

FISCAL YEAR

2025



# RECOMMENDED BUDGET

**CITY OF SPRINGFIELD  
MASSACHUSETTS**

**Mayor Domenic J. Sarno**

[www.springfield-ma.gov](http://www.springfield-ma.gov)

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**City of Springfield, Massachusetts  
Fiscal Year 2025  
Recommended Budget**



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Springfield  
Massachusetts**

For the Fiscal Year Beginning

**July 01, 2023**

*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*

May 8, 2024

To the citizens of Springfield and the Springfield City Council,

It is our great pleasure to submit to you the FY25 Recommended Budget. For this fiscal year, the total budget is \$928.7M, which represents a 5.8% increase over the FY24 Adopted Budget. The School Department, which accounts for more than two-thirds of the total operating budget (\$627.3M), increased 6.7% overall. The city-side budget is \$301.4M, a modest increase of 3.9% from FY24. I would like to extend my sincere gratitude to all of our Cabinet & Department Heads for their efforts in working to craft budgets that maintain the same level of services for our constituents, while also limiting growth given the uncertain economic times we are facing.

In a testament to Springfield's commitment to strong fiscal discipline, the FY25 budget was balanced, for the tenth consecutive year, without the use of stabilization reserve funds. Saving our reserves for future years will allow the City to weather potential unknowns and economic shifts, and sends a strong message that we remain devoted to continued financial sustainability. Additionally, prudent fiscal management has led to the highest bond rating in Springfield's history, something I am very proud of.

While we are fiscally stronger than we have ever been, we are cognizant of the looming threat of a potential recession in the near future and the financial hardships many of our citizens are facing. To continue providing for the residents of Springfield, the FY25 Recommended Budget maintains and supports all current programming, and places a continued emphasis on public safety, public education, economic development, healthy neighborhoods, and community services. We are committed to producing a budget that continues to fund and maintain services and personnel, while holding the line on additional investments in order to meet the needs of our community. Despite facing numerous natural and man-made disasters, as well as navigating through an unprecedented global pandemic, my administration remains steadfast in its efforts to ensure the dedicated residents, businesses, and visitors of our great city continue to receive the core services they deserve.

We cannot discuss the budget without looking ahead to the FY25 tax rate. These two processes are the most important financial decisions made throughout the year, and are not taken lightly by anyone involved. We know that it is too soon in the year to discuss estimates of property values and tax rate specifics, but the impact of the booming housing market on our citizens remains in the front of our minds at all times. I, along with my award-winning financial team, remain committed to providing tax relief to our citizens in need. In FY23 we executed an innovative investment strategy, taking advantage

of the nation's unique economic position, with consideration to financial responsibility and sustainability, which provided a return on investment that went directly towards tax relief initiatives for our residents. After seeing the impact this made, we reinvested funds this year with the anticipated payout to be used to help offset the FY25 tax rate.

The City has invested \$45M from the City's stabilization reserve account into 1-year U.S. Treasury notes, capitalizing on interest rates of approximately 5%. This brought more than \$2M in returns to be directed towards lowering tax bills in FY24. The City of Springfield was the first community in the Commonwealth to take advantage of this innovative financial investment strategy, and I am proud of the commitment we are able to make to our citizens without compromising our dedication to financial excellence. We anticipate being able to use this successful strategy again for FY25, providing continued financial relief for our residents.

In addition to the proposed relief provided in the upcoming fiscal year, my administration has made a significant investment in property tax relief over the past four years, equating to more than \$20M. While much of this was provided from funding received through a settled property dispute with Eversource that had stretched on for approximately a decade, it was important given the unprecedented boom in the housing market to reduce the burden on taxpayers by offsetting the tax levy. While we know that a reliance on free cash moving forward is neither fiscally responsible nor sustainable, we are proud to have been able to make such investments when able to do so.

While it has certainly been a busy time for the administration and our Finance team, we are excited to outline the ongoing investments we are making for the upcoming fiscal year.

### **Public Safety**

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

#### *Police Department*

Over the course of the next fiscal year, the Springfield Police Department (SPD) anticipates welcoming approximately 40 new Police Officers to the force. With these recruits anticipated to begin the academy sometime in the Fall of 2024, the Police Department expects a total of 429 officers; bringing the total complement to 514 sworn personnel and an overall staff of 605 FTEs. This level of staffing will help address departmental attrition brought on by upcoming mandatory retirements, and allow the department to focus on quality-of-life issues by supporting and enhancing neighborhood initiatives, such as the C3 policing units and the Ordinance Flex Squad. In FY24, the City received an arbitration award over their negotiations with the Springfield Police Supervisors union. The wage increases agreed upon in that decision are reflected in the FY25 budget.

After the full rollout that was launched in FY20, the Police Department will continue its Body-Worn Camera Program. As the first city in the Commonwealth to employ this technology across its entire police force, the SPD is able to increase transparency and accountability while improving the safety of both officers and residents alike. Funding will be maintained for staff, led by a Police Lieutenant, to administer the program and ensure that the department is able to review and respond to requests for footage in an efficient manner.

The Springfield Police Department will also continue to maintain funding for other ongoing initiatives. This includes the Gaming Enforcement Unit at MGM, the C3 metro unit, which increases police presence along Main St. and other neighborhoods; the Ordinance Flex Squad, Quebec Unit for the School Department, and the City's expanded Real Time Crime Analysis program. In FY25, any sworn individual holding a leadership role will have access to the highly successful B-AGILE training presented by Babson College, which continues to enhance the professional development training for SPD supervisors that aligns with the highest professional standards. This program is designed to help drive a culture of creativity and innovation in decision-making and leadership skills as well to foster better relationships with the community.

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

Lastly, funding is included to maintain the department's NARCAN program which has now been in place for the last five (5) years. This program gives officers the necessary tool to immediately address instances of drug overdoses. Already, Springfield Police Officers have administered more than 550 life-saving doses of this medication.

#### *Fire Department*

The Springfield Fire Department (SFD) will also be hiring new recruits to stay ahead of attrition. While the department is currently at full staffing, it is proactively looking to manage attrition with plans to run at least one (1) academy in FY25. Recruits continue to be sent to the state-run academy program, which has been successful in graduating new firefighters to begin immediately working in the stations.

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

The FY25 budget also provides funding for two (2) tactical EMS (TAC) units. Now operating in a full time capacity, the TAC units are equipped with the necessary equipment and medication to respond to any opioid-related incidents within the City. Through this unit, additional lives can be saved through the administration of medication such as NARCAN.

#### *Emergency Communications/Dispatch*

The Springfield Emergency Communications (Dispatch) Department, which closely collaborates with the Police and Fire Departments, has also been provided with funding for several ongoing initiatives. The brand new Computer-Aided Dispatch (CAD) and Records Management Systems (RMS) came online

in FY24, improving working systems for all public safety employees while also helping to ensure the safety of our community. We are excited to see the significant difference it will provide in aiding our community as we continue into FY25.

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

Providing our citizens with the resources they need to capitalize on the services the City offers is vital, which is why in FY25 we've continued funding for increased outreach efforts to the community. These education initiatives will teach individuals the proper use of 9-1-1, and available resources such as text-to-911 and Smart 911. The FY25 budget also maintains funding for all maintenance, equipment and software needed to manage daily operations in a highly efficient way.

### *Cybersecurity*

Construction continues under our newly named Richard E. Neal Cybersecurity Center of Excellence, located at Union Station. The CCE (Cybersecurity Center of Excellence), which is scheduled to open in FY25, will support municipalities, school department IT divisions, small and large area businesses, college and university partners, military bases, utility companies and it will provide robust STEM cybersecurity programs for K-12 students and adult learners. The CCE will serve as a dynamic hub for advancing cybersecurity awareness, education, innovation and battling global security threats.

### **Public Education**

The School Department (SPS), under the leadership of Superintendent Dan Warwick, works tirelessly with teachers and administrators to ensure a safe and quality learning experience for all our students, expanding across more than 50 different schools. Despite lingering challenges from remote learning during the COVID-19 pandemic, the School Department rose to the occasion and not only kept students engaged, but also continued to improve graduation rates and decrease the number of students who drop out. The district's dropout rate was just 1.9% in 2021, representing a 81% decrease since 2012. This represents the highest dropout rate decrease in all of Massachusetts during the same timeframe. Additionally, the SPS 2021 graduation rate has reached 86%, which is an increase of over 7% compared to the previous year, and an impressive 32% increase since 2012.

As a municipality, we are thrilled to continue offering the first full-day Pre-K program of its kind in the Commonwealth. For years, the City has invested funds in early education programming through the school department's budget, and we plan to continue that trend. In FY24 we added an additional 17 preschool classrooms across the district to meet the demand that we have seen throughout the City. The full-day program is invaluable for the growth of our youngest citizens, and will allow caregivers to return to the workforce and provide for their families. We are excited to continue this program in FY25 and witness the transformative effect this program will have on our children and residents.

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

In FY25, we're also going to continue to study the eligibility and feasibility of rebuilding or replacing German Gerena Community School. This project would bring a new state-of-the-art school for students, teachers, and residents in the North End. This project will bring the total amount invested into building new schools and renovating existing ones throughout the city to over \$1B — the highest level of investment across the Commonwealth.

### **Economic Development**

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

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

In FY24, we also saw the opening of Big Y Supermarket's downtown express location in the Tower Square Complex, bringing an additional grocery option to what has been long viewed as a food desert area for residents. Since opening, Big Y has seen great success.

Homeownership is key to building home equity for residents, which is why my administration will continue to support our very successful First-Time Homebuyers program through our Office of Housing. We currently have 500 new units of multifamily housing in the pipeline, with an additional 40 for-sale affordable town homes in the city's South End.

### **Healthy Neighborhoods**

Springfield continues to place emphasis on ensuring healthy neighborhoods across the city, with the goal of providing residents the highest possible quality of life. Highlighted below are the following initiatives that have seen great success in the past, and will be continued in FY25.

#### *Code Enforcement*

Funding for a full complement of administrative and inspectional personnel positions in both the Building and Housing Code Enforcement Divisions. This helps to ensure healthy neighborhoods and safe buildings throughout Springfield. Funding is also included for the continuation of the Mayor's "Clean City" program. The FY25 budget also provides funding for OpenGov, an enhanced software package that will allow for the permitting process to be fully accessible to the public online, including the ability to submit payments electronically. This relieves a significant burden to both the public and departmental staff, saving time and maximizing efficiency by eliminating the need to acquire permits in person. Excitingly, the design of this system will allow for other City departments to join the platform at no additional cost.

#### *DPW*

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

Continued funding for municipal trash and single stream recycling pickup, while also ensuring adherence to the new state requirements for bulk items, and maintaining an affordable bulk sticker

cost for residents. In addition, DPW will collect residential yard waste on recycling pickup days. Residents can also drop off their yard and leaf waste at the Bondi Island facility at no charge.

#### *Sidewalk Crew*

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

#### *Safe Streets and Roads for All*

Continued rollout of the Safe Streets and Roads for All safety upgrades to the most dangerous intersections in the City, stretching along 10 corridors and 15 intersections. These improvements are designed to increase vehicular, pedestrian, and bicyclist safety through the implementation of bump outs, protected crosswalks, upgraded pedestrian signals, and improved lighting.

### **Community Services**

#### *Parks & Recreation*

In FY23 we began the Clean Sweep Initiative in combination with ROCA in Western Massachusetts. ROCA is dedicating two five-member teams to respond to quality of life calls placed through the City's 311 Call Center by residents to address litter throughout the City. FY24 was the first year the program was fully funded to complement our existing Clean City Initiative that was already in place to assist in responding to litter and trash concerns across Springfield. Based on the great success we've had this year, we are looking forward to continue funding for this program in FY25.

Beginning in FY22 and continuing during FY25, in an effort to brighten the City's neighborhoods, the Parks Department will work aggressively to remove tree stumps throughout Springfield. Removing these stumps is not only aesthetically pleasing to the eye, it will also create more space for residents to use after the areas are reseeded and grass is grown.

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

Camp STAR Angelina will be fully open again for FY25. All pools and splash pads will be available for families to enjoy during the summer. Additionally, all recreational programs and activities will be up and running in FY25, including the After School & Evening Gym programs, the Summer Concert Series, and "Movies in the Park." These programs play a significant role in bringing the Springfield community together.

Work is underway at Duggan Field where a new state-of-the-art athletic field will be built and rededicated to former Springfield Trade (Putnam) Coach Ted Plumb; the development will provide accessible and inclusive recreation elements including track and spectator amenities, basketball courts, fitness course, a baseball/softball diamond, an outdoor classroom, community gardens, and trails. The FY25 budget will also fund continued maintenance & upgrades to our existing playing fields.

We will also be transforming Greenleaf Park, including an accessible playground, splash pads, and trails. This project will highlight green infrastructure design to mitigate heat island affects and increase our resiliency with tree planting, pollinator gardens, bioswales, nature-based stormwater treatment solutions, and culvert replacements.

Lastly, improvements are being made to Gurdon Bill Park, now renamed “Gurdon Bill Bike and Skate Park.” by adding biking and skating elements to the park, youth and adults alike will now have the opportunity to engage in these fun activities. A splash bad will also be added, which is very popular among our kids.

In FY25, Springfield Police Department and Hampden County Sheriff's Crews will continue with the unique and innovative partnership to enhance public safety within our beloved Forest Park. Dedicated patrols will be led by the SPD's motorized Trikke Defenders and the HCSC Mounted Patrol Unit of horses and will also include the Emotional Support Division of therapy dogs. Together, we look forward to another great season for residents and visitors in Forest Park.

#### *Health & Human Services (HHS)*

In FY24, we strategically invested in HHS, expanding the capacity of our Division of Environmental Health which protects the public health and environment of the City of Springfield through education, inspections, sampling and monitoring, and enforcing federal, state, and local codes as they pertain to public health issues. We will be continuing these investments in FY25 along with our outreach efforts through additional mailings and digital media outreach, to keep our residents informed through e-newsletters, web pages and blog content, and social media messages.

Opioid settlement funds totaling \$7.2M over the next 16 years will go towards a wide variety of initiatives and programs that will enhance and expand the City's opioid response, and create systems in partnership with Springfield's Police, Fire and Health Departments, local nonprofits, health organizations and community stakeholders. Funding will also continue for the Office of Racial Equity, our Cannabis Compliance Program, the Office of Problem Gambling and Prevention, and Office of Public Health Preparedness and Response.

#### *Elder Affairs*

FY24 was the first full year of our resumed hot lunch program for senior residents, which had been shut down since the beginning of the COVID pandemic. We are excited to again be in a position to safely provide hot lunches to our seniors and welcome them to our centers across the community. This program has been fully funded to continue in FY25.

The Transportation Coordinator position added in FY23 will continue to be funded in the new fiscal year to transport our senior citizens and plan a number of trips for them according to their interests. This provides exciting opportunities for our seniors that they may not otherwise been able to access.

All sites and programs for our seniors are fully open, including Riverview, Hungry Hill, the Clodo Concepcion Community Center, the Fitness Center and the Raymond A. Jordan Senior Center. This past March we were able to completely renovate the fitness area in the North End Senior Center, outfitting it with brand new state-of-the-art senior-friendly fitness equipment. We are excited to be able to offer fitness programming, in addition to activities such as bingo, trivia, exercise programs, concerts and wellness checks. These programs will continue to operate in FY25.

#### *Veteran's Services*

This department will continue to fully fund services to our Veterans. The addition of newer staff in recent years has allowed this department to serve veterans more efficiently, through proper case management efforts. In FY24, we successfully placed 30 unhoused veterans into permanent housing.

In FY25, we will continue to fund the initiative to end veteran homelessness through collaboration and partnership with various organizations.

### *Libraries*

I am excited to be able to continue the successful investments we made in our library system in FY24, including the increased hours at the East Forest Park location. Investments in our libraries are investments in the education of our youth and all citizens of Springfield. This new initiative added two additional mornings to the East Forest Park Library schedule, along with one additional evening. Since the rollout of this new schedule we have been able to increase the number of programs offered by 80%, recognized a 40% increase in visitors to the library, and a 47% increase in circulation of materials.

In addition, we have continued funding for our Community Rooms at the East Forest Park Library and the Mason Square Library to be available for meetings for residents 4 nights per week. This expansion of services has allowed more groups to access the space, providing a safe space to meet and engage with other members of the community.

In FY22, a 1-year grant-funded hotspot lending initiative was launched, allowing residents to borrow portable hotspots from Springfield libraries allowing free internet and Wi-Fi access from a personal computer, tablet, or smartphone for up to 14 days per use. Due to the success of this initiative, these hotspots will continue to be funded in FY25 through the City's general fund.

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

### *Thomas J. O'Connor Animal Control and Adoption Center*

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

### **Fiscal Responsibility**

The City has maintained the highest bond rating in its history, largely due to our commitment to fiscal excellence and not spending our reserves. We continue to aggressively address our unfunded pension liability in an effort to enhance our financial stability, appropriating \$67.5M contribution towards pension liability; a 9.1% increase over FY24.

Our finance team received the "Distinguished Budget Award" from the Government Finance Officers Association for the 17th year in a row, and was also awarded the "Certificate of Excellence in Financial Reporting" for issuance of our Comprehensive Annual Financial Report for the twelfth consecutive year.

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

Our Department of Technical Assistance and Compliance (DTAC) continues to support the City's Responsible Employer Ordinance, to ensure diversity in hiring practices and consistent compliance with



all Federal and State rules & regulations for the City's construction projects. In addition, DTAC has recently implemented the Minority & Women Business Enterprise (MWBE) Certification Office, which is only second of its kind in the State of Massachusetts. The MWBE Certification Office will not only provide resources for small businesses to become certified city vendors, but will provide them access to purchasing and contracting opportunities statewide as well.

The FY25 budget was balanced funding all core services and personnel while continuously building up reserves to support the City's financial health to guard against future unknowns.

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

Thank you for reviewing the FY25 Recommended 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.

Domenic J. Sarno  
Mayor

Handwritten signature of Cathy Buono in black ink.

Cathy Buono  
Chief Administrative & Financial Officer

## Executive Summary

The Recommended Budget for FY25 is \$928.7M. This represents a 5.8% increase over the FY24 Adopted Budget and a 2.3% increase from the FY24 Revised Budget.

Fiscal 2023 Actual General Fund	Fiscal 2024 Adopted General Fund	Fiscal 2024 Revised General Fund	Fiscal 2025 Recommended General Fund	% Change from FY24 Adopted	% Change from FY24 Revised
833,508,850	877,909,910	908,053,858	928,717,433	5.8%	2.3%

FY25 marks the tenth consecutive year that the City has been able to balance its budget without the use of stabilization reserve funds. This accomplishment is a testament to the administration’s management of City finances and the determination of our City to work towards a sustainable future despite the fiscal challenges we face due to an increasing pension obligation and decreased state aid.

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

### Fiscal Year 2024 Budget Update

Based on the City Comptroller’s Monthly Financial Statements published in April 2024, the City is managing the FY24 budget to a surplus by year end. This certainly is a testament to the administration’s commitment to fiscal sustainability, while navigating the uncertainty post-COVID-19. Overall, the City continues to focus on maintaining realistic and balanced budgets. The City is able to maintain its fiscal health by conducting monthly reviews of spending and revenue in an effort to estimate our position at year end. This process allows the City to scrutinize all expenses and revenues which encourages cost savings and ensures that the budget sustains its trajectory.

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

Springfield also continues to maintain a strong financial position as demonstrated by our bond ratings. During the City’s last bond rating, in 2023, Standard & Poor’s (S&P) affirmed the City’s AA- credit rating, and enhanced our debt outlook from “negative “ to “stable”. The affirmation of our AA- rating demonstrates that Standard & Poor’s strongly believes in the City’s financial management and our ability to make difficult decisions to balance the budget. It is also important to note that AA- continues to be the highest rating in the City’s history, a great improvement from A- rating nine years ago. The City hopes to continuously increase its ratings going forward.

### **Fiscal Year 2025 Budget Challenges**

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

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

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

For FY25, the projected gap after budget request submissions totaled \$24.6M.

### **Budget Solutions**

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

A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue maximization, and notably, did not utilize stabilization reserves. All budget decisions were considered in the context of providing vital programs and core services to the City with the intention of avoiding harmful layoffs. For an overview of the decisions made to balance the FY25 budget, please refer to the table shown on the next page.

<b>Getting to Balanced: FY25 Budget Decisions</b>	
<b>Original Gap, based on MYFP</b>	(23,502,548)
<b>Increased Gap, after Department Requests</b>	(24,559,412)
<b>Solutions:</b>	
<b>Expense</b>	<b><u>(12,999,223)</u></b>
Spending adjustments	(6,055,298)
Salary/position adjustment	(2,113,642)
Grant offsets	(3,767,587)
Reduction to Health Insurance estimate	(3,400,000)
Increase to debt schedule	1,506,561
Increase to SPS transportation estimate	830,743
<b>Revenue</b>	<b><u>5,560,188</u></b>
Revenue adjustments	4,560,188
Earnings on Investments	1,000,000
<b>Property Values</b>	<b><u>6,000,000</u></b>
New growth	5,000,000
Reduced overlay	1,000,000
<b>One Time Revenue</b>	<b><u>-</u></b>
<b>Balance Sheet</b>	<b>0</b>

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

### **Revenue Increases**

#### *Additional Levy*

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

### *Department Revenue/Local Receipts*

Through a careful analysis of historical revenue collection and anticipated revenue increases, the FY25 Recommended Budget forecasts \$75M in local receipts, a 7.0% increase from FY24. This includes additional revenue from hotel/motel tax, meals tax, building permits from large-scale projects, and invest income generated from high interest rates.

### *State Aid*

Per the State’s proposed FY25 budget, the City expects to receive \$578.5M. This represents a \$29.2M (5.3%) increase over the State’s final FY24 Budget. As our largest source of revenue, it is absolutely essential that aid received continues to allow us to satisfy operational needs of all City and School Departments.

## **Expenditure Reductions**

### *Departmental Spending Reductions*

Despite the increased unrestricted state aid, MGM revenue, and potential permit fees, Springfield continues to operate with conservative revenue projections, while growing by 5.8%. Therefore, to submit a balanced budget, departmental budgets must be evaluated for potential reductions. Not all departments were impacted by budget reductions as steeply as others, partly because departmental budgets have been cut year over year, and further reductions could severely hamper operations. Most of the reductions taken were based on historical spending trends and all departmental programs remain intact for FY25 without the need to curtail any operations. The FY25 budget will preserve core services, avoid any layoffs or furloughs, and honor all collective bargaining agreements.

Some specific reductions include:

- ◆ Salaries/OTPS Offsets —\$3.8M offset to alternate funding sources.
- ◆ Health Insurance—due to updated projection formulas, the City’s estimated Health Insurance costs decreased by \$3.4M
- ◆ Departmental spending reductions—\$6.8M decrease to align with historical spending trends.

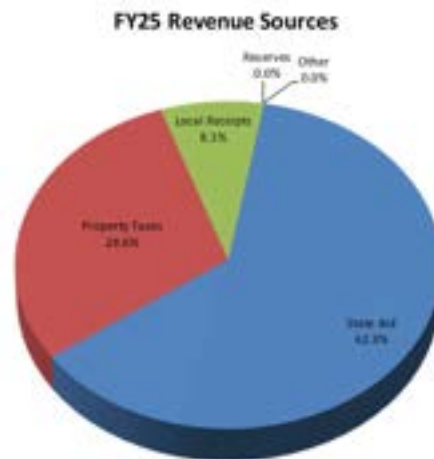
## **Key Budget Drivers**

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

## **City Revenue – Where does it come from?**

In determining the amount of revenue available to spend for each Fiscal Year, there are five major categories. For FY25, the chart on the next page shows the percent of revenue coming from each of these categories. It is important to note that State Aid represents 62.3% of the City’s revenue. Much of this aid is dedicated to specific purposes such as Education, Veterans Benefits, and Tax Exemptions. The remaining revenue, generated locally, must be used to meet all other City needs.

City Revenue	FY22 Actual	FY23 Actual	FY24 Adopted	FY25 Recommended	% of Total	\$ Change	% Change
State Aid	458,826,738	502,138,499	545,267,551	578,543,479	62.3%	33,275,928	5.8%
Property Taxes	258,062,970	237,963,687	262,606,704	275,239,817	29.6%	12,633,113	4.6%
Local Receipts	82,838,150	75,449,831	70,038,655	74,934,136	8.1%	4,895,482	6.5%
Reserves	-	-	-	-	-	-	-
Other	17,312,711	237,000	-	-	-	-	-
<b>TOTAL</b>	<b>817,040,569</b>	<b>815,789,017</b>	<b>877,912,910</b>	<b>928,717,433</b>	<b>100%</b>	<b>50,804,523</b>	<b>5.8%</b>



## FY25 Revenue Overview

### 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 1<sup>st</sup> of each year.

### Property Tax

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

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

Second, a community's levy is also constrained in that it cannot increase more than 2.5% over the prior year's levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A

municipality’s levy limit is only increased in four ways: an increase of up to 2.5% over the previous year’s levy limit, new growth in the tax base, and local votes for either an override or a debt exclusion. If the voters approve an override, the amount approved can permanently increase the municipality’s levy limit. In the case of a debt exclusion, a given amount can be added to the levy, even above the levy ceiling, for the purposes of paying debt for a specific capital project. Estimates on the tax rate for the FY25 are still being reviewed and will be part of the tax rate setting process this fall.

	FY21 Levy Calculation	FY22 Levy Calculation	FY23 Levy Calculation	FY24 Levy Calculation	FY25 Recommended
Tax Levy	216,375,301	228,522,820	239,858,463	252,591,907	265,112,017
Amended New Growth	43,604	313,243	132,168	23,438	-
Increase Levy 2.5%	5,410,473	5,720,902	5,999,766	6,315,384	6,627,800
<b>Subtotal</b>	<b>221,829,378</b>	234,556,964	<b>245,990,397</b>	<b>258,930,729</b>	<b>271,739,817</b>
New Growth	6,693,442	5,301,499	6,601,510	6,181,288	5,000,000
<b>Gross Tax Levy</b>	<b>228,522,820</b>	<b>239,858,463</b>	<b>252,591,907</b>	<b>265,112,017</b>	<b>276,739,817</b>

*Local Receipts*

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

*Reserves*

At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in Free Cash. In prior years, the City experienced negative Free Cash meaning that spending exceeded revenues for a given fiscal year. Through strict controls and monitoring, the City has made great strides in controlling spending and has certified positive free cash for eighteen consecutive years, which has helped build the City’s Stabilization Fund to \$68.9M.

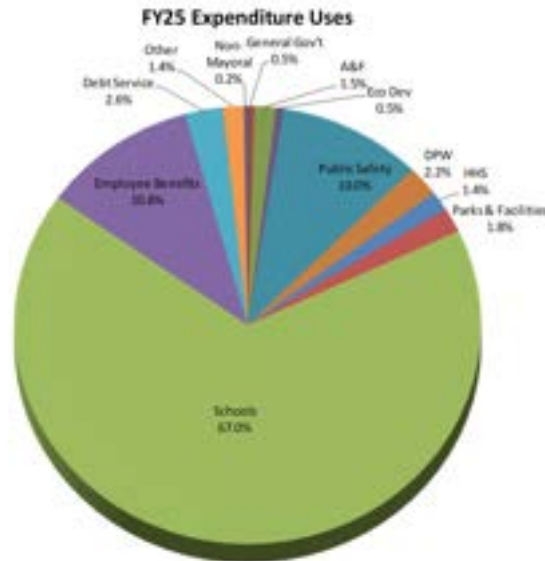
**City Spending – How is City Revenue Spent?**

The City spends money within its divisions and departments based on the needs of City residents and priorities of the Mayor. For FY25, the chart on the next page shows how the \$928.7M of City revenue is spent across City divisions. It is important to note that much of the spending within the City is driven by the costs associated with operating our School Department. Expenses within the remaining divisions are largely driven by personnel costs. Salaries and benefits of City employees (exclusive of the School Department) represent \$218.5M or 72.5% of the City’s operating budget.

**FY25 Spending**

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

City Spending	FY22 Adopted	FY23 Adopted	FY24 Adopted	FY25 Recommended	% of Total	\$ Change	% Change
Non-Mayoral	1,702,727	1,844,374	1,834,320	1,931,833	0.2%	97,514	5.3%
General Gov't	4,263,515	4,298,211	4,488,137	4,814,304	0.5%	326,167	7.3%
A&F	12,264,872	12,666,240	13,244,244	14,148,160	1.5%	903,915	6.8%
Eco Dev	4,404,662	4,469,836	4,643,332	4,661,211	0.5%	17,879	0.4%
Public Safety	78,780,329	79,477,369	87,519,598	89,540,822	10.0%	2,021,224	2.3%
DPW	17,418,370	18,137,866	19,736,663	20,515,754	2.2%	779,091	3.9%
HHS	11,272,816	11,554,296	12,559,754	12,800,875	1.4%	241,122	1.9%
Parks & Facilities	13,649,531	14,213,639	15,779,915	17,270,811	1.8%	1,490,897	9.4%
Schools	491,696,545	544,863,270	587,798,386	627,288,835	67.0%	39,490,448	6.7%
Employee Benefits	80,936,324	87,575,954	94,675,065	99,683,191	10.8%	5,008,127	5.3%
Debt Service	26,089,357	27,535,488	23,034,501	23,143,037	2.6%	108,536	0.5%
Other	13,220,499	12,381,203	12,598,991	12,918,599	1.4%	319,607	2.5%
<b>TOTAL</b>	<b>755,699,548</b>	<b>819,017,747</b>	<b>877,912,906</b>	<b>928,717,433</b>	<b>100%</b>	<b>50,804,527</b>	<b>5.8%</b>



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

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

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

**Development Services**—The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city. Highlights of major economic development projects include MGM, Union Station, the Court Square Hotel project, and the newly introduced Main Street and Convention Center Overlay District.

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



**Public Works Division**—The department maintains and preserves the City’s public way infrastructure, including streets, sidewalks, street signs and traffic signals, administers the solid waste, recycling, and yard waste programs, and maintains the City’s inventory of vehicles and equipment, with the exception of Police and Fire. Level service funding is continued for all core programs and services provided by the department, including the popular Sidewalk Crew.

**Health & Human Services Division**—This division includes support for the elderly and veterans, provides public health and animal control services to the community, and maintains the City’s library system. The division is fully funded and ensures the appropriate resources are available to allow for an effective response to public health issues and concerns.

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

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

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

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

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

## **Conclusion**

Despite the many challenges the City has faced, the FY25 Recommended Budget focuses on maintaining core services despite the continued economic and financial uncertainties. It addresses the priorities of its residents while carefully assessing methods to manage spending growth in a way that is sustainable in future years. This continues to require all City Departments to maximize resources and do more with less. It also provides programs and services that cannot be found through any other private entity. While this budget is full of difficult decisions that will require creativity from every department, the City continues to maintain core programs and services to its residents, businesses, and visitors.

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Overview

# Section 1

## Overview

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# Introduction

## About This Document

This document presents the City of Springfield's Fiscal Year 2025 Recommended Annual Budget. It serves as a guide to help administrators, elected officials, the general public, and other interested parties understand the City's programs, services, goals, and finances in Fiscal Year 2025. 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 2024 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 2025 Appropriation Orders, and the City's detailed expense budget for the Fiscal Year 2025.

## The Budget Documents

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

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

City of Springfield  
Office of Administration and Finance  
36 Court Street, Room 412  
Springfield, MA 01103

*\* Printing and mailing charges may apply*

# Budget Administration

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

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

*City Ordinances can be found online at <http://ecode360.com/SP2105>*

**Basis of Budgeting:** The term “basis of budgeting” refers to the underlying financial framework and accounting system which is used to create a budget. The “basis of accounting” refers to the timing in which revenues and expenditures are recognized in accounts and reported on financial statements. The basis of budgeting which the City of Springfield uses to prepare the budget and budget document follows the basis of accounting in accordance with Generally Accepted Accounting Principles (GAAP), with the exception of a timing difference in how encumbrances are treated.

On a GAAP basis, encumbrances are not considered expenditures because a fund liability has not occurred. On a budgetary basis they are considered expenditures in the period the commitment is made. This means that, for the City of Springfield, once an expense has been requested and approved through internal controls, the funds are set aside or “encumbered” and are treated within the account system as though they have already been paid, rather than only considering them paid once the invoices are received and the check has been cut.

Budgetary and accounting systems are organized and operated on a “fund” basis, which is the basic procedure for recording revenues and liabilities in governmental financial reporting. The operations of each fund are budgeted independently. There are three categories of funds: Governmental Funds, Proprietary Funds, and Fiduciary Funds.

*Governmental Funds:* All governmental funds are accounted for using the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when measurable and available to pay current liabilities. Expenditures are recognized when the liability is incurred, with the exception of principal and interest on long-term debt, which are recorded as expenditures when paid.

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

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

Expenditure accounts are distinguished from other accounts by use of an account code beginning with a “5.” These account codes have been defined by the Massachusetts Department of Revenue (DOR) through the Uniform Massachusetts Accounting System (UMAS), which was most recently updated in July 2014, and is applicable to all political subdivisions in the Commonwealth.

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

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

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



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

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

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

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

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

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

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

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

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

The Fiscal Year 2025 budget draws on revenues from the General Fund. The General Fund is the largest fund in the City and accounts for most of the City's financial resources. General Fund revenues include property taxes, license and permit fees, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for basic operating services such as public safety, education, health and human services, finance, parks and recreation, and public works. The adopted budget is strictly built on General Fund revenues.

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

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

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

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

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

**Revolving Funds:** The City also maintains revolving funds that raise revenue for specific purposes and can be used without additional appropriations. These funds are used for self-supporting programs that are sponsored by the City. The City’s revolving funds include:

- ◆ Handicapped Parking - Handicapped parking receipts, in accordance with Chapter 40 § 8J
- ◆ Mattoon Street Parking - Parking violation enforcement
- ◆ Park - Banquet Facilities - Operation of the Barney Carriage House, King Phillip’s Stockade, and Camp Wilder
- ◆ School Department Technology Take Home Fees - The School Department is currently piloting a program that allows students to take home their school-issued laptops. This fund is used to purchase insurance on these laptops
- ◆ Blight Removal - Funding building demolition enforcement, and related blight removal activities of all city departments
- ◆ Healthcare for the Homeless - An account that collects all fees charged to persons, insurance companies or healthcare entities which funds the salaries and wages, services, and equipment needed to operate and maintain City operated clinics.
- ◆

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

<b>Reconciliation of Fund Equity (Retained Earnings) for the Fiscal Year End June 30, 2023</b>						
Item Description	General	Special Revenue	Capital Projects	Enterprise	Trust	Total
1 Total Revenue	815,289,312	182,675,076	29,429,883	5,269,917	104,167,764	1,136,831,952
2 Total Expenditures	795,676,009	208,703,798	70,235,843	12,050,366	102,932,687	1,189,598,702
<b>3 TOTAL EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>19,613,303</b>	<b>(26,028,722)</b>	<b>(40,805,960)</b>	<b>(6,780,449)</b>	<b>1,235,077</b>	<b>(52,766,750)</b>
4 Transfers From Other Funds	237,000	38,512	6,982,207	6,165,593	39,374,892	52,798,204
5 Other Financing Sources	-	-	-	-	-	-
6 Transfers To Other Funds	52,522,692	275,512	-	-	-	52,798,204
7 Other Financing Uses	-	-	-	-	-	-
<b>8 TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>(52,285,692)</b>	<b>(237,000)</b>	<b>6,982,207</b>	<b>6,165,593</b>	<b>39,374,892</b>	<b>-</b>
<b>9 TOTAL EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES AND OTHER FINANCING SOURCES (USES)</b>	<b>(32,672,389)</b>	<b>(26,265,722)</b>	<b>(33,823,753)</b>	<b>(614,856)</b>	<b>40,609,969</b>	<b>(52,766,750)</b>
10 Fund Equity (Retained Earnings) Beginning of Year	155,285,331	136,157,173	60,788,515	2,327,631	82,492,563	437,051,213
11 Other Adjustments	-	-	-	-	-	-
<b>12 TOTAL FUND EQUITY (RETAINED EARNINGS) END OF YEAR</b>	<b>122,612,942</b>	<b>109,891,451</b>	<b>26,964,762</b>	<b>1,712,775</b>	<b>123,102,532</b>	<b>384,284,463</b>

## All Funds Overview:

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

- ◆ The General Fund is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

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

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

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

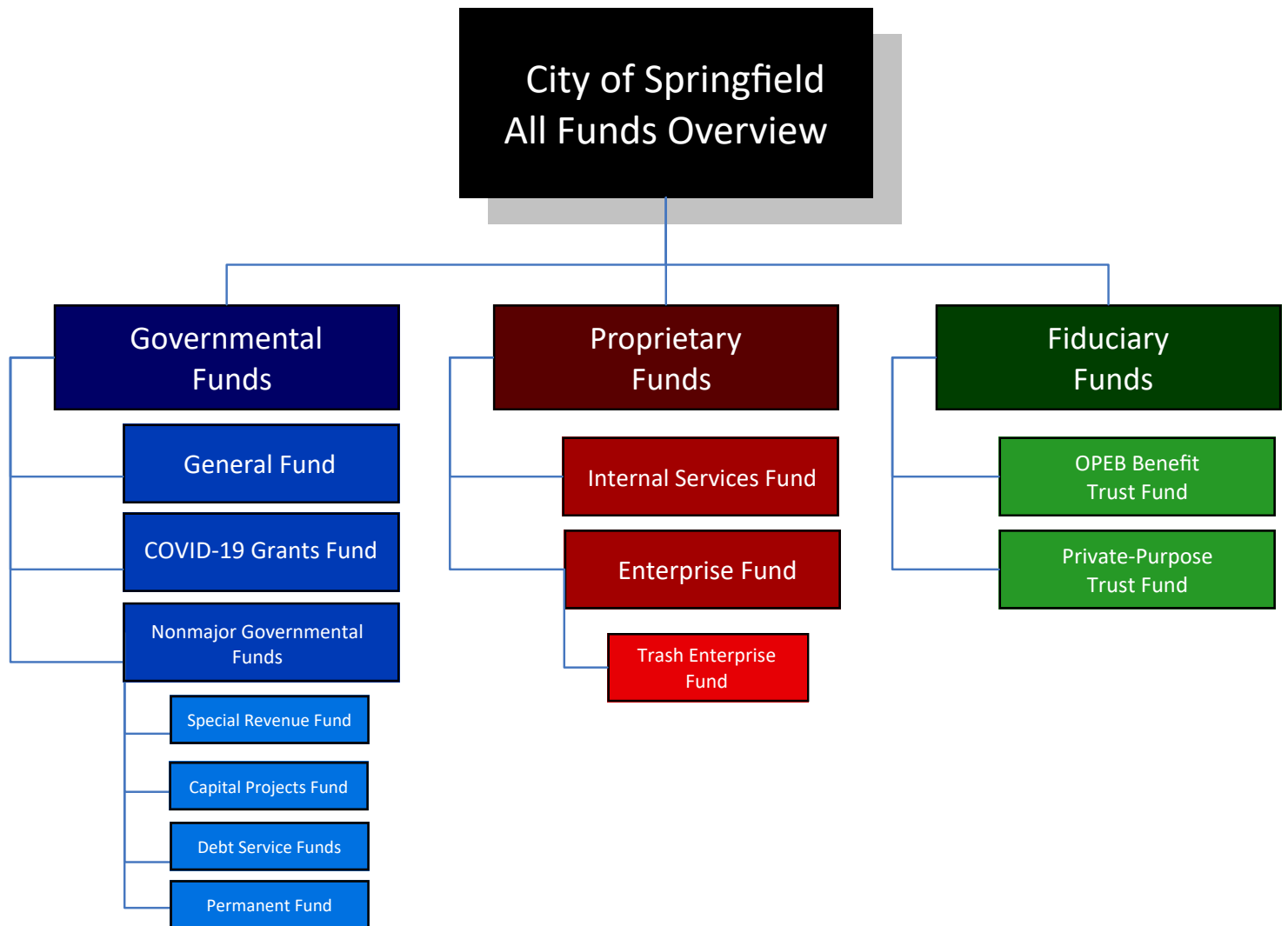
The following proprietary funds are reported:

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

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

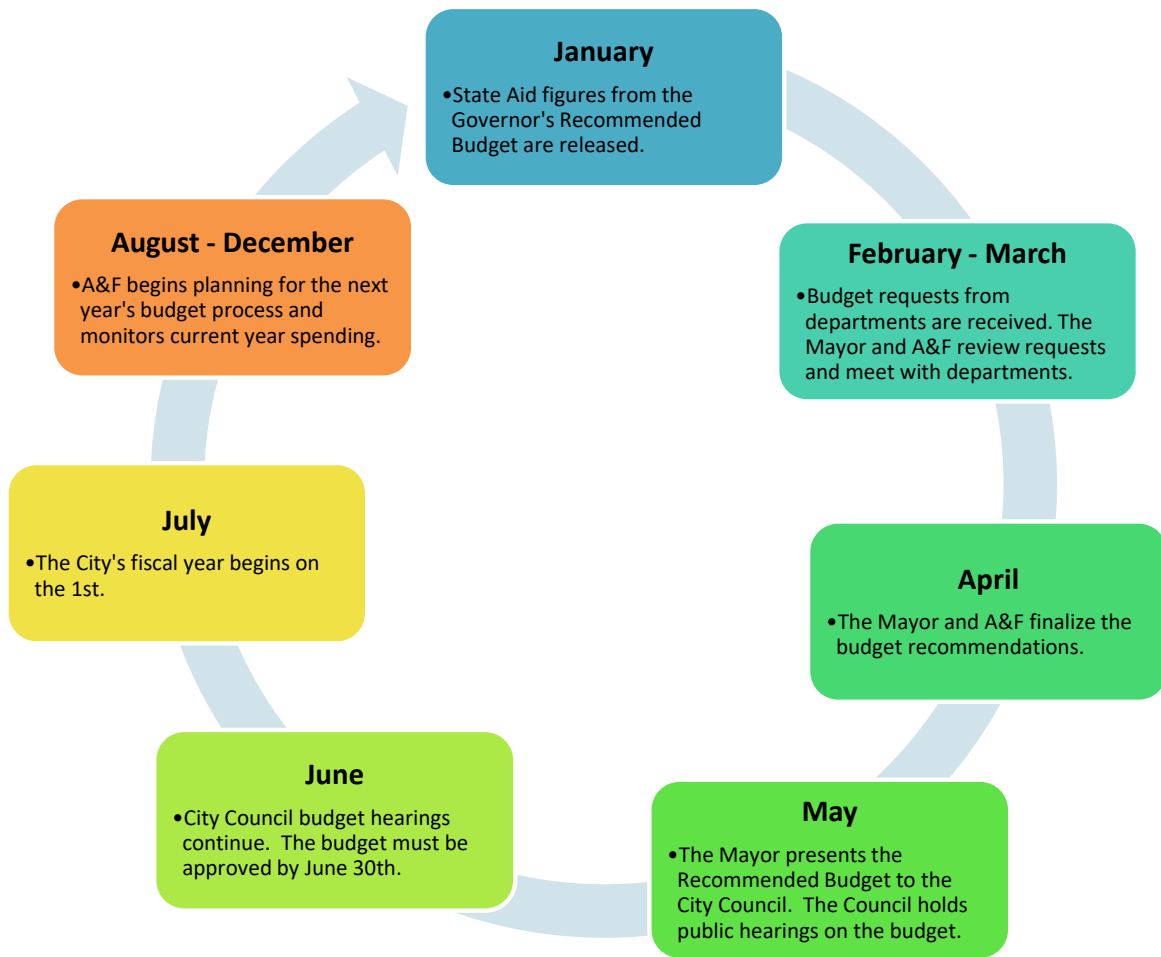
The following fiduciary fund types are reported:

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



Overview

# City of Springfield Budget Cycle



## Budget Calendar

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

**February:** The Mayor and A&F review departmental budget requests. Meetings are scheduled between department heads, the Mayor, and A&F to analyze each department's budget and request supplemental materials if necessary.

**March:** An overview of the Capital Budget is then created and submitted to the Mayor. The Mayor reviews the capital requests and approves a final capital budget.

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

Overview

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

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

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

Public City Council budget hearings are held to review the Recommended Budget.

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

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

**August:** A&F reviews the prior year's budget process and makes recommendations for improving the budgeting process.

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

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

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

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

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

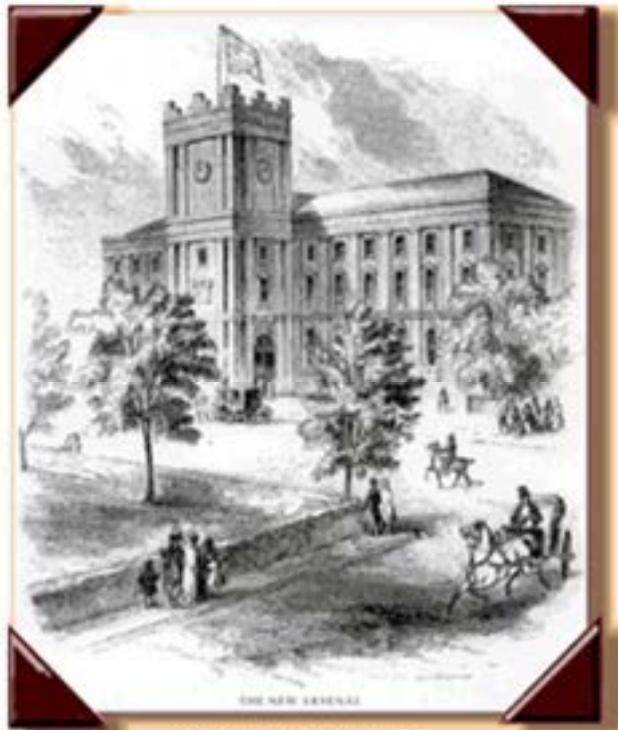
**Ongoing:** A&F works with City departments to manage expenses and revenues so as to maintain a balanced budget. Either party can initiate budget transfers as necessary. A&F conducts regular payroll, expenditure, and revenue forecasts.

## City of Springfield Overview

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



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



**The New Arsenal**

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

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

Overview



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

## Springfield Demographics

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

Springfield is home to a diverse and growing population. According to 2020 census data, the City has over 58,000 households, and a 47.3% homeownership rate. One-third of Springfield households had children that attended Springfield schools. Springfield is the third largest school district in Massachusetts, with 38 elementary schools, six high schools, six middle schools (grades 6 – 8) and seven specialized schools.

### Springfield Data Facts (Source: 2022 U.S. Census Bureau Estimates)

Government Characteristics	
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	155,929
% Male / Female	48% / 52%
Median Age	33.3
Average Family Size	2.57
Race:	
White alone (not Hispanic or Latino)	28.9%
American Indian and Alaska Native	0.5%
Black	20.8%
Asian	2.8%
Two or More Races	13.0%
Hispanic or Latino	47.5%
Native Hawaiian and Other PI alone	0.0%

Household Characteristics (2017-2021)	
Households	58,344
Persons Per Household	2.57
Persons Under 5 Years Old	6.5%
Persons Under 18 Years Old	24.9%
Persons Over 65 Years	12.6%

FY2024 Tax Rates (Per \$1,000 Value)	
Residential Tax Rate	\$ 16.14
Average Single Family Home Value	\$ 238,700
Commercial / Industrial / Personal Property	\$ 35.49

Ten Largest Employers (2022)	
Mass Mutual Financial Group	9,844
Baystate Health Systems	8,000
Big Y World Class Markets	6,000
Smith & Wesson Inc.	2,204
Mercy Medical Center	1,595
Center for Human Development	1,400
Springfield College	1,000
Verizon	1,000
MGM Springfield	891
Western New England University	855

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	26,498
Residential Condominiums	1,827
Two and Three Family	7,671
Residential Vacant Land	2,570
Apartment	678
Misc Residential	84
Mixed Use (Residential and Commercial)	271
Chapter 61 Land	3
Commercial	2,068
Industrial	330
Personal Property	3,782
Exempt Parcels	2,335

### Overview

## Springfield Economy

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

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

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

In addition to the Ted Plumb athletic field, the City continues to invest and improve parks in neighborhoods across Springfield. These investments carry into FY25, including a \$1M investment in improvements to Walker Grandstand in Forest Park and \$1M to Greenleaf Park, both projects which began in summer of 2023. The FY25 budget also continues to fully fund neighborhood libraries, and the new East Forest Park Library which opened in the fall of 2019. A new investment in FY24 increased the open hours at the East Forest Park Library to include extended morning and evening hours to better serve resident schedules.

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

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

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

Overview

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. Recently, the City invested \$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 is 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. Completed in FY24, the Court Square Hotel was converted into 74 housing units and provides 12,000 square feet of retail and restaurant space on the first floor.

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

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

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

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

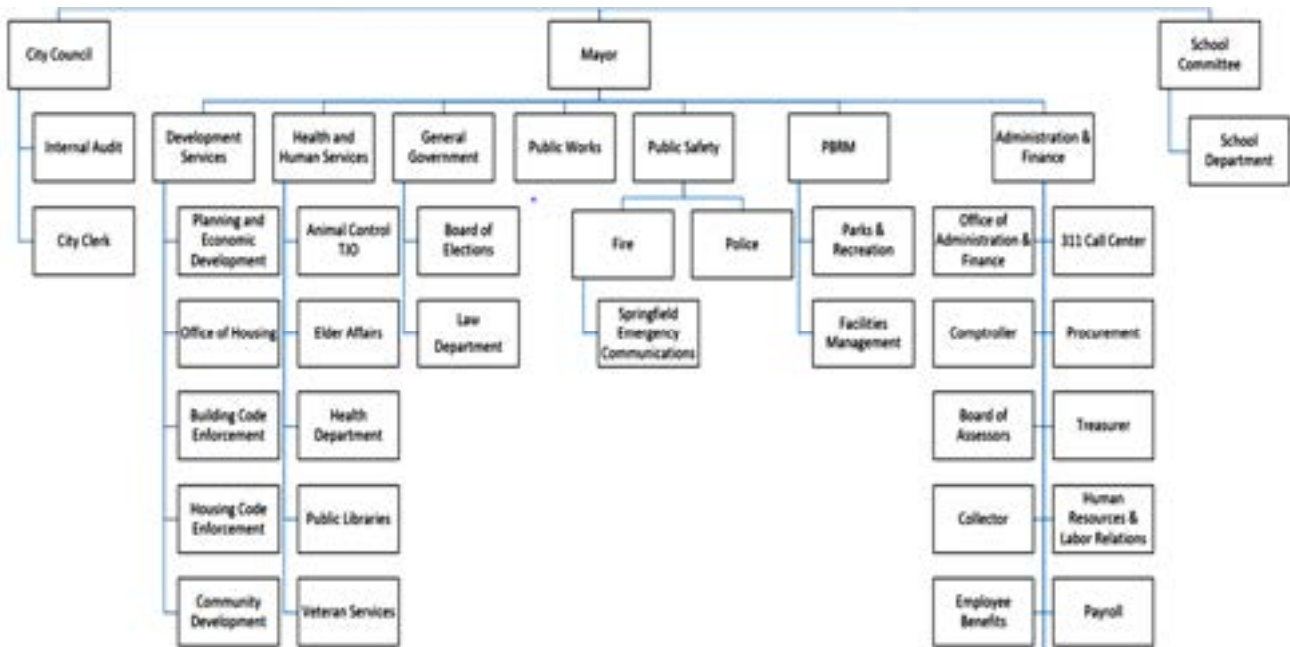
- ◆ **Public Safety:** Public safety is a top priority of the Administration and is essential to any community's long-term economic success. In FY23, Springfield began implementing the City's newly integrated Computer Aided Dispatch (CAD) and Records Management system. In FY24, the City was able to successfully consolidate both of the City's two current CAD systems onto one platform. The ability to run both Police and Fire Department dispatch communications through a consolidated system allows for a coordinated public safety response, decreasing call processing time, the delivery time of incident-related supplemental information, and ultimately reducing emergency response time.

The FY25 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. To stay atop of attrition, the Fire Department has scheduled academy classes in the Fall and Spring of FY25. Additional funding is allocated for firefighter turn out gear, the EpiPen program, Bomb Squad equipment replacement, and SCBA air bottle replacement. These investments will help keep our residents and their property protected, and will help promote Springfield as a safe destination for businesses and tourists.

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

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

## Organizational Structure Overview



Overview

## Organizational Structure Overview

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

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

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

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

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

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

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

# Strategic Planning Initiative

## Introduction

The City of Springfield began its first ever strategic action planning process in Fiscal Year 2011. The planning process involved the creation of a steering committee, multiple off-site planning meetings, multiple requests for public feedback, and hours of independent research. This was completed in Fiscal Year 2013 and incorporated into the budget cycle.

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

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

## Vision

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

## Mission

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

## Values

The City will operate with the following values:

### ***Accountability***

Operate with integrity, fiscal responsibility, and transparent practices

### ***Diversity***

Respect and celebrate differences in all aspects of community life

### ***Collaboration***

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

### ***Continuous Improvement***

Encourage new ideas, creative solutions, and innovation

# Strategic Priorities

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

Public Safety Related Initiatives

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

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

Education Related Initiatives

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

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

Economic Vitality Related Initiatives

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

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

Healthy Neighborhoods Related Initiatives

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

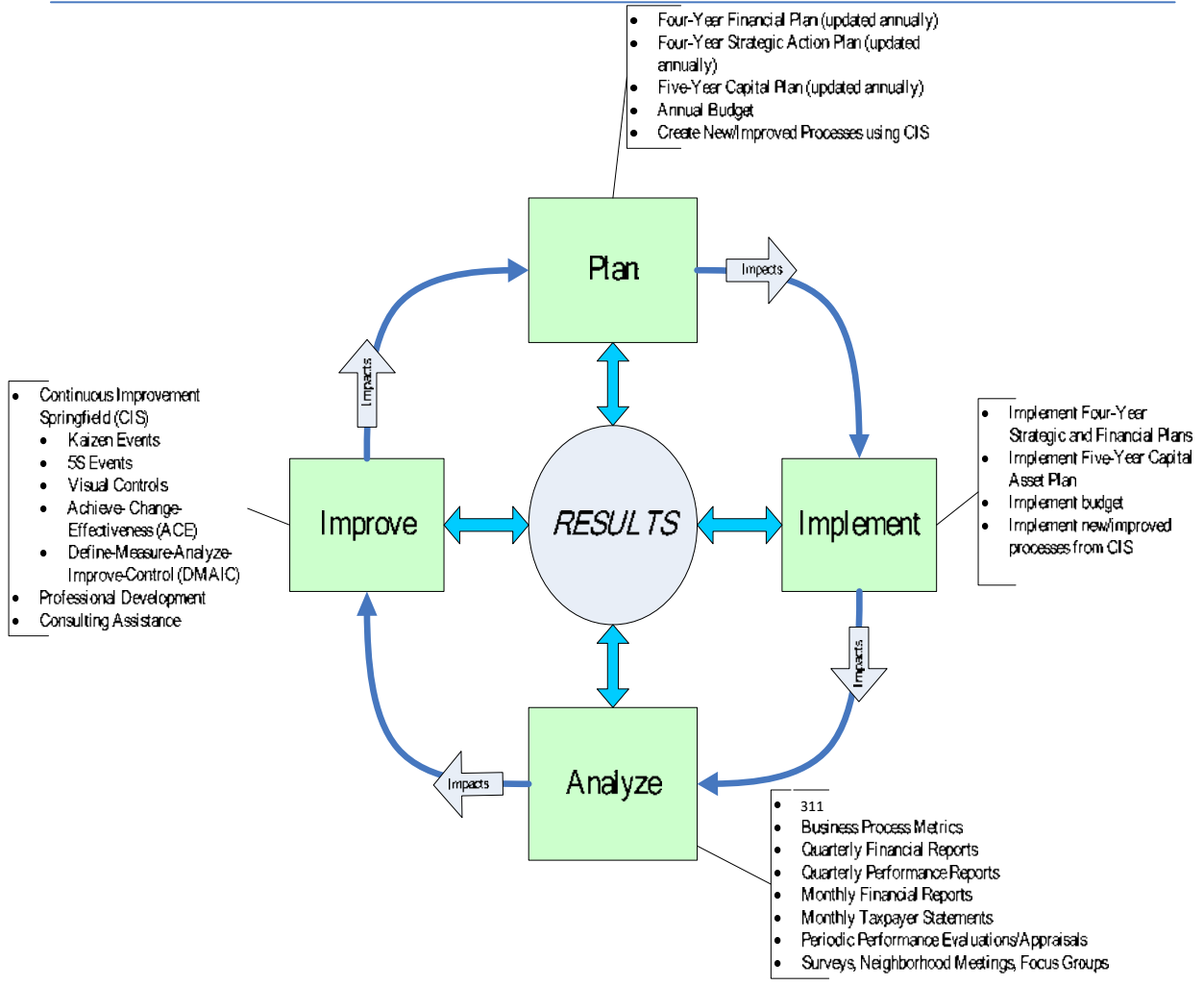
**5. Fiscal & Operational Excellence** - Ensure operational excellence, fiscal health, and sustainability in all divisions, departments, programs, and activities

Fiscal & Operational Excellence Related Initiatives

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

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

# City of Springfield Management Framework



## Overview



## Definition of Terms

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

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

**Mission** – The overall purpose for the organization. The mission statement answers the question, "What is this organization attempting to accomplish?" The mission statement articulates what city government as a whole is attempting to accomplish, and the organization's goals, strategies, programs and activities cascade down from the mission statement.

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

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

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

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

**Program Objectives** – A future condition or performance level that the City would like to achieve. While these are most often be created by Departments, there can and are inter-departmental objectives included in the plan. The aim or target of individual objectives is something that advances or supports the strategic goals. Departmental/program objectives are short-term oriented and specific.

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

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

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# **Section 2**

## **Fiscal Summary**

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## **Overview**

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

The City continues to operate with modest revenue growth, making the necessary decisions to balance the budget and maintain core services. FY25 marks the tenth consecutive year in which the City has managed to avoid the use of reserve funds to balance the budget. During the eight years from FY08 to FY15, the City relied on reserves to solve budgetary shortfalls. Balancing the budget without the use of reserves is a clear testament to how effectively the administration is managing City finances.

After preparing the City's Multi-Year Financial Plan (FY25—28), which includes the City's projected revenue and expenditures for FY25, the City was confronted with an initial deficit of \$23.5M. Upon the receipt of departmental budget requests, the gap increased to \$24.6M. This deficit was driven by rising salaries due to collective bargaining agreements, rising costs of benefits, particularly pensions, and contractual operating costs. In order to address the deficit and produce a balanced budget that continues funding core services, the Office of Administration & Finance carefully reviewed each expenditure and revenue line item to ensure they align not only with historical and current trends, but that each request is funded in a manner that meets operational needs and allows departments to provide a high quality level of service to the constituents. The administration continues to place emphasis on public safety, public education, economic development, healthy neighborhoods, and community services.

The FY25 budget demonstrates the Mayor's commitment to community services through its appropriations for the City's public libraries, parks, and public works. The budget will continue to provide funding for a dedicated Sidewalk Crew for the Department of Public Works, as well as the supplies needed to make necessary repairs and upgrades to the City's sidewalks. This crew will repair and improve aging sidewalks, ensuring a high quality of life for residents in all neighborhoods throughout the City.

The FY25 budget continues to fund all senior centers and libraries. This year's appropriation will continue funding center programs that promote fitness, education, health screenings, recreational activities, trips and special events. The FY25 budget will continue the free hot meal program that has been implemented at the Raymond A. Jordan Senior Center. In addition, the East Forest Park Library will continue to have expanded hours throughout the week so more citizens are able to enjoy the many services and programs the branch provides. The availability of The East Forest Park Library and Mason Square Library Community Rooms for community group reservation will remain at five nights per week.

The FY25 budget maintains current Police and Fire Department complements. Public Safety continues to be at the forefront of the Mayor's strategic initiatives, and the FY25 budget reflects this dedication to the safety of all residents, visitors and businesses. The department continues to focus on quality of life issues by supporting neighborhood initiatives, C3 policing units, and maintaining the Ordinance Flex Squad.

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

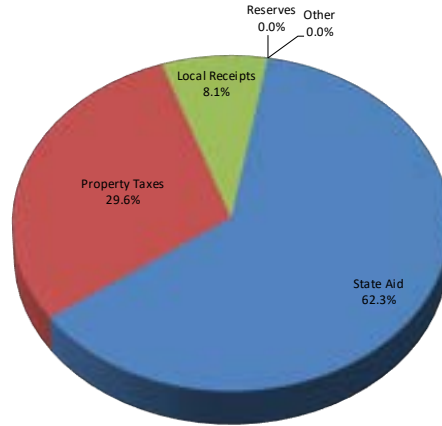
Enhancing public safety is often also achieved by improving economic conditions in urban areas. At the same time, strengthening public safety will attract more residents and businesses to Springfield, therefore increasing economic development. Development continues to expand in upcoming years, with projects such as \$14.6M toward the construction of the new Ted Plumb athletic field at Duggan Park, \$95M state of the art DeBerry-Swan School project, and \$7.5M for Court Square Improvements.

In April 2024, Standard & Poor's (S&P) reaffirmed the City's AA- bond rating, with a stable outlook. This continues to be the highest rating in the City's history, steadily improving from its A- rating eleven years ago. This credit rating review focuses on the City's strong institutional core by highlighting Springfield's "management with 'strong' financial policies and practices, strong budgetary performance, and strong budgetary flexibility." These rating improvements demonstrate how well the City has recovered since the last economic downturn, and our commitment to fiscal sustainability.

## Revenue Overview

Fiscal 2023 Actual General Fund	Fiscal 2024 Adopted General Fund	Fiscal 2024 Revised General Fund	Fiscal 2025 Recommended General Fund	% Change from FY24 Adopted	% Change from FY24 Revised
815,789,017	877,912,910	905,553,859	928,717,433	5.8%	2.6%

FY25 Revenue Sources



Revenue from multiple sources subsidize the City’s budget. These sources include State Aid, local source revenue, and local receipts. The City’s FY25 Recommended Revenue Budget totals \$928.7M, a 5.8% increase over the FY24 Adopted budget. Revenue estimates are forecasted by combining an analysis of historical revenue data and current economic data to predict future revenue trends. Additional analysis is conducted for any expected changes in cost or demand of fees, fines, or services. No major changes in demand or cost for services are expected for FY25.

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 FY25 revenue projections, it is important to understand the different sources that are used to fund Springfield’s operating budget.

### State Aid

State Aid is the largest source of revenue for the City of Springfield, on average accounting for 62.3% of the City’s total revenue . In FY25, the City estimates it will receive \$578.5M in State Aid, an increase of \$29.2M, or 5.3%, over FY24. 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 1<sup>st</sup> of each year. Categories of State Aid include: State Education Aid and State Non-Education Aid.

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 FY25 assessments are \$106.7M, an increase of \$6.7M over the previous fiscal year.

**State Education Aid**

State Aid for Education has increased significantly over the past ten years, from \$307.7M in FY15, to \$530.8M in FY25. Despite this growth, the School Department still needs to solve for budget gaps each year. The Governor’s recommendation increased School Aid significantly. State Education Aid comes in the form of Chapter 70 Aid and Charter School Tuition Reimbursement.

<b>Education Aid</b>	
Chapter 70	505,531,986
Charter Tuition Assessment Reimbursement	25,224,269
<b>TOTAL SCHOOL AID</b>	<b>530,756,255</b>

*Chapter 70*

Springfield is anticipating to receive \$505.5M of Chapter 70 Aid in FY25, an increase of \$27.8M. 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 FY25 from \$525.8M to \$557M, increasing Springfield’s required local contribution from \$48M to \$51.5M.

*Charter School Tuition Reimbursement*

Springfield is estimated to receive \$25.2M in charter tuition reimbursements, a increase of \$638.4K from FY24. Charter tuition reimbursements cover a small percentage of the cost for charter school tuition. Springfield’s FY25 costs for charter school tuition are \$96.4M, a \$6.4M increase from FY24.

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 \$47.8M in Non-Education Aid from the State for FY25, an increase of \$2.1M , or 4.7% over FY24. This Aid comes in the following forms:

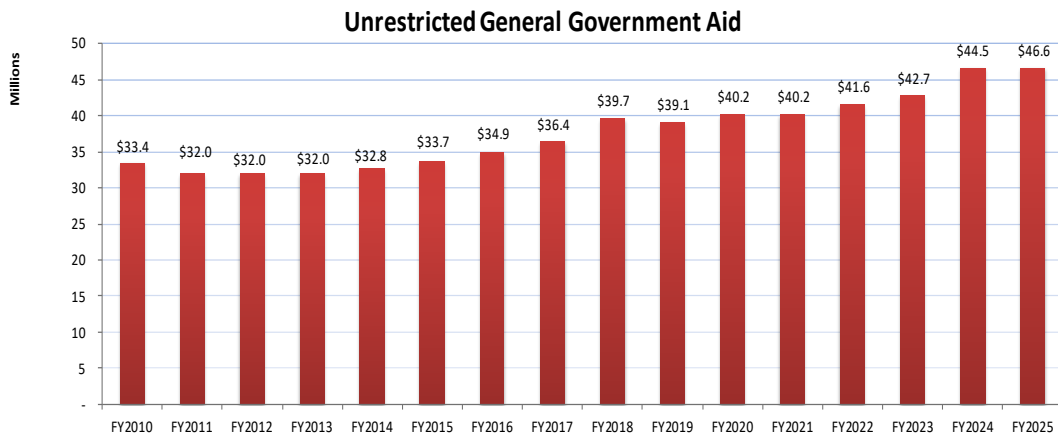
*Unrestricted General Government Aid*

Non-Education Aid	
Unrestricted Gen. Gov't Aid	46,614,520
Highway Revenue	-
Police Career Incentive	-
Urban Renewal Projects	-
Veterans Benefits	646,091
Exempt: Vets, Blind Persons & Surv Spouses	464,354
Exempt: Elderly	-
Abandoned Property	20,000
State Owned Land	42,259
<b>TOTAL NON-EDUCATION AID</b>	<b>47,787,224</b>

<b>TOTAL STATE AID</b>	<b>578,543,479</b>
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In FY25, Unrestricted General Government Aid (UGGA) is \$46.6M, a \$2M increase over FY24. In the past, reductions in UGGA have impacted City services and required program and staffing reductions in order for the City to balance its budget.



The amount of UGGA we are projecting to receive in FY25 falls short of our Required Local Contribution. Because UGGA is directly “passed through” to the School Department to fund this contribution, any shortfall results in the City having to identify additional funding within our operating budget in order to meet the requirement.

*Veterans’ Benefits*

Springfield estimates it will receive \$646K in Veterans’ benefits this year, a increase of \$16.7K over FY24. 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 \$464.4K 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 \$42.3K in reimbursements for tax-exempt state-owned land in FY25, which is a slight increase over FY24. 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**

Roughly 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.

<b>Local Source Revenue</b>	
Real & Personal Property Taxes, net of refunds	275,239,817
Motor Vehicle and Other Excise Tax	12,500,000
Hotel/Motel Tax	2,000,000
Meals Tax	2,500,000
Charges for Services	756,700
Penalties and Interest on Taxes	1,781,000
Payments in Lieu of Taxes (PILOT)	18,253,591
Licenses and Permits	6,160,600
Fines and Forfeitures	6,470,967
Rentals	479,934
Departmental and Other	2,850,000
Schools and Other	2,089,888
Investment Income	5,966,442
Medicaid	5,220,000
Cannabis Impact Fee	1,100,000
Miscellaneous	6,805,014
<b>Total Local Source Revenue</b>	<b>350,173,954</b>

### *Property Taxes*

The City of Springfield is projecting the receipt of \$275.2M in property taxes for FY25. Property tax revenue accounts for 80.4% of the City's local source recurring revenue. While property tax is the City's largest locally-controlled revenue source, it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property, such as inventories, machinery, and furniture.

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

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

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

Springfield's property tax rate set for FY24 is \$16.06 per \$1,000 of value for residential property and \$35.41 per \$1,000 of value for commercial, industrial, and personal property.

The City's projected net levy for FY25 is \$275.2M. 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 \$74.9M in local revenue from sources other than personal or real property taxes, a increase of 7% from FY24 projected amounts. Local receipts include vehicle excise tax, building permits, parking ticket fines, and the hotel/motel tax. Local receipts generally remain relatively flat from year to year unless a policy change is implemented that would change the amount or schedule by which this revenue is collected. However, FY24 brought revenue back up to pre-COVID estimates. Therefore, we see a bigger increase in department revenue than in previous years. The City has also made great strides in recent years to improve its collection of local receipts.

### *Departmental Revenue*

This category includes a variety of miscellaneous and departmental revenue projected to be \$2.9M in FY25. Included in this revenue category are parking meter reimbursements, various departmental fines and fees. No major changes in fees or cost for services are expected for FY25.

### *Motor Vehicle Excise*

In FY25, the City anticipates collecting \$12.5M in motor vehicle excise taxes. The revenue for FY25 remained consistent with FY24. 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 \$2M in hotel/motel excise taxes for FY25. In 2009, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs to offset cuts to State Aid. One of the tools was an increase to the Room Occupancy Excise from 4% to 6%. The City was previously reluctant to implement this local option because Springfield is one of three cities that currently has an enhanced room occupancy tax, due to the convention center housed here. The city's current room occupancy excise rate is 5.7%.

### *Charges for Services*

The City estimates that charges for services will total \$756.7K for FY25, a increase of \$200K over FY24. 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 FY25, penalties and interest on taxes are expected to be \$1.8M. The City imposes penalties and charges interest on all late payments and taxes, including tax title accounts, property taxes, and late motor vehicle excise taxes. Interest rates for overdue property taxes are 14%, and 16% for tax title accounts and motor vehicle excise tax.

### *Payments in Lieu of Taxes (PILOTs)*

Collection of PILOT revenue for FY25 is estimated to be \$18.3M. The revenue for FY25 remained consistent with FY24. 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 \$6.2M in FY25. The City issues permits to residents and businesses to conduct regulated activities, such as building, plumbing or electrical work. The cost of construction determines the amount of the permit. This revenue source is closely related to the economic activity of the City.

### *Fines and Forfeitures*

The City estimates it will collect \$6.5M in fines and forfeitures in FY25, \$198.3K more than FY24 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 \$6M in FY25, \$3M more than FY24. 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*

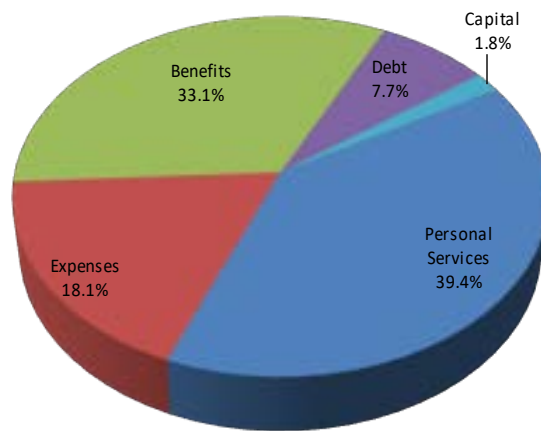
The City of Springfield's FY25 budget includes zero use of stabilization reserves, an accomplishment the City has now achieved for the eighth consecutive year. Prior to FY16, the City had been unable to accomplish this goal dating back to FY08. Over the past 10 years, the City has worked hard to increase its reserve balances through careful planning and tracking of expenditures. At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in free cash.

**Expenditure Overview**

The FY25 Recommended Budget appropriates \$928.7M for municipal and educational purposes. This represents an increase of 5.8% from the Adopted FY24 Budget. The total budget funds both the School Department and all City departments (Police, Fire, Public Works, etc.).

Fiscal 2023 Actual General Fund	Fiscal 2024 Adopted General Fund	Fiscal 2024 Revised General Fund	Fiscal 2025 Recommended General Fund	% Change from FY24 Adopted	% Change from FY24 Revised
833,508,850	877,909,910	908,053,858	928,717,433	5.8%	2.3%

**FY25 City Budget Breakdown**



*Personnel*

The largest expense in the City’s budget is personnel. The FY25 budget appropriates \$118.8M for non-school salaries and overtime. This represents funding for 1,510.8 General Fund Full Time Equivalents (FTEs) across all City departments. In addition, there are 56.0 Solid Waste Enterprise Fund FTEs at DPW, 91.6 Grant Funded Employees across all departments, and 22.0 Trust Funded Employees across several departments.

In addition to salaries and overtime costs, the budgets contribution is \$100M for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 33.1% of the City’s total operating budget. Due to the significant cost of personnel, the City carefully reviews every non-School Department position to ensure that the position is critical to delivering municipal services. Departments are always looking for ways to restructure and reallocate duties in an effort to find savings. The City has a Personnel Review Committee (PRC), comprised of representatives from the Mayor’s Office, Human Resources, and the Office of Administration and Finance that reviews every hire, including backfills, promotions, and new non-School Department positions. Throughout the year, and during the budget process, PRC reviews existing staffing levels and funded vacancies to identify opportunities to reduce vacant positions and restructure departments, where necessary, as a measure for controlling growth. Personnel changes for individual departments are detailed in each department’s narratives.

The majority of Springfield employees are union members covered by collective bargaining agreements. In order to allow for better long-term financial planning, it is important to continue to negotiate long-term, sustainable union agreements. Currently, the City has twelve non-School union contracts, one of which will be settled through FY24 or later, while the other's new terms are currently being negotiated. The Administration continues to strive to promptly settle all union contracts. The budget also includes a 2.0% COLA increase for all non-bargaining employees.

DEPARTMENT	FY22	FY23	FY24	FY25	Change FY25-FY24
CITY COUNCIL	16.0	16.0	16.0	16.0	-
CITY CLERK	11.0	13.5	11.0	11.0	-
INTERNAL AUDIT	3.0	3.0	3.0	3.0	-
<b>Non-Mayoral Subtotal</b>	<b>30.0</b>	<b>32.5</b>	<b>30.0</b>	<b>30.0</b>	<b>-</b>
BOARD OF ELECTION COMMISSION	5.0	5.0	5.0	5.0	-
MAYOR	8.0	8.0	8.0	8.0	-
LAW	37.0	36.5	33.0	33.0	-
<b>General Gov't Subtotal</b>	<b>50.0</b>	<b>49.5</b>	<b>46.0</b>	<b>46.0</b>	<b>-</b>
CAFO/OFFICE OF ADMINISTRATION & FINANCE	14.0	14.0	14.0	14.0	-
FINANCE	-	-	-	-	-
CITISTAT	-	-	-	-	-
311	9.0	10.0	11.0	11.0	-
COMPTROLLER	7.0	7.0	8.0	7.0	(1.0)
OFFICE OF PROCUREMENT	7.0	7.0	7.0	7.0	-
BOARD OF ASSESSORS	12.0	13.0	13.0	13.0	-
TREASURER	9.0	9.0	9.0	9.0	-
COLLECTOR	7.0	7.0	7.0	7.0	-
HUMAN RESOURCES AND LABOR RELATIONS	9.0	8.0	8.5	8.5	-
EMPLOYEE BENEFITS	7.0	7.0	7.0	7.5	0.5
PAYROLL DEPARTMENT	-	-	-	-	-
INFORMATION TECHNOLOGY DEPARTMENT	14.0	14.2	15.2	15.2	-
CAPITAL ASSET CONSTRUCTION	5.0	5.0	5.0	5.0	-
<b>A&amp;F Subtotal</b>	<b>100.0</b>	<b>101.2</b>	<b>104.7</b>	<b>104.2</b>	<b>(0.5)</b>
PLANNING DEPARTMENT	12.0	11.0	9.0	9.0	-
COMMUNITY DEVELOPMENT	-	-	-	-	-
BUILDING - CODE ENFORCEMENT	28.0	28.0	29.0	29.0	-
HOUSING - CODE ENFORCEMENT	15.5	17.0	17.0	17.0	-
<b>Planning and Eco Dev Subtotal</b>	<b>55.5</b>	<b>56.0</b>	<b>55.0</b>	<b>55.0</b>	<b>-</b>
PARKS DEPARTMENT	79.0	80.0	83.5	88.5	5.0
FACILITIES MANAGEMENT	30.0	28.0	28.0	27.0	(1.0)
<b>PBRM Subtotal</b>	<b>109.0</b>	<b>108.0</b>	<b>111.5</b>	<b>115.5</b>	<b>4.0</b>
POLICE	577.0	572.0	574.0	579.0	5.0
FIRE	284.0	287.0	288.0	289.0	1.0
EMERGENCY COMMUNICATIONS	54.0	55.0	55.0	55.0	-
<b>Public Safety Subtotal</b>	<b>915.0</b>	<b>914.0</b>	<b>917.0</b>	<b>923.0</b>	<b>6.0</b>
DEPARTMENT OF PUBLIC WORKS	79.5	79.5	80.0	81.0	1.0
<b>Public Works Subtotal</b>	<b>79.5</b>	<b>79.5</b>	<b>80.0</b>	<b>81.0</b>	<b>1.0</b>
TJ O'CONNOR ANIMAL CONTROL	15.5	15.5	21.0	21.5	0.5
HEALTH & HUMAN SERVICES	27.6	27.6	30.6	30.6	-
DEPARTMENT OF ELDER AFFAIRS	8.4	8.4	7.4	8.4	1.0
VETERANS SERVICES	6.0	6.0	6.0	6.0	-
LIBRARY	80.7	84.1	89.1	89.6	0.5
<b>HHS Subtotal</b>	<b>138.2</b>	<b>141.6</b>	<b>154.1</b>	<b>156.1</b>	<b>2.0</b>
<b>CITY GRAND TOTAL GENERAL FUND FTEs</b>	<b>1,448.0</b>	<b>1,482.3</b>	<b>1,498.3</b>	<b>1,510.8</b>	<b>12.5</b>

### *Health Insurance*

Springfield's FY25 budget includes \$28.3M for health insurance for City department employees, a 2.5% decrease from the FY24 budget. This amount pays for active and retired City employees. The administration has continued to focus on offsetting the costs of insurance to grants whenever possible.

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

### *Other Post-Employment Benefits*

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

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

### *Retirement*

The FY25 budget appropriates \$67.5M for retirement costs for City employees.

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

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

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



obligations by 2033.

For FY25, Springfield utilizes an updated pension valuation, which was completed in 2022. The schedule has total appropriations increasing 9.2% each year through FY33, with a final amortization payment in FY34. This valuation defines the City's accrued liabilities as \$898.4M, as of January 1, 2022, with a funded ratio of 35.6% at the time of its publication.

#### *Debt Service*

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

Debt occurs when a city or town borrows money from lenders. The lender charges interest on the borrowed amount and the municipality repays the debt over a number of years. Debt service is the cost of repaying a government's debt, including both principal and interest payments. The FY25 budget includes \$23.1M for debt service. As required by the City's financial ordinances and policies (Ch. 4.44.050), the City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt.

#### *Capital Expenses*

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

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

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

#### *Enterprise Fund*

The FY25 budget appropriates \$8.1M to supplement the Solid Waste Enterprise Fund. The Enterprise Fund supports all solid waste functions. In addition to the supplement provided in the budget, the fund generates \$5.4M in revenue to fund operations. The City Council approved a trash fee of \$90 per bin back in FY13.

### *Assessments*

The FY25 budget appropriates \$3.8M for state assessments. Springfield's assessments are mandated costs that are based on the City's Cherry Sheet, which is the Department of Revenue's notification of the next fiscal year's State Aid and Assessments. These charges are for a variety of State programs. The City is assessed a fee by the department of Environmental Protection (DEP) for monitoring air pollution levels and enforcing air quality standards at industrial and commercial facilities. The assessment cost for FY25 is \$38K; this assessment is determined through a formula based on population and equalized valuation.

The Commonwealth assessed the City \$346K in FY25 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 FY25 Springfield will also be assessed a \$3.3M fee to help fund the Pioneer Valley Transit Authority.

### *Springfield Museums Association*

The FY25 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 \$1.3M 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.

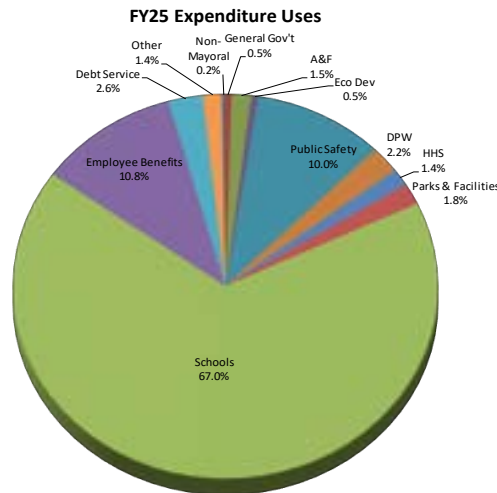
### *School Department*

The School Department budget for FY25 is \$627.3M, an increase of 6.7% over FY24's appropriation. This increase was driven by legislation passed in FY20, which altered the formula for state education aid funding. The City operates the second largest school district in the Commonwealth of Massachusetts with one Pre-K school, thirty-one elementary schools, one kindergarten through eighth-grade school, ten middle schools, three sixth through twelfth-grade school, four high schools, and eight alternative schools. Students also have the option of attending a local charter school or participating in school choice, which allows them to attend school in another school district.

Springfield has approximately 30,000 students of which roughly 23,799 attend Springfield Public Schools in the District. With over 4,500 employees and over 2,600 teachers in-district, Springfield boasts a 97.6% Highly Qualified Teacher rate in core subjects taught. Additionally, the City provides per pupil funding to a total of 13 charter schools, some of which are in-district and out-of-district. Charter school collectively enroll approximately 4,400 students, and to other neighboring school districts that collectively enroll 865 students who reside in Springfield, but attend school in other districts under the School Choice Program.

## City Departments

Springfield’s FY25 budget appropriates \$301.4M for City departments and \$627.3M for the School Department. The allocation of City funding by Division is as follows:



### Non-Mayoral Division

The FY25 budget includes \$1,931,833 for the Non-Mayoral Division departments, a increase of \$97,514 from the FY24 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	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Recommended	% Change from FY24 Revised
City Council	461,677	543,519	543,519	610,593	12.3%	12.3%
City Clerk	693,254	773,270	773,270	799,685	0	0
Internal Audit	483,585	517,530	517,530	521,555	0.8%	0.8%
<b>Total</b>	<b>1,638,517</b>	<b>1,834,320</b>	<b>1,834,320</b>	<b>1,931,833</b>	<b>5.3%</b>	<b>5.3%</b>

The City Council’s FY25 budget is \$610,593. 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 FY25 budget is \$799,685. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements. The FY25 budget provides the City Clerk’s Department with level service funding. This budget supports the purchases of Carahsoft, General Code Renewal Software, previously funded under the Comcast grant and 11 FTEs.

Internal Audit’s FY25 budget is \$521,555. The Office of Internal Audit is responsible for conducting internal audits for all City and School Departments. The Director of Internal Audit is appointed by the Mayor with the approval of the City Council. The appropriation for this department includes necessary funding to continue its main function of conducting internal audits, as well as funding for full staffing.

*General Government Division*

The FY25 budget includes \$4,814,304 for the General Government Division, an increase of \$326,167 from the prior fiscal year. These departments oversee a variety of City functions, including elections, legal advice, constituent services, and administration of the City.

Division / Department	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Recommended	% Change from FY24 Revised
Mayor's Office	642,720	692,288	692,288	722,686	4.4%	4.4%
Law Department	4,138,039	3,098,179	3,299,835	3,312,100	6.9%	0.4%
Board of Elections	607,234	697,670	697,670	779,517	11.7%	11.7%
<b>Total</b>	<b>5,387,992</b>	<b>4,488,137</b>	<b>4,689,793</b>	<b>4,814,304</b>	<b>7.3%</b>	<b>2.7%</b>

The Mayor’s Office’s FY25 budget is \$722,686. The Mayor’s Office is the administrative office for the Mayor of Springfield, and is responsible for executing all policy initiatives and implementing the City’s ordinances. The appropriation for this department includes level funding for all necessary staffing and constituent services.

The Law Department’s FY25 budget is \$3,312,100. This year’s appropriation includes continued funding for the Licensing, Code and Legal Services divisions. The Law Department is responsible for conducting all legal business for the city, including legal advice, ethics guidance, and compliance with all applicable laws. This year’s budget funds the necessary staffing levels and professional legal services to maintain departmental operations.

The Board of Elections' FY25 budget is \$779,517. 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 \$14,148,160 in FY25, an increase of \$903,915 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	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Recommended	% Change from FY24 Revised
Office of Administration & Finance	1,067,952	1,309,965	1,309,965	1,332,266	1.7%	1.7%
Dept 3-1-1	466,993	582,231	582,231	585,653	0.6%	0.6%
Comptroller	511,575	574,822	574,822	583,540	1.5%	1.5%
Procurement	602,777	689,778	689,778	677,630	-1.8%	-1.8%
Assessors	1,104,383	1,131,945	1,131,945	1,141,915	0.9%	0.9%
Treasurer	1,381,564	1,598,402	1,598,402	1,617,831	1.2%	1.2%
Collector	465,177	579,958	579,958	584,164	0.7%	0.7%
HRLR	1,210,284	1,319,076	1,319,076	1,355,845	2.8%	2.8%
Employee Benefits Department	311,555	443,027	443,027	449,980	1.6%	1.6%
Information Technology	3,729,917	4,480,046	4,480,046	5,274,649	17.7%	17.7%
Capital Asset Construction	479,976	534,995	534,995	544,686	1.8%	1.8%
<b>Total</b>	<b>11,332,152</b>	<b>13,244,245</b>	<b>13,244,244</b>	<b>14,148,160</b>	<b>6.8%</b>	<b>6.8%</b>

The Office of Administration & Finance's (formerly known as the Office of Management & Budget) FY25 budget is \$1,322,266. 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 FY25 appropriation reflects level service and staffing.

The 3-1-1 budget for FY25 is \$585,653. 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 FY25 will continue to maintain level services and staffing.

The Comptroller's Office FY25 budget is \$583,540. The Comptroller is responsible for maintaining the City's financial system of record and ensuring all financial transactions are in compliance. The FY25 appropriation maintains level funding of core services.

The FY25 budget appropriates \$677,630 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 FY25 appropriation for this department maintains level services, including funding for MCPPO training for all staff.

The Board of Assessors' FY25 budget is \$1,141,915. This department provides accurate and equitable valuation of all real and personal property within the City, driving the City's top source of local revenue. This year's appropriation maintains level services for FY25 and a total of 13 FTE's.

The Treasurer's Office FY25 budget is \$1,617,831. 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 FY25 budget is \$584,164. This department prepares tax bills and collects payments of real estate, personal property, and excise taxes as well as trash fees and parking fines. The FY25 budget also provides funding for legal services, and advertising related to delinquent collections.

The Human Resources and Labor Relations Department's FY25 budget is \$1,355,845. The department is responsible for recruiting new hires, upholding a climate of respect in the workplace, and ensuring compliance with statutory, regulatory, and ethical practices. The appropriation for this department includes necessary funding to continue monitoring benefit costs and handling all labor relations matters for the City and its departments.

The Employee Benefits Department's FY25 appropriation is \$449,980. This is the fifth year that the Employee Benefits Department will be operating as a stand-alone department, with no additional costs to the general fund budget, as funding has been transferred out of the HR/LR budget. The FY25 budget provides level service funding and staffing to allow the department to assist all City departments, the School Department and thousands of retirees.

The Information Technology (IT) Department’s FY25 budget is \$5,274,649. The IT Department maintains and supports the City’s electronic information infrastructure and software applications. The appropriation for this department includes funding for the SAN leases as well as level funding for current software and services.

The Capital Asset Construction Department’s FY25 budget is \$544,686. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments. This appropriation includes level funding for staff and services. By continuing to bring work in-house, these services provide continuous savings to the City on project management consultant costs. This department continues to help develop the City’s Capital Improvement Plan by providing cost estimates and overall assessments of the needs and requirements for each project.

*Development Division*

The Developmental Services Division FY25 budget appropriates \$4,661,211 an increase of \$17,879 over the FY24 appropriation. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the City.

Division / Department	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Recommended	% Change from FY24 Revised
Planning	1,265,090	1,368,131	1,368,131	1,398,961	2.3%	2.3%
Community Development	-	-	-	-	-	-
Building Code	1,828,001	2,122,068	2,122,068	2,097,477	-1.2%	-1.2%
Office of Housing	-	-	-	-	-	-
Housing Code	1,002,445	1,153,133	1,153,133	1,164,773	1.0%	1.0%
<b>Total</b>	<b>4,095,537</b>	<b>4,643,332</b>	<b>4,643,332</b>	<b>4,661,211</b>	<b>0.4%</b>	<b>0.4%</b>

The FY25 budget appropriates \$1,398,961 for the Department of Planning and Economic Development. The Office of Planning and Economic Development manages programs and projects that fulfill the physical, economic, and environmental needs of the City. The Department’s appropriation includes the addition of participation in the Internship and Professional Practice Program through the University of Connecticut. Appropriations allow for level funding services to support ongoing projects, such as the redevelopment of Court Square, Main Street/Convention District project, the Indian Orchard Fire Station redevelopment, and Rise Up Springfield small business education program, which will provide economic growth and development for the City.

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

The Building Inspectional Services Division’s FY25 budget is \$2,097,477. The department enhances public safety through inspections and licensing of physical operations of businesses in the City. This year’s appropriation includes professional development for inspectional personnel to ensure education on all current code enforcement statutes and continues to level fund the department.

The Housing Inspectional Services Division FY25 budget is \$1,164,773. This department investigates and

documents violations of Municipal Ordinances and State Sanitary Codes. This year’s appropriation reflects the continuation of a short-term rental software allowing the City to establish, maintain, and regularly update a database of registered properties through the Code Enforcement Department.

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

*Public Safety Division*

The Public Safety Division FY25 departmental budgets total \$89,540,822, an increase of \$2,021,224 over last year. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

Division / Department	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Recommended	% Change from FY24 Revised
Police Department	57,414,132	57,734,693	60,748,740	58,517,399	1.4%	-3.7%
Fire Department	28,521,906	27,531,981	27,531,981	28,750,291	4.4%	4.4%
Emergency Communications	1,997,708	2,252,925	2,252,925	2,273,132	0.9%	0.9%
<b>Total</b>	<b>87,933,746</b>	<b>87,519,598</b>	<b>90,533,646</b>	<b>89,540,822</b>	<b>2.3%</b>	<b>-1.1%</b>

The Police Department’s FY25 budget is \$58,517,399. The department’s mission is to reduce the incidence of crime, improve the quality of life, and create an environment where all residents can live safely and without fear. The appropriation will maintain the complement of police officers at 429, with a total of 514 sworn personnel and 605 total FTEs. This budget continues to fund critical technology upgrades designed to strengthen the department’s “Intelligence-Led Policing” strategy by gaining access to various sources of real-time data for use in the Real Time Crime Analysis Center. This includes continued funding for full time crime analysts added in FY24. Additionally, the FY25 appropriation funds an academy of 40 officers, which is set to graduate in the spring of 2025, continued support for C3 policing and neighborhood initiative. The budget will fund critical department initiatives including the IA Pro software used to identify patterns of undesirable behavior in order to improve employee training. In addition to IA Pro, the Department will begin using PowerDMS for the purpose of meaningful policies and procedures. The Department will also continue it’s work with O’Toole and Associates for the purposes of Compliance Evaluation per the Department of Justice.

The Fire Department’s FY25 budget is \$28,750,291. 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 FY25 budget continues to fund a full complement of 289 FTEs and 2 part-time interns. This is the third consecutive year in which this department has been fully staffed and plans to stay ahead of attrition by funding 2 academies in the Fall and Spring of FY25. Continued funding for fire fighters’ turnout gear and SCBA air bottle replacement has been allocated to ensure proactive replacement of vital equipment. Lastly, the budget also provides continued funding for a health and wellness program aimed at promoting physical and mental health in first responders.

The Springfield Emergency Communications Department (formerly Centralized Dispatch) has an appropriation of \$2,273,132 for FY25. Some operational costs are funded through the department’s E911 grant, which is provided annually through the State’s Executive Office of Public Safety & Security (EOPSS). 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 response possible. Continued funding has been allocated for an outreach and appreciation program to increase retention, along with the Frontline QA/ DOR software. This allows for data to be stored virtually instead of solely on paper and will also allow for the SEC to access this data from multiple locations. Additional funding has been added for required maintenance to the Uninterrupted Power Supply (UPS), as to ensure the departmental operations remain uninterrupted in the event of any outage. In response to the increasing complements for Police & Fire, the department will continue to layer in Certified Training Officers and Dispatcher II’s during FY25 to provide a high standard of compliance with all State and Federal telecommunication regulations.

*Public Works Division*

The Department of Public Works (DPW) FY25 Budget is \$26,192,081. 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	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Recommended	% Change from FY24 Revised
DPW - General Fund	11,530,313	12,469,901	12,469,901	12,436,838	-0.3%	-0.3%
DPW - Enterprise Fund	12,237,327	13,428,223	13,428,223	13,755,243	2.4%	2.4%
<b>Total</b>	<b>23,767,640</b>	<b>25,898,124</b>	<b>25,898,124</b>	<b>26,192,081</b>	<b>1.1%</b>	<b>1.1%</b>

The DPW Department budget for FY25 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 FY25 budget appropriates \$12,800,875 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	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Recommended	% Change from FY24 Revised
TJO - Animal Control	1,608,467	1,880,731	1,880,731	1,935,118	2.9%	2.9%
Health	1,800,736	2,389,582	2,389,582	2,518,191	5.4%	5.4%
Elder Affairs	609,575	674,599	674,599	678,174	0.5%	0.5%
Veterans	1,240,507	1,683,173	1,683,173	1,678,968	-0.2%	-0.2%
Libraries	5,347,107	5,931,669	5,931,669	5,990,426	1.0%	1.0%
<b>Total</b>	<b>10,606,392</b>	<b>12,559,754</b>	<b>12,559,754</b>	<b>12,800,875</b>	<b>1.9%</b>	<b>1.9%</b>

The Thomas J. O’Connor Animal Control and Adoption Center’s FY25 budget is \$1,935,118. 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 technician. The FY25 budget supports all necessary supplies and services to provide proper care for animals who have come to the shelter.

The Health Department FY25 budget is \$2,518,191. 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 appropriation includes level funding for staff and services. The FY25 budget also continues to fund the Department’s other programs at level service.

The Department of Elder Affairs FY25 budget is \$678,174. The Department of Elder Affairs enhances the quality of life for elderly citizens through outreach, the operation of senior centers, and recreational programming. This year’s appropriation continues to offset general fund salaries to grants, which will provide additional savings to the City. Additionally, the City will maintain funding to provide hot lunch meals to seniors at the Raymond A. Jordan Senior Center at Blunt Park. The Department of Elder Affairs has been adaptable and consistent in the ways they offer programming to seniors. The FY25 budget funds these programs and salaries to provide level services.

The Veterans Services Department’s FY25 budget is \$1,678,968. 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 FY25 is \$5,990,426. This year’s appropriation continues to support the increased hours put in place in FY15, along with additional morning and evening hours at the East Forest Park Library which began in FY23. The availability of The East Forest Park Library and Mason Square Library Community Rooms for community group reservation will remain at five nights per week. In addition, using general funding, the FY25 budget maintains the Hotspot Program, previously sponsored by the MBLC.

*Parks, Buildings, and Recreation Management Division*

The Parks, Buildings, and Recreation Management Division’s (PBRM) FY25 budget is \$17,270,811. PBRM maintains the City’s parks and open space, provides recreation programs, and maintains all municipal buildings, including the schools.

Division / Department	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Recommended	% Change from FY24 Revised
Parks Department	9,739,572	11,247,233	11,747,233.37	12,854,869	14.3%	9.4%
Facilities	4,266,424	4,532,681	4,532,681	4,415,942	-2.6%	-2.6%
<b>Total</b>	<b>14,005,996.36</b>	<b>15,779,915</b>	<b>16,279,915</b>	<b>17,270,811</b>	<b>9.4%</b>	<b>6.1%</b>

The Parks Department’s FY25 budget is \$12,854,869. Parks is responsible for maintaining the City’s parks, golf courses, skating rink, and athletic fields. The Department’s appropriation includes continued operations and servicing of 5-Mile Pond, splash pads, Veteran’s Memorial Golf Course and

Franconia Golf Course, and Cyr Arena. In addition to level service for operations and current programming, funding has been appropriated to support Camp Star Angelina and the Evening Gym Program for FY25, which assists in the stabilization of the City's neighborhoods, while offering opportunity for the youth to be involved in structured gym activity. Funding is also maintained for the Mayor's Clean Sweep Program (ROCA) to help respond to calls to keep sites through the City clean up. This budget funds the Pro Golf Shops for both municipal courses, which were moved in-house last year for operation by City employees. Funding continues to be appropriated for an additional Sheriff's Crew to focus on tree work and stump grinding for FY25.

The FY25 budget appropriates \$4,415,942 for the Facilities Department. The department maintains and repairs over 90 Municipal and School buildings. This year's appropriation level funds current services and continues to provide increased funding for custodial services at three new buildings that opened in FY18, the South End Community Center, Raymond A. Jordan Senior Center, and Paul J. Fenton Public Safety Annex. The FY25 budget also continues to provide level service funding for the rest of the department's functions.

# Fiscal Year 2025: Financial Forecast

## Financial Forecast

### MULTI-YEAR FINANCIAL PLAN (FY25-FY28)

	FISCAL 2024 ADOPTED	FISCAL 2025 PROJECTED	FISCAL 2026 PROJECTED	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED
<b>SPENDING ASSUMPTIONS</b>					
Administration and Finance Division	16,061,804	16,868,930	17,305,009	17,794,744	18,259,456
Development Division	4,643,332	4,784,953	4,880,652	4,978,265	5,077,830
General Government Division	4,488,137	4,709,147	4,803,330	4,899,397	4,997,385
Non-Mayoral Division	1,834,320	1,920,070	1,958,471	1,997,640	2,037,593
Health and Human Services Division	12,559,754	12,924,310	13,182,796	13,446,452	13,715,381
Public Safety Division	87,519,598	92,987,949	94,870,518	96,791,428	98,751,466
Public Works Division	19,736,663	20,641,396	21,054,224	21,475,309	21,904,815
Parks & Facilities Division	15,779,915	16,116,490	16,432,904	16,755,647	17,084,845
School Department	587,798,386	630,744,679	656,036,216	682,348,455	709,722,882
Debt	23,034,501	21,750,973	24,836,751	24,468,776	20,507,061
Health Insurance & Fringe	32,837,556	35,790,296	39,022,489	42,560,761	46,434,281
Pensions	61,837,509	67,489,816	73,698,879	80,479,175	87,883,259
Other Spending	9,781,434	11,496,138	11,784,203	12,012,544	12,248,140
<b>Total</b>	<b>877,912,910</b>	<b>938,225,146</b>	<b>979,866,442</b>	<b>1,020,008,593</b>	<b>1,058,624,394</b>
<b>REVENUE ASSUMPTIONS</b>					
Property Taxes	253,606,704	269,239,817	278,533,313	285,496,646	292,634,062
Local Receipts	70,038,655	66,939,302	68,736,720	68,688,662	68,751,520
State Aid	545,267,551	578,543,479	600,113,753	622,528,439	645,821,020
Reserves	-	-	-	-	-
Net School Spending	-	-	-	-	-
Certified Free Cash	9,000,000	-	-	-	-
Casino Revenue	-	-	-	-	-
<b>Total</b>	<b>877,912,910</b>	<b>914,722,598</b>	<b>947,383,786</b>	<b>976,713,747</b>	<b>1,007,206,602</b>
<b>SURPLUS / (GAP)</b>	<b>-</b>	<b>(23,502,548)</b>	<b>(32,482,657)</b>	<b>(43,294,846)</b>	<b>(51,417,792)</b>

### Summary

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

- ◆ 9.2% increase in the scheduled pension payment from FY25-FY28.
- ◆ 9.0% increase in projected health insurance costs.
- ◆ Adherence to the City's debt schedule.
- ◆ The MYFP uses the Governor's proposed FY25 budget, which compared to the FY24 final state budget allowed for a 5.8% in Chapter 70 Aid, and a 3.0% increase in Unrestricted General Government Aid ("UGGA").
- ◆ 2.5% increase in property tax revenue.
- ◆ No use of one-time revenue resources / reserves.
- ◆ Departmental spending growth ranging up to 2%.
- ◆ Level-funded local receipts.

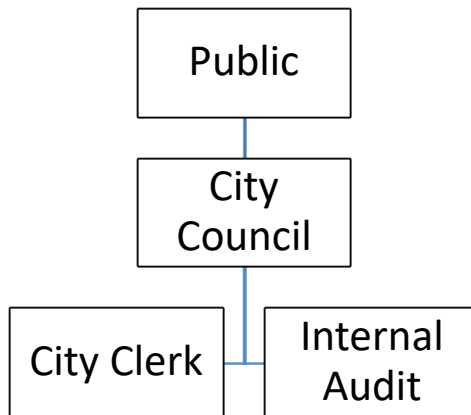
As demonstrated in this forecast, Springfield's operating costs are projected to outpace revenue during each of the next four fiscal years. Operational costs include legal and contractual obligations, employee salaries and benefits including our pension obligation, and city-wide fixed expenses. With 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 \$32.5M in FY26 and growing to \$51.4M in FY28.

*\*For additional details on how this critical information is used as part of the annual budget planning process, please refer to the FY25-FY28 Multi-Year Financial Plan located in the appendices.*

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# Section 3

## Non-Mayoral Division



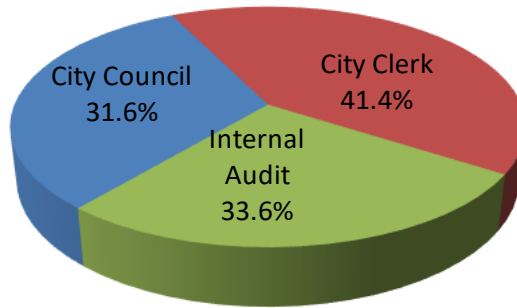
### **Mission Statement**

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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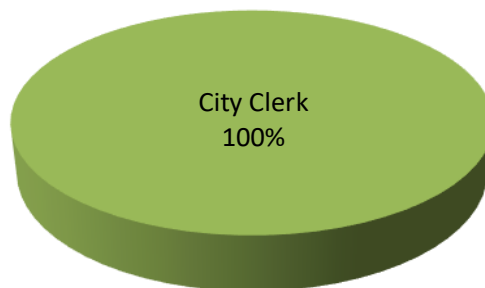
# Fiscal Year 2025: All Funds Budget and Revenue Overview

## Non-Mayoral Division



FY25 Recommended Budget Non-Mayoral Division						
	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Adopted	% Change from FY24 Revised
City Council	461,677	543,519	543,519	610,593	12.3%	12.3%
City Clerk	693,254	773,270	773,270	799,685	3.4%	3.4%
Internal Audit	483,585	517,530	517,530	521,555	0.8%	0.8%
<b>Total</b>	<b>1,638,517</b>	<b>1,834,320</b>	<b>1,834,320</b>	<b>1,931,833</b>	<b>5.3%</b>	<b>5.3%</b>

## Revenue Overview



Division / Department	FY25 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY25 Total Revenue
City Council	-	-	-	-	-	-
City Clerk	1,211,183	-	-	-	-	1,211,183
Internal Audit	-	-	-	-	-	-
<b>Total</b>	<b>1,211,183</b>	-	-	-	-	<b>1,211,183</b>

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# Fiscal Year 2025 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.

### FY24 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 132 subcommittee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Tracked and analyzed approximately 300 telephone calls per week related to complaints and/or requests for information regarding matters affecting quality of life issues in the City of Springfield.

**Subcommittee meetings:**

Regular Meetings	17	Special Meetings	7	Digital Equity	9
Hearings Meetings	11	General Government	5		
Economic Development	9	Public Safety	8		
Race and Civil Rights	2	Health and Human Services	10		
REO	8	Casino Oversight	2		
Audit	5	Dog	5		
ARPA Oversight	3	Maintenance and Development	5		
Women’s Commission	5	Committee of the Whole	15		
Committee on Elder Affairs	3	Neighborhood Quality of Life WG	8		
Finance Committee	30	Creative Economy WG	3		
Organizational	1	Labor & Workforce WG	7		

### FY25 Budget Highlights

- ◆ 16.0 General Fund FTEs, consistent with FY24.
- ◆ Includes 3 full time Council Staff for continued assistance with committee meeting and constituent services.
- ◆ Level funded OTPS.

#### **Department Budget**

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	456,485	525,531	592,605	67,074	12.8%
OTPS	5,193	17,988	17,988	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>461,677</b>	<b>543,519</b>	<b>610,593</b>	<b>67,074</b>	<b>12.3%</b>

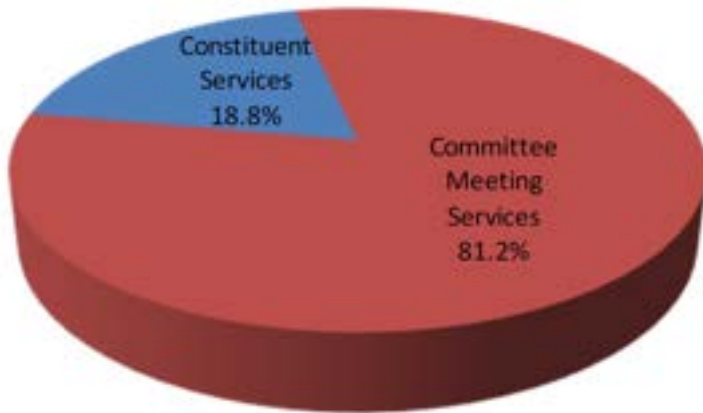
#### **Department Staff**

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	16.0	16.0	16.0	-	0.0%
<b>Total FTEs</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 Budget and Program Summaries

## CITY COUNCIL

### Program Expenses



### Program Summaries

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

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

### Program Budgets

Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Constituent Services	86,565	101,910	114,486	12,576	18.8%
Committee Meeting Services	375,113	441,609	496,107	54,498	81.2%
<b>Total General Fund Expenditures</b>	<b>461,677</b>	<b>543,519</b>	<b>610,593</b>	<b>67,074</b>	<b>100%</b>

### Revenue Summary

This department does not produce any revenue.

# Fiscal Year 2025 Budget and Program Summaries

## CITY COUNCIL

### All Funds Expenditure Detail

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	456,485	525,531	592,605	67,074	12.8%
OTPS	5,193	17,988	17,988	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>461,677</b>	<b>543,519</b>	<b>610,593</b>	<b>67,074</b>	<b>12.3%</b>
<b>External Funds Budget</b>					
External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>461,677</b>	<b>543,519</b>	<b>610,593</b>	<b>67,074</b>	<b>12.3%</b>

This department does not produce any revenue.

Fiscal Year 2025 Budget and Program Summaries

CITY COUNCIL

**Program Summaries**

**Constituent Services**

<b>Constituent Services</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	86,565	101,910	114,486
FTEs	3.0	3.0	3.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Percent of public meetings that comply with Open Meeting Laws	100%	100%	100%

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

**Highlights**

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

CITY COUNCIL

Program Summaries

**Committee Meeting Services**

<b>Committee Meeting Services</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	375,113	441,609	496,107
FTEs	13.0	13.0	13.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Number of Special Acts, Special Permits, Zoning, and General Ordinances proposed	60	130	140

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

**Highlights**

- ◆ Processed the following orders:
  - 183 Financial Orders
  - 80 Orders and Ordinances
  - 10 Zoning Changes
  - 60 Special Permits
  - 42 Petitions
  - 9 Resolutions
  - 1 Special Acts

Fiscal Year 2025 Budget and Program Summaries

CITY COUNCIL

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Constituent Services</b>			
Personnel Services	28,239	(99,952)	-
OTPS	6,500	-	-
<b>Total Adjustments</b>	<b>34,739</b>	<b>(99,952)</b>	<b>-</b>

**Notes**

No adjustments were made for the FY25 recommended budget.

# Fiscal Year 2025 Budget and Program Summaries

## CITY CLERK

### Mission

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

### FY24 Department Highlights

- ◆ Maintained the City Council Calendar and calendar for all City committees.
- ◆ Initiated the migration of dog licensing onto the city website.
- ◆ Continued with a multi-year scanning project aimed at preserving records and creating a digital index of City vital records.
- ◆ Coordinated with all City boards and commissions to post agendas and minutes to the City’s website.

### FY25 Budget Highlights

- ◆ Funds 11.0 General Fund FTEs, consistent with FY24.
- ◆ OTPS includes continued funding for ProScan services to digitize Clerk’s documents.

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	599,758	697,914	724,329	26,415	3.8%
OTPS	93,496	75,356	75,356	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>693,254</b>	<b>773,270</b>	<b>799,685</b>	<b>26,415</b>	<b>3.4%</b>

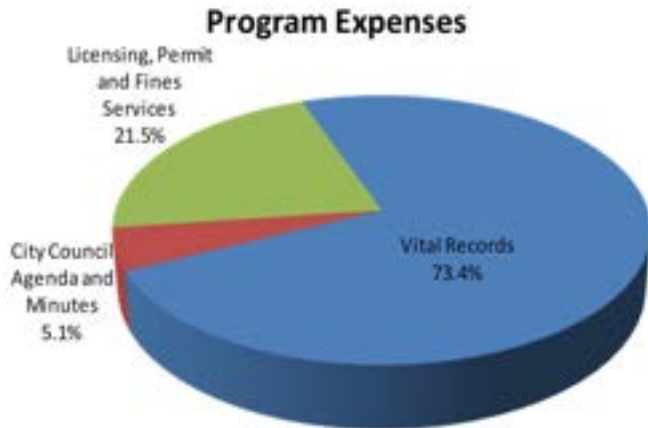
### Department Staff

<b>Department FTEs</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
General Fund FTEs	11.0	11.0	11.0	-	0.0%
<b>Total FTEs:</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 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** — Issue dog and business licenses as well as fuel storage, tag sale and raffle permits.

### Program Budgets

Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Vital Records	485,278	562,378	581,589	19,211	73.4%
City Council Agenda and Minutes	41,595	42,178	43,619	1,441	5.1%
Licensing, Permit and Fines Services	166,381	168,714	174,477	5,763	21.5%
<b>Total General Fund Expenditures</b>	<b>693,254</b>	<b>773,270</b>	<b>799,685</b>	<b>26,415</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	-	-	-	-	0.0%
<b>Total All Funds Expenditures</b>	<b>693,254</b>	<b>773,270</b>	<b>799,685</b>	<b>26,415</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$1,211,183**

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

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

### Program Revenue



### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Vital Records	832,698	810,197	850,000	39,803	70.2%
Licensing, Permit and Fines Services	295,603	361,183	361,183	-	29.8%
<b>Total Departmental Revenue</b>	<b>1,128,300</b>	<b>1,171,380</b>	<b>1,211,183</b>	<b>39,803</b>	<b>100%</b>



# Fiscal Year 2025 Budget and Program Summaries

## CITY CLERK

### All Funds Expenditure Detail

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	599,758	697,914	724,329	26,415	3.8%
OTPS	93,496	75,356	75,356	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>693,254</b>	<b>773,270</b>	<b>799,685</b>	<b>26,415</b>	<b>3.4%</b>

External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>693,254</b>	<b>773,270</b>	<b>799,685</b>	<b>26,415</b>	<b>3.4%</b>

### All Funds Revenue Detail

Department Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Departmental Fees	832,698	810,197	850,000	39,803	4.9%
Departmental Fines	295,603	361,183	361,183	-	0.0%
<b>Total Departmental Revenue</b>	<b>1,128,300</b>	<b>1,171,380</b>	<b>1,211,183</b>	<b>39,803</b>	<b>3.4%</b>

External Funding Sources	Type of Funding	Expiration Date	FY23 Actual	FY24 Available	FY25 Projected
			-	-	-
			-	-	-
<i>Subtotal FY25 Anticipated Grants</i>			-	-	-
<i>Subtotal Other Funding:</i>			-	-	-
<b>Total External Funds</b>			<b>-</b>	<b>-</b>	<b>-</b>

# Fiscal Year 2025 Budget and Program Summaries

## CITY CLERK

### Program Summaries

#### Vital Records

<b>Vital Records</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	485,278	562,378	581,589
FTEs	7.0	8.0	8.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
% 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 2023:

- ◆ Births: 5,068
- ◆ Deaths: 2,928
- ◆ Marriage intentions: 975
- ◆ Birth Affidavits: 495
- ◆ Death Affidavits: 95
- ◆ Marriage Affidavits: 16

CITY CLERK

**Program Summaries**

**City Council Agenda and Minutes**

<b>City Council Agendas and Minutes</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	41,595	42,178	43,619
FTES	0.6	0.6	0.6
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
% of Council agendas completed on time and posted online	100%	100%	100%

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

**Highlights**

- ◆ Provided full support for the approval and posting of the City Council’s 196 meetings including all regular, hearing and subcommittee meetings within 48 hours as required by the Open Meeting Law.

Fiscal Year 2025 Budget and Program Summaries

CITY CLERK

**Program Summaries**

**Licensing, Permit and Fines Services**

<b>Licensing, Permit and Fines Services</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	166,381	168,714	174,477
FTEs	2.4	2.4	2.4
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Percentage of registered dogs	100%	100%	100%

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

**Highlights**

The Clerk’s office granted the following permits and licenses for the calendar year 2023:

◆ Dog licenses:	5,008
◆ New Business Certificates	698
◆ Business Renewals	143
◆ Tag Sale:	767
◆ Physician’s Registration (one-time fee):	1
◆ Open-Air Parking:	22
◆ Above and Underground Storage Locations:	164
◆ Raffle Permits	11

# Fiscal Year 2025 Budget and Program Summaries

## CITY CLERK

### FY25 Budget Adjustments

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Vital Records</b>			
Personnel Services	5,865	146,698	-
OTPS	-	13,175	-
<b>Total Adjustments</b>	<b>5,865</b>	<b>159,873</b>	<b>-</b>

### Notes

No adjustments were made for the FY25 Budget

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# Fiscal Year 2025 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.

### FY24 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.

### FY25 Budget Highlights

- ◆ Funds 3.0 General Fund FTEs, consistent with FY24.
- ◆ Level service funding for internal and external audits.

### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	302,664	308,717	314,892	6,175	2.0%
OTPS	180,921	208,813	206,663	(2,150)	-1.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>483,585</b>	<b>517,530</b>	<b>521,555</b>	<b>4,025</b>	<b>0.8%</b>

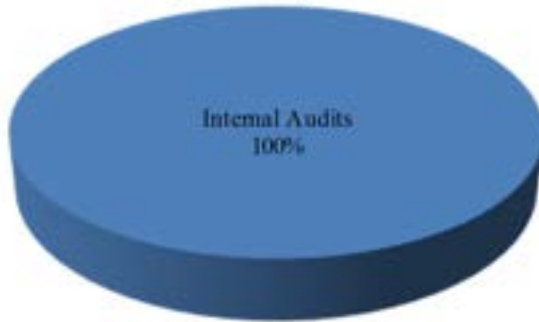
### Department Staff

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	3.0	3.0	3.0	-	0.0%
<b>Total FTEs</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>-</b>	<b>0.0%</b>

**INTERNAL AUDIT**

**Program Summaries**

**Program Expenses**



**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	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Internal Audits	483,585	517,530	521,555	4,025	100%
Total General Fund Expenditures	483,585	517,530	521,555	4,025	100%

**Revenue Summary**

This department does not produce any revenue.



Fiscal Year 2025 Budget and Program Summaries

INTERNAL AUDIT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	302,664	308,717	314,892	-	0.0%
OTPS	180,921	208,813	206,663	(2,150)	-1.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>483,585</b>	<b>517,530</b>	<b>521,555</b>	<b>(2,150)</b>	<b>-0.4%</b>

<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>483,585</b>	<b>517,530</b>	<b>521,555</b>	<b>(2,150)</b>	<b>0.0%</b>

**All Funds Revenue Detail**

This department does not produce any revenue.

# Fiscal Year 2025 Budget and Program Summaries

## INTERNAL AUDIT

### Program Summaries

<b>Internal Audit</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	483,585	517,530	521,555
FTEs	3.0	3.0	3.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
% of hours allocated to performance audits and other audit related activities	73%	70%	50%
% of hours allocated to fraud hotline maintenance, follow-up, and investigation	2%	5%	20%
% of other hours utilized for administrative, training, development, other activities	25%	25%	30%

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

### Highlights

- ◆ Conducted reviews and assessments of various City departments and programs in accordance with the FY 2024 Annual Audit Plan, including Citywide Overtime Audit, Facilities Audit, Code Enforcement Audit, and City Cybersecurity Review, in which we identified several areas of risk, assisted management with implementing practical improvements, and presented findings along with management responses. These projects identified opportunities and solutions for cost savings and improved effectiveness.
- ◆ Conducted required reviews, including the agreed upon procedures for student activities at Springfield Public Schools, to ensure compliance with Massachusetts General Laws and City ordinances.
- ◆ Provided other analyses of financial and operating data as requested by management.
- ◆ 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 2025 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 staff in the department are Certified Public Accountants. Certain staff also hold the Certified Internal Auditor, Certified Governmental Accountant, and Certified Fraud Examiner designations.
- ◆ Coordinated the completion of the City's Comprehensive Annual Financial Report, which was prepared by independent external auditors in collaboration with the Office of the Comptroller.
- ◆ Obtained 40 hours of continuing professional education for each staff member.

INTERNAL AUDIT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Internal Audit</b>			
Personnel Services	5,854	-	-
OTPS	-	(5,000)	(2,400)
<b>Total Adjustments</b>	<b>5,854</b>	<b>(5,000)</b>	<b>(2,400)</b>

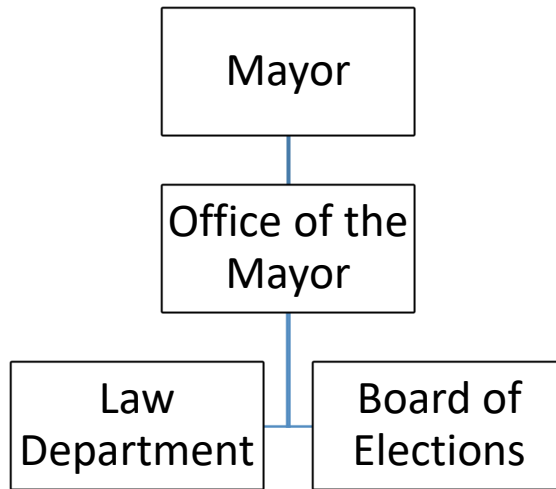
**Notes**

- ◆ \$2,400 decrease in OTPS based on historical spending.

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# Section 4

## General Government Division



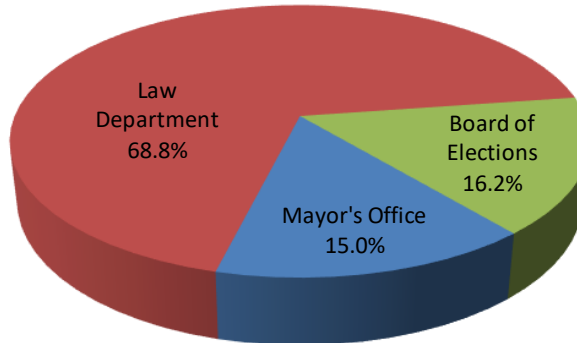
### Mission Statement

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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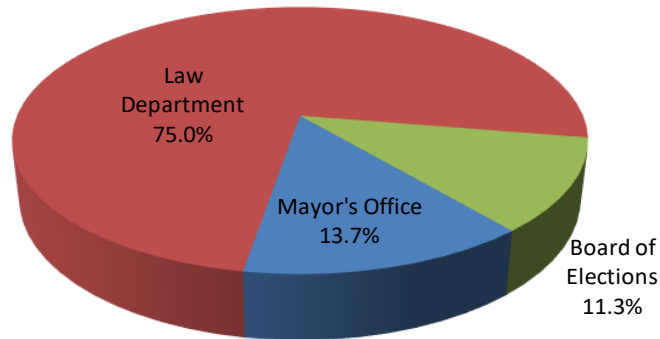
# Fiscal Year 2025: All Funds Budget and Revenue Overview

## General Government Division



FY25 Recommended Budget General Government Division						
	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Adopted	% Change from FY24 Revised
Mayor's Office	642,720	692,288	692,288	722,686	4.4%	4.4%
Law Department	4,138,039	3,098,179	3,299,835	3,312,100	6.9%	0.4%
Board of Elections	607,234	697,670	697,670	779,517	11.7%	11.7%
<b>Total</b>	<b>5,387,992</b>	<b>4,488,137</b>	<b>4,689,793</b>	<b>4,814,304</b>	<b>7.3%</b>	<b>2.7%</b>

## Revenue Overview



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

General Government

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# Fiscal Year 2025 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.

### FY24 Department Highlights

The Office of the Mayor is responsible for providing leadership for all municipal agencies, ensuring compliance with the Municipal Charter and Code, and administering municipal departments and programs. The Mayor’s Office is comprised of Mayor Domenic J. Sarno, Chief of Staff Tom Ashe, Administrative Assistant Minerva Marrero, Director of Constituent Services Molly Shea, Mayoral Aides Genesis Velez-Roque & Shenell Ford, Community Relations Director William Baker and the Chief Diversity and Inclusion Officer, Judith Crowell.

On March 6, 2024, Mayor Domenic J. Sarno announced that he has appointed Communications Director William Baker to serve as his Chief of Staff following Tom Ashe’s move to become the Executive Director of Parks, Buildings and Recreational Management.

In addition, Mayor Sarno has promoted Constituent Services Director Molly Shea to Communications Director, and Mayoral Aide Genesis Velez-Roque has been promoted to Constituent Services Director.

### FY25 Budget Highlights

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

### Department Budget

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
<b>General Fund Operating Budget</b>					
Personnel Services	631,194	671,664	702,062	30,398	4.5%
OTPS	11,526	20,624	20,624	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>642,720</b>	<b>692,288</b>	<b>722,686</b>	<b>30,398</b>	<b>4.4%</b>

### Department Staff

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	8.0	8.0	8.0	-	0.0%
Grant Fund FTEs				-	0.0%
<b>Total FTEs</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 Budget and Program Summaries

## OFFICE OF THE MAYOR

### Program Expenses



### Program Summaries

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

Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
City Governance	642,720	692,288	722,686	30,398	100%
<b>Total General Fund Expenditures</b>	<b>642,720</b>	<b>692,288</b>	<b>722,686</b>	<b>30,398</b>	<b>86.5%</b>
<b>Total External Fund Expenditures</b>	<b>107,953</b>	<b>112,727</b>	<b>112,727</b>	<b>-</b>	<b>13.5%</b>
<b>Total All Funds Expenditures:</b>	<b>750,673</b>	<b>805,015</b>	<b>835,413</b>	<b>30,398</b>	<b>100%</b>

### Revenue Summary

This department does not produce any revenue.

Fiscal Year 2025 Budget and Program Summaries

OFFICE OF THE MAYOR

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	631,194	671,664	702,062	30,398	4.5%
OTPS	11,526	20,624	20,624	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>642,720</b>	<b>692,288</b>	<b>722,686</b>	<b>30,398</b>	<b>4.4%</b>

<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Local Consumer Aid	107,953	112,727	112,727	-	0.0%
<b>Total External Funds</b>	<b>107,953</b>	<b>112,727</b>	<b>112,727</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>750,673</b>	<b>805,015</b>	<b>835,413</b>	<b>30,398</b>	<b>3.8%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
N/A	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>
Local Consumer Aid	Grant	6/30/2022	107,953	112,727	112,727
<b>Subtotal FY25 Anticipated Grant Funds:</b>			<b>107,953</b>	<b>112,727</b>	<b>112,727</b>
N/A			-	-	-
<b>Subtotal FY25 Other Funds:</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Total External Funding Sources</b>			<b>107,953</b>	<b>112,727</b>	<b>112,727</b>

OFFICE OF THE MAYOR

**Program Summaries**

**City Governance**

<b>City Governance</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	642,720	692,288	722,686
FTEs	8.0	8.0	8.0

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

**Highlights**

The Office of the Mayor is responsible for providing leadership for all municipal agencies, ensuring compliance with the Municipal Charter and Code, and administering municipal departments and programs. The Mayor’s Office is comprised of Mayor Domenic J. Sarno, Chief of Staff William Baker, Chief Diversity & Inclusion Officer Judith Crowell, Administrative Assistant Minerva Marrero, Communications Director Molly Shea, Constituent Services Director Genesis Velez-Roque, and Mayoral Aides Shennel Ford and Rose McCaffrey.

As Chief of Staff, William Baker provides a broad range of professional support to the Mayor including the supervision of all mayoral staff. Mr. Baker coordinates mayoral activities with other divisions and departments. In addition, he represents the Mayor at events, meetings, and activities requiring a mayoral presence. Mr. Baker also serves as chief advisor to the Mayor providing extensive professional assistance, project management, and recommendations on municipal matters. He also serves as the facilitator for various city departments and sits on a number of subcommittees within municipal government. Baker also serves as the Mayor’s liaison with other city departments, state and federal officials and agencies, local public utility companies, and for our neighborhoods, residents, businesses and nonprofits.

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

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

Constituent Services Director, Genesis Velez-Roque , responds to quality of life complaints logged by citizens and is the Mayoral representative on the “Quality of Life Flex Squad,” which consists of representatives from the Code, Law, and Police departments, and works very closely with the 311 Call Center to assure quality customer service.

OFFICE OF THE MAYOR

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**Program Summaries**

**City Governance**

**Highlights (cont.)**

Further, Ms. Velez will often collaborate with City Departments to investigate citizen concerns on a case-by-case basis, in an effort to reach a resolution. In addition to constituent work, Ms. Roque also serves as the Mayor’s liaison for the Buy Springfield Now initiative.

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

The Mayoral Aides are responsible for a variety of tasks, all of which support the Mayor in providing responsive and effective government leadership. Duties include, but are not limited to: responding to all quality-of-life inquiries on a case-specific basis in an effort to work toward a resolution, working directly with our neighborhood councils, and providing day-to-day support to the Mayor’s public office – just to name a few. Mayoral Aides Shennel Ford and Rose McCaffrey both serve as the Mayor’s points of contact for residential and business inquiries and manage the Mayor’s Constable appointments. Both Ms. Ford and Ms. McCaffrey are very active in the community and represent the Mayor on a number of neighborhood initiatives and organizations. All of the Mayor’s staff participate in a variety of internal city committees.

OFFICE OF THE MAYOR

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
Personnel Services	19,210	-	-
OTPS	-	-	-
<b>Total Adjustments</b>	<b>19,210</b>	<b>-</b>	<b>-</b>

**Notes**

No adjustments were made for the FY25 budget.

# Fiscal Year 2025 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.

### FY24 Department Highlights

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

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

The Law Department also provided administrative support for the License Commission and assisted in the receipt and processing of license application and renewals, prosecuting enforcement actions, as well as arranging for and assisting in holding hearings. During FY24 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.

### FY25 Budget Highlights

- ◆ 34.7 FTEs, consistent with FY24 staffing.
- ◆ Maintains level service funding including professional services for necessary expert witness and legal counsel cost and services.

### Department Budget

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	2,147,307	2,588,654	2,700,158	111,503	4.3%
OTPS	1,990,732	509,524	611,943	102,418	20.1%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>4,138,039</b>	<b>3,098,179</b>	<b>3,312,100</b>	<b>213,922</b>	<b>6.9%</b>

### Department Staff

<b>Department FTEs</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
General Fund FTEs	36.5	33.0	33.0	-	0.0%
Grant FTEs	1.7	1.7	1.7	-	0.0%
<b>Total FTEs</b>	<b>38.7</b>	<b>34.7</b>	<b>34.7</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 Budget and Program Summaries

## LAW DEPARTMENT



### Program Summaries

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

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

**Licensing** - Assists the License Commission with legal matters.

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

### Program Budgets

Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Legal Services	1,551,779	1,133,916	1,212,210	78,294	36.6%
Litigation	1,038,592	758,920	811,321	52,402	24.5%
Legal/Code Litigation	794,217	580,350	620,422	40,072	18.7%
Licensing	488,749	357,139	381,798	24,660	11.5%
Public Records	-	-	286,349	286,349	8.6%
<b>Total General Fund Expenditures</b>	<b>4,138,039</b>	<b>3,098,179</b>	<b>3,312,100</b>	<b>213,922</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	<b>101,860</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total All Funds Expenditures</b>	<b>4,239,899</b>	<b>3,098,179</b>	<b>3,312,100</b>	<b>213,922</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$615,000**

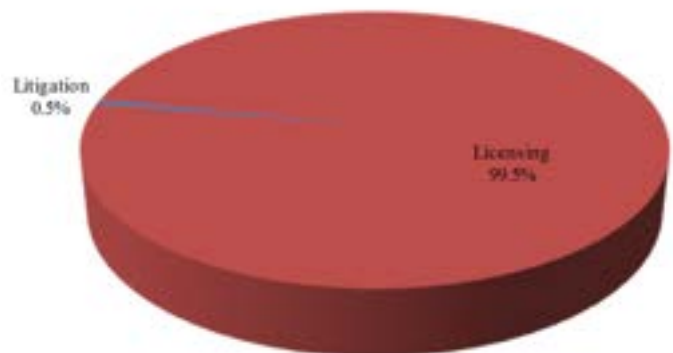
**Licensing— \$612,000**

- ◆ Alcoholic Beverage Licenses
- ◆ Taxi Permits
- ◆ Other Permits

**Litigation— \$3,000**

- ◆ Judgements and settlements in favor of the City

### Program Revenue



### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Legal Services	500	-	-	-	0.0%
Litigation	389,312	3,000	3,000	-	0.5%
Legal/Code Litigation	-	-	-	-	0.0%
Licensing	839,356	612,000	612,000	-	99.5%
Public Records	795	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>1,309,980</b>	<b>615,000</b>	<b>615,000</b>	<b>-</b>	<b>100.0%</b>



# Fiscal Year 2025 Budget and Program Summaries

## LAW DEPARTMENT

### All Funds Expenditure Detail

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	2,147,307	2,588,654	2,700,158	111,503	4.3%
OTPS	1,990,732	509,524	611,943	102,418	20.1%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>4,138,039</b>	<b>3,098,179</b>	<b>3,312,100</b>	<b>213,922</b>	<b>6.9%</b>
External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Grant Funds	51,860	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	50,000	-	-	-	0.0%
<b>Total External Funds</b>	<b>101,860</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>4,239,899</b>	<b>3,098,179</b>	<b>3,312,100</b>	<b>213,922</b>	<b>6.9%</b>

### All Funds Revenue Detail

Department Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Departmental Fees	1,100	-	-	-	0.0%
Freedom of Information Act	9,326	-	-	-	0.0%
Alcohol Beverage Licenses	393,095	450,000	450,000	-	0.0%
Taxi Cab License	150	2,000	2,000	-	0.0%
Other Permits	831,643	160,000	160,000	-	0.0%
Miscellaneous Revenue	7,564	3,000	3,000	-	0.0%
Reimbursement for Damages	64,999	-	-	-	0.0%
Reimbursement for Prior Year Expenditure	2,105	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>1,309,980</b>	<b>615,000</b>	<b>615,000</b>	<b>-</b>	<b>0.0%</b>

External Funding Sources	Type of Funding	Expiration Date	FY23 Actual	FY24 Available	FY25 Projected
Comcast Grant	Grant	6/30/2021	51,860	-	-
<b>Subtotal FY25 Anticipated Grants</b>			<b>51,860</b>	<b>-</b>	<b>-</b>
SPA Offset for Employee Services	Reimbursement	N/A	50,000	-	-
<b>Subtotal FY25 Other Funds</b>			<b>50,000</b>	<b>-</b>	<b>-</b>
<b>Total External Funding Sources</b>			<b>101,860</b>	<b>-</b>	<b>-</b>

# Fiscal Year 2025 Budget and Program Summaries

## LAW DEPARTMENT

### Program Summaries

#### Legal Services

Legal Services	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	1,551,779	1,133,916	1,212,210
FTEs	19.0	12.7	12.7
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
Percentage of contracts drafted and reviewed within 60 days of receipt of complete information	75%	75%	75%
Percentage reviewed and signed within 7 days	90%	90%	90%

#### Citywide Strategic Priority: Fiscal and Operational Excellence

##### Public Safety:

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

##### Economic Development:

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

##### Contracts and Procurement Assistance:

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

##### Appellate Tax Board:

- ◆ The Department represented the Board of Assessors at the Appellate Tax Board in various tax appeals involving the valuation of commercial, residential, and personal property.

##### School Construction Projects:

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

# Fiscal Year 2025 Budget and Program Summaries

## LAW DEPARTMENT

### Program Summaries

#### Litigation

<b>Litigation</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	1,038,592	758,920	811,321
FTEs	11.0	8.5	8.5
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Target (settlements against city)	22	28	N/A
To file timely answers to court complaints:	100%	100%	100%
Percentage of on time responses to court complaints	100%	100%	100%
To investigate all claims received:	100%	100%	100%

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

#### Highlights

- ◆ The litigation division continues to be extremely busy. Unfortunately we have not been able to back fill the Chief of Litigation position, so we have had to rely increasingly on outside counsel in providing defense to cases, primarily in the Federal Court.
- ◆ We have been successful in using dispositive motions, both at the inception of litigation and later (known as Motions for Summary Judgment). Recently we obtained summary judgment in a pending civil rights case for both the officers named and the City; in another pending civil rights case we had all but one small part dismissed. We currently have one other MSJ under advisement, one that has been filed but not yet argued, and one where briefs will be filed in March.
- ◆ We have two major civil rights cases scheduled for trial this year; one in May and one in November. We are hopeful that we will be successful in defending both matters.
- ◆ The City was able to replace our State Court/Tort claims attorney with an experienced full-time attorney, who has been successfully obtaining favorable settlements as well as pursuing dispositive legal motions.

# Fiscal Year 2025 Budget and Program Summaries

## LAW DEPARTMENT

### Program Summaries

#### Legal/Code Litigation

Legal/Code Litigation	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	794,217	580,350	620,422
FTEs	6.2	6.5	6.5
Performance Metrics	FY23 Actual	FY24 YTD	FY25 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	115	109	150
Number of receivers appointed	5	8	15
Percentage of emergency Code/Legal cases filed in 3 business days	95%	97%	98%
Percentage of Non-Emergency Code/Legal cases Prioritized and Filed within 45 days	75%	90%	98%

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

### Highlights

- ◆ In FY24 the Code Enforcement Legal Division continued to bring hundreds of civil actions in the Western Division Housing Court, enforcing the State Sanitary, Building, Electric, Plumbing and Fire Codes as well as City zoning and quality of life ordinances. The City continues to work cooperatively with the Western Division Housing Court with regards to case management.
- ◆ More than 90 Code Enforcement claims have been filed in court by the Law Department; with an additional 24 ticket appeals.
- ◆ As some of the COVID-19 restrictions are lifted, the Department is on track to file approximately 150 cases this year.
- ◆ Continues to utilize contempt hearings when necessary to obtain compliance.
- ◆ Have addressed all emergency issues in a timely manner.

# Fiscal Year 2025 Budget and Program Summaries

## LAW DEPARTMENT

### Program Summaries

#### Licensing

Licensing	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	488,749	357,139	381,798
FTEs	2.5	4.0	4.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
Number of Licenses Processed	881	954	1,200

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

#### Highlights

- ◆ In FY24, the Licensing Division continues to host Zoom hearings for the License Commission. The Licensing Division will continue to provide Licensees with assistance as it pertains to the continuation of Outside Dining Permits. In spite of staff shortages, the Licensing Division was able to successfully renew all applicants without delay.
- ◆ Fiscally, the Licensing Division revenue has continue to increase. We have recently introduced an additional payment method for the convenience of Licensees. The Licensing Division now has the ability to accept credit card payments.

#### Boards and Commissions:

- ◆ The Licensing Division has been assisting the Residency Commission by drafting Minutes of their hearings and meetings.
- ◆ The Licensing Division continually reviews the process for renewals and a new 1-page renewal form has been developed and provided to licensees for a more streamlined process.
- ◆ As a result of a long-time employee resigning, The Licensing Division needs to backfill her position.
- ◆ The Licensing Division staff continued to provide legal support to the Taxi and Livery Commission.
- ◆ The Licensing Division is also providing oversight to the Mobile Home Rent Control Board.

# Fiscal Year 2025 Budget and Program Summaries

## LAW DEPARTMENT

### Program Summaries

#### Public Records

<b>Public Records</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	-	-	286,349
FTEs	-	3.0	3.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Total Information Requests Responded To	2,468	3,302	3,500

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

#### Highlights

- ◆ The Public Records Division is processing an average of 200 request per month. Typically, the Division responds to and closed a new request in six (6) days, well below the statutory ten (10) day initial response deadline.
- ◆ Between FY23 and the start of FY24, the Public Records Division has collected over \$12,000 for cost associated with document production and redaction.
- ◆ In FY23, the Public Records Division transitioned from the GOVQA public records portal to the current NextRequest Portal. The various City Departments that interact with the Public Records Division have stated that the new platform is quicker and more user friendly.
- ◆ In addition to the NextRequest portal, the Public Records Division acquired licenses to redact audio and video. The new software licenses allow the Division to further protect the identify of victims and witnesses of crimes, and Internal Investigation Unit complainants.
- ◆ The Division welcomed the additional of a new attorney to its staff. The addition of Attorney Justin Goldberg has allowed for swifter processing and improved response times.
- ◆ The Division continues to make strides to improve efficiency while increasing transparency and public access to City resources and documents.

Fiscal Year 2025 Budget and Program Summaries

LAW DEPARTMENT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Legal Services</b>			
Personnel Services	(127,801)	(385,161)	(82,182)
OTPS	(1,240)	(104,600)	(200,000)
<b>Code</b>			
OTPS	(16,600)	(16,000)	-
<b>Licensing</b>			
OTPS	-	(1,750)	-
<b>Total Adjustments</b>	<b>(145,641)</b>	<b>(507,511)</b>	<b>(282,182)</b>

**Notes**

- ◆ \$82,182 decrease to Personnel Services for salary adjustments.
- ◆ \$200,000 decrease to OTPS based on historical spending for professional services.

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# Fiscal Year 2025 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.

### FY24 Department Highlights

The Board of Elections office has maintained full in-person operations during FY24.

- ◆ Two (2) Municipal Elections were conducted in FY24.
- ◆ Two (2) State Elections were conducted in FY24.
- ◆ The Annual City Census was conducted by mail.
- ◆ The department managed two (2) early voting sites for the 3 Elections.

### FY25 Budget Highlights

- ◆ Funds 5.0 FTEs, consistent with FY24.
- ◆ Funds operations related to the Annual City Census, one (1) State Primary, one (1) State Election, one (1) Retirement Election, one (1) Federal Election, Early Voting, vote by mail, and voter outreach events.

### Department Budget

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
<b>General Fund Operating Budget</b>					
Personnel Services	415,486	492,020	522,867	30,847	6.3%
OTPS	191,748	205,650	256,650	51,000	24.8%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>607,234</b>	<b>697,670</b>	<b>779,517</b>	<b>81,847</b>	<b>11.7%</b>

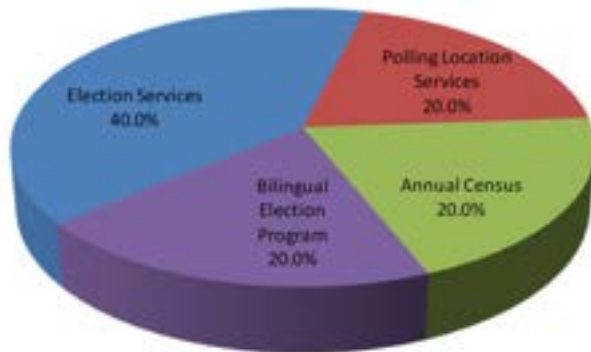
### Department Staff

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	5.0	5.0	5.0	-	0.0%
<b>Total FTEs</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 Budget and Program Summaries

## BOARD OF ELECTIONS

### Program Expenses



### Program Summaries

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

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

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

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

### Program Budgets

Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Election Services	256,021	279,068	311,807	32,739	40.0%
Polling Location Services	121,447	139,534	155,903	16,369	20.0%
Annual Census	121,447	139,534	155,903	16,369	20.0%
Bilingual Election Program	121,447	139,534	155,903	16,369	20.0%
<b>Total General Fund Expenditures</b>	<b>607,234</b>	<b>697,670</b>	<b>779,517</b>	<b>81,847</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	<b>13,128</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total All Funds Expenditures</b>	<b>620,361</b>	<b>697,670</b>	<b>779,517</b>	<b>81,847</b>	<b>100%</b>

### Revenue Summary

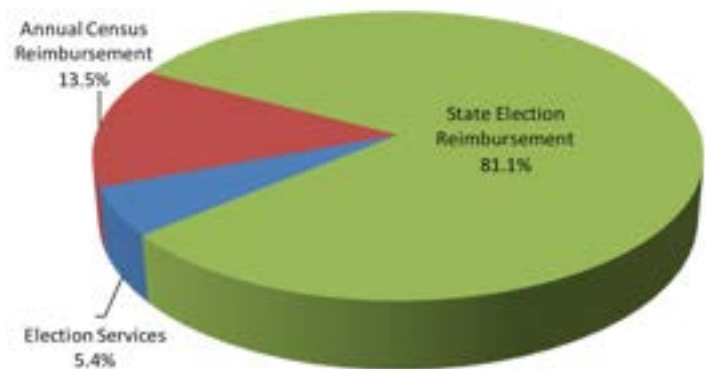
**TOTAL REVENUE: \$92,500**

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

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

**Annual Census Reimbursement** - The Board of Elections receives a reimbursement from the

### Program Revenue



### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Election Services	800	5,000	5,000	-	5.4%
Annual Census Reimbursement	16,394	12,500	12,500	-	13.5%
State Election Reimbursement	134,003	75,000	75,000	-	81.1%
<b>Total Departmental Revenue</b>	<b>151,197</b>	<b>92,500</b>	<b>92,500</b>	<b>-</b>	<b>100%</b>

Fiscal Year 2025 Budget and Program Summaries

BOARD OF ELECTIONS

**All Funds Expenditure Detail**

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	415,486	492,020	522,867	30,847	6.3%
OTPS	191,748	205,650	256,650	51,000	24.8%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>607,234</b>	<b>697,670</b>	<b>779,517</b>	<b>81,847</b>	<b>11.7%</b>

External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Mass Census Division 2020 Census Mu	13,128	-	-	-	0.0%
<b>Total External Funds</b>	<b>13,128</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>620,361</b>	<b>697,670</b>	<b>779,517</b>	<b>81,847</b>	<b>11.7%</b>

**All Funds Revenue Detail**

Department Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Departmental Fees	800	5,000	5,000	-	0.0%
Other Revenue-From Services	16,394	12,500	12,500	-	0.0%
Other Revenue-State	134,003	75,000	75,000	-	0.0%
Reimbursement For Prior Year Expenses	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>151,197</b>	<b>92,500</b>	<b>92,500</b>	<b>-</b>	<b>0.0%</b>

External Funding Sources	Type of Funding	Expiration Date	FY23 Actual	FY24 Available	FY25 Projected
Mass Census Division 2020 Census Mu	Grant	5/29/2030	13,128	-	-
<b>Total External Funding Sources</b>			<b>13,128</b>	<b>-</b>	<b>-</b>

**BOARD OF ELECTIONS**

**Program Summaries**

**Election Services**

<b>Election Services</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	256,021	279,068	311,807
FTEs	5.0	5.0	5.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Elections Administered	4	3	2
Provisional ballots cast	24	46	20
Absentee ballots cast & counted	25,514	5,666	40,000
# of Registered Voters	115,354	115,074	112,000
# of Retirement Board Elections Conducted	0	0	1

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

**Highlights**

- ◆ In FY24, Election Services convened an active slate of Election Commissioners and administered a Municipal Election.
- ◆ Election Services increased its use of social media as a platform for voter engagement and expanded staff participation in community events.
- ◆ In FY25, the Board will conduct a State Preliminary, General Election, Retirement Election in a cost efficient manner, using a precinct-based optical scanning system. The Board will strive to increase voter turnout in these elections by supporting early voting legislation.
- ◆ In FY25, the Board will collaborate with the Department of Housing to monitor neighborhood elections on an as- needed basis.
- ◆ In FY25, the Board will collaborate with the Springfield Libraries, Springfield School Department and Department of Elder Affairs on Civic Engagement, Voter Outreach and Early Voting.

**BOARD OF ELECTIONS**

**Program Summaries**

**Polling Location Services**

<b>Polling Location Services</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	121,447	139,534	155,903
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Poll workers recruited and hired (bilingual)	71	81	100
Poll workers recruited and hired (non-bilingual)	263	147	200
Poll worker training sessions administered	15	7	41
HAVA compliant voter equipment maintained	60	60	60

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

**Highlights**

- ◆ This year the Board collaborated with Facilities to successfully manage 73 voting precincts in accordance with CDC and state guidance. All polling locations were able to remain fully operational.
- ◆ The Board collaborated with Facilities Management to successfully operate two early voting sites for all elections.
- ◆ The Board also was able to survey all polling locations and ensure compliance with A.D.A. standards.
- ◆ In FY25, 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**

<b>Annual Census</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	121,447	139,534	155,903
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Census records maintained	85,129	86,000	85,000
Census response rate	33%	13%	50%

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

**Highlights**

- ◆ In FY24, the Board of Elections conducted the Annual City Census and expanded marketing efforts, which resulted in increased response rates.
- ◆ In FY25, the Board will conduct the Annual City Census in accordance with state law, and hopes to increase the response rate by at least fifty percent (50%).
- ◆ For FY25, 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 FY25, the Board will conduct a second census mailing.

**BOARD OF ELECTIONS**

**Program Summaries**

**Voter Outreach & Bilingual Election Program**

<b>Voter Outreach &amp; Bilingual Election Program</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	121,447	139,534	155,903
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Number of community-based organizations in the outreach network	120	120	120

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

**Highlights**

- ◆ In FY24, 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 FY25, the Board collaborated with various community and faith-based organizations in order to offer opportunities for voter/resident engagement.
- ◆ In FY24, the Board will increase recruitment of bilingual poll workers to effectively implement the Voting Rights Act consent decree, and will expand relationships with community-based organizations within the City of Springfield.

**BOARD OF ELECTIONS**

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Election Services</b>			
Personnel Services	10,434	65,474	-
OTPS	30,400	11,804	51,000
<b>Total Adjustments</b>	<b>40,834</b>	<b>77,278</b>	<b>51,000</b>

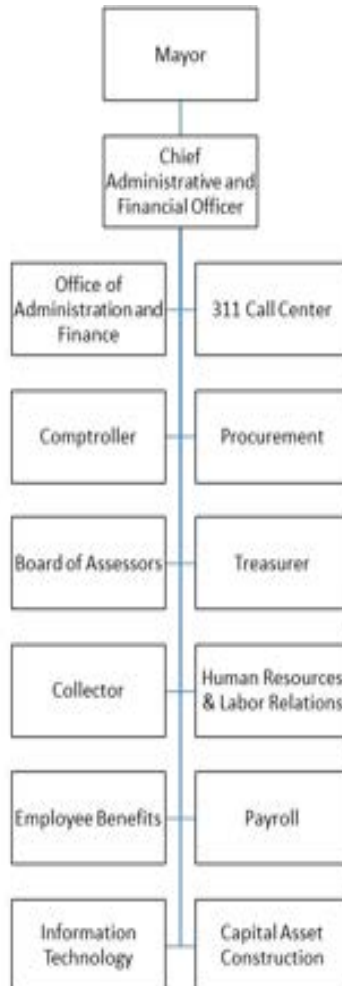
**Notes**

- ◆ Election Services
  - ◇ \$51,000 increase to OTPS based on historical spending.



# Section 5

## Administration & Finance Division

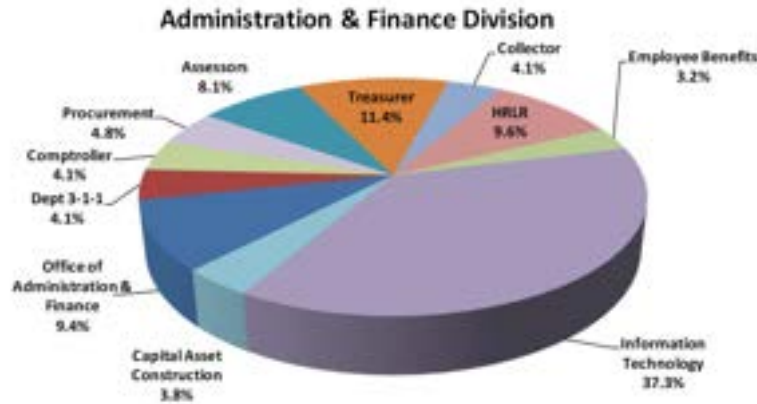


### Mission Statement

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

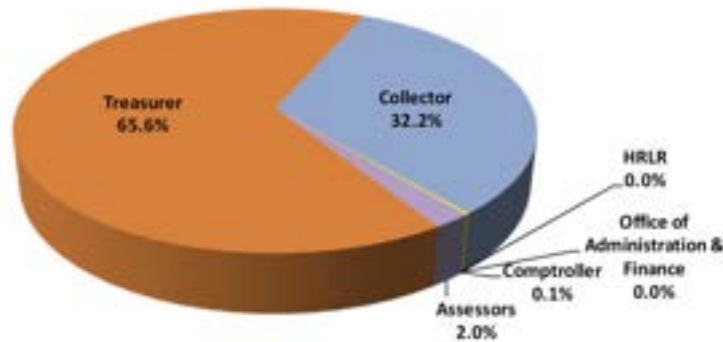
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# Fiscal Year 2025: All Funds Budget and Revenue Overview



FY25 Recommended Budget						
Administration & Finance Division						
	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Adopted	% Change from FY24 Revised
Office of Administration & Finance	1,067,952	1,309,965	1,309,965	1,332,266	1.7%	1.7%
Dept 3-1-1	466,993	582,231	582,231	585,653	0.6%	0.6%
Comptroller	511,575	574,822	574,822	583,540	1.5%	1.5%
Procurement	602,777	689,778	689,778	677,630	-1.8%	-1.8%
Assessors	1,104,383	1,131,945	1,131,945	1,141,915	0.9%	0.9%
Treasurer	1,381,564	1,598,402	1,598,402	1,617,831	1.2%	1.2%
Collector	465,177	579,958	579,958	584,164	0.7%	0.7%
HRLR	1,210,284	1,319,076	1,319,076	1,355,845	2.8%	2.8%
Employee Benefits	311,555	443,027	443,027	449,980	1.6%	1.6%
Information Technology	3,729,917	4,480,046	4,480,046	5,274,649	17.7%	17.7%
Capital Asset Construction	479,976	534,995	534,995	544,686	1.8%	1.8%
<b>Total</b>	<b>11,332,152</b>	<b>13,244,245</b>	<b>13,244,244</b>	<b>14,148,160</b>	<b>6.8%</b>	<b>6.8%</b>

## Revenue Overview



Division / Department	FY25 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY25 Total Revenue
Office of Administration & Finance	-	-	-	-	-	-
Dept 3-1-1	-	-	-	-	-	-
Comptroller	1,204,000	-	-	-	-	1,204,000
Procurement	-	-	-	-	-	-
Assessors	18,253,591	-	-	-	-	18,253,591
Treasurer	13,028,721	-	-	-	578,523,479	591,552,200
Collector	46,709,915	244,158,687	-	-	-	290,868,601
HRLR	-	-	-	-	-	-
Employee Benefits	413,658	-	-	-	-	413,658
Information Technology	-	-	-	-	-	-
Capital Asset Construction	-	-	-	-	-	-
<b>Total</b>	<b>79,609,884</b>	<b>244,158,687</b>	<b>-</b>	<b>-</b>	<b>578,523,479</b>	<b>902,292,050</b>

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# Fiscal Year 2025 Budget and Program Summaries

## OFFICE OF ADMINISTRATION & FINANCE

### Mission

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

### FY24 Department Highlights

- ◆ Maintained a credit rating of AA– from Standard and Poor’s Rating Agency, with the City’s debt outlook remaining as “stable.”
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada; this is the seventeenth consecutive year the department has won this award.
- ◆ Balanced the FY24 budget without the use of reserves, maintaining core services and vital programs for our residents without implementing any layoffs, while managing overall City side budget growth.
- ◆ Managed the FY23 budget to a surplus, certifying \$19.3M in free cash.
- ◆ Continued investment from the City’s stabilization reserve account into 1-year U.S. Treasury notes, to capitalize on higher interest rates, which will bring the City returns to be directed towards lowering tax bills, providing financial relief for our residents.

### FY25 Budget Highlights

- ◆ Funds a total of 14.0 General Fund FTEs, and 9.0 Grant Fund FTEs, a 2.5 FTE reduction over FY24.
- ◆ Funds annual Massachusetts Municipal Association dues.

### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	919,338	1,134,789	1,158,926	24,138	2.1%
OTPS	148,613	175,176	173,340	(1,836)	-1.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,067,952</b>	<b>1,309,965</b>	<b>1,332,266</b>	<b>22,302</b>	<b>1.7%</b>

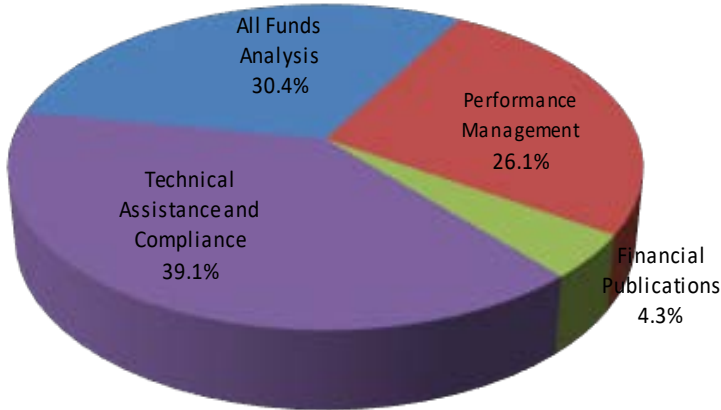
### Department Staff

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	12.0	14.0	14.0	-	0.0%
Grant Funded FTEs	7.0	11.5	9.0	(2.5)	-21.7%
<b>Total FTEs</b>	<b>19.0</b>	<b>25.5</b>	<b>23.0</b>	<b>(2.5)</b>	<b>-10.9%</b>

Fiscal Year 2025 Budget and Program Summaries  
OFFICE OF ADMINISTRATION & FINANCE

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**Program Expenses**



**Program Summaries**

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

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

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

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

**Program Budgets**

Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
All Funds Analysis	337,248	359,598	405,472	45,874	30.4%
Performance Management	337,248	308,227	347,548	39,321	26.1%
Financial Publications	56,208	51,371	57,925	6,553	4.3%
Technical Assistance and Compliance	337,248	590,768	521,322	(69,447)	39.1%
<b>Total General Fund Expenditures</b>	<b>1,067,952</b>	<b>1,309,965</b>	<b>1,332,266</b>	<b>22,302</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total All Funds Expenditures</b>	<b>1,067,952</b>	<b>1,309,965</b>	<b>1,332,266</b>	<b>22,302</b>	<b>100%</b>

Fiscal Year 2025 Budget and Program Summaries  
**OFFICE OF ADMINISTRATION & FINANCE**

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**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	919,338	1,134,789	1,158,926	24,138	2.1%
OTPS	148,613	175,176	173,340	(1,836)	-1.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,067,952</b>	<b>1,309,965</b>	<b>1,332,266</b>	<b>22,302</b>	<b>1.7%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>1,067,952</b>	<b>1,309,965</b>	<b>1,332,266</b>	<b>22,302</b>	<b>1.7%</b>

Fiscal Year 2025 Budget and Program Summaries  
OFFICE OF ADMINISTRATION & FINANCE

**Program Summaries**

**All Funds Analysis**

All Funds Analysis	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	337,248	359,598	405,472
FTEs	6.0	7.0	7.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
% of Council Orders due to being over budget	0%	0%	0%
Average number of days to review requisitions sent to A&F	1	1	1

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

**Highlights**

- ◆ Managed an operating surplus in FY23. Certifying \$19.3M in free cash
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY23 budget; this is the seventeenth consecutive year A&F has received this award.
- ◆ Maintained an AA– credit rating from S&P, which was reaffirmed in April 2024.
- ◆ Continued to assist departments with monitoring and seeking reimbursements for grants, maximizing its ability to use external funding sources to supplement the General Fund budget.



Fiscal Year 2025 Budget and Program Summaries  
OFFICE OF ADMINISTRATION & FINANCE

**Program Summaries**

**Program Management**

Performance Management	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	337,248	308,227	347,548
FTEs	6.0	6.0	6.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
# of SWATs	-	-	-

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

**Highlights**

**Examples of facilitated successful SWAT sessions:**

**COVID-19 Response**

- ◆ A&F led the tracking of the effects of COVID-19 on revenue and expenditures. A&F continued to track all emergency expenditures related to the pandemic, and coordinated requests for reimbursements from FEMA and other agencies for those expenses.

**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 2025 Budget and Program Summaries  
**OFFICE OF ADMINISTRATION & FINANCE**

**Program Summaries**

**Financial Publications**

Financial Publications	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	56,208	51,371	57,925
FTEs	1.0	1.0	1.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
Balanced budget published by June 30th	Yes	Yes	1.0
Released 3 financial documents by the appropriate deadline	Yes	Yes	3.0

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

**Highlights**

Released the following four financial publications within their respective deadlines:

- |  |                              |
|--|------------------------------|
| 1. Fiscal Year 2024 Debt Affordability Study– published        | (Deadline: January 30, 2024) |
| 2. Fiscal Years 2025-2028 Multi–Year Financial Plan– published | (Deadline: March 30, 2024)   |
| 3. Fiscal Years 2025-2029 Capital Improvement Plan– published  | (Deadline: March 30, 2024)   |
| 4. Fiscal Year 2025 Mayor’s Recommended Budget—published       | (Deadline: June 30, 2024)    |

Fiscal Year 2025 Budget and Program Summaries  
**OFFICE OF ADMINISTRATION & FINANCE**

**Program Summaries**

**Technical Assistance and Compliance**

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

Technical Assistance and Compliance	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	337,248	590,768	521,322
FTEs	6.0	11.5	9.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
% of completed Compliance projects	0%	0%	0%

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

**Highlights**

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

**ARPA**

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

**Responsible Employer Ordinance (REO)**

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

**Section 3**

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

Fiscal Year 2025 Budget and Program Summaries  
OFFICE OF ADMINISTRATION & FINANCE

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**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
Personnel Services	(142,788)	(84,958)	(72,860)
OTPS	25,500	600	(51,305)
<b>Total Adjustments</b>	<b>(117,288)</b>	<b>(84,358)</b>	<b>(124,165)</b>

**Notes**

- ◆ \$72,860 decrease to Personnel Services due to salary offsets and adjustments.
- ◆ \$51,305 decrease to OTPS based on historical spending.

# Fiscal Year 2025 Budget and Program Summaries

## 311 CALL CENTER

### Mission

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

### FY24 Department Highlights

- ◆ New radios were installed as the Department could start communicating with DPW Solid Waste drivers/foreman on trash days, which provided better service for the customers.
- ◆ Answered 83% of all calls without transferring to another department.
- ◆ During FY24, there has been a total of 73,043 calls answered by the 311 Customer Service from July 2023 through January 2024.

### FY25 Budget Highlights

- ◆ Funds 11.0 General Fund FTEs. Currently have 1 vacant position for a Senior CSR.
- ◆ Funds operations related to the 311 Call Center.

### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	415,724	529,778	533,200	3,422	0.6%
OTPS	51,269	52,453	52,453	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>466,993</b>	<b>582,231</b>	<b>585,653</b>	<b>3,422</b>	<b>0.6%</b>

### Department Staff

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	10.0	11.0	11.0	-	0.0%
<b>Total FTEs</b>	<b>10.0</b>	<b>11.0</b>	<b>11.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 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	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent of Total
Service Requests	466,993	582,231	585,653	3,422	100%
<b>Total Expenditures</b>	<b>466,993</b>	<b>582,231</b>	<b>585,653</b>	<b>3,422</b>	<b>100%</b>

### Revenue Summary

This department does not produce any revenue.

Fiscal Year 2025 Budget and Program Summaries

311 CALL CENTER

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	415,724	529,778	533,200	3,422	0.6%
OTPS	51,269	52,453	52,453	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>466,993</b>	<b>582,231</b>	<b>585,653</b>	<b>3,422</b>	<b>0.6%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>466,993</b>	<b>582,231</b>	<b>585,653</b>	<b>3,422</b>	<b>0.6%</b>

**All Funds Revenue Detail**

No revenue is generated by this department.

# Fiscal Year 2025 Budget and Program Summaries

## 311 CALL CENTER

### Program Summaries

#### Service Requests

Fiscal Year 2025 Performance Measures - 311 Call Center			
<b>Service Requests</b>			
<b>Service Requests</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	466,993	582,231	585,653
FTEs	10.0	10.0	11.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
% of calls answered within 30 seconds	0%	0%	0%
% of calls completed without transfers to other departments	0%	0%	0%
% increase of smartphone application downloads	0%	0%	0%

**Citywide Strategic Priority:** Fiscal and Operational Excellence; Healthy Neighborhoods

### Highlights

The majority of the calls that the 311 Department takes on a daily basis is in regards to DPW, which include service for trash, and potholes. Entering tickets for illegal dumping sent to Clean City has declined. Tom McCarthy and his staff does a great job in responding in a timely manner. We continue to take complaints and send reports to the trash and litter program run by Chris Seabrooks.

Our staff takes calls and enters complaints on the Eversource website. We have entered over 300 streetlight repair request on the Eversource website in FY24.

We receive calls for the Assessor’s and Collectors office, and for information we are unable answer for the customer, we enter tickets to those Departments and request they contact the customer directly. Our office also assist the Assessor’s office in scheduling inspections for those residents that filed overvalued applications.

July 2023 through January 2024, the call center has answered 73,043. During those same months in FY23, we answered 73,764 calls.

#### Internet

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

#### DPW Administration



## 311 CALL CENTER

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### Program Summaries

#### Highlights Continued

##### **Cold Weather Task Force**

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

##### **Assessors**

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

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

##### **Greening the Gateway Cities "Free Tree Program"**

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

# Fiscal Year 2025 Budget and Program Summaries

## 311 CALL CENTER

### FY25 Budget Adjustments

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Service Requests</b>			
Personnel Services	1,287	22,662	2,016
OTPS	800	150	-
<b>Total Adjustments</b>	<b>2,087</b>	<b>22,812</b>	<b>2,016</b>

### Notes

- ◆ Service Requests
  - ◇ \$2,016 increase to Personnel Services due to salary adjustments.

# Fiscal Year 2025 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.

### FY24 Department Highlights

- ◆ Received the Certificate of Achievement for Excellence in Financial Reporting for the issuance of the City’s Annual Comprehensive Financial Report (ACFR) from the Government Finance Officers Association of the United States and Canada for the eleventh year in a row.
- ◆ Created and updated the City’s public website to include the “Open Checkbook” and the “Taxpayer Monthly Statement” to promote transparency.
- ◆ Performed a successful year end close of the General Ledger in MUNIS on July 10, 2023.
- ◆ The Comptroller served as the Acting Chief Administrative and Financial Officer and the Deputy Comptroller served as Acting Comptroller for a five-month period during the search for a permanent Chief Administrative and Financial Officer pursuant to Chapter 468 of the Acts of 2008.

### FY25 Budget Highlights

- ◆ Funds 8.0 General Fund FTEs, consistent with FY24.
- ◆ Includes level service funding to address federal and state-mandated financial reporting and citywide accounts payable services.

### Department Budget

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
<b>General Fund Operating Budget</b>					
Personnel Services	505,994	567,125	575,843	8,718	1.5%
OTPS	5,581	7,698	7,698	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>511,575</b>	<b>574,822</b>	<b>583,540</b>	<b>8,718</b>	<b>1.5%</b>

### Department Staff

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	7.0	7.0	7.0	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
<b>Total FTEs</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 Budget and Program Summaries

## CITY COMPTROLLER

### Program Summaries

#### Program Expenses



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

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

#### Program Budgets

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
<b>Program Expenses</b>					
Financial Reporting	319,735	359,264	364,713	5,449	62.5%
Accounts Payable	191,841	215,558	218,828	3,269	37.5%
<b>Total General Fund Expenditures</b>	<b>511,575</b>	<b>574,822</b>	<b>583,540</b>	<b>8,718</b>	<b>100.0%</b>

### Revenue Summary

**TOTAL REVENUE:** \$1,204,000

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

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

#### Program Revenue



#### Departmental Revenue

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
<b>Program Revenue</b>					
Accounts Payable	-	-	-	-	0.0%
Financial Reporting	2,423,243	1,204,000	1,204,000	-	100%
<b>Total Departmental Revenue</b>	<b>2,423,243</b>	<b>1,204,000</b>	<b>1,204,000</b>	<b>-</b>	<b>100%</b>

Fiscal Year 2025 Budget and Program Summaries

CITY COMPTROLLER

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	505,994	567,125	575,843	8,718	1.5%
OTPS	5,581	7,698	7,698	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>511,575</b>	<b>574,822</b>	<b>583,540</b>	<b>8,718</b>	<b>1.5%</b>
<b>External Funds Budget</b>					
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>511,575</b>	<b>574,822</b>	<b>583,540</b>	<b>8,718</b>	<b>1.5%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Other Revenue - State	392,958	350,000	350,000	-	0.0%
Miscellaneous Revenue	851,084	850,000	850,000	-	0.0%
Reimb For Prior Year Expenditure	5,984	2,000	2,000	-	0.0%
Refund Of Expenditure	1,173,217	2,000	2,000	-	0.0%
<b>Total Departmental Revenue</b>	<b>2,423,243</b>	<b>1,204,000</b>	<b>1,204,000</b>	<b>-</b>	<b>0.0%</b>
<b>External Funding Sources</b>					
<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>
<i>Subtotal FY25 Anticipated Grants</i>			-	-	-
<i>Subtotal FY25 Other Funds</i>			-	-	-
<b>Total External Funds</b>			<b>-</b>	<b>-</b>	<b>-</b>

# Fiscal Year 2025 Budget and Program Summaries

## CITY COMPTROLLER

### Program Summaries

#### Financial Reporting

	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	319,735	359,264	364,713
FTEs	5.0	5.0	5.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
Average # of days to close month	8.4	6.5	7
# of post-close adjustments	341	321	310

**Citywide Strategic Priority:** Fiscal Management

#### Highlights

- ◆ Submitted the State mandated Schedule A Report on November 30, 2023.
- ◆ Coordinated Annual Audit and Federal Single Audit with external auditors.
- ◆ Submitted Monthly Revenue vs. Expenditure Reports to the Mayor and City Council.
- ◆ Certified Free Cash with the Massachusetts Department of Revenue in November of 2023. This certification allowed the Mayor and City Council to utilize \$2.0M to reduce the tax rate.
- ◆ Completed the MA Department of Revenue Year End Checklist.
- ◆ Completed the Tax Recap Sheet for Fiscal Year 2024.
- ◆ Reconciliation of all tax and departmental receivables.
- ◆ Proper recording of all general journal and budget amendment entries in the accounting -system.
- ◆ Maintenance of all records of grants, gifts and other special revenue funds.
- ◆ Assisted The Community Preservation Committee (CPC) with State Reporting and invoice processing.

Fiscal Year 2025 Budget and Program Summaries

CITY COMPTROLLER

**Program Summaries**

**Accounts Payable**

	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	191,841	215,558	218,828
FTEs	3.0	3.0	3.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
# correcting accounting entries to total accounting entries	5.8%	4.6%	5.0%
% vendors/bills not paid on time/after 90 days	7.0%	5.7%	6.0%

**Citywide Strategic Priority:** Fiscal Management

**Highlights**

- ◆ Created, mailed and filed 1099 Forms in accordance with IRS Regulations on a timely basis.
- ◆ Assured that all transactions were properly documented with corresponding invoices.
- ◆ Prepared four Accounts Payable Warrants on a weekly basis to pay all City & School Vendors.
- ◆ Continued implementation of a paperless Accounts Payable invoice submission process for all departments via email.
- ◆ Enforcement of the City Budget and Grant Awards on all invoices and contracts for the City and School Department.

CITY COMPTROLLER

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Comptroller</b>			
Personnel Services	15,308	27,199	(29,503)
OTPS	97	-	-
<b>Total Adjustments</b>	<b>15,405</b>	<b>27,199</b>	<b>(29,503)</b>

**Notes**

- ◆ \$29,503 decrease to Personnel Services due to salary adjustments.



# Fiscal Year 2025 Budget and Program Summaries

## OFFICE OF PROCUREMENT

### Mission

The Office of Procurement (OOP) assists all City Departments in meeting their purchasing goals and contracting needs that are required for their departmental functions, while also ensuring that departments are acting in compliance with the municipal procurement requirements as described by Massachusetts General Laws. The OOP provides the City with goods and services at a low cost through a competitive and efficient contractual bidding process regulated under Chapter 308, and public construction laws Chapter 149, 149A, 30/39(M) and Chapter 7C. Procurement agents/departments utilize existing statewide and national agreements with favorable terms and conditions to reduce the City's bidding costs and the time and resources spent to procure services. This department is committed to providing value-added strategic procurements to assist in mitigating the overall financial picture of the City.

### FY24 Department Highlights

- ◆ **Policy Implementations:** OOP, in conjunction with the Comptroller's Office, continues to update the City's Purchasing and Accounts payable processes. With the latest MUNIS upgrades (2021.11), Comptrollers and various departments will begin testing the new version March - June 2024. With new version current "How To's" for Vendor Maintenance, Accounts Payable, and Purchase Change Order processes for staff and end users will need to be revised.
- ◆ **Public Works Projects:** Bids and Contracts for Neighborhood Improvements to Upper Hill and Old Hill, Professional Engineers for Safe Streets and Roads for all (SS4A Grant), 2-Way Conversion of Chestnut Street, Engineer for Redevelopment of Court Square Phase III, Right of Way improvements to various neighborhoods and Court Square sidewalks, and grounds improvements. Repairs to Ludlow Bridge and Riverfront walk way.
- ◆ **Economic Development Projects:** Dispositions of blighted or foreclosed vacant land parcels, On-Call consultant for Home Rehab and Construction Mgt Services, Redevelopment of vacant lots for Affordable Homeownership, and Brownfield's site assessments, etc.
- ◆ **DCAC Projects:** New Roof at DPW on Tapley Street, New Roof at Fire station, Amenities for Duggan, Boiler Projects at 3 schools, and Watershop Pond Restoration.
- ◆ **Software Related Procurements:** On-line Fire Inspection Reporting System, Golf Management System, Education Software for Students and Profession Development at Schools.
- ◆ **Purchase Order Processing:** Currently, 12,103 requisitions have been reviewed and converted to purchase orders by Procurement staff for city-wide purchases. The State's Office of Inspector General approved the use of purchase orders as contracts as long as they follow state-mandated thresholds and full compliance with MGL Chapter 308. OOP continues to lessen the amount of low risk written contracts and time spent generating signatures from all parties.
- ◆ **Contract Processing:** As of March 2024, the OOP generated approximately 260 new contracts, along with additional statewide contracts made available by OSD and U.S Communities, Sourcewell, GSA and Omnia Collaborative contracts this year.

### FY25 Budget Highlights

- ◆ Funds 7.0 FTEs consistent with the FY24 Adopted Budget.
- ◆ Maintains level service, including funding for MCPPO trainings for staff and an increase in advertising due to bidding costs for city-wide projects.

### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	445,188	526,546	513,397	(13,149)	-2.5%
OTPS	157,590	163,233	164,233	1,000	0.6%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>602,777</b>	<b>689,778</b>	<b>677,630</b>	<b>(12,149)</b>	<b>-1.8%</b>

### Department Staff

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	7.0	7.0	7.0	-	0.0%
<b>Total FTEs</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>-</b>	<b>0.0%</b>

OFFICE OF PROCUREMENT

**Program Summaries**

**Program Expenses**



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

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

**Program Budgets**

Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Bid Management	344,444	394,159	387,217	(6,942)	57.1%
Contract Management	258,333	295,619	290,413	(5,207)	42.9%
<b>Total General Fund Expenditures</b>	<b>602,777</b>	<b>689,778</b>	<b>677,630</b>	<b>(12,149)</b>	<b>100%</b>

**Revenue Summary**

This department does not produce any revenue.

Fiscal Year 2025 Budget and Program Summaries

OFFICE OF PROCUREMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	445,188	526,546	513,397	(13,149)	-2.5%
OTPS	157,590	163,233	164,233	1,000	0.6%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>602,777</b>	<b>689,778</b>	<b>677,630</b>	<b>(12,149)</b>	<b>-1.8%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>602,777</b>	<b>689,778</b>	<b>677,630</b>	<b>(12,149)</b>	<b>-1.8%</b>

OFFICE OF PROCUREMENT

**Program Summaries**

**Bid Management**

<b>Bid Management</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	344,444	394,159	387,217
FTEs	4.0	4.0	4.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Number of Bids Processed	205	179	250

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

**Highlights**

The Office of Procurement is responsible for the production of bids for any goods or services valued at \$10,000 or more. The different types of bids are categorized by Massachusetts State Law include: Quotes, Invitation to Bid, Requests for Proposals, Request for Qualifications, Disposition of Real Property (For Sale Bids), Acquisition of Real Property (Lease and Buying Bids) and Construction Contracts. Goods and services ranging in value from \$10,000 to \$50,000 do not require a bidding process, only a solicitation for three written price quotes with the contract being awarded to the lowest responsible bidder.

The Office of Procurement conducts this process and acts as a liaison to the Departments requesting procurement starting with applicable form of solicitation and final contract. Any procurement valued over \$50,000 requires formal bidding procedures, legal advertisements, state advertisement boards, depending on total value. RFP's are used for quality based bids over \$50,000 and are governed by M.G.L. Ch. 30B and are privately opened, reviewed for completeness and scored by committee, with price proposals being kept separately and reviewed by the Chief Procurement Officer/Designee after scoring is completed and the contract is awarded.

A new policy allows the Written Quote threshold for Schools to increase from \$50,000 to \$100,000 which has reduced the amount of SPS goods and services contracts. As a result, the School Department will have the ability to enter requisitions for Procurement to review rather than formal contracts, and the Purchase Order will serve as the contract.

OFFICE OF PROCUREMENT

Program Summaries

**Contract Management**

<b>Contract Management</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	258,333	295,619	290,413
FTEs	3.0	3.0	3.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Number of Contracts Processed	276	243	300

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

**Highlights**

- ◆ All purchases of \$10,000 or more must have contracts generated and associated with them, even if the purchase is exempt from 30B. Purchase orders can act as written contracts based on discretion of the OOP (typically for goods and low risk services). As of 3/6/24, Procurement maintains over 829 active contracts that are still open in MUNIS, and the reduction of contracts is a result of better contract management and use of PO's.
- ◆ Additional 36 city-wide contracts were created based on the needs of all departments, resulting in better pricing for the City and less duplication of bids for similar departmental needs. These contracts are used by approved and competitively bid State Contracts, Massachusetts Higher Education Collaborative (MHEC), General Services Administration, a Federal Government agency (GSA), and other collaborative contracts.

OFFICE OF PROCUREMENT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Bid Management</b>			
Personnel Services	17,340	84,958	-
OTPS	232.00	600	1,000
<b>Total Adjustments</b>	<b>17,572</b>	<b>85,558</b>	<b>1,000</b>

**Notes**

- ◆ Bid Management
  - ◇ \$1,000 increase to OTPS based on historical spending.

# Fiscal Year 2025 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.

### FY24 Department Highlights

The Assessors Department determines the property tax levy, which is the primary local source of General Fund revenue. The Department also determines the taxable value of all real and personal property located within the City. Assessors must comply with state laws and regulations in annually assessing all real property at its full and fair cash value (FFCV) based on physical condition as of June 30th and market conditions as of January 1st. The City's FY23 tax levy is \$256,048,299, with an increase in the levy ceiling of \$31.8M.

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 \$12.1M.

The Assessors received the lowest number of overvaluation abatement applications in at least ten (10) years.

### FY25 Budget Highlights

- ◆ Funds 13.0 FTEs, consistent with FY24.
- ◆ An requested increase in Professional Services to aid the levy ceiling growth and produce the FY25 assessed valuations.

### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	866,413	887,265	897,235	9,970	1.1%
OTPS	237,969	244,680	244,680	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,104,383</b>	<b>1,131,945</b>	<b>1,141,915</b>	<b>9,970</b>	<b>0.9%</b>

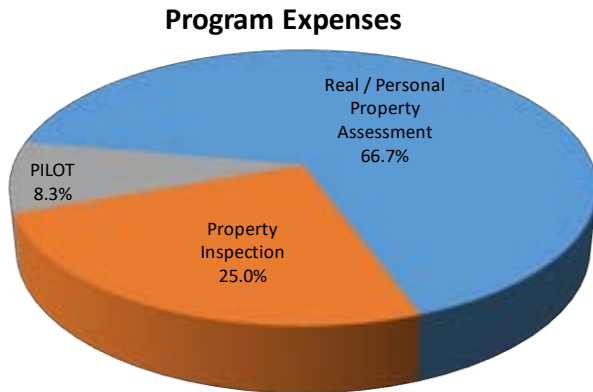
### Department Staff

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	12.0	13.0	13.0	-	0.0%
<b>Total FTEs</b>	<b>12.0</b>	<b>13.0</b>	<b>13.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 Budget and Program Summaries

## ASSESSORS DEPARTMENT

### 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**

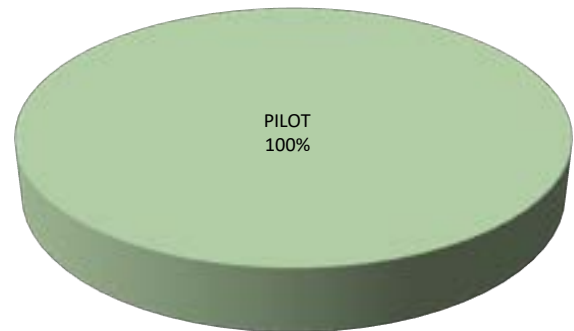
Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Real / Personal Property Assessment	736,255	754,630	761,276	6,647	66.7%
Property Inspection	276,096	282,986	285,479	2,493	25.0%
PILOT	92,032	94,329	95,160	831	8.3%
<b>Total General Fund Expenditures</b>	<b>1,104,383</b>	<b>1,131,945</b>	<b>1,141,915</b>	<b>9,970</b>	<b>100%</b>

### Revenue Summary

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

**Total Revenue: \$18,253,591**

### **Program Revenue**



### **Departmental Revenue**

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Real / Personal Property Assessment	-	-	-	-	0.0%
Property Inspection	-	-	-	-	0.0%
PILOT	17,959,136	18,253,591	18,253,591	-	100%
<b>Total Departmental Revenue</b>	<b>17,959,136</b>	<b>18,253,591</b>	<b>18,253,591</b>	<b>-</b>	<b>100%</b>



# Fiscal Year 2025 Budget and Program Summaries

## ASSESSORS DEPARTMENT

### All Funds Expenditure Detail

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	866,413	887,265	897,235	9,970	1.1%
OTPS	237,969	244,680	244,680	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,104,383</b>	<b>1,131,945</b>	<b>1,141,915</b>	<b>9,970</b>	<b>0.9%</b>
External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>1,104,383</b>	<b>1,131,945</b>	<b>1,141,915</b>	<b>9,970</b>	<b>0.9%</b>

### All Funds Revenue Detail

Department Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
PILOT - Local	282,619	279,620	279,620	-	0.0%
Chapter 121A - Sec 6A	9,173,778	9,556,312	9,556,312	-	0.0%
121A GGR - Gross Gaming Rev	333,182	350,000	350,000	-	0.0%
Chapter 121A - Sec 10	8,013,103	8,067,659	8,067,659	-	0.0%
Miscellaneous Revenue	156,453	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>17,959,136</b>	<b>18,253,591</b>	<b>18,253,591</b>	<b>-</b>	<b>0.0%</b>

External Funding Sources	Type of Funding	Expiration Date	FY23 Actual	FY24 Available	FY25 Projected
<i>Subtotal FY25 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY25 Other Funds</i>			-	-	-
<b>Total External Funds</b>			<b>-</b>	<b>-</b>	<b>-</b>

**ASSESSORS DEPARTMENT**

**Program Summaries**

**Real / Personal Property**

<b>Real / Personal Property Assessment</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	736,255	754,630	761,276
FTEs	9.0	9.0	9.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
% of deeds transferred and entered within 30 days	100%	100%	100%
Number of parcel transfers	3,445	1,605	3,200
Number of personal exemptions granted	1,067	961	1,100
Number of abatements granted	117	92	80
Actual levy % change from prior year	2.19%	5.57%	-

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

**Highlights**

The Assessors Department, in reflecting the robust market appreciation in the FY24 valuations, was able to deliver the highest levy in the City’s history, \$256,048,299M, which included the \$6.1M of certified new growth. The total taxable value showed an overall increase of \$1.2B or 11% over the FY23 total value. The increase in total taxable value raised the ceiling sufficiently to create space of over \$48M between the limit and the ceiling, which is by far the most in over thirty years.

Fiscal Year 2025 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Summaries

Property Inspection

<b>Property Inspection</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	276,096	282,986	285,479
FTEs	3.0	3.0	3.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
% of total property inspected	7,592	2,681	750
Average number of properties inspected per inspector annually	2,530	893	2,500

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The goal for FY25 is to continue our efforts to satisfy the Department of Revenue’s ongoing certification requirement of attempting the inspection of all properties at least once every ten years.

In FY23, the Assessors Department modernized their property inspection practices. The Department of Revenue now requires photographs on each parcel in the City of Springfield. The Assessors Department utilized a new software, Near Map, which will provide high-resolution pictures that can be uploaded to our database and will be updated every six months. This technology will be used to assist and supplement the field inspector’s photographs on the property record card. We have a directive to ensure that all property record cards have a photograph by FY28. One inspector is devoted full time to obtaining and uploading photographs and is exclude from the above performance metric chart.

Fiscal Year 2025 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Summaries

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

<b>PILOT</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	92,032	94,329	95,160
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
# of PILOTS	-	14	14
# of Urban Redevelopment Excise	-	3	3
% change of total PILOT from previous year	-	-	-

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

**Highlights**

The Assessors Department continued to monitor all existing PILOT agreements and ensure payments were made in a timely manner for FY24.

Fiscal Year 2025 Budget and Program Summaries

ASSESSORS DEPARTMENT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Real / Personal Property</b>			
Personnel Services	73,158	-	-
OTPS	181,500	(65,084)	-
<b>Total Adjustments</b>	<b>254,658</b>	<b>(65,084)</b>	<b>-</b>

**Notes**

There were no budget adjustments for the FY25 recommended budget.

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# Fiscal Year 2025 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.

### FY24 Department Highlights

- ◆ Produced quarterly analysis of the City's investments and investment income.
- ◆ Negotiated with banks to obtain the highest yield possible on the City's funds while maintaining safety and liquidity.
- ◆ Working with the Office of Administration and Finance and the City Comptroller, invested Pension and Other Post Employment Benefit (OPEB) funds in US Treasury Bills, earning a yield of approximately 5%, resulting in an investment gain of approximately \$2 million.
- ◆ Working with various City Departments to collect, deposit and post departmental revenues.
- ◆ Closely work with Comptrollers, and Payroll to ensure all City financial obligations are met.
- ◆ 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).
- ◆ Continued the City's Abandoned Property Division, allowing taxpayers to recover monies due, and assisting the City in the collection of delinquent taxes per the revenue recapture program.

### FY25 Budget Highlights

- ◆ Funds 9.0 FTEs, consistent with FY24.
- ◆ Level service OTPS.
- ◆ Funding to support tax title program, registry of deeds filing fees & property maintenance costs.
- ◆ Funding to support cash management.

### Department Budget

General Fund Operating Budget		FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	482,684	591,531	609,381	17,850	3.0%
OTPS	898,880	1,006,871	1,008,450	1,579	0.2%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,381,564</b>	<b>1,598,402</b>	<b>1,617,831</b>	<b>19,429</b>	<b>1.2%</b>

### Department Staff

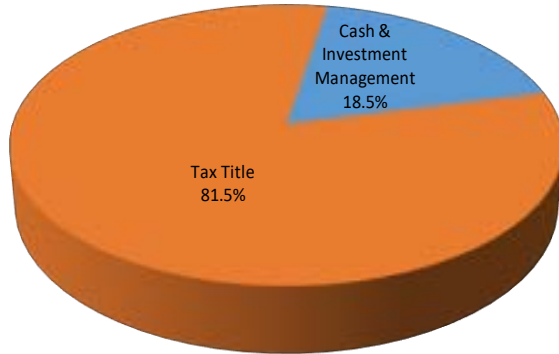
Department FTEs	0	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	9.0	9.0	9.0	-	0.0%
<b>Total FTEs</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 Budget and Program Summaries

## TREASURER'S DEPARTMENT

### Program Summary

#### Program Expenses



**Cash & Investment Management** - This program is responsible for managing funds that have been collected by the City Collector as well as various other City departments, effectively managing the City's funds in accordance with MGL Chapter 44 Section 55. to ensure the City's ability to meet its financial obligations.

**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. Additionally, the Tax Title program maintains and disposed of City owned foreclosed properties through abutter sales, request for proposals (RFP) and public auctions. These are important steps in the revitalization of City neighborhoods.

#### Program Budgets

Program Expenses	-	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Cash & Investment Management	255,589	295,704	299,299	3,594	18.5%
Tax Title	1,125,975	1,302,698	1,318,533	15,835	81.5%
<b>Total General Fund Expenditures</b>	<b>1,381,564</b>	<b>1,598,402</b>	<b>1,617,831</b>	<b>19,429</b>	<b>100%</b>
Total External Funds Expenditures	-	-	-	-	-
<b>Total All Funds Expenditures</b>	<b>1,381,564</b>	<b>1,598,402</b>	<b>1,617,831</b>	<b>19,429</b>	<b>100%</b>

#### Revenue Summary

**TOTAL REVENUE:** \$ 591,552,200

##### Cash & Investment Management -

- ◆ Penalties & Other Taxes \$ 5,630,000
- ◆ Charges for Services \$ 22,279
- ◆ Miscellaneous \$ 10,000
- ◆ Interest on Investments \$ 5,966,442
- ◆ Departmental & Other \$ 820,000

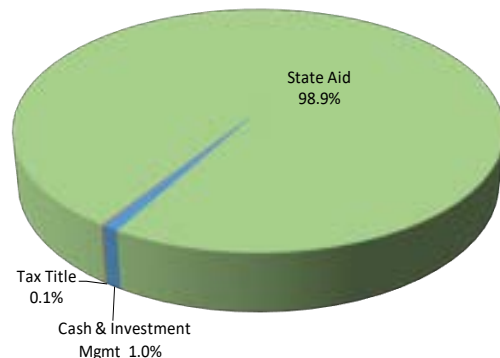
##### Tax Title -

- ◆ Penalties & Interest \$ 550,000
- ◆ Fines & Forfeits \$ 30,000

##### State Aid -

- ◆ State Aid \$ 578,523,479

#### Program Revenue



#### Departmental Revenue

Program Revenue	-	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Cash & Investment Mgmt	5,151,647	5,540,426	5,915,522	375,096	1.0%
Tax Title	515,165	554,043	591,552	37,510	0.1%
State Aid	509,497,862	547,948,104	585,045,126	37,097,022	98.9%
<b>Total Departmental Revenue</b>	<b>515,164,674</b>	<b>554,042,572</b>	<b>591,552,200</b>	<b>37,509,627</b>	<b>100%</b>



Fiscal Year 2025 Budget and Program Summaries

TREASURER'S DEPARTMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	482,684	591,531	609,381	17,850	3.0%
OTPS	898,880	1,006,871	1,008,450	1,579	0.2%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,381,564</b>	<b>1,598,402</b>	<b>1,617,831</b>	<b>19,429</b>	<b>1.2%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY24 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>1,381,564</b>	<b>1,598,402</b>	<b>1,617,831</b>	<b>19,429</b>	<b>1.2%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Taxes	1,008,824	-	-	-	0.0%
Penalties, interest and other taxes	5,696,255	4,415,658	6,180,000	1,764,342	40.0%
Charges for Services	22,279	22,279	22,279	-	0.0%
Miscellaneous	6,845	10,000	10,000	-	0.0%
Intergovernmental	502,138,499	545,247,551	578,523,479	33,275,928	6.1%
Fines and Forfeits	22,135	50,000	30,000	(20,000)	-40.0%
Interest earned on Investments	5,681,585	2,966,442	5,966,442	3,000,000	101.1%
Departmental & Other	588,251	1,330,643	820,000	(510,643)	-38.4%
<b>Total Departmental Revenue</b>	<b>515,164,674</b>	<b>554,042,572</b>	<b>591,552,200</b>	<b>37,509,627</b>	<b>6.8%</b>

# Fiscal Year 2025 Budget and Program Summaries

## TREASURER'S DEPARTMENT

### Program Summaries

#### Cash & Investment Management

<b>Cash &amp; Investment Management</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	255,589	295,704	299,299
FTEs	4.5	4.5	4.5
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Percentage Increase in Investment Income	-	-	-

**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, 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 FY25, the city expects to see a leveling of its earnings on investments. This is due in part to the belief that with inflation decreasing the Federal Reserve Board will maintain or decrease the prime interest rate, lowering the cost of borrowing to the banks. The amount of any decrease in revenue will be mitigated by the regular negotiations between the Treasurer and the City's banks. Additionally, the City's continuing contract for banking services with Peoples Bank provides more advantageous interest rates on its operating accounts. The City is mindful of the security and safety of the funds, and all City funds are insured through the FDIC, Depositors Insurance Fund (DIF), letters of credit and securities backed by the Federal Government.

TREASURER’S DEPARTMENT

**Program Summaries**

**Tax Title Management**

<b>Tax Title</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	1,125,975	1,302,698	1,318,533
FTEs	4.5	4.5	4.5
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Percentage of Foreclosures Returned to the Tax Rolls	5%	2%	7%
Percentage of Tax Liens Redeemed	11%	7%	15%
Percentage of Foreclosures Redeemed	0.00%	1%	5%
Percentage of Foreclosures Sold at Auction returned to the Tax Rolls	1%	0.0%	0%
Number of Payment Plans	84	71	90
Number of Public Auctions Held	-	-	-

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

**Highlights**

The Tax Title Program’s main function is the oversight of all properties that the City has perfected its lien for failure to pay real estate taxes. It is responsible for the collection of delinquent taxes, maintaining tax title properties, working with taxpayers to offer the chance to redeem and maintain ownership, working with the City’s deputy collector and outside attorneys, and 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, and costs, 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 FY24, 24% of outstanding payment plans were paid in full, keeping the taxpayers in their homes. Only 14% defaulted on the payment plan.

TREASURER'S DEPARTMENT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
Personnel Services	14,679		-
OTPS	(196,258)	(1,041)	1,579
<b>Total Adjustments</b>	<b>(181,578)</b>	<b>(1,041)</b>	<b>1,579</b>

**Notes**

- ◆ OTPS: Increase of \$1,579
  - ◇ Increase of \$1,579 due to postage rate and Ricoh increases.

# Fiscal Year 2025 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. It is also the mission of the Collector Department to provide professional and quality customer service to city residents and vendors.

### FY24 Department Highlights

- ◆ Continued working with the Springfield Parking Authority (SPA) on the City's Boot Program, which resulted in the collection of \$4,238,722 in delinquent motor vehicle excise taxes and outstanding parking tickets since its inception.
- ◆ Continued the acceptance of parking tickets through our Deputy Collector, Kelley and Ryan. This provides the taxpayer with "one stop shopping", allowing them to pay any tax, fee or ticket, while having the opportunity to resolve any issues, in one place through a visit to City Hall.
- ◆ Dedicated one Customer Service Representative to producing Municipal Lien Certificates (MLC), which has assisted with collecting monies owed to the City as part of any real estate transaction. In FY23, 3,554 Municipal Lien Certificates were prepared totaling \$219,475 in revenue. Over the past five years, 20,894 MLCs were prepared \$1,150,727 in revenue was collected.
- ◆ Worked with the Assessor Department to collect fines assessed for violation of statutory obligations regarding rental properties. Over the past five years \$727,623 has been collected, with \$160,423 collected in FY23.
- ◆ Worked with Housing Code, IT and the Office of Administration & Finance to lien past due charges to the real estate tax bill, resulting in increased collections. In FY23, \$233,215 of Housing Code violations were collected via this program.
- ◆ Worked with the Comptroller's Department to reconcile all City receivables.
- ◆ Continued the successful Revenue Recapture program which ensures that all monies owed to the City are collected before issuing any refunds. Since the inception of this program, \$1,152,247 in past due monies owed to the City have been collected.

### FY25 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY24.
- ◆ Level Service OTPS.
- ◆ Funding provided for legal services and advertising related to delinquent collections.

### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	329,121	392,081	396,286	4,205	1.1%
OTPS	136,056	187,877	187,877	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>465,177</b>	<b>579,958</b>	<b>584,164</b>	<b>4,205</b>	<b>0.7%</b>

### Department Staff

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	7.0	7.0	7.0	-	0.0%
<b>Total FTEs</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 Budget and Program Summaries

## COLLECTOR'S DEPARTMENT

### Program Summary

#### Program Expenses



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

#### Program Budgets

Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Collections	465,177	579,958	584,164	4,205	100%
<b>Total General Fund Expenditures</b>	<b>465,177</b>	<b>579,958</b>	<b>584,164</b>	<b>4,205</b>	<b>100%</b>
Total External Funds Expenditures	-	-	-	-	0.0%
<b>Total All Funds Expenditures</b>	<b>465,177</b>	<b>579,958</b>	<b>584,164</b>	<b>4,205</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE:** \$ 290,868,601

#### Collections—

◆ Property Taxes	\$ 275,239,817
◆ Motor Vehicle Excise	\$ 12,500,000
◆ Penalties & Interest	\$ 1,200,000
◆ Departmental Fees	\$ 1,925,284
◆ Special Assessments	\$ 3,500

#### Program Revenue



#### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Collections	253,791,021	278,110,204	290,868,601	12,758,397	100%
<b>Total Departmental Revenue</b>	<b>253,791,021</b>	<b>278,110,204</b>	<b>290,868,601</b>	<b>12,758,397</b>	<b>100%</b>

Fiscal Year 2025 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

**All Funds Expenditure Detail**

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	329,121	392,081	396,286	4,205	1.1%
OTPS	136,056	187,877	187,877	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>465,177</b>	<b>579,958</b>	<b>584,164</b>	<b>4,205</b>	<b>0.7%</b>
External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>465,177</b>	<b>579,958</b>	<b>584,164</b>	<b>4,205</b>	<b>0.7%</b>

**All Funds Revenue Detail**

Department Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Taxes On Personal Property	31,081,131	30,820,460	31,081,131	260,671	0.8%
PPTaxes Previously Written Off	-	-	-	-	0.0%
Taxes On Real Property	206,882,447	231,786,244	244,158,687	12,372,443	5.3%
Mvtaxes Previously Written Off	3,075	-	-	-	0.0%
Motor Vehicle Excise	12,099,517	12,500,000	12,500,000	-	0.0%
Penalties & Interest - Taxes	1,290,011	1,200,000	1,200,000	-	0.0%
Departmental Fees	-	1,800,000	1,925,284	125,284	7.0%
Special Assessments	(96)	3,500	3,500	-	100%
<b>Total Departmental Revenue</b>	<b>251,356,083</b>	<b>278,110,204</b>	<b>290,868,601</b>	<b>12,758,397</b>	<b>4.6%</b>

External Funding Sources	Type of Funding	Expiration Date	FY23 Actual	FY24 Available	FY25 Projected
<i>Subtotal FY25 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY25 Other Funds</i>			-	-	-
<b>Total External Funds</b>			<b>-</b>	<b>-</b>	<b>-</b>

# Fiscal Year 2025 Budget and Program Summaries

## COLLECTOR'S DEPARTMENT

### Program Summaries

#### Collections

Collections	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	465,177	579,958	584,164
FTEs	7.0	7.0	7.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
Current Year Real Estate and Personal Property Tax Collection Rate	97%	72%	98%
Current Year Motor Vehicle Excise Tax Collection Rate	82%	N/A	98%
Delinquent Tax (RE & PP) Collection Rate	31%	26%	35%
Number of New Liens Placed on Properties	156	0	200
Number of Liens from Previous Years Remaining	630	652	580
Number of Properties in Tax Title	786	652	555
Percentage of Eligible Properties on Which Tax Taking Procedures Have Been Initiated	100%	100%	100%
Property Tax Revenue as a % of Total Revenue	29%	34%	32%
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 tax 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. The placing of liens was suspended during the pandemic, and has begun again. In FY2024 liens will be placed upon delinquent properties for fiscal years FY2021. In FY2025 it is expected that liens will be placed upon delinquent properties for FY2022, FY2023 and FY2024. In addition, the Collector's department prepares municipal lien certificates and collects fees and fines for other city departments.

The Collector's Office also works with other departments, such as Housing Code, Assessors and A&F, to place outstanding violations, uncollected fees/penalties, or unpaid Trash Fees on tax bills for collection.

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



COLLECTOR'S DEPARTMENT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Collections</b>			
Personnel Services	9,768		-
OTPS	-	(180)	
<b>Total Adjustments</b>	<b>9,768</b>	<b>(180)</b>	<b>-</b>

**Notes**

There were no budget adjustments made for FY25.

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# Fiscal Year 2025 Budget and Program Summaries

## HUMAN RESOURCES & LABOR RELATIONS

### Mission

The Human Resources and Labor Relations Department (HR/LR) provides quality services by attracting and developing municipal talent, creating a climate of respect, and ensuring compliance with statutory, regulatory, and ethical employment practices. The department also conducts all workers compensation and unemployment matters for the City and it's departments, including the school department.

### FY24 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 13 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.

Twelve (12) of the City's unions are under contract through June 30, 2024. The thirteenth union is new and recently began negotiations on an initial contract. HR/LR is in active negotiations with 10 (ten) unions.

In FY24, the Department continued an aggressive approach to filling job vacancies. The department increased advertising efforts, built close partnerships with local high schools and colleges, placed lawn signs throughout the City announcing a civil service exam for police officers and increased presence within the community to raise awareness around vacant positions and career opportunities. HR/LR was a strategic partner to all City Departments and revamped the recruiting process City wide.

### FY25 Budget Highlights

- ◆ Funds 8.5 FTEs, consistent with the FY24 Adopted Budget.
- ◆ Builds on efficiencies from NEOGOV and other platforms to reduce advertising and professional services costs.

### **Department Budget**

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	738,483	786,338	812,857	26,518	3.4%
OTPS	471,801	532,738	542,988	10,250	1.9%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,210,284</b>	<b>1,319,076</b>	<b>1,355,845</b>	<b>36,768</b>	<b>2.8%</b>

### **Department Staff**

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	9.0	8.5	8.5	-	0.0%
<b>Total FTEs</b>	<b>9.0</b>	<b>8.5</b>	<b>8.5</b>	<b>-</b>	<b>0.0%</b>

Fiscal Year 2025 Budget and Program Summaries  
**HUMAN RESOURCES & LABOR RELATIONS**

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**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	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Human Resources	929,863	1,013,448	1,041,697	28,249	76.8%
Labor Relations	280,421	305,628	314,147	8,519	23.2%
<b>Total General Fund Expenditures</b>	<b>1,210,284</b>	<b>1,319,076</b>	<b>1,355,845</b>	<b>36,768</b>	<b>100%</b>

**Revenue Summary**

This department no longer produces revenue.

Fiscal Year 2025 Budget and Program Summaries  
**HUMAN RESOURCES & LABOR RELATIONS**

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	738,483	786,338	812,857	26,518	3.4%
OTPS	471,801	532,738	542,988	10,250	1.9%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,210,284</b>	<b>1,319,076</b>	<b>1,355,845</b>	<b>36,768</b>	<b>2.8%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
N/A	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>1,210,284</b>	<b>1,319,076</b>	<b>1,355,845</b>	<b>36,768</b>	<b>2.8%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Medicare Part D Reimbursement	-	-	-	-	0.0%
Reimbursement W&S Retiree Health Insurance	-	-	-	-	0.0%
Miscellaneous revenue	-	-	-	-	0.0%
Municipal Medicaid Part D	-	-	-	-	0.0%
Reimbursement for Prior Year Expend	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>
<i>Subtotal FY25 Anticipated Grants</i>			-	-	-
<i>Subtotal FY25 Other Funds</i>			-	-	-
<b>Total External Funds</b>			<b>-</b>	<b>-</b>	<b>-</b>

Fiscal Year 2025 Budget and Program Summaries  
**HUMAN RESOURCES & LABOR RELATIONS**

**Program Summaries**

**Human Resources**

Human Resources	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	929,863	1,013,448	1,041,697
FTEs	5.0	4.0	4.5
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
Average hours a job interchanges from the Personnel Review Committee to posting on the COS	8	8	8
Average hours from the close of the standard 14 day posting, to referring applicants to the department head	8	8	8

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

**Highlights**

- ◆ Maintained personnel record paper and electronic file database.
- ◆ The Residency Compliance Unit worked on compliance issues with the revised City Residency Ordinance and worked collaboratively with the Residency Compliance Commission.
- ◆ Held a total of four open houses to recruit for both the Police and Fire departments.
- ◆ Created a partnership with Mass Appeal to advertise for upcoming public safety open houses and to inform the public about the Civil Service process.
- ◆ Participated in Public Safety Night Out and recruited for City positions with a focus on Public Safety roles.
- ◆ Held the second annual ugly holiday sweater contest, the first annual Holiday Baking Contest, and first annual Halloween costume contest for City employees.
- ◆ Continued our partnership with Springfield Public Schools to recruit at Putnam, Sci-Tech, and Central high schools.
- ◆ Partnered with the Fire Department and held 4 rounds of Hands Only CPR and AED Trainings. AED machines are now available in City Hall.
- ◆ Held HR Lunch & Learn series to train department heads, deputies, and their designees on HR related policies and procedures.
- ◆ Continued to make significant progress in resolving workers' compensation claims and improving return to work results for new claims. Partnered with Springfield Public Schools to settle multiple workers compensation claims.
- ◆ Our online job postings were viewed 227,254 times and we have received 2,851 applications in FY24 (to date – February 27, 2024) for 154 posted positions.
- ◆ The HR/LR Department provided the support staff to the Chief Administrative and Financial Officer (CAFO Search Committee in FY 24, assisting the Committee with it's critical work in filling the CAFO position.

Fiscal Year 2025 Budget and Program Summaries  
**HUMAN RESOURCES & LABOR RELATIONS**

**Program Summaries**

**Labor Relations**

<b>Labor Relations</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	280,421	305,628	314,147
FTEs	4.0	4.0	4.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Bargaining Sessions Complete	39	24	N/A
Interest Arbitrations Completed	0	0	N/A

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

**Highlights**

- ◆ Twelve (12) Unions were under contract through June 30, 2024 or later. The thirteenth union is new and we have started the negotiations for an initial contract. The City completed one (1) interest arbitration in FY24 and is in active negotiations with six (6) bargaining units.

Fiscal Year 2025 Budget and Program Summaries  
HUMAN RESOURCES & LABOR RELATIONS

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**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Human Resources</b>			
Personnel Services		-	-
OTPS	25,456	56,598	3,600
<b>Total Adjustments</b>	<b>25,456</b>	<b>56,598</b>	<b>3,600</b>

**Notes**

- ◆ \$3,600 increase to OTPS for employee recruitment, employee recognition, and increases based on historical spending.



# Fiscal Year 2025 Budget and Program Summaries

## EMPLOYEE BENEFITS DEPARTMENT

### Mission

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

### FY24 Department Highlights

To date, over the course of FY24, the department processed over 2,000 health insurance changes through the GIC including but not limited to: new enrollments, marriages, births, retirements, terminations, plan changes, address changes, and adding/dropping dependents. In April of each year, the Employee Benefits Department circulates Open Enrollment information to all eligible City and School employees, retirees, and surviving spouses through mail and email. Open Enrollment provides an opportunity to review benefit options and choose a new health plan if necessary. During the FY24 Open Enrollment period from April 5, 2023 to May 2, 2023, the following data was processed by the department:

- ◆ GIC Enrollment Packets: 105 new enrollments, 31 adding/dropping dependents, 17 cancelling coverage, and 122 changing plans.
- ◆ Flexible Spending Accounts: 613 enrollment forms.

### FY25 Budget Highlights

- ◆ Funds 7.5 FTEs, with an added PT Benefits Assistant position.
- ◆ Integrates City benefit requirements stemming from continued implementation of the Affordable Care Act.
- ◆ Benefits: Total: \$32,193,376
  - ◇ Health/Life Insurance \$28,325,622
  - ◇ Unemployment \$125,545
  - ◇ Workers' Compensation \$546,773
  - ◇ Medical & Dental \$1,397,917
  - ◇ Medicare - Employer Match \$1,797,519

### Department Budget

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
<b>General Fund Operating Budget</b>					
Personnel Services	302,789	432,860	439,739	6,879	1.6%
OTPS	8,766	10,167	10,242	74	0.7%
Capital	-	-	-	-	-
<b>Total General Funds</b>	<b>311,555</b>	<b>443,027</b>	<b>449,980</b>	<b>6,953</b>	<b>1.6%</b>

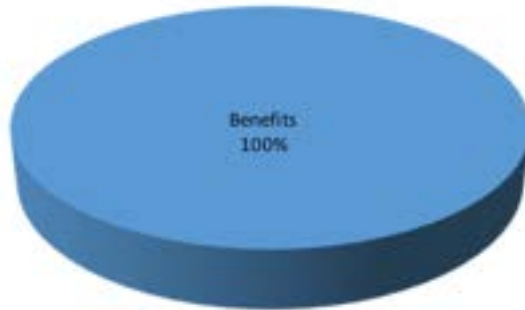
### Department Staff

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	6.0	7.0	7.5	0.5	7.1%
<b>Total FTEs</b>	<b>6.0</b>	<b>7.0</b>	<b>7.5</b>	<b>0.5</b>	<b>7.1%</b>

# Fiscal Year 2025 Budget and Program Summaries

## EMPLOYEE BENEFITS DEPARTMENT

### Program Expenses



### Program Summaries

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

### Program Budgets

Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Benefits	311,555	443,027	449,980	6,953	100%
<b>Total General Fund Expenditures</b>	<b>311,555</b>	<b>443,027</b>	<b>449,980</b>	<b>6,953</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$413,658**

Water & Sewer Retiree Health  
Insurance Reimbursement

### Program Revenue



### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Water & Sewer Retiree Health Ins.	375,895	399,393	413,658	14,265	100%
<b>Total Departmental Revenue</b>	<b>375,895</b>	<b>399,393</b>	<b>413,658</b>	<b>14,265</b>	<b>100%</b>

Fiscal Year 2025 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	302,789	432,860	439,739	6,879	1.6%
OTPS	8,766	10,167	10,242	74	0.7%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>311,555</b>	<b>443,027</b>	<b>449,980</b>	<b>6,953</b>	<b>1.6%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
N/A	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>311,555</b>	<b>443,027</b>	<b>449,980</b>	<b>6,953</b>	<b>1.6%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Reimbursement W&S Retiree Health Insurance	375,895	399,393	413,658	14,265	3.6%
<b>Total Departmental Revenue</b>	<b>375,895</b>	<b>399,393</b>	<b>413,658</b>	<b>14,265</b>	<b>3.6%</b>
<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>
<i>Subtotal FY25 Anticipated Grants</i>			-	-	-
<i>Subtotal FY25 Other Funds</i>			-	-	-
<b>Total External Funds</b>			<b>-</b>	<b>-</b>	<b>-</b>

# Fiscal Year 2025 Budget and Program Summaries

## EMPLOYEE BENEFITS DEPARTMENT

### Program Summaries

#### Benefits

<b>Employee Benefits</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	311,555	443,027	449,980
FTEs	6.0	7.0	7.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Percent of Health Plan Customer Service encounters resolved within one day	100%	100%	100%
Percent of initial entry for necessary payroll changes made within 3 work days of receipt	100%	100%	100%
Percent of payroll changes activated in MUNIS within 3 work days of effected payroll	100%	100%	100%

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

### Highlights

- ◆ In FY24, the City added Roth Plans to our Empower/Smart Plan Deferred Compensation for April 1, 2024.
- ◆ In FY24, the City added UNUM for Long Term Disability for employees.
- ◆ In FY24, the City added Boston Mutual Life Insurance which will increase Active Employees Basic Life Insurance to \$5,000 and includes other products.
- ◆ Manually resolved multiple ACA production errors and produced ACA compliant forms (1095-C) ahead of schedule on February 21, 2024; original due date of March 2, 2024. Filed 1094-C forms prior to February 22, 2024 deadline on March 2, 2024.
- ◆ Maintained the department internal and public website with the most current information available pertaining to employee benefits, programs, and services.
- ◆ Maintained the New Hire Orientation with all available benefits listed.
- ◆ Continued New Open Enrollment section in the department’s internal and public website dedicated strictly to providing eligible employees with important details pertaining to Employee Benefits. The site includes links to the FY24 Open Enrollment Packet, GIC Benefits Decision Guide with the City of Springfield Premium Rate Sheet, and the Benefits Forms Website (electronic fill & sign pdf format).
- ◆ Continued to maintain the electronic filing database in the City’s Munis software system which has streamlined document organization, and improved operational efficiency within the department.
- ◆ The project of scanning archived file documents into an electronic storage database is still on-going.

Fiscal Year 2025 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Benefits</b>			
Personnel Services	5,374		(21,073)
OTPS	6,600	(6,600)	-
<b>Total Adjustments</b>	<b>11,974</b>	<b>(6,600)</b>	<b>(21,073)</b>

**Notes**

- ◆ \$21,073 decrease to Personnel Services for salary adjustments.

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# Fiscal Year 2025 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.

### FY24 Department Highlights

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

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

### FY25 Budget Highlights

- ◆ Funds 16.2 FTEs, consistent with the FY24 Adopted Budget.
- ◆ Continued funding for the Storage Area Network (SAN) lease added in FY21, with additional funding to integrate the Police Department onto the SAN lease. The new SAN enhances data storage capabilities and improves the performance of the City’s existing network.
- ◆ Continued funding for a comprehensive data backup and disaster recovery solution. This ensures the ability to quickly recover mission critical data in the event of any loss due to a natural disaster, cyberattack, or other means.
- ◆ Funding for continued service and support for MUNIS, Everbridge, Foresite, and Accela.
- ◆ Funding for Office 365 services for city employee usage.
- ◆ Level service for continued IT services and support.

### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	1,049,461	1,328,710	1,350,422	21,711	1.6%
OTPS	2,663,611	3,133,335	3,906,227	772,892	24.7%
Capital	16,846	18,000	18,000	-	0.0%
<b>Total General Funds</b>	<b>3,729,917</b>	<b>4,480,046</b>	<b>5,274,649</b>	<b>794,603</b>	<b>17.7%</b>

### Department Staff

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	14.2	15.2	15.2	-	0.0%
Trusts/Donations/Other FTEs	1.0	1.0	1.0	-	0.0%
<b>Total FTEs</b>	<b>15.2</b>	<b>16.2</b>	<b>16.2</b>	<b>-</b>	<b>0.0%</b>

Fiscal Year 2025 Budget and Program Summaries  
**INFORMATION TECHNOLOGY DEPARTMENT**

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**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**

<b>Program Expenses</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>% of Total</b>
Application Delivery Services	1,841,934	2,212,368	2,604,765	392,397	49.4%
Operational Services	1,887,983	2,267,677	2,669,884	402,206	50.6%
<b>Total General Fund Expenditures</b>	<b>3,729,917</b>	<b>4,480,046</b>	<b>5,274,649</b>	<b>794,603</b>	<b>100%</b>

**Revenue Summary**

This department does not produce any revenue.



Fiscal Year 2025 Budget and Program Summaries  
**INFORMATION TECHNOLOGY DEPARTMENT**

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**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Requested</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	1,049,461	1,328,710	1,347,035	21,711	1.6%
OTPS	2,663,611	3,133,335	3,459,871	772,892	24.7%
Capital	16,846	18,000	18,000	-	0.0%
<b>Total General Funds</b>	<b>3,729,917</b>	<b>4,480,046</b>	<b>4,824,906</b>	<b>794,603</b>	<b>17.7%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>3,729,917</b>	<b>4,480,046</b>	<b>4,824,906</b>	<b>794,603</b>	<b>17.7%</b>

Fiscal Year 2025 Budget and Program Summaries  
**INFORMATION TECHNOLOGY DEPARTMENT**

**Program Summaries**

**Application Delivery Services**

Application Delivery Services	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	1,841,934	2,212,368	2,382,670
FTEs	7.0	8.0	8.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
Number of FTEs assigned to a strategic project	5	5	5
Number of unique visitors to the public website	955,157	1,021,476	1,100,000
% of requests completed on-time	95%	93%	95%

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

**Highlights**

The Applications Delivery Division is responsible for developing, maintaining, and retiring software applications as required for the effective and efficient operation of City departments. These applications include server-based databases, Access, Excel, SQL Reporting Services, the City website, [www.springfieldcityhall.com](http://www.springfieldcityhall.com), and the internal site for employees (COSInfo). Our services include collaborating with departments to streamline work processes, interfacing with outsourced applications, and consulting on the purchase and use of commercial software.

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

Fiscal Year 2025 Budget and Program Summaries  
**INFORMATION TECHNOLOGY DEPARTMENT**

**Program Summaries**

**Operational Services**

Operational Services	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	1,887,983	2,267,677	2,442,237
FTEs	8.0	8.2	8.2
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
Number of desktops/laptops to replace	40	176	200
% of Help Desk requests resolved within 24 hours	87%	93%	95.0%
Average number of Help Desk requests per month	421	141	125
Average number of email requests per day	32,641	28,584	30,000
Average number of allowed requests per day	7,391	7,042	8,000
Average number of spam blocked requests per day	23,816	21,542	22,000

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

**Highlights**

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

MUNIS is an integrated municipal ERP system that was implemented for Financials and Purchasing in FY08; Tax Revenue Billing (Real Estate, Personal Property and MV Excise), Work Orders (for Facilities, Parks and Police Outside Extra Duty requests/billing), and Contracts and Bids were introduced in FY09. Payroll/Base Human Resources and Position Control functions were implemented in FY10. Additional activity being considered is as follows: Extend and refine use/functionalities beyond the base MUNIS applications implemented over the past few years to improve financial information, controls and operational efficiencies across the city and in our schools.

Fiscal Year 2025 Budget and Program Summaries  
**INFORMATION TECHNOLOGY DEPARTMENT**

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**FY25 Budget Adjustments**

Program Budget Adjustments	FY23 Actual	FY24 Actual	FY25 Recommended
<b>Operational Services</b>			
Salaries & Wages	(74,532)	(34,895)	3,386
OTPS	(16,859)	9,545	446,356
<b>Total Adjustments</b>	<b>(91,391)</b>	<b>(25,350)</b>	<b>449,742</b>

**Notes**

- ◆ \$3,386 increase to Salaries & Wages for salary adjustments.
- ◆ \$446,356 increase to OTPS for funding for SAN leases, VLA Annual Support, Microsoft Office 365, and Foresite Security Monitoring services for the Police Department.

Fiscal Year 2025 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.

**FY24 Department Highlights**

- ◆ DeBerry/Swan School — Close out with MSBA for the new 155,000 sq. ft. elementary school.
- ◆ Phase two construction of the new Duggan Middle School Stadium, as well as, planning for phase three.
- ◆ Planning of new Gerena Elementary School in the North End.
- ◆ Construction of Walker Stadium building at Forest Park.
- ◆ Construction of the Cyber Security Center at Union Street.
- ◆ Construction work at various locations, which include both clubhouses at Veterans and Franconia Municipal Golf Courses, upgrades to Cyr Arena and repairs to the Carriage House in Forest Park.
- ◆ Implementation of the following Parks Department Projects: Neal Park, Forest Park Master Plan and Gurdon Bill.
- ◆ Massachusetts School Building Authority (MSBA) Accelerated Repair Projects — Construction Administration for the Central Boiler, Glickman window, and the new boilers at Rebecca Johnson and Milton Bradley schools.
- ◆ Submission of Statement of Interest (SOI)- Assist with preparation of the SOI to the MSBA.

**FY25 Budget Highlights**

- ◆ Funds 5.0 FTEs consistent with FY24.
- ◆ Continued insourcing of project management functions.

**Department Budget**

	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
<b>General Fund Operating Budget</b>					
Personnel Services	452,055	475,491	485,182	9,691	2.0%
OTPS	27,921	59,504	59,504	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>479,976</b>	<b>534,995</b>	<b>544,686</b>	<b>9,691</b>	<b>1.8%</b>

**Department Staff**

	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
<b>Department FTEs</b>					
General Fund FTEs	5.0	5.0	5.0	-	0.0%
<b>Total FTEs</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>-</b>	<b>0.0%</b>

Fiscal Year 2025 Budget and Program Summaries

# DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

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**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**

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
<b>Program Expenses</b>					
Capital Planning	191,990	213,998	217,875	3,877	40.0%
Project Management	287,985	320,997	326,812	5,815	60.0%
<b>Total General Fund Expenditures</b>	<b>479,976</b>	<b>534,995</b>	<b>544,686</b>	<b>9,691</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	-	-	-	-	0.0%
<b>Total All Funds Expenditures</b>	<b>479,976</b>	<b>534,995</b>	<b>544,686</b>	<b>9,691</b>	<b>100%</b>

**Revenue Summary**

This department does not produce any revenue.

Fiscal Year 2025 Budget and Program Summaries  
**DEPARTMENT OF CAPITAL ASSET CONSTRUCTION**

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**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	452,055	475,491	485,182	9,691	2.0%
OTPS	27,921	59,504	59,504	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>479,976</b>	<b>534,995</b>	<b>544,686</b>	<b>9,691</b>	<b>1.8%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>479,976</b>	<b>534,995</b>	<b>544,686</b>	<b>9,691</b>	<b>1.8%</b>

Fiscal Year 2025 Budget and Program Summaries  
**DEPARTMENT OF CAPITAL ASSET CONSTRUCTION**

**Program Summaries**

**Capital Planning**

<b>Capital Planning</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	191,990	213,998	217,875
FTEs	2.0	2.0	2.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Total # of new projects	10	9	10
# of projects scheduled for completion	100%	100%	100%

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

**Highlights**

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

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



Fiscal Year 2025 Budget and Program Summaries  
**DEPARTMENT OF CAPITAL ASSET CONSTRUCTION**

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**Program Summaries**

**Project Management**

<b>Project Management</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	287,985	320,997	326,812
FTEs	3.0	3.0	3.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Percentage of projects completed under budget	100%	90%	100%
Percentage of change orders of total construction budget per project	3%	3%	3%
Percentage of projects completed on schedule	100%	100%	100%
Total number of completed projects	10	9	100%

**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.

**Gerena Elementary School**

- ◆ Planning for the new Gerena Elementary School in the North End.

**DeBerry/Swan Street School**

- ◆ Close out with the MSBA of the new school project.

**Duggan Middle School Stadium Complex**

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

**MSBA Accelerated Repair Projects—Multiple projects**

- ◆ Boiler and HVAC Improvements – Central High, Rebecca Johnson and Milton Bradley schools.
- ◆ MSBA construction of window and door replacements at Glickman Elementary.

Fiscal Year 2025 Budget and Program Summaries  
**DEPARTMENT OF CAPITAL ASSET CONSTRUCTION**

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**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Capital Planning</b>			
OTPS	378	-	-
<b>Project Management</b>			
Personnel Services	8,633	13,453	-
<b>Total Adjustments</b>	<b>9,011</b>	<b>13,453</b>	-

**Notes**

No adjustments were made for the FY25 Recommended Budget.

# Section 6

## Development Services Division



### Mission Statement

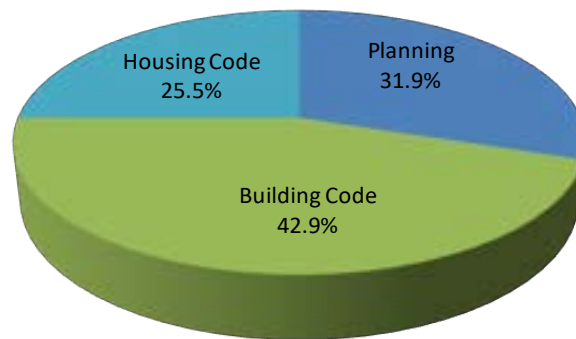
The Development Services Division integrates the resources of each department to enhance the quality of life in our City, to facilitate growth and development, to ensure appropriate planning and enforcement of regulatory standards, and to oversee and facilitate the revitalization of each neighborhood 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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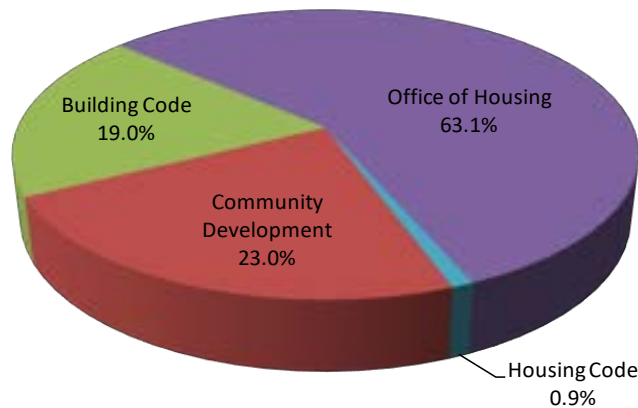
# Fiscal Year 2025: All Funds Budget and Revenue Overview

## Development Division



FY25 Recommended Budget Development Division						
	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Adopted	% Change from FY24 Revised
Planning	1,265,090	1,368,131	1,368,131	1,398,961	2.3%	2.3%
Community Development	-	-	-	-	-	-
Building Code	1,828,001	2,122,068	2,122,068	2,097,477	-1.2%	-1.2%
Office of Housing	-	-	-	-	-	-
Housing Code	1,002,445	1,153,133	1,153,133	1,164,773	1.0%	1.0%
<b>Total</b>	<b>4,095,537</b>	<b>4,643,332</b>	<b>4,643,332</b>	<b>4,661,211</b>	<b>0.4%</b>	<b>0.4%</b>

## Revenue Overview



Division / Department	FY25 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY25 Total Revenue
Planning	5,500	-	-	-	-	5,500
Community Development	25,000	-	3,954,556	-	-	3,979,556
Building Code	3,280,000	-	-	-	-	3,280,000
Office of Housing	-	-	9,860,941	-	-	9,860,941
Housing Code	160,000	-	-	-	-	160,000
<b>Total</b>	<b>3,470,500</b>	<b>-</b>	<b>13,815,497</b>	<b>-</b>	<b>-</b>	<b>17,285,997</b>

Development Services

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# Fiscal Year 2025 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.

### FY24 Department Highlights

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

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

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

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

### FY25 Budget Highlights

- ◆ Funds 9.0 General Fund FTEs, consistent with FY24.
  - ◇ Funding for consultant services has been reallocated back to Personal Services, to be utilized for a departmental reorganization that is currently under review.
  
- ◆ OTPS includes funding for:
  - ◇ Business Improvement District dues
  - ◇ Property appraisal services
  - ◇ Historic planning services
  - ◇ Funding match for the Springfield Cultural District
  - ◇ Internship program

### **Department Budget**

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	812,992	801,257	946,913	145,655	18.2%
OTPS	452,099	566,874	452,049	(114,825)	-20.3%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,265,090</b>	<b>1,368,131</b>	<b>1,398,961</b>	<b>30,830</b>	<b>2.3%</b>

### **Department Staff**

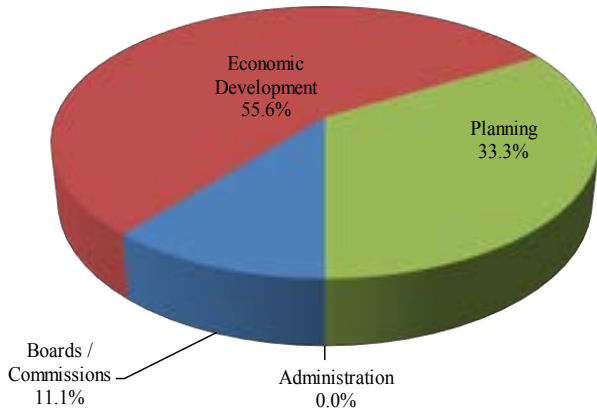
Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	11.0	9.0	9.0	-	0.0%
<b>Total FTEs</b>	<b>11.0</b>	<b>9.0</b>	<b>9.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 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	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent of Total
Boards / Commissions	140,566	152,015	155,440	3,426	11.1%
Economic Development	702,828	760,073	777,201	17,128	55.6%
Planning	421,697	456,044	466,320	10,277	33.3%
<b>Total General Fund Expenditures</b>	<b>1,265,090</b>	<b>1,368,131</b>	<b>1,398,961</b>	<b>30,830</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total All Funds Expenditures</b>	<b>1,265,090</b>	<b>1,368,131</b>	<b>1,398,961</b>	<b>30,830</b>	<b>100%</b>

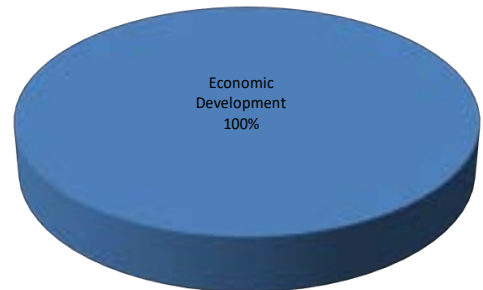
### Revenue Summary

**TOTAL REVENUE: \$5,500**

**Economic Development - \$5,500**

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

#### Program Revenue



#### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent of Total
Boards / Commissions	-	-	-	-	0.0%
Economic Development	5,915	5,500	5,500	-	100%
Planning	-	-	-	-	0.0%
Administration	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>5,915</b>	<b>5,500</b>	<b>5,500</b>	<b>-</b>	<b>100%</b>



Fiscal Year 2025 Budget and Program Summaries  
**PLANNING & ECONOMIC DEVELOPMENT**

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	812,992	801,257	946,913	145,655	18.2%
OTPS	452,099	566,874	452,049	(114,825)	-20.3%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,265,090</b>	<b>1,368,131</b>	<b>1,398,961</b>	<b>30,830</b>	<b>2.3%</b>

<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>All Funds Budget</b>	<b>1,265,090</b>	<b>1,368,131</b>	<b>1,398,961</b>	<b>30,830</b>	<b>2.3%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Departmental Fees	2,739	4,000	4,000	-	0.0%
Other Permits	3,176	1,500	1,500	-	0.0%
<b>Total Departmental Revenue</b>	<b>5,915</b>	<b>5,500</b>	<b>5,500</b>	<b>-</b>	<b>0.0%</b>

<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>
			-	-	-
<b>Subtotal FY25 Anticipated Grant Funds</b>			-	-	-
			-	-	-
<b>Subtotal Other Funding</b>			-	-	-
<b>Total External Funds</b>			<b>-</b>	<b>-</b>	<b>-</b>

Fiscal Year 2025 Budget and Program Summaries  
**PLANNING & ECONOMIC DEVELOPMENT**

**Program Summaries**

**Boards/Commissions**

<b>Boards/Commissions</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	140,566	152,015	155,440
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
% 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 2025 Budget and Program Summaries  
**PLANNING & ECONOMIC DEVELOPMENT**

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**Program Summaries**

**Economic Development**

<b>Economic Development</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	702,828	760,073	777,201
FTEs	6.0	5.0	5.0

**Citywide Strategic Priority:** Economic Vitality

**Highlights**

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

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

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

Fiscal Year 2025 Budget and Program Summaries  
**PLANNING & ECONOMIC DEVELOPMENT**

**Program Summaries**

**Office of Planning**

<b>Planning</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	421,697	456,044	466,320
FTEs	4.0	3.0	3.0

**Citywide Strategic Priority:** Economic Vitality

**Highlights**

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

Fiscal Year 2025 Budget and Program Summaries  
**PLANNING & ECONOMIC DEVELOPMENT**

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**FY25 Budget Adjustments**

Program Budget Adjustments	FY23 Actual	FY24 Actual	FY25 Recommended
<b>Boards/Commissions</b>			
Personnel Services	-	(33,424)	-
<b>Economic Development</b>			
Personnel Services	(109,386)		-
OTPS	(3,953)	14,250	-
<b>Planning</b>			
Personnel Services	-		-
OTPS	(1,400)		(6,700)
<b>Administration</b>			
OTPS	225		-
<b>Total Adjustments</b>	<b>(114,514)</b>	<b>(19,174)</b>	<b>(6,700)</b>

**Notes**

- ◆ OTPS: Decrease \$6,7000
  - ◇ Decrease of \$6,700 with the GIS software now being funded by the IT Department.

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# Fiscal Year 2025 Budget and Program Summaries

## COMMUNITY DEVELOPMENT / OFFICE OF HOUSING

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### Mission

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

### FY24 Department Highlights

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

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

### FY25 Budget Highlights

- ◆ This department is supported completely by Grant Funds.
- ◆ Budgets for 27.0 FTEs, which are allocated based on funding availability through various grants. This represents an increase of 1.0 FTE over FY24, with the addition of a newly approved Youth Action Board (YAB) Program Manager.

#### **Department Budget**

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	-	-	-	-	0.0%
OTPS	-	-	-	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	-	-	-	-	<b>0.0%</b>

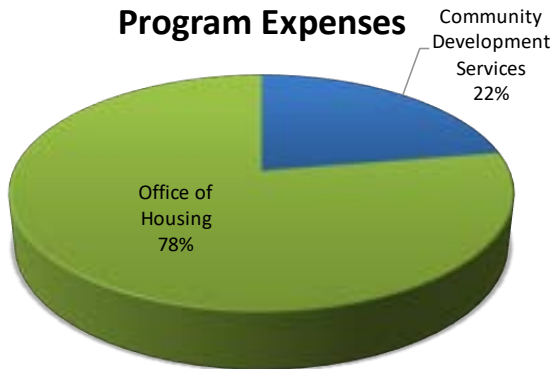
#### **Department Staff**

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Grant FTEs	24.5	26.0	27.0	1.0	3.8%
<b>Total FTEs:</b>	<b>24.5</b>	<b>26.0</b>	<b>27.0</b>	<b>1.0</b>	<b>3.8%</b>

# Fiscal Year 2025 Budget and Program Summaries

## COMMUNITY DEVELOPMENT / OFFICE OF HOUSING

### Program Summary



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

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

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

### Program Budgets

Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Community Development Services	-	-	-	-	0.0%
Office of Housing	-	-	-	-	0.0%
<b>Total General Fund Expenditures</b>	-	-	-	-	<b>0.0%</b>
Community Development Services	4,397,674	9,988,524	3,058,416	(6,930,107)	22.4%
Office of Housing	15,234,800	34,603,100	10,595,229	(24,007,872)	77.6%
<b>Total External Funds Expenditures</b>	<b>19,632,475</b>	<b>44,591,624</b>	<b>13,653,645</b>	<b>(30,937,979)</b>	<b>100%</b>
<b>Total All Funds Expenditures</b>	<b>19,632,475</b>	<b>44,591,624</b>	<b>13,653,645</b>	<b>(30,937,979)</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$25,000**

- ◆ Rentals - \$25,000

### Program Revenue



### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Community Development Services	25,147	25,000	25,000	-	100%
Office of Housing	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>25,147</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>100%</b>



Fiscal Year 2025 Budget and Program Summaries  
**COMMUNITY DEVELOPMENT / OFFICE OF HOUSING**

**All Funds Budget Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	-	-	-	-	0.0%
OTPS	-	-	-	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	-	-	-	-	<b>0.0%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	19,632,475	44,591,624	13,653,645	(30,937,979)	-69.4%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>19,632,475</b>	<b>44,591,624</b>	<b>13,653,645</b>	<b>(30,937,979)</b>	<b>-69.4%</b>
<b>All Funds Budget:</b>	<b>19,632,475</b>	<b>44,591,624</b>	<b>13,653,645</b>	<b>(30,937,979)</b>	<b>-69.4%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Departmental Revenue	25,147	25,000	25,000	-	0.0%
External Funds	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>25,147</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>0.0%</b>
<b>External Funds</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>
<b>Community Development Block Grant (CDBG)</b>					
Community Development Block Grant (CDBG)	Grant	6/30/2026	3,211,529	1,765,135	3,752,266
CDBG Disaster Recovery	Grant	9/30/2025	1,024,846	456,281	-
CDBG COVID-19	Grant	9/30/2026	895,163	525,517	-
American Rescue Plan Act (ARPA)	Grant	12/31/2024	-	30,206,947	-
<b>Office of Housing</b>					
HOME Investment Partnership (HOME)	Grant	6/30/2026	1,041,913	3,203,334	1,810,898
HOME - ARP	Grant	3/31/2023	2,784	6,042,268	-
Housing Opportunities for Persons w AIDS (HOPWA)	Grant	6/30/2026	747,139	6,068	833,980
Emergency Solutions Grant (ESG)	Grant	5/19/2023	14,325	-	-
Emergency Solutions Grant (ESG) - COVID-19	Grant	6/30/2025	304,495	5,091	332,925
Homeless Youth	Grant	6/9/2025	2,517,229	481	-
National Disaster Resilience Competition (NDRC)	Grant	6/30/2024	593,102	799,352	-
Continuum of Care Program	Grant	9/30/2025	3,183,654	390,955	-
EPA Assessment Grant	Grant	6/30/2024	4,063,610	295,641	6,923,576
Youth Homeless Demonstration Program Grant	Grant	11/15/2022	99,218	-	-
Lead	Grant	8/31/2022	1,215,187	-	-
Lead-Based Paint Hazard Reduction	Grant	6/30/2025	6,915	23,078	-
Brownfields Assessment - Lyman	Grant	6/30/2023	592,217	13,517	-
Specific Impact Grant	Grant	6/30/2025	100,000	-	-
Section 108 Loan	Grant	10/28/2026	19,149	857,960	-
<b>Subtotal FY25 Anticipated Grant Funds:</b>			<b>19,632,475</b>	<b>44,591,624</b>	<b>13,653,645</b>
<b>Subtotal FY25 Other Funds:</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Total External Funding Sources:</b>			<b>19,632,475</b>	<b>44,591,624</b>	<b>13,653,645</b>

Fiscal Year 2025 Budget and Program Summaries  
**COMMUNITY DEVELOPMENT / OFFICE OF HOUSING**

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**Program Summaries**

**Community Development Services**

Community Development Services	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	4,397,674	9,988,524	3,058,416
FTEs	5.5	7.0	8.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
N/A	-	-	-
N/A	-	-	-

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

**Highlights**

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

Fiscal Year 2025 Budget and Program Summaries  
**COMMUNITY DEVELOPMENT / OFFICE OF HOUSING**

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**Program Summaries**

**Office of Housing**

<b>Office of Housing</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	15,234,800	34,603,100	10,595,229
FTEs	19.0	19.0	19.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
N/A	-	-	-
N/A	-	-	-

**Highlights**

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

Fiscal Year 2025 Budget and Program Summaries  
**COMMUNITY DEVELOPMENT / OFFICE OF HOUSING**

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**FY25 Budget Adjustments**

Program Budget Adjustments	FY23 Actual	FY24 Actual	FY25 Recommended
<b>Community Development Services</b>			
Personnel Services	-	-	-
OTPS	-	-	-
<b>Office of Housing</b>			
Personnel Services	-	-	-
OTPS	-	-	-
<b>TOTAL ADJUSTMENTS</b>	-	-	-

**Notes**

There were no adjustments made to the FY25 Recommended Budget.

# Fiscal Year 2025 Budget and Program Summaries

## BUILDING CODE DEPARTMENT

### Mission

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

### FY24 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.

### FY25 Budget Highlights

- ◆ Funds 29.0 General Fund FTEs, consistent with FY24.
  - ◇ Includes funding to allow Building Inspectors to work 40 hours a week. This is to address an increase in the number of building construction projects throughout the City of Springfield in recent years.
- ◆ Level funds FY24 OTPS including:
  - ◇ All contractually obligated costs (uniforms & safety equipment).
  - ◇ Training costs to ensure Inspectors are educated on all current code enforcement statutes.
- ◆ Includes funding for new permitting software to make permitting process fully accessible online including an electronic payment option.

### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	1,769,581	2,059,760	2,033,143	(26,616)	-1.3%
OTPS	58,420	62,309	64,333	2,025	3.2%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,828,001</b>	<b>2,122,068</b>	<b>2,097,477</b>	<b>(24,592)</b>	<b>-1.2%</b>

### Department Staff

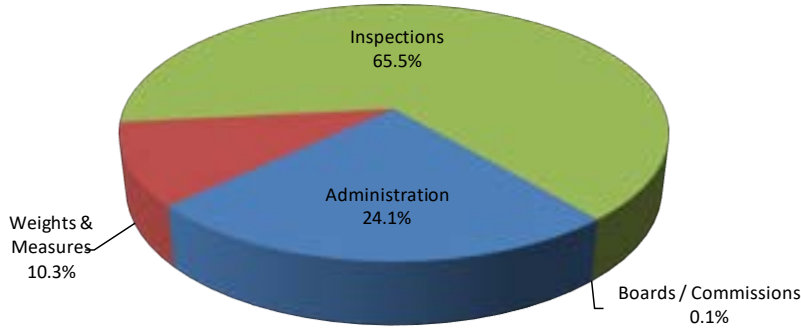
Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	28.0	29.0	29.0	-	0.0%
<b>Total FTEs</b>	<b>28.0</b>	<b>29.0</b>	<b>29.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 Budget and Program Summaries

## BUILDING CODE DEPARTMENT

### Program Summary

#### Program Expenses



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

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

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

**Boards/Commissions** - Reviews zoning change applications.

#### Program Budgets

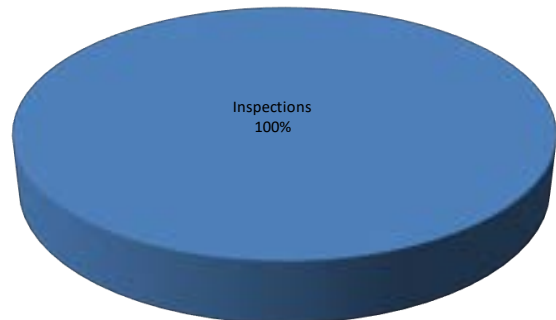
Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Administration	441,242	512,223	506,287	(5,936)	24.1%
Weights & Measures	189,104	219,524	216,980	(2,544)	10.3%
Inspections	1,197,656	1,390,321	1,374,209	(16,112)	65.5%
Boards / Commissions	1,307	1,518	1,500	(18)	0.1%
<b>Total General Funds Expenditures</b>	<b>1,828,001</b>	<b>2,122,068</b>	<b>2,097,477</b>	<b>(24,592)</b>	<b>100%</b>

### Revenue Summary

TOTAL REVENUE: \$3,280,000

- ◆ Departmental Fees - \$480,000
  - ◇ Weights & Measures: Scale, balance, pump, meter, and scanner calibration fees.
- ◆ Permits - \$2,800,000
  - ◇ Occupancy permits.
  - ◇ Building permits: Roofs, additions, demolitions, pools.
  - ◇ Utility permits - Electrical, plumbing.
  - ◇ Zoning change permits .

#### Program Revenue



#### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Administration	-	-	-	-	0.0%
Weight & Measures	-	-	-	-	0.0%
Inspections	2,266,185	2,480,000	3,280,000	800,000	100%
Boards / Commissions	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>2,266,185</b>	<b>2,480,000</b>	<b>3,280,000</b>	<b>800,000</b>	<b>100%</b>

Fiscal Year 2025 Budget and Program Summaries

BUILDING CODE DEPARTMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	1,769,581	2,059,760	2,033,143	(26,616)	-1.3%
OTPS	58,420	62,309	64,333	2,025	3.2%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,828,001</b>	<b>2,122,068</b>	<b>2,097,477</b>	<b>(24,592)</b>	<b>-1.2%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>1,828,001</b>	<b>2,122,068</b>	<b>2,097,477</b>	<b>(24,592)</b>	<b>-1.2%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Departmental Fees	519,287	480,000	480,000	-	0.0%
Other Permits	1,721,999	2,000,000	2,800,000	800,000	40.0%
Departmental Fines	24,900	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>2,266,185</b>	<b>2,480,000</b>	<b>3,280,000</b>	<b>800,000</b>	<b>32.3%</b>

**BUILDING CODE DEPARTMENT**

**Program Summaries**

**Administration**

<b>Administration</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	441,242	512,223	506,287
FTEs	6.0	7.0	7.0

**Citywide Strategic Priority:** Economic Vitality

**Highlights**

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



**BUILDING CODE DEPARTMENT**

**Program Summaries**

**Weights & Measures**

<b>Weights &amp; Measures</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	189,104	219,524	216,980
FTEs	3.0	3.0	3.0

**Citywide Strategic Priority:** Economic Vitality

**Highlights**

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

Fiscal Year 2025 Budget and Program Summaries

**BUILDING CODE DEPARTMENT**

**Program Summaries**

**Inspections**

<b>Inspections</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	1,197,656	1,390,321	1,374,209
FTEs	19.0	19.0	19.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Number of Section 106 life and safety certificates issued	104	47	200
Percentage of complaints resolved within 70 days	1.5%	10%	25%
Percentage of permits issued within 14 days	62%	63%	80%
Number of average monthly inspections per zoning inspector	175	136	180
Number of average monthly inspections per building inspector	100	130	140
Percentage of joint housing and building inspections	17%	25%	25%

**Citywide Strategic Priority:** Economic Vitality

**Highlights**

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

**BUILDING CODE DEPARTMENT**

**Program Summaries**

**Boards/Commissions**

<b>Boards / Commissions</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	1,307	1,518	1,500
FTEs	-	-	-

**Citywide Strategic Priority:** Economic Vitality

**Highlights**

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

**BUILDING CODE DEPARTMENT**

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Administration</b>			
Personnel Services	13,981		(14,027)
OTPS	(300)		-
<b>Weights &amp; Measures</b>			
Personnel Services	8,354	13,517	-
OTPS	-	(583)	-
<b>Inspections</b>			
Personnel Services	(48,484)		-
OTPS	290	642	-
<b>Total Adjustments</b>	<b>(26,159)</b>	<b>13,576</b>	<b>(14,027)</b>

**Notes**

- ◆ Personnel Services: Decrease \$14,027
  - ◇ Decrease of Personnel Services based on salary adjustments.

# Fiscal Year 2025 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.

### FY24 Department Highlights

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

### FY25 Budget Highlights

- ◆ 17.0 General Fund FTEs, consistent with FY24.
- ◆ Funds contractual clothing & supply allowances for all members of the UPSEU bargaining unit.
- ◆ Continued funding for the Mayor's Clean City program.
- ◆ Continued Funding for Host Compliance software to monitor and ensure compliance with the City's Short-Term Rental Ordinance.
- ◆ Continued funding to the CDBG program for homelessness prevention through its receivership program.

### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	810,267	931,615	948,383	16,768	1.8%
OTPS	192,179	221,518	216,390	(5,127)	-2.3%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,002,445</b>	<b>1,153,133</b>	<b>1,164,773</b>	<b>11,641</b>	<b>1.0%</b>

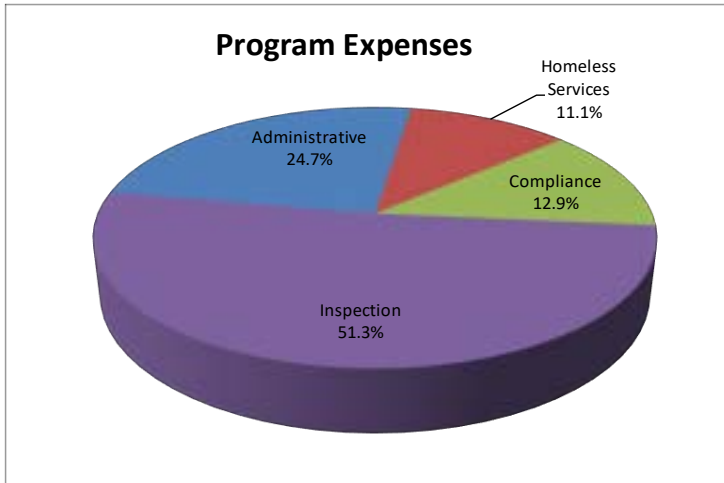
### Department Staff

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	15.5	17.0	17.0	-	0.0%
<b>Total FTEs</b>	<b>15.5</b>	<b>17.0</b>	<b>17.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 Budget and Program Summaries

## HOUSING CODE DEPARTMENT

### 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

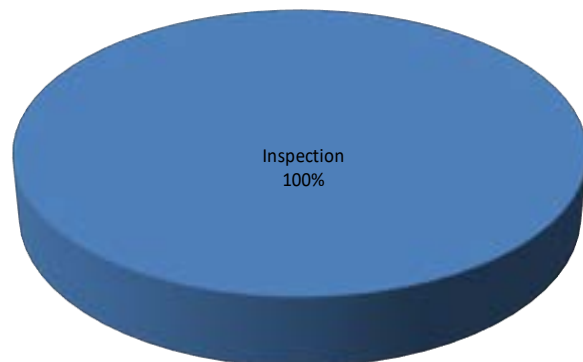
Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Administrative	247,604	284,824	287,699	2,875	24.7%
Homeless Services	111,271	127,998	129,290	1,292	11.1%
Compliance	129,315	148,754	150,256	1,502	12.9%
Inspection	514,255	591,557	597,529	5,972	51.3%
<b>Total General Fund Expenditures</b>	<b>1,002,445</b>	<b>1,153,133</b>	<b>1,164,773</b>	<b>11,641</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	-	-	-	-	<b>0.0%</b>
<b>Total All Funds Expenditures</b>	<b>1,002,445</b>	<b>1,153,133</b>	<b>1,164,773</b>	<b>11,641</b>	<b>1.0%</b>

### Revenue Summary

**TOTAL REVENUE: \$160,000**

- ◆ Departmental Fees - \$75,000
  - ◇ Littering, debris, illegal dumping
  - ◇ Quality of Life: Noise complaints, barking dogs, graffiti, property maintenance.
  - ◇ Safety: Snow & Ice removal
- ◆ Departmental Fines - \$85,000
  - ◇ Sanitary/safety measures: Smoke detectors, insects & vermin, heat/hot water availability.

### Program Revenue



### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Inspection	106,133	185,000	160,000	(25,000)	100%
<b>Total Departmental Revenue</b>	<b>106,133</b>	<b>185,000</b>	<b>160,000</b>	<b>(25,000)</b>	<b>100%</b>

Fiscal Year 2025 Budget and Program Summaries

HOUSING CODE DEPARTMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	810,267	931,615	948,383	16,768	1.8%
OTPS	192,179	221,518	216,390	(5,127)	-2.3%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,002,445</b>	<b>1,153,133</b>	<b>1,164,773</b>	<b>11,641</b>	<b>1.0%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>1,002,445</b>	<b>1,153,133</b>	<b>1,164,773</b>	<b>11,641</b>	<b>1.0%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Departmental Fees	21,707	45,000	75,000	30,000	66.7%
Departmental Fines	84,426	140,000	85,000	(55,000)	-39.3%
<b>Total Departmental Revenue</b>	<b>106,133</b>	<b>185,000</b>	<b>160,000</b>	<b>(25,000)</b>	<b>-13.5%</b>
<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>
			-	-	-
<i>Subtotal FY25 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY25 Other Funding</i>			-	-	-
<b>Total External Funds</b>			-	-	-

Fiscal Year 2025 Budget and Program Summaries

HOUSING CODE DEPARTMENT

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**Program Summaries**

**Administrative**

<b>Administrative</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	247,604	284,824	287,699
FTEs	3.0	4.0	4.0

**Citywide Strategic Priority:** Healthy Neighborhoods

**Highlights**

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



# Fiscal Year 2025 Budget and Program Summaries

## HOUSING CODE DEPARTMENT

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### Program Summaries

#### Homeless Services

<b>Homeless Services</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	111,271	127,998	129,290
FTEs	3.0	3.0	3.0

**Citywide Strategic Priority:** Healthy Neighborhoods

### Highlights

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

# Fiscal Year 2025 Budget and Program Summaries

## HOUSING CODE DEPARTMENT

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### Program Summaries

#### Compliance

<b>Compliance</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	129,315	148,754	150,256
FTEs	0.0	0.0	0.0

**Citywide Strategic Priority:** Healthy Neighborhoods

#### Highlights

Received CDBG grant funds for the 13th year in a row to fund continued proactive Saturday street sweeps of CDBG targeted neighborhoods. CDBG funding has been an important resource to support our Proactive Code Enforcement programs to keep neighborhoods safe and economically secure.

HOUSING CODE DEPARTMENT

**Program Summaries**

**Inspections**

<b>Inspection</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	514,255	591,557	597,529
FTEs	9.5	10.0	10.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Percent of violations found through proactive deployment	17%	25%	25%
Percent of complaints responded to within 10 business days	74%	72%	80%
Percent of emergency complaints responded to within 1 business day	89%	87%	90%
Percent of violations resolved within 70 days	47%	53%	60%
Average monthly inspections per inspector	161	137	180

**Citywide Strategic Priority:** Healthy Neighborhoods

**Highlights**

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

Fiscal Year 2025 Budget and Program Summaries

HOUSING CODE DEPARTMENT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Administrative</b>			
Personnel Services	8,451.00		(17,277)
OTPS	12,861.00		-
<b>Homeless Services</b>			
Personnel Services	(28,158)		-
OTPS	-		-
<b>Inspection</b>			
Personnel Services	18,796		-
OTPS	2,450	(1,749)	-
<b>Total Adjustments</b>	<b>14,400</b>	<b>(1,749)</b>	<b>(17,277)</b>

**Notes**

- ◆ Personnel Services: Decrease \$17,277
  - ◇ Decrease of \$17,277 Personnel Services due to a grant offset and salary adjustments.

# Section 7

## Public Safety

### Division



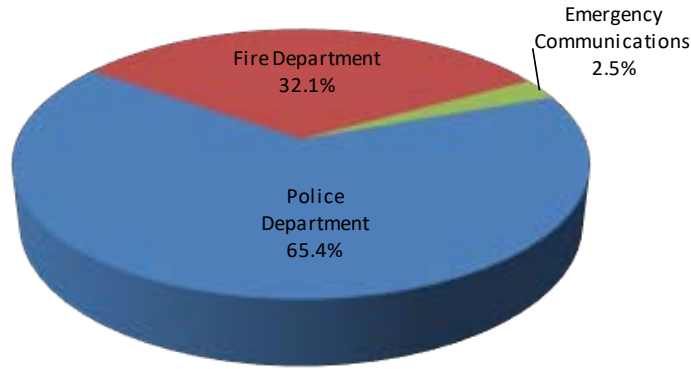
#### Mission Statement

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

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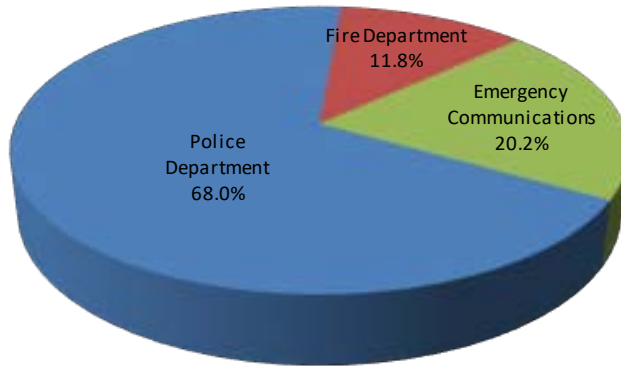
# Fiscal Year 2025: All Funds Budget and Revenue Overview

## Public Safety Division



FY25 Recommended Budget Public Safety Division						
	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Adopted	% Change from FY24 Revised
Police Department	57,414,132	57,734,693	60,748,740	58,517,399	1.4%	-3.7%
Fire Department	28,521,906	27,531,981	27,531,981	28,750,291	4.4%	4.4%
Emergency Communications	1,997,708	2,252,925	2,252,925	2,273,132	0.9%	0.9%
<b>Total</b>	<b>87,933,746</b>	<b>87,519,598</b>	<b>90,533,646</b>	<b>89,540,822</b>	<b>2.3%</b>	<b>-1.1%</b>

## Revenue Overview



Division / Department	FY25 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY25 Total Revenue
Police Department	1,121,876	-	2,945,002	-	-	4,066,878
Fire Department	552,100	-	153,000	-	-	705,100
Emergency Communications	-	-	1,206,993	-	-	1,206,993
<b>Total</b>	<b>1,673,976</b>	<b>-</b>	<b>4,304,995</b>	<b>-</b>	<b>-</b>	<b>5,978,971</b>

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# Fiscal Year 2025 Budget and Program Summaries

## POLICE DEPARTMENT

### Mission

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

### FY24 Department Highlights

The Police Department accomplished several important objectives in FY24, each of which are highlighted below:

- ◆ Settlement Agreement Implementation Unit continues to implement aspects of the settlement agreement en route to the compliance phase.
- ◆ Settled the Supervisor Union Contract.
- ◆ Began Field Training Officer Program guidance. The department has formulated a Field Training Officer policy which will require personnel to be selected, trained and in some cases to be transferred to implement a 12 week program for every rookie officer to develop a solid start to their police career.
- ◆ Graduated an Academy recruit class of 25 new employees.
- ◆ Continuation of Peer-to-Peer training to assist officers in stressful situations with an emphasis on those involving traumatic incidents. This is provided in conjunction with critical stress debriefings and clergy on call.

### FY25 Budget Highlights

- ◆ Funds a total of 605.0 FTEs, an increase of 5.0 FTEs over FY24.
  - ◇ The six (6) new positions include: (1) Cadet, (2) Crime Analysts, (1) Crime Analyst Supervisor, (1) Director of Business and Technology, (1) Grants Administrator; (1) vacant Clerk Typist Senior position was not backfilled for FY25.
- ◆ Funds a multitude of critical departmental initiatives including:
  - ◇ Funds IA Pro Software used to identify patterns of undesirable behavior in order to improve employee training through coaching, counseling or retraining.
  - ◇ Funds cloud-based storage of all evidential data recorded by body worn cameras.
  - ◇ Continued operation of the Real Time Crime Analysis Center.
  - ◇ Funds 8 square miles of the ShotSpotter Gunfire Detection System.
  - ◇ Funds a recruit class of 50 to fill current and anticipated vacancies.
  - ◇ Funds replacement of essential policing equipment and other critical supplies.

### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personal Services	52,235,790	52,474,482	53,235,188	760,706	1.4%
OTPS	4,925,401	5,000,033	5,022,033	22,001	0.4%
Capital	252,941	260,178	260,178	-	0.0%
<b>Total General Funds</b>	<b>57,414,132</b>	<b>57,734,693</b>	<b>58,517,399</b>	<b>782,707</b>	<b>1.4%</b>

### Department Staff

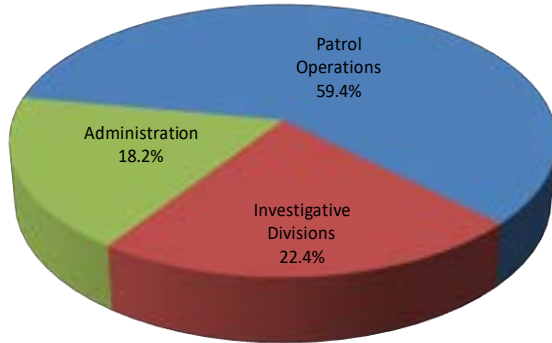
Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	577.0	574.0	579.0	5.0	0.9%
Grant FTEs	7.0	7.0	7.0	-	0.0%
Trusts/Donations/Other FTEs	16.0	19.0	19.0	-	0.0%
<b>Total FTEs</b>	<b>600.0</b>	<b>600.0</b>	<b>605.0</b>	<b>5.0</b>	<b>0.8%</b>

# Fiscal Year 2025 Budget and Program Summaries

## POLICE DEPARTMENT

### Program Summaries

#### Program Expenses



**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

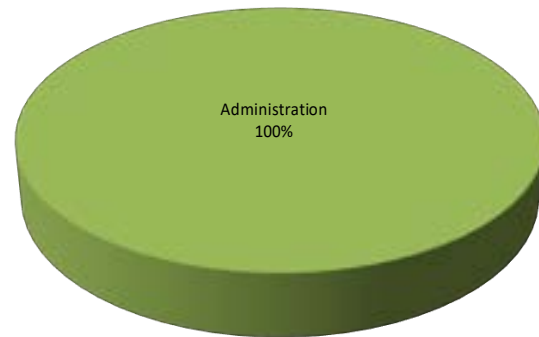
Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Patrol Operations	35,556,692	35,321,546	36,561,179	1,239,633	59.4%
Investigative Divisions	13,370,901	13,282,475	13,748,633	466,157	22.4%
Administration	10,894,808	10,822,758	11,202,590	379,832	18.2%
<b>Total General Fund Expenditures</b>	<b>57,414,132</b>	<b>57,734,693</b>	<b>58,517,399</b>	<b>782,707</b>	<b>95.1%</b>
<b>Total External Funds Expenditures</b>	<b>2,408,269</b>	<b>1,692,087</b>	<b>2,995,002</b>	<b>1,302,916</b>	<b>4.9%</b>
<b>Total All Funds Expenditures</b>	<b>59,822,401</b>	<b>59,426,779</b>	<b>61,512,402</b>	<b>2,085,622</b>	<b>100%</b>

#### Revenue Summary

**TOTAL REVENUE: \$1,121,876**

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

#### Program Revenue



#### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Patrol Operations	-	-	-	-	0.0%
Investigative Divisions	-	-	-	-	0.0%
Administration	960,331	921,876	1,121,876	200,000	100%
<b>Total Departmental Revenue</b>	<b>960,331</b>	<b>921,876</b>	<b>1,121,876</b>	<b>200,000</b>	<b>100%</b>

Fiscal Year 2025 Budget and Program Summaries

POLICE DEPARTMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personal Services	52,235,790	52,474,482	53,235,188	760,706	1.4%
OTPS	4,925,401	5,000,033	5,022,033	22,001	0.4%
Capital	252,941	260,178	260,178	-	0.0%
<b>Total General Funds</b>	<b>57,414,132</b>	<b>57,734,693</b>	<b>58,517,399</b>	<b>782,707</b>	<b>1.4%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	2,360,269	1,692,087	2,945,002	1,252,916	74.0%
Donations/Trusts	48,000	-	50,000	50,000	0.0%
<b>Total External Funds</b>	<b>2,408,269</b>	<b>1,692,087</b>	<b>2,995,002</b>	<b>1,302,916</b>	<b>77.0%</b>
<b>All Funds Budget</b>	<b>59,822,401</b>	<b>59,426,779</b>	<b>61,512,402</b>	<b>2,085,622</b>	<b>3.5%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Departmental Fees	14,630	20,000	20,000	-	0.0%
Admin Fee - Extra Detail	619,194	420,000	620,000	200,000	47.6%
Rentals	184,089	366,176	366,176	-	0.0%
Other Permits	55,457	35,000	35,000	-	0.0%
Departmental Fines	66,375	70,000	70,000	-	0.0%
Sale - Old M	6,630	8,000	8,000	-	0.0%
Miscellaneous Revenue	2,064	2,700	2,700	-	0.0%
Reimbursements For Prior Year	11,891	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>960,331</b>	<b>921,876</b>	<b>1,121,876</b>	<b>200,000</b>	<b>21.7%</b>
<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>
MUNICIPAL ROAD SAFETY GRANT	Grant	9/15/2023	14,439	50,511	64,000
SHANNON GRANT	Grant	12/31/2023	1,190,326	1,201,514	1,201,514
MASS GAMING COMMISSION MITIGATION GRANT	Grant	6/30/2024	12,495	16,000	25,000
GAMING ENFORCEMENT UNIT	Grant	6/30/2023	905,725	143,264	1,014,612
VIOLENT CRIMES INITIATIVE	Grant	6/30/2024	80,763	-	20,000
JAG GRANT	Grant	9/30/2025	133,453	149,876	149,876
ANTI-HEROIN TASK FORCE GRANT	Grant	6/30/2024	6,010	10,921	20,000
ANTI-METHAMPHETAMINE GRANT	Grant	6/30/2024	-	10,000	10,000
DMH JAIL/ARREST DIVERSION GRANT	Grant	6/30/2024	17,058	110,000	440,000
<b>Subtotal FY25 Anticipated Grant Funds</b>			<b>2,360,269</b>	<b>1,692,087</b>	<b>2,945,002</b>
Donations	Donations	N/A	48,000	-	50,000
<b>Subtotal Other Funds</b>			<b>48,000</b>	<b>-</b>	<b>50,000</b>
<b>Total External Funds</b>			<b>2,408,269</b>	<b>1,692,087</b>	<b>2,995,002</b>

# Fiscal Year 2025 Budget and Program Summaries

## POLICE DEPARTMENT

### Program Summaries

#### The Uniform Divisions

	FY23	FY24	FY25
<b>Patrol Operations</b>	<b>Actual</b>	<b>Adopted</b>	<b>Recommended</b>
Budget	35,556,692	35,321,546	36,561,179
FTEs	357.0	356.0	359.0
	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>
<b>Performance Metrics</b>	<b>Actual</b>	<b>YTD</b>	<b>Goal</b>
No. of Calls for Service	260,394	150,246	N/A
No. of Reports Taken	25,306	17,196	N/A
No. of Alarm Calls	8,195	5,518	N/A
No. Assigned Proactive Patrols	33,731	10,694	N/A
No. of Adult Arrests	2,652	1,626	N/A
Avg Response Time Priority 1 calls (minutes)	13.38	13.80	6.00
Avg Response Time Priority 2 calls (minutes)	28.72	31.90	15.00
Avg Response Time Priority 3 calls (minutes)	38.18	43.66	20.00

**Citywide Strategic Priority:** Public Safety

### Highlights

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

The uniformed divisions of the department patrol the 33.2 Square miles of the city 24 hours a day, 7 days a week, 365 days a year. Supervisors and Officers are assigned to three Uniform Squads A, B and C covering midnight to 8am, 8am to 4pm, and 4pm to midnight as well as geographical areas which fall under the supervision of the three Deputy Chiefs. Officers under the direction of the sector responsible Deputy Chief perform Directed Patrols, Park & Walk details and other crime deterrent activities. Officers in these Uniform Squads also serve and enforce orders of protection (restraining orders). Each neighborhood sector has an assigned Ordinance Unit Officer to work directly with neighborhood groups focusing on quality-of-life concerns. The Traffic Bureau has citywide responsibilities which include investigating accidents and enforcing motor vehicle laws. In addition, the Traffic Bureau is also responsive to the needs of the Deputy Chiefs in assisting with deployment strategies and addressing neighborhood concerns and issues.

POLICE DEPARTMENT

**Program Summaries**

**Investigative & Strategic Impact Division**

<b>Investigative Divisions</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	13,370,901	13,282,475	13,748,633
FTEs	135.0	135.0	135.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
No. of M/V Stolen Investigations	731	1028	N/A
No of B&E Investigations	516	332	N/A
No of Aggravated Assault Investigations	837	519	N/A
No of Homicide Investigations	23	19	N/A

**Citywide Strategic Priority:** Public Safety

**Highlights**

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

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

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

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

POLICE DEPARTMENT

**Program Summaries**

**Administration**

<b>Administration</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	10,894,808	10,822,758	11,202,590
FTEs	108.0	107.0	110.0

**Citywide Strategic Priority:** Public Safety

**Highlights**

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 2025 Budget and Program Summaries

POLICE DEPARTMENT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Patrol Operations/Investigative Divisions</b>			
Personnel Services	(2,630,107)	(2,429,666)	(2,525,711)
<b>Administration</b>			
Personnel Services	-	(76,432)	(287,143)
OTPS	153,263	(984,569)	22,000
Capital	-	(57,787)	-
<b>Total Adjustments</b>	<b>(2,476,844)</b>	<b>(3,548,454)</b>	<b>(2,790,854)</b>

**Notes**

- ◆ Personnel Services: Decrease of \$2,812,854
  - ◇ Decrease to Personnel Services due to salary adjustments, grant offsets, the academy anticipated start date in October and Quebec Unit offset. This includes the positive adjustment of \$200,000 in overtime based on a historical spending analysis.
  
- ◆ OTPS: Increase of \$22,000
  - ◇ Increase to OTPS based on the addition of funds for the Board of Police Commissioners.

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# Fiscal Year 2025 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.

### FY24 Department Highlights

The SFD provides emergency response services that ensure public safety and the preservation of life and property within the City of Springfield. The department also has effective public education, fire prevention, and fire investigation and Bomb Squad programs that assist in the goal of public safety through aggressively investigating, prosecuting, and preventing fires.

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

The Department faces a broadening range of calls, with over 20,600 calls for service this year alone; including 545 fire incidents along with 12,000 medical calls. The Department’s efforts save over \$150 million in property damage each year. In collaboration with the Mayor and the Office of Administration & Finance in FY23, the SFD was able to purchase a new tower ladder truck. This new piece of apparatus enables the Department to continue to provide top tier service to the citizens and visitors to the City, thus further reducing the cost of repairs and increasing safety. This new piece of apparatus enables the Department to have at least one tower ladder at every working fire in the city.

Through aggressive pursuit of grant funding opportunities, along with prudent financial management the Department was able to complete several projects in FY24. These projects included new dogs for the Arson and Bomb Squad, making Springfield the only Fire Department west of Boston with and Accelerant and Ordinance K-9 unit. The purchase of radio equipment, water rescue equipment and protective equipment further enhances our capabilities to respond to an ASHER incident.

Also in FY24, the Department was successful in placing both TAC units in service full time. These units have proved invaluable in speeding the response to citizens sick or injured in the two busiest areas of the city that have been plagued by the opioid epidemic. These units have each responded to over 2,000 calls for service their first year in full time operation.

### FY25 Budget Highlights

- ◆ Funds 289.0 General Fund FTEs, an increase of 1.0 CAD Application Analyst from FY24, along with two (2) part-time interns.
- ◆ Continued funding for the proactive replacement of turnout gear, which is critical to firefighter safety during callsfor service.
- ◆ Maintains funding for the Epi-Pen and Narcan programs.

### **Department Budget**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	26,188,205	25,067,529	26,203,451	1,135,922	4.5%
OTPS	2,326,200	2,455,952	2,538,340	82,388	3.4%
Capital	7,500	8,500	8,500	-	0.0%
<b>Total General Funds</b>	<b>28,521,906</b>	<b>27,531,981</b>	<b>28,750,291</b>	<b>1,218,310</b>	<b>4.4%</b>

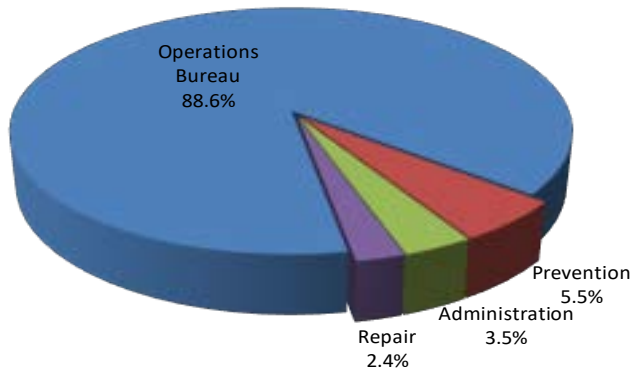
### **Department Staff**

<b>Department FTEs</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
General Fund FTEs	284.0	288.0	289.0	1.0	0.3%
<b>Total FTEs</b>	<b>284.0</b>	<b>288.0</b>	<b>289.0</b>	<b>1.0</b>	<b>0.3%</b>

# Fiscal Year 2025 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	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Operations Bureau	25,265,079	24,388,191	25,602,915	1,214,724	88.6%
Prevention	1,579,067	1,524,262	1,600,182	75,920	5.5%
Administration	986,917	952,664	1,000,114	47,450	3.5%
Repair	690,842	666,865	700,080	33,215	2.4%
<b>Total General Fund Expenditures</b>	<b>28,521,906</b>	<b>27,531,981</b>	<b>28,750,291</b>	<b>1,218,310</b>	<b>99.5%</b>
<b>Total External Funds Expenditures</b>	-	-	<b>153,000</b>	<b>153,000</b>	<b>0.5%</b>
<b>Total All Funds Expenditures</b>	<b>28,521,906</b>	<b>27,531,981</b>	<b>28,903,291</b>	<b>1,371,310</b>	<b>100%</b>

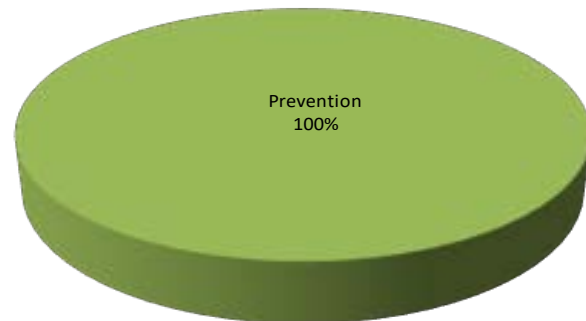
### Revenue Summary

**TOTAL REVENUE: \$552,100**

#### Prevention

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

### Program Revenue



### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Operations Bureau	-	-	-	-	0.0%
Prevention	384,936	552,100	552,100	-	100%
Administration	-	-	-	-	0.0%
Repair	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>384,936</b>	<b>552,100</b>	<b>552,100</b>	-	<b>100%</b>

# Fiscal Year 2025 Budget and Program Summaries

## FIRE DEPARTMENT

### All Funds Expenditure Detail

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	26,188,205	25,067,529	26,203,451	1,135,922	4.5%
OTPS	2,326,200	2,455,952	2,538,340	82,388	3.4%
Capital	7,500	8,500	8,500	-	0.0%
<b>Total General Funds</b>	<b>28,521,906</b>	<b>27,531,981</b>	<b>28,750,291</b>	<b>1,218,310</b>	<b>4.4%</b>
External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Grant Funds	-	-	153,000	153,000	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>153,000</b>	<b>153,000</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>28,521,906</b>	<b>27,531,981</b>	<b>28,903,291</b>	<b>1,371,310</b>	<b>5.0%</b>

### All Funds Revenue Detail

Department Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Penalties & Interest - Taxes	1,208	1,000	1,000	-	0.0%
Departmental Fees	238,616	370,000	370,000	-	0.0%
Admin Fee-Department	8,334	4,000	4,000	-	0.0%
Other Permits	119,440	150,000	150,000	-	0.0%
Departmental Fines	17,338	27,100	27,100	-	0.0%
<b>Total Departmental Revenue</b>	<b>384,936</b>	<b>552,100</b>	<b>552,100</b>	<b>-</b>	<b>0.0%</b>
External Funding Sources	Type of Funding	Expiration Date	FY23 Actual	FY24 Available	FY25 Projected
FFY2024 EMERGENCY MANAGEMENT PERFOR	GRANT	6/30/2024	12,580	-	90,000
S.A.F.E AND SENIOR GRANT FY 24	GRANT	12/31/2024	3,589	-	13,000
Firefighter Safety Equipment Grant	GRANT	N/A	-	-	50,000
<b>Subtotal FY25 Anticipated Grants</b>			<b>16,169</b>	<b>-</b>	<b>153,000</b>
<b>Subtotal Other Funding</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Total External Funds</b>			<b>16,169</b>	<b>-</b>	<b>153,000</b>

# Fiscal Year 2025 Budget and Program Summaries

## FIRE DEPARTMENT

### Program Summaries

#### Operations Bureau

<b>Operations Bureau</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	25,265,079	24,388,191	26,400,805
FTEs	252.0	255.0	256.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
% of structure fires responded to within 5 minutes from time of dispatch	100%	100%	100%
% of structure fires responded to within 4 minutes from time of dispatch	95%	92%	90%
% of property value saved	91%	95%	90%
Members trained in Hazardous Materials	286	200	120
Members trained in Technical Rescue	137	80	120
# of OEP joint exercises	29	18	35

#### Citywide Strategic Priority: Public Safety

### Highlights

This program consists of Emergency Response, Training, and the Office of Emergency Preparedness (OEP).

The Emergency Response Division provides fire suppression, rescue operations, medical response, and all hazard mitigation. Additionally, this division creates training plans, and arranges and delivers training for all SFD personnel.

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

# Fiscal Year 2025 Budget and Program Summaries

## FIRE DEPARTMENT

### Program Summaries

#### Fire Prevention

<b>Prevention</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	1,579,067	1,524,262	1,650,050
FTEs	16.0	16.0	16.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Percentage of investigated fires whose cause was determined	91%	92%	95%
Average monthly inspections	371	396	400
Average monthly public education presentations	20	19	18
Maintain collection rate	98%	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 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 2025 Budget and Program Summaries

## FIRE DEPARTMENT

### Program Summaries

#### Administration

<b>Administration</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	986,917	952,664	1,031,281
FTEs	9.0	10.0	10.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Successfully apply for and obtain grants or corporate donations	3	3	3
Policies and Procedures revised or created	11	8	12
Number of new firefighters hired	15	6	12

Citywide Strategic Priority: Public Safety

#### Highlights

This program includes the Administration and Public Information divisions and is responsible for providing leadership, command, and control, along with support to the Department’s line divisions. Administration includes the department’s senior command structure of the Fire Commissioner, Deputy Chief, and Director of Finance and Administration as well as administrative support. The Administration Bureau supports the mission of the Department by managing administrative policies and procedures and providing a consistent single point of contact for emergency coordination and public information. This division also provides information technology (IT) support to the SFD.

# Fiscal Year 2025 Budget and Program Summaries

## FIRE DEPARTMENT

### Program Summaries

#### Repair

Repair	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	690,842	666,865	721,897
FTEs	7.0	7.0	7.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
To repair & perform maintenance of equipment in less than 48 hours	90%	91%	100%
Perform at least 10 monthly services on front line apparatus	11	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 2025 Budget and Program Summaries

FIRE DEPARTMENT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>PIO</b>			
Personnel Services	-	(19,323)	-
<b>Operations Bureau</b>			
Personnel Services	(193,752)	1,590,041	(780,977)
Safety Items	(23,000)	-	-
Various OTPS Items	(24,500)	-	-
<b>Prevention</b>			
Personnel Services	(16,773)	-	-
OTPS	(5,000)	-	-
<b>Administration</b>			
Personnel Services	(15,606)	-	-
Natural Gas	2,940	35,803	-
Repair & Maintenance - Office Equip.	(500)	-	-
Repair & Maintenance - Networks	(2,000)	-	-
Rental - Equipment	-	-	(119,765)
Out-of-State Travel	(3,000)	-	-
Various OTPS Items	(3,100)	-	-
<b>Repair</b>			
Personnel Services	(9,786)	(8,202)	-
Repair & Maintenance - Equipment	(10,000)	-	-
Other Supplies	(21,500)	-	-
Gasoline and Diesel	36,000	-	-
<b>Arson</b>			
Personnel Services	-	(26,534)	-
<b>Emergency Preparedness</b>			
Personnel Services	-	20,000	-
<b>Total Adjustments</b>	<b>(289,577)</b>	<b>1,591,785</b>	<b>(900,743)</b>

**Notes**

- ◆ Personnel Services: Decrease \$780,977
  - ◇ Decrease based on historical spending.
- ◆ OTPS: Decrease \$119,765
  - ◇ Decrease based on lease payment adjustment.



# Fiscal Year 2025 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.

### FY24 Department Highlights

SEC continued to provide the highest level of services to the citizens, visitors and public safety responders of Springfield throughout FY24. Despite another difficult year for hiring and retention, our dedicated 911 leaders and professionals have risen to the challenge again and served their community with pride and dedication.

Our new Computer Aided Dispatch (CAD) and Records Management System (RMS) has been selected, with a projected completion of March 2024 for Fire dispatch, November 2024 for Police dispatch and RMS. This achievement signifies the end of a multi-year, multi-division project that will transform the way in which we process 911 calls within the City.

SEC continues to collaborate with local 911 centers and the State 911 department to provide training opportunities and to troubleshoot common issues, partnering with Fire Prevention and Community Policing to increase community outreach and education – 16 outreach events were attended by SEC in 2023, a trend that will increase as we head into FY25.

The staffing of an additional QA/FOIA Analyst, five Dispatcher II's and five additional certified training officers continued to demonstrate that SEC is center that promotes career growth and excellence. Our QA Analysts performed in excess of 270 QA reviews in 2023, a 10% increase on 2022; their plan is to greatly increase this number in the coming year to provide a proactive approach to quality management within the center. SEC's new hire academy continues to be run in a blended online and in person training environment, and has ensured there was no loss of new-hire or continuing education opportunities despite a continued lack of in-person training classes.

SEC answered 132,826 emergency 9-1-1 calls in 2023 and 161,791 in-bound non-emergency calls. The Police Discipline handled 245,855 total calls for service in 2023, and the Fire Discipline handled 21,516 total calls for service – another 11% increase in fire related calls from 2023, the third consecutive year that we have seen this increase. SEC processed 3555 requests for electronic information, 13% higher than 2022, a number that consistently increases in excess of 10% year on year. Additionally, ten new telecommunicators have been hired in FY24 to date, to fill vacant positions within both the Police and Fire disciplines. The department continues to meet and exceed mandated 9-1-1 call answer time regulations as required by Mass General Law.

### FY25 Budget Highlights

- ◆ Funds 55.0 FTEs: 46 Public Safety Dispatchers, 4 Operations Supervisors, and 5 Administrative personnel.
- ◆ Continued funding for all contractual software & maintenance agreements, including Smart911, Guardian Tracking, CritiCall, Frontline, and PowerDMS.
- ◆ Funds required maintenance of the Uninterrupted Power Supply (UPS) battery back up system.
- ◆ Continued funding for outreach and appreciation to increase retention.
- ◆ Funds continued professional maintenance and cleaning of dispatch.
- ◆ Provides funding for all necessary trainings for both administrative personnel and dispatchers, along with all contractually-obligated uniform and clothing requirements.

#### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	1,856,623	2,079,457	2,085,203	5,745	0.3%
OTPS	141,085	173,467	187,930	14,462	8.3%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,997,708</b>	<b>2,252,925</b>	<b>2,273,132</b>	<b>20,208</b>	<b>0.9%</b>

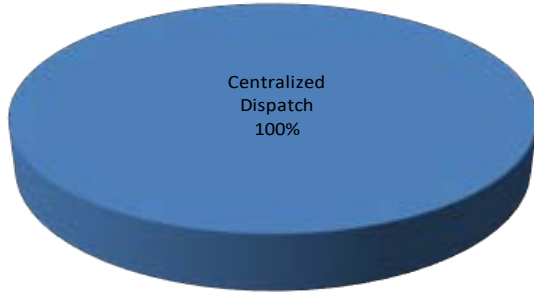
#### Department Staff

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	55.0	55.0	55.0	-	0.0%
<b>Total FTEs</b>	<b>55.0</b>	<b>55.0</b>	<b>55.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 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	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Centralized Dispatch	1,707,127	1,993,283	2,273,132	279,849	63.4%
<b>Total General Fund Expenditures</b>	<b>1,997,708</b>	<b>2,252,925</b>	<b>2,273,132</b>	<b>20,208</b>	<b>63.4%</b>
<b>Total External Funds Expenditures</b>	<b>791</b>	<b>665,987</b>	<b>1,314,177</b>	<b>648,190</b>	<b>36.6%</b>
<b>Total All Funds Expenditures</b>	<b>1,998,499</b>	<b>2,918,912</b>	<b>3,587,309</b>	<b>668,397</b>	<b>100.0%</b>

### Revenue Summary

This department does not produce any revenue.

# Fiscal Year 2025 Budget and Program Summaries

## EMERGENCY COMMUNICATIONS

### All Funds Expenditure Detail

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	1,856,623	2,079,457	2,085,203	5,745	0.3%
OTPS	141,085	173,467	187,930	14,462	8.3%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,997,708</b>	<b>2,252,925</b>	<b>2,273,132</b>	<b>20,208</b>	<b>0.9%</b>
External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Grant Funds	791	665,987	1,314,177	648,190	97.3%
<b>Total External Funds</b>	<b>791</b>	<b>665,987</b>	<b>1,314,177</b>	<b>648,190</b>	<b>97.3%</b>
<b>All Funds Budget</b>	<b>1,998,499</b>	<b>2,918,912</b>	<b>3,587,309</b>	<b>668,397</b>	<b>22.9%</b>

### All Funds Revenue Detail

Department Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
<b>Total Departmental Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
External Funding Sources	Type of Funding	Expiration Date	FY23 Actual	FY24 Available	FY25 Projected
FY23 Telecommunication Emergency	Grant	11/30/2023	791	9,112	
State 911 Support & Incentive Grant	Grant	6/30/2024	-	470,197	1,100,000
State 911 Training & EMD Grant	Grant	6/30/2024	-	172,743	200,000
TERT- State 911 Tert Grant FY24-FY26	Grant	6/30/2026	-	13,935	14,177
<b>Subtotal FY25 Anticipated Grant Funds</b>			<b>791</b>	<b>665,987</b>	<b>1,314,177</b>
<b>Subtotal Other Funding</b>			<b>-</b>	<b>-</b>	<b>-</b>

# Fiscal Year 2025 Budget and Program Summaries

## EMERGENCY COMMUNICATIONS

### Program Summaries

#### Centralized Dispatch Services

Centralized Dispatch	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	1,998,499	2,918,912	3,587,309
FTEs	55.0	55.0	55.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
Percentage of 9-1-1 calls to be answered in no more than ten seconds in normal peak operating periods	91.9%	92.6%	93.5%
Average 9-1-1 QA/QI score	81.1%	79.6%	85%
Percentage of 9-1-1 calls reviewed in the department's QA/QI process	<0.1%	<0.1%	<0.1%

**Citywide Strategic Priority: Public Safety**

### Highlights

#### Deputy Director

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

#### Operations

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

#### Quality Assurance

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

#### Training

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

# Fiscal Year 2025 Budget and Program Summaries

## EMERGENCY COMMUNICATIONS

### FY25 Budget Adjustments

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Centralized Dispatch</b>			
Grant Offset	(992,816)	(992,816)	(1,100,000)
Salaries & Wages	137,527	-	(42,055)
Allowance	500	-	-
Rep. & Maint. Equipment	-	6,500	-
Seminars	(5,000)	5,000	-
Software	(5,420)	1,621	(7,881)
Uniform/Clothing	4,000	-	-
In-State Travel	(1,000)	-	-
Out-of-State Travel	(2,500)	-	-
Supplies & Operations	-	-	-
<b>Total Adjustments</b>	<b>(864,709)</b>	<b>(979,695)</b>	<b>(1,149,937)</b>

### Notes

- ◆ Personnel Services: Decrease \$1,142,055
  - ◇ Decrease based on Support & Incentive grant offset and salary adjustments.
- ◆ OTPS: Decrease \$7,881
  - ◇ Decrease based on historical spending.

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# Section 8

## Public Works

### Division



### Mission Statement

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

Fiscal Year 2025: All Funds Budget and Revenue Overview

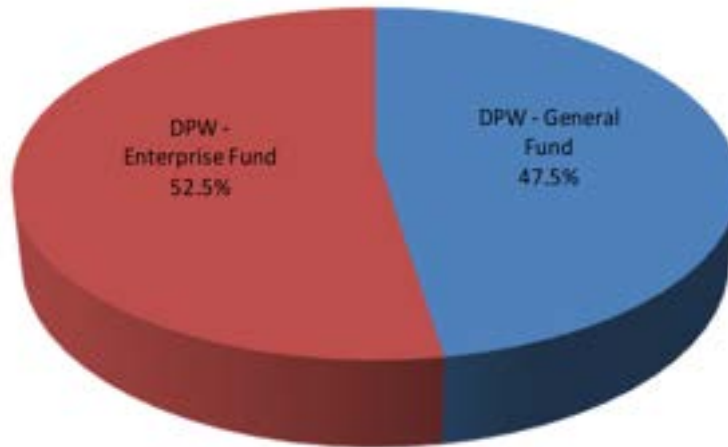
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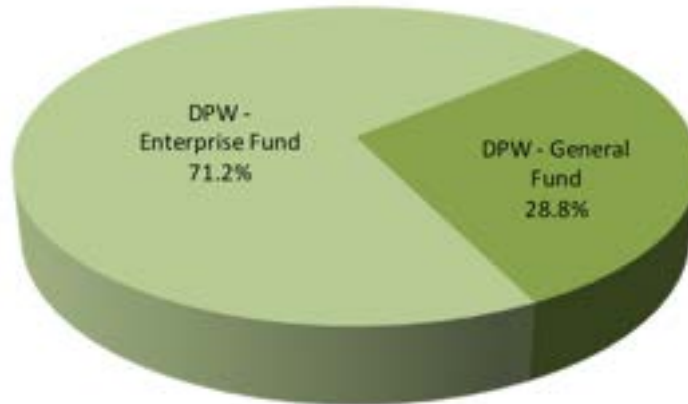
# Fiscal Year 2025: All Funds Budget and Revenue Overview

## Public Works Division



FY25 Recommended Budget Public Works Division						
	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Adopted	% Change from FY24 Revised
DPW - General Fund	11,530,313	12,469,901	12,469,901	12,436,838	-0.3%	-0.3%
DPW - Enterprise Fund	12,237,327	13,428,223	13,428,223	13,755,243	2.4%	2.4%
<b>Total</b>	<b>23,767,640</b>	<b>25,898,124</b>	<b>25,898,124</b>	<b>26,192,081</b>	<b>1.1%</b>	<b>1.1%</b>

## Revenue Overview



Division / Department	FY25 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY25 Total Revenue
DPW - General Fund	326,000	-	5,242,228	-	-	5,568,228
DPW - Enterprise Fund	-	-	-	13,755,243	-	13,755,243
<b>Total</b>	<b>326,000</b>	<b>-</b>	<b>5,242,228</b>	<b>13,755,243</b>	<b>-</b>	<b>19,323,471</b>

## Fiscal Year 2025: All Funds Budget and Revenue Overview

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# Fiscal Year 2025 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.

### FY24 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.

- ◆ Completed the emergency repairs to the Abbe Brook Culvert following the September 11, flooding event.
- ◆ Completed the renegotiation of contracts for Trash, Recycling, Bulk, Condo and e-waste services
- ◆ Initiated the Design Process for the FHWA's SS\$ \$15 million award for Citywide Roadway Safety Improvements
- ◆ Resurfaced \$9.0 M worth of public roadways, private roadways and municipal parking lots.
- ◆ Initiated a \$900,000 million sidewalk improvement project
- ◆ Completed an update of the City's Complete Streets Prioritization Plan.
- ◆ Completed the update for the 5-year plan for replacement of City owned vehicles.
- ◆ Completed numerous Design and construction project in various City neighborhoods utilizing ARPA funds
- ◆ Initiated the design projects with MassDOT for:
  - North End Bridge Replacement
  - Armory St. Liberty St. Rotary Improvements
  - St. James Avenue Rail Road Bridge Replacement
  - St. James Ave. over Route 291 Bridge Replacement
  - Tapley St. over Route 291 Bridge Replacement
  - Putts Bridge (Route 21) Bridge Replacement
  - Carew St. & Dwight Street Intersection Improvements

### FY25 Budget Highlights

- ◆ Funding for 81.0 General Fund FTEs and 56.0 Enterprise Fund FTEs, an increase of 1.0 GF FTEs for a construction intern.
- ◆ Funding for the cost of recycling disposal, which the City began incurring in FY21.
- ◆ Continued funding for the Sidewalk Crew. Introduced in FY19, this crew has been highly successful in addressing citywide sidewalk repairs.
- ◆ Includes funding for all contractual OTPS obligations, including maintenance agreements, service agreements, and lease payments.

### Department Budget

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	4,592,671	5,340,654	5,412,232	71,578	1.3%
OTPS	6,937,641	7,129,247	7,024,606	(104,641)	-1.5%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>11,530,313</b>	<b>12,469,901</b>	<b>12,436,838</b>	<b>(33,063)</b>	<b>-0.3%</b>

<b>Enterprise Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	3,207,639	3,637,653	3,590,362	(47,291)	-1.3%
OTPS	9,029,688	9,790,570	10,164,880	374,311	3.8%
Capital	-	-	-	-	0.0%
<b>Total Enterprise Funds</b>	<b>12,237,327</b>	<b>13,428,223</b>	<b>13,755,243</b>	<b>327,020</b>	<b>2.4%</b>

### Department Staff

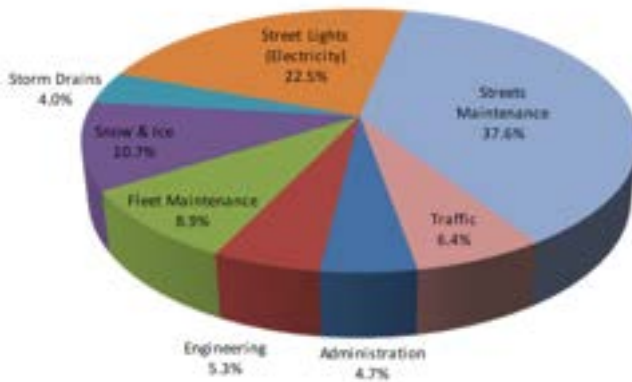
<b>Department FTEs</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
General Fund FTEs	80.0	80.0	81.0	1.0	1.3%
Grant FTEs	-	-	-	-	0.0%
Enterprise Fund FTEs	56.0	56.0	56.0	-	0.0%
<b>Total FTEs</b>	<b>136.0</b>	<b>136.0</b>	<b>137.0</b>	<b>1.0</b>	<b>0.7%</b>

# Fiscal Year 2025 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### Programs

**DPW Program Expenses**



**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**

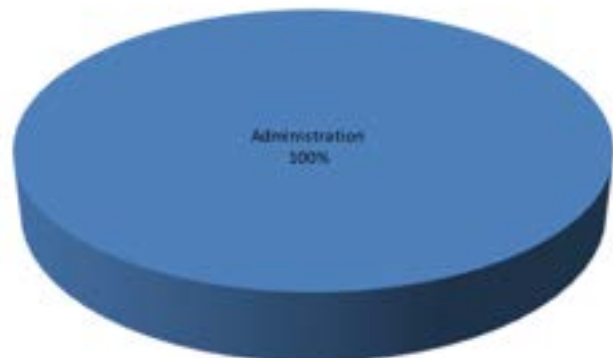
DPW Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Administration	606,549	641,674	666,937	25,263	4.7%
Engineering	1,062,424	1,230,803	1,333,308	102,504	5.3%
Fleet Maintenance	297,531	332,550	335,075	2,525	8.9%
Snow & Ice	1,522,227	1,591,250	1,591,250	-	10.7%
Storm Drains	571,703	656,000	663,325	7,325	4.0%
Street Lights (Electricity)	3,358,784	3,358,784	3,358,784	-	22.5%
Streets Maintenance	1,918,192	2,091,594	2,083,943	(7,652)	37.7%
Traffic	1,040,135	1,181,635	1,181,355	(280)	6.4%
<b>Total General Fund Expenditures</b>	<b>11,530,313</b>	<b>12,469,901</b>	<b>12,436,838</b>	<b>(33,063)</b>	<b>39.6%</b>
<b>Total External Funds Expenditures</b>	<b>17,334,724</b>	<b>39,119,152</b>	<b>18,997,471</b>	<b>(20,121,681)</b>	<b>60.4%</b>
<b>Total All Funds Expenditures</b>	<b>28,865,037</b>	<b>51,589,053</b>	<b>31,434,309</b>	<b>(20,154,745)</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$326,000**

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

**DPW Program Revenue**



### **Departmental Revenue - General Fund**

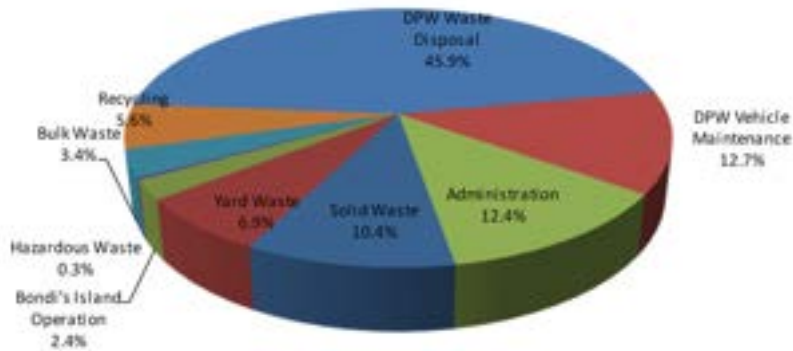
DPW Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Administration	273,225	326,000	326,000	-	100%
<b>Total Departmental Revenue</b>	<b>273,225</b>	<b>326,000</b>	<b>326,000</b>	<b>-</b>	<b>100%</b>

# Fiscal Year 2025 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### Programs

### Enterprise Fund Expenses



**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	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Solid Waste	1,407,413	1,436,683	1,434,355	(2,327)	10.4%
Yard Waste	648,225	882,170	953,222	71,052	6.9%
Bondi's Island Operation	339,605	325,104	325,783	679	2.4%
Hazardous Waste	27,838	57,500	46,000	(11,500)	0.3%
Bulk Waste	320,191	455,332	463,502	8,170	3.4%
Recycling	686,353	783,392	767,267	(16,125)	5.6%
DPW Waste Disposal	5,290,234	6,038,100	6,310,053	271,953	45.9%
DPW Vehicle Maintenance	1,885,217	1,743,498	1,743,454	(44)	12.7%
Administration	1,632,252	1,706,444	1,711,607	5,163	12.4%
<b>Total Enterprise Fund Expenditures</b>	<b>12,237,327</b>	<b>13,428,223</b>	<b>13,755,243</b>	<b>327,020</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$13,755,243**

◆ General Fund Supplement	\$8,078,917
◆ Trash Fees	\$3,150,000
◆ Miscellaneous Revenue	\$770,042
◆ Retained Earnings	\$265,284
◆ Trash Liens Redeemed	\$560,000
◆ Other Revenue (Recycling)	\$351,000
◆ Departmental Fees	\$260,000
◆ Departmental Fines	\$185,000
◆ Penalties & Interest	\$135,000

### Solid Waste Program Revenue



### Departmental Revenue - Solid Waste

Solid Waste Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Enterprise Fund Supplement	6,165,593	7,266,762	8,078,917	812,155	58.7%
Retained Earnings	897,265	714,461	265,284	(449,177)	1.9%
Solid Waste Revenue	5,265,315	5,447,000	5,411,042	(35,958)	39.3%
<b>Total Departmental Revenue</b>	<b>12,328,173</b>	<b>13,428,223</b>	<b>13,755,243</b>	<b>327,020</b>	<b>100%</b>

# Fiscal Year 2025 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### All Funds Expenditure Detail

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	4,592,671	5,340,654	5,412,232	71,578	1.3%
OTPS	6,937,641	7,129,247	7,024,606	(104,641)	-1.5%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>11,530,313</b>	<b>12,469,901</b>	<b>12,436,838</b>	<b>(33,063)</b>	<b>-0.3%</b>
External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Grant Funds	5,097,397	25,690,929	5,242,228	(20,448,701)	-79.6%
Enterprise/Revolving Funds	12,237,327	13,428,223	13,755,243	327,020	2.4%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>17,334,724</b>	<b>39,119,152</b>	<b>18,997,471</b>	<b>(20,121,681)</b>	<b>-51.4%</b>
<b>All Funds Budget</b>	<b>28,865,037</b>	<b>51,589,053</b>	<b>31,434,309</b>	<b>(20,154,745)</b>	<b>-39.1%</b>

### All Funds Revenue Detail

Department Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Departmental Fees	265,463	278,000	278,000	-	0.0%
Departmental Fines	183,275	190,000	190,000	-	0.0%
Enterprise Fund Supplement	6,165,593	7,266,762	8,078,917	812,155	11.2%
Miscellaneous Revenue	679,093	770,000	770,042	42	0.0%
Other Permits	245,275	300,000	300,000	-	0.0%
Penalties & Interest	28,170	30,000	30,000	-	0.0%
Penalties & Interest- Taxes	90,905	105,000	105,000	-	0.0%
Reimb For Prior Year Expend	2,225	-	-	-	0.0%
Retained Earnings	897,265	714,461	265,284	(449,177)	-62.9%
Sale Of Old Materials	7,484	3,000	3,000	-	0.0%
Trash Fees	3,121,706	3,150,000	3,150,000	-	0.0%
Trash Liens Redeemed	457,292	560,000	560,000	-	0.0%
Recycling Disposal Revenue	457,651	387,000	351,000	(36,000)	-9.3%
<b>Total Departmental Revenue</b>	<b>12,601,397</b>	<b>13,754,223</b>	<b>14,081,243</b>	<b>327,020</b>	<b>2.4%</b>
External Funding Sources	Type of Funding	Expiration Date	FY23 Actual	FY24 Available	FY25 Projected
MTG21 - 2020 MASS TRAILS GRANT FY21	Grant	6/30/2022	-	300,000	-
MSSSP - MASS DOT SHARED STREETS & SPACES PR	Grant	12/31/2022	-	12,023	-
WRRAP - FY22 SUPPLEMENTAL BUDGET- WINTER RO	Grant	9/30/2023	1,200,538	28,542	-
DMTCI - DISASTER MITIGATION TIFFANY CHANNEL	Grant	5/29/2024	7,946	33	-
MWPC - MASS WORKS-WEST ST/PLAINFIELD ST CO	Grant	6/30/2024	392,446	7,554	-
MTG23 - 2021 MASS TRAILS GRANT - HIGHLAND D	Grant	6/30/2024	4,500	500	-
TPG23 - TRANSPORTATION PLANNING GRANT-UNION	Grant	12/31/2024	-	203,700	-
TCGA3 - TRANSPORTATION CONSTRUCTION GRANT A	Grant	6/30/2025	-	966,667	-
SSR23 - SAFE STREETS AND ROADS FOR ALL	Grant	9/30/2025	-	14,812,800	-
AMTRK - RIVERFRONT PARK MAIN ENTRANCE IMPRO	Grant	3/8/2027	-	2,934,000	-
32922 - MHD CHAPTER 90 FUNDS FY22	Grant	6/30/2027	942,901	506,148	-
32923 - MHD CHAPTER 90 FUNDS FY23	Grant	6/30/2027	2,549,067	234,145	-
32924 - MHD CHAPTER 90 FUNDS FY24	Grant	6/30/2027	-	4,042,588	-
32925 - MHD CHAPTER 90 FUNDS FY25	Grant	6/30/2027	-	-	3,600,000
FY24-MHD Fair Share Funds - Chapter 90 Account	Grant	6/30/2027	-	1,642,228	-
FY25-MHD Fair Share Funds - Chapter 90 Account	Grant	6/30/2027	-	-	1,642,228
<b>Subtotal FY25 Anticipated Grants</b>			<b>5,097,397</b>	<b>25,690,929</b>	<b>5,242,228</b>
<b>Subtotal Other Funds</b>					
<b>Total External Funds</b>			<b>5,097,397</b>	<b>25,690,929</b>	<b>5,242,228</b>

Fiscal Year 2025 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

**Program Summaries**

**Administration**

<b>Administration</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	606,549	641,674	666,937
FTEs	7.0	7.0	6.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Number of neighborhood meetings attended by DPW	5	5	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 Administration Division is responsible for department-wide human resources, budgeting, financial oversight, payroll processing, accounts payable and receivable, contract administration, public relations, information technology, and ensuring that employee training and professional requirements are met.

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

Fiscal Year 2025 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

**Program Summaries**

**Engineering**

<b>Engineering</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	1,062,424	1,230,803	1,333,308
FTEs	14.0	14.0	15.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Miles of roads paved	8	9	9
Number of streets	670	670	670
Percentage of streets analyzed	33%	33%	33%

**Citywide Strategic Priorities Supported:** Healthy Neighborhoods; Fiscal and Operational Excellence

**Highlights**

Under the direction of the City Engineer, this Division provides project management for the design, permitting and construction of roadway and utility capital projects, pavement management, water resources engineering for flood protection systems, dams and drainage systems, issuance of right of way permits, maintenance of infrastructure records, and compliance with Federal and State regulations.

This Division is responsible for conducting site plan reviews. They work closely with the Army Corps of Engineers regarding the Flood Protection Certification. They work with both Federal and State agencies to ensure compliance with storm water permitting regulations.

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

The Engineering Division secured grants for the Dwight Street safety improvement project of over \$900k Streets and a transportation planning grant for the Union and Maple Street project for \$250k through MA Gaming Commission. Roadway improvements were made utilizing the shared streets grant program. In an ongoing effort to make school zones safer, the DPW implemented upgrades to the pavement marking and signs utilizing the safe route grants of over \$1 million.

The City was awarded a federal highways safety grant for approximately \$15 million worth of infrastructure safety and roadway improvements. The Engineers are managing and reviewing design plans from consultants with construction anticipated to begin in the fall of 2024.

The Engineering Division also provides professional civil and environmental engineering technical support to various boards, City departments and public agencies. This Division is responsible for the issuance and oversight of excavation permits including the Dig Safe program within the City.



# Fiscal Year 2025 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### Program Summaries

#### Fleet Maintenance

<b>Fleet Division</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	297,531	332,550	335,075
FTEs	16.0	16.0	16.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Repair Work Orders Completed	5,952	2,420	5,750
Preventative Maintenance Work Orders Completed	487	301	450
State Safety Inspections Completed	346	192	350
Tire Repair Orders Completed	251	162	225
Auto Body Work Orders Completed	62	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.

DEPARTMENT OF PUBLIC WORKS

**Program Summaries**

**Traffic**

<b>Traffic Division</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	1,040,135	1,181,635	1,181,355
FTEs	9.0	9.0	9.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Percent of stop signs geocoded (replacement plan)	100%	100%	100%
Percent of stop signs repaired/replaced within 1-2 days	100%	100%	100%

**Citywide Strategic Priorities Supported:** Public Safety

**Highlights**

The Traffic Division is responsible for the maintenance and repair of the City’s 247 signalized intersections and 14 school-zone flashers. The division manufactures and installs all regulatory, warning, and guide signs. The division maintains 180 miles of pavement markings including crosswalks, and administers the accident recovery program for damages to City property. Additionally, this Division administers, in conjunction with Eversource, the maintenance of 14,000 city street lights. The division is also responsible for the maintenance of 17,000 Regulatory Signs (MUTCD) and for a significant number of non-regulatory signs. In FY23 the City received approval from MA DOT to use Chapter 90 funds to replace damaged street signs.

DEPARTMENT OF PUBLIC WORKS

**Program Summaries**

**Storm Drains**

<b>Storm Drains Division</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	571,703	656,000	663,325
FTEs	8.0	8.0	7.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Percentage of storm water outfalls inspected	25	15	30
Number of storm water outfalls inspected	92	48	115
Number of sweeps around bodies of water	2	2	2
Number of catch basins cleaned	868	484	868

**Citywide Strategic Priorities Supported:** Public Safety

**Highlights**

This Division maintains the City’s storm drain system. The Storm Drain Division follows the best management practices under the National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water General Permit. Under this permit this subdivision “must have an operation and maintenance plan to ensure that the systems function as designed for all storm-water management systems.” The Storm Drains Division estimates that there are approximately 22,565 catch basins, 6,100 manholes, 386 outfalls, 24 separate drainage basins, and a significant number of miles of storm drainage pipe of various sizes throughout the city.

The Division consists of six (6) maintenance personnel divided into two (2) crews. The first crew consists of two (2) employees and a jet/vacuum machine to clean catch basins while the second crew utilizes the four (4) remaining employees for catch basin repair. Additional activities include washout repairs and facility inspections. This Division is also responsible for yearly maintenance of Springfield’s Flood Protection System as mandated by the Army Corps of Engineers.

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

# Fiscal Year 2025 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### Program Summaries

#### Street Maintenance

<b>Street Services</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	1,918,192	2,091,594	2,083,943
FTEs	26.0	26.0	28
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Response time to pot hole complaints (days)	2 Days	2 Days	2 Days
DPW average response time to snow complaints (based on 24 hour days)	>4 Hours	>4 Hours	> 4 Hours
Number of city drivers available for snow operations	32	32	32
Yards of streets milled and paved by DPW (sq. yards)	N/A	N/A	N/A
Number of times the streets have been swept	2.5	2.5	2.5

**Citywide Strategic Priorities Supported:** Public Safety

### Highlights

The Street Service Division maintains 1,100 lane miles of roads, 600 miles of sidewalks and is responsible for fifteen (15) bridges. The Street Maintenance Division’s core services include roadway repair, asphalt patching, street sweeping, support to the Storm Water Division, and response to snow & ice events. The Street Maintenance Division is responsible for maintaining and patching existing public sidewalks citywide.

In Fiscal Year 2024, the street sweeping program expects to sweep the entire City twice and the Central Business District streets once per week. 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 110 hired plows.

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

# Fiscal Year 2025 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### Program Summaries

#### Solid Waste

<b>Solid Waste</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	12,237,327.02	13,428,223	13,755,243
FTEs	56.0	56.0	56.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Complaints for Missed Collection Resolved	100%	100%	100%
Total Trash Tonnage	44,236	28,246	47,700
Recycling Rate	31%	31%	33%
Gallons of hazardous waste collected	4,500	2,500	4,500
Total "Bulk" Tonnage	805	357	850

**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 FY24, the DPW / Solid Waste Division received \$71,500 in grant funds from MA DEP.

Fiscal Year 2025 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

**FY25 Budget Adjustments**

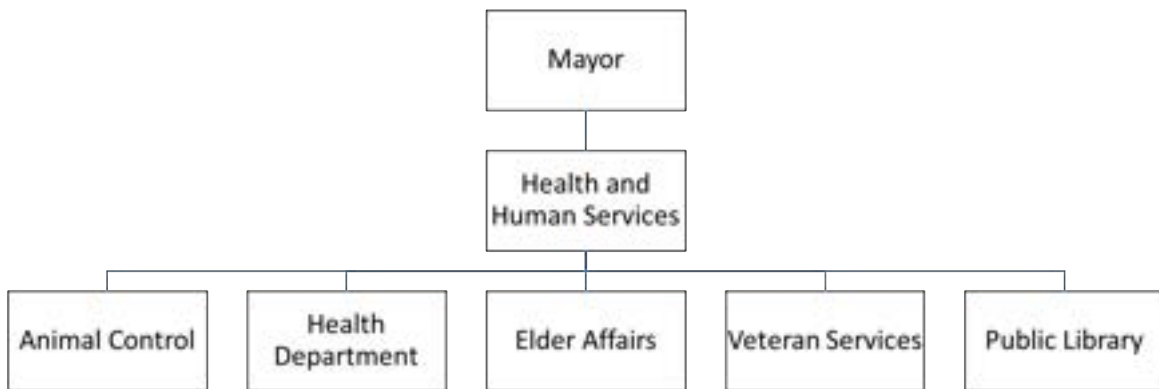
<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Engineering</b>			
Personnel Services	(86,594)	-	
OTPS	7,664	-	(17,500)
<b>Administration</b>			
Personnel Services	-	-	
OTPS	6,462	-	
<b>Fleet Maintenance</b>			
Personnel Services	-	3,300	
OTPS	(529,026)	(600,000)	(835,000)
<b>Snow &amp; Ice</b>			
Personnel Services	-	(7,000)	
OTPS	-	(2,500)	
<b>Traffic</b>			
OTPS	(25,000)	-	
<b>Storm Drains</b>			
OTPS	75,000	-	
<b>Streets Maintenance</b>			
OTPS	4,540	37,111	
<b>Street Lights</b>			
OTPS	25,000	-	
<b>Solid Waste</b>			
Personnel Services	5,587	(55,500)	(15,000)
OTPS	264,806	(493,091)	(520,044)
<b>Total General Fund Adjustments</b>	<b>(521,954)</b>	<b>(569,089)</b>	<b>(852,500)</b>
<b>Total Enterprise Fund Adjustments</b>	<b>270,393</b>	<b>(548,591)</b>	<b>(535,044)</b>

**Notes**

- ◆ \$852,500 decrease to General Fund OTPS due to software and leases being covered by alternate funding sources.
- ◆ \$535,044 decrease to Enterprise Fund Budget
  - ◆ \$15,000 decrease to overtime based on Union agreement that overtime can no longer be mandated.
  - ◆ \$520,044 decrease to OTPS based on vehicle leases being covered by alternate funding sources.

# Section 9

## Health & Human Services Division



### **Mission Statement**

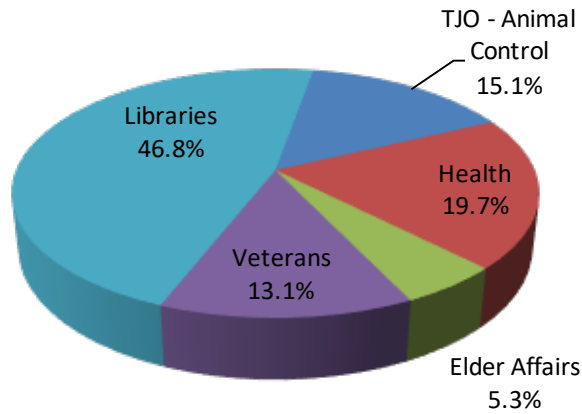
The Health and Human Services (HHS) Division serves to provide awareness of contemporary health issues, as well as, advocate for and provide health services to the citizens of Springfield.

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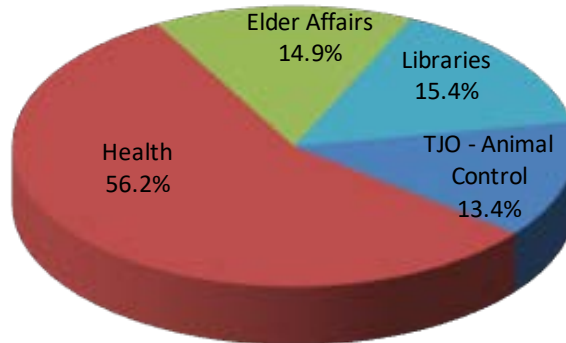
# Fiscal Year 2025: All Funds Budget and Revenue Overview

## Health & Human Services Division



FY25 Recommended Budget Health & Human Services Division						
	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Adopted	% Change from FY24 Revised
TJO - Animal Control	1,608,467	1,880,731	1,880,731	1,935,118	2.9%	2.9%
Health	1,800,736	2,389,582	2,389,582	2,518,191	5.4%	5.4%
Elder Affairs	609,575	674,599	674,599	678,174	0.5%	0.5%
Veterans	1,240,507	1,683,173	1,683,173	1,678,968	-0.2%	-0.2%
Libraries	5,347,107	5,931,669	5,931,669	5,990,426	1.0%	1.0%
<b>Total</b>	<b>10,606,392</b>	<b>12,559,754</b>	<b>12,559,754</b>	<b>12,800,875</b>	<b>1.9%</b>	<b>1.9%</b>

## Revenue Overview



Division / Department	FY25 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY25 Total Revenue
TJO - Animal Control	775,000	-	103,498	-	-	878,498
Health	557,500	-	3,119,702	-	-	3,677,202
Elder Affairs	-	-	975,687	-	-	975,687
Veterans	-	-	-	-	-	-
Libraries	25,000	-	983,000	-	-	1,008,000
<b>Total</b>	<b>1,357,500</b>	<b>-</b>	<b>5,181,887</b>	<b>-</b>	<b>-</b>	<b>6,539,387</b>

Health & Human Services

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# Fiscal Year 2025 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.

### FY24 Department Highlights

TJO plays an integral and multi-faceted role in the community. In addition to traditional animal care and control services, the TJO staff regularly provides guidance, information, and resources to animals and people in need, thereby reducing shelter intakes and strengthening the bond between animals and the people who love them. In the past year TJO has made a difference in the lives of animals and people as highlighted below:

The addition of a therapeutic laser to the TJO veterinary clinic has improved the quality of care to every animal in the shelter. This piece of equipment rejuvenates cells for faster healing following surgical procedures. Working with the Foundation for TJO Animals, we were able to purchase Kuranda beds for every kennel in the shelter for both dogs and cats. Kuranda beds provide orthopedic support, are comfortable, and easy to clean.

Officer Rondinello has taken a lead role in emergency planning for the shelter and animal control department. She has participated in many trainings across the state to ensure that TJO is trained and ready with current protocols involving disasters or emergencies. She is now a licensed technician for the ham radio and will be the operator for MEMA region three.

TJO continued to partner with other organizations to ensure that each animal entering our care has access to the best treatments medically and behaviorally. Partnerships with the MSPCA, Second Chance, and Dakin Humane Society enable us to maximize resources for each animal entering our care.

TJO has continued to provide the Moms fixed free program for citizens with pregnant cats and dogs, helping them to take control of the animal population crises in their own homes and enabling them to keep a manageable number of animals. TJO continued to provide TNR services to the community, helping to control the community cat population which also helps to reduce disease risk and nuisance behavior in neighborhoods.

The Foundation for TJO Animals continues to provide grant funding to offset veterinary salaries, medical care, specialty surgeries, rehabilitation, enrichment supplies, and more. In October, they hosted the first annual Jack Rome Memorial 5K. The shelter benefitted greatly from this wonderful community event and looks forward to this being an annual event.

### FY25 Budget Highlights

- ◆ Funds 21.5 General Fund FTEs, increased 0.5 FTE from Grant funded FTEs over FY24 due to a departmental reorganization.
- ◆ Level Service OTPS for Animal Care services and Admin & Operations services.

### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	791,165	1,014,845	1,063,270	48,426	4.8%
OTPS	817,302	865,886	871,847	5,961	0.7%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,608,467</b>	<b>1,880,731</b>	<b>1,935,118</b>	<b>54,387</b>	<b>2.9%</b>

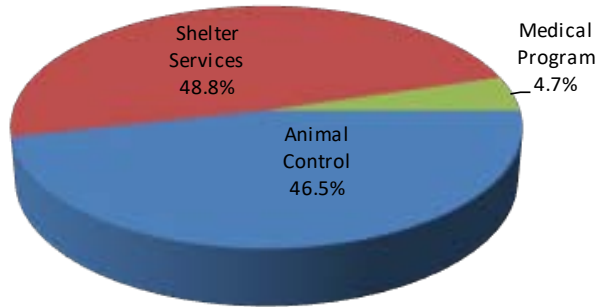
### Department Staff

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	15.5	21.0	21.5	0.5	2.4%
Grant FTEs	4.0	0.5	-	(0.5)	-100.0%
<b>Total FTEs</b>	<b>19.5</b>	<b>21.5</b>	<b>21.5</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 Budget and Program Summaries

## THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

### Program Expenses



### Program Summaries

**Animal Control Services**—Provides 24/7 animal control services to the cities of Springfield, Chicopee and Holyoke, giving top-priority to calls regarding at-large aggressive animals, ill or injured animals, animal bite cases, assisting law enforcement agencies, and retrieving free-roaming animals.

**Adoption Center Services**— Operating out of an 18,000 square foot facility, provides a safe haven for lost, stray, abandoned and surrendered animals. Animal Welfare Specialists implement best practices as they provide effective and compassionate care to every animal.

**Medical Program**— Provides diagnostic, medical treatment, surgical intervention, and wellness to 2,500+ animals each year. The Veterinary team treats traumatic injuries, contagious diseases, fractures and bite wounds.

### Program Budgets

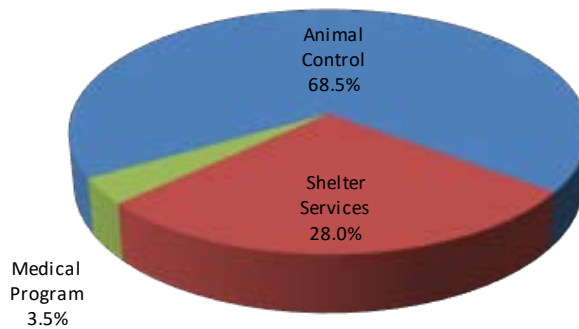
	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
<b>Program Expenses</b>					
Animal Control	748,124	914,629	948,193	33,564	46.5%
Shelter Services	785,531	960,361	995,603	35,242	48.8%
Medical Program	74,812	91,463	94,819	3,356	4.7%
<b>Total General Fund Expenditures</b>	<b>1,608,467</b>	<b>1,880,731</b>	<b>1,935,118</b>	<b>54,387</b>	<b>94.9%</b>
<b>Total External Funds Expenditures</b>	<b>-</b>	<b>85,722</b>	<b>103,498</b>	<b>17,776</b>	<b>5.1%</b>
<b>Total All Funds Expenditures</b>	<b>1,608,467</b>	<b>1,966,453</b>	<b>2,038,616</b>	<b>72,163</b>	<b>100%</b>

### Program Revenue

#### Revenue Summary

**TOTAL REVENUE: \$775,000**

- ◆ Adoption Program - \$530,875
- ◆ Shelter Services - \$217,000
- ◆ Medical Fees - \$27,125



### Departmental Revenue

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
<b>Program Revenue</b>					
Animal Control	446,353	530,875	530,875	-	68.5%
Shelter Services	182,451	217,000	217,000	-	28.0%
Medical Program	22,806	27,125	27,125	-	3.5%
<b>Total Departmental Revenue</b>	<b>651,610</b>	<b>775,000</b>	<b>775,000</b>	<b>-</b>	<b>100%</b>

Fiscal Year 2025 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	791,165	1,014,845	1,063,270	48,426	4.8%
OTPS	817,302	865,886	871,847	5,961	0.7%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,608,467</b>	<b>1,880,731</b>	<b>1,935,118</b>	<b>54,387</b>	<b>2.9%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	85,722	103,498	17,776	20.7%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>85,722</b>	<b>103,498</b>	<b>17,776</b>	<b>20.7%</b>
<b>All Funds Budget</b>	<b>1,608,467</b>	<b>1,966,453</b>	<b>2,038,616</b>	<b>72,163</b>	<b>3.7%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Departmental Fees	651,610	775,000	775,000	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>651,610</b>	<b>775,000</b>	<b>775,000</b>	<b>-</b>	<b>0.0%</b>
<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>
<b>TJO VETERINARIAN FY24</b>	GRANT	6/30/2024	-	40,000	<b>52,000</b>
<b>VET TECH I FY24</b>	GRANT	6/30/2024	-	17,440	<b>23,216</b>
<b>VET TECH II FY24</b>	GRANT	6/30/2024	-	28,282	<b>28,282</b>
<b><i>Subtotal FY25 Anticipated Grants</i></b>			<b>-</b>	<b>85,722</b>	<b>103,498</b>
<b><i>Subtotal Other Funding</i></b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Total External Funds</b>			<b>-</b>	<b>85,722</b>	<b>103,498</b>

# Fiscal Year 2025 Budget and Program Summaries

## THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

### Program Summaries

#### Animal Control

<b>Animal Control</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	748,124	914,629	948,193
FTEs	8.0	10.0	10.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
<b><i>Enhance public health and safety by improving the overall quality of life for the residents and animals of Springfield</i></b>			
# of field calls ACOs responded to	5,634	3,361	5,650
# of community/feral cats TNR (Trap/Neuter/Return)	77	31	100
# of free roaming animals impounded	2,281	1,471	2,000
# of cruelty complaints & bites investigated	840	473	800

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

### Highlights

The animal control department at TJO consists of six full time animal control officers (ACOs) and one animal control supervisor who are all certified by the Massachusetts Animal Control Officers Association, as well as the Massachusetts Animal Fund Officer Training Program. Additionally, three of the ACOs and the supervisor are certified through the Animal Control Officers Association of Massachusetts Academy. The animal control department provides professional, knowledgeable field services 24/7 for a population of nearly 250,000 throughout a 78 square mile area. Beginning in FY24, there has been an ACO on duty in the building overnight, 5 nights of the week, reducing the response time for overnight high priority calls. Daily and weekly reports continue to show near 100% compliance for response times to all priority calls. Animal control officers are a presence in every neighborhood; responding to a vast variety of animal related field calls and providing thorough follow-ups for potentially dangerous or nuisance dogs, as well as ensuring humane care standards are met for animals. TJO ACO's continue to be leaders in best field practices, actively participating in trap-neuter-return programs for feral and community cats and participating in C3 community policing meetings. The harm reduction approach to animal care and control has made self-reporting continue to flourish. These efforts have resulted in an increase in the number of marginally cared for dogs TJO has been able to assist. Further, ACOs attempts to field return animals has helped reduce the shelter population while improving public perception of animal control. Moving forward, TJO hopes to have Best Friends Field Services visit to discuss additional harm reduction techniques, and the potential of stepping away from the punitive aspects of animal control. Collaborative efforts between the Dakin Humane Society, Second Chance Animal Services, the MSPCA and others have increased our ability to help our community with surrenders and veterinary care. These services continue to be difficult to access and costly. We continue to see numerous marginally cared for animals but have been able to build trust within the community so that they are reaching out for help for these animals.

# Fiscal Year 2025 Budget and Program Summaries

## THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

### Program Summaries

#### Shelter Services

Shelter Services	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	785,531	960,361	995,603
FTEs	10.5	10.5	10.5
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
<i>Provide services to reduce harm and increase quality of life for people and animals</i>			
# of animals placed in foster program	735	408	700
# of animals receiving shelter and care at Center	3,918	2,630	3,800

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

#### Highlights

TJO is an organization that is making a difference in the lives of animals and people on a daily basis. TJO continues to be open by appointment seven days a week. We have begun to transition toward normal open adoption center hours to better serve our community. In addition to being very popular for pet adoptions throughout New England and the Northeast, TJO Adoption Center services include sheltering and disposition of both found and owner surrendered animals; reclaims; dog licensing; directory and liaison to many outside humane and human organizations; MA Animal Fund spay/neuter provider; quarantine housing; temporary emergency pet housing; medical services for ACO referred low-income residents; pet food and; feral and community cat TNR. Adopted animals are vaccinated, microchipped, spayed/neutered, canine heartworm or feline leukemia virus tested, and licensed when applicable.

Veterinary care has become inaccessible to many in our community due to a veterinary shortage and skyrocketing costs. As a result, animals are suffering in our community. As our communities began to deal with the financial fallout of the COVID pandemic and the end of the eviction moratorium, the shelter began to receive more and more phone calls from owners trying to surrender pets. More “stray” dogs are being turned in or tied out. Crates abandoned at the door or in the park with kittens or puppies. We receive calls daily from people looking to surrender because they lost their housing, their pets have medical/behavior issues, or simply unable to keep their pets.

Animal Welfare Specialist regular duties go far beyond direct animal care (sanitation and feeding). AWS daily responsibilities also involves multifaceted customer care as well as complex medical and behavioral care. AWS have an extensive skill set in order track daily behaviors and medical conditions, administer medications, and safely handle and care for dangerous animals. Additionally, they must have the emotional fortitude to care for the many animals in care that have suffered neglect and acts of cruelty. Helping pet owners in crisis is commonplace. Individuals and families are often forced to relinquish their pets for adoption or in some cases for humane euthanasia. Others come to reclaim their pets and are frequently hostile and angry when faced with animal care costs and citations for city ordinance violations.

In FY24 TJO was able to add another management level position to the shelter team. The operations manager position helps to ensure adherence to state and local regulations, management of shelter, animal control, and veterinary staff and adherence to best practices in each area. The position is newly filled and we look forward to the growth this will bring to the organization.

Volunteers historically provide an average of 1,000 hours of service each month in many areas of operations, such as greeting, matchmaking, cleaning/disinfecting, veterinary assistance, housekeeping, maintenance, special events, animal transport, animal training and enrichment, animal foster care, website updates, telephones, photography, volunteer training and much more.

# Fiscal Year 2025 Budget and Program Summaries

## THOMAS J. O’CONNOR ANIMAL CONTROL & ADOPTION CENTER

### Program Summaries

#### Medical Program

Medical Program	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	74,812	91,463	94,819
FTEs	1.0	1.0	1.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
<i>Provide medical services to increase health and welfare and reduce spread of contagious</i>			
# of surgical procedures performed	1,094	731	1,000

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

#### Highlights

In FY24, TJO was able to add a veterinary clinic coordinator position to the veterinary team. This position will help to maximize efficiency in the clinic, provide appropriate support for the veterinarian and continue to ensure the highest quality of care for animals at TJO.

TJO’s veterinarian recently resigned and we are currently looking to fill the position. We anticipate that this will be difficult, given the state of veterinary medicine. There is a shortage of veterinarians across the nation and in consulting with colleagues at partner organizations, everyone is struggling with access to veterinary care.

TJO has contracted with a part time vet, a veterinary technician and our former veterinarian will continue to contract for a half day each week. We continue to explore options for filling in the gaps with relief vets until a permanent solution can be found. TJO’s team provides diagnostic, treatment, wellness, and surgical intervention as medically necessary to prevent suffering, maintain health, and restore functioning to animals in our care. Additionally, they regularly treat animals brought in through Animal Control with traumatic injuries. Our contract with NEVCCC (24 emergency care facility) ensures that care is always available for animals in need.

The Foundation for TJO Animals provides grant funding to offset the veterinary salaries for the clinic coordinator, the veterinarian and the veterinary technician. Their support has also enabled the purchase of the radiology machine which has been a game changer in helping to quickly diagnose issues with animals in the shelter. This fiscal year they have also purchased a therapeutic laser which has added healing and pain management benefits to their repertoire.

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



Fiscal Year 2025 Budget and Program Summaries

THOMAS J. O’CONNOR ANIMAL CONTROL & ADOPTION CENTER

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Administrative Services</b>			
Personnel Services	(6,078)	71,000	(52,000)
OTPS	(10,414)	6,530	(12,150)
<b>Animal Care</b>			
Personnel Services	(2,040)	123,871	(51,498)
OTPS	-	(4,270)	(1,000)
<b>Total Adjustments</b>	<b>(18,532)</b>	<b>197,131</b>	<b>(116,648)</b>

**Notes**

- ◆ Administration Services
  - ◇ \$52,000 decrease in Personnel Services due to TJO Foundation offsets.
  - ◇ \$12,150 decrease in OTPS due to historical spending.
  
- ◆ Animal Control
  - ◇ \$51,498 decrease in Personnel Services due to TJO Foundation offsets.
  - ◇ \$1,000 decrease in OTPS due to historical spending.

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# Fiscal Year 2025 Budget and Program Summaries

## HEALTH DEPARTMENT

### Mission

The Mission of the Springfield Department of Health and Human Services Department is to promote physical and mental health, control communicable diseases, prevent injury and disabilities, and develop policies, regulations and to enforce the regulations that govern boards of health under Massachusetts General Laws Chapter 111.

### FY24 Department Highlights

For the past three years, the Department of Health and Human Services (SDHHS) has shifted our work and mission to respond to the COVID-19 pandemic. Our work has been severely impacted and our staff was pressed into playing multiple roles in order to respond. Despite the shortage, our staff kept the Public Health work for the City of Springfield moving forward as well as responding to the public requests for support due to the pandemic. SDHHS continues to distribute Home Test Kits and offer vaccinations on a weekly basis. Springfield Department of Health and Human Service (SDHHS) has had chronic pervasive staffing needs. Our clerical staff has functioned with shortages and has kept our burial permit and environmental health units operational. Despite staffing shortages, our Nursing staff continue to respond to the residents.

SDHHS is the permitting entity for the Cannabis industry operating in the City of Springfield. In that, capacity the department has held virtual meetings with the companies who want to operate in the City of Springfield. The community host agreement (CHA) mandates that those companies who desire to do business in our city have an annual meeting. SDHHS has a position to assure compliance for these companies. The Offices of Racial Equity and Problem Gambling have worked tirelessly to advance the work of their prospective units.

Office of Problem Gambling developed coalition of problem gambling to increase engagement among community residents, community organizations about problem gambling and prevention Monitored local, State and National problem gambling data to inform and update local leaders and residents. Offered training to community-based organizations about mitigation of problem gambling in the City of Springfield, Organized trainings for the Community Health Worker (CHW) program and other groups working with Holyoke Community College (HCC). The Office of Problem Gambling continues to collaborate with the State Department of Public Health's Office of Problem Gambling.

### FY25 Budget Highlights

- ◆ Funds 30.6 General Fund FTEs, and 33.2 Grant FTEs; increase of 2.0 FTEs Community Health Worker and Grants Resource Manager .
- ◆ Level OTPS provides funding for:
  - ◇ Funds various programs targeted at improving the health & wellness of Springfield residents
  - ◇ Postage and Delivery for Public Health Informational Materials
  - ◇ Uniform/Clothing for Environmental Staff gear

### Department Budget

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	1,386,755	1,953,881	2,065,782	111,900	5.7%
OTPS	413,981	435,701	452,409	16,708	3.8%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,800,736</b>	<b>2,389,582</b>	<b>2,518,191</b>	<b>128,608</b>	<b>5.4%</b>

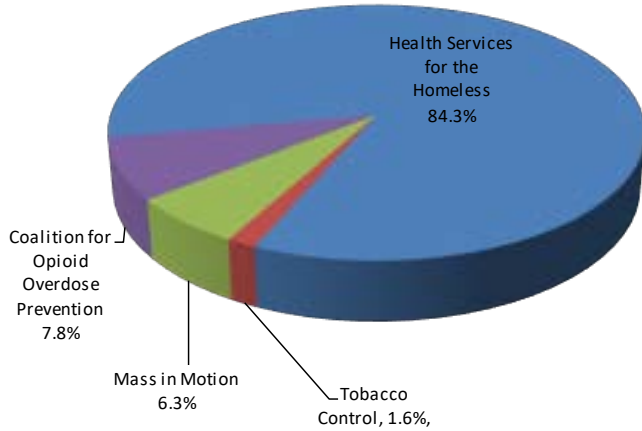
### Department Staff

<b>Department FTEs</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
General Fund FTEs	28.6	30.6	30.6	-	0.0%
Grant FTEs	31.2	31.2	33.2	2.0	6.4%
<b>Total FTEs</b>	<b>59.8</b>	<b>61.8</b>	<b>63.8</b>	<b>2.0</b>	<b>3.2%</b>

# Fiscal Year 2025 Budget and Program Summaries

## HEALTH DEPARTMENT

### Program Expenses



### Program Summaries

**Health Services for the Homeless** - provides direct health care, social services, advocacy and outreach to homeless persons at thirty two (32) sites throughout the City.

**Tobacco Control**- helping the residents of Springfield understand the hazards of tobacco smoke.

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

**Mass Heal**- to reduce opioid related deaths by 40% in a 12 month period.

### Program Budgets

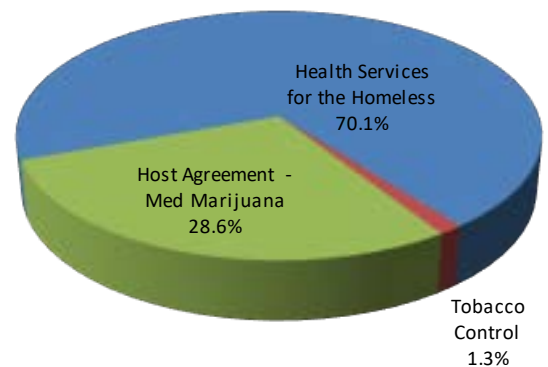
Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Health Services for the Homeless	1,875,361	3,050,035	4,754,210	1,704,176	84.3%
Tobacco Control	34,858	56,692	88,368	31,676	1.6%
Mass in Motion	139,432	226,768	353,473	126,705	6.3%
Prevention	174,290	283,460	441,841	158,381	7.8%
<b>Total General Fund Expenditures</b>	<b>1,800,736</b>	<b>2,389,582</b>	<b>2,518,191</b>	<b>128,608</b>	<b>44.7%</b>
<b>Total External Funds Expenditures</b>	<b>423,205</b>	<b>1,227,373</b>	<b>3,119,702</b>	<b>1,892,329</b>	<b>55.3%</b>
<b>Total All Funds Expenditures</b>	<b>2,223,941</b>	<b>3,616,956</b>	<b>5,637,893</b>	<b>2,020,937</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$557,500**

- ◆ Departmental Fees \$7,500
- ◆ Licenses and Permits \$450,000
- ◆ Fine and Forfeits \$100,000

### Program Revenue



### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Health Services for the Homeless	415,701	422,906	390,808	(32,099)	70.1%
Tobacco Control	7,709	7,843	7,248	(595)	1.3%
Host Agreement - Med Marijuana	169,601	172,541	159,445	(13,096)	28.6%
<b>Total Departmental Revenue</b>	<b>593,012</b>	<b>603,290</b>	<b>557,500</b>	<b>(45,790)</b>	<b>100%</b>

Fiscal Year 2025 Budget and Program Summaries

HEALTH DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	1,386,755	1,953,881	2,065,782	111,900	5.7%
OTPS	413,981	435,701	452,409	16,708	3.8%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,800,736</b>	<b>2,389,582</b>	<b>2,518,191</b>	<b>128,608</b>	<b>5.4%</b>
External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Grant Funds	423,205	1,227,373	3,119,702	1,892,329	154.2%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>423,205</b>	<b>1,227,373</b>	<b>3,119,702</b>	<b>1,892,329</b>	<b>154.2%</b>
<b>All Funds Budget</b>	<b>2,223,941</b>	<b>3,616,956</b>	<b>5,637,893</b>	<b>2,020,937</b>	<b>55.9%</b>

All Funds Revenue Detail

Department Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Departmental Fees	21,641	7,500	7,500	-	0.0%
Other Permits	416,292	370,000	450,000	80,000	21.6%
Departmental Fines	101,300	7,000	100,000	93,000	1328.6%
Host Agreement Med Marijuana	-	150,000	-	(150,000)	-100.0%
Host Agreement Rec Marijuana	53,779	68,790	-	(68,790)	-100.0%
<b>Total Departmental Revenue</b>	<b>593,012</b>	<b>603,290</b>	<b>557,500</b>	<b>(45,790)</b>	<b>-7.6%</b>

External Funding Sources	Type of Funding	Expiration Date	FY23 Actual	FY24 Available	FY25 Projected
AMERICAN RESCUE PLAN ACT FY21	GRANT	3/31/2024	176,574	191,869	-
COVID 19 CASE INVESTIGATION AND CON	GRANT	6/30/2024	245,830	257,365	-
HEALTH CARE FOR HOMELESS FY23	GRANT	1/31/2024	753,066	279,512	2,362,888
MASS CALL 3 FY24	GRANT	6/30/2024	-	127,376	250,000
FY24 PREVENTION IN EARLY CHILDHOOD	GRANT	9/30/2024	-	115,188	-
BRIDGE ACCESS PROGRAM	GRANT	12/31/2024	-	13,845	-
PROJECT BABY ORGANIZATION	GRANT	3/8/2025	801	3,699	-
MASS IN MOTION-COMMUNITY TRANSFORMA	GRANT	6/30/2025	-	93,040	139,805
TOBACCO FY24	GRANT	6/30/2025	-	64,159	121,682
SPRINGFIELD YOUNG ADULTS GAMBLING P	GRANT	6/30/2027	-	1,256	54,327
SPRINGFIELD SAFE RIDE HOME PROJECT	GRANT	6/30/2027	-	80,064	191,000
<b>Subtotal FY25 Anticipated Grants</b>			<b>1,176,271</b>	<b>1,227,373</b>	<b>3,119,702</b>
<b>Subtotal Other Funding</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Total External Funds</b>			<b>1,176,271</b>	<b>1,227,373</b>	<b>3,119,702</b>

HEALTH DEPARTMENT

**Program Summaries**

**Health Services for the Homeless**

<b>Health Services for the Homeless</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	1,875,361	3,050,035	4,754,210
FTEs	50.8	51.8	53.8
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
<b>Provide health, social, advocacy, and outreach services to homeless persons efficiently</b>			
# of homeless adults receiving health care	944	755	1,038
# of homeless children (under 17) receiving health care	1	0	5
# of homeless receiving dental care	160	128	184
# of homeless receiving social services	1,344	1,075	1,521

**Citywide Strategic Priority:** Education, Fiscal and Operational Excellence

**Highlights**

HSB continues to provide comprehensive health care services to individuals and families experiencing homelessness. HSB continues to contract with Open Door to provide a full time bilingual SUD counselor, and a full time bilingual case manager/recovery coach for patients with opioid addictions and responsibility for facilitating recovery group sessions, referrals for recovery, counseling and promoting healthier.

HEALTH DEPARTMENT

**Program Summaries**

**Tobacco Control**

<b>Tobacco Control</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	34,858	56,692	88,368
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
<b><i>Prevent youth from purchasing tobacco products</i></b>			
# of permits issued	201	201	228
# of investigated complaints and conducted onsite inspections	228	27	228
% of tobacco retailers adhering to youth access regulations	55%	80%	100%

**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.
- ◆ Attends ordinance violation hearings, Springfield District Court.

# Fiscal Year 2025 Budget and Program Summaries

## HEALTH DEPARTMENT

### Program Summaries

#### Mass in Motion

Mass in Motion	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	139,432	226,768	353,473
FTEs	4.0	4.0	4.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
<b><i>Promote opportunities for healthy eating and active living</i></b>			
# of walk audited completed and report generated	2	0	2
# of park audits completed and audit generated	1	1	1
# of Hampden CHIP Design team meetings attended	10	6	12
# of built environment committee meetings attended	10	8	12

**Citywide Strategic Priority:** Healthy Eating / Food Access, Community Gardens, Healthy Options at Food Retailers, Food Pantries, SNAP/WIC/HIP, Active Living, Safe Parks, Open Gyms, Complete Streets

### Highlights

- ◆ Implemented new Community Garden at Open Pantry Community Services Inc. on Spring and School Streets.
- ◆ Working to build consensus and political will at municipal level for a healthy retail program (with funding) that will support healthy retail projects around the City of Springfield.
- ◆ Policy systems thinking about food systems and built environmental issues: Have cultivated relationships with a wide range of food access stakeholders including education providers, policy experts and advocates including MPHA and MFSC, and parent organizations working to end hunger and to continue to develop deeper understanding of how to move the work forward.
- ◆ Springfield Policy Food Council Steering committee member, Coalition to End Hunger member under the food bank of Western Massachusetts.
- ◆ Have worked on nutrition improvements and quality improvements at food pantry site and participated in discussions around better meeting the needs of pantry clients with pantry site directors.
- ◆ New Mass in Motion Community Group conducting outreach to priority populations to do projects and work directly on public health priorities related to Mass in Motion – group is made up of Springfield residents.
- ◆ Established Mass in Motion Community group, working directly with residents in priority neighborhoods to design projects and direct the program.
- ◆ Completed walk audit on Worthington Street and Armory Street to improve pedestrian safety and walkability, in partnership with Walk Massachusetts and Wayfinders.
- ◆ Completed Amore Road Walk audit as part of walk audit academy pilot program.
- ◆ Began designing community food assessment, working to launch in April 2024.



# Fiscal Year 2025 Budget and Program Summaries

## HEALTH DEPARTMENT

### Program Summaries

#### Coalition for Opioid Overdose Prevention

<b>Coalition for Opioid Overdose Prevention</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	174,290	283,460	441,841
FTEs	4.0	5.0	5.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
<b><i>Reduce the number affected by opiate abuse and overdose</i></b>			
# of newly informed and trained community stakeholders	N/A	N/A	40

**Citywide Strategic Priority:** Education, Fiscal and Operational Excellence

### Highlights

Opioid Response Program Manager position filled 11/28/22 to coordinate the implementation of the City of Springfield’s opioid response plan. Planning team member and co-chair of the Greater Springfield Opioid Crisis Collaborative (GSOCC). Collaborating with GSOCC to better connect individuals to care when they are ready to engage with the system by working together to address the identified gaps and barriers to access to care. Managing the OD2A grant funding to support the GSOCC efforts to strengthen our local and regional response to opioid overdoses so that we can better identify strategies to address the barriers to being successfully connected to care that meets an individual's needs. Collaborating to conduct a Diversity, Equity, and Inclusion Analysis to ensure that the SUD treatment system in Springfield, MA has the capacity to provide services of the highest quality regardless of gender, race, ethnicity, age or sexual orientation. Attending professional development sessions provided for and occasionally mandated by DPH. Process, track and evaluate data collected from data sources. Addiction Treatment and Recovery Services page created on the 413 Cares directory through this collaboration with GSOCC. The effort was undertaken to better link people to services and have up to date information on those services, as well as be a hub for the providers of services so that there is a place to go that you can find resources and also connect to people in need of their services. All SUD providers funded by BSAS have an updated page in the 413 Directory. We are now working with all listed providers to ensure that they adopt their pages so that they can update and make changes to their page when necessary. We also plan to conduct a social marketing campaign in the Spring ‘23 to promote the directory among community residents and service providers.

HEALTH DEPARTMENT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
Personnel Services	48,982	(143,514)	-
OTPS	15,159	14,200	4,400
<b>Total Adjustments</b>	<b>64,141</b>	<b>(129,314)</b>	<b>4,400</b>

**Notes**

- ◆ \$4,400 increase to OTPS due to historical spending.

# Fiscal Year 2025 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.

### FY24 Department Highlights

The Department of Elder Affairs provides a range of services that supports a complete approach to living better. The department offers recreational and educational programs at four sites throughout the City. In FY24 we were able to provide free programming to all participants.

SCSEP Program, Senior Community Service Employment Program. This program is supported by the Department of Labor and Senior Service America. The department retrains and places low income, unemployed, mature workers back into the workforce.

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

The free hot lunch program is still being provided through the City of Springfield at the (4) senior centers through registration.

The Department of Elder Affairs has significantly increased the number of members using our computer lab at Raymond A. Jordan. We implemented “website scavenger hunts” to increase website navigation skills. We have also introduced courses on Zoom to further expand their knowledge, and comfort in today’s computer-heavy world.

### FY25 Budget Highlights

- ◆ Funds 7.4 General Fund FTEs and 13.6 Grant Fund FTEs.
  - ◇ Increase of 2.0 FTES Assistant Shine Coordinator and Program Administrator.
- ◆ Funds various programming and events for the Senior Centers, which promote fitness, education, and health screening.

### **Department Budget**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	394,146	415,924	423,395	7,471	1.8%
OTPS	215,429	258,675	254,779	(3,896)	-1.5%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>609,575</b>	<b>674,599</b>	<b>678,174</b>	<b>3,575</b>	<b>0.5%</b>

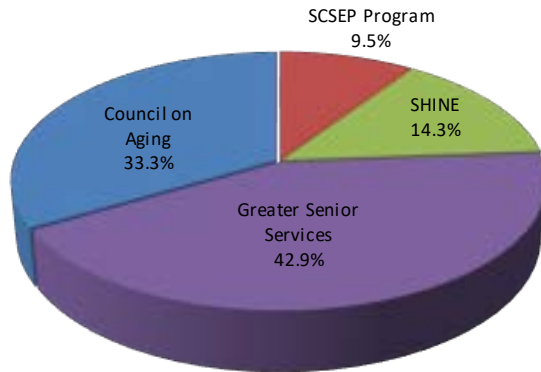
### **Department Staff**

<b>Department FTEs</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
General Fund FTEs	8.4	7.4	8.4	1.0	13.1%
Grant FTEs	12.6	12.6	13.6	1.0	7.9%
<b>Total FTEs</b>	<b>21.0</b>	<b>20.0</b>	<b>22.0</b>	<b>2.0</b>	<b>9.9%</b>

# Fiscal Year 2025 Budget and Program Summaries

## ELDER AFFAIRS

### Program Expenses



### Program Summaries

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

**SCSEP** - Promotes the transition of unemployed mature workers from subsidized to unsubsidized employment.

**SHINE** - Assists seniors in understanding their Medicare, Mass Health, and other health insurance benefits.

**Greater Senior Services** - Provides information on benefits and services available to seniors through outreach care.

### Program Budgets

Program Expenses	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% Of Total
Council on Aging	203,192	377,550	551,287	173,737	33.3%
SCSEP Program	58,055	107,871	157,511	49,639	9.5%
SHINE	87,082	161,807	236,266	74,459	14.3%
Greater Senior Services	261,246	485,422	708,797	223,376	42.9%
<b>Total General Fund Expenditures</b>	<b>609,575</b>	<b>674,599</b>	<b>678,174</b>	<b>3,575</b>	<b>41.0%</b>
<b>Total External Funds Expenditures</b>	<b>-</b>	<b>458,052</b>	<b>975,687</b>	<b>517,635</b>	<b>59.0%</b>
<b>Total All Funds Expenditures</b>	<b>609,575</b>	<b>1,132,650</b>	<b>1,653,861</b>	<b>521,210</b>	<b>100%</b>

### Revenue Summary

This department does not generate any revenue.

# Fiscal Year 2025 Budget and Program Summaries

## ELDER AFFAIRS

### All Funds Expenditure Detail

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	394,146	415,924	423,395	7,471	1.8%
OTPS	215,429	258,675	254,779	(3,896)	-1.5%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>609,575</b>	<b>674,599</b>	<b>678,174</b>	<b>3,575</b>	<b>0.5%</b>

External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Grant Funds	-	458,052	975,687	517,635	113.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>458,052</b>	<b>975,687</b>	<b>517,635</b>	<b>113.0%</b>
<b>All Funds Budget</b>	<b>609,575</b>	<b>1,132,650</b>	<b>1,653,861</b>	<b>521,210</b>	<b>46.0%</b>

### All Funds Revenue Detail

Department Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Departmental Fees	1,761	-	-	-	0.0%
Reimb For Prior Year Expend	277	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>2,038</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

External Funding Sources	Type of Funding	Expiration Date	FY23 Actual	FY24 Available	FY25 Projected
SENIOR SERVICE AMERICA FY24	GRANT	6/30/2024	-	173,574	473,500
COUNCIL ON AGING FY24	GRANT	6/30/2024	-	266,160	427,854
SHINE FY24	GRANT	6/30/2024	-	37,160	74,333
FY24 GREATER SPRINGFIELD SENIOR SERVICES	GRANT	9/30/2024	-	(18,842)	-
<b>Subtotal FY25 Anticipated Grants</b>			<b>-</b>	<b>458,052</b>	<b>975,687</b>
<b>Subtotal Other Funding</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Total External Funds</b>			<b>-</b>	<b>458,052</b>	<b>975,687</b>

Fiscal Year 2025 Budget and Program Summaries

ELDER AFFAIRS

**Program Summaries**

**Council on Aging**

<b>Council on Aging</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	203,192	377,550	551,287
FTEs	7.0	7.0	7.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
<b>To encourage senior participation through health and recreational activities</b>			
Number of participants in recreational activities	8,539	5,692	9,000

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

**Highlights**

The Council on Aging (Senior Centers) provides health and recreational activities for Springfield senior residents. These centers located throughout the city include Hungry Hill, Clodo Concepcion Community Center, the North End Senior Center and the Raymond A. Jordan Senior Center.

In order to support Senior Center activity, the Department of Elder Affairs utilizes the Council on Aging (COA) grant. These funds are used to provide Senior Center programs that promote fitness, education, health screenings, recreational activities, trips, and special events. Funds from the COA grant also enable staffing.

The DEA family off site-program coordinators are doing more now than ever before and recognition of their efforts is warranted. America is not in the same place as it used to be, and circumstances shift focus from what used to be standard to what is most needed now. Special thanks to all the DEA program coordinators and DEA staff.

Fiscal Year 2025 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

**SCSEP Program**

<b>SCSEP Program</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	58,055	107,871	157,511
FTEs	2.0	2.0	2.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
<b>To assess and address the needs of seniors</b>			
Number of seniors transitioned from subsidized to unsubsidized employment	3	3	3
Number of unsubsidized job placements	3	3	3
Number of enrolled participants	32	32	32

**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 Community Service Employment Program (SCSEP). The DEA contract is a yearly contract, and calls for clear goals and outcomes.

We welcomed back Suzette Livingston, as the Director of the SCSEP Program. The skills and dedication you bring to this program are invaluable.

Fiscal Year 2025 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

SHINE

SHINE	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	87,082	161,807	236,266
FTEs	2.0	2.0	2.0
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
<b>To improve awareness of benefits and services available to seniors</b>			
Number of home visits	237	159	180
Number of community presentations	10	7	15
Number of seniors assisted	3,574	2,789	3,300

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.

Thank you to the Program Coordinator of SHINE for going above and beyond, and meeting her program needs with just herself and SHINE volunteers. Her program was without her assistant program coordinator for over a year. Thank you for excellence Alicia Germain.



Fiscal Year 2025 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

**Greater Senior Services**

<b>Greater Senior Services</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	261,246	485,422	708,797
FTEs	10.0	9.0	9.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
<b>To improve awareness of benefits and services available to seniors</b>			
Number of follow-up home visits	29	29	29
Number of community presentations	5	3	3
Number of information and referral services	1,468	1,468	1,468

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

**Highlights**

The GSSSI Grant has a fiscal year running from October 1 – September 30. 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. The DEA is a sub-grantee of the Greater Springfield Senior Services grant and is a Title 3b program with the Department of Agriculture.

Not sure if they will fund past FY24.

This grant requires a goal of 3,500 unduplicated direct outreach services to seniors 60 years of age and older each year.

**ELDER AFFAIRS**

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Elder Affairs</b>			
Personnel Services	(1,908)	(37,104)	(5,000)
OTPS	5,557	143,000	(3,896)
<b>Total Adjustments</b>	<b>3,649</b>	<b>105,896</b>	<b>(8,896)</b>

**Notes**

- ◆ \$5,000 decrease to Personnel Services due to salary adjustments.
- ◆ \$3,896 decrease to OTPS due to historical spending.

# Fiscal Year 2025 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.

### FY24 Department Highlights

- ◆ The City of Springfield is the first city in the Commonwealth of Massachusetts to have been designated as an American World War II Heritage City by the National Park Service.
- ◆ Continued to provide historic levels of support to veterans and their families by:
  - ◇ Providing DD214s (military discharges) needed for access to all veteran benefits at the city, state and federal levels.
  - ◇ Expanding aid and attendance benefits that improve quality of life.
  - ◇ Assistance with HUD VASH voucher application process, apartment search and financial assistance for securing, maintaining and furnishing apartments.
  - ◇ Getting homeless veterans into shelters/transitional houses, while waiting for VASH permanent housing.
  - ◇ Increasing outreach efforts via social media to promote advocacy and awareness of the Chapter 115 program.
- ◆ Supported the Mayor's initiative to end homelessness through collaboration and partnership with various organizations; successfully placed 30 veterans into permanent housing.
- ◆ Complied with the state requiring VSOs to be certified by attending the mandated State Department of Veterans' Services training and development.
- ◆ Enhanced and improved veteran's quality of life and functioning.
- ◆ Continued efforts in medical cost avoidance and cost reduction; collaborations with Springfield Greater Senior Services, Bilingual Veterans Outreach Center, SHINE and Elder Affairs.
- ◆ Actively reduced caseload by facilitating application and receipt of numerous alternative sources of income.
- ◆ Acted as a liaison between constituents and cemeteries to ensure flags are placed on graves for Memorial Day and Veterans Day.

### FY25 Budget Highlights

- ◆ Funding supports 6.0 General Fund FTEs, consistent with FY24.
- ◆ Continued funding for Veterans Services training and professional development.

### **Department Budget**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	361,300	391,530	387,425	(4,105)	-1.0%
OTPS	879,207	1,291,643	1,291,543	(100)	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,240,507</b>	<b>1,683,173</b>	<b>1,678,968</b>	<b>(4,205)</b>	<b>-0.2%</b>

### **Department Staff**

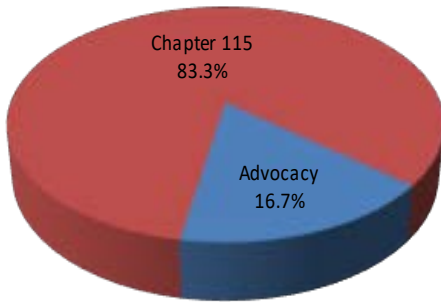
<b>Department FTEs</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
General Fund FTEs	6.0	6.0	6.0	-	0.0%
<b>Total FTEs</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2025 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	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Advocacy	206,751	280,529	279,828	(701)	16.7%
Chapter 115	1,033,756	1,402,644	1,399,140	(3,505)	83.3%
<b>Total General Fund Expenditures</b>	<b>1,240,507</b>	<b>1,683,173</b>	<b>1,678,968</b>	<b>(4,205)</b>	<b>100%</b>

### Revenue Summary

This department does not produce any revenue.

Fiscal Year 2025 Budget and Program Summaries

VETERAN SERVICES

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	361,300	391,530	387,425	(4,105)	-1.0%
OTPS	879,207	1,291,643	1,291,543	(100)	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,240,507</b>	<b>1,683,173</b>	<b>1,678,968</b>	<b>(4,205)</b>	<b>-0.2%</b>
<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>1,240,507</b>	<b>1,683,173</b>	<b>1,678,968</b>	<b>(4,205)</b>	<b>-0.2%</b>

**All Funds Revenue Detail**

This department does not produce any revenue.

Fiscal Year 2025 Budget and Program Summaries

VETERAN SERVICES

**Program Summaries**

**Advocacy**

<b>Advocacy</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	206,751	280,529	279,828
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
<b><i>Support and advocate on behalf of Veterans</i></b>			
Monthly Average of Veterans receiving City Subsidy	99	98	130

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

**Highlights**

The Department of Veterans’ Services was contacted and used as the focal information center for external agencies as well as internal departments in the city for any and all veteran benefit information.

Our department continued to strengthen the staff’s performance by attending the mandated State Department of Veteran Services training and development conducted by State Department of Veterans Services and Massachusetts Veterans Service Officer Association, which has resulted in three staff members being trained.

The department greatly enhanced its readiness posture by creating policies and procedures to coordinate and execute a wide range of services and emergency assistance.

The department’s staff has actively participated in numerous meetings, schools and college visits, churches, neighborhood councils, outreach events and television and radio talk shows to share information about veterans and the services available as part of our outreach efforts. Updates to our 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.

VETERAN SERVICES

**Program Summaries**

**Chapter 115**

<b>Chapter 115</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	1,033,756	1,402,644	1,399,140
FTEs	5.0	5.0	5.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
<b><i>Provide financial and medical assistance to qualified Veterans and their dependents</i></b>			
# of new applications for benefits approved	99	98	130

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

**Highlights**

In accordance with Massachusetts General Law Chapter 115, Section 3, the Department of Veteran Services is charged with taking applications for veterans’ benefits and for providing financial and medical assistance to qualified veterans and their dependents. The Department is also responsible for dispensing other state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The Department acts as the burial agent for the City and arranges for proper interment of deceased veterans in accordance with state regulations.

The department was called upon several times by the state to coordinate with the State Office of the Chief Medical Examiner to arrange for proper disposition of the remains of several indigent veterans after investigation of unattended deaths.

VETERAN SERVICES

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Advocacy</b>			
Personnel Services	13,908	-	(7,491)
<b>Chapter 115</b>			
OTPS	(80,000)	-	(100)
<b>Total Adjustments</b>	<b>(66,092)</b>	<b>-</b>	<b>(7,591)</b>

**Notes**

- ◆ \$7,491 decrease in Personnel Services due to salary adjustments.
- ◆ \$100 decrease in OTPS due to historical spending.



# Fiscal Year 2025 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.

### FY24 Department Highlights

This year’s accomplishments include rebounding usage of our libraries post-pandemic. Staff created innovative programs that addressed residents’ educational, recreational, workforce, community-building, and increased access to equity needs. This resulted in substantial increases in the numbers of programs, program attendance, visitors, computer uses, and circulation. With additional funding for two full time staff at East Forest Park Branch, we were able to increase open hours there (adding two more mornings and one additional evening) and increase the numbers of programs (by 80%), visitors (40%), and circulation of materials (47%) as well as more opportunities for community members to book the community room for their meetings and other functions.

Digital equity continues to be a major concern in the City. We partnered with Pioneer Valley Planning Commission consultants, paid for by a grant secured by the Library, to connect with residents across Springfield to learn about the detrimental impact that inequitable access to affordable internet plans, equipment, and digital skills has on their lives. The PVPC created the City’s digital equity plan that rolled into the state’s plan that will qualify us for federal funding to help level that playing field. In the interim, free Wi-Fi access and circulating hotspots and laptops are in high demand. We also secured a \$12,000 state grant to address workforce development needs, with programs designed with a digital equity lens.

Residents benefitted from the continued support from the Springfield Library Foundation to supplement City funding, providing direct and matching grants for library materials, computer upgrades, new AV/videoconferencing equipment for three locations, upgrades to our Outreach Van, and support for staff costs for our Sunday hours. Facilities were also improved through CDBG funding to replace the long out-of-order lift at Indian Orchard Branch, and by our use of State Aid to Public Libraries dollars to replace carpeting and upgrade furniture throughout the library system.

### FY25 Budget Highlights

- ◆ Funds 89.6 General Fund FTEs and 5.1 Grant Fund FTEs.
  - ◇ Reduced 0.5 FTE Reference Librarian, increased 0.5 FTE Reference Librarian in the Branches Youth Services.
  - ◇ Reduced 1.0 FTE Reading Success Manager, increased 0.6 FTEs Reference Librarians.
- ◆ Includes funding for Read/Write/Now.
- ◆ Maintains 277 weekly hours and staffing at the Central Library and eight branches.

### Department Budget

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	3,710,978	4,051,846	4,117,343	65,496	1.6%
OTPS	1,601,244	1,844,823	1,838,083	(6,740)	-0.4%
Capital	34,885	35,000	35,000	-	0.0%
<b>Total General Funds</b>	<b>5,347,107</b>	<b>5,931,669</b>	<b>5,990,426</b>	<b>58,757</b>	<b>1.0%</b>

### Department Staff

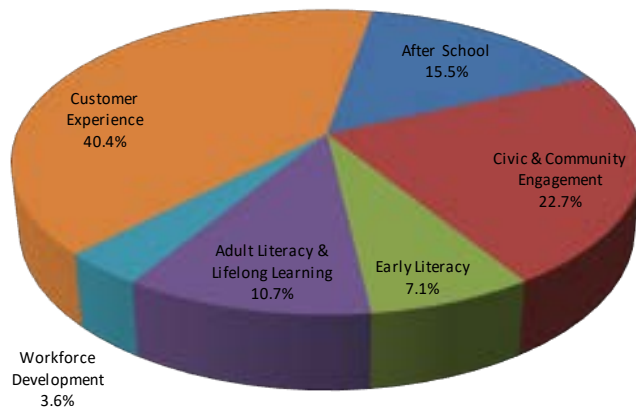
<b>Department FTEs</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
General Fund FTEs	87.2	89.1	89.6	0.5	0.6%
Grant FTEs	5.7	5.7	5.1	(0.6)	-10.5%
<b>Total FTEs</b>	<b>92.9</b>	<b>94.8</b>	<b>94.7</b>	<b>(0.1)</b>	<b>-0.1%</b>

# Fiscal Year 2025 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	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
After School	886,420	1,021,044	1,079,221	58,176	15.5%
Civic & Community Engagement	1,302,356	1,500,150	1,585,624	85,474	22.7%
Early Literacy	409,117	471,251	498,102	26,851	7.1%
Adult Literacy & Lifelong Learning	613,676	706,877	747,153	40,276	10.7%
Workforce Development	204,559	235,626	249,051	13,425	3.6%
Customer Experience	2,311,512	2,662,570	2,814,275	151,706	40.4%
<b>Total General Fund Expenditures</b>	<b>5,347,107</b>	<b>5,931,669</b>	<b>5,990,426</b>	<b>58,757</b>	<b>85.9%</b>
<b>Total External Funds Expenditures</b>	<b>380,533</b>	<b>665,849</b>	<b>983,000</b>	<b>317,151</b>	<b>14.1%</b>
<b>Total All Funds Expenditures</b>	<b>5,727,640</b>	<b>6,597,518</b>	<b>6,973,426</b>	<b>375,908</b>	<b>100%</b>

#### Program Revenue

##### Revenue Summary

**TOTAL REVENUE: \$25,000**

◆ Fees / Fines - \$25,000

◇ Late Charges



#### Departmental Revenue

Program Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
Customer Experience	20,289	25,000	25,000	-	100%
<b>Total Departmental Revenue</b>	<b>20,289</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>100%</b>

# Fiscal Year 2025 Budget and Program Summaries

## LIBRARIES

### All Funds Expenditure Detail

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	3,710,978	4,051,846	4,117,343	65,496	1.6%
OTPS	1,601,244	1,844,823	1,838,083	(6,740)	-0.4%
Capital	34,885	35,000	35,000	-	0.0%
<b>Total General Funds</b>	<b>5,347,107</b>	<b>5,931,669</b>	<b>5,990,426</b>	<b>58,757</b>	<b>1.0%</b>
External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Grant Funds	380,533	126,862	598,000	471,138	371.4%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	538,987	385,000	(153,987)	-28.6%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>380,533</b>	<b>665,849</b>	<b>983,000</b>	<b>317,151</b>	<b>47.6%</b>
<b>All Funds Budget</b>	<b>5,727,640</b>	<b>6,597,518</b>	<b>6,973,426</b>	<b>375,908</b>	<b>5.7%</b>

### All Funds Revenue Detail

Department Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Departmental Fines	20,289	25,000	25,000	-	0.0%
<b>Total Departmental Revenue</b>	<b>20,289</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>0.0%</b>

External Funding Sources	Type of Funding	Expiration Date	FY23 Actual	FY24 Available	FY25 Projected
READING SUCCESS BY FOURTH GRADE INI	GRANT	6/30/2024	200	460	-
MASS CULTURAL COUNCIL FY24	GRANT	6/30/2024	-	-	20,000
MBLC STATE AID FY19	GRANT	6/30/2024	-	5	-
LENA START EARLY LITERACY	GRANT	6/30/2024	-	6,296	-
MASON SQUARE LIBRARY	GRANT	6/30/2024	-	26,724	-
FY21 ROSE SMITH MUSIC FUND	GRANT	6/30/2024	3,600	250	-
LSTA- OPEN FOR BUSINESS GRANT	GRANT	9/30/2024	-	3,565	-
MBLC STATE AID FY21	GRANT	6/30/2025	8,380	2,766	-
FY22 ROSE SMITH MUSIC FUND	GRANT	6/30/2025	3,067	3,141	-
FY25 ROSE SMITH MUSIC FUND	GRANT	6/30/2025	-	-	40,000
MBLC STATE AID FY22	GRANT	6/30/2030	61,651	(108)	-
MBLC STATE AID FY23	GRANT	6/30/2030	303,636	76,714	-
MBLC STATE AID FY24	GRANT	6/30/2030	-	-	538,000
MBLC STATE AID FY20	GRANT	6/30/2030	-	18	-
STAFF DEVELOPMENT-LIBRARY FOUNDATION	GRANT	7/30/2040	-	7,033	-
<b>Subtotal FY25 Anticipated Grants</b>			<b>380,533</b>	<b>126,862</b>	<b>598,000</b>
MOSES TRUST	TRUST	N/A	-	3,728	-
GARVEY FP TRUST	TRUST	N/A	-	20,806	-
GARVEY TRUST	TRUST	N/A	-	(2,532)	7,000
JAMES CORCORAN TRUST	TRUST	N/A	-	37,106	50,000
ENDOWMENT INTEREST TRUST	TRUST	N/A	-	95,372	105,000
ROSE SMITH TRUST	TRUST	N/A	-	31,924	18,000
MEEKINS TRUST	TRUST	N/A	-	14,957	-
COOPER TRUST	TRUST	N/A	-	2,625	-
FY24 LIBRARY SYSTEM OFFSET OF SALARIES A	DONATION	7/30/2040	-	145,000	145,000
SPRINGFIELD LIBRARY FOUNDATION-MARK	DONATION	7/30/2040	-	10,000	-
SPRINGFIELD LIBRARY FOUNDATION-MUSIC	DONATION	7/30/2040	-	40,000	40,000
SLFRP - SPRINGFIELD LIBRARY FOUNDATION- SUM	DONATION	7/30/2040	-	20,000	20,000
SPRINGFIELD LIBRARY FOUNDATION-SOUN	DONATION	7/30/2040	-	80,000	-
SPRINGFIELD LIBRARY FOUNDATION-OUTREACH	DONATION	7/30/2040	-	10,000	-
SPRINGFIELD LIBRARY FOUNDATION-WI-FI	DONATION	7/30/2040	-	30,000	30,000
<b>Subtotal Other Funding</b>			<b>-</b>	<b>538,987</b>	<b>385,000</b>
<b>Total External Funds</b>			<b>380,533</b>	<b>665,849</b>	<b>983,000</b>

# Fiscal Year 2025 Budget and Program Summaries

## LIBRARIES

### Program Summaries

#### After School

After School	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	886,420	1,021,044	1,079,221
FTEs	13.4	14.7	14.7
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
YA Programs	489	385	825
YA Program Attendance	5,836	2,401	6,000
Partnerships with Organizations	12	16	18
Circulation of Young Adult Materials	28,889	17,233	37,550
Young Adult Cardholders	7,063	5,755	7,500

**Citywide Strategic Priorities:** Education, Public Safety and Healthy Neighborhoods

### Highlights

The After School team provides resources, educational opportunities, and social experiences for 12- to 22-year-olds, especially middle and high school students. The Elementary team coordinates library services for children in grades K-5 and their caregivers.

Nearly 400 children and teens kept their reading skills fresh and enjoyed activities like animal educators, Wing masters and musician Tom Sieling during the 119th annual summer reading club. Over 150 kids and parents attended the end of summer reading skating event at Interskate 91. Refreshments and free skate rental for summer readers helped boost attendance.

National Library Card Sign-Up Month saw visits from Clifford the Big Red Dog to all libraries, as well as Warner School, Indian Orchard Elementary, and the new DeBerry Swan Elementary School complex. We also partnered with Springfield Public Schools by attending open houses, PTO and literacy nights, school picnics, and by celebrating Juneteenth with a third annual event at the Mason Square Branch, featuring local students, area vendors, an art exhibit, and a drama performance.

Science learning is a priority for kids and teens with US Fish and Wildlife Services visits, Pollinators and Bats workshops, and STEM programs like Lego Club, Domino Builders, Fiero Code, the Buildwave Building Challenge, MakerSpace recording devices, and the Cricut Cutter Machine to teach technical crafting skills, programming skills, and creative design to teens. The Great North American Solar Eclipse party included safe eclipse viewing.

Another notable partnership with Putnam High and its school librarian Lesley Browler supports their teen book club and provides services and programming to Putnam students. The ever-popular (since 2004) Chibicon festival, celebrating geek culture with contests, industry guests, Anime viewing, and costuming, brought in over 100 teens across two days.

# Fiscal Year 2025 Budget and Program Summaries

## LIBRARIES

### Program Summaries

#### Civic & Community Engagement

Civic & Community Engagement	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	1,302,356	1,500,150	1,585,624
FTEs	19.6	21.6	21.5
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
Civic & Community Programs	6	24	28
Civic & Community Program Attendance	155	418	475
Partnerships with Organizations	12	14	16
Community Group Meetings at Libraries	322	233	475
Attendance at Meetings of Organizations	4,299	3,362	6,750

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

### Highlights

Community engagement activities included partnerships with the Book Rich Environment and the Springfield Housing Authority to promote library engagement and book distribution among SHA residents at back to school events at the Lincoln/Brightwood Elementary schools; Union Capital Springfield to weave together city residents and organizations through networking and an innovative social capital app; and the Health Department’s Baby Bottoms Diaper Bank, collecting donations, serving on the advisory committee, and distributing diapers to residents with babies and toddlers. We foster relationships with city teens through our volunteer program which mentors about a dozen teens to complete projects, learn about what being part of a workplace is like, and earn extra-credit hours for school and scouting projects.

Our first Meet the Candidates night since the pandemic brought hundreds to the library so residents could learn about where each candidate stands on the issues most important for them. We partnered with the Elections Office, the McKnight Neighborhood Council, and other community volunteers to make this highly anticipated event successful.

Home City Families continued their excellent partnership, offering popular playgroups at seven locations, including a bilingual (Spanish/English) one and some special programs like music and puppet shows. We expanded our museum pass program to broaden cultural and recreational opportunities to residents. Patrons looking to experience many of the wonders of our region can choose from various museums (MASS MoCA, Eric Carle Museum), musical performances (Springfield Symphony Orchestra), or sporting events (Basketball Hall of Fame passes and Springfield Thunderbirds tickets).

We again partnered with the Springfield Thunderbirds hockey team to host Boomer’s Reading Club with read-alouds and activities. The Club brought Thunderbirds hockey player Drew Callin, mascot Boomer, and other players and team reps for five meetings with family-friendly activities. The Club brought a great deal of good will, publicity, and new families out to the libraries, with many hockey fans (and even one player) signing up for library cards for the first

# Fiscal Year 2025 Budget and Program Summaries

## LIBRARIES

### Program Summaries

#### Early Literacy

Early Literacy	FY23 Actual	FY24 Adopted	FY25 Recommended
Budget	409,117	471,251	498,102
FTEs	6.0	6.8	6.8
Performance Metrics	FY23 Actual	FY24 YTD	FY25 Goal
Juvenile Programs	1,622	1,213	2,500
Juvenile Attendance	16,877	8,107	18,500
Circulation of Children's Materials	84,069	52,387	110,000
Children's Cardholders	12,500	15,152	16,500

**Citywide Strategic Priorities:** Education and Healthy Neighborhoods

### Highlights

The Early Literacy team provides resources to parents, caregivers, providers, and teachers to raise awareness and improve early literacy skills in children ages 0 to 5. Our vibrant programming engages children, creates invaluable early connections with the library, and fosters the development of early literacy skills and of gross and fine motor skills.

The Team promoted early literacy skills during the Discover Your Summer Reading program. Over 85 children received board books to mark their participation. Our Winter Bingo reading challenge allowed kids under five to earn a free book just for being read to, while parents got helpful advice and encouragement to continue pre-literacy skill building. During National Library Card Sign-Up month, we collaborated with Home City Families (HCF) for visits from Clifford the Big Red Dog to our playgroups. Then our partners at NEPM helped us arrange appearances from Alma of PBS Kid's show *Alma's Way* to celebrate Latinx Heritage Month and get kids excited about reading.

HCF remains a steadfast partner, offering playgroups (including a gross-motor skills one) at five library locations. Other innovative programs included, "Tune in Together with Miss Renee," a 4- week music program; sensory programs for little ones including, "Tiny Tots Sensory Fun" and "Squishy Squashy Fun;" "Wee Ones" and "Budding Bookworms" story times, which incorporate stories, music, movement, and interactive play elements; "Letter" story times featuring the letter of the day, with many opportunities to learn about letter S, M and L; and "Circle Time," which blends stories and play.

Health-benefiting programs for babies and new parents included Baby Massage and Mom and Me Movement. The Super-Duper Dance Party combined music and movement in a way that is just plain fun, and is a healthy way for everyone to just get up and move. And the "1000 Books by Kindergarten " program lets families sign up via an app get regular literacy tips, as well as prizes and encouragement as they track books read on the path to becoming lifelong readers.

# Fiscal Year 2025 Budget and Program Summaries

## LIBRARIES

### Program Summaries

#### Workforce Development

<b>Workforce Development</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	204,559	235,626	249,051
FTEs	3.0	3.4	3.4
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Workforce Development Events	87	109	125
Attendance at Workforce Events	325	1200	1,450
Workforce Dev. Partner Organizations	15	17	19
Workforce Development Trainings	10	18	24
Workforce Dev. Training Attendance	155	375	525

**Citywide Strategic Priorities:** Education, Economic Vitality and Healthy Neighborhoods

### Highlights

The Springfield City Library’s Workforce Development Team connects city job seekers with education and resources necessary to find, obtain, and retain employment through programming, services, and community partnerships. Despite positive national economic and health recovery trends, many regions face ongoing supply chain disruptions and inflationary pressures. The digital revolution continues to reshape industries, with technology playing a central role in economic activities. This has informed the types of workforce requests and services we have been providing through our library programs.

While we continue to assist unemployed patrons looking for work, one noticeable change is the understanding by workforce participants of the need for digital literacy, adaptability, and continuous learning. The library has collaborated with educational institutions, businesses, and nonprofits to enhance training programs, apprenticeships, and upskilling initiatives to align with the demands of emerging industries. There is also the desire by jobseekers to find remote work. This new format, accelerated by the pandemic, has become more normalized.

One exciting development has been the acquisition of an Open for Business LSTA grant from the Massachusetts Board of Library Commissioners. We are using the funds to enhance our workforce development initiatives, with an emphasis on promoting local business development and entrepreneurship in the city, especially among marginalized populations. We added a second huddle pod at the Mason Square Branch to provide more private space for residents to conduct Zoom meetings and interviews online, a common requirement in the modern workplace, but out of reach for many Springfield residents without equitable digital access. The first huddle pod continues to see regular usage at the Central Library.

Our computer class offerings are focused on basic computer literacy skills and on job seeking, covering topics like how to use Word and Excel, design a cover letter and resume, create a LinkedIn and Indeed profile, and how to attend Zoom meetings. The popular classes have resulted in several success stories from people who have utilized the skills they have learned to land jobs. We started bringing in industry experts to provide training and education to patrons so they will be better prepared to enter the workforce or to advance within their given field. Topics include active listening and effective communication in the workplace. One of our partners and regular collaborators is Dress for Success Western Massachusetts. Patrons find their interview training sessions immensely useful to prepare for jobs and go through the hiring process. Other important partners are Tech Foundry, Westover Job Corps, MassHire, and the Northeast Center for Tradeswomen’s Equity.

# Fiscal Year 2025 Budget and Program Summaries

## LIBRARIES

### Program Summaries

#### Adult Literacy & Lifelong Learning

<b>Adult Literacy &amp; Lifelong Learning</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	613,676	706,877	747,153
FTEs	12.3	10.2	10.1
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Read/Write/Now Classes	250	258	516
Read/Write/Now Attendance	5,400	5,203	8,500
Number Students Advancing a Level	25	36	45
Volunteer Tutor Hours	0	0	75
Number Adult Programs	1485	844	1,750
Attendance at Adult Programs	13,043	4,912	13,500
New Programs Developed	6	8	10
Partnerships with Organizations	18	22	26
Circulation of Adult Materials	279,736	143,320	315,000
Adult Cardholders	36,500	34,173	38,173

**Citywide Strategic Priorities:** Education, Economic Vitality and Healthy Neighborhoods

### Highlights

High-demand programs for adults of all ages and interests focused on books, reading, and writing; movement and exercise; cooking, healthy eating, and food justice; music performance and instructions; arts and crafts; and digital literacy. The new Silent Book Club proved popular and made nine clubs across the city including off-site at Raymond A. Jordan Senior Center and Nathan Bill's. We rebooted our Local Author Fair with 16 local authors tabling and many patrons who joined us to learn about books being written right here in our community. Summer reading started with our second annual Ice Cream Social. It generated excitement for adults to participate.

Local history and genealogy were extremely popular, including a program about a Springfield woman bootlegger ("Pasqualina of Springfield") that had standing-room-only attendance. Other programs focused on Black and Hispanic community roots and stories. For physical health programming, chair yoga was a popular program and we added a partnership with Springfield College's Physical Therapy Department which allowed us to regularly offer the Stay Active and Independent for Life fitness program for older adults, taught by graduate students. Cooking and food offerings included cooking club and recipe programs using the Charlie Cart, and Air Fryer programs at several other branches had great attendance. The Go Fresh Mobile Farmers Market regularly rolled into the East Springfield, Sixteen Acres, and Mason Square branches.

Music programming returned to the incomparable Rotunda at the Central Library with the Rotunda Rhythms series in the Spring of 2024. Crafts continue to be a great way for patrons to express creativity in community. The acrylic paint pouring was a huge hit, as were the watercolor events at East Forest Park Branch, and the Crafternoons at Sixteen Acres. Indian Orchard Branch has a set of crafting senior patrons that love the artsy events at their neighborhood library branch. Sewing classes and sewing machine drop-in opportunities were very popular. Soap Making and Cosmetic Making classes also did well.

We also offered several events this year to introduce patrons to the many online resources available in our e-library, and will expand these programs in FY25. We continued to offer the legal kiosks from WNEU School of Law, and also partnered with their Gender Affirming Identification Project (GAIP) to offer a program assisting people seeking gender-affirming changes to their state and federal identification documents. The Ask a Law Librarian weekly zoom also continued in partnership with the Hampden County Law Library.



# Fiscal Year 2025 Budget and Program Summaries

## LIBRARIES

### Program Summaries

#### Customer Experience

<b>Customer Experience</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	2,311,512	2,662,570	2,814,275
FTEs	38.6	38.3	38.2
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
Total Circulation	392,694	212,940	462,550
Total Reference Transactions	70,138	60,349	120,878
Total Cardholders	56,063	55,080	55,423
Total Website Hits	17,897,846	12,098,587	2,000,174
Total Database Searches	105,140	61,938	123,867
Total Computer Uses	33,591	21,478	42,950
Total Wi-Fi Uses	28,116	15,447	30,895
Total Visitors	327,141	172,165	375,000

**Citywide Strategic Priorities:** Education, Economic Vitality and Healthy Neighborhoods

### Highlights

The Customer Experience Team improves the quality, equity, and accessibility of public services by evaluating current policies and programs and envisioning new ways to reach underserved people. The Library Assistant Director secured a grant for the City to create a digital equity plan that will result in a state grant to bring millions of federal dollars to Springfield to benefit residents through greater digital equity. The Library is already addressing aspects of these needs through computer skills training, loans of laptops and wireless hotspots, and one-on-one assistance to residents with online skill building around job and e-government applications.

We upgraded computer hardware at two library locations as part of our technology long-range plan. An older technology, still critical to public service, is the telephone, and we worked doggedly with City IT to replace a failed system at the Forest Park Branch. New tech was rolled out or upgraded such as a tablet station and expanded mobile printing capacity at branches. A partnership with Clinical and Support Options (CSO) brought them into our branches that serve those with the most need for assistance with digital equity issues - CSO's Digital Navigators were able to connect our patrons with assistance in getting free devices and hotspots, as well as other digital equity services.

We added to the "Library of Things" collections with borrowable kitchenware at three locations. Self-checkout for quick service and self-pickup of reserved items is now available at five locations, including through the Meescan phone app. The team developed a new paper library card application to roll out during Library Card Sign-Up Month for use at outreach events and in the schools, where talks about how to get library accounts for all Springfield Public Schools students are underway. This is part of a yearlong library card registration campaign.

Fiscal Year 2025 Budget and Program Summaries

LIBRARIES

**FY25 Budget Adjustments**

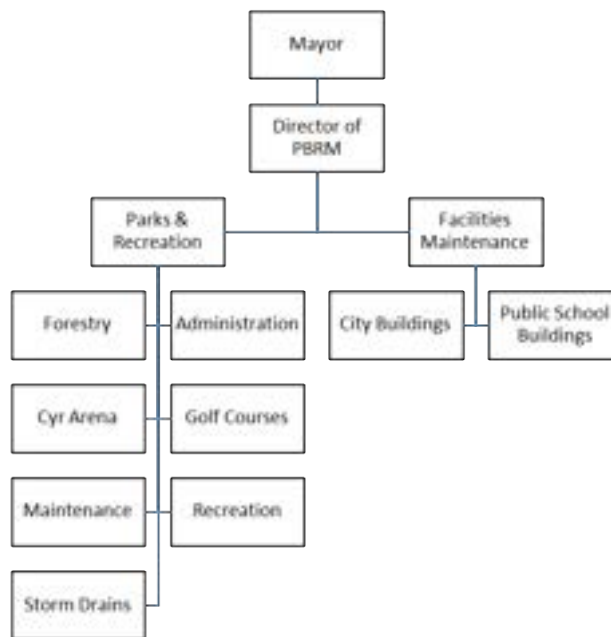
<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Springfield Public Libraries</b>			
Personnel Services	(393,708)	(329,272)	(530,076)
OTPS	(297,839)	(260,958)	(250,649)
Capital	(40,000)	(35,000)	(35,000)
<b>Total Adjustments</b>	<b>(731,547)</b>	<b>(625,230)</b>	<b>(815,725)</b>

**Notes**

- ◆ \$530,076 overall decrease to Personnel Services due to State Aid awards, Springfield Library Foundation offsets and salary adjustments.
- ◆ \$250,649 overall decrease to OTPS due to Springfield Library Foundation offsets.
- ◆ \$35,000 overall decrease to Capital due to Springfield Library Foundation offsets.

# Section 10

## Parks, Recreation and Building Management Division



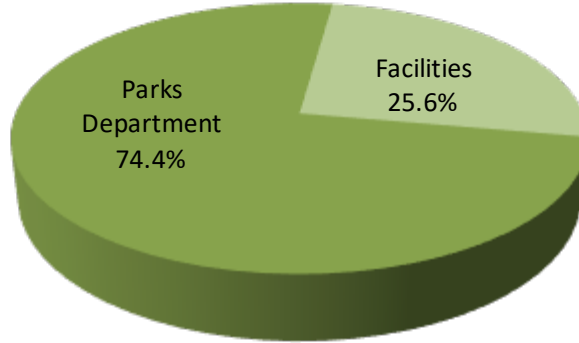
### Mission Statement

The Parks and Facilities Management's mission is to improve residents' quality of life by maintaining and improving the City's parks and open space, offering a diverse range of recreation programs, as well as maintaining and improving all municipal and City-owned facilities including schools.

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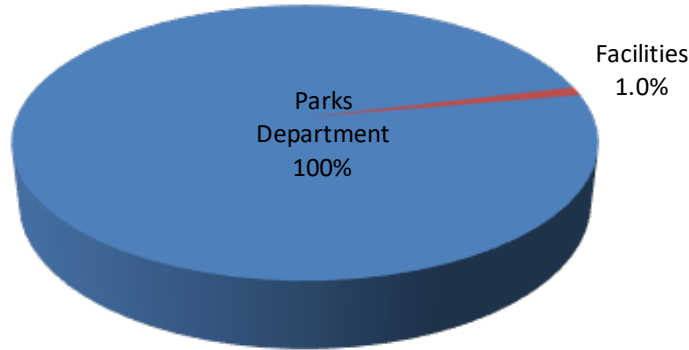
# Fiscal Year 2025: All Funds Budget and Revenue Overview

## Parks, Buildings, and Recreation Management Division



FY25 Recommended Budget Parks, Buildings, and Recreation Management Division						
	FY23 Actual	FY24 Adopted	FY24 Revised	FY25 Recommended	% Change from FY24 Adopted	% Change from FY24 Revised
Parks Department	9,739,572	11,247,233	11,747,233	12,854,869	14.3%	9.4%
Facilities	4,266,424	4,532,681	4,532,681	4,415,942	-2.6%	-2.6%
<b>Total</b>	<b>14,005,996</b>	<b>15,779,915</b>	<b>16,279,915</b>	<b>17,270,811</b>	<b>9.4%</b>	<b>6.1%</b>

## Revenue Overview



Division / Department	FY25 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY25 Total Revenue
Parks Department	2,900,000	-	6,932,000	-	-	9,832,000
Facilities	100,000	-	-	-	-	100,000
<b>Total</b>	<b>3,000,000</b>	<b>-</b>	<b>6,932,000</b>	<b>-</b>	<b>-</b>	<b>9,932,000</b>

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# Fiscal Year 2025 Budget and Program Summaries

## PARKS DEPARTMENT

### Mission

The Parks Division’s mission is to maintain and improve the City of Springfield’s parks and open spaces, as well as offer a diverse range of recreational programs to Springfield’s residents.

### FY24 Department Highlights

The Parks Division is responsible for the care and maintenance of over 50 parks (2,500 acres), 160 traffic islands and terraces (70 acres), and 55 miles of city sidewalks to ensure a safe passage for school children and residents. Responsibilities include playground equipment maintenance and repair; park building maintenance and repair; trash and litter clean-up and removal; athletic field maintenance; mowing, trimming, leaf/fall clean-up and disposal; vegetation management; recreation programming: horticulture; illegal dumping reporting and remediation; forestry; ice rink operation; and aquatics.

The Maintenance Division also conducts small construction projects aimed at expanding and reclaiming parkland and open space to increase, diversify, and improve quality recreational programming and leisure activities. The general public has responded with favorable comments and is pleased that their requests are being answered in a timely manner. The Parks Division continues to be successful in securing state and federal grants to improve the aesthetic quality of park lands. The Parks Division will be applying for grants for the following projects: Magazine Park, Blunt Park phase II, and several CPA grant applications.

### FY25 Budget Highlights

- ◆ Funds 88.5 General Fund FTEs, 2.0 Grant FTEs, and 1.0 Revolving Fund FTE
  - ◇ Increase 5.0 General Fund FTEs from FY24: 1.0 Veterans Golf Course Manager, 1.0 Barney Estate Administrator, 1.0 Gardener, 1.0 Grounds Maintenance Man and 1.0 Park Foreman
- ◆ Level service funding for OTPS; addresses increases in the cost of supplies and contractual increases
- ◆ Mayor’s Clean Sweep Program (ROCA) continues to be funded for FY25.
- ◆ Amtrak Contract added to the budget.
- ◆ Contractual increases and insurance increases funded for FY25.

### **Department Budget**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	5,292,790	6,120,069	6,740,737	620,667	10.1%
OTPS	4,446,783	4,831,400	6,114,132	1,282,732	26.5%
Capital	-	295,764	-	(295,764)	-100%
<b>Total General Funds</b>	<b>9,739,572</b>	<b>11,247,233</b>	<b>12,854,869</b>	<b>1,607,636</b>	<b>14.3%</b>

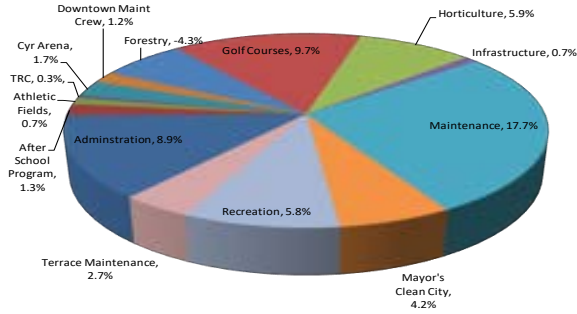
### **Department Staff**

<b>Department FTEs</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
General Fund FTEs	80.0	83.5	88.5	5.0	6.0%
Revolving Fund FTEs	2.0	1.0	1.0	-	0.0%
Grant FTEs	2.0	2.0	2.0	-	0.0%
<b>Total FTEs</b>	<b>84.0</b>	<b>86.5</b>	<b>91.5</b>	<b>5.0</b>	<b>5.8%</b>

# Fiscal Year 2025 Budget and Program Summaries

## PARKS DEPARTMENT

**Program Expenses**



### 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**

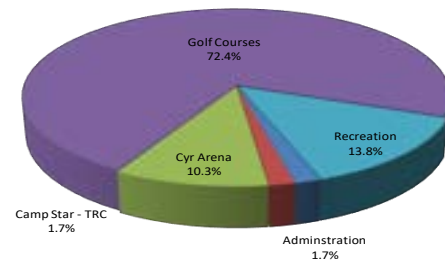
	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
<b>GF Program Expenses</b>					
Administration	1,526,204	1,612,529	1,760,868	148,340	8.9%
After School Program	205,433	231,696	248,351	16,654	1.3%
Athletic Fields	83,659	63,251	143,251	80,000	0.7%
Camp Star - Therapeutic Recreation	30,580	51,557	51,557	-	0.3%
Cyr Arena	304,205	332,678	342,972	10,293	1.7%
Downtown Maint Crew	200,667	225,250	240,327	15,077	1.2%
Forestry	746,101	838,745	856,614	17,869	-4.3%
Golf Courses	1,514,481	1,830,162	1,909,876	79,715	9.7%
Horticulture	836,061	741,080	1,162,528	421,448	5.9%
Infrastructure	160,463	129,561	129,561	-	0.7%
Maintenance	2,670,842	2,879,975	3,498,767	618,793	17.7%
Mayor's Clean City	354,737	982,009	836,507	(145,502)	4.2%
Recreation	687,919	909,236	1,147,876	238,641	5.8%
Terrace Maintenance	418,221	419,506	525,814	106,308	2.7%
<b>Total General Fund Expenditures</b>	<b>9,739,572</b>	<b>11,247,233</b>	<b>12,854,869</b>	<b>1,607,636</b>	<b>65.0%</b>
<b>Total External Funds Expenditures</b>	<b>494,805</b>	<b>5,452,110</b>	<b>6,932,000</b>	<b>1,479,890</b>	<b>35.0%</b>
<b>Total All Funds Expenditures</b>	<b>10,234,377</b>	<b>16,699,343</b>	<b>19,786,869</b>	<b>3,087,526</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$2,900,000**

- ◆ **Administration** - Concession Rental Fees, Toll Booth Receipts
- ◆ **Camp Star TRC** - Program fees
- ◆ **Cyr Arena** - Hockey Leagues, Skate Rentals and Fees
- ◆ **Golf Courses** - Open Golf, Leagues, Tournaments
- ◆ **Recreation** - Forest Park Parking Passes, Field Rentals, Bright Nights Fees

**Program Revenue**



### **Departmental Revenue**

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
<b>Program Revenue</b>					
Administration	85,428	50,000	50,000	-	1.7%
Camp Star - TRC	-	50,000	50,000	-	1.7%
Cyr Arena	313,119	300,000	300,000	-	10.3%
Golf Courses	2,224,215	1,900,000	2,100,000	200,000	72.4%
Recreation	392,127	400,000	400,000	-	13.8%
<b>Total Departmental Revenue</b>	<b>3,014,888</b>	<b>2,700,000</b>	<b>2,900,000</b>	<b>200,000</b>	<b>100%</b>



# Fiscal Year 2025 Budget and Program Summaries

## PARKS DEPARTMENT

### All Funds Budget Detail

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	5,292,790	6,120,069	6,740,737	620,667	10.1%
OTPS	4,446,783	4,831,400	6,114,132	1,282,732	26.5%
Capital	-	295,764	-	(295,764)	-100%
<b>Total General Funds</b>	<b>9,739,572</b>	<b>11,247,233</b>	<b>12,854,869</b>	<b>1,607,636</b>	<b>14.3%</b>
External Funds Budget	FY23 Actual	FY24 Available	FY25 Projected	Variance FY25-FY24	Percent Change
Grant Funds	480,103	5,369,032	6,700,000	1,330,968	25%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	14,701	83,078	232,000	148,922	179.3%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>494,805</b>	<b>5,452,110</b>	<b>6,932,000</b>	<b>1,479,890</b>	<b>27.1%</b>
<b>All Funds Budget</b>	<b>10,234,377</b>	<b>16,699,343</b>	<b>19,786,869</b>	<b>3,087,526</b>	<b>18.5%</b>

### All Funds Revenue Detail

Department Revenue	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Departmental Fees	392,127	400,000	400,000	-	0.0%
Park Rentals	71,210	50,000	50,000	-	0.0%
Departmental Fines	14,008	-	-	-	0.0%
Reimbursement for Prior Year Expenditures	210	-	-	-	0.0%
Camp STAR - TRC Program	-	50,000	50,000	-	0.0%
Cyr Arena	313,119	300,000	300,000	-	0.0%
Golf Courses	2,224,166	1,900,000	2,100,000	-	0.0%
Petty Cash - Close/Over	48	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>3,014,888</b>	<b>2,700,000</b>	<b>2,900,000</b>	<b>-</b>	<b>0.0%</b>

External Funding Sources	Type of Funding	Expiration Date	FY23 Actual	FY24 Available	FY25 Projected
WALSH PARK	GRANT	1/6/2023	145	1,699	-
RUTH ELIZABETH PARK DESIGN-TRAIL GR	GRANT	1/31/2023	12,181	1,097	-
PLACE MAKING PROJECT	GRANT	6/30/2023	4,076	15,612	-
TREE WELLS	GRANT	6/30/2023	9,582	18	-
UPPER VAN HORN DAM PHASE II	GRANT	6/30/2023	124,244	-	-
21 ST CENTURY-BOWLES FY23	GRANT	10/31/2023	29,563	5,544	-
CAMP STAR ANGELINA ACCESSIBLE TRAIL	GRANT	12/31/2023	15,678	18,976	-
DONNA BLAKE PARK (PARC)	GRANT	6/1/2024	33,989	-	-
BLUNT PARK (PARC)	GRANT	6/1/2024	2,564	-	-
BRECKWOOD PARK DAM PHASE II	GRANT	6/30/2024	39,343	26,050	-
GREEN CITY TREES FY22	GRANT	6/30/2024	169,657	182,296	-
LOON POND PROJECT(PARC)	GRANT	6/30/2024	39,083	17,740	-
NEAL Park - LWCF/ORLP	GRANT	9/1/2026	-	3,100,000	3,100,000
Gurdon Bill - LWCF	GRANT	12/31/2025	-	2,000,000	2,000,000
HARRIET TUBMAN - PARC	GRANT	N/A	-	-	850,000
ANGELINA PARLK	GRANT	N/A	-	-	250,000
ALDEN STREET	GRANT	N/A	-	-	250,000
MYRTLE STREET	GRANT	N/A	-	-	250,000
<b>Subtotal FY25 Anticipated Grants</b>			<b>480,103</b>	<b>5,369,032</b>	<b>6,700,000</b>
Park Donations	Donation	N/A	14,701	6,378	-
Edward M. Walker	Trust	N/A	135,977	35,292	100,000
William B. Walker	Trust	N/A	55,354	10,202	32,000
Barney	Trust	N/A	138,092	31,206	100,000
<b>Subtotal FY25 Other Funds</b>			<b>344,124</b>	<b>83,078</b>	<b>232,000</b>

# Fiscal Year 2025 Budget and Program Summaries

## PARKS DEPARTMENT

### Program Summaries

#### Recreation

<b>Recreation</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommend ed</b>
Budget	687,919	909,236	1,199,433
FTEs	8.0	8.0	8.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
# of summer enrichment programs	4	4	4
# of special events	2	2	2
# of employment opportunities for youth	100	100	100

**Citywide Strategic Priority:** Healthy Neighborhoods

#### Highlights

The goal of the Recreation Division is to provide a variety of recreational and educational programming. The Division serves as the central information center for all sports activities and seasonal youth programs located within the City of Springfield. This division offers seasonal programs including Afterschool Enrichment at four elementary schools, five evening gym programs, and three summer enrichment programs, and Camp Star/Angelina.

The Afterschool and Summer Enrichment programs provide students with opportunities to participate in academic enrichment activities including hands-on, experiential learning, and to strengthen their social and emotional skills. These programs are designed to measure increases in both academic and intermediary outcomes.

In Springfield, children are faced with a number of risk factors, including single parent families, loosely structured households, lack of significant guidance, gang activity, poverty, and densely populated neighborhoods. The Evening Gym Programs are designed to provide a safe haven for participants and opportunities to increase their physical activity levels. Participants also benefit from the adult mentors who supervise the program. This program currently serves 31% African-American students and 62% Hispanic students. The overwhelming majority of students served are males (92%).

PARKS DEPARTMENT

**Program Summaries**

**Homework Help and Evening Gym**

	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommend ed</b>
<b>Homework Help and Evening Gym</b>			
Budget	205,433	231,696	248,351
FTEs	2.5	2.5	2.5
	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
<b>Performance Metrics</b>			
# of participants in afterschool programs	149	175	175
# of partners involved in out-of-school-time programming	5	5	7

**Citywide Strategic Priority:** Healthy Neighborhoods

**Highlights**

The goal of the Homework Help and Evening Gym Program is to provide safe and academically-enriched programming that aligns with and supports school-day programming for city youth. The Afterschool Enrichment Program is tailored to assist students with their homework prior to entering the evening gym program.

The Evening Gym Program has become a staple in our neighborhoods and this program assists in the stabilization of our neighborhoods. Many of our recreation leaders serve as role models to the youth attending the program, and offer the opportunity for the youth to be involved in a structured gym activity. Previously, the Evening Gym Program was funded through grants. While the division will continue to search for outside funding sources for the program, this year’s budget appropriation also provides funding for the program to ensure that this important resource remains available to Springfield’s youth.

This division has also restructured Therapeutic Recreation opportunities and has ensured all programs are inclusive to residents across the City.

Fiscal Year 2025 Budget and Program Summaries

PARKS DEPARTMENT

**Program Summaries**

**Cyr Arena**

<b>Cyr Arena</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	304,205	332,678	342,972
FTEs	4.0	4.0	4.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
# of adult hours booked per week	13	13	14
# of youth hours booked per week	40	40	42

Citywide Strategic Priority: Healthy Neighborhoods

**Highlights**

The goal of Cyr Arena is to provide a home for multiple adult, youth, and school-based hockey leagues. In addition, open skate sessions for the general public are held on a regular basis. Improvements to the dasher boards and HVAC will ensure the programs can be maintained to their full potential and increase the opportunities for High School games.

# Fiscal Year 2025 Budget and Program Summaries

## PARKS DEPARTMENT

### Program Summaries

#### Forestry

<b>Forestry</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	746,101	838,745	856,614
FTEs	9.0	9.0	9.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
# trees planted	509	328	1,000
# trees removed	501	319	600
# trees trimmed	766	903	1,500
# emergencies pickups/hangers	223	195	200
# new tree requiring after care water/stake/re-mulch	3	800	1,000
#stumps removed	868	329	1,000

**Citywide Strategic Priority:** Healthy Neighborhoods; Public Safety

#### Highlights

The goal of the Forestry Division is to protect, preserve, and grow Springfield’s urban forest while maintaining public safety. This includes the care and maintenance of all public shade trees as well as all trees on public property.

Springfield’s street trees represent a resource valued at nearly \$122 million that provides \$2 million in benefits to city residents annually. This includes a net total of 6 million pounds of carbon avoided and sequestered annually, 22 million gallons of rainfall intercepted annually, 22,000 pounds of particulate-matter pollution removed and avoided from the air annually, and \$850,000 in annual energy benefits for Springfield residents.

Significant achievements for the Division this year included completion of the new Forestry Operation Center — an 8,000 square foot single story pre-engineered metal building to house the City of Springfield Forestry Division and equipment. The facility will also serve as a classroom and office space.

The Forestry Division recently partnered with the Public Health Institute of Western MA, Live Well Springfield, ReGreen Springfield, and Yale University on an initiative funded by the Office of the Attorney General. The division will provide technical support and guidance on research aimed to study air quality in Springfield and how it is impacted by the urban ecosystem and tree canopy. Over fifty air quality monitors will be placed in the city to study the effects of various air pollutants on public health outcomes such as asthma rates, and how these impacts relate to urban tree canopy cover.

PARKS DEPARTMENT

**Program Summaries**

**Golf Courses**

<b>Golf Courses</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	1,514,481	1,830,162	1,909,876
FTEs	5.0	7.0	8.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
# of golf leagues	30	30	40
# of tournaments	20	20	40
# of rounds of golf	53,000	27,000	55,000

Citywide Strategic Priority: Healthy Neighborhoods

**Highlights**

Our goal through our municipal golf courses is to provide residents and neighbors with quality golf facilities by operating Franconia and Veteran’s Memorial Golf Courses. In total, the two courses generate 60,000 rounds of competitively priced golf on an annual basis.

Veterans’ Memorial Golf Course: 18-holes, Par 72, 6,100 yards

Franconia Golf Course: 18-holes, Par 71, 6,318 yards

# Fiscal Year 2025 Budget and Program Summaries

## PARKS DEPARTMENT

### Program Summaries

#### Maintenance

	FY23 Actual	FY24 Adopted	FY25 Recommended
<b>Maintenance</b>			
Budget	4,755,231	5,492,188	6,536,755
FTEs	39.0	39.0	41.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
# of residential site work by Clean City	339	650	650
# of lots cleaned by Clean City	257	500	500
# of athletic fields maintained	722	1,000	1,000
# of terraces maintained	104	200	200
# of flowers planted	100	200	200
# of acres debrushed	355	1,000	1,000

**Citywide Strategic Priority:** Healthy Neighborhoods

### Highlights

The goal of the Maintenance Program is to responsibly care for and maintain over 50 parks, 48 school grounds, and 160 traffic islands and terraces, totaling over 2,630 acres. Its responsibilities include playground equipment repair, park building maintenance and repair, trash and litter clean-up and removal, athletic field maintenance, mowing, trimming, leaf and fall clean-up and disposal, vegetation management, and illegal dumping reporting and remediation.

The Division has had an active construction season. The Division is implementing 20 CPA funded projects, Bike and Skate Park study, Angelina Park new amenities, Myrtle Street Park new amenities, Nathan Bill Park install hard top and walking path and Treetop Park improvement to amenities.

Infrastructure Improvement: Maintenance of 55 buildings and 25 structures as well as drainage systems, sidewalks, roads, bridges, and dams. The requests include repairs for park buildings. The department has also coordinated the study for Old First Church through a CPA grant received to study this historical landmark at Court Square.

Clean City: Acts as the authority on illegal dumping identification, reporting, and remediation; provides property management services for the “abandoned house” portfolio. Increase camera coverage resulting in more citations.

Turf Maintenance: Maintains 91 athletic fields at 31 locations. Successfully implemented the organic lawn care program and researched options for expanding the program city-wide.

Court Maintenance: Maintains outdoor hard courts (tennis/basketball) at city-owned locations.

Terrace Maintenance: Maintains 160 traffic islands & terraces, covering over 70 acres.

Horticulture: Provides advanced plant care for terraces, gateways, and parks.

ROCA: The three crews have been a tremendous support to the Mayor’s Clean Sweep Program.

Lake and ponds: Invest \$80,000 for algae remediation and other cleaning at Forest Park ponds, Bass Pond, and other municipal bodies of water.

# Fiscal Year 2025 Budget and Program Summaries

## PARKS DEPARTMENT

### Program Summaries

#### Administration

	FY23 Actual	FY24 Adopted	FY25 Recommended
<b>Administration</b>			
Budget	1,526,204	1,612,529	1,760,868
FTEs	16.5	17.0	19.0
	FY23 Actual	FY24 YTD	FY25 Goal
# of safety seminars held annually	3	3	3
# of days taken to update the Parks website with program changes	1	1	1

**Citywide Strategic Priority:** Fiscal & Operational Excellence; Healthy Neighborhoods

#### Highlights

The Administration Division provides administrative, managerial, and operational support for the PBRM Divisions. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing, grant application and management, and volunteer coordination. Administration staff continues to realize a high degree of success in obtaining grants for the department. The department is very proud of its high success rate in reciting state and federal grants for the Park System. The department is also managing over \$1.5 million in CPA grant funds. These grants are addressing long-term requests from the neighborhood councils. The administration staff continues to be the vital core of the department.



Fiscal Year 2025 Budget and Program Summaries

PARKS DEPARTMENT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Recreation Personnel Svcs</b>	102,789	(130,000)	16,921
<b>Recreation OTPS</b>	(2,608)	(4,000)	(75,000)
<b>After School Program Personnel Svcs</b>	(8,375)	(15,000)	-
<b>Cyr Arena Personnel Svcs</b>	(2,075)	(2,734)	-
<b>Cyr Arena OTPS</b>	(824)	12,471	48
<b>Forestry Personnel Svcs</b>	-	(6,000)	-
<b>Forestry OTPS</b>	(200,000)	-	-
<b>Golf Courses Personnel Svcs</b>	(125,000)	(100,000)	-
<b>Golf Courses OTPS</b>	(239,747)	(1,011,963)	3,520
<b>Golf Courses Capital</b>	-	-	(295,764)
<b>Maintenance Personnel Svcs</b>	(59,059)	-	-
<b>Maintenance OTPS</b>	17,658	48,571	-
<b>Administration Personnel Svcs</b>	(39,796)	(15,000)	(4,017)
<b>Administration OTPS</b>	75,000	-	(2,335)
<b>Horticulture Personnel Svcs</b>	-	-	(12,897)
<b>Horticulture OTPS</b>	-	(215,000)	(83,238)
<b>Athletic Fields OTPS</b>	(11,877)	-	-
<b>Mayor's Clean City Personnel Svcs</b>	(1,088)	-	-
<b>Mayor's Clean City OTPS</b>	(2,429)	465,000	(150,000)
<b>Infrastructure OTPS</b>	(1,854)	(5,000)	-
<b>Terrace Maintenance OTPS</b>	-	(100,000)	(74,675)
<b>Downtown Maint Crew Personnel</b>	(3,600)	(15,000)	-
<b>Downtown Maint Crew OTPS</b>	(4,000)	-	-
<b>Total Adjustments</b>	<b>(506,885)</b>	<b>(1,093,655)</b>	<b>(677,436)</b>

Details Shown on Next Page

PARKS DEPARTMENT

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**Notes**

- ◆ Personnel Services: Increase \$8
  - ◇ Overall increase based on salary adjustments.
- ◆ OTPS: Decrease \$381,680
  - ◇ Decrease based on historical spending and to level fund with FY24.
- ◆ Capital: Decrease \$295,764
  - ◇ Decrease based on offset to another funding source.

# Fiscal Year 2025 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.

### FY24 Department Highlights

The Department is proud to have coordinated, during the past 16 years, over \$680M of investment in repairs to buildings and new construction, as well as overall improved management practices in the daily oversight of the city's municipal buildings and properties. The Facilities Division is responsible for all aspects of the maintenance, repair, and daily operations of all municipal and school buildings and grounds. This includes over 90 buildings and approximately 6.5 million square feet of space, with building ages ranging from the late 1800's through 2023. DPBRM continues to provide an environment in municipal and school buildings that ensures the health and safety of the students, municipal workforce, and residents visiting the facilities. The department is proud of the work of our 35 member trades staff. Their work ethic, determination and talent are saving the city hundreds of thousands of dollars on an annual basis.

### FY25 Budget Highlights

- ◆ Funds 26.0 General Fund FTEs, a decrease of 1.0 Work Order Administrator vacancy. 1.0 Facilities Maintenance Man and 1.0 Work Order Administrator re-organized to other departments from FY24.
- ◆ Level service funding for OTPS: contractual increases.

### Department Budget

General Fund Operating Budget	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
Personnel Services	1,298,234	1,484,935	1,329,464	(155,471)	-10.5%
OTPS	2,968,190	3,047,746	3,086,478	38,732	1.3%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>4,266,424</b>	<b>4,532,681</b>	<b>4,415,942</b>	<b>(116,739)</b>	<b>-2.6%</b>

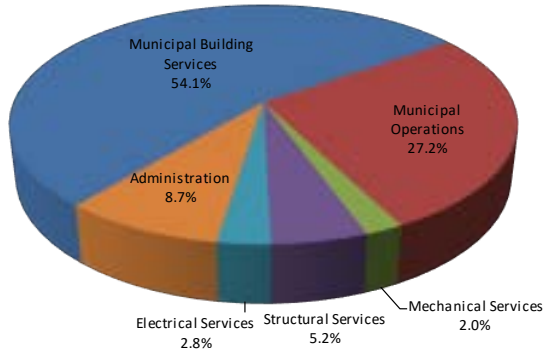
### Department Staff

Department FTEs	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	Percent Change
General Fund FTEs	28.0	28.0	25.0	(3.0)	-10.7%
<b>Total FTEs</b>	<b>28.0</b>	<b>28.0</b>	<b>25.0</b>	<b>(3.0)</b>	<b>-10.7%</b>

# Fiscal Year 2025 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

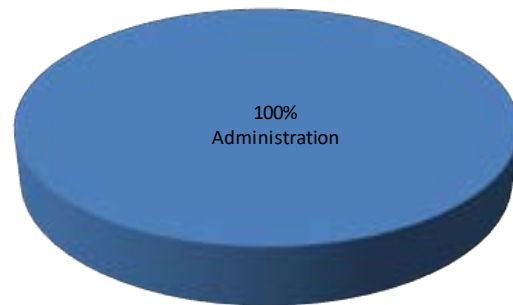
	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
<b>GF Program Expenses</b>					
Municipal Building Services	2,342,536	2,344,278	2,390,877	46,599	54.1%
Municipal Operations	1,049,540	1,241,578	1,198,938	(42,640)	27.2%
Mechanical Services	91,628	90,060	90,060	-	2.0%
Structural Services	232,053	227,803	227,803	-	5.2%
Electrical Services	125,873	125,704	125,704	-	2.8%
Administration	424,794	503,258	382,560	(120,698)	8.7%
<b>Total General Fund Expenditures</b>	<b>4,266,424</b>	<b>4,532,681</b>	<b>4,415,942</b>	<b>(116,739)</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	-	-	-	-	0.0%
<b>Total All Funds Expenditures</b>	<b>4,266,424</b>	<b>4,532,681</b>	<b>4,415,942</b>	<b>(116,739)</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$100,000**

- ◆ **Miscellaneous Revenue - Solar Credits**

### Program Revenue



### Departmental Revenue

	FY23 Actual	FY24 Adopted	FY25 Recommended	Variance FY25-FY24	% of Total
<b>Program Revenue</b>					
Administration	80,099	55,000	100,000	-	0.0%
<b>Total Departmental Revenue</b>	<b>80,099</b>	<b>55,000</b>	<b>100,000</b>	-	<b>0.0%</b>

Fiscal Year 2025 Budget and Program Summaries

FACILITIES DEPARTMENT

**All Funds Budget Detail**

<b>General Fund Operating Budget</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Personnel Services	1,298,234	1,484,935	1,329,464	(155,471)	-10.5%
OTPS	2,968,190	3,047,746	3,086,478	38,732	1.3%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>4,266,424</b>	<b>4,532,681</b>	<b>4,415,942</b>	<b>(116,739)</b>	<b>-2.6%</b>

<b>External Funds Budget</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>4,266,424</b>	<b>4,532,681</b>	<b>4,415,942</b>	<b>(116,739)</b>	<b>-2.6%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>	<b>Variance FY25-FY24</b>	<b>Percent Change</b>
Reimb For Damages	60,760	55,000	100,000	45,000	81.8%
Reimb For Prior Year Expenditure	5,444	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>66,204</b>	<b>55,000</b>	<b>100,000</b>	<b>45,000</b>	<b>81.8%</b>

<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY23 Actual</b>	<b>FY24 Available</b>	<b>FY25 Projected</b>
			-	-	-
			-	-	-
<b>Subtotal FY25 Anticipated Grants</b>			-	-	-
<b>Subtotal FY25 Other Funds</b>					
<b>Total External Funds</b>			-	-	-

# Fiscal Year 2025 Budget and Program Summaries

## FACILITIES DEPARTMENT

### Program Summaries

#### Facilities Administration

<b>Facilities Administration</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	424,794	503,258	382,560
FTEs	7.0	7.0	5.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
% of EEs participating in State-mandated ethics training	100%	100%	100%
Tonnage of trash from School Buildings	2,962	1,800	3,000
Tonnage of recyclable materials from School buildings	390	300	400
Recycling Rate for Springfield School Department	12%	10%	13%

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

### Highlights

PBRM continues to ensure that all municipal buildings meet safety/building codes and, to that end, has developed an inspection schedule with the city's Code Enforcement Department to certify that all buildings have a current Certificate of Occupancy. All public buildings are inspected annually and the department's capital plan is updated accordingly. This past year the city reported a 28% savings in our utility usage in buildings. The department coordinates the Statement of Interests submissions to the MSBA on behalf of the school district and the city for funding capital repairs for school repairs and new school construction. This program is vital in upkeep of our school buildings. The department also has completed studies on the City Hall/ Symphony Hall complex and Old First Church. These studies will serve as an important blueprint when planning next steps.

# Fiscal Year 2025 Budget and Program Summaries

## FACILITIES DEPARTMENT

### Program Summaries

### Facilities Operations

<b>Facilities Operations</b>	<b>FY23 Actual</b>	<b>FY24 Adopted</b>	<b>FY25 Recommended</b>
Budget	3,841,630	4,029,424	4,033,383
FTEs	21.0	21.0	20.0
<b>Performance Metrics</b>	<b>FY23 Actual</b>	<b>FY24 YTD</b>	<b>FY25 Goal</b>
% of Safety Emergency Work Orders completed within 2 working days	70%	60%	90%
% of Open Work Orders 1-3 Months old	50%	50%	55%
Reduce/close open work orders older than 24 months	90%	65%	90%
Reduce/close open work orders 12-24 months	75%	60%	80%
Reduce/close open work orders 6-12 months	75%	60%	75%
Evaluate balance of open work orders older than 9 months and prioritize resources to complete them or close them if they are unrealistic.	100%	100%	100%

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

### Highlights

The Facilities Division is responsible for all aspects of the maintenance, repair, and daily building operations of all municipal/school buildings and grounds. The Facilities Division is responsible for over 90 buildings and approximately 6.5 million square feet of space, with building ages ranging from the late 1800's through 2023. PBRM continues to provide an environment in municipal and school buildings that ensures the health and safety of the students, the municipal workforce, and residents visiting the facilities. Over 8,000 work orders were completed across municipal/ school services this past year. The increase is due to the aggressive lighting replacement program funded through Eversource.

The Facilities Division completed the following major improvement this fiscal year:

- ◆ New flooring at 70 Tapley Street
- ◆ New front doors 70 Tapley
- ◆ New offices for the IT Department
- ◆ New Stage upgrades for Symphony Hall
- ◆ Overhead door repairs Sullivan Safety Complex
- ◆ Generator repair at TJO.
- ◆ New breakroom at the Fire Alarm Building
- ◆ Installation of 22 new school playgrounds

FACILITIES DEPARTMENT

**FY25 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Recommended</b>
<b>Municipal Building Services</b>			
Salaries & Wages	64,412	-	-
OTPS	220,927	(150,000)	(132,142)
<b>Municipal Operations</b>			
OTPS	185,489	(144,095)	3,178
<b>Administration</b>			
Salaries & Wages	20,663	-	(124,799)
<b>Total Adjustments</b>	<b>491,491</b>	<b>(294,095)</b>	<b>(253,763)</b>

**Notes**

- ◆ Personnel Services: Decrease \$124,799
  - ◇ Decrease based on salary adjustments
- ◆ OTPS: Decrease \$128,964
  - ◇ Decrease based on historical spending and to level fund with FY24



# **Section 11**

## **Planning Documents**

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# **Analysis of Outstanding Debt: FY24 Debt Affordability Study**

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# Analysis of Outstanding Debt

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## City of Springfield, Massachusetts

January 30, 2024

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*Acting Chief Administrative &  
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THE CITY OF SPRINGFIELD, MASSACHUSETTS

Dear Mayor Sarno and Members of the City Council:

It is my pleasure to present this year's annual analysis of the City of Springfield's existing debt. The Office of Administration and Finance (A&F) publishes this study each year to serve as a user-friendly examination of current and future debt issued on behalf of the residents of the City. A&F utilizes this analysis to make informed decisions regarding the City's debt and financial position; taking into account the affordability of issuing new debt on top of existing debt obligations.

In this report, we measure the affordability of debt by determining the annual amount of debt service and other debt-like payment obligations as a percentage of general fund revenues. Debt service as a percent of general fund revenues is a commonly accepted standard for measuring debt capacity. It provides a true indication of the relative cost of the City's debt by comparing the City's debt service payments with the amount of revenue available to pay those obligations.

In addition to managing debt, Springfield has maintained its process of continually assessing capital needs and offsetting project costs to outside funding sources whenever possible. The following debt affordability analysis will show that, consequent to these efforts, the City of Springfield has been in a position to strategically invest in its infrastructure and capital needs.

In 2021, the City issued short-term bond anticipation notes (BANs), to fund ongoing projects. Short-term borrowing allows the City to fund ongoing projects during their early stages, without issuing bonds. Oftentimes, the City is able to complete projects under initial budget projections, due to cost savings and value engineering. Short-term borrowing allows the City to avoid selling debt for costs it may not actually incur on a project. In general, the City issues debt for a project once it is substantially completed, to avoid incurring excess interest expenses by borrowing more than it needs for a project. However, if the City expects interest rates to rise in the future, it may issue debt earlier in a project cycle to avoid higher interest costs.

In March of 2022, the City issued \$66.2 million in bonds to fund a variety of projects and vehicles throughout Springfield. Of that, \$47.2 million was issued to fund the construction of the new co-located DeBerry-Swan Elementary School, which was approved by the MSBA in June of 2020. This issuance included funding for DeBerry Park and the demolition of the MCDI building. The remaining \$16.9 million, was issued to pay the costs associated with constructing a

new Forestry Operations Center, which will house the Forestry Division offices and equipment, the replacements of vehicles and equipment city-wide, including the Police Department fleet, improvements to roads and sidewalks through the City, a match for the redevelopment of the Watershops Dam and various MSBA ARP school projects.

One of the established benchmarks reviewed by the municipal bond industry is the general fund balance as a percent of total revenues. The industry standard is 15% or greater and Springfield is well above at 23.1%, which is a significant accomplishment for the City. This benchmark is an indicator of strong fiscal management and budgetary flexibility, and contributes to the City's high bond rating.

Annually, the City publishes a Capital Improvement Plan (CIP), which provides a detailed view of the capital needs within the City of Springfield. This comprehensive capital plan includes roads, sidewalks, parks, land, buildings, equipment, fleet and other capital asset needs. The CIP will serve as a guiding document for capital funding decisions in future years. The Fiscal Year 2024-2028 Capital Improvement Plan (CIP) indicates there is over \$1.03 billion in capital needs in the City. The Fiscal Year 2025-2029 Capital Improvement Plan process is currently underway and the updated CIP will be published in March of 2024.

Along with a strong debt strategy, the City is maximizing its ability to tackle the City's capital needs by offsetting project costs with grant awards, and funding provided by state and federal agencies. Projects that would have been unaffordable otherwise, are made possible through the City's close partnership with outside agencies. For example, our continued relationship with the Massachusetts School Building Authority (MSBA), has allowed the City to move forward on projects we would have never been able to afford otherwise. MSBA's Accelerated Repair Program (ARP) initiative is an innovative, competitive grant program that represents a unique opportunity for the City. The main goals of the ARP are to improve learning environments for children and teachers, reduce energy usage, and generate cost savings for the Commonwealth's towns and cities. To date, the MSBA has invited the City to take part in this program to repair and/or replace roofs, HVAC systems, windows, and doors in over thirty schools.

As mentioned, the majority of the March 2022 issuance was for costs related to the construction and development of the new DeBerry-Swan Elementary School. As a part of the MSBA's Core Program, these two schools were replaced with a co-located school. This unique build replaced two aging facilities, keeping the identity and the desired small size of each elementary school, while benefiting from the economies of scale available through shared core spaces and educational resources. In addition, the City demolished the dangerous and blighted former MCDI building, and relocated and redesigned DeBerry Park, renamed Samuel Bolden Park, both in the school's vicinity. MSBA's reimbursement rate is expected to be 80%, less any ineligible costs. The City has strategically created a declining debt repayment schedule, which will allow Springfield to layer debt into the budget, while still allowing the City to make necessary investments in other service areas.

In FY23, the City issued approximately \$6.3 million in bond anticipation notes (BANs) in order to cover ongoing spending related to Duggan Park, the public safety Computer Aided Dispatch



(CAD) project, and Cyr Arena upgrades. Spending on those projects and others have continued during FY24.

It's important to note that the City's current authorization of unissued debt currently totals \$969.1 million. Of that, \$755 million is attributed to pension obligation bonds and \$71.6 million is attributed to current and ongoing capital projects. The issuance for FY24 will include MSBA boiler projects for Milton Bradley and Rebecca Johnson schools, CAD/RMS System for Public Safety, roads and sidewalks work, SS4A safety improvements to corridors and intersections, city-wide vehicle replacements and upgrades, Court Square improvements, improvements to Veterans and Franconia municipal golf courses, improvements to Cyr Arena and the Barney Carriage House, the purchase of two fire apparatus, and grant matches to Neal Park and Gurdon Bill Park construction and improvements.

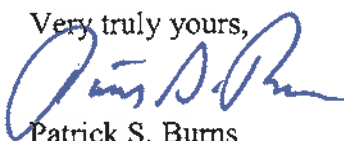
Despite the City's ability to leverage outside funding, its proactive steps to refinance debt at lower rates when possible, and sound borrowing policies, the City's ability to issue debt for new projects in the coming years will be constrained by a number of factors. Springfield continues to face rising non-discretionary costs, crowding out room in the budget for an increase in debt service payments.

The pressures of rising non-discretionary costs squeeze out room for debt service in the budget, and rising project costs will be managed by the City through a careful evaluation of capital needs and a commitment to a sustainable debt structure. As debt service is itself a non-discretionary budget item, the City must be careful to ensure that its investment in capital projects today, does not result in service cuts to residents in future years.

As of May 2023, Standard and Poor's (S&P) reaffirmed our AA- rating, and enhanced its rating outlook on the City of Springfield's generable obligation (GO) debt to stable, from negative. Previously, the City's outlook had changed from stable to negative, due to the unknown effects that the COVID-19 pandemic would have on the City's overall fiscal health. Our current rating reflects S&P's opinion of the City's very strong management with multiyear financial and capital planning, which has enabled strong budgetary performance and stronger financial reserves. It also demonstrates that Standard & Poor's strongly believes in the City's ability to make difficult decisions and budget adjustments to maintain budgetary balance, despite the large pension and other postemployment benefits (OPEB) liabilities and costs. The S&P rating continues to be the highest rating in the City's history, which has been held for the past eight years. Credit ratings have an integral role in the municipal bond market and are one factor that affects the interest rates the City pays on its debts.

I hope this analysis is helpful to you and welcome the opportunity to provide any additional information that would be useful to you, and the residents of our community.

Very truly yours,



Patrick S. Burns  
Acting Chief Administrative and Financial Officer

## Springfield Debt Overview

Mandated by Chapter 468 of Acts and Resolves of 2008, the City of Springfield’s Office of Administration and Finance is required to provide a yearly review of the City’s current outstanding debt. This analysis is designed to:

1. To show financial officials and citizens the current state of debt management.
2. To indicate whether the City of Springfield can afford more debt in either the current fiscal year, or future years, as debt service payments decline.

The City of Springfield has a total of \$277.8 million in outstanding permanent debt. Of this, \$201.7 million is principal and \$71.8 million is interest payments due on the debt. This debt consists of issuances dating back to fiscal year 2009, up to the most recent debt issuance in March 2022. This study demonstrates that Springfield is currently within its debt capacity as mandated by the City’s financial ordinances, Chapter 4.44.070, which states “General Fund debt service as a percentage of general fund revenues, net of debt exclusions – should not exceed eight percent (8%)”. Currently, the City is at less than half this limit.

Debt Service as a % of General Fund Revenue	
2023 Total Debt Service	\$ 26,758,577
2023 General Fund Revenue	\$ 871,806,639
<b>Debt Capacity</b>	<b>3.1%</b>

Source: Hilltop Securities, Springfield 2023 ACFR

## Analysis of City Debt

The City’s net debt service totals \$245.9 million over twenty-nine years. Project balances that make up this debt range from the smallest - \$2,000 for a Library & Museum Remodel to the large - \$40.2 million for the new DeBerry-Swan co-located elementary school.

There are many different ways to examine the City’s debt. This document first examines the policy questions associated with our debt: for what purpose was the debt issued and how has the City decided to structure its debt repayment schedule? The study then examines what this debt tells us about Springfield’s finances.

The latter analysis, what Springfield’s outstanding debt can tell us as a measure of the health of the City’s finances, relies on benchmarks established by the three major ratings agencies: Moody’s Investors Service, Standard & Poor’s, and Fitch Ratings. These benchmarks measure our ability to repay our debt, highlight areas for further investigation and public discourse, and provide an overview of the information that will be used by rating agencies to determine Springfield’s future bond rating. When Springfield wants to issue bonds, its bond rating reflects the credit worthiness of the City, which in turn has a direct impact on the interest rate the City

will pay on its bonds. The higher the bond rating, the lower the risk of default, and the less risk an investor is taking in purchasing our bonds.

**Annual Debt Service**

The City is legally obligated to pay the principal and interest associated with a bond issuance before all expenses, including salary obligations. This annual payment is known as the *debt service payment*. Because of the mandatory nature of this expense, the City must be cognizant of debt service payments when issuing new debt and deciding whether or not the City has the ability to increase those payments.

**Long Term Debt Service**

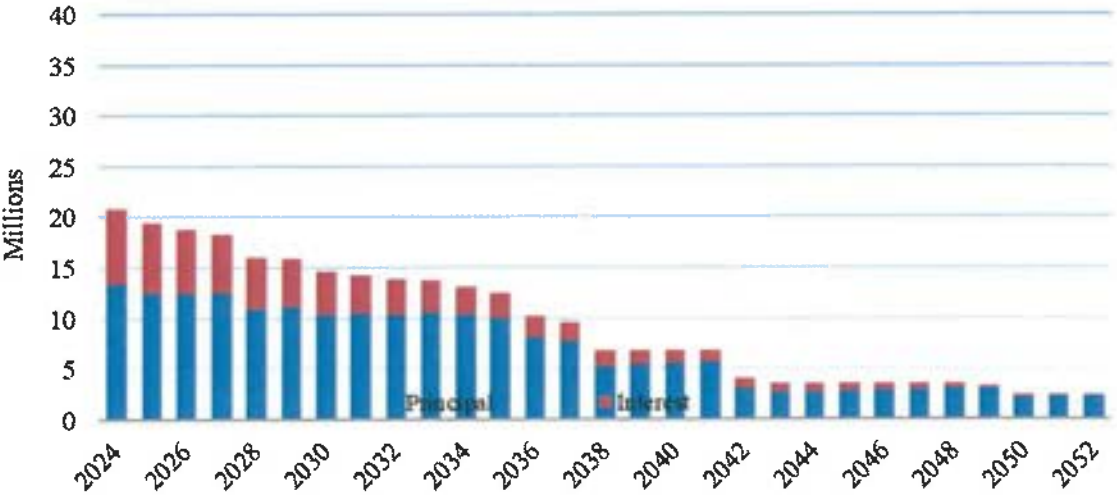


Figure 1: Debt service repayment schedule, Hilltop Securities

The City’s debt service repayment schedule, as of June 30, 2023, is outlined in the chart above (Figure 1). In fiscal year 2010, the City took advantage of the Qualified School Construction Bond (QSCB) Act. This borrowing requires a “bullet” payment at the end of a seventeen-year borrowing term. This “bullet” payment is reflected in the large \$28.9 million debt service payment due in 2027. In order to prepare for this expense, the City has been, and will continue to invest the required payments (\$776,910 annually) for the bond into a “sinking fund” each year. At the end of the term, the City will use the sinking fund to pay this bullet payment. Aside from this one instance, the City works to maintain a relatively smooth debt schedule; so as to not front or back load debt service payments.

As illustrated above in Figure 1, the City has entered into a declining debt service payment schedule. Each year, prior bond issuances are fully paid, and “fall off” our debt schedule, decreasing the City’s annual long-term debt service obligation. This means that the City has additional bonding capacity for new capital improvement projects in future years.

In 2015, the City took advantage of this declining debt schedule and sold \$50.5 million of bonds for new projects, including demolitions, street and sidewalk repairs, school improvements, and city facility construction and improvements. The next sale occurred in February 2017, when the

City issued \$44.3 million in debt for numerous capital improvement projects. That same year, in March 2017, the City sold bonds for Union Station. In March 2019, the City sold \$27.9 million in bonds for additional capital projects, including the Springfield Culinary and Nutrition Center, the East Forest Park Library, \$2.5 million in new roads and sidewalks, and multiple MSBA school construction and repair projects. In November 2020, the City sold bonds for \$39.5 million. The bulk of the issuance, \$31.6 million, was for ongoing costs related to the replacement of Brightwood and Lincoln elementary schools, another \$4 million was issued for the remediation and renovation of Court Square, and the remaining \$3.9 million was issued for MSBA projects for Sci-Tech, Milton Bradley and South End Middle schools. In March 2022, The City sold \$47.2 million in bonds for DeBerry Swan School, including DeBerry Park and MCDI Demo, \$1.1 million for the Forestry Operations Center, \$3.1 million in new roads and sidewalks, \$1 million for Watershops Dam and \$10.1 million for Citywide and Police Department vehicles.

The City will be issuing debt in FY24. The City's current authorized, unissued debt on capital projects totals \$71.6 million, and will include costs related to SS4A safety improvements to corridors and intersections, Rebecca Johnson and Milton Bradley Schools, \$1 million dollars for the purchase of vehicles and equipment for City needs in the public safety sector, \$40 million various municipal projects, \$1.5 million for improvements to Main and Court Streets, grant matches for Neal and Gurdon Bill Park, funding for two new fire apparatus and \$3.4 million to implement the new CAD system for Emergency Communications. By strategically selling debt this way, the City will continue to have a declining debt schedule and keep payments between fiscal years consistent. The City's goal is to maintain a similar level of payments each year to ensure large debt service payments are not unfairly shifted to residents in the future.

It is important to note that not selling debt for needed capital projects does not necessarily spare the City, or its taxpayers, from financial liability. For example, if a school building requires roof repairs, deferring this project to future fiscal years simply pushes the expense onto future budgets. At the same time, over the following years, the City may end up paying higher repair costs out of its operating budget, due to leaks in the roof. Thus, it can sometimes make sense to think of deferred maintenance as a form of "off the books debt," since these expenses will still be required eventually, and the City may end up paying "interest" in the form of expensive short-term repairs to maintain an asset that requires major capital investments.

In the past, the City's ability to refund some of its outstanding bonds using proceeds from new bonds sold at lower interest rates resulted in future cost savings that provide the City with a larger debt capacity each year. This larger debt capacity enables more debt to be issued for high priority capital improvement projects.

### Purpose of Issuance

Of the City's \$201.7 million (principal only) debt, \$126.8 million (62.9%), was issued to finance school projects and \$74.9 million (37.1%), 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	31,443,650	15.6%
Demolition	5,495,000	2.7%
Equipment	6,074,000	3.0%
Other	3,380,000	1.7%
Park/Land	7,912,430	3.9%
Streets/Sidewalks	20,579,000	10.2%
Technology	29,995	0.0%
<b>City Total</b>	<b>74,914,075</b>	<b>37.1%</b>
<b>School Total</b>	<b>126,770,925</b>	<b>62.9%</b>
<b>Grand Total</b>	<b>201,685,000</b>	<b>100%</b>

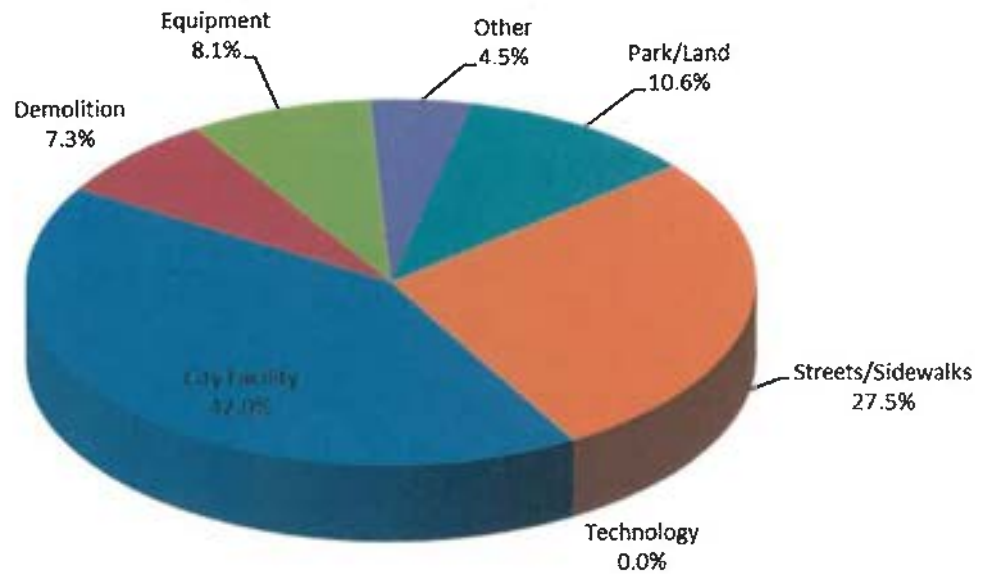
In prior years, the majority of the City's debt has been dedicated to school facilities due to the high need for repair, renovation, and construction projects. Additionally, many construction projects for school buildings are eligible for partial reimbursement from the Massachusetts School Building Authority (MSBA). This allows the City to complete school related projects at lower cost to the City's general fund.

School related debt also accounts for a larger amount of the City's outstanding principal because construction projects can be amortized across a longer period, generally 20-30 years. Many City projects have a short useful life, such as vehicles or IT equipment. The City can only issue bonds with a term as long as the maximum useful life of the item for which it is borrowing. This causes debt issued for City purposes to fall off the debt schedule more quickly than school related debt. Thus, City projects will make up a large proportion of all outstanding principal shortly after the City sells debt, but it will also tend to pay that principal off faster than School debt, which is generally issued for 20-30-year terms. A&F projects that School projects will continue to represent the majority of Springfield's outstanding debt for the next several years, due to the construction of the Brightwood-Lincoln and DeBerry-Swan co-located schools.

### Composition of Debt

Springfield may issue debt for numerous purposes. Cities and towns deliver many services, from education and public safety, to transportation, recreation and social services. Each service has different capital needs associated with it. Education, for example, requires the construction and maintenance of buildings in which to educate children. Education debt should therefore be heavily skewed toward building and facility debt. It is rare for the City to issue debt for non-facility or grounds related projects for the School Department. As shown below in Figure 2, the City's outstanding debt is mainly comprised of debt for buildings and facilities: City facility (42.0%), Demolitions (7.3%), and Streets/Sidewalks (27.5%).

## Outstanding Total Debt City Projects as of January 30, 2023



**Figure 2:** Breakdown of outstanding City debt, Hilltop Securities

General government services, however, should have a much more diverse mix of facility and non-facility debt. For example, debt related to parks and recreation should include some building debt, but also substantial non-facility debt, including the renovation of fields, pools, and other projects. Public Safety debt would normally include a mix of facility and non-facility debt, with non-facility debt being comprised mainly of vehicle, apparatus, and equipment purchases. These non-facility debt categories account for 23.2% of the total City debt as shown in Figure 2 above.

Examining non-facility debt, the City has begun to make substantial investments in equipment, parks, land purchases, the demolition of blighted and condemned buildings, technology, and improvements to our road and sidewalk infrastructure. The City’s Capital Improvement Plan (CIP) indicates there will be considerable funding needed in the future in these areas. These projects are also to promote economic development in Springfield. Notably, the vast majority of debt categorized as for “other” purposes, has been issued for the management of the Bondi’s Island landfill and repairs to the City’s flood control system.

In FY09, the City instituted another source of funding for capital expenditures: “pay-as-you-go” capital, or “pay-go.” To fund pay-go, the City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt. This appropriation is required by the City’s financial ordinances and policies (Ch. 4.44.050.). Pay-go allows the City to reduce its overall borrowing costs by funding smaller, routine projects through the operating budget.

The City uses pay-go to fund emergency infrastructure repair projects, vehicle replacements, IT upgrades for software, security and servers, and park and building renovations. Pay-go allows the City to fund design work and studies to better prepare for grant applications, and to fund

appropriations for matching grants. This funding source is a major reason for the City’s ability to often bear less than half of the cost of large capital projects.

### Net Debt Service

As mentioned in the Purpose of Issuance section, the City of Springfield has a total outstanding debt portfolio (principal only) of \$201.7 million as of January 30, 2024. When interest is included, the total cost of this debt is \$273.5 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 \$273.5 million in total debt service, leaves a balance of \$245.9 million of liability (principal and interest). Figure 3 below shows net debt service through 2030.

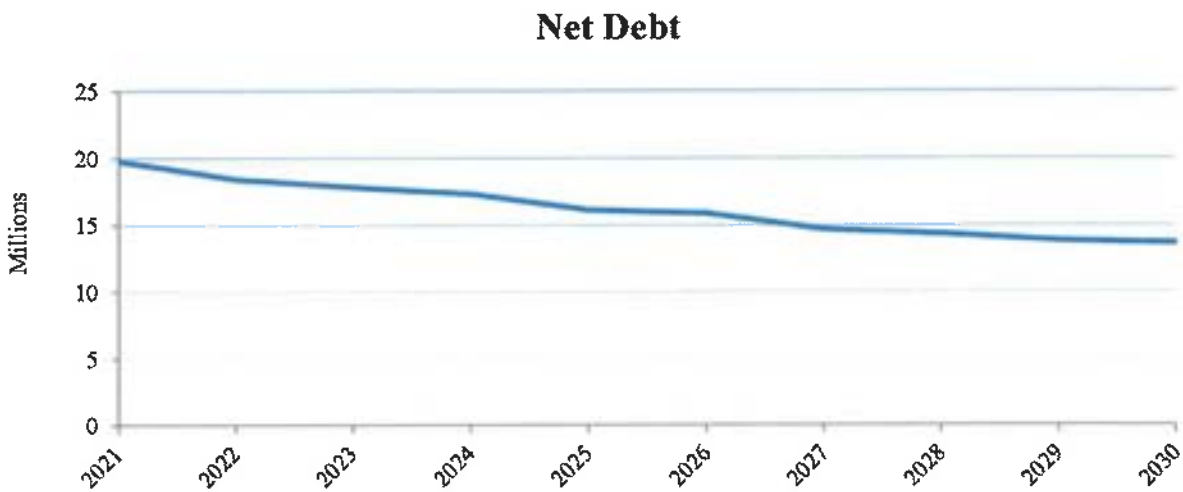


Figure 3: Net Debt Service payments; Hilltop Securities

In previous years, the City had been approved to receive school construction assistance on various school construction projects under a program managed by the MSBA. Under the terms of this program, the City was required to incur general obligation debt financing for the full costs of those school construction projects. The MSBA then provided annual grant distributions to the City to offset the annual debt service costs on these projects as the City repaid the bonds.

### Industry Benchmarks

The municipal bond industry has established benchmarks that it uses to examine cities and towns across the nation. These benchmarks are intended to provide insight into a community’s ability and willingness to repay the debt it issues and can be valuable tools for communities to evaluate their financial management strategies. This analysis is intended to provide insight into our finances and our ability to support debt and public investment.

#### What is included in this report and what is not?

This report assumes the continuation of normal operations for the City of Springfield. A&F has calculated the following measurements as part of the analysis.

Measure	Industry Standard	FY2023	FY2024
General Fund Balance as a % of Total Revenues	15% or greater	23.6%	23.1%
Debt Service as a % of General Fund Revenue	0% - 8%	3.0%	3.1%
Debt Service as a % of General Fund Expenditures	0% - 8%	3.3%	2.5%
Percent of Debt Retired in Ten Years	65% - 100%	58.3%	59.6%
Debt as a Percentage of EQV	0% - 5%	2.0%	1.8%
Total Outstanding Debt Per Capita	\$0 - \$1,000	\$1,417.24	\$1,309.10
Total Debt as a Percentage of Total Personal Income	0% - 7%	6.1%	5.1%
Undesignated Fund Balance as a % of Revenues	10% or greater	18.2%	15.9%
Overall Net Debt as a % of Full Value	1.5% - 5%	2.5%	2.2%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0% - 15%	9.0%	9.7%

Figure 5: Municipal Bond Industry Benchmarks

### Debt Service as a Percentage of General Fund Expenditures

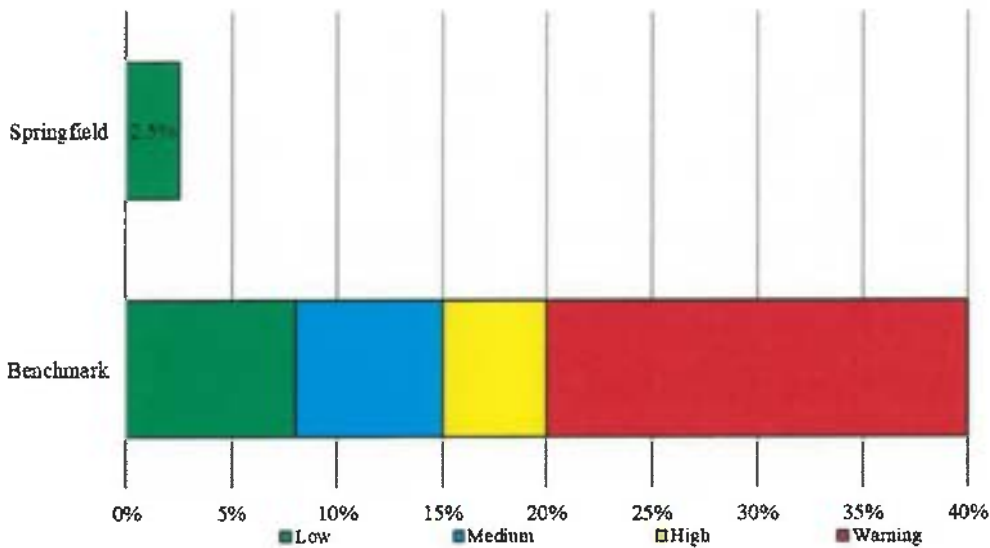
This benchmark measures the City's ability to finance debt within its current year budget. It is similar to the measurement of household income dedicated to mortgage payments that banks use when assessing borrowers. This is the most immediate measure for determining a City's ability to pay its debt service; 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 2.5% of the Fiscal Year 2024 budget dedicated to debt service. This measure has been trending down over the last seven 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.



**Debt Service as a Percentage of General Fund Expenditures  
(Fiscal Year 2024)**



**Figure 6: Ratio of Budgeted Debt Service Payments over Total General Fund Budget**

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.

<b>Debt Service as a % of General Fund Expenditures</b>	
2024 Total Debt Service	\$ 22,257,590
2024 Budgeted General Fund Expenditures	\$ 877,912,906
<b>Debt Capacity</b>	<b>2.5%</b>

Source: Hilltop Securities, Springfield FY2024 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 has since adopted an aggressive debt retirement schedule. 58.3% of the principal borrowed by the City will be repaid within ten years and all current debt will be retired by 2052, as shown in Figures 8 and 9 below. This places the City well within the “good” ranking established by bond rating agencies. Because of this schedule, the City will be able to borrow additional money to continue investing in its facilities, infrastructure, and other capital projects. It’s important to note that since FY19, this percentage has been decreasing. Millions of dollars of capital investment have happened in the City, therefore adding to the City’s overall outstanding

debt. However, even with all of the recent capital investment, the City is well within a healthy range for this benchmark.

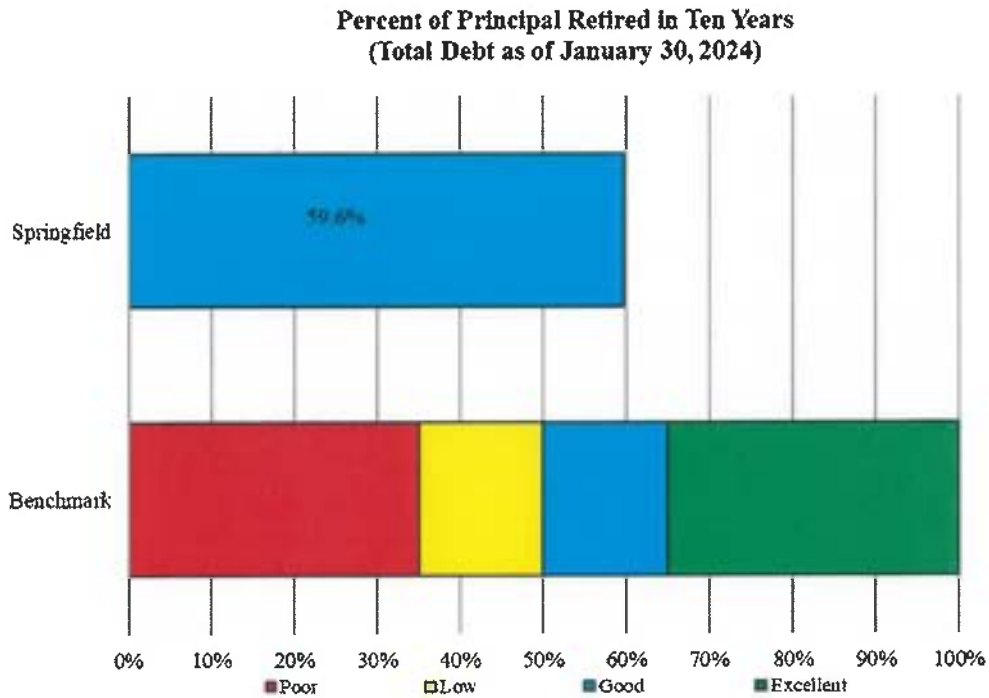


Figure 8: Percent of Debt retired in 10 years.

Percent of Debt Retired in Ten Years	
Total Debt Retired in 10 Years	\$ 165,645,903
Total Outstanding Debt Service	\$ 277,770,445
<b>Percent of Debt Retired in Ten Years</b>	<b>59.6%</b>

Source: Hilltop Securities

Figure 9: Calculation of Total Debt (Principal + Interest) retired in 10 years.

Furthermore, the City’s overall debt retirement ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City’s overall debt schedule indicates that the City has not back loaded debt; the City’s overall debt structure is prudent and well within the industry benchmarks.

**Debt as a Percentage of Full Property Value (EQV)**

Debt as a percentage of full property value (known in government finance circles as “equalized value,” or EQV) measures the ability of a community’s property tax base to support borrowing. The majority of revenue in Massachusetts communities comes from property taxation; therefore, this ratio examines a community’s debt relative to its main revenue source.

However, in Springfield, roughly 60% of overall revenue comes from state aid, while 40% comes from local source revenue. Thus, this measure is helpful, but not deeply informative,

because it looks at total outstanding debt, not debt service payments. Examining debt as a ratio of full property value does not say much about the affordability of that debt. A small amount of debt issued at a high rate of interest can be more expensive than a larger amount of debt issued at a lower interest rate. Further, in Massachusetts communities are limited in their ability to access their property tax base by Proposition 2 ½. This measure is a helpful benchmark to compare communities to one another, but is not an absolute measure of debt affordability because of the aforementioned issues.

Mass. Gen. Laws (M.G.L) Ch. 44§10 dictates the City’s debt limit be no more than 5% of the equalized value. The City’s ratio of debt to property value is currently 1.8%, which is considered “low” by rating agencies (Figure 10). As indicated above, this measure does not directly relate to the City’s ability to pay for this debt. This ratio does not take into account debt structure (how much money is due at what point in time for each issuance), or timing of payments. Furthermore, it fails to consider the City’s ability to access property values due to Proposition 2 ½.

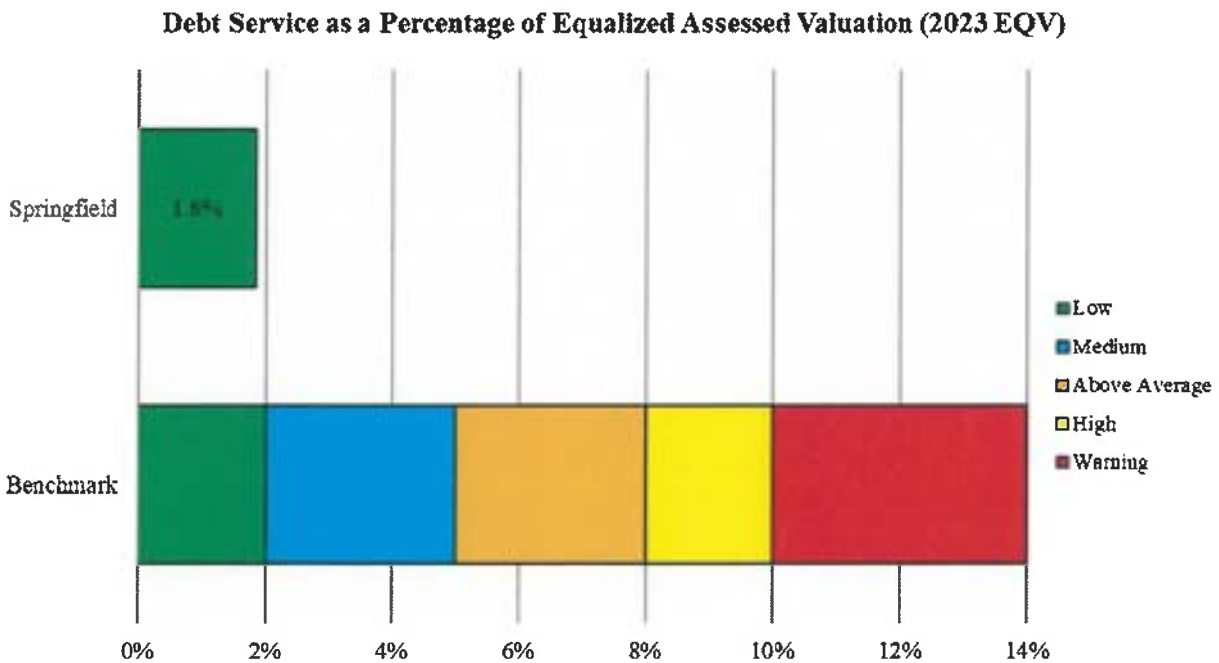


Figure 10: Ratio of Debt to Estimated Property Value

<b>Debt as a Percentage of EQV</b>	
Total Outstanding Debt (Principal)	\$ 201,685,000
2023 EQV (Equalized Valuation)	\$ 10,938,898,100
<b>Debt as a Percentage of EQV</b>	<b>1.8%</b>

Source: Hilltop Securities, Springfield 2023 ACFR

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.

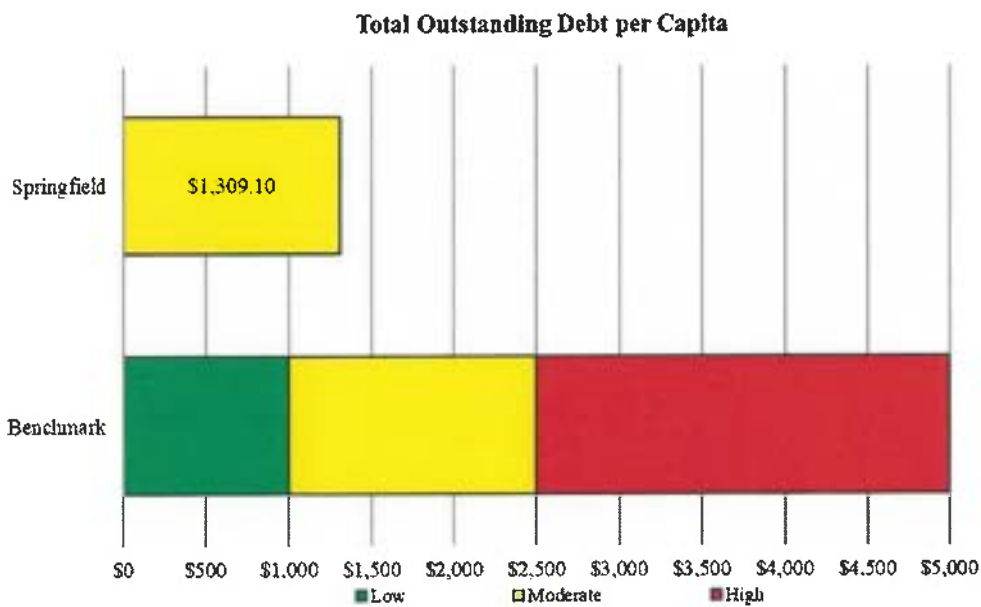


Figure 12: Estimated Debt per person.

Total Outstanding Debt Per Capita	
Total Outstanding Debt (Principal)	\$ 201,685,000
2022 Population Estimate	154,064
<b>Total Outstanding Debt Per Capita</b>	<b>\$ 1,309.10</b>

Source: Hilltop Securities, U.S. Census Bureau

Figure 13: Calculation of outstanding debt per person

The City’s level of debt per capita is considered moderate by rating agencies. This rating is not completely unexpected, as the City has a large number of aging facilities (particularly schools) and infrastructure. The City is currently performing large school renovation projects, and funding the replacement of schools and other facilities. Because of the City’s major capital needs, which necessitate the issuance of debt every few years, this measurement will continue to fluctuate, as it is dependent on the City’s total outstanding principal.

**Debt as a Percentage of Total Personal Income**

Like the ratio of debt to property value, the ratio of debt to personal income is a measure of affordability of the debt issued by a community. While property values provide the base that supports property taxation, it is personal income that allows people to buy goods and services, make investments, and pay their taxes. Debt as a percentage of total personal income tells us how affordable debt is based on the income characteristics of a city or town.

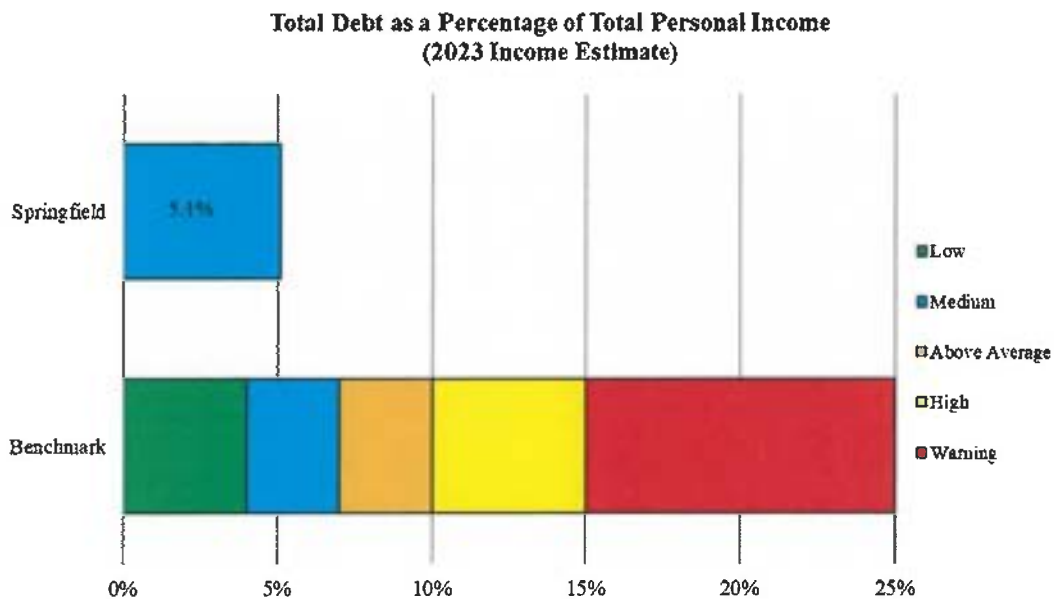


Figure 14: Ratio of debt to personal income.

Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	
Total Outstanding Debt Per Capita	\$ 1,309.10
2023 Per Capita Income	\$ 25,669
<b>Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita</b>	<b>5.1%</b>

Source: U.S. Census Bureau, Hilltop Securities

Figure 15: Calculation of debt to personal income.

Springfield’s ratio of debt to personal income is considered “average” by credit rating agency standards. This means that the City’s debt is comparable to a moderate share of a residents’

income. Unlike the prior measure, however, this does not examine the cost of the debt, but focuses on the amount of debt issued. In other words, this measure does not take into account the net debt service or timing of debt payments.

The ratio of debt to personal income appears to be less favorable than that of debt to total property value, which indicates a disparity between home values and income. This variance is caused by the inclusion of commercial and industrial property values that are included in the debt to total property value calculation, but not in the debt to personal income ratio. The City would not be able to provide the same level of services and investment in infrastructure without commercial and industrial property tax revenues. This highlights the need for economic development to be a top priority of the City.

**Overall Net Debt as a percentage of Full Value**

Overall Net Debt as a percentage of full value, sometimes referred to as the “Debt Burden” of the community, measures the value of a city’s debt compared to the value of a city’s assessed real property. This is a ratio measuring the value of the municipality's net debt compared to the total EQV of the City.

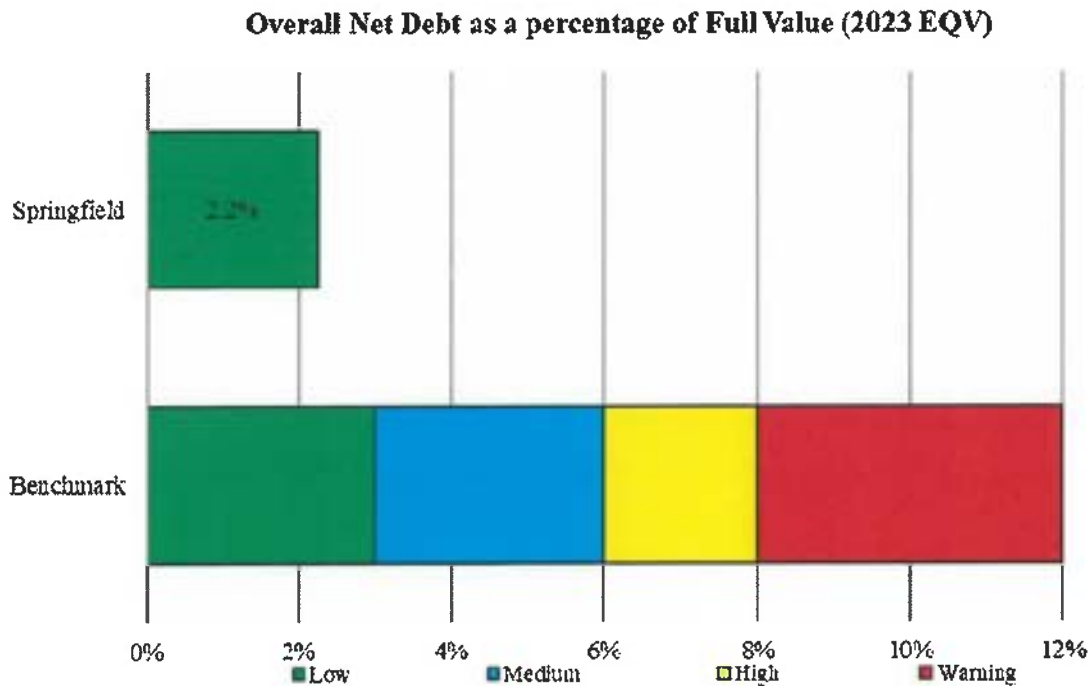


Figure 16: Ratio of Net Debt to EQV.

<b>Overall Net Debt as a percentage of EQV</b>	
Total Outstanding Net Debt	\$ 245,915,157
2023 EQV (Equalized Valuation)	\$ 10,938,898,100
<b>Overall Net Debt as a percentage of EQV</b>	<b>2.2%</b>

Source: Hilltop Securities, Springfield 2023 ACFR

Figure 17: Calculation of net debt to EQV.

This is one of the factors that determine the quality of a municipal bond issue. The lower the City's debt is relative to the assessed value of its property, the less risky its bonds are deemed to be. Ultimately, the more leveraged a tax base is, the more difficult it is to afford additional debt. Debt burdens that range from 0-3% tend to be viewed as low. The City's level of debt burden is 2.2%.

## 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.

In March 2023, Standard and Poor's (S&P) affirmed the City of Springfield's AA- rating with a stable outlook, a high investment grade. The reaffirmation of our AA- rating demonstrates that Standard & Poor's strongly believes in the City's financial management and ability to make difficult decisions to balance the budget. S&P credited the City for having strong budgetary flexibility, very strong management with "strong" financial policies and practices, and an experienced and capable management team. The S&P rating continues to be the highest rating in the City's history, and one that the City has maintained for the last eight 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 2.5% of the Fiscal Year 2024 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 eight fiscal years (6.5% in FY15, 5.8% in FY16, 5.3% in FY17, 4.6% in FY18, 4.2% in FY19, 4.0% in FY20, 3.6% in FY21, 3.4% in FY22, and 3.3% in FY23) even as the City has issued more debt, due to strong revenue growth.

According to the measures presented in this analysis, the City is in a solid debt position, but can still improve its finances. One way to improve the City's ability to take on debt is to foster an environment that promotes jobs and increase citizens' wealth. These policies will help decrease the ratio of debt to total income and decrease debt per capita. This will bring Springfield more in line with other communities in the Commonwealth.



As noted above, Springfield continues to take advantage of funding from state and federal agencies, such as FEMA, HUD, DOT, MSBA, and EEA. As a result, the City has generally been responsible for less than half of the funding on the projects it issues debt for over the past seven years.

However, despite its access to outside funding, increasing revenues, and strong stewardship of its debt, the City still needs to be conservative in how it decides to invest in future projects. As mentioned in the opening of this report, rising non-discretionary costs continue to crowd out room for debt service in the budget, while project costs have been increasing due to market factors in recent years.

The City is steadily and strategically moving in the right direction. Our high credit rating allows us to pay back loans at a lower interest rate, which in turn allows the City to issue more debt for citywide projects. The more capital projects the City can afford to invest in, the more the City can work to spur economic development in Springfield. When we invest in our infrastructure and economy, the spin off effects are new business investment and rising property values—resulting in more funding for the maintenance of streets, parks, libraries, and public buildings. A healthy economy positively affects school graduation rates, job creation, poverty, unemployment rates, and crime. All of these positive effects increase citizens' morale and make Springfield a more attractive city for current and future residents.

# Appendix A

## Debt Analysis Definitions

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Consistent with the City’s financial policies as well as standard business practices, the City of Springfield has only issued debt to finance capital investment. Appendix B of this report is a summary of all projects financed by debt that are currently outstanding. Each of these projects is a capital project, and the expenditures are considered capital investments.

The City of Springfield defines **capital** as buildings, facilities, land, infrastructure or major equipment with an estimated useful life of at least ten years and costs at least \$25,000. Similarly, any improvements to capital which would extend the useful life of capital being improved by at least five years may be considered capital if it costs at least \$25,000.

A **capital investment** is the expenditure of funds to improve existing City infrastructure, extend its useful life, buildings, or acquire new capital assets. This is considered an investment because the funds expended are used to reduce costs and/or improve services over a multi-year timeframe.

**Debt Service** is the cost of repaying debt that has been issued. This includes principal and interest payments. Move definitions to appendix at end.

**Municipal debt:** usually bonds and notes – is a tool for financing investments in the infrastructure and capital equipment that permits government to provide services to the public. In its most basic form, debt occurs when a city or town borrows from lenders. The money that is borrowed is usually repaid over a number of years, and the lender usually charges interest to the borrower as compensation for allowing someone else to use their money. To begin to understand municipal borrowing, a few key terms are important:

**Bond:** A long-term financing tool that allows a community to borrow money to finance certain investments. Municipal bonds in Massachusetts are generally issued with a fixed interest rate and carry a term of between 10 and 30 years.

**Note:** A financing tool generally used for short-term needs, such as “bridge financing” during construction. In Massachusetts, notes are generally issued as one-year debt which can be “rolled” for a maximum of five years.

**Term:** The length of time a bond or note is outstanding. In other words, if a community borrows money for 20 years to finance the construction of City Hall, the “term” of the debt is 20 years. In five years, the “remaining term” would be 15 years.

With rare exception – exceptions which are authorized by the Commonwealth on a case-by-case basis through special legislation – municipal debt can only be incurred for investment in the capital needs of a community. State finance law permits communities to issue debt for the following purposes:

#### Public Works

- Construction and reconstruction of roads, bridges, sidewalks, walls and dikes, and for the acquisition of land
- Construction and reconstruction of municipal buildings, including schools
- Traffic signals, public lighting, fire alarm and police communication equipment

#### Municipal Equipment

- Departmental equipment, including fire equipment and heavy equipment such as graders, street sweepers, trash trucks, and semi-automated recycling trucks.
- Costs for design, development and purchase of computer software and equipment

#### Energy

- Energy conservation, to pay for energy audits or to implement alternative energy technologies

#### Environmental

- Asbestos abatement in municipal buildings
- Preservation and restoration of lakes and ponds

#### Recreational

- Construction of parks and playgrounds
- Construction of skating rinks, outdoor swimming pools, golf courses, tennis courts and other outdoor recreational facilities

Debt should be issued to finance capital improvements that will maintain or improve the rate of return on taxpayer dollars. Stated another way, debt should be issued to finance capital projects that prevent things from getting worse, make things better or improve operations, services or efficiency.

There are a number of reasons to issue debt to finance capital investment. As the City recovered from the June 2011 tornado and October 2011 snow storm, certain projects, such as the construction and reconstruction of the heavily damaged Elias Brookings Elementary and Mary Dryden Elementary Schools, could only be afforded by spreading their cost over many years. The MSBA Grant Program requires the City to appropriate the full cost of the project, before any reimbursements from MSBA can be requested, which required the issuance of debt.

The issuance of debt to finance projects with a long life is also considered “fair.” This equity concern is grounded in the argument that today’s taxpayers should not pay the entire cost of projects that will benefit future residents; rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well. This requires the issuance of debt.

As an example, the City has bonded for the construction of a new Brookings Elementary School that could provide educational services for 50 years. It would not be “fair” to finance the project

through direct cash appropriation because today's taxpayers would pay for its entire cost. Those who moved into Springfield in two years could receive 48 years of benefit without paying any of the cost, and those who moved out of Springfield in five years would have paid 50 years of cost but received only five years of benefit.

Similarly, it would not be "fair" or cost effective to bond for the project and structure the debt in such a way that the City would not pay the starting costs associated with the construction until 20 years from now. In other words, as the City issues debt, it begins paying back the principal and interest as to not back load the debt service schedule for future years to fund. The City's financial policies require the City to structure its debt in such a way that the City pays for the construction based on the depreciation of that building.

**Debt management** is the application of financial knowledge to ensure that our debt is structured in the manner that saves as much money as possible for our residents and protects our taxpayers from the risks associated with debt. Proper debt management can help the City take advantage of opportunities that suddenly arise and can help us predict and resolve problems before they occur. Specifically, proper debt management allows the City to plan additional debt issuances. The benefit of this is to allow the City to determine those projects that would be viewed as top priorities.

Debt management also helps a community ensure the cost of its debt is fair and equitable. Part of this fairness is issuing debt whose term does not exceed the useful life of the asset it finances. This reduces overall costs by placing a limit on the term of the debt and ensures that taxpayers will not be required to pay for assets that no longer exist, and therefore are no longer providing a public benefit.

Proper debt management should incorporate communication with the public to ensure the people we serve are fully informed of the ways in which their government is financed. This analysis continues the City's efforts to improve communication about public finances.

# Appendix B

## Current Outstanding Debt Issuances

**City of Springfield, Massachusetts**  
*Long-Term Debt Outstanding as of January 30, 2024*  
*General Fund Tax-Supported*

Date	Principal	Interest	Total P+I	Federal Subsidy QSCB	Net D/S
6/30/2024	13,320,000	7,465,750	20,785,750	(966,442)	19,819,308
6/30/2025	12,465,000	6,922,725	19,387,725	(966,442)	18,421,283
6/30/2026	12,465,000	6,345,000	18,810,000	(966,442)	17,843,558
6/30/2027	12,530,000	5,767,575	18,297,575	(966,442)	17,331,133
6/30/2028	10,855,000	5,222,550	16,077,550		16,077,550
6/30/2029	11,120,000	4,748,125	15,868,125		15,868,125
6/30/2030	10,350,000	4,279,925	14,629,925		14,629,925
6/30/2031	10,415,000	3,875,500	14,290,500		14,290,500
6/30/2032	10,335,000	3,485,200	13,820,200		13,820,200
6/30/2033	10,580,000	3,098,550	13,678,550		13,678,550
6/30/2034	10,345,000	2,762,250	13,107,250		13,107,250
6/30/2035	10,005,000	2,439,819	12,444,819		12,444,819
6/30/2036	8,080,000	2,155,728	10,235,728		10,235,728
6/30/2037	7,665,000	1,897,244	9,562,244		9,562,244
6/30/2038	5,165,000	1,656,281	6,821,281		6,821,281
6/30/2039	5,340,000	1,499,013	6,839,013		6,839,013
6/30/2040	5,500,000	1,334,541	6,834,541		6,834,541
6/30/2041	5,675,000	1,157,400	6,832,400		6,832,400
6/30/2042	3,055,000	1,007,744	4,062,744		4,062,744
6/30/2043	2,575,000	885,544	3,460,544		3,460,544
6/30/2044	2,665,000	795,556	3,460,556		3,460,556
6/30/2045	2,760,000	702,381	3,462,381		3,462,381
6/30/2046	2,840,000	610,406	3,450,406		3,450,406
6/30/2047	2,930,000	515,781	3,445,781		3,445,781
6/30/2048	3,030,000	418,156	3,448,156		3,448,156
6/30/2049	2,980,000	315,950	3,295,950		3,295,950
6/30/2050	2,170,000	215,800	2,385,800		2,385,800
6/30/2051	2,245,000	145,275	2,390,275		2,390,275
6/30/2052	2,225,000	72,313	2,297,313		2,297,313
<b>Total</b>	<b>201,685,000</b>	<b>71,798,085</b>	<b>273,483,085</b>	<b>(3,865,770)</b>	<b>269,617,316</b>

**Par Amounts Of Selected Issues June 30, 2023**

<b>April 15 2009 Series A SQ -White Street Fire Station (ISQ)</b>	20,000
<b>April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ)</b>	15,000
<b>April 15 2009 Series A SQ -Old First Church (ISQ)</b>	15,000
<b>April 15 2009 Series A SQ -Forest Park Maintenance (ISQ)</b>	15,000
<b>April 15 2009 Series A SQ -Administrative Expenses (ISQ)</b>	10,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Remodel Public Buildings (ISQ)</b>	81,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Dep.Equip.Fac.Mgmt &amp; Park(ISQ)</b>	19,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Reno (ISQ)</b>	304,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Roof Repairs - School (ISQ)</b>	62,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Boston Road/Parker St (ISQ)</b>	14,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Build.ADA Require (ISQ)</b>	153,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Public Build (ISQ)</b>	148,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to School Build (ISQ)</b>	72,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Emergency School Repair (ISQ)</b>	153,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library &amp; Museum Remodel (ISQ)</b>	2,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Muni Garage (ISQ)</b>	541,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Final Phase Tapley St (ISQ)</b>	158,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 School Build Repairs (ISQ)</b>	220,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Repairs (ISQ)</b>	38,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Rebecca Johnson School (ISQ)</b>	77,000
<b>December 20 2012 SQ Refunding -Adv Ref July 7 2005 Demo of Former Tech HS (ISQ)</b>	163,000
<b>February 12 2015 Series A SQ -Forest Park Middle School Renovation (OSQ)</b>	2,090,000
<b>February 12 2015 Series A SQ -Landfill Closure (OSQ)</b>	660,000
<b>February 12 2015 Series A SQ -Elias Brookings Elementary School Replace. (OSQ)</b>	1,075,000

February 12 2015 Series A SQ -Mary Dryden Veterans Memorial School Remodel (OSQ)	1,440,000
February 12 2015 Series A SQ -Union Station (OSQ)	1,360,000
February 12 2015 Series A SQ -Central HS Science Lab Remodeling (OSQ)	4,070,000
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements I (ISQ)	2,250,000
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements II (ISQ)	805,000
February 12 2015 Series A SQ -School Roof Replacement - HS of Science/Tech (OSQ)	400,000
February 12 2015 Series A SQ -Ells School Roof Replacement (OSQ)	120,000
February 12 2015 Series A SQ -South End Middle School Roof Replacement (OSQ)	90,000
February 12 2015 Series A SQ -Springfield Public Day HS Roof Replacement (OSQ)	115,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction I (ISQ)	480,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction II (ISQ)	420,000
February 12 2015 Series A SQ -Chestnut Middle School Roof (OSQ)	300,000
February 12 2015 Series A SQ -Chestnut Middle School Demolition (OSQ)	325,000
February 12 2015 Series A SQ -Chestnut Middle School Medallions (OSQ)	25,000
February 12 2015 Series A SQ -Putnam School (OSQ)	3,900,000
February 12 2015 Series A SQ -ESCO Phase II (ISQ)	6,660,000
February 12 2015 Series A SQ -Parker St. Road Improvements (ISQ)	525,000
February 12 2015 Series A SQ -City Hall HVAC Improvements (ISQ)	1,085,000
February 12 2015 Series A SQ -Land Acquisition/Remediation - Catherine St. (ISQ)	1,900,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Putnam School Renovation (ISQ)	264,950
February 12 2015 Series C SQ -Adv Ref 2-7-07 Our Lady Hope School Reno (ISQ)	505,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Various School & Water (ISQ)	105,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 1 (ISQ)	280,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 2 (ISQ)	165,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 3 (ISQ)	305,000

February 12 2015 Series C SQ -Adv Ref 2-7-07 Financial Software (ISQ)	29,995
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Station Land Acquisition (ISQ)	114,305
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Upgrades (ISQ)	135,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Library Upgrades (ISQ)	140,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police Dept Renovation (ISQ)	1,254,400
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police - Fire Design (ISQ)	383,900
February 12 2015 Series C SQ -Adv Ref 2-7-07 Hope-Baptist Land Acq. (ISQ)	64,625
February 12 2015 Series C SQ -Adv Ref 2-7-07 Greenleaf Park Building (ISQ)	8,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 Treetop Park Renovation (ISQ)	55,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Marshall Roy Park Renovation (ISQ)	55,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Land Acquisition (ISQ)	64,650
February 12 2015 Series C SQ -Adv Ref 2-7-07 Project Management (ISQ)	36,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 ESCO (ISQ)	2,912,475
February 23 2017 -School Dense Wireless (Hardware) (ISQ)	566,500
February 23 2017 -Kennedy School - Windows & Doors (ISQ)	1,270,000
February 23 2017 -Kensington School - Windows & Doors (ISQ)	430,000
February 23 2017 -Daniel Brunton Elementary School (ISQ)	470,000
February 23 2017 -Mary M. Walsh School - Windows & Doors (ISQ)	465,000
February 23 2017 -Public Day High School - Windows & Doors (ISQ)	295,000
February 23 2017 -STEM Middle School - Roof Replacement (ISQ)	365,000
February 23 2017 -Food Service Building (ISQ)	6,175,000
February 23 2017 -50 East Street Planning (ISQ)	570,000
February 23 2017 -50 East Street Renovation (ISQ)	7,445,000
February 23 2017 -Senior Center Planning (ISQ)	705,000
February 23 2017 -Senior Center Construction (ISQ)	3,173,500



February 23 2017 -South End Community Center Construction (ISQ)	3,140,000
February 23 2017 -Skill & Technical Training Facility (ISQ)	1,530,000
February 23 2017 -ECOS (ISQ)	1,315,000
February 23 2017 -Landfill (Bondis Island) (OSQ)	1,615,000
February 23 2017 -Demolition 1 (ISQ)	430,000
February 23 2017 -Demolition 2 (ISQ)	455,000
February 23 2017 -Demolition 3 (ISQ)	855,000
February 23 2017 -Roads/Sidewalks 1 (ISQ)	2,160,000
February 23 2017 -Roads/Sidewalks 2 (ISQ)	230,000
March 15 2017 -Union Station	2,880,000
March 28 2019 -East Forest Park Library Construction (ISQ)	2,525,000
March 28 2019 -Marcus Kiley Middle School Windows & Doors (OSQ)	1,475,000
March 28 2019 -Kensington Ave School Windows & Doors (OSQ)	310,000
March 28 2019 -Mary Lynch Elementary School Windows & Doors (OSQ)	315,000
March 28 2019 -Alfred Zanetti Magnet School Windows & Doors (OSQ)	605,000
March 28 2019 -Balliet Elementary School (OSQ)	490,000
March 28 2019 -Balliet Middle School (OSQ)	265,000
March 28 2019 -DeBerry Elementary School Feasibility Study (OSQ)	280,000
March 28 2019 -Food Service Building Phase II (ISQ)	7,195,000
March 28 2019 -City Hall Remodeling (ISQ)	945,000
March 28 2019 -Downtown Police Kiosks (ISQ)	425,000
March 28 2019 -Stearns Sq Park & Duryea Way Redevelopment (ISQ)	1,305,000
March 28 2019 -Riverfront Park Reconstruction (ISQ)	1,405,000
March 28 2019 -Citywide Vehicles & Equipment (ISQ)	1,105,000
March 28 2019 -Downtown Revitalization- Main Street (ISQ)	1,300,000

March 28 2019 -Roads and Sidewalks (ISQ)	2,185,000
March 28 2019 -City Flood Control System (ISQ)	3,355,000
November 19 2020 -Brightwood-Lincoln Elementary School (OSQ)	31,565,000
November 19 2020 -South End Middle School Window/Door Replace (OSQ)	345,000
November 19 2020 -Milton Bradley Elem School Roof Replace (OSQ)	1,315,000
November 19 2020 -Springfield High School Boiler Replacement (OSQ)	2,225,000
November 19 2020 -Court Square Hotel Building Revitalization (OSQ)	3,980,000
March 29 2022 -Homer-DeBerry School Construction 1 (OSQ)	1,560,000
March 29 2022 -Homer-DeBerry School Construction 2 (OSQ)	40,135,000
March 29 2022 -DeBerry Park Development 1 (ISQ)	2,445,000
March 29 2022 -DeBerry Park Development 2 (ISQ)	50,000
March 29 2022 -MCDI Building Demo 1 (ISQ)	2,165,000
March 29 2022 -MCDI Building Demo 2 (ISQ)	825,000
March 29 2022 -Indian Orchard Boiler Replacement (OSQ)	430,000
March 29 2022 -Sumner Ave Boiler Replacement (OSQ)	495,000
March 29 2022 -Harris School Boiler Replacement (OSQ)	1,110,000
March 29 2022 -High School Windows & Doors (OSQ)	1,635,000
March 29 2022 -Forestry Operations Center Construction (ISQ)	1,085,000
March 29 2022 -Roads/Sidewalks (ISQ)	3,095,000
March 29 2022 -Watershops Pond Dam (OSQ)	995,000
March 29 2022 -DPW Vehicles (ISQ)	2,660,000
March 29 2022 -Fire Vehicles (ISQ)	595,000
March 29 2022 -DPW Trash Vehicles (ISQ)	1,695,000
<b>TOTAL</b>	<b>201,685,000</b>

# **Capital Improvement Plan Fiscal Years 2025 - 2029**

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**City of Springfield, Massachusetts  
Fiscal Years 2025 – 2029 Capital Improvement Plan**



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**March 30, 2024**

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 FY25-FY29 Capital Improvement Plan (CIP). The CIP includes a list of all capital improvement needs throughout the City, and the estimated costs associated with these projects. The estimated cost for all requested projects totals \$1.35 billion. The highest priority, “Grade A” projects, those that are most highly ranked on the eight evaluative criteria used to analyze projects, and which best support the Mayor’s strategic priorities, total \$341.5 million. These projects include investments in public safety, upgrades to our schools and municipal buildings, road resurfacing, citywide systemic safety interventions and numerous projects aimed at driving economic development, while improving the safety, mobility, and the quality of life of the residents of Springfield.

The past thirteen years began with Springfield facing a host of natural and man-made disasters, and most recently, a pandemic. Springfield had just regained control of its financial destiny, following the disbandment of the Finance Control Board in June 2009. In the following years, Springfield had to weather the worst economy since the Great Depression, a tornado that tore through the City in June 2011, and rise above the trials and tribulations of the unprecedented COVID-19 pandemic. Despite these trials, through strong fiscal management policies and the strategic use of capital investment, Springfield continues to move forward with the strongest bond rating in its history, a stabilization reserve of almost \$68.9 million, and close to a billion in new capital investments in public infrastructure throughout the City.

A major focus in capital improvement over the past few years has been the rebuilding of four elementary schools in the City. The new Brightwood-Lincoln co-located elementary school campus opened its doors to students for the 2021-2022 school year. The newly constructed school, located in the City’s north-end neighborhood, is a leading example of a high-performance green building. It was awarded the LEED (Leadership in Energy, Efficiency, and Design) gold certification, which is an award that is globally recognized, by implementing measurable strategies like carbon offsets and low-emission materials. In addition, construction was completed for the new \$95 million state-of-the-art DeBerry-Swan co-located elementary campus. The state-of-the-art new school opened its doors to students, families and teachers for the 2023-2024 school year. The old DeBerry School is slated to be demolished for a new parking lot to be created by August 2024. The investment of these new schools shows the City’s commitment to education, neighborhoods, and residents. The City has invested \$750 million over time in its schools, either building news ones, as mentioned above, or renovating and upgrading existing schools to meet the growing needs of the 21<sup>st</sup> century. The next big project for the City is for a new Gerena Elementary School in the North End of Springfield. Planning has begun and is slated to begin within the next couple of years.



A great focus has been placed on the construction of athletic fields throughout the City, which will provide significant benefits to the public and school communities, and its residents. The creation of Ted Plumb Field at Duggan Middle School is currently underway. The project consists of constructing a new state-of-the-art synthetic turf football field surrounded by a new rubberized running track, athletic field lighting, two new basketball courts, a community garden, accessible walkways, a new fitness area for the community, as well as upgrades to the existing grass baseball, softball and soccer fields, improved parking areas and an amenity's building to accompany the fields. This project will be completed in phases and is on track to be fully completed in the fall of 2025.

Another athletic field project the City is proud to begin is the Central High School Athletic Field Upgrade. The project provides the Central High School community and student athletes with two new state-of-the-art synthetic turf fields, which will accommodate baseball, softball, soccer, lacrosse, and football. This project will introduce the *first* synthetic turf athletic field available for Springfield Public School use. The new field's area will provide a significant benefit to the school community, a reduced maintenance burden, and provide accessible walkways for spectators to enjoy the games. This upgrade project is a unique opportunity to expand the world class facility at Central High School and continue to nurture the athletic community for years to come.

In fiscal year 2024, \$30.7 million has been authorized to make future improvements on various projects throughout the City. This includes \$10 million to fund renovations at Veterans and Franconia Municipal Golf Course Club Houses. This project aims to repair critical building infrastructure such as the roofs, ventilation system, and upgrading to energy efficient windows. This project will also update the kitchen equipment at both courses to allow for an improved quality of service to the customers and will reduce maintenance costs over the long term for the City. Both courses are renowned in Massachusetts for their quality. This allocation will also allow for improvements to Cyr Arena, that hosts public skate events and hockey tournaments for all ages, and improvements to the Carriage House, both located in Forest Park, which is an event venue open to the public. All of these sites located within Springfield serve as attractions for residents and visitors. These projects will allow for maximization of the venue's value, as well as continue to bring in future revenue for the City. \$5 million has been authorized to fund the purchase of five new solid waste trucks and a portion of the DPW's aging fleet. These purchases will allow for DPW to continue collecting trash on a daily basis, save money on repair costs and reduce the amount of time vehicles will spend out of service. This authorization has also appropriated \$6 million to pay the costs associated with improvements to Court Square, consisting of sidewalks, pavers, landscape, drainage, electrical and other improvements to Court Square Park, as well as roadway improvements to Main Street, Court Street, Elm Street and Court Square Way. Funding has also been authorized for the purchase of two fire apparatus to replace a portion of the Springfield Fire Department's aging fleet to continue the provision of public safety and to improve, and contribute to, the quality of life for the citizens of the City of Springfield by protecting, serving, and working with the community.





The City has also appropriated continued funding for Massachusetts School Building Authority (“MSBA”) Accelerated Repair Projects. In fiscal year 2024, the City authorized \$3.9 million for boiler replacements at Milton Bradley and Rebecca Johnson Schools to extend the useful life of the schools and preserve assets that otherwise are capable of supporting the required educational programs.

For the second year, ESSER funding for the school department has continued to be used for capital improvement projects. Much of this funding has been slated to be used toward making improvements within the City’s school buildings. These projects include \$46.5M toward energy-efficient upgrades to existing HVAC systems in our schools. This project will provide a cost savings and improve air quality to ensure safe and healthy learning environments for students and staff. \$3.8M has been put towards virtual school locations. In FY22, ESSER funded instructional and support staff for the new Springfield Virtual School, which is now offered for grades K-12 and provides students with the option of virtual learning. This program will continue moving forward as an option for parents and students who prefer virtual learning to in-person classes. Another \$5M will be put toward creating a data network to 4G throughout all schools. Of that, \$1.5M will launch a city-wide private 4G/5G network for at-home internet access and \$3.5M will replace the in-school wireless network that is approaching the end of its useful life. Another highlight of this funding was allocating \$7.2M toward technology such as Imagine Learning, which is a personalized learning program that accelerates both literacy skills an English language development for students, Ellevations, and Myview Literacy.

Public safety also remains a top priority. City’s newly integrated Computer Aided Dispatch (CAD) and Records Management system was one of the major projects being implemented this year. The City is consolidating its two current CAD systems onto one platform. The ability to run both Police and Fire Department dispatch communications through a consolidated system allows for a coordinated public safety response, a decrease in call processing time, the delivery time of incident-related supplemental information, and ultimately reducing emergency response time. Fire dispatch communications successfully went live in March 2024. Our public safety departments continue to be a priority, and the implementation of the new CAD and records management system is another major investment in facilities and technology in recent years.

The City will be putting a total of \$18.7M, \$15M of which is grant funded with a \$3.7M City match, towards safety improvements to 10 corridors and 15 intersections throughout Springfield in 2024/2025. This project will allow for the City to keep up with the constant deterioration or roadway by addressing resurfacing and reconstruction every 20 years. This funding will allow for us to meet this requirement and keep our road safe for resident and visitors.

In addition to the safety improvements mentioned above, the City has been awarded \$3M, with no match required, from Amtrak to improve the Riverfront Park entrance. The city has also just received \$75K in ARPA funding, with no match required, which will be used for lighting and security improvements to the Connecticut river bikeway. Four years ago, the City spent \$3.1M rehabbing the park, adding walkways, benches, a water park and the City’s 9/11 memorial. The funding will be used to help renovate the downtown entrance by making it more handicap



accessible while permanently blocking access to the park over two active rail lines, enhancing public safety and access to the park for residents and visitors to enjoy its amenities.

The City will continue to build on the hundreds of millions of dollars in private and public investment in Springfield's downtown that occurred over the last decade. One of the recent investments of ARPA (American Rescue Plan Act) funds was used for the acquisition of three properties in the City's Metro Center census tract for \$2.75M. The portfolio totals over 130K gross sq. ft of opportunity in the heart of downtown's central business and entertainment district. Funding is being used to reduce the negative impacts that the properties currently have on the neighborhood and to position them for future productive reuse. The City has selected a preferred developer in 2024 and is working to finalize a strategic redevelopment vision for these critical properties. Reactivation of these long-underutilized buildings will have a transformative impact on the neighborhood and overall stability of the City's downtown. The portfolio's redevelopment and reuse will produce jobs, increase the tax base and potentially creating additional housing units to bring a balance to the current stock seen within the Metro Center area. The building's return to the tax rolls is also emblematic of how public investment can help spur private development, which in turn allows the City to provide more resources for residents.

Thoughtful financial planning and adherence to our fiscal policies has allowed the City to make these investments, and they will continue to be essential to the City's capital planning process. During our debt issuance in 2022, Standard and Poor's (S&P) reaffirmed the City of Springfield's AA- rating. The affirmation of our AA- rating demonstrates that Standard & Poor's strongly believes in the City's financial management and ability to make difficult decisions to balance the budget. Strategic investment and restructuring the City's outstanding debt, when possible, has enabled Springfield to afford more large-scale projects, and Springfield's strong bond rating continues to allow the City to borrow money at low interest rates.

Over a decade ago, Springfield regained control of its financial destiny. The City's new financial policies were soon put to the test by the trials of the Great Recession, the impact of natural disasters and weathering through a global pandemic. Through its commitment to sound fiscal policies, and strategic use of capital investments, the City continues to overcome these challenges. Since the June 2011 tornado, Springfield has seen more than \$4 billion worth of economic development, development that has been supported by investments made through the City's capital planning process.

Springfield continues to achieve milestones as 'The City of Firsts'. The city's recent \$1M investment in the renovation of its municipal golf courses (Veterans Memorial and Franconia Golf Course) has paid off greatly. Both golf courses have gained more traction and are quickly becoming recognized regionally and nationally. Veterans Memorial Golf Course was chosen by Mass Golf to host a local qualifier for the 2024 United States Junior Amateur Championship for a second time, after its success in 2023. This event has already sold out, making it the fastest sell out in the country. This is a prime example of the City's commitment to making strategic capital investments and the positive impact these decisions have on the local community.



Our planning process will continue identifying needs throughout the City, while developing new strategies for improving all residents' quality of life. This year's plan addresses these needs, with new investments in economic development, public safety, and our schools. It is a roadmap for the next five years that focuses on upgrading and modernizing the City's infrastructure and facilities, expanding the City's economic base and helping improve the City's diverse and vibrant neighborhoods all while continuing to follow a transformative approach. Springfield is proud of its recent accomplishments and will continue to make strategic capital investments as "The City of Firsts".

Sincerely,

A handwritten signature in black ink that reads "Cathy Buono".

Cathy Buono  
Chief Administrative and Financial Officer



## Capital Plan Overview

The City of Springfield’s \$1.35 billion five-year Capital Improvement Plan (CIP) is updated annually. It acts as the City’s roadmap for the acquisition, renovation or construction, of new or existing facilities and infrastructure. The CIP is implemented purposefully to address the Mayor’s five strategic priorities; public safety, education, economic vitality, healthy neighborhoods, and fiscal and operational excellence. All of these efforts are directed toward achieving the City’s mission: “To provide a high quality of life for residents, businesses, and visitors.”

The CIP document outlines major spending needs for construction and equipment acquisition projects over the next five years. It provides policymakers with a framework for financing future projects, coordinating the disparate needs of the City, and planning for future risks and demands. A capital project, according to Section 4.44.050 (A) of Springfield’s financial ordinances, is “...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more.”

The City develops a Capital Improvement Plan in February or March of each year. Projects are ranked in the CIP based on a quantitative analysis of eight evaluative criteria. The CIP also lists the funding required for the estimated cost of each project. High priority projects represent the City’s most immediate investment priorities. These projects will provide the highest return on investment for Springfield’s taxpayers. The goal of the CIP is to create a logical, data-driven, comprehensive, integrated, and transparent capital investment strategy that addresses infrastructure, road, sidewalk, park, land, building, equipment, technology, fleet, and other capital needs of the City.

The administration oversees all aspects of the CIP, with multiple City departments playing an integral role in its development. The Office of Administration & Finance oversees the financial aspects of the CIP’s development and maintains a record of expenses for each project. The City’s Department of Capital Asset Construction (DCAC) is responsible for the management and oversight of construction, major renovation, and repair projects involving existing City assets. The Planning and Economic Development Department manages new development or redevelopment projects. The Facilities Department also plays an integral role in capital projects by managing routine maintenance, repair, and renovations of the City’s facilities. The Department of Public Works is responsible for the repair and maintenance of City roadways, sidewalks, and flood control systems, key pieces of the City’s infrastructure.

## Funding Strategies

Projects that are included in the CIP are not guaranteed funding. The CIP is a reflection of the needs of the City, but not all of these needs can be met in a single five-year period. Due to financial constraints, the City continues to face a significant challenge in meeting all capital demands. The CIP quantifies estimated costs for all of the City’s capital needs, and facilitates the process of matching of limited resources to the City’s most high priority needs.

In past years, work on many buildings and road projects was deferred, due to budgetary constraints. More recently, the City has made a concerted effort to address these capital needs by restructuring its debt, and increasing its capacity for future debt issuances. The City is finally reaping the benefits of these efforts and has



had an increased ability to address high priority CIP projects, as evidenced by the large number of high priority projects completed over the past seven years.

“Fiscal impact” is the most heavily weighted evaluative criteria used to score projects in the CIP. Practically, this weighting means that the opportunity to reduce the City’s share of a project’s cost by leveraging outside funding sources will move a project higher up on the CIP list. This allows the administration to ensure that it getting the maximum benefit per City dollar spent on capital improvement projects. This also serves to incentivize City departments to work hard to secure outside funding sources.

This strategy has proven very successful in recent years, and the City continues to leverage alternative funding sources to help reduce overall project costs. The following sources have been used to help the City fund projects listed on this and prior years’ CIPs.

- Federal and State funding – There continues to be an effort to seek federal and state funds for projects such as school rehabilitations, road and dam repairs, emergency mitigation projects, and economic development projects. Springfield has received considerable funding from:
  - Federal Emergency Management Agency (FEMA)
  - Massachusetts School Building Authority (MSBA)
  - Housing and US Department of Urban Development (HUD)
  - Massachusetts Emergency Management Agency (MEMA)
  - Federal Transportation and Highway departments (FHWA)
  - American Rescue Plan Act (ARPA)
  - Mass Housing Authority & Economic Development - MassWorks
- Federal, State, and Private Grants –There continues to be an effort to seek grants for projects such as park rehabilitation, first responder equipment, the repair of dams, the rehabilitation of roads, and energy efficiency projects. Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
- Strategic use of Pay-As-You-Go (Pay-Go) capital funds – The Pay-Go capital account is established by Springfield’s financial ordinances. The purpose of the Pay-Go account is to fund smaller capital projects through the annual operating budget. By financial ordinance, the City is required to fund the Pay-Go account with 1.5% of the local source revenue, which was approximately \$4.7 million for FY24. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fulfill debt issuance requirements. Pay-Go funding also allows the City to efficiently meet required grant matches on capital projects, and has given the City the flexibility to access millions in additional grant funds
- Bond issuances – On an annual basis, the City conducts a Debt Affordability Analysis. This study monitors the factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has, as well as its ability to afford new debt. This study helps City leaders make financially sound decisions about issuing new debt. This is particularly important because the City is legally required to pay for debt service before all other City expenses.



- Use of reserves or other one-time funds for certain one-time capital projects.
- Inventory analysis – By regularly taking an inventory of City assets, the City can determine the need to replace pieces of small equipment. This also ensures that departments are properly storing and maintaining important tools that are essential for their operations.
- Use of unexpended bond proceeds – On a continuing basis, the Office of Administration & Finance compiles a list of projects funded by bond proceeds in an effort to determine if there are surplus proceeds after any project has been completed. When projects are completed, meaning that all tasks are finished and all expenses have been paid, any money left in the bond account is considered an unexpended bond proceed. Unexpended bond proceeds are generally the result of changes in the scope of a project, cost savings, or higher than anticipated reimbursements from outside agencies for expenses that were initially deemed “ineligible.”

In recent years, surplus bond proceeds, usually from a project coming in under budget, were used to fund much needed projects: the Cass Street and Carew Street intersection near Mercy Hospital, the purchase of vehicles for the Fire Department, emergency repairs to Dickinson Street following a washout, the consolidated emergency communications project, improvements to the sound and lighting systems at Symphony Hall, much needed repairs to sand traps at Franconia and Veterans Memorial municipal golf courses, and to fund the difference required to complete Massachusetts School Building Authority (MSBA) projects including Central High School boiler replacement, and Glickman Elementary and Balliet Elementary School window replacements.

State law places limits on the use of unexpended bond proceeds. Any project funded by unexpended bond proceeds must have a useful life that is greater than or equal to the useful life of the project for which the debt was issued. Since most City debt is issued for building renovation or construction projects, unexpended bond proceeds are often limited for use in other building projects.

## **Debt Issuances**

In most cases, the City can only afford capital projects by spreading their costs over many years. To accomplish this, the City issues long-term bonds, repayable over a term of years related to a project’s useful life. For example, the purchase of vehicles or equipment is repaid over a term of five to ten years, whereas a construction project would be repaid over a term of twenty to thirty years.

Issuing debt to finance projects with a long useful life is also more equitable to taxpayers than paying for the entire cost of a project upfront. Today’s taxpayers should not pay the entire cost of a project that will benefit future residents. Rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well.

Generally abiding by a practice to sell long-term debt every two years, depending on interest rates, the City issued long-term debt in November 2020 for \$39.5 million. The bulk of the issuance, \$31.6 million was for ongoing costs related to the replacement of Brightwood and Lincoln elementary schools. Another \$4 million was issued for the remediation and renovation of Court Square, and the remaining \$3.9 million was issued for MSBA projects for Sci-Tech, Milton Bradley and South End Middle schools.



In March 2022, the City again issued long-term debt. Making up over half of the City’s request is the replacement of DeBerry and Homer elementary schools on the site of the existing DeBerry Elementary School. Renamed the DeBerry-Swan School, this transformative project was approved by the MSBA in June 2020. The project is expected to top \$95M, with MSBA’s reimbursement rate expected to be 80%, less any ineligible costs. In addition, the City demolished the dangerous and blighted former MCDI building, and relocated and redesigned DeBerry Park, renamed Samuel Bolden Park, both in the school’s vicinity. The recent construction of four new elementary schools represents Springfield’s largest investment in many years. The City plans to issue long-term debt in March 2024. Springfield has strategically created a declining debt repayment scheduled, as detailed in our FY24 Debt Affordability Study, which will allow us to layer debt for these new projects into our budget, while still allowing us to make necessary investments in other service areas, such as public safety.

### **Pay-As-You-Go Capital (Pay-go)**

According to the financial ordinances section 4.44.050 (K) of the City of Springfield, as part of its capital planning policies, shall, “*maintain net tax-financed capital improvement expenditures (pay-as-you-go) at a level of one and one-half percent of local source revenue.*” In recent years, that has worked out to about \$4.7M set aside in the City’s operating budget for pay-go capital expenses.

Because this funding comes from the operating budget, pay-go capital projects are typically lower in cost than projects funded by borrowing. This allows the City to conduct smaller, routine projects for which it would be less-than-optimal to issue debt. Pay-go is also more cost effective than borrowing, because the City does not pay interest or other borrowing expenses to use this funding source.

The City often uses Pay-go funding as a source for grant matches, small capital improvements, emergency maintenance needs, or to offset one-time capital costs that are requested by Departments which do not meet the overall cost or useful life for a debt issuance. This can include technology upgrades, office furniture, or vehicle replacements. The City is proud of the financial flexibility this funding source gives the City, and it has allowed the City to take advantage of many outside funding sources.

### **School Department Funding**

The Springfield Public Schools have been able to use ESSER funding toward capital improvement projects, which began in September 2022 and will continue through September of 2024. A total of \$185.8M has been awarded and will be used toward HVAC upgrades throughout the schools, an upgraded data network, and a virtual school relocation, as mentioned previously. In addition, Springfield Public Schools provide considerable funding for the ongoing maintenance of School Department facilities. Although generally smaller in scale than MSBA funded Accelerated Repair Projects, these projects represent the ongoing maintenance required to keep Springfield’s schools safe, clean, and energy efficient. In FY24, these planned investments totaled about \$3.9M. These projects included the replacement of boilers in Milton Bradley and Rebecca Johnson Schools. This funding also includes the potential conversion of the existing Friendly’s building to new Pre-K classrooms.



## **Leveraging All Funding Sources Available**

High priority capital projects will continue to be financed using a combination of outside funding sources, debt, and pay-as-you-go capital. Through strategic planning and its ability to leverage outside funding opportunities, the City will continue to push forward and address its capital needs while maintaining financial sustainability and adhering to its fiscal policies.

## **Projects Completed in Fiscal Year 2024**

The City's newly integrated Computer Aided Dispatch (CAD) and Records Management system was implemented in this year. The City is consolidating its two current CAD systems onto one platform, which allows for a coordinated public safety response, a decrease in call processing time, and reducing emergency response time. Fire dispatch communications successfully went live in March 2024. Police dispatch is expected to be complete in November 2024. This achievement signifies a multi-year, multi-division project that will transform the way in which 911 calls are processed within the City.

The Central High School Athletic Field Upgrade was completed in 2023. This project provided the Central High School community and student athletes with two new state-of-the-art synthetic turf fields; the new field will accommodate baseball, softball, soccer, lacrosse, and football. This project introduced the first synthetic turf baseball and softball fields available for Springfield Public School use. The new field's area provides a significant benefit to the school community, a reduced maintenance burden, and provides accessible walkways for spectators to enjoy the game. This athletic field upgrade project has been a unique opportunity to expand the world class facility at Central High School and nurture the Athletic community for many years to come.

The Department of Public works was able to complete a handful of crucial projects in FY24, including resurfacing \$9M worth of public roadways, private roadways, and municipal parking lots. They also completed numerous design and construction projects in various City neighborhoods utilizing ARPA funds. DPW successfully completed emergency repairs to the Abbe Brook Culvert following the unanticipated flooding event in September 2024.

Phase one of the construction of the new Duggan Middle School Stadium, which includes the new Ted Plumb Field was completed. The development of Duggan Park will increase park and open space by 22 acres and will be maintained as a public park. Phase two construction of the stadium is currently in the works, as well as, planning for phase three.

The completion of the new DeBerry/Swan School was completed and open to students, families, and teachers for the 2023-2024 school year.

## **Breakdown of Fiscal Year 2025 Capital Requests**

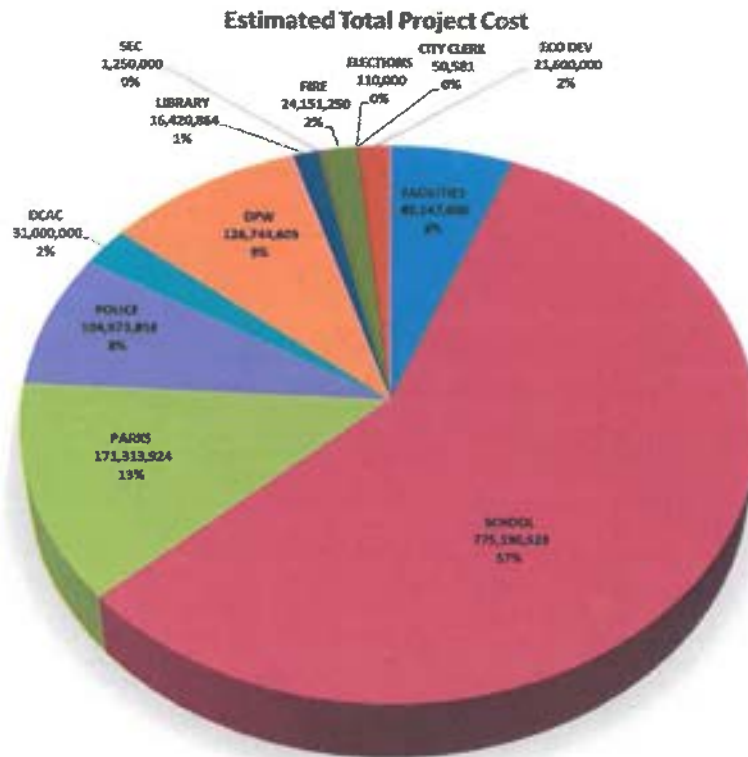
The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. This year the final submissions totaled \$1,352,952,610 The chart below shows the breakdown of the 456 projects submitted by departments by priority.





Priority	Range	Number of Entries	FY25 Estimated Total Project Cost
A	100-63	28	341,457,940
B	62-49	165	734,004,738
C	48-26	209	223,564,432
D	25-0	54	53,925,500
<b>TOTAL</b>		<b>456</b>	<b>1,352,952,610</b>

As pointed out in the FY24 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects. That is because construction and renovation projects tend to be the most expensive. This is reflected in the CIP with the number of Schools, Facilities, and DCAC entries totaling 280 projects, accounting for \$886.3M in project costs. When a project is added to the CIP, the total estimated project cost is entered, even if the MSBA or another outside source will be contributing to the project.





The complete FY25 Capital Improvement Plan can be found in Appendix A of this document.

## **Major Ongoing and Upcoming Projects**

### **Ted Plumb Athletic Field at Duggan Middle School**

Consisting of the construction of a new state-of-the-art synthetic turf football field surrounded by a new rubberized running track, this project will be performed in three separate phases. Phase one included the construction of the football field in the summer of 2023 and was completed in the fall of 2023. The second phase will begin in the summer of 2024 and will be completed in the fall of 2024, which will include a new fitness area for the community as well as upgrades to the existing grass baseball, softball and soccer fields. The third phase will begin in the summer of 2025 and will be completed in the fall of 2025, and will include improved parking areas and an amenity's building to accompany the field.

### **\$30 Million Authorization for Various City Projects**

The City has authorized \$30M to be allocated for municipal projects, which includes \$14.6M toward the construction of the new Ted Plumb athletic field at Duggan Park, a \$1M grant funding match for improvements to Walker Grandstand located in Forest Park, a \$1M grant funding match for improvements to Greenleaf Park, \$7.4M towards improvements for new roofs at the DPW building located on Tapley Street in Springfield and the Fire Headquarters, and \$6M allocated for road and sidewalk improvements throughout the City.

### **\$10 Million Toward Public Event Facilities**

The City has appropriated \$10M toward renovations and improvements of event and public facilities throughout Springfield. Improvements are being made the Carriage house, located in Forest Park, which holds public events such as weddings, large gatherings, etc. Improvements are also being made to Cyr Arena, which holds public skate night and hockey events for all ages, open to residents and visitors. Also, renovations at Veterans and Franconia Golf Course Club Houses are slated to begin, which is an opportunity to complete necessary repairs at both buildings while fostering growth of the renowned golf courses in Massachusetts. All of these venues are revenue sources for the City.

## **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 FY25 through FY29 is \$1.35B. The highest priority projects total \$341.5M. Strategic financial planning is the most important factor in allowing the City to continue to fund much needed capital investments. The City continues to leverage funds from outside agencies to fund high priority projects identified in the CIP. The City of Springfield has maintained its 'AA-' credit rating from Standard and Poor's (S&P), which was reaffirmed in March 2022.



Due to the City's high bond rating, the City was able to issue \$39.5 million in Fiscal Year 2020 and \$66.2 million in Fiscal Year 2022, while taking advantage of low interest rates. Additionally, The City plans to issue approximately \$40M in Fiscal Year 2024. By leveraging funding from a variety of outside sources, the City was only responsible for slightly less than half of the costs associated with these projects.

The City of Springfield has taken a transformative approach to upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping to improve the City's diverse and vibrant neighborhoods. This Capital Improvement Plan is the City's investment roadmap for the next five years and will be strategically implemented to provide Springfield's residents with an improved quality of life, and a more efficient and effective government.



## Appendices

### Appendix A: Capital Improvement Plan

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
A	DPW	CITYWIDE SYSTEMIC SAFETY INTERVENTIONS PROJECT	18,766,000
A	DPW	ROAD RESURFACING (AND RELATED REPAIRS I.E. SIDEWALK/DRIVEWAY) - ONGOING	20,000,000
A	DPW	FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY SECTION	8,275,000
A	POLICE	RECONSTRUCTION OF POLICE HEADQUARTERS	100,000,000
A	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	2,500,000
A	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE	7,000,000
A	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR	3,500,000
A	DPW	GERENA/BIRNIE AVE.	2,000,000
A	PARKS	CITYWIDE - POND DREDGING	11,000,000
A	PARKS	FOREST PARK OUTDOOR FITNESS COURSE	300,000
A	DPW	FLOOD CONTROL SYSTEM MAINTENANCE	2,500,000
A	DPW	ARMORY ST LANDFILL UPGRADES	200,000
A	FIRE	Bomb Squad Equipment Replacement	300,000
A	PARKS	SOUTH BRANCH PKWY CULVERT IMPROVEMENTS	500,000
A	PARKS	NAHORNIK PARK	250,000
A	FACILITIES	KENNEDY - SPRINKLER (CODE)	1,250,000
A	PARKS	VAN HORN PARK PHASE 2	1,500,000
A	POLICE	Fleet - CRUISER REPLACEMENTS - ONGOING	2,580,000
A	FIRE	Department Radio Replacement	281,250
A	DCAC	GERENA SCHOOL REPLACEMENT	149,500,000
A	PARKS	CALHOUN PARK	250,000
A	PARKS	FOREST PARK CLAY TENNIS COURTS	1,500,000
A	PARKS	CONGRESSMAN RICHARD E. NEAL INDIAN ORCHARD COMMUNITY PARK	3,110,690
A	PARKS	KENEFICK PARK PHASE 2 - HANDBALL AND BASKETBALL RENOVATION	500,000
A	PARKS	BARROWS PARK	420,000
A	PARKS	FOREST PARK PICNIC & PATHWAYS	400,000
A	PARKS	WALKER GRANDSTAND	3,000,000
A	PARKS	RIVERFRONT PARK - LIGHTING & SECURITY	75,000



B	FACILITIES/SPS	HVAC Upgrades Glickman	7,069,270
B	FACILITIES/SPS	HVAC Upgrades Beal	5,750,976
B	FACILITIES/SPS	HVAC Upgrades Talmadge	5,891,853
B	FACILITIES/SPS	HVAC Upgrades Brunton	7,796,231
B	FACILITIES/SPS	HVAC Upgrades Freedman	7,404,607
B	FACILITIES/SPS	HVAC Upgrades Glenwood	6,143,396
B	FACILITIES/SPS	HVAC Upgrades Dorman	5,455,231
B	FACILITIES/SPS	HVAC Upgrades Kennedy	18,195,340
B	FACILITIES/SPS	HVAC Upgrades Duggan	24,469,913
B	FACILITIES/SPS	HVAC Upgrades Liberty	5,072,034
B	FACILITIES/SPS	HVAC Upgrades Lincoln	6,348,032
B	FACILITIES/SPS	HVAC Upgrades Kiley	26,950,994
B	FACILITIES/SPS	HVAC Upgrades Ells	6,042,111
B	FACILITIES/SPS	HVAC Upgrades Lynch	5,830,478
B	FACILITIES/SPS	HVAC Upgrades Walsh	7,050,507
B	FACILITIES/SPS	HVAC Upgrades Pottenger	5,607,018
B	FACILITIES/SPS	HVAC Upgrades South End	6,558,870
B	FACILITIES/SPS	HVAC Upgrades Springfield Public Day Elementary	3,035,684
B	FACILITIES/SPS	HVAC Upgrades Zanetti	8,143,970
B	FACILITIES/SPS	HVAC Upgrades Balliet Elementary	8,933,102
B	FACILITIES/SPS	Preschool conversion project at Sumner Ave property (partial)	2,000,000
B	FACILITIES/SPS	Kitchen upgrades Ells	1,200,000
B	FACILITIES/SPS	Kitchen upgrades Beal	1,200,000
B	FACILITIES/SPS	Kitchen upgrades Public Day Elementary	1,200,000
B	FACILITIES/SPS	Kitchen upgrades Balliet Elementary	1,200,000
B	FACILITIES/SPS	Kitchen Equipment Upgrades at Liberty Prep	63,000
B	FACILITIES/SPS	Kitchen Equipment Upgrades at Johnson	120,000
B	FACILITIES/SPS	Kitchen Equipment Upgrades at Kennedy	200,000
B	FACILITIES/SPS	Kitchen Refrigeration/Freezer Upgrades at Milton Bradley	120,000
B	FACILITIES/SPS	Kitchen Refrigeration/Freezer Upgrades at Gerena	75,000
B	FACILITIES/SPS	Kitchen Refrigeration/Freezer Upgrades at ECC	120,000
B	PARKS	BARNEY CARRIAGE HOUSE REPAIRS	1,500,000
B	PARKS	PECOUSIC BROOK (FOREST PARK)	1,500,000
B	PARKS	UPPER VAN HORN DAM (PHASE 2)	2,000,000
B	PARKS	LOON POND PHASE 2	1,500,000
B	PARKS	NORTH RIVERFRONT PARK EXPANSION	1,500,000
B	PARKS	COLONY HILL TERRACE PHASE 2	90,000



B	PARKS	CITY-WIDE TREE PLANTING (INCLUDING SET BACK PLANTINGS)	2,500,000
B	PARKS	MAGAZINE PARK	2,210,000
B	PARKS	DOG PARK PHASE 2	1,200,000
B	PARKS	CITY-WIDE PARK WOODLAND CLEAN UP OVERGROWTH IN ABUTTER YARDS	4,000,000
B	PARKS	CITY-WIDE WOODLAND DEBRIS CLEANUP	10,000,000
B	LIBRARY	CENTRAL LIBRARY - PHASE II - WIRING	1,131,867
B	PARKS	FOUNTAIN LAKE DAM - REPAIR	1,500,000
B	PARKS	PORTER LAKE DAM - REPAIR	1,500,000
B	PARKS	WESSON PARK	750,000
B	POLICE	RADIO REPAIR - MICROWAVE LINKS KILEY,	300,000
B	PARKS	FOREST PARK MEMORIAL GROVE	15,000,000
B	DPW	DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)	15,549,978
B	LIBRARY	CENTRAL LIBRARY - PHASE II	8,843,625
B	LIBRARY	CENTRAL LIBRARY - PHASE III	410,944
B	POLICE	EXPAND SHOTSPOTTER	65,000
B	POLICE	BLDG - SEPARATE AIR HANDLER FOR GARAGE	250,000
B	DCAC	SYMPHONY/CITY HALL ROOF	5,000,000
B	DPW	PRIVATE WAYS - RESURFACING	10,000,000
B	FACILITIES	KENNEDY - HAZS MAT ABATEMENT & CEILING TILES	4,600,000
B	LIBRARY	FOREST PARK LIBRARY - MAIN LEVEL 2 NEW HANDICAP BATHROOMS	80,000
B	POLICE	IT - COMPUTERS	68,000
B	PARKS	FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD CULVERT	3,000,000
B	FACILITIES	WHITE ST./ KENSINGTON AVE ELEM. REPLACEMENT MSBA	100,000,000
B	FACILITIES	WASHINGTON ELEMENTARY REPLACEMENT MSBA	100,000,000
B	FACILITIES	SCI-TECH POWER PLANT RETROFIT	2,000,000
B	FIRE	Station Gym Equipment Replacement	120,000
B	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - RENOVATION AND ADDITION/ BUILDING ACCESSABILITY- MBLC GRANT Application to be submitted 05/2024	4,828,800
B	FACILITIES	CITY HALL - PERIMETER SECURITY	1,500,000
B	POLICE	Supply - BALLISTIC VEST REPLACEMENT	240,000
B	POLICE	RADIO REPAIR - MOTOROLA - RADIOS	105,000
B	POLICE	RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS	70,000



B	SEC	Windows for SEC Building	300,000
B	FACILITIES	GERENA SCHOOL - HVAC REPLACEMENTS & UPGRADES - 2020 MSBA SOI	20,000,000
B	FACILITIES	COMMERCE - ROOF REPLACEMENT - 2020 MSBA SOI	4,500,000
B	FACILITIES	SUMNER AVE ELEMENTARY - ROOF REPLACEMENT - 2020 MSBA SOI	3,000,000
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR	220,000
B	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS	500,000
B	LIBRARY	MASON SQUARE - FRONT/REAR VESTIBULE FAÇADE NEEDS TO BE REPLACED	45,000
B	PARKS	FOREST PARK ROADWAYS	950,000
B	PARKS	UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY	750,000
B	SEC	RECONFIGURATION OF SEC BACKUP SITE	300,000
B	SEC	Recorder	250,000
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES	9,000,000
B	FACILITIES	BALLIET ELEMENTARY - WINDOWS & DOORS - 2020 MSBA SOI	2,500,000
B	FACILITIES	CENTRAL HIGH - CHILLERS & HVAC UPGRADES - 2020 MSBA SOI	2,500,000
B	PARKS	DISTRICT AND GOLF COURSE MAINTENANCE BUILDINGS	3,500,000
B	PARKS	ZOO IMPROVEMENTS	2,000,000
B	POLICE	IT - INCREASE CAMERAS AROUND CITY	145,000
B	SEC	Adequate Site Security	400,000
B	PARKS	OLD FIRST CHURCH	17,773,680
B	FACILITIES	CENTRAL HIGH - DRAINAGE PARKING LOT	675,000
B	FACILITIES	CENTRAL HIGH - PAVING PARKING LOT	650,000
B	FACILITIES	BALLIET ELEMENTARY - INTERIOR UPGRADES	200,000
B	FIRE	SIXTEEN ACRES FIRE STATION REPLACEMENT	17,000,000
B	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN	7,000,000
B	PARKS	CITYWIDE - LIGHTING AND SECURITY CAMERA	1,500,000
B	FIRE	Fire Hose Replacement	125,000
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT - FUTURE MSBA SOI	10,000,000
B	FACILITIES	REBECCA JOHNSON - WINDOWS & DOORS	5,000,000
B	FACILITIES	BOLAND - ROOF REPLACEMENT - 2020 MSBA SOI	3,000,000
B	FACILITIES	WASHINGTON - WINDOWS & DOORS - 2018 MSBA SOI	2,500,000
B	FACILITIES	DORMAN - ROOF REPLACEMENT (MAIN BUILDING) - FUTURE MSBA SOI	1,500,000



B	FACILITIES	INDIAN ORCHARD ELEMENTARY - ROOF REPLACEMENT - 2020 MSBA SOI	1,500,000
B	FACILITIES	HARRIS ELEMENTARY - ROOF REPLACEMENT	1,500,000
B	FACILITIES	BRUNTON - ROOF REPLACEMENT	1,200,000
B	FACILITIES	COMMERCE HIGH CHILLERS - FUTURE MSBA	1,000,000
B	FACILITIES	GLENWOOD SCHOOL - ROOF REPLACEMENT - 2019 MSBA SOI	760,000
B	FACILITIES	CENTRAL HIGH - MOTORS, VFD, STEAM TRAPS	500,000
B	FACILITIES	LIBERTY SCHOOL - REDESIGN ADA ENTRANCES	400,000
B	PARKS	REPLACEMENT OF MAINTENANCE EQUIPMENT	2,000,000
B	PARKS	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION	1,200,000
B	PARKS	FOREST PARK - COMFORT SHELTER/DROP-IN CENTER	1,000,000
B	POLICE	Academy - AED REPLACEMENTS	80,000
B	ECO DEV	MAIN STREET/CONVENTION CENTER/COURT SQUARE DISTRICT IMPROVEMENTS	5,000,000
B	DPW	CREST STREET OUTFALL OVERHAUL	750,000
B	FACILITIES	LINCOLN SCHOOL - SPRINKLER (CODE)	75,000
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)	50,000
B	FACILITIES	WHITE SCHOOL - SPRINKLER (CODE)	35,000
B	LIBRARY	FOREST PARK LIBRARY- RENOVATE COMMUNITY ROOM	35,000
B	PARKS	UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT PROGRAM	10,000,000
B	PARKS	FOREST PARK - TRAIL RENOVATIONS	750,000
B	DCAC	CAMPANILE AND PLAZA RESTORATION	26,000,000
B	DPW	SIDEWALK REPLACEMENT PROGRAM & VARIOUS LOCATIONS - ADA RETROFITS	7,500,000
B	FACILITIES	CITYWIDE - HAZARDOUS WASTE SITE CLEANUPS	3,000,000
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	600,000
B	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS	3,500,000
B	PARKS	FRANCONIA GOLF COURSE IMPROVEMENTS	1,200,000
B	PARKS	HABITAT MANAGEMENT	1,000,000
B	PARKS	TREE NURSERY	500,000
B	PARKS	CHICOPEE RIVER WATERFRONT (INDIAN ORCHARD)	500,000
B	POLICE	IT - ANALOG CAMERAS TO DIGITAL & STORAGE	60,858
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	250,000
B	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	200,000
B	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	200,000





B	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	LIBRARY	CENTRAL LIBRARY - REPLACE WORN CARPETING THROUGHOUT THE BUILDING	164,551
B	PARKS	UPGRADE PARK/ SCHOOL ATHLETIC FIELDS	3,000,000
B	PARKS	CAMP STAR ANGELINA REDEVELOPMENT	1,750,000
B	PARKS	FIVE MILE POND PARK - PHASE 1	1,500,000
B	PARKS	CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)	1,000,000
B	PARKS	STONE HOUSE	500,000
B	POLICE	BLDG - FEMALE LOCKERS	50,000
B	ECO DEV	CHESTNUT STREET TWO-WAY CONVERSION/APREMONT TRIANGLE PLAN	6,600,000
B	DPW	NPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET TESTING	5,000,000
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND - ONGOING	11,279,264
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS	6,000,000
B	FACILITIES	MILTON BRADLEY SCHOOL - REPLACE DECKTRON UNIT (POOL)	150,000
B	PARKS	BRECKWOOD POND DAM - REPAIR	1,500,000
B	PARKS	FOREST PARK MAGAWISKA RD STABILITY AND DRAINAGE	800,000
B	PARKS	FOREST PARK - LOOP TRAIL	500,000
B	FIRE	Training Prop	150,000
B	FACILITIES	POTTENGER - WINDOWS & DOORS - 2020 MSBA SOI	2,500,000
B	FIRE	FIRE EQUIPMENT STORAGE FACILITY	2,000,000
B	PARKS	BLUNT PARK - PHASE II BIKEWAY/WALKWAY & PARK IMPROVEMENTS	2,000,000
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE	2,035,000
B	PARKS	CITYWIDE - REPLACEMENT PLAYGROUND EQUIPMENT	1,200,000
B	PARKS	CITYWIDE - BASKETBALL COURT IMPROVEMENTS	1,200,000
B	PARKS	TRIANGLE/TERRACE RESTORATIONS	750,000
B	PARKS	ACQUIRE MARGINAL LOTS VIA TAX TITLE PROCESS	500,000
B	PARKS	CITYWIDE - TENNIS COURTS	200,000
B	PARKS	ANGELINA PARK	250,000
B	PARKS	ALDEN STREET PARK	250,000
B	PARKS	MYRTLE STREET PARK	249,554



B	PARKS	PINE STREET TREE PLANTINGS	50,000
B	POLICE	IT - SOFTWARE	68,000
B	POLICE	IT - SOFTWARE	68,000
C	FACILITIES/SPS	Phase 1 Paving (10-12 Schools)	2,000,000
C	FACILITIES/SPS	Kitchen upgrades Brunton	1,200,000
C	FACILITIES/SPS	Kitchen upgrades Public Day High School	1,200,000
C	FACILITIES/SPS	Kitchen upgrades Freedman	1,200,000
C	FACILITIES/SPS	Kitchen upgrades Bowles	1,200,000
C	FACILITIES/SPS	Kitchen Equipment Upgrades at Boland	151,500
C	FACILITIES/SPS	Kitchen Equipment Upgrades at Zanetti	38,000
C	FACILITIES/SPS	Kitchen Equipment Upgrades at Kennedy	38,000
C	FACILITIES/SPS	Kitchen Equipment Upgrades at Duggan	38,000
C	FACILITIES/SPS	Kitchen Refrigeration/Freezer Upgrades at Chestnut	120,000
C	FACILITIES/SPS	Kitchen Refrigeration/Freezer Upgrades at Lynch	200,000
C	FACILITIES	HARRIS ELEMENTARY - WINDOWS AND DOORS - FUTURE MSBA SOI	3,000,000
C	FACILITIES	REBECCA JOHNSON CONTROLS AND ROOF TOP UNITS - 2020 MSBA SOI	2,000,000
C	FACILITIES	DEBERRY SURING UP	800,000
C	FACILITIES	MILTON BRADLEY ELEMENTARY BOILERS, PUMPS, AND CHILLER - 2020 MSBA SOI	600,000
C	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE	2,000,000
C	PARKS	FOREST PARK - BOWLES FOUNTAIN RESTORATION	400,000
C	POLICE	ESU - TRU BEAR CAT	317,000
C	POLICE	DB - FURNITURE	100,000
C	DPW	STORMWATER OUTFALL IMPROVEMENTS & INFRASTRUCTURE REPAIRS	10,145,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UST REMOVAL	1,350,000
C	FACILITIES	CITY HALL - EMERGENCY GENERATOR	225,000
C	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL	150,000
C	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS	60,000
C	PARKS	GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE	2,500,000
C	PARKS	MEADOW BROOK RAVINE RESTORATION	1,500,000
C	PARKS	SOUTH BRANCH PARKWAY (GUNNERY SERGEANT THOMAS J. SULLIVAN)	750,000
C	PARKS	MCKNIGHT GLEN IMPROVEMENTS	500,000
C	PARKS	FORESTRY	500,000
C	PARKS	VACANT LOT IMPROVEMENTS - SIX CORNERS (CPA)	250,000



C	ECO DEV	FORMER INDIAN ORCHARD FIRE STATION NEIGHBORHOOD REDEVELOPMENT	5,000,000
C	FACILITIES	FIRST MEETING HOUSE PARISH - ROOF REPLACEMENT	300,000
C	PARKS	PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT	600,000
C	DPW	SEDIMENT BASINS BOND'S ISLAND LANDFILL	200,000
C	LIBRARY	INDIAN ORCHARD-ELEVATOR	50,000
C	FACILITIES	DUGGAN FULL RENNOVATION	10,000,000
C	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE (CPA)	1,200,000
C	PARKS	FOREST PARK - DR. SEUSS TRAIL	1,200,000
C	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS	500,000
C	DPW	STORMWATER DRAINAGE CHANNELS ON THE NORTH, SOUTH AND EAST SLOPES OF BONDI ISLAND LANDFILL	1,300,000
C	ECO DEV	DINING DISTRICT TRAFFIC AND PEDESTRIAN CIRCULATION PLAN	5,000,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - ROOF	3,500,000
C	FACILITIES	CITY HALL - ESPLANADE RESTORATION	500,000
C	FACILITIES	SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR	320,000
C	FACILITIES	FIRE HEADQUARTERS - PARKING LOT REPAIRS	300,000
C	FACILITIES	CITY HALL ANNEX - WINDOWS - PHASE I	180,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- PARKING LOT	150,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - PARKING LOT	135,000
C	FACILITIES	CITY HALL ANNEX - FLOORING	75,000
C	FACILITIES	DPW OFFICE CENTER - MOTORS ANND VFDS	55,000
C	PARKS	FOREST PARK - AMPHITHEATER	750,000
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	250,000
C	PARKS	SURVEY OF PLAYGROUNDS	50,000
C	FACILITIES	CITY HALL ANNEX - RENOVATE	5,000,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SECURITY IMPROVEMENTS	5,000,000
C	FACILITIES	FIRE ALARM BUILDING - COMPLETE RENOVATION	1,500,000
C	FACILITIES	MILTON BRADLEY ELEMENTARY SCHOOL - REPLACE (5) BURNHAM BOILERS, PUMPS AND CHILLER	1,500,000
C	FACILITIES	SPFLD HIGH SCHOOL OF SCIENCE & TECHNOLOGY - REPLACE ADVANCED EMS	1,442,202
C	FACILITIES	REBECCA JOHNSON ELEMENTARY SCHOOL - REPLACE ADVANCED EMS/BOILER	2,500,000
C	FACILITIES	FIRE REPAIR BUILDING - COMPLETE RENOVATION	1,250,000



C	FACILITIES	GERMAN GERENA COMMUNITY ELEMENTARY SCHOOL - REPLACE 3 CHILLERS	1,189,791
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM	800,000
C	FACILITIES	SCI-TECH ELEVATOR UPGRADES	750,000
C	FACILITIES	DUGGAN MIDDLE SCHOOL ELEVATOR UPGRADE	250,000
C	FACILITIES	WHITE SCHOOL - INSTALL DROP CEILING	200,000
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM	35,000
C	FACILITIES	WHITE STREET FIRE STATION -	45,000
C	FACILITIES	SCI TECH	1,000,000
C	FACILITIES	INDIAN ORCHARD ELEMENTRY HVAC	1,268,306
C	PARKS	FOREST PARK - DUCK POND OUTLETS IMPROVEMENTS	1,000,000
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND) PURCHASE	750,000
C	POLICE	IT - MICROSOFT EXCHANGE LICENSES	77,000
C	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND REPAIRS TO LEADED WINDOWS	6,250,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC ABATEMENT	5,000,000
C	FACILITIES	DPW OFFICE CENTER - NEW ROOF	3,500,000
C	FACILITIES	WARNER - REPLACEMENT OF FLOOR TILES	440,000
C	FACILITIES	WASHINGTON - CEILING REPLACEMENT	60,000
C	LIBRARY	SIXTEEN ACRES; EAST SPFLD; INDIAN ORCH - REPLACE PHONE SYSTEM	50,000
C	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR	500,000
C	PARKS	CITY CEMETARIES	400,000
C	PARKS	CAMP WILDER PARK AND QUARRY POND	300,000
C	FACILITIES	ESCO PHASE III	7,500,000
C	FACILITIES	BOLAND - HVAC SYSTEM	2,000,000
C	FACILITIES	CHESTNUT - HEATING SYSTEM	1,750,000
C	FACILITIES	HIGH SCHOOL OF COMMERCE - REPLACE 2 CHILLERS	800,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - NEW PARKING LOT	300,000
C	FACILITIES	MASON SQ. BRANCH - PARKING LOT REPAIRS	250,000
C	FACILITIES	EARLY CHILDHOOD CENTER - REPLACE 3 ROOF TOP UNITS	200,000
C	FACILITIES	PINE POINT LIBRARY - PARKING LOT REPAIRS	175,000
C	FACILITIES	REBECCA JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	160,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - HVAC UPGRADES	120,000



C	FACILITIES	LINCOLN ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	FACILITIES	DORMAN ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	FACILITIES	KENSINGTON ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	PARKS	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION	750,000
C	DPW	VEHICLE AND EQUIPMENT STORAGE	10,000,000
C	FACILITIES	SYMPHONY HALL - EXTERIOR	2,000,000
C	FACILITIES	CITY WIDE - ENERGY LANDSCAPE EFFICIENT DESIGN	1,500,000
C	FACILITIES	KENNEDY - BATHROOM REPLACEMENT	1,400,000
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS	800,000
C	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT	800,000
C	FACILITIES	WARNER - PARKING LOT REDESIGN	700,000
C	FACILITIES	BEAL - BATHROOM RENOVATION	500,000
C	FACILITIES	LIBERTY - BATHROOM REPLACEMENT	500,000
C	FACILITIES	DORMAN - BATHROOM RENOVATIONS	400,000
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION	360,000
C	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - PLAYScape	300,000
C	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	250,000
C	FACILITIES	ELLS - BATHROOM UPGRADE	210,000
C	FACILITIES	GLICKMAN - BATHROOM PARTITIONS	120,000
C	FACILITIES	CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	100,000
C	FACILITIES	CITY HALL - REMOVE STAINING	30,000
C	LIBRARY	MASON SQUARE - REPAVE PARKING LOT AND SIDEWALKS	62,000
C	PARKS	CITYWIDE BASEBALL FIELD REPAIR. REDO INFIELDS	1,500,000
C	PARKS	GURDON BILL PARK	2,000,000
C	PARKS	ADAMS PARK	500,000
C	LIBRARY	COMMUNITY ROOM AV UPGRADE-MASON SQUARE, BRIGHTWOOD, FOREST PARK	79,077
C	FACILITIES	DEBERRY - CREATE FOUR STUDENT BATHROOMS	1,600,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS	150,000
C	FACILITIES	SCI-TECH REPLACE ROOF UNIT SERVING MAIN OFFICE	100,000
C	FACILITIES	FIRE REPAIR BUILDING - NEW GENERATOR	50,000
C	LIBRARY	FOREST PARK LIBRARY - WINDOW REPLACEMENT	400,000



C	PARKS	GATEWAY ENTRANCE PROGRAM	1,500,000
C	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE	5,500,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PROPERTY CONDITION ASSESSMENTS	1,750,000
C	FACILITIES	CITY HALL ANNEX - WINDOWS	1,500,000
C	FACILITIES	CITY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	SYMPHONY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	CARRIAGE HOUSE - MAJOR REPAIRS (CPA)	350,000
C	FACILITIES	BALLIET ELEMENTARY - CREATE OUTDOOR PLAYSCAPE AREA	250,000
C	FACILITIES	CITY HALL ANNEX - EXTERIOR MASONRY	250,000
C	FACILITIES	KILEY - ADVANCED EMS	200,000
C	FACILITIES	CITY HALL - WINDOWS	100,000
C	FACILITIES	FIRE HEADQUARTERS - REPLACE GENERATOR	100,000
C	FACILITIES	GLICKMAN - ADVANCED EMS	90,000
C	FACILITIES	CITY HALL- COUNCIL CHAMBERS	55,000
C	FACILITIES	SCI-TECH - ADVANCED EMS	45,000
C	FACILITIES	CITY HALL- HVAC	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR WALLS	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR LIGHTING	30,000
C	FACILITIES	HARRIS SCHOOL	1,268,306
C	FACILITIES	CENTRAL	1,268,306
C	FACILITIES	CITY HALL ANNEX - REAR SIDEWALK	22,000
C	LIBRARY	FOREST PARK LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	POLICE	BLDG - 130 PEARL ST. UPPER PARKING LOT IMPROVEMENTS	80,000
C	POLICE	Radio - NICE LOG RECORDER - PHASE 2	250,000
C	FACILITIES	DPW GARAGE - VEHICLE EXHAUST SYSTEM	500,000
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK	225,000
C	PARKS	JAIME ULLOA PARK - PHASE 2	1,200,000
C	PARKS	BEAUREGARD & SCHIAVINA MEMORIAL PARK - PHASE 2	850,000
C	PARKS	FOREST PARK MAINTENANCE BUILDING	450,000
C	PARKS	GERRISH PARK	200,000
C	FACILITIES	SOUTH END MIDDLE - ASBESTOS PLASTER ABATEMENT	4,250,000
C	FACILITIES	DPW OFFICE CENTER - HVAC UPGRADES	1,500,000
C	FACILITIES	KENSINGTON - ASBESTOS PLASTER ABATEMENT	750,000
C	FACILITIES	WALSH - ASBESTOS PLASTER ABATEMENT	700,000
C	FACILITIES	DPW GARAGE - HVAC UPGRADES	500,000
C	FACILITIES	MASON SQ. FIRE STATION - WINDOWS	125,000



C	FACILITIES	INDIAN ORCHARD FIRE STATION- WINDOWS	75,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - WINDOWS	40,000
C	PARKS	ADVANCED ENTRY SYSTEM	1,500,000
C	FACILITIES	FIRST MEETING HOUSE PARISH - RENOVATE	6,500,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - RENOVATE	3,000,000
C	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT	750,000
C	FACILITIES	DORMAN - ELECTRICAL UPGRADES	400,000
C	FACILITIES	BEAL - ELECTRICAL PANELS	300,000
C	FACILITIES	FACILITIES ADMIN - PARKING LOT REPAVING	250,000
C	FACILITIES	BOWLES - ADVANCED EMS	55,000
C	FACILITIES	FACILITIES ADMIN -PERIMETER SECURITY	45,000
C	LIBRARY	FOREST PARK LIBRARY - CIRCULATION DESK	50,000
C	Fire	Station 8 Window Replacement	95,000
C	Fire	Fire Fleet Replacement	180,000
C	Fire	Carew St Roof Replacement	110,000
C	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS	12,500,000
C	FACILITIES	CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION	500,000
C	FACILITIES	BRUNTON - POD AIR HANDLER UNITS & CONDENSORS	400,000
C	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION	250,000
C	FACILITIES	HARRIS ELEMENTARY - BATHROOM PARTITIONS	300,000
C	PARKS	CAMEROTA PROPERTY (FIVE MILE POND) PURCHASE	2,000,000
C	FACILITIES	COMMERCE - ADVANCED EMS	1,600,000
C	FACILITIES	FREEDMAN - EXTERIOR GROUNDS UPGRADES	700,000
C	FACILITIES	CHESTNUT - INTERIOR COUNTRYARD REPAIRS	600,000
C	FACILITIES	FACILITIES ADMIN - BOILERS & PUMPS	250,000
C	FACILITIES	FACILITIES ADMIN - ADVANCED EMS	65,000
C	DPW	PORTABLE WIRELESS VEHICLE LIFT SYSTEMS (2 SETS, 4 COLUMNS PER SET)	83,380
C	DPW	LEACHATE REMOVAL IMPROVEMENTS	200,000
C	FACILITIES	SCI-TECH - BATHROOM PARTITIONS	2,400,000
C	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS	1,800,000
C	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS	400,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - GARAGE	300,000



C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS	200,000
C	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION	135,000
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE	120,000
C	FACILITIES	REBECCA JOHNSON - EXTERIOR DRAINAGE SYSTEM - PLAY AREA	120,000
C	FACILITIES	DPW OFFICE CENTER - RENOVATION OF FIRST FLOOR	4,000,000
C	FACILITIES	FOREST PARK LIBRARY - HVAC	120,000
C	FACILITIES	LINCOLN - PARKING LOT & GROUNDS REPAIRS	600,000
C	DPW	GARAGE FLOOR RECOATING	376,470
C	FACILITIES	GERENA SCHOOL - NEW ROOF AT "A" & "D" BUILDINGS	1,100,000
C	FACILITIES	N.MAIN ST. FIRE STATION - NEW ROOF	175,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- NEW ROOF	100,000
C	FACILITIES	FIRE ALARM BUILDING - NEW ROOF	85,000
C	DPW	BOBCAT FOR BONDI ISLAND	69,513
C	DPW	SAND SHED FOR WINTER OPERATIONS	50,000
C	FACILITIES	FACILITIES ADMIN - BUILDING B RENOVATIONS	1,250,000
C	FACILITIES	MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES	240,000
C	FACILITIES	LYNCH - BATHROOM RENOVATIONS	120,000
C	CITY CLERK	CLERK'S OFFICE UPDATES	50,581
C	PARKS	DAMS CITYWIDE	-
D	FIRE	TWO FIRE APPARATUS	3,290,000
D	ELECTIONS	POLL BOOKS/EXPRESS LOCATION	110,000





D	FACILITIES/SPS	Kitchen upgrades South End Middle School	1,200,000
D	FACILITIES/SPS	Kitchen upgrades Walsh	1,200,000
D	FACILITIES/SPS	Kitchen upgrades Glickman	1,200,000
D	FACILITIES/SPS	Kitchen upgrades Talmadge	1,200,000
D	FACILITIES/SPS	Kitchen Equipment Upgrades at Harris	120,000
D	FACILITIES/SPS	Kitchen Equipment Upgrades at Milton Bradley	60,500
D	FACILITIES/SPS	Kitchen Equipment Upgrades at ECC	53,000
D	FACILITIES/SPS	Kitchen Equipment Upgrades at Putnam	56,000
D	FACILITIES/SPS	Kitchen Equipment Upgrades at Dryden	56,000
D	FACILITIES/SPS	Kitchen Equipment Upgrades at Sci-Tech	120,000
D	FACILITIES	GAR HALL - RENOVATE	4,000,000
D	FACILITIES	SIXTEEN ACRES FIRE STATION - INTERIOR RENOVATIONS	750,000
D	FACILITIES	FIRE HEADQUARTERS - WINDOWS	150,000
D	FACILITIES	WHITE SCHOOL - BATHROOM REPLACEMENT	800,000
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK	500,000
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	320,000
D	FACILITIES	GLICKMAN - EXTERIOR PARKING LOT REPAIRS	260,000
D	FACILITIES	BALLIET ELEMENTARY - HVAC	250,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	250,000
D	FACILITIES	VARIOUS LOCATIONS (MUNICIPALS) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	200,000



D	FACILITIES	BEAL - CLASSROOM CABINETRY	160,000
D	FACILITIES	BEAL - REPAVE PARKING LOT	150,000
D	FACILITIES	HOMER - REPAVE DRIVEWAY	140,000
D	FACILITIES	FIRST MEETING HOUSE SANCTUARY - EXTERIOR PAINTING	120,000
D	FACILITIES	BRUNTON - PLAY GROUND EQUIPMENT / NEW PLAYScape	85,000
D	FACILITIES	DPW GARAGE - NEW OVERHEAD DOORS	65,000
D	FACILITIES	BEAL - REPLACE PORTABLE CR'S	5,000,000
D	FACILITIES	HARRIS ELEMENTARY - ADD ADDITIONAL PARKING	4,000,000
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING	400,000
D	FACILITIES	BRUNTON - QUAD PARTITIONS	180,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UPDATE THEATRES	2,800,000
D	FACILITIES	SCI-TECH - STEAM TRAPS	1,700,000
D	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET	720,000
D	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	320,000
D	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	180,000
D	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT	150,000
D	FACILITIES	BALLIET ELEMENTARY - STEAM TRAPS	75,000
D	FACILITIES	CITY HALL - STEAM TRAPS, FITTING INSTULATION	35,000
D	FACILITIES	COMMERCE - STEAM TRAPS	35,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - TSI/SURFACING MATERIALS ABATEMENT	7,500,000
D	PARKS	GUNN SQUARE PARK (CPA)	300,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - CLOCK/INTERCOM	2,200,000



D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PAINTING PROJECTS	1,000,000
D	FACILITIES	FOREST PARK LIBRARY - BUILD OUT SHELL SECTION	400,000
D	FACILITIES	CHESTNUT - REPLACE STAGE CURTAINS	60,000
D	FACILITIES	DPW OFFICE CENTER - RENOVATION OF SECOND FLOOR	8,000,000
D	FACILITIES	FIRE ALARM BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FIRE REPAIR BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FACILITIES ADMIN - BUILDING A RENOVATIONS	900,000
D	FACILITIES	DPW E-BUILDING - INTERIOR RENOVATIONS	500,000
D	FACILITIES	TALMADGE - CONSTRUCTION OF RESTROOM AREAS - FACULTY	400,000
D	LIBRARY	FOREST PARK LIBRARY- CEILING RENOVATION	85,000



## Appendix B: Capital Improvement Process

### Capital Improvement Process

Departments submit capital requests to the Office of Administration & Finance electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Office of Administration & Finance and are reviewed by the Capital Improvement Committee. This process is required by City ordinance and is consistent with best practices regarding capital investment.

**Database Requirements** - All capital requests are submitted in electronic format and include the following information:

- Project Category
- Project 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 FY25 planning process the Committee members included:

- Chief Administrative and Financial Officer – Cathy Buono
- Deputy Chief Administrative and Financial Officer – Lindsay Hackett
- Director of Department of Public Works – Christopher Cignoli
- Director of Parks, Building/Recreation – Patrick Sullivan
- Director of Capital Asset and Construction – Peter Garvey
- Chief Development Officer – Timothy Sheehan
- Deputy Director of Economic Development – Brian Connors
- Capital Improvement Analyst – Erin Hand

The Capital Improvement Committee reviews each submission. After appropriate review and consideration, the committee establishes project priorities giving quantitative measures of need and justification as established by the rating department and reviewed by the committee.

**Criteria** - Each project is ranked on eight criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are there funding sources other than the general fund for this project?
- Impacts on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?



- Promotion of Economic growth – How significant of an impact is the project to economic development?
- Legal obligations and mandates – Does the project improve compliance with federal law, state law, or local ordinance?
- Operation and maintenance impact - Is the asset currently broken and in need of immediate replacement?
- Relationship to other projects/coordination - If the project is a multi-year project, have prior phases been previously conducted?
- Resiliency improvement and resolution – What does the project do for vulnerable populations or in the wake of chronic stress or an acute shock?
- Public perception of need – What is the awareness level of need for the project and who requested it?

FY24 Capital Improvement Criteria
Criteria 1 - Project Funding / Fiscal Impact - 25%
Criteria 2 - Impact on Service to The Public - 15%
Criteria 3 - Promotes Economic Development - 15%
Criteria 4 - Legal Obligations and Mandates - 15%
Criteria 5 - Operation and Maintenance Impact - 10%
Criteria 6 - Relationship to Other Projects/Coordination - 10%
Criteria 7 - Resiliency Improvement and Resolution - 5%
Criteria 8 - Public Perception of Need - 5%

Each criterion above receives a different weight as seen in Appendix C. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital plan is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.

**Appendix C: Rating Criteria**

**CRITERIA 1 – OVERALL FISCAL IMPACT**

**Weight: 5**

Rationale: Limited resources exist for competing projects. This requires that each project’s full impact on the City’s budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.



Considerations: Ratings for this factor will consider these major points:

- A. Capital cost of the project relative to all other project requests.
- B. Impact of the project on City operating costs and personnel levels.
- C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- D. Impact on the City’s tax revenue or fee revenue.
- E. Will external funding be lost should the project be delayed?

Illustrative Ratings:

Criteria 1 - Project Funding / Fiscal Impact - 25%
5 - Less than 10% City funding
4 - Less than 30% City funding
3 - Less than 50% City funding
2 - More than 50% City funding, decreases operating costs
1 - More than 50% City funding, operating costs remain the same
0 - More than 50% City funding, increases operating costs

**CRITERIA 2 – IMPACT ON SERVICE TO THE PUBLIC**

**Weight: 3**

Rationale: Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues as well as those that improve the services provided by a department. Service is broadly defined, as are the City’s objectives in meeting the health, safety or accreditation needs of our residents and/or improved operations of an existing department.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project focuses on a service that is currently a “high priority” public need.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. Whether the service is already being provided by existing agencies.

Illustrative Ratings:

Criteria 2 - Impact On Service To The Public - 15%
5 - Project would address an immediate public health or safety need
4 - Project would improve service and addresses a public health or safety need
3 - Project would improve service to meet current desired goals
2 - Project would address deficiencies or problems with existing services; would establish new service
1 - Project would maintain existing standard of service
0 - Project not related to maintaining an existing standard of service



**CRITERIA 3 – PROMOTES ECONOMIC DEVELOPMENT**

**Weight: 3**

Rationale: Some projects offer a regional, citywide, or neighborhood benefit, enticing home buyers and business owners by making the City an attractive place to live or work. Criteria 3 assesses projects based on the impact to the City’s economic development efforts.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project enhances the City’s economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs.

Illustrative Rating:

Criteria 3 - Promotes Economic Development - 15%
5 - Significant regional benefit
4 - Citywide improvement
3 - Benefits large portion of City
2 - Benefits one neighborhood
1 - Assists in the elimination of slum and blight
0 - No impact

**CRITERIA 4 - LEGAL OBLIGATIONS AND COMPLIANCE**

**Weight: 3**

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the City is under direct court order to complete this project.
- B. Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

Criteria 4 - Legal Obligations And Mandates - 15%
5 - City or Department is currently under court order to take action
4 - Project is necessary to meet existing state and federal requirements
3 - Legislation is under discussion that would require the project in future
2 - There is no legal or court order or other requirement to conduct the project
1 - Project requires change in state or law to proceed
0 - Project requires change in federal or law to proceed





**CRITERIA 5 – URGENCY OF MAINTENANCE NEEDS**

**Weight: 2**

Rationale: The City’s most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.
- C. Whether the project is the most cost-effective method of providing or maintaining a service.
- D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
- F. Whether the agency has prepared a comprehensive maintenance/rehabilitation/replacement schedule and the project is due under that schedule.

Illustrative Ratings:

Criteria 5 - Operation and Maintenance Impact - 10%
5 - Service is currently interrupted and the project will restore service in the most cost-effective manner possible
4 - Service is likely to be disrupted in a five-year horizon if the project is not funded
3 - The project is necessary to maintain an orderly schedule for maintenance and replacement
2 - The cost of the project will increase in future (beyond inflation) if it is delayed at this time
1 - There is a minor risk that costs will rise or service will be interrupted if the project is not funded
0 - There is no financial or service risk in delaying or not funding the project

**CRITERIA 6 – PRIOR PHASES**

**Weight: 2**

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has received prior funds.
- B. Whether the project requires additional funding to be operational.



**Illustrative Ratings:**

<b>Criteria 6 - Relationship to Other Projects/Coordination - 10%</b>
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:**

<b>Criteria 7 - Resiliency Improvement and Resolution - 5%</b>
5 - Resolves chronic stressors to the City
4 - Resolves response to vulnerable population after shock
3 - Improves chronic stressors to the City
2 - Improves response to vulnerable population after shock
1 - Enhances natural resources
0 - No impact

**CRITERIA 8 – PERCEPTION**

**Weight: 1**

Rationale: This criterion refers to project assessment of the extent of public support or interest group advocacy and/or opposition.

Considerations: Ratings for this factor will consider these major points:



- 
- A. Whether the project has been identified by a plan, Government official or public organization.
  - B. The public's perception of the project, positive or negative.

Illustrative Ratings:

Criteria 8 - Public Perception of Need - 5%
5 - Identified in comprehensive plan, project plan or other study
4 - Specific project request from the City Council
3 - Project request from neighborhood organization or other group
2 - Public perception of need known to City department
1 - Knowledge of public perception of need unknown
0 - Public opposition

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# **Multi-Year Financial Forecast Fiscal Years 2025 - 2028**

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# CITY OF SPRINGFIELD, MASSACHUSETTS MULTI-YEAR FINANCIAL PLAN



**FISCAL YEARS  
2025-2028**

**PREPARED BY:**  
CITY OF SPRINGFIELD, MASSACHUSETTS  
OFFICE OF ADMINISTRATION AND FINANCE

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March 30, 2024

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 2025-2028. In compliance with City ordinance, the MYFP is meant to highlight projected revenue and expenditures for the next four years, using conservative assumptions. This plan serves as a vital tool that allows the City to see the long-term impact of its financial decisions and avoid future fiscal stress.

As the City’s Chief Administrative and Financial Officer, it is critical for me that we make strategic and appropriate budgetary decisions that provide core services to our residents while maintaining continued fiscal sustainability. I am proud of the fact that through strategic planning, the City has successfully balanced the budget each year since the disbandment of the Financial Control Board in 2009, and notably, for the past nine years, without the use of any stabilization reserves. Currently, our reserves equal \$68.9M 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 FY23 with a surplus, and were able to certify \$19.3M in free cash in FY24. This accomplishment was a direct result of the City’s strong fiscal management. The City further leveraged this success into future earnings by investing \$44.9M from the City’s stabilization reserve account into 1-year U.S. Treasury notes, capitalizing on interest rates of approximately 5%, which will bring the City more than \$2M in returns to be directed towards lowering tax bills, providing financial relief for our citizens. This is the second year that the City of Springfield, the first community in the Commonwealth to take advantage of this innovative financial investment strategy, was able to do so thanks to sound and prudent fiscal management policies. Furthermore, the combination of strong fiscal policies and our ability to maintain the discipline essential to the City’s overall fiscal health has prompted Standard and Poor’s to maintain our AA- bond rating and encouraged Moody’s to reaffirm our A2 rating.

**Multi-Year Financial Summary**

Based on conservative assumptions, the City is projecting to have budgetary deficits ranging from \$23.5M in FY25 and growing to \$51.4M in FY28.

Expense vs. Revenue	FISCAL 2024 ADOPTED	FISCAL 2025 PROJECTED	FISCAL 2026 PROJECTED	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED
Expense	877,912,910	938,225,146	979,866,442	1,020,008,593	1,058,624,394
Revenue	877,912,910	914,722,598	947,383,786	976,713,747	1,007,206,602
<b>SURPLUS / (GAP)</b>	-	<b>(23,502,548)</b>	<b>(32,482,657)</b>	<b>(43,294,846)</b>	<b>(51,417,792)</b>

Even with annual MGM revenue that Springfield began receiving back in FY19, spending growth is projected to outpace revenue growth during the four-year period highlighted in this plan. This forces the City to continue making difficult decisions and tough compromises in upcoming fiscal years, in order to strategically manage our spending growth while still maintaining core services for our residents.

**Fiscal Challenges**

Meeting the demands of an urban city with limited revenue is always a challenge; specifically, when nearly 60% of the City’s budget is a direct pass-through of State Aid to the School Department. The remaining City budget relies heavily on property tax revenue, however Proposition 2 ½ sets strict limitations to the amount that we can levy each year. In 2009, Springfield’s property values declined \$1B, which severely dropped our levy ceiling, which is the maximum amount that we can levy in property taxes. Despite property values having increased, Springfield was capped at our levy ceiling for several years, resulting in a loss of millions of dollars in new growth revenue. From FY12-FY19 alone, the City lost approximately \$50M in property tax revenue due to these levy limitations. Thankfully, the last few years have allowed some breathing room between the City’s tax levy and the levy ceiling. As property values continue to grow, it’s important that we maximize any opportunity to capture revenue associated with that growth.

Another challenge the City faces is a continual rise in operating costs. Non-discretionary spending amounts to over 80% of the City’s overall budget and includes net school spending, debt service, health insurance, and the annual

appropriation to the Springfield Retirement System. We are strongly committed to addressing Springfield's low pension funded ratio, as evidenced by an aggressive payment schedule that increased the FY18 and FY19 appropriation by 14% and 15%, respectively, with annual increases of 9% that began in FY20. In FY23, the City transferred \$15M of certified free cash into the Springfield Pension Reserve Fund. The City then invested these funds in 1-year U.S. Treasury Notes, for a yield of \$681K received in FY24, to be used towards future pension payments, bringing the total up to \$17.3M. Due to the success of this strategy, the City reinvested, and expects a yield of \$671K to be received in FY25. An additional \$1.9M was transferred in FY24 into the Springfield Other Post-Employment Benefits (OPEB) Trust, and combined with a \$6.8M 1-year U.S. Treasury Note investment return of \$334K to bring the current balance to \$15.1M. These funds were also reinvested, for an estimated return of \$188K. As long as we continue to maintain the current payment schedule, Springfield's unfunded actuarial accrued liability (UAAL) will be fully funded by FY34. A recent actuarial valuation, which was performed in 2022, helped the City assess the best strategy for proactively addressing this liability.

### **Budget Priorities**

The City will continue to make strategic investments in public safety to combat the public perception of crime. In FY20-FY23 the Police Department made significant strides toward the successful implementation of its body-worn camera program, and updated Computer-Aided Dispatch and Records Management System. The investment in these initiatives has helped to increase transparency and response, improving the safety of citizens and officers alike, making Springfield the largest police department in Massachusetts to have full-scale programs of this kind. In FY24, we invested in B-AGILE professional development training for supervisors, to drive a culture of creativity and innovation in decision-making and leadership skills. We also continued funding for the Co-Response and Peer-to-Peer programs, stressing the importance of supporting mental health through all aspects of public safety. 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 currently has twenty-five (25) recruits in the academy, and will begin strategically planning for the next class after the current recruits graduate in June. Even with this proactive approach, however, the department continually operates at staffing levels that are less than desired. This can be attributed to veteran officers retiring earlier than ever before, as they recognize the dangers and stress of their profession and leave as soon as they are eligible to receive their full pension. This amounts to decades of experience lost, which is detrimental when trying to train a newer force of officers.

Through the strategic planning of more frequent police academies, the department hopes it can maintain a healthy balance of veteran and newly trained officers throughout its various divisions. To that end, the City plans to continue funding the successful North End Initiative, four C-3 Policing Units, the Ordinance Squad, and the Metro Policing Unit in Downtown Springfield. These initiatives are highly effective in crime reduction, as evidenced by FBI crime statistics which demonstrate a 45% decline in violent crime over the past several years. Investing in the Springfield Police Department will ensure it is operating at its full capacity in order to improve residents' and visitors' perceptions of safety in downtown areas, while continuing the concentration on quality neighborhood policing.

We will also continue our efforts towards enhanced public safety within the Springfield Fire Department, as well as Springfield Emergency Communications. Highlights of these investments include:

- Continued funding of full staffing for firefighters, which allows for additional firefighters per shift and ensures proper manpower when responding to calls for service.
- Funding for new fire apparatus', allowing the department to maintain its proactive replacement schedule and avoid costly repairs associated with an older fleet.
- Funding for new SCBA air bottles, which align with NFPA standards and hold an additional 15 minutes of air capacity, giving firefighters more time to handle fires without interruption.
- Continuation of a health & wellness program that helps to decrease work-related injuries and sustain the overall health of the department.
- Funding for a fully-staffed Emergency Communications Department including a Deputy Director, along with four (4) supervisor positions to allow for proper oversight on every shift.
- Continued funding for Smart911 software, which provides Dispatchers a more effective method of obtaining information for emergency 911 calls.

Continuous investments will also be made to help improve the quality of life in our neighborhoods. The Downtown Cleaning Crew will continue its upkeep of all downtown area parks that serve as “gateways” to the North & South End. The popular Sidewalk Crew continues to address the extensive list of much needed sidewalk repairs and replacements as well as stump grinding, which was added in FY22 throughout Springfield. The ROCA Clean Sweep Initiative was added as part of the FY24 budget process, and dedicates three five-member teams to respond to quality-of-life calls throughout the City to address litter and trash concerns. These three crews are crucial to ensuring healthy neighborhoods that are inviting to all those who live, visit, and work in the City of Springfield.

In addition to the exciting initiatives introduced in recent years, we will maintain funding for other critical services as well. We will continue to fund the care and maintenance of all City parks, traffic islands and terraces. Funding will also be provided to maintain a full staff of Code Enforcement Inspectors in both the Building & Housing Divisions, along with increased hours for Building Inspectors to accommodate the demands of large-scale commercial projects throughout Springfield. Furthermore, funding will be provided for the continuation of the Mayor’s Clean City Program.

Lastly, the City will continue to maintain its curbside trash pickup services. We recently invested in new solid waste vehicles in a proactive effort to replace an aging fleet of existing trucks. This helps to reduce costly vehicle repair and maintenance expenses and, more importantly, ensure that our residents’ trash continues to be picked up in a timely and efficient manner. Free single-stream recycling and yard waste pickup are also still available along with low-cost bulk pickup, and free hazardous waste drop-off.

Beyond the investments highlighted in the preceding paragraphs, the City continues to strategically invest in other crucial services such as education, new and improved school facilities, and many others. Moving forward, we will carefully evaluate the most critical needs of each City and School department to ensure key operations are maintained and that the residents, businesses, and visitors of Springfield receive the quality services they deserve.

**Conclusion**

This plan is meant to provide an honest outlook of the City’s finances and the struggles we are facing. Despite the projected deficits summarized in this plan, the City has faced similar budget gaps in the past and has been able to successfully balance the budget each year with little to no use in reserves. It is important to all of us that we do what is necessary so that taxpayer dollars are spent in a manner that is most efficient, effective, and legal and I take my role in this very seriously.

I look forward to working with you on the FY25 budget planning process and I am open to all ideas that will positively benefit our city.

Sincerely,



Cathy Buono,  
Chief Administrative and Financial Officer

**Financial Forecast (FY25-FY28)**

	FISCAL 2024 ADOPTED	FISCAL 2025 PROJECTED	FISCAL 2026 PROJECTED	FISCAL 2027 PROJECTED	FISCAL 2028 PROJECTED
<b><i>SPENDING ASSUMPTIONS</i></b>					
Administration and Finance Division	16,061,804	16,868,930	17,305,009	17,794,744	18,259,456
Development Division	4,643,332	4,784,953	4,880,652	4,978,265	5,077,830
General Government Division	4,488,137	4,709,147	4,803,330	4,899,397	4,997,385
Non-Mayoral Division	1,834,320	1,920,070	1,958,471	1,997,640	2,037,593
Health and Human Services Division	12,559,754	12,924,310	13,182,796	13,446,452	13,715,381
Public Safety Division	87,519,598	92,987,949	94,870,518	96,791,428	98,751,466
Public Works Division	19,736,663	20,641,396	21,054,224	21,475,309	21,904,815
Parks & Facilities Division	15,779,915	16,116,490	16,432,904	16,755,647	17,084,845
School Department	587,798,386	630,744,679	656,036,216	682,348,455	709,722,882
Debt	23,034,501	21,750,973	24,836,751	24,468,776	20,507,061
Health Insurance & Fringe	32,837,556	35,790,296	39,022,489	42,560,761	46,434,281
Pensions	61,837,509	67,489,816	73,698,879	80,479,175	87,883,259
Other Spending	9,781,434	11,496,138	11,784,203	12,012,544	12,248,140
<b>Total</b>	<b>877,912,910</b>	<b>938,225,146</b>	<b>979,866,442</b>	<b>1,020,008,593</b>	<b>1,058,624,394</b>
<b><i>REVENUE ASSUMPTIONS</i></b>					
Property Taxes	253,606,704	269,239,817	278,533,313	285,496,646	292,634,062
Local Receipts	<b>70,038,655</b>	<b>66,939,302</b>	<b>68,736,720</b>	<b>68,688,662</b>	<b>68,751,520</b>
State Aid	545,267,551	578,543,479	600,113,753	622,528,439	645,821,020
Reserves	-	-	-	-	-
Net School Spending	-	-	-	-	-
Certified Free Cash	<b>9,000,000</b>	-	-	-	-
Casino Revenue	-	-	-	-	-
<b>Total</b>	<b>877,912,910</b>	<b>914,722,598</b>	<b>947,383,786</b>	<b>976,713,747</b>	<b>1,007,206,602</b>
<b>SURPLUS / (GAP)</b>	<b>-</b>	<b>(23,502,548)</b>	<b>(32,482,657)</b>	<b>(43,294,846)</b>	<b>(51,417,792)</b>

**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 30<sup>th</sup> 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 (FY24), along with the projected budgets from FY25 through FY28. The projected budgets were created by using appropriate and conservative assumptions for revenues and expenses, including:

- 9.2% increase in the scheduled pension payment from FY25-FY28.
- 9.0% increase in projected health insurance costs.
- Adherence to the City’s debt schedule.
- The MYFP uses the Governor’s proposed FY25 budget, which compared to the FY24 final state budget allowed for a 5.8% in Chapter 70 Aid, and a 3.0% increase in Unrestricted General Government Aid (“UGGA”).
- 2.5% increase in property tax revenue.
- No use of one-time revenue resources / reserves.
- Departmental spending growth ranging up to 2%.
- Level-funded local receipts.

As demonstrated in this plan, Springfield’s operating costs are projected to outpace revenue during each of the next four fiscal years. Operational costs include legal and contractual obligations, employee salaries and benefits including our pension obligation, and citywide fixed expenses. With limited amounts in State Aid and property taxes, the City is unable to generate all of the revenue needed to fully support the operational costs desired. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits ranging from \$23.5M in FY25 and growing to \$51.4M in FY28.

A challenge the City faces for FY25 is the impact of the Municipal Revenue Growth Factor (“MRGF”) on the projected budget deficit. The MRGF is a calculation which determines the percentage of revenue growth a municipality has recognized when compared to the previous fiscal year, and includes the following revenue sources:

- Local Receipts (Motor Vehicle/Other Excise Tax, Payments In-Lieu of Taxes, Fines and Forfeitures, etc.)
- General Revenue Sharing (UGGA & State-Owned Land Reimbursements)
- Property Tax Levy Limit and Estimated New Growth

Once this percentage is determined, it is then used to help to calculate the municipality’s “Required Local Contribution” in funding to be allocated towards education. Largely driven by increase in property values, Springfield’s Tax Levy Limit for FY24 increased by approximately \$13M. As a result, this increased our MRGF, which in turn increased our Required Local Contribution. To quantify, our required contribution to the School Department rose from \$48.0M in FY24 to \$51.5M in FY25.

To better understand how the MRGF will negatively impact our projected deficit, it is most beneficial to view the numbers from a high level. The table below shows the amount of Unrestricted General Government Aid received by the City in FY23 and FY24 as well as the amount projected to be received in FY25 based on the Governor’s budget and compares it against our Required Local Contribution.

Municipal Revenue Growth Factor - FY23 - FY25 Comparison			
Category	FY23	FY24	FY25
Unrestricted GG Aid	\$ 43,853,503.00	\$ 45,256,815.00	\$ 46,614,520.00
Required Local Contribution	\$ (44,717,025.00)	\$ (48,026,085.00)	\$ (51,503,174.00)
<b>Total</b>	<b>\$ (863,522.00)</b>	<b>\$ (2,769,270.00)</b>	<b>\$ (4,888,654.00)</b>

Based on the calculations shown above, the amount of UGGA we are projecting to receive in FY25 falls short of our Required Local Contribution. Because UGGA is directly “passed through” to the School Department to fund this contribution, any shortfall will result in the City having to identify additional funding within our operating budget in order to meet the requirement. As illustrated in the table above, the City will need to identify \$4.8M from an already limited pool of discretionary funding, a \$2.1M increase over an already difficult gap to close the year before.

Another challenge the City faces is the cost of recycling. For years, Springfield had not incurred a cost to dispose of recycled goods, only trash. Springfield is now required to pay for these services at a rate of nearly double what it costs for trash. We are expecting to pay about \$109.73 per ton of trash, and \$137.94 per ton for recycling in FY25. Based on annual recycling tonnage amounts, this represents a \$1.1M expense the City must now incur.

In addition, in November 2022 the Massachusetts Department of Environmental Protection initiated a mandatory program for mattress recycling for all municipalities within the Commonwealth. The program required that all mattress recycling vendors must be registered and certified by the DEP. As a result, the City could no longer include mattresses in the standard bulk collection, and had to enter into a contract with one of the few approved vendors at the time. The cost for disposing of mattresses has now increased to \$22 per mattress, with additional monthly fees of approximately \$3,575 for the trailer and transportation, while our fee for residents remains at \$8.

While Springfield allocates all trash-related services to a separate Enterprise Fund, the added costs of recycling and mattress disposal directly impacts our General Fund budget. Each fiscal year we are required to supplement the Enterprise Fund, due to a shortage in revenue collection that does not meet operational expenses. The FY25 projected

supplement of \$7.9M, which is allocated from the General Fund, increased due to the recycling and mattress expenses. By pulling additional funds away from an already-limited pool of money, we are forced to develop innovative solutions in order to balance our budget.

As illustrated in the preceding paragraphs, growing expenses and limited revenue sources force the City to make difficult budgetary decisions in order to maintain operations. It is important to note that over 80% of the City budget is non-discretionary, meaning that the costs are mandated by law or ordinance. Non-discretionary expenditures include budget items such as school funding, debt service payments, employee health insurance, workers compensation claims, and the capital reserve fund. This means that the discretionary costs, which make up only 20% of the entire City budget, must assume all of the reductions required to balance the budget. While these budget items are not legally mandated, they encompass many essential functions for the City, including public safety forces, library operations, parks maintenance, road construction, veterans' support, and other key services. This forces the City's administration to develop creative solutions in an effort to reduce costs in an effective and efficient manner.

### FY25-FY28 Projected Expenditures

	FISCAL 2024 ADOPTED EXPENDITURES	FISCAL 2025 PROJECTED EXPENDITURES	FISCAL 2026 PROJECTED EXPENDITURES	FISCAL 2027 PROJECTED EXPENDITURES	FISCAL 2028 PROJECTED EXPENDITURES
<b>City Non-Discretionary</b>					
SCHOOLS	587,798,386	630,744,679	656,036,216	682,348,455	709,722,882
MUSEUM	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000
DEBT SERVICE	19,095,401	17,674,876	20,658,751	20,146,326	16,077,550
STATE ASSESSMENTS	3,687,213	3,806,570	3,901,734	3,999,277	4,099,259
CONTRIBUTION RETIREMENT PENSION	61,837,509	67,489,816	73,698,879	80,479,175	87,883,259
BENEFITS	32,837,556	35,790,296	39,022,489	42,560,761	46,434,281
CAPITAL RESERVE FUND	3,939,101	4,076,097	4,178,000	4,322,450	4,429,511
PARKING CONTRACT	1,072,177	1,326,881	1,353,419	1,380,487	1,408,097
PAY-AS-YOU-GO CAPITAL	4,652,045	5,042,687	5,209,050	5,312,780	5,420,784
<b>Subtotal (Non-Discretionary)</b>	<b>749,076,943</b>	<b>803,062,196</b>	<b>844,401,026</b>	<b>884,430,472</b>	<b>923,229,905</b>
<b>City Discretionary</b>					
CITY DEPARTMENTS	128,835,965	135,162,950	135,465,416	135,578,121	135,394,488
<b>Subtotal (Discretionary)</b>	<b>128,835,966</b>	<b>135,162,950</b>	<b>135,465,416</b>	<b>135,578,121</b>	<b>135,394,489</b>
<b>Total Expenditures</b>	<b>877,912,910</b>	<b>938,225,146</b>	<b>979,866,442</b>	<b>1,020,008,593</b>	<b>1,058,624,394</b>

### Revenue Assumptions

The State Aid projections illustrated in this plan are based on Governor Healey's FY25 proposed budget, which was released on January 26<sup>th</sup>, 2024.

#### 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 5.8% increase in FY25 consistent with the Governor's budget and a 4% increase in the remaining years of the plan based on pupil estimates.

#### Charter School Tuition Reimbursements

The Commonwealth has committed to providing assistance to municipalities whose resident students attend charter schools. Sending districts shall be reimbursed a portion of the costs associated with students attending charter schools; 100% of the tuition for the first year, and 25% for each of the next five years. The projection assumes a \$638K increase in Charter School reimbursements for FY25, based on the Governor's budget. The remaining years of the projection assume an annual 3.5% increase.

### *Unrestricted General Government Aid (UGGA)*

Unrestricted General Government Aid is undedicated revenue provided by the State for municipal services. The Governor's budget includes an allocation of \$46.6M, an increase of 3%, with future years projected to grow by 1%. As mentioned earlier in this document, this revenue is directly passed through to the School Department to ensure Springfield meets its required local contribution, despite being "unrestricted" in how it can be spent.

### *Other State Aid*

Listed below are the assumptions for the other State Aid categories Springfield receives:

- Veterans' Benefits - The City receives a 75% reimbursement on all eligible spending towards veterans' financial, medical and burial benefits. The projection assumes the Governor's FY25 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 FY25 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 FY25 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 property values eventually began to rise, the levy ceiling remained very low, which prohibited 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.

Despite the lost revenue over those eight years, Springfield has now broken away significantly from its levy ceiling, with \$48.6M in override capacity. This substantial gap between our levy limit and levy ceiling 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 address structural deficits without the need to make major service reductions. The administration is 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. As seen before in 2008, 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 FY25 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*

The category includes motor vehicle excise, rooms occupancy tax, fees and fines, interest income, license and permit revenue, among others. 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, or a new type of revenue. Most recently the City adopted the local option to tax 3% on the retail sale of adult-use marijuana. This introduced a new stream of revenue for the City, currently projected at over \$1M for FY25.

#### *PILOT*

The Payments in Lieu of Taxes (“PILOT”) revenue assumes a gradual decline based on the agreements in place and their expiration dates. Some agreements may be renewed which would positively impact revenue collections. As these PILOT agreements expire, the City should see the tax revenue proportionally increase as these entities cycle back onto the tax rolls. In FY23, prepayment credits against MGM’s Host Community Agreement expired, which resulted in higher payments from MGM in FY24 and future years.

#### *Reserves*

Reserve balance is one of the most important factors in determining a municipality’s financial health. The general rule of thumb is to save in the good years and spend in the bad years – which promotes financial stability and sustainability. We have been fortunate to balance our budget without the use of reserves for the past 8 years. Our financial ordinances require a stabilization reserve balance between 5% - 15% of our general fund budget. Monetarily, that range is between \$43.9M - \$131.7M based on the FY24 Adopted Budget of \$877M. Currently our reserve balance of \$6.8M, or 7.7%, is at the low end of that requirement. Continuing to add to and preserve our overall reserve balance requires commitment and determination, but it is one of the most worthwhile decisions we can make in terms of financial responsibility.

#### **Spending Assumptions**

Overall, the projection represents level service funding for the entire forecast period. Even with this assumption, there are areas of the budget that continue to grow and will be accommodated with the revenue available. Listed below are the assumptions for spending within the largest categories of the City’s budget.

#### *City Departments*

The projection assumes a 2% increase for nearly all City Departments, which encompass the cost of living increases for non-bargaining employees, settled collective bargaining contracts, and those currently being negotiated.

#### *School Department*

The School Department projection is based on a projected enrollment increase and the required funding rate per student, set out by the Commonwealth’s calculation for “Net School Spending (NSS)”. This is the required amount of annual spending on schools that the Chapter 70 formula dictates, and is a combination of state aid for schools and the district’s required contribution.

The current projection assumes a 5.9% increase for FY24 and 3.5% thereafter, with approximately 90% of the School Department budget being offset by State Aid. The difference will be a direct cost to the City. In addition to the City’s contribution to meet NSS, it also is responsible for non-NSS costs such as transportation, leases and adult basic education (“ABE”), all of which must be funded through the City’s operating budget without any support from State Aid. Transportation costs alone are projected to increase more than 10% in FY25, 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 is designed to have the debt service number decline over the next several years. However, it is hoped that by maintaining a level debt service payment, the City can make strategic investments in its capital needs, as spelled out in the Capital Improvement Plan.

#### *Health Insurance*

The City of Springfield has annually saved millions of dollars by receiving its health insurance through the Group Insurance Commission (“GIC”). The GIC, which provides and administers health insurance for approximately 425,000 members throughout the Commonwealth, seeks to identify low cost plans that are affordable for not only for



its members, but also the municipal agencies in which they work for. The City has seen a direct benefit from its collaboration with the GIC, recognizing \$6.4M of combined savings from FY19-FY21 when compared to initial budgetary estimates.

Despite the decrease in projected costs over recent fiscal years, this financial forecast conservatively assumes an overall increase of 9.0% for health insurance expenditures from FY25 to FY28, which includes a 9.6% increase for health plan expenses based on the GIC projected FY25 growth. This is a strategic effort to ensure that the City is accounting for a large increase in insurance rates, should this occur during any given year. Due to the large budgetary cost associated with our health insurance benefit, it is vital that we always seek a fiscally responsible solution in order to preserve our limited financial resources.

### *Retirement*

The City's municipal pension remains the lowest funded in the Commonwealth, with a current funding ratio of 35.6% and an unfunded liability totaling \$898.4M. Poor market and economic conditions are contributing factors that led to Springfield's low pension funded ratio. Pension funds rely heavily on growth of approximately 7.00% a year from investments; any return lower than this would have adverse effects on the unfunded liability amount. In 2008, the fund reported losing 28% of its value due to the stock market crash of that year. Although the market has since rebounded, limited revenue sources have made it challenging to contend with higher pension payments.

To address this issue, the City deliberately lowered its rate of return to reflect market rates and assumed an aggressive payment schedule with the goal to be fully funded by FY34, six years earlier than the state-mandated deadline. As part of this, the City increased its FY18 and FY19 pension appropriations by 14% and 15%, respectively. To further bolster our efforts towards addressing this liability, the City transferred in an additional \$2M from its Pension Stabilization Reserve Fund in October 2018, and \$1.1M in Free Cash in March 2019. In FY23, with an unprecedented amount of certified free cash, the City made the forward-thinking decision to move \$15M into the Pension Stabilization Reserve Fund. These acts are a testament to the administration's commitment to developing creative solutions that will continue to reduce the liability and thus improve the City's overall financial position.

Looking ahead, the payment projections for the upcoming fiscal years shown on this plan are based on the City's most recent pension funding schedule, which was evaluated and finalized in 2022. Annual Payment increases which equate to 9% over the previous year's amount continue in FY25, 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 FY25 pension appropriation amounts to \$111M, 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<sup>\*</sup>**

\* The terms contained in this glossary are all applicable to Massachusetts municipal finance, but may not necessarily appear in this document.

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**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Account Code:** An expenditure classification based on the types or categories of spending, such as personnel services, employee benefits, purchase of services, supplies and materials, intergovernmental, other charges and expenses, capital outlay and debt service.

**Accounting System:** The total set of records and procedures, which are used to record and report information on the financial operations of an organization.

**Accrual Basis of Accounting:** Accounting transactions are recorded to a fiscal year when the underlying economic event takes place, and without regard for when the cash receipt or cash disbursement occurs. Revenues are recorded when the revenue-generating activities are performed, and expenses are recorded when goods or services are received. The City's solid waste program (trash pick up) is an example of this whereas other general funds are on a modified accrual basis of accounting.

**Adequate Yearly Progress (AYP):** As required by the federal No Child Left Behind Act (NCLB), all schools and districts are expected to meet or exceed specific student performance standards in ELA and Mathematics each year. AYP determinations are issued yearly based on the performance of all students and for student groups to monitor the interim progress toward attainment of grade-level proficiency by the 2022-2023 school year. Prior to 2003, AYP determinations were based on aggregate student performance.

**Appropriated Fund Balance:** The amount of fund balance estimated to be available from previous years and designated for use in the current year and/or ensuing years.

**Appropriation:** An authorization made which permits officials to incur obligations and to make expenditures of public funds. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

**Assessed Valuation:** The estimated value of real estate or other property by a government as a basis for levying taxes. The value may only be a fraction of the property's market value.

**Assessed Value Tax Rate:** The amount of tax levied for each \$1,000 of assessed valuation.

**Assets:** Property owned by the City, which has a monetary value and must be recorded.

**Balanced Budget:** A budget in which non-one-time revenue equals or exceeds expenditures.

**Bond:** A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, sewage treatment facilities and water distribution systems.

**Bond Anticipation Notes (BANs):** Short-term interest-bearing securities issued in anticipation of a long-term issuance at a later date. The notes are retired from proceeds of the bond issue to which they are

related.

**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poor's, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Budget:** A comprehensive financial plan of operation which allocates available revenues among competing expenditure requirements for a given time period.

**Budget Calendar:** The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

**Budget Gap:** The difference between total estimated revenue sources and the total requested budget amounts for any given fiscal year. The budget gap must be reduced to \$0 before the Mayor submits his recommended budget for City Council approval and adoption.

**Budget Document:** The official document prepared by the Mayor and Finance Department, which presents the proposed budget to the City Council.

**Budget Message:** An introductory statement of the proposed budget presented in narrative form. The budget message explains principal budget issues, provides a summary of the most important aspects of the budget, changes from the previous fiscal years, and the views and recommendations of the Mayor.

**Budget Transfer:** Modifications to the operating budget, which involve the transfer of appropriations within and between organizational units and accounts.

**Budgetary Control:** The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and estimated revenues.

**Capital Assets:** A fixed facility, object or asset costing more than \$25,000 with an estimated useful life of ten (10) years or more. Capital assets are also called fixed assets.

**Capital Improvements:** Physical assets, purchased or constructed, the acquisition of land, and improvements to land or buildings. Capital improvements typically involve buildings, water and sewage systems, roads, and recreational facilities.

**Capital Outlay:** Expenditures for land, equipment, vehicles, or machinery that results in the acquisition of or addition to fixed assets.

**Cash Management:** An effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized.

**Carryover:** If goods or services which have been encumbered in the year are not received by June 30th



of that fiscal year, and the commitment is still valid, then the encumbrance remains open at year-end and is carried forward into the next fiscal year with an equal portion of the prior year's budget to cover the eventual pay out. (See also Encumbrance and prior year expenditures).

**Cherry Sheet:** Named for the cherry colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services.

**Composite Performance Index (CPI):** The Composite Performance Index (CPI) is a 100-point index that combines the scores of students who take standard MCAS tests (the Proficiency Index) with the scores of those who take the MCAS-Alternate Assessment (MCAS-Alt) (the MCAS-Alt Index) and is a measure of the extent to which students are progressing toward proficiency in ELA and Mathematics, respectively.

**Contingency:** A budgetary reserve set aside for unforeseen expenditures.

**Debt Service:** The payment of principal and interest on borrowed funds, according to a predetermined payment schedule.

**Deficit:** The excess of an entity's liabilities over its assets and/or the excess of expenses over revenues, during a specified accounting period.

**Delinquent Taxes:** Taxes that remain unpaid as of the close of business on the date due, after which a penalty for nonpayment is attached and interest begins to accrue.

**Department:** The highest organizational level for the provision and delivery of a specific governmental service or closely related services. A department may be composed of sub-departments, agencies, programs, etc.

**Depreciation:** Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. This represents the decrease in value of physical assets due to use and the passage of time.

**Designated Fund Balance:** A component of Fund Balance that indicates the portion of Fund Balance, that is segregated by City management for specified future purposes.

**Disbursement:** Payment for goods and services.

**Employee Benefits:** Employee benefits includes, but is not limited to, the City's appropriations for retirement, worker's compensation benefits, health, dental, and unemployment costs.

**Encumbrance:** The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures. They cease to be encumbrances and become expenditures when the goods/services have been received or rendered and payment is made.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures on full accrual accounting procedures.

**Equalized Valuations (EQV):** The determination of an estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs.

**Equalization:** An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the City. This annual increase or decrease is due to value changes rather than to new construction/growth.

**Estimated Revenues:** The amount of projected revenue to be collected during the current or ensuing fiscal year.

**Expenses:** Charges incurred for the operation of an organization, such as maintenance, interest, travel, mileage, equipment, rentals, utilities, professional services, contracts, and other charges.

**Federal Emergency Management Agency (FEMA):** FEMA is an agency of the United States Department of Homeland Security, initially created by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders. On 1 April 1979. The primary purpose of FEMA is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.

**Federal Highway Administration (FHWA):** The FHWA is a division of the United States Department of Transportation that specializes in highway transportation. The agency's major activities are grouped into two "programs," the Federal-aid Highway Program and the Federal Lands Highway Program. Its role had previously been performed by the Office of Road Inquiry, Office of Public Roads and the Bureau of Public Roads.

**Fiscal Restraint:** The practice of restraining growth in expenditures and disbursements to stay within revenue forecasts.

**Fiscal Year (FY):** A twelve-month period designated as the operations year for an organization, also called the budget year. For the City, the fiscal year is July 1 to June 30. The fiscal year for the State of Massachusetts is the same. The Federal fiscal year is October 1 to September 30.

**Fixed Assets:** Property of high value and long-term character such as land, buildings, machinery and other equipment.

**Foundation Budget:** The Commonwealth's calculation of an "adequate" spending level for a district.

**Free Cash:** Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on

the tax recapitulation sheet, and unspent budget amounts. Free cash is not available or appropriation until certified by the Director of Accounts.

**Full Faith and Credit:** A pledge of the general taxing power of a government to repay debt obligations, typically used in reference to bonds.

**Full Valuation:** The term used to indicate a property appraisal at 100% of market value at a specified point in time.

**Full Value Tax Rate:** The amount of property tax levy for each \$1,000 of full valuation on all properties, to arrive at a desired total tax collection.

**Fund:** An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

**Fund Accounting:** Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**Fund Balance:** The difference of a fund's total assets versus its total liabilities. A negative fund balance, sometimes called a fund deficit, occurs when liabilities exceed assets. When assets exceed liabilities it is called a surplus. There are three subcomponents of fund balance: reserve; designated; and undesignated fund balances.

**Generally Accepted Accounting Principles (GAAP):** A uniform set of reporting standards derived by certain authoritative bodies, principally the Governmental Accounting Standards Board, with the intended purpose of fairly presenting the results of an organization's financial activities. The City of Springfield prepares and reports its financial statements in accordance with GAAP.

**General Fund:** The largest fund within the City, which accounts for most of the City's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for most of the basic operating services, such as public safety, health and human services, finance, data processing, parks and recreation, and public works.

**General Obligation Bonds: (GOBs):** Bonds for which a government pledges its full faith and credit to ensure repayment. The term GOB is used to refer to bonds, which are to be repaid from taxes and other general revenues.

**Government Finance Officers Association (GFOA):** The GFOA is a professional organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

**Graduation Rate:** All Massachusetts public high schools and districts at the grade 9-12 grade span must meet or exceed the State's graduation rate standard for all reportable student groups in order to make AYP. The graduation rate is one of two criteria (the other being the fulfillment of local requirements) required by the Department as a condition for high school graduation.

**Grant:** A contribution of assets (usually cash) by one governmental unit or other organization to another. Generally the largest contributions made to local governments are from the state and federal governments. Grants are usually made for specified purposes.

**Interest:** The price paid for the use of money, or the return on investment obtained from investing money.

**Liability:** Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.

**Line-Item Budget:** A budget that lists each expenditure category (personal services, purchase of services, supplies and materials, etc.) and revenue category (state aid, departmental revenue, etc.) separately, along with the dollar amount budgeted for each specified category.

**Local Receipts:** Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

**Long Term Debt:** Debt with a maturity date of more than one year after the date of issuance.

**Management Initiatives:** Changes to internal business practices undertaken by City Managers to improve efficiency, productivity, and customer satisfaction.

**Mandate:** Any responsibility, action or procedure that is imposed by one sphere of government on another through legislative, executive, or judicial action as a direct order, and/or that is required as a condition for reimbursement of expenditures.

**Massachusetts Comprehensive Assessment System (MCAS):** The Massachusetts Comprehensive Assessment System (MCAS) is the Commonwealth's student academic assessment program. 2009 school and district AYP findings were based on the results of MCAS tests administered in grades 3-8 and 10 in ELA and Mathematics.

**MCAS-Alternate Assessment (MCAS-Alt):** While the majority of students with disabilities take standard paper and pencil MCAS tests, either with or without accommodations, the MCAS-Alt is used to assess the attainment of students who, by reason of severe and complex disabilities, are not able to participate in the standard MCAS testing program. According to federal rules, up to one percent of the student population assessed using the MCAS-Alt may be included in AYP determinations using the MCAS-Alt Index. The MCAS-Alt is a portfolio review of student work and other student data, designed to measure knowledge of the key concepts and skills outlined in the learning standards of the Massachusetts Curriculum Frameworks. The portfolio consists of a structured collection of products, compiled throughout the school year, that document the student's performance of skills and understanding based on the Curriculum Framework in the content area being assessed.

**MCAS-Alt Index:** The MCAS-Alt Index is a measure of the distribution of student performance among students with significant cognitive impairments (up to 1% of all students assessed statewide) who demonstrate performance equivalent to each of the five MCAS Alternate Assessment performance levels (*Progressing, Emerging, Awareness, Portfolio Incomplete, Portfolio not Submitted*). The number of students at each MCAS-Alt performance level is multiplied by the number of MCAS-Alt Index points associated with each and divided by the total number of students. The result is a number between 0-100, called the MCAS-Alt Index.

**Massachusetts Emergency Management Agency (MEMA):** MEMA is a Commonwealth of Massachusetts agency that coordinates Federal, State, local and private resources throughout the Commonwealth during times of disasters and emergencies.

**Maturity Date:** The date at which full and/or final payment of principal and interest is due on debt obligations.

**Mission Statement:** A mission statement is a broad, philosophical statement of the purpose of an agency, specifying the fundamental reasons for its existence. A mission statement is a written statement of purpose that can be used to initiate, evaluate, and refine business activities.

**Modified Accrual Basis of Accounting:** The modified accrual basis is used for all funds except for the proprietary funds. Accounting transactions for revenue are recognized when they become susceptible to accrual, that is when they become both measurable and available to finance expenditures of the current period. "Available" means collectible in current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred.

**Municipal Bond:** Bond issued by a state, local or government authority in the U.S. The interest is exempt from U.S. Federal taxation and usually from state taxation within the state of issue.

**MUNIS:** MUNIS is the financial software of record used by the City of Springfield.

**Natural Resources Conservation Service (NRCS):** The NRCS was formerly known as the Soil Conservation Service (SCS), and is an agency of the United States Department of Agriculture (USDA) that provides technical assistance to farmers and other private landowners and managers.

**No Child Left Behind (NCLB):** Signed into law by President George W. Bush on January 8, 2002, NCLB is the principal federal law affecting public education from kindergarten through high school. NCLB is built on four pillars: expanded local control and flexibility; doing what works based on scientific research; accountability for results; and more options for parents.

**Non-Discretionary:** Funds appropriated and expended to pay for utilities and/or utility type expenditures. Common descriptions associated with these types of expenditures are, heat, light, and electric. Other types of expenditures may be controlled at this level such as the fuel for the school buses.

**Operating Budget:** The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains all appropriations and revenues necessary to operate the government.

**Other than Personal Services (OTPS):** This acronym is a catch-all used by Springfield City personnel when discussing a certain group of operating expenditure categories. OTPS includes Purchase of Services, Supplies and Materials, Intergovernmental Charges, and Other Charges & Expenditures. Additional detail on these expenditure classifications can be found in Appendix B.

**Outcome:** Measurable or tangible consequences associated with a program service, e.g., reduction in fire deaths or percent of juveniles not reconvicted within 12 months.

**Output:** Quantity or number of units produced. Outputs are activity-oriented, measurable and usually under managerial control.

**Participation:** A required component of AYP calculations, the Participation figure shows the number of students who participated in MCAS/MCAS-Alt tests (# assessed) divided by the number of students enrolled (# enrolled) on the date MCAS tests are administered, including LEP students enrolled in U.S. schools for the first time. As a matter of federal law, the minimum participation rate required to make AYP is 95%.

**Performance Level:** Student results on MCAS and MCAS-Alt tests are assigned one of four performance levels:

MCAS performance levels in grades 4-8 and 10 – *Advanced, Proficient, Needs Improvement, or Warning/Failing.*

For grade 3 only, a fourth performance level is *Above Proficient.*

MCAS-Alt performance levels (called *alternate achievement standards*) provide information that allows meaningful interpretation of student achievement and the progress these students have made in learning the academic skills and content addressed by all students at that grade level, even though the skills and content have been addressed well below the grade-level expectations of their peers – *Progressing, Emerging, Awareness, or Portfolio Not Submitted.*

**Post Employment Benefits:** These include health benefits provided to retirees and are normally recorded when incurred. However, there are long-term, future costs associated with these benefits that accrue during the period that the employees actually are rendering their services to the City. That liability is required to be actuarially determined and recognized for financial reporting purposes.

**Premium Compensation:** Additional premiums paid to eligible City employees for working under specific conditions.

**Principal:** The par value or face value of a bond, note, or other fixed amount security, not including accrued interest.

**Property Tax:** Citywide taxes levied on all real property according to the property's valuation and tax rate.

**Pupil Enrollment:** For any budget year, the number of pupils enrolled.

**Request for Proposals (RFP):** A document used by the City to request offers when competitive sealed bidding for the purchase of goods or services is not practical or advantageous. An RFP is generally used

when precise specifications cannot be developed or are not appropriate and price is only one of several evaluation factors to be weighed by the City in awarding the bid.

**Reserve:** An account used to indicate that a portion of an operating fund's "fund balance" is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Reserved Fund Balance:** One of three components of total fund balance, which indicates the portion of fund balance that cannot be appropriated because of legal restrictions (e.g., encumbrance from prior year budget for contracts to be completed).

**Revenue:** Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments (state aid), fines, forfeitures, grants and interest income.

**Revenue Forecast:** A projection of future City revenue collections.

**Revolving Fund:** An accounting mechanism that allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund.

**Tax Base:** The aggregate value of taxed items. The base of the City's real property tax is the market value of all real estate in the City.

**Tax Levy:** The total amount to be raised by property taxes for the purpose stated in the City's financial plan for various funds.

**Tax Rate:** The amount of tax levied for each \$1,000 of assessed valuation.

**Tax Rate Limit:** The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

**Tax Roll:** The certified list of assessed/taxable values prepared by the Assessor and presented to the taxing authority each year.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

**Undesignated Fund Balance:** One of three components of total fund balance, which indicates the portion of fund balance that is neither legally restricted (e.g. encumbered) or specifically segregated for future purposes (e.g. designated).

**User Fees:** The direct payment of a fee for receipt of a public service by the party benefiting from the service. An example would be payment for use of a park swimming pool.

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# **Appendix B**

## **Expense Code Classifications**

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Expenditure accounts are distinguished from other accounts by use of an account code beginning with a "5." These account codes have been defined by Massachusetts Department of Revenue (DOR) by the Uniform Massachusetts Accounting System (UMAS) most recently updated in August 2007 and is applicable to all political subdivisions in the Commonwealth.

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

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

A further breakdown of these object codes into a more detailed classification of expenditures by object code is used for budget and accounting purposes in the City.

### **5000 - Personal Services**

Personal Services consists of cost of salaries, wages and related employment benefits. This includes, but is not limited to, regular wages, overtime, part-time and temporary staff pay, shift differential, merit pay, educational pay, and holiday pay. An employee is defined as a person working for another person or a business firm for pay. Persons not meeting the requirements of this definition who are paid for performing services for the City are considered contractors and are paid under the category of Purchase of Services (code 5200).

### **5100 - Fringe Benefits**

Fringe benefits fall into three main categories: benefits paid directly to employees, benefits paid on behalf of employees, and other personal services.

Fringe benefits paid to employees include vacation pay, sick leave, maternity leave, standard holiday pay, court leave, educational leave, military leave, time paid for official union activities, and bereavement leave.

Fringe benefits paid on behalf of employees consist of the City's matching share of Medicare and Social Security as well as Health insurance policies.

Other Personal Service benefits paid by the City may include tuition reimbursement, career incentive payments, in-service training, uniform or clothing allowance, unused sick-leave buyback or other stipends determined by the City.

**5200 & 5300 - Purchase of Services**

Generally used to code the cost of purchased professional services; specifically for services, which require professional methods or are specialized in nature, that are not rendered by City personnel. Examples include: medical, psychological, veterinary and laboratory services; legal, expert testimony and court stenographic services; architectural, engineering and appraisal services; computer software development and maintenance services (not inclusive of pre-programmed software); interpretive services (bilingual and hearing impaired); nursing, counseling, teaching, actuarial and other expert, professional consultants and contractors; stenographic services, serving jurors, special counsel and trial expense, other expert and professional services, reward and other fees for services, non-employees.

PURCHASE OF SERVICES		
<b>ENERGY</b>		<b>Proper Use:</b>
521010	..... Oil Heat	Energy Services received from public or private utility companies.
521015	..... Electricity	
521020	..... Natural Gas	<b>For Facility Management/School Business Office Use Only.</b>
521030	..... Water/Sewer	
<b>REPAIRS AND MAINTENANCE</b>		<b>Proper Use:</b>
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	<b>Examples:</b> 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	
<b>RENTAL AND LEASE</b>		<b>Proper Use:</b>
527010	..... Rental - Building	Renting or leasing land, buildings, equipment, and vehicles.
527020	..... Rental - Equipment	
527030	..... Rental - Office Equipment	<b>Examples:</b> Data processing equipment, photocopiers, recreation facilities, communication equipment, HVAC equipment.
527040	..... Rental - Vehicles	
527050	..... Rental - Storage	
<b>OTHER PROPERTY SERVICES</b>		<b>Proper Use:</b>
529100	..... Waste Removal Services	Property related services.
529200	..... Demolition Services	<b>Examples:</b> Custodial service contracts, snow removal contracts, solid waste disposal contracts.
529300	..... Landscaping Services	
529400	..... Snow Removal Services	
<b>PROFESSIONAL SERVICES</b>		<b>Proper Use:</b>
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	<b>Examples:</b> 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	

<b>OTHER PURCHASED SERVICES</b>		<b>Proper Use:</b>
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. <b>Examples:</b> 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	
<b>SCHOOL TRANSPORTATION</b>		<b>Proper Use:</b>
533100	.... Contract Carrier	Transporting children to/from school and school activities. <b>Examples:</b> 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)	
<b>COMMUNICATIONS</b>		<b>Proper Use:</b>
534050	.... Data Communication Services	Transmitting messages or information through all means. <b>Examples:</b> 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	
<b>RECREATION</b>		<b>Proper Use:</b>
535100	.... Officials/Referees	Recreation activities. <b>Examples:</b> 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.

<b>SUPPLIES AND MATERIALS</b>		
<b>ENERGY SUPPLIES</b>		<b>Proper Use:</b>
541100	.... Energy Supplies	Expendable supplies purchased to provide energy.

<b>OFFICE SUPPLIES</b>			<b>Proper Use:</b>
542010	....	Office Supplies	Expendable supplies/materials used in offices.
542300	....	Software	<b>Examples:</b> Toner, print cartridges, stationery, paper, pens, forms, pencils, paper clips, software, and software licenses.
<b>BUILDING SUPPLIES</b>			<b>Proper Use:</b>
543100	....	Mechanical/Engineer Supplies	Supplies to repair or maintain buildings owned by a municipality.
543200	....	Electrical Supplies	
543500	....	Hardware Supplies	<b>Examples:</b> 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	
<b>CUSTODIAL AND HOUSEKEEPING</b>			<b>Proper Use:</b>
545100	....	Custodial & Housekeeping Supplies	Expendable supplies related to custodial and house-keeping functions.
			<b>Examples:</b> Cleaning supplies, brooms, rags, and mops.
<b>GROUNDSKEEPING/LANDSCAPING SUPPLIES</b>			<b>Proper Use:</b>
546100	....	Fertilizer	Expendable supplies related to groundskeeping functions.
546200	....	Pesticides & Herbicides	<b>Examples:</b> 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	
<b>RECREATION SUPPLIES</b>			<b>Proper Use:</b>
547200	....	Recreation Supplies	Expendable supplies related to recreation functions.
			<b>Examples:</b> Tents, summer program supplies, lifeguard chairs, plaques, trophies, and medals.
<b>VEHICLE SUPPLIES</b>			<b>Proper Use:</b>
548100	....	Vehicle Supplies/Parts/Accessories	Expendable supplies utilized for maintenance purposes in municipally owned motor vehicles.
548400	....	Gasoline and Diesel	<b>Examples:</b> Gasoline, anti-freeze, batteries, tires/tubes, motor oil/lubricants, parts and accessories.
<b>FOOD SERVICE SUPPLIES</b>			<b>Proper Use:</b>
549100	....	Food	Expendable supplies used for food service purposes.
549300	....	Paper Goods	<b>Examples:</b> Perishables/non-perishables, serving utensils.
<b>MEDICAL SUPPLIES</b>			<b>Proper Use:</b>
550300	....	Pharmaceutical Drugs	Expendable supplies and materials used for surgical or medical purposes.
550500	....	Therapy Supplies	
550600	....	Disposable Supplies	<b>Examples:</b> First aid kits, chemical/solutions, sutures, instruments, isotopes, veterinary, cold packs, etc.
550700	....	Nursing Materials	
<b>EDUCATION SUPPLIES</b>			<b>Proper Use:</b>
551200	....	Textbooks	Expendable supplies and materials used for educational purposes.
551300	....	Library Materials	
551400	....	Subscriptions	<b>Examples:</b> Test materials, teaching aids, workbooks, textbooks, kindergarten supplies, athletic equipment, books and processing, plan books/registers, maps/charts,
551600	....	Classroom	
551700	....	Other Supplies	

Appendix

551800	....	Athletic Supplies	special education supplies, encyclopedias, audio-visual supplies, and magazine subscriptions.
551900	....	Testing Materials	
<b>PUBLIC WORKS SUPPLIES</b>			<b>Proper Use:</b>
553200	....	Mixes	Expendable supplies and materials used for public works operational purposes.
553800	....	Salt	
<b>OTHER SUPPLIES</b>			<b>Proper Use:</b>
558100	....	Crime Prevention Supplies	Expendable supplies utilized for purposes not classified elsewhere.
558105	....	Weapons and Ammunition	
558110	....	K9 Supplies	<b>Examples:</b> 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.

<b>INTERGOVERNMENTAL</b>			
<b>C.S. ASSESSMENTS</b>			<b>Proper Use:</b>
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 - PVRTA	
566500	....	School Choice Assessment	<b>Proper Use:</b> 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	<b>Proper Use:</b>
569300	....	Employer Match - Medicare Tax - EMP MED	
569500	....	Petty Cash	Expenses for intergovernmental functions not classified elsewhere.
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'

<b>OTHER CHARGES AND EXPENSES</b>			
<b>TRAVEL</b>			<b>Proper Use:</b>
571100	....	In State Travel	Transportation, meals, hotel, and other travel expenses incurred within the Commonwealth.
572100	....	Out of State Travel	Transportation, meals, hotel, and other travel expenses incurred outside the Commonwealth.

JUDGMENTS			Proper Use:
576100	....	Damages	Expenditures from current funds for court judgments against the local unit.
576400	....	Settlement Claims	
VETERANS SERVICES			Proper Use:
577100	....	Benefits	Payments for veterans benefits as provided by law.
577200	....	Funerals	
577300	....	Sold/Sailors Graves	<b>For Veterans Office Use Only.</b>
577400	....	Patriotic Functions	
577500	....	Vets - Ordinary Benefits	
577510	....	Vets - Fuel	
577520	....	Vets - Nursing Home	
577530	....	Vets - Doctor Bills	
577540	....	Vets - Medication Drugs	
577550	....	Vets - Hospital	
577560	....	Vets - Dental	
577570	....	Veterans Benefits	
OTHER UNCLASSIFIED ITEMS			Proper Use:
578200	....	Reserve for Contingency	Expenditures for items not classified elsewhere.
578300	....	Salary & Position Adjustments	
578700	....	Indirect Costs	
579000	....	Flow Through - LEA	

### **5800 - Capital Outlay**

These codes should be used whenever possible to monitor expenditures for eventual capitalization of fixed asset acquisitions. Capital Outlay expenditures fall into the following categories:

Land - Expenditures for the acquisition of land, air rights, water rights, and mineral rights.

Buildings - Expenditures for the direct purchase of or major capital improvements to existing buildings. Capitalized lease obligations for buildings would be charged here as would new construction performed by a contracted vendor.

Site Improvements - Expenditures for major capital improvement of sites and adjacent ways after acquisition.

Additional Equipment - Expenditures for equipment, which increases the number of items of equipment available (e.g., a local government's first police car or a sixth car to expand a fleet of five).

CAPITAL OUTLAY			
CAPITAL OUTLAY			Proper Use:
580100	....	Land	Payments for capital outlay acquisitions.
580200	....	Building	
580400	....	Building Improvements	
580500	....	Furniture & Fixtures	
580600	....	Machinery & Equipment	
580700	....	Vehicles	
580800	....	Infrastructure	
580900	....	Computer Hardware	
581500	....	Vehicles - Leases	



582000	....	Lease - Other	
584000	....	Site Improvement	
589000	....	Depreciation	

**5900 – Debt Service**

Debt Service is defined as the repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue. The three components of debt service are as follows:

Maturing Principal on Long-Term Debt - Disbursements to repay the principal portion of long-term debt;

Interest on Long-Term Debt - Disbursements to pay the interest owed on long-term debt.

Interest on Notes - Disbursements to pay the interest owed on notes and other short-term borrowings.

DEBT SERVICE			
DEBT SERVICE			Proper Use:
591000	....	Long Term Debt - Principal	Disbursements to repay the principal portion or interest owed on long-term debt.
591200	....	Long Term Debt - Interest	
591400	....	QSCB Sinking Fund Acct	
592100	....	LTD Interest Non State Qualified	
595000	....	Temporary Loans/Principal	
595050	....	Temporary Loans/Interest	
595100	....	Cost of Issuance	

**CITY OF SPRINGFIELD  
EXPENDITURE OBJECT CODES**

<b>PERSONAL SERVICES</b>	530140 ..... Translation Services	544900 ..... Preventative Maintenance Supplies	<b>JUDGEMENTS</b>
<b>SALARIES &amp; WAGES</b>	530150 ..... Consultant/Student Instruction	<b>CUSTODIAL &amp; HOUSEKEEPING</b>	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	<b>LANDSCAPING SUPPLIES</b>	<b>VETERANS SERVICES</b>
502000 ..... Board Members Salaries & Wages	530900 ..... Legal Services	546100 ..... Fertilizer	577100 ..... Benefits
503000 ..... Temporary Salaries & Wages	<b>OTHER PURCHASED SERVICES</b>	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	<b>RECREATION SUPPLIES</b>	577500 ..... Vets - Ordinary Benefits
506050 ..... Court Time	531040 ..... Dues and Memberships	547200 ..... Recreation Supplies	577510 ..... Vets - Fuel
507000 ..... Bonus	531050 ..... Moving Services	<b>VEHICLE SUPPLIES</b>	577520 ..... Vets - Nursing Home
507500 ..... Allowances - Clothes, Tools etc	531060 ..... Exhibitions/Admissions	548100 ..... Vehicle Supplies/Parts/Accessories	577530 ..... Vets - Doctor Bills
508000 ..... Shift Differential	531070 ..... Exterminations	548400 ..... Gasoline and Diesel	577540 ..... Vets - Medication Drugs
509000 ..... Additional Pay	531080 ..... Physical Therapy	<b>FOOD SERVICE SUPPLIES</b>	577550 ..... Vets - Hospital
509010 ..... Additional Pay - Class Coverage	531100 ..... Medical & Dental	549100 ..... Food	577560 ..... Vets - Dental
509900 ..... Imputed Income	531200 ..... Printing/Binding	549300 ..... Paper Goods	577570 ..... Veterans Benefits
509950 ..... Lost Time	531500 ..... Test/Inspections	<b>MEDICAL SUPPLIES</b>	<b>OTHERWISE UNCLASSIFIED</b>
509999 ..... Payroll Suspense School	531710 ..... Hired Equipment	550300 ..... Pharmaceutical Drugs	578200 ..... Reserve for Contingency
<b>BENEFITS</b>	531730 ..... Temporary Services	550500 ..... Therapy Supplies	578300 ..... Salary & Position Adjustment
517010 ..... Health/Life Insurance	531740 ..... Insurance Premiums	550600 ..... Disposable Supplies	578700 ..... Indirect Costs
517020 ..... Retirement	<b>SCHOOL TRANSPORTATION</b>	550700 ..... Nursing Materials	579000 ..... Flow-Through-LEA
517021 ..... Non-Contributory	533100 ..... Contract Carrier	<b>EDUCATION SUPPLIES</b>	<b>CAPITAL OUTLAY</b>
517030 ..... Unemployment	533200 ..... Special Education	551200 ..... Textbooks	580100 ..... Land
517040 ..... Workers' Compension - Indemity	533300 ..... Athletics	551300 ..... Library Materials	580200 ..... Building
517050 ..... Workers' Compension - Medical	533400 ..... Instruction	551400 ..... Subscriptions	580400 ..... Building Improvements
<b>PURCHASE OF SERVICES</b>	533500 ..... Other (Tokens)	551600 ..... Classroom	580500 ..... Furniture & Fixtures
<b>ENERGY</b>	<b>COMMUNICATIONS</b>	551700 ..... Other Supplies	580600 ..... Machinery & Equipment
521010 ..... Oil Heat	534050 ..... Data Communication Services	551800 ..... Athletic Supplies	580700 ..... Vehicles
521015 ..... Electricity	534100 ..... Postage and Delivery	551900 ..... Testing Materials	580800 ..... Infrastructure
521020 ..... Natural Gas	534200 ..... Telephone	<b>PUBLIC WORKS SUPPLIES</b>	580900 ..... Computer Hardware
521030 ..... Water/Sewer	534300 ..... Advertising	553200 ..... Mixes	584000 ..... Site Improvement
<b>REPAIRS AND MAINTENANCE</b>	534400 ..... Audio/Video	553800 ..... Salt	589000 ..... Depreciation
524010 ..... Rep & Maint - Vehicles	<b>RECREATION</b>	<b>OTHER SUPPLIES</b>	<b>DEBT SERVICE</b>
524015 ..... Rep & Maint - Equipment	535100 ..... Officials/Referees	558100 ..... Crime Prevention Supplies	591000 ..... Long Term Debt - Principal
524020 ..... Rep & Maint - Office Equipment	535200 ..... Special Events	558200 ..... Uniform, Clothing	591200 ..... Long Term Debt - Interest
524030 ..... Rep & Maint - Buildings	535300 ..... Recreation Playground	558400 ..... Safety Items Supplies	595000 ..... Temporary Loans/Principal
524040 ..... Rep & Maint - Software	535400 ..... Pool Cleaning	558600 ..... Photo Lab Supplies	595050 ..... Temporary Loans/Interest
524045 ..... Rep & Maint - Computer Hardware	<b>SUPPLIES AND MATERIALS</b>	<b>INTERGOVERNMENTAL CHARGES</b>	595100 ..... Cost of Issuance
524050 ..... Rep & Maint - Telephones	<b>ENERGY SUPPLIES</b>	<b>CHERRY SHEET ASSESSMENTS</b>	599999 ..... Prior Year Expenditures
524060 ..... Rep & Maint - Parking Meters	541100 ..... Energy Supplies	563000 ..... RMV Non-Renewal Surcharge	
524070 ..... Rep & Maint - Signs	<b>OFFICE SUPPLIES</b>	563100 ..... Special Education	
<b>RENTAL AND LEASE</b>	542010 ..... Office Supplies	563900 ..... Mosquito Control	
527010 ..... Rental - Building	542300 ..... Software	564000 ..... Air Pollution District	
527020 ..... Rental - Equipment	<b>BUILDING SUPPLIES</b>	564100 ..... Planning Council	
527030 ..... Rental - Office Equipment	543100 ..... Mechanical/Engineer Supplies	566300 ..... Regional Transit - PVTA	
527040 ..... Rental - Vehicles	543200 ..... Electrical Supplies	566500 ..... School Choice Assessment	
527050 ..... Rental - Storage	543500 ..... Hardware Supplies	566600 ..... Charter School Assessment	
<b>OTHER PROPERTY SERVICES</b>	543600 ..... Lumber/Wood Supplies	569200 ..... Intergov. - Lic, Fees, Permits	
529100 ..... Waste Removal Services	543700 ..... Paint/Materials Supplies	569300 ..... Employer Match - Medicare Tax	
529200 ..... Demolition Services	544000 ..... Roofing Supplies	569900 ..... State - Other	
529300 ..... Landscaping Services	544100 ..... Flooring Supplies	<b>OTHER CHARGES &amp; EXPENSES</b>	
529400 ..... Snow Removal Services	544200 ..... Ceiling Supplies	<b>TRAVEL</b>	
<b>PROFESSIONAL SERVICES</b>	544300 ..... HVAC Supplies	571100 ..... In State Travel	
530105 ..... Professional Services	544600 ..... Glass Supplies	572100 ..... Out of State Travel	

**Appendix C**  
**Property Taxes**  
**Collection and Levy Data**

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### Percentage Share of City's Assessed Valuation and Levy Share of Taxable Property

FY	Residential Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	5,776,964,500	77.71%	\$ 16.04	\$ 92,662,511	63.67%
2008	6,036,956,400	77.33%	\$ 16.03	\$ 96,772,411	63.05%
2009	5,484,722,670	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	5,036,856,200	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	\$ 99,915,672	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%	\$19.66	\$ 113,757,823	57.36%
2019	5,987,324,700	72.90%	\$19.68	\$ 117,830,550	57.40%
2020	6,402,194,493	73.33%	\$19.53	\$ 125,034,858	57.79%
2021	7,018,786,600	74.38%	\$18.90	\$ 132,655,071	58.31%
2022	7,563,612,002	75.66%	\$18.82	\$ 142,347,178	59.98%
2023	8,675,183,438	76.94%	\$17.05	\$ 147,911,878	60.99%
2024	9,730,827,463	77.55%	\$16.06	\$ 156,277,089	61.03%

FY	Commercial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	1,003,757,800	13.50%	\$ 31.91	\$ 32,029,911	22.01%
2008	1,079,322,350	13.82%	\$ 32.04	\$ 34,581,488	22.53%
2009	1,072,958,950	14.82%	\$ 36.98	\$ 39,678,022	24.33%
2010	1,052,016,750	15.04%	\$ 39.25	\$ 41,291,657	24.17%
2011	1,045,590,000	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	\$ 40,621,680	24.39%
2014	1,064,979,700	15.39%	\$39.04	\$ 41,576,807	24.04%
2015	1,156,136,600	16.41%	\$38.77	\$ 44,823,416	25.45%
2016	1,200,394,800	16.50%	\$38.60	\$ 46,335,239	25.47%
2017	1,210,558,400	15.81%	\$39.07	\$ 47,296,517	24.71%
2018	1,206,763,700	15.21%	\$39.28	\$ 47,401,678	23.90%
2019	1,250,878,800	15.23%	\$39.30	\$ 49,159,537	23.95%
2020	1,293,996,307	14.82%	\$39.23	\$ 50,763,475	23.46%
2021	1,365,682,200	14.47%	\$39.23	\$ 53,575,713	23.55%
2022	1,369,511,798	13.70%	\$39.04	\$ 53,465,741	22.53%
2023	1,443,635,062	12.80%	\$36.40	\$ 52,548,316	21.67%
2024	1,585,361,837	12.63%	\$35.41	\$ 56,137,663	21.92%

FY	Industrial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	234,694,400	3.16%	\$ 31.91	\$ 7,489,098	5.15%
2008	246,327,200	3.16%	\$ 32.04	\$ 7,892,323	5.14%
2009	242,991,100	3.36%	\$ 36.98	\$ 8,985,811	5.51%
2010	229,288,700	3.28%	\$ 39.25	\$ 8,999,581	5.27%
2011	184,851,100	2.70%	\$ 38.97	\$ 7,203,647	4.33%
2012	166,822,500	2.46%	\$ 39.99	\$ 6,671,232	3.94%
2013	159,725,600	2.39%	\$ 38.98	\$ 6,226,104	3.72%
2014	162,566,500	2.35%	\$ 39.04	\$ 6,346,596	3.67%
2015	168,230,700	2.39%	\$ 38.77	\$ 6,522,304	3.70%
2016	171,773,800	2.36%	\$ 38.60	\$ 6,630,469	3.65%
2017	174,399,800	2.28%	\$ 39.07	\$ 6,813,800	3.56%
2018	215,259,800	2.71%	\$ 39.28	\$ 8,455,405	4.26%
2019	232,031,300	2.83%	\$ 39.30	\$ 9,118,830	4.44%
2020	242,375,100	2.78%	\$ 39.23	\$ 9,508,375	4.39%
2021	258,826,000	2.74%	\$ 39.23	\$ 10,153,744	4.46%
2022	266,750,900	2.67%	\$39.04	\$ 10,413,955	4.39%
2023	294,050,400	2.61%	\$36.40	\$ 10,703,435	4.41%
2024	311,194,300	2.48%	\$35.41	\$ 11,019,390	4.30%

FY	Personal Prop. Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	418,233,820	5.63%	\$ 31.91	\$ 13,345,841	9.17%
2008	444,536,550	5.69%	\$ 32.04	\$ 14,242,951	9.28%
2009	440,601,660	6.08%	\$ 36.98	\$ 16,293,449	9.99%
2010	461,359,650	6.60%	\$ 39.25	\$ 18,108,366	10.60%
2011	463,175,130	6.76%	\$ 38.97	\$ 18,049,935	10.84%
2012	560,357,950	8.27%	\$ 39.99	\$ 22,408,714	13.23%
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%
2021	792,918,510	8.40%	\$ 39.23	\$ 31,106,193	13.67%
2022	797,030,870	7.97%	\$39.04	\$ 31,116,085	13.11%
2023	861,859,550	7.64%	\$36.40	\$ 31,371,688	12.93%
2024	921,043,700	7.34%	\$35.41	\$ 32,614,157	12.74%

FY	Total Value	% of Value	Tax Levy	% of Levy
2007	7,433,650,520	100.00%	\$ 145,527,361	100.00%
2008	7,807,142,500	100.00%	\$ 153,489,174	100.00%
2009	7,241,274,580	100.00%	\$ 163,078,974	100.00%
2010	6,994,818,900	100.00%	\$ 170,816,604	100.00%
2011	6,849,328,730	100.00%	\$ 166,484,866	100.00%
2012	6,776,007,950	100.00%	\$ 169,389,217	100.00%
2013	6,696,353,300	100.00%	\$ 167,403,337	100.00%
2014	6,918,393,170	100.00%	\$ 172,956,973	100.00%
2015	7,044,928,510	100.00%	\$ 176,111,383	100.00%
2016	7,276,422,130	100.00%	\$ 181,896,375	100.00%
2017	7,657,956,090	100.00%	\$ 191,411,830	100.00%
2018	7,933,255,850	100.00%	\$ 198,322,897	100.00%
2019	8,212,646,840	100.00%	\$ 205,285,710	100.00%
2020	8,730,101,570	100.00%	\$ 216,358,653	100.00%
2021	9,436,213,510	100.00%	\$ 227,490,720	100.00%
2022	9,996,905,570	100.00%	\$ 237,342,959	100.00%
2023	11,274,728,450	100.00%	\$ 242,535,316	100.00%
2024	12,548,427,300	100.00%	\$ 256,048,299	100.00%

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	2.79%	\$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%	11,072,942	5.12%
		Levy Increase		\$ 11,072,943	5.39%				

2021	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	7,018,786,800	74.38%	\$18.90	\$ 132,655,071	58.31%	616,592,307	9.63%	\$ 7,620,212	6.09%
Commercial	1,365,682,200	14.47%	\$39.23	\$ 53,575,713	23.55%	71,685,893	5.54%	\$ 2,812,238	5.54%
Industrial	258,826,000	2.74%	\$39.23	\$ 10,153,744	4.46%	16,450,900	6.79%	\$ 645,369	6.79%
Personal	792,918,510	8.40%	\$39.23	\$ 31,106,193	13.67%	1,382,840	0.17%	\$ 54,249	0.17%
	=====			=====		=====		=====	
TOTAL	9,436,213,510			\$ 227,490,720		706,111,940	8.09%	11,132,067	5.16%
		Levy Increase		\$ 11,132,067	5.16%				

2022	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	7,563,612,002	75.66%	\$18.82	\$ 142,347,178	59.98%	544,825,202	7.76%	\$ 9,692,107	7.31%
Commercial	1,369,511,798	13.70%	\$39.04	\$ 53,465,741	22.53%	3,829,598	0.28%	\$ (109,972)	-0.21%
Industrial	266,750,900	2.67%	\$39.04	\$ 10,413,955	4.39%	7,924,900	3.06%	\$ 260,211	2.56%
Personal	797,030,870	7.97%	\$39.04	\$ 31,116,085	13.11%	4,112,360	0.52%	\$ 9,892	0.03%
	=====			=====		=====		=====	
TOTAL	9,996,906,570			\$ 237,342,959		560,692,060	5.94%	9,852,238	4.33%
		Levy Increase		\$ 9,852,238	4.33%				

2023	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	8,675,183,438	76.94%	\$17.05	\$ 147,911,878	60.99%	1,111,571,436	14.70%	\$ 5,564,700	3.91%
Commercial	1,443,635,062	12.80%	\$36.40	\$ 52,548,316	21.67%	74,123,264	5.41%	\$ (917,424)	-1.72%
Industrial	294,050,400	2.61%	\$36.40	\$ 10,703,435	4.41%	27,299,500	10.23%	\$ 289,479	2.78%
Personal	861,859,550	7.64%	\$36.40	\$ 31,371,688	12.93%	64,828,680	8.13%	\$ 255,602	0.82%
	=====			=====		=====		=====	
TOTAL	11,274,728,450			\$ 242,535,316		1,277,822,880	12.78%	5,192,357	2.19%
		Levy Increase		\$ 5,192,357	2.19%				

2024	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	9,730,827,463	77.55%	\$16.06	\$ 156,277,089	61.03%	1,055,644,025	12.17%	\$ 8,365,211	5.66%
Commercial	1,585,361,837	12.63%	\$35.41	\$ 56,137,663	21.92%	141,726,775	9.82%	\$ 3,589,346	6.83%
Industrial	311,194,300	2.48%	\$35.41	\$ 11,019,390	4.30%	17,143,900	5.83%	\$ 315,956	2.95%
Personal	921,043,700	7.34%	\$35.41	\$ 32,614,157	12.74%	59,184,150	6.87%	\$ 1,242,470	3.96%
	=====			=====		=====		=====	
TOTAL	12,548,427,300			\$ 256,048,299		1,273,698,850	11.30%	13,512,983	5.57%
		Levy Increase		\$ 13,512,983	5.57%				

## TOP 25 TAXPAYERS FISCAL YEAR 2024

1	NSTAR ELECTRIC COMPANY	Utility	\$ 408,840,790	\$14,477,052	5.65%
2	EVERSOURCE GAS	Utility	\$ 223,424,340	\$ 7,911,456	3.09%
3	MASSACHUSETTS MUTUAL LIFE INSURANCE	Insurance	\$ 61,620,300	\$ 2,165,260	0.85%
4	CNR SPRINGFIELD LLC	Industrial	\$ 57,724,200	\$ 2,044,013	0.80%
5	SOLUTIA INC	Industrial	\$ 54,597,500	\$ 1,933,268	0.76%
6	D AMOUR GERALD E & CHARLES L & DONALD H	Office/Warehouse	\$ 42,744,200	\$ 1,513,572	0.59%
7	VERIZON NEW ENGLAND	Utility	\$ 33,920,300	\$ 1,201,118	0.47%
8	MASSPOWER LLC	Energy	\$ 33,000,000	\$ 1,168,530	0.46%
9	FIVE TOWN STATION LLC	Retail	\$ 32,269,290	\$ 1,142,656	0.45%
10	CHESTNUT PARK PRESERVATION LP	Residential	\$ 55,927,600	\$ 992,136	0.39%
11	1277 LIBERTY STREET 10190746 LLC	Retail	\$ 27,617,700	\$ 977,211	0.38%
12	BC COLONIAL ESTATES LLC	Residential	\$ 53,734,940	\$ 867,005	0.34%
13	SPRINGFIELD GARDENS LP	Residential	\$ 53,048,560	\$ 863,069	0.34%
14	WASON AVENUE PARTNERS LLC	Medical	\$ 23,487,500	\$ 831,692	0.32%
15	STOCKBRIDGE VENTURES LLC	Apartments	\$ 38,472,100	\$ 665,627	0.26%
16	15 TAYLOR LLC	Residential	\$ 35,773,110	\$ 641,661	0.25%
17	SPRINGFIELD FOODSERVICE CORPORATION	Warehouse	\$ 17,795,700	\$ 630,146	0.25%
18	MITTAS HOSPITALITY LLC & DD DEVELOPMENT	Hotel/Office	\$ 17,864,800	\$ 629,249	0.25%
19	SYSTEM COORDINATED SERVICES INC	Medical	\$ 16,826,800	\$ 595,837	0.23%
20	COMCAST OF MASSACHUSETTS II IN	Cable T.V. and Internet	\$ 15,892,310	\$ 562,747	0.22%
21	PYNCHON TOWNHOUSES LLC	Residential	\$ 33,993,600	\$ 545,937	0.21%
22	HGI LLC	Hotel/Restaurant	\$ 15,230,840	\$ 539,324	0.21%
23	SPRINGFIELD 3640 MEDICAL PROPERTIES LLC	Medical	\$ 14,312,300	\$ 506,799	0.20%
24	NEOS REALTY LLC	Medical	\$ 13,481,700	\$ 477,387	0.19%
25	NSA PROPERTY HOLDINGS LLC	Warehouse	\$ 13,226,200	\$ 468,340	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 2025**  
**City of Springfield**  
**City Council**  
**Appropriation Orders**

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**Appendix F**  
**Fiscal Year 2025 Recommended Budget**  
**Schedule of Appropriations**

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**City of Springfield - Fiscal Year 2025**  
**Mayor's Recommended Budget**  
**Schedule of Appropriations - General Fund**

<b>Fund</b>	<b>Func</b>	<b>Dept</b>	<b>Classification</b>	<b>FISCAL 2025 RECOMMENDED GENERAL FUND</b>
<b>0100</b>	<b>10</b>	<b>111</b>	<b>CITY COUNCIL</b>	<b>610,593</b>
0100	10	111	Personal Services	592,605
0100	10	111	Expenses	17,988
0100	10	111	Capital	-
<b>0100</b>	<b>10</b>	<b>121</b>	<b>MAYOR</b>	<b>722,686</b>
0100	10	121	Personal Services	702,062
0100	10	121	Expenses	20,624
0100	10	121	Capital	-
<b>0100</b>	<b>10</b>	<b>129</b>	<b>OFFICE OF MANAGEMENT AND BUDGET</b>	<b>1,332,266</b>
0100	10	129	Personal Services	1,158,926
0100	10	129	Expenses	173,340
0100	10	129	Capital	-
<b>0100</b>	<b>10</b>	<b>132</b>	<b>DEPT 3-1-1</b>	<b>585,653</b>
0100	10	132	Personal Services	533,200
0100	10	132	Expenses	52,453
0100	10	132	Capital	-
<b>0100</b>	<b>10</b>	<b>133</b>	<b>FINANCE</b>	<b>2,886,448</b>
0100	10	133	Personal Services	
0100	10	133	Expenses	2,886,448
0100	10	133	Capital	
<b>0100</b>	<b>10</b>	<b>133</b>	<b>PAY-AS-YOU-GO CAPITAL</b>	<b>4,989,680</b>
0100	10	133	Personal Services	
0100	10	133	Expenses	
0100	10	133	Capital	4,989,680
<b>0100</b>	<b>10</b>	<b>135</b>	<b>COMPROLLER</b>	<b>583,540</b>
0100	10	135	Personal Services	575,843
0100	10	135	Expenses	7,698
0100	10	135	Capital	-
<b>0100</b>	<b>80</b>	<b>135</b>	<b>STATE ASSESSMENTS</b>	<b>3,806,569</b>
0100	80	135	Personal Services	
0100	80	135	Expenses	3,806,569
0100	80	135	Capital	
<b>0100</b>	<b>10</b>	<b>135</b>	<b>PROVISION FOR UNCOMPENSATED ABSENCES</b>	<b>(1,500,000)</b>
0100	10	135	Personal Services	(1,500,000)
0100	10	135	Expenses	
0100	10	135	Capital	

<b>0100</b>	<b>10</b>	<b>135</b>	<b>RESERVE FOR CONTINGENCIES</b>	<b>250,000</b>
0100	10	135	Personal Services	
0100	10	135	Expenses	250,000
0100	10	135	Capital	
<b>0100</b>	<b>10</b>	<b>136</b>	<b>INTERNAL AUDIT</b>	<b>521,555</b>
0100	10	136	Personal Services	314,892
0100	10	136	Expenses	206,663
0100	10	136	Capital	-
<b>0100</b>	<b>10</b>	<b>138</b>	<b>OFFICE OF PROCUREMENT</b>	<b>677,630</b>
0100	10	138	Personal Services	513,397
0100	10	138	Expenses	164,233
0100	10	138	Capital	-
<b>0100</b>	<b>10</b>	<b>141</b>	<b>BOARD OF ASSESSORS</b>	<b>1,141,915</b>
0100	10	141	Personal Services	897,235
0100	10	141	Expenses	244,680
0100	10	141	Capital	-
<b>0100</b>	<b>10</b>	<b>145</b>	<b>TREASURER</b>	<b>1,617,831</b>
0100	10	145	Personal Services	609,381
0100	10	145	Expenses	1,008,450
0100	10	145	Capital	-
<b>0100</b>	<b>70</b>	<b>145</b>	<b>DEBT SERVICE</b>	<b>19,181,437</b>
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	19,181,437
<b>0100</b>	<b>70</b>	<b>145</b>	<b>CAPITAL RESERVE FUND</b>	<b>3,961,601</b>
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	3,961,601
<b>0100</b>	<b>10</b>	<b>146</b>	<b>COLLECTOR</b>	<b>584,164</b>
0100	10	146	Personal Services	396,286
0100	10	146	Expenses	187,877
0100	10	146	Capital	-
<b>0100</b>	<b>10</b>	<b>147</b>	<b>PARKING CONTRACT</b>	<b>1,165,901</b>
0100	10	147	Personal Services	
0100	10	147	Expenses	1,165,901
0100	10	147	Capital	
<b>0100</b>	<b>10</b>	<b>151</b>	<b>LAW</b>	<b>3,312,100</b>
0100	10	151	Personal Services	2,700,158
0100	10	151	Expenses	611,943
0100	10	151	Capital	-
<b>0100</b>	<b>10</b>	<b>152</b>	<b>DEPARTMENT OF HUMAN RESOURCES &amp; LABOR RELATIONS</b>	<b>1,355,845</b>
0100	10	152	Personal Services	812,857

0100	10	152	Expenses	542,988
0100	10	152	Capital	-
<b>0100</b>	<b>90</b>	<b>152</b>	<b>BENEFITS</b>	<b>32,193,376</b>
0100	90	152	Personal Services	
0100	90	152	Expenses	<b>32,193,376</b>
			<i>Health Insurance</i>	28,325,622
			<i>Unemployment</i>	125,544
			<i>Workers Compensation Indemnity</i>	546,773
			<i>Workers Compensation Medical Claims</i>	1,397,917
			<i>Medicare - Employer Match</i>	1,797,519
0100	90	152	Capital	-
<b>0100</b>		<b>152</b>	<b>EMPLOYEE BENEFITS DEPARTMENT</b>	<b>449,980</b>
0100		152	Personal Services	439,739
0100		152	Expenses	10,242
0100		152	Capital	-
<b>0100</b>	<b>10</b>	<b>154</b>	<b>PAYROLL DEPARTMENT</b>	<b>-</b>
0100	10	154	Personal Services	
0100	10	154	Expenses	-
0100	10	154	Capital	
<b>0100</b>	<b>10</b>	<b>155</b>	<b>INFORMATION TECHNOLOGY DEPARTMENT</b>	<b>5,274,649</b>
0100	10	155	Personal Services	1,350,422
0100	10	155	Expenses	3,906,227
0100	10	155	Capital	18,000
<b>0100</b>	<b>10</b>	<b>161</b>	<b>CITY CLERK</b>	<b>799,685</b>
0100	10	161	Personal Services	724,329
0100	10	161	Expenses	75,356
0100	10	161	Capital	-
<b>0100</b>	<b>10</b>	<b>162</b>	<b>BOARD OF ELECTION COMMISSION</b>	<b>779,517</b>
0100	10	162	Personal Services	522,867
0100	10	162	Expenses	256,650
0100	10	162	Capital	-
<b>0100</b>	<b>10</b>	<b>175</b>	<b>PLANNING DEPARTMENT</b>	<b>1,398,961</b>
0100	10	175	Personal Services	946,913
0100	10	175	Expenses	452,049
0100	10	175	Capital	-
<b>0100</b>	<b>10</b>	<b>190</b>	<b>FACILITIES MANAGEMENT</b>	<b>4,415,942</b>
0100	10	190	Personal Services	1,329,464
0100	10	190	Expenses	3,086,478
0100	10	190	Capital	-
<b>0100</b>	<b>10</b>	<b>193</b>	<b>CAPITAL ASSET CONSTRUCTION</b>	<b>544,686</b>
0100	10	193	Personal Services	485,182
0100	10	193	Expenses	59,504
0100	10	193	Capital	-

<b>0100</b>	<b>20</b>	<b>210</b>	<b>POLICE</b>	<b>58,517,399</b>
0100	20	210	Personal Services	53,235,188
0100	20	210	Expenses	5,022,033
0100	20	210	Capital	260,178
<b>0100</b>	<b>20</b>	<b>220</b>	<b>FIRE</b>	<b>28,750,291</b>
0100	20	220	Personal Services	26,203,451
0100	20	220	Expenses	2,538,340
0100	20	220	Capital	8,500
<b>0100</b>	<b>20</b>	<b>241</b>	<b>BUILDING - CODE ENFORCEMENT</b>	<b>2,097,477</b>
0100	20	241	Personal Services	2,033,143
0100	20	241	Expenses	64,333
0100	20	241	Capital	-
<b>0100</b>	<b>20</b>	<b>242</b>	<b>HOUSING - CODE ENFORCEMENT</b>	<b>1,164,773</b>
0100	20	242	Personal Services	948,383
0100	20	242	Expenses	216,390
0100	20	242	Capital	-
<b>0100</b>	<b>20</b>	<b>250</b>	<b>EMERGENCY COMMUNICATIONS</b>	<b>2,273,132</b>
0100	20	250	Personal Services	2,085,203
0100	20	250	Expenses	187,930
0100	20	250	Capital	-
<b>0100</b>	<b>20</b>	<b>292</b>	<b>TJ O'CONNOR ANIMAL CONTROL</b>	<b>1,935,118</b>
0100	20	292	Personal Services	1,063,270
0100	20	292	Expenses	871,847
0100	20	292	Capital	-
<b>0100</b>	<b>30</b>	<b>300</b>	<b>SCHOOL DEPARTMENT</b>	<b>627,288,835</b>
0100	30	300	SCHOOL DEPARTMENT	584,425,038
0101	30	300	SCHOOL TRANSPORTATION	42,863,797
<b>0100</b>	<b>40</b>	<b>400</b>	<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>12,436,838</b>
0100	40	400	Personal Services	5,412,232
0100	40	400	Expenses	7,024,606
0100	40	400	Capital	-
<b>0100</b>		<b>400</b>	<b>ENTERPRISE FUND SUPPLEMENT</b>	<b>8,078,917</b>
0100		400	Personal Services	
0100		400	Expenses	8,078,917
0100		400	Capital	
<b>0100</b>	<b>50</b>	<b>520</b>	<b>HEALTH &amp; HUMAN SERVICES</b>	<b>2,518,191</b>
0100	50	520	Personal Services	2,065,782
0100	50	520	Expenses	452,409
0100	50	520	Capital	-
<b>0100</b>	<b>50</b>	<b>541</b>	<b>DEPARTMENT OF ELDER AFFAIRS</b>	<b>678,174</b>
0100	50	541	Personal Services	423,395



0100	50	541	Expenses	254,779
0100	50	541	Capital	-
<b>0100</b>	<b>50</b>	<b>543</b>	<b>VETERANS SERVICES</b>	<b>1,678,968</b>
0100	50	543	Personal Services	387,425
0100	50	543	Expenses	1,291,543
0100	50	543	Capital	-
<b>0100</b>	<b>60</b>	<b>610</b>	<b>LIBRARY</b>	<b>5,990,426</b>
0100	60	610	Personal Services	4,117,343
0100	60	610	Expenses	1,838,083
0100	60	610	Capital	35,000
<b>0100</b>	<b>90</b>	<b>613</b>	<b>MUSEUM</b>	<b>1,320,000</b>
0100	90	613	Personal Services	
0100	90	613	Expenses	1,320,000
0100	90	613	Capital	
<b>0100</b>	<b>60</b>	<b>630</b>	<b>PARKS DEPARTMENT</b>	<b>12,854,869</b>
0100	60	630	Personal Services	6,740,737
0100	60	630	Expenses	6,114,132
0100	60	630	Capital	-
<b>0100</b>	<b>90</b>	<b>911</b>	<b>NON-CONTRIB. PENSIONS</b>	<b>-</b>
0100	90	911	Personal Services	
0100	90	911	Expenses	-
0100	90	911	Capital	
<b>0100</b>	<b>90</b>	<b>911</b>	<b>CONTRIBUTION RETIREMENT PENSION</b>	<b>67,489,816</b>
0100	90	911	Personal Services	
0100	90	911	Expenses	67,489,816
0100	90	911	Capital	
<b>TOTAL</b>				<b>928,717,433</b>

City of Springfield - Fiscal Year 2025				
Recommended Budget				
Schedule of Appropriations - Trash Enterprise Fund				
Fund	Func	Dept	Classification	FISCAL 2025 MAYOR REC ENTERPRISE FUND
6500	40	400	TRASH ENTERPRISE	13,755,243
6500	40	400	Personal Services	3,590,362
6500	40	400	Expenses	10,164,880
6500	40	400	Capital	-
<b>TOTAL</b>				<b>13,755,243</b>