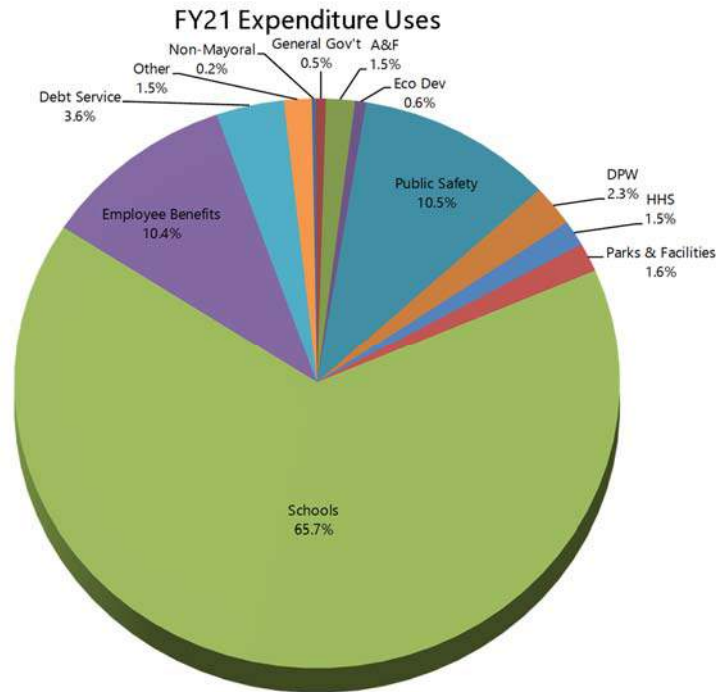
School Department

The School Department budget for FY21 is \$477.9M, an increase of 7.4% over FY20's appropriation. This large increase was driven by legislation passed in FY20, which altered the formula for state education aid funding. The City operates the second largest school district in the Commonwealth of Massachusetts with one Pre-K school, thirty-one elementary schools, one kindergarten through eighth-grade school, ten middle schools, three sixth through twelfth-grade school, four high schools, and eight alternative schools. Students also have the option of attending a local charter school or participating in school choice, which allows them to attend school in another school district.

Springfield has approximately 29,650 students of which roughly 25,300 attend Springfield Public Schools in the District. With over 4,800 employees and over 2,500 teachers in-district, Springfield boasts a 93.4% Highly Qualified Teacher rate in core subjects taught. Additionally, the City provides per pupil funding to seven Springfield and five out-of-district charter schools that collectively enroll approximately 4,000 students, and to other neighboring school districts that collectively enroll 850 students who reside in Springfield, but attend school in other districts under the School Choice Program.

City Departments

Springfield’s FY21 budget appropriates \$245.1M for City departments and \$477.9M for the School Department. The allocation of funding by Division is as follows:



Non-Mayoral Division

The FY21 budget includes \$1,577,865 for the Non-Mayoral Division departments, an increase of \$29,846 from the FY20 Adopted budget. This division consists of three departments: City Council, City Clerk and Internal Audit. The City Council is elected by the residents of Springfield; the City Clerk and the Director of Internal Audit report to the Council.

Division / Department	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
City Council	434,795	448,379	448,379	447,631	-0.2%	-0.2%
City Clerk	582,301	618,426	618,426	652,016	5.4%	5.4%
Internal Audit	451,993	481,213	482,163	478,218	-0.6%	-0.8%
Total	1,469,089	1,548,019	1,548,969	1,577,865	1.9%	1.9%

The City Council’s FY21 budget is \$447,631. The City Council is responsible for enacting general and zoning ordinances, reviewing petitions for special permits, and authorizing legislation and special acts on behalf of Springfield residents. The appropriation for this department continues to fund level service and staffing for the City Council.

The City Clerk’s FY21 budget is \$652,016. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements. The FY21 budget provides the City Clerk’s Department with level service funding.

Internal Audit’s FY21 budget is \$478,218. The office of Internal Audit is responsible for conducting internal audits for all City and School Departments. The Director of Internal Audit is appointed by the Mayor with the approval of the City Council. The appropriation for this department includes necessary funding to continue its main function of conducting internal audits, as well as funding for full staffing.

General Government Division

Division / Department	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
Mayor’s Office	565,466	661,942	572,044	658,009	-0.6%	13.1%
Law Department	3,023,511	2,483,852	2,413,852	2,605,002	4.9%	7.3%
Elections Department	520,898	677,833	575,242	604,183	-10.9%	4.8%
Total	4,109,875	3,823,627	3,561,137	3,867,194	1.1%	7.9%

The FY21 budget includes \$3,867,194 for the General Government Division, an increase of \$43,567 from the prior fiscal year. These departments oversee a variety of City functions, including elections, legal advice, constituent services, and administration of the City.

The Mayor’s Office’s FY21 budget is \$658,009. The Mayor’s Office is the administrative office for the Mayor of Springfield, responsible for executing all policy initiatives and implementing the City’s ordinances. The appropriation for this department will include funding for a new full time Chief of Diversity and Inclusion Officer position as well as staffing for the Mayor’s Office.

The Law Department’s FY21 budget is \$2,605,002. This year’s appropriation includes continued funding for a Deputy City Solicitor for Licensing position implemented in FY19, to help the Department with the City’s heavy caseload and continues to fund existing staffing levels and services. This also includes funding for a 3rd Associate position assigned to the body worn camera program and a PT Paralegal position implemented in FY20.

The Board of Elections’ FY21 budget is \$604,183. The Department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. This appropriation continues level service and staffing for The Board of Elections.

Administration and Finance Division

The budget for the Administration and Finance Division totaled \$11,384,872 in FY21, a decrease of \$15,542, from the prior fiscal year. These departments, reorganized under the Chief Administrative and Financial Officer in 2010, are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, centralized procurement, human resources, labor relations, and collection of taxes. The Payroll department, previously funded through appropriations from both the City and School Department budgets, has been fully funded through a Service Level Agreement with the School Department.

Division / Department	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
Office of Management & Budget	878,670	1,002,054	1,002,054	985,028	-1.7%	-1.7%
Dept 3-1-1	461,785	475,471	475,471	457,893	-3.7%	-3.7%
Comptroller	591,278	608,268	608,268	555,650	-8.7%	-8.7%
Procurement	548,957	601,633	601,633	594,576	-1.2%	-1.2%
Assessors	825,658	894,187	894,187	908,151	1.6%	1.6%
Treasurer	1,639,818	1,736,810	1,736,810	1,739,653	0.2%	0.2%
Collector	499,539	523,639	523,639	545,494	4.2%	4.2%
HRLR	1,636,459	1,268,298	1,268,298	1,226,764	-3.3%	-3.3%
Employee Benefits Department	-	364,961	344,961	361,811	-0.9%	4.9%
Payroll	161,792	175,456	175,456	178,965	2.0%	2.0%
Information Technology	2,999,004	3,238,884	3,238,884	3,324,527	2.6%	2.6%
Capital Asset Construction	489,637	510,751	510,751	506,358	-0.9%	-0.9%
Total	10,732,598	11,400,414	11,380,414	11,384,872	-0.1%	0.0%

The Office of Management and Budget's FY21 budget is \$985,028. The Chief Administrative and Financial Officer is responsible for administering and supervising the City's financial services, which includes developing department budgets, monitoring expenditures, reviewing transfers and allotments, and implementing and maintaining uniform financial systems and controls for all departments. The FY21 appropriation reflects the elimination of one vacant Senior Analyst position, while maintaining level funding of staff and services.

The 3-1-1 budget for FY21 is \$457,893. 3-1-1 is the first point of contact for residents needing services or information from City government. All requests are tracked and departmental performance is measured daily, monthly, and annually. Funding in FY21 will continue to maintain level services.

The Comptroller's Office FY21 budget is \$555,650. The Comptroller is responsible for maintaining the City's financial system of record and ensuring all financial transactions are in compliance. The FY21 appropriation reflects the elimination of one vacant Financial Accountant position, while maintaining level funding of core services.

The FY21 budget appropriates \$594,576 for the Office of Procurement. Procurement is responsible for procuring quality goods and services at a reasonable cost, in accordance with Massachusetts General Laws. The FY21 appropriation for this department maintains level services.

The Board of Assessors' FY21 budget is \$908,151. This department provides accurate and equitable valuation of all real and personal property within the City, driving the City's top source of local revenue. This year's appropriation funds all current programs at level service for the department.

The Treasurer's Office FY21 budget is \$1,739,653. This department manages the financial accounts of the City of Springfield, and invests funds to cover both short-term and long-term debt. This office has custody of all tax-title foreclosed properties within the City of Springfield, and administers all redemption payments, maintenance, and auctions of those properties. This year's appropriation maintains level service and staffing for the department.

The Collector's Office FY21 budget is \$545,494. This department prepares tax bills and collects payments of real estate, personal property, and excise taxes as well as trash fees and parking fines. This office also prepares and facilitates the tax-taking of delinquent properties. This year's appropriation continues to support Tax Title and Cash & Investment programs and provides a level service budget for staffing and expenditures. The appropriation also reflects an increase due to higher costs for recording

fees with the Registry of Deeds, implemented in FY20.

The Human Resources and Labor Relations Department’s FY21 budget is \$1,226,764. The department is responsible for recruiting new hires, upholding a climate of respect in the workplace, and ensuring compliance with statutory, regulatory, and ethical practices. The appropriation for this department includes necessary funding to continue monitoring benefit costs and handling all labor relations matters for the City and its departments.

The Information Technology (IT) Department’s FY21 budget is \$3,324,527. The IT Department maintains and supports the City’s electronic information infrastructure and software applications. The appropriation for this department includes level staffing and services, as well as the addition of a 2nd Senior Network Analyst to allow for enhanced monitoring, maintenance and support of the citywide network and computer infrastructure.

The Capital Asset Construction Department’s FY21 budget is \$506,358. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments. This appropriation includes level funding staff and services. By bringing work in-house, these services provide continuous savings to the City on project management consultant costs.

Employee Benefits

The Employee Benefits Department’s FY21 appropriation is \$361,811. This is the second year that the Employee Benefits Department will be operating as a stand alone department, with no additional costs to the general fund budget, as funding has been transferred out of the HR/LR budget. The FY21 appropriation will continue to fund 6.0 FTEs and level funding for services.

Development Division

The Developmental Services Division FY21 budget appropriates \$4,316,133 an increase of \$47,414 over the FY20 appropriation. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the City.

Division / Department	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
Planning	1,342,294	1,362,047	1,383,301	1,446,871	6.2%	4.4%
Community Development	-	-	-	-	0.0%	0.0%
Building Code	1,632,689	1,894,725	1,864,725	1,898,201	0.2%	1.8%
Housing Code	869,035	1,011,946	165,784	971,061	-4.0%	82.9%
Total	3,844,018	4,268,719	3,413,810	4,316,133	1.1%	26.4%

The FY21 budget appropriates \$1,446,871 for the Department of Planning and Economic Development. The Office of Planning and Economic Development manages programs and projects that fulfill the physical, economic, and environmental needs of the City. The Department’s appropriation includes level funding services to support projects, such as the MGM Casino, CRRC, and redevelopment of Court Square, which will provide economic growth and development for the City.

The Building Inspectional Services Division’s FY21 budget is \$1,898,201. The department enhances

public safety through inspections and licensing of physical operations of businesses in the City. This year's appropriation includes continued level service funding the department.

The Housing Inspectional Services Division FY21 budget is \$971,061. This department investigates and documents violations of Municipal Ordinances and State Sanitary Codes. This year's appropriation continues to level fund services for the department, and also reflects the elimination of one vacant Service Clerk position.

The daily functions of the two Code Enforcement departments directly affect residents' quality of life by enforcing health, sanitary, and safety codes in the City of Springfield. In addition, these departments collaborate with the Parks Department's Mayor's Clean City initiative to clean and control illegal dumping sites throughout the City.

Public Safety Division

The Public Safety Division departmental budgets total \$76,508,794, an decrease of \$615,835 over last year. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

Division / Department	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
Police Department	50,443,017	50,929,856	50,898,906	50,327,774	-1.2%	-1.1%
Fire Department	22,309,498	24,142,820	24,142,820	24,263,616	0.5%	0.5%
Emergency Communications	1,866,263	2,051,953	2,141,953	1,917,404	-6.6%	-10.5%
Total	74,618,777	77,124,629	77,183,679	76,508,794	-0.8%	-0.9%

The Police Department's FY21 budget is \$50,327,774. The department's mission is to reduce the incidence of crime, improve the quality of life, and create an environment where all residents can live safely and without fear. The appropriation will maintain the complement of police officers at 429, with a total of 511 sworn personnel and 600 total FTEs. This budget continues to fund critical technology upgrades designed to strengthen the department's "Intelligence-Led Policing" strategy by gaining access to various sources of real-time data for use in the Real Time Crime Analysis Center. This includes continued funding for three full time crime analysts and one crime analyst reporting supervisor added in FY19. This year's budget also includes continued funding for the implementation for a Body-Worn Camera program. Springfield has become the first city in the Commonwealth to employ this new technology across its police force. A dozen officers are currently piloting the cameras on the City streets and by the end of summer 2021, the entire force will be equipped with these new devices. Additionally, the FY21 appropriation funds an academy of 40 officers, which is set to graduate in the spring of 2020, the City's new E3 Metro unit, continued support for C3 policing and neighborhood initiatives, a new state funded Gaming Enforcement Unit funded by the Commonwealth, and increased ShotSpotter coverage throughout the City.

The Fire Department's FY21 budget is \$24,263,616. The appropriation for the Fire Department includes funding to maintain current lease payments on a new engine in an effort to maintain newer, more efficient apparatuses and minimize costly repair expenses. The FY21 budget also funds the onboarding of 18 firefighters, who will join the department through two academies in FY21. Additionally, increased funding for the replacement of SCBA air bottles has been added to ensure a proactive replacement of this vital equipment. Lastly, the budget provides continued funding for a health and wellness program aimed at promoting physical and mental health in first responders.

The Springfield Emergency Communications Department (formerly Centralized Dispatch) has an appropriation of \$1,917,404 for FY21. Some operational costs have been funded through the department's E911 grant, funded through the State, which was increased by \$225K for FY21. This year's appropriation, along with efficient managing of grant funding, supports level services along with funding to support the continued operation of Smart911. Smart911 is a software which provides dispatchers access to more comprehensive information on 911 calls such as photographs, detailed medical information, enhanced geographic location and other relevant information in an effort to provide the most efficient level of service possible. In response to the increasing complements for Police & Fire, the department will continue to layer in three additional shift supervisors during FY21. Additional supervision will help provide "real-time" feedback and assistance to dispatchers taking calls.

Public Works Division

The Department of Public Works (DPW) FY21 Budget is \$21,374,873. DPW monitors and preserves the City's fleet inventory (except Public Safety vehicles) and equipment. Additionally, DPW provides services for the preservation and repair of public way infrastructures (streets, sidewalks, street signs, and traffic signals) and administers the solid waste, recycling, and yard waste programs.

Division / Department	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
DPW - General Fund	10,651,460	11,001,053	11,001,053	11,213,846	1.9%	1.9%
DPW - Enterprise Fund	8,883,104	9,187,619	9,363,102	10,161,027	10.6%	8.5%
Total	19,534,564	20,188,673	20,364,156	21,374,873	5.9%	4.7%

The DPW Department budget for FY21 continues to fund a dedicated sidewalk crew to address the long list of necessary upgrades and maintenance to city-wide sidewalks. This crew is made up of eight full time positions. Funding has been put in place for necessary mixes and supplies as well.

Health and Human Services

The FY21 budget appropriates \$10,559,318 for the Health and Human Services Division. This division includes support for the elderly and veterans, provides public health and animal control services to the community, and maintains the City's library system.

Division / Department	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
TJO - Animal Control	1,501,419	1,537,285	1,537,285	1,555,664	1.2%	1.2%
Health	1,429,713	1,773,397	1,773,397	1,769,926	-0.2%	-0.2%
Elder Affairs	594,091	536,679	536,679	535,217	-0.3%	-0.3%
Veterans	1,647,897	1,766,394	1,766,394	1,731,256	-2.0%	-2.0%
Libraries	4,710,839	5,045,219	5,045,219	4,967,255	-1.5%	-1.6%
Total	9,883,959	10,658,973	10,658,973	10,559,318	-0.9%	-0.9%

The Thomas J. O'Connor Animal Control and Adoption Center's FY21 budget is \$1,555,664. This department provides comprehensive animal control services and programs, including adoptions, licensing, vaccines, and education. This year's appropriation funds continuing animal control services to residents of Springfield, Chicopee and Holyoke twenty-four hours a day, seven days a week., as well as the continuation of funding for a full-time veterinarian and full-time veterinarian assistant. Previously, TJO had contracted their veterinarian services, however, demand at the center has

necessitated a full time position.

The Health Department FY21 budget is \$1,769,926. The Department promotes physical and mental health, disease prevention, disability management and enforcement of public health rules and regulations. The Department works closely with governmental agencies and community-based organizations through a collaborative process to determine the health and human services needs of the residents of the City of Springfield. This year’s appropriation continues to fund the Department at level service, including funding for a public health nurse position that was added during FY18, and a full time gambling outreach coordinator position added during FY19. Also, increased funding was added to support Community Health Nurse positions for FY21.

The Department of Elder Affairs FY21 budget is \$535,217. The Department of Elder Affairs enhances the quality of life for elderly citizens through outreach, the operation of senior centers, and recreational programming. This year’s appropriation continues to offset general fund salaries to grants, which will provide additional savings to the City. Additionally, the City will maintain funding to provide approximately forty-five lunch meals per day to seniors at the new Raymond A. Jordan Senior Center at Blunt Park.

The Veterans Services Department’s FY21 budget is \$1,731,256. This department is responsible for dispensing state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The State reimburses the City 75% of costs allocated for Veteran’s benefits. The budget for this department is caseload driven and over the past several years, the caseload has significantly increased.

The Library Department’s budget for FY21 is \$4,967,255. In FY15 the City, acting on the recommendations of the “Re: Think Springfield City Library” consultant study, supported the resurgence of the Springfield City Library. After repurposing the Liberty Branch Library for use as a senior drop-in center and converting Pine Point into a Library Express and adult literacy center, hours at the other 7 branch libraries were increased from 18 to 30. This year’s appropriation continues to support the increased hours put in place in FY15, while providing additional savings by offsetting costs to Library State Aid. In addition, the FY21 appropriation includes funding for supplies and services for the new East Forest Park Branch Library, as well as funding for Read Write Now program.

Parks, Buildings, and Recreation Management Division

The Parks, Buildings, and Recreation Management Division’s (PBRM) FY21 budget is \$11,930,343. PBRM maintains the City’s parks and open space, provides recreation programs, and maintains all municipal buildings, including the schools.

Division / Department	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
Parks Department	8,693,399	9,307,403	8,917,218	8,890,126	-4.5%	-0.3%
Facilities	2,900,050	3,060,388	3,062,615	3,040,217	-0.7%	-0.7%
Total	11,593,449	12,367,791	11,979,832	11,930,343	-3.5%	-0.4%

The Parks Department’s FY21 budget is \$8,890,126. Parks is responsible for maintaining the City’s parks, golf courses, skating rink, and athletic fields. The Department’s appropriation includes continued operations and servicing of 5-Mile Pond, splash pads, Veteran’s Memorial Golf Course and Franconia

Golf Course, and Cyr Arena. In addition to level service for operations and current programming, funding has been appropriated to support the Therapeutic Recreation Program. Therapeutic recreation provides opportunities for social interaction, skill development, and fun for youth and adults with disabilities. Due to COVID-19 Pandemic restrictions, funding was not appropriated for Camp Star Angelina or Summer Recreation Programs for FY21.

The FY21 budget appropriates \$3,040,217 for the Facilities Department. The department maintains and repairs over 90 Municipal and School buildings. This year's appropriation level funds current services and provides increased funding for custodial services at three new buildings that opened in FY18, the South End Community Center, Raymond A. Jordan Senior Center, and Paul J. Fenton Public Safety Annex. In addition to level service operations, finances have been appropriated to continue funding three new custodial positions within the Facilities Department, as well as a new Clerk Typist Senior position. The City is no longer contracting with an outside vendor for the cleaning and maintenance of municipal buildings. This move has allowed the City to reduce the Facilities Department's cleaning budget by \$179,495, while ensuring that municipal buildings will undergo proper maintenance to preserve these important assets. The budget continues to provide level service funding for the rest of the Department's functions.

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Fiscal Year 2021: Financial Forecast

Financial Forecast

MULTI-YEAR FINANCIAL PLAN (FY21-FY24)

	FISCAL 2020 ADOPTED	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED
SPENDING ASSUMPTIONS					
Administration and Finance Division	14,020,567	14,816,549	15,122,907	15,450,674	16,747,407
Development Division	4,268,719	4,354,093	4,441,175	4,529,998	4,620,598
General Government Division	3,823,627	3,972,100	4,008,357	4,128,524	4,211,094
Non-Mayoral Division	1,548,019	1,584,089	1,615,771	1,688,086	1,721,848
Health and Human Services Division	10,658,973	10,877,060	11,094,601	11,316,493	11,542,823
Public Safety Division	77,124,629	79,812,646	81,650,316	83,529,571	85,585,294
Public Works Division	15,838,672	17,205,149	17,549,252	17,900,237	18,258,242
Parks & Facilities Division	12,367,791	12,615,146	12,867,449	13,124,798	13,387,294
School Department*	444,890,001	479,221,965	496,527,406	514,465,171	533,058,722
Debt	27,843,303	29,469,210	29,469,210	29,552,373	27,721,613
Health Insurance & Fringe	27,133,630	28,825,981	30,629,159	32,550,499	34,597,823
Pensions**	43,473,383	47,464,242	51,731,574	56,382,833	61,452,567
Other Spending	8,713,015	10,396,786	10,615,789	10,770,449	11,037,153
Total	691,704,328	740,615,018	767,322,966	795,389,707	823,942,479
REVENUE ASSUMPTIONS					
Property Taxes	211,449,075	219,267,619	224,811,810	230,494,606	236,319,472
Local Receipts	63,362,250	61,416,850	60,504,250	61,935,673	62,040,333
State Aid	414,393,003	445,202,565	454,756,166	465,423,528	477,029,044
Reserves	-	-	-	-	-
Net School Spending	-	-	-	-	-
Other Financing Sources	2,500,000	-	-	-	-
Casino Revenue	-	-	-	-	-
Total	691,704,328	725,887,034	740,072,226	757,853,807	775,388,849
SURPLUS / (GAP)	(0)	(14,727,984)	(27,250,741)	(37,535,900)	(48,553,630)

*Includes School Department admin pension appropriation.

**Pension appropriation for City non-school retirement.

Summary

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

- ◆ 9% increase in the scheduled pension payment from FY21-FY24.
- ◆ 6.5% increase in projected health insurance costs.
- ◆ Adherence to the City's debt schedule, which includes funding for a new issuance of debt in FY21.
- ◆ 7.6% increase in Chapter 70 Aid and a 2.8% increase in Unrestricted General Government Aid ("UGGA"), based on the Governor's FY21 budget projection.
- ◆ 2.5% increase in property tax revenue.
- ◆ No use of one-time revenue resources / reserves in future fiscal years.
- ◆ Departmental spending growth ranging up to 2%.
- ◆ Level-funded local receipt revenue.

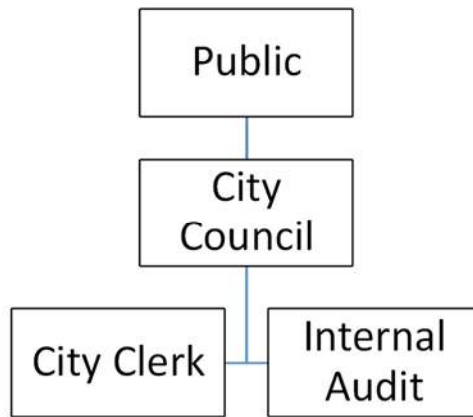
As demonstrated in this forecast, Springfield's operating costs are projected to outpace revenue during each of the next four fiscal years. Operational costs include legal and contractual obligations, employee salaries and benefits including our pension obligation, and city-wide fixed expenses. With limited amounts in State Aid and property taxes, the City is unable to generate all of the revenue needed to fully support the operational costs desired. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits ranging from \$14.7M in FY21 and growing to \$48.6M in FY24.

*For additional details on how this critical information is used as part of the annual budget planning process, please refer to the FY21-FY24 Multi-Year Financial Plan (PDF Page 411).

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Section 3

Non-Mayoral Division



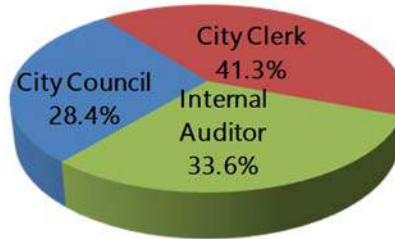
Mission Statement

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

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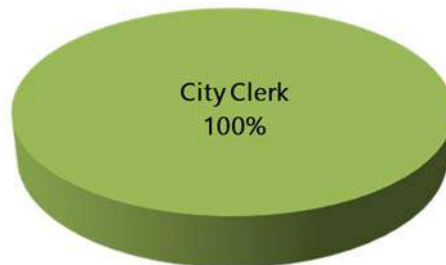
Fiscal Year 2021: All Funds Budget and Revenue Overview

Non-Mayoral Division



FY21 Recommended Budget Non-Mayoral Division						
	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
City Council	434,795	448,379	448,379	447,631	-0.2%	-0.2%
City Clerk	582,301	618,426	618,426	652,016	5.4%	5.4%
Internal Audit	451,993	481,213	482,163	478,218	-0.6%	-0.8%
Total	1,469,089	1,548,019	1,548,969	1,577,865	1.9%	1.9%

Revenue Overview



Division / Department	FY21 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY21 Total Revenue
City Council	-	-	-	-	-	-
City Clerk	1,171,380	-	140,000	-	-	1,311,380
Internal Audit	-	-	-	-	-	-
Total	1,171,380	-	140,000	-	-	1,311,380

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Fiscal Year 2021 Budget and Program Summaries

CITY COUNCIL

Mission

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

FY20 Department Highlights

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

- ◆ Provided full support for the approval and posting of the City Council’s 157 subcommittee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Tracked and analyzed 150 telephone calls per week related to complaints and/or requests for information regarding matters affecting quality of life issues in the City of Springfield.

Subcommittee meetings:

Finance Committee	26	Gen. Govt.	12
Eco Dev.	17	Public Safety	20
Committee on Marijuana	8	Health and Human Services	15
State and Federal Regulations	19	Casino Oversight	8
Audit	4	Dog	8
Sustainability and Environment	10	Maintenance and Development	23

FY21 Budget Highlights

- ◆ 16.0 General Fund FTEs, consistent with FY20.
- ◆ Includes 3 full time aides to the City Council for continued assistance with committee meetings and constituent services.
- ◆ Level funded OTPS.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	424,366	436,841	436,143	(698)	-0.2%
OTPS	10,429	11,538	11,488	(50)	-0.4%
Capital	-	-	-	-	0.0%
Total General Funds	434,795	448,379	447,631	(748)	-0.2%

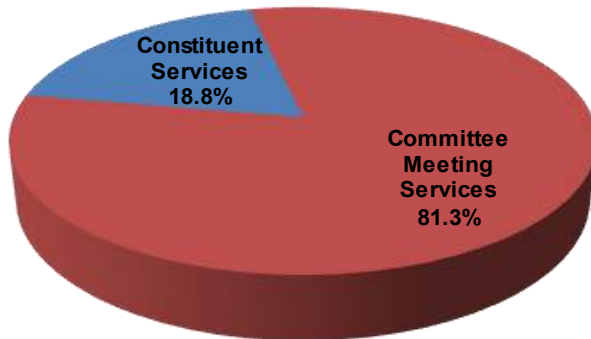
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	16.0	16.0	16.0	-	0.0%
Total FTEs	16.0	16.0	16.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

CITY COUNCIL

Program Expenses



Program Summaries

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

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Constituent Services	81,524	84,071	83,931	(140)	18.8%
Committee Meeting Services	353,271	364,308	363,700	(608)	81.3%
Total Expenditures	434,795	448,379	447,631	(748)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries

CITY COUNCIL

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	424,366	436,841	436,143	(698)	-0.2%
OTPS	10,429	11,538	11,488	(50)	-0.4%
Capital	-	-	-	-	0.0%
Total General Funds	434,795	448,379	447,631	(748)	-0.2%
External Funds Budget					
External Funds Budget	FY19 Actual	FY20 Available	FY21 Adopted	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	434,795	448,379	447,631	(748)	-0.2%

All Funds Revenue Detail

This department does not produce any revenue.

CITY COUNCIL

Program Summaries

Constituent Services

Constituent Services	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	81,524	84,071	83,931
FTEs	3.0	3.0	3.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Percent of public meetings that comply with Open Meeting Laws	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Tracked and analyzed 115 telephone calls per week relative to complaints and/or requests for information received regarding matters affecting quality of life issues in the City of Springfield.
- ◆ There were 114 Proclamations.
- ◆ There were 97 Tributes.

CITY COUNCIL

Program Summaries

Committee Meeting Services

Committee Services	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	353,271	364,308	363,700
FTEs	13.0	13.0	13.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Number of Special Acts, Special Permits, Zoning, and General Ordinances proposed	64	30	60

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Processed 133 financial orders, 6 ordinances, 7 zoning ordinances, 110 petitions, 7 resolutions and 185 orders.

Fiscal Year 2021 Budget and Program Summaries

CITY COUNCIL

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Constituent Services	-	-	-	-
Employee Concessions	-	-	-	-
Salaries and Wages	-	-	-	(3,643)
Overtime	-	-	-	-
Rental - Office Equipment	-	-	-	-
Advertising	-	-	-	-
Seminars/ Education/ Training/ WP	-	-	-	-
Committee Meeting Services	-	-	-	-
Postage and Delivery	-	-	-	-
Advertising	-	-	-	-
Office Supplies	-	-	-	-
Intergov-Lic, Fees, Permits	-	-	-	-
Rental - Office Equipment	-	-	-	-
Intergov-Lic, Fees, Permits	-	-	-	-
Total Adjustments	-	-	-	(3,643)

Notes

To maintain core services, there were no COLA increases added for FY21.

Fiscal Year 2021 Budget and Program Summaries

CITY CLERK

Mission

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

FY20 Department Highlights

- ◆ All City Council agendas and minutes have been posted to the City's website.
- ◆ E-mailed tag sale permits to the Police Department each Friday for compliance and spot checks.
- ◆ Mailed notice letters on time to renew business certificates to city businesses 45 days prior to the certificates' expiration dates.
- ◆ Implemented new public records software that improves tracking and response times.
- ◆ Tracked all recurring bills in MUNIS to increase accountability.
- ◆ Coordinated with all City boards and commissions to post agendas and minutes to the City's website.

FY21 Budget Highlights

- ◆ Funds 11.0 General Fund FTEs.
- ◆ 1 Office Assistant position added in FY20.
- ◆ Level Funded OTPS.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	535,399	570,964	596,731	25,767	4.5%
OTPS	46,903	47,462	55,285	7,823	16.5%
Capital	-	-	-	-	0.0%
Total General Funds	582,301	618,426	652,016	33,590	5.4%

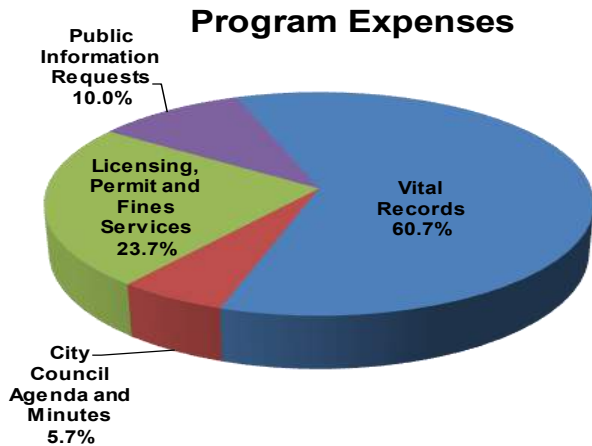
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	10.0	10.0	11.0	1.0	10.0%
Total FTEs:	10.0	10.0	11.0	1.0	10.0%

Fiscal Year 2021 Budget and Program Summaries

CITY CLERK

Program Summaries



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

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

Licensing and Permit Services — Provides licenses and permits.

Public Information Requests — Acts as a centralized location for responses to requests for public information

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Vital Records	343,830.67	460,112	509,666	49,554	64.4%
City Council Agenda and Minutes	57,305.08	42,977	40,678	(2,300)	5.1%
Licensing, Permit and Fines Services	171,915.27	179,494	169,889	(9,606)	21.5%
Public Information Requests	63,672.31	75,843	71,784	(4,059)	9.1%
Total General Fund Expenditures	582,301	618,426	652,016	33,590	100%
Total External Funds Expenditures	54,422	140,000	140,000	(100,000)	6.1%
Total All Funds Expenditures	636,723	758,426	792,016	(66,410)	100%

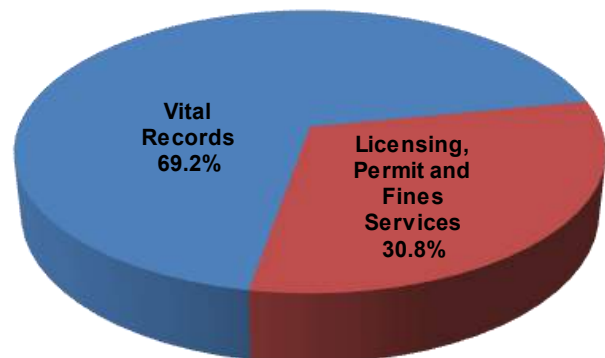
Revenue Summary

TOTAL REVENUE: \$1,171,380

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

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

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Vital Records	961,670	852,839	810,197	(42,642)	69.2%
Licensing, Permit and Fines Services	428,026	361,183	361,183	-	30.8%
Total Departmental Revenue	1,389,696	1,214,022	1,171,380	(42,642)	100%

Fiscal Year 2021 Budget and Program Summaries

CITY CLERK

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	535,399	570,964	596,731	25,767	4.5%
OTPS	46,903	47,462	55,285	7,823	16.5%
Capital	-	-	-	-	0.0%
Total General Funds	582,301	618,426	652,016	33,590	5.4%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	40,000	40,000	40,000	-	0.0%
Enterprise/Revolving Funds	14,422	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	54,422	40,000	40,000	-	0.0%
All Funds Budget	636,723	658,426	692,016	33,590	5.1%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Departmental Fees	1,026,786	852,839	810,197	(42,642)	-5.0%
Departmental Fines	344,355	361,183	361,183	-	0.0%
Reimbursements for Prior Year Expenditures	18,555	-	-	-	0.0%
Total Departmental Revenue	1,389,696	1,214,022	1,171,380	(42,642)	-3.5%

External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Adopted
Comcast Grant	Grant	6/30/2023	40,000	40,000	40,000
Community Compact Grant	Grant	2/14/2021	-	100,000	100,000
<i>Subtotal FY21 Anticipated grants</i>			40,000	140,000	140,000

Fiscal Year 2021 Budget and Program Summaries

CITY CLERK

Program Summaries

Vital Records

Vital Records	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	343,831	460,112	509,666
FTEs	5.4	6.0	7.1
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% of records requests completed within 2 business days	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Clerk's office recorded the following vital records for the calendar year 2019:

- ◆ Births: 5,163
- ◆ Deaths: 2,608
- ◆ Marriage intentions: 863
- ◆ Birth Affidavits: 699
- ◆ Death Affidavits: 88
- ◆ Marriage Affidavits: 28

CITY CLERK

Program Summaries

City Council Agenda and Minutes

City Council Agendas and Minutes	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	57,305	42,977	40,678
FTES	0.9	0.6	0.6
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% of Council agendas completed on time and posted online	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

CITY CLERK

Program Summaries

Licensing, Permit and Fines Services

Licensing, Permit and Fines Services	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	171,915	179,494	169,889
FTEs	2.7	2.4	2.4
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Percentage of registered dogs	20%	20%	50%

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

Highlights

The Clerk’s office granted the following permits and licenses for the calendar year 2019:

- ◆ Business Certificates: 695, including 77 renewals of 4-year-old Business Certificates.
- ◆ Dog licenses: 5,292
- ◆ Tag Sale: 1,114
- ◆ Physician’s Registration (one-time fee): 6
- ◆ Open-Air Parking: 23
- ◆ Above and Underground Storage Locations: 232

Fiscal Year 2021 Budget and Program Summaries

CITY CLERK

Program Summaries

Public Information Requests

City Council Agendas and Minutes	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	57,305	42,977	40,678
FTES	0.9	0.6	0.6
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% of Council agendas completed on time and posted online	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The office also handled 21 appeals Since July 1, 2019.

Fiscal Year 2021 Budget and Program Summaries

CITY CLERK

FY20 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Vital Records				
Salaries and Wages	63,993	-	-	(49,811)
Printing and Binding	-	3,000	-	6,500
Dues and Memberships	-	10	-	20
Office Supplies	-	-	-	1,200
Differential	-	(50)	-	-
In State Travel	-	-	-	(90)
Software	-	-	-	-
Advertising	11,977	5,500	-	-
Intergovernmental Licenses and Fees	-	400	-	-
Total Adjustments	11,977	8,860		(42,181)

Notes

After completing a departmental analysis, minor cuts were made to the budget while core services will be maintained. This includes no COLA increases for FY21.

Fiscal Year 2021 Budget and Program Summaries

INTERNAL AUDIT

Mission

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

FY20 Department Highlights

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

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

FY21 Budget Highlights

- ◆ Funds 3.0 General Fund FTEs

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	249,597	288,631	286,942	(1,689)	-0.6%
OTPS	202,396	192,582	191,276	(1,306)	-0.7%
Capital	-	-	-	-	0.0%
Total General Funds	451,993	481,213	478,218	(2,995)	-0.6%

Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	3.0	3.0	3.0	-	0.0%
Total FTEs	3.0	3.0	3.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

INTERNAL AUDIT

Program Expenses



Program Summaries

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Internal Audits	451,993	481,213	478,218	(2,995)	100%
Total Expenditures	451,993	481,213	478,218	(2,995)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries

INTERNAL AUDIT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	249,597	288,631	286,942	(1,689)	-0.6%
OTPS	202,396	192,582	191,276	(1,306)	-0.7%
Capital	-	-	-	-	0.0%
Total General Funds	451,993	481,213	478,218	(2,995)	-0.6%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Adopted	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	451,993	481,213	478,218	(2,995)	-0.6%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries

INTERNAL AUDIT

Program Summaries

Internal Audit	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	451,993	481,213	478,218
FTEs	3.0	3.0	3.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% of hours allocated to performance audits and other audit related activities	75%	72%	50%
% of hours allocated to fraud hotline maintenance, follow-up, and investigation	2%	4%	20%
% of other hours utilized for administrative, training, development, other activities	23%	24%	30%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Conducted reviews and assessments of various City departments and programs in accordance with the Fiscal Year 2020 annual audit plan, identified several areas of risk, assisted management with implementing practical improvements, and presented findings along with management responses. These projects identified opportunities and solutions for cost savings and improved effectiveness.
- ◆ Conducted required audits, including audits of City investment holdings, to ensure compliance with Massachusetts General Laws and City ordinances.
- ◆ Provided other analyses of financial and operating data as requested by management, including the review of the Springfield Police Department’s Compensatory Overtime (“BOT”).
- ◆ Developed and proposed an annual audit work plan that identified the planned audits to be undertaken during the next fiscal year. Developed a comprehensive citywide risk assessment model on which the Fiscal Year 2021 Annual Audit Plan was based.
- ◆ Investigated and submitted reports of suspected fraud, waste, and/or abuse filed via the City’s Fraud Hotline.
- ◆ Two-thirds of the staff in the department are Certified Public Accountants. Certain staff also hold the Certified Internal Auditor and Certified Governmental Accounting designations.
- ◆ Coordinated the completion of the City’s Comprehensive Annual Financial Report, which was prepared by independent external auditors in collaboration with the Office of the Comptroller.
- ◆ Obtained 40 hours of continuing professional education for each staff member.

Fiscal Year 2021 Budget and Program Summaries

INTERNAL AUDIT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Internal Audits				
Salaries & Wages	-	-	-	(5,739)
Professional Services	(15,000)	(13,000)	(33,000)	(15,000)
Dues & Memberships	-	-	-	157
Office Supplies	-	-	-	(285)
Out of State Travel	-	-	-	(99)
Total Adjustments	(15,000)	(13,000)	(33,000)	(15,227)

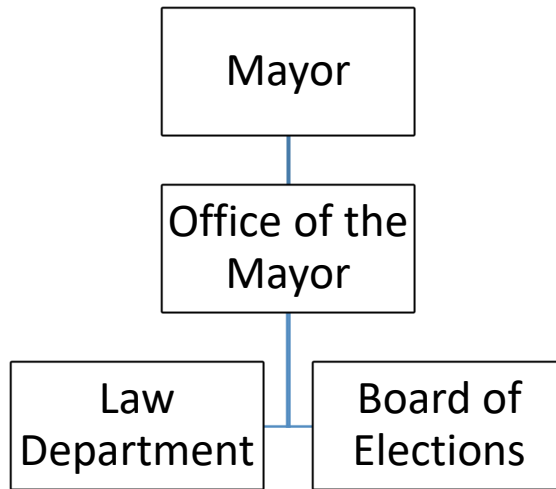
Notes

After completing a full analysis, minor cuts were made to the budget while core services will be maintained. Furthermore, \$15,000.00 is expected to be offset by CDBG for their annual audit. No COLA increases were added for FY21.

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Section 4

General Government Division



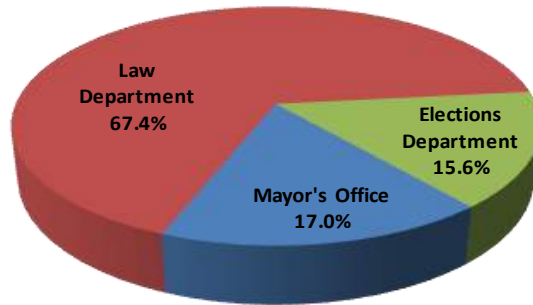
Mission Statement

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

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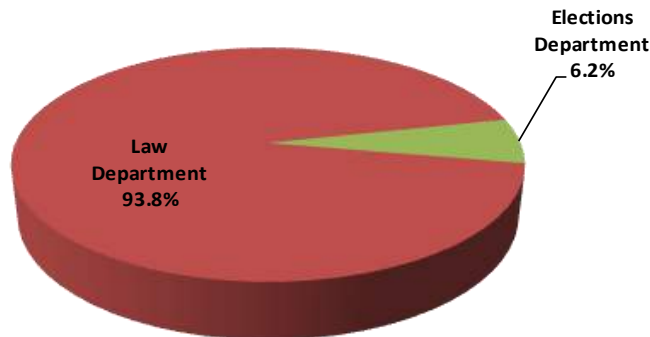
Fiscal Year 2021: All Funds Budget and Revenue Overview

General Government Division



FY21 Adopted Budget General Government Division						
	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
Mayor's Office	565,466	661,942	572,044	658,009	-0.6%	15.0%
Law Department	3,023,511	2,483,852	2,413,852	2,605,002	4.9%	7.9%
Elections Department	520,898	677,833	575,242	604,183	-10.9%	5.0%
Total	4,109,875	3,823,627	3,561,137	3,867,194	1.1%	8.6%

Revenue Overview



Division / Department	FY21 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY21 Total Revenue
Mayor's Office	-	-	-	-	-	-
Law Department	894,163	-	200,605	-	-	1,094,768
Elections Department	72,533	-	-	-	-	72,533
Total	966,696	-	200,605	-	-	1,167,301

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Fiscal Year 2021 Budget and Program Summaries

OFFICE OF THE MAYOR

Mission

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

FY20 Department Highlights

The Office of the Mayor is responsible for providing leadership for all municipal agencies, ensuring compliance with the Municipal Charter and Code, and administering municipal departments and programs. The Mayor's Office is comprised of Mayor Domenic J. Sarno, Chief of Staff Tom Ashe, Administrative Assistant Carolyn Jackson, Director of Constituent Services Darryl Moss, Mayoral Aides Minerva Marrero & Molly Shea, Community Relations Director William Baker, and the Chief of Diversity and Inclusion Officer, Attorney Talia Gee.

FY21 Budget Highlights

- ◆ 8.0 General Fund FTEs.
- ◆ Level service OTPS.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	557,226	647,510	643,777	(3,734)	-0.6%
OTPS	8,240	14,432	14,232	(200)	-1.4%
Capital	-	-	-	-	0.0%
Total General Funds	565,466	661,942	658,009	(3,934)	-0.6%

Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	7.0	8.0	8.0	-	0.0%
Total FTEs	7.0	8.0	8.0	-	0.0%

OFFICE OF THE MAYOR

Program Expenses



Program Summaries

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% Of Total
City Governance	565,466	661,942	658,009	(3,934)	100%
Total General Fund Expenditures	565,466	661,942	658,009	(3,934)	100%

Revenue Summary

This department does not produce any revenue.

OFFICE OF THE MAYOR

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	557,226	647,510	643,777	(3,734)	-0.6%
OTPS	8,240	14,432	14,232	(200)	-1.4%
Capital	-	-	-	-	0.0%
Total General Funds	565,466	661,942	658,009	(3,934)	-0.6%
External Funds Budget	FY19 Actual	FY19 Available	FY21 Projected	Variance FY21-FY20	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	565,466	661,942	658,009	(3,934)	-0.6%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries

OFFICE OF THE MAYOR

Program Summaries

City Governance

City Governance	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	565,466	661,942	658,009
FTEs	7.0	8.0	8.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Office of the Mayor is responsible for providing leadership for all municipal agencies, ensuring compliance with the Municipal Charter and Code, and administering municipal departments and programs. The Mayor's Office is comprised of Mayor Domenic J. Sarno, Chief of Staff Tom Ashe, Chief Diversity & Inclusion Officer Talia Gee Esq., Administrative Assistant Carolyn Jackson, Constituent Services Director Darryl Moss, Mayoral Aide Minerva Marrero, Communications Director William Baker, and Deputy Communications Director Molly Shea.

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

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

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.

OFFICE OF THE MAYOR

Program Summaries

City Governance

Highlights (cont.)

Constituent Services Director, Darryl E. Moss, responds to quality of life complaints logged by citizens and is the Mayoral representative on the “Quality of Life Flex Squad,” which consists of representatives from the Code, Law, and Police departments, and works very closely with the 311 Call Center to assure quality customer service. Further, Mr. Moss will often partner with City Departments to investigate citizen concerns on a case-by-case basis, in an effort to reach a resolution. In addition to constituent work, Mr. Moss serves as the liaison to the City-wide Violence Prevention Taskforce as Co-coordinator of the City of Springfield Juvenile Crime Task Force. Mr. Moss is also the Mayor’s point person on gang violence and juvenile crime, concentrating time and effort on youth outreach and violence prevention. Mr. Moss organizes and partners municipal services with community organizations and neighborhood associations, while representing the Mayor on a number of neighborhood initiatives such as the Mason Square Initiative, the Metro E3, the Byrne Grant Initiative, and the Forest Park, South End, and Mason Square C3 Policing Initiatives in a constant effort to improve the quality of life for all who live, work, or visit the City of Springfield. Mr. Moss assists in developing, executing, and managing strategic internal and external communication strategies that support the objectives of the City of Springfield.

The Mayor’s Office is highly visible, and the Mayor’s Communications Director, William Baker is responsible for developing, executing, and managing strategic internal and external communication strategies that support the objectives of the City of Springfield. He must continuously coordinate message content, audience impact, and is responsible for the production of materials on behalf of the City of Springfield. He also handles media inquiries and requests, and gathers all appropriate information in a timely and accurate manner. He partners with City departments to accomplish the mission of accurately disseminating information on behalf of the City of Springfield. Baker manages the City’s social media presence on various sites as well as news on the City’s website, and shoots photographic content for these platforms. Director Baker and the Deputy Director of Communications, Molly Shea, also work together to develop original video content on behalf of the Mayor.

The Mayoral Aides are responsible for a variety of tasks, all of which support the Mayor in providing responsive and effective government leadership. Duties include, but are not limited to: responding to all quality-of-life inquiries on a case-specific basis in an effort to work toward a resolution. Mayoral Aides’ Minerva Marrero and Molly Shea both serve as the Mayor’s points of contact for residential and business inquiries from residents in Springfield’s North and South Ends. Ms. Marrero also participates as an active member in their monthly Neighborhood Council meetings. Ms. Marrero is the Mayor’s liaison for the Buy Springfield Now Initiative and also represents the Mayor on a number of neighborhood initiatives and organizations such as the C3 Policing committees for Sectors A and 1, the New North Citizens Council, and the Forest Park Civic Association.

OFFICE OF THE MAYOR

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Salaries & Wages	-	-	-	(10,165)
Other Supplies	-	-	-	(200)
Total Adjustments	-	-	-	(10,365)

Notes

After conducting a complete analysis, a minor cut was made to the budget while still being able to maintain core services. No COLA increases were included for FY21.

Fiscal Year 2021 Budget and Program Summaries

LAW DEPARTMENT

Mission

The Law Department’s mission is to conduct all legal business for the City and its departments, and to administer support for the License Commission, Entertainment Licenses issued by the Mayor, as well as the administration of the Taxi & Livery Commission. The Law Department participates in all municipal government initiatives and provides legal representation, guidance, and support services to City departments and officials, so that they may conduct City business in compliance with local, state, and federal laws. Additionally, the Law Department represents the City in all litigation where the City is a plaintiff or defendant.

FY20 Department Highlights

The Law Department provided legal advice and formal legal opinions, participated in contract negotiation—including drafting and review, responded to employment law issues, and supported procurement issues, such as drafting requests for proposals, invitations for bids, contracts for goods and services, real estate, construction, and providing procurement advice to departments. In addition, attorneys in the Law Department drafted and reviewed proposed ordinances, special acts, resolves and orders, assisted departments with public records and open meeting law compliance, provided ethics opinions, and offered general legal advice and guidance to the Springfield City Council, the School Building Commission, and various other boards and commissions. Members of the Law Department also participated in required trainings.

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

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

During FY20 the Law Department was involved in investigations of new claims alleging property damage and/or personal injury. The Department responded to requests for opinions, analyzed legislation, and provided other legal advice and services in accordance with the mission of the Department, such as providing legal services in conjunction with the Open Meeting Law.

FY21 Budget Highlights

- ◆ 33.0 General Fund FTEs and 2.0 Grant FTEs, an increase of 1.8 from FY20.
 - ◇ New attorney position created to assist with SPD Body Worn Camera Program.
 - ◇ Grant funding for the Office of Consumer Affairs increased, allowing a part-time case manager position to be upgraded to full time.
- ◆ Level Service OTPS.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	1,836,453	2,039,948	2,156,588	116,639	5.7%
OTPS	2,028,791	443,904	448,414	4,511	1.0%
Capital	-	-	-	-	0.0%
Total General Funds	3,865,245	2,483,852	2,605,002	121,150	4.9%

Department Staff

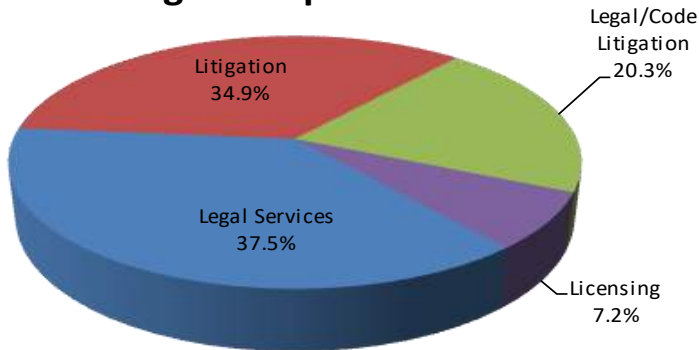
Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	31.5	31.5	33.0	1.5	4.8%
Grant FTEs	1.7	1.7	2.0	0.3	17.6%
Total FTEs	33.2	33.2	35.0	1.8	5.4%

Fiscal Year 2021 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Program Expenses



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

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

Licensing - Assists the License Commission with legal matters.

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Legal Services	945,323	937,555	978,000	40,445	37.5%
Litigation	2,317,262	870,540	909,245	38,705	34.9%
Legal/Code Litigation	438,256	488,246	529,004	40,758	20.3%
Licensing	164,404	187,511	188,754	1,243	7.2%
Total Expenditures	3,865,245	2,483,852	2,605,002	121,150	100%

Revenue Summary

TOTAL REVENUE: \$894,163

Licensing— \$530,310

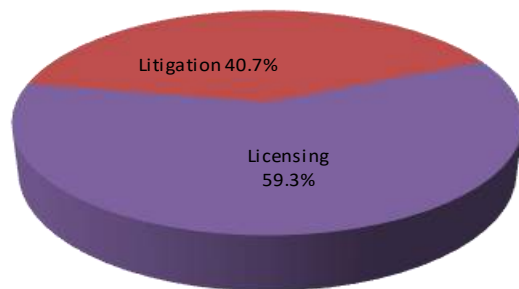
Alcoholic Beverage Licenses
Other Permits

- ◆ Car Dealers
- ◆ Common Victualler

Litigation— \$363,853

- ◆ Judgements and settlements in favor of the City

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Legal Services	-	-	-	-	0.0%
Litigation	139,230	363,853	363,853	-	40.7%
Legal/Code Litigation	-	-	-	-	0.0%
Licensing	569,316	614,129	530,310	(83,819)	59.3%
Total Departmental Revenue	708,546	977,982	894,163	(83,819)	100%

Fiscal Year 2021 Budget and Program Summaries

LAW DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	1,836,453	2,039,948	2,156,588	116,639	5.7%
OTPS	2,028,791	443,904	448,414	4,511	1.0%
Capital	-	-	-	-	0.0%
Total General Funds	3,865,245	2,483,852	2,605,002	121,150	4.9%
External Funds Budget					
	FY19 Actual	FY19 Available	FY21 Adopted	Variance FY21-FY20	Percent Change
Grant Funds	139,000	139,000	150,605	11,605	8.3%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	50,000	50,000	50,000	-	0.0%
Total External Funds	189,000	189,000	200,605	11,605	6.1%
All Funds Budget	4,054,245	2,672,852	2,805,607	132,755	5.0%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Alcohol Beverage Licenses	386,975	452,129	384,310	-	0.0%
Taxi Cab License	1,125	2,000	2,000	-	0.0%
Other Permits	181,216	160,000	144,000	-	0.0%
Miscellaneous Revenue	8,778	363,853	363,853	-	0.0%
Reimbursement for Damages	130,451	-	-	-	0.0%
Total Departmental Revenue	708,546	977,982	894,163	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
Comcast - City of Springfield Cable Related FY21	Grant	6/30/2021	40,000	40,000	40,000
Local Consumer Aid FY21	Grant	6/30/2021	99,000	99,000	110,605
Subtotal FY21 Anticipated Grants			139,000	139,000	150,605
SPA Offset for Employee Services	Reimbursement		50,000	50,000	50,000
Subtotal FY21 Other Funds			50,000	50,000	50,000
Total External Funding Sources			189,000	189,000	200,605

Fiscal Year 2021 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal Services

Legal Services	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	945,323	937,555	978,000
FTEs	13.0	13.0	14.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Percentage of contracts drafted and reviewed within 60 days of receipt of complete information	95%	96%	98%

Citywide Strategic Priority: Fiscal and Operational Excellence

Public Safety:

- ◆ Provided legal support to the Police, Fire, and Dispatch Departments in connection with grant contracts, contracts for goods and services, amendments, including negotiations and contracts involving the Quebec Team funding from the School Department, agreements for access to security cameras for law enforcement purposes, and Lease/Purchase Agreements for new equipment. The Law Department recovered the costs of damaged Fire Department uniforms resulting from a truck accident that caused a chemical spill, from the company hauling the chemicals.
- ◆ Provided legal support to City Departments in responding to subpoenas for records in criminal investigations and trials.
- ◆ The Law Department continued to prosecute City Ordinance violations in Springfield District Court.
- ◆ The Law Department also worked extensively with the Traffic Commission to revise and update the Rules of the Road, which were recently approved by the City Council.

Economic Development:

- ◆ Provided continuing legal services to the Springfield Redevelopment Authority regarding Union Station, and for the proposed redevelopment of 31 Elm Street.
- ◆ Provided continuing legal services to the Springfield Parking Authority regarding the Civic Center garage project and other matters; loaned a Law Department employee to the Springfield Parking Authority as to serve as Acting Executive Director.
- ◆ Provided legal services to DPW and Disaster Recovery for the Cottage Street and Industry Avenue Traffic Project, the Cottage Street and Berkshire Avenue Traffic Project, the St. James Avenue and Carew Street Traffic Project (Mass DOT), and the North End Pedestrian Tunnel Project, including meetings with departments, drafting appraisal and other professional service contracts, drafting City Council Orders, drafting documents and notices for eminent domain takings of easements and property, and drafting and negotiating access agreements.
- ◆ Prepared and participated in successful foreclosure, auction, and disposition of Tax Title Properties to return properties to the tax rolls.
- ◆ Drafted, reviewed and negotiated contracts for the Office of Planning and Economic Development, Disaster Recovery, and the Office of Housing.

Fiscal Year 2021 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries Legal Services Highlights Cont.

Marijuana Host Community Agreement and Licensing Process:

- ◆ In FY20, the Law Department provided legal support for the City Council and other departments related to implementing the medical marijuana and recreational marijuana laws. This included extensive work on the process for effective implementation of recreational marijuana sales in Springfield, significant time spent on research and drafting, including drafting Host Community Agreement language, ordinance language and procedures, attending community meetings, and drafting related documents.

Casino Gaming Development and Opening of MGM Springfield:

- ◆ The Law Department has been actively involved in overseeing MGM's compliance with, and negotiating updates to the Host Community Agreement, including MGM's housing commitment and contributions to the 31 Elm Street redevelopment project.

Contracts and Procurement Assistance:

- ◆ The Law Department reviewed, drafted, and negotiated a large volume of contracts and amendments for various City departments, including school transportation contracts and amendments, special education tuition contracts, professional service contracts, software licensing agreements, property and equipment leases, access agreements and license agreements, easements, Community Preservation Committee grant contracts, Recycling RFP process, negotiating a new 20-year lease with the Pioneer Valley Rowing Club at North Riverfront Park, and resolving legal issues with the former East Forest Park Library lease as the Library moved to its new location.

Subpoenas for Records, and Public Records Requests:

- ◆ In FY20, the Law Department provided legal support and guidance to various departments in responding to subpoenas for records, and saw a significant increase in subpoenas for Police Department records, requiring multiple employees to work on compliance over several months.

Appellate Tax Board:

- ◆ The Department represented the Board of Assessors at the Appellate Tax Board in various tax appeals involving the valuation of commercial, residential, and personal property. This included drafting and arguing motions, drafting and responding to discovery requests, presenting City cases at hearings, as well as drafting contracts for experts, appraisers, and others.

School Construction Projects:

- ◆ The Department provided legal services to the School Building Commission (SBC) and Department of Capital Asset Construction, including attending all SBC meetings, drafting motions, reviewing all City contracts with the Massachusetts School Building Authority, and reviewing contracts and amendments for multiple school building and repair projects with project managers and designers, including the new Brightwood/Lincoln School Project, and the DeBerry/Homer Street School Project.

LAW DEPARTMENT

Program Summaries

Legal Services Highlights Cont.

- ◆ This included working with the Dept. of Capital Asset Construction and Park Department to draft special legislation under Article 97 to replace the DeBerry Park in another location, so that the new school may be constructed on the current site.

Cable Television Franchise Renewal Process:

- ◆ The Law Department is working with the Mayor's Office and outside counsel on the Cable Television Franchise Renewal Process.

Fiscal Year 2021 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Litigation

Litigation	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	2,317,262	870,540	909,245
FTEs	9.5	9.5	10.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Target (settlements against city)	1,741,848	174,991	195,500
Percentage of on time responses to court complaints	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Litigation Division has continued to provide defense to the City in claims brought in both State and Federal Court throughout FY20. Some of this year's highlights include successfully defending a challenge to the Springfield Public Day Schools in the First Circuit, having several cases dismissed by the use of motions to dismiss, and upholding a grant of summary judgment in a school department case at the State Appeals Court. At MCAD the City has received Lack of Probable Cause findings in several code enforcement related cases.

The City is currently in the process of appealing a large verdict received in a wrongful conviction case, and is optimistic about the likelihood success. Additionally, the litigation department is pursuing post judgment remedies in a recently decided case, and there is a high likelihood of success in negotiating a settlement for less than the amount of the judgment. Again this year the City has been highly successful in negotiating favorable settlements in Tort claims for less than full value. Additionally, at trial the City received a defendant's judgment in a tort case this year.

Additional challenges this year included the loss of experienced trial counsel; i.e. the Director of Litigation.

- ◆ In FY20, the City encountered many challenges related to litigation in the state and federal courts, as well as various other administrative bodies. These included lawsuits involving allegations of misconduct against police officers, defending two wrongful conviction cases, along with employment-related litigation, tort claims, and contract claims. Some highlights of this year included:
 - ◆ Defending two complex cases involving claims of wrongful convictions. One case resulted in a Plaintiff's verdict and is on appeal. The other case is under advisement on the City's motion to dismiss. Defending various civil rights lawsuits in state and federal courts.
 - ◆ Negotiated very favorable settlements of tort claims based on available legal defenses in a strategic manner.
 - ◆ Handled multiple appeals in state and federal appellate courts. Assisted the Labor Relations Department on various arbitrations, MCAD complaints, and litigation related matters.

Fiscal Year 2021 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal/Code Litigation

Legal/Code Litigation	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	438,256	488,246	529,004
FTEs	6.5	6.5	6.5
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
To file all emergency code enforcement cases within three (3) business days and prioritize non emergency code enforcement cases within forty-five (45) days of receipt.			
Number of cases filed	582	317	500
Number of receivers appointed	14	13	40

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

In FY20 the Code Enforcement Legal Division continued to bring hundreds of civil actions in the Western Division Housing Court, enforcing the State Sanitary, Building, Electric, Plumbing and Fire Codes as well as City zoning and quality of life ordinances. The Division has had some personnel changes, losing one of the attorneys, but the Department is in the process of interviewing for a replacement. Additionally the Division has lost one of the administrative assistants, and is currently reviewing applications for that position. The City continues to work cooperatively with the Western Division Housing Court with regards to case management, and the division provided receivership training in conjunction with the Court.

FY20 Highlights

- ◆ More than 300 Code Enforcement claims had been filed in court by the Law Department; the Department is on track to file approximately 500 cases this year.
- ◆ The Law Department is on track to obtain approximately 25 receiverships involving blighted or non-compliant properties in this fiscal year.
- ◆ Continues to utilize contempt hearings when necessary to obtain compliance.
- ◆ Have addressed all emergency issues in a timely manner, and have been filing non-emergency petitions on a regular basis.
- ◆ The division is using the same software system as the Code Enforcement Department (ACCELA) which increases efficiency, transparency and has reduced the use of paper .

Fiscal Year 2021 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Licensing

Licensing	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	164,404	187,511	188,754
FTEs	2.5	2.5	2.5
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Revenue	98%	86%	100%
Number of Licenses Processed	1,119	1,081	1,200

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The Licensing Department is currently reviewing the Security Plans of all licensees. Upon completion of review, all licensees will be requested to update their security plans. All Security Plans will be centrally archived in Time Matters to streamline research of the records.
- ◆ The Licensing Division issued renewals of 170 liquor-related licenses in FY20. An additional 417 licenses were issued for car dealers, common victualler and entertainment. 76 applications were processed for renewal of taxi/livery licenses. Approximately 82 applications were processed for various changes/alterations made by licensees.
- ◆ The Law Department’s licensing office continues to support the implementation of entertainment regulations promulgated by the Mayor, and conducts entertainment license hearings as needed.
- ◆ Revenue has remained consistent during FY20.
- ◆ Provided license renewal administration and services for alcohol, common victualler, and auto dealer licenses to reduce postage costs. Only 5% of licensees had to be mailed their license renewal packets due to lack of email.
- ◆ The rules and regulations manual drafted by the Law Department helps businesses and other interested parties in understanding the basic rules and regulations regarding common victualler (commonly known as a restaurant), liquor, entertainment, car dealer, video game, and billiard licensing in the City of Springfield, which all licensees are required to adhere to.

Boards and Commissions:

- ◆ The Licensing Department has been assisting the Community Police Hearing Board and Community Advisory Committee by drafting Minutes of their hearings and meetings.
- ◆ Advised Community Police Hearing Board in case reviews and hearings, and continued implementation of Mayor Sarno’s Executive Order to provide greater transparency and improved reporting vis-à-vis Case Data.
- ◆ Assisted in the prosecution of internal SPD disciplinary hearings on citizen’s complaints of excessive force involving police officers.
- ◆ The Law Department continued to provide legal support to the Taxi and Livery Commission.
- ◆ In FY20 the Licensing Department continued to administer training to various City Boards and Commissions on the Open Meeting Law, and provided guidance on documentation of meeting minutes, document retention and maintenance, and updating records of member appointments.

Fiscal Year 2021 Budget and Program Summaries

LAW DEPARTMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Legal Services				
Salaries & Wages	-	-	-	21,857
Supplies & Services	-	-	-	-
Litigation				
Salaries & Wages	-	-	-	(12,914)
Printer rental	-	2,000	-	-
Professional Services	(3,000)	-	-	-
Settlement Claims	-	-	-	-
Licensing				
Salaries & Wages	-	13,776	-	(8,394)
Office Supplies	-	-	(1,100)	-
Legal/Code Litigation				
Salaries & Wages	-	-	-	(3,228)
Supplies & Services	(10,000)	-	-	579
Total Adjustments	(13,000)	15,776	(1,100)	(2,679)

Notes

- ◆ Salaries and Wages increase— \$60,000 added for new attorney position to assist SPD with its body-worn camera program. \$5,987 added to reflect minor salary adjustments in FY20.
- ◆ Supplies and Services—\$579 added for copier rental in Code Office.
- ◆ Salaries and Wages reductions—\$42,615 cut due to no cost of living adjustments in FY21. \$26,051 cut is due to reductions in funding for vacant positions.

Fiscal Year 2021 Budget and Program Summaries

BOARD OF ELECTIONS

Mission

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

FY20 Department Highlights

The Board of Elections conducted elections that spanned Municipal, State, and Federal districts. The Board of Elections served as the sole processing center for all new voter registrations in the City of Springfield. In addition, the Board conducted the Annual City Census and continued standardization of election mandates set forth by the consent decree established by the U.S. Department of Justice and the City of Springfield. The Board of Elections served as the departmental liaison for the 2020 U.S. Census.

FY21 Budget Highlights

- ◆ Funds 5.0 FTEs, consistent with FY20.
- ◆ Funds operations related to the annual city census, one (1) State Primary, one (1) General Election, one (1) Retirement Election, Early Voting, voter registration, and voter outreach events.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	385,909	497,396	469,746	(27,650)	-5.6%
OTPS	134,989	180,437	134,437	(46,000)	-25.5%
Capital	-	-	-	-	0.0%
Total General Funds	520,898	677,833	604,183	(73,650)	-10.9%

Department Staff

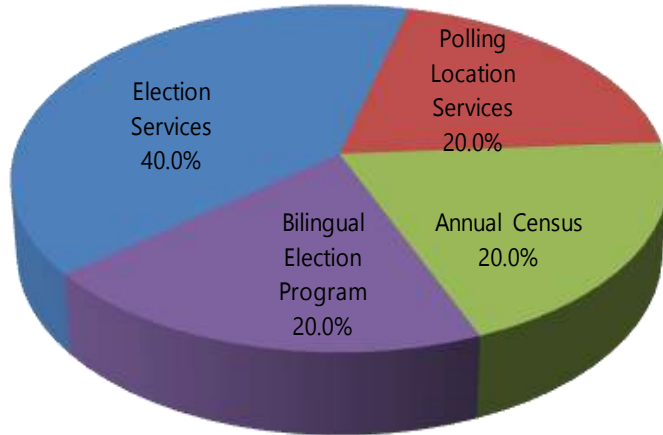
Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	5.0	5.0	5.0	-	0.0%
Total FTEs	5.0	5.0	5.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

BOARD OF ELECTIONS

Program Summaries

Program Expenses



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

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

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

Bilingual Education - Is an effort by the City to expand voter registration and turnout among

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Election Services	208,359	271,133	241,673	(29,460)	40.0%
Polling Location Services	104,180	135,567	120,837	(14,730)	20.0%
Annual Census	104,180	135,567	120,837	(14,730)	20.0%
Bilingual Election Program	104,180	135,567	120,837	(14,730)	20.0%
Total Expenditures	520,898	677,833	604,183	(73,650)	100%

Revenue Summary

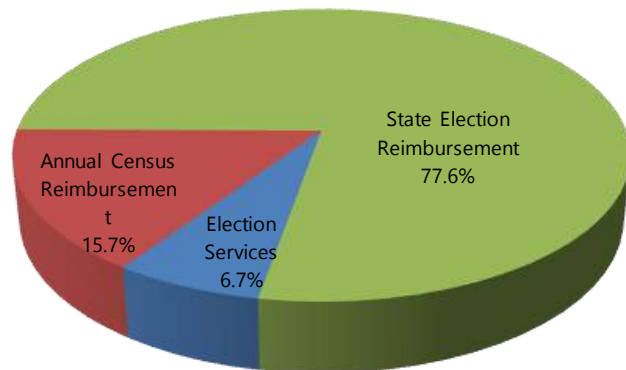
TOTAL REVENUE: \$72,533

State Reimbursement - The Board of Elections receives revenue during state election years as determined by the state: \$58,069.

Departmental Fees - Fees received for the purchase of copies, maps and certified proof of residence. \$5,000.

Annual Census Reimbursement - The Board of Elections receives a reimbursement from the School Department for a portion of the costs of the annual census: \$9,464.

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Election Services	1,710	5,000	5,000	-	6.9%
Annual Census Reimbursement	-	11,746	9,464	(2,282)	13.0%
State Election Reimbursement	68,472	58,069	58,069	-	80.1%
Total Departmental Revenue	70,182	74,815	72,533	(2,282)	100%

Fiscal Year 2021 Budget and Program Summaries

BOARD OF ELECTIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	385,909	497,396	469,746	(27,650)	-5.6%
OTPS	134,989	180,437	134,437	(46,000)	-25.5%
Capital	-	-	-	-	0.0%
Total General Funds	520,898	677,833	604,183	(73,650)	-10.9%
External Funds Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	520,898	677,833	604,183	(73,650)	-10.9%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Departmental Fees	1,710	5,000	5,000	-	0.0%
Other Revenue-From Services	-	11,746	9,464	-	0.0%
Other Revenue-State	68,472	58,069	58,069	-	0.0%
Reimbursement For Prior Year Expenses	-	-	-	-	0.0%
Total Departmental Revenue	70,182	74,815	72,533	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
N/A			-	-	-
Total External Funding Sources			-	-	-

BOARD OF ELECTIONS

Program Summaries

Election Services

Election Services	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	208,359	271,133	241,673
FTEs	2.0	2.0	2.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Elections Administered	2	2	2
Provisional ballots cast	231	12	57
Absentee ballots cast & counted	1964 / 7133	511	1500 / 7500
# of Registered Voters	104,092	106,042	108,000
# of Newly registered voters	7,368	4,549	5,000
Voter Turnout	53.1%	9.9%	35.0%
# of Retirement Board Elections Conducted	0	0	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY19, Election Services convened an active slate of Election Commissioners and administered a State Primary and a State Election.
- ◆ Elections Services increased its use of social media as a platform for voter engagement and expanded staff participation in community events.
- ◆ In FY20, the Board will conduct a City Preliminary, Municipal Election, Retirement Election and Presidential Primary in a cost efficient manner, using a precinct-based optical scanning system. The Board will strive to increase voter turnout in these elections by expanding voter outreach via marketing and civic engagement programs.
- ◆ In FY20, the Board will collaborate with the Department of Housing to monitor neighborhood elections on an as-needed basis.
- ◆ In FY20, the Board will collaborate with the Springfield Libraries, Springfield School Department and Department of Elder Affairs on Civic Engagement and Voter Outreach
- ◆ In FY20 the Board will collaborate with the U.S. Census and Secretary of the Commonwealth on the 2020 Census.

BOARD OF ELECTIONS

Program Summaries

Polling Location Services

Polling Location Services	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	104,180	135,567	120,837
FTEs	1.0	1.0	1.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Poll workers recruited and hired (bilingual)	109	103	130
Poll workers recruited and hired (non-bilingual)	320	283	300
Poll worker training sessions administered	15	21	15
HAVA compliant voter equipment maintained	60	60	60

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ This year the division was able to successfully manage 64 voting precincts. The relocation of one polling place was necessary. All affected voters were notified of the aforementioned change. The division also was able to survey all polling locations and ensure compliance with A.D.A. standards.
- ◆ This year the Board successfully collaborated with the Springfield School Department in voter registration efforts aimed at seniors in all the high schools.
- ◆ In FY20, the Board will continue recruiting new poll workers to supplement the current roster, which has decreased due to retirement.

BOARD OF ELECTIONS

Program Summaries

Annual Census

Annual Census	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	104,180	135,567	120,837
FTEs	1.0	1.0	1.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Census records maintained*	77,136	87,854	85,000
Census response rate	42.3%	42.7%	50.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY19, the Board of Elections conducted the Annual City Census and expanded marketing efforts, which resulted in increased response rates.
- ◆ In FY20, the Board will conduct the Annual City Census in accordance with state law, and hopes to increase the response rate by at least eight percent (8%).
- ◆ For FY20, the Board will continue to work directly with the owners and managers of multi-dwelling unit residential properties to collect more accurate census data.
- ◆ For FY20, the Board will conduct a second census mailing.

BOARD OF ELECTIONS

Program Summaries

Voter Outreach & Bilingual Election Program

Voter Outreach & Bilingual Election Program	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	104,180	135,567	120,837
FTEs	1.0	1.0	1.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Number of community-based organizations in the outreach network	130	130	140

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY19, the Board continued collaboration with the Springfield School Department in a Student Voting Initiative. The purpose of this collaboration is to encourage lifelong voting habits in children, increase family communication about civic engagement, and ultimately promote greater adult voter turnout.
- ◆ In FY19, the Board collaborated with the Springfield City Library and various other community and faith based organizations in order to offer opportunities for voter/resident engagement.
- ◆ In FY20, the Board will increase recruitment of bilingual poll workers to effectively implement the Voting Rights Act consent decree, and will expand relationships with community-based organizations within the City of Springfield.

Fiscal Year 2021 Budget and Program Summaries

BOARD OF ELECTIONS

FY21 Budget Adjustments

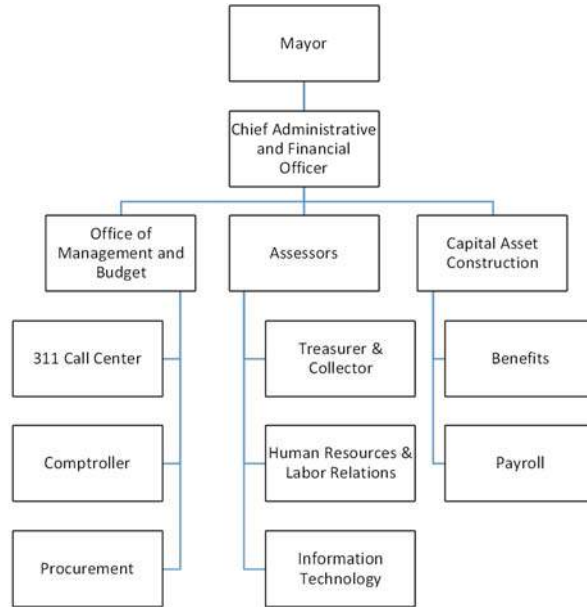
Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Election Services			-	
Salaries & Wages	-	-	-	(1,921)
Temporary Salaries & Wages	-	-	(116,000)	5,778
Differential	-	-	-	120
Advertising	-	-	-	(1,500)
Other Supplies	-	-	-	(2,000)
Printing and Binding	-	(20,500)	-	(30,000)
In State Travel	-	-	-	(300)
Office Supplies	(3,500)	(500)	-	(1,200)
Professional Services	-	(5,700)	-	(10,000)
Polling Location Services			-	
Other Supplies	(15,000)	-	-	
Total Adjustments	(18,500)	(26,860)	(116,000)	(41,023)

Notes

After a thorough analysis was completed, various minor cuts were made to the budget while core services will still be maintained. No COLA increases were added for FY21. Furthermore, There are 2 elections held in FY21, thus a decrease in funding. These elections include 1 State Primary Election and 1 General Election.

Section 5

Administration & Finance Division

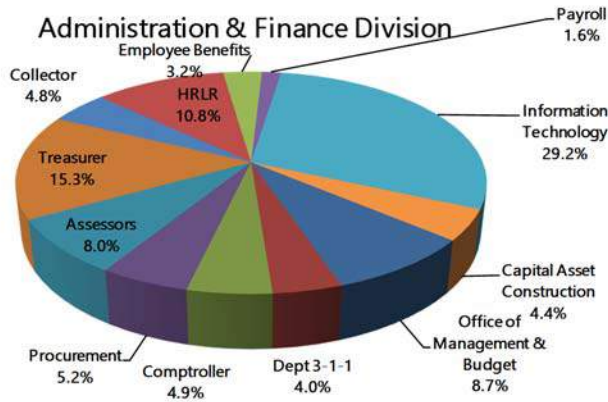


Mission Statement

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

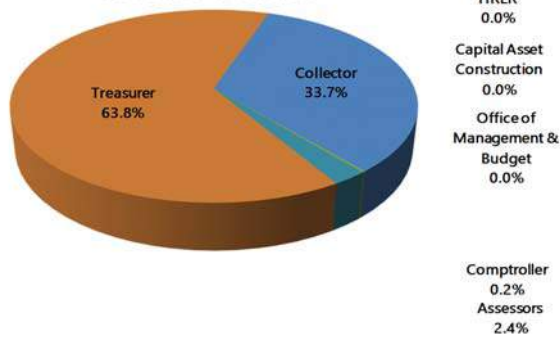
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Fiscal Year 2021: All Funds Budget and Revenue Overview



FY21 Adopted Budget Administration & Finance Division						
	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
Office of Management & Budget	878,670	1,002,054	1,002,054	985,028	-1.7%	-1.7%
Dept 3-1-1	461,785	475,471	475,471	457,893	-3.7%	-3.7%
Comptroller	591,278	608,268	608,268	555,650	-8.7%	-9%
Procurement	548,957	601,633	601,633	594,576	-1.2%	-1.2%
Assessors	825,658	894,187	894,187	908,151	1.6%	1.6%
Treasurer	1,639,818	1,736,810	1,736,810	1,739,653	0.2%	0.2%
Collector	499,539	523,639	523,639	545,494	4.2%	4.2%
HRLR	1,636,459	1,268,298	1,268,298	1,226,764	-3.3%	-3.3%
Employee Benefits	-	364,961	344,961	361,811	100.0%	100.0%
Payroll	161,792	175,456	175,456	178,965	2.0%	2.0%
Information Technology	2,999,004	3,238,884	3,238,884	3,324,527	2.6%	2.6%
Capital Asset Construction	489,637	510,751	510,751	506,358	-0.9%	-0.9%
Total	10,732,598	11,400,414	11,380,414	11,384,872	-0.1%	0.0%

Revenue Overview



Division / Department	FY21 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY21 Total Revenue
Office of Management & Budget	-	-	-	-	-	-
Dept 3-1-1	-	-	-	-	-	-
Comptroller	1,254,000	-	-	-	-	1,254,000
Procurement	-	-	-	-	-	-
Assessors	16,431,569	-	-	-	-	16,431,569
Treasurer	6,628,790	-	-	-	438,046,147	444,674,937
Collector	12,432,574	222,267,619	-	-	-	234,700,193
HRLR	-	-	-	-	-	-
Employee Benefits	345,000	-	-	-	-	345,000
Payroll	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-
Capital Asset Construction	-	-	-	-	-	-
Total	37,091,933	222,267,619	-	-	438,046,147	697,405,699

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Fiscal Year 2021 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Mission

The Office of Management & Budget (OMB) oversees the City’s administrative and financial support functions. It collaborates with other departments to ensure financial and operational excellence throughout the City of Springfield. The OMB safeguards the fiscal health and sustainability of the City by providing the Mayor, CAFO, and other City departments with timely and accurate information, performance management analysis, and advice.

FY20 Department Highlights

- ◆ Issued short and long term debt totaling \$35.6M and maintained a credit rating of AA– from Standard and Poor’s Rating Agency and an A2 rating from Moody’s Rating Agency.
- ◆ Continued Strategic Workforce Analytics & Tactics (SWAT) teams. SWAT teams are comprised of specific people from different departments and address high priority problems identified by departments.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada for the FY19 Budget; this is eleventh consecutive year the Department has won this award.
- ◆ Balanced the FY21 budget based on conservative revenue estimates due to the COVID-19 Pandemic. Maximized grant offsets and identified strategic budget cuts that allowed to City balance its FY21 budget without layoffs, furloughs, cuts to core services, or the use of the City’s rainy day fund.

FY21 Budget Highlights

- ◆ Funds 11.0 General Fund FTEs, a reduction of one from FY20.
- ◆ Funds annual Massachusetts Municipal Association dues.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	764,765	870,667	878,893	8,226	0.9%
OTPS	113,905	131,387	106,136	(25,251)	-19.2%
Capital	-	-	-	-	0.0%
Total General Funds	878,670	1,002,054	985,028	(17,025)	-1.7%

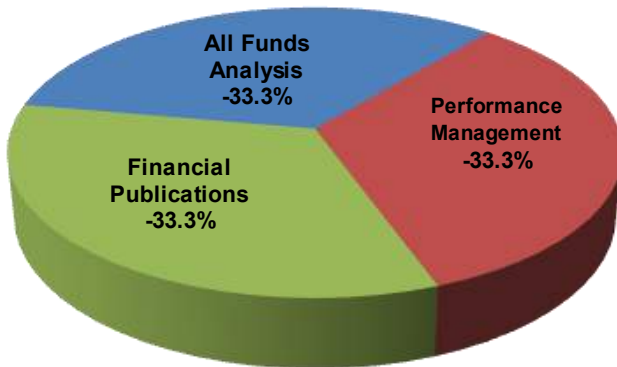
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	11.0	12.0	11.0	(1.0)	-8.3%
Total FTEs	11.0	12.0	11.0	(1.0)	-8.3%

Fiscal Year 2021 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Program Expenses



All Funds Analysis — Thorough analysis and year end projection of all City funds, including the General Fund, grants, trusts, and donations

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

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
All Funds Analysis	399,795	455,934	448,188	(7,747)	-1.7%
Performance Management	439,335	501,027	492,514	(8,513)	-1.7%
Financial Publications	39,540	45,092	44,326	(766)	-1.7%
Total Expenditures	878,670	1,002,054	985,028	(17,025)	-5%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	764,765	870,667	878,893	8,226	0.9%
OTPS	113,905	131,387	106,136	(25,251)	-19.2%
Capital	-	-	-	-	0.0%
Total General Funds	878,670	1,002,054	985,028	(17,025)	-1.7%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	36,248	-	-	-	0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	36,248	-	-	-	0%
All Funds Budget	914,918	1,002,054	985,028	(17,025)	-1.7%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2021 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

All Funds Analysis

All Funds Analysis	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	399,795	455,934	448,188
FTEs	4.0	5.5	5.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% of Council Orders due to being over budget	1%	1%	1%
Average number of days to review requisitions sent to OMB	1	1	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Managed to a \$4.0M operating surplus in FY19.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY19 budget; this is the eleventh consecutive year OMB has won this award.
- ◆ Maintained an AA– credit rating from S&P, which was reaffirmed in April 2020, and an A2 rating from Moody’s.
- ◆ Continued to assist departments with monitoring and seeking reimbursements for grants, maximizing its ability to use external funding sources to supplement the General Fund budget.
- ◆ With the addition of the Grants Director position, new policies and procedures were developed for grants management and review.

Fiscal Year 2021 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Program Management

Performance Management	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	439,335	501,027	492,514
FTEs	3.5	6.0	5.5
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
# of SWATs	12	6	15

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Examples of facilitated successful SWAT sessions:

COVID-19 Response

- ◆ OMB led the tracking of the effects of COVID-19 on revenues. OMB also tracked all emergency expenditures related to the pandemic, and is coordinating requests for reimbursements from FEMA and other agencies for those expenses.
- ◆ Implemented a spending and hiring freeze in March, FY20; managed the FY20 budget to a surplus despite \$4.9 million in year over year revenue declines caused by the effects of COVID-19. Revised revenue projections for the FY21 budget based on the effects of the recession to ensure that core services would be funded throughout the coming fiscal year despite declining revenues.

Responsible Employer Ordinance

- ◆ Used analysis from researchers at UMass Boston to begin developing ways to improve the City's Responsible Employer Ordinance (REO). The REO seeks to increase the number of women, minorities, and veterans who are employed by contractors working on City projects.
- ◆ Created a new Compliance Unit, which will monitor contractors' compliance with the REO.

Personnel Management

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

Benefits Analysis

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

Fiscal Year 2021 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Financial Publications

Financial Publications	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	39,540	45,092	44,326
FTEs	0.5	0.5	0.5
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Balanced budget published by June 30th	Yes	Yes	Yes
Released 3 financial documents by the appropriate deadline	Yes	Yes	Yes

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Released the following four financial publications within their respective deadlines:

- | | |
|--|------------------------------|
| 1. Fiscal Year 2020 Debt Affordability Study- published | (Deadline: January 30, 2020) |
| 2. Fiscal Years 2021-24 Multi-Year Financial Plan– published | (Deadline: March 30, 2020) |
| 3. Fiscal Years 2021-25 Capital Improvement Plan– published | (Deadline: March 30, 2020) |
| 4. Fiscal Year 2020 Mayor’s Recommended Budget—published | (Deadline: June 20, 2019) |

Fiscal Year 2021 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
All Funds Analysis	-	-		-
Funding for Contracts Manager position	-	-	50,000	-
Salaries & Wages	-	-	(65,000)	(150,898)
Temporary Salaries & Wages	-	-	5,000	-
Repair & Maintenance- Office Equipment	-	-		(1,500)
Postage & Delivery	-	-	(60)	-
Office Equipment Rental	-	-	-	-
Dues & Memberships	-	-		1,885
Professional Services	-	25,000	-	(24,999)
Performance Management	-	-		-
Financial Publications	-	-		-
Total Adjustments	-	25,000	(10,060)	(175,512)

Notes

- ◆ No COLA increases were included for non-bargaining staff in FY21.
- ◆ Professional Services—\$24,999 cut; funding was included in FY20 for a cost allocation study, this study has been completed.
- ◆ Salaries and Wages: Removal of a vacant senior analyst position.

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Fiscal Year 2021 Budget and Program Summaries

311 CALL CENTER

Mission

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

FY20 Department Highlights

- ◆ Answered 1,679,989 calls since March of 2009.
- ◆ Answered 85% of all calls without transferring to another department.
- ◆ From the beginning of FY20 to the end of January, a total of 83,761 calls were answered by our eight Customer Service Representatives (CSRs). Our calls were answered 86% of the time in less than less than 30 seconds.
- ◆ Call volume increased by 3% from last year.

FY21 Highlights

- ◆ Funds 9.0 General Fund FTEs.
- ◆ Funds operations related to the 311 Call Center

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	409,167	423,603	406,390	(17,213)	-4.1%
OTPS	52,618	51,868	51,503	(365)	-0.7%
Capital	-	-	-	-	0.0%
Total General Funds	461,785	475,471	457,893	(17,578)	-3.7%

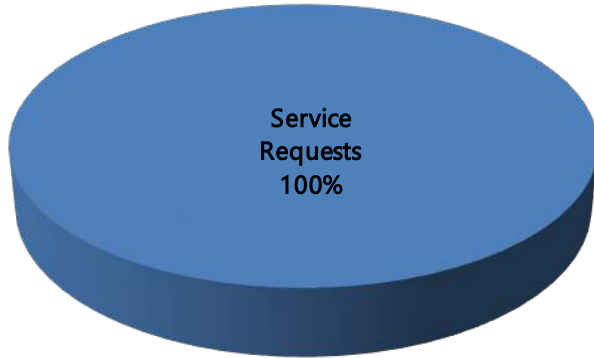
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	9.0	9.0	9.0	-	0.0%
Total FTEs	9.0	9.0	9.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

311 CALL CENTER

Program Expenses



Program Summaries

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Service Requests	461,785	475,471	457,893	(17,578)	100%
Total Expenditures	461,785	475,471	457,893	(17,578)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries

311 CALL CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	409,167	423,603	406,390	(17,213)	-4.1%
OTPS	52,618	51,868	51,503	(365)	-0.7%
Capital	-	-	-	-	0.0%
Total General Funds	461,785	475,471	457,893	(17,578)	-3.7%
External Funds Budget					
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	461,785	475,471	457,893	(17,578)	-3.7%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2021 Budget and Program Summaries

311 CALL CENTER

Program Summaries

Service Requests

Service Requests			
Service Requests	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	461,785	475,471	457,893
FTEs	9.0	9.0	9.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% of calls answered within 30 seconds	86%	86%	87%
% of calls completed without transfers to other departments	84%	85%	85%
% increase of smartphone application downloads	75%	21%	30%

Citywide Strategic

Priority: Fiscal and Operational Excellence; Healthy Neighborhoods

Highlights

At the end of the calendar year 2019, the 311 Department had a staffing change. The Director retired as of November 1, 2019 and a new Director was named and took over as of November 4, 2019, with the promotion coming from within the Department. As of present, the open position has not been filled which leaves the Department currently with 8 FTE.

311 experienced an overall 3% increase in call volume in comparison to this same time last year. This is reflected in all the departments the center assists. The department with the most growth was the City Clerk's department for the second consecutive year. Once again, the reason for the increase is due to the Federal mandate requiring anyone who is registering for a new or renewal of their driver's license to have a notarized birth certificate. From July 2018 through January 2019 the call center recorded 83,377/service requests informational/transferred calls. During this same time this year we have entered 90,067 inquiries an increase of 4%. Our Spanish line received 3,763 calls this year, a slight increase of 1.4% from last year during this same time period. Our Spanish speaking calls still represents about 4% of our overall call volume.

INTERNET

Service requests via the app comes in daily with the most frequent request being for ordinance type issues; unregistered vehicles, overgrowth, followed by tree trimming for forestry. Web forms that are routed to the originating department from the city website are re-directed to the 311 email address; Code, Ordinance and DPW, and 311; this channel has remained steady from last year figures. And finally, basic emails to the call center have increased by an additional 7% from last year figures. Both web form and email communication can result in a service request

311 CALL CENTER

Program Summaries

Highlights Continued

DPW ADMINISTRATION

311 is the main contact for DPW administration (trash); OPT-IN, OPT-OUT and Discounts forms. 390 forms received from July 2019 thru January 2020 – decrease of 5.8% from last year during this same time. 38% of the forms resulted in a request for new service.

Average turnaround time = 6 days from the time of receipt to service provided.

Our peak is in March when the trash bill is mailed; majority of the forms received are discounts for those residents turning 65 year of age at the beginning of the fiscal year.

COLD WEATHER TASK FORCE

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

ASSESSORS

The Assessors has asked 311 to assist in appointment setting for City Inspectors utilizing our software Intelligov system. Appointments were made for those who were responding to a letter pertaining to the filing of an over - evaluation application.

GREENING THE GATEWAY CITIES 'Free Tree Program'

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

Fiscal Year 2021 Budget and Program Summaries

311 CALL CENTER

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Service Requests				
Office Supplies	-	-	-	(165)
Salaries & Wages	-	-		(1,262)
Postage & Delivery	-	-	(140)	
Advertising	-	500		(200)
Total Adjustments	(16,652)	500	(140)	(1,627)

Notes

After an analysis was completed, minor cuts were made to the budget while core services and operations will be maintained. No COLA increases were included for FY21.

Fiscal Year 2021 Budget and Program Summaries

CITY COMPTROLLER

Mission

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

FY20 Department Highlights

- ◆ Received the Certificate of Achievement for Excellence in Financial Reporting for the issuance of the City's Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association of the United States and Canada for the eighth year in a row.
- ◆ Updated the City's website to include the Open Checkbook, the Taxpayer Monthly Statement and Quarterly Financial Report on a timely basis.
- ◆ Performed a successful year end close of the General Ledger in MUNIS on July 11, 2019.
- ◆ Worked with the City's financial management team to affirm Springfield's A2 Bond Rating.
- ◆ Two staff members successfully completed the Annual Massachusetts Municipal Auditing & Accounting Educational Program.

FY21 Budget Highlights

- ◆ Funds 7.0 General Fund FTEs and 1.0 Utility Fund FTE.
 - ◇ Financial Accountant vacancy eliminated due to budgetary constraints.
- ◆ Includes level service funding to address federal and state-mandated financial reporting and citywide accounts payable services.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	585,698	601,018	548,752	(52,266)	-8.7%
OTPS	5,581	7,251	6,899	(352)	-4.9%
Capital	-	-	-	-	0.0%
Total General Funds	591,278	608,268	555,650	(52,618)	-8.7%

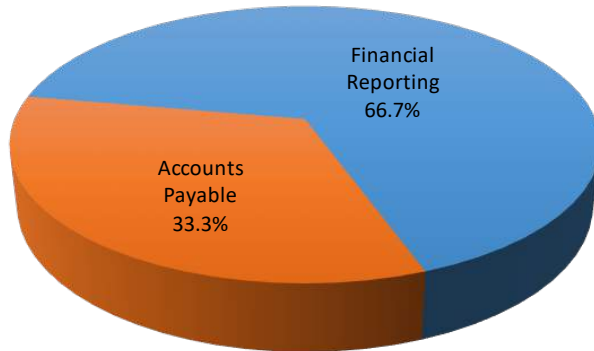
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	8.0	8.0	7.0	(1.0)	-12.5%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	9.0	9.0	8.0	(1.0)	-11.1%

Fiscal Year 2021 Budget and Program Summaries

CITY COMPTROLLER

Program Expenses



Program Summaries

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

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Financial Reporting	394,186	364,961	370,433	5,473	66.7%
Accounts Payable	197,093	243,307	185,217	(58,091)	33.3%
Total General Fund Expenditures	591,278	608,268	555,650	(52,618)	100%

Revenue Summary

TOTAL REVENUE: \$1,254,000

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

- ◆ Registry of Motor Vehicles
- ◆ Refunds of overpayments from previous years
- ◆ Miscellaneous Revenue

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Accounts Payable	-	-	-	-	0.0%
Financial Reporting	650,415	1,254,000	1,254,000	-	100%
Total Departmental Revenue	650,415	1,254,000	1,254,000	-	100%

Fiscal Year 2021 Budget and Program Summaries

CITY COMPTROLLER

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	585,698	601,018	548,752	(52,266)	-8.7%
OTPS	5,581	7,251	6,899	(352)	-4.9%
Capital	-	-	-	-	0.0%
Total General Funds	591,278	608,268	555,650	(52,618)	-8.7%

External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	591,278	608,268	555,650	(52,618)	-8.7%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Other Revenue - State	423,632	400,000	400,000	-	0.0%
Miscellaneous Revenue	8,021	850,000	850,000	-	0.0%
Reimb For Prior Year Expenditure	155,342	2,000	2,000	-	0.0%
Refund Of Expenditure	63,420	2,000	2,000	-	0.0%
Total Departmental Revenue	650,415	1,254,000	1,254,000	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
<i>Subtotal FY21 Anticipated Grants</i>			-	-	-
<i>Subtotal FY21 Other Funds</i>			-	-	-
Total External Funds			-	-	-

CITY COMPTROLLER

Program Summaries

Financial Reporting

Financial Reporting			
	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	394,186	364,961	370,433
FTEs	6.0	6.0	5.0
Performance Metrics	FY20 Actual	FY20 YTD	FY21 Goal
Average # of days to close month	7	6	6
# of post-close adjustments	114	118	110

Citywide Strategic Priority: Fiscal Management

Highlights

- ◆ Submitted the State mandated Schedule A Report on November 30, 2019
- ◆ Coordinated Annual Audit and Federal Single Audit with External Auditors
- ◆ Submitted Monthly Revenue vs. Expenditure Reports to the Mayor and City Council
- ◆ Certified Free Cash with the Massachusetts Department of Revenue in February 2020
- ◆ Completed the MA Department of Revenue Year End Checklist
- ◆ Formed the Steering Committee for the MUNIS upgrade to version 2019.1
- ◆ Completed the Tax Recap Sheet for Fiscal Year 2020
- ◆ Reconciliation of all Tax and Departmental Receivables
- ◆ Cash Reconciliation with Treasurer’s on a quarterly basis
- ◆ Proper recording of all General Journal and Budget Amendment entries in the Accounting System
- ◆ Maintenance of all records of Grants, Gifts and other Special Revenue Funds

CITY COMPTROLLER

Program Summaries

Accounts Payable

Accounts Payable			
	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	197,093	243,307	185,217
FTEs	3.0	3.0	3.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
# correcting accounting entries to total accounting entries	6.8%	5.5%	6.0%
% vendors/bills not paid on time/after 90 days	5.0%	5.1%	4.5%

Citywide Strategic Priority: Fiscal Management

Highlights

- ◆ Created, mailed and filed 1099 Forms in accordance with IRS Regulations on a timely basis
- ◆ Assured that all transactions were properly documented with corresponding invoices
- ◆ Staff member provides MUNIS training to all new City employees on an ad hoc basis
- ◆ Worked with the IT Department to move Electricity Billing with Eversource to an electronic solution. This move has greatly improved the invoice payment process.
- ◆ Worked in conjunction with the Deputy Procurement Officer to offer a Procurement/Accounts Payable Training session for several City and School personnel.
- ◆ Enforcement of the City Budget and Grant Awards on all invoices and contracts for the City and School Department.

Fiscal Year 2021 Budget and Program Summaries

CITY COMPTROLLER

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Accounts Payable				
Salaries & Wages	(34,766)	-	-	(61,141)
Rental - Office Equipment	-	135	-	
Seminars/Trainings & Membership Fees	-	-	750	(655)
Office Supplies & Equipment	-	-	-	400
Postage & Delivery	-	-	-	
In-State Travel	-	-	347	(97)
Financial Reporting				
Total Adjustments	(34,766)	135	1,097	(61,493)

Notes

- ◆ Salaries & Wages reductions— \$51,384 cut due to reduction of Financial Accountant position. \$9,757 cut due to no cost of living adjustments in FY21.
- ◆ Office Supplies & Equipment increase— \$400 added for Bankers Boxes for storage of A/P Bills and City Contracts.
- ◆ Seminars/Trainings & Membership Fees and In-State Travel reductions—\$752 cut due to budgetary constraints.

Fiscal Year 2021 Budget and Program Summaries

OFFICE OF PROCUREMENT

Mission

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

FY20 Department Highlights

- ◆ Policy Implementations: OOP has been working with the Comptrollers Department in providing procurement and accounts payable training to various departments. In FY20, these departments included; Police, SPS, and HHS. All remaining departments will be trained and given the updated procurement policies/manual by close of FY 2021.
- ◆ Capital Improvement Contracts: The OOP assisted the Department of Capital Asset Construction and the Department of Parks, Buildings and Recreation in procuring and securing contracts for several projects in FY20, including numerous MSBA Construction Manager at Risk procurements (DeBerry, Brightwood) and nearly \$10 Million in school building repairs and upgrades.
- ◆ Contract Processing: As of 2/20/20, the OOP generated approximately 409 contracts, which represents a busy procurement year, and includes state contracts being re-organized in MUNIS. By implementing the updated contract/PO thresholds, OOP was able to reduce the amount of resources dedicated to administrating these smaller purchases for good/services
- ◆ OOP continues its work on REO updates and application, working with the newly created Office of Compliance. OOP is in the process of working with Legal to add REO attorney function to DPO job function.
- ◆ OOP orchestrated several landmark contracts for the City in FY 2020, including Body worn cameras, CAD software, and Recreational Marijuana HCA's. All of these procurements included RFP's and contracts for consultants as well as the underlying services.
- ◆ SPS- SPS transportation contract was procured resulting in reported savings from SPS (\$27 million value contract). Food services for SPS was also procured in FY 2020 (\$24 million value contract), as well as the procurement and lease of the Conservatory building being executed
- ◆ FY 20 was the first full year of CPA grant funded projects and contracts, of which over 12 are in the procurement pipeline, and OOP also procured a CPA fund consultant.
- ◆ Deputy Procurement Officer was awarded as one of *Business West's* "40 under for 40" in FY 20, and also graduated from the MMA's Local Government Leadership and Management certificate program with two other City staff.

FY21 Budget Highlights

- ◆ Funds General Fund 7.0 FTEs.
- ◆ Continues improvements in bid advertising processes.
- ◆ Fully funds staff training and MCPPO certification.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	455,967	493,662	490,836	(2,827)	-0.6%
OTPS	92,991	107,971	103,741	(4,231)	-3.9%
Capital	-	-	-	-	0.0%
Total General Funds	548,957	601,633	594,576	(7,057)	-1.2%

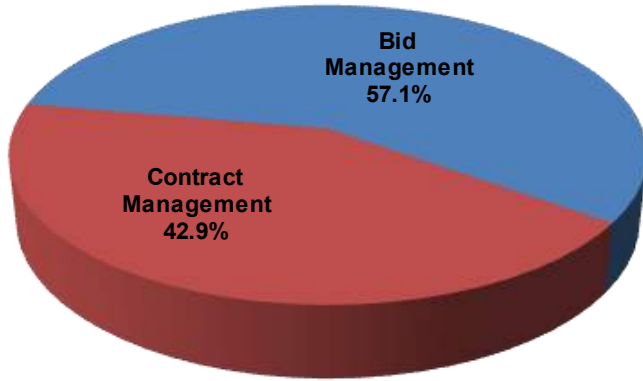
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	8.0	7.0	7.0	-	0.0%
Total FTEs	8.0	7.0	7.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

OFFICE OF PROCUREMENT

Program Expenses



Program Summaries

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

Contract Management— Maintains and monitors the large majority of City Contracts and Price Agreements meeting departmental needs as prescribed by various local, state, and federal contracting laws as well as processing any necessary amendments or renewals throughout the bid/contract process.

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Bid Management	313,690	343,790	339,758	(4,033)	57.1%
Contract Management	235,267	257,843	254,818	(3,025)	42.9%
Total General Fund Expenditures	548,957	601,633	594,576	(7,057)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries

OFFICE OF PROCUREMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	455,967	493,662	490,836	(2,827)	-0.6%
OTPS	92,991	107,971	103,741	(4,231)	-3.9%
Capital	-	-	-	-	0.0%
Total General Funds	548,957	601,633	594,576	(7,057)	-1.2%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	548,957	601,633	594,576	(7,057)	-1.2%

OFFICE OF PROCUREMENT

Program Summaries

Bid Management

Bid Management	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	313,690	343,790	339,758
FTEs	4.0	4.0	4.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% bids needing amendments	<25%	<25%	<25%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Office of Procurement is responsible for the production of bids for any goods or services valued over \$5,000. The different types of bids are categorized by Massachusetts State Law and include: Quotes, Invitation to Bid, Requests for Proposals, Request for Qualifications, Disposition of Real Property (For Sale Bids) and Construction Contracts. Goods and services ranging in value from \$5,000 to \$50,000 do not require a bidding process, only a solicitation for three price quotes with the contract being awarded to the lowest responsible bidder. The Office of Procurement conducts this process and acts as a liaison with the Department head requesting the procurement throughout the process. Any procurement valued over \$50,000 requires formal bidding procedures, legal advertisements, and sometimes state advertisement boards, depending on total value. RFP’s are governed by M.G.L. Ch. 30B and are privately opened, reviewed for completeness and scored by committee, with price proposals being kept separately and reviewed by the Chief Procurement Officer/Designee after scoring is completed and the contract is awarded.

OFFICE OF PROCUREMENT

Program Summaries

Contract Management

Contract Management	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	235,267	257,843	254,818
FTEs	3.0	3.0	3.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Average number of days to prepare and execute contract	21	22	21

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ All purchases of \$5,000 or more must have contracts generated and associated with them, even if the purchase is exempt from 30B. Purchase orders can act as written contracts up to \$25,000 at the discretion of the OOP (typically for goods). As of 2/20/20, Procurement maintains over 1,103 “active” contracts that are still open in MUNIS.
- ◆ City-wide contracts have been created based on the needs of all departments, resulting in better pricing for the City and less duplication of bids for similar departmental needs. These contracts are created through the formal bid process, the use of State Contracts, and collaborative bidding.
- ◆ Multi-Year Contracts and the associated renewal process based on various departmental needs are also monitored by the Office of Procurement.

Fiscal Year 2021 Budget and Program Summaries

OFFICE OF PROCUREMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Salaries & Wages	54,122	-		(4,170)
Postage & Delivery	(1,000)	-		(2,000)
Office Supplies				(1,200)
Dues & Memberships		-		100
Professional Services				(100)
Rental- Office Equipment				612
Printing/ Bindind				(143)
In State Travel				(1,500)
Total Adjustments	53,122	-	15,000	(8,400)

Notes

After a thorough analysis was completed, minor cuts to the budget were made; core services and operations will still be maintained. No COLA increases were included in FY21.

Fiscal Year 2021 Budget and Program Summaries

ASSESSORS DEPARTMENT

Mission

The Board of Assessors provides the City of Springfield with its largest source of local revenue, the property tax levy, through the accurate and equitable valuation of all taxable real and personal property. The department also administers the Chapter 121A urban redevelopment excise, vehicle excise, and payment-in-lieu-of-tax (PILOT) programs.

FY20 Department Highlights

The Assessors Department determines the property tax levy, which is the primary local source of General Fund revenue. The Department also determines the taxable value of all real and personal property located within the City. Assessors must comply with state laws and regulations in annually assessing all real property at its full and fair cash value (FFCV) based on physical condition as of June 30th and market conditions as of January 1st. The City's FY20 tax levy is \$216.3M, with an increase in the levy ceiling of \$11M.

The Department also administers the Urban Redevelopment excise (Chapter 121A) contracts, motor vehicle excise system, and the payment-in-lieu-of-taxes (PILOT) program. The City issues in excess of 100,000 motor vehicle excise bills annually, totaling \$11M. The Chapter 121A and PILOT categories in FY20 generated in excess of \$16M.

FY21 Budget Highlights

- ◆ Funds 12.0 FTEs, consistent with FY20.
 - ◇ Re-Org implemented during FY20 for upgraded job descriptions to enhance departmental functionality and to maximize production.
- ◆ Level Service OTPS.
- ◆ Services to aid the levy ceiling growth and produce FY21 valuations.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	700,085	764,346	780,646	16,300	2.1%
OTPS	125,573	129,841	127,505	(2,336)	-1.8%
Capital	-	-	-	-	0.0%
Total General Funds	825,658	894,187	908,151	13,964	1.6%

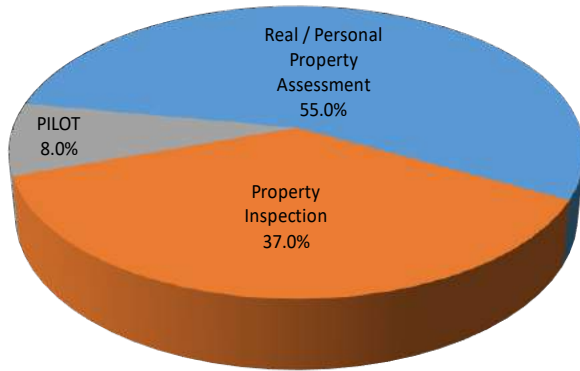
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	12.0	12.0	12.0	-	0.0%
Total FTEs	12.0	12.0	12.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Expenses



Program Summaries

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

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

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

Program Budgets

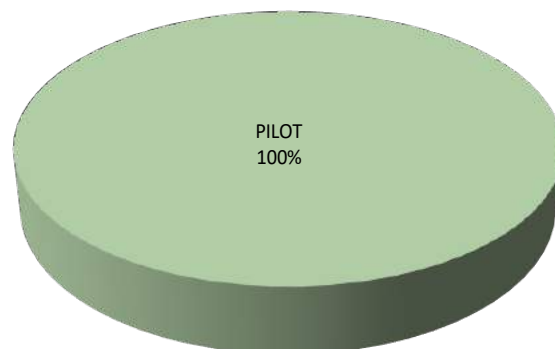
Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Real / Personal Property Assessment	454,112	491,803	499,483	7,680	55.0%
Property Inspection	305,493	330,849	336,016	5,167	37.0%
PILOT	66,053	71,535	72,652	1,117	8.0%
Total General Fund Expenditures	825,658	894,187	908,151	13,964	100%

Revenue Summary

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

Total Revenue: \$16,431,569

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Real / Personal Property Assessment	-	-	-	-	0.0%
Property Inspection	-	-	-	-	0.0%
PILOT	16,188,066	16,659,948	16,431,569	(228,379)	100%
Total Departmental Revenue	16,188,066	16,659,948	16,431,569	(228,379)	100%

Fiscal Year 2021 Budget and Program Summaries

ASSESSORS DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	700,085	764,346	780,646	16,300	2.1%
OTPS	125,573	129,841	127,505	(2,336)	-1.8%
Capital	-	-	-	-	0.0%
Total General Funds	825,658	894,187	908,151	13,964	1.6%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	825,658	894,187	908,151	13,964	1.6%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
PILOT - Local	261,621	490,000	261,621	(228,379)	-46.6%
Chapter 121A - Sec 6A	8,274,226	5,842,490	5,842,490	-	0.0%
121A GGR - Gross Gaming Rev	210,838	350,000	350,000	-	0.0%
Chapter 121A - Sec 10	7,327,452	9,977,458	9,977,458	-	0.0%
Miscellaneous Revenue	113,930	-	-	-	0.0%
Total Departmental Revenue	16,188,066	16,659,948	16,431,569	(228,379)	-1.4%

External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
<i>Subtotal FY21 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY21 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2021 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Summaries

Real / Personal Property

Real / Personal Property Assessment	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	454,112	491,803	499,483
FTEs	8.0	8.0	8.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% of deeds transferred and entered within 30 days	100%	100%	100%
Number of parcel transfers	4000	2045	4025
Number of personal exemptions granted	1197	1081	1200
Number of abatements granted	88	24	30
Actual levy % change from prior year	4%	5%	5%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Assessors Department, in reflecting the robust market appreciation in the FY20 valuations, was able to deliver the second-largest levy increase in the City’s history, \$11M, which included the \$5.9M of certified new growth within the levy limit. The total taxable value showed an overall increase of \$517M or 6.3% over the FY19 total value. The increase in total taxable value raised the ceiling sufficiently to create space of \$1.9M between the limit and the ceiling, which is the first time in years that has occurred.

ASSESSORS DEPARTMENT

Program Summaries

Property Inspection

Property Inspection	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	305,493	330,849	336,016
FTEs	3.0	3.0	3.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% of total property inspected	15%	3%	15%
Average number of properties inspected per inspector annually	2165	2132	2165

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The FY20 goal of 2,100 property inspections per inspector is on pace to be surpassed. The new production plan that was implemented during calendar year 2018 is continuing to allow the Assessors to maximize production. Although the total average number of properties inspected is on par with FY19, we lost two of the three field inspectors which will result in the total percent of properties inspected to significantly decrease. The goal is to fill these positions and provide necessary training before the start of FY21 in order to increase the percent of total properties inspected.

Fiscal Year 2021 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Summaries

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

PILOT	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	66,053	71,535	72,652
FTEs	1.0	1.0	1.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
# of PILOTS	12	12	12
# of Urban Redevelopment Excise	9	9	9
% change of total PILOT from previous year	0	0	0

Citywide Strategic Priority: Fiscal and Operational Excellence

Fiscal Year 2021 Budget and Program Summaries

ASSESSORS DEPARTMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Real / Personal Property				
Personnel Services	(64,838)	5,000	(5,000)	(7,501)
OTPS	(18,195)	1,500	(58,727)	(2,336)
Total Adjustments	(83,033)	6,500	(63,727)	(9,837)

Notes

- ◆ Salaries and Wages reductions— \$7,501 cut due to no cost of living adjustments in FY21.
- ◆ OTPS—\$2,336 cut due to budgetary constraints. The department will still be able to maintain core services and operations, however.

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Fiscal Year 2021 Budget and Program Summaries

TREASURER'S DEPARTMENT

Mission

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

FY20 Department Highlights

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

FY21 Budget Highlights

- ◆ Funds 9.0 FTEs, consistent with FY20.
- ◆ OTPS budget includes:
 - ◇ Full funding for Tax Title program including legal services, Registry of Deeds filing fees, and property maintenance fees.

Department Budget

	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund Operating Budget					
Personal Services	519,142	533,640	538,103	4,463	0.8%
OTPS	1,120,676	1,203,170	1,201,550	(1,620)	-0.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,639,818	1,736,810	1,739,653	2,843	0.2%

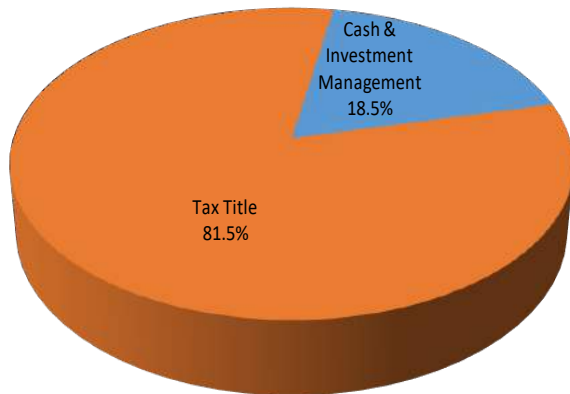
Department Staff

	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Department FTEs					
General Fund FTEs	9.0	9.0	9.0	-	0.0%
Total FTEs	9.0	9.0	9.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

TREASURER'S DEPARTMENT

Program Expenses



Program Summary

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

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Cash & Investment Management	470,381	336,410	442,283	105,873	18.5%
Tax Title	1,169,437	1,400,400	1,297,370	(103,030)	81.5%
Total General Fund Expenditures	1,639,818	1,736,810	1,739,653	2,843	100%

Revenue Summary

TOTAL REVENUE: \$ 444,674,937

Cash & Investment Management -

- ◆ Penalties & Interest \$ 1,254,988
- ◆ Charges for Services \$ 22,279
- ◆ Miscellaneous \$ 10,000
- ◆ Fines & Forfeits \$ 50,000
- ◆ Interest on Investments \$ 2,331,523
- ◆ Departmental & Other \$ 810,000

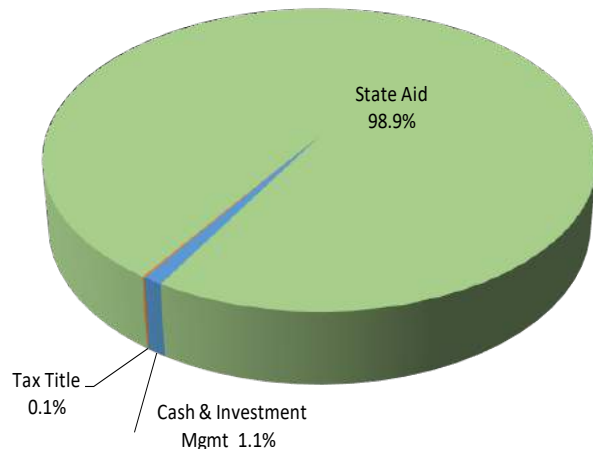
Tax Title -

- ◆ Penalties & Interest \$ 570,000

State Aid

- ◆ State Aid \$ 439,626,147

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Cash & Investment Mgmt	6,086,022	4,811,729	4,478,790	(332,939)	1.0%
Tax Title	2,753,335	600,000	570,000	(30,000)	0.1%
State Aid	396,577,714	416,373,003	439,626,147	23,253,144	99.0%
Total Departmental Revenue	405,417,071	421,784,732	444,674,937	22,890,205	100%

Fiscal Year 2021 Budget and Program Summaries

TREASURER'S DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	519,142	533,640	538,103	4,463	0.8%
OTPS	1,120,676	1,203,170	1,201,550	(1,620)	-0.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,639,818	1,736,810	1,739,653	2,843	0.2%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,639,818	1,736,810	1,739,653	2,843	0.2%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Taxes	2,030,903	-	-	-	0.0%
Penalties, interest and other taxes	2,407,894	2,072,927	1,824,988	(247,939)	-12.0%
Charges for Services	22,279	22,279	22,279	-	0.0%
Miscellaneous	13,209	10,000	10,000	-	0.0%
Intergovernmental	396,577,714	416,373,003	439,626,147	23,253,144	5.6%
MSBA Payments	-	-	-	-	0.0%
Fines and Forfeits	48,984	50,000	50,000	-	0.0%
Interest earned on Investments	3,278,415	2,406,523	2,331,523	(75,000)	-3.1%
Departmental & Other	1,037,673	850,000	810,000	(40,000)	-4.7%
Total Departmental Revenue	405,417,071	421,784,732	444,674,937	22,890,205	5.1%

External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
Subtotal FY21 Anticipated Grant Funds			-	-	-
Subtotal FY21 Other Funds			-	-	-
Total External Funds			-	-	-

TREASURER’S DEPARTMENT

Program Summaries

Cash & Investment Management

Cash & Investment Management	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	470,381	336,410	442,283
FTEs	4.5	4.5	4.5
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Percentage Increase in Investment Income	35%	25%	15%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

In FY21, the City expects to see a leveling of its earnings on investments. This is due in part to interest rates declining due to rate cuts from the Federal Reserve and negotiations by the Treasurer with the banks. The reduction in rates is offset by the City’s banking contract with Peoples United Bank which provides the City with more advantageous interest rates on its operating accounts. The City is mindful of the security and safety of the funds, and all City funds are insured through the FDIC, Depositors Insurance Fund (DIF), and securities backed by the Federal government.

Fiscal Year 2021 Budget and Program Summaries

TREASURER'S DEPARTMENT

Program Summaries

Tax Title Management

Tax Title	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,169,437	1,400,400	1,297,370
FTEs	4.5	4.5	4.5
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Percentage of Foreclosures Returned to the Tax Rolls	9%	7%	15%
Percentage of Tax Liens Redeemed	27%	21%	30%
Percentage of Foreclosures Redeemed	5%	3%	10%
Percentage of Foreclosures Sold at Auction returned to the Tax Rolls	4%	4%	5%
Number of Payment Plans	164	163	200
Number of Public Auctions Held	3	3	4

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Tax Title Program's main function is the oversight of all properties that the City has taken title to for failure to pay real estate taxes. It is responsible for the collection of delinquent taxes, maintaining tax title properties, working with taxpayers to offer the chance to redeem and maintain ownership of properties, and to work with other City departments to reduce blight in the City's neighborhoods. This is accomplished through the payment plan program, public and abutter auctions, redemptions and request for proposals (RFP). Under this program, the tax title team tracks and monitors the status of all tax title properties, and works with taxpayers to facilitate the payment of delinquent taxes to redeem and remove the lien as soon as possible. This is done through redemptions in full or tax repayment plans. In FY20, of the payment plans were paid in full, keeping the taxpayers in their homes. Only 12% defaulted on the payment plan.

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

Fiscal Year 2021 Budget and Program Summaries

TREASURER'S DEPARTMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Cash & Investment Management				
Personal Services	-	-	-	655
OTPS	(6,545)	-	(39,060)	(5,243)
Tax Title Program				
Personal Services	-	-	-	-
OTPS	(82,750)	(18,204)	(110,194)	(1,377)
Total Adjustments	(89,295)	(18,204)	(149,254)	(5,965)

Notes

- ◆ Personal Services increase— Increase of \$655 due to salary adjustments and cost of living adjustments for FY21.
- ◆ OTPS reductions— \$6,620 cut due to budgetary restraints.

Fiscal Year 2021 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Mission

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

FY20 Department Highlights

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

- ◆ Continued working with the Springfield Parking Authority (SPA) on the City's Boot Program, which resulted in the collection of \$454,188 in delinquent motor vehicle excise taxes and outstanding parking tickets in FY20.
- ◆ Continued the acceptance of parking tickets through our Deputy Collector, Kelley and Ryan. This provides the taxpayer with "one stop shopping", allowing them to pay any tax, fee or ticket, while having the opportunity to resolve any issues, in one place through a visit to City Hall.
- ◆ Dedicated one Customer Service Representative to producing Municipal Lien Certificates (MLC), which has assisted with collecting monies due to the City as part of any real estate transaction.
- ◆ Worked with Housing Code and the Office of Management and Budget to lien past due charges to the real estate tax bill, resulting in increased collections.
- ◆ Worked with the Comptroller's Department to reconcile all City receivables.
- ◆ Continued the successful Revenue Recapture program which ensures that all monies due the City are collected before issuing any refunds. Since the inception of this program, \$680,238.19 in past due monies owed the City have been collected.

FY21 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY20.
- ◆ Level Service OTPS.
- ◆ OTPS budget includes:
 - ◇ Legal services and an increase to advertising related to delinquent collections
 - ◇ Postage & mailing costs

Department Budget

	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	347,942	360,850	359,472	(1,378)	-0.4%
OTPS	151,597	162,789	186,022	23,233	14.3%
Capital	-	-	-	-	0.0%
Total General Funds	499,539	523,639	545,494	21,855	4.2%

Department Staff

	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Department FTEs					
General Fund FTEs	7.0	7.0	7.0	-	0.0%
Total FTEs	7.0	7.0	7.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Program Expenses



Program Summary

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Collections	499,539	523,639	545,494	21,855	100%
Total General Fund Expenditures	499,539	523,639	545,494	21,855	100%

Revenue Summary

TOTAL REVENUE: \$ 234,700,193

Collections—

◆ Property Taxes	\$ 222,267,620
◆ Motor Vehicle Excise	\$ 10,439,074
◆ Penalties & Interest	\$ 800,000
◆ Departmental Fees	\$ 1,190,000
◆ Special Assessments	\$ 3,500

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Collections	212,442,040	225,933,838	234,700,193	8,766,355	100%
Total Departmental Revenue	212,442,040	225,933,838	234,700,193	8,766,355	100%

Fiscal Year 2021 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	347,942	360,850	359,472	(1,378)	-0.4%
OTPS	151,597	162,789	186,022	23,233	14.3%
Capital	-	-	-	-	0.0%
Total General Funds	499,539	523,639	545,494	21,855	4.2%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	499,539	523,639	545,494	21,855	4.2%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Taxes On Personal Property	26,395,778	25,759,400	28,983,698	3,224,298	12.5%
Charges To Depts	-	-	-	-	0.0%
Taxes On Real Property	171,017,571	185,689,675	193,283,922	7,594,247	4.1%
Mvtaxes Previously Written Off	6,910	-	-	-	0.0%
Motor Vehicle Excise	12,513,528	12,281,263	10,439,074	(1,842,189)	-15.0%
Penalties & Interest - Taxes	862,643	800,000	800,000	-	0.0%
Departmental Fees	1,643,147	1,400,000	1,190,000	(210,000)	-15.0%
Reimb For Prior Year Expend	-	-	-	-	100%
Special Assesments	2,463	3,500	3,500	-	0.0%
Total Departmental Revenue	212,442,040	225,933,838	234,700,193	8,766,355	3.9%

External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
<i>Subtotal FY21 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY21 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2021 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Program Summaries

Collections

Collections	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	499,539	523,639	545,494
FTEs	7.0	7.0	7.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Current Year Real Estate and Personal Property Tax Collection Rate	96%	72%	98%
Current Year Motor Vehicle Excise Tax Collection Rate	90%	10%	95%
Delinquent Tax (RE & PP) Collection Rate	-	-	-
Number of New Liens Placed on Properties	419	N/A	400
Number of Liens from Previous Years Remaining	1,453	1,300	1,000
Number of Properties in Tax Title	1,453	13,000	1,000
Percentage of Eligible Properties on Which Tax Taking Procedures Have Been Initiated	100%	100%	100%
Property Tax Revenue as a % of Total Revenue	30%	31%	31%
Number of Monthly Account Reconciliations between Collector's and Comptroller's Offices	12	7	12

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

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

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

Fiscal Year 2021 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Collections				
Salaries & Wages	-	-	-	(3,833)
Repair & Maint - Office Equipment	-	-	(500)	-
Rental - Office Equipment	702	-	-	-
Postage	-	(2,035)	-	-
Advertising	-	-	(5,000)	-
Office Supplies	-	(800)	-	(450)
Seminars/Training/Travel	-	-	-	(90)
Interest and Abatements	(100,000)	-	-	-
Total Adjustments	(99,298)	(2,835)	(5,500)	(4,373)

Notes

- ◆ Salaries & Wages reductions— \$3,833 cut due to no cost of living adjustments in FY21.
- ◆ Office Supplies and Seminars/Training/Travel reductions—Small reductions made due to budgetary constraints.
- ◆ OTPS funding increased due to higher costs for recording fees with the Registry of Deeds.
- ◆ Continued funding for legal services.

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Fiscal Year 2021 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

Mission

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

FY20 Department Highlights

The Human Resources and Labor Relations Department develops and maintains the infrastructure to hire, develop, manage, and compensate City employees, and promotes harmonious relations with collective bargaining representatives. This is accomplished through several distinct functions including: staffing, affirmative action, compensation, training, employee relations, labor relations, workers' compensation, and workplace safety. Some of the aforementioned functions are also performed on behalf of the School Department.

The Department is responsible for negotiating the 24 City and School Department collective bargaining agreements, processing grievances, representing the City in arbitration, managing disciplinary matters, settling grievances/complaints, and addressing a myriad of other labor and employee relations issues.

All 24 of the City's unions are under contract through June 30, 2020 or later.

FY21 Budget Highlights

- ◆ Funds 9.0 FTEs.
- ◆ Builds on efficiencies from NEOGOV and other platforms to reduce advertising and professional services costs.
- ◆ Level service funding for costs associated with administering unemployment and worker's compensation benefits.

Department Budget

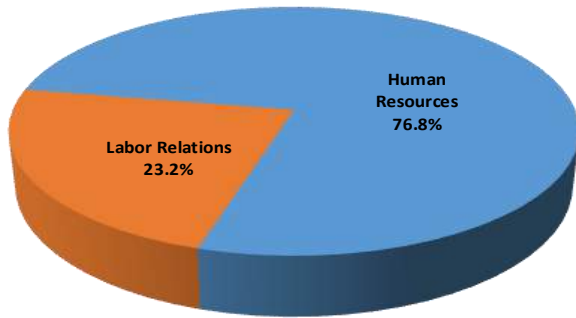
General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	1,134,070	769,522	756,131	(13,391)	-1.7%
OTPS	502,389	498,776	470,634	(28,142)	-5.6%
Capital	-	-	-	-	0.0%
Total General Funds	1,636,459	1,268,298	1,226,764	(41,534)	-3.3%

Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	16.0	9.0	9.0	-	0.0%
Total FTEs	16.0	9.0	9.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Expenses



Program Summaries

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

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Human Resources	1,257,294	974,435	942,525	(31,910)	76.8%
Labor Relations	379,165	293,863	284,239	(9,623)	23.2%
Total General Fund Expenditures	1,636,459	1,268,298	1,226,764	(41,534)	100%

Revenue Summary

This department no longer produces revenue.

Fiscal Year 2021 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	1,134,070	769,522	756,131	(13,391)	-1.7%
OTPS	502,389	498,776	470,634	(28,142)	-5.6%
Capital	-	-	-	-	0.0%
Total General Funds	1,636,459	1,268,298	1,226,764	(41,534)	-3.3%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,636,459	1,268,298	1,226,764	(41,534)	-3.3%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Medicare Part D Reimbursement	161,713	-	-	-	0.0%
Reimbursement W&S Retiree Health Insurance	332,198	-	-	-	0.0%
Miscellaneous revenue	-	-	-	-	0.0%
Municipal Medicaid Part D	-	-	-	-	0.0%
Reimbursement for Prior Year Expend	1,120	-	-	-	0.0%
Total Departmental Revenue	495,031	-	-	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
<i>Subtotal FY21 Anticipated Grants</i>			-	-	-
<i>Subtotal FY21 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2021 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Human Resources

Human Resources	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,257,294	974,435	942,525
FTEs	12.0	5.0	5.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Average hours a job interchanges from the Personnel Review Committee to posting on the COS.	8.0	8.0	8.0
Average hours from the close of the standard 14 day posting, to referring applicants to the department head	8.0	8.0	8.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Scanned in all employee files including medical files. Maintaining electronic file database.
- ◆ The Residency Compliance Unit worked on compliance issues with the revised City Residency Ordinance.
- ◆ Partnered with local colleges to create additional recruitment channels.
- ◆ Provide City employees with seventh annual Wellness Fair (June 2020).
- ◆ Hosted Citywide Step Challenge August 1, 2019– August 31, 2019.
- ◆ Hosted two firefighter exam open houses on January 15th and January 23rd, 2020.
- ◆ Collaborated with the Springfield Police Department to administer active shooter preparedness training to department heads and City employees.
- ◆ Continued to make significant progress in resolving long-standing workers’ compensation claims and improving return to work results for new claims.
- ◆ Updated the non-bargaining policy on July 1, 2019
- ◆ Our online job postings were viewed 126,762 times and we have received 3,776 applications in FY20 (to date – February 20, 2020).

Fiscal Year 2021 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Labor Relations

Labor Relations	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	379,165	293,863	284,239
FTEs	4.0	4.0	4.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Bargaining Sessions Complete	37	67	N/A
Interest Arbitrations Completed	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ All 24 Unions are under contract through June 30, 2020 or later. The City has, or will begin negotiations with 13 units in FY21.

Fiscal Year 2021 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Human Resources				
Salaries & Wages	-	(9,416)	(361,454)	(15,099)
Dues & Memberships	-	-	-	167
Rental - Office EQ			(2,237)	
Professional Services	(13,934)	5,216	(11,504)	(20,000)
Seminars/Education/Training	(1,000)	-	(1,500)	(1,350)
In State Travel	-	-	(500)	(240)
Postage & Delivery	-	-	(6,200)	(2,000)
Subscriptions	-	32	-	(954)
Advertising	(1,000)	-	-	(1,000)
Office Supplies	-	-	(2,750)	(175)
Out of State Travel	(300)	-	-	(750)
Gasoline & Diesel	-	-	-	(360)
Other Supplies				(1,500)
Total Adjustments	(16,234)	(4,168)	(386,146)	(43,261)

Notes

- ◆ After a thorough analysis was completed, various cuts were made to the budget while core services and operations will still be maintained.
- ◆ \$20,000.00 was cut from Professional services due to there not being a need for an expert witness in FY21.
- ◆ No COLA increases were included for FY21.

Fiscal Year 2021 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

Mission

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

FY20 Department Highlights

Over the course of FY19, the department processed over 1,500 health insurance changes through the GIC; including but not limited to: new enrollments, marriages, births, retirements, terminations, address changes, and adding/dropping dependents.

In April of each year, the Employee Benefits Department circulates Open Enrollment information to all eligible City and School employees, retirees, and surviving spouses. Open Enrollment provides an opportunity to review benefit options and choose a new health plan if necessary. During the FY20 Open Enrollment period from April 3, 2019 to May 1, 2019, the following data was processed by the department:

- ◇ GIC Enrollment Packets: 87 new enrollments, 41 adding dependents, 29 dropping dependents, 12 terminating coverage, and 79 changing plans.
- ◇ Flexible Spending Accounts: 589 enrollment forms

FY21 Budget Highlights

- ◆ Funds 6.0 FTEs, consistent with FY20
- ◆ Integrates City benefit requirements stemming from continued implementation of the Affordable Care Act.
- ◆ Benefits:
 - ◇ Health/Life Insurance \$25,091,681
 - ◇ Unemployment \$117,713
 - ◇ Workers' Compensation \$517,750
 - ◇ Medical & Dental \$1,077,754
 - ◇ Medicare - Employer Match \$1,541,083

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	-	355,254	352,714	(2,541)	-0.7%
OTPS	-	9,707	9,097	(610)	-6.3%
Capital	-	-	-	-	-
Total General Funds	-	364,961	361,811	(3,151)	-0.9%

Department Staff

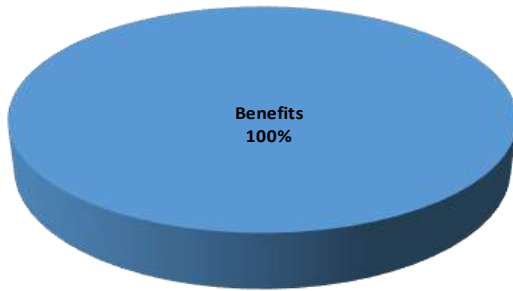
Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	-	6.0	6.0	-	0.0%
Total FTEs	-	6.0	6.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

Program Summaries

Program Expenses



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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Benefits	-	364,961	361,811	(3,151)	-0.9%
Total General Fund Expenditures	-	364,961	361,811	(3,151)	-0.9%

Program Revenue

Revenue Summary

TOTAL REVENUE: \$345,000



Water & Sewer Retiree Health
Insurance Reimbursement \$345,000

Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Water & Sewer Retiree Health Ins.	332,198	332,000	345,000	13,000	3.9%
Total Departmental Revenue	332,198	332,000	345,000	13,000	3.9%

Fiscal Year 2021 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	-	355,254	352,714	(2,541)	-0.7%
OTPS	-	9,707	9,097	(610)	-6.3%
Capital	-	-	-	-	0.0%
Total General Funds	-	364,961	361,811	(3,151)	-0.9%
External Funds Budget	FY19 Actual	FY20 Adopted	FY21 Projected	Variance FY21-FY20	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	-	364,961	361,811	(3,151)	-0.9%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Reimbursement W&S Retiree Health Insurance	332,198	332,000	345,000	13,000	3.9%
Total Departmental Revenue	332,198	332,000	345,000	13,000	3.9%
External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
<i>Subtotal FY21 Anticipated Grants</i>			-	-	-
<i>Subtotal FY21 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2021 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

Program Summaries

Benefits

Employee Benefits	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	-	364,961	361,811
FTEs	-	6.0	6.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Percent of Health Plan Customer Service encounters resolved within one day	100%	100%	100%
Percent of initial entry for necessary payroll changes made within 3 work days of receipt	96%	97%	100%
Percent of payroll changes activated in MUNIS within 3 work days of effected payroll	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ New Vision plan offering eligible employees with additional benefits, such as vision hardware coverage began July 1, 2019.
- ◆ Manually resolved multiple ACA production errors and produced ACA compliant forms (1095-C) ahead of schedule on January 28, 2020; original due date of January 31, 2020. Filed 1094-C forms prior to February 28, 2020 deadline on February 5, 2020.
- ◆ Maintained the department internal website with the most current information available pertaining to employee benefits, programs and services.
- ◆ Continued New Open Enrollment section in the department's internal website dedicated strictly to providing eligible employees with important details pertaining to Employee Benefits. The site includes newly added links to the FY21 Open Enrollment Packet, GIC Benefits Decision Guide with the City of Springfield Rate Sheet, and the Benefits Forms Website (electronic fill & sign pdf format).
- ◆ In the process of implementing the Group Insurance Commission's myGIC Link that will streamline health insurance enrollment and change processes by transitioning to electronic forms and signatures.
- ◆ Developed an electronic filing database in the City's Munis software system by collaborating efforts with the City's Information Technology Dept. to reduce the use of paper, streamline document organization, and improve operational efficiency within the dept.
- ◆ The project of scanning archived file documents into an electronic storage database is still on-going.

FY20 Open Enrollment began April 3, 2019 and officially closed May 1, 2019

Fiscal Year 2021 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Benefits				
Salaries & Wages	-	-	355,254	(5,298)
Rental - Office Equipment	-	-	2,237	
Professional Services	-	-	420	
Seminars/Education/Training	-	-	1,000	
Postage & Delivery	-	-	3,800	
Office Supplies	-	-	2,250	(675)
Total Adjustments	-	-	364,962	(5,973)

Notes

- ◆ After an analysis was completed, a minor cut to office supplies was made while still maintaining core operations.
- ◆ No COLA increases were included for FY21.

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Fiscal Year 2021 Budget and Program Summaries

INFORMATION TECHNOLOGY DEPARTMENT

Mission

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

FY20 Department Highlights

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

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

FY21 Budget Highlights

- ◆ Funds 15.0 FTEs, an increase of 1.0 FTE over FY20. A 2nd Senior Network Analyst was added to allow for enhanced monitoring, maintenance, and support of the citywide network and computer infrastructure.
- ◆ Funding for a new Storage Area Network (SAN), which will enhance data storage capabilities and improve the performance of the City’s existing network.
- ◆ Funding for 16 new servers, which were added in FY20 to replace existing servers past their useful life.
- ◆ Funding for a comprehensive data backup and disaster recovery solution. This ensures the ability to quickly recover mission critical data in the event of any loss due to a natural disaster, cyberattack, or other means.
- ◆ Funding for continued service and support for MUNIS, Everbridge, and Accela.
- ◆ Level service for continued IT services and support.

Department Budget

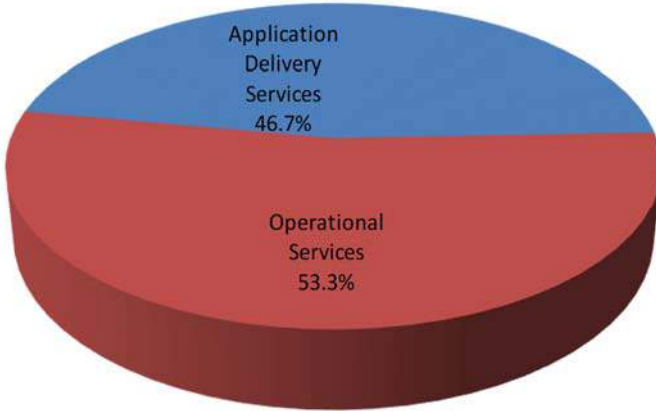
General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	870,883	1,033,547	1,135,836	102,288	9.9%
OTPS	2,108,249	2,185,336	2,168,691	(16,645)	-0.8%
Capital	19,873	20,000	20,000	-	0.0%
Total General Funds	2,999,004	3,238,884	3,324,527	85,643	2.6%

Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	13.0	13.0	14.0	1.0	7.7%
Trusts/Donations/Other FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	14.0	14.0	15.0	1.0	7.1%

Fiscal Year 2021 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Expenses



Program Summary

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

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Application Delivery Services	1,399,535	1,511,479	1,551,446	39,967	46.7%
Operational Services	1,599,469	1,727,405	1,773,081	45,676	53.3%
Total General Fund Expenditures	2,999,004	3,238,884	3,324,527	85,643	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	870,883	1,033,547	1,135,836	102,288	9.9%
OTPS	2,108,249	2,185,336	2,168,691	(16,645)	-0.8%
Capital	19,873	20,000	20,000	-	0.0%
Total General Funds	2,999,004	3,238,884	3,324,527	85,643	2.6%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	58,838	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	58,838	-	-	-	0.0%
All Funds Budget	3,057,843	3,238,884	3,324,527	85,643	2.6%

All Funds Revenue Detail

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Application Delivery Services

Application Delivery Services	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,399,535	1,511,479	1,551,446
FTEs	7.0	7.0	7.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Number of FTEs assigned to a strategic project	5	5	5
Number of unique visitors to the public website	955,157	987,792	1,000,000
% of requests completed on-time	95.0%	95.0%	94.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

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

Fiscal Year 2021 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Operational Services

Operational Services	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,599,469	1,727,405	1,773,081
FTEs	7.0	7.0	8.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Number of desktops/laptops to replace	40	19	400
% of Help Desk requests resolved within 24 hours	87.0%	96.5%	95.0%
Average number of Help Desk requests per month	421	180	125
Average number of email requests per day	N/A	26,258	27,000
Average number of allowed requests per day	N/A	9,716	9,762
Average number of spam blocked requests per day	N/A	17,056	17,238

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Operational Services Division is responsible for maintaining the City’s voice and data network infrastructure, supporting users of information technology with a customer-focused help desk, installing and maintaining computer, network and printer equipment, and providing for City business continuity in the case of a disaster. The Operational Services Division also provides protection of the City’s IT assets through perimeter security, spam blocking and antivirus software. With the implementation of MUNIS, additional responsibility includes permission and environment management.

MUNIS is an integrated municipal ERP system that was implemented for Financials and Purchasing in FY 2008; Tax Revenue Billing (Real Estate, Personal Property and MV Excise), Work Orders (for Facilities, Parks and Police Outside Extra Duty requests/billing), and Contracts and Bids were introduced in FY 2009. Payroll/Base Human Resources and Position Control functions were implemented in FY 2010. Additional activity being considered is as follows: Extend and refine use/functionalities beyond the base MUNIS applications implemented over the past few years to improve financial information, controls and operational efficiencies across the city and in our schools.

Fiscal Year 2021 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Operational Services				
Salaries & Wages	-	-	825	73,576
Professional Services	(10,000)	-	(14,377)	(3,380)
Telephone	-	-	-	-
Office Supplies	(880)	-	(500)	(525)
Repair and Maintenance - Office Equipment/Computers	(24,120)	-	(3,290)	(3,406)
Repair and Maintenance - Networks	(5,331)	-	-	(1,499)
Rental - Equipment	(4,147)	(18,518)	(440)	(441)
Other Supplies	(763)	-	-	-
Printing/Binding	(500)	-	(1,000)	-
In State Travel	(100)	-	(125)	(150)
Computer Hardware/Software	(52,031)	(40,000)	(25,023)	(20,699)
Gasoline	(375)	-	-	(75)
Dues & Memberships	(250)	-	-	-
Total Adjustments	(98,497)	(58,518)	(43,931)	43,401

Notes

- ◆ Personal Services - Funding included for the addition of a second Senior Network Analyst (\$94,405). Due to no cost-of-living adjustments for FY21, \$20,829 was reduced from the budget.
- ◆ OTPS - \$30,175 reduction to reflect level service spending:
 - ◇ Professional Services (\$3,380)
 - ◇ Office Supplies (\$525)
 - ◇ Repair & Maintenance - Office Equipment/Computers (\$3,406)
 - ◇ Repair & Maintenance - Networks (\$1,499)
 - ◇ Rental - Equipment (\$441)
 - ◇ In-State Travel (\$150)
 - ◇ Software (\$20,699)
 - ◇ Gasoline (\$75)

Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Mission

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

FY20 Department Highlights

- ◆ Brightwood / Lincoln School — Started construction on a new 155,000sf school building.
- ◆ DeBerry/Homer Street Elementary School — Working with MSBA to develop the building program and educational program for the new DeBerry/Homer Street Elementary School.
- ◆ Implementing the NDRC Grant — installing renewable energy source at Brookings Elementary School for redundant power and repairing a high hazard dam at Water Shops Pond.
- ◆ East Forest Park Library — Library is completed and addressing warranty issues.
- ◆ Campanile — Working with a design team to develop the best course of action to maintain a safe and secure Campanile.
- ◆ Implementation of the following Parks Department projects: Pynchon Plaza and DeBerry Park.
- ◆ Massachusetts School Building Authority (MSBA) Accelerated Repair Projects — Construction administration for the completion of doors and windows at South End Middle School. Completed the Roof Replacement project at Milton Bradley Elementary School. Installation of boilers at the Science and Technology High School. In planning for full or partial boiler replacements at Indian Orchard, Fredrick Harris and Sumner Avenue Elementary Schools.
- ◆ Submission of Statement of interest- Assist with preparation of the statement of interest to the MSBA.
- ◆ Planning for the Police department- Assist with the planning of instructional shooting range facility.
- ◆ Elm Street- Working with Design team as best course of action for rehabilitation.

FY21 Budget Highlights

- ◆ Funds 5.0 FTEs consistent with FY20; insourcing project management functions.
- ◆ Level service OTPS.

Department Budget

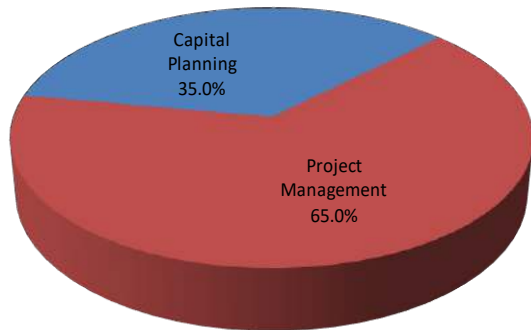
General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	446,199	458,552	456,816	(1,736)	-0.4%
OTPS	43,438	52,199	49,542	(2,657)	-5.1%
Capital	-	-	-	-	0.0%
Total General Funds	489,637	510,751	506,358	(4,393)	-0.9%

Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	5.0	5.0	5.0	-	0.0%
Total FTEs	5.0	5.0	5.0	-	0.0%

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Expenses



Program Summaries

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

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Capital Planning	171,373	178,763	177,225	(1,538)	35.0%
Project Management	318,264	331,988	329,133	(2,856)	65.0%
Total General Fund Expenditures	489,637	510,751	506,358	(4,393)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	446,199	458,552	456,816	(1,736)	-0.4%
OTPS	43,438	52,199	49,542	(2,657)	-5.1%
Capital	-	-	-	-	0.0%
Total General Funds	489,637	510,751	506,358	(4,393)	-0.9%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	35,238,564	108,333,575	155,403,159	47,069,584	43.4%
Total External Funds	35,238,564	108,333,575	155,403,159	47,069,584	43.4%
All Funds Budget	35,728,201	108,844,326	155,909,517	47,065,191	43.2%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
	-	-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%
Project	Funding Source(s)		Estimated Project Cost	Life To Date Expenses	FY21 Projected Available
Campanile Repairs - Design	CPA, Pay-Go		449,441	448,981	460
Court Square Redevelopment	City Bond		4,000,000	73,840	3,926,160
East Forest Park Library	City Bond, Grant, Donations		9,543,833	9,394,008	149,825
MSBA - ARP - Frederick Harris Boiler	City Bond, MSBA, Pay-Go		1,933,077	20,000	1,913,077
MSBA - ARP - Sumner Ave. Boiler	City Bond, MSBA, Pay-Go		1,046,518	21,150	1,025,368
MSBA - ARP - Indian Orchard Boiler	City Bond, MSBA, Pay-Go		945,773	21,150	924,623
MSBA - ARP - Milton Bradley Roof	City Bond, MSBA, Pay-Go		3,356,488	1,989,874	1,366,614
MSBA - ARP - Sci Tech Boilers	City Bond, MSBA, Pay-Go		5,217,083	608,254	4,608,829
MSBA - Brightwood - Lincoln Feasibility Study and Construction	City Bond, MSBA		82,201,776	35,152,502	47,049,274
MSBA Homer - DeBerry Construction	City Bond		95,051,267	1,068,882	93,982,385
Pynchon Plaza	Grant, Pay-Go		4,084,990	3,628,447	456,543
Total External Funds			207,830,245	52,427,087	155,403,159

Fiscal Year 2021 Budget and Program Summaries
DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Capital Planning

Capital Planning	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	171,373	178,763	177,225
FTEs	2.0	2.0	2.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Total # of new projects	4	5	5
# of projects scheduled for completion	5	4	5

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

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

Fiscal Year 2021 Budget and Program Summaries
DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Project Management

Project Management	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	318,264	331,988	329,133
FTEs	3.0	3.0	3.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Percentage of projects completed under budget	100%	100%	100%
Percentage of change orders of total construction budget per project	1.4%	1.2%	1.2%
Percentage of projects completed on schedule	100%	100%	100%
Total number of completed projects	10	9	9

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

Brightwood/ Lincoln School

- ◆ Working with the MSBA and the School Department on the enrollment and building design for the new 155,000 sq. ft. building. Construction on the project has begun, and both schools are expected to be open by August 2021.

DeBerry/ Homer Street School

- ◆ In the process of completing the schematic design study for the construction of replacement buildings for both schools. These new schools will be co-located on a shared campus, similar to the Brightwood/Lincoln project.

NDRC Grant implementation.

- ◆ Install solar array panels at Brookings Elementary school and repairing a high hazard dam at Water Shops Pond.

Pynchon Plaza

- ◆ Completing a full renovation project that will connect to the Quadrangle, including the new Dr. Seuss Museum and downtown to allow foot traffic to flow between the City’s cultural attractions and numerous options for dining and entertainment. This project will be completed the spring of 2020.

MSBA Accelerated Repair Projects—Multiple projects

- ◆ Boiler and HVAC improvements at the Springfield High School of Science and Technology. In planning for full or partial Boiler Replacements at Indian Orchard, Fredrick Harris and Sumner Avenue Elementary Schools.

Fiscal Year 2021 Budget and Program Summaries
DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

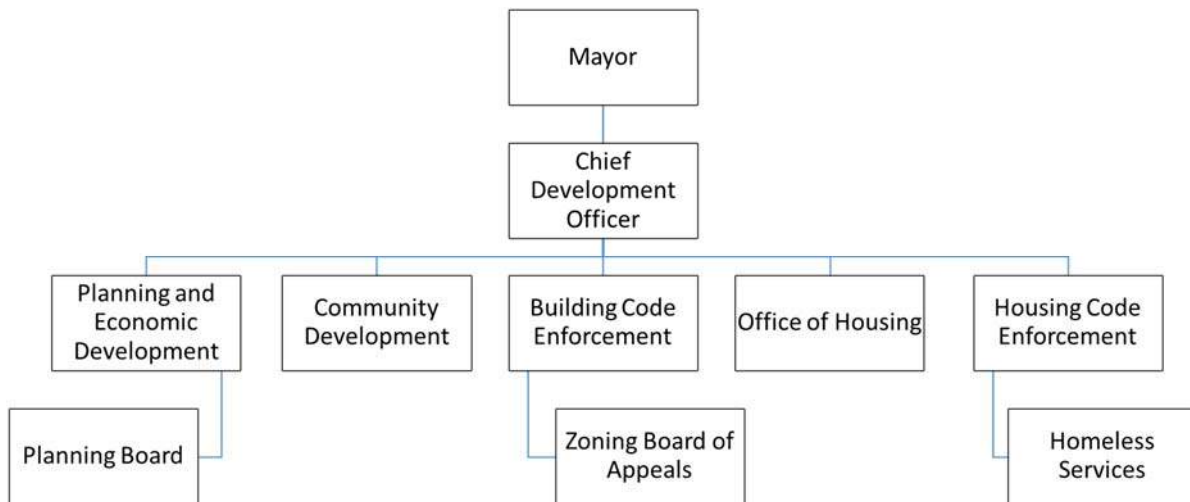
FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Capital Planning				
Special Events	-	(300)		-
Various OTPS	-	(950)	(500)	(4,057)
Project Management				
Personal Services	(50,477)	-	2,871	(9,064)
Professional Services	(32,000)	(25,000)		-
Total Adjustments	(82,477)	(26,250)	2,371	(13,121)

Notes

- ◆ Personal Services reductions—\$9,064 cut due to no cost of living adjustments.
- ◆ Various OTPS reductions—Small reduction in OTPS from FY20 due to budgetary constraints.
- ◆ Various OTPS increase—\$68 increase due to new Konica Minolta lease and annual software fee.

Section 6 Development Services Division



Mission Statement

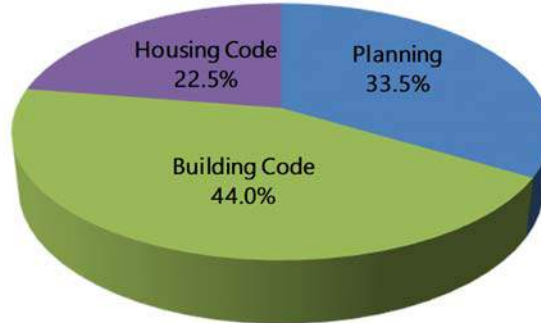
The Development Services Division integrates the resources of each department to enhance the quality of life in our City, to facilitate growth and development, to ensure appropriate planning and enforcement of regulatory standards, and to oversee and facilitate the revitalization of each neighborhood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

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

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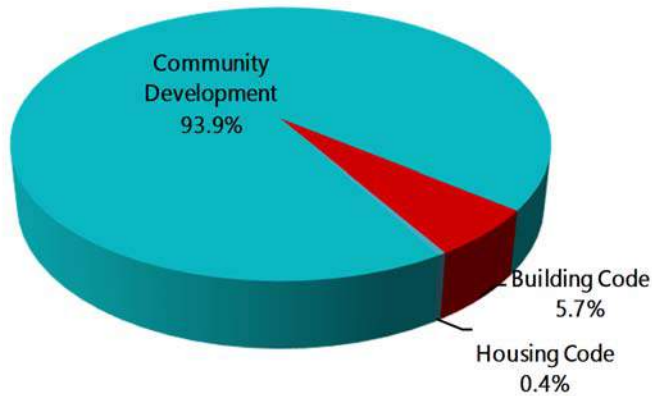
Fiscal Year 2021: All Funds Budget and Revenue Overview

Development Division



FY21 Adopted Budget Development Division						
	FY19 Actual	FY20 Adopted	FY21 Revised	FY21 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
Planning	1,342,294	1,362,047	1,383,301	1,446,871	6.2%	4.4%
Community Development	-	-	-	-	-	-
Building Code	1,632,689	1,894,725	1,864,725	1,898,201	0.2%	1.8%
Housing Code	869,035	1,011,946	165,784	971,061	-4.0%	82.9%
Total	3,844,018	4,268,719	3,413,810	4,316,133	1.1%	20.9%

Revenue Overview



Division / Department	FY21 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY21 Total Revenue
Planning	4,500	-	-	-	-	4,500
Community Development	25,000	-	47,215,122	-	-	47,240,122
Building Code	2,880,000	-	-	-	-	2,880,000
Office of Housing	-	-	-	-	-	-
Housing Code	195,000	-	-	-	-	195,000
Total	3,104,500	-	47,215,122	-	-	50,319,622

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Fiscal Year 2021 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Mission

The department provides community planning services, manages programs and oversees projects that fulfill the immediate physical, economic, and environmental needs of the City of Springfield, and assists in developing the City's long-term vision for physical, environmental, economic, and community development.

FY20 Department Highlights

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

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

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

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

FY21 Budget Highlights

- ◆ Funds 12.0 General Fund FTEs, consistent with FY20.
- ◆ OTPS includes funding for:
 - ◇ Business Improvement District dues
 - ◇ Springfield Redevelopment Authority contractual payments
 - ◇ Property appraisal services
 - ◇ Funding match for the Springfield Cultural District (\$10,000)
- ◆ Increase in funding of \$12,000 for the ValleyBike share station and bicycle equipment program.
- ◆ Increase in funding of \$75,000 for the Casino Office and consultants. This will ensure ongoing oversight, coordination, program management, and advanced and detailed implementation for critical initiatives.
- ◆ Continued funding of the Springfield Redevelopment Authority to ensure that a thoughtful and equitable process can be undertaken with each development effort.

	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund Operating Budget					
Personal Services	945,204	984,188	982,998	(1,190)	-0.1%
OTPS	397,091	377,859	463,873	86,014	22.8%
Capital	-	-	-	-	0.0%
Total General Funds	1,342,294	1,362,047	1,446,871	84,824	6.2%

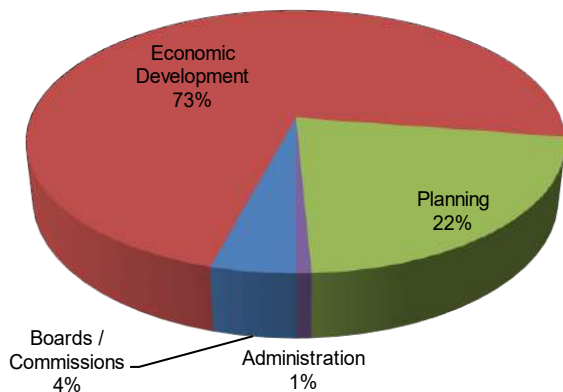
	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Department FTEs					
General Fund FTEs	12.0	12.0	12.0	-	0.0%
Total FTEs	12.0	12.0	12.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Program Summary

Program Expenses



Boards / Commissions - The City Planning Board reviews special permits.

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

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

Administration— Provides general administration for the Division.

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Boards / Commissions	60,292	61,994	61,758	(237)	4.3%
Economic Development	971,949	970,580	1,057,418	86,837	73.1%
Planning	300,097	318,627	316,668	(1,958)	21.9%
Administration	9,956	10,845	11,027	182	0.8%
Total General Fund Expenditures	1,342,294	1,362,047	1,446,871	84,824	100%

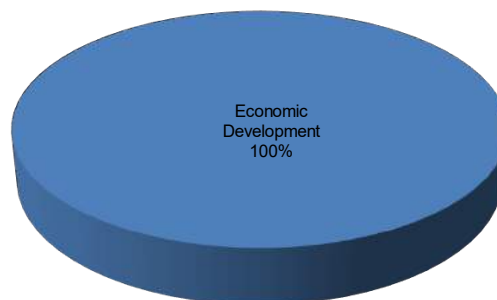
Revenue Summary

TOTAL REVENUE: \$4,500

Economic Development -

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

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Boards / Commissions	-	-	-	-	0.0%
Economic Development	9,361	4,500	4,500	-	100%
Planning	-	-	-	-	0.0%
Administration	-	-	-	-	0.0%
Total Departmental Revenue	9,361	4,500	4,500	-	100%

Fiscal Year 2021 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	945,204	984,188	982,998	(1,190)	-0.1%
OTPS	397,091	377,859	463,873	86,014	22.8%
Capital	-	-	-	-	0.0%
Total General Funds	1,342,294	1,362,047	1,446,871	84,824	6.2%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,342,294	1,362,047	1,446,871	84,824	6.2%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Departmental Fees	2,861	3,000	3,000	-	0.0%
Rentals	1,500	-	-	-	0.0%
Other Permits	5,000	1,500	1,500	-	0.0%
Total Departmental Revenue	9,361	4,500	4,500	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
<i>Subtotal FY21 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal Other Funding</i>			-	-	-

Fiscal Year 2021 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Boards/Commissions

Boards/Commissions	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	60,292	61,994	61,758
FTEs	1.0	1.0	1.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% of special permit application recommendations provided to the City Council before the next scheduled hearing date	100%	100%	100%
% of zoning change application recommendations provided to the City Council before the next scheduled hearing date	100%	100%	100%
% of historic applications reviewed and processed to the Historical Commission before the next scheduled hearing date	100%	100%	100%

Citywide Strategic Priority: Economic Vitality

Highlights

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

Fiscal Year 2021 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Economic Development

Economic Development	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	971,949	970,580	1,057,418
FTEs	7.0	7.0	7.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
New construction value	\$210,219,201	\$133,318,438	\$200,000,000
Number of business forums held annually	10	8	12
Average number of weekly business visits	3	4	4

Citywide Strategic Priority: Economic Vitality

Highlights

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

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

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

The City of Springfield has experienced unprecedented economic recovery in recent years, including the \$960 million MGM Springfield, which won an international economic development award in 2019 for best public-private partnership. That investment was part of over \$4 billion in public and private investment in recent years, and has led to Springfield in December of 2019 recording its lowest unemployment rate (4.2%) in twenty years.

Fiscal Year 2021 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Office of Planning

Planning	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	300,097	318,627	316,668
FTEs	4.0	4.0	4.0

Citywide Strategic Priority: Economic Vitality

Fiscal Year 2021 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Administration

Administration	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	9,956	10,845	11,027
FTEs	-	-	-

Citywide Strategic Priority: Economic Vitality

Highlights

Provides oversight for the Planning & Economic Development Department.

Fiscal Year 2021 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

FY21 Budget Adjustments

	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Economic Development				
Personal Services	(39,770)	(14)	-	(12,596)
OTPS	(15,000)	(39,945)	-	4,150
Planning				
Personal Services	-	-	-	(6,044)
OTPS	39,500	-	-	(300)
Administration				
OTPS	(455)	(100)	-	182
Total Adjustments	(15,725)	(40,059)	-	(14,608)

Notes

- ◆ Personal Services —\$18,640 decrease due to no cost of living adjustments in FY21.
- ◆ OTPS—\$5,232 increase to Out of State travel.
 - ◇ \$232 increase to supplies and services.
 - ◇ \$300 decrease due to city wide cuts in FY21.

Fiscal Year 2021 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Mission

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

FY20 Department Highlights

The Inspectional Services Building Division provides the citizens of the City of Springfield with independent and impartial inspectional services, as required by the Commonwealth of Massachusetts. The Inspectional Services Division plays a vital role in the enforcement of these regulations, building codes, laws, and local ordinances that enhance the overall quality of life and help ensure stable property values, all of which affect the general economic health of the community. The division also provides enforcement of all Massachusetts General Laws pertaining to weighing and measuring devices, which ensures proper equity and integrity in a multi-million dollar marketplace.

FY21 Budget Highlights

- ◆ Funds 28.0 General Fund FTEs, consistent with FY20.
- ◆ Includes funding to allow Building Inspectors to work 40 hours a week. This is to address the increased number of building construction projects throughout the City of Springfield.
- ◆ FY21 OTPS:
 - ◇ Funding for GPS monitoring in all vehicles used by inspectional services personnel.
 - ◇ Includes funding for all contractually-obligated costs (uniforms & safety equipment).
 - ◇ Funds training costs to ensure Inspectors are educated on updated code enforcement statutes.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	1,582,889	1,840,432	1,850,657	10,225	0.6%
OTPS	49,799	54,293	47,544	(6,749)	-12.4%
Capital	-	-	-	-	0.0%
Total General Funds	1,632,689	1,894,725	1,898,201	3,476	0.2%

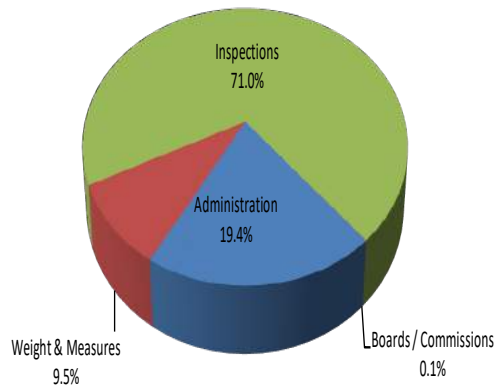
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	28.0	28.0	28.0	-	0.0%
Total FTEs	28.0	28.0	28.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Expenses



Program Summary

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

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

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

Boards/Commissions - Reviews zoning change applications.

Program Budgets

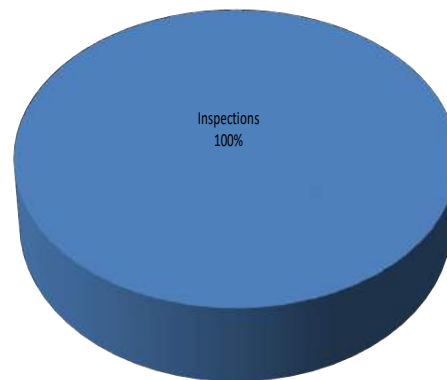
Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Administration	360,604	370,472	368,740	(1,732)	19.4%
Weight & Measures	174,383	179,246	179,930	684	9.5%
Inspections	1,096,312	1,343,507	1,348,031	4,524	71.0%
Boards / Commissions	1,390	1,500	1,500	-	0.1%
Total General Fund Expenditures	1,632,689	1,894,725	1,898,201	3,476	100%

Revenue Summary

TOTAL REVENUE: \$2,880,000

- ◆ Departmental Fees - \$480,000
 - ◇ Weights & Measures: Scale, balance, pump, meter, and scanner calibration fees
- ◆ Permits - \$2,400,000
 - ◇ Occupancy permits
 - ◇ Building permits: Roofs, additions, demolitions, pools
 - ◇ Utility permits - Electrical, plumbing
 - ◇ Zoning change permits

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Administration	-	-	-	-	0.0%
Weight & Measures	-	-	-	-	0.0%
Inspections	2,810,853	3,480,000	2,880,000	(600,000)	100%
Boards / Commissions	-	-	-	-	0.0%
Total Departmental Revenue	2,810,853	3,480,000	2,880,000	(600,000)	100%

Fiscal Year 2021 Budget and Program Summaries

BUILDING CODE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	1,582,889	1,840,432	1,850,657	10,225	0.6%
OTPS	49,799	54,293	47,544	(6,749)	-12.4%
Capital	-	-	-	-	0.0%
Total General Funds	1,632,689	1,894,725	1,898,201	3,476	0.2%
External Funds Budget					
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,632,689	1,894,725	1,898,201	3,476	0.2%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Departmental Fees	548,114	480,000	480,000	-	0.0%
Other Permits	2,261,945	3,000,000	2,400,000	(600,000)	-20.0%
Departmental Fines	794	-	-	-	0.0%
Total Departmental Revenue	2,810,853	3,480,000	2,880,000	(600,000)	-17.2%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
<i>Subtotal FY21 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal Other Funding</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2021 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summaries

Administrative

Administration	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	360,604	370,472	368,740
FTEs	6.0	6.0	6.0

Citywide Strategic Priority: Economic Vitality

Highlights

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

Fiscal Year 2021 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summaries

Weights & Measures

Weights & Measures	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	174,383	179,246	179,930
FTEs	3.0	3.0	3.0

Citywide Strategic Priority: Economic Vitality

Highlights

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

Fiscal Year 2021 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summaries

Inspections

Inspections	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,096,312	1,343,507	1,348,031
FTEs	19.0	19.0	19.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Number of Section 106 life and safety certificates issued	1,023	1,041	1,100
Percentage of complaints resolved within 70 days	14.0%	27.0%	25.0%
Percentage of permits issued within 14 days	54.0%	93.0%	90.0%
Number of average monthly inspections per zoning inspector	195	233	180
Number of average monthly inspections per building inspector	104	115	110
Percentage of joint housing and building inspections	25.0%	25.0%	25.0%

Citywide Strategic Priority: Economic Vitality

Highlights

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

Fiscal Year 2021 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summaries

Boards/Commissions

Boards / Commissions	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,390	1,500	1,500
FTEs	-	-	-

Citywide Strategic Priority: Economic Vitality

Highlights

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

Fiscal Year 2021 Budget and Program Summaries

BUILDING CODE DEPARTMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Administration				
Personal Services	(13,847)	24,099	-	(2,525)
OTPS	(500)	-	-	(1,500)
Weights & Measures				
Personal Services	-	-	-	(1,403)
OTPS	-	682	-	(90)
Inspections				
Personal Services	-	45,177	-	(3,247)
OTPS	(7,500)	3,866	-	(6,259)
Boards / Commissions				
Personal Services	-	-	-	-
Total Adjustments	(21,847)	73,824	-	(15,024)

Notes

- ◆ Personal Services — \$7,175 decrease due to cost of living adjustments in FY21.
- ◆ OTPS — \$7,849 decrease due to city wide reductions in FY21.
 - ◇ \$1,500 decrease to office supplies.
 - ◇ \$3,500 decrease to Gasoline and Diesel.
 - ◇ \$1,649 decrease to Supplies and Services.
 - ◇ \$1,200 decrease to Seminars and Training.

Fiscal Year 2021 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Mission

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

FY20 Department Highlights

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

FY21 Budget Highlights

- ◆ Funds 15.0 General Fund FTEs, a decrease of 1.0 FTE over FY20.
 - ◇ One vacant Service Clerk position removed.
- ◆ Funds contractual clothing & supply allowances for all members of the UPSEU bargaining unit.
- ◆ Includes \$110,000 for Mayor's Clean City program.
- ◆ Continued funding for GPS units in all vehicles used by inspectional services personnel.
- ◆ Continue to allocate a significant amount of ESG funding to prevention and rapid rehousing initiatives.
- ◆ Continued funding to the CDBG program for homelessness prevention through its receivership program.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	703,251	814,100	788,904	(25,196)	-3.1%
OTPS	165,784	197,847	182,158	(15,689)	-7.9%
Capital	-	-	-	-	0.0%
Total General Funds	869,035	1,011,946	971,061	(40,885)	-4.0%

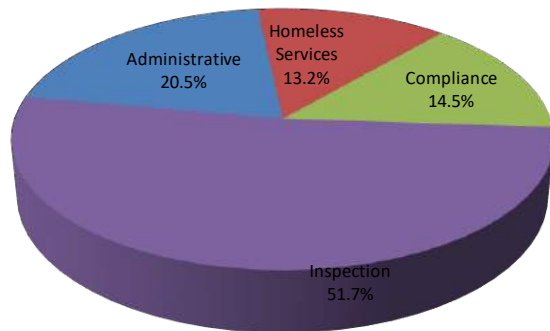
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	15.0	16.0	15.0	(1.0)	-6.3%
Total FTEs	15.0	16.0	15.0	(1.0)	-6.3%

Fiscal Year 2021 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Expenses



Program Summary

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

Homeless - Homeless outreach services.

Compliance - Ensure compliance with State Laws and City Ordinances.

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

Program Budgets

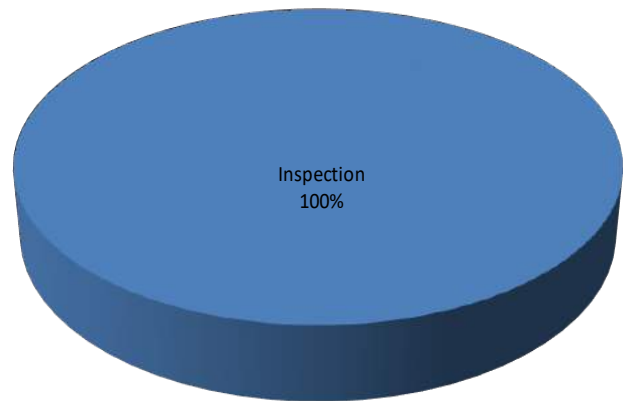
Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Administrative	192,959	232,673	198,935	(33,739)	20.5%
Homeless Services	123,929	130,402	128,458	(1,943)	13.2%
Compliance	130,000	141,200	141,200	-	14.5%
Inspection	422,147	507,671	502,468	(5,203)	51.7%
Total General Fund Expenditures	869,035	1,011,946	971,061	(40,885)	100%

Revenue Summary

TOTAL REVENUE: \$195,000

- ◆ Departmental Fees - \$35,000
 - ◇ Littering, debris, illegal dumping
 - ◇ Quality of Life: Noise complaints, barking dogs, graffiti, property maintenance
 - ◇ Safety: Snow & Ice removal
- ◆ Departmental Fines - \$160,000
 - ◇ Sanitary/safety measures: Smoke detectors, insects & vermin, heat/hot water availability.

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20
Inspection	161,678	175,000	195,000	20,000
Total Departmental Revenue	161,678	175,000	195,000	20,000

Fiscal Year 2021 Budget and Program Summaries

HOUSING CODE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	703,251	814,100	788,904	(25,196)	-3.1%
OTPS	165,784	197,847	182,158	(15,689)	-7.9%
Capital	-	-	-	-	0.0%
Total General Funds	869,035	1,011,946	971,061	(40,885)	-4.0%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	41,992	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	41,992	-	-	-	0.0%
All Funds Budget	911,027	1,011,946	971,061	(40,885)	-4.0%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Departmental Fees	35,497	35,000	35,000	-	0.0%
Departmental Fines	126,181	140,000	160,000	20,000	14.3%
Reimbursement for Prior Year Expenses	-	-	-	-	0.0%
Total Departmental Revenue	161,678	175,000	195,000	20,000	11.4%
External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
CDBG Entitlement Grant- Pass Through	Grant	6/30/2021	41,992	-	-
<i>Subtotal FY21 Anticipated Grant Funds</i>			41,992	-	-
<i>Subtotal Other Funding</i>			-	-	-
Total External Funds			41,992	-	-

Fiscal Year 2021 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Administrative

Administrative	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	192,959	232,673	198,935
FTEs	4.0	5.0	4.0

Citywide Strategic Priority:
Healthy Neighborhoods

Highlights

Responsible for the administrative and logistical management of inspectional services.

Fiscal Year 2021 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Homeless Services

Homeless Services	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	123,929	130,402	128,458
FTEs	3.0	3.0	3.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

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

Fiscal Year 2021 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Compliance

Compliance	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	130,000	141,200	141,200
FTEs	0.0	0.0	0.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

Received CDBG grant funds for the 9th year in a row to fund continued proactive Saturday street sweeps of CDBG targeted neighborhoods. CDBG funding has been an important resource to support our Proactive Code Enforcement programs to keep neighborhoods safe and economically secure.

Fiscal Year 2021 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Inspections

Inspection	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	422,147	507,671	502,468
FTEs	8.0	8.0	8.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Percent of violations found through proactive deployment	25%	30%	25%
Percent of complaints responded to within 10 business days	91%	76%	80%
Percent of emergency complaints responded to within 1 business day	83%	86%	80%
Percent of violations resolved within 70 days	34%	58%	40%
Average monthly inspections per inspector	146	185	150
Training sessions provided for inspectors	6	6	6

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

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

Fiscal Year 2021 Budget and Program Summaries

HOUSING CODE DEPARTMENT

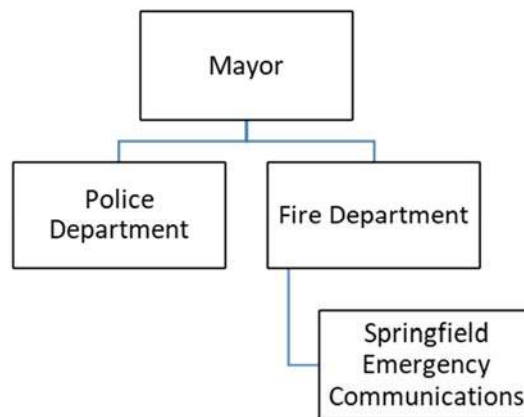
FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Administrative				
Personal Services	-	(31,591)	-	(41,721)
OTPS	(3,800)	-	-	(2,000)
Homeless Services				
Personal Services	-	(28,050)	-	(32,919)
OTPS	-	-	-	(980)
Compliance				
OTPS	20,000	-	-	-
Inspection				
Personal Services	-	52,846	-	-
OTPS	(2,000)	2,047	-	(1)
Total Adjustments	14,200	(4,749)	-	(77,621)

Notes

- ◆ Personal Services —\$74,640 decrease to level service request.
 - ◇ \$1,781 decrease due to city wide cost of living adjustments in FY21.
 - ◇ \$39,940 decrease for vacant Inspectional Service Clerk position.
- ◆ Offset of salaries to alternative funding sources:
 - ◇ Homeless Services Division: \$29,767
- ◆ Supplies and Services—\$1,708 added for Inspectional Services clothing allowance. \$91 added due to increase in inflation.
- ◆ Supplies and Services reduction— \$1,800 cut due to city wide reductions in FY21.

Section 7 Public Safety Division



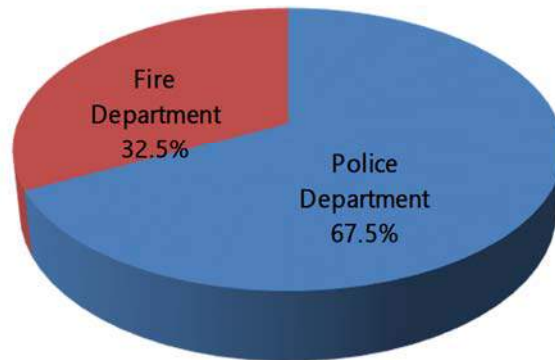
Mission Statement

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

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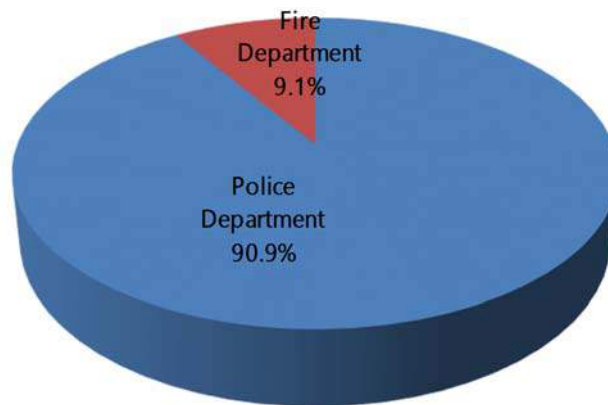
Fiscal Year 2021: All Funds Budget and Revenue Overview

Public Safety Division



FY21 Adopted Budget Public Safety Division						
	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
Police Department	50,443,017	50,929,856	50,898,906	50,327,774	-1.2%	-1.1%
Fire Department	22,309,498	24,142,820	24,142,820	24,263,616	0.5%	0.5%
Emergency Communications	1,866,263	2,051,953	2,141,953	1,917,404	-6.6%	-10.5%
Total	74,618,777	77,124,629	77,183,679	76,508,794	-0.8%	-0.9%

Revenue Overview



Division / Department	FY21 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY21 Total Revenue
Police Department	572,186	-	4,692,320	-	-	5,264,506
Fire Department	440,600	-	84,975	-	-	525,575
Emergency Communications	-	-	878,262	-	-	878,262
Total	1,012,786	-	5,655,557	-	-	6,668,343

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Fiscal Year 2021 Budget and Program Summaries

POLICE DEPARTMENT

Mission

The Springfield Police Department (SPD) is committed to serving the citizens of Springfield and its guests with the highest level of professionalism in order to safeguard lives and property. With honor, integrity and collaboration, our goal is to establish a safe and secure environment for our diverse community while improving the overall quality of life in the City of Springfield.

FY20 Department Highlights

The Police Department accomplished several important objectives in FY20, each of which are highlighted below.

- ◆ The SPD graduated 34 recruits in May 2020, in a proactive effort to combat attrition and ensure ample coverage on all three shifts.
- ◆ Steadfast efforts made towards the implementation of the department's Body-Worn Camera Program, which was officially rolled out in early June with the goal of having all officers trained and wearing the cameras within a few short months.
- ◆ Replaced outdated security cameras, and installed additional cameras in strategically-placed areas throughout the city in an effort to reduce crime and increase solvability.
- ◆ Rebuilt community engagement by actively engaging members of the community at SPD-sponsored events and meetings.
- ◆ Worked to boost morale in the department to increase retention rates through support programs such as Health and Wellness, while also ensuring the headquarters facility is healthy and sustainable.

FY21 Budget Highlights

- ◆ Funds a total of 599 full-time and 2 part-time positions. Of this, there are 511 sworn FTEs and 89 civilian FTEs.
- ◆ Funds a multitude of critical departmental initiatives, including:
 - ◇ Additional staff to manage the Body-Worn Camera Program, including one (1) Lieutenant and three (3) Video Analysts. Funding is also included for the cloud-based storage of all data that is recorded by the cameras.
 - ◇ Funding for a new Taser replacement program, replacing outdated models that do not have the proper technology to be used in an effective manner.
 - ◇ Continued operations of the Real Time Crime Analysis Center.
 - ◇ Six (6) square miles of the ShotSpotter Gunfire Detection System.
 - ◇ An academy of 40 new recruits to fill current and anticipated vacancies.
 - ◇ Funding for proactive replacement of essential policing equipment including ballistic vests, AED devices, computer hardware, and other critical supplies.
 - ◇ Funds the necessary supplies and services required to meet the operational needs of all SPD divisions, as to ensure the department is able to provide seamless policing services.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	46,878,906	47,268,144	46,415,050	(853,094)	-1.8%
OTPS	3,280,919	3,452,912	3,683,963	231,051	6.7%
Capital	283,191	208,800	228,761	19,961	9.6%
Total General Funds	50,443,017	50,929,856	50,327,774	(602,082)	-1.2%

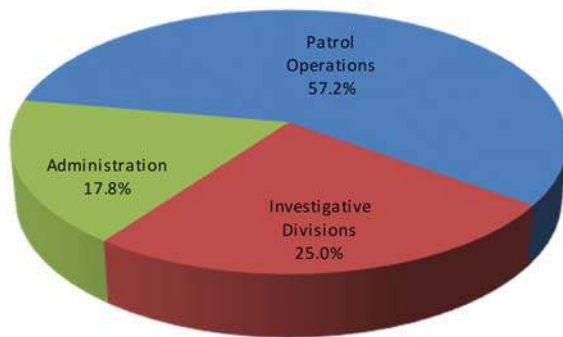
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	568.5	573.0	573.0	-	0.0%
Grant FTEs	7.5	8.0	8.0	-	0.0%
Trusts/Donations/Other FTEs	19.0	19.0	19.0	-	0.0%
Total FTEs	595.0	600.0	600.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

POLICE DEPARTMENT

Program Expenses



Program Summaries

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

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

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

Program Budgets

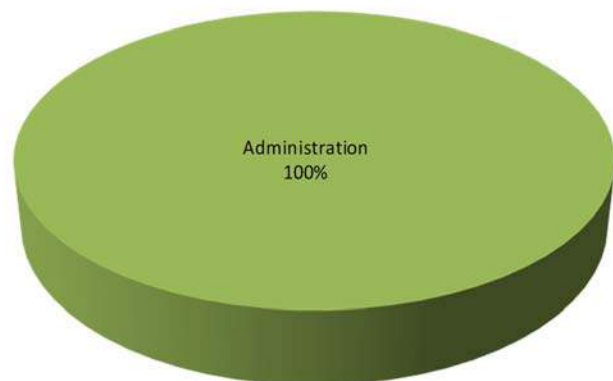
Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Patrol Operations	28,858,424	29,136,944	28,792,494	(344,451)	57.2%
Investigative Divisions	12,629,918	12,751,812	12,601,063	(150,749)	25.0%
Administration	8,954,675	9,041,099	8,934,217	(106,882)	17.8%
Total General Fund Expenditures	50,443,017	50,929,856	50,327,774	(602,082)	100%

Revenue Summary

TOTAL REVENUE: \$572,186

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

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Patrol Operations	-	-	-	-	0.0%
Investigative Divisions	-	-	-	-	0.0%
Administration	806,546	638,894	572,186	(66,708)	100%
Total Departmental Revenue	806,546	638,894	572,186	(66,708)	100%

Fiscal Year 2021 Budget and Program Summaries

POLICE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	46,878,906	47,268,144	46,415,050	(853,094)	-1.8%
OTPS	3,280,919	3,452,912	3,683,963	231,051	6.7%
Capital	283,191	208,800	228,761	19,961	9.6%
Total General Funds	50,443,017	50,929,856	50,327,774	(602,082)	-1.2%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	2,808,920	4,692,320	4,692,320	0	0.0%
Donations/Trusts	3,443	59,500	-	(59,500)	-100%
Total External Funds	2,812,364	4,751,820	4,692,320	(59,500)	-1.3%
All Funds Budget	53,255,380	55,681,675	55,020,094	(661,581)	-1.2%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Departmental Fees	198,238	166,708	100,000	(66,708)	-40.0%
Admin Fee - Extra Detail	466,911	420,000	420,000	-	0.0%
Other Permits	4,533	3,970	3,970	-	0.0%
Departmental Fines	47,650	45,550	45,550	-	0.0%
Miscellaneous Revenue	2,692	2,666	2,666	-	0.0%
Reimbursements (Prior Year And Damages)	86,522	-	-	-	0.0%
Total Departmental Revenue	806,546	638,894	572,186	(66,708)	-10.4%
External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
JAG Technology Improvement Grant	Grant	9/30/2022	268,182	132,119	132,119
Highway Safety Sustained Enforcement	Grant	9/15/2020	50,490	71,371	71,371
Traffic Enforcement & Equipment Grant	Grant	9/30/2020	46,627	37,500	37,500
Shannon Community Safety Initiative Grant	Grant	12/31/2019	678,206	1,062,976	1,062,976
MGC Mitigation Fund - SPD Gaming Enforcement Unit	Grant	2/1/2022	130,094	-	-
Jail/Arrest Diversion Program Grant	Grant	6/30/2019	79,923	80,000	80,000
Gaming Enforcement Unit	Grant	6/30/2019	935,159	1,187,896	1,187,896
Hub & Cor Program Grant	Grant	12/30/2019	3,792	-	-
Safe & Successful Youth Initiative	Grant	9/15/2019	616,447	770,000	770,000
Body Worn Camera Project Grant	Grant	9/30/2022	-	1,122,000	1,122,000
MGC Mitigation Fund - SPD Public Safety Equipment	Grant	6/30/2020	-	228,458	228,458
Subtotal FY21 Anticipated Grant Funds			2,808,920	4,692,320	4,692,320
Donations	Donations	N/A	3,443	59,500	-
Subtotal Other Funds			3,443	59,500	-
Total External Funds			2,812,364	4,751,820	4,692,320

Fiscal Year 2021 Budget and Program Summaries

POLICE DEPARTMENT

Program Summaries

The Uniform Divisions

Patrol Operations	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	28,858,424	29,136,944	28,792,494
FTEs	356.0	357.0	356.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
No. of Calls for Service	277016	173303	277016
No. of Reports Taken	20042	13569	20042
No. of Alarm Calls	12436	7806	12436
No. Assigned Proactive Patrols	71588	42730	71588
No. of Adult Arrests	4406	2725	4406
Avg Response Time Priority 1 calls (minutes)	9.77	10.22	9.77
Avg Response Time Priority 2 calls (minutes)	14.34	17.14	14.34
Avg Response Time Priority 3 calls (minutes)	23.66	27.21	23.66

Citywide Strategic Priority: Public Safety

Highlights

The Uniform Divisions

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

The uniformed divisions of the department patrol the 33.2 Square miles of the city 24 hours a day, 7 days a week, 365 days a year. Supervisors and Officers are assigned to three Uniform Squads A, B and C covering midnight to 8am, 8am to 4pm, and 4pm to midnight as well as geographical areas which fall under the supervision of the three Deputy Chiefs. Officers under the direction of the sector responsible Deputy Chief perform Directed Patrols, Park & Walk details and other crime deterrent activities. Officers in these Uniform Squads also serve and enforce orders of protection (restraining orders). Each neighborhood sector has an assigned Ordinance Unit Officer to work directly with neighborhood groups focusing on quality-of-life concerns. The Traffic Bureau has citywide responsibilities which include investigating accidents and enforcing motor vehicle laws. In addition, the Traffic Bureau is also responsive to the needs of the Deputy Chiefs in assisting with deployment strategies and addressing neighborhood concerns and issues.

Fiscal Year 2021 Budget and Program Summaries

POLICE DEPARTMENT

Program Summaries

Investigative & Strategic Impact Division

Investigative Divisions	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	12,629,918	12,751,812	12,601,063
FTEs	135.0	135.0	135.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
No. of M/V Stolen Investigations	442	371	442
No of B&E Investigations	847	561	847
No of Aggravated Assault Investigations	793	688	793
No of Homicide Investigations	17	14	17

Citywide Strategic Priority: Public Safety

Highlights

Investigative Division

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

Investigations: The Detective bureau has allowed for improved efficiencies during periods of crime surges or lags in various investigative specialties. The Investigations Division relies heavily on case management, the use of solvability factors and enhanced personnel development and cross-training. Clearance rates are monitored, relentless follow-up is provided and feedback is the responsibility of their supervisors. Specialization has helped with investigator focus to ID trends and patterns that can be further investigated using solvability factors.

Narcotics Unit: The Strategic Impact Unit has been changed to the Narcotics Unit who will continue to be proactive in addressing the epidemic of drug distribution and associated crimes through the use of investigations, warrant service and enforcement. The SPD remains committed to our federal partners by assigning officers to task forces in the ATF, DEA, FBI, US Marshalls and District Attorney’s Office. The Emergency Services Unit continues to be developed and trained to allow for a dedicated team capable of providing rapid deployment 24/7, containment and intervention as needed.

Fiscal Year 2021 Budget and Program Summaries

POLICE DEPARTMENT

Program Summaries

Administration

Administration	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	8,954,675	9,041,099	8,934,217
FTEs	101.0	107.0	108.0
Grant FTEs	3.0	1.0	1.0

Citywide Strategic Priority: Public Safety

Highlights

Administrative Division

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

Administration:

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

Information Services:

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

Quality Assurance:

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

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

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

Fiscal Year 2021 Budget and Program Summaries

POLICE DEPARTMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Patrol Operations/Investigative Divisions				
Service Level Agreement with School Department	(1,324,992)	(1,306,449)	(1,516,869)	(1,493,860)
Gaming Enforcement Unit - Offset	-	(500,207)	(515,865)	(569,974)
New Cadet Positions	-	-	70,472	-
Adjustment to Align w/Budgeted Complement	163,348	52,740	956,336	(358,008)
Court time, differential, allowances, OT reductions	(82,492)	(200,000)	(870,000)	(272,970)
Staggered Hiring of Academy				(742,432)
OTPS	-	-	-	-
Uniforms/clothing	-	-	-	-
Administration				
Ammunition	(8,582)	-		-
Office Supplies, Telephone, etc.	-	-	(21,500)	-
Capital requests, offset to grant/capital funds	(1,350,000)	(757,000)	(20,000)	(806,720)
Seminars/Training	(20,000)	-	-	(40,000)
Software	(15,265)	(10,625)	-	940
OTPS	(960)	138,269	140,804	(408,392)
Total Adjustments	(2,638,943)	(2,583,272)	(1,776,622)	(4,691,415)

Notes

Adjustments for the Department in FY21 impact Personal Services, OTPS, and Capital. These include:

◆ Personal Services

- ◇ Service Level Agreement with School Department (Quebec Unit) (\$1,493,860)
- ◇ Gaming Enforcement Unit Offset (State Funding) (\$569,974)
- ◇ Overtime & Court Time (\$272,970)
- ◇ Reduction to align with current budgeted complement (\$358,008)
- ◇ Staggered hiring for academy of 40 recruits (\$742,432)

◆ OTPS

- ◇ Adjustments to utility accounts (\$20,786)
- ◇ Reduction to Gas/Diesel due to decreased fuel prices (\$106,805)
- ◇ Various OTPS items adjusted based on historical spending trends (\$320,801)

◆ Capital

- ◇ Various requests (equipment, vehicles, radio tower upgrades) reduced, these requests may be funded through grants and/or other capital funding sources:
- ◇ Machinery & Equipment (\$72,470)
- ◇ Vehicles (\$520,000)
- ◇ Infrastructure (\$207,000)
- ◇ Computer Hardware (\$7,250)

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Fiscal Year 2021 Budget and Program Summaries

FIRE DEPARTMENT

Mission

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

FY20 Department Highlights

The SFD provides emergency response services that ensure public safety and the preservation of life and property within the City of Springfield. The department also has effective public education, fire prevention, and fire investigation programs that assist in the goal of public safety through aggressively investigating, prosecuting, and preventing fires.

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

The Department faces a broadening range of calls, averaging over 16,000 calls per year, including more than 600 fire incidents. The Department's efforts save over \$43 million in property damage each year. In collaboration with the Mayor and the Office of Management and Budget in FY20, the SFD was able to add an additional apparatus to its lease plan, resulting in the replacement of an existing apparatus at the end of its useful life, thus reducing the cost of repairs.

The Department successfully implemented an EpiPen program in FY20, now carrying EpiPens on every apparatus. This program has enabled the SFD to aide in the public health crisis of anaphylactic reaction.

Due to the success of putting in to service a new TAC unit in FY19, the department was able to secure a second TAC unit in FY20. This unit has enabled our personnel to respond more efficiently to EMS calls and other non-fire emergencies. This unit is deployed out of Forest Park, the second busiest area for EMS calls. This allows for less wear and tear on other, much larger and heavier apparatus, reducing maintenance costs to those companies.

FY21 Budget Highlights

- ◆ Funds 284.0 General Fund FTEs, along with two (2) part-time interns. This is an increase of 11.0 FTEs over FY20.
 - ◇ Eight (8) additional Firefighters added as part of the SAFER Grant, two (2) Lieutenants added to the Training Division, and one (1) Deputy Chief added to oversee Emergency Communications & Staff Services.
- ◆ Increased funding for Safety Items Supplies, allowing the department to replace SCBA air bottles. These new bottles will provide additional air capacity when fighting fires and align with updated NFPA standards.
- ◆ Continued funding for the proactive replacement of turnout gear, which is critical to firefighter safety during calls for service.
- ◆ Apparatus replacement plan funding to accommodate lease payments, ensuring that the department's apparatus are replaced before they're in need of costly repairs and spend excessive amounts of time out of service.
- ◆ Provides funding for department training to promote health & wellness, and reduce injury costs incurred by the City.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	20,470,531	22,242,367	22,173,625	(68,742)	-0.3%
OTPS	1,831,467	1,892,953	2,082,492	189,538	10.0%
Capital	7,500	7,500	7,500	-	0.0%
Total General Funds	22,309,498	24,142,820	24,263,616	120,796	0.5%

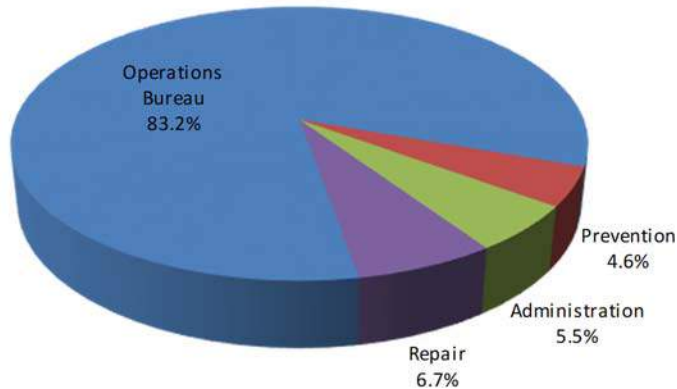
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	273.0	273.0	284.0	11.0	4.0%
Total FTEs	273.0	273.0	284.0	11.0	4.0%

Fiscal Year 2021 Budget and Program Summaries

FIRE DEPARTMENT

Program Budgets



Program Summaries

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

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

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

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

Program Budgets

Program Budgets	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Operations Bureau	18,301,685	20,017,257	20,185,853	168,596	83.2%
Prevention	1,199,148	1,290,901	1,113,810	(177,092)	4.6%
Administration	1,332,631	1,279,823	1,329,693	49,870	5.5%
Repair	1,476,035	1,554,840	1,634,261	79,421	6.7%
Total General Fund Expenditures	22,309,498	24,142,820	24,263,616	120,796	100%

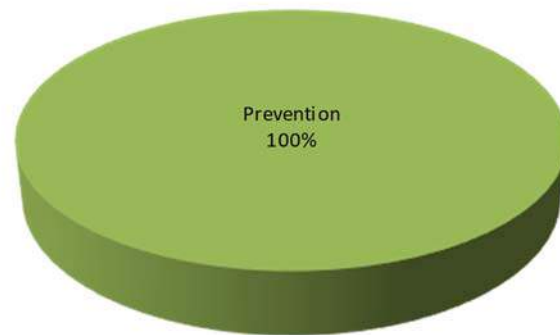
Revenue Summary

TOTAL REVENUE: \$440,600

Prevention

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

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Operations Bureau	-	-	-	-	0.0%
Prevention	550,151	536,650	440,600	(96,050)	100%
Administration	-	-	-	-	0.0%
Repair	-	-	-	-	0.0%
Total Departmental Revenue	550,151	536,650	440,600	(96,050)	100%

Fiscal Year 2021 Budget and Program Summaries

FIRE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	20,470,531	22,242,367	22,173,625	(68,742)	-0.3%
OTPS	1,831,467	1,892,953	2,082,492	189,538	10.0%
Capital	7,500	7,500	7,500	-	0.0%
Total General Funds	22,309,498	24,142,820	24,263,616	120,796	0.5%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	223,837	87,397	84,975	(2,422)	-2.8%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	67	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	223,904	87,397	84,975	(2,422)	-2.8%
All Funds Budget	22,533,402	24,230,217	24,348,591	118,374	0.5%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Penalties & Interest - Taxes	715	500	500	-	0.0%
Departmental Fees	373,023	361,350	298,000	(63,350)	-17.5%
Admin Fee-Department	4,821	4,000	3,000	(1,000)	-25%
Other Permits	146,247	150,000	124,100	(25,900)	-17.3%
Departmental Fines	25,346	20,800	15,000	(5,800)	-27.9%
Reimbursement For Prior Year Expenditures	-	-	-	-	0.0%
Total Departmental Revenue	550,151	536,650	440,600	(96,050)	-17.9%

External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
Metropolitan Medical Response System (MMRS)	Grant	7/31/2017	5,862	-	-
State Homeland Security Program	Grant	4/30/2019	4,999	5,000	-
Emergency Management Performance Grant	Grant	6/30/2019	127,672	66,175	69,975
Assistance to Firefighters Grant	Grant	5/18/2018	67,773	1,046	-
Student & Senior S.A.F.E. Grant	Grant	6/30/2020	17,508	15,086	13,500
S.A.F.E. Grant	Grant	6/30/2019	-	91	1,500
Mass Decontamination Unit	Grant	6/30/2017	22	-	-
Subtotal FY21 Anticipated Grants			223,837	87,397	84,975
Donations		N/A	67	-	-
Subtotal Other Funding			67	-	-
Total External Funds			223,904	87,397	84,975

Fiscal Year 2021 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Operations Bureau

Operations Bureau	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	18,301,685	20,017,257	20,185,853
FTEs	236.0	241.0	251.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% of structure fires responded to within 5 minutes from time of dispatch	97%	97%	100%
% of structure fires responded to within 4 minutes from time of dispatch	91%	91%	90%
% of property value saved	90%	89%	90%
% of members trained in EMSFR/AED/CPR	100%	100%	100%
# of OEP joint exercises	59	20	25

Citywide Strategic Priority: Public Safety

Highlights

This program consists of Emergency Response, Training, and the Office of Emergency Preparedness (OEP).

The Emergency Response Division provides fire suppression, rescue operations, medical response, and all hazard mitigation. Additionally, this division creates training plans, and arranges and delivers training for all SFD personnel.

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

Fiscal Year 2021 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Fire Prevention

Prevention	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,199,148	1,290,901	1,113,810
FTEs	15.0	15.0	15.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Percentage of investigated fires whose cause was determined	93%	91%	95%
Average monthly inspections	460	438	430
Average monthly public education presentations	24	25	18
Maintain collection rate	97%	98%	98%

Citywide Strategic Priority: Public Safety

Highlights

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

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

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

Fiscal Year 2021 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Administration

Administration	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,332,631	1,279,823	1,329,693
FTEs	10.0	11.0	12.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Successfully apply for and obtain grants or corporate donations	3	5	3
Policies and Procedures revised or created	21	12	12
Number of new firefighters hired	27	21	20

Citywide Strategic Priority: Public Safety

Highlights

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

Fiscal Year 2021 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Repair

Repair	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,476,035	1,554,840	1,634,261
FTEs	6.0	6.0	6.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
To repair & perform maintenance of equipment in less than 48 hours	97%	100%	100%
Perform at least 10 monthly services on front line apparatus	8	10	10
Maintain 2 fully equipped spare apparatus at all times	100%	100%	100%

Citywide Strategic Priority: Public Safety

Highlights

The Repair Division is responsible for the maintenance and repair of the SFD's fleet of vehicles including 8 front line engine companies, 4 front line ladder companies, one TAC Unit, and the Rescue Squad. The division is also responsible for maintaining the Department's spare apparatus in a full state of readiness along with 35 support vehicles and 5 boats. It is also responsible for maintenance and repair of all of the SFD's firefighting equipment, such as hand tools, fire hoses, breathing apparatus, and power tools.

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

The Repair Division also employs up to three interns at a time from the Putnam Vocational Technical High School co-op program. These interns are enhancing the skills they have learned in the vocational program and becoming better prepared to enter the workforce after graduation. This program also helps to promote the Springfield Fire Department within the school system as a career path, contributing to department recruitment efforts and increasing our visibility within the community.

Fiscal Year 2021 Budget and Program Summaries

FIRE DEPARTMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Operations Bureau				
Personal Services	23,086	(32,415)	(350,130)	(612,780)
Overtime	(7,000)	(92,838)	(25,100)	(200,000)
Administration				
Personal Services	(121,456)	-	-	(16,916)
Electricity	(10,530)	8,518	9,212	2,667
Natural Gas	(10,000)	2,387	18,129	-
Safety Items	-	-	50,000	-
Various OTPS Items	(450)	(6,250)	(11,250)	(12,081)
Hardware	(2,500)	-	(2,500)	-
Repair				
Repair & Maintenance - Vehicles	-	-	(5,000)	-
Vehicle Supplies/Accessories	-	-	(25,000)	-
Software	-	-	(12,000)	-
Gasoline and Diesel	-	(10,000)	(5,000)	(25,000)
Apparatus Lease	-	135,000	4	-
Total Adjustments	(128,851)	4,401	(358,635)	(864,111)

Notes

Adjustments for the Department in FY21 impact both Personal Services & OTPS. These include:

◆ Personal Services

- ◇ SAFER Grant offset (\$355,038)
- ◇ Reduction to align with current budgeted complement (\$57,941)
- ◇ Staggered hiring of two (2) academies (\$199,802)
- ◇ Overtime: reduction based on historical spending trends (\$200,000)
- ◇ No COLA increases for non-bargaining FTEs (\$16,916)

◆ OTPS

- ◇ Adjustments to utility accounts \$2,667
- ◇ Various OTPS accounts adjusted based on historical spending trends (\$12,081)
- ◇ Reduction to Gas/Diesel due to decreased fuel prices (\$25,000)

Fiscal Year 2021 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Mission

The mission of Springfield Emergency Communications (SEC) is to improve the quality of life of Springfield residents and visitors by providing and maintaining a primary 9-1-1 Public Safety Answering Point (PSAP), and a backup answering point, to effectively receive and process emergency calls in order to dispatch the appropriate emergency responders in a prompt, efficient, courteous and professional manner; to help save lives, protect property, and assist the public.

FY20 Department Highlights

FY20 saw many changes for Springfield Emergency Communications. The addition of a Deputy Director position, the selection of a new Computer Aided Dispatch (CAD) and Records Management System (RMS), and the planned unification of emergency call taking and dispatch operations into a single site have made SEC a stronger and more effective provider of critical public safety services. The addition of a Deputy Director comes at a crucial time for the department. This position will provide essential, daily administrative oversight of the department while the Deputy Fire Chief in charge of the department will place significant focus on the large-scale CAD/RMS project, among other tasks. In addition, the Deputy Director will work closely with members of SEC's Leadership Team in areas of quality assurance, training, and operational support.

In February 2020, the City published a request for proposal (RFP) to replace the outdated CAD & RMS systems currently in use by SEC, Springfield Fire, and Springfield Police. System selection is expected to occur early in FY21, with training and implementation to follow. Once fully implemented, the city will have a state-of-the-art public safety call taking and dispatching platform, allowing SEC's professionals to interact more efficiently with the public and first responders alike. In addition to this exciting initiative, the department is also in the process of consolidating operations into one building. Plans are underway to move all personnel to the Fire Alarm building on Roosevelt Avenue, allowing for enhanced operational efficiency and marking the first time in SEC's history that all staff will be working under the same roof.

SEC's Training Coordinator successfully completed APCO's Communications Training Officer Instructor (CTO) Program in December 2019. Where previously SEC would have to send its personnel out of the area to participate in this training, our Training Coordinator is now able to provide this training on-site, expediting the CTO certification process while preventing costly travel.

SEC answered 108,278 emergency 9-1-1 calls in 2019, and 135,746 non-emergency calls. The Police Division handled 262,184 total calls for service in 2019, and the Fire Division handled 16,079 total calls for service. SEC processed 2,520 requests for electronic information, an increase of 12% over last year. Additionally, 12 new telecommunicators were hired in 2019 to fill vacant positions within both the Police and Fire Divisions. The department continues to meet mandated 9-1-1 call answer time regulations as required by Mass General Law.

FY21 Budget Highlights

- ◆ Funds 54.0 FTEs, an increase of 2.0 FTEs over FY20:
 - ◇ 33 Police Dispatchers, 12 Fire Dispatchers, 4 Operations Supervisors, and 5 Administrative personnel.
 - ◇ Added a Deputy Director, along with 3 new Fire Dispatchers to increase staffing at the call taker level.
 - ◇ Removed SEC Director position (now a Deputy Chief budgeted under the Fire Dept.) and modified floor supervisor positions from 1 Operations Supervisor & 4 Shift Supervisors to 4 Operations Supervisors.
- ◆ Funding added for PowerDMS, a software that will enhance the department's training management capabilities, and provide an automated tracking system for departmental policies & procedures.
- ◆ Continued funding for all contractual software & maintenance agreements, including Smart911, Guardian Tracking, and CritiCall.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	1,752,158	1,937,222	1,802,972	(134,250)	-6.9%
OTPS	114,105	114,732	114,432	(300)	-0.3%
Capital	-	-	-	-	0.0%
Total General Funds	1,866,263	2,051,953	1,917,404	(134,550)	-6.6%

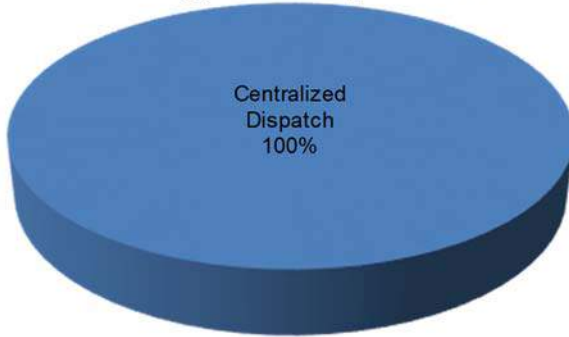
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	50.0	52.0	54.0	2.0	3.8%
Total FTEs	50.0	52.0	54.0	2.0	3.8%

Fiscal Year 2021 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Program Expenses



Program Summaries

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

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Centralized Dispatch	1,866,263	2,051,953	1,917,404	(134,550)	68.6%
Total General Fund Expenditures	1,866,263	2,051,953	1,917,404	(134,550)	68.6%
Total External Funds Expenditures	822,713	891,769	878,262	(13,507)	31.4%
Total All Funds Expenditures	2,688,976	2,943,722	2,795,666	(148,057)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	1,752,158	1,937,222	1,802,972	(134,250)	-6.9%
OTPS	114,105	114,732	114,432	(300)	-0.3%
Capital	-	-	-	-	0.0%
Total General Funds	1,866,263	2,051,953	1,917,404	(134,550)	-6.6%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	822,713	891,769	878,262	(13,507)	-1.5%
Total External Funds	822,713	891,769	878,262	(13,507)	-1.5%
All Funds Budget	2,688,976	2,943,722	2,795,666	(148,057)	-5.0%

All Funds Revenue Detail

	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Total Departmental Revenue	-	-	-	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
State 911 Support & Incentive Grant	Grant	6/30/2021	737,440	738,262	738,262
State 911 Training & EMD Grant	Grant	6/30/2021	85,273	153,507	140,000
Subtotal FY21 Anticipated Grant Funds			822,713	891,769	878,262
Subtotal Other Funding			-	-	-
Total External Funds			822,713	891,769	878,262

Fiscal Year 2021 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Program Summaries

Centralized Dispatch Services

Centralized Dispatch	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,866,263	2,051,953	1,917,404
FTEs	50.0	52.0	54.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Percentage of 9-1-1 calls to be answered in no more than ten seconds in normal peak operating periods	90.2%	92.6%	93.0%
Percentage of 9-1-1 calls processed and prioritized accurately	68.5%	55.0%	75.0%
Percentage of 9-1-1 calls reviewed in the department's QA/QI process	<0.1%	<0.1%	<0.1%

Citywide Strategic Priority: Public Safety

Highlights

Deputy Director

The Deputy Director assists the Deputy Fire Chief in overseeing all administrative and operational functions of SEC. Reporting to the Deputy Director is the Operations Manager, Quality Assurance (QA)/Administrative Division, and Training Coordinator.

Operations

The Operations Division interprets and ensures compliance with legal requirements and operational policies. We live-monitor and evaluate employee work performance on the operations floor and through coordination with the QA and Training divisions. We identify the need for and recommend policy and procedural changes. We also ensure changes in other Public Safety agency policies are properly carried over to the Communications Center. Additionally, the Operations Team plans work assignments, shift and specialty schedules as necessary.

Quality Assurance/Administrative

The Quality Assurance (QA)/Administrative Division of SEC has taken over tasks that were previously handled by the Operations and Training Divisions. This allows those divisions to better manage and implement processes and handle tasks related to their positions. Oversight of the Quality Control program, compliance with state and federal regulations, and processing of requests for information are handled here.

Training

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

Fiscal Year 2021 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Centralized Dispatch				
Grant Offset	(663,262)	(663,262)	(738,262)	(963,535)
Salaries & Wages	197,000	165,000	(45,173)	(234,119)
Overtime	-	-	-	75,000
Holiday & Shift Differential	-	-	(22,500)	-
Supplies & Operations	2,978	8,995	(4,247)	(14,041)
Capital	-	-	-	-
Total Adjustments	(463,284)	(489,267)	(810,182)	(1,136,695)

Notes

◆ Personal Services:

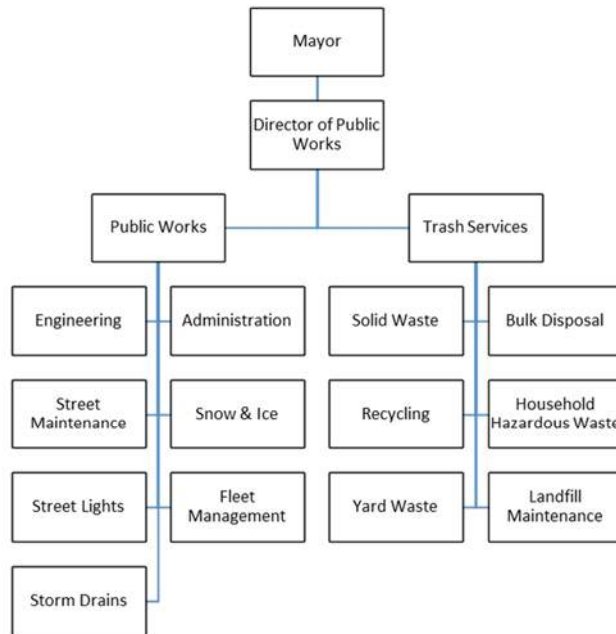
- ◇ Offset Salaries to State911 Support Grant (\$963,535)
- ◇ Reduction to align with current budgeted complement (\$167,027)
- ◇ Staggered Hiring of 2 Shift Supervisors (\$57,458)
- ◇ No COLA increases for non-bargaining FTEs (\$9,634)
- ◇ Additional Overtime funding \$75,000

◆ OTPS:

- ◇ Added Funding for new PowerDMS Software \$4,256
- ◇ Reductions to align with FY21 build-up for contractual software maintenance agreements (\$6,297)
- ◇ Reduction to Office Supplies (\$3,000)
- ◇ Reduction to Travel accounts (\$9,000)

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Section 8 Public Works Division



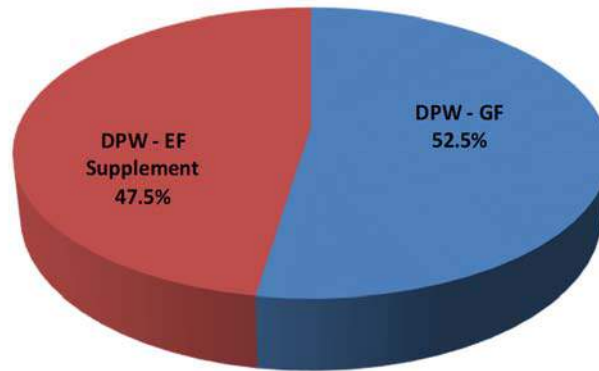
Mission Statement

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

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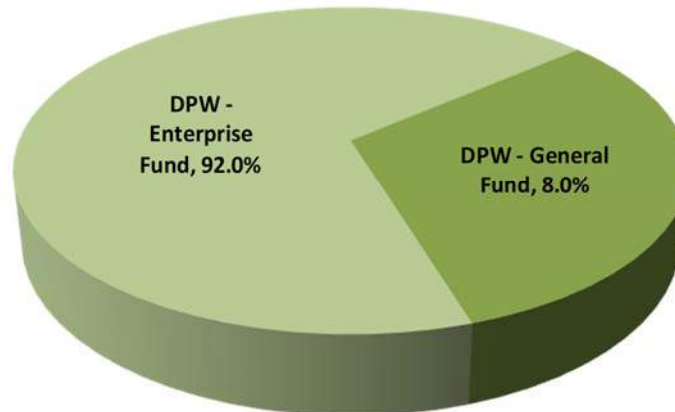
Fiscal Year 2021: All Funds Budget and Revenue Overview

Public Works Division



FY21 Adopted Budget Public Works Division						
	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
DPW - General Fund	10,651,460	11,001,053	11,001,053	11,213,846	1.9%	1.9%
DPW - Enterprise Fund	8,883,104	9,187,619	9,363,102	10,161,027	10.6%	8.5%
Total	19,534,564	20,188,673	20,364,156	21,374,873	5.9%	4.7%

Revenue Overview



Division / Department	FY21 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY21 Total Revenue
DPW - General Fund	339,000	-	4,278,661	-	-	4,617,661
DPW - Enterprise Fund	-	-	-	10,161,027	-	10,161,027
Total	339,000	-	4,278,661	10,161,027	-	14,778,688

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Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Mission

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

FY20 Department Highlights

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

- ◆ Resurfaced \$4.0M worth of public roadways, school and municipal parking lots.
- ◆ Obtained funding for the repair of the Birnie Ave/Gerena school tunnel.
- ◆ Continued sidewalk replacement program with the Sidewalk Repair Crew.
- ◆ Maintained Pavement Management System Database that allows for improved condition analysis of the City's roadways.
- ◆ Began construction of the MassDOT-funded pedestrian tunnel under the railroad tracks in Brightwood.
- ◆ Continued compliance for Federal NPDES permits, which include citywide street sweeping and the catch basin cleaning program.
- ◆ Completed bidding phase of the Bay and Berkshire Ave. intersection, a future MassDOT construction project.
- ◆ Proceeding to 75% design level of the "X" intersection for a future MassDOT construction project.
- ◆ Proceeding to 75% design of the Cottage St., Harvey St., and Berkshire Ave. intersection reconstruction.
- ◆ Initiated construction phase of the City's Flood Control System as required by the USACOE.
- ◆ Completed over 300,000 linear feet worth of line painting for bike lanes and crosswalks through the Complete Streets grant program.
- ◆ Completed the closure of Cell 2 and other upgrades at the Bondi's Island Landfill.
- ◆ Completed construction of the Cass St./Carew St. intersection improvements.
- ◆ Initiated MassDOT projects for bridge replacements on Armory St. and intersection improvements at the St. James & Carew St. intersection.
- ◆ Continued upgrade of City traffic signals/controllers.

FY21 Budget Highlights

- ◆ Funding for 79.0 General Fund FTEs, 56.0 Enterprise Fund FTEs, and 1.0 Grant FTE.
- ◆ Includes funding for 3.0 Intern positions through the Co-Op program with Putnam High School.
- ◆ Funding for the cost of recycling disposal, an expense that the City has not previously incurred.
- ◆ Continued funding for the Sidewalk Crew. Introduced in FY19, this crew has been highly successful in addressing citywide sidewalk repairs.
- ◆ Includes funding for all contractual OTPS obligations, including maintenance agreements, service agreements, and lease payments.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	3,987,316	4,404,515	4,463,782	59,267	1.3%
OTPS	6,664,143	6,596,538	6,750,064	153,526	2.3%
Capital	-	-	-	-	0.0%
Total General Funds	10,651,460	11,001,053	11,213,846	212,793	1.9%

Enterprise Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	3,049,974	3,267,512	3,252,328	(15,184)	-0.5%
OTPS	5,833,130	5,920,107	6,908,699	988,593	16.7%
Capital	-	-	-	-	0.0%
Total Enterprise Funds	8,883,104	9,187,619	10,161,027	973,408	10.6%

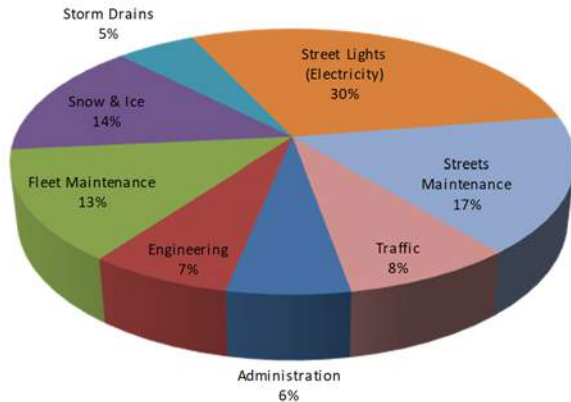
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	80.0	79.0	79.0	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Enterprise Fund FTEs	56.0	56.0	56.0	-	0.0%
Total FTEs	137.0	136.0	136.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

DPW Program Expenses



Programs

Administration – Supports operational divisions.

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

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

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

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

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

Program Budgets

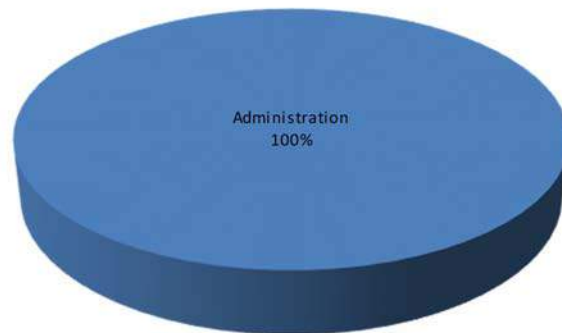
DPW Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Administration	648,187	666,816	664,785	(2,031)	5.9%
Engineering	638,307	685,811	774,076	88,265	6.9%
Fleet Maintenance	1,452,513	1,530,596	1,503,960	(26,636)	13.4%
Snow & Ice	1,510,049	1,591,250	1,591,250	-	14.2%
Storm Drains	563,799	588,163	603,801	15,638	5.4%
Street Lights (Electricity)	3,160,864	3,140,714	3,301,551	160,837	29.4%
Streets Maintenance	1,677,814	1,867,788	1,853,935	(13,853)	16.5%
Traffic	999,927	929,915	920,487	(9,428)	8.2%
Total General Fund Expenditures	10,651,460	11,001,053	11,213,846	212,793	100%

Revenue Summary

TOTAL REVENUE: \$339,000

- ◆ Departmental Fees \$12,000
- ◆ Other Permits \$320,000
- ◆ Departmental Fines \$5,000
- ◆ Sale of Old Materials \$2,000

DPW Program Revenue

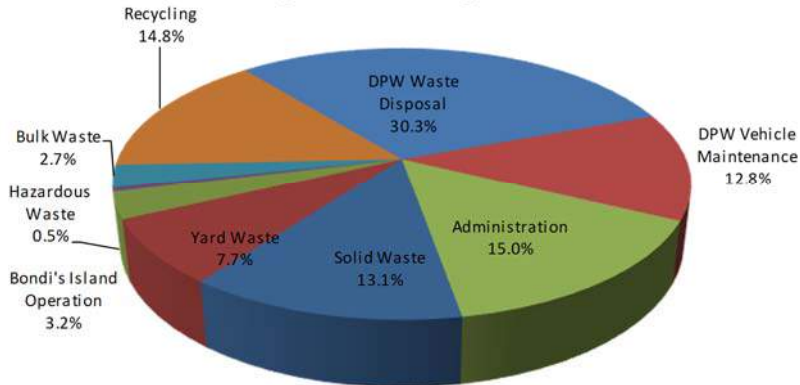


DPW Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Administration	381,998	360,000	339,000	(21,000)	100%
Total Departmental Revenue	381,998	360,000	339,000	(21,000)	100%

Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Enterprise Fund Expenses



Programs

Solid Waste- Collects residential rubbish.

Yard Waste- Provides bi-weekly collection of residential yard waste.

Bondi's Island- Manages the landfill where the City's rubbish and yard waste is disposed.

Hazardous Waste- Collects and safely disposes residential hazardous waste.

Bulk Waste- Collects and, in an environmentally responsible way, disposes residential bulky items.

Recycling- Provides bi-weekly single-stream collection of residential recycling.

Administration- Provides support to the operational divisions.

Program Budgets - Solid Waste

Enterprise Fund Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Solid Waste	1,215,112	1,378,057	1,327,329	(50,728)	13.1%
Yard Waste	584,343	784,944	783,189	(1,755)	7.7%
Bondi's Island Operation	314,077	284,552	322,187	37,635	3.2%
Hazardous Waste	42,282	52,500	49,000	(3,500)	0.5%
Bulk Waste	234,060	260,175	273,008	12,833	2.7%
Recycling	626,865	669,800	1,501,820	832,019	14.8%
DPW Waste Disposal	2,968,759	3,034,000	3,073,770	39,770	30.3%
DPW Vehicle Maintenance	1,524,005	1,258,962	1,304,962	46,000	12.8%
Administration	1,373,602	1,464,629	1,525,764	61,135	15.0%
Total General Fund Expenditures	8,883,104	9,187,619	10,161,027	973,408	100%

Revenue Summary

TOTAL REVENUE: \$10,161,027

◆ General Fund Supplement	\$5,690,177
◆ Trash Liens Redeemed	\$560,000
◆ Penalties & Interest	\$135,000
◆ Departmental Fees	\$200,000
◆ Trash Fees	\$3,150,000
◆ Other Revenue (Recycling)	\$220,850
◆ Departmental Fines	\$185,000
◆ Miscellaneous Revenue	\$20,000

Solid Waste Program Revenue



Departmental Revenue - Solid Waste

Solid Waste Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Enterprise Fund Supplement	3,607,865	4,837,619	5,690,177	852,558	56.0%
Retained Earnings	458,889	100,000	-	(100,000)	0.0%
Solid Waste Revenue	4,251,614	4,250,000	4,470,850	220,850	44.0%
Total Departmental Revenue	8,318,369	9,187,619	10,161,027	973,408	100%

Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	3,987,316	4,404,515	4,463,782	59,267	1.3%
OTPS	6,664,143	6,596,538	6,750,064	153,526	2.3%
Capital	-	-	-	-	0.0%
Total General Funds	10,651,460	11,001,053	11,213,846	212,793	1.9%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	4,504,476	4,460,858	4,278,661	(182,197)	-4.1%
Enterprise/Revolving Funds	8,883,104	9,187,619	10,161,027	973,408	10.6%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	13,387,580	13,648,477	14,439,688	791,211	5.8%
All Funds Budget	24,039,040	24,649,531	25,653,534	1,004,004	4.1%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Departmental Fees	227,192	192,000	212,000	20,000	10.4%
Departmental Fines	189,748	195,000	190,000	(5,000)	-2.6%
Enterprise Fund Supplement	3,607,865	4,837,619	5,690,177	852,558	17.6%
Miscellaneous Revenue	28,059	30,000	20,000	(10,000)	-33.3%
Other Permits	353,695	345,000	320,000	(25,000)	-7.2%
Penalties & Interest	29,713	30,000	30,000	-	0.0%
Penalties & Interest- Taxes	106,798	115,000	105,000	(10,000)	-8.7%
Reimb For Prior Year Expend	149	-	-	-	0.0%
Retained Earnings	458,889	100,000	-	(100,000)	-100%
Sale Of Old Materials	2,624	3,000	2,000	(1,000)	-33.3%
Trash Fees	3,104,442	3,150,000	3,150,000	-	0.0%
Trash Liens Redeemed	591,191	550,000	560,000	10,000	1.8%
Recycling Disposal Revenue	-	-	220,850	-	-
Reimbursement for Damages	-	-	-	-	0.0%
Total Departmental Revenue	8,700,367	9,547,619	10,500,027	731,558	7.7%
External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
Chapter 90 Funds	Grant	6/30/2027	3,989,209	4,026,197	4,000,000
CDBG-DR- Pass Through	Grant	6/30/2018	73,140	-	-
Mass DEP Sustainable Materials Recovery	Grant	6/30/2022	2,739	71,500	71,500
Green Infrastructure Design and Plan	Grant	6/30/2019	37,493	-	-
Complete Streets Tier 3 Construction	Grant	6/30/2019	301,896	207,161	207,161
Carew Street/Cass Court Redesign	Grant	6/4/2020	100,000	-	-
Mass Trails Grant	Grant	6/30/2020	-	150,000	-
Safe Routes to School Signs and Lines Program	Grant	6/30/2020	-	6,000	-
Subtotal FY21 Anticipated Grants			4,504,476	4,460,858	4,278,661
Subtotal Other Funds			-	-	-
Total External Funds			4,504,476	4,460,858	4,278,661

Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Administration

Administration	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	648,187	666,816	664,785
FTEs	8.0	7.0	7.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Number of neighborhood meetings attended by DPW	5	4	5

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Highlights

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

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

Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Engineering

Engineering	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	638,307	685,811	774,076
FTEs	14.0	14.0	14.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Number of private ways converted	15	8	15
Number of streets analyzed	671	670	628
Percentage of streets analyzed	33%	33%	33%

Citywide Strategic Priorities Supported: Healthy Neighborhoods; Fiscal and Operational Excellence

Highlights

Under the direction of the City Engineer, this Division provides project management for the design, permitting and construction of roadway and utility capital projects, pavement management, water resources engineering for flood protection systems, dams and drainage systems, issuance of right of way permits, maintenance of infrastructure records, and compliance with Federal and State regulations.

This Division is responsible for conducting site plan reviews. They work closely with the Army Corps of Engineers regarding the Flood Protection Certification. They work with both Federal and State agencies to ensure compliance with storm water permitting regulations.

This Division is overseeing numerous construction projects including the Complete Streets initiative. The department also received funding from DPU in the form of a Rideshare grant and executed a variety of projects (from design through construction) to modernize and enhance the City. At this time approximately \$34.5 million worth of infrastructure improvements are in the planning, design and implementation stage.

Engineering Division also provides professional civil and environmental engineering technical support to various boards, City departments and public agencies. This Division is responsible for the issuance and oversight of excavation permits including the Dig Safe program within the City.

Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Fleet Maintenance

Fleet Division	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,452,513	1,530,596	1,503,960
FTEs	16.0	16.0	16.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Repair Work Orders Completed	5,947	3,573	6,000
Preventative Maintenance Work Orders Completed	452	259	450
State Safety Inspections Completed	331	192	300
Tire Repair Orders Completed	305	207	350
Auto Body Work Orders Completed	57	36	60

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Highlights

The Fleet Management Division is responsible for the repair and maintenance of approximately 603 vehicles and heavy pieces of equipment. Examples of these include cars, pickup trucks, dump trucks, refuse collection trucks, rollers, road graders, loader/backhoes, street sweepers, log loaders, catch basin service trucks, tractor/mowers, light maintenance equipment, and a variety of trailers and tailored equipment.

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

Services provided by the division include tire replacement and repair, state safety and emission inspections, body repair, welding, road call assistance, and procurement of replacement vehicles and equipment for the departments served.

The Division is committed to being environmentally responsible and follows DEP guidelines regarding the use and disposal of any regulated items. Measures also are taken to reduce the amount of regulated waste generated. An example of this is our research and use of a parts washer cleaning solvent that is permitted to be disposed with our waste oil. We utilize two DEP-approved Clean Burn waste oil burners which also provide an alternative heat source and support the Mayor's green initiative program.

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

Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Traffic

Traffic Division	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	999,927	929,915	920,487
FTEs	9.0	9.0	9.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Percent of stop signs geocoded (replacement plan)	100%	100%	100%
Percent of stop signs repaired/replaced within 1-2 days	100%	100%	100%

Citywide Strategic Priorities Supported: Public Safety

Highlights

The Traffic Division is responsible for the maintenance and repair of the City’s 247 signalized intersections and 14 school-zone flashers. The division manufactures and installs all regulatory, warning, and guide signs. The division maintains 180 miles of pavement markings including crosswalks, and administers the accident recovery program for damages to City property. Additionally, this Division administers, in conjunction with Eversource, the maintenance of 14,000 city street lights. The division is also responsible for the maintenance of 17,000 Regulatory Signs (MUTCD) and for a significant number of non-regulatory signs.

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Storm Drains

Storm Drains Division	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	563,799	588,163	603,801
FTEs	8.0	8.0	8.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Percentage of storm water outfalls inspected	100	15	25
Number of storm water outfalls inspected	368	50	92%
Number of sweeps around bodies of water	1	2	2
Number of catch basins cleaned	727	350	800

Citywide Strategic Priorities Supported: Public Safety

Highlights

This Division maintains the City’s storm drain system. The Storm Drain Division follows the best management practices under the National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water General Permit. Under this permit this subdivision “must have an operation and maintenance plan to ensure that the systems function as designed for all storm-water management systems.” The Storm Drains Division estimates that there are approximately 22,565 catch basins, 6,100 manholes, 386 outfalls, 24 separate drainage basins, and a significant number of miles of storm drainage pipe of various sizes throughout the city.

The Division consists of six (6) maintenance personnel divided into two (2) crews. The first crew consists of two (2) employees and a jet/vacuum machine to clean catch basins while the second crew utilizes the four (4) remaining employees for catch basin repair. Additional activities include washout repairs and facility inspections. This Division is also responsible for yearly maintenance of Springfield’s Flood Protection System as mandated by the Army Corps of Engineers.

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

Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Street Maintenance

Street Services	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,677,814	1,867,788	1,853,935
FTEs	26.0	26.0	26.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Response time to pot hole complaints (days)	2 Days	2 Days	2 Days
DPW average response time to snow complaints (based on 24 hour days)	>4 Hours	>4 Hours	>4 Hours
Number of city drivers available for snow operations	32	32	32
Yards of streets milled and paved by DPW (sq. yards)	N/A	53,548	120,000
Number of times the streets have been swept	2.5	2.5	2.5

Citywide Strategic Priorities Supported: Public Safety

Highlights

The Street Service Division maintains 1,100 lane miles of roads, 600 miles of sidewalks and is responsible for fifteen (15) bridges. The Street Maintenance Division's core services include roadway repair, asphalt patching, street sweeping, support to the Storm Water Division, and response to snow & ice events. The Street Maintenance Division is responsible for maintaining and patching existing public sidewalks citywide.

In Fiscal Year 2021, the street sweeping program expects to sweep the entire City twice and the Central Business District streets once per week. The DPW purchased three (3) replacement street sweepers in FY18 in order to improve the street sweeping program. The Snow and Ice Control is a seasonal operation responsible for snow removal, and sand and salt spreading during the winter months. The Snow and Ice Control employees utilize 21 pieces of City equipment to fight small snow and ice events. The City adopted new software for snow operations which added GPS functionality, an upgraded HTML 5, and added web-based AVL. During large snow events the City fleet is supplemented with up to 180 hired plows.

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

Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Solid Waste

Solid Waste	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	8,883,104	9,187,619	10,161,027
FTEs	56.0	56.0	56.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Complaints for Missed Collection Resolved	100%	100%	100%
Total Trash Tonnage	40,475	24,575	41,000
Recycling Rate	27%	28%	30%
Gallons of hazardous waste collected	3,850	2,250	4,500
Total "Bulk" Tonnage	782	516	930

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Solid Waste Division provides weekly curbside pick-up of municipal solid waste and bi-weekly collection of single stream recycling and yard waste to 43,583 residential units. The Solid Waste Division is responsible for the management of City-owned landfills: Armory Street Landfill, and the Bondi's Island Landfill. The Bondi's Island Landfill is involved in both cell capping and maintenance as it complies with DEP regulatory requirements. The Bondi's Island Landfill also provides a year-round drop off area for small brush and leaves that is free to residents of the City of Springfield.

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

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

The Springfield Department of Public Works continues to work to develop and initiate new solid waste reduction programs. The DPW will continue to enforce the City's mandatory recycling ordinance through the efforts of a full-time Waste Compliance Specialist. An aggressive campaign was put in place to educate residents on the environmental benefits of recycling as well as its impact to the City's budget. Collection routes are routinely examined for ways to maximize efficiency based on the results of the waste reduction program.

In 2020, the DPW / Solid Waste Division received \$71,500 in grant funds from MA DEP for its waste reduction and recycling efforts.

Fiscal Year 2021 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Engineering				
Salaries & Wages	(227,157)	(151,527)	-	(2,208)
OTPS	-	(1,500)	-	(3,300)
Administration				
Salaries & Wages	-	-	-	(11,587)
OTPS	-	(2,519)	-	(1,534)
Fleet Maintenance				
Salaries & Wages	-	(140,000)	-	(143,481)
OTPS	-	(112,500)	155,408	(49,195)
Traffic				
Salaries & Wages	-	4,793	-	(1,545)
OTPS	-	14,709	(91,805)	(8,137)
Storm Drains				
Salaries & Wages	-	-	26,849	-
OTPS	-	(6,000)	-	(475)
Streets Maintenance				
Salaries & Wages	-	368,340	29,033	(2,250)
OTPS	447,510	167,429	(69,681)	(7,447)
Street Lights				
OTPS	-	26,710	38,751	160,837
Solid Waste				
Salaries & Wages	77,606	26,369	-	(14,550)
OTPS	471,143	(166,181)	11,951	(138,459)
Total General Fund Adjustments	220,353	167,934	88,554	(70,321)
Total Enterprise Fund Adjustments	548,749	(139,812)	11,951	(153,009)

Notes

◆ **General Fund**

◇ Personal Services:

- \$140,000 offset from Fleet Division salaries to the Solid Waste Enterprise Fund.
- \$21,070 reduction due to no COLA increases for non-bargaining FTEs.

◇ OTPS:

- \$145,893 increase for utility expenses (electricity), based on citywide build up for FY21.
- \$55,144 decrease to other various OTPS accounts to reflect historical spending trends.

◆ **Enterprise Fund**

◇ Personal Services:

- \$5,050 reduction due to no COLA increases for non-bargaining FTEs.

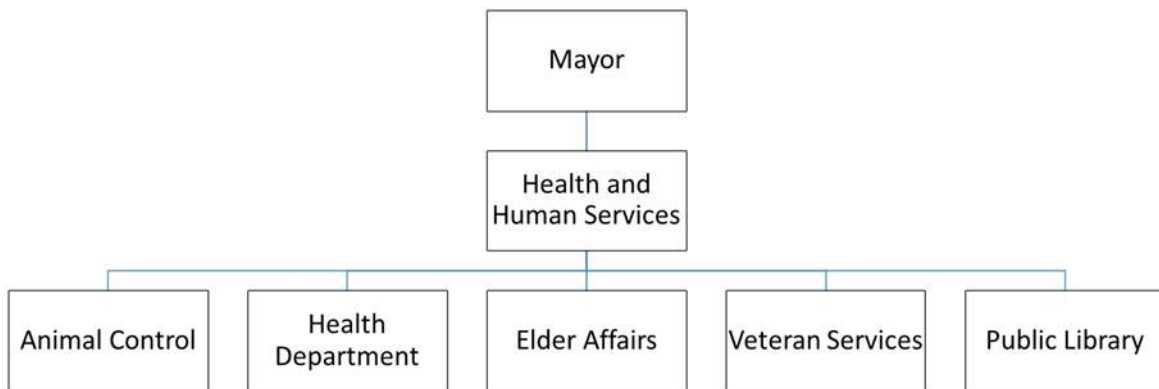
◇ OTPS:

- \$19,819 increase to Health Insurance based on FY21 build-up.
- \$34,172 increase to Retirement based on FY21 build-up.
- \$84,468 decrease to other various OTPS accounts to reflect historical spending trends.

Section 9

Health & Human Services

Division



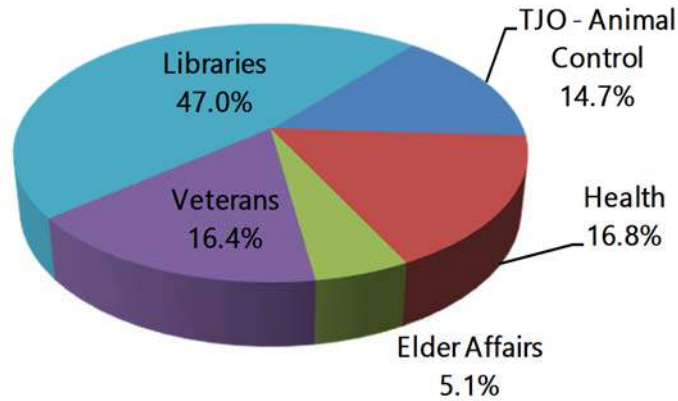
Mission Statement

The Health and Human Services (HHS) Division serves to provide awareness of contemporary health issues, as well as, advocate for and provide health services to the citizens of Springfield.

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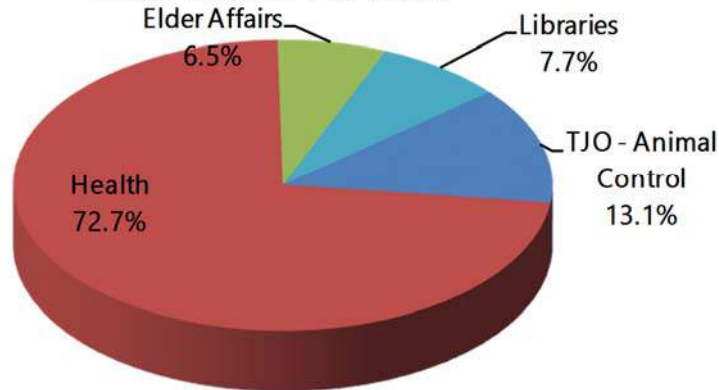
Fiscal Year 2021: All Funds Budget and Revenue Overview

Health & Human Services Division



FY21 Adopted Budget Health & Human Services Division						
	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY21 Revised
TJO - Animal Control	1,501,419	1,537,285	1,537,285	1,555,664	1.2%	1.2%
Health	1,429,713	1,773,397	1,773,397	1,769,926	-0.2%	-0.2%
Elder Affairs	594,091	536,679	536,679	535,217	-0.3%	-0.3%
Veterans	1,647,897	1,766,394	1,766,394	1,731,256	-2.0%	-2.0%
Libraries	4,710,839	5,045,219	5,045,219	4,967,255	-1.5%	-1.6%
Total	9,883,959	10,658,973	10,658,973	10,559,318	-0.9%	-0.9%

Revenue Overview



Division / Department	FY21 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY21 Total Revenue
TJO - Animal Control	828,024	-	181,037	-	-	1,009,061
Health	512,500	-	5,096,990	-	-	5,609,490
Elder Affairs	40,000	-	463,384	-	-	503,384
Veterans	-	-	-	-	-	-
Libraries	25,000	-	567,267	-	-	592,267
Total	1,405,524	-	6,308,678	-	-	7,714,202

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Fiscal Year 2021 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Mission

The mission of the Thomas J. O'Connor Animal Control and Adoption Center (TJO) is to provide comprehensive animal control services and programs to our communities for the protection of public health and safety and the welfare of animals.

FY20 Department Highlights

Animal control services are provided to residents of Springfield, Chicopee and Holyoke twenty four hours a day, seven days a week. Last year, animal control officers (ACO) responded to approximately 7,050 field calls (a 4% increase over prior year). The primary focus of animal control is ensuring public health and safety. ACOs respond to many complaints arising from conflicts between animals and people that may negatively affect safety and/or the quality of life for humans, animals or both. ACOs investigate reports of animal bites and TJO provides quarantine housing for animals that have bitten. ACOs investigated 550 complaints of suspected cruelty or neglect.

A continued relationship with the Springfield Police Department's Detective Bureau has bolstered TJO's ability to report animal cruelty and follow up on cruelty case litigation, resulting in 11 animal cruelty cases being charged in 2019. Within the Center, a formal follow up program for owners that have failed to meet humane care standards for their animals has continued, allowing animal control to carefully monitor an animal's living situation ensuring all humane basics are provided for the animals' lifetime. In 2019 compliance held steady with the prior year at 64%.

TJO temporarily housed just over 4,000 animals last year (a 9% increase from the prior year). Most were found free-roaming, while others were left behind by owners who moved away, died or otherwise could not care for their animals. Of these animals, 46% are cats, 44% are dogs and 10% are small mammals, birds and wildlife. Approximately 40% of stray dogs and 7% of stray cats impounded at TJO are claimed by the families who are missing them. This far exceeds the national average reclaim rate of 22% for dogs and 2% for cats. Those animals not claimed are evaluated for sound temperament and medically assessed; most are made available for adoption.

TJO generates revenue through adoptions and fees and fines associated with owner-claimed animals. In addition, participating cities contribute \$4.35 per capita for animal control services.

FY21 Budget Highlights

- ◆ Funds 16.0 FTEs.
- ◆ Includes FT Veterinarian of which 50% is grant funded.
- ◆ Includes FT Veterinarian Assistant of which 50% is grant funded.
- ◆ Includes PT Veterinary Assistant 32 hours/week, which is fully grant funded.

Department Budget

	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund Operating Budget					
Personal Services	685,368	701,797	709,977	8,180	1.2%
OTPS	816,051	835,488	845,687	10,199	1.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,501,419	1,537,285	1,555,664	18,379	1.2%

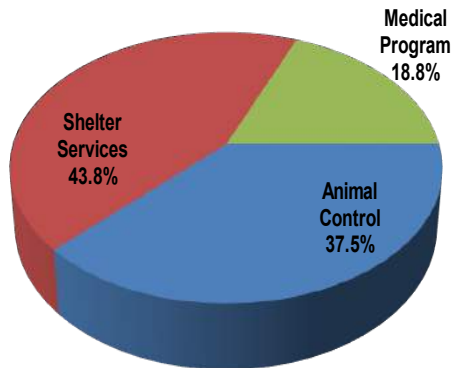
Department Staff

	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Department FTEs					
General Fund FTEs	15.0	15.0	15.0	-	0.0%
Grant FTEs	0.5	1.0	1.0	-	0.0%
Total FTEs	15.5	16.0	16.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Expenses



Program Summaries

Animal Control Services—Provides 24/7 animal control services to the cities of Springfield, Chicopee and Holyoke, giving top-priority to calls regarding at-large aggressive animals, ill or injured animals, animal bite cases, assisting law enforcement agencies, and retrieving free-roaming animals.

Shelter Services—Operating out of an 18,000 square foot facility, provides a safe haven for lost, stray, abandoned and surrendered animals. Animal Welfare Specialists implement best practices as they provide effective and compassionate care to every animal.

Medical Program--Administers rabies vaccinations, performs routine surgeries such as spay/neuter, as well as other surgeries such as limb amputation, tumor removals and hernia repairs for animals needing temporary housing at the Center. The medical team routinely provides stabilizing emergency care for strays

Program Budgets

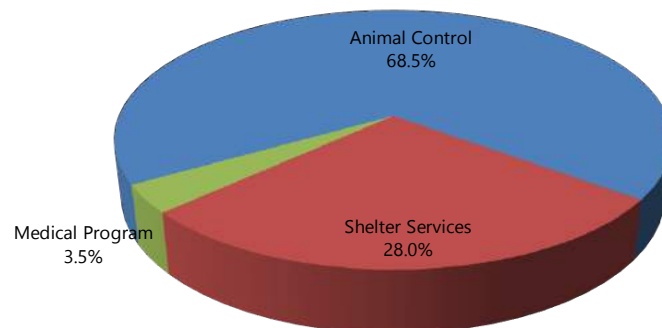
Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Animal Control	563,032	577,213	651,263	74,050	37.5%
Shelter Services	656,871	673,416	759,807	86,391	43.8%
Medical Program	281,516	288,607	325,632	37,025	18.8%
Total General Fund Expenditures	1,501,419	1,537,285	1,555,664	18,379	89.7%
Total External Funds Expenditures	-	1,951	181,037	179,086	10.3%
Total All Funds Expenditures	1,501,419	1,539,236	1,736,702	197,466	100%

Revenue Summary

TOTAL REVENUE: \$828,024

- ◆ Adoption Program - \$567,196
- ◆ Shelter Services - \$231,847
- ◆ Medical Fees - \$28,981

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Animal Control	438,842	528,836	567,196	38,360	68.5%
Shelter Services	179,381	216,167	231,847	15,680	28.0%
Medical Program	22,423	27,021	28,981	1,960	3.5%
Total Departmental Revenue	640,646	772,024	828,024	56,000	100%

Fiscal Year 2021 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	685,368	701,797	709,977	8,180	1.2%
OTPS	816,051	835,488	845,687	10,199	1.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,501,419	1,537,285	1,555,664	18,379	1.2%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	-	-	181,037	181,037	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	1,951	-	(1,951)	-100%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	1,951	181,037	179,086	9179.2%
All Funds Budget	1,501,419	1,539,236	1,736,702	197,466	12.8%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Departmental Fees	640,646	772,024	828,024	56,000	7.3%
Miscellaneous Revenue	-	-	-	-	0.0%
Total Departmental Revenue	640,646	772,024	828,024	56,000	7.3%
External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
MAC License Plate	Grant	6/30/2018	-	-	-
TJO Foundation-Veterinarian Support	Grant	6/30/2020	-	-	108,160
TJO Foundation-Vet Tech Support	Grant	6/30/2020	-	-	72,877
Subtotal FY21 Anticipated Grants			-	-	181,037
Unrestricted Donations	Donations	N/A		1,951	-
Subtotal Other Funding			-	1,951	-
Total External Funds			-	1,951	181,037

Fiscal Year 2021 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Animal Control

Animal Control	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	563,032	577,213	651,263
FTEs	6.0	6.0	6.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
<i>Enhance public health and safety by improving the overall quality of life for the residents and animal of Springfield</i>			
% of priority one calls & two calls	15%	15%	15%
# of events ACOs are first responders	109	43	90
# of free roaming animals impounded	2,440	1,230	2,400
# of animal bites investigated	122	55	95

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The animal control department at TJO consists of five animal control officers and one animal control supervisor who are all certified by the Massachusetts Animal Control Officers Association, as well as the Massachusetts Animal Fund Officer Training Program. The animal control department provides professional, knowledgeable field services 24/7 for a population of nearly 250,000 throughout a 78 square mile area. TJO animal control officers provided respectable response times, responding to high priority calls in under 17 minutes. Animal control officers are a presence in every neighborhood; responding to a vast variety of animal related field calls and providing thorough follow-up for potentially dangerous or nuisance dogs, as well as ensuring humane care standards are met for animals. TJO ACOs continue to be leaders in best field practices, actively participating in trap-neuter-return programs for feral and community cats and participating in C3 community policing meetings. The department has adopted a harm reduction approach for owners self-reporting animal negligence and also increased community outreach via social media and news stories. These efforts have resulted in an increase in the number of marginally cared for dogs TJO has been able to assist. Animal control continues to cite for Chapter 110 (animal ordinance) violations and explore methods to realize revenue generated by citations. 2019 saw an increase in the number of dogs licensed over the prior year.

In 2019, ACOs responded to approximately 7,055 field calls, an increase over the prior year which saw 6,800 field calls. Of those, 1,669 involved a human in danger (priority 1) or an animal in distress (priority 2), an increase from 1,428 the prior year. TJO ACOs were first responders along with police and/or fire in 69 cases. There were 303 animal bite investigations and 550 cruelty investigations, both increases over the prior year (130 and 354 respectively). A continued relationship with the Springfield Police Department's Detective Bureau has bolstered TJO's ability to report animal cruelty and follow up on cruelty case litigation, resulting in 11 animal cruelty cases being charged in 2019. Within the Center, a formal follow up program for owners that have failed to meet humane care standards for their animals has continued, allowing animal control to carefully monitor an animal's living situation ensuring all humane basics are provided for the animals' lifetime. In 2019 compliance held steady with the prior year at 64%. TJO has maintained and strengthened interdepartmental relationships, resulting in increased joint response to ordinance violation complaints with the Springfield Code Enforcement Division.

Fiscal Year 2021 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Shelter Services

Shelter Services	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	656,871	673,416	759,807
FTEs	7.0	7.0	7.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
<i>Decrease the number of homeless and abandoned animals</i>			
# of animals returned to owner	664	429	690
# of homeless and abandoned animals	2,972	2,167	2,940
% increase of shelter adoption	4%	2%	3%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The TJO Adoption Center is a popular shelter throughout New England, with hundreds of patrons visiting the facility each week. Adopted animals are vaccinated, microchipped, spayed/neutered, canine heartworm or feline leukemia virus tested, and licensed when applicable. Dogs are given a multi-point behavioral assessment prior to adoption to help ensure safe dogs are being returned to the community. Since 2014, TJO has achieved an 100% adoption rate for adoptable animals, and continues to maintain this impressive standard, placing 1,688 animals into adoptive homes last year. Animals were placed with adoptive families from 167 cities and towns throughout New England, New York and Pennsylvania.

TJO's team of 132 volunteers provide an average of 1,000 hours of service each month in many areas of operations such as greeting, matchmaking, cleaning/disinfecting, veterinary assistance, housekeeping, maintenance, special events, animal transport, animal training and enrichment, animal foster care, website updates, telephones, photography, volunteer training and much more. The economic value of volunteers is widely researched and documented, with the national hourly rate of value set at \$25.43. The economic value of TJO volunteers over the past year is \$305,160.

TJO staff and volunteers participated in 41 community and special events with educational messages about safety around animals and responsible pet ownership. These include many youth and civic groups visiting TJO for tours and educational presentations.

As a result of continuous community engagement, support of the TJO Facebook page soared to nearly 41,000 people. Social media provides TJO an opportunity to broadcast special events, reunite more animals with their families, promote adoptable animals, share important reminders such as vaccination and license deadlines, as well as other messages promoting responsible and humane animal care.

Fiscal Year 2021 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Medical Program

Medical Program	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	281,516	288,607	325,632
FTEs	2.0	3.0	3.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
<i>Increase the number of Animals Returned to Owner</i>			
# of animals treated	3,046	1,251	2,900
# of rabies vaccinations	2,584	1,187	2,500

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

A veterinary team, comprised of a full time veterinarian and two veterinary technicians, provides services to animals in the shelter four days per week. A veterinarian and one veterinary technician are funded through the general fund for two (10 hour) days each week, and two (10 hour) days are funded through the Foundation for TJO Animals (a five-star rated 501(c) 3 organization). An additional veterinary assistant is grant-funded for 32 hours each week through the Foundation for TJO Animals. The TJO veterinarian examines every animal presenting with a medical problem as well as each animal made available for adoption. The veterinarian administers rabies vaccinations, performs routine surgeries such as spay/neuter, as well as other surgeries resulting from trauma or abuse, such as limb amputation, tumor removal, hernia repair and dental procedures. Over the last year, the vet/tech team performed 1,276 surgical procedures, in addition to being responsible for the wellness of over 4,000 impounded animals and assisting hundreds of economically-challenged pet owners in the cities we serve.

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

TJO's veterinarian is frequently involved with law enforcement cases involving animals. She performs physical exams, necropsies, medical reports and gives professional opinions to law enforcement departments, as well as testifies in court regarding cases of cruelty or neglect. In 2019, TJO's veterinarian assisted with 11 cases of neglect and/or cruelty being presented to the Springfield Police Department for filing of cruelty charges.

Fiscal Year 2021 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Adoption Services				
Personal Services	-	-	(1,500)	768
OTPS	(6,800)	47,996	(31,618)	(1,732)
Animal Control				
Personal Services	(14,296)	-	(52,789)	(9,565)
OTPS	(10,000)	32,944		(10,660)
Total Adjustments	(31,096)	80,940	(85,907)	(21,190)

Notes

- ◆ Personal Services- \$7,784 increase to level service request.
 - ◇ \$12,731 decrease due to salary offsets to grants.
 - ◇ \$4,947 increase due to salary adjustments.
 - ◇ \$15,000 decrease due to no city wide cost of living adjustments.
- ◆ OTPS- \$16,560 decrease to level service request.
 - ◇ \$14,660 decrease due to historical spending.
 - ◇ \$2,000 decrease due to city wide cuts.

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Fiscal Year 2021 Budget and Program Summaries

HEALTH DEPARTMENT

Mission

The mission of the Springfield Health and Human Services Department is to promote physical and mental health, control communicable diseases and sanitize the environment to prevent disease, injury and disability for the residents of the City of Springfield. The Department also is mandated to enforce rules and regulations that govern public health under Massachusetts General Law Chapter 111.

FY20 Department Highlights

The Springfield Department of Health and Human Services (SDHHS) works closely with governmental agencies and community-based organizations through a collaborative process to determine the health and human services needs of the residents of the City of Springfield. In addition, SDHHS is charged with developing policies that will protect the health and well-being of residents and ensuring a quality, diverse healthcare workforce by improving access to education, employment, and health services.

- Moved from 1145 Main Street to 311 State Street, the new facility is fully functional and retrofitted to accommodate all departments, clinic, Environmental Health and other essential services.
- Participated in the selection of Marijuana establishments to open in the City and will assist in the review of local applications and provide operational licenses at the local level. Will also provide inspectional services to establishments.
- SDHHS developed standard operating procedures (SOP's) ensuring that outreach/information is provided to city residents, particularly residents who are unsheltered. SDHHS convened the Cold Weather Taskforce to provide cold weather tips. 15 agencies participated in this task force which meets on a monthly basis.
- The Springfield City Council passed the plastic bag ordinance and SDHHS is responsible for the implementation and enforcement of this ordinance for 500 establishments citywide.
- SDHSS leads in the Opioid Overdose Prevention Coalition, convening meetings to develop strategies for combating the crisis in the City of Springfield.
- The Office of Problem Gambling began working with City residents in May 2019. This Office prioritizes community engagement and gathering data on cultural groups that are most at risk and provide treatment referrals.
- The Commonwealth of MA recently banned vaping due to deaths/incidents. SDHHS Tobacco Control staff has been charged with going to retail stores to assure that all vaping supplies have been removed from shelves.
- The Commonwealth of MA has mandated that all health care facilities become Accountable Care Organizations (ACO). Health Services for the Homeless, our 330 Health Center went through a process to become a patient centered medical home (PCMH) and currently services over 5,000 patients and recorded 15,000 visits across three counties.

FY21 Budget Highlights

- ◆ Funds 24.6 General Fund FTEs, and 26.7 Grant FTEs.
- ◆ Animal Control Services.
- ◆ Pesticides & Herbicides—Rat Bait & Mosquito Control Program.
- ◆ Public Health Information Materials.
- ◆ Physician Services for Nursing Unit.
- ◆ Staff training for registered nurses.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	1,218,674	1,523,153	1,522,418	(735)	0.0%
OTPS	211,039	250,244	247,508	(2,736)	-1.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,429,713	1,773,397	1,769,926	(3,471)	-0.2%

Department Staff

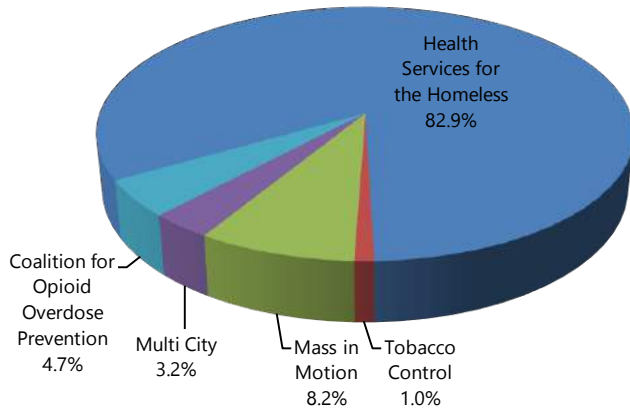
Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	25.0	24.6	24.6	-	0.0%
Grant FTEs	23.0	26.7	26.7	-	0.0%
Total FTEs	48.0	51.3	51.3	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Program Expenses



Health Services for the Homeless - provides direct health care, social services, advocacy and outreach to homeless persons at thirty two (32) sites throughout the City.

Tobacco Control - helping the residents of Springfield understand the hazards of tobacco smoke.

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

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

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

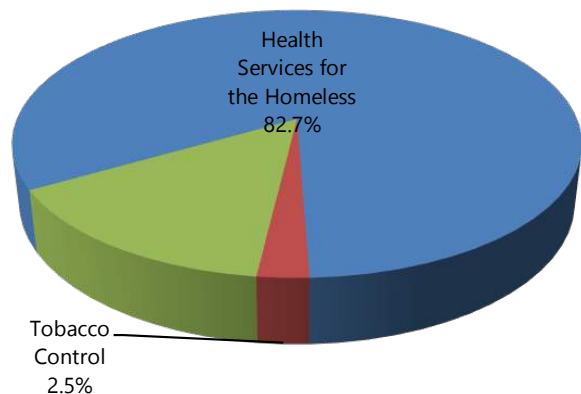
Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Health Services for the Homeless	4,248,550	4,930,855	5,042,647	127,765	73.5%
Tobacco Control	50,516	60,835	60,832	(3)	0.9%
Mass in Motion	439,577	500,000	500,000	-	7.3%
Multi City	244,063	198,000	198,000	-	2.9%
Coalition for Opioid Overdose Prevention	243,652	259,388	285,000	25,612	4.1%
Total General Fund Expenditures	1,429,713	1,773,397	1,769,926	(3,471)	25.9%
Total External Funds Expenditures	2,972,976	7,606,617	5,096,990	(2,509,627)	74.1%
Total All Funds Expenditures	4,402,689	9,380,014	6,866,916	(2,513,099)	100%

Revenue Summary

TOTAL REVENUE: \$512,500

- ◆ Licenses and Permits - \$360,000
 - ◇ Food Service Establishment
 - ◇ Burial Permit
 - ◇ Mobile Food Service
 - ◇ Retail Food
 - ◇ Milk
 - ◇ Disposal Works Construction
- ◆ Fine and Forfeits - \$2,500
- ◆ Host Agreement Med Marijuana - \$180,000

Program Revenue



All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Other Permits	351,678	370,000	360,000	(10,000)	-2.7%
Departmental Fines	5,800	2,000	2,500	500	25.0%
Host Agreement Med Mari	75,000	150,000	150,000	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	432,478	522,000	512,500	(9,500)	-1.8%

Fiscal Year 2021 Budget and Program Summaries

HEALTH DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	1,218,674	1,523,153	1,522,418	(735)	0.0%
OTPS	211,039	250,244	247,508	(2,736)	-1.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,429,713	1,773,397	1,769,926	(3,471)	-0.2%

External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	2,954,817	5,603,675	3,067,468	(2,536,207)	-45.3%
Enterprise/Revolving Funds	18,159	61,650	94,000	32,350	52.5%
Donations/Trusts	-	5,771	-	(5,771)	-100%
Other Funding	-	1,935,522	1,935,522	0.36	0.0%
Total External Funds	2,972,976	7,606,617	5,096,990	(2,509,627)	-33.0%
All Funds Budget	4,402,689	9,380,014	6,866,916	(2,513,099)	-26.8%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Other Permits	351,678	370,000	360,000	(10,000)	-2.7%
Departmental Fines	5,800	2,000	2,500	500	25.0%
Host Agreement Med Mari	75,000	150,000	150,000	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	432,478	522,000	512,500	(9,500)	-1.8%

External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Actual	FY21 Projected
Health Care for the Homeless	Grant	1/31/2021	1,926,430	4,728,475	2,484,268
Mass in Motion- 1422	Grant	6/30/2020	302,994	-	-
Mass Multi-City Young Children's Mental Health System	Grant	9/29/2019	205,985	-	-
Partnership for Success Grant	Grant	6/30/2019	66,764	85,000	85,000
Men of Color Health Awareness (MOCHA) Grant	Grant	1/31/2020	91,282	5,200	5,200
Tobacco Program Grant	Grant	6/30/2020	62,616	70,000	70,000
Pioneer Valley AHEC Carry Over	Grant	N/A	12,200	-	-
Mass Call II	Grant	6/30/2019	-	100,000	10,000
Mass in Motion- Community Transformation Grant	Grant	6/30/2020	-	60,000	60,000
Alternate Payment Methods Preparation Grant	Grant	12/31/2018	-	-	-
Mass Substance Abuse Collaborative (MSAC) Grant Progr	Grant	6/30/2019	-	175,000	175,000
NACCHO-MRC Grant	Grant	9/30/2018	66,177	-	-
Mass in Motion- Safe Park Initiative	Grant	9/30/2020	50,516	3,000	3,000
Better Together Grant	Grant	9/7/2018	40,773	-	-
Critical Health Services- COVID-19 Relief	Grant	6/30/2020	36,740	200,000	-
Community Health Project- Problem Gambling	Grant	6/30/2020	61,014	15,000	15,000
Problem Gambling Community Health Worker Pilot Progr	Grant	6/30/2020	26,575	160,000	160,000
MLCHC- Emergency Preparedness Grant	Grant	6/30/2020	4,750	2,000	-
Subtotal FY21 Anticipated Grants			2,954,817	5,603,675	3,067,468
Handicapped Parking	Revolving	N/A	18,159	61,650	94,000
Health Services for Homeless- Medical Assistance	Revolving	N/A	-	1,933,022	1,933,022
Medical Education	Revolving	N/A	-	-	-
Unrestricted Donations	Donations	N/A	-	5,771	-
Good Neighbor Agreement	Donations	N/A	-	2,500	2,500
Subtotal Other Funding			18,159	2,002,942	2,029,522
Total External Funds			2,972,976	7,606,617	5,096,990

Fiscal Year 2021 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Health Services for the Homeless

Health Services for the Homeless	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	4,248,550	4,930,855	5,042,647
FTEs	41.0	44.3	44.3
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Provide health, social, advocacy, and outreach services to homeless persons efficiently			
# of homeless adults receiving health care	3,457	3,900	4,000
# of homeless children (under 17) receiving health care	30	100	300
# of homeless receiving dental care	656	800	900
# of homeless receiving social services	2,000	2,100	2,200

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- Target population: Person in our service area experiencing homelessness or risk of becoming homeless
- Contracting with Open Door to provide a full time bilingual SUD counselor and a full time bilingual case manager/recover coach for patients with opioid addictions and responsibility for facilitating recovery group sessions, referrals for recovery, counseling and promoting healthier lifestyles to recovery.

Fiscal Year 2021 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Tobacco Control

Tobacco Control	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	50,516	70,000	70,000
FTEs	1.0	1.0	1.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
<i>Prevent youth from purchasing tobacco products</i>			
\$ permits issued	\$26,950	\$21,950	\$27,000
# of investigated complaints and conducted onsite inspections	250	90	230
% of tobacco retailers adhering to youth access regulations	82%	76%	85%

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- Conduct requisite inspections to monitor compliance, including tobacco sales for 24/7 establishments.
- Issue fines, citations, and suspension of permits for violations.
- Conduct routine inspections of tobacco retailers to check for signage, permits, self service displays, and other violations.
- Conduct routine inspections of local bars and restaurants to ensure compliance with the state smoke-free workplace law.
- Issue tobacco sales permits.
- Educate the public regarding the harmful effects of tobacco.
- Report violations of liquor establishments to liquor commission.
- Maintain current list of local tobacco retailers.
- Conduct merchant education workshops.
- Recently across the City, the youth have done multiple presentations including presenting to the Public Health Council, City Council and at neighborhood councils and community organizations. They were instrumental in getting the T21 regulation passed and have obtained letters of support from various organizations McKnight, Old Hill and South End Councils. They have also received verbal agreements for letters of support from others.

Fiscal Year 2021 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Mass in Motion

Mass in Motion	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	439,577	500,000	500,000
FTEs	2.0	2.0	2.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
<i>Promote opportunities for healthy eating and active living</i>			
# of corner stores engaged in healthy retail outreach	6	6	6
# of funded open gym sites	6	6	6
# of Diabetes Prevention Program (DPP) courses offered	7	7	7
# of patients referred to DPP	100	100	100
# of Community Health Workers hired	5	5	5

Citywide Strategic Priority: Healthy Eating / Food Access, Community Gardens, Healthy Options at Food Retailers, Food Pantries, SNAP/WIC/ HIP, Active Living, Safe Parks, Open Gyms, Complete Streets

Highlights

- Coordinating efforts across community partners in the State Street/School Street corridor to start new community garden at Open Pantry Community Services in collaboration with NOFA Mass and Open Pantry.
- Participating in conversations with stakeholders at STCC around possible garden projects and health and wellness campaign for campus community and students
- Recently completed site visits for healthy retail project at 71 stores across 4 entire zip codes. Also conducted 125 customer intercept surveys and 8 owner interviews. Full report with link to interactive map is complete and pending release.
- Working to build consensus and political will at municipal level for a healthy retail program (with funding) that will support healthy retail projects around the City of Springfield
- Policy systems thinking about food systems and built environmental issues: Have cultivated relationships with a wide range of food access stakeholders including education providers, policy experts and advocates including MPHA and MFSC, and parent organizations working to end hunger and to continue to develop deeper understanding of how to move the work forward.
- Springfield Policy Food Council Steering committee member, Coalition to End Hunger member under the food bank of Western Massachusetts.
- Have worked on nutrition improvements and quality improvements at food pantry site and participated in discussions around better meeting the needs of pantry clients with pantry site directors.
- Pedestrian wayfinding system in down town metro center to encourage walkability.
- Safe park programming to engage youth in parks in target neighborhood during summer months
- Revived and expanded open gyms programming now run by Springfield Public Schools and Springfield Parks Department— school gyms stay open during the winter months (December – April) so youth can be active in gyms when weather is too cold outside.
- Continue to participate in the citywide complete street implementation process-design roads and infrastructure safe for all users, pedestrians, bikers and cars.

Fiscal Year 2021 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Coalition for Opioid Overdose Prevention

Coalition for Opioid Overdose Prevention	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	243,652	259,388	285,000
FTEs	3.0	3.0	3.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
<i>Reduce the number affected by opiate abuse and overdose</i>			
# of newly informed and trained community stakeholders	77	100	120

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

Substance Use Disorder Prevention Team (MOAPC, SAPC & PFS 2015)

- Planning team member and co-chair of the Greater Springfield Opioid Crisis Collaborative, along Tapestry Health.
- Building coalition capacity with the cities of Springfield, Holyoke, Chicopee, and town of East Longmeadow.
- Work with Young Adult Empowerment Collaborative of Western Massachusetts to develop an opioid overdose database for Hampden & Hampshire Counties.
- Attend professional development sessions provided for and occasionally mandated by DPH.
- Process, track and evaluate data collected from data sources.
- Working to create a database and map instances of overdoses within the cities of Springfield, Chicopee, Holyoke, and the town of East Longmeadow.
- Research and seek sustainability strategies for the coalition and its members.
- Engage various youth groups in the city of Springfield in campaigns that advocate against the non-medical use of prescription medications.
- Facilitates parent discussions on safe storage and disposal practices of prescription medications.
- Chair the monthly primary prevention work group meeting for the Hampden County Addiction Task Force.
- Partnering with schools in Chicopee, East Longmeadow, and Springfield to provide social and emotional learning Curriculums.
- Working with Chicopee Public Schools to implement Anti-Vaping Snapchat campaign.
- Working with Chicopee Public Health Nurse to create educational Anti-Vaping events
- Creating outline for overdose data base to be built in-house and owned by the Springfield Department of Health and Human Services.

Fiscal Year 2021 Budget and Program Summaries

HEALTH DEPARTMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Health Services for the Homeless				
Personal Services	(1,172)	63,141	6,000	(13,238)
OTPS	(2,600)	-	19,800	(2,736)
Total Adjustments	(3,772)	63,141	25,800	(15,974)

Notes

- ◆ Personal Services—\$13,238 decrease to level service request.
 - ◇ \$5,152 increase to Community Health Nurse positions.
 - ◇ \$13,238 decrease due to no FY21 cost of living adjustments.
- ◆ OTPS—\$2,736 decrease to level service request.
 - ◇ \$1,500 decrease due to historical spending.
 - ◇ \$1,236 decrease to supplies and services due to city wide reductions in FY21.

Fiscal Year 2021 Budget and Program Summaries

ELDER AFFAIRS

Mission

The Department of Elder Affairs: where we encourage everyone to create their own handbook for aging well via services that support living better.

FY20 Department Highlights

The Department of Elder Affairs provides a continuum of services that supports a holistic approach to living better. These services range from center-based programs, to advocating for the needs of elders citywide. The department offers recreational and educational programs at 5 sites throughout the City. The department provides outreach and referral services that enables elderly citizens' access to resources critical to their daily well-being. The department retrains and places low income, unemployed, mature workers back into the workforce through its SCSEP program, via a Senior Service America Grant within Hampden and Hampshire County. This program is supported by the Department of Labor and Senior Service America. The Department of Elder Affairs administers the Greater Springfield Senior Service Outreach program providing information on benefits and services, collaborating with agencies and businesses to assist seniors.

The Department of Elder Affairs administers the Serving Health Information Needs of Everyone (SHINE) Program from the Executive Office of Elder Affairs for all of Hampden County and parts of Hampshire County. This program assists seniors in understanding their Medicare and Mass Health benefits and other health insurance options. In addition, the department oversees the private nonprofit 501(c) 3 Golden Age Club, Inc. a recreational club that promotes travel, tours and holds weekly meetings at 5 locations throughout the city.

There are 2,783 senior members at the RAJ Center, with 930 members in the RAJ Fitness Center. This is an increase of 659 members over last year. There are 3,163 total members at all COAs. SHINE, Outreach and SCSEP Divisions serviced over 7,100 UNDUPLICATED seniors, with each division not just reaching but surpassing required goals. DEA became partners with several new community agencies, while maintaining partnerships previously reported, bringing creative new programming/services to our seniors:

New to our community partnership family: Springfield Partners for Community Action (FREE transportation to the RAJ Center from their homes,) Springfield College (Learning in Later Life College Courses for Seniors,) WNEU, Springfield Election Commission (Early Voting as well as voter registrations,) Live Well Springfield Coalition (Age Friendly Summit,) STCC, Baystate Health, Dementia-Friendly Coalition, Springfield Health Department, and Next Level Adventures!

FY21 Budget Highlights

- ◆ Funds 8.2 General Fund FTEs.
- ◆ Funds various programming and events for the Raymond A. Jordan Senior Center.
- ◆ Continued funding of services that provide senior meals to the Raymond A. Jordan senior center members.
- ◆ Continued funding of center programs that promote fitness, education, and health screening.

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	388,356	412,900	413,985	1,084	0.3%
OTPS	205,735	123,779	121,232	(2,547)	-2.1%
Capital	-	-	-	-	0.0%
Total General Funds	594,091	536,679	535,217	(1,463)	-0.3%

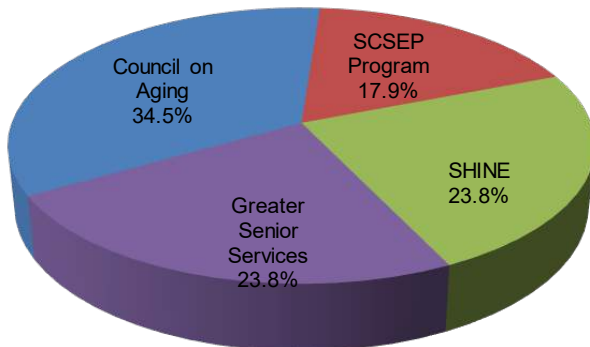
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	8.6	8.6	8.2	(0.4)	-4.7%
Grant FTEs	12.7	10.4	11.8	(0.9)	-7.1%
Total FTEs	21.3	19.0	20.0	(1.3)	-6.8%

Fiscal Year 2021 Budget and Program Summaries

ELDER AFFAIRS

Program Expenses



Program Summaries

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

SCSEP - Promotes the transition of unemployed mature worker from subsidized to unsubsidized employment.

SHINE - Assists seniors in understanding their Medicare, Mass Health, and other health insurance benefits.

Greater Senior Services - Provides information on benefits and services available to seniors through outreach care.

Program Budgets

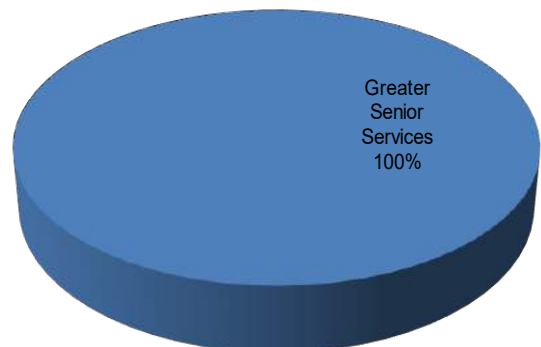
Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Council on Aging	591,684	518,535	344,755	(173,780)	34.5%
SCSEP Program	306,044	268,208	178,322	(89,886)	17.9%
SHINE	408,058	357,610	237,762	(119,848)	23.8%
Greater Senior Services	408,058	357,610	237,762	(119,848)	23.8%
Total General Fund Expenditures	594,091	536,679	535,217	(1,463)	53.7%
Total External Funds Expenditures	1,119,753	965,284	463,384	(501,900)	46.3%
Total All Funds Expenditures	1,713,844	1,501,964	998,601	(503,363)	100%

Revenue Summary

TOTAL REVENUE: \$40,000

- ◆ Departmental Fees \$40,000

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Greater Senior Services	40,950	40,950	40,000	(950)	100%
Total Departmental Revenue	40,950	40,950	40,000	(950)	100%

Fiscal Year 2021 Budget and Program Summaries

ELDER AFFAIRS

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	388,356	412,900	413,985	1,084	0.3%
OTPS	205,735	123,779	121,232	(2,547)	-2.1%
Capital	-	-	-	-	0.0%
Total General Funds	594,091	536,679	535,217	(1,463)	-0.3%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	1,118,875	963,384	463,384	(500,000)	-51.9%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	878	1,900	-	(1,900)	-100.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,119,753	965,284	463,384	(501,900)	-52.0%
All Funds Budget	1,713,844	1,501,964	998,601	(503,363)	-33.5%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Departmental Fees	40,950	40,950	40,000	(950)	100%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	40,950	40,950	40,000	(950)	100%

External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
CDBG Entitlement Grant- Pass Through	Grant	6/30/2021	19,094	-	-
Senior Aide Program Grant	Grant	6/30/2020	588,513	550,755.00	50,755
Mass in Motion- 1422 Pass Through	Grant	6/30/2020	6,960	-	-
Greater Springfield Senior Services of America Program Grant	Grant	9/30/2020	97,527	87,328.00	87,328
SHINE Program Grant	Grant	6/30/2019	154,964	99,996.00	99,996
Council on Aging Program Grant	Grant	6/30/2020	251,817	225,305	225,305
Subtotal FY21 Anticipated Grants			1,118,875	963,384	463,384
Go4Life Family Fun Walk Donation	Donations	N/A	300	-	-
Unrestricted Donations	Donations	N/A	578	50	-
Raymond Jordan Senior Center Donation	Donations	N/A	-	1,850	-
Subtotal Other Funding			878	1,900	-
Total External Funds			1,119,753	965,284	463,384

Fiscal Year 2021 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Council on Aging

Council on Aging	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	591,684	518,535	344,755
FTEs	5.8	10.0	10.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
To encourage senior participation through health and recreational activities			
Number of participants in recreational activities	2,717	1,183	2,853

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

Highlights

The Council on Aging (Senior Centers) provides health and recreational activities for Springfield senior residents. These Centers include Riverview, Hungry Hill, Clodo Concepcion Community Center, the Fitness Center, and the Raymond A. Jordan Senior Center, all of which are located throughout the City. In order to support Senior Center activity, the Department of Elder Affairs utilizes the Council on Aging (COA) grant. These funds are used to provide Senior Center programs that promote fitness, education, health screenings, recreational activities, trips, and special events. Funds from the COA grant also enable staffing at all Senior Centers, and employ a van driver to assist those elder citizens who are, in some way, unable to provide for their own transportation.

Vacancies on the COA Board of Directors were filled with active seniors of distinction, as well as vibrant community members who all share the same mission statement as the DEA. Monthly meetings with the Board are held at the RAJ and Board members have given their time, expertise and assistance on all things COA.

Fiscal Year 2021 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

SCSEP Program	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	306,044	268,208	178,322
FTEs	3.5	1.5	1.5
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
To assess and address the needs of seniors			
Number of seniors transitioned from subsidized to unsubsidized employment	19	15	15
Number of unsubsidized job placements	19	15	15
Number of enrolled participants	42	42	42

SCSEP Program

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

Highlights

The SCSEP program promotes the transition of the unemployed mature worker from subsidized to unsubsidized employment. The major objective of the program is to address needs commonly experienced by low-income mature workers: additional income, re-entry into the workforce, and economic independence. Funds for this program are furnished by a federal program, Senior Service of America, Inc. (SSAI). The DEA contract is a yearly contract. The contract calls for clear goals and outcomes which were once again, met and surpassed in 2019.

The SCSEP Coordinator, Suzette Livingston, has designed the first-ever Job Club for SCSEP participants. The club meets at the RAJ Center every Friday to share stories of success, as well as to voice frustrations. The participants, both past and present, offer advice and leadership to those in need, as well as to serve as inspirations to those who are struggling in their quest to find suitable employment. Once again, our SCSEP Division serves as a role model for the SCSEP Program nationwide. It is the “success matrix” for all others to follow.

Fiscal Year 2021 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

SHINE

SHINE	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	408,058	357,610	237,762
FTEs	4.0	1.5	1.5
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
To improve awareness of benefits and services available to seniors			
Number of home visits	190	380	200
Number of community presentations	58	37	25
Number of seniors assisted	3,104	3,985	3,200

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

Highlights

Serving the Health Information Needs of Everyone (SHINE). The SHINE program provides information on benefits and services available to seniors, encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, underinsured, uninsured or homeless. SHINE served over 4,078 clients in the calendar year 2019.

SHINE is a 2 year state contract from FY18-FY20. In FY21 we will be negotiating a new contract. This contract is allocated through Federal, State, and Affordable Care Act legislature.

ELDER AFFAIRS

Program Summaries

Greater Senior Services

Greater Senior Services	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	408,058	357,610	237,762
FTEs	4.0	7.0	7.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
To improve awareness of benefits and services available to seniors			
Number of follow-up home visits	25	60	60
Number of community presentations	12	36	36
Number of information and referral services	2353	5,500	5,500

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

Highlights

The Greater Springfield Senior Services, Inc. (GSSSI) Outreach program provides information on benefits and services available to seniors. GSSSI encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy and case management, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, underinsured, uninsured or homeless.

This is a 3-year Federal grant, currently in its first year. The DEA is a sub-grantee of the Greater Springfield Senior Services grant and is a Title 3b program with the Department of Agriculture.

Fiscal Year 2021 Budget and Program Summaries

ELDER AFFAIRS

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Requested
Council on Aging				
Personal Services	(123)	-	-	951
OTPS	(9,405)	116,300	(15,892)	(2,547)
SHINE	-	-	-	-
OTPS	-	-	-	-
Total Adjustments	(9,528)	116,300	(15,892)	(1,596)

Notes

- ◆ Personal Services- \$7,317 increase to level service request.
 - ◇ \$6366 Decrease due to FY21 cost of living adjustments.
 - ◇ \$7317 Increase due to salary adjustments.
- ◆ OTPS- \$2,547 decrease to level service request due to historical spending.

Fiscal Year 2021 Budget and Program Summaries

VETERAN SERVICES

Mission

To fulfill President Lincoln's promise, "To care for him who shall have borne the battle, and for his widow, and his orphan," by serving and honoring the men and women who are America's Veterans. The mission of the Springfield Department of Veteran Services (DVS) is to honor America's Veterans by providing exceptional services which improves their health and well-being. The Springfield DVS advocates on behalf of all the Commonwealth's veterans, provides quality supportive services and directs an emergency financial assistance program for veterans and their dependents in need.

FY20 Department Highlights

- ◆ Continued to provide historic levels of support to veterans and their familiesby:
 - ◇ Coordinating and acquiring several winter jackets, holiday gifts for children, "homeless kits" and various other items for free, to provide to Springfield's Veterans.
 - ◇ Providing DD214s (military discharges) needed for access to all veteran benefits at the city, state and federal levels.
 - ◇ Expanding aid and attendance benefits that improve quality of life.
 - ◇ Assistance with HUD VASH voucher application process, apartment search and financial assistance in securing and maintaining and furnishing apartments.
 - ◇ Getting homeless veterans into shelters/transitional houses or hotels while waiting for permanent housing.
 - ◇ Promoting jobs with MGM and Trade Unions.
 - ◇ Increasing outreach efforts via social media to promote advocacy and awareness of the Chapter 115 program.
- ◆ Supported the Mayor's initiative to end homelessness through collaboration and partnership with various organizations; Successfully placed 13 veterans into permanent housing.
- ◆ Complied with the new state mandate, which requires VSOs to be certified by attending the mandated State Department of Veterans' Services training and development.
- ◆ We have enhanced and improved veteran's quality of life and functioning.
- ◆ Continued efforts in medical cost avoidance and cost reduction; collaborations with Springfield Greater Senior Services, SHINE and Elder Affairs.
- ◆ Actively reduced caseload by facilitating application and receipt of numerous alternative sources of income.
- ◆ Coordination of public events on Veterans' Day, Vietnam Veterans' Day and Memorial Day. Each Memorial Day and Veterans' Day, over 22,000 flags are placed on the graves of Veterans interred in Springfield cemeteries. Planned and executed the Veterans' Day Parade.
- ◆ Provided emergency services to Puerto Rican Veterans and their families in supporting them getting their lives back on track after the devastation from storms on the Island.

FY21 Budget Highlights

- ◆ Funding supports 6.0 General Fund FTEs.
- ◆ Continued funding for Veterans Services training and professional development.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	352,172	362,378	360,994	(1,384)	-0.4%
OTPS	1,295,724	1,404,016	1,370,262	(33,754)	-2.4%
Capital	-	-	-	-	0.0%
Total General Funds	1,647,897	1,766,394	1,731,256	(35,138)	-2.0%

Department Staff

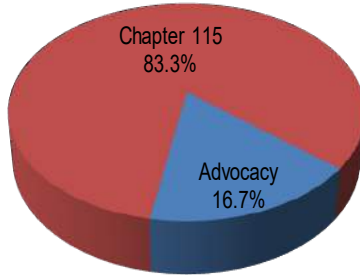
Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	6.0	6.0	6.0	-	0.0%
Total FTEs	6.0	6.0	6.0	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

VETERAN SERVICES

Program Summaries

Program Expenses



Advocacy - Processes applications for veterans' benefits for financial assistance. Function as a change agent which impacts their housing, employment, health, social well-being for our veterans and families.

Chapter 115 - Provides financial and medical assistance to qualified veterans and their dependents and surviving spouses.

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Advocacy	274,649	294,399	288,543	(5,856)	16.7%
Chapter 115	1,373,247	1,471,995	1,442,714	(29,281)	83.3%
Total General Fund Expenditures	1,647,897	1,766,394	1,731,256	(35,138)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries

VETERAN SERVICES

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	352,172	362,378	360,994	(1,384)	-0.4%
OTPS	1,295,724	1,404,016	1,370,262	(33,754)	-2.4%
Capital	-	-	-	-	0.0%
Total General Funds	1,647,897	1,766,394	1,731,256	(35,138)	-2.0%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,647,897	1,766,394	1,731,256	(35,138)	-2.0%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries

VETERAN SERVICES

Program Summaries

Advocacy

Advocacy	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	274,649	294,399	288,543
FTEs	1.0	1.0	1.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
<i>their dependents</i>			
Monthly Average of Veterans receiving City Subsidy	500	498	400
% of successful advocacy claims / appeals	85%	90%	N/A

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

Highlights

The Department of Veterans' Services was contacted and used as the focal information center for external agencies as well as internal departments in the city for any and all veteran benefit information.

Our department continued to strengthen the staff's performance by attending the mandated State Department of Veteran Services training and development conducted by State Department of Veterans Services and Massachusetts Veterans Service Officer Association, which has resulted in three staff members being trained.

The department greatly enhanced its readiness posture by creating policies and procedures to coordinate and execute a wide range of services and emergency assistance.

The department's staff has actively participated in numerous meetings, schools and college visits, and television and radio talk shows to share information about veterans and the services available as part of our outreach efforts. Created a social media page to better inform and communicate with our local community.

Actively coordinated with public and private agencies to ensure veterans receive all available services and benefits which in turn decreases our department's budget.

Provided training for the City's Department of Elder Affairs and Greater Springfield Senior Services on local, state and federal benefits for their veteran clients.

Fiscal Year 2021 Budget and Program Summaries

VETERAN SERVICES

Program Summaries

Chapter 115

Chapter 115	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,373,247	1,471,995	1,442,714
FTEs	5.0	5.0	5.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
<i>Provide financial and medical assistance to qualified Veterans and their dependents</i>			
# of new applications for benefits approved	88	72	100
% increase of financial assistance to qualified Veteran	3%	0%	N/A

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

Highlights

In accordance with Massachusetts General Law Chapter 115, Section 3, the Department of Veteran Services is charged with taking applications for veterans' benefits and for providing financial and medical assistance to qualified veterans and their dependents. The Department is also responsible for dispensing other state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The Department acts as the burial agent for the City and arranges for proper internment of deceased veterans in accordance with state regulations.

The department conducted a training session for Massachusetts Veterans Service Officers Association (MVSOA) at the Annual Conference to improve VSO skills in managing change.

The department was called upon several times by the state to coordinate with the State Office of the Chief Medical Examiner to arrange for proper disposition of the remains of several indigent veterans after investigation of unattended deaths.

Fiscal Year 2021 Budget and Program Summaries

VETERAN SERVICES

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Advocacy				
Personnel Services	-	-		(3,141)
Chapter 115				
OTPS	(446,288)	(497,551)	(93,341)	(33,754)
Total Adjustments	(446,288)	(497,551)	(93,341)	(36,895)

Notes

- ◆ Personal Services—\$3,141 decrease to level service request.
 - ◇ \$3,141 decrease due to no FY21 cost of living adjustments.
- ◆ OTPS—\$33,754 decrease to level service request.
 - ◇ \$23,485 increase to supplies and services.
 - ◇ \$54,749 decrease due to historical spending.
 - ◇ \$2,490 decrease to supplies and services due to city wide reductions in FY21.

Fiscal Year 2021 Budget and Program Summaries

LIBRARIES

Mission

The Springfield City Library actively connects with its diverse community and provides effective resources and a safe space for all. Our Library is a hub for free access to information and technology, social and civic engagement and support of personal enrichment, well-being, and lifelong learning.

FY20 Department Highlights

The long-awaited, state-of-the-art East Forest Park Branch Library opened to acclaim and great enthusiasm on December 2019. A standing room only crowd was welcomed to the ribbon-cutting ceremony with an original poem by Springfield’s Poet Laureate, Magdalena Gómez. Already, that branch has seen explosive growth, with an overall 62% increase in use. The new Community Room is averaging 60 uses on a monthly basis. The Makerspace is attracting many new visitors with innovative programming and services.

The library received a three year, \$600,000 grant from the Davis Foundation and assumed leadership of the *Reading Success by 4th Initiative*. Reading Success by 4th Grade, a community wide early literacy initiative led by the Library, brings people together to learn, share, and advocate. We work to convene and mobilize families, cross-sector expert partners, allies, and work groups on issues of early literacy, embracing all ways of work and bringing people to the table from underrepresented groups and historically marginalized communities. Some of the efforts focus on learning and sharing emerging best practices, highlight local partner achievements, and celebrate progress.

Renovation of the Central Library, overseen by the Department of Capital Asset Construction, culminated in a ribbon-cutting and first official use of the new ramp which restored wheelchair and walker accessibility to the Museums-facing side of the library. The project, which benefited from \$4.3 million of city-provided funds supplemented by a grant from the Massachusetts Cultural Council, also restored the State Street steps of this historic Carnegie building and repaired the roof, gutter systems, and replaced the cornices, increasing safety and access and eliminating costly recurring maintenance and repairs of leaks and loose stonework.

A staff steering committee, appointed by Library Director Molly Fogarty, conducted a six month process to create new Mission and Values statements with significant input from the Springfield Library Commission. Community input was also gathered through online and in-person surveys, as well as community focus groups. These in turn guided the development of new Strategic Priorities and Action Plans. The values are: Welcoming, Trusted, Connected, and Innovative. The private, non-profit Springfield Library Foundation, which raises and manages funds for the benefit of the Library Department, found success with its Capital Campaign to supplement city and state funding for constructing and equipping the East Forest Park Branch.

FY21 Budget Highlights

- ◆ Funds 77.3 General Fund FTEs and 12.9 Grant FTEs.
- ◆ Includes funding for New East Forest Park Branch Library—for supplies and services.
- ◆ Includes funding for Read Write Now program.
- ◆ Maintains hours at the branches and the Central Library– 268 hours/week.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	3,206,048	3,398,823	3,322,405	(76,417)	-2.2%
OTPS	1,457,803	1,621,396	1,609,850	(11,546)	-0.7%
Capital	46,988	25,000	35,000	10,000	40.0%
Total General Funds	4,710,839	5,045,219	4,967,255	(77,963)	-1.5%

Department Staff

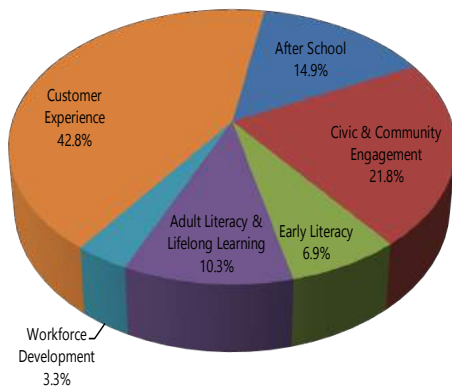
Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	75.6	77.3	77.3	-	0.0%
Grant FTEs	11.2	12.9	12.9	-	0.0%
Total FTEs	86.8	90.2	90.2	-	0.0%

Fiscal Year 2021 Budget and Program Summaries

LIBRARIES

Program Summaries

Program Expenses



After School - High quality educational and leisure opportunities for Springfield youth, from birth through age seventeen.

Civic & Community Engagement - Outreach, reading and program opportunities that meet their informational and leisure-time needs and preferences.

Early Literacy - Programs are offered for the education, entertainment, and enlightenment of these groups.

Adult Literacy & Lifelong Learning- Resources and skills needed to explore topics of personal interest and continue to learn throughout their lives.

Workforce Development- Helps residents with the opportunity to attain steady and meaningful jobs.

Customer Experience - Provides timely and accurate information services for residents.

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
After School	852,654	854,183	822,202	(31,981)	14.9%
Civic & Community Engagement	1,253,529	1,255,776	1,208,759	(47,017)	21.8%
Early Literacy	394,512	395,219	380,422	(14,797)	6.9%
Adult Literacy & Lifelong Learning	591,768	592,828	570,633	(22,196)	10.3%
Workforce Development	190,893	191,235	184,075	(7,160)	3.3%
Customer Experience	2,456,154	2,460,556	2,368,432	(92,125)	42.8%
Total General Fund Expenditures	4,710,839	5,045,219	4,967,255	(77,963)	89.8%
Total External Funds Expenditures	1,028,670	704,579	567,267	(137,312)	10.2%
Total All Funds Expenditures	5,739,509	5,749,798	5,534,522	(215,275)	100%

Revenue Summary

TOTAL REVENUE: \$25,000

◆ Fees / Fines - \$25,000

◇ Late Charges

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Customer Experience	51,242	75,000	25,000	(50,000)	628%
Total Departmental Revenue	51,242	75,000	25,000	(50,000)	628%

Fiscal Year 2021 Budget and Program Summaries

LIBRARIES

All Funds Expenditure Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Requested	FY21 Recommended	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	3,206,048	3,398,823	3,322,405	3,322,405	3,322,405	(76,417)	-2.2%
OTPS	1,457,803	1,621,396	1,609,850	1,609,850	1,609,850	(11,546)	-0.7%
Capital	46,988	25,000	35,000	35,000	35,000	10,000	40.0%
Total General Funds	4,710,839	5,045,219	4,967,255	4,967,255	4,967,255	(77,963)	-1.5%

External Funds Budget	FY19 Actual	FY20 Available	FY21 Requested	FY21 Projected	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	689,694	463,281	330,000	330,000	330,000	(133,281)	-28.8%
Enterprise/Revolving Funds	-	-	-	-	-	-	0.0%
Donations/Trusts	338,975	241,298	237,267	237,267	237,267	(4,031)	-1.7%
Other Funding	-	-	-	-	-	-	0.0%
Total External Funds	1,028,670	704,579	567,267	567,267	567,267	(137,312)	-19.5%
All Funds Budget	5,739,509	5,749,798	5,534,522	5,534,522	5,534,522	(215,275)	-3.7%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Requested	FY21 Recommended	FY21 Adopted	Variance FY21-FY20	Percent Change
Departmental Fines	51,242	75,000	11,934	25,000	25,000	(50,000)	-66.7%
Total Departmental Revenue	51,242	75,000	11,934	25,000	25,000	(50,000)	-66.7%

External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY19 Actual	FY19 Actual	FY20 Available	FY21 Projected
CPA- EFP Library Reading Garden	Grant	6/30/2019	266,254	379	71,655	-	-
LSTA- Citizenship Corners	Grant	9/30/2020	219,678	8,278	8,473	-	-
LSTA- STEM Learning Grant	Grant	9/30/2019	148,608	-	4,403	-	-
LSTA- Mind in the Making	Grant	9/30/2019	12,711	256,137	1,722	-	-
Adult Basic Education (ABE) Grant	Grant	6/30/2019	6,986	1,500	122,564	-	-
EXCITE Transformation for Libraries Project Grant	Grant	11/30/2019	4,566	-	3,483	-	-
Mass Cultural Council	Grant	6/30/2020	3,000	11,300	41,400	15,000	15,000
MBLC State Aid	Grant	6/30/2020	2,364	70,000	289,289	315,781	300,000
Early Childhood Resource Center	Grant	6/30/2020	1,645	318,516	7,849	-	-
East Forest Park Library Technology	Grant	6/30/2019	1,288	9,253	75,000	-	-
The Arts Rock at the Library Program Grant	Grant	1/19/2019	1,000	-	1,985	-	-
LENA Start Early Literacy Program Grant	Grant	12/31/2020	825	150,183	11,149	-	-
Springfield Library Foundation- Staff Development	Grant	2/14/2021	641	1,943	41,316	15,000.00	15,000
Family Childcare Literacy Project	Grant	9/30/2019	15	1,345	1,510	-	-
Inclusive Internship Initiative	Grant	12/31/2018	-	1,618	2,130	-	-
Mass Literacy Project	Grant	1/3/2020	-	14,075	382	-	-
Reading Success by Fourth Grade Initiative	Grant	2/8/2022	-	-	5,383	-	-
Libraries Children's Materials Grant	Grant	2/26/2030	-	-	-	20,000	-
You're Invited Re-Engage	Grant	3/19/2021	-	21,721	-	90,000	-
Rose Smith Music Fund Grant	Grant	2/26/2030	-	-	-	7,500	-
Subtotal FY21 Anticipated Grants			669,580	866,249	689,694	463,281	330,000
Mason Square Library	Donations	N/A	60,462	892	148,103	145,394	145,394
Unrestricted Donations	Donations	N/A	119,760	6,621	1,560	4,031	-
Forest Park Library Donation	Donations	N/A	60,146	55,000	1,543	-	-
Sixteen Acres Library Donation	Donations	N/A	38,862	34,587	1,250	-	-
Walker Trust	Trust	N/A	73,575	23,798	74,179	34,222	34,222
Moses Trust	Trust	N/A	-	-	35,951	15,951	15,951
James Garvey Trust	Trust	N/A	-	-	8,035	5,036	5,036
James Corcoran Trust	Trust	N/A	-	55,895	54,955	36,665	36,665
Endowment Interest	Endowment	N/A	113,780	49,332	13,400	-	-
Subtotal Other Funding			466,584	226,125	338,975	241,298	237,267
Total External Funds			1,136,164	1,092,374	1,028,670	704,579	567,267

Fiscal Year 2021 Budget and Program Summaries

LIBRARIES

Program Summaries

After School

After School	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	852,654	854,183	822,202
FTEs	13.4	13.4	10.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
YA Programs	651	373	750
YA Program Attendance	7,956	4,284	8,500
Partnerships with Organizations	12	15	20
Circulation of Young Adult Materials	38,780	22,639	52,000
Young Adult Cardholders	10,207	8,245	12,850

Citywide Strategic Priorities: Education, Public Safety and Healthy Neighborhoods

Highlights

The 2019 Summer Reading Club Discover Your Summer programs included visits from Birds of Prey, Sparky the Firedog, RollerRoo, and the UMass Polymer Science Lab. Over 1,271 elementary-aged children participated throughout the summer, including collaborating with school and parks departments and the housing authority, providing books and read-alouds to camps and school groups. The teen summer reading club drew 119 youth who read over 48,000 minutes. The club culminated with a family roller-skating event at Interskate 91, attended by over 100 participants.

We collaborated with Springfield Public Schools by participating in the Springfield School Volunteers' Read Aloud program from October to February. We attended school open houses, PTO events, literacy events and school picnics, including visits to or from Brunton, Rebecca Johnson and Indian Orchard, Milton Bradley, DeBerry, Gerena, Brightwood, and Sumner Avenue schools. We collaborated with DeBerry School to host their first-ever Annual Spelling Bee. Merriam-Webster awarded dictionaries to all of the participants. We reached homeschooled students with programs like World of Maps and Out of the Box Geometry.

National Library Card Month kicked off with visits featuring popular book character Fly Guy, who attracted kids of all ages to the libraries for stories and special activities, and promoted library card registration. Kid-friendly STEM programs including Tech Discovery, STEM for Kids, Edible Science, Make Your Own Slime and Inventors' Grab Bag stoked children's interest in the burgeoning science and innovation fields. Our yearly Butterfly Bonanza during warm months teaches earth stewardship to young scientists, and ongoing drop-in Creation Station programs inspire creativity in our children every day. We also partnered with the Silvio Conte US Fish and Wildlife Service to promote science discovery among area kids through Bugs, Birds, Fish, and Fun and Owl Night programs.

The After School Team promoted the annual Summer Reading Club, encouraging teen patrons to read on their own time and participate in library programs throughout the summer. Teens in East Springfield took part in the second-annual Pen-Pal program, during which teens wrote letters that were sent all over the United States. Popular After School Team programs for teens include Tasty Tuesday, No Cook Cooking Classes, Minecraft, Anime, and Comics Clubs, and art-related programming. This year's annual two-day Chibicon, celebrating Anime, Manga, and fan culture, drew an enthusiastic crowd of 64 teens and provided a welcoming space for fans to express their artistic talents and connect with other fans. This year's festivities featured a film festival, games and trivia, a brush painting class, and several artistic contests.

Fiscal Year 2021 Budget and Program Summaries

LIBRARIES

Program Summaries

Civic & Community Engagement

Civic & Community Engagement	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,253,529	1,255,776	1,208,759
FTEs	19.7	19.7	18.5
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Civic & Community Programs	8	12	16
Civic & Community Program Attendance	650	725	1450
Partnerships with Organizations	24	28	32
Community Group Meetings at Libraries	681	750	1,300
Attendance at Meetings of Organizations	11,736	4,632	8,500

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

Highlights

Librarians participated in a semester-long civics education course at Pope Francis Academy. Students learned about community resources, and got to practice interviewing and getting feedback from community leaders such as librarians and city councilors. Two staff members were selected to speak at a national library conference based on civics and voter education programming undertaken.

Staff represented the library in the community in many ways, in order to learn about community aspirations and spread the word on how the library can be of assistance. A contingent of staff and patrons marched in the Puerto Rican Parade for the fourth year in a row. Other representations include board memberships, C-3 meeting hosting and participation, North End LiveMutual Think Tank membership, and neighborhood council meetings.

A foundation interested in teen services in libraries reached out to the library based on our excellent programming record. We received a grant for civics programming that allowed teens to address self-identified concerns, including adolescent vaping and littering in the Forest Park neighborhood. Partnering with the D.A.'s office, the youth learned more about their government, regulations, and taking action to effect change.

The Indian Orchard Branch collaborated with the Springfield Housing Authority to launch this year's Book Rich Environment project in that neighborhood. The summer kick-off program featured warm weather activities, a scavenger hunt, craft activities and a free book give-away. The BRE program encourages housing authority residents to become familiar with library services, and grow a book-rich environment in their homes.

We again offered the popular My Beloved Springfield Women's Leadership information fair and panel discussion during Women's History Month. The event featured Springfield notables from the fields of economic development, the arts, civic leadership, education and non-profits.

Fiscal Year 2021 Budget and Program Summaries

LIBRARIES

Program Summaries

Early Literacy

Early Literacy	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	394,512	395,219	380,422
FTEs	6.2	6.2	9.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Juvenile Programs	4,447	2,341	4,500
Juvenile Attendance	40,171	19,706	42,000
Circulation of Children's Materials	109,240	65,133	140,000
Children's Cardholders	12,550	10,500	13,550

Citywide Strategic Priorities: Education and Healthy Neighborhoods

Highlights

The Early Literacy team seeks to provide resources, training and modeling to parents, caregivers, providers, and library staff, for raising awareness and improving early literacy skills in children ages 0 to 5.

Now that the library is leading the Reading Success by 4th Grade initiative, our work is more focused than ever on introducing and improving early literacy skills in children ages 0 to 5. In the summer of 2019, children in this age group read for 9,450 days.

A core activity is strengthening our collections to satisfy the early literacy needs of our youngest users. Notable efforts include: refreshing the educational toy selection at every branch's play area to ensure age appropriate, educational toys in good condition; redistribution of Early Childhood Resource Center materials to a branch library; and increasing the number of picture books and board books that feature diverse characters and culture, and more accurately reflect the diversity of our community.

Librarians participate in important community endeavors including the Community Baby Shower, Eric Carle Museum Family Literacy workshops, and the Springfield Diaper Bank. Offered at two branches, the latter meets a tremendous community need through a partnership with the Square One Diaper Bank. As a diaper distribution sites, each branch responds to multiple daily requests for emergency diapers, using this opportunity to market other library resources to families with babies and toddlers.

Our librarians presented numerous innovative programs including Sensory Story time, Let's Build Together, Mother Goose Story time, Toddler Art Club, Bilingual story time, and Preschool Yoga. The partnership with Home City Families includes their weekly structured story times and educational special events and offerings throughout the year, pivotal to reaching families with young children. New is the gross motor skills play offered as part of weekly story time in the spacious Mason Square Community room. Special events include "Touch a Truck" at Sixteen Acres and Music Together at Indian Orchard.

Librarians continually improve their skills and services by participating in exceptional professional development opportunities such as Eric Carle Museum workshops, the Early Literacy Coalition, and the Early Literacy Leadership Summit. Now that Reading Success by 4th Grade is administered by the Library, our community networks are even stronger.

Fiscal Year 2021 Budget and Program Summaries

LIBRARIES

Program Summaries

Adult Literacy & Lifelong Learning

Adult Literacy & Lifelong Learning	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	591,768	592,828	570,633
FTEs	9.2	9.3	11.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Read/Write/Now Classes	182	96	185
Read/Write/Now Attendance	9,313	4,719	9,500
Number Students Advancing a Level	30	18	36
Volunteer Tutor Hours	2,185	765	1,900
Number Adult Programs	989	489	950
Attendance at Adult Programs	12,902	5,621	13,500
New Programs Developed	15	15	18
Partnerships with Organizations	20	18	22
Circulation of Adult Materials	260,751	156,740	298,910
Adult Cardholders	54,468	46,829	57,500

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

The Adult Literacy and Lifelong Learning Team develops library programs and services for Springfield adults. We are committed to offering diverse events and activities that welcome community members into a safe, inclusive, and educational environment to enhance discovery and enrich their lives.

The Adult Summer Reading Club enjoyed growth this year with scores of new participants, and near-record attendance at events. Popular programs include art exhibitions and workshops, craft programs, poetry readings, local author fairs and solo visits, educational presentations and lectures, and a writing group that exceeds expectation in attendance and enthusiasm. Book groups, both established and innovative, had banner years, while yoga and other wellness programs were also quite popular. Demand for computer instruction remains strong, including classes in computer labs, one-on-one assistance, and specialized help with grant-seeking database searching and proposal writing.

The Read/Write/Now Center offers adult basic education services for Greater Springfield adults in need of beginning literacy through Pre GED for 36 weeks annually. We serve 72 learners at a time, with a waiting list of 100 to 140 people. Curriculum includes reading, writing, math, digital literacy, as well as all of the subject areas that are included on the HiSET and GED tests. We provide counseling and referrals for services to assist adult learners with overcoming barriers to educational progress that can include lack of child care, transportation, health issues, housing problems, and other challenges associated with poverty. Students' accomplishments include earning U.S. Citizenship, voting, getting jobs, and helping their children with school work. Eighteen (18) Read/Write/Now enrollees and other adult learners became U.S. citizens through our classes and assistance. We also offer driver's education for people preparing to get their learner's permits.

Fiscal Year 2021 Budget and Program Summaries

LIBRARIES

Program Summaries

Workforce Development

Workforce Development	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	190,893	191,235	184,075
FTEs	3.1	3.0	8.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Workforce Development Events	30	14	35
Attendance at Workforce Events	1,450	678	1,500
Workforce Dev. Partner Organizations	18	18	20
Workforce Development Trainings	20	14	28
Workforce Dev. Training Attendance	325	165	350

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

When Springfield residents want to update their work skills and apply for jobs, one of the first places they turn is their neighborhood library. We offer the following services, resources, and programs: a local job openings bulletin board and jobs notebook; Senior Community Service Employment Program materials from our sister Department of Elder Affairs; free Microsoft Office and internet searching classes; and notices of upcoming job fairs and job skills trainings from organizations such as MassHire, MGM Springfield, the Literacy Lab, the U.S. Census, the City of Springfield, Westover Job Corps, and Tech Foundry.

We also connect residents to community resources by offering tabling space to Holyoke Community College's Adult Education and Workforce Development program. Our Computer Lab has hosted multiple hiring sessions for the U.S. Census recruiter. A new partnership has YouthWorks collaborating with our Teen Services Librarian and her team. Springfield Works provided one-on-one career counseling, career advice, and instruction on working with the SkillSmart online database.

The new East Forest Park Branch offers plenty of space for career-related programming such as job fairs, and through a partnership with Springfield Partners for Community Action hosted a panel with an attorney, a financial planner, a funeral planner, and other experts with free advice on planning for future financial wellness. Financial literacy and preparedness is critical to many job choices.

Fiscal Year 2021 Budget and Program Summaries

LIBRARIES

Program Summaries

Customer Experience

Customer Experience	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	2,456,154	2,460,556	2,368,432
FTEs	35.0	38.6	38.6
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
Total Circulation	592,263	244,212	622,928
Total Reference Transactions	101,635	53,098	108,196
Total Cardholders	77,622	65,574	79,000
Total Website Hits	8,520,322	3,620,990	8,755,500
Total Database Searches	99,505	44,743	99,750
Total Computer Uses	97,500	49,406	105,500
Total Wi-Fi Uses	33,529	14,321	35,000
Total Visitors	646,066	326,047	725,000

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

A policy review schedule was developed to make sure policies reflect our newly-adopted mission and strategic priorities as well as innovations in technology and evolving community needs. Our Safe Child policy was updated and approved by the Springfield Library Commission. In light of the Makerspace in the new East Forest Park Branch, the Commission approved a policy governing its use incorporating their previously approved 3-D Printer Policy.

Our new Strategic Plan is guiding our revision work on the Privacy and Borrowing Rules policies. Staff are also working on the Collection Development policy for presentation to the Library Commission in Fall 2020. The plan directs us to ensure that our collections are tailored to the needs of Springfield residents. The new policy will cover new formats and collection emphases to address the interests and diversity of Springfield residents.

Technology upgrades to improve the Customer Experience include an additional microfilm reader/printer at the Central Library, two fax/scanners at the new East Forest Park Branch, two state-of-the-art self-checkout machines where users can get reading recommendations and even place holds. Patrons remark daily on how easy and fun they are to use. We also are piloting a mobile hotspot lending program in order to address the digital divide.

Our Community Relations and marketing efforts continue to reach current and new audiences with an increased emphasis on the use of Social Media.

We are continuing to see increases in computer uses, number of reference transactions, visitors and circulation. The value of items borrowed by Springfield residents is over \$8.5 million. This represents an estimate of how much Springfield residents would spend if they each had to buy one copy of each item checked out.

Fiscal Year 2021 Budget and Program Summaries

LIBRARIES

FY21 Budget Adjustments

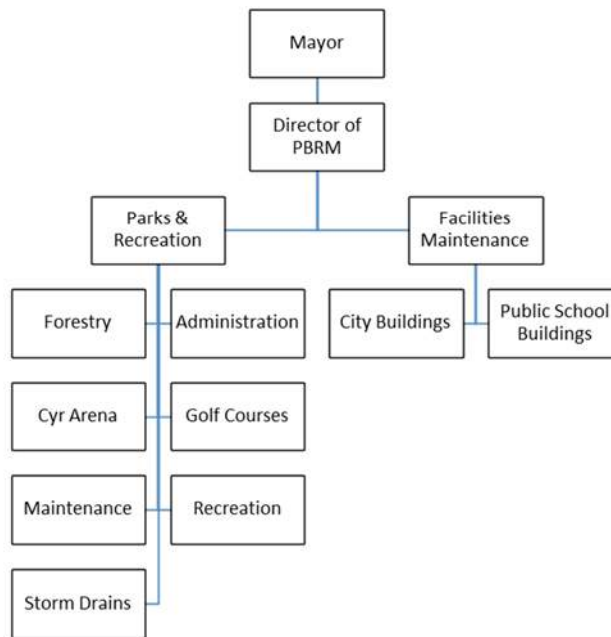
Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Customer Experience				
Personal Services	(303,668)	(209,500)	(380,707)	(355,055)
OTPS	(316,205)	(201,995)	(160,907)	(291,140)
Capital	(28,720)	(104,440)	(25,000)	(40,000)
Adult Literacy & Lifelong Learning				
OTPS	-	-	-	-
Total Adjustments	(648,593)	(515,935)	(566,614)	(686,195)

Notes

- ◆ Personal Services- \$355,055 reduction to level service request.
 - ◇ \$84,323 decrease to salary and wages due to no FY21 cost of living adjustment.
 - ◇ \$210,000 reduction due to State Aid Offset.
 - ◇ \$6,264 decrease due to elimination of vacant Page position.
 - ◇ \$14,849 decrease due to elimination of vacant Senior Clerk position.
 - ◇ \$39,619 decrease due to delayed hiring.
- ◆ OTPS- \$291,140 reduction to level service request.
 - ◇ \$214,861 reduction due to Trust and Endowments offset.
 - ◇ \$76,279 reduction due to historical spending.
- ◆ Capital—\$40,000 reduction to level service request due to historical spending.

Section 10

Parks, Recreation and Building Management Division



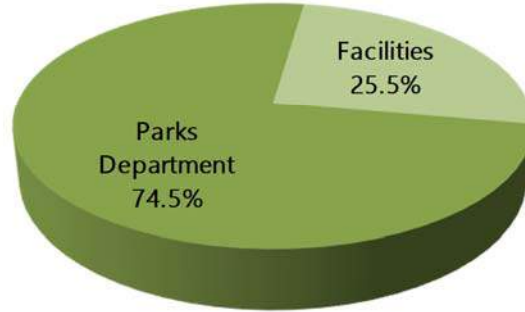
Mission Statement

The Parks and Facilities Management's mission is to improve residents' quality of life by maintaining and improving the City's parks and open space, offering a diverse range of recreation programs, as well as maintaining and improving all municipal and City-owned facilities including schools.

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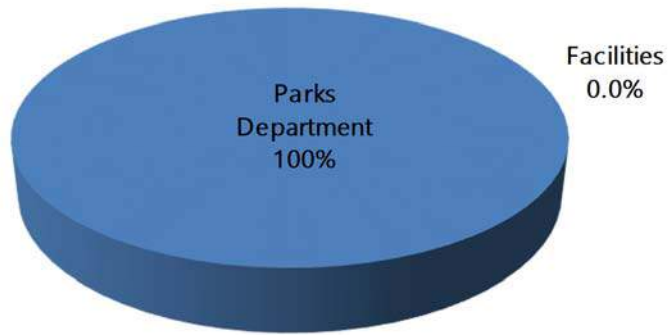
Fiscal Year 2021: All Funds Budget and Revenue Overview

Parks, Buildings, and Recreation Management Division



FY21 Adopted Budget Parks, Buildings, and Recreation Management Division						
	FY19 Actual	FY20 Adopted	FY20 Revised	FY21 Adopted	% Change from FY20 Adopted	% Change from FY20 Revised
Parks Department	8,693,399	9,307,403	8,917,218	8,890,126	-4.5%	-0.3%
Facilities	2,900,050	3,060,388	3,062,615	3,040,217	-0.7%	-0.7%
Total	11,593,449	12,367,791	11,979,832	11,930,343	-3.5%	-0.4%

Revenue Overview



Division / Department	FY21 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY21 Total Revenue
Parks Department	2,012,505	-	1,291,199	-	-	3,303,704
Facilities	-	-	-	-	-	-
Total	2,012,505	-	1,291,199	-	-	3,303,704

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Fiscal Year 2021 Budget and Program Summaries

PARKS DEPARTMENT

Mission

The Parks Department's mission is to maintain and improve the City's parks and open spaces as well as offer a diverse range of recreational programs to Springfield's residents and visitors.

FY20 Department Highlights

The Parks Division is responsible for the care and maintenance of over 50 parks (2,500 acres), 160 traffic islands and terraces (70 acres), and 55 miles of City sidewalks to ensure a safe passage for school children and residents. Responsibilities include playground equipment maintenance and repair; park building maintenance and repair; trash and litter clean-up and removal; athletic field maintenance; mowing, trimming, leaf/fall clean-up and disposal; vegetation management; horticulture; illegal dumping reporting and remediation; forestry; ice rink operation; and aquatics, all of which continue during the COVID pandemic.

The Maintenance Division also conducts small construction projects aimed at expanding and reclaiming parkland and open space to increase, diversify, and improve quality recreational programming and leisure activities. The general public has responded with favorable comments and is pleased that their requests are being answered in a timely manner. The Parks Division continues to be successful in securing State and Federal grants to improve the aesthetic quality of parklands. The Division is proud to be recognized by the EPA, TURI and the DOER for the initiation of an Organic Lawn Care program as well as our work across the City in energy efficiency.

FY21 Budget Highlights

- ◆ Funds 83.0 General Fund FTEs and 4.0 Grant FTEs, a decrease of 4.0 FTEs over FY20.
 - ◇ Added 1.0 FTE Park Foreman to Clean City
 - ◇ 1.0 FTE vacant Forest Park Coordinator position removed from Horticulture
 - ◇ 1.0 FTE vacant Laborer position removed from Maintenance
 - ◇ 1.0 FTE vacant Toll Collector position removed from Administration
 - ◇ 1.0 FTE vacant Energy Manager position removed from Administration
 - ◇ 1.0 FTE vacant After School Coordinator position removed from After School

- ◆ Level service funding for OTPS; addresses increases in the cost of supplies and contractual increases.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	4,436,877	5,251,969	4,863,470	(388,499)	-7.4%
OTPS	4,030,259	4,027,142	4,021,940	(5,202)	-0.1%
Capital	226,263	28,291	4,716	(23,575)	-83.3%
Total General Funds	8,693,399	9,307,403	8,890,126	(417,276)	-4.5%

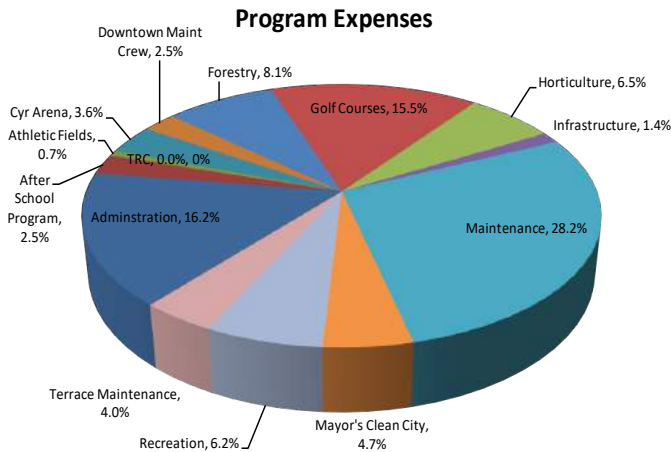
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	83.5	83.0	79.0	(4.0)	-4.8%
Grant FTEs	4.0	4.0	4.0	-	0%
Total FTEs	87.5	87.0	83.0	(4.0)	-4.6%

Fiscal Year 2021 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries



Recreation - Year-round recreational activities for all ages.

After-School - Held during the school year from September to June.

Forestry - Maintains the City's street trees.

Maintenance - Upkeep of the City's parks and terraces.

Cyr Arena - Hosts youth, adult, and school-based hockey teams and open skate programs.

Golf Courses - Two (2) municipally-run, 18-hole golf courses.

Program Budgets

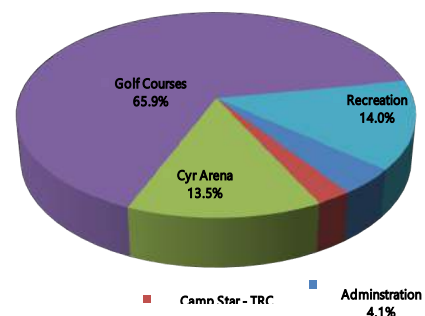
Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Administration	1,367,213	1,557,044	1,443,113	(113,931)	16.2%
After School Program	237,131	264,577	219,112	(45,465)	2.5%
Athletic Fields	68,400	58,251	63,251	5,000	0.7%
Camp Star - Therapeutic Recreation	63,383	80,484	0	(80,484)	0.0%
Cyr Arena	322,826	352,048	318,731	(33,317)	3.6%
Downtown Maint Crew	132,310	191,922	220,777	28,855	2.5%
Forestry	625,333	682,077	721,986	39,909	8.1%
Golf Courses	1,523,373	1,359,083	1,373,914	14,831	15.5%
Horticulture	534,778	613,351	580,787	(32,564)	6.5%
Infrastructure	121,456	111,652	120,762	9,110	1.4%
Maintenance	2,358,618	2,554,503	2,510,946	(43,557)	28.2%
Mayor's Clean City	295,062	363,425	415,101	51,677	4.7%
Recreation	695,092	770,712	548,351	(222,361)	6.2%
Terrace Maintenance	348,425	348,275	353,295	5,020	4.0%
Total General Fund Expenditures	8,693,399	9,307,403	8,890,126	(417,276)	100%

Revenue Summary

TOTAL REVENUE: \$2,012,505

- ◆ **Administration** - Concession Rental Fees, Old First Church Rental, Toll Booth Receipts
- ◆ **Camp Star—TRC—Program fees**
- ◆ **Cyr Arena** - Hockey Leagues, Skate Rentals and Fees
- ◆ **Golf Courses** - Open Golf, Leagues, Tournaments
- ◆ **Recreation** - Forest Park Parking Passes, Field Rentals, Bright Nights Fees

Program Revenue



Departmental Revenue

Program Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Administration	110,882	85,000	85,000	-	4.1%
Camp Star - TRC	-	50,000	-	(50,000)	2.4%
Cyr Arena	403,013	349,062	279,250	(69,812)	13.5%
Golf Courses	1,505,596	1,599,829	1,359,855	(239,974)	65.9%
Recreation	390,306	412,000	288,400	(123,600)	14.0%
Total Departmental Revenue	2,409,797	2,495,891	2,012,505	(483,386)	100%

Fiscal Year 2021 Budget and Program Summaries

PARKS DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	4,436,877	5,251,969	4,863,470	(388,499)	-7.4%
OTPS	4,030,259	4,027,142	4,021,940	(5,202)	-0.1%
Capital	226,263	28,291	4,716	(23,575)	-83.3%
Total General Funds	8,693,399	9,307,403	8,890,126	(417,276)	-4.5%
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	2,213,017	1,726,725	963,000	(763,725)	-44.2%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	310,026	328,199	328,199	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	2,523,043	2,054,924	1,291,199	(763,725)	-37.2%
All Funds Budget	11,216,442	11,362,327	10,181,325	(1,181,001)	-10.4%

All Funds Revenue Detail

Department Revenue	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Departmental Fees	390,306	412,000	288,400	(123,600)	-30.0%
Park Rentals	108,226	85,000	85,000	-	0.0%
Sale of Old Materials	-	-	-	-	0.0%
Reimbursement for Prior Year Expenditures	2,656	-	-	-	0.0%
Camp STAR - TRC Program	-	50,000	-	(50,000)	-100.0%
Cyr Arena	403,013	349,062	279,250	(69,812)	-20.0%
Golf Courses	1,505,068	1,599,829	1,359,855	(239,974)	-15.0%
Petty Cash - Close/Over	528	-	-	-	0.0%
Total Departmental Revenue	2,409,797	2,495,891	2,012,505	(483,386)	-19.4%

External Funding Sources	Type of Funding	Expiration Date	FY19 Actual	FY20 Available	FY21 Projected
21st Century-Pottenger-Pass Through	Grant	8/31/2019	90,596	266,475	-
21st Century-Bowles	Grant	8/31/2020	-	175,000	-
CDBG Entitlement	Grant	6/30/2021	243,218	-	-
Kenefick Park	Grant	6/1/2021	-	50,000	350,000
Green City Trees	Grant	6/30/2021	345,619	450,000	-
Upper Van Horn Dam	Grant	6/30/2020	42,000	-	-
Camp Star Trail Grant	Grant	12/31/2021	-	25,000	75,000
Mary Lynch - PARC	Grant	6/30/2021	348,889	45,000	-
MGM Franconia Pavilion	Donations	N/A	-	-	-
Old First Church	Donations	N/A	36,059	38,000	38,000
Walsh Park	Grant	6/1/2021	-	50,000	500,000
CPA-Godfrey Triangle	Grant	6/30/2040	-	2,000	-
Kids and Cops Dream Court Grant	Grant	9/11/2021	-	8,500	-
Municipal Vulnerability Preparedness	Grant	6/30/2020	-	78,750	-
Swan Pond	Grant	6/30/2020	781,011	-	-
Ruth Elizabeth Trail - LWCF	Grant	9/30/2021	13,625	180,000	-
Emily Bill - PARC	Grant	6/1/2021	37,000	358,000	-
Van Horn Park	Grant	7/1/2019	275,000	-	-
Subtotal FY21 Anticipated Grants			2,213,017	1,726,725	963,000
Edward W. Walker	Trust	N/A	109,893	113,712	113,712
William B. Baker	Trust	N/A	92,642	57,880	57,880
Barney	Trust	N/A	107,491	155,024	155,024
Charles O. Davis	Trust	N/A	-	1,583	1,583
Subtotal FY21 Other Funds			310,026	328,199	328,199
Total External Funds			2,523,043	2,054,924	1,291,199

Fiscal Year 2021 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Recreation

Recreation	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	758,475	851,196	548,351
FTEs	9.0	9.0	9.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
# of participants who registered for a pool pass	1,155	998	1,100
# of summer enrichment programs	5	5	5
# of therapeutic enrichment programs	2	2	2
# of special events	31	34	34
# of employment opportunities for youth	300	300	300

Citywide Strategic Priority: Healthy Neighborhoods

The goal of the Recreation Division is to provide a variety of recreational and educational programming. The Division serves as the central information center for all sports activities and seasonal youth programs located within the City of Springfield. This division offers three seasonal programs including Afterschool Enrichment at five elementary schools, six evening gym programs, and six summer enrichment programs.

The Afterschool and Summer Enrichment programs provide students with opportunities to participate in academic enrichment activities including hands-on, experiential learning, and to strengthen their social and emotional skills. These programs are designed to measure increases in both academic and intermediary outcomes.

In Springfield, children are faced with a number of risk factors, including single parent families, loosely structured households, lack of significant guidance, gang activity, poverty, and densely populated neighborhoods. The Evening Gym Programs are designed to provide a safe haven for participants and opportunities to increase their physical activity levels. Participants also benefit from the adult mentors who supervise the program. The program is currently serving 31% of African-American students and 62% of Hispanic students. The overwhelming majority of students served are males (92%).

The Evening Gym Program has become a staple in the neighborhoods and this program assists in the stabilization of our neighborhoods. Many of our recreation directors serve as role models to the youth attending the program, and offer the opportunity for the youth to be involved in a structured gym activity within their neighborhood. Previously, the Evening Gym Program was funded through grants. While the Department will continue to search for outside funding sources for the program, this year's budget appropriation also provides funding for the program to ensure that this important resource remains available to Springfield's youth.

PARKS DEPARTMENT

Program Summaries

After-School Program

After-School Program	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	237,131	264,577	219,112
FTEs	3.0	3.5	2.5
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
# of participants in afterschool programs	283	324	350
# of partners involved in out-of-school-time programming	10	10	13

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the After-School Program is to provide safe and academically-enriched programming that aligns with and supports school-day programming for City youth. This division has also restructured Therapeutic Recreation opportunities and has ensured all programs are inclusive to residents across the City. The Recreation Division continues to follow the model developed over 15 years ago under the 21st Century program. The program continues to be well-attended by youth across the City.

PARKS DEPARTMENT

Program Summaries

Cyr Arena

Cyr Arena	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	322,826	352,048	318,731
FTEs	4.0	4.0	4.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
# of adult hours booked per week	13	13	14
# of youth hours booked per week	40	40	46

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of Cyr Arena is to provide a home for multiple adult, youth, and school-based hockey leagues. In addition, open skates for members of the public are held on a regular basis during the week.

Adult Leagues - 6 leagues scheduled for FY20

Youth Leagues - 9 leagues scheduled for FY20

School Varsity & JV Usage - 4 school-based teams scheduled for FY20

Fiscal Year 2021 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Forestry

Forestry	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	625,333	682,077	721,986
FTEs	9.0	11.0	11.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
# trees planted	449	308	600
# trees removed	112	137	300
# trees trimmed	230	110	2,000
# emergencies pickups/hangers	372	112	0
# new tree requiring after care water/stake/re-mulch	449	308	600
#stumps removed	47	19	100

Citywide Strategic Priority: Healthy Neighborhoods; Public Safety

Highlights

The goal of the Forestry Division is to responsibly care for and maintain all public shade trees. The division also assists in the management and care of all trees on public property.

Springfield’s street trees represent a resource valued at nearly \$122 million and provides \$1.5 million in benefits to city residents annually. This includes a net total of 12.5 million pounds of carbon avoided and sequestered annually, 50 million gallons of rainfall intercepted annually, 57,000 pounds of particulate matter pollution removed and avoided from the air annually, and \$743,000 in annual energy benefits for Springfield residents. We are proud to have been selected for the \$1.5 Million Greening the Gateways Grant. This will prove beneficial to the McKnight, Old Hill and Upper Hill neighborhoods. This year this program is being expanded with CDBG funds and we will be planting 120 trees in the Memorial Square neighborhood.

PARKS DEPARTMENT

Program Summaries

Golf Courses

Golf Courses	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,523,373	1,359,083	1,373,914
FTEs	5.0	5.0	5.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
# of golf leagues	30	30	40
# of tournaments	20	20	30
# of rounds of golf	53,885	27,000	54,000

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the municipal golf courses is to provide residents and neighbors with quality golf facilities by operating Franconia and Veteran’s Memorial Golf Courses. In total, the two courses generate 57,000 rounds of competitively priced golf on an annual basis. The course requires repairs to the bunkers and this budget includes funding for a lease for golf maintenance equipment.

Veterans’ Memorial Golf Course: 18-holes, Par 72, 6,100 yards

Franconia Golf Course: 18-holes, Par 70, 6,318 yards

Fiscal Year 2021 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Maintenance

Maintenance	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	3,859,049	4,241,379	4,264,920
FTEs	36.0	39.0	35.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
# of residential site work by Clean City	1,500	1,500	1,500
# of lots cleaned by Clean City	400	400	400
# of athletic fields maintained	67	67	67
# of terraces maintained	158	158	158
# of flowers planted	1,425	1,425	1,425
# of acres debrushed	10	10	10

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Maintenance Program is to responsibly care for and maintain over 50 parks, 48 schools, and 160 traffic islands and terraces, totaling over 2,630 acres. Its responsibilities include playground equipment repair, park building maintenance and repair, trash and litter clean-up and removal, athletic field maintenance, mowing, trimming, leaf and fall clean-up and disposal, vegetation management, and illegal dumping reporting and remediation.

The Department has had an active construction season. The following parks are slated for this year: Angelina Park, Atwater Terrace, Barrows Park, Colony Hills, Dog Park Study, Forest Park Trolley Barn, Old First Church roof design, Westminster Park, Venture Pond, Walsh Park, Kenefick Park, Camp Star trail.

Infrastructure Improvement: Maintenance of 55 buildings and 25 structures as well as drainage systems, sidewalks, roads, bridges, and dams. The requests include repairs for park buildings.

Clean City: Acts as the authority on illegal dumping identification, reporting, and remediation; provides property management services for the “abandoned house” portfolio.

Turf Maintenance: Maintains 91 athletic fields at 31 locations. Successfully implemented the organic lawn care program and researched options for expanding the program City-wide.

Court Maintenance: Maintains outdoor hard courts (tennis/basketball) at City-owned locations. The department is completing designs for a New Nancy Lieberman Foundation court at Calhoun Park.

Terrace Maintenance: Maintains 160 traffic islands & terraces, covering over 70 acres.

Horticulture: Provides advanced plant care for terraces, gateways, and parks.

Waterways and Structures: The Watershops dam is under design and slated for full repairs for 8/01/2022.

Fiscal Year 2021 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Administration

Administration	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	1,367,213	1,557,044	1,443,113
FTEs	16.5	15.5	12.5
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
# of safety seminars held annually	3	3	3
# of days taken to update the Parks website with program changes	1	1	1

Citywide Strategic Priority: Fiscal & Operational Excellence; Healthy Neighborhoods

Highlights

The goal of the Administration Division is to provide administrative, managerial, and operational support for the PBRM Division. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing, and volunteer coordination. Administration staff continue to realize a high degree of success in obtaining grants for the department. The department is very proud of its high success rate in reciting state and federal grants for the Park System. The department is also managing over \$1.0 million in CPA grant funds. These grants are addressing long-term requests from the neighborhood councils.

Fiscal Year 2021 Budget and Program Summaries

PARKS DEPARTMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Recreation Personal Svcs	(49,601)	5,746	30,000	(270,392)
Recreation OTPS		10,000	(1,000)	(2,300)
Camp Star-TRC Personal Svcs	25,076	25,076	-	(26,643)
Camp Star-TRC OTPS	55,408	55,408	-	(55,408)
After School Program Personal Svcs	(78,560)	-	-	(53,571)
After School Program OTPS	(8,000)	-	-	-
Cyr Arena Personal Svcs	(1,384)	-	-	1,418
Cyr Arena OTPS	-	5,532	5,471	(2,000)
Forestry Personal Svcs	(8,398)	-	-	(12,943)
Forestry OTPS	(3,585)	-	(10,000)	(5,311)
Golf Courses Personal Svcs	(14,326)	(80,674)	(191,000)	(4,759)
Golf Courses OTPS	(6,910)	-		(14,520)
Maintenance Personal Svcs	(46,390)	-	(58,833)	(142,800)
Maintenance OTPS	(114,132)	24,670	80,080	26,365
Administration Personal Svcs	(5,578)	-		(74,656)
Administration OTPS	35,040	70,422	51,193	(16,802)
Horticulture Personal Svcs	-	-	75,792	(20,862)
Horticulture OTPS	-	-	(145,031)	-
Mayor's Clean City Personal Svcs	(2,500)	-	-	(3,843)
Terrace Maintenance OTPS	4,595	-	(101,109)	-
Infrastructure OTPS	(21,840)	-	750	(2,000)
Downtown Maint Crew Personal Svcs	-	200,000	-	-
Downtown Maint Crew OTPS	-	-	23,000	(2,000)
Total Adjustments	(241,085)	316,180	(240,687)	(683,026)

* Increase/reduction details shown on next page

Fiscal Year 2021 Budget and Program Summaries

PARKS DEPARTMENT

Notes

- ◆ Camp Star Angelina (\$82K) and Summer Recreation Programs (\$275K) are not funded for FY21.
- ◆ Continued funding for parks, municipal golf courses and splash pads to remain open.
- ◆ Reduction in Capital (\$24K) due to the completion of a “lease-to-own” agreement for the Zamboni at Cyr Arena.
- ◆ Recreation:
 - ◇ Personal Services decrease— cut \$6,681 due to salary adjustments, \$7,062 due to no cost of living adjustments for FY21, \$35K in temporary wages due to no summer programs and \$222K due to no summer help necessary for FY21.
 - ◇ OTPS decrease—cut \$2,300 to bring down to level service due to budget constraints.
- ◆ After School Program:
 - ◇ Personal Services decrease— cut \$53,571 due to no cost of living adjustments, temporary salary adjustments and elimination of vacant After School Coordinator position.
- ◆ Cyr Arena:
 - ◇ Personal Services increase— added \$1,418 due to salary adjustments.
 - ◇ OTPS decrease—cut \$2,000 to bring down to level service due to budget constraints.
- ◆ Forestry:
 - ◇ Personal Services decrease— cut \$12,943 due to no cost of living adjustments for FY21 and overtime adjustments.
 - ◇ OTPS— cut \$5,311 to bring down to level service due to budget constraints.
- ◆ Golf Courses:
 - ◇ Personal Services decrease—cut \$4,759 due to no cost of living adjustments for FY21.
 - ◇ OTPS decrease—cut \$14,520 to bring down to level service due to budget constraints.
- ◆ Maintenance:
 - ◇ Personal Services decrease—cut \$143K due to salary adjustments, elimination of vacant Laborer position and no cost of living adjustments for FY21.
 - ◇ OTPS decrease— cut \$13,500 to bring down to level service due to budget constraints.
 - ◇ OTPS increase—\$40K due Water & Sewer rates going up.
- ◆ Administration:
 - ◇ Personal Services decrease—cut \$74,656 due to elimination of vacant Toll Collector and Energy Manager position and no cost of living adjustments for FY21.
 - ◇ OTPS decrease—cut \$16,802 to bring down to level service due to budget constraints.
- ◆ Horticulture & Mayor’s Clean City:
 - ◇ Personal Services decrease—cut \$24,705 due to elimination of vacant Forest Park Coordinator position and no cost of living adjustments for FY21.
- ◆ Infrastructure & Downtown Maintenance Crew:
 - ◇ OTPS decrease—cut \$4,000 to bring down to level service due to budget constraints.

Fiscal Year 2021 Budget and Program Summaries

FACILITIES DEPARTMENT

Mission

The Facilities Division of PBRM (Parks, Buildings, and Recreation Management) is committed to maintaining our school and public buildings in a manner that will sustain a safe, healthy and productive learning and working environment for students, staff, and visitors in all of our schools, municipal buildings, and grounds.

FY20 Department Highlights

The Department is proud to have coordinated, during the past 13 years, over 680 million dollars of investment in repairs to buildings and new construction, as well as overall improved management practices in the daily oversight of the City's municipal buildings and properties. The Facilities Division is responsible for all aspects of the maintenance, repair, and daily operations of all municipal and school buildings and grounds. This includes over 90 buildings and approximately 6.5 million square feet of space with building ages ranging from the late 1800's through 2016. PBRM continues to provide an environment in municipal and school buildings that ensures the health and safety of the students, municipal workforce, and residents visiting the facilities.

FY21 Budget Highlights

- ◆ Funds 28.0 General Fund FTEs, a decrease of 1.0 FTE from FY20.
 - ◇ Added 1.0 FTE Clerk Typist Sr. position
 - ◇ 1.0 FTE vacant Contracts Admin position removed
 - ◇ 1.0 FTE vacant Facilities Designer position removed

- ◆ Level service funding for OTPS; addresses increases in the cost of supplies and contractual increases.

Department Budget

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	980,943	1,457,516	1,363,987	(93,528)	-6.4%
OTPS	1,919,107	1,602,872	1,676,230	73,358	4.6%
Capital	-	-	-	-	0.0%
Total General Funds	2,900,050	3,060,388	3,040,217	(20,171)	-0.7%

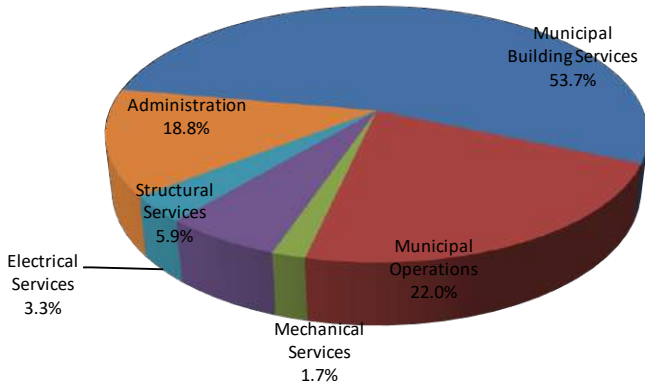
Department Staff

Department FTEs	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
General Fund FTEs	26.0	29.0	28.0	(1.0)	-3.4%
Total FTEs	26.0	29.0	28.0	(1.0)	-3.4%

Fiscal Year 2021 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Expenses



Program Summaries

Municipal Building Services - Custodial and general maintenance services to City buildings.

Municipal Operations - Utility costs and tradesman-related OTPS costs associated with City building maintenance.

Electrical/Structural/Mechanical - OTPS costs for outsourced maintenance to City buildings.

Program Budgets

Program Expenses	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	% of Total
Municipal Building Services	1,295,715	1,252,786	1,263,436	10,650	53.7%
Municipal Operations	849,493	771,901	846,037	74,136	22.0%
Mechanical Services	62,442	65,037	65,037	-	1.7%
Structural Services	227,960	227,803	227,803	-	5.9%
Electrical Services	123,381	125,704	125,704	-	3.3%
Administration	341,058	617,157	512,200	(104,957)	13.3%
Total General Fund Expenditures	2,900,050	3,060,388	3,040,217	(20,171)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2021 Budget and Program Summaries

FACILITIES DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY19 Actual	FY20 Adopted	FY21 Adopted	Variance FY21-FY20	Percent Change
Personal Services	980,943	1,457,516	1,363,987	(93,528)	-6.4%
OTPS	1,919,107	1,602,872	1,676,230	73,358	4.6%
Capital	-	-	-	-	0.0%
Total General Funds	2,900,050	3,060,388	3,040,217	(20,171)	-0.7%
External Funds Budget					
External Funds Budget	FY19 Actual	FY20 Available	FY21 Projected	Variance FY21-FY20	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	2,900,050	3,060,388	3,040,217	(20,171)	-0.7%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2021 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Summaries

Facilities Administration

Facilities Administration	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	2,486,266	2,641,844	2,621,673
FTEs	9.0	9.0	9.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% of EEs participating in State-mandated ethics training	100%	100%	100%
Tonnage of trash from School Buildings	2,962	2,962	3,000
Tonnage of recyclable materials from School buildings	390	390	400
Recycling Rate for Springfield School Department	12%	12%	13%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

PBRM continues to ensure all municipal buildings meet safety/building codes and, to that end, has developed an inspection schedule with the City's Code Enforcement Department to certify that all buildings have a current Certificate of Occupancy. All public buildings are inspected annually and the department's capital plan is updated accordingly. This past year the City reported a 26% savings in our utility usage in buildings.

Fiscal Year 2021 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Summaries

Facilities Operations

Facilities Operations	FY19 Actual	FY20 Adopted	FY21 Adopted
Budget	413,783	418,544	418,544
FTEs	14.0	17.0	19.0
Performance Metrics	FY19 Actual	FY20 YTD	FY21 Goal
% of Safety Emergency Work Orders completed within 2 working days	85%	70%	90%
% of Open Work Orders 1-3 Months old	50%	50%	55%
Reduce/close open work orders older than 24 months	90%	65%	90%
Reduce/close open work orders 12-24 months	75%	60%	80%
Reduce/close open work orders 6-12 months	75%	60%	75%
Evaluate balance of open work orders older than 9 months and prioritize resources to complete them or close them if they are unrealistic.	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Facilities Division is responsible for all aspects of the maintenance, repair, and daily building operations of all municipal/school buildings and grounds. The Facilities Division is responsible for over 90 buildings and approximately 6.5 million square feet of space, with building ages ranging from the late 1800's through 2016. PBRM continues to provide an environment in municipal and school buildings that ensures the health and safety of the students, the municipal workforce, and residents visiting the facilities. Over 8,500 work orders were completed across municipal/school services this past year. The increase is due to the aggressive lighting replacement program funded through Eversource.

Fiscal Year 2021 Budget and Program Summaries

FACILITIES DEPARTMENT

FY21 Budget Adjustments

Program Budget Adjustments	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Adopted
Municipal Building Services				
Salaries & Wages	(6,908)	69,658	106,445	46,712
OTPS	(12,677)	190,558	(264,440)	(1,000)
Municipal Operations				
Salaries & Wages	522	-		
OTPS	104,482	(109,248)	(80,975)	74,358
Mechanical Services				
Salaries & Wages	-	-		
OTPS	-	-		
Structural Services				
Salaries & Wages	-	-		
OTPS	-	-		
Electrical Services				
Salaries & Wages	-	-		
OTPS	(20,000)	-	-	
Administration				
Salaries & Wages	(89,691)	-	-	(141,459)
OTPS	-	-	-	
Total Adjustments	(24,272)	150,968	(238,970)	(21,389)

Notes

- ◆ Municipal Building Services:
 - ◇ Salaries & Wages increase— \$50,067 added to reflect salary adjustments.
 - ◇ Salaries & Wages decrease—\$3,355 cut due to no cost of living adjustments in FY21.
 - ◇ OTPS decrease—\$1,000 cut to bring down to level service due to budget constraints.
- ◆ Municipal Operations:
 - ◇ OTPS increase—\$61,218 added to Electricity and \$15,640 to Water & Sewer to reflect rates going up
 - ◇ OTPS decrease—\$2,500 cut to bring down to level service due to budget constraints.
- ◆ Administration:
 - ◇ Salaries & Wages increase—\$6,137 added to reflect salary adjustments.
 - ◇ Salaries & Wages decrease—\$147,596 cut due to elimination of vacant Contracts Admin and Facilities Designer positions, along with no cost of living adjustments in FY21.
- ◆ \$800K in Professional Services was reduced for a new shooting range lease for the Police Departments at Smith & Wesson.

Section 11

Planning Documents

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Analysis of Outstanding Debt: FY20 Debt Affordability Study

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Analysis of Outstanding Debt

City of Springfield, Massachusetts

January 30, 2020

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

Dear Mayor Sarno and Members of the City Council:

It is my pleasure to present this year's annual analysis of the City of Springfield's existing debt. The Office of Management and Budget (OMB) publishes this study each year to serve as a user-friendly examination of current and future debt issued on behalf of the residents of the City. OMB utilizes this analysis to make informed decisions regarding the City's debt and financial position; taking into account the affordability of issuing new debt on top of existing debt obligations.

In this report, we measure the affordability of debt by determining the annual amount of debt service and other debt-like payment obligations as a percentage of general fund revenues. Debt service as a percent of general fund revenues is a commonly accepted standard for measuring debt capacity. It provides a true indication of the relative cost of the City's debt by comparing the City's debt service payments with the amount of revenue available to pay those obligations.

In recent years, the City has taken a proactive approach to debt strategy by reviewing outstanding debt for restructuring opportunities. However, changes in the Tax Cut and Jobs Act of 2017 eliminated municipalities' ability to issue tax-free debt for advanced refunding bonds. This will constrain Springfield's ability to "refinance" its debt at lower interest rates in the future. OMB continuously monitors policy changes such as these and fluctuations in the municipal bond market during the development of the City's borrowing strategy.

The City capitalized on the opportunity to pay off old debt at a lower interest rate in March 2017. This "refinancing" of 2007 bonds saved the City over \$3.8 million over six years by exchanging the original interest rate of 4.263% for a lower rate of 2.0063%. In addition to previous years' efforts to restructure debt, this sale increased our capacity for future debt issuances and prevented dramatic increases in future debt payments. The City will continue to be proactive in taking advantage of similar opportunities in the future.

In addition to managing its debt, Springfield has maintained its process of continually assessing capital needs and offsetting project costs to outside funding sources whenever possible. The following debt affordability analysis will show that, consequent to these efforts, the City of Springfield is now in a position to strategically invest in its infrastructure and capital needs.

In March 2019, the City issued \$27.9 million in bonds. This issuance provided funding for the City's share of multiple projects. These projects include the construction of the new East Forest Park Library, the renovation of Riverfront Park, the remodel and repair of City Hall's steps, the remodeling of Stearns Square and Duryea Way, the construction of police kiosks in downtown, repairs to the City's flood control system, and the purchase of vehicles and equipment for the Police Department and DPW. This issuance also funded the "Downtown Refresh," which included the paving of downtown streets, repair of sidewalks, upgrades to downtown lighting, and the implementation of a downtown wayfinding system, as well as \$2.5 million in City-wide sidewalk repairs. The City also used proceeds from this bond sale to fund many Massachusetts School Building Authority (MSBA) school renovation projects, as well as initial work on the construction of the new joint Brightwood-Lincoln elementary schools and a feasibility study and schematic design for the new joint DeBerry-Homer elementary schools.

Having sold debt for multiple ongoing projects in 2019, the City does not plan to issue long-term debt in 2020. Rather, the City will issue short-term bond anticipation notes (BANs), to fund ongoing projects. Short-term borrowing allows the City to fund ongoing projects during their early stages, without issuing bonds. Oftentimes, the City is able to complete projects under initial budget projections, due to cost savings and value engineering. Short-term borrowing allows the City to avoid selling debt for costs it may not actually incur on a project. In general, the City issues debt for a project once it is substantially completed, to avoid incurring excess interest expenses by borrowing more than it needs for a project. However, if the City expects interest rates to rise in the future, it may issue debt earlier in a project cycle to avoid higher interest costs.

One of the established benchmarks reviewed by the municipal bond industry is the percent of outstanding principal paid off within ten years. The industry standard is between 65% and 100%; Springfield is on schedule to retire 75.2% of its outstanding principal in the next ten years. A declining debt schedule and rapid repayment of principal indicates that the City is committed to repaying its debt quickly and efficiently.

Annually, the City publishes a Capital Improvement Plan (CIP), which provides a detailed view of the capital needs within the City of Springfield. This comprehensive capital plan includes roads, sidewalks, parks, land, buildings, equipment, fleet and other capital asset needs. The CIP will serve as a guiding document for capital funding decisions in future years. The Fiscal Year 2020-2024 Capital Improvement Plan (CIP) indicates there is over \$843.9 million in capital needs in the City. The Fiscal Year 2021-2025 Capital Improvement Plan process is currently underway and the updated CIP will be published in March of 2020.

Along with a strong debt strategy, the City is maximizing its ability to tackle the City's capital needs by offsetting project costs with grant awards, and funding provided by state and federal agencies. Projects that would have been unaffordable otherwise, are made possible through the City's close partnership with outside agencies. For example, by working closely with the state Board of Library Commissioners, the City was able to secure \$4.9 million in funding for the East Forest Park Library project.

As often as possible, the City takes advantage of the MSBA's Accelerated Repair Program (ARP) initiative. This innovative competitive grant program represents a unique opportunity for

the City. The main goals of the ARP are to improve learning environments for children and teachers, reduce energy usage, and generate cost savings for the Commonwealth's towns and cities. To date, the MSBA has invited the City to take part in this program to repair and/or replace roofs, HVAC systems, windows, and doors in twenty-five schools. Work is currently underway at Milton Bradley Elementary School (roof replacement) and the Springfield High School of Science and Technology (boiler replacement). ARP projects at Alfred G. Zanetti Montessori Magnet School, M. Marcus Kiley Middle School, Balliet Middle School, and South End Middle School have been substantially completed and are in the MSBA's closeout process.

The City is also in the process of finalizing an agreement with the MSBA for three additional ARP projects that will replace boilers at Sumner Avenue Elementary School, Fredrick Harris Elementary School, and Indian Orchard Elementary School. Work on the design of these projects is currently in progress.

The City is currently requesting funding for ARP projects at an additional twelve schools. These projects will entail the replacement of roofs, HVAC systems, windows, and doors. These projects will be submitted to the MSBA in February, 2020. The completed projects mentioned above represent a combined \$31.1 million in investment into our schools, at a cost of just \$9.9 million to the City.

Numerous ongoing City projects have received funding from additional outside agencies including the Massachusetts Executive Office of Energy and Environmental Affairs (EEA), and the U.S. Department of Housing and Urban Development (HUD). The City has also made use of a donation from MGM for improvements to Riverfront Park. In total, the City anticipates eventually receiving outside reimbursements for 50.1% of the total costs of the projects for which it issued debt in March 2019. By leveraging funding through these agencies and other outside entities, the City is able to effectively double the amount of funding it has to invest in projects, while reducing its reliance on borrowing.

Despite the City's ability to leverage outside funding, its proactive steps to refinance debt at lower rates when possible, and sound borrowing policies, the City's ability to issue debt for new projects in the coming years will be constrained by a number of factors. Springfield continues to face rising non-discretionary costs. The City's budgeted pension contribution for FY20 was \$43.4 million, accounting for 17.6% of the non-School Department City budget. Per the City's current funding schedule, the pension contribution will rise another 9% next year (\$3.9 million). Health insurance costs and collective bargaining agreements will also be sources of significant non-discretionary budget growth in the coming years. These non-discretionary costs crowd out room in the budget for an increase in debt service payments.

Robust economic growth and low unemployment over the past several years, as well as major economic development projects such as the opening of the MGM Springfield Casino and the construction of the CRRC rail car factory have helped to boost the City's revenues. For only the second time in the past decade, the City was able to capture all new growth in its tax levy in FY20.

However, a tight labor market, and a high demand for construction supplies have also increased the City's costs for capital projects. As a result, the City has seen bids for construction projects come in at significantly higher amounts than estimates in prior Capital Improvement Plans, which were based on market conditions still affected by the aftermath of the Great Recession. At the same time, new tariffs on steel and other construction materials introduced by Washington have also driven up project costs.

These twin pressures of rising non-discretionary costs that squeeze out room for debt service in the budget, and rising project costs will be managed by the City through a careful evaluation of capital needs and a commitment to a sustainable debt structure. As debt service is itself a non-discretionary budget item, the City must be careful to ensure that its investment in capital projects today, does not result in service cuts to residents in future years.

During the City's 2019 issuance, Standard & Poor's (S&P) affirmed the City's AA- credit rating with a stable outlook which continues to be the highest rating in the City's history; steadily improving from its BBB rating a decade ago. This recent credit rating review focuses on the City's strong institutional core by highlighting Springfield's "strong management, with 'strong' financial policies and practices, adequate budgetary performance, and strong budgetary flexibility." Additionally, the City received a reaffirmed credit rating of A2 with a stable outlook by Moody's in January 2017. From 1997-2007, the City had a Baa3 credit rating, junk bond status. These rating improvements are a testament to how well the City has managed its finances throughout the economic downturn and the City's ability to make the appropriate decisions to keep the budget balanced. Moody's credited Springfield's stabilized financial position to its status as the regional economic center of western Massachusetts, having satisfactory reserves, and its continuing demonstration of conservative fiscal management and an adherence to formal financial policies.

I hope this analysis is helpful to you and welcome the opportunity to provide any additional information that would be useful to you, and the residents of our community.

Very truly yours,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante", enclosed in a thin black rectangular border.

Timothy J. Plante
Chief Administrative and Financial Officer

Springfield Debt Overview

Mandated by Chapter 468 of Acts and Resolves of 2008, the City of Springfield’s Office of Management & Budget is required to provide a yearly review of the City’s current outstanding debt. This analysis is designed to:

1. To show financial officials and citizens the current state of debt management.
2. To indicate whether the City of Springfield can afford more debt in either the current fiscal year, or future years, as debt service payments decline.

The City of Springfield has a total of \$248.6 million in outstanding permanent debt. Of this, \$190.9 million is principal and \$57.7 million is interest payments due on the debt. This debt consists of issuances dating back to fiscal year 2009, up to the most recent debt issuance in March 2019. This study demonstrates that Springfield is currently within its debt capacity as mandated by the City’s financial ordinances, Chapter 4.44.070, which states “General Fund debt service as a percentage of general fund revenues, net of debt exclusions – should not exceed eight percent (8%)”. Currently, the City is at half this limit.

Debt Service as a % of General Fund Revenue	
2019 Total Debt Service	\$ 27,361,935
2019 General Fund Revenue	\$ 680,792,674
Debt Capacity	4.0%

Source: First Southwest, Springfield 2019 CAFR

Analysis of City Debt

The City’s net debt service totals \$217.6 million over thirty years. Project balances that make up this debt range from the small - \$10,100 for the Blunt Park Renovation, to the large - \$14.1 million for the City’s new Culinary and Nutrition Center, which provides freshly cooked meals to Springfield’s 25,000+ students.

There are many different ways to examine the City’s debt. This document first examines the policy questions associated with our debt: for what purpose was the debt issued and how has the City decided to structure its debt repayment schedule? The study then examines what this debt tells us about Springfield’s finances.

The latter analysis, what Springfield’s outstanding debt can tell us vis-à-vis the City’s finances, relies on benchmarks established by the three major ratings agencies: Moody’s Investors Service, Standard & Poor’s, and Fitch Ratings. These benchmarks measure our ability to repay our debt, highlight areas for further investigation and public discourse, and provide an overview of the information that will be used by rating agencies to determine Springfield’s future bond rating. When Springfield wants to issue bonds, its bond rating reflects the credit worthiness of the City, which in turn has a direct impact on the interest rate the City will pay on its bonds. The higher

the bond rating, the lower the risk of default, and the less risk an investor is taking in purchasing our bonds.

Annual Debt Service

The City is legally obligated to pay the principal and interest associated with a bond issuance before all expenses, including salary obligations. This annual payment is known as the *debt service payment*. Because of the mandatory nature of this expense, the City must be cognizant of debt service payments when issuing new debt and deciding whether or not the City has the ability to increase those payments.

Long Term Debt Service

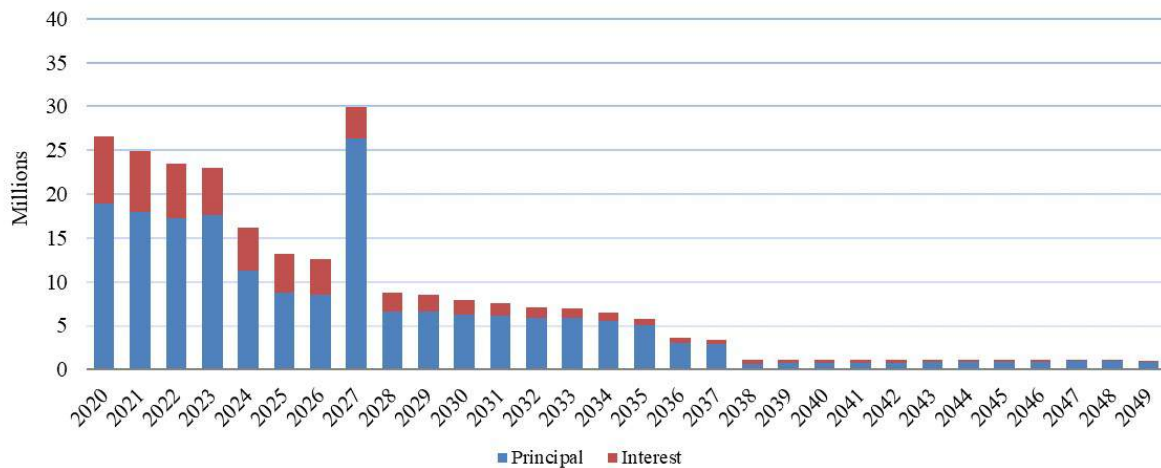


Figure 1: Debt service repayment schedule, First Southwest

The City’s debt service repayment schedule, as of June 30, 2019, is outlined in the chart above (Figure 1). In fiscal year 2010, the City took advantage of the Qualified School Construction Bond (QSCB) Act. This borrowing requires a “bullet” payment at the end of a seventeen year borrowing term. This “bullet” payment is reflected in the large, \$28.9 million debt service payment due in 2027. In order to prepare for this expense, the City has been, and will continue to invest the required payments (\$776,910 annually) for the bond into a “sinking fund” each year. At the end of the term, the City will use the sinking fund to pay this bullet payment. Aside from this one instance, the City works to maintain a relatively smooth debt schedule, so as to not front or back load debt service payments.

As illustrated above in Figure 1, the City has entered into a declining debt service payment schedule. Each year, prior bond issuances are fully paid, and “fall off” our debt schedule, decreasing the City’s annual long-term debt service obligation. This means that the City has additional bonding capacity for new capital improvement projects in future years.

In 2015, the City took advantage of this declining debt schedule and sold \$50.5 million of bonds for new projects, including demolitions, street and sidewalk repairs, school improvements, and city facility construction and improvements. The next sale occurred in February 2017, when the City issued \$44.3 million in debt for numerous capital improvement projects. That same year, in March 2017, the City sold bonds for Union Station. Last March, the City sold \$27.9 million in

bonds for additional capital projects, including the Springfield Culinary and Nutrition Center, the East Forest Park Library, \$2.5 million in new roads and sidewalks, and multiple MSBA school construction and repair projects. By strategically selling debt this way, the City will continue to have a declining debt schedule and keep payments between fiscal years consistent. The City's goal is to maintain a similar level of payments each year to ensure large debt service payments are not unfairly shifted to residents in the future.

It is important to note that not selling debt for needed capital projects does not necessarily spare the City, or its taxpayers, from financial liability. For example, if a school building requires roof repairs, deferring this project to future fiscal years simply pushes the expense onto future budgets. At the same time, over the following years, the City may end up paying higher repair costs out of its operating budget, due to leaks in the roof. Thus, it can sometimes make sense to think of deferred maintenance as a form of "off the books debt," since these expenses will still be required eventually, and the City may end up paying "interest" in the form of expensive short-term repairs to maintain an asset that requires major capital investments.

In the past, the City's ability to refund some of its outstanding bonds using proceeds from new bonds sold at lower interest rates resulted in future cost savings that provide the City with a larger debt capacity each year. This larger debt capacity enables more debt to be issued for high priority capital improvement projects.

Refunding bonds works similar to the refinancing of a mortgage, and savings are achieved by lowering interest costs. Between FY15 and FY16, the City refunded debt twice, saving over \$2.5 million in interest payments over fifteen years. The City also saved \$1.2 million on QSCB payments through these issuances. The City refinanced bonds issued in 2007 at the same time that it financed the Union Station Project, in March 2017. By exchanging the original interest rate of 4.263% for a lower rate of 2.0063%, the City anticipates saving over \$3.8 million over the next six years.

Unfortunately, a provision of the Tax Cut and Jobs Act of 2017 has limited the City's ability to refund debt in this way in future years. The City is still able to refund bonds that have reached their call date. A call date is a specified date on a bond. When the call date is reached, the issuer of the bond is allowed to refund the remaining amount of principal on the bond and thus avoid future interest payments. The City can take advantage of lower interest rates by borrowing at a lower rate to repay the principal on a bond that is within 90 days of its call date, but it can no longer take advantage of "advanced refunding issuances" which fall outside this 90 day window without issuing more expensive taxable debt.

Purpose of Issuance

Of the City's \$190.9 million (principal only) debt, \$102.5 million (53.7%), was issued to finance school projects and \$88.4 million (46.3%), was issued for all other municipal purposes, such as public safety vehicles, trash trucks, roads, sidewalks, flood control systems, libraries, and parks.

Project/Type	Total	Percent of Total
City Facility	44,457,768	23.3%
Demolition	6,081,200	3.2%
Equipment	3,830,629	2.0%
Other	12,441,900	6.5%
Park/Land	7,927,530	4.2%
Streets/Sidewalks	13,111,450	6.9%
Technology	535,045	0.3%
City Total	88,385,522	46.3%
School Total	102,523,478	53.7%
Grand Total	190,909,000	100%

In prior years, the majority of the City’s debt has been dedicated to school facilities due to the high need for repair, renovation, and construction projects. Additionally, many construction projects for school buildings are eligible for partial reimbursement from the Massachusetts School Building Authority (MSBA). This allows the City to complete school related projects at lower cost to the City’s general fund.

School related debt also accounts for a larger amount of the City’s outstanding principal because construction projects can be amortized across a longer period, generally 20-30 years. Many City projects have a short useful life, such as vehicles or IT equipment. The City can only issue bonds with a term as long as the maximum useful life of the item for which it is borrowing. This causes debt issued for City purposes to fall off the debt schedule more quickly than school related debt. Thus, City projects will make up a large proportion of all outstanding principal shortly after the City sells debt, but it will also tend to pay that principal off faster than School debt, which is generally issued for 20-30 year terms. OMB projects that School projects will continue to represent the majority of Springfield’s outstanding debt for the next several years, due to the construction of the Brightwood-Lincoln and DeBerry-Homer collocated schools.

Other Funding Sources

The City has been strategic in leveraging funds from Federal and State agencies. The City worked collaboratively with the Federal Emergency Management Agency (FEMA), the U.S. Department of Housing and Urban Development (HUD), the Massachusetts Executive Office of Energy and Environmental Affairs (EEA), the Massachusetts Emergency Management Agency (MEMA), and the Massachusetts School Building Authority (MSBA) to maximize revenues for schools, facilities, and infrastructure improvements.

In March 2019, the City issued \$27.9 million of debt for its share of cost of City projects. By leveraging funds from FEMA, MEMA, EEA, MGM, and MSBA, the City will receive 50.1% of the total costs for these bonded projects from outside sources.

FEMA has committed over \$19.0 million as part of FEMA’s improved projects program, aimed at restoring facilities damaged in the 2011 tornado. The chart below shows the total project costs and the breakdown between FEMA funding and City contribution with the exception of ECOS.

The Mass Mutual Foundation granted the Springfield Public School \$150,000 toward the cost of building ECOS; this is reflected in the chart below. Debt for these projects was sold in February of 2017.

Project	Outside Funding	City Contribution	Total Estimated Project Cost
50 East Street Renovation	2,890,464	9,053,120	11,943,584
Raymond Jordan Senior Center	7,608,496	4,391,504	12,000,000
South End Community Center (SECC)	6,000,000	4,292,500	10,292,500
Clifford A. Phaneuf Environmental Center (ECOS)	2,682,303	1,487,689	4,169,991
TOTAL	19,181,263	19,224,813	38,406,075

The City anticipates an 80% MSBA reimbursement for eligible costs for nine Springfield public schools that have been invited into the MSBA Accelerated Repair Program in recent years: the Alfred G. Zanetti Montessori Magnet School, M. Marcus Kiley Middle School, South End Middle School and Balliet Middle School for the replacement of windows and doors and accessibility upgrades, the Mary Lynch Elementary School, Kensington Avenue International School, Milton Bradley Elementary School, and Thomas M. Balliet Elementary School for roof replacements and accessibility upgrades, and the Springfield High School of Science and Technology for a boiler replacement. The total estimated project cost for these schools is \$28.9 million.

The City is also currently in the process of finalizing plans for additional MSBA repair projects to replace boilers at Sumner Ave. Elementary School, Frederick Harris Elementary School, and Indian Orchard Elementary School.

Springfield is also currently involved in two MSBA school construction projects to replace four elementary schools: Brightwood, Lincoln, Homer, and DeBerry. Construction of the Brightwood-Lincoln collocated schools is currently underway. The Homer-DeBerry project is in the schematic design phase.

School Project	MSBA Funding	City Contribution	Total Estimated Project Cost
Brightwood-Lincoln Elementary Schools	50,218,732	31,983,044	82,201,776
M. Marcus Kiley Middle School	7,598,889	1,899,722	9,498,611
Springfield Highschool of Science and Technology	2,848,901	2,368,182	5,217,083
Milton Bradley Elementary School	1,942,410	1,414,078	3,356,488
Alfred G. Zanetti Montessori Magnet School	2,525,137	631,284	3,156,421
Thomas M. Balliet School	1,715,810	428,953	2,144,763
Mary M. Lynch Elementary School	1,693,704	423,426	2,117,130
Balliet Middle School	1,609,775	402,444	2,012,219
Kensington International School	1,191,130	297,783	1,488,913
TOTAL	71,344,489	39,848,915	111,193,404

Note: Project funding agreements between the MSBA and the City for the DeBerry-Homer, Indian Orchard, Sumner Ave., and Fredrick Harris projects have not yet been completed, and final budgets are pending.

The City will continue this strategic use of federal, state, private and City funding as we make decisions about future debt issuances.

Composition of Debt

Springfield may issue debt for numerous purposes. Cities and towns deliver many services, from education and public safety, to transportation, recreation and social services. Each service has different capital needs associated with it. Education, for example, requires the construction and maintenance of buildings in which to educate children. Education debt should therefore be heavily skewed toward building and facility debt. It is rare for the City to issue debt for non-facility or grounds related projects for the School Department. As shown below in Figure 2, the City's outstanding debt is mainly comprised of debt for buildings and facilities: City facility (50.3%), Demolitions (6.9%), and Streets/Sidewalks (14.8%).

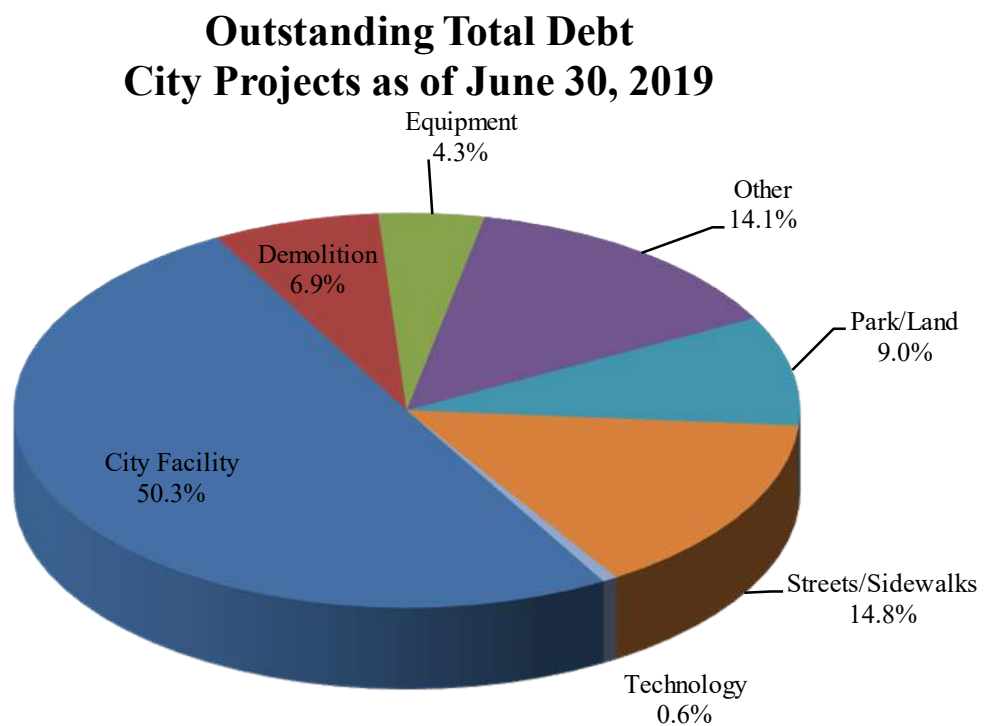


Figure 2: Breakdown of outstanding City debt, First Southwest

General government services, however, should have a much more diverse mix of facility and non-facility debt. For example, debt related to parks and recreation should include some building debt, but also substantial non-facility debt, including the renovation of fields, pools, and other projects. Public Safety debt would normally include a mix of facility and non-facility debt, with non-facility debt being comprised mainly of vehicle, apparatus, and equipment purchases. These non-facility debt categories account for 40.7% of the total City debt as shown in Figure 2 above.

Examining non-facility debt, the City has begun to make substantial investments in equipment, parks, land purchases, the demolition of blighted and condemned buildings, technology, and

improvements to our road and sidewalk infrastructure. The City's Capital Improvement Plan (CIP) indicates there will be considerable funding needed in the future in these areas. These projects are also to promote economic development in Springfield. Notably, the vast majority of debt categorized as for "other" purposes, has been issued for the management of the Bondi's Island landfill and repairs to the City's flood control system.

In March 2019, the City issued debt for a number of ongoing projects. These include: the construction of the new East Forest Park Library, continued work on the School Culinary and Nutrition Center, the remodeling of Stearns Square and Duryea Way, the repair of City Hall's steps, the repaving and repair of streets and sidewalks in downtown and the installation of a pedestrian wayfinding system, the renovation of Riverfront Park, and the repair of the Mill River flood control system. Additionally, this issuance funded multiple MSBA school repair projects, and a feasibility study and schematic design for a new joint Homer-DeBerry campus.

In 2020, the City does not plan to issue any bonds. Instead, it will issue short-term bond anticipation notes (BANs) to fund multiple ongoing projects. These projects include: the construction of the Brightwood-Lincoln campus, MSBA repair projects at Milton Bradley and the Springfield High School of Science and Technology, a new computer aided dispatch and records management system for the Springfield Emergency Communications department, body-worn cameras for the Springfield Police Department department, and 23 new police vehicles. These projects will ultimately cost an estimated \$94.1 million, with the City's share of the expenses being \$39.1 million (42.9%). However, the City will only issue BANs for a portion of this total amount, as the projects are still ongoing.

In FY09, the City instituted another source of funding for capital expenditures: "pay-as-you-go" capital, or "pay-go." To fund pay-go, the City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt. This appropriation is required by the City's financial ordinances and policies (Ch. 4.44.050.). Pay-go allows the City to reduce its overall borrowing costs by funding smaller, routine projects through the operating budget.

Since FY09, \$28.1 million has been appropriated for capital projects through pay-go. The City uses pay-go to fund emergency infrastructure repair projects, vehicle replacements, IT upgrades for software, security and servers, and park and building renovations. Pay-go allows the City to fund design work and studies to better prepare for grant applications, and to fund appropriations for matching grants. This funding source is a major reason for the City's ability to often bear less than half of the cost of large capital projects.

Net Debt Service

As mentioned in the Purpose of Issuance section, the City of Springfield has a total outstanding debt portfolio (principal only) of \$190.9 million as of June 30, 2019. When interest is included, the total cost of this debt is \$248.6 million. However, this is not the actual amount that the City pays in debt service. The City receives reimbursements for certain debt-funded projects, as well as interest earnings on its QSCB sinking fund which, when subtracted from the \$248.6 million in total debt service, leaves a balance of \$217.6 million of liability (principal and interest). Figure 3

below shows net debt service through 2029. The 2027 spike in debt service will be funded using the QSCB sinking fund, explained previously on page eight of this report.

Net Debt

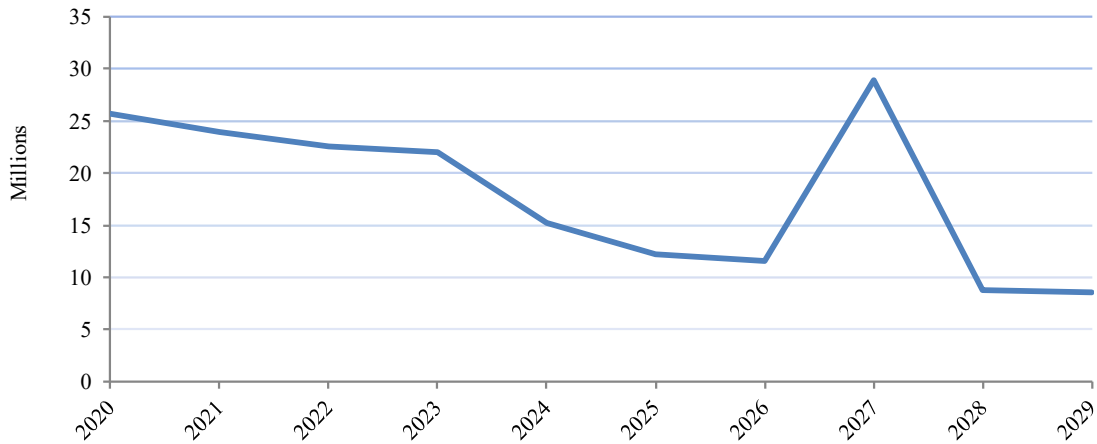


Figure 3: Net Debt Service payments; First Southwest

In previous years, the City had been approved to receive school construction assistance on various school construction projects under a program managed by the MSBA. Under the terms of this program, the City was required to incur general obligation debt financing for the full costs of those school construction projects. The MSBA then provided annual grant distributions to the City to offset the annual debt service costs on these projects as the City repaid the bonds.

However, in FY17, the City entered into a debt refinancing transaction in order to take advantage of favorable interest rates. The City issued \$23,965,000 of general obligation refunding bonds on March 7, 2017. The proceeds of the refunding bonds, along with a refunding premium of \$2.6 million and \$22.6 million of lump-sum payments from the MSBA, were used to refund \$48,495,000 of debt from 2007. The transaction resulted in an economic gain of \$3,858,526 and a reduction of \$3,806,718 in future debt service payments. The lump-sum payment from the MSBA replaced contract assistance payments that were scheduled through FY2022 on three older school projects.

Industry Benchmarks

The municipal bond industry has established benchmarks that it uses to examine cities and towns across the nation. These benchmarks are intended to provide insight into a community’s ability and willingness to repay the debt it issues and can be valuable tools for communities to evaluate their financial management strategies. This analysis is intended to provide insight into our finances and our ability to support debt and public investment.

What is included in this report and what is not?

This ratio analysis looks at all debt that places a burden on our general government revenue stream, including enterprise fund debt. The City issued debt on behalf of its single enterprise fund in February 2017. This debt was issued for two pick-up trucks, and two semi-automated and

one fully-automated 31 cubic-yard trash removal trucks. Payments, which began in 2020, will stay well within the City’s financial ordinances, which state in Chapter 4.44.070 that, “enterprise fund debt service as a percentage of enterprise operating revenue – should not exceed fifteen percent (15%).”

This report assumes the continuation of normal operations for the City of Springfield. OMB has calculated the following measurements as part of the analysis.

Measure	Industry Standard	FY2019	FY2020
General Fund Balance as a % of Total Revenues	15% or greater	19.2%	19.7%
Debt Service as a % of General Fund Revenue	0% - 8%	4.2%	4.0%
Debt Service as a % of General Fund Expenditures	0% - 8%	4.2%	4.0%
Percent of Debt Retired in Ten Years	65% - 100%	81.2%	75.2%
Debt as a Percentage of EQV	0% - 5%	2.3%	2.3%
Total Outstanding Debt Per Capita	\$0 - \$1,000	\$1,179.75	\$1,231.42
Total Debt as a Percentage of Total Personal Income	0% - 7%	5.9%	6.0%
Undesignated Fund Balance as a % of Revenues	10% or greater	8.8%	8.5%
Overall Net Debt as a % of Full Value	1.5% - 5%	2.6%	2.6%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0% - 15%	9.8%	9.7%

Figure 5: Municipal Bond Industry Benchmarks

Debt Service as a Percentage of General Fund Expenditures

This benchmark measures the City’s ability to finance debt within its current year budget. It is similar to the measurement of household income dedicated to mortgage payments that banks use when assessing borrowers. This is the most immediate measure for determining a City’s ability to pay its debt service; however, it only examines the ability to pay for debt within a community’s existing budget. Cities and towns that have excess levy capacity – communities that do not tax to the maximum of their Proposition 2 ½ limitation – would have greater ability to pay for debt than this measure suggests, because they have additional taxing capacity.

The City’s measure of debt service as a percentage of General Fund expenditures is strong, with 4.0% of the Fiscal Year 2020 budget dedicated to debt service. This measure has been trending down over the last five fiscal years due to decreases in total debt service and an increase in the City’s general fund revenue.

Each year, the City is required to fund a capital reserve account at a level equal to at least one and one half percent of property taxes from the prior fiscal year (Chapter 4.44.060). Many cities and towns that are economically comparable to Springfield have higher ratios of debt service to general fund expenditures. Springfield should continue to maintain this ratio at a similar level in future years to ensure that debt service payments do not crowd out funding for services in future budgets. The City should also aim to keep its debt service ratio from declining, as this would denote a lack of investment in long-term capital needs, which carries its own liability for the City’s taxpayers due to the costs associated with deferred maintenance.

The City’s relatively low ratio of debt service to general fund expenditures provides more budgetary flexibility to address financial problems as they arise. Debt payments are not

discretionary. Courts have ruled these payments must be made, even before salary payments for employees. Communities with high levels of debt service relative to operating expenditures have a larger portion of their budget dedicated to payments that must be made regardless of the community’s financial situation. The City has strategically restructured its debt service payments in order to have declining payments in future years. This not only makes the debt service more affordable, but also allows the City to layer on more debt in future fiscal years.

**Debt Service as a Percentage of General Fund Expenditures
(Fiscal Year 2020)**

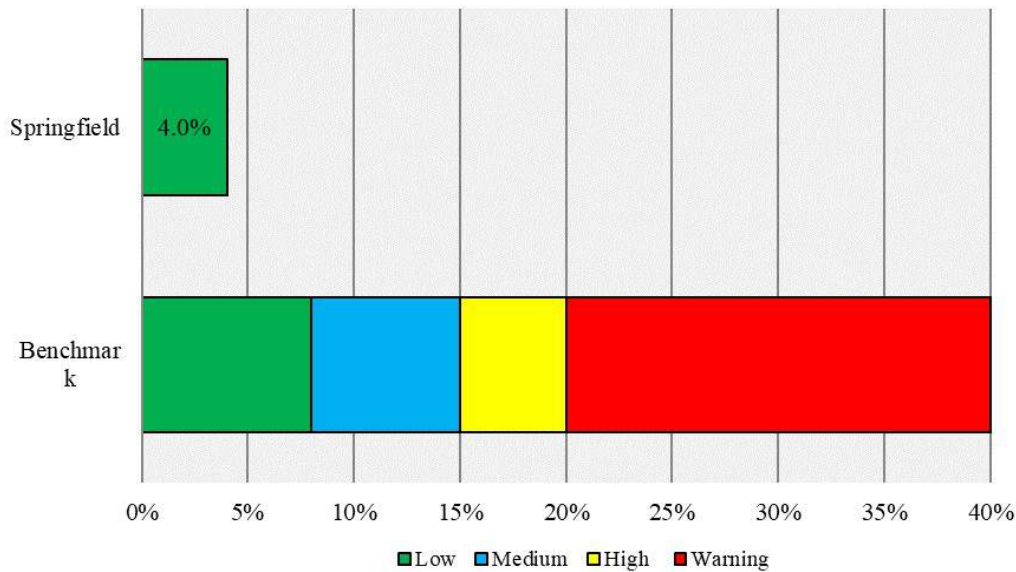


Figure 6: Ratio of 2020 Budgeted Debt Service Payments over Total General Fund Budget

Debt Service as a % of General Fund Expenditures	
2020 Total Debt Service	\$ 27,843,303
2020 Budgeted General Fund Expenditures	\$ 691,704,328
Debt Capacity	4.0%

Source: First Southwest, Springfield FY2020 Adopted Budget

Figure 7: Calculation of Debt Service as a percent of Budgeted General Fund Budget

Debt Retirement: Percent Retired within Ten Years

The speed with which a community retires its debt indicates a number of important factors. Included in these are:

- Willingness to repay debt: rapid repayment of principal indicates that a community is committed to repaying its debt. This “willingness to pay” is measured in a number of ways and is particularly important to those who lend money to others, as it provides them proof of the borrower’s intention to repay the money they borrowed.
- Ability to repay debt: rapid repayment of principal indicates that a city or town has the financial resources necessary to repay debt quickly. This demonstrates a level of

financial stability; communities that are experiencing financial difficulty are unlikely to repay their debt in an accelerated manner.

- Prevention of future problems: rapid debt retirement ensures that a community is not “back loading” its debt, as the City once did, locking itself into debt repayments that are affordable now, but that will grow unaffordable in the future. Back loading debt is a sign of poor financial management – either overspending is intentional, or managers are unable to make the difficult, short-term decisions to balance the budget using a more appropriate debt financing structure.

The percentage of debt retired within ten years is particularly important in determining whether debt has been back loaded. Back loading occurs when the cost of debt is pushed off into the future, reducing current year payments, while increasing future ones. Back loading increases the cost of debt in the long term, as cities are forced to pay interest on the principal they borrowed for a longer time. Back loading debt can result in cities being forced to reduce expenditures, cut programs, or increase taxes to make debt service payments. Prior to 2005, the City back loaded debt issuances, causing major spikes in its debt service payments in future years. This problem was alleviated through “front loading” debt and making a number of other modifications to the City’s debt structure.

Failure to invest in maintenance and capital, otherwise known as deferred maintenance, can be considered a form of debt back loading because capital needs still must be addressed at some point. Avoiding the costs of maintenance or investment only delays the financing of these improvements, and it increases the likelihood that capital will fail *en masse*, resulting in unaffordable costs for future taxpayers. Delaying capital investment also tends to make projects more expensive, because costs tend to increase over time.

The City currently has an aggressive debt retirement schedule. 75.2% of the principal borrowed by the City will be repaid within ten years and all current debt will be retired by 2049, as shown in Figures 8 and 9 below. This places the City well within the “excellent” ranking established by bond rating agencies (65% and above). Because of this schedule, the City will be able to borrow additional money to continue investing in its facilities, infrastructure, and other capital projects.

**Percent of Principal Retired in Ten Years
(Total Debt as of June 30, 2019)**

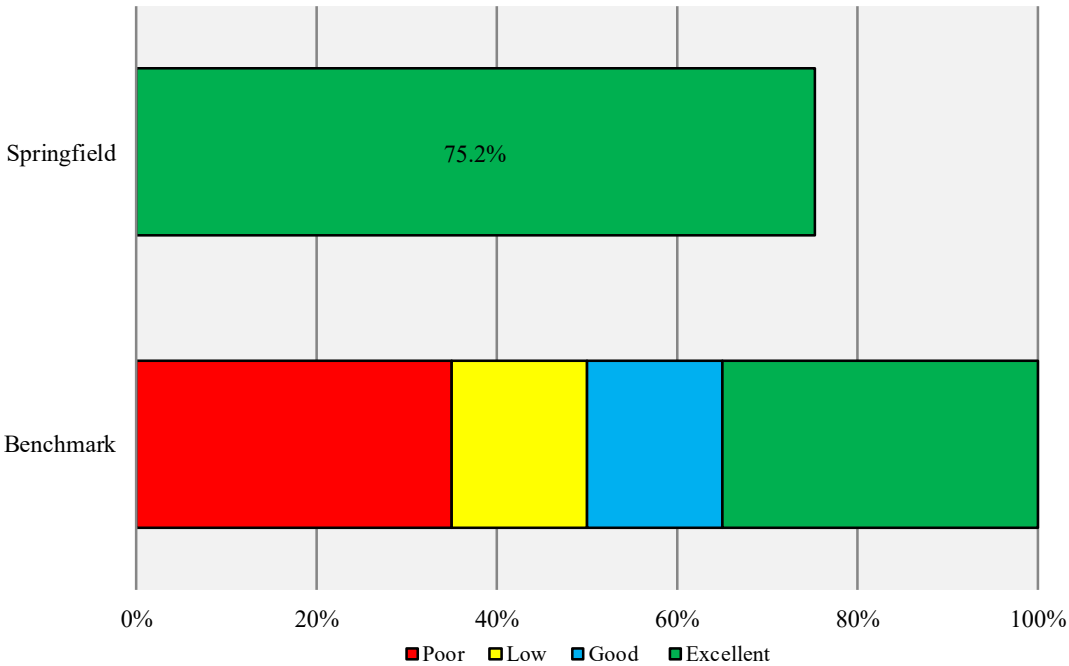


Figure 8: Percent of Debt retired in 10 years.

Percent of Debt Retired in Ten Years	
Total Debt Retired in 10 Years	\$ 187,015,842
Total Outstanding Debt Service	\$ 248,629,584
Percent of Debt Retired in Ten Years	75.2%

Source: First Southwest

Figure 9: Calculation of Total Debt (Principal + Interest) retired in 10 years.

Furthermore, the City’s overall debt retirement ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City’s overall debt schedule indicates that the City has not back loaded debt; the City’s overall debt structure is prudent and well within the industry benchmarks.

Debt as a Percentage of Full Property Value (EQV)

Debt as a percentage of full property value (known in government finance circles as “equalized value,” or EQV) measures the ability of a community’s property tax base to support borrowing. The majority of revenue in Massachusetts communities comes from property taxation; therefore this ratio examines a community’s debt relative to its main revenue source.

However, in Springfield, 59.9% of revenue comes from state aid, whilst just 40.1% comes from local source revenue. Thus, this measure is helpful, but not deeply informative, because it looks at total outstanding debt, not debt service payments. Examining debt as a ratio of full property

value does not say much about the affordability of that debt. A small amount of debt issued at a high rate of interest can be more expensive than a larger amount of debt issued at a lower interest rate. Further, in Massachusetts communities are limited in their ability to access their property tax base by Proposition 2 ½. This measure is a helpful benchmark to compare communities to one another, but is not an absolute measure of debt affordability because of the aforementioned issues.

Mass. Gen. Laws (M.G.L) Ch. 44§10 dictates the City’s debt limit be no more than 5% of the equalized value. The City’s ratio of debt to property value is currently 2.3%, which is considered “medium” by rating agencies (Figure 10). As indicated above, this medium measure does not directly relate to the City’s ability to pay for this debt. This ratio does not take into account debt structure (how much money is due at what point in time for each issuance), or timing of payments. Furthermore, it fails to consider the City’s ability to access property values due to Proposition 2 ½.

Debt Service as a Percentage of Equalized Assessed Valuation (2020 EQV)

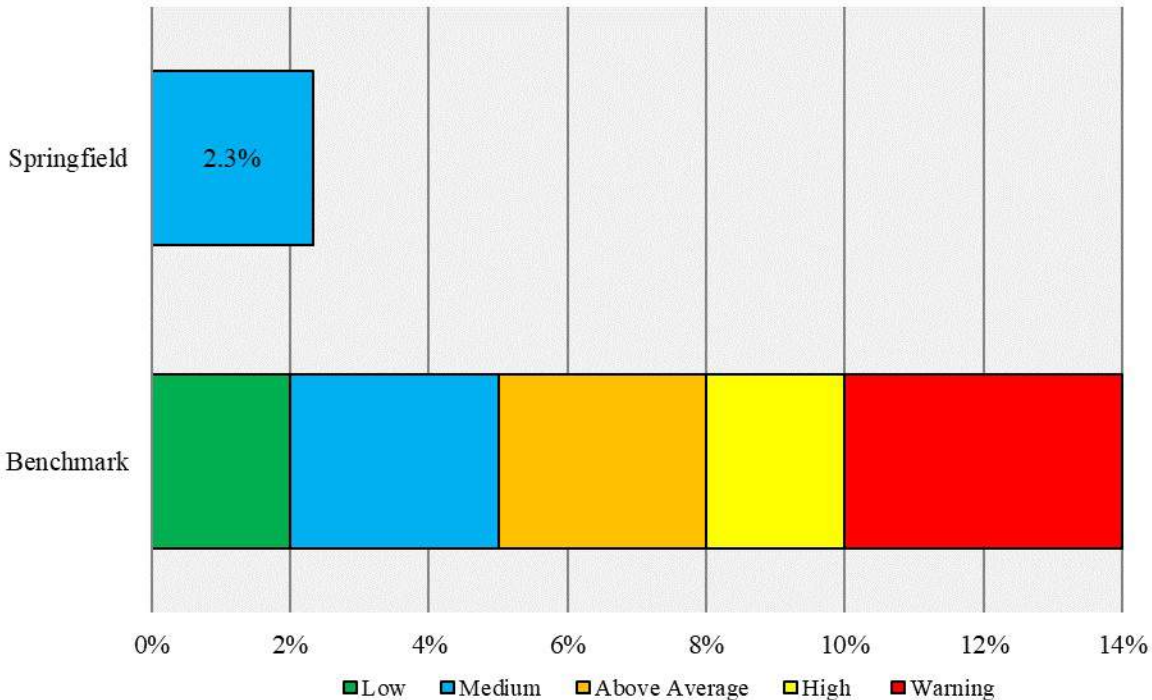


Figure 10: Ratio of Debt to Estimated Property Value

Debt as a Percentage of EQV	
Total Outstanding Debt (Principal)	\$ 190,909,000
2018 EQV (Equalized Valuation)	\$ 8,214,498,300
Debt as a Percentage of EQV	2.3%

Source: First Southwest, DLS Municipal Databank

Figure 11: Calculation of Outstanding Principal as a percent of EQV.

Debt per Capita

Debt per capita examines the amount of debt the City has issued per person in the community. This is not intended to be a literal measure, because debt is not issued to benefit individuals, but rather the community as a whole. This measure provides a sense of the cost of the capital investments in a community and, at its most extreme, how much money would be required from each resident to repay the community’s debt, if for some reason immediate repayment was required.

Debt per capita can be a useful measure when examining similar communities. By and large, comparable communities should issue similar amounts of debt for various capital purposes. However, even similarly sized communities have significant differences, so this measure should not be examined in absolute terms, but rather in the context of the unique requirements and challenges facing each community. It should also be viewed in light of Proposition 2 ½, which limits a community’s ability to access its property tax base. Proposition 2 ½ can force communities to issue debt for smaller projects that communities in other states would pay for in cash.

Total Outstanding Debt per Capita

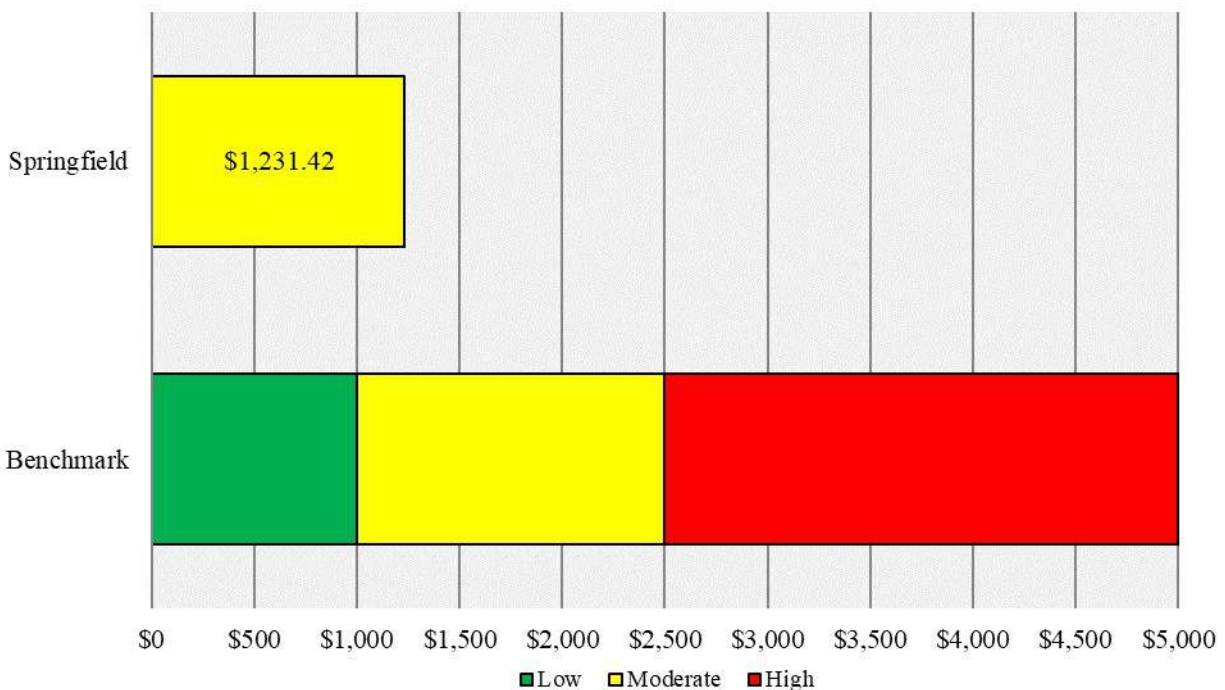


Figure 12: Estimated Debt per person.

Total Outstanding Debt Per Capita	
Total Outstanding Debt (Principal)	\$ 190,909,000
2019 Population Estimate	155,032
Total Outstanding Debt Per Capita	\$ 1,231.42

Source: First Southwest, MA Division of Local Services

Figure 13: Calculation of outstanding debt per person

The City’s level of debt per capita is considered moderate by rating agencies. This rating is not completely unexpected, as the City has a large number of aging facilities (particularly schools) and infrastructure. The City is currently performing large school renovation projects, and funding the replacement of schools and other facilities. Because of the City’s major capital needs, which necessitate the issuance of debt every few years, this measurement will continue to fluctuate, as it is dependent on the City’s total outstanding principal.

Debt as a Percentage of Total Personal Income

Like the ratio of debt to property value, the ratio of debt to personal income is a measure of affordability of the debt issued by a community. While property values provide the base that supports property taxation, it is personal income that allows people to buy goods and services, make investments, and pay their taxes. Debt as a percentage of total personal income tells us how affordable debt is based on the income characteristics of a city or town.

**Total Debt as a Percentage of Total Personal Income
(2019 Income Estimate)**

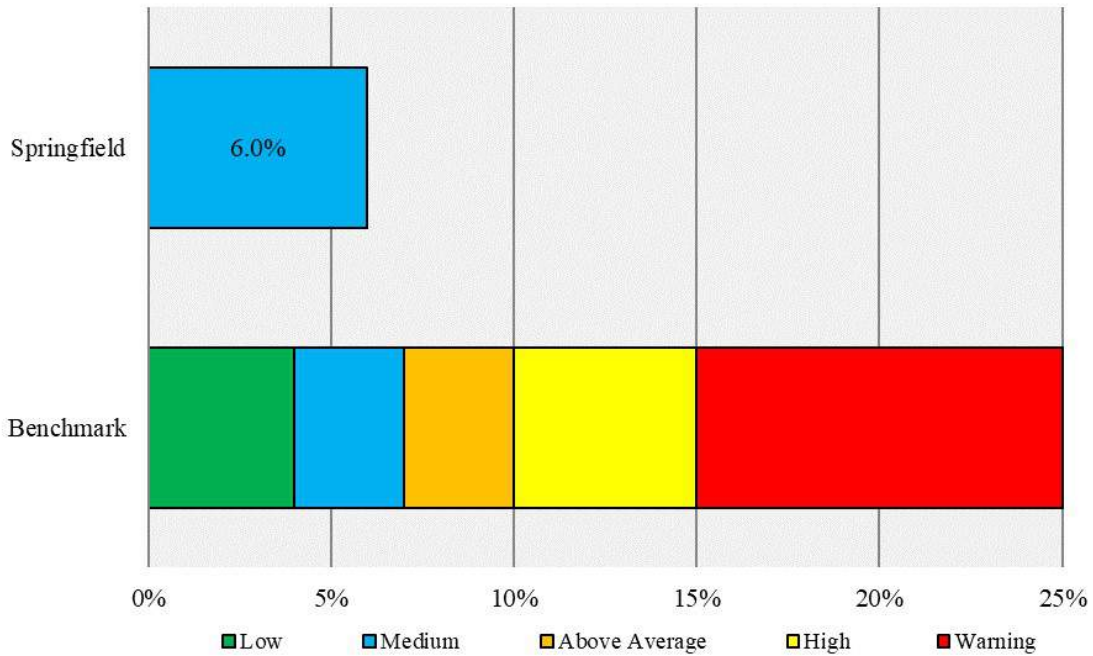


Figure 14: Ratio of debt to personal income.

Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	
Total Outstanding Debt Per Capita	\$ 1,231.42
2019 Per Capita Income	\$ 20,544
Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	6.0%

Source: U.S. Census Bureau, First Southwest

Figure 15: Calculation of debt to personal income.

Springfield’s ratio of debt to personal income is considered “average” by credit rating agency standards. This means that the City’s debt is comparable to a moderate share of a residents’ income. Unlike the prior measure, however, this does not examine the cost of the debt, but focuses on the amount of debt issued. In other words, this measure does not take into account the net debt service or timing of debt payments.

The ratio of debt to personal income appears to be less favorable than that of debt to total property value, which indicates a disparity between home values and income. This variance is caused by the inclusion of commercial and industrial property values that are included in the debt to total property value calculation, but not in the debt to personal income ratio. The City would not be able to provide the same level of services and investment in infrastructure without commercial and industrial property tax revenues. This highlights the need for economic development to be a top priority of the City.

Overall Net Debt as a percentage of Full Value

Overall Net Debt as a percentage of full value, sometimes referred to as the “Debt Burden” of the community, measures the value of a city’s debt compared to the value of a city’s assessed real property. This is a ratio measuring the value of the municipality's net debt compared to the total EQV of the City.

Overall Net Debt as a percentage of Full Value (2020 EQV)

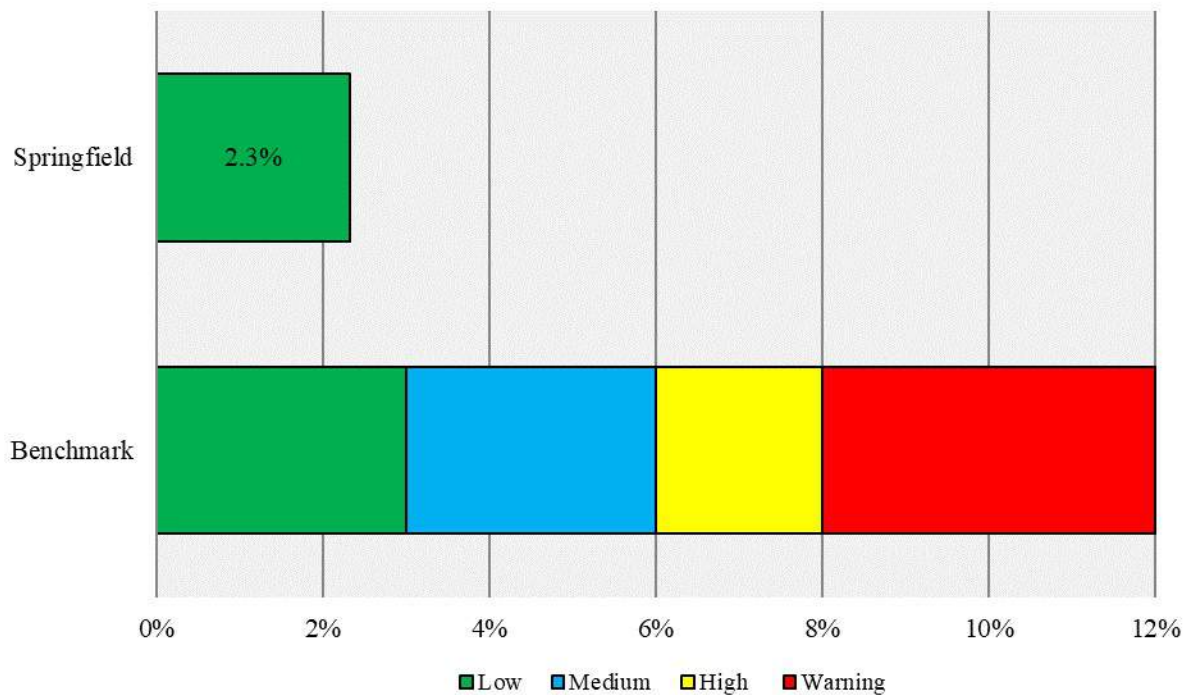


Figure 16: Ratio of Net Debt to EQV.

Overall Net Debt as a percentage of EQV	
Total Outstanding Net Debt	\$ 217,622,995
2018 EQV (Equalized Valuation)	\$ 8,214,498,300
Overall Net Debt as a percentage of EQV	2.6%

Source: First Southwest, MA Division of Local Services

Figure 17: Calculation of net debt to EQV.

This is one of the factors which determine the quality of a municipal bond issue. The lower the City’s debt is relative to the assessed value of its property, the less risky its bonds are deemed to be. Ultimately, the more leveraged a tax base is, the more difficult it is to afford additional debt. Debt burdens that range from 0-3% tend to be viewed as low. The City’s level of debt burden is 2.6%.

Conclusion

Since Fiscal Year 2005, the City of Springfield has strengthened its financial position by instituting clear and strict financial policies, passing responsible budgets, and continually reassessing capital needs through a comprehensive five-year capital investment plan; all within the fiscal constraints illustrated in this debt affordability analysis.

During our last debt issuance in 2019, Standard and Poor’s (S&P) affirmed the City of Springfield’s AA- rating, with a stable outlook, a high investment grade. This demonstrates that Standard & Poor’s strongly believes in the City’s financial management and ability to make difficult decisions to balance the budget. S&P credited the City for having strong budgetary flexibility, with an available fund balance of 19.2% of operating expenditures, very strong management with “strong” financial policies and practices, and an experienced and capable management team. The S&P rating continues to be the highest rating in the City’s history, and one that the City has maintained for the last six years. Credit ratings have an integral role in the municipal bond market and are one factor that affects the interest rates the City pays on its debts.

The low debt service to general fund expenditures ratio in the City’s budget demonstrates our ability to pay our debts. This is the most important short-term measure of our ability to pay our debts; however, it only examines the ability to pay for debt within a community’s existing budget. With only 4.0% of the Fiscal Year 2020 budget dedicated to debt service, the City’s measure of debt service as a percentage of General Fund expenditures is strong. This measure has been trending down consistently over the last six fiscal years (6.5% in FY15, 5.8% in FY16, 5.3% in FY17, 4.6% in FY18, 4.2% in FY19) even as the City has issued more debt, due to strong revenue growth. However, OMB expects debt service payments as a share of the budget to increase following the issuance of new debt for the Brightwood-Lincoln and Homer-DeBerry projects. These major projects will reduce the ability of the City to issue more debt.

According to the measures presented in this analysis, the City is in a solid debt position, but can still improve its finances. One way to improve the City’s ability to take on debt is to foster an environment that promotes jobs and increase citizens’ wealth. These policies will help decrease the ratio of debt to total income and decrease debt per capita. This will bring Springfield more in

line with other communities in the Commonwealth. Springfield has been improving on these measures due to lower unemployment over the last three years, and significant private sector investment in the City, such as the construction of the CRRC rail factory and MGM Springfield casino, which have provided new employment opportunities to our residents.

As noted above, Springfield continues to take advantage of funding from state and federal agencies, such as FEMA, HUD, DOT, MSBA, and EEA. As a result, the City has generally been responsible for less than half of the funding on the projects it issues debt for over the past five years. The opening of the MGM Springfield casino in August 2018 has also increased the City's revenues, and thus its ability to fund capital projects. As part of Springfield's host-community agreement with the MGM, MGM also provided \$1 million in funding towards the ongoing Riverfront Park project, further reducing the City's need to issue debt.

However, despite its access to outside funding, increasing revenues, and strong stewardship of its debt, the City still needs to be conservative in how it decides to invest in future projects. As mentioned in the opening of this report, rising non-discretionary costs continue to crowd out room for debt service in the budget, while project costs have been increasing due to market factors in recent years. Springfield remains very close to its Proposition 2 ½ levy ceiling, and is thus more vulnerable to the effects of a future economic downturn. With the Massachusetts Department of Revenue projecting continued a slowdown in economic growth in FY21, the City has had to be conservative in its debt strategy, to ensure that debt service payments do not become an undue burden on the City's finances.

The City is steadily and strategically moving in the right direction. Our high credit rating allows us to pay back loans at a lower interest rate, which in turn allows the City to issue more debt for citywide projects. The more capital projects the City can afford to invest in, the more the City can work to spur economic development in Springfield. When we invest in our infrastructure and economy, the spin off effects are new business investment and rising property values—resulting in more funding for the maintenance of streets, parks, libraries, and public buildings. A healthy economy positively affects school graduation rates, job creation, poverty, unemployment rates, and crime. All of these positive effects increase citizens' morale and make Springfield a more attractive city for current and future residents.

Appendix A

Debt Analysis Definitions

Consistent with the City’s financial policies as well as standard business practices, the City of Springfield has only issued debt to finance capital investment. Appendix B of this report is a summary of all projects financed by debt that are currently outstanding. Each of these projects is a capital project, and the expenditures are considered capital investments.

The City of Springfield defines **capital** as buildings, facilities, land, infrastructure or major equipment with an estimated useful life of at least ten years and costs at least \$25,000. Similarly, any improvements to capital which would extend the useful life of capital being improved by at least five years may be considered capital if it costs at least \$25,000.

A **capital investment** is the expenditure of funds to improve existing City infrastructure, extend its useful life, buildings, or acquire new capital assets. This is considered an investment because the funds expended are used to reduce costs and/or improve services over a multi-year timeframe.

Debt Service is the cost of repaying debt that has been issued. This includes principal and interest payments. Move definitions to appendix at end.

Municipal debt: usually bonds and notes – is a tool for financing investments in the infrastructure and capital equipment that permits government to provide services to the public. In its most basic form, debt occurs when a city or town borrows from lenders. The money that is borrowed is usually repaid over a number of years, and the lender usually charges interest to the borrower as compensation for allowing someone else to use their money. To begin to understand municipal borrowing, a few key terms are important:

Bond: A long-term financing tool that allows a community to borrow money to finance certain investments. Municipal bonds in Massachusetts are generally issued with a fixed interest rate and carry a term of between 10 and 30 years.

Note: A financing tool generally used for short-term needs, such as “bridge financing” during construction. In Massachusetts, notes are generally issued as one-year debt which can be “rolled” for a maximum of five years.

Term: The length of time a bond or note is outstanding. In other words, if a community borrows money for 20 years to finance the construction of City Hall, the “term” of the debt is 20 years. In five years, the “remaining term” would be 15 years.

With rare exception – exceptions which are authorized by the Commonwealth on a case-by-case basis through special legislation – municipal debt can only be incurred for investment in the capital needs of a community. State finance law permits communities to issue debt for the following purposes:

Public Works

- Construction and reconstruction of roads, bridges, sidewalks, walls and dikes, and for the acquisition of land
- Construction and reconstruction of municipal buildings, including schools
- Traffic signals, public lighting, fire alarm and police communication equipment

Municipal Equipment

- Departmental equipment, including fire equipment and heavy equipment such as graders, street sweepers, trash trucks, and semi-automated recycling trucks.
- Costs for design, development and purchase of computer software and equipment

Energy

- Energy conservation, to pay for energy audits or to implement alternative energy technologies

Environmental

- Asbestos abatement in municipal buildings
- Preservation and restoration of lakes and ponds

Recreational

- Construction of parks and playgrounds
- Construction of skating rinks, outdoor swimming pools, golf courses, tennis courts and other outdoor recreational facilities

Debt should be issued to finance capital improvements that will maintain or improve the rate of return on taxpayer dollars. Stated another way, debt should be issued to finance capital projects that prevent things from getting worse, make things better or improve operations, services or efficiency.

There are a number of reasons to issue debt to finance capital investment. As the City recovered from the June 2011 tornado and October 2011 snow storm, certain projects, such as the construction and reconstruction of the heavily damaged Elias Brookings Elementary and Mary Dryden Elementary Schools, could only be afforded by spreading their cost over many years. The MSBA Grant Program requires the City to appropriate the full cost of the project, before any reimbursements from MSBA can be requested, which required the issuance of debt.

The issuance of debt to finance projects with a long life is also considered “fair.” This equity concern is grounded in the argument that today’s taxpayers should not pay the entire cost of projects that will benefit future residents; rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well. This requires the issuance of debt.

As an example, the City has bonded for the construction of a new Brookings Elementary School that could provide educational services for 50 years. It would not be “fair” to finance the project

through direct cash appropriation because today's taxpayers would pay for its entire cost. Those who moved into Springfield in two years could receive 48 years of benefit without paying any of the cost, and those who moved out of Springfield in five years would have paid 50 years of cost but received only five years of benefit.

Similarly, it would not be "fair" or cost effective to bond for the project and structure the debt in such a way that the City would not pay the starting costs associated with the construction until 20 years from now. In other words, as the City issues debt, it begins paying back the principal and interest as to not back load the debt service schedule for future years to fund. The City's financial policies require the City to structure its debt in such a way that the City pays for the construction based on the depreciation of that building.

Debt management is the application of financial knowledge to ensure that our debt is structured in the manner that saves as much money as possible for our residents and protects our taxpayers from the risks associated with debt. Proper debt management can help the City take advantage of opportunities that suddenly arise and can help us predict and resolve problems before they occur. Specifically, proper debt management allows the City to plan additional debt issuances. The benefit of this is to allow the City to determine those projects that would be viewed as top priorities.

Debt management also helps a community ensure the cost of its debt is fair and equitable. Part of this fairness is issuing debt whose term does not exceed the useful life of the asset it finances. This reduces overall costs by placing a limit on the term of the debt and ensures that taxpayers will not be required to pay for assets that no longer exist, and therefore are no longer providing a public benefit.

Proper debt management should incorporate communication with the public to ensure the people we serve are fully informed of the ways in which their government is financed. This analysis continues the City's efforts to improve communication about public finances.

Appendix B

Current Outstanding Debt Issuances

City of Springfield, Massachusetts
Long-Term Debt Outstanding as of June 30, 2019
General Fund Tax-Supported

Date	Principal	Interest	Total P+I	Federal Subsidy QSCB	Net D/S
6/30/2020	18,945,000	7,684,778	26,629,778	(966,442)	25,663,336
6/30/2021	17,940,000	6,972,446	24,912,446	(966,442)	23,946,004
6/30/2022	17,300,000	6,188,234	23,488,234	(966,442)	22,521,792
6/30/2023	17,580,000	5,441,709	23,021,709	(966,442)	22,055,267
6/30/2024	11,335,000	4,795,209	16,130,209	(966,442)	15,163,767
6/30/2025	8,780,000	4,353,309	13,133,309	(966,442)	12,166,867
6/30/2026	8,575,000	3,961,834	12,536,834	(966,442)	11,570,392
6/30/2027	26,309,000	3,581,159	29,890,159	(966,442)	28,923,717
6/30/2028	6,575,000	2,170,544	8,745,544		8,745,544
6/30/2029	6,615,000	1,912,619	8,527,619		8,527,619
6/30/2030	6,285,000	1,672,169	7,957,169		7,957,169
6/30/2031	6,155,000	1,462,669	7,617,669		7,617,669
6/30/2032	5,885,000	1,265,669	7,150,669		7,150,669
6/30/2033	5,940,000	1,069,269	7,009,269		7,009,269
6/30/2034	5,565,000	884,719	6,449,719		6,449,719
6/30/2035	5,065,000	706,638	5,771,638		5,771,638
6/30/2036	3,000,000	572,447	3,572,447		3,572,447
6/30/2037	2,925,000	470,031	3,395,031		3,395,031
6/30/2038	690,000	373,794	1,063,794		1,063,794
6/30/2039	720,000	351,369	1,071,369		1,071,369
6/30/2040	750,000	327,969	1,077,969		1,077,969
6/30/2041	775,000	297,969	1,072,969		1,072,969
6/30/2042	810,000	266,969	1,076,969		1,076,969
6/30/2043	840,000	234,569	1,074,569		1,074,569
6/30/2044	875,000	200,969	1,075,969		1,075,969
6/30/2045	910,000	165,969	1,075,969		1,075,969
6/30/2046	930,000	134,119	1,064,119		1,064,119
6/30/2047	960,000	101,569	1,061,569		1,061,569
6/30/2048	995,000	67,969	1,062,969		1,062,969
6/30/2049	880,000	31,900	911,900		911,900
Total	190,909,000	57,720,584	248,629,584	(7,731,539)	240,898,045

Par Amounts Of Selected Issues June 30, 2019	Amount
April 15 2009 Series A SQ -White Street Fire Station (ISQ).....	370,000
April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ).....	120,000
April 15 2009 Series A SQ -Old First Church (ISQ).....	135,000
April 15 2009 Series A SQ -Forest Park Maintenance (ISQ).....	90,000
April 15 2009 Series A SQ -Administrative Expenses (ISQ).....	50,000

June 24 2010 QSCB (Taxable).....	17,864,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Remodel Public Buildings (ISQ).....	370,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Dep.Equip.Fac.Mgmt & Park(ISQ).....	88,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Reno (ISQ).....	1,402,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Roof Repairs - School (ISQ).....	288,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Boston Road/Parker St (ISQ).....	74,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Build.ADA Require (ISQ).....	702,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Public Build (ISQ).....	678,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to School Build (ISQ).....	328,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Emergency School Repair (ISQ).....	702,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum Remodel (ISQ).....	10,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Muni Garage (ISQ).....	2,534,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Final Phase Tapley St (ISQ).....	736,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 School Build Repairs (ISQ).....	1,009,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Repairs (ISQ).....	171,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Rebecca Johnson School (ISQ).....	347,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Demo of Former Tech HS (ISQ).....	752,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Facility Construction (ISQ).....	69,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Landfill Closure (OSQ).....	1,451,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Departmental Equip (ISQ).....	91,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 1 (OSQ).....	207,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 1 (ISQ).....	599,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 2 (ISQ).....	1,258,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Cyr Arena (ISQ).....	186,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Fire/Safety Complex (ISQ).....	594,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum (ISQ).....	885,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 2 (OSQ).....	889,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 3 (ISQ).....	275,000
February 12 2015 Series A SQ -Forest Park Middle School Renovation (OSQ).....	2,790,000
February 12 2015 Series A SQ -Landfill Closure (OSQ).....	880,000
February 12 2015 Series A SQ -Elias Brookings Elementary School Replace. (OSQ).....	1,435,000
February 12 2015 Series A SQ -Mary Dryden Veterans Memorial School Remodel (OSQ).....	1,925,000
February 12 2015 Series A SQ -Union Station (OSQ).....	1,920,000
February 12 2015 Series A SQ -Central HS Science Lab Remodeling (OSQ).....	5,430,000
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements I (ISQ).....	3,750,000
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements II (ISQ).....	1,265,000
February 12 2015 Series A SQ -School Roof Replacement - HS of Science/Tech (OSQ).....	540,000
February 12 2015 Series A SQ -Ells School Roof Replacement (OSQ).....	170,000
February 12 2015 Series A SQ -South End Middle School Roof Replacement (OSQ).....	130,000
February 12 2015 Series A SQ -Springfield Public Day HS Roof Replacement (OSQ).....	155,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction I (ISQ).....	660,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction II (ISQ).....	570,000
February 12 2015 Series A SQ -Chestnut Middle School Roof (OSQ).....	400,000
February 12 2015 Series A SQ -Chestnut Middle School Demolition (OSQ).....	1,635,000
February 12 2015 Series A SQ -Chestnut Middle School Medallions (OSQ).....	140,000
February 12 2015 Series A SQ -School Remodeling - Green Communities (OSQ).....	25,000
February 12 2015 Series A SQ -Putnam School (OSQ).....	5,205,000
February 12 2015 Series A SQ -ESCO Phase II (ISQ).....	8,880,000
February 12 2015 Series A SQ -Parker St. Road Improvements (ISQ).....	840,000
February 12 2015 Series A SQ -City Hall HVAC Improvements (ISQ).....	1,465,000
February 12 2015 Series A SQ -Land Acquisition/Remediation - Catherine St. (ISQ).....	2,540,000
February 12 2015 Series B SQ (Taxable).....	320,000

February 12 2015 Series C SQ -Adv Ref 2-7-07 Putnam School Renovation (ISQ).....	504,950
February 12 2015 Series C SQ -Adv Ref 2-7-07 Our Lady Hope School Reno (ISQ).....	1,545,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Various School & Water (ISQ).....	200,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 1 (ISQ).....	1,185,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 2 (ISQ).....	995,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 3 (ISQ).....	1,225,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Financial Software (ISQ).....	49,995
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Station Land Acquisition (ISQ).....	219,305
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Upgrades (ISQ).....	260,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Library Upgrades (ISQ).....	270,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police Dept Renovation (ISQ).....	2,719,400
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police - Fire Design (ISQ).....	738,900
February 12 2015 Series C SQ -Adv Ref 2-7-07 Hope-Baptist Land Acq. (ISQ).....	124,625
February 12 2015 Series C SQ -Adv Ref 2-7-07 Greenleaf Park Building (ISQ).....	28,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 Treetop Park Renovation (ISQ).....	105,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Marshall Roy Park Renovation (ISQ).....	95,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Land Acquisition (ISQ).....	124,650
February 12 2015 Series C SQ -Adv Ref 2-7-07 Project Management (ISQ).....	76,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 ESCO (ISQ).....	5,907,475
October 1 2015 -Cur Ref 7-7-05 Adv Ref 99 School 1 (OSQ).....	2,370,000
October 1 2015 -Cur Ref 7-7-05 Adv Ref 99 Chestnut Sch Land (ISQ).....	115,000
October 1 2015 -Cur Ref 7-7-05 Adv Ref 99 Urban Renewal (OSQ).....	645,000
October 1 2015 -Cur Ref 7-7-05 Adv Ref 99 Demolition (OSQ).....	195,000
October 1 2015 -Cur Ref 7-7-05 Adv Ref 99 Public Building 1 (ISQ).....	110,000
October 1 2015 -Cur Ref 7-7-05 Adv Ref 99 Public Building 2 (ISQ).....	120,000
February 23 2017 -Emergency Borrowing (Tornado/ Snowstorm) (OSQ).....	4,079,300
February 23 2017 -School Dense Wireless (Hardware) (ISQ).....	851,500
February 23 2017 -School Dense Wireless (Software) (ISQ).....	1,173,900
February 23 2017 -Kennedy School - Windows & Doors (ISQ).....	1,364,500
February 23 2017 -Kensington School - Windows & Doors (ISQ).....	463,100
February 23 2017 -Daniel Brunton Elementary School (ISQ).....	504,200
February 23 2017 -Mary M. Walsh School - Windows & Doors (ISQ).....	500,700
February 23 2017 -Public Day High School - Windows & Doors (ISQ).....	319,000
February 23 2017 -STEM Middle School - Roof Rplacement (ISQ).....	397,000
February 23 2017 -Food Service Building (ISQ).....	6,635,500
February 23 2017 -50 East Street Planning (ISQ).....	615,700
February 23 2017 -50 East Street Renovation (ISQ).....	7,978,400
February 23 2017 -Senior Center Planning (ISQ).....	758,900
February 23 2017 -Senior Center Construction (ISQ).....	3,407,750
February 23 2017 -South End Community Center Planning 1 (ISQ).....	593,500
February 23 2017 -South End Community Center Planning 2 (ISQ).....	92,000
February 23 2017 -South End Community Center Construction (ISQ).....	3,364,000
February 23 2017 -Skill & Technical Training Facility (ISQ).....	1,638,000
February 23 2017 -ECOS (ISQ).....	1,411,700
February 23 2017 -Police Vehicles 2017 (ISQ).....	1,016,000
February 23 2017 -DPW Vehicles 2015 (ISQ).....	817,300
February 23 2017 -Landfill (Bondis Island) (OSQ).....	1,736,600
February 23 2017 -Demolition 1 (ISQ).....	467,300
February 23 2017 -Demolition 2 (ISQ).....	493,300
February 23 2017 -Demolition 3 (ISQ).....	921,000
February 23 2017 -Roads/Sidewalks 1 (ISQ).....	2,436,500

February 23 2017 -Roads/Sidewalks 2 (ISQ).....	258,350
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Chestnut School (ISQ).....	3,005,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Commerce School (ISQ).....	910,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Aerial Mapping (ISQ).....	96,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Park Improvements(ISQ).....	106,100
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 GIS (ISQ).....	52,200
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Park Restoration (ISQ).....	165,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Street Construct (ISQ).....	255,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Department Equip (ISQ).....	136,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Street Construct2(ISQ).....	126,600
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Sidewalk Const (ISQ).....	106,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Harris School Des(ISQ).....	145,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 VanSickleSchConst(ISQ).....	760,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Des (ISQ).....	100,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Land (ISQ).....	95,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Harris Sch Const (ISQ).....	1,010,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Library (ISQ).....	742,500
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Const (ISQ).....	905,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Fire&SafetyComplex(ISQ).....	930,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Demolition (ISQ).....	479,600
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Harris School (ISQ).....	875,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Bowland LC (ISQ).....	1,570,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Van Sickle School(ISQ).....	4,680,000
March 15 2017 -Union Station.....	3,105,000
March 28 2019 -East Forest Park Library Construction (ISQ).....	2,637,718
March 28 2019 -Marcus Kiley Middle School Windows & Doors (OSQ).....	1,550,000
March 28 2019 -Kensington Ave School Windows & Doors (OSQ).....	347,636
March 28 2019 -Mary Lynch Elementary School Windows & Doors (OSQ).....	349,873
March 28 2019 -Alfred Zanetti Magnet School Windows & Doors (OSQ).....	650,158
March 28 2019 -Balliet Elementary School (OSQ).....	517,286
March 28 2019 -Balliet Middle School (OSQ).....	300,000
March 28 2019 -DeBerry Elementary School Feasibility Study (OSQ).....	300,000
March 28 2019 -Food Service Building Phase II (ISQ).....	7,500,000
March 28 2019 -City Hall Remodeling (ISQ).....	1,000,000
March 28 2019 -Downtown Police Kiosks (ISQ).....	500,000
March 28 2019 -Stearns Sq Park & Duryea Way Redevelopment (ISQ).....	1,500,000
March 28 2019 -Riverfront Park Reconstruction (ISQ).....	1,600,000
March 28 2019 -Citywide Vehicles & Equipment (ISQ).....	1,682,329
March 28 2019 -Downtown Revitalization- Main Street (ISQ).....	1,500,000
March 28 2019 -Roads and Sidewalks (ISQ).....	2,500,000
March 28 2019 -City Flood Control System (ISQ).....	3,500,000
Total	190,909,000

Capital Improvement Plan Fiscal Years 2020 - 2024

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Riverfront Park, under construction 2018

City of Springfield, Massachusetts

Fiscal Years 2020 - 2024 Capital Improvement Plan



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March 30, 2019

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Residents:

As part of the City of Springfield’s continuing efforts to develop robust long-term strategic planning initiatives, I present to you the FY20-FY24 Capital Improvement Plan (CIP). The CIP includes a list of all capital improvement needs throughout the City, and the estimated costs associated with these projects. The estimated cost for all requested projects totals \$843.9 million. The highest priority projects, those that are most highly ranked on the eight evaluative criteria used to analyze projects, and which best support the Mayor’s strategic priorities, total \$263.8 million. These projects include investments in public safety, upgrades to our schools, and projects aimed at driving economic development.

The City of Springfield will pass a milestone in Fiscal Year 2019. This decade began with the City facing a host of natural and man-made disasters. A little more than a decade ago, Springfield regained control of its financial destiny, following the disbandment of the Finance Control Board in June 2009. In the following years, Springfield had to weather the worst economy since the Great Depression, and a tornado that tore through the City in June 2011. Despite these trials, through strong fiscal management policies and the strategic use of capital investment, Springfield is ending the decade with the strongest bond rating in its history, a stabilization reserve of almost \$50 million, and over \$825 million in new capital investments in public infrastructure throughout the City.

Due to the investments made over the past decade, thousands of Springfield students will start their weeks arriving at new or newly renovated schools. At school, they can have a nutritious lunch that was freshly prepared at the new Culinary and Nutrition Center. After school, they might go to one of the many recently renovated parks throughout the City, stop by the new South End Community Center, or do their homework on one of the new computers purchased this year for the City’s libraries.

Several capital improvement projects are also ongoing in the Springfield’s downtown, as the City takes advantage of increased private investment and economic development there. This summer, a visitor to Springfield will be able to arrive by bus or train at our newly reopened, historic Union Station. While in Springfield, they will be able to spend time outside enjoying Riverfront Park. At night, they might enjoy outdoor dining, sitting at the newly renovated Duryea Way and Stearns Square. They will be able to find their way to all these attractions by following our new wayfinding system.

Fiscal Year 2019 was also a milestone in that it saw the completion of the final FEMA funded capital projects associated with the 2011 tornado. Today, the Paul J. Fenton Public Safety Annex at 50 East Street, the Raymond A. Jordan Senior Center, the new South End Community Center, the rebuilt Elias Brookings School, and the new Environmental Center for our Schools (ECOS) building are all open.



Thoughtful financial planning and adherence to our fiscal policies has allowed the City to make these investments, and they will continue to be essential to the City's capital planning process. In March 2019, Standard & Poor's (S&P) reaffirmed the City's AA- credit rating; which has steadily improved from the City's A- rating six years ago. This recent credit rating review focuses on the City's strong institutional core and highlighted Springfield's "strong financial policies and practices, adequate budgetary performance, and strong budgetary flexibility."

Strategic investment and restructuring the City's outstanding debt when possible has enabled Springfield to afford more large-scale projects, and Springfield's strong bond rating continues to allow the City to borrow money at low interest rates. A few of next year's top rated projects include:

MSBA Accelerated Repair Projects – Milton Bradley and Sci Tech - \$8.6M

Springfield was once again invited to take part in the MSBA's Accelerated Repair Program in 2019. The City is currently in the process of finalizing an agreement with the MSBA to fund a roofing system replacement at Milton Bradley Elementary School, and boiler and HVAC improvements at the Springfield High School of Science and Technology. These projects will enhance the useful lives of these two schools, ensure that students have access to safe, modern facilities, and will help the City to reduce its energy usage. The Milton Bradley project will begin this summer and the project at Sci Tech will begin the following year.

Body Worn Cameras - \$4M

The procurement of body worn cameras for the Springfield Police Department is a top priority for this year's CIP. With the introduction of body worn cameras, Springfield will become the first city in the Commonwealth to employ this new technology across its police force. Body worn cameras will increase transparency and accountability, while also giving law enforcement officers a powerful new tool for collecting evidence. Footage from body worn cameras can also be used to enhance police training. This investment in technology will improve residents' safety, and highlight Springfield as a city on the cutting edge of Massachusetts law enforcement strategies. Our current placeholder of \$4M serves only as an estimate of costs; there are still many unknowns, such as camera models and storage needs, which have yet to be determined.

East Forest Park Library -\$9.5M

Construction is currently underway at the new East Forest Park Library on Surrey Road. This new, 17,000 square foot state of the art library will be four times the size of the current East Forest Park library. The new library will feature more computers, private study rooms, enhanced accessibility, and a larger media collection than the previous rented space. The library will serve as an anchor establishment for the neighborhood and is conveniently located near Mary Dryden Veterans Memorial Elementary School. The library is expected to be open by Thanksgiving of 2019.



Pynchon Plaza - \$4M

Pynchon Plaza, located on Dwight Street in downtown, opened in 1977 as part of an effort to connect the cultural hub at the Springfield Museums with downtown. For years, the Park has been closed due to struggles with vandalism, lack of funding for maintenance, and inadequate ADA accessibility. The Commonwealth’s Executive Office of Housing and Economic Development has provided \$3.5 million for this project, which will be supplemented with \$500,000 in City funds. Once completed, this project will connect the Quadrangle, including the new Dr. Seuss Museum, with downtown, allowing foot traffic to flow between the City’s cultural attractions and numerous options for dining and entertainment.

Six Corners Improvements - \$1.4M

The Six Corners infrastructure improvement project encompasses a complete overhaul of the intersection of Alden Street, Walnut Street, Hancock Street and Ashley Street. This six-pronged juncture, better known as “Six Corners”, is a high crash intersection due to its odd angles and irregular street alignment. This makes it a challenging intersection to navigate for even the most experienced drivers and careful pedestrians. The new design for the intersection replaces the signalized intersection with a roundabout, adds traffic calming features, streetscape improvements, pedestrian improvements, and signage.

A decade ago, Springfield regained control of its financial destiny. The City’s new financial policies were soon put to the test by the trials of the Great Recession and the impact of natural disasters. Through its commitment to sound fiscal policies, and strategic use of capital investments, the City has been able to overcome these challenges. Since the June 2011 tornado, Springfield has seen more than \$4 billion worth of economic development, development that has been supported by the investments made through the City’s capital planning process.

As the City looks to the future, and a new decade, it will continue to follow the planning principals that have enabled this success. The planning process will also continue to identify unmet needs around the City, and develop new strategies for improving all residents’ quality of life. This year’s plan addresses these needs, with new investments in public safety, economic development, and our schools. For the foreseeable future, the City will continue to face considerable capital needs, which it must address with limited resources. This plan works to address those needs, while living within the fiscal constraints the City faces.

Sincerely,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante".

Timothy J. Plante
Chief Administrative and Financial Officer



Capital Plan Overview

The City of Springfield's \$843.9M five-year Capital Improvement Plan (CIP) is updated annually. It acts as the City's roadmap for the acquisition, renovation or construction, of new or existing facilities and infrastructure. The CIP is implemented purposefully to address the Mayor's five strategic priorities; public safety, education, economic vitality, healthy neighborhoods, and fiscal and operational excellence. All of these efforts are directed toward achieving the City's mission: "To provide a high quality of life for residents, businesses, and visitors."

The CIP document outlines major spending needs for construction and equipment acquisition projects over the next five years. It provides policymakers with a framework for financing future projects, coordinating the disparate needs of the City, and planning for future risks and demands. A capital project, according to Section 4.44.050 (A) of Springfield's financial ordinances, is "...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more."

The City develops and presents a Capital Improvement Plan to the City Council in March of each year. Projects are ranked in the CIP based on a quantitative analysis of eight evaluative criteria. The CIP also lists the funding required for the estimated cost of each project. High priority projects represent the City's most immediate investment priorities. These projects will provide the highest return on investment for Springfield's taxpayers. The goal of the CIP is to create a logical, data-driven, comprehensive, integrated, and transparent capital investment strategy that addresses the infrastructure, road, sidewalk, park, land, building, equipment, technology, fleet, and other capital needs of the City.

The administration oversees all aspects of the CIP, with multiple City departments playing an integral role in its development. The Office of Management and Budget oversees the financial aspects of the CIP's development and maintains a record of expenses for each project. The City's Department of Capital Asset Construction (DCAC) is responsible for the management and oversight of construction, major renovation, and repair projects involving existing City assets. The Planning and Economic Development Department manages new development or redevelopment projects. The Facilities Department also plays an integral role in capital projects by providing routine maintenance, repair, and renovations to the City's facilities. Lastly, the Department of Public Works is responsible for the repair and maintenance of City roadways, sidewalks, and flood control systems, key pieces of the City's infrastructure.

Funding Strategies

Projects that are included in the CIP are not guaranteed funding. The CIP is a reflection of the needs of the City, but not all of these needs can be met in a single five-year period. Due to financial constraints, the City continues to face a significant challenge in meeting capital demands. While financial realities will always be a challenge for City government, the CIP facilitates the matching of limited resources to the City's most high priority capital needs.

In past years, work on many building and road projects was deferred, due to budgetary constraints. Over the past several years, the City has made a concerted effort to address these capital needs by restructuring its debt, and increasing its capacity for future debt issuances. The City is finally reaping the



benefits of these efforts and over the past few years, it has had an increased ability to address high priority CIP projects.

“Fiscal impact” is the most heavily weighted evaluative criteria used in the CIP. This means that the opportunity to reduce the City’s share of a project’s cost by leveraging outside funding sources will move a project higher up on the CIP list. This allows the administration to ensure that it getting the maximum benefit per City dollar spent on capital improvement projects, and it incentivizes City departments to work hard to secure outside funding sources.

This strategy has proven very successful in recent years, and the City continues to leverage alternative funding sources to help reduce overall project costs. The following sources have been used to help the City fund projects on this and prior years’ CIPs.

- Federal and State funding – There continues to be an effort to seek federal and state funds for projects such as school rehabilitations, road and dam repairs, emergency mitigation projects, and economic development projects. Springfield has received considerable funding from:
 - Federal Emergency Management Agency (FEMA)
 - Massachusetts School Building Authority (MSBA)
 - Housing and US Department of Urban Development (HUD)
 - Massachusetts Emergency Management Agency (MEMA)
 - Federal Transportation and Highway departments (FHWA)
- Federal, State, and Private Grants –There continues to be an effort to seek grants for projects such as park rehabilitation, first responder equipment, the repair of dams, the rehabilitation of roads, and energy efficiency projects. Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
- Strategic use of Pay-As-You-Go (Pay-Go) capital funds – The Pay-Go capital account is established by Springfield’s financial ordinances. The purpose of the Pay-Go account is to fund smaller capital projects through the annual operating budget. By financial ordinance, the City is required to fund the Pay-Go account with 1.5% of the local source revenue, which was approximately \$3.5 million for FY19. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fulfill debt issuance requirements.
- Bond issuances – On an annual basis, the City conducts a Debt Affordability Analysis. This study monitors the factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has and its ability to afford new debt. This study helps City leaders make financially sound decisions about issuing new debt, which is particularly important because the City is legally required to pay for debt service before all other City expenses.
- Use of reserves or other one-time funds for certain one-time capital projects.



- Inventory analysis – By regularly taking an inventory of City assets, the City can determine the need to replace pieces of small equipment. This also ensures that departments are properly storing and maintaining important tools that are essential for their operations.
- Use of unexpended bond proceeds – On a continuing basis, the Office of Management and Budget compiles a list of projects funded by bond proceeds in an effort to determine if there are surplus proceeds after any project has been completed. When projects are completed, meaning that all tasks are finished and all expenses have been paid, any money left in the bond account is considered an unexpended bond proceed. Unexpended bond proceeds are generally the result of changes in the scope of a project, cost savings, or higher than anticipated reimbursements from outside agencies for expenses that were initially deemed “ineligible.” In FY19, the City used unexpended bond proceeds to fund emergency repairs to Dickinson Street, near the Longmeadow border, following a washout there. Surplus bond proceeds were also used to fund improvements to the Cass Street and Carew Street intersection near Mercy Hospital, and the purchase of vehicles for the Fire Department.

Debt Issuances

In most cases, the City can only afford capital projects by spreading their costs over many years. To accomplish this, the City issues long-term bonds, repayable over a term of years related to a project’s useful life. For example, the purchase of vehicles or equipment is repaid over a term of five to ten years, whereas a construction project would be repaid over a term of twenty to thirty years.

Issuing debt to finance projects with a long useful life is also more equitable to taxpayers than paying for the entire cost of a project upfront. Today’s taxpayers should not pay the entire cost of a project that will benefit future residents; rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well.

In March 2019, the City issued \$27.9 million in permanent debt. This issuance will provide funding for the City’s share of multiple completed and ongoing projects. These projects include the completed remodel and repair of City Hall’s steps, the remodeling of Stearns Square and Duryea Way, the construction of police kiosks in downtown, the purchase of vehicles and equipment for the Police Department and DPW, and the completed “Downtown Refresh,” which included the paving of downtown streets, repair of sidewalks, upgrades to downtown lighting, and the implementation of a downtown wayfinding system. Additionally, this issuance will fund ongoing upgrades to Riverfront Park, the construction of a new East Forest Park Library, continued work on the Springfield Culinary and Nutrition Center, repairs to the City’s flood control system, and Citywide sidewalk repairs. This issuance will also fund many Massachusetts School Building Authority (MSBA) school repair projects.



Recently Completed and Ongoing Debt Funded Projects				
PROJECT SUMMARY	OUTSIDE	CITY	TOTAL	FUNDING SOURCES
City Hall Steps	-	1,000,000	1,000,000	City Bond
Downtown PD stations - Kiosks	-	801,478	801,478	City Bond, FY18 Pay-Go
Downtown Refresh (includes wayfinder)	-	1,500,000	1,500,000	City Bond
DPW equipment - 2017 & 2018 fleet (36 pieces)	-	2,750,162	2,750,162	City Bond
East Forest Park Library Construction	6,906,115	2,637,718	9,543,833	State Grant, Donations, City Bond
Food Service Building	-	14,500,000	14,500,000	City Bond (SPS revenue for debt service)
Mill River Flood Control	-	3,500,000	3,500,000	City Bond
MSBA - Brightwood - Lincoln Elementary Schools - Construction	50,218,732	31,983,044	82,201,776	MSBA, City Bond
MSBA - DeBerry - Homer Elementary Schools - Feasibility Study	1,200,000	300,000	1,500,000	MSBA, City Bond
MSBA Accelerated Repair - Balliet Elementary and Balliet Middle	2,451,857	898,482	3,350,339	MSBA, City Bond, FY18 Pay-Go
MSBA Accelerated Repair - Kiley, Kensington, Lynch, and Zanetti	9,248,791	2,897,667	12,146,458	MSBA, City Bond
MSBA Accelerated Repair - South End Middle School	1,742,550	698,943	2,441,493	MSBA, City Bond, FY18 Pay-Go
Police Vehicles FY18	-	875,000	875,000	City Bond
Riverfront Park	1,410,000	1,713,750	3,123,750	City Bond, MGM Funding, State Grant, Donation, FY19 Pay-Go
Sidewalks	-	1,100,000	1,100,000	City Bond
Stearns Square	-	1,950,000	1,950,000	City Bond, CDBG, FY17 Pay-Go
TOTAL	73,178,044	69,106,244	142,284,289	

In March 2019, the City issued debt for all of these projects except for the Brightwood-Lincoln, Homer-DeBerry, and South End Middle School projects. These projects are still ongoing and work completed through the end of Fiscal Year 2019 will be funded using bond anticipation notes (BANs). In all, the City’s share for these projects will be just \$70.5M (49%), meaning the City has effectively doubled its investment in public buildings, infrastructure, and equipment through leveraging outside funding sources.

Pay-As-You-Go Capital (Pay-go)

According to the financial ordinances section 4.44.050 (K) of the City of Springfield, as part of its capital planning policies, shall, “maintain net tax-financed capital improvement expenditures (pay-as-you-go) at a level of one and one-half percent of local source revenue.” In recent years, that has worked out to about \$3.5M set aside in the City’s operating budget for pay-go capital expenses.

Because this funding comes from the operating budget, pay-go capital projects are typically lower in value than projects funded by borrowing. This allows the City to conduct smaller, routine projects for



which it would be less-than-optimal to issue debt. Also, for pay-go projects, the taxpayers' cost is lower than bonding because no interest is involved.

The City often uses pay-go funding as a source for grant matches, small capital improvements, emergency maintenance needs, or to offset one-time capital costs that are requested by Departments which do not meet the overall cost or useful life for a debt issuance. This can include technology upgrades, office furniture, or vehicle replacements.

Outlined on the following page is a list of recent projects either partially or wholly funded through the FY18-19 pay-go appropriations. The City is proud of the financial flexibility this funding source gives the City, and it has allowed the City to take advantage of many outside funding sources.

School Department Funding

The Springfield Public Schools provide considerable funding for the ongoing maintenance of School Department facilities. Although generally smaller in scale than MSBA funded Accelerated Repair Projects, these projects represent the ongoing maintenance required to keep Springfield's schools safe, clean, and energy efficient. In FY19 these planned investments totaled over \$3.5 million. These projects included the installation of LED lighting in multiple schools, flooring repairs, door replacements, painting, and chiller and boiler replacements.

Leveraging All Funding Sources Available

High priority capital projects will continue to be financed using a combination of outside funding sources, debt, and pay-as-you-go capital. Through strategic planning and its ability to leverage outside funding opportunities, the City will continue to push forward and address its capital needs while maintaining financial sustainability and adhering to its fiscal policies.



Recent Pay-Go Projects				
PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	TOTAL PROJECT COST	FUNDING SOURCES
Adams Park Dream Court	45,000	45,000	90,000	FY19 Pay-Go, Nancy Lieberman Charities
Campanile Repairs - Design	250,000	199,441	449,441	FY18-19 Pay-Go, CPA
Central Library - Phase I	175,000	4,207,898	4,382,898	Unexpended Bonds, Grants, FY19-FY20 Pay-Go
Court Square Repairs	-	125,000	-	FY19 Pay-Go
Dickinson St. Washout	-	659,780	659,780	Unexpended Bonds, FY19-FY20 Pay-Go
Fire Vehicle Replacement	-	285,666	285,666	FY18-19 Pay-Go, Unexpended Bond Proceeds
Fire Vocal Alert System	-	317,593	317,593	Unexpended Bond Proceeds, FY18 Pay-Go
Greenleaf Community Center Basketball Court	15,000	26,529	41,529	Florence Bank Donation, FY19 Pay-Go
Jaime Ulloa Park	355,910	263,846	619,756	EEA LWCF Grant, CDBG, FY17-18 Pay-Go
Library Computer Upgrades	-	186,144	186,144	FY19 Pay-Go
Lower Van Horn Reservoir Dam	2,313,383	400,000	2,713,383	Mass Mutual Donation, EEA Grant, FY16 Pay-Go
MSBA ARP - Balliet Elementary	1,557,457	519,152	2,076,609	MSBA, City Bond, FY18 Pay-Go
MSBA ARP - Milton Bradley Roof - <i>Design Only</i>	156,000	39,000	195,000	MSBA, City Bond, FY19 Pay-Go
MSBA ARP - Sci Tech Boilers - <i>Design Only</i>	44,000	11,000	55,000	MSBA, City Bond, FY19 Pay-Go
Pynchon Plaza Renovations	3,000,000	500,000	3,500,000	State Grant, FY19-20 Pay-Go
Riverfront Park	1,410,000	1,713,750	3,123,750	MGM, State Grant, City Bond, FY19 Pay-Go
Ruth Elizabeth Park Fields	400,000	140,277	540,277	CDBG, FY16-18 Pay-Go
Stearns Square And Duryea Way Remod	300,000	1,650,000	1,950,000	City Bond, CDBG, FY17 Pay-Go
Van Horn Park	450,000	150,000	600,000	LFCW Grant, CDBG, FY19 Pay-Go
TOTAL	10,471,750	11,440,077	21,786,826	



Projects Completed in Fiscal Year 2019

Fiscal Year 2019 - Substantially Completed Projects				
PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	TOTAL PROJECT COST	FUNDING SOURCES
Adams Park Dream Court	45,000	45,000	90,000	FY19 Pay-Go, Nancy Lieberman Charities
City Hall Steps	-	995,638	995,638	City Bond
Downtown Police Kiosks	-	771,572	771,572	City Bond, FY18-19 Pay-Go
Downtown Refresh	-	1,500,000	1,500,000	City Bond
Fire Vehicle Replacement	-	285,666	285,666	FY18-19 Pay-Go, Unexpended Bond Proceeds
Fire Vocal Alert System	-	317,593	317,593	Unexpended Bond Proceeds, FY18 Pay-Go
Jaime Ulloa Park	355,910	263,846	619,756	EEA LWCF Grant, CDBG, FY17-18 Pay-Go
Library Computer Upgrades	-	186,144	186,144	FY19 Pay-Go
Lower Van Horn Reservoir Dam	2,313,383	400,000	2,666,807	Mass Mutual Donation, EEA Grant, FY16 Pay-Go
MSBA ARP - Balliet Elementary	1,557,457	519,152	2,076,609	MSBA, City Bond, FY18 Pay-Go
MSBA ARP - Kensington Windows and Doors	1,042,908	347,636	1,390,543	MSBA, City Bond
MSBA ARP - Mary Lynch Windows and Doors	1,049,620	349,873	1,399,494	MSBA, City Bond
Paul J. Fenton Public Safety Annex - 50 East Street	2,890,464	9,299,248	12,189,712	FEMA, City Bond, FY15-18 Pay-Go
Police Equipment (radios, cameras, and computers)	-	250,000	250,000	FY18 Pay-Go
Police Vehicle Replacement	-	875,000	875,000	City Bond
Raymond A Jordan Senior Center	7,607,496	4,380,996	11,988,492	FEMA, City Bond
Ruth Elizabeth Park Fields	400,000	140,277	540,277	CDBG, FY16-18 Pay-Go
South End Community Center	6,000,000	4,140,625	10,140,625	FEMA, City Bond
Stearns Square And Duryea Way Remod	300,000	1,650,000	1,950,000	City Bond, CDBG, FY17 Pay-Go
TOTAL	23,562,237	26,718,268	38,143,304	



Fiscal Year 2019 marked the completion of the final projects tied to FEMA funding for the 2011 tornado. The Paul J. Fenton Public Safety Annex at 50 East Street, the Raymond A. Jordan Senior Center, the new South End Community Center have opened and are in use today. Fiscal Year 2019 also saw the completion of numerous projects in Springfield’s downtown area, including the installation of new police kiosks, the repaving of downtown streets, the installation of a wayfinding system for the City’s tourist attractions, and the remodeling of the exterior of City Hall. The year also saw the completion of multiple park improvement projects, investments in technology for the City’s libraries, and the purchase of new vehicles and equipment to support public safety.

Breakdown of Fiscal Year 2020 Capital Requests

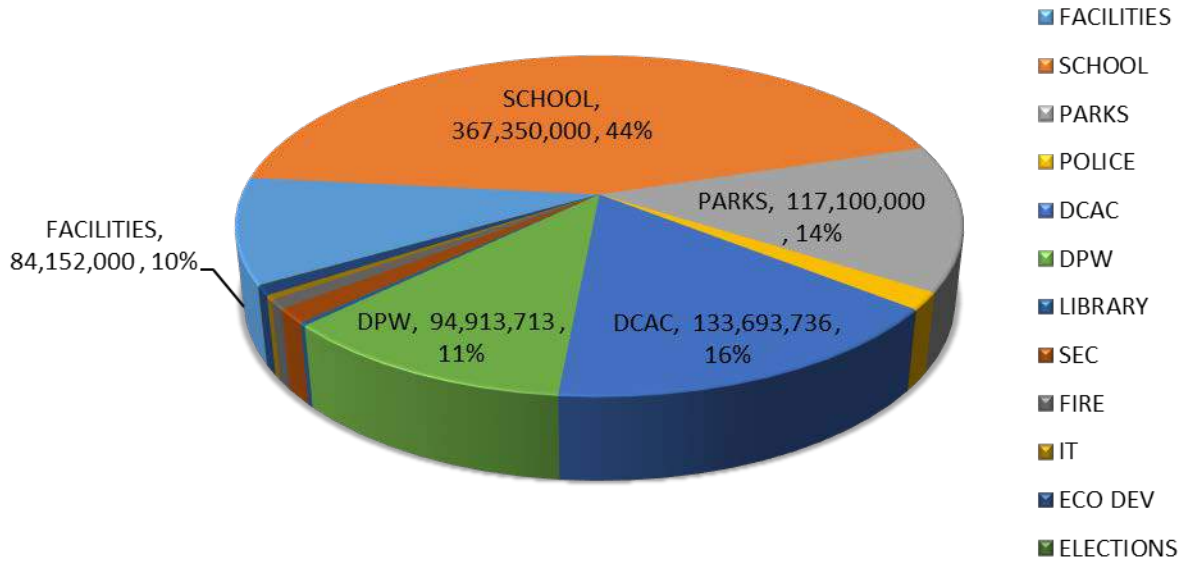
The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council as required by law. This year the final submissions totaled \$843,932,747. The chart below shows the breakdown of the 446 projects submitted by departments by priority.

Priority	Range	Number of Entries	FY20 Estimated Total Project Cost
A	100-65	21	263,840,706
B	64-49	152	308,930,861
C	48-26	221	221,451,180
D	25-0	52	49,710,000
TOTAL		446	843,932,747

As pointed out in the FY19 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects. That is because the projects tend to be the most expensive. This is reflected in the CIP with the number of Schools, Facilities, and DCAC entries totaling 240 projects, accounting for \$585.2M in project costs. When a project is added to the CIP, the total estimated project cost is entered, even if the MSBA or another outside source will be contributing to the project.



Estimated Total Project Cost





Proposed FY20 Capital Budget and Projects

PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES
Emily Bill Park	650,000	-	650,000	PARC Grant, CDBG
Alternative Power At Watershops Dam	5,050,000	1,000,000	6,050,000	NDRC, City Bond
McKnight Rail Trail - Design	200,000	-	200,000	CPA
MSBA - Brightwood-Lincoln Elementary School Construction	50,218,732	31,983,044	82,201,776	City Bond
MSBA - Deberry-Homer Feasibility Study	1,200,000	300,000	1,500,000	MSBA, City Bond
MSBA ARP - Balliet Middle School	1,029,139	678,116	1,707,255	MSBA, City Bond
MSBA ARP - Milton Bradley Roof - Design Only	2,685,190	671,298	3,356,488	MSBA, City Bond, FY19 Pay-Go
MSBA ARP - Sci Tech Boilers	4,173,666	1,043,417	5,217,083	MSBA, City Bond, FY19 Pay-Go
MSBA ARP - South End Middle School Windows and Doors	1,742,550	648,943	2,391,493	MSBA, City Bond
Pynchon Plaza Renovations	3,000,000	500,000	3,500,000	State Grant, FY19-20 Pay-Go
Ruth Elizabeth Park - Trail	450,000	-	450,000	CDBG, LWCF Grant
Six Corners Improvements	-	1,400,000	1,400,000	City Bond
SPD - Body Worn Cameras	-	4,000,000	4,000,000	City Bond
Upper Van Horn Dam - Phase II Study	112,000	-	112,000	EEA Grant, CDBG
TOTAL	70,711,278	42,224,817	112,936,095	

The complete FY20 Capital Improvement Plan can be found in Appendix A of this document.

Brightwood and Lincoln Elementary Schools Project

The City is continuing its partnership with the Massachusetts School Building Authority (MSBA), by replacing two existing school buildings in the North End of the City, Brightwood Elementary School and Lincoln Elementary School. Both schools are long due for replacement, having opened in 1898 and 1910 respectively. The project will consolidate the two schools into a single campus on Plainfield Street. The new facility will share some spaces in an effort to maximize efficiency, while the design will



continue to maintain individual identities of both schools. This project demonstrates the MSBA's strong commitment to education in Springfield and the City's goal to build high quality schools that foster a state-of-the-art learning environment for students. Construction on this project is slated to begin in the summer of 2019, and it is expected that both schools will be open by August, 2021.

Deberry and Homer Street Elementary Schools Feasibility Study

Planning for another state of the art elementary school consolidation project is underway. With unwavering support from the MSBA, the City has begun the first steps of this multiyear project by commissioning a feasibility study. This project will be similar in scope to the ongoing Brightwood and Lincoln project. Both new school buildings will utilize shared spaces, in an effort to maximize efficiency, while the design also maintains the individual identities of the schools. These new construction projects ensure that the students of Springfield's Public Schools will have access to the best learning environments possible. The City is currently in the process of selecting a location for the two new schools in the City's Mason Square neighborhood. Construction is slated to begin in the summer of 2020.

Emily Bill Park

The Commonwealth's Executive Office of Energy and Environmental Affairs has awarded the City with a \$400,000 Parkland Acquisitions and Renovations for Communities (PARC) grant for the renovation of Emily Bill Park. The City plans to match this grant with \$250,000 in Community Development Block Grant (CDBG) funds, for a total project cost of \$650,000. The renovation will include accessibility enhancements to park amenities such as an accessible playground, swings and picnic tables, as well as, landscaping, and field renovations. This project will revitalize Emily Bill Park as a neighborhood and community recreational resource.

Ruth Elizabeth Park Trail

The Commonwealth's Executive Office of Energy and Environmental Affairs has also awarded the City with a \$200,000 Land and Water Conservation Fund grant for continued improvements at Ruth Elizabeth Park. The City had previously used CDBG and City Pay-Go funds to help restore the park to its condition prior to the June 2011 tornado. This new project will further enhance the park entry by adding accessibility upgrades and a walking path, while creating an urban history and open space trail that will connect Harriet Tubman, Donna Blake, Barrows, Gerrish, Johnny Appleseed, and Forest Parks. \$250,000 of CDBG funding will also be used for this project, for a total project cost of \$450,000.

McKnight Rail Trail and Open Space Project

The Springfield Community Preservation Committee has awarded the Department of Public Works \$200,000 to procure design services for a new rail trail that would run along the path of the now abandoned Highland Division Railroad, which ran from Enfield, Connecticut, to downtown Springfield. The trail would create a new recreational space for residents to enjoy bike rides and walks in their neighborhood.



Conclusion

This plan is intended to provide a detailed view of the capital needs within the City of Springfield. The total estimated cost of capital requests for FY20 through FY24 is \$843.9 million. The highest priority projects total \$263.8 million. Strategic financial planning is the most important factor in allowing the City to continue to fund much needed capital investments. The City continues to leverage funds from outside agencies to fund high priority projects identified in the CIP. The City of Springfield has maintained its 'AA-' credit rating from Standard and Poor's (S&P), which was reaffirmed in March of 2019.

Due to the City's high bond rating, the City was able to issue \$27.9 million of debt for a number of high priority capital projects in Fiscal Year 2019, while taking advantage of low interest rates. By leveraging funding from a variety of outside sources, the City is only responsible for slightly less than half of the costs associated with these projects.

This plan focuses on upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping to improve the City's diverse and vibrant neighborhoods. This Capital Improvement Plan is the City's investment roadmap for the next five years and will be strategically implemented to provide Springfield's residents with an improved quality of life, and a more efficient and effective government.



Appendices

Appendix A: Capital Improvement Plan



Appendix B: Capital Improvement Process

Capital Improvement Process

Departments submit capital requests to the Office of Management and Budget electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Office of Management and Budget and are reviewed by the Capital Improvement Committee. This process is required by City ordinance and is consistent with best practices regarding capital investment.

Database Requirements - All capital requests are submitted in electronic format and include the following information:

- Project Category
- Project Type
- Department Priority
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Completed Prior Phases

Categories - Capital projects are categorized into one of eleven categories:

- Building (School, City) – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.
- Infrastructure (IT) – This category includes wireless and fiber networks, technology upgrades and other technology improvements of a lasting nature that are not building structures.
- Infrastructure (Roadways/Sidewalks, Other) – This category includes roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature that are not building structures.
- Equipment (Vehicular) – This includes equipment capable of self-propulsion from one location to another.
- Equipment (IT) – This category includes all purchases that meet the definition of a capital item in the area of technology such as computers, digital copiers, printers, telephone systems and software programs.
- Equipment (Other) – This includes all other equipment that meets the definition of a capital project item but is not capable of self-propulsion.
- Land/Parks/Fields - This category includes the acquisition, replacement, renovation, addition to, construction or long-term lease of parks and playing fields. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project would be categorized in those respective categories.
- Salary – This category includes salary for staff associated with a specific project and helps to determine what, if any, operating costs are included in the project plan.
- Other – This category includes all capital projects that do not fall in the categories listed above.

Types - Each project is further classified into one of three different types of projects:

- New – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.



- Rehab – Large-scale renovations and repairs to capital assets, such as building system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.
- Demolition – This includes commercial and residential building demolition.

Capital Improvement Committee - The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the Chief Administrative and Financial Officer, the Budget Director, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of the City's Capital Asset Construction Department and the Director of Economic Development and Planning for the City and a representative of the City Council. Any member who has an interest in any item before the committee must recuse him or herself from deliberations on that item. For the FY17 planning process the Committee members included:

- Chief Administrative and Financial Officer – Timothy J. Plante
- Budget Director – Lindsay Hackett
- Director of Department of Public Works – Christopher Cignoli
- Director of Parks, Building/Recreation – Patrick Sullivan
- Director of Capital Asset and Construction – Peter Garvey
- Chief Development Officer – Kevin Kennedy
- City Council Representative – Timothy Allen
- Deputy Director of Economic Development – Brian Connors
- Capital Improvement Analyst – Jennifer Whisher

The Capital Improvement Committee reviews each submission. After appropriate review and consideration, the committee establishes project priorities giving quantitative measures of need and justification as established by the rating department and reviewed by the committee.

Criteria - Each project is ranked on eight criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are there funding sources other than the general fund for this project?
- Impacts on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?
- Promotion of Economic growth – How significant of an impact is the project to economic development?
- Legal obligations and mandates – Does the project improve compliance with federal law, state law, or local ordinance?
- Operation and maintenance impact - Is the asset currently broken and in need of immediate replacement?
- Relationship to other projects/coordination - If the project is a multi-year project, have prior phases been previously conducted?
- Resiliency improvement and resolution – What does the project do for vulnerable populations or in the wake of chronic stress or an acute shock?
- Public perception of need – What is the awareness level of need for the project and who requested it?



FY19 Capital Improvement Criteria
Criteria 1 - Project Funding / Fiscal Impact - 25%
Criteria 2 - Impact On Service To The Public - 15%
Criteria 3 - Promotes Economic Development - 15%
Criteria 4 - Legal Obligations And Mandates - 15%
Criteria 5 - Operation and Maintenance Impact - 10%
Criteria 6 - Relationship to Other Projects/Coordination - 10%
Criteria 7 - Resiliency Improvement and Resolution - 5%
Criteria 8 - Public Perception of Need - 5%

Each criterion above receives a different weight as seen in Appendix C. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital plan is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.



Appendix C: Rating Criteria

CRITERIA 1 – OVERALL FISCAL IMPACT

Weight: 5

Rationale: Limited resources exist for competing projects. This requires that each project’s full impact on the City’s budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.

Considerations: Ratings for this factor will consider these major points:

- A. Capital cost of the project relative to all other project requests.
- B. Impact of the project on City operating costs and personnel levels.
- C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- D. Impact on the City’s tax revenue or fee revenue.
- E. Will external funding be lost should the project be delayed?

Illustrative Ratings:

Criteria 1 - Project Funding / Fiscal Impact - 25%
5 - Less than 10% City funding
4 - Less than 30% City funding
3 - Less than 50% City funding
2 - More than 50% City funding, decreases operating costs
1 - More than 50% City funding, operating costs remain the same
0 - More than 50% City funding, increases operating costs

CRITERIA 2 – IMPACT ON SERVICE TO THE PUBLIC

Weight: 3

Rationale: Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues as well as those that improve the services provided by a department. Service is broadly defined, as are the City’s objectives in meeting the health, safety or accreditation needs of our residents and/or improved operations of an existing department.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project focuses on a service that is currently a “high priority” public need.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. Whether the service is already being provided by existing agencies.

Illustrative Ratings:

Criteria 2 - Impact On Service To The Public - 15%
5 - Project would address an immediate public health or safety need
4 - Project would improve service and addresses a public health or safety need
3 - Project would improve service to meet current desired goals
2 - Project would address deficiencies or problems with existing services; would establish new service
1 - Project would maintain existing standard of service
0 - Project not related to maintaining an existing standard of service



CRITERIA 3 – PROMOTES ECONOMIC DEVELOPMENT

Weight: 3

Rationale: Some projects offer a regional, citywide, or neighborhood benefit, enticing home buyers and business owners by making the City an attractive place to live or work. Criteria 3 assesses projects based on the impact to the City’s economic development efforts.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project enhances the City’s economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs.

Illustrative Rating:

Criteria 3 - Promotes Economic Development - 15%
5 - Significant regional benefit
4 - Citywide improvement
3 - Benefits large portion of City
2 - Benefits one neighborhood
1 - Assists in the elimination of slum and blight
0 - No impact

CRITERIA 4 - LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 3

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the City is under direct court order to complete this project.
- B. Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

Criteria 4 - Legal Obligations And Mandates - 15%
5 - City or Department is currently under court order to take action
4 - Project is necessary to meet existing state and federal requirements
3 - Legislation is under discussion that would require the project in future
2 - There is no legal or court order or other requirement to conduct the project
1 - Project requires change in state or law to proceed
0 - Project requires change in federal or law to proceed



CRITERIA 5 – URGENCY OF MAINTENANCE NEEDS

Weight: 2

Rationale: The City’s most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.
- C. Whether the project is the most cost-effective method of providing or maintaining a service.
- D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
- F. Whether the agency has prepared a comprehensive maintenance/rehabilitation/ replacement schedule and the project is due under that schedule.

Illustrative Ratings:

Criteria 5 - Operation and Maintenance Impact - 10%
5 - Service is currently interrupted and the project will restore service in the most cost-effective manner possible
4 - Service is likely to be disrupted in a five-year horizon if the project is not funded
3 - The project is necessary to maintain an orderly schedule for maintenance and replacement
2 - The cost of the project will increase in future (beyond inflation) if it is delayed at this time
1 - There is a minor risk that costs will rise or service will be interrupted if the project is not funded
0 - There is no financial or service risk in delaying or not funding the project

CRITERIA 6 – PRIOR PHASES

Weight: 2

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has received prior funds.
- B. Whether the project requires additional funding to be operational.

Illustrative Ratings:

Criteria 6 - Relationship to Other Projects/Coordination - 10%
5 - All but the final phase has been fully funded
4 - Multiple phases have been fully funded
3 - Multiple phases have been partially funded
2 - The first phase has been fully funded
1 - The first phase has been partially funded
0 - No prior phases have been funded or partially funded



CRITERIA 7 – RESILIENCY

Weight: 1

Rationale: Some projects are developed in an effort to mediate unseen risks or disasters the City could face. These projects take a proactive approach to alleviating chronic stresses to the City to assist with resilience efforts after a disaster.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project addresses stresses that weaken the fabric of a city on a daily or cyclical basis, examples include: High unemployment, Overtaxed or inefficient public transportation system, Endemic violence, Chronic food and water shortages
- B. Whether the project addresses response to a vulnerable population after a disaster. A vulnerable population is a group or community whose circumstances present barriers to obtaining or understanding information or accessing resources. Typically, lower-income persons are considered vulnerable populations since they are less able to recover from the effects of disasters.

Illustrative Ratings:

Criteria 7 - Resiliency Improvement and Resolution - 5%
5 - Resolves chronic stressors to the City
4 - Resolves response to vulnerable population after shock
3 - Improves chronic stressors to the City
2 - Improves response to vulnerable population after shock
1 - Enhances natural resources
0 - No impact

CRITERIA 8 – PERCEPTION

Weight: 1

Rationale: This criterion refers to project assessment of the extent of public support or interest group advocacy and/or opposition.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has been identified by a plan, Government official or public organization.
- B. The public’s perception of the project, positive or negative.

Illustrative Ratings:

Criteria 8 - Public Perception of Need - 5%
5 - Identified in comprehensive plan, project plan or other study
4 - Specific project request from the City Council
3 - Project request from neighborhood organization or other group
2 - Public perception of need known to City department
1 - Knowledge of public perception of need unknown
0 - Public opposition

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
A	ECO DEV	COURT SQUARE REDEVELOPMENT - ADVANCE URBAN RENEWAL ACTIVITIES	6,000,000
A	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE	7,000,000
A	DPW	ROAD RESURFACING (AND RELATED REPAIRS I.E. SIDEWALK/DRIVEWAY) - ONGOING	17,500,000
A	DCAC	WATERSHOPS POND - HYDROPOWER	6,050,000
A	DCAC	HOMER-DEBERRY SCHOOL REPLACEMENT	95,000,000
A	DPW	FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY SECTION	8,000,000
A	DPW	SIX CORNERS IMPROVEMENTS	1,400,000
A	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR	3,500,000
A	FIRE	RADIO RECEIVING SITES/DIGITAL FIRE GROUND COMMUNICATIONS UPGRADE	500,000
A	SEC/POLICE	CAD MIGRATION/RECORDS MANAGEMENT SYSTEM REPLACEMENT	3,000,000
A	DCAC	RECONSTRUCTION OF POLICE HEADQUARTERS	90,000,000
A	DPW	ROOSEVELT AVE /GAUCHER ST RAMP CULVERT REPLACEMENT	385,706
A	DPW	SOUTH BRANCH PARKWAY / BRIARWOOD AVE STORM DRAIN IMPROVEMENT	770,000
A	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	2,500,000
A	ELECTIONS	NEW VOTING MACHINES	385,000
A	FACILITIES	KENNEDY - HAZS MAT ABATEMENT & CEILING TILES	4,600,000
A	FACILITIES	KENNEDY - SPRINKLER (CODE)	1,250,000
A	PARKS	CITYWIDE - POND DREDGING	11,000,000
A	PARKS	FOUNTAIN LAKE DAM - REPAIR	1,500,000
A	PARKS	PORTER LAKE DAM - REPAIR	1,500,000
A	FACILITIES	SYMPHONY HALL - SERVICE & LIGHTING UPGRADES	2,000,000
B	DPW	FLOOD CONTROL SYSTEM MAINTENANCE	2,000,000
B	DPW	ARMORY ST LANDFILL UPGRADES	200,000
B	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	1,500,000
B	PARKS	SOUTH BRANCH PKWY CULVERT IMPROVEMENTS	500,000
B	PARKS	VAN HORN PARK PHASE 2	1,500,000
B	POLICE	RADIO REPAIR - MICROWAVE LINKS KILEY, PD AND CADWELL TO TOWER SQUARE	120,000
B	POLICE	BALLISTIC VEST REPLACEMENT	240,000
B	POLICE	CRUISER REPLACEMENTS - ONGOING	2,580,000
B	DCAC	HARRIS ELEMENTARY - HVAC AND ENERGY MANAGEMENT SYSTEM UPGRADE - 2019 SOI	1,000,000
B	FACILITIES	PARENT AND COMMUNITY ENGAGEMENT (PACE) CENTER RENOVATIONS	6,000,000
B	DCAC	SKYWALK	150,000
B	POLICE	IT - VIDEO ANALYTICS FOR CRIME SCENE INVESTIGATIONS	25,000
B	PARKS	WESSON PARK	750,000
B	IT	BUSINESS CONTINUITY PLAN - PHASE 2- CITY HALL/TAPLEY ST UPGRADE	1,000,000
B	IT	FIBER NETWORK EXPANSION	1,000,000
B	FACILITIES	PUTNAM FOOTBALL FIELD REPLACEMENT	3,500,000
B	DCAC	CENTRAL LIBRARY - PHASE III	440,727

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	DCAC	CENTRAL LIBRARY - PHASE II	11,053,009
B	DPW	DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)	8,000,000
B	SEC	CONSOLIDATED DISPATCH BUILDING, BUILDING USE STUDY	80,000
B	SEC	CONSOLIDATED DISPATCH BUILDING W/EQUIPMENT	10,000,000
B	POLICE	UNIFORM - TASER	85,000
B	DPW	PRIVATE WAYS - RESURFACING	2,500,000
B	SEC	SPLIT DISPATCH RADIO CONSOLE	100,000
B	POLICE	BWC	4,000,000
B	POLICE	VIDEO SHARING SOFTWARE	-
B	POLICE	IT - COMPUTERS	68,000
B	POLICE	UNIFORM - GUN REPLACEMENTS	264,000
B	POLICE	IT - HARD DRIVE BACKUP APPLIANCE	35,000
B	LIBRARY	FOREST PARK LIBRARY - MAIN LEVEL 2 NEW HANDICAP BATHROOMS	80,000
B	DCAC	SCI-TECH DOORS AND WINDOWS - 2019 MSBA SOI	17,500,000
B	DPW	FLOOD PREVENTION SYSTEM (FPS) TRASH RACK	40,000
B	POLICE	AED REPLACEMENTS	80,000
B	PARKS	FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD CULVERT	3,000,000
B	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - BUILDING ACCESSIBILITY	875,000
B	FACILITIES	CITY HALL - PERIMETER SECURITY	1,500,000
B	POLICE	RADIO REPAIR - MOTOROLA - RADIOS	240,000
B	POLICE	RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS	70,000
B	DCAC	SCI-TECH - CHILLERS & TOWERS	2,500,000
B	DCAC	TALMADGE - WINDOWS & DOORS - 2019 MSBA SOI	2,500,000
B	FACILITIES	GERENA SCHOOL - HVAC REPLACEMENTS & UPGRADES - 2019 MSBA SOI	20,000,000
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR	220,000
B	DCAC	COMMERCE - ROOF REPLACEMENT - 2019 MSBA SOI	4,500,000
B	DCAC	MILTON BRADLEY - ROOF REPLACEMENT - 2018 MSBA SOI	1,500,000
B	DCAC	SUMNER AVE ELEMENTARY - ROOF REPLACEMENT - 2019 MSBA SOI	3,000,000
B	FIRE	FIRE VEHICLE REPLACEMENT	120,000
B	POLICE	IT - ANALOG CAMERAS TO DIGITAL & STORAGE	60,858
B	POLICE	RADIO REPAIR - CORE CLIENT	150,000
B	POLICE	IT - FIXED LPR SAT 5 ACCESS POINTS	90,000
B	PARKS	FOREST PARK ROADWAYS	950,000
B	PARKS	UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY	750,000
B	LIBRARY	MASON SQUARE - REAR VESTIBULE FAÇADE NEEDS TO BE REPLACED	45,000
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES	9,000,000
B	DCAC	BOWLES - ROOF REPLACEMENT - 2019 MSBA SOI	1,500,000
B	DCAC	BALLIET ELEMENTARY - WINDOWS & DOORS - 2019 MSBA SOI	2,500,000
B	DCAC	CENTRAL HIGH - CHILLERS & HVAC UPGRADES	2,500,000
B	PARKS	DISTRICT AND GOLF COURSE MAINTENANCE BUILDINGS	3,500,000
B	PARKS	ZOO IMPROVEMENTS	2,000,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	1,000,000
B	IT	DESKTOP/LAPTOP REPLACEMENT (ONGOING)	40,000
B	PARKS	UPDATE TREE INVENTORY FOR CITY TREES	500,000
B	FACILITIES	BALLIET ELEMENTARY - INTERIOR UPGRADES	200,000
B	FACILITIES	CENTRAL HIGH - DRAINAGE PARKING LOT	675,000
B	FACILITIES	CENTRAL HIGH - GYM (BLEACHERS) INT	400,000
B	FACILITIES	CENTRAL HIGH - PAVING PARKING LOT	650,000
B	DPW	VARIOUS LOCATIONS - ADA RETROFITS	2,500,000
B	FIRE	SIXTEEN ACRES FIRE STATION REPLACEMENT	5,000,000
B	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS	400,000
B	POLICE	IT - NETWORK SWITCHES NEED REPLACEMENT	60,000
B	POLICE	DB - FORENSICS VAN REPLACEMENT	150,000
B	POLICE	IT - CARD ACCESS READER	35,000
B	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN	7,000,000
B	PARKS	CITYWIDE - LIGHTING AND SECURITY CAMERA	1,500,000
B	PARKS	GOLF COURSE BUNKER REPAIR	400,000
B	FACILITIES	COMMERCE HIGH CHILLERS - FUTURE MSBA	1,000,000
B	DCAC	GLENWOOD SCHOOL - ROOF REPLACEMENT - 2019 MSBA SOI	760,000
B	DCAC	INDIAN ORCHARD - BOILERS - 2019 MSBA SOI	1,000,000
B	FACILITIES	GERENA SCHOOL - WINDOWS & DOORS - 2018 MSBA SOI	7,500,000
B	FACILITIES	DORMAN - ROOF REPLACEMENT (MAIN BUILDING) - FUTURE MSBA SOI	1,500,000
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT - FUTURE MSBA SOI	10,000,000
B	FACILITIES	CENTRAL HIGH - MOTORS, VFD, STEAM TRAPS	500,000
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR	1,500,000
B	FACILITIES	LIBERTY SCHOOL - REDESIGN ADA ENTRANCES	400,000
B	DCAC	SCI-TECH - BOILERS - 2018 MSBA SOI	1,000,000
B	DCAC	BRUNTON - ROOF REPLACEMENT	1,200,000
B	DCAC	INDIAN ORCHARD ELEMENTARY - ROOF REPLACEMENT - 2018 MSBA SOI	1,500,000
B	DCAC	WASHINGTON - WINDOWS & DOORS - 2018 MSBA SOI	2,500,000
B	DCAC	BOLAND - ROOF REPLACEMENT - 2019 MSBA SOI	3,000,000
B	DCAC	HARRIS ELEMENTARY - ROOF REPLACEMENT	1,500,000
B	DCAC	REBECCA JOHNSON - WINDOWS & DOORS	5,000,000
B	POLICE	LATENT FINGERPRINT SYSTEM	28,000
B	POLICE	VIDEO WALL	100,000
B	POLICE	IT - DASH CAM STORAGE	152,640
B	POLICE	IT - DASH CAMS	2,125,000
B	PARKS	FOREST PARK - TROLLEY PAVILION	500,000
B	PARKS	FOREST PARK - COMFORT SHELTER/DROP-IN CENTER	1,000,000
B	PARKS	REPLACEMENT OF MAINTENANCE EQUIPMENT	2,000,000
B	PARKS	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION	1,200,000
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)	50,000
B	FACILITIES	LINCOLN SCHOOL - SPRINKLER (CODE)	75,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	FACILITIES	WHITE SCHOOL - SPRINKLER (CODE)	35,000
B	FACILITIES	GERENA SCHOOL - EJECTION PUMPS	1,500,000
B	FACILITIES	GERENA SCHOOL - SEAL WALLS EXTERIOR	1,500,000
B	DPW	CREST STREET OUTFALL OVERHAUL	750,000
B	PARKS	UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT PROGRAM	750,000
B	PARKS	FOREST PARK - TRAIL RENOVATIONS	750,000
B	LIBRARY	ALL BRANCHES - COMPUTER UPGRADES	80,000
B	LIBRARY	FOREST PARK LIBRARY- RENOVATE COMMUNITY ROOM	35,000
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	600,000
B	DCAC	CAMPANILE AND PLAZA RESTORATION	26,000,000
B	DPW	SIDEWALK REPLACEMENT PROGRAM	15,000,000
B	FACILITIES	CITYWIDE - HAZARDOUS WASTE SITE CLEANUPS	3,000,000
B	POLICE	IT ARCHIVING	75,000
B	POLICE	IT SANS UPGRADE	250,000
B	PARKS	TREE NURSERY	500,000
B	PARKS	HABITAT MANAGEMENT	1,000,000
B	PARKS	CHICOPEE RIVER WATERFRONT (INDIAN ORCHARD)	500,000
B	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS	3,500,000
B	PARKS	FRANCONIA GOLF COURSE IMPROVEMENTS	1,200,000
B	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	200,000
B	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	200,000
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	250,000
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	PARKS	CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)	1,000,000
B	PARKS	CAMP STAR ANGELINA REDEVELOPMENT	1,750,000
B	PARKS	STONE HOUSE	500,000
B	PARKS	UPGRADE PARK/ SCHOOL ATHLETIC FIELDS	3,000,000
B	PARKS	FIVE MILE POND PARK - PHASE 1	1,500,000
B	PARKS	COURT SQUARE - SIDEWALK UPGRADES/REPAIRS	750,000
B	LIBRARY	CENTRAL LIBRARY - REPLACE FLOORING IN COMMUNITY ROOM; COMPUTER LAB; HALLWAY TO COMMUNITY ROOM	-
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS	6,000,000
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND - ONGOING	4,183,627
B	DPW	NPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET TESTING	5,000,000
B	POLICE	SERVER UPGRADES	130,000
B	POLICE	DRAGON FIRE	130,000
B	PARKS	FOREST PARK MAGAWISKA RD STABILITY AND DRAINAGE	800,000
B	PARKS	WALKER GRANDSTAND RENOVATION (CPA)	2,000,000
B	PARKS	BRECKWOOD POND DAM - REPAIR	1,500,000
B	PARKS	FOREST PARK - LOOP TRAIL	500,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	DCAC	POTTENGER - WINDOWS & DOORS	2,500,000
B	FIRE	FIRE EQUIPMENT STORAGE FACILITY	1,400,000
B	PARKS	GREENLEAF PARK	2,500,000
B	PARKS	BLUNT PARK - PHASE II BIKEWAY/WALKWAY & PARK IMPROVEMENTS	2,000,000
B	PARKS	ACQUIRE MARGINAL LOTS VIA TAX TITLE PROCESS	500,000
B	PARKS	CITYWIDE - REPLACEMENT PLAYGROUND EQUIPMENT	1,200,000
B	PARKS	CITYWIDE - BASKETBALL COURT IMPROVEMENTS	1,200,000
B	PARKS	TRIANGLE/TERRACE RESTORATIONS	750,000
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE	2,000,000
B	PARKS	ALDEN STREET PARK	750,000
B	PARKS	CITYWIDE - TENNIS COURTS	200,000
C	FACILITIES	MILTON BRADLEY ELEMENTARY BOILERS, PUMPS, AND CHILLER - FUTURE MSBA SOI	600,000
C	FACILITIES	HARRIS ELEMENTARY - WINDOWS AND DOORS - FUTURE MSBA SOI	3,000,000
C	FACILITIES	REBECCA JOHNSON CONTROLS AND ROOF TOP UNITS	2,000,000
C	FACILITIES	MILTON BRADLEY SCHOOL - AIR HANDLER	150,000
C	FACILITIES	DEBERRY SURING UP	800,000
C	DPW	TRAFFIC SIGNAL INSTALLATIONS AT VARIOUS LOCATIONS	500,000
C	DPW	TRAFFIC SIGNAL BETTERMENTS AT VARIOUS LOCATIONS	500,000
C	PARKS	FOREST PARK - BOWLES FOUNTAIN RESTORATION	400,000
C	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE	2,000,000
C	LIBRARY	REPLACE OUTDOOR BOOK DROPS AT SIXTEEN ACRES; MASON SQUARE; AND EAST SPRINGFIELD BRANCH LIBRARIES	30,000
C	FACILITIES	CITY HALL - EMERGENCY GENERATOR	225,000
C	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL	150,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -UST REMOVAL	1,350,000
C	DPW	SIGNAL UPGRADES WITH FLASHING YELLOW ARROWS AT VARIOUS LOCATIONS	1,250,000
C	DPW	STORMWATER OUTFALL IMPROVEMENTS	4,000,000
C	PARKS	GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE	2,500,000
C	PARKS	MEADOW BROOK RAVINE RESTORATION	1,500,000
C	PARKS	MCKNIGHT GLEN IMPROVEMENTS	500,000
C	PARKS	FORESTRY	500,000
C	PARKS	SOUTH BRANCH PARKWAY (GUNNERY SERGEANT THOMAS J. SULLIVAN	750,000
C	PARKS	GODFREY TRIANGLE (CPA)	300,000
C	PARKS	VACANT LOT IMPROVEMENTS - SIX CORNERS (CPA)	250,000
C	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS	60,000
C	PARKS	DUGAN OUTDOOR RECREATION PARTNERSHIP, FEDERAL GRANT PARK RENOVATION, NEIGHBORHOOD PARK, \$750K FEDERAL, \$2.25 CITY FUNDING, MARCH	4,500,000
C	PARKS	CYR ARENA - NEW ROOF	200,000
C	FACILITIES	FIRST MEETING HOUSE PARISH - ROOF REPLACEMENT	300,000
C	PARKS	HUBBARD PARK	750,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	PARKS	MYRTLE STREET PARK	500,000
C	PARKS	MARSHALL ROY PARK	500,000
C	PARKS	PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT	600,000
C	LIBRARY	REPLACE 2004 FORD CUTVAN FOR LIBRARY MAINTENANCE STAFF FOR LIBRARY SYSTEM	50,000
C	LIBRARY	BRANCH LIBRARIES FACILITY ASSESSMENT STUDY	50,000
C	FACILITIES	DUGGAN FULL RENNOVATION	10,000,000
C	POLICE	FEMALE LOCKERS	50,000
C	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE (CPA)	1,200,000
C	PARKS	HENNESSEY PARK (CPA)	350,000
C	PARKS	FOREST PARK - DR. SEUSS TRAIL	1,200,000
C	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS	500,000
C	PARKS	SURVEY OF PLAYGROUNDS	50,000
C	FACILITIES	SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR	320,000
C	FACILITIES	DPW OFFICE CENTER - MOTORS ANND VFDS	55,000
C	FACILITIES	CITY HALL - ESPLANADE RESTORATION	500,000
C	FACILITIES	FIRE HEADQUARTERS - PARKING LOT REPAIRS	300,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- PARKING LOT	150,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - PARKING LOT	135,000
C	FACILITIES	CITY HALL ANNEX - WINDOWS - PHASE I	180,000
C	FACILITIES	CITY HALL ANNEX - FLOORING	75,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - ROOF	3,500,000
C	DPW	NEW INVERTERS FOR THE TRAFFIC TRUCKS	26,000
C	SEC	RECONFIGURATION OF SEC BACKUP SITE	TBD
C	PARKS	FOREST PARK GAZEBO (AQUATIC GARDEN)	105,000
C	PARKS	LOON POND BEACH	1,500,000
C	PARKS	FOREST PARK - AMPHITHEATER	750,000
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	250,000
C	FACILITIES	CITY HALL ANNEX - RENOVATE	5,000,000
C	FACILITIES	FIRE HEADQUARTERS - NEW ROOF	400,000
C	FACILITIES	WHITE SCHOOL - INSTALL DROP CEILING	200,000
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM	35,000
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM	800,000
C	FACILITIES	FIRE ALARM BUILDING - COMPLETE RENOVATION	1,500,000
C	FACILITIES	FIRE REPAIR BUILDING - COMPLETE RENOVATION	1,250,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SECURITY IMPROVEMENTS	5,000,000
C	POLICE	IT - MICROSOFT LICENSES	30,000
C	POLICE	130 PEARL ST. UPPER PARKING LOT IMPROVEMENTS	80,000
C	PARKS	FOREST PARK - DUCK POND OUTLETS IMPROVEMENTS	1,000,000
C	PARKS	WALSH - PLAYGROUND	650,000
C	PARKS	KENEFICK PARK	1,200,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND) PURCHASE	750,000
C	LIBRARY	CENTRAL LIBRARY - REPLACE CHAIRS IN COMMUNITY ROOM	26,250
C	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND REPAIRS TO LEADED WINDOWS	6,250,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC ABATEMENT	5,000,000
C	FACILITIES	DPW E-BUILDING - NEW ROOF	150,000
C	FACILITIES	DPW OFFICE CENTER - NEW ROOF	3,500,000
C	FACILITIES	WARNER - REPLACEMENT OF FLOOR TILES	440,000
C	FACILITIES	WASHINGTON - CEILING REPLACEMENT	60,000
C	DPW	MCKNIGHT COMMUNITY TRAIL	5,500,000
C	DPW	STORMWATER INFRASTRUCTURE REPAIRS	150,000
C	PARKS	CAMP WILDER PARK AND QUARRY POND	300,000
C	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR	500,000
C	PARKS	CITY CEMETARIES	400,000
C	LIBRARY	LIBRARY ON WHEELS	200,000
C	LIBRARY	SIXTEEN ACRES; EAST SPFLD; INDIAN ORCH - REPLACE PHONE SYSTEM	50,000
C	PARKS	VETRANS GOLF COURSE ROOF	75,000
C	FACILITIES	BOLAND - HVAC SYSTEM	2,000,000
C	FACILITIES	CHESTNUT - HEATING SYSTEM	1,750,000
C	FACILITIES	ESCO PHASE III	7,500,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - NEW PARKING LOT	300,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - HVAC UPGRADES	120,000
C	FACILITIES	REBECCA JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	160,000
C	FACILITIES	MASON SQ. BRANCH - PARKING LOT REPAIRS	250,000
C	FACILITIES	PINE POINT LIBRARY - PARKING LOT REPAIRS	175,000
C	PARKS	NEAL PARK (SOLUTIA)	2,000,000
C	PARKS	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION	750,000
C	PARKS	CITYWIDE BASEBALL FIELD REPAIR. REDO INFIELDS	1,500,000
C	PARKS	CYR ARENA - DASHBOARDS AND GLASS	300,000
C	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	250,000
C	FACILITIES	BEAL - BATHROOM RENOVATION	500,000
C	FACILITIES	DORMAN - BATHROOM RENOVATIONS	400,000
C	FACILITIES	ELLS - BATHROOM UPGRADE	210,000
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION	360,000
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS	800,000
C	FACILITIES	KENNEDY - BATHROOM REPLACEMENT	1,400,000
C	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT	800,000
C	FACILITIES	LIBERTY - BATHROOM REPLACEMENT	500,000
C	FACILITIES	GLICKMAN - BATHROOM PARTITIONS	120,000
C	FACILITIES	CITY WIDE - ENERGY LANDSCAPE EFFIECENT DESIGN	1,500,000
C	FACILITIES	SYMPHONY HALL - EXTERIOR	2,000,000
C	FACILITIES	DUGGAN - RE-ENGINEER PARKING LOTS	6,000,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	FACILITIES	CITY HALL - REMOVE STAINING	30,000
C	FACILITIES	CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	100,000
C	FACILITIES	WARNER - PARKING LOT REDESIGN	700,000
C	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - PLAYSCAPE	300,000
C	DPW	VEHICLE AND EQUIPMENT STORAGE	10,000,000
C	PARKS	ADAMS PARK	500,000
C	PARKS	CALHOUN PARK	500,000
C	PARKS	GORDON BILL PARK (CPA)	550,000
C	LIBRARY	MASON SQUARE - REPAVE PARKING LOT	62,000
C	FACILITIES	DEBERRY - CREATE FOUR STUDENT BATHROOMS	1,600,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS	150,000
C	FACILITIES	FIRE REPAIR BUILDING - NEW GENERATOR	50,000
C	PARKS	EMILY BILL PARK/ BUILDING	650,000
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - WINDOW REPLACEMENT	65,000
C	LIBRARY	FOREST PARK LIBRARY - WINDOW REPLACEMENT	400,000
C	FACILITIES	CITY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT	1,800,000
C	FACILITIES	SYMPHONY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PROPERTY CONDITION ASSESSMENTS	1,750,000
C	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE	5,500,000
C	FACILITIES	BALLIET ELEMENTARY - CREATE OUTDOOR PLAYSCAPE AREA	250,000
C	FACILITIES	CITY HALL ANNEX - EXTERIOR MASONRY	250,000
C	FACILITIES	CITY HALL ANNEX - WINDOWS	1,500,000
C	FACILITIES	GLICKMAN - ADVANCED EMS	90,000
C	FACILITIES	KILEY - ADVANCED EMS	200,000
C	FACILITIES	SCI-TECH - ADVANCED EMS	45,000
C	FACILITIES	CARRIAGE HOUSE - MAJOR REPAIRS (CPA)	350,000
C	FACILITIES	CITY HALL- COUNCIL CHAMBERS	55,000
C	FACILITIES	CITY HALL - WINDOWS	100,000
C	FACILITIES	CITY HALL- HVAC	35,000
C	FACILITIES	CITY HALL ANNEX - REAR SIDEWALK	22,000
C	FACILITIES	SYMPHONY HALL - INTERIOR WALLS	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR LIGHTING	30,000
C	FACILITIES	FIRE HEADQUARTERS - REPLACE GENERATOR	100,000
C	POLICE	NICE LOG RECORDER - PHASE 2	25,000
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	LIBRARY	FOREST PARK LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	ELECTIONS	POLL BOOKS	90,000
C	FACILITIES	DPW GARAGE - VEHICLE EXHAUST SYSTEM	500,000
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK	225,000
C	PARKS	BEAUREGARD & SCHIAVINA MEMORIAL PARK - PHASE 2	850,000
C	PARKS	WALSH PARK	1,500,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	PARKS	COTTAGE HILL PARK	1,200,000
C	PARKS	JAI ME ULLOA PARK - PHASE 2	1,200,000
C	PARKS	GERRISH PARK	200,000
C	PARKS	LEONARDO DA VINCI PARK	500,000
C	PARKS	HARRIET TUBMAN PARK	500,000
C	PARKS	FOREST PARK MAINTENANCE BUILDING	450,000
C	PARKS	DEBERRY PARK	1,500,000
C	PARKS	DONNA BLAKE PARK	750,000
C	FACILITIES	DPW GARAGE - HVAC UPGRADES	500,000
C	FACILITIES	DPW OFFICE CENTER - HVAC UPGRADES	1,500,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- WINDOWS	75,000
C	FACILITIES	MASON SQ. FIRE STATION - WINDOWS	125,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - WINDOWS	40,000
C	FACILITIES	KENSINGTON - ASBESTOS PLASTER ABATEMENT	750,000
C	FACILITIES	SOUTH END MIDDLE - ASBESTOS PLASTER ABATEMENT	4,250,000
C	FACILITIES	WALSH - ASBESTOS PLASTER ABATEMENT	700,000
C	PARKS	ADVANCED ENTRY SYSTEM	1,500,000
C	CLERK	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS	130,550
C	FACILITIES	FIRST MEETING HOUSE PARISH - RENOVATE	6,500,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - RENOVATE	3,000,000
C	FACILITIES	BEAL - ELECTRICAL PANELS	300,000
C	FACILITIES	BOWLES - ADVANCED EMS	55,000
C	FACILITIES	DORMAN - ELECTRICAL UPGRADES	400,000
C	FACILITIES	FACILITIES ADMIN - PARKING LOT REPAVING	250,000
C	FACILITIES	FACILITIES ADMIN -PERIMETER SECURITY	45,000
C	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT	750,000
C	DPW	VAC TRUCK BONDIS ISLAND	175,000
C	DPW	TRASH BARREL REPLACEMENTS (ONGOING)	2,000,000
C	PARKS	RUTH ELIZABETH PARK CONNECTOR TRAIL	450,000
C	LIBRARY	FOREST PARK LIBRARY - REPLACE LIGHTING AND CEILING RENOVATION	85,000
C	LIBRARY	FOREST PARK LIBRARY - CIRCULATION DESK	50,000
C	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT	650,000
C	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS	12,500,000
C	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION	250,000
C	FACILITIES	BRUNTON - POD AIR HANDLER UNITS & CONDENSORS	400,000
C	FACILITIES	CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION	500,000
C	POLICE	DIVE TEAM VAN	179,000
C	POLICE	KRONOS IMPLEMENTATION	40,000
C	POLICE	TRU BEAR CAT	317,000
C	POLICE	VOIP MIGRATION	25,000
C	PARKS	HIGHLAND DIVISION RAIL TRAIL FEASABILITY STUDY	65,000
C	FACILITIES	HARRIS ELEMENTARY - BATHROOM PARTITIONS	300,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	PARKS	CAMEROTA PROPERTY (FIVE MILE POND) PURCHASE	2,000,000
C	FACILITIES	COMMERCE - ADVANCED EMS	1,600,000
C	FACILITIES	CHESTNUT - INTERIOR COUNTRYARD REPAIRS	600,000
C	FACILITIES	FACILITIES ADMIN - ADVANCED EMS	65,000
C	FACILITIES	FACILITIES ADMIN - BOILERS & PUMPS	250,000
C	FACILITIES	FREEDMAN - EXTERIOR GROUNDS UPGRADES	700,000
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS	200,000
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE	120,000
C	FACILITIES	REBECCA JOHNSON - EXTERIOR DRAINAGE SYSTEM - PLAY AREA	120,000
C	FACILITIES	SCI-TECH - BATHROOM PARTITIONS	2,400,000
C	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION	135,000
C	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS	1,800,000
C	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS	400,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - GARAGE	300,000
C	DPW	PORTABLE WIRELESS VEHICLE LIFT SYSTEMS (2 SETS, 4 COLUMNS PER SET)	83,380
C	FACILITIES	DPW OFFICE CENTER - RENOVATION OF FIRST FLOOR	4,000,000
C	FACILITIES	FOREST PARK LIBRARY - HVAC	120,000
C	FACILITIES	LINCOLN - PARKING LOT & GROUNDS REPAIRS	600,000
C	IT	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	475,000
C	PARKS	NEW MUSIC SHELL, FOR CONCERTS IN THE PARK.	105,000
C	FACILITIES	FIRE ALARM BUILDING - NEW ROOF	85,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- NEW ROOF	100,000
C	FACILITIES	N.MAIN ST. FIRE STATION - NEW ROOF	175,000
C	FACILITIES	GERENA SCHOOL - NEW ROOF AT "A" & "D" BUILDINGS	1,100,000
C	SEC	DISPATCH CHAIRS	TBD
C	SEC	NETWORK COMPUTERS	TBD
C	FACILITIES	FACILITIES ADMIN - BUILDING B RENOVATIONS	1,250,000
C	FACILITIES	LYNCH - BATHROOM RENOVATIONS	120,000
C	FACILITIES	MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES	240,000
D	FACILITIES	FIRE HEADQUARTERS - WINDOWS	150,000
D	FACILITIES	GAR HALL - RENOVATE	4,000,000
D	FACILITIES	SCI-TECH - EXTERIOR POINTING	500,000
D	FACILITIES	SIXTEEN ACRES FIRE STATION - INTERIOR RENOVATIONS	750,000
D	PARKS	FORESTRY DIVISION OFFICE	450,000
D	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - UNION STREET	1,200,000
D	FACILITIES	BRUNTON - PLAY GROUND EQUIPMENT / NEW PLAYSCAPE	85,000
D	FACILITIES	WHITE SCHOOL - BATHROOM REPLACEMENT	800,000
D	FACILITIES	DPW GARAGE - NEW OVERHEAD DOORS	65,000
D	FACILITIES	BALLIET ELEMENTARY - HVAC	250,000
D	FACILITIES	BEAL - CLASSROOM CABINETRY	160,000
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	320,000
D	FACILITIES	BEAL - REPAVE PARKING LOT	150,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
D	FACILITIES	BRIDGE - REPAVE PARKING LOT	320,000
D	FACILITIES	FIRST MEETING HOUSE SANCTUARY - EXTERIOR PAINTING	120,000
D	FACILITIES	GLICKMAN - EXTERIOR PARKING LOT REPAIRS	260,000
D	FACILITIES	HOMER - REPAVE DRIVEWAY	140,000
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK	500,000
D	FACILITIES	VARIOUS LOCATIONS (MUNICIPALS) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	200,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	250,000
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING	400,000
D	FACILITIES	BRUNTON - QUAD PARTITIONS	180,000
D	FACILITIES	HARRIS ELEMENTARY - ADD ADDITIONAL PARKING	4,000,000
D	FACILITIES	BEAL - REPLACE PORTABLE CR'S	5,000,000
D	FACILITIES	BALLIET ELEMENTARY - STEAM TRAPS	75,000
D	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT	120,000
D	FACILITIES	CITY HALL - STEAM TRAPS, FITTING INSTULATION	35,000
D	FACILITIES	COMMERCE - STEAM TRAPS	35,000
D	FACILITIES	ELLS - REPLACE TILE	85,000
D	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT VCT	800,000
D	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	180,000
D	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	320,000
D	FACILITIES	SCI-TECH - STEAM TRAPS	1,700,000
D	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET	720,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UPDATE THEATRES	2,800,000
D	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT	150,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -TSI/SURFACING MATERIALS ABATEMENT	7,500,000
D	POLICE	FURNITURE	80,000
D	PARKS	ATWATER - FOUNTAIN	550,000
D	PARKS	GUNN SQUARE PARK (CPA)	300,000
D	PARKS	COLONY HILLS (CPA)	350,000
D	FACILITIES	BRIDGE - INTERIOR RENOVATIONS	80,000
D	FACILITIES	FOREST PARK LIBRARY - BUILD OUT SHELL SECTION	400,000
D	FACILITIES	CHESTNUT - REPLACE STAGE CURTAINS	60,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - CLOCK/INTERCOM	2,200,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PAINTING PROJECTS	1,000,000
D	FACILITIES	DPW OFFICE CENTER - RENOVATION OF SECOND FLOOR	8,000,000
D	FACILITIES	FIRE ALARM BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FIRE REPAIR BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	TALMADGE - CONSTRUCTION OF RESTROOM AREAS - FACULTY	400,000
D	FACILITIES	DPW E-BUILDING - INTERIOR RENOVATIONS	500,000
D	FACILITIES	FACILITIES ADMIN - BUILDING A RENOVATIONS	900,000

Multi-Year Financial Forecast

Fiscal Years 2021 - 2024

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City of Springfield, Massachusetts
Multi-Year Financial Plan (FY21-FY24)
March 4, 2020

CITY OF SPRINGFIELD, MASSACHUSETTS

MULTI-YEAR FINANCIAL PLAN



FISCAL YEARS
2021-2024

PREPARED BY:
CITY OF SPRINGFIELD, MASSACHUSETTS
OFFICE OF MANAGEMENT AND BUDGET



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*City of Springfield, Massachusetts
Multi-Year Financial Plan (FY21-FY24)
March 4, 2020*

March 4, 2020

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Springfield Residents:

I am pleased to present to you the City of Springfield's Multi-Year Financial Plan ("MYFP") for Fiscal Years 2021-2024. In compliance with City ordinance, the MYFP is meant to highlight projected revenue and expenditures for the next four years, using conservative assumptions. This plan serves as a vital tool that allows the City to see the long-term impact of its financial decisions and avoid future fiscal stress.

As the City's Chief Administrative and Financial Officer, it is critical that we make strategic and appropriate budgetary decisions that provide core services to our residents while maintaining continued fiscal sustainability. I am proud of the fact that through strategic planning, the City has successfully balanced the budget each year since the disbandment of the Financial Control Board in 2009, and notably, for the past five years, without the use of any stabilization reserves. Currently, our reserves equal \$49.8M with a goal to grow this number by transferring free cash to reserves each fiscal year.

We continue to manage both our revenue and expense budgets to generate free cash. This is highlighted by the fact that we ended FY19 with a \$3.1M surplus. Furthermore, we continue to maintain the discipline that is essential to the City's overall fiscal health, which has prompted Standard and Poor's to maintain our AA- bond rating and encouraged Moody's to reaffirm our A2 rating.

Multi-Year Financial Summary

Based on conservative assumptions, the City is projecting to have budgetary deficits ranging from \$14.7M in FY21 and growing to \$48.6M in FY24.

	FISCAL 2020 ADOPTED	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED
Expense	691,704,328	740,615,018	767,322,966	795,389,707	823,942,479
Revenue	691,704,328	725,887,034	740,072,226	757,853,807	775,388,849
SURPLUS / (GAP)	(0)	(14,727,984)	(27,250,741)	(37,535,900)	(48,553,630)

Even with annual MGM revenue that Springfield began receiving in FY19, spending growth is projected to outpace revenue growth during the four-year period highlighted in this plan. This forces the City to continue making difficult decisions and tough compromises in upcoming fiscal years, in order to strategically manage our spending growth while still maintaining core services for our residents.

Fiscal Challenges

Meeting the demands of an urban city with limited revenue is always a challenge; specifically when nearly 54% of the City's budget is a direct pass-through of State Aid to the School Department. The remaining City budget relies heavily on property tax revenue, however Proposition 2 ½ sets strict limitations to the amount that we can levy each year. In 2009, Springfield's property values declined \$1B, which severely dropped our levy ceiling, which is the maximum amount that we can levy in property taxes. Despite property values having increased, Springfield was capped at our levy ceiling for several years, resulting in a loss of millions of dollars in new growth revenue. From FY12-FY19 alone, the City lost approximately \$43M in property tax revenue due to these levy limitations. We will continue seeking a legislative solution to capture new growth revenue in upcoming fiscal years.



Another challenge the City faces is a continual rise in operating costs. Non-discretionary spending amounts to 80% of the City's overall budget and includes net school spending, debt service, health insurance, and contribution retirement pension. We are strongly committed to addressing Springfield's low pension fund ratio, as evidenced by an aggressive payment schedule that increased the FY18 and FY19 appropriation by 14% and 15%, respectively, with annual increases of 9% beginning in FY20. Additionally, the City overfunded its original FY19 retirement appropriation by \$3.1M, further addressing this issue. As long as we continue to maintain the current payment schedule, Springfield's pension liability will be fully funded by FY34. A recent actuarial valuation, which was performed in 2018, helped the City assess the best strategy for proactively addressing this liability.

Regardless of these fiscal challenges, the City's administration is dedicated to maintaining core services for our residents by using a balanced approach that relies heavily on managing our annual budget growth, accomplished through expenditure reductions and revenue maximization, with the intention of providing vital programs and services to the City without implementing any layoffs.

Budget Priorities

The City will continue making strategic investments in public safety to combat the public perception of crime. In FY20, the Police Department has made significant strides toward the implementation of its body-worn camera program, which will be rolled out in the coming months. This initiative seeks to increase transparency and improve the safety of citizens and officers alike, and will make Springfield the largest police department in Massachusetts to have a full-scale program of this kind. Beginning in FY21, funding will be provided for the personnel needed to administer the program, as well as the storage of data recorded by the cameras. While these are additional expenses within the operating budget, the department will strategically utilize grant funding to offset as much of the cost as possible.

Despite its best efforts, the Police Department struggles to stay ahead of attrition. The department welcomed forty (40) recruits to the academy in December, and is planning another academy soon after the current recruits graduate in May. Even with this proactive approach, however, the department continually operates at staffing levels that are less than desired. This can be attributed to veteran officers retiring earlier than ever before, as they recognize the dangers and stress of their profession and leave as soon as they are eligible to receive their full pension. This amounts to decades of experience lost, which is detrimental when trying to train a newer force of officers. Additionally, the department struggles to recruit new officers, as policing is not perceived to be as prestigious or respected as it once was.

Through the strategic planning of more frequent police academies, the department hopes it can maintain a healthy balance of veteran and newly trained officers throughout its various divisions. To that end, the City plans to continue funding the successful North End Initiative, four C-3 Policing Units, the Ordinance Squad, and the Metro Policing Unit in Downtown Springfield. These initiatives are highly effective in crime reduction, as evidenced by FBI crime statistics which demonstrate a 45% decline in violent crime over the past several years. Investing in the Springfield Police Department will ensure it is operating at its full capacity in order to improve residents' and visitors' perceptions of safety in downtown areas, while continuing the concentration on quality neighborhood policing.

We will also continue our efforts towards enhanced public safety within the Springfield Fire Department, as well as Springfield Emergency Communications. Highlights of these investments include:



- Eight (8) additional firefighters, which will allow for two (2) additional firefighters per shift and ensure proper manpower when responding to calls for service. Additionally, two (2) new Lieutenants will be added to bolster the department's training division.
- Funding for a new fire apparatus, allowing the department to maintain its proactive replacement schedule and avoid costly repairs associated with an older fleet.
- Continuation of a health & wellness program that helps to decrease work-related injuries and sustain the overall health of the department.
- Funding for a fully-staffed Emergency Communications Department including a new Deputy Director, along with four (4) supervisor positions to allow for proper oversight on every shift.
- Implementation of a new, state-of-the-art Computer-Aided Dispatch and Records Management System, which will coincide with the department's move to a consolidated dispatch center. This allows for enhanced efficiency across all facets of departmental operations.
- Continued funding for Smart911 software, which provides Dispatchers a more effective method of obtaining information for emergency 911 calls.

Continuous investments will also be made to help improve the quality of life in our neighborhoods. The Downtown Cleaning Crew, introduced in FY19, will continue its upkeep of all downtown area parks that serve as "gateways" to the North & South End. The popular Sidewalk Crew, also introduced in FY19, continues to address the extensive list of much needed sidewalk repairs and replacements throughout Springfield. These two crews, which never previously existed, are crucial to ensuring healthy neighborhoods that are inviting to all those who live, visit, and work in the City of Springfield.

In addition to the exciting initiatives introduced in recent years, we will maintain funding for other critical services as well. We will continue to fund the care and maintenance of all City parks, traffic islands and terraces. Funding will also be provided to maintain a full staff of Code Enforcement Inspectors in both the Building & Housing Divisions, along with increased hours for Building Inspectors to accommodate the demands of large-scale commercial projects throughout Springfield. Furthermore, funding will be provided for the continuation of the Mayor's Clean City Program.

Lastly, the City will continue to maintain its curbside trash pickup services. We recently invested in new solid waste vehicles in a proactive effort to replace an aging fleet of existing trucks. This helps to reduce costly vehicle repair and maintenance expenses and, more importantly, ensure that our residents' trash continues to be picked up in a timely and efficient manner. Free single-stream recycling and yard waste pickup are also still available along with low-cost bulk pickup, and free hazardous waste drop-off.

Beyond the investments highlighted in the preceding paragraphs, the City continues to strategically invest in other crucial services such as education, new and improved school facilities, and many others. Moving forward, we will carefully evaluate the most critical needs of each City and School department to ensure key operations are maintained and that the residents, businesses, and visitors of Springfield receive the quality services they deserve.

Conclusion

This plan is meant to provide an honest outlook of the City's finances and the struggles we are facing. Despite the projected deficits summarized in this plan, the City has faced similar budget gaps in the past and has been able to successfully balance the budget each year with little to no use in reserves. It is important to all of us that we do what is necessary so that taxpayer dollars are spent in a manner that is most efficient, effective, and legal and I take my role in this very seriously.



*City of Springfield, Massachusetts
Multi-Year Financial Plan (FY21-FY24)
March 4, 2020*

I look forward to working with you on the FY21 budget planning process and I am open to all ideas that will positively benefit our city.

Sincerely,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante".

Timothy J. Plante,
Chief Administrative and Financial Officer



City of Springfield, Massachusetts
Multi-Year Financial Plan (FY21-FY24)
March 4, 2020

Financial Forecast (FY21-FY24)

	FISCAL 2020 ADOPTED	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED
SPENDING ASSUMPTIONS					
Administration and Finance Division	14,020,567	14,816,549	15,122,907	15,450,674	16,747,407
Development Division	4,268,719	4,354,093	4,441,175	4,529,998	4,620,598
General Government Division	3,823,627	3,972,100	4,008,357	4,128,524	4,211,094
Non-Mayoral Division	1,548,019	1,584,089	1,615,771	1,688,086	1,721,848
Health and Human Services Division	10,658,973	10,877,060	11,094,601	11,316,493	11,542,823
Public Safety Division	77,124,629	79,812,646	81,650,316	83,529,571	85,585,294
Public Works Division	15,838,672	17,205,149	17,549,252	17,900,237	18,258,242
Parks & Facilities Division	12,367,791	12,615,146	12,867,449	13,124,798	13,387,294
School Department*	444,890,001	479,221,965	496,527,406	514,465,171	533,058,722
Debt	27,843,303	29,469,210	29,469,210	29,552,373	27,721,613
Health Insurance & Fringe	27,133,630	28,825,981	30,629,159	32,550,499	34,597,823
Pensions**	43,473,383	47,464,242	51,731,574	56,382,833	61,452,567
Other Spending	8,713,015	10,396,786	10,615,789	10,770,449	11,037,153
Total	691,704,328	740,615,018	767,322,966	795,389,707	823,942,479
REVENUE ASSUMPTIONS					
Property Taxes	211,449,075	219,267,619	224,811,810	230,494,606	236,319,472
Local Receipts	63,362,250	61,416,850	60,504,250	61,935,673	62,040,333
State Aid	414,393,003	445,202,565	454,756,166	465,423,528	477,029,044
Reserves	-	-	-	-	-
Net School Spending	-	-	-	-	-
Other Financing Sources	2,500,000	-	-	-	-
Casino Revenue	-	-	-	-	-
Total	691,704,328	725,887,034	740,072,226	757,853,807	775,388,849
SURPLUS / (GAP)	(0)	(14,727,984)	(27,250,741)	(37,535,900)	(48,553,630)

*Includes School Department admin pension appropriation.

**Pension appropriation for City non-school retirement.

Summary

The City of Springfield is governed by strict financial policies adopted as ordinances in September of 2009, which dictate that the Chief Administrative and Financial Officer produce and issue a four-year financial plan by March 30th of each year. The purpose of this plan is to provide reasonable revenue and expenditure estimates that the City will experience in upcoming fiscal years ("FY"). This serves as a vital tool for the City as a way to see the long-term impact of its financial decisions while maintaining fiscal sustainability both now and in the future.

This Multi-Year Financial Plan shows the adopted budget for the current fiscal year (FY20), along with the projected budgets from FY21 through FY24. The projected budgets were created by using appropriate and conservative assumptions for revenues and expenses, including:

- 9% increase in the scheduled pension payment from FY21-FY24.
- 6.5% increase in projected health insurance costs.
- Adherence to the City's debt schedule, which includes funding for a new issuance of debt in FY21.



- 7.6% increase in Chapter 70 Aid, and a 2.8% increase for Unrestricted General Government Aid (“UGGA”), based on the Governor’s FY21 budget projection.
- 2.5% increase in property tax revenue.
- No use of one-time revenue resources / reserves.
- Departmental spending growth ranging up to 2%.
- Level-funded local receipts.

As demonstrated in this plan, Springfield’s operating costs are projected to outpace revenue during each of the next four fiscal years. Operational costs include legal and contractual obligations, employee salaries and benefits including our pension obligation, and citywide fixed expenses. With limited amounts in State Aid and property taxes, the City is unable to generate all of the revenue needed to fully support the operational costs desired. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits ranging from \$14.7M in FY21 and growing to \$48.6M in FY24.

A new challenge the City faces beginning in FY21 is the cost of recycling. For years, Springfield has not incurred a cost to dispose of recycled goods, only trash. This changed due to the institution of China’s National Sword Policy in 2018, which severely restricted its import market for recyclables. This left local governments and recycling processors scrambling to find new markets to sell these goods (previously, 70% of plastics collected for recycling in the U.S. were sold to China and repurposed by plastic manufacturers). As a result, the price of recyclable goods instantaneously plummeted, leaving processing companies unable to cover the cost of processing the recyclables and turn a profit. Because of this, these companies were forced to adjust their business model, meaning that processing costs that were once covered by the sale of recyclables have been shifted entirely onto local communities. As a result, Springfield is now required to pay for these services at a rate of nearly double what it costs for trash. We currently pay about \$75.00 per ton of trash, and initial estimates show a cost of nearly \$145.00 per ton for recycling. Based on annual recycling tonnage amounts, this represents a nearly \$1M expense the City must now incur.

While Springfield allocates all trash-related services to a separate Enterprise Fund, the added cost of recycling will directly impact our General Fund budget. Each fiscal year we are required to supplement the Enterprise Fund, due to a shortage in revenue collection that does not meet operational expenses. The current supplement of \$4.8M, which is allocated from the General Fund, will now increase due to the recycling expense. By pulling additional funds away from an already-limited pool of money, we will be forced to develop innovative solutions in order to balance our budget.

As illustrated in the preceding paragraphs, growing expenses and limited revenue sources force the City to make difficult budgetary decisions in order to maintain operations. It is important to note that over 80% of the City budget is non-discretionary, meaning that the costs are mandated by law or ordinance. This means that approximately 20% of the entire City budget must assume all of the reductions required to balance the budget. This forces the City’s administration to develop creative solutions in an effort to reduce costs in an effective and efficient manner.



Revenue Assumptions

The State Aid projections illustrated in this plan are based on Governor Baker's FY21 proposed budget, which was released on January 22, 2020.

Chapter 70

The City's largest source of revenue is State Aid from Chapter 70 funds, which is devoted exclusively to education. Created from the Education Reform Act of 1993, the Commonwealth determines every municipality's required local contribution. A municipality's local contribution, combined with its Chapter 70 Aid, equals the school district's net school spending requirement, which is the minimum the district must spend on education each fiscal year. The projection assumes a 7.6% increase in FY21 consistent with the Governor's budget and a 3% increase in the remaining years of the plan based on pupil estimates.

It is important to note that the increase for FY21, which equates to nearly \$28M, is much higher than years' past and is part of a statewide effort to provide a significant infusion of funding to Massachusetts public schools. Known as the "Student Opportunity Act", which the Governor signed into effect on November 26th, 2019, the State will invest an additional \$1.5B in public K-12 education over the next seven years. This will help to properly address important priorities such as education for low-income students, special education and English language learners, guidance/psychological services, and many others. The Springfield Public Schools are eager to utilize this funding in a continued effort to enhance the quality of education for each and every student. Notably, Springfield's schools have made major strides in recent years by strategically investing in district services. From 2012 to 2019, the drop out rate fell by more than 50%, reaching an all-time low.

Charter School Tuition Reimbursements

The Commonwealth has committed to providing assistance to municipalities whose resident students attend charter schools. Sending districts shall be reimbursed a portion of the costs associated with students attending charter schools; 100% of the tuition for the first year, and 25% for each of the next five years. The projection assumes a \$2.7M increase in Charter School reimbursements for FY21, based on the Governor's proposed budget. The remaining years of the projection assume an annual 25% decrease.

Unrestricted General Government Aid (UGGA)

Unrestricted General Government Aid is undedicated revenue provided by the State for municipal services. The Governor's budget includes an allocation of \$41.3M, an increase of 2.8%, with future years projected to grow by 2%. As mentioned earlier in this document, this revenue is directly passed through to the School Department to ensure Springfield meets its required local contribution, despite being "unrestricted" in how it can be spent.

Other State Aid

Listed below are the assumptions for the other State Aid categories Springfield receives:



- Veterans' Benefits - The City receives a 75% reimbursement on all eligible spending towards veterans' financial, medical and burial benefits. The projection assumes the Governor's FY21 budget recommendation for Veterans' Benefits.
- Tax Exemptions - Chapter 59 of Massachusetts General Laws sets a series of exemptions for Veterans and their surviving spouses, persons over 70 years old and legally blind persons. Those who meet the requirements as stated by Chapter 59 receive exemptions from their property taxes, ranging from \$175 to \$500. The State reimburses municipalities for these exemptions. The projection assumes the Governor's FY21 budget recommendation for tax exemptions.
- The State reimburses municipalities for a portion of the taxes lost on state-owned land. The projection assumes the Governor's FY21 budget recommendation for PILOT payments.

Property Taxes

The Commonwealth of Massachusetts is unique in that it limits property tax assessments levied by its municipalities. Under Proposition 2 ½, Springfield cannot tax higher than 2.5% of the total and full cash value of all taxable property. This is known as the levy ceiling. Under the statute, the maximum amount that a municipality can levy in property taxes each year is referred to as the levy limit. There are only three avenues through which the levy limit can be increased; a 2.5% increase over the prior year levy limit, new growth recognized in the tax base, or a voter override. The levy limit must always be below or the same as the levy ceiling.

A side effect of Proposition 2 ½ is that it severely limits the revenue a municipality can collect when property values decline. From FY09 to FY13, Springfield experienced over \$1B in declining property values, which drastically reduced our levy ceiling. Although estimates from the City's Board of Assessors have shown that property values continue to rise, the levy ceiling remains very low, which prohibits the City from fully capturing its levy capacity. Property values did not fully recover to FY08 levels until FY18. From FY12 through FY19, the City of Springfield lost over \$42.8M in property tax revenue due to these levy limitations. By not being able to capture this revenue, the City has been limited in its ability to enhance investments in current or new initiatives that may positively benefit our taxpayers.

Despite the lost revenue over the past eight years, Springfield has now broken away significantly from its levy ceiling, with \$1.9M in excess levy capacity. This is an extremely positive change and can be attributed to a healthy rise in property values, a sign of economic strength that hasn't been this prominent since prior to the recession more than a decade ago. It is through this strong growth in our values that we are able to fund new services and address any structural deficits without the need to make major service reductions. The administration is ever hopeful that this trend will continue and that no money is being left on the table due to circumstances beyond our control.

The United States is currently in its longest economic expansion of the modern era. When a recession does occur, it will likely have a negative impact on property values. Since Springfield remains close to its levy ceiling, this could once again cause the City's tax levy to fall, even as expenses continue to rise. With this in mind, the City has been proactive in building strong reserves during this expansion, so that it can weather the next economic downturn without being forced to make major service reductions.



Although some new growth is anticipated in FY21 and future years, this MYFP takes a conservative measure by not building it into the revenue projections. The City will continue to monitor this closely and, if appropriate, seek legislative solutions to help capture new growth revenue in future fiscal years.

Local Receipts

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

PILOT

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

Reserves

For the purposes of the initial forecast, it is assumed that no funding from one-time revenues (for example, reserves, or free cash) will be used. The City will be strategic when deciding to use reserves or one-time revenue to balance the budget and wants to avoid jeopardizing its bond rating. As the City prepares to sell debt for two major capital projects, the Brightwood-Lincoln and Homer-DeBerry collocated elementary schools, it must be highly cognizant of the message its actions send to ratings agencies and investors, as a downgrade in its bond rating could increase the debt service costs of financing these projects by millions of dollars.

Spending Assumptions

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

City Departments

The projection assumes a 2% increase for nearly all City Departments which encompasses cost of living increases for non-bargaining employees, settled collective bargaining contracts, and those currently being negotiated.

School Department

The School Department projection is based on a projected enrollment increase and the required funding rate per student, set out by the Commonwealth's calculation for "Net School Spending (NSS)". This is the



required amount of annual spending on schools that the Chapter 70 formula dictates, and is a combination of state aid for schools and the district’s required contribution.

The current projection assumes a 7.7% increase for FY21 and 3.5% thereafter, with approximately 90% of the School Department budget being offset by State Aid. The difference will be a direct cost to the City. In addition to the City’s contribution to meet NSS, it also is responsible for non-NSS costs such as transportation, leases and adult basic education (“ABE”), all of which must be funded through the City’s operating budget without any support from State Aid. Transportation costs alone are projected to increase more than 9% in FY21, and these costs are highly dependent on the amount and operation of local charter schools.

Debt Service

The City’s debt service projection uses the current debt schedule, which accounts for the City’s most recent sale of Bonds and Bond Anticipation Notes (“BANs”). The current schedule is designed to have the debt service number decline over the next several years. However, it is hoped that by maintaining a level debt service payment, the City can make strategic investments in its capital needs, as spelled out in the Capital Improvement Plan.

This projection also includes estimates of the debt service payments that will need to be paid on capital projects approved by the Mayor and City Council, such as investments needed to run the body-worn camera program, the redevelopment of the Court Square Hotel, multiple MSBA school repair and renovation projects, and the construction of four new elementary schools.

Health Insurance

The City of Springfield has annually saved millions of dollars by receiving its health insurance through the Group Insurance Commission (“GIC”). The GIC, which provides and administers health insurance for approximately 425,000 members throughout the Commonwealth, seeks to identify low cost plans that are affordable for not only for its members, but also the municipal agencies in which they work for. The City has seen a direct benefit from its collaboration with the GIC, recognizing nearly \$6.4M of combined savings from FY18-FY20 when compared to initial budgetary estimates (see table below).

Health Insurance Budgetary Detail - FY18-FY20			
Fiscal Year	Projected Cost	Adopted Budget	Variance (+/-)
FY18	\$ 25,761,110	\$ 25,383,533	\$ 377,576
FY19	\$ 27,591,901	\$ 24,147,257	\$ 3,444,644
FY20	\$ 26,248,068	\$ 23,707,094	\$ 2,540,974
Total	\$ 79,601,078	\$ 73,237,884	\$ 6,363,194

Despite the decrease in projected costs over the past three fiscal years, this financial forecast conservatively assumes an overall increase of 6.5% for health insurance expenditures from FY21 to FY24. This is a strategic effort to ensure that the City is accounting for a large increase in insurance rates, should this occur during any given year. Due to the large budgetary cost associated with our health insurance benefit, it is vital that we always seek a fiscally responsible solution in order to preserve our limited financial resources.



Retirement

The City's municipal pension remains one of the lowest funded in the Commonwealth, with a current funding ratio of 27.0% and an unfunded liability totaling \$883.2M. Poor market and economic conditions are contributing factors that led to Springfield's low pension fund. Pension funds rely heavily on growth of approximately 7.5% a year from investments; any return lower than this would have adverse effects on the unfunded liability amount. In 2008, the fund reported losing 28% of its value due to the stock market crash of that year. Although the market has since rebounded, limited revenue sources have made it challenging to contend with higher pension payments.

To address this issue, the City deliberately lowered its rate of return to reflect market rates and assumed an aggressive payment schedule with the goal to be fully funded by FY34, six years earlier than the state-mandated deadline. As part of this, the City increased its FY18 and FY19 pension appropriations by 14% and 15%, respectively. To further bolster our efforts towards addressing this liability, the City transferred in an additional \$2M from its Pension Stabilization Reserve Fund in October 2018, and \$1.1M in Free Cash in March 2019. This is a testament to the administration's commitment to developing creative solutions that will continue to reduce the liability and thus improve the City's overall financial position.

Looking ahead, the payment projections for the upcoming fiscal years shown on this plan are based on the City's most recent pension funding schedule, which was evaluated and finalized in 2018. Starting with FY20, payment increases equate to 9% over the previous year's amount, and will remain that way until the liability is fully funded in FY34. Developing this aggressive payment schedule certainly addresses the City's low pension problem; however, it also comes with concerning fiscal challenges.

The FY21 pension appropriation amounts to \$69.1M, which is divided amongst three separate entities; the City of Springfield, the Springfield Housing Authority, and the Springfield Water and Sewer Commission. Given that pension is currently the third largest expense in the City's operating budget, significant increases in annual payments will likely have an impact on City services if alternative revenue sources are not actualized. To avoid future risk, the City will continue to reassess its pension funding schedule every two years when the actuarial valuation is updated.

Conclusion

Based on these assumptions, it is clear that spending growth will continue to outpace revenue growth for the coming years, forcing the City to develop creative solutions. It is important to note that the revenue assumptions in this document are conservative and will be updated as more information becomes available concerning property values or other revenue opportunities. In future years, we look towards the spin off effect of all the City's economic development projects, as this will continue to grow our tax base and generate new growth, allowing the City more financial flexibility.

Despite the projected budget gaps in the coming fiscal years, the City has overcome similar deficits in the past. We have successfully balanced and maintained the City's annual operating budget by making strategic and compassionate decisions that align with the administration's top policy priorities. This approach will not change, and we will continue to make thoughtful, sustainable financial decisions that are in the best interest of the City's taxpayers.

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Appendices

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Appendix A

Glossary of Municipal Finance Terms^{*}

^{*} The terms contained in this glossary are all applicable to Massachusetts municipal finance, but may not necessarily appear in this document.

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Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Account Code: An expenditure classification based on the types or categories of spending, such as personnel services, employee benefits, purchase of services, supplies and materials, intergovernmental, other charges and expenses, capital outlay and debt service.

Accounting System: The total set of records and procedures, which are used to record and report information on the financial operations of an organization.

Accrual Basis of Accounting: Accounting transactions are recorded to a fiscal year when the underlying economic event takes place, and without regard for when the cash receipt or cash disbursement occurs. Revenues are recorded when the revenue-generating activities are performed, and expenses are recorded when goods or services are received. The City's solid waste program (trash pick up) is an example of this whereas other general funds are on a modified accrual basis of accounting.

Adequate Yearly Progress (AYP): As required by the federal No Child Left Behind Act (NCLB), all schools and districts are expected to meet or exceed specific student performance standards in ELA and Mathematics each year. AYP determinations are issued yearly based on the performance of all students and for student groups to monitor the interim progress toward attainment of grade-level proficiency by the 2013-2014 school year. Prior to 2003, AYP determinations were based on aggregate student performance.

Appropriated Fund Balance: The amount of fund balance estimated to be available from previous years and designated for use in the current year and/or ensuing years.

Appropriation: An authorization made which permits officials to incur obligations and to make expenditures of public funds. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation: The estimated value of real estate or other property by a government as a basis for levying taxes. The value may only be a fraction of the property's market value.

Assessed Value Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Assets: Property owned by the City, which has a monetary value and must be recorded.

Balanced Budget: A budget in which funding sources are equal to estimated expenditures.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, sewage treatment facilities and water distribution systems.

Bond Anticipation Notes (BANs): Short-term interest-bearing securities issued in anticipation of a long-

term issuance at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poor's, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A comprehensive financial plan of operation which allocates available revenues among competing expenditure requirements for a given time period.

Budget Calendar: The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

Budget Gap: The difference between total estimated revenue sources and the total requested budget amounts for any given fiscal year. The budget gap must be reduced to \$0 before the Mayor submits his recommended budget for City Council approval and adoption.

Budget Document: The official document prepared by the Mayor and Finance Department, which presents the proposed budget to the City Council.

Budget Message: An introductory statement of the proposed budget presented in narrative form. The budget message explains principal budget issues, provides a summary of the most important aspects of the budget, changes from the previous fiscal years, and the views and recommendations of the Mayor.

Budget Transfer: Modifications to the operating budget, which involve the transfer of appropriations within and between organizational units and accounts.

Budgetary Control: The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and estimated revenues.

Capital Assets: A fixed facility, object or asset costing more than \$25,000 with an estimated useful life of ten (10) years or more. Capital assets are also called fixed assets.

Capital Improvements: Physical assets, purchased or constructed, the acquisition of land, and improvements to land or buildings. Capital improvements typically involve buildings, water and sewage systems, roads, and recreational facilities.

Capital Outlay: Expenditures for land, equipment, vehicles, or machinery that results in the acquisition of or addition to fixed assets.

Cash Management: An effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized.

Carryover: If goods or services which have been encumbered in the year are not received by June 30th of that fiscal year, and the commitment is still valid, then the encumbrance remains open at year-end and is carried forward into the next fiscal year with an equal portion of the prior year's budget to cover the eventual pay out. (See also Encumbrance and prior year expenditures).

Cherry Sheet: Named for the cherry colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services.

Composite Performance Index (CPI): The Composite Performance Index (CPI) is a 100-point index that combines the scores of students who take standard MCAS tests (the Proficiency Index) with the scores of those who take the MCAS-Alternate Assessment (MCAS-Alt) (the MCAS-Alt Index) and is a measure of the extent to which students are progressing toward proficiency in ELA and Mathematics, respectively.

Contingency: A budgetary reserve set aside for unforeseen expenditures.

Debt Service: The payment of principal and interest on borrowed funds, according to a predetermined payment schedule.

Deficit: The excess of an entity's liabilities over its assets and/or the excess of expenses over revenues, during a specified accounting period.

Delinquent Taxes: Taxes that remain unpaid as of the close of business on the date due, after which a penalty for nonpayment is attached and interest begins to accrue.

Department: The highest organizational level for the provision and delivery of a specific governmental service or closely related services. A department may be composed of sub-departments, agencies, programs, etc.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. This represents the decrease in value of physical assets due to use and the passage of time.

Designated Fund Balance: A component of Fund Balance that indicates the portion of Fund Balance, that is segregated by City management for specified future purposes.

Disbursement: Payment for goods and services.

Employee Benefits: Employee benefits includes, but is not limited to, the City's appropriations for retirement, worker's compensation benefits, health, dental, and unemployment costs.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber

funds means to set aside or commit funds for future expenditures. They cease to be encumbrances and become expenditures when the goods/services have been received or rendered and payment is made.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures on full accrual accounting procedures.

Equalized Valuations (EQV): The determination of an estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs.

Equalization: An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the City. This annual increase or decrease is due to value changes rather than to new construction/growth.

Estimated Revenues: The amount of projected revenue to be collected during the current or ensuing fiscal year.

Expenses: Charges incurred for the operation of an organization, such as maintenance, interest, travel, mileage, equipment, rentals, utilities, professional services, contracts, and other charges.

Federal Emergency Management Agency (FEMA): FEMA is an agency of the United States Department of Homeland Security, initially created by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders. On 1 April 1979. The primary purpose of FEMA is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.

Federal Highway Administration (FHWA): The FHWA is a division of the United States Department of Transportation that specializes in highway transportation. The agency's major activities are grouped into two "programs," the Federal-aid Highway Program and the Federal Lands Highway Program. Its role had previously been performed by the Office of Road Inquiry, Office of Public Roads and the Bureau of Public Roads.

Fiscal Restraint: The practice of restraining growth in expenditures and disbursements to stay within revenue forecasts.

Fiscal Year (FY): A twelve-month period designated as the operations year for an organization, also called the budget year. For the City, the fiscal year is July 1 to June 30. The fiscal year for the State of Massachusetts is the same. The Federal fiscal year is October 1 to September 30.

Fixed Assets: Property of high value and long-term character such as land, buildings, machinery and other equipment.

Foundation Budget: The Commonwealth's calculation of an "adequate" spending level for a district.

Free Cash: Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent budget amounts. Free cash is not available or appropriation until certified by the Director of Accounts.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations, typically used in reference to bonds.

Full Valuation: The term used to indicate a property appraisal at 100% of market value at a specified point in time.

Full Value Tax Rate: The amount of property tax levy for each \$1,000 of full valuation on all properties, to arrive at a desired total tax collection.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Accounting: Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance: The difference of a fund's total assets versus its total liabilities. A negative fund balance, sometimes called a fund deficit, occurs when liabilities exceed assets. When assets exceed liabilities it is called a surplus. There are three subcomponents of fund balance: reserve; designated; and undesignated fund balances.

Gain Target: As shown on data reports generated by the School Department, the Gain Target figure shows the amount of improvement—as measured in CPI points—a school, district, or student group is expected to make from 2009 to 2010. Gain targets are calculated by subtracting the baseline CPI from 100 (the year 2014 performance target for all Massachusetts schools and districts), and dividing the difference by the number of remaining years, including the current year, until the year 2014. For 2010, that number is five. Gain targets are set separately for ELA and Mathematics.

Generally Accepted Accounting Principles (GAAP): A uniform set of reporting standards derived by certain authoritative bodies, principally the Governmental Accounting Standards Board, with the intended purpose of fairly presenting the results of an organization's financial activities. The City of Springfield prepares and reports its financial statements in accordance with GAAP.

General Fund: The largest fund within the City, which accounts for most of the City's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for most of the basic operating services, such as public safety, health and human services, finance, data processing, parks and recreation, and public works.

General Obligation Bonds (GOBs): Bonds for which a government pledges its full faith and credit to ensure repayment. The term GOB is used to refer to bonds, which are to be repaid from taxes and other general revenues.

Government Finance Officers Association (GFOA): The GFOA is a professional organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Graduation Rate: All Massachusetts public high schools and districts at the grade 9-12 grade span must meet or exceed the State's graduation rate standard for all reportable student groups in order to make AYP. The graduation rate is one of two criteria (the other being the fulfillment of local requirements) required by the Department as a condition for high school graduation.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another. Generally the largest contributions made to local governments are from the state and federal governments. Grants are usually made for specified purposes.

Interest: The price paid for the use of money, or the return on investment obtained from investing money.

Liability: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.

Line-Item Budget: A budget that lists each expenditure category (personal services, purchase of services, supplies and materials, etc.) and revenue category (state aid, departmental revenue, etc.) separately, along with the dollar amount budgeted for each specified category.

Local Receipts: Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

Long Term Debt: Debt with a maturity date of more than one year after the date of issuance.

Management Initiatives: Changes to internal business practices undertaken by City Managers to improve efficiency, productivity, and customer satisfaction.

Mandate: Any responsibility, action or procedure that is imposed by one sphere of government on another through legislative, executive, or judicial action as a direct order, and/or that is required as a condition for reimbursement of expenditures.

Massachusetts Comprehensive Assessment System (MCAS): The Massachusetts Comprehensive Assessment System (MCAS) is the Commonwealth's student academic assessment program. 2009 school and district AYP findings were based on the results of MCAS tests administered in grades 3-8 and 10 in ELA and Mathematics.

MCAS-Alternate Assessment (MCAS-Alt): While the majority of students with disabilities take standard paper and pencil MCAS tests, either with or without accommodations, the MCAS-Alt is used to assess the attainment of students who, by reason of severe and complex disabilities, are not able to

participate in the standard MCAS testing program. According to federal rules, up to one percent of the student population assessed using the MCAS-Alt may be included in AYP determinations using the MCAS-Alt Index. The MCAS-Alt is a portfolio review of student work and other student data, designed to measure knowledge of the key concepts and skills outlined in the learning standards of the Massachusetts Curriculum Frameworks. The portfolio consists of a structured collection of products, compiled throughout the school year, that document the student's performance of skills and understanding based on the Curriculum Framework in the content area being assessed.

MCAS-Alt Index: The MCAS-Alt Index is a measure of the distribution of student performance among students with significant cognitive impairments (up to 1% of all students assessed statewide) who demonstrate performance equivalent to each of the five MCAS Alternate Assessment performance levels (*Progressing, Emerging, Awareness, Portfolio Incomplete, Portfolio not Submitted*). The number of students at each MCAS-Alt performance level is multiplied by the number of MCAS-Alt Index points associated with each and divided by the total number of students. The result is a number between 0-100, called the MCAS-Alt Index.

Massachusetts Emergency Management Agency (MEMA): MEMA is a Commonwealth of Massachusetts agency that coordinates Federal, State, local and private resources throughout the Commonwealth during times of disasters and emergencies.

Maturity Date: The date at which full and/or final payment of principal and interest is due on debt obligations.

Mission Statement: A mission statement is a broad, philosophical statement of the purpose of an agency, specifying the fundamental reasons for its existence. A mission statement is a written statement of purpose that can be used to initiate, evaluate, and refine business activities.

Modified Accrual Basis of Accounting: The modified accrual basis is used for all funds except for the proprietary funds. Accounting transactions for revenue are recognized when they become susceptible to accrual, that is when they become both measurable and available to finance expenditures of the current period. "Available" means collectible in current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred.

Municipal Bond: Bond issued by a state, local or government authority in the U.S. The interest is exempt from U.S. Federal taxation and usually from state taxation within the state of issue.

MUNIS: MUNIS is the financial software of record used by the City of Springfield.

Natural Resources Conservation Service (NRCS): The NRCS was formerly known as the Soil Conservation Service (SCS), and is an agency of the United States Department of Agriculture (USDA) that provides technical assistance to farmers and other private landowners and managers.

No Child Left Behind (NCLB): Signed into law by President George W. Bush on January 8, 2002, NCLB is the principal federal law affecting public education from kindergarten through high school. NCLB is built on four pillars: expanded local control and flexibility; doing what works based on scientific research; accountability for results; and more options for parents. The goal of NCLB is for all students to reach grade level proficiency in ELA and Mathematics by the 2013-2014 school year.

Non-Discretionary: Funds appropriated and expended to pay for utilities and/or utility type expenditures. Common descriptions associated with these types of expenditures are, heat, light, and electric. Other types of expenditures may be controlled at this level such as the fuel for the school buses.

Operating Budget: The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains all appropriations and revenues necessary to operate the government.

Other than Personal Services (OTPS): This acronym is a catch-all used by Springfield City personnel when discussing a certain group of operating expenditure categories. OTPS includes Purchase of Services, Supplies and Materials, Intergovernmental Charges, and Other Charges & Expenditures. Additional detail on these expenditure classifications can be found in Appendix B.

Outcome: Measurable or tangible consequences associated with a program service, e.g., reduction in fire deaths or percent of juveniles not reconvicted within 12 months.

Output: Quantity or number of units produced. Outputs are activity-oriented, measurable and usually under managerial control.

Participation: A required component of AYP calculations, the Participation figure shows the number of students who participated in MCAS/MCAS-Alt tests (# assessed) divided by the number of students enrolled (# enrolled) on the date MCAS tests are administered, including LEP students enrolled in U.S. schools for the first time. As a matter of federal law, the minimum participation rate required to make AYP is 95%.

Performance Level: Student results on MCAS and MCAS-Alt tests are assigned one of four performance levels:

MCAS performance levels in grades 4-8 and 10 – *Advanced, Proficient, Needs Improvement, or Warning/Failing.*

For grade 3 only, a fourth performance level is *Above Proficient.*

MCAS-Alt performance levels (called *alternate achievement standards*) provide information that allows meaningful interpretation of student achievement and the progress these students have made in learning the academic skills and content addressed by all students at that grade

level, even though the skills and content have been addressed well below the grade-level expectations of their peers – *Progressing, Emerging, Awareness, or Portfolio Not Submitted*.

Post Employment Benefits: These include health benefits provided to retirees and are normally recorded when incurred. However, there are long-term, future costs associated with these benefits that accrue during the period that the employees actually are rendering their services to the City. That liability is required to be actuarially determined and recognized for financial reporting purposes.

Premium Compensation: Additional premiums paid to eligible City employees for working under specific conditions.

Principal: The par value or face value of a bond, note, or other fixed amount security, not including accrued interest.

Property Tax: Citywide taxes levied on all real property according to the property's valuation and tax rate.

Pupil Enrollment: For any budget year, the number of pupils enrolled.

Request for Proposals (RFP): A document used by the City to request offers when competitive sealed bidding for the purchase of goods or services is not practical or advantageous. An RFP is generally used when precise specifications cannot be developed or are not appropriate and price is only one of several evaluation factors to be weighed by the City in awarding the bid.

Reserve: An account used to indicate that a portion of an operating fund's "fund balance" is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Reserved Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that cannot be appropriated because of legal restrictions (e.g., encumbrance from prior year budget for contracts to be completed).

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments (state aid), fines, forfeitures, grants and interest income.

Revenue Forecast: A projection of future City revenue collections.

Revolving Fund: An accounting mechanism that allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund.

Tax Base: The aggregate value of taxed items. The base of the City's real property tax is the market value of all real estate in the City.

Tax Levy: The total amount to be raised by property taxes for the purpose stated in the City's financial plan for various funds.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

Tax Roll: The certified list of assessed/taxable values prepared by the Assessor and presented to the taxing authority each year.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

Undesignated Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that is neither legally restricted (e.g. encumbered) or specifically segregated for future purposes (e.g. designated).

User Fees: The direct payment of a fee for receipt of a public service by the party benefiting from the service. An example would be payment for use of a park swimming pool.

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Appendix B
Expense Code Classifications

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Expenditure accounts are distinguished from other accounts by use of an account code beginning with a "5." These account codes have been defined by Massachusetts Department of Revenue (DOR) by the Uniform Massachusetts Accounting System (UMAS) most recently updated in August 2007 and is applicable to all political subdivisions in the Commonwealth.

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

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

A further breakdown of these object codes into a more detailed classification of expenditures by object code is used for budget and accounting purposes in the City.

5000 - Personal Services

Personal Services consists of cost of salaries, wages and related employment benefits. This includes, but is not limited to, regular wages, overtime, part-time and temporary staff pay, shift differential, merit pay, educational pay, and holiday pay. An employee is defined as a person working for another person or a business firm for pay. Persons not meeting the requirements of this definition who are paid for performing services for the City are considered contractors and are paid under the category of Purchase of Services (code 5200).

5100 - Fringe Benefits

Fringe benefits fall into three main categories: benefits paid directly to employees, benefits paid on behalf of employees, and other personal services.

Fringe benefits paid to employees include vacation pay, sick leave, maternity leave, standard holiday pay, court leave, educational leave, military leave, time paid for official union activities, and bereavement leave.

Fringe benefits paid on behalf of employees consist of the City's matching share of Medicare and Social Security as well as Health insurance policies.

Other Personal Service benefits paid by the City may include tuition reimbursement, career incentive payments, in-service training, uniform or clothing allowance, unused sick-leave buyback or other stipends determined by the City.

5200 & 5300 - Purchase of Services

Generally used to code the cost of purchased professional services; specifically for services, which require professional methods or are specialized in nature, that are not rendered by City personnel. Examples include: medical, psychological, veterinary and laboratory services; legal, expert testimony and court stenographic services; architectural, engineering and appraisal services; computer software

PURCHASE OF SERVICES		
ENERGY		Proper Use:
521010 Oil Heat	Energy Services received from public or private utility companies.
521015 Electricity	
521020 Natural Gas	For Facility Management/School Business Office Use Only.
521030 Water/Sewer	
REPAIRS AND MAINTENANCE		Proper Use:
524010 Rep & Maint - Vehicles	Repair and energy services not provided directly by municipal personnel. This includes contracts and agreements covering the upkeep of buildings and equipment.
524015 Rep & Maint - Equipment	
524020 Rep & Maint - Office Equipment	
524030 Rep & Maint - Buildings	
524035 Rep & Maint - Operating Cost	
524040 Rep & Maint - Software	Examples Building & grounds, recreational facilities, communication lines, HVAC equipment, machine tools, computer equipment, office furnishings.
524045 Rep & Maint - Computer Hardware	
524050 Rep & Maint - Telephones	
524060 Rep & Maint - Parking Meters	
524070 Rep & Maint - Signs	
RENTAL AND LEASE		Proper Use:
527010 Rental - Building	Renting or leasing land, buildings, equipment, and vehicles.
527020 Rental - Equipment	
527030 Rental - Office Equipment	Examples Data processing equipment, photocopiers, recreational facilities, communication equipment, HVAC equipment.
527040 Rental - Vehicles	
527050 Rental - Storage	
OTHER PROPERTY SERVICES		Proper Use:
529100 Waste Removal Services	Property related services.
529200 Demolition Services	Examples Custodial service contracts, snow removal contracts, solid waste disposal contracts.
529300 Landscaping Services	
529400 Snow Removal Services	
PROFESSIONAL SERVICES		Proper Use:
530105 Professional Services	Services which by their nature can be performed by persons of firms with specialized skills and knowledge.
530130 Program Evaluation	
530140 Translation Services	
530150 Consultant/Student Instruction	Examples Food service management, management consultant, student testing, accounting/audit architectural/engineering, legal, tutoring, labor relations.
530180 Supplemental Tutoring Services	
530600 Engineer & Architectural, Surveys	
530900 Legal Services	

development and maintenance services (not inclusive of pre-programmed software); interpretive services (bilingual and hearing impaired); nursing, counseling, teaching, actuarial and other expert,

OTHER PURCHASED SERVICES		Proper Use:
531010 Alarm/Guard Services	Services which by their nature can be performed by persons of firms with specialized skills and knowledge. While a product may or may not result from the transaction, the primary reason for purchase is the service provided. Examples: Professional development, reimbursement to educational agencies for instructional services to students, medical and dental services, any service temporary in nature, safety testing, testing and monitoring services, environmental study.
531020 Seminars/Education/Training/Workshop	
531030 Tuition	
531040 Dues and Memberships	
531050 Moving Services	
531060 Exhibitions/Admissions	
531070 Exterminations	
531080 Physical Therapy	
531100 Medical & Dental	
531200 Printing/Binding	
531300 Debris Removal	
531500 Test/Inspections	
531710 Hired Equipment	
531730 Temporary Services	
531740 Insurance Premiums	
SCHOOL TRANSPORTATION		
533100 Contract Carrier	Transporting children to/from school and school activities. Examples: Instructional field trips, SPED transportation, school year and summer transportation services, various school athletic event and alternative school transportation.
533200 Special Education	
533300 Athletics	
533400 Instruction	
533500 Other (Tokens)	
COMMUNICATIONS		Proper Use:
534050 Data Communication Services	Transmitting messages or information through all means. Examples: Postage, newspaper advertising, telephone and wireless phone services, delivery services, internet use, and e-rate services.
534100 Postage and Delivery	
534200 Telephone	
534300 Advertising	
534400 Audio/Video	
RECREATION		Proper Use:
535100 Officials/Referees	Recreation activities. Examples: Entertainers, lecturers, films, museum or event admission fees, athletic event official fees, and museum or event admission fees.
535200 Special Events	
535300 Recreation Playground	
535400 Pool Cleaning	

5400 - Supplies and Materials

A supply item is any article or material, which meets at least one of the following conditions:

It is consumed in use;

It loses its original shape or appearance with use;

It is expendable; that is, if the article is damaged or some of its parts are lost or worn out, and is usually better to replace it with an entirely new unit rather than repair it;

It is an inexpensive item whose small unit cost (less than \$5,000) makes it inadvisable to capitalize the item; it loses its identity by incorporation into a different or more complex item.

SUPPLIES AND MATERIALS		
ENERGY SUPPLIES		Proper Use:
541100 Energy Supplies	Expendable supplies purchased to provide energy.

OFFICE SUPPLIES		Proper Use:
542010	Office Supplies	Expendable supplies/materials used in offices.
542300 Software	Expendable supplies/materials used in offices. Examples: Toner, print cartridges, stationery, paper, pens, forms, pencils, paper clips, software, and software licenses.
BUILDING SUPPLIES		Proper Use:
543100 Mechanical/Engineer Supplies	Supplies to repair or maintain buildings owned by a municipality.
543200 Electrical Supplies	
543500 Hardware Supplies	Examples: HVAC items, plumbing, hand/power tools, floor/wall/window coverings, electrical, paint, glass, doors, and ballasts.
543600 Lumber/Wood Supplies	
543700 Paint/Materials Supplies	
544000 Roofing Supplies	
544100 Flooring Supplies	
544200 Ceiling Supplies	
544300 HVAC Supplies	
544600 Glass Supplies	
544900 Preventative Maintenance Supplies	
CUSTODIAL AND HOUSEKEEPING		Proper Use:
545100 Custodial & Housekeeping Supplies	Expendable supplies related to custodial and house-keeping functions. Examples: Cleaning supplies, brooms, rags, and mops.
GROUNDKEEPING/LANDSCAPING SUPPLIES		Proper Use:
546100 Fertilizer	Expendable supplies related to groundskeeping functions.
546200 Pesticides & Herbicides	Examples: Rakes, hoes, and other tools, paint for grounds, loam, grass seed, lime, soil/sod, fertilizers, trees/shrubs, track cinders, pesticides and herbicides.
546300 Seed	
546400 Trees	
RECREATION SUPPLIES		Proper Use:
547200 Recreation Supplies	Expendable supplies related to recreation functions. Examples: Tents, summer program supplies, lifeguard chairs, plaques, trophies, and medals.
VEHICLE SUPPLIES		Proper Use:
548100 Vehicle Supplies/Parts/Accessories	Expendable supplies utilized for maintenance purposes in municipally owned motor vehicles.
548400 Gasoline and Diesel	Examples: Gasoline, anti-freeze, batteries, tires/tubes, motor oil/lubricants, parts and accessories.
FOOD SERVICE SUPPLIES		Proper Use:
549100 Food	Expendable supplies used for food service purposes.
549300 Paper Goods	Examples: Perishables/non-perishables, serving utensils.
MEDICAL SUPPLIES		Proper Use:
550300 Pharmaceutical Drugs	Expendable supplies and materials used for surgical or medical purposes.
550500 Therapy Supplies	
550600 Disposable Supplies	Examples: First aid kits, chemical/solutions, sutures, instruments, isotopes, veterinary, cold packs, etc.
550700 Nursing Materials	
EDUCATION SUPPLIES		Proper Use:
551200 Textbooks	Expendable supplies and materials used for educational purposes.
551300 Library Materials	
551400 Subscriptions	Examples: Test materials, teaching aids, workbooks, textbooks, kindergarten supplies, athletic equipment, books and processing, plan books/registers, maps/charts,
551600 Classroom	
551700 Other Supplies	

551800	Athletic Supplies	special education supplies, encyclopedias, audio-visual supplies, and magazine subscriptions.
551900	Testing Materials	
PUBLIC WORKS SUPPLIES			Proper Use:
553200	Mixes	Expendable supplies and materials used for public works operational purposes.
553800	Salt	
OTHER SUPPLIES			Proper Use:
558100	Crime Prevention Supplies	Expendable supplies utilized for purposes not classified elsewhere.
558105	Weapons and Ammunition	
558110	K9 Supplies	Examples: Firefighting, crime prevention, uniforms/other clothing, training guns, ear/eye protection.
558200	Uniform, Clothing	
558400	Safety Items Supplies	
558600	Photo Lab Supplies	

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: Amounts paid to entities other than federal, state, or county, for municipal services, provided by others
566600	Charter School Assessment	
569200	Intergov. - Lic, Fees, Permits	Proper Use:
569300	Employer Match - Medicare Tax - EMP MED	Expenses for intergovernmental functions not classified elsewhere.
569500	Petty Cash	
569800	Federal - Other	
569900	State - Other	

5700 – Other Charges & Expenditures

The 5700 series should be used whenever a charge does not qualify for any of the previously mentioned expenditure categories. In-state and out-of-state travel, dues and memberships, property, liability and fidelity insurance, expenditures for court judgments against the City, and veterans'

OTHER CHARGES AND EXPENSES			
TRAVEL			Proper Use:
571100	In State Travel	Transportation, meals, hotel, and other travel expenses incurred within the Commonwealth.
572100	Out of State Travel	Transportation, meals, hotel, and other travel expenses incurred outside the Commonwealth.

JUDGMENTS		Proper Use:
576100 Damages	Expenditures from current funds for court judgments against the local unit.
576400 Settlement Claims	
VETERANS SERVICES		Proper Use:
577100 Benefits	Payments for veterans benefits as provided by law.
577200 Funerals	For Veterans Office Use Only.
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	
OTHER UNCLASSIFIED ITEMS		Proper Use:
578200 Reserve for Contingency	Expenditures for items not classified elsewhere.
578300 Salary & Position Adjustments	
578700 Indirect Costs	
579000 Flow Through - LEA	

5800 - Capital Outlay

These codes should be used whenever possible to monitor expenditures for eventual capitalization of fixed asset acquisitions. Capital Outlay expenditures fall into the following categories:

Land - Expenditures for the acquisition of land, air rights, water rights, and mineral rights.

Buildings - Expenditures for the direct purchase of or major capital improvements to existing buildings. Capitalized lease obligations for buildings would be charged here as would new construction performed by a contracted vendor.

Site Improvements - Expenditures for major capital improvement of sites and adjacent ways after acquisition.

Additional Equipment - Expenditures for equipment, which increases the number of items of equipment available (e.g., a local government's first police car or a sixth car to expand a fleet of

CAPITAL OUTLAY		
CAPITAL OUTLAY		Proper Use:
580100 Land	Payments for capital outlay acquisitions.
580200 Building	
580400 Building Improvements	
580500 Furniture & Fixtures	
580600 Machinery & Equipment	
580700 Vehicles	
580800 Infrastructure	
580900 Computer Hardware	
581500 Vehicles - Leases	

582000	Lease - Other	
584000	Site Improvement	
589000	Depreciation	

5900 – Debt Service

Debt Service is defined as the repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue. The three components of debt service are as follows:

Maturing Principal on Long-Term Debt - Disbursements to repay the principal portion of long-term debt;

Interest on Long-Term Debt - Disbursements to pay the interest owed on long-term debt.

Interest on Notes - Disbursements to pay the interest owed on notes and other short-term borrowings.

DEBT SERVICE			
DEBT SERVICE			Proper Use:
591000	Long Term Debt - Principal	Disbursements to repay the principal portion or interest owed on long-term debt.
591200	Long Term Debt - Interest	
591400	QSCB Sinking Fund Acct	
592100	LTD Interest Non State Qualified	
595000	Temporary Loans/Principal	
595050	Temporary Loans/Interest	
595100	Cost of Issuance	

**CITY OF SPRINGFIELD
EXPENDITURE OBJECT CODES**

PERSONAL SERVICES	530140 Translation Services	544900 Preventative Maintenance Supplies	JUDGEMENTS
SALARIES & WAGES	530150 Consultant/Student Instruction	CUSTODIAL & HOUSEKEEPING	576100 Damages
501000 Salaries & Wages	530180 Supplemental Tutoring Services	545100 Custodial & Housekeeping Supplies	576400 Settlement Claims
501199 Salaries & Wages -Quinn Bill/Educ Inc.	530600 Engineer & Architectural, Surveys	LANDSCAPING SUPPLIES	VETERANS SERVICES
502000 Board Members Salaries & Wages	530900 Legal Services	546100 Fertilizer	577100 Benefits
503000 Temporary Salaries & Wages	OTHER PURCHASED SERVICES	546200 Pesticides & Herbicides	577200 Funerals
504000 Summer Help	531010 Alarm/Guard Services	546300 Seed	577300 Sold/Sailors Graves
505000 Holiday Pay	531020 Seminars/Education/Training/Workshop	546400 Trees	577400 Patriotic Functions
506000 Overtime	531030 Tuition	RECREATION SUPPLIES	577500 Vets - Ordinary Benefits
506050 Court Time	531040 Dues and Memberships	547200 Recreation Supplies	577510 Vets - Fuel
507000 Bonus	531050 Moving Services	VEHICLE SUPPLIES	577520 Vets - Nursing Home
507500 Allowances - Clothes, Tools etc	531060 Exhibitions/A dmmissions	548100 Vehicle Supplies/Parts/A ccessories	577530 Vets - Doctor Bills
508000 Shift Differential	531070 Exterminations	548400 Gasoline and Diesel	577540 Vets - Medication Drugs
509000 A Additional Pay	531080 Physical Therapy	FOOD SERVICE SUPPLIES	577550 Vets - Hospital
509010 A Additional Pay - Class Coverage	531100 Medical & Dental	549100 Food	577570 Veterans Benefits
509900 Imputed Income	531200 Printing/Binding	549300 Paper Goods	OTHERWISE UNCLASSIFIED
509950 Lost Time	531500 Test/Inspections	MEDICAL SUPPLIES	578200 Reserve for Contingency
509999 Payroll Suspense School	531710 Hired Equipment	550300 Pharmaceutical Drugs	578300 Salary & Position Adjustment
BENEFITS	531730 Temporary Services	550600 Disposable Supplies	578700 Indirect Costs
517010 Health/Life Insurance	531740 Insurance Premiums	550700 Nursing Materials	579000 Flow-Through-LEA
517020 Retirement	SCHOOL TRANSPORTATION	EDUCATION SUPPLIES	CAPITAL OUTLAY
517021 Non-Contributory	533100 Contract Carrier	551200 Textbooks	580100 Land
517030 Unemployment	533200 Special Education	551300 Library Materials	580200 Building
517040 Workers' Compension - Indemity	533300 Athletics	551400 Subscriptions	580400 Building Improvements
517050 Workers' Compension - Medical	533400 Instruction	551600 Classroom	580500 Furniture & Fixtures
PURCHASE OF SERVICES	533500 Other (Tokens)	551700 Other Supplies	580600 Machinery & Equipment
ENERGY	COMMUNICATIONS	551800 Athletic Supplies	580700 Vehicles
521010 Oil Heat	534050 Data Communication Services	551900 Testing Materials	580800 Infrastructure
521015 Electricity	534100 Postage and Delivery	PUBLIC WORKS SUPPLIES	580900 Computer Hardware
521020 Natural Gas	534200 Telephone	553200 Mixes	584000 Ste Improvement
521030 Water/Sewer	534300 Advertising	553800 Salt	589000 Depreciation
REPAIRS AND MAINTENANCE	534400 Audio/Video	OTHER SUPPLIES	DEBT SERVICE
524010 Rep & Maint - Vehicles	RECREATION	558100 Crime Prevention Supplies	591000 Long Term Debt - Principal
524015 Rep & Maint - Equipment	535100 Officials/Referees	558200 Uniform, Clothing	591200 Long Term Debt - Interest
524020 Rep & Maint - Office Equipment	535200 Special Events	558400 Safety Items Supplies	595000 Temporary Loans/Principal
524030 Rep & Maint - Buildings	535300 Recreation Playground	558600 Photo Lab Supplies	595050 Temporary Loans/Interest
524040 Rep & Maint - Software	535400 Pool Cleaning	INTERGOVERNMENTAL CHARGES	595100 Cost of Issuance
524045 Rep & Maint - Computer Hardware	SUPPLIES AND MATERIALS	CHERRY SHEET ASSESSMENTS	599999 Prior Year Expenditures
524050 Rep & Maint - Telephones	ENERGY SUPPLIES	563000 RMV Non-Renewal Surcharge	
524060 Rep & Maint - Parking Meters	541100 Energy Supplies	563100 Special Education	
524070 Rep & Maint - Signs	OFFICE SUPPLIES	563900 Mosquito Control	
RENTAL AND LEASE	542010 Office Supplies	564000 Air Pollution District	
527010 Rental - Building	542300 Software	564100 Planning Council	
527020 Rental - Equipment	BUILDING SUPPLIES	566300 Regional Transit - PVTA	
527030 Rental - Office Equipment	543100 Mechanical/Engineer Supplies	566500 School Choice Assessment	
527040 Rental - Vehicles	543200 Electrical Supplies	566600 Charter School Assessment	
527050 Rental - Storage	543500 Hardware Supplies	569200 Intergov. - Lic, Fees, Permits	
OTHER PROPERTY SERVICES	543600 Lumber/Wood Supplies	569300 Employer Match - Medicare Tax	
529100 Waste Removal Services	543700 Paint/Materials Supplies	569900 State - Other	
529200 Demolition Services	544000 Roofing Supplies	OTHER CHARGES & EXPENSES	
529300 Landscaping Services	544100 Flooring Supplies	TRAVEL	
529400 Snow Removal Services	544200 Ceiling Supplies	571100 In State Travel	
PROFESSIONAL SERVICES	544300 HVAC Supplies	572100 Out of State Travel	
530105 Professional Services	544600 Glass Supplies		

Appendix C
Property Taxes
Collection and Levy Data

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Percentage Share of City's Assessed Valuation and Levy Share of Taxable Property

FY	Residential Value	% of Value	Tax Rate	Tax Levy	% of Levy
2008	6,036,956,400	77.33%	\$ 16.03	\$ 96,772,411	63.05%
2009	5,484,722,870	75.74%	\$ 17.89	\$ 98,121,692	60.17%
2010	5,252,153,800	75.09%	\$ 19.50	\$ 102,416,999	59.96%
2011	5,155,722,500	75.27%	\$ 19.49	\$ 100,485,032	60.36%
2012	5,038,856,200	74.36%	\$ 19.83	\$ 99,920,518	58.99%
2013	4,858,355,700	72.55%	\$ 19.71	\$ 95,758,191	57.20%
2014	5,025,199,000	72.64%	\$ 19.71	\$ 99,046,672	57.27%
2015	5,079,607,100	72.10%	\$ 19.67	\$ 99,915,872	56.73%
2016	5,225,634,600	71.82%	\$ 19.66	\$ 102,735,976	56.48%
2017	5,553,040,400	72.51%	\$ 19.66	\$ 109,172,774	57.04%
2018	5,780,377,200	72.86%	\$ 19.68	\$ 113,757,823	57.36%
2019	5,987,324,700	72.90%	\$ 19.68	\$ 117,830,550	57.40%
2020	6,402,194,493	73.33%	\$ 19.53	\$ 125,034,858	57.79%

FY	Commercial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2008	1,079,322,350	13.82%	\$ 32.04	\$ 34,581,488	22.53%
2009	1,072,958,950	14.82%	\$ 36.98	\$ 39,678,022	24.33%
2010	1,052,016,750	15.04%	\$ 39.25	\$ 41,291,657	24.17%
2011	1,045,580,000	15.27%	\$ 38.97	\$ 40,746,253	24.47%
2012	1,009,971,300	14.91%	\$ 39.99	\$ 40,388,752	23.84%
2013	1,047,246,800	15.64%	\$ 38.98	\$ 40,821,680	24.39%
2014	1,064,979,700	15.39%	\$ 39.04	\$ 41,576,807	24.04%
2015	1,156,136,600	16.41%	\$ 38.77	\$ 44,823,416	25.45%
2016	1,200,394,800	16.50%	\$ 38.60	\$ 46,335,239	25.47%
2017	1,210,558,400	15.81%	\$ 39.07	\$ 47,296,517	24.71%
2018	1,206,763,700	15.21%	\$ 39.28	\$ 47,401,678	23.90%
2019	1,250,878,800	15.23%	\$ 39.30	\$ 49,159,537	23.95%
2020	1,293,996,307	14.82%	\$ 39.23	\$ 50,763,475	23.46%

FY	Industrial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2008	246,327,200	3.16%	\$ 32.04	\$ 7,892,323	5.14%
2009	242,991,100	3.36%	\$ 36.98	\$ 8,985,811	5.51%
2010	229,288,700	3.28%	\$ 39.25	\$ 8,999,581	5.27%
2011	184,851,100	2.70%	\$ 38.97	\$ 7,203,647	4.33%
2012	166,822,500	2.46%	\$ 39.99	\$ 6,671,232	3.94%
2013	159,725,600	2.39%	\$ 38.98	\$ 6,226,104	3.72%
2014	162,566,500	2.35%	\$ 39.04	\$ 6,346,596	3.67%
2015	168,230,700	2.39%	\$ 38.77	\$ 6,522,304	3.70%
2016	171,773,800	2.36%	\$ 38.60	\$ 6,630,469	3.65%
2017	174,399,800	2.28%	\$ 39.07	\$ 6,813,800	3.56%
2018	215,259,800	2.71%	\$ 39.28	\$ 8,455,405	4.26%
2019	232,031,300	2.83%	\$ 39.30	\$ 9,118,830	4.44%
2020	242,375,100	2.78%	\$ 39.23	\$ 9,508,375	4.39%

FY	Personal Prop. Value	% of Value	Tax Rate	Tax Levy	% of Levy
2008	444,536,550	5.69%	\$ 32.04	\$ 14,242,951	9.28%
2009	440,601,660	6.08%	\$ 36.98	\$ 16,293,449	9.99%
2010	461,359,650	6.60%	\$ 39.25	\$ 18,108,366	10.60%
2011	463,175,130	6.76%	\$ 38.97	\$ 18,049,935	10.84%
2012	560,357,950	8.27%	\$ 39.99	\$ 22,408,714	13.23%
2013	631,025,200	9.42%	\$ 38.98	\$ 24,597,362	14.69%
2014	665,647,970	9.62%	\$ 39.04	\$ 25,986,897	15.03%
2015	640,954,110	9.10%	\$ 38.77	\$ 24,849,791	14.11%
2016	678,618,930	9.33%	\$ 38.60	\$ 26,194,691	14.40%
2017	719,957,490	9.40%	\$ 39.07	\$ 28,128,739	14.70%
2018	730,855,150	9.21%	\$ 39.28	\$ 28,707,990	14.48%
2019	742,412,040	9.04%	\$ 39.30	\$ 29,176,793	14.21%
2020	791,535,670	9.07%	\$ 39.23	\$ 31,051,944	14.35%

FY	Total Value	% of Value	Tax Levy	% of Levy
2008	7,807,142,500	100.00%	\$ 153,489,174	100.00%
2009	7,241,274,580	100.00%	\$ 163,078,974	100.00%
2010	6,994,818,900	100.00%	\$ 170,816,604	100.00%
2011	6,849,328,730	100.00%	\$ 166,484,866	100.00%
2012	6,776,007,950	100.00%	\$ 169,389,217	100.00%
2013	6,696,353,300	100.00%	\$ 167,403,337	100.00%
2014	6,918,393,170	100.00%	\$ 172,956,973	100.00%
2015	7,044,928,510	100.00%	\$ 176,111,383	100.00%
2016	7,276,422,130	100.00%	\$ 181,896,375	100.00%
2017	7,657,956,090	100.00%	\$ 191,411,830	100.00%
2018	7,933,255,850	100.00%	\$ 198,322,897	100.00%
2019	8,212,646,840	100.00%	\$ 205,285,710	100.00%
2020	8,730,101,570	100.00%	\$ 216,358,653	100.00%

2016	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,225,634,600	71.82%	\$19.66	\$ 102,735,976	56.48%	146,027,500	2.79%	\$ 2,820,105	2.75%
Commercial	1,200,394,800	16.50%	\$38.60	\$ 46,335,239	25.47%	44,258,200	3.69%	\$ 1,511,823	3.26%
Industrial	171,773,800	2.36%	\$38.60	\$ 6,630,469	3.65%	3,543,100	2.06%	\$ 108,164	1.63%
Personal	678,618,930	9.33%	\$38.60	\$ 26,194,691	14.40%	37,664,820	5.55%	\$ 1,344,900	5.13%
	=====			=====		=====		=====	
TOTAL	7,276,422,130			\$181,896,375		231,493,620	3.18%	5,784,992	3.18%
		Levy Inc/Dec		\$ 5,784,992	3.28%				

2017	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,553,040,400	72.51%	\$19.66	\$ 109,172,774	57.04%	327,405,800	5.90%	\$ 6,436,798	5.90%
Commercial	1,210,558,400	15.81%	\$39.07	\$ 47,296,517	24.71%	10,163,600	0.84%	\$ 961,277	2.03%
Industrial	174,399,800	2.28%	\$39.07	\$ 6,813,800	3.56%	2,626,000	1.51%	\$ 183,332	2.69%
Personal	719,957,490	9.40%	\$39.07	\$ 28,128,739	14.70%	41,338,560	5.74%	\$ 1,934,048	6.88%
	=====			=====		=====		=====	
TOTAL	7,657,956,090			\$191,411,830		381,533,960	4.98%	9,515,455	4.97%
		Levy Inc/Dec		\$ 9,515,455	5.23%				

2018	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,780,377,200	72.86%	\$19.68	\$ 113,757,823	57.36%	227,336,800	3.93%	\$ 4,585,049	4.03%
Commercial	1,206,763,700	15.21%	\$39.28	\$ 47,401,678	23.90%	(3,794,700)	-0.31%	\$ 105,161	0.22%
Industrial	215,259,800	2.71%	\$39.28	\$ 8,455,405	4.26%	40,860,000	18.98%	\$ 1,641,605	19.41%
Personal	730,855,150	9.21%	\$39.28	\$ 28,707,990	14.48%	10,897,660	1.49%	\$ 579,251	2.02%
	=====			=====		=====		=====	
TOTAL	7,933,255,850			\$198,322,897		275,299,760	3.47%	6,911,066	3.48%
		Levy Inc/Dec		\$ 6,911,066	3.61%				

2019	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,987,324,700	72.90%	\$19.68	\$ 117,830,550	57.40%	206,947,500	3.46%	\$ 4,072,727	3.46%
Commercial	1,250,878,800	15.23%	\$39.30	\$ 49,159,537	23.95%	44,115,100	3.53%	\$ 1,757,859	3.58%
Industrial	232,031,300	2.83%	\$39.30	\$ 9,118,830	4.44%	16,771,500	7.23%	\$ 663,425	7.28%
Personal	742,412,040	9.04%	\$39.30	\$ 29,176,793	14.21%	11,556,890	1.56%	\$ 468,803	1.61%
	=====			=====		=====		=====	
TOTAL	8,212,646,840			\$205,285,710		279,390,990	3.40%	6,962,814	3.39%
		Levy Inc/Dec		\$ 6,962,814	3.51%				

2020	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	6,402,194,493	73.33%	\$19.53	\$ 125,034,858	57.79%	414,869,793	6.48%	\$ 7,204,308	5.76%
Commercial	1,293,996,307	14.82%	\$39.23	\$ 50,763,475	23.46%	43,117,507	3.33%	\$ 1,603,938	3.16%
Industrial	242,375,100	2.78%	\$39.23	\$ 9,508,375	4.39%	10,343,800	4.27%	\$ 389,545	4.10%
Personal	791,535,670	9.07%	\$39.23	\$ 31,051,944	14.35%	49,123,630	6.21%	\$ 1,875,151	6.04%
	=====			=====		=====		=====	
TOTAL	8,730,101,570			\$216,358,653		517,454,730	5.93%	11,072,943	5.12%
		Levy Inc/Dec		\$ 11,072,943	5.39%				

TOP 25 TAXPAYERS FISCAL YEAR 2020

Rank	Owner	Use	2020 Total Value	2020 Total Tax	2020 216,358,653 % of Levy
1	NSTAR ELECTRIC CO	Utility	\$ 337,831,780	\$ 13,251,969	6.13%
2	COLUMBIA GAS OF MASS	Utility	\$ 156,744,100	\$ 6,149,071	2.84%
3	MASSPOWER	Energy	\$ 67,000,000	\$ 2,628,410	1.21%
4	MASSACHUSETTS MUTUAL LIFE INSURANCE	Insurance	\$ 56,402,600	\$ 2,197,810	1.02%
5	CNR SPRINGFIELD LLC	Industrial	\$ 42,546,000	\$ 1,669,080	0.77%
6	SOLUTIA INC	Chemicals	\$ 32,825,280	\$ 1,287,710	0.60%
7	FIVE TOWN STATION LLC	Retail	\$ 30,942,720	\$ 1,213,883	0.56%
8	ALBANY ROAD SPRINGFIELD PLAZA LLC	Retail	\$ 29,473,300	\$ 1,155,678	0.53%
9	MITTAS HOSPITALITY LLC & DD DEVELOPMENT	Office	\$ 26,692,900	\$ 1,047,162	0.48%
10	VERIZON NEW ENGLAND	Utility	\$ 25,409,600	\$ 996,819	0.46%
11	COMCAST OF MASSACHUSETTS II IN	Cable t.v. and internet	\$ 22,736,940	\$ 891,970	0.41%
12	WASON AVENUE PARTNERS LLC	Medical office	\$ 18,061,200	\$ 708,541	0.33%
13	SPRINT SPECTRUM LP	Utility	\$ 15,408,330	\$ 604,469	0.28%
14	SPRINGFIELD FOODSERVICE CORPORATION	Warehouse	\$ 14,609,200	\$ 573,119	0.26%
15	SPRINGFIELD 3640 MEDICAL PROPERTIES	Medical office	\$ 13,921,500	\$ 546,140	0.25%
16	BC COLONIAL ESTATES LLC	Residential		\$ 523,492	0.24%
17	WASON AVENUE PARTNERS IV LLC	Medical office	\$ 12,986,000	\$ 509,441	0.24%
18	SYSTEM COORDINATED SVCS	Medical office	\$ 11,867,700	\$ 465,570	0.22%
19	LOWES HOME CENTERS INC	Retail	\$ 11,536,520	\$ 452,578	0.21%
20	SPRINGFIELD INVESTORS LLC	Retail	\$ 11,475,000	\$ 450,164	0.21%
21	BIRNIE MEDICAL LLC	Medical office	\$ 10,979,100	\$ 430,710	0.20%
22	HAYMARKET SQUARE ASSOCIATES LIMITED	Retail	\$ 10,716,300	\$ 420,400	0.19%
23	D Amour Gerald, Donald & Charles	Warehouse	\$ 10,633,800	\$ 417,164	0.19%
24	BARINGS LLC	Office	\$ 10,520,480	\$ 412,718	0.19%
25	CENTER SQUARE LLC	Office	\$ 10,087,100	\$ 395,717	0.18%

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Appendix D
City of Springfield Financial Policies

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Chapter 42. FINANCES

Article VII. Financial Policies

[Adopted FCB 4-9-2009 (Title 4, Ch. 4.44, of the 1986 Code)]

§ 42-28. Compliance with finance laws; annual updates.

A. All City employees, agents, boards, commissions and authorities shall comply with all General Laws, Special Acts of the Commonwealth, and City ordinances that relate to finance and financial management.

B. By September 30 of each year, the Finance Department shall provide to all departments an update regarding the financial policies and ordinances of the City of Springfield. By November 1 of each year, the Law Department shall provide to all departments an annual update regarding changes to municipal finance law and regulations that may impact departmental operations.

§ 42-29. Budget ordinances.

A. The Mayor shall propose to the City Council and the City Council shall adopt balanced budgets in which non-one-time revenue equals or exceeds expenditures.

B. The City will not balance the budget by using one-time or other nonrecurring revenues to fund ongoing expenditures. Transfers from "free cash" and a "stabilization reserve fund" shall be the only exception; appropriation from free cash or a stabilization reserve fund to fund ongoing expenditures shall require a written disclosure by the Chief Administrative and Financial Officer of the size of the appropriation, the remaining balance in reserve after said appropriation and a projection as to how the City will finance these recurring expenses in upcoming fiscal years.

C. The City will not use budgetary procedures that balance the budget at the expense of future years, including postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt.

D. The annual budget shall include the following sections: the expenditure budget, a summary of the City's financial condition, an analysis of revenues used in the proposed budget, a proposed allotment schedule for the budget as required by Chapter 656 of the Acts of 1989, an analysis of outstanding debt and a summary of the City's capital condition, including municipal buildings, infrastructure, equipment, rolling stock and information technology.

E. The City's annual budget shall be adopted at the level of departmental salaries, expenses and capital.

F. The budget will provide for adequate maintenance and the replacement of capital plant and equipment. In the event that the budget is not able to provide for adequate maintenance and replacement of capital plant and equipment, the City will identify and report on the funding gap and the maintenance, equipment and capital which are not funded in the proposed budget. All budgetary procedures will conform with existing state and local regulations.

G. The Chief Administrative and Financial Officer shall produce and issue a four-year financial plan for the City by March 30 of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the City may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.

H. Within two weeks of the start of the fiscal year, the Comptroller shall encumber all personnel service funds in all departments for the entire fiscal year for each budgeted position then occupied by an employee.

I. The Comptroller shall provide to the Mayor and City Council a monthly report of revenues and expenditures at the line item level.

§ 42-30. Revenue.

A. The City's annual budget shall include a revenue budget that is created in line item detail for City operations.

B. The City will estimate its revenue using conservative methods and present this along with the balanced budget.

C. The Chief Administrative and Financial Officer shall review and propose to the City Council an updated fee schedule for each of the City's departments no less than every two years to ensure the cost of services is being adequately recovered.

D. The City may build into its revenue base from one fiscal year to the next an increase in each revenue line item of no more than 3%, with the exception of:

(1) Real and personal property taxes, the increase of which shall not exceed the revenue permitted under law, with "new growth" set at a level certified by the Assessors as reasonable;

(2) Chapter 70 (school) aid and school building assistance payments from the commonwealth, which shall be budgeted in an amount no greater than the estimates provided by the Commonwealth of Massachusetts; and

(3) Certain fees and fines, which may increase more than 3% only if the underlying cost of the fee or fine is increased. In such an instance, the City may budget the entire increase associated with the fee and/or fine so long as said revenue assumptions are certified as reasonable by the Chief Administrative and Financial Officer.

E. Any revenue increase in excess of the three-percent limit established herein shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund nonrecurring capital expenditures.

F. The City will maintain property assessment for the purpose of taxation at full and fair market value, as prescribed by state law.

G. The City shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law. On or before May 30 of each year, the City shall commence tax title proceedings against all properties that owe property taxes to the City.

§ 42-31. Self-supporting operations.

A. The City shall annually adopt the rates and fees for all enterprise fund activities, and the Chief Administrative and Financial Officer shall propose no less than every two years the rates and fees for all other rate- and fee-supported services in City government.

B. In the event that an enterprise fund requires General Fund or other support because its revenue does not fully support its operations, the Finance Director and relevant department head shall make a report to City Council regarding the fund, its revenue and expenditure position and the reason a deficit occurred.

§ 42-32. Capital planning.

A. For purposes of this article, the term "capital" shall refer to a facility, object or asset costing more than \$25,000 with an estimated useful life of 10 years or more.

B. The capital improvement program will directly relate to the long-range plans and policies of the City.

C. The capital improvement plan shall be issued by March 30 of each year and shall be produced by and in the form designated by the Chief Administrative and Financial Officer. At a minimum, the capital improvement plan shall be a "rolling" five-year plan which shall be submitted to the City Council for approval annually.

D. The capital improvement plan shall be reviewed by the Capital Improvement Planning Committee and shall include all capital expenditures proposed by the various departments. The Committee shall recommend in each year of the plan the capital investments to be funded and how these expenditures should be financed.

E. The Capital Improvement Planning Committee shall be comprised of the City's Chief Administrative and Financial Officer or his/her designee, the Finance Director, a representative from the City Council, the Director of Parks, Buildings and Recreation Management, the Budget Director, the Planning Director, the Director of Capital Asset Construction, the Director of Public Works and the Director of Community and Economic Development or other officials with different titles who perform the duties of said positions. Any member with an interest in a capital item before the Committee shall recuse him/herself from deliberations regarding said items. The Committee shall provide its recommendations in writing to the Mayor and City Council. Any capital funding request that is at variance from the Committee's recommendation shall be accompanied by a written justification of the variance, including a comparison of cost-benefit analyses for the affected projects.

F. Except as required by an emergency, all approved capital projects must be part of the adopted capital improvement plan. Capital projects that were not included in the capital improvement plan may not be conducted unless an emergency has occurred and a written report explaining the emergency has been provided to the City Council.

G. All capital expenditure decisions shall analyze the potential use of alternative energy and fuel-/energy-efficient technologies and devices, and the use of recycled materials and environmentally preferable products.

H. The capital improvement plan shall include a multiyear forecast of annual debt service requirements for items in the plan to permit the examination of the future implication of debt issuance.

I. Each capital item in the capital improvement plan shall be accompanied by an analysis that includes the identification and cost estimation of additional operational and personnel costs associated with that capital improvement.

J. All proposals for capital improvements shall include a proposed source of funding for each capital improvement. Pay-as-you-go capital funding shall be considered as a financing source for each proposed capital improvement.

K. As part of a comprehensive capital improvement program, the City shall maintain net tax-financed capital improvement expenditures (pay-as-you-go) at a level of 1 1/2% of local source revenue.

L. The Finance Director shall review the finances and status of all capital projects no less than annually. For a non-construction capital expenditure, the City shall conduct project close-out within six months of project completion. For a construction-related capital expenditure, the City shall conduct project close-out within nine months of the end of construction. The City shall release unexpended bond proceeds within six months of project close-out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

§ 42-33. Financial reserve.

A. The City shall maintain an undesignated fund balance of between 5% and 15% of General Fund revenues, less debt exclusions.

B. In the event that the City's undesignated fund balance falls below 5% of General Fund revenues, less debt exclusions, a plan for specific expenditure reductions and/or revenue increases that will bring the City into compliance with the minimum fund balance requirement shall be submitted to the City Council during the next budget cycle.

C. Pursuant to the provisions of Chapter 656 of the Acts of 1989, the City shall maintain a reserve for extraordinary expenses of at least 1% and not greater than 3% of the prior year's tax levy. No direct drafts shall be permitted from this fund, but transfers may be made from it in the same manner as required for other budgetary transfers.

D. The amount of money to be held in free cash shall not be less than 3% nor more than 6% of General Fund operating revenue, less debt exclusions.

E. The City shall maintain a primary stabilization reserve fund equal to between 5% and 15% of General Fund operating revenues, less debt exclusions. As prescribed by Massachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year's property tax levy, nor can the fund balance exceed 10% of the equalized value of the City.

F. Pursuant to the provisions of Chapter 169 of the Acts of 2004, the City shall annually fund a capital reserve of at least 1.5% of the committed property taxes from the prior fiscal year. Said fund may be expended on capital projects for which the City may issue bonds for a term of 10 years or longer as provided for in Chapter 44 of the Massachusetts General Laws.

G. Whenever the City is self-insured for the purposes of property, liability and/or workers' compensation insurance, it shall maintain a Self-Insurance Reserve Fund that may be expended to pay for the loss of or damage to municipal property, loss or damage to which would be covered by property and liability insurance had the City purchased it. Said reserve may also be used to pay justified damage, liability and workers' compensation claims against the City and shall be in the amount of 5% of the aggregate assessed valuation of City Hall, Symphony Hall and the Campanile.

§ 42-34. Debt.

A. The City shall comply with debt limitations as detailed in Massachusetts General Law.

B. The City shall manage the issuance of debt in line with the following debt ratios:

- (1) General Fund debt service as a percentage of General Fund revenues, net of debt exclusions: not to exceed 8%.
- (2) Enterprise Fund debt service as a percentage of enterprise operating revenue: not to exceed 15%.
- (3) Percentage of total debt that will be retired at the end of 10 years: at least 65%.

C. Short-term debt, such as bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest rate advantage, or if there is an advantage to delaying long-term debt until market conditions are more favorable.

D. The City may use inter-fund and inter-account operating loans rather than outside debt instruments to meet short-term cash flow needs. Such loans may only occur if the affected fund or account has excess funding available and the use of these funds will not impact the fund's or account's current operations. All such loans shall be repaid by June 30 of each year.

E. Any bond anticipation debt will be retired within six months after completion of the project it financed.

F. Short-term debt will not be rolled over beyond two years without a principal pay down or as prescribed by state law.

G. The term of debt issued to finance capital improvements or procurements may not exceed the useful life of the asset or improvement so financed.

H. The City shall conduct debt financing on a competitive basis unless, for reasons of market volatility, unusual financing structure or a complex security structure the City would be better served through negotiated financing.

I. In all instances in which the City issues bonds or notes of a term exceeding 12 months, the City shall utilize the services of a financial advisor firm to advise it on structuring the transaction, issues related to the compensation paid to firms involved in the transaction and other items. Said firm may not have served as underwriter for a City debt transaction during the 36 months prior to the issuance of the bonds or note then being financed.

J. The Finance Director shall annually conduct and release to the public a report on the amount and affordability of debt issued by the City, using established and generally accepted benchmarks as a basis for comparison.

K. The City shall establish and maintain a debt schedule that avoids large increases in debt service on a year-to-year basis, and shall seek to use an "equal principal" repayment structure rather than a level debt service structure.

L. The City may issue refunding bonds if the savings associated with the refunding are at least twice the cost of issuing the refunding bonds, there are positive savings in each year of the refunding bonds so issued, the present value of the savings is at least 3% of the par amount of the refinancing issuance, and the refunding bonds do not extend the term of the debt to be refinanced.

M. The City may not use bond proceeds to finance operating expenses other than those certified by the Chief Administrative and Financial Officer as being specifically related to implementation of the project. The City may not use bond accounts or bond proceeds as a source of inter-fund or inter-account operating loans.

N. The City shall comply with all federal and state government laws and polices with regard to arbitrage earnings on bond proceeds.

§ 42-35. Cash management.

A. The City shall manage its cash resources in a prudent and diligent manner with an emphasis first on safety of principal, second on liquidity and third on financial return on invested cash. The Treasurer/Collector shall ensure that

investment managers who invest municipal funds operate in a manner consistent with these requirements.

B. Except when cash is invested in the Massachusetts Municipal Depository Trust, the City shall not invest cash in instruments with a term exceeding 365 days. Cash invested outside of the Massachusetts Municipal Depository Trust shall only be invested in cash, money market funds and certificates of deposit, with a preference for insured certificates of deposit where appropriate. The City shall not invest in derivatives of cash products or any structured financial vehicle.

C. The Treasurer/Collector shall submit a written report with regard to the City's cash investments to the Office of Internal Audit no less than quarterly. Said report shall be in the form required by the Director of Internal Audit and shall document the City's cash investments in detail to ensure compliance with Massachusetts General Law and relevant policies and ordinances.

D. Except as otherwise provided for in Massachusetts General Law, all fees, fines and other revenue shall be collected by the Office of the City Collector. The Finance Director may permit individual departments to collect fees, fines and other revenue if, in his/her judgment, said department has established proper policies, procedures and controls and that said controls are followed at all times. All receipts collected by any department shall be forwarded to the City Collector on a daily basis or on another schedule as may be approved in writing by the Finance Director.

E. The Finance Director shall develop, document and publish a system of internal controls for cash management, including but not limited to receipt of money, safeguarding of assets, verification of accuracy, use of financial computer systems, promotion of operational efficiency, proper segregation of duties and others.

§ 42-36. Financial reporting and reconciliation.

A. All department heads shall notify the Chief Administrative and Financial Officer in writing within one week of becoming aware of noncompliance with any financial ordinance or policy of the City of Springfield. The Chief Administrative and Financial Officer shall provide a written report to the City Council when the City fails to comply with any financial policy of the City of Springfield. Said report shall occur within three weeks of the failure to comply, and shall be updated no less than annually. This shall explicitly include instances of intentional noncompliance, such as the use of nonrecurring revenue (reserves) to support the operating budget, failure to maintain minimum reserve fund levels, and others.

B. The Comptroller shall produce and present to the Mayor and Chief Administrative and Financial Officer a statement of monthly revenues and monthly expenditures, both of which shall be compared to budget estimates and historical trends.

C. The Treasurer/Collector shall reconcile the City's revenues and bank accounts on a monthly basis, within 15 business days of the close of each month.

D. The City shall reconcile revenues and expenditures for each fiscal year within two months of the end of the fiscal year.

§ 42-37. Financial responsibilities of departments.

A. All departments authorized to collect receipts by the Finance Director shall remit them to the City Collector on a daily basis, or on another schedule approved by the Finance Director in writing on a case-by-case basis.

B. All departments shall utilize the City's central accounting system and shall post all financial transactions thereto in a timely manner.

C. No department shall open an account in any financial institution or maintain a checkbook or other means of receiving or making payments without the prior written approval of the Finance Director, and departments may not make any payment outside of the City's central financial system.

D. No department shall be permitted to over-expend a line item in its budget unless authorized to do so by Massachusetts General Law, and then only after following the procedures established in said laws. Pursuant to Chapter 656 of the Acts of 1989, any

department head who over-expends his/her budget may be held individually and personally liable and required to make payment to the City in the amount of the over-expenditure, with determination of said liability made by the Mayor.

E. No department may seek procurement for any capital project for which funding is not legally available via appropriation, bond funding, grant funding, gift or other legal source unless specifically permitted by law. In instances where law permits procurement without a previously identified funding source, said department must seek and receive the approval of the Finance Director prior to initiating procurement activity.

F. All departments that issue fines and tickets under law and City ordinance shall provide written monthly reports to the Finance Director of the number and dollar value of tickets issued and paid. Said report shall be reconciled prior to submission so as to provide an accurate accounting of collections and outstanding unpaid balances to date.

G. The City shall commence and actively pursue collections activities against properties which are delinquent on their property taxes and personal property taxes at the earliest time frame permitted by law.

§ 42-38. Grants.

A. The Grant Director shall oversee all grants for the City of Springfield and, to the extent permitted by law, for the Springfield Public School Department. With the approval of the Chief Administrative and Financial Officer, he/she shall establish policies and procedures regarding the management and administration of grants, including the submission of grant applications for funding.

B. Departments shall be encouraged to pursue all available grants funding consistent with the mission and strategic direction of the department and the City.

C. All grant applications shall be reviewed by the Grant Director prior to submission. Departments shall provide all information requested by the Grant Director in a timely manner to allow proper oversight and reporting to grantors and others.

D. To the extent allowed by the granting entity, all grant applications which seek to fund personnel costs shall request funding for fringe benefit costs. A department applying for a grant which cannot pay for fringe benefits shall stipulate to the Grant Director in advance how the department will pay for the related fringe benefit costs.

E. Grant funds shall be expended prior to the expenditure of General Fund operating budgets whenever possible. Grant reimbursements shall be submitted in a timely manner; a schedule for submitting grant reimbursements, which shall be binding on all parties, may be established by the Finance Director if he/she finds that reimbursements are not taking place in a timely manner.

F. Department heads shall notify the Finance Director no later than three months prior to the expiration of a grant if they reasonably believe grant funds may be returned unspent to the granting agency.

G. All employees, entities, boards, commissions or others which submit grant applications requiring a City match shall identify an available source of funding which shall serve as the matching funding for the grant, prior to submitting the grant to the Grant Director for review.

H. No employee paid in whole or in part from the General Fund shall be moved to being funded by a grant without the prior written approval of the Finance Director. No employee who is paid in whole or in part from a grant shall be moved to being funded by the General Fund without the prior written approval of the Finance Director.

Appendix E
Fiscal Year 2021
City of Springfield
City Council
Appropriation Orders

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City Council

AMENDED

Meeting: 06/30/20 05:30 PM
Initiator: Timothy Brown
Sponsors: Mayor Domenic J. Sarno
DOC ID: 5729 B

FY21 Budget - General Fund (Mayor Sarno)

Fiscal Year 2021 Budget Appropriations Order
July 1, 2020 to June 30, 2021
Date of Vote: 6/30/20

General Fund

WHEREAS, to meet the expenses of the City of Springfield, including the School Department, for the fiscal year commencing July 1, 2020 and ending June 30, 2021 (FY21), General Fund Appropriations in the amount of \$721,911,222 as itemized on the attached Schedule of Appropriations and \$5,690,177, 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 2021.

SOURCES

Estimated General Fund Revenue:	<u>\$727,601,399</u>
TOTAL:	\$727,601,399

USES

Total General Fund Financing:	\$721,911,222
Other Financing Uses - Trash Enterprise Fund:	<u>\$ 5,690,177</u>
TOTAL:	\$727,601,399

RESULT:	ADOPTED AS AMENDED [UNANIMOUS]
AYES:	Gomez, Whitfield, Davila, Fenton, Curran, Ramos, Walsh, Williams, Allen, Lederman, Edwards, Brown, Hurst



City Council

ADOPTED

Meeting: 06/30/20 05:30 PM
Initiator: Timothy Brown
Sponsors: Mayor Domenic J. Sarno
DOC ID: 5730 A

FY21 Budget Order - Enterprise Fund (Mayor Sarno)

Fiscal Year 2021 Budget Appropriations Order
July 1, 2020 to June 30, 2021
Date of Vote: 6/29/20

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, 2020 and ending June 30, 2021 (FY21), 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 2021.

SOURCES

Estimated FY21 Trash Enterprise Fund Revenue:	\$ 4,470,850
Other Financing Source - General Fund:	<u>\$ 5,690,177</u>
TOTAL:	\$ 10,161,027

USES

Total Trash Enterprise Fund Financing:	<u>\$ 10,161,027</u>
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TOTAL	\$10,161,027
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RESULT:	ADOPTED [UNANIMOUS]
AYES:	Gomez, Whitfield, Davila, Fenton, Curran, Ramos, Walsh, Williams, Allen, Lederman, Edwards, Brown, Hurst

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Appendix F
Fiscal Year 2021 Adopted Budget
Schedule of Appropriations

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City of Springfield -Fiscal Year 2021
 Adopted Budget
 Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2021 RECOMMENDED GENERAL FUND	COUNCIL AMENDMENTS	FISCAL 2021 ADOPTED GENERAL FUND
0100	10	111	CITY COUNCIL	447,631		447,631
0100	10	111	Personal Services	436,143		436,143
0100	10	111	Expenses	11,488		11,488
0100	10	111	Capital	-		-
0100	10	121	MAYOR	658,009		658,009
0100	10	121	Personal Services	643,777		643,777
0100	10	121	Expenses	14,232		14,232
0100	10	121	Capital	-		-
0100	10	133	FINANCE	2,201,153		2,201,153
0100	10	133	Personal Services	-		-
0100	10	133	Expenses	2,201,153		2,201,153
0100	10	133	Capital	-		-
0100	10	129	OFFICE OF MANAGEMENT AND BUDGET	985,028		985,028
0100	10	129	Personal Services	878,893		878,893
0100	10	129	Expenses	106,136		106,136
0100	10	129	Capital	-		-
0100	10	132	DEPT 3-1-1	457,893		457,893
0100	10	132	Personal Services	406,390		406,390
0100	10	132	Expenses	51,503		51,503
0100	10	132	Capital	-		-
0100	10	135	COMPTROLLER	555,650		555,650
0100	10	135	Personal Services	548,752		548,752
0100	10	135	Expenses	6,899		6,899
0100	10	135	Capital	-		-
0100	10	136	INTERNAL AUDIT	478,218		478,218
0100	10	136	Personal Services	286,942		286,942
0100	10	136	Expenses	191,276		191,276
0100	10	136	Capital	-		-
0100	10	138	OFFICE OF PROCUREMENT	594,576		594,576
0100	10	138	Personal Services	490,836		490,836
0100	10	138	Expenses	103,741		103,741
0100	10	138	Capital	-		-
0100	10	141	BOARD OF ASSESSORS	908,151		908,151
0100	10	141	Personal Services	780,646		780,646
0100	10	141	Expenses	127,505		127,505
0100	10	141	Capital	-		-
0100	10	145	TREASURER	1,739,653		1,739,653
0100	10	145	Personal Services	538,103		538,103
0100	10	145	Expenses	1,201,550		1,201,550
0100	10	145	Capital	-		-
0100	10	146	COLLECTOR	545,494		545,494
0100	10	146	Personal Services	359,472		359,472
0100	10	146	Expenses	186,022		186,022
0100	10	146	Capital	-		-
0100	10	151	LAW	2,605,002		2,605,002
0100	10	151	Personal Services	2,156,588		2,156,588
0100	10	151	Expenses	448,414		448,414
0100	10	151	Capital	-		-
0100	10	152	DEPARTMENT OF HUMAN RESOURCES & LABOR RELATIONS	1,226,764		1,226,764
0100	10	152	Personal Services	756,131		756,131
0100	10	152	Expenses	470,634		470,634
0100	10	152	Capital	-		-
0100	10	154	PAYROLL DEPARTMENT	178,965		178,965
0100	10	154	Personal Services	-		-
0100	10	154	Expenses	178,965		178,965

Fund	Func	Dept	Classification	FISCAL 2021 RECOMMENDED GENERAL FUND	COUNCIL AMENDMENTS	FISCAL 2021 ADOPTED GENERAL FUND
0100	10	154	Capital	-		-
0100	10	155	INFORMATION TECHNOLOGY DEPARTMENT	3,324,527		3,324,527
0100	10	155	Personal Services	1,135,836		1,135,836
0100	10	155	Expenses	2,168,691		2,168,691
0100	10	155	Capital	20,000		20,000
0100	10	161	CITY CLERK	652,016		652,016
0100	10	161	Personal Services	596,731		596,731
0100	10	161	Expenses	55,285		55,285
0100	10	161	Capital	-		-
0100	10	162	BOARD OF ELECTION COMMISSION	604,183		604,183
0100	10	162	Personal Services	469,746		469,746
0100	10	162	Expenses	134,437		134,437
0100	10	162	Capital	-		-
0100	10	175	PLANNING DEPARTMENT	1,446,871		1,446,871
0100	10	175	Personal Services	982,998		982,998
0100	10	175	Expenses	463,873		463,873
0100	10	175	Capital	-		-
0100	10	190	FACILITIES MANAGEMENT	3,840,217	(800,000)	3,040,217
0100	10	190	Personal Services	1,363,987		1,363,987
0100	10	190	Expenses	2,476,230	(800,000)	1,676,230
0100	10	190	Capital	-		-
0100	10	193	CAPITAL ASSET CONSTRUCTION	506,358		506,358
0100	10	193	Personal Services	456,816		456,816
0100	10	193	Expenses	49,542		49,542
0100	10	193	Capital	-		-
0100	20	210	POLICE	50,527,774	(200,000)	50,327,774
0100	20	210	Personal Services	46,615,050	(200,000)	46,415,050
0100	20	210	Expenses	3,683,963		3,683,963
0100	20	210	Capital	228,761		228,761
0100	20	220	FIRE	24,263,616		24,263,616
0100	20	220	Personal Services	22,173,625		22,173,625
0100	20	220	Expenses	2,082,492		2,082,492
0100	20	220	Capital	7,500		7,500
0100	20	241	BUILDING - CODE ENFORCEMENT	1,898,201		1,898,201
0100	20	241	Personal Services	1,850,657		1,850,657
0100	20	241	Expenses	47,544		47,544
0100	20	241	Capital	-		-
0100	20	242	HOUSING - CODE ENFORCEMENT	971,061		971,061
0100	20	242	Personal Services	788,904		788,904
0100	20	242	Expenses	182,158		182,158
0100	20	242	Capital	-		-
0100	20	250	CENTRALIZED DISPATCH	1,917,404		1,917,404
0100	20	250	Personal Services	1,802,972		1,802,972
0100	20	250	Expenses	114,432		114,432
0100	20	250	Capital	-		-
0100	20	292	TJ O'CONNOR ANIMAL CONTROL	1,555,664		1,555,664
0100	20	292	Personal Services	709,977		709,977
0100	20	292	Expenses	845,687		845,687
0100	20	292	Capital	-		-
0100	30	300	SCHOOL DEPARTMENT	477,858,733		477,858,733
0100	30	300	SCHOOL DEPARTMENT	444,151,890		444,151,890
0100	30	300	SCHOOL TRANSPORTATION	33,706,842		33,706,842
0100	40	400	DEPARTMENT OF PUBLIC WORKS	11,213,846		11,213,846
0100	40	400	Personal Services	4,463,782		4,463,782
0100	40	400	Expenses	6,750,064		6,750,064
0100	40	400	Capital	-		-
0100	50	520	HEALTH & HUMAN SERVICES	1,769,926		1,769,926

Fund	Func	Dept	Classification	FISCAL 2021 RECOMMENDED GENERAL FUND	COUNCIL AMENDMENTS	FISCAL 2021 ADOPTED GENERAL FUND
0100	50	520	Personal Services	1,522,418		1,522,418
0100	50	520	Expenses	247,508		247,508
0100	50	520	Capital	-		-
0100	50	541	DEPARTMENT OF ELDER AFFAIRS	535,217		535,217
0100	50	541	Personal Services	413,985		413,985
0100	50	541	Expenses	121,232		121,232
0100	50	541	Capital	-		-
0100	50	543	VETERANS SERVICES	1,731,256		1,731,256
0100	50	543	Personal Services	360,994		360,994
0100	50	543	Expenses	1,370,262		1,370,262
0100	50	543	Capital	-		-
0100	60	610	LIBRARY	4,967,255		4,967,255
0100	60	610	Personal Services	3,322,405		3,322,405
0100	60	610	Expenses	1,619,850		1,619,850
0100	60	610	Capital	25,000		25,000
0100	90	613	MUSEUM	1,320,000		1,320,000
0100	90	613	Personal Services			
0100	90	613	Expenses	1,320,000		1,320,000
0100	90	613	Capital			
0100	60	630	PARKS DEPARTMENT	8,890,126		8,890,126
0100	60	630	Personal Services	4,863,470		4,863,470
0100	60	630	Expenses	4,021,940		4,021,940
0100	60	630	Capital	4,716		4,716
0100	70	145	DEBT SERVICE	23,108,848		23,108,848
0100	70	145	Personal Services	-		-
0100	70	145	Expenses	-		-
0100	70	145	Capital	23,108,848		23,108,848
0100	80	135	STATE ASSESSMENTS	3,801,277		3,801,277
0100	80	135	Personal Services			
0100	80	135	Expenses	3,801,277		3,801,277
0100	80	135	Capital			
0100	90	911	CONTRIBUTION RETIREMENT PENSION	47,299,307		47,299,307
0100	90	911	Personal Services			
0100	90	911	Expenses	47,299,307		47,299,307
0100	90	911	Capital			
0100	90	152	NON-CONTRIB. PENSIONS	73,110		73,110
0100	90	152	Personal Services			
0100	90	152	Expenses	73,110		73,110
0100	90	152	Capital			
0100	10	135	PROVISION FOR UNCOMPENSATED ABSENCES	(1,500,000)		(1,500,000)
0100	10	135	Personal Services	(1,500,000)		(1,500,000)
0100	10	135	Expenses			
0100	10	135	Capital			
0100	70	145	CAPITAL RESERVE FUND	3,245,380		3,245,380
0100	70	145	Personal Services			
0100	70	145	Expenses			
0100	70	145	Capital	3,245,380		3,245,380
0100	90	152	BENEFITS	28,345,981		28,345,981
0100	90	152	Personal Services			
0100	90	152	Expenses	28,345,981		28,345,981
			<i>Health Insurance</i>	25,091,681		25,091,681
			<i>Unemployment</i>	117,713		117,713
			<i>Workers Compensation Indemnity</i>	517,750		517,750
			<i>Workers Compensation Medical Claims</i>	1,077,754		1,077,754
			<i>Medicare - Employer Match</i>	1,541,083		1,541,083
0100	90	152	Capital			
		152	EMPLOYEE BENEFITS DEPARTMENT	361,811		361,811
		152	Personal Services	352,714		352,714
		152	Expenses	9,097		9,097

Fund	Func	Dept	Classification	FISCAL 2021 RECOMMENDED GENERAL FUND	COUNCIL AMENDMENTS	FISCAL 2021 ADOPTED GENERAL FUND
		152	Capital	-		-
0100	10	135	RESERVE FOR CONTINGENCIES	500,000		500,000
0100	10	135	Personal Services			
0100	10	135	Expenses	500,000		500,000
0100	10	135	Capital			
0100	10	147	PARKING CONTRACT	1,088,801		1,088,801
0100	10	147	Personal Services			
0100	10	147	Expenses	1,088,801		1,088,801
0100	10	147	Capital			
0100	10	133	PAY-AS-YOU-GO CAPITAL	3,210,267		3,210,267
0100	10	133	Personal Services			
0100	10	133	Expenses			
0100	10	133	Capital	3,210,267		3,210,267
0100			ENTERPRISE FUND SUPPLEMENT	5,690,177		5,690,177
0100			Personal Services			
0100			Expenses	5,690,177		5,690,177
0100			Capital			
TOTAL				728,601,399	(1,000,000)	727,601,399

City of Springfield - Fiscal Year 2021

Adopted Budget

Schedule of Appropriations - Trash Enterprise Fund

Fund	Func	Dept	Classification	FISCAL 2021 RECOMMENDED GENERAL FUND	COUNCIL AMENDMENTS	FISCAL 2021 ADOPTED GENERAL FUND
6500	40	400	TRASH ENTERPRISE			
6500	40	400	Personal Services	3,261,828		3,261,828
6500	40	400	Expenses	6,899,199		6,899,199
6500	40	400	Capital	-		
<i>TOTAL</i>				<i>10,161,027</i>	<i>-</i>	<i>10,161,027</i>

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