



CITY OF SPRINGFIELD

City Clerk's Office March 30, 2011

Regular Meeting Agenda~

I hereby notify you that at twelve o'clock noon today the following items of business had been filed with this office and can be acted upon at the meeting in City Council Chambers, Room 200 at City Hall, 36 Court Street **Monday evening April 4, 2011** at 07:00 PM according to Section 12, Rules and Orders of the City Council.

City Clerk

Call to Order

7:00 PM Meeting called to order on April 4, 2011 at Springfield City Hall -- Council Chambers, 36 Court Street, Springfield, MA.

Informational

- (1.) From BPW re:Berkshire Avenue - Installing Pole (WMECO/Verizon) – To install a new joint pole in the northwesterly treebelt near the common property corner for house #164 and #168 Berkshire Avenue .
- (2.) From CC re:Report of Committee –
- (3.) From CC re:Report of Committee –
- (4.) From CC re:Report of Committee –
- (5.) From re:Capital Improvement Plan (FY12-16) –
- (6.) From re:Multi-Year Financial Plan (FY12-15) –
- (7.) From CC re:Report of Committee –
- (8.) From CC re:Report of Committee –
- (9.) From CC re:Report of Committee –

Orders

- (1.) Order Authorizing Mayor to Execute Quitclaim Deed for Sale of 245 Tyler St. to HAP, Inc. (Mayor Sarno)
ATTACHMENTS:
 - Tyler Street(245)-dispo summary (DOC)
 - 82340 (DOC)
- (2.) Order Authorizing Mayor to Execute Quitclaim Deed for Sale of SS Quincy St. (10015-0119) to HAP, Inc. (Mayor Sarno)
ATTACHMENTS:
 - Quincy St(119)-dispo summary (DOC)
 - 82331 (DOC)
- (3.) Order Authorizing Mayor to Execute Quitclaim Deed for Sale of SS Quincy St. (10015-0128) to SNHS, Inc. (Mayor Sarno)
ATTACHMENTS:
 - Quincy St(128)-dispo summary (DOC)
 - 82342 (DOC)

- (4.) Order Authorizing Mayor to Execute Quitclaim Deed for Sale of NS Quincy St. (10015-0018) to HAP, Inc. (Mayor Sarno)

ATTACHMENTS:

- Quincy St(18)-dispo summary (DOC)
- 82337 (DOC)

- (5.) Grant Acceptance - MMRS FFY2010 (Mayor Sarno)

- (6.) Order Authorizing Mayor to Execute Quitclaim Deed for Transfer of 10 Vacant Foreclosed Tax Title Parcels to Conservation Commission of City of Springfield (Mayor Sarno)

WHEREAS, the City of Springfield acquired title to ten (10) vacant parcels of land in Springfield, Massachusetts through tax title foreclosure proceedings in Land Court located on Dort Street, Grayson Drive, Hobson Street, Jordan Street, Kent Road, Merrill Road, Newhouse Street, Porter Road and South Branch Parkway; and being more fully identified and described in the draft deed attached hereto; and

WHEREAS, said parcels are classified as saleable land and are under the custody and control of the Tax Title Custodian; and

WHEREAS, the Tax Title Custodian determined that said parcels are not needed for general municipal purposes and are suitable for conservation purposes since they are adjacent to or abut conservation land; and

WHEREAS, the Conservation Commission of the City of Springfield is interested in acquiring title to said parcels for use as conservation land and open space and voted at a meeting held on January 11, 2011 to accept a quitclaim deed from the City of Springfield transferring title.

NOW THEREFORE BE IT ORDERED, that the Mayor be and is hereby authorized in the name of and on behalf of the City of Springfield to execute and deliver a quitclaim deed for the transfer of title of said ten (10) vacant parcels of land to the Conservation Commission of the City of Springfield for consideration of One Dollar (\$1.00) in substantially the same form as the draft deed attached hereto.

ATTACHMENTS:

- 82369 (DOC)

- (7.) Grant Acceptance - Mobile Decontamination Unit (Mayor Sarno)

- (8.) Grant Acceptance - No Match Required (Mayor Sarno)

ATTACHMENTS:

- letter (PDF)

- (9.) Grant Acceptance - Match Needed (Mayor Sarno)

ATTACHMENTS:

- DOC (PDF)

- (10.) Order Approving Increased Supplemental Allowance (Mayor Sarno)

ATTACHMENTS:

- Chapter 32, Sec. 101 (PDF)
- Memo from Springfield Retirement Board (PDF)

- (11.) Order Approving Grant for Parks Department (Mayor Sarno)

Resolutions

- (1.) Resolution

Ordinances

(1.) (ID # 1192) - Amending Ordinance 2.04.020 to Increase Mayoral Compensation

ATTACHMENTS:

- Mayor's Compensation Ordinance (DOC)



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM
Initiator: Lou DiCarlo
Sponsors: Mayor Domenic J. Sarno
DOC ID: 1168

2.1

Order of Location for the Installation and Maintenance of Underground Utilities

By the City Council of the City of Springfield, Massachusetts:
Notice having been given and a public hearing held, as provided by law,

IT IS HEREBY ORDERED:

That the WESTERN MASSACHUSETTS ELECTRIC COMPANY, be and it is hereby granted a location for and permission to <<Insert proper utility template>>

Berkshire Avenue - Installing Pole (WMECO/Verizon)

To install a new joint pole in the northwesterly treebelt near the common property corner for house #164 and #168 Berkshire Avenue .

Also that permission be and hereby granted said {ResUserUserLookup1} to complete the above request.

I hereby certify that the foregoing order was adopted at a meeting of the City Council of the City of Springfield, Massachusetts held on April 4, 2011

City Clerk

We hereby certify that on March 16, 2011, at 5:00 PM, at Preston Street and Berkshire Avenue a public hearing was held on the petition of the WESTERN MASSACHUSETTS ELECTRIC COMPANY for permission to complete the above mentioned request.

City Clerk

I hereby certify that the foregoing is a true copy of a location order and certificate of hearing with notice adopted by the City Council of the City of Springfield, Massachusetts, on the April 4, 2011, and recorded with the records of location orders of said city. This certified copy is made under the provision of Chapter 166 of the General Laws and any additions thereto or amendments thereof.

Attest:

City Clerk

WESTERN MASSACHUSETTS ELECTRIC COMPANY

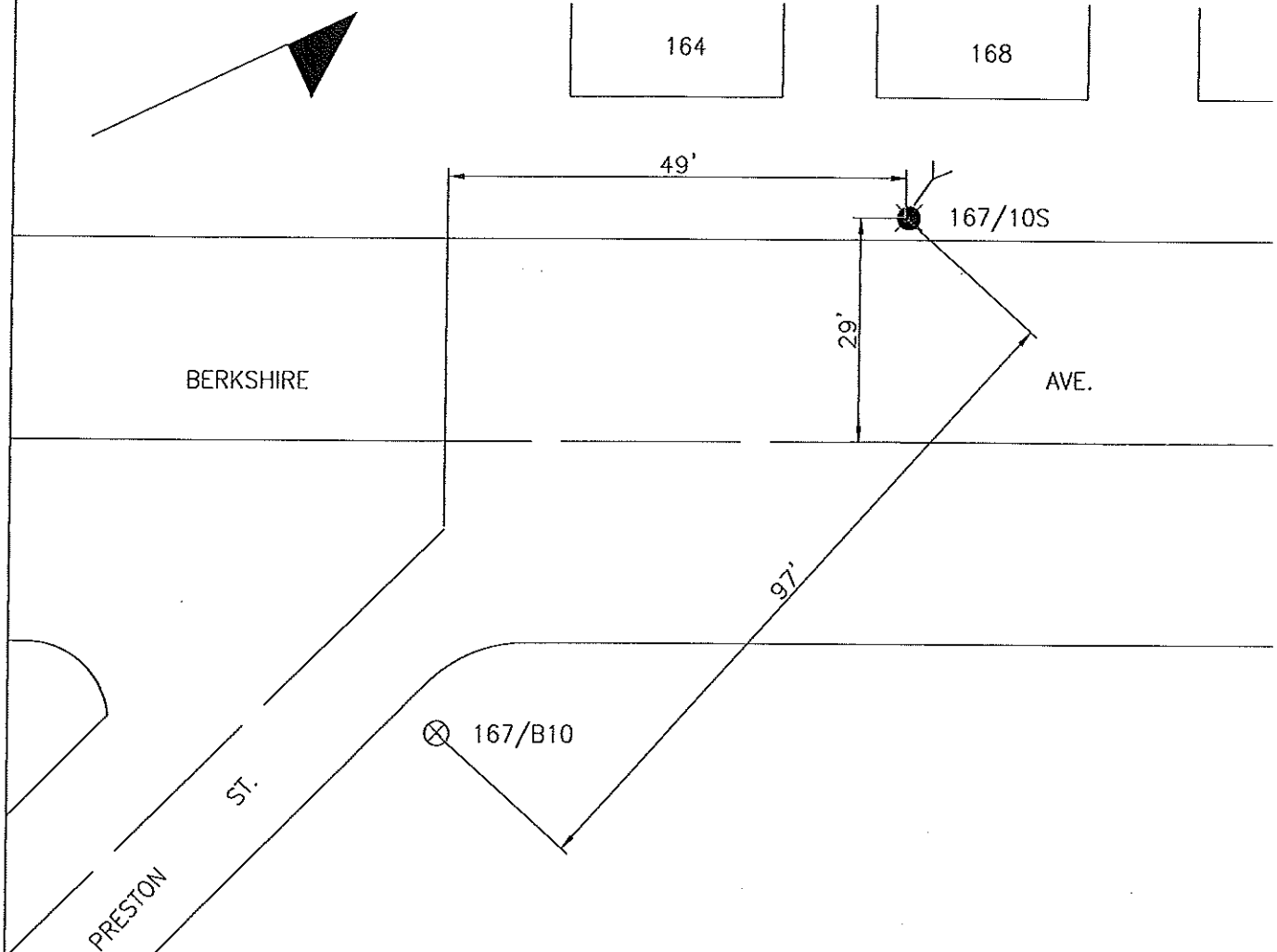
TOWN SPRINGFIELD

VERIZON NEW ENGLAND, INC.

STREET BERKSHIRE AVE.

164

168



PURPOSE AND DESCRIPTION

CITY REMOVING TREE THAT BACKS UP POLE#167/B10 A NEW STUB NEEDS TO BE INSTALLED TO BACK UP THE POLE.

- ⊗ PROPOSED JOINT POLE
- PROPOSED W.M.E.CO. POLE
- ⊗ EXISTING JOINT POLE
- EXISTING W.M.E.CO. POLE
- ⊗ EXISTING W.M.E.CO. POLE TO BE JOINT
- ⊗ EXISTING FOREIGN POLE TO BE JOINT

LEGEND

- ⊕ HANDHOLE
- PAD MOUNT TRANSFORMER
- UG EXISTING CONDUIT
- UG PROPOSED CONDUIT
- MANHOLE
- HEXHOLE

DRAWN BY
ANDREW NETHERWOODW.O.#
1630709DISTANCES ARE APPROXIMATE
NOT TO SCALEPETITION NO.
6108

Attachment: WMECO PLAN - berkshire avenue #6108 (1168 : Berkshire Avenue - Installing Pole (WMECO/Verizon))

CITY OF SPRINGFIELD, MASSACHUSETTS

Date: March 17, 2011

TO THE MAYOR AND CITY COUNCIL OF THE CITY OF SPRINGFIELD:

The Board of Public Works, to which was referred the petition of Western Massachusetts Electric Company and Verizon New England, Inc. dated February 8, 2011, to install one (1) jointly owned pole in Berkshire Avenue, with said pole being installed in the northwesterly treebelt near the common property corner of houses #164 and #168 Berkshire Avenue, all as substantially shown on a plan attached, thereto numbered 6108, which is incorporated herein by reference and to lay and maintain underground laterals, cables, and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as it may desire for distributing purposes, reports thereon as follows:

By virtue of Chapter 708 of the Acts of 1977 the Board of Public Works held the hearing on the above matter provided for in Section 22 of Chapter 166 of the General Laws. The hearing was held on March 16, 2011 at 5:00 P.M. at the corner of Preston Street and Berkshire Avenue after due notice from the office of the City Clerk. Three (3) members of the Board and two (2) persons interested in the matter were present. Of the latter, two (2) voted in favor of and no-one (0) voted against.

The Board finds the request necessary in order that the utility companies can install the pole to provide lateral support to Pole #167/B10, located in the easterly treebelt of Preston Street near the corner of Berkshire Avenue.

After careful consideration, the Board recommends the petition be granted provided:

That due care for public safety is exercised during construction including but not limited to the use of a police officer(s) for traffic control if necessary.

That said construction would not unnecessarily interfere with the movement of vehicular or pedestrian traffic in the area.

That care be taken during said construction not to damage any underground services.

That the construction site be returned to the same condition as found or better.

Said company shall indemnify and save harmless against all damages, costs and expenses whatsoever to which the City may be subjected in consequence of the acts or neglect of said Company, its agents or servants, or in any manner arising from the rights and privileges granted it by the City.

In addition said company shall, before a public way is disturbed for the laying of its wire or conduit, execute its bond in the penal sum of Ten Thousand Dollars (\$10,000) conditioned for faithful performance of its duties under this permit.

Said company shall comply with the requirements of existing Ordinances and orders and comply with any changes in Ordinances and orders as may hereafter be adopted by the Mayor and Council governing the construction and maintenance of buried cable, conduits and wires.

That any sidewalks that are damaged or removed will be replaced in kind and in accordance with the City of Springfield's Standard Specifications.

That ramps for the handicapped will be provided if and where required by law and in conformance with the Rules and Regulations of the Massachusetts Architectural Barrier Board.

That any curbing that is disturbed during construction will be reset to the established street grade using proper construction procedures.

That due care be exercised not to unnecessarily damage any public shade trees located within the construction area.

That the Springfield Water and Sewer Commission be notified before construction begins. All installations of adjacent utilities must be a minimum of 4 feet from the existing water and/or sewer main, edge to edge of pipe.

That all conditions set forth in the respective order are complied with.

John J. Fitzgerald)
Scott Monroe)
Ronald A. Bagg)

BOARD OF PUBLIC WORKS



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM

Initiator: Robert Arieti

Sponsors: Ward 7 Councilor Timothy Allen

DOC ID: 1178

2.2

Report of Committee

By the City Council of the City of Springfield, Massachusetts:
Notice having been given and a public hearing held, as provided by law,

IT IS HEREBY ORDERED:

That the, be and it is hereby granted a location for and permission to

Report of Committee

Also that permission be and hereby granted said {ResUserUserLookup1} to complete the above request.

I hereby certify that the foregoing order was adopted at a meeting of the City Council of the City of Springfield, Massachusetts held on April 4, 2011

City Clerk

We hereby certify that on, at, at a public hearing was held on the petition of the for permission to complete the above mentioned request.

City Clerk

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Attest:

City Clerk

Dromey, Phil

From: A. Craig Brown <acbrown@dwpm.com>
Sent: Thursday, March 24, 2011 11:56 AM
To: Dromey, Phil; Hanson, Scott; timallen1951@hotmail.com; steven_roberts@firoberts.com; f.cataldo@cwrealty.com; mphelps@bulkley.com; tmurphy007@comcast.net; fcolaccino@thecolvestgroup.com; Paul@sheratonspringfield.com; ciuffreda@myonlinechamber.com
Cc: A. Craig Brown
Subject: Status of Revised Draft Amended and Restated Springfield Zoning Ordinance

Phil:

I am writing as a follow-up to your March 18, 2011 email, in which you addressed from your perspective the 15 comments that I circulated to the Development Group following the most recent meeting during which we discussed the current draft of the Amended and Restated Springfield Zoning Ordinance. Based upon your comments, it is my understanding that the remaining issues can be summarized as follows:

1. We need to incorporate in the Zoning Ordinance a distinction between dry cleaning processing and dry cleaning drop-off with limited processing for purposes of the approvals required under the Zoning Ordinance. You agree with this conceptually, and we need to work through the language necessary to accomplish the goal.
2. I understand that the Business B1 Zone is a new zone created for the purpose of establishing a "corporate campus" for businesses such as MassMutual or Bay State if they choose to utilize it and that the new zoning district will not affect any of the current districts. I will confirm with the Development Group that the exclusion from the uses permitted in this new zoning district of a car wash and a motor vehicle repair maintenance light (oil service) is acceptable, but the exclusion seems appropriate. Similarly, the exclusion of a gas station with no repair service and related car wash as a use permitted in an Industrial Park also seems appropriate, subject to Development Group review.
3. I requested that Section 19.11 be revised to provide for Tier I site plan review with respect to a drive-up window utilized in connection with a bank, pharmacy or other retail service use, as opposed to the requirement for a City Council special permit that is currently set forth in the draft Zoning Ordinance. It is my understanding that you are recommending that the approval for all drive-through windows remain as it is in the current draft Zoning Ordinance, with all drive-throughs requiring a special permit from the City Council. I will review your position with the Development Group.
4. It is my understanding that you are willing to add to the beginning of Section 7.1.52 A the language that provides "Where appropriate and subject to Section 7.1.52B below, all off-street parking shall be located behind or to the side of the principal building." I believe that with this additional language the provisions relating to off-street parking are acceptable to the Development Group.
5. It is my understanding that you are not prepared to recommend any further changes with respect to the language in Section 7.3.21 which prohibits the location of a drive-through in any required side or rear yard abutting a Residential District unless this requirement makes the accessory drive-through unfeasible because you feel strongly that drive-throughs should not be located immediately adjacent to a Residential District and the current language does provide for a possible exception to this prohibition if it makes the accessory drive-through window infeasible. I will review your position with the Development Group.

Attachment: Zoning Ordinance handout - 3-24-11 (1178 : Report of Committee)

6. Although we appeared to reach agreement regarding the elimination from the draft Zoning Ordinance of the State Overlay District and the Smart Growth District (Reserved) since neither district applies to any property, it is my understanding that you would like to discuss this issue in greater detail.

7. Although I have confirmed with the Development Group that there was no final agreement reached on the 1 minute timeframe in Section 9.3.73 relating to a changing image sign and I have since requested that the timeframe be changed to 10 seconds, it is your position that the sign regulations in the draft Zoning Ordinance were discussed on multiple occasions, a number of changes were made and the parties agreed at the conclusion of that process that the draft zoning regulations relating to signage were acceptable. It is clear to me, however, that the 1 minute timeframe is not acceptable and the 10 second timeframe that I previously requested is a reasonable timeframe for the changing image. Similarly, I requested that the 10 foot above adjacent Interstate 91 maximum height for signs along East Columbus Avenue and Hall of Fame Avenue set forth in Section 9.8 be changed to 20 feet, and it is my understanding that you believe that all issues relating to signage and sign regulations were previously resolved.

8. I requested that the requirement for use permits set forth in Section 11.1.14 be eliminated. Based upon your follow-up discussions with the Building Commissioner, he has confirmed that he feels that a use permit is a good tool and the Building Commissioner would prefer to keep this requirement in the draft Zoning Ordinance.

9. It is my understanding that you are engaging in further review with respect to the constructive approval provisions in Section 12.3.36 in relation to Planning Board site plan approval, and in particular, the relationship between the 90 day period set forth in Section 12.3.34 and the 10 day period set forth in Section 12.3.37.

10. We all acknowledged that the proposed finding required to be made in connection with site plan approval and the issuance of special permits that "the proposed use will not adversely impact historic resources listed on the Massachusetts Cultural Resource Information System" requires further review based upon the fact that as currently drafted it would essentially be impossible to obtain either site plan approval or a special permit when a building listed on MCRIS was proposed to be demolished or significantly altered. This remains an open issue.

11. The proposed changes to the language that I provided to you relating to the findings required to be made in connection with the issuance of a special permit by the Planning Board and the City Council are acceptable with the exception of the continued inclusion of the required finding that "the proposed use will not adversely impact historic resources listed on the Massachusetts Cultural Resource Information System", for the reasons set forth above.

I thought it would be helpful to provide you, Scott, the Development Group and Counselor Allen with this summary of my understanding of open issues prior to the City Council Committee meeting scheduled for this afternoon. If you have any immediate questions or comments, just let me know. Thank you for your continued cooperation, it is greatly appreciated.

Craig



City of Springfield

Meeting: 04/04/11 07:00 PM

Initiator: Kelley Mickiewicz

SCHEDULEDSponsors: Ward 2 Councilor Fenton, V P At-Large Councilor Walsh

DOC ID: 1180

2.3

Report of Committee

By the City Council of the City of Springfield, Massachusetts:
Notice having been given and a public hearing held, as provided by law,

IT IS HEREBY ORDERED:

That the, be and it is hereby granted a location for and permission to

Report of Committee

Also that permission be and hereby granted said {ResUserUserLookup1} to complete the above request.

I hereby certify that the foregoing order was adopted at a meeting of the City Council of the City of Springfield, Massachusetts held on April 4, 2011

City Clerk

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City Clerk

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Attest:

City Clerk



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM
Initiator: Susan Kacoyannakis
Sponsors: At-Large Councilor Ashe, Ward 7 Councilor Allen
DOC ID: 1181

2.4

Report of Committee

By the City Council of the City of Springfield, Massachusetts:
Notice having been given and a public hearing held, as provided by law,

IT IS HEREBY ORDERED:

That the, be and it is hereby granted a location for and permission to

Report of Committee

Also that permission be and hereby granted said {ResUserUserLookup1} to complete the above request.

I hereby certify that the foregoing order was adopted at a meeting of the City Council of the City of Springfield, Massachusetts held on April 4, 2011

City Clerk

We hereby certify that on, at, at a public hearing was held on the petition of the for permission to complete the above mentioned request.

City Clerk

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Attest:

City Clerk



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM
Initiator: LeeAnn Pasquini
Sponsors: Mayor Domenic J. Sarno
DOC ID: 1184

2.5

Capital Improvement Plan (FY12-16)

By the City Council of the City of Springfield, Massachusetts:
Notice having been given and a public hearing held, as provided by law,

IT IS HEREBY ORDERED:

That the, be and it is hereby granted a location for and permission to

Capital Improvement Plan (FY12-16)

Also that permission be and hereby granted said {ResUserUserLookup1} to complete the above request.

I hereby certify that the foregoing order was adopted at a meeting of the City Council of the City of Springfield, Massachusetts held on April 4, 2011

City Clerk

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City Clerk

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Attest:

City Clerk



Fiscal Years 2012-2016 Capital Improvement Plan

City of Springfield, Massachusetts



City of Springfield
Capital Improvement Plan FY12 – FY16
March 30, 2011

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• Appendix D: Debt Affordability Analysis	



*City of Springfield
Capital Improvement Plan FY12 – FY16
March 30, 2011*

INTRODUCTION

March 30, 2011

Mayor Domenic Sarno and Members of the City Council:

As the City's Chief Administrative and Financial Officer, I am pleased to present the City's five year Capital Improvement Plan for Fiscal Years 2012-2016. As dictated by Chapter 468 of the Acts of 2008, the CAFO is required to submit a five year capital plan to the Mayor and City Council no later than March 30th of each fiscal year. This document will be updated annually and will continue to be an evolving look at the City of Springfield.

This plan provides a detailed view of the capital needs within the City of Springfield. The total amount for the capital plan is \$351.7 million from Fiscal Year 2012-2016. One of the City's top priorities with this plan is to address projects that have been deferred due to lack of funding. These projects include City and School facilities projects, vehicle replacements, and infrastructure improvement. The Capital Improvement Plan also offers capital policy decisions to be implemented in the future.

The City's projected Fiscal Year 2012 capital budget is still to be determined and will be evaluated based on the coming year's overall budgetary needs. This document should be viewed as a planning tool for the City's leadership and will be subject to change based upon the availability of funds.

I look forward to your feedback and to working with the City Departments on these important projects.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lee C. Erdmann".

Lee C. Erdmann
Chief Administrative and Financial Officer



CAPITAL PLAN OVERVIEW

The City of Springfield's \$351.7 million five-year Capital Improvement Plan is an investment program for the City's future. This plan was created with the underlying themes of upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping improve the City's diverse and important neighborhoods. The Capital Plan is the City's investment roadmap for the next five years and should be strategically implemented to provide Springfield's residents with an improved quality of life along with a more efficient and effective government.

The CIP documents detail major spending for equipment and construction projects over the next five years, providing policymakers the opportunity to finance projects, coordinate City needs, and plan for future risks and needs. A capital project, according to the financial ordinances section 4.44.050 (A) of the City of Springfield, is "...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more." Projects and assets that do not meet both of these requirements shall be considered operating expenses and shall be included in the operating budget."

Annually, the City develops and presents a capital improvement **plan**. Projects in the capital plan are based on a quantitative analysis of project need and merit. The capital **budget** represents the funding for the first year of that plan each year. Projects in the annual budget represent the City's most immediate investment priorities and are the projects with the highest return on investment for the taxpayers of Springfield.

The Finance Department oversees the financial aspects of each capital project, maintains a record of the expenses for each project and reports the information in periodic financial reports. The City's Capital Asset Construction Department is responsible for the management oversight of most maintenance, construction, major renovation, and repair projects. The City's Facilities Management Department also plays an integral role in capital projects by providing routine maintenance, repair and renovations to the City's facilities.

In order to understand specific projects within the plan it is important to understand the context of the City's capital improvement review process. In prior years, the City did not have a system in place to capture all capital project requests and needs from each department or a process for evaluating requested projects for approval. There was also no rating or prioritization system in place to evaluate all requests and make decisions based on a set of criteria. As a result the City may not have been aware of the true capital need or deferred maintenance of the City's assets.

In FY09 the City produced its first comprehensive Capital Improvement Plan. City Departments were asked for a comprehensive list of capital needs, those needs were organized in a database managed by the Finance Department and a panel of City departments evaluated the submissions based upon a set of criteria. The major benefit of the capital process is to be able to evaluate all department requests and to analyze projects based on the benefit to the City rather than funding projects on an ad-hoc basis. The projects funded during the first year of implementing this process included large equipment and vehicle purchases, park projects, road and sidewalk



projects, and ensured locations within the City are compliant with the Americans with Disabilities Act.

Since the scope of the capital plan is limited to affordability, the City continues to have a significant capital need. Over the years many projects on buildings and roads were deferred due to budgetary issues. While financial shortcomings will always be an issue within City government, the CIP allows the City to better plan for when projects need to be completed or when replacement equipment needs to be purchased. The following are ideas and policy decisions that can be used to help the City fund some of the CIP:

- Increased use of grants – There continues to be an interest in seeking grants for projects such as park rehabilitation, fire engine replacements, repair of dams, the rehabilitation of roads, and energy efficiency projects (such as the ESCO project). Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
- Strategic use of pay-as-you-go capital funds – The pay-as-you-go capital account was established in the financial ordinances in order to fund smaller capital projects through the annual operating budget. The City must fund those projects that move the City's strategic goals forward (the strategic goals of the City can be found in the Multi-Year Financial Plan).
- Review use of bond funds – On an annual basis the City conducts a Debt Affordability Analysis to monitor factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has and its ability to afford new debt. This will help City leaders make financially sound decisions in issuing new debt since debt service is a legal requirement that must be paid before all other City expenses.
- Complete more master plans for potential building projects – By funding property condition assessments for school buildings, the City can be strategic in the way which projects need to be funded. Because of this, funds would not be put toward a school for a normal renovation or repair when the entire building should be renovated or even replaced.
- Enter in to a lease program for vehicles and computer equipment – Develop a program that cost effectively allows the City to update vehicle and computer equipment on a scheduled basis.
- Use reserves for certain one-time capital projects.
- Increase the amount of pay-as-you-go capital – Determine how much can be afforded through the operating budget for pay go projects in order to fund small projects and routine maintenance on City assets
- Increase the frequency of asset inventory – By regularly taking inventory of City assets, the need for certain pieces of small equipment for replacement can be determined. It also ensures that departments are properly storing and maintaining the important tools that are integral for their operations.
- Use of unexpended capital funds – Starting in Fiscal Year 2009, the Finance Department began compiling a list of projects funded by bond proceeds since 1980 in an effort to find if there were proceeds that were unexpended. Due to this exercise, the City was able to certify the existence of unexpended funds and the Finance Control Board voted to use



*City of Springfield
Capital Improvement Plan FY12 – FY16
March 30, 2011*

those funds for other projects while following bond proceed laws. The City should not only continue to monitor bonded projects, but should also be vigilant in capturing the funds from projects that used non-borrowed funds.

Projects that are included in the CIP are not guaranteed for funding as the Plan is a reflection of the need within the City.



CAPITAL IMPROVEMENT PROCESS

Departments submit capital requests to the Finance Department electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Finance Department and are reviewed by the Capital Improvement Committee. This process is required by City ordinance and is consistent with best practices regarding capital investment.

Database Requirements - All capital requests are submitted in electronic format and include the following information:

- | | |
|--|---|
| • Project Category | • Project Urgency |
| • Project Type | • Project Benefits |
| • Priority placed by Requesting Department | • Fiscal Impact |
| • Estimated Project Cost | • Legal Obligations |
| • Proposed Funding Sources | • Public Service Impact |
| • Project Description | • Description of the Project's Prior Phases Completed |

Categories - Capital projects are categorized into one of seven categories:

- **Building** – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.
- **Infrastructure** – This category includes roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature that are not building structures.
- **Equipment (Vehicular)** – This includes equipment capable of self-propulsion from one location to another.
- **Equipment (Other)** – This includes all other equipment that meets the definition of a capital project item but is not capable of self-propulsion.
- **Land/Parks/Fields** - This category includes the acquisition, replacement, renovation, addition to, construction or long-term lease of parks and playing fields. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project would be categorized in those respective categories.
- **Technology** – This category includes all purchases that meet the definition of a capital item in the area of technology such as computers, digital copiers, printers, telephone systems and software programs.
- **Salary** – This category includes salary for staff associated with a specific project and helps to determine what, if any, operating costs are included in the project plan.

Types - Each project is further classified into one of five different types of projects:

- **New** – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.



City of Springfield
Capital Improvement Plan FY12 – FY16
March 30, 2011

- **Reconstruction/Replacement** – The substantial reconstruction or replacement of a capital asset, such as a street, building or a piece of capital equipment. This may entail the demolition of an existing asset or the abandonment of an asset and the construction or acquisition of a new asset to replace it.
- **Demolition** – This includes commercial and residential building demolition.
- **Major Repair/Renovation** – Large-scale renovations and repairs to capital assets, such as building system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.
- **Repair** – Smaller scale capital repairs that extend the useful life of a capital asset.

Capital Improvement Committee - The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the Chief Administrative and Finance Officer, Finance Director, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of the City's Capital Asset Construction Department and the Director of Economic Development and Planning for the City and a representative of the City Council. Any member who has an interest in any item before the committee must recuse him or herself from deliberations on that item. For the FY12 planning process the Committee members included:

- CAFO – Lee C. Erdmann
- Finance Director – TJ Plante
- Public Works Director – Al Chwalek
- PBRM Director – Pat Sullivan
- Capital Asset Construction Director – Rita Coppola
- Planning and Economic Development Director – John Judge
- City Council Representative – Michael Fenton

The Capital Improvement Committee reviews each submission and conducts project hearings with departments. After appropriate review and consideration, the committee establishes project priorities given quantitative measures of need and justification as established by the rating department and reviewed by the committee.

Criteria - Each project is ranked on six criteria:

- **Overall fiscal impact** - Will the project bring in additional revenue or will it cost additional money to operate? Are their funding sources other than the general fund for this project?
- **Legal obligations** – Does the project improve compliance with federal law, state law, or local ordinance?
- **Impact on service to the public** - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?
- **Urgency of maintenance needs** - Is the asset currently broken and in need of immediate replacement?
- **Prior phases** - If the project is a multiyear project, have prior phases been previously conducted?



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- Department priority – What priority does the department place on the projects based on the departmental mission, goals and objectives.

Each criterion above receives a different weight as seen in Appendix C. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital plan is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.



REVIEW: FY11 CAPITAL BUDGET

During FY11, no new debt was issued however existing debt has been used to complete projects as well as Pay-As-You-Go capital funds appropriated in the operating budget were used to complete some priority needs.

The Department of Public Works (DPW) continues to make investments to make the City's trash collection more efficient. In FY11, the full roll-out of the single stream recycling program was completed with the purchase of 90 gallon blue recycling barrels for all City households. Used for all recycling needs, the large blue barrels encourage more recycling which reduces and regular trash and in turn the costs associated with regular trash disposal. In addition, the City invested in the 5 year lease of 4 Semi-Automated trash trucks to maintain an updated fleet of trash vehicles.

DPW is also working with the Department of Capital Asset Construction (DCAC) on specific road projects that are emergency needs. The first is the entrance to the Greenleaf Center on Parker Street which requires certain changes to make entering and exiting the facility safer to residents. The project includes removing the entrance island, cutting back trees for better visibility, eliminating the entrance ramp and eliminating left turn access to the facility. In addition, DPW and DCAC are working to address an emergency need in the area of Tiffany and Dickinson Streets where a wash out has occurred near the Dingle Brook. This project will study the area, model potential drainage options, study the success of those options and prepare recommendations for a more permanent solution to the drainage issue.

DCAC has been working on other capital projects including stabilizing the handicap entrance to Symphony Hall where there is a large vault that has served as an air intake for the HVAC system to the Hall. The vault area is no longer used as an air intake because the HVAC system has since been updated. The sidewalk in that area is supported by steel I-Beams. Over the years those I-Beams have deteriorated to the point where they have been declared structurally deficient by an engineer. This project will ensure that the sidewalk does not collapse. In addition, DCAC will be conducting property condition assessments of 5 under performing schools to understand the future capital need of these facilities from the roof to the basement.

DCAC is also working with Baystate Medical Center to renovate an existing space on the 1st floor of the Neighborhood Health Center to create an Adolescent Clinic and install necessary medical and equipment specific to the needs of adolescents. Investments from the City and Baystate will support this project needed to provide services to adolescents in the area.

The City's Information Technology Department along with its Payroll Department completed a project to transition from the ADP time and attendance system to the Kronos time and attendance system which will save the City over \$200K annually in professional services costs. The project is complete and transition to the new system had little effect on the day to day operations of employees utilizing it.



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The City has remaining Pay-As-You-Go capital funds that will be used to complete capital planning work later this fiscal year and into next year based on priority need.

Department	FY11 Funded Projects	Amount	Source
DPW	Purchase of Semi-Automated Trucks	439,172	Pay-Go
DPW	Purchase of Recycling Barrels	1,275,316	Pay-Go
ITD	Kronos	126,000	Pay-Go
DPW/DCAC	Tiffany/Dickinson Streets Study	26,000	Pay-Go
DPW/DCAC	Greenleaf Entrance	30,000	Pay-Go
DCAC	Symphony Hall Vault	40,000	Pay-Go
HHS	Adolescent Clinic	200,000	Pay-Go
DCAC	5 School Property Condition Assessments	75,000	Pay-Go
Total Funded		2,211,487	



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PROPOSED FY12 CAPITAL BUDGET

In September of 2010, the Capital Improvement Committee convened its first planning meeting to evaluate project submissions, meet with departments on requests and to validate the scores given to projects that drives the prioritization of the requests. Based on this meeting a list of priority projects was developed that will be reviewed by the Committee when funding is available to address some of the needs. Below is a list of the “Priority A” projects or those projects with the highest scores based on the Committee’s evaluation. Options for funding these priorities will include:

- Use of FY11 Pay-As-You-Go Capital funds
- Use of FY12 Pay-As-You-Go Capital funds
- FY12 bond issuance / Bond Anticipation Notes Issuance
- Grants funds

At the present time, the City is not expecting to issue additional debt for FY11 based on the debt affordability analysis conducted in October of 2010 and included in Appendix D of this document. However, the City will aggressively pursue other sources and continues to examine the feasibility of selling Bond Anticipation Notes (BANs) or internally financing critical projects for the next year or two until the City is in a better position to sell bonds.

Department	Project	FY12	FY13	FY14	FY15	FY16	Total
Facilities	CITY HALL - BOILER PLANT	750,000	625,000	625,000	-	-	2,000,000
DCAC	CITY DAMS	600,000	600,000	1,100,000	450,000	250,000	3,000,000
DCAC	CAMPANILE RESTORATION	850,000	8,000,000	5,000,000	2,000,000	-	15,850,000
Housing	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Facilities	SCHOOLS - SAFETYCAMERAS	-	3,500,000	-	-	-	3,500,000
DCAC	FOREST PARK ZOO DRAINAGE REPAIR	350,000	-	-	-	-	350,000
DCAC	SWAN POND DAM	300,000	-	-	-	-	300,000
DCAC	EMERSON WIGHT PARK	300,000	-	-	-	-	300,000
DPW	ARTERIAL ROAD CONSTRUCTION	3,000,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000
DPW	SIDEWALK CONSTRUCTION	1,000,000	500,000	500,000	500,000	500,000	3,000,000
DPW	PRIVATE WAYS CONSTRUCTION	1,000,000	500,000	500,000	500,000	500,000	3,000,000
DPW	PUBLIC RESIDENTIAL STREETS	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Police	50 EAST STREET	350,000	2,500,000	-	-	-	2,850,000
DCAC	GREENLEAF ROAD RECONSTRUCTION FOREST PARK	400,000	-	-	-	-	400,000
Parks	VAN HORN DAM	1,100,000	-	-	-	-	1,100,000
Schools	SCHOOL TECHNOLOGY	-	7,000,000	6,000,000	-	-	13,000,000
DCAC	POLICE STATION ELECTRICAL UPGRADES PHASE III	-	400,000	-	-	-	400,000
DCAC	REPAIRS TO LEADED WINDOWS IN CITY HALL	-	60,000	-	-	-	60,000
Facilities	PROPERTY CONDITION ASSESSMENT - SCHOOLS	750,000	570,000	-	-	-	1,320,000
Facilities	SCHOOLS - OIL TANK REMOVAL	3,500,000	8,000,000	-	-	-	11,500,000
DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	200,000	200,000	200,000	200,000	200,000	1,000,000
Economic Development	COURT SQUARE REDEVELOPMENT	150,000	5,000,000	-	-	-	5,150,000
Schools	SECURITY CAMERAS AND EQUIPMENT	-	-	-	-	-	-
DCAC	RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	-	60,000	-	-	-	60,000
DCAC	REMOVE STAINING ON MUNICIPAL COMPLEX	20,000	-	-	-	-	20,000
Facilities	SPRINGFIELD MUNICIPAL GROUP - CITY HALL	-	2,600,000	-	-	-	2,600,000
DCAC	DESIGN FOR RESTORATION OF CITY HALL WINDOWS	130,000	-	-	-	-	130,000
DPW	REPLACEMENT EQUIPMENT - VARIOUS DEPARTMENTS	1,000,000	990,000	600,000	600,000	-	3,190,000
City Clerk	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS	-	65,275	-	-	-	65,275
Facilities	ESCO PHASE 2	15,000,000	-	-	-	-	15,000,000
DCAC	AQUATIC GARDENS AND FERN GROVE RESTORATION	-	500,000	200,000	-	-	700,000
DCAC	PECOUSIC BROOK RESTORATION	-	250,000	-	-	-	250,000
Police	911 Center Upgrade	150,000	-	-	-	-	150,000
Facilities	SENIOR CENTER DESIGN PHASE	90,000	-	-	-	-	90,000
ITD	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	250,000	250,000	-	-	-	500,000
Police	RADIO UPGRADES	130,000	-	-	-	-	130,000
DPW	VEHICLE AND EQUIPMENT STORAGE	2,500,000	-	-	-	-	2,500,000
ITD	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	1,200,000	-	-	-	-	1,200,000
Fire	ROOF, WINDOWS AND DOORS (IO, MASON SQUARE, N MAIN)	-	180,000	-	-	-	180,000
Parks	PORTER LAKE SKATE HOUSE	2,200,000	-	-	-	-	2,200,000
DPW	DICKINSON/TIFFANY STREETS WASH OUT	450,000	-	-	-	-	450,000
Priority A Total		40,720,000	45,850,275	18,225,000	7,750,000	4,950,000	117,495,275

A brief description of each project is included below.



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Department of Public Works	PROJECT	Description
Facilities Management	CITY HALL - BOILER PLANT	THIS PROJECT INCLUDES FUNDS TO REPAIR THE ROOF IN THE FIRST YEAR, WITH THE REMAINDER OF THE REPAIR AND REPLACEMENT OF THE BOILER SYSTEM WILL TAKE PLACE IN THE OUT YEARS OF THIS PROJECT.
DCAC	CITY DAMS	THIS PROJECT INCLUDES PHASE I ANALYSIS AND REPORTS FOR ALL CITY OWNED DAMS AS WELL AS PHASE II ENGINEERING EVALUATIONS, PERMITTING, DESIGN AND REHABILITATION. INVENTORY IS AS FOLLOWS; LOWER VAN HORN RESERVOIR DAM, UPPER VAN HORN RESERVOIR DAM, MILL POND
DCAC	CAMPANILE RESTORATION	THIS PROJECT WILL REPAIR EXTERIOR FAILURES, REPLACE CLOCK WORKINGS AND POSITION CLOCK MECHANISM ON GROUND FLOOR FOR VIEWING.
Housing and Neighborhood Services	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	THIS PROJECT IS AN ANNUAL REQUEST THAT FUNDS DEMOLITIONS OF ABANDONED/BLIGHTED AND HAZARDOUS BUILDINGS THROUGHOUT THE CITY, THAT ARE BOTH PUBLICLY AND PRIVATELY OWNED.
Facilities Management	SCHOOLS - SAFETYCAMERAS	THIS PROJECT FUNDS SECURITY CAMERAS AT THE SCHOOLS.
DCAC	FOREST PARK ZOO DRAINAGE REPAIR	THIS SYSTEM WILL ALSO ALLOW THE WATER FROM THE ZOO DUCK POND TO BE DRAINED INTO THE SEPTIC TANK AS IT ALSO CONTAINS FECAL MATTER. IN ADDITION, THE CURRENT DETENTION BASIN WILL BE ELIMINATED AND A NEW STRUCTURE INSTALLED TO COLLECT ALL THE RUNOFF CURRENTLY
DCAC	SWAN POND DAM	THIS PROJECT, ON THE WEST SIDE OF MAIN GREETING ROAD (THE MAIN ENTRANCE ROAD TO FOREST PARK) WILL ADDRESS SOME SLOPE EROSION HAS BEEN NOTICED. IN THE PAST YEAR A MARKED INCREASE IN THE EROSION HAS LED TO THE EROSION MOVING TOWARDS AND CLOSER TO MAIN GREETING ROAD.
DCAC	EMERSON WIGHT PARK	THIS PROJECT IS A PART OF THE SOUTH END URBAN RENEWAL. THIS PROJECT WILL ENLARGE THE NEIGHBORHOOD PARK THROUGH ACQUISITIONS OF RESIDENTIAL AREAS. THE ARTICLE 97 PROCESS MUST BE ADHERED TO WITH REGARD TO POTENTIAL LAND SWAPPING.
Department of Public Works	ARTERIAL ROAD CONSTRUCTION	THIS FUNDING IS FOR ARTERIAL ROAD CONSTRUCTION.
Department of Public Works	SIDEWALK CONSTRUCTION	THIS FUNDING IS FOR SIDEWALK CONSTRUCTION.
Department of Public Works	PRIVATE WAYS CONSTRUCTION	THIS FUNDING IS FOR PRIVATE WAYS CONSTRUCTION.
Department of Public Works	PUBLIC RESIDENTIAL STREETS	THIS FUNDING IS FOR PUBLIC RESIDENTIAL STREETS.
Police Department	50 EAST STREET	THIS PROJECT IS WILL ALLOW THE SPD TO OCCUPY AND UTILIZED THE SPACE KNOWN AS 50 EAST STREET, THAT IS CURRENTLY BE VACATED BY THE ARMY RESERVE.
DCAC	GREENLEAF ROAD RECONSTRUCTION FOREST PARK	GREENLEAF ROAD WILL BE FULLY RECONSTRUCTED DUE TO SEVERE EROSION THAT HAS DESTROYED MUCH OF THE CURRENT ROADWAY. THIS PROJECT'S SCOPE INCLUDES NARROWING THE ROAD TO ONLY ALLOW MAINTENANCE AND EMERGENCY VEHICLE ACCESS, INSTALLING EROSION CONTROL AND DRAINAGE.



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Department of Public Works	PROJECT	Description
Park Department	VAN HORN PARK LOWER DAM	THIS PROJECT WILL CORRECT THE DEFICIENCIES OF VAN HORN DAM, WHICH CONSIST OF VEGETATION REMOVAL, GRUBBING OF DAM, FILL AND REGRADE DAM SURVACES, REPAIR LOW LEVEL OUTLET FROM UPPER POND, REPLACE CONCRETE CHANNEL, REPLACE CHAIN LINK FENCING, AND REMOVE DEBRIS.
Schools	SCHOOL TECHNOLOGY	THIS PROJECT INCLUDES VARIOUS TECHNOLOGY UPGRADES INCLUDING TEACHER LAPTOPS, DESKTOP COMPUTERS, STUDENT RESPONSE SYSTEM CLICKERS, BLADE SERVERS WITH VM WARE, AND SERVER 2008 UPGRADE.
DCAC	POLICE STATION ELECTRICAL UPGRADES PHASE III	THIS PROJECT REPLACES EXISTING GENERATOR WITH A LARGER LOAD CAPACITY GENERATOR. INSTALLS DISTRIBUTION PANELS THROUGHOUT THE POLICE STATION. CORRECTS CURRENT CODE ISSUES.
Facilities Management	PROPERTY CONDITION ASSESSMENT - SCHOOLS	THIS PROJECT IS FOR PROPERTY CONDITION ASSESSMENTS PREPARED WITH A FOCUS ON BOTH THE IMMEDIATE AND LONG TERM NEEDS OF A PROPERTY, INCLUDING ESTIMATED COSTS FOR REPAIR, REPLACEMENT OR SIGNIFICANT RENOVATIONS.
DCAC	REPAIRS TO LEADED WINDOWS IN CITY HALL	THIS PROJECT WOULD REPAIR THE DECORATIVE LEADED GLASS WINDOWS LOCATED IN THE MAIN STAIRCASE IN CITY HALL. THESE WINDOWS ARE CURRENTLY INOPERABLE AND IN NEED OF RESTORATION.
Facilities Management	SCHOOLS - OIL TANK REMOVAL	THESE FUNDS ARE FOR OIL TANK REMOVAL FOR DIFFERENT SCHOOLS INCLUDING BALLIET, BEAL, BOWLES, BRIGHTWOOD, BROOKINGS, BRUNTON, COMMERCE HS, DEBERRY, DORMAN, DRYDEN, DUGGAN.
Department of Public Works	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	THIS PROJECT INCLUDES INSPECTION, MAINTENANCE AND REPAIRS TO CITY OWNED BRIDGES.
Office of Planning and Economic Development	COURT SQUARE REDEVELOPMENT	THE COURT SQUARE REDEVELOPMENT PROJECT ENCOMPASSES THE REDEVELOPMENT OF 13-31 ELM STREET AND 3-7 ELM STREET. THESE PROPERTIES ARE AT THE CORE OF DOWNTOWN ON COURT SQUARE PARK, JUST ACROSS FROM THE MUNICIPAL GROUP AND OLD FIRST CHURCH.
DCAC	RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	THIS PROJECT WOULD ENTAIL REMOVING THE SCONCES FROM THE CAMPANILE AND CITY HALL, RESTORING THEM AND PLACING A PATINA ON THE METAL. THE LIGHTING SYSTEM IN THE SCONCES WOULD BE REPLACED AND REWIRED TO IMPROVE EFFICIENCY.
DCAC	REMOVE STAINING ON MUNICIPAL COMPLEX	THIS PROJECT WOULD RESULT IN THE REMOVAL OF ANY STAINING ON THE MUNICIPAL COMPLEX BUILDINGS DUE TO OXIDIZATION CAUSED BY THE WALL SCONCES. THE LIMESTONE FACADE IS BADLY DAMAGED FROM THIS STAINING.
Facilities Management	SPRINGFIELD MUNICIPAL GROUP - CITY HALL	THIS PROJECT INCLUDES WORK ON CITY HALL. A SEPERATE ENTRY HAS BEEN DONE FOR SYMPHONY HALL.
DCAC	DESIGN FOR RESTORATION OF CITY HALL WINDOWS	THIS PROJECT'S SCOPE WOULD ADDRESS THE CURRENT PAINT FAILURE ON THE SASHES AND FRAMES OF THE WINDOWS OF CITY HALL. AN ARCHITECT WOULD PRODUCE A SET OF CONSTRUCTION DOCUMENTS THAT WOULD ALLOW FOR A CONTRACTOR TO RESTORE THE WINDOWS.
Department of Public Works	REPLACEMENT EQUIPMENT - VARIOUS DEPARTMENTS	THIS PROJECT REPLACES VEHICLES FOR VARIOUS CITY DEPARTMENTS. THIS CITY IS ALSO CONSIDERING A SEPARATE VEHICLE FUND TO ADDRESS VEHICLE REPLACEMENT NEEDS.
City Clerk's Office	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS	THIS PROJECT INCREASES THE CITY CLERK'S VAULT STORGAE CAPACITY AND REDUCE THE STORAGE FOOTPRINT FOR BIRTH, MARRIAGES, DEATHS AND OTHER RECORDS REQUIRED TO BE KEPT AS ORIGINALS BY CITY CLERK'S OFFICE.



Department of Public Works	PROJECT	Description
Facilities Management	ESCO PHASE 2	THIS IS PART 2 OF THE THREE PHASE ESCO PROJECT. THE THIRD PHASE WILL IS ALSO PROJECTED TO COST AN ADDITIONAL 15 MILLION.
DCAC	AQUATIC GARDENS AND FERN GROVE RESTORATION	THIS PROJECT RESTORES AQUATIC GARDEN AND FERN GROVE, FOREST PARK, INCLUDING NEW POND EDGING TO STABILIZE BANKS, INSTALLATION OF NEW PICNIC TABLES, PEDESTRIAN BENCHES, TRASH RECEPTACLES AND LANDSCAPING.
DCAC	PECOUSIC BROOK RESTORATION	THIS PROJECT COMPLETES BANK STABILIZATION OF PECOUSIC BROOK, FOREST PARK. THIS AREA OF THE PARK IS IN SORE NEED OF IMPROVEMENT, AS THE BANKS OF THE BROOK ARE BADLY DETERIORATING THEREBY CAUSING SERIOUS SAFETY SITUATIONS FOR PARK PATRONS.
Police Department	911 CENTER UPGRADE	THIS PROJECT IS WILL UPGRADE THE CITY'S 911 CENTER.
Facilities Management	NEW SENIOR CENTER	THIS FUNDING IS FOR THE DESIGN PHASE OF THE NEW SENIOR CENTER IN BLUNT PARK. THE BUILDING WILL HAVE THE CAPACITY FOR AND NOT LIMITED TO THE FOLLOWING PROGRAMS; SERVE DAILY MEAL PROGRAM, EXERCISE PROGRAMS, COMPUTER, CRAFT/WOODWORKING/CERAMICS, MUSIC, CULINARY, CONFERENCE/ WELLNESS ROOM.
Information Technology	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	THIS PROJECT TO PROVIDE FOR SCANNING OF PAPER RECORDS IN DEPARTMENTS ACROSS THE CITY (CLERKS, ASSESSORS, AUDITORS, LAW ETC).
Police Department	RADIO UPGRADES	THIS PROJECT IS A RADIO UPGRADE AND UPDATE OF THE CURRENT CH1 AND CH2 "VOTING SYSTEM. THE PRESENT SYSTEM IS 22 YEARS OLD AND IS BREAKING DOWN WITH MORE FREQUENCY, IT IS ALSO BECOMING HARDER TO GET REPLACEMENT PARTS.
Department of Public Works	VEHICLE AND EQUIPMENT STORAGE	THIS PROJECT IS FOR INSIDE STORAGE OF DPW EQUIPMENT/VEHICLES AND VARIOUS CITY DEPARTMENT VEHICLES.
Information Technology	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	THIS PROJECT IS AN EFFORT TO REDUCE THE CIYT'S MONTHLY TELECOMMUNICATIONS COSTS.
Fire Department	ROOF, WINDOWS AND DOORS (IO, MASON SQUARE, HQ BLD)	THIS PROJECT FOR FIRE STATIONS REPLACES WINDOWS AND DOORS- INDIAN ORCHARD (ODESSA STATION), WINDOWS- MASON SQUARE FIRE STATION AND HQ-WINDOWS, DOORS.
Department of Public Works	DICKINSON / TIFFANY STREETS WASH OUT	THIS PROJECT ADDRESSES AN EMERGENCY REPAIR NEED ON DICKINSON STREET RELATED TO A WASH OUT THAT OCCURREDEARLIER THIS YEAR.
Park Department	PORTER LAKE SKATE HOUSE	THIS PROJECT UPDATES THE ENTIRE BUILDING TO COMPLY WITH HANDICAP ACCESSIBILITY REQUIREMENTS; ENLARGE RESTROOMS; INSTALL GRINDER PUMP, IMPROVE PEDESTRIAN WALKWAYS, SITTING AREAS, LANDSCAPING, LIGHTING, AND PERFORM BANK STABILIZATION.

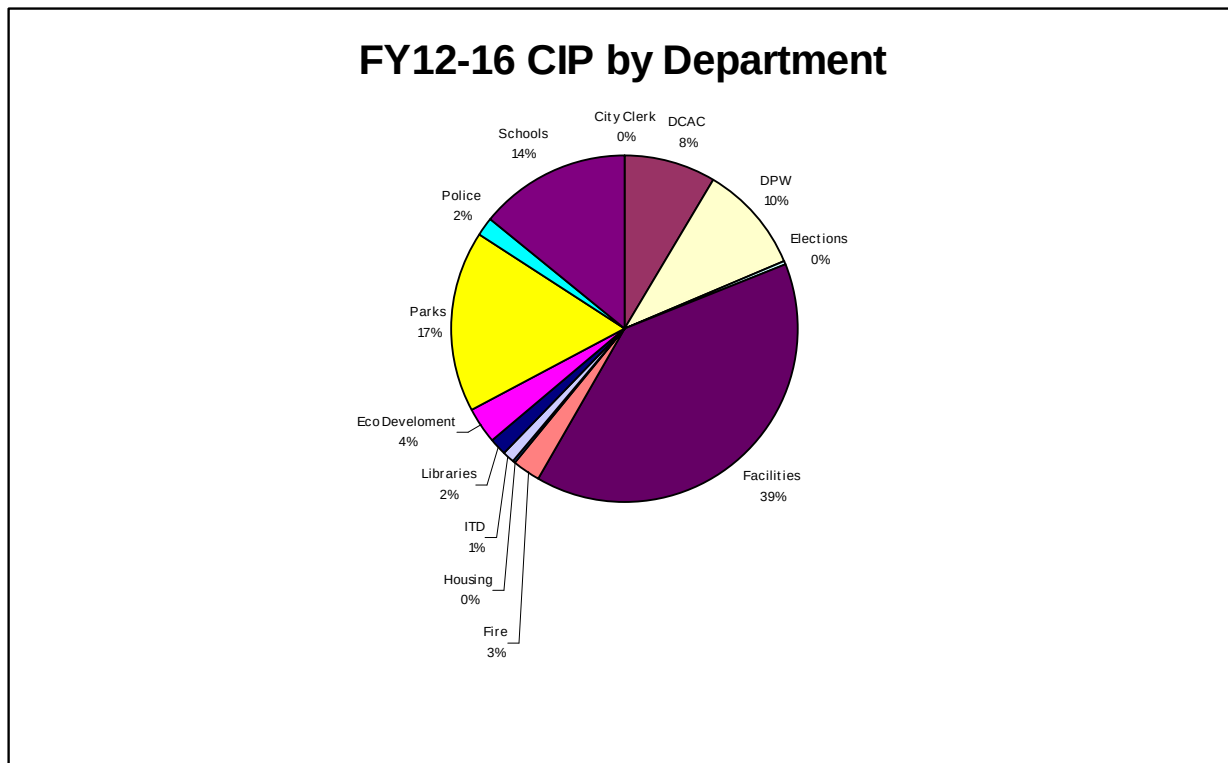
Based on the funds available through a future decision to bond, issue BANs or utilize Pay-Go Capital funds or grants, projects will be selected from this list to complete.



FY12 THROUGH FY16 CAPITAL IMPROVEMENT PLAN

The City currently has a \$351.7 million capital liability from FY12 through FY16. This can be seen as a direct result of years of deferred maintenance to facilities, infrastructure, and equipment.

CIP Requests by Department – The following chart illustrates the CIP requests by the requesting Department. Also included below is a brief description of the major departmental needs and a chart including the dollar total of the requests.



The Facilities Department represents 38.6% of the total projects consisting mainly of School Statement of Interest projects. Because of this, the property condition assessments being completed this fiscal year will aid in prioritizing the needs of school projects. The Parks Department represents 17% of the submitted projects which includes the rehabilitation of parks, golf courses, dams and other quality of life needs. The School Department represents 14.4% of the submitted needs mainly related to technology including cameras and other IT equipment. DPW represents 10.4% of the need in the areas of solid waste needs, vehicle storage and road resurfacing and side walk repair. These 4 departments represent 80% of the City's total capital need.

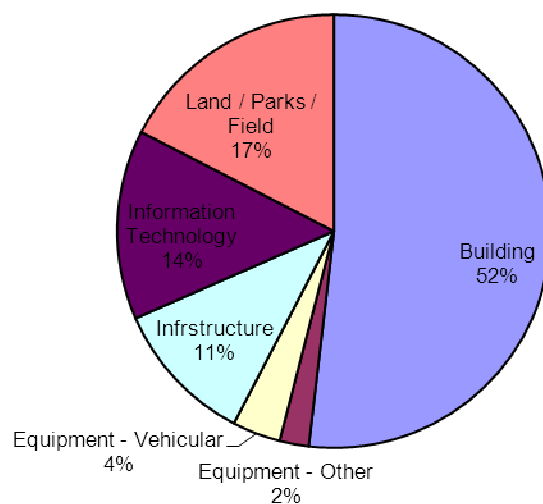


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Department	% of Total	Total - FY12-FY16
City Clerk	0.0%	65,275
DCAC	8.6%	30,187,000
DPW	10.5%	36,956,000
Elections	0.1%	384,000
Facilities	38.6%	135,601,313
Fire	2.5%	8,952,000
Housing	0.4%	1,500,000
ITD	1.1%	3,814,600
Libraries	1.6%	5,513,000
Eco Develoment	3.6%	12,689,000
Parks	17.0%	59,680,000
Police	1.7%	5,900,000
Schools	14.4%	50,497,004
TOTAL	100.0%	351,739,192

CIP Requests by Category – The following chart illustrates the CIP requests by category. The categories used to distinguish projects include Building, Infrastructure, Equipment, Land, and Technology and are defined in the “Capital Improvement Process” section of this document.

FY12 - FY16 CIP by Category



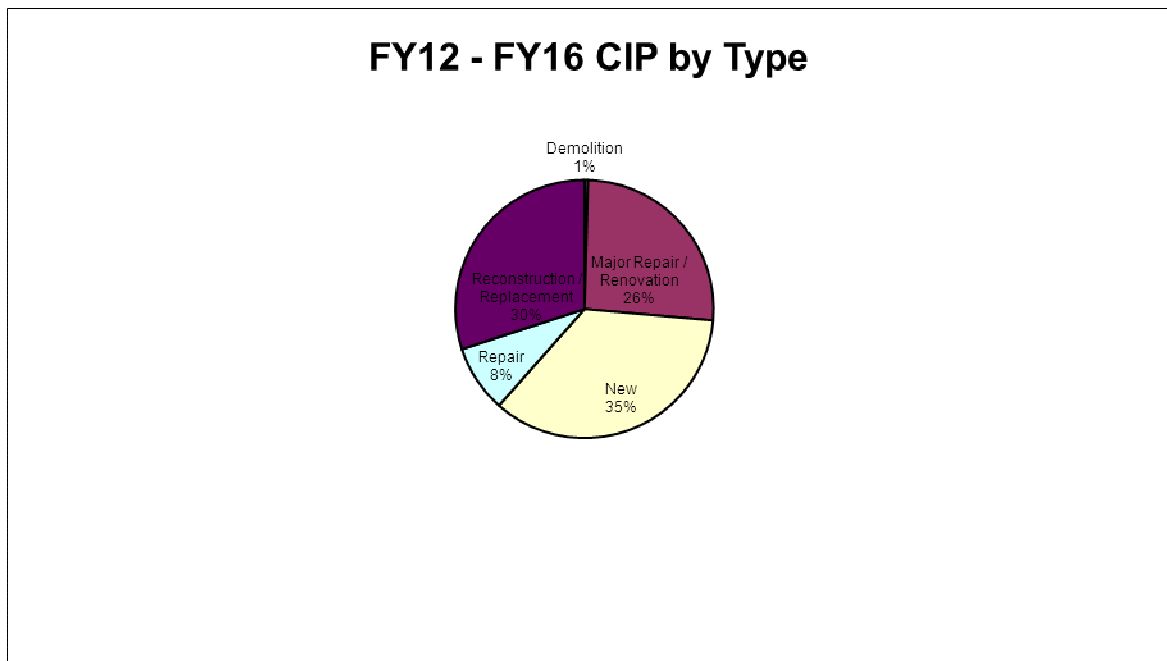


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The requests submitted for this planning period are related 51.9% to building needs. The majority are specific school related projects that will be further qualified through the property condition assessments being conducted during this fiscal year. Land projects including redevelopment of the Riverfront and upgrades to the City's golf courses, athletic fields and parks represent 18% of the requested need. Categorizing such projects will help us to search for alternative funding sources such as grants from the State and Federal governments.

Category	% of Total	Total - FY12-FY16
Building	51.8%	182,175,313
Equipment - Other	2.2%	7,663,275
Equipment - Vehicular	3.6%	12,638,000
Infrastructure	10.9%	38,292,000
Information Technology	14.1%	49,740,604
Land / Parks / Field	17.4%	61,230,000
TOTAL	100.0%	351,739,192

CIP Requests by Type – The following chart illustrates the CIP requests by type. The types are new, reconstruction / replacement, major repair / renovation and repair and are defined in the “Capital Improvement Process” section of this document.



Many of the New projects representing 35.1% consists of purchasing new equipment, vehicles and land as well as building new facilities. The Major Repair / Renovation type representing 26% contains many park and City building renovation projects.



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Category	% of Total	Total - FY12-FY16
Demolition	0.4%	1,500,000
Major Repair / Renovation	26.0%	91,282,000
New	35.1%	123,416,279
Repair	8.5%	30,003,144
Reconstruction / Replacement	30.0%	105,537,769
TOTAL	100.0%	351,739,192



DEBT AFFORDABILITY ANALYSIS

The City published a Debt Affordability Analysis in October of 2010 to illustrate the factors used to evaluate our ability to afford new debt. In recent years, the City has made a concerted effort to restructure its debt for the purposes of increasing the capacity for future debt issuances and preventing dramatic increases in future debt payments. This has also helped reduce the risk of back-loading future debt and to reduce the total cost of interest payments.

Currently, the City has a gross debt liability of \$416.7 million including principal and interest. This does not include, however, the City's reimbursement from the Massachusetts School Building Authority and rebates from the water and sewer bond issuances. When these funds are added to the total debt liability, the net debt equals \$288.3 million. Net debt is the City's true debt liability after reimbursements and rebates from debt issuances.

Based on the analysis included in the Debt Affordability report (full report in Appendix D), the City should concentrate on lowering the debt capacity before issuing more debt. By doing this, the City can lower the debt per capita as well as increase the amount of debt that is amortized in ten years. These metrics are important when comparing Springfield's debt to other municipalities. The City should also look to strategically use pay as you go capital, capital reserve fund, and the stabilization reserve fund in order to address some of the City's infrastructure, building, and vehicle needs without adding debt and the associated debt service payments.

Since the completion of this analysis, staff continues to examine the feasibility of selling Bond Anticipation Notes (BANs) or internally financing critical projects for the next year or two until the City is in a better position to sell bonds.



APPENDIX A: PROPOSED FY12 CAPITAL BUDGET PROJECTS

Once this City completes its review of the operating budget, it will determine what next steps should be taken to address the capital needs discussed in this report. Consideration of new bonds, Bond Anticipation Notes, Grants and Pay-Go capital funds will all be reviewed.



APPENDIX B: RATING CRITERIA

CITY OF SPRINGFIELD PROJECT REQUEST RATING SHEET DESCRIPTION OF RATING CRITERIA AND SCALES

CRITERIA A- OVERALL FISCAL IMPACT

Weight: 4

Rationale: Limited resources exist for competing projects. This requires that each project's full impact on the City's budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.

Considerations: Ratings for this factor will consider these major points:

- A. Capital cost of the project relative to all other project requests.
- B. Impact of the project on City operating costs and personnel levels.
- C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- D. Impact on the City's tax revenue or fee revenue.
- E. Will external funding be lost should the project be delayed?

Illustrative Ratings:

- 5- Project requires less than 10% City funding.
- 4- Project requires less than 50% City funding.
- 3- Project requires more than 50% City funding, decreases operating costs and increases City revenues.
- 2- Project requires more than 50% City funding, increases operating costs and increases City revenues.
- 1- Project requires more than 50% City funding, decreases operating costs and decreases City revenues.
- 0- Project requires more than 50% City funding, increases operating costs and decreases City revenues.

Note: Projects which do not impact either revenues or operating costs will receive the score of a project that is more favorable in the category (for revenue, the score will be the "increasing revenue" score and for costs, the "decreasing costs" score). This score will then be reduced by 0.5 to reflect the lack of actual increase in revenue or decrease in costs.



CRITERIA B- LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 4

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the City is under direct court order to complete this project.
- B. Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

- 5- City or Department is currently under court order to take action.
- 4- Project is necessary to meet existing state and federal requirements.
- 3- Legislation is under discussion that would require the project in future.
- 2- There is no legal or court order or other requirement to conduct the project.
- 1- Project requires change in state or law to proceed.
- 0- Project requires change in federal or law to proceed.

CRITERIA C-IMPACT ON SERVICE TO THE PUBLIC

Weight: 3

Rationale: Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues as well as those that improve the services provided by a department. Service is broadly defined, as are the City's objectives in meeting the health, safety or accreditation needs of our residents and/or improved operations of an existing department.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the service is already being provided by existing agencies.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. Whether the project focuses on a service that is currently a "high priority" public need.

Illustrative Ratings:

- 5- The service itself addresses an immediate public health, safety, accreditation, or maintenance need.
- 4- Service is improved and addresses a public health, safety, accreditation, or maintenance need.
- 3- Service is greatly improved.
- 2- Service is improved.
- 1- Service is minimally improved and addresses a public health, safety, accreditation, or maintenance need.



0- Service is minimally improved.

CRITERIA D- URGENCY OF MAINTENANCE NEEDS

Weight: 3

Rationale: The City's most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.
- C. Whether the project is the most cost-effective method of providing or maintaining a service.
- D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
- F. Whether the agency has prepared a comprehensive maintenance/rehabilitation/replacement schedule and the project is due under that schedule.

Illustrative Ratings:

- 5- Service is currently interrupted and the project will restore service in the most cost-effective manner possible.
- 4- Service is likely to be disrupted in a five-year horizon if the project is not funded.
- 3- The project is necessary to maintain an orderly schedule for maintenance and replacement.
- 2- The cost of the project will increase in future (beyond inflation) if it is delayed at this time.
- 1- There is a minor risk that costs will rise or service will be interrupted if the project is not funded.
- 0- There is no financial or service risk in delaying or not funding the project (e.g., the project is new and has no impact on current service).

CRITERIA E - PRIOR PHASES

Weight: 2

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has received prior funds.



B. Whether the project requires additional funding to be operational.

Illustrative Ratings:

- 5- All but the final phase has been fully funded.
- 4- Multiple phases have been fully funded.
- 3- Multiple phases have been partially funded.
- 2- The first phase has been fully funded.
- 1- The first phase has been partially funded.
- 0- No prior phases have been funded or partially funded.

CRITERIA F – DEPARTMENTAL PRIORITY

Weight: 2

Rationale: Departments are expected to provide an indication of which projects are most important to their mission.

Considerations: Ratings for this factor will consider these major points:

- A. Departmental ranking of each individual project.
- B. The total number of project requests that are submitted by a department.

Illustrative Ratings:

- 5- The project is within the top 20% of departmentally ranked project requests (81% to 100%).
- 4- The project is within the next 20% of projects (61% to 80%).
- 3- The project is within the next 20% of projects (41% to 60%).
- 2- The project is within the next 20% of projects (21% to 40%).
- 1- The project is within the bottom 20% of ranked projects (0% to 20%).



APPENDIX C: FY12 THROUGH FY16 CAPITAL IMPROVEMENT PLAN



APPENDIX D: DEBT AFFORDABILITY ANALYSIS

FY2012-2016 Capital Improvement Plan

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
<u>City Clerk's Office</u>						
INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS	65,275	-	-	-	-	65,275
Total: City Clerk	65,275	-	-	-	-	65,275

<u>DCAC</u>						
ROOM 220 SOUND SYSTEM	57,000	-	-	-	-	57,000
MEN'S LOCKER ROOM POLICE STATION	350,000	-	-	-	-	350,000
DESIGN FOR RESTORATION OF CITY HALL WINDOWS	130,000	-	-	-	-	130,000
POLICE STATION ELECTRICAL UPGRADES PHASE III	-	400,000	-	-	-	400,000
WALSH PLAYGROUND	-	850,000	-	-	-	850,000
AQUATIC GARDENS AND FERN GROVE RESTORATION	-	500,000	200,000	-	-	700,000
CITY HALL WINDOW RESTORATION	-	-	-	-	-	-
REPAIRS TO LEADED WINDOWS IN CITY HALL	-	60,000	-	-	-	60,000
POLICE STATION ELECTRICAL UPGRADES PHASE II	-	1,200,000	-	-	-	1,200,000
REMOVE STAINING ON MUNICIPAL COMPLEX	30,000	-	-	-	-	30,000
EMERSON WIGHT PARK	300,000	-	-	-	-	300,000
FOREST PARK MAINTENANCE BUILDING	-	-	-	-	-	-
GREENLEAF ROAD RECONSTRUCTION FOREST PARK	400,000	-	-	-	-	400,000
FREEDMAN SCHOOL PARK DESIGN AND CONSTRUCTION	100,000	650,000	-	-	-	750,000
RESTORE SCNCES ON CITY HALL AND THE CAMPANILE	-	60,000	-	-	-	60,000
ARTIFICIAL TURF FOOTBALL FIELD	2,400,000	-	-	-	-	2,400,000
PUTNAM VOC SOIL CONTAMINATION AND DENTAL CLINIC	500,000	1,100,000	-	-	-	1,600,000
PUTNAM VOCATIONAL TECHNICAL HIGH SCHOOL	-	-	-	-	-	-
FOREST PARK MIDDLE SCHOOL	-	-	-	-	-	-
CITY DAMS	600,000	600,000	1,100,000	450,000	250,000	3,000,000
KENNEDY POOL BUILDING ENVELOPE REPAIRS	800,000	-	-	-	-	800,000
CAMPANILE RESTORATION	850,000	8,000,000	5,000,000	2,000,000	-	15,850,000
PECOUSIC BROOK RESTORATION	-	250,000	-	-	-	250,000
SWAN POND DAM	300,000	-	-	-	-	300,000
FOREST PARK ZOO DRAINAGE REPAIR	350,000	-	-	-	-	350,000
CITY COUNCIL CHAMBERS	-	-	-	-	-	-
POLICE RENOVATION - ELECTRICAL REPAIR	-	-	-	-	-	-
PROUTY GROVE ROAD PARKING LOT FOREST PARK	350,000	-	-	-	-	350,000
Total: DCAC	7,517,000	13,670,000	6,300,000	2,450,000	250,000	30,187,000

<u>Department of Public Works</u>						
BONDIS ISLAND LANDFILL LFG FLARE MAINTENANCE	-	-	-	-	-	-
DICKINSON/TIFFANY STREET WASH OUT	450,000	-	-	-	-	450,000
PURCHASE OF RECYCLING BARRELS PHASE 2	-	-	-	-	-	-
PURCHASE OF 4 SEMI-AUTOMATED TRUCKS FOR SINGLE STR	-	-	-	-	-	-
CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	200,000	200,000	200,000	200,000	200,000	1,000,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
VEHICLE AND EQUIPMENT STORAGE	2,500,000	-	-	-	-	2,500,000
REPLACEMENT EQUIPMENT - VARIOUS DEPARTMENTS	1,003,000	990,000	555,000	1,065,000	998,000	4,611,000
FLOOD CONTROL SYSTEM - ANNUAL INSPECTIONS	130,000	160,000	170,000	180,000	190,000	830,000
TAIL GATE EXTENDER FOR RECYCLING TRUCK	-	-	-	-	-	-
PURCHASE OF RECYCLING TRUCK	-	-	-	-	-	-
BOSTON ROAD CORRIDOR	-	-	-	-	-	-
FLOOD CONTROL PLAN	-	-	-	-	-	-
PURCHASE OF RECYCLING BARRELS	-	-	-	-	-	-
PURCHASE OF VEHICLES	-	-	-	-	-	-
STORMWATER IMPROVEMENTS	50,000	50,000	50,000	50,000	50,000	250,000
BOSTON ROAD CORRIDOR PHASE 2	-	400,000	-	-	-	400,000
SOLID WASTE - REPLACEMENT EQUIPMENT	900,000	350,000	900,000	700,000	470,000	3,320,000
SOLID WASTE - REPLACEMENT EQUIPMENT	255,000	-	-	1,500,000	-	1,755,000
VEHICLE AND EQUIPMENT STORAGE	2,500,000	-	-	-	-	2,500,000
ROAD RESURFACING AND SIDEWALK CONSTRUCTION	7,000,000	3,000,000	3,000,000	3,000,000	3,000,000	19,000,000
MEMORIAL INDUSTRIAL PARK II ROADWAY EXTENSION	260,000	-	-	-	-	260,000
REPLACEMENT EQUIPMENT - PUBLIC WORKS	-	80,000	-	-	-	80,000
Total: DPW	15,248,000	5,230,000	4,875,000	6,695,000	4,908,000	36,956,000

Elections

NEW VOTING MACHINES	384,000	-	-	-	-	384,000
Total: Elections	384,000	-	-	-	-	384,000

Facilities Management

EXPANSION AND RENOVATION OF STEM SCHOOL	-	-	-	-	-	-
BALLIET - RENOVATION FOR PROGRAMMING SPACE	-	-	-	-	-	-
NEW SENIOR CENTER	10,500,000	-	-	-	-	10,500,000
OIL TANK REMOVAL	150,000	100,000	100,000	100,000	-	450,000
GERENA - GYM FLOOR	-	-	-	-	-	-
WALSH - ELECTRICAL FPE PANEL REPLACEMENT	-	-	100,000	-	-	100,000
GERENA - PUMP HOUSE/FLOOD	-	-	-	-	-	-
FREEDMAN - FLOOR TILE REPLACEMENT	-	125,000	-	-	-	125,000
FOREST PARK - NEW SCHOOL	-	-	-	-	-	-
ELLS - REPLACE TILE	40,000	-	-	-	-	40,000
WHITE - SPRINKLER (CODE)	25,000	-	-	-	-	25,000
WHITE - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
ZANETTI - SPRINKLER (CODE)	30,000	-	-	-	-	30,000
GLENWOOD - CLASSROOM EXPANSION/BASEMENT	-	250,000	-	-	-	250,000
DUGGAN - EMERGENCY LIGHTING	-	30,000	-	-	-	30,000
GLICKMAN - ROOF	-	500,000	-	-	-	500,000
ESCO PHASE 3	-	15,000,000	-	-	-	15,000,000
DUGGAN - INTERIOR RENOVATION	-	3,000,000	3,000,000	-	-	6,000,000
DUGGAN - UNIVENT REPAIRS	-	100,000	-	-	-	100,000
DUGGAN - REPAIR EXTERIOR STAIRCASE (SAFETY)	-	-	30,000	-	-	30,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
WASHINGTON - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
PUTNAM - EMERGENCY LIGHTING	25,000	-	-	-	-	25,000
LIBERTY - REDESIGN ADA ENTRANCES	25,000	-	-	-	-	25,000
LINCOLN - SPRINKLER (CODE)	30,000	-	-	-	-	30,000
LYNCH - REPLACE PORTABLE CLASS ROOMS	250,000	-	-	-	-	250,000
KILEY - ELECTRICAL FPE PANEL REPLACEMENT	-	200,000	-	-	-	200,000
KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	30,000	-	-	-	-	30,000
KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	-	120,000	-	-	-	120,000
KENSINGTON - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
GLICKMAN - FLOOR TILE REPLACEMENT	25,000	-	-	-	-	25,000
POTTENGER - BASEMENT VENTILATION	35,000	-	-	-	-	35,000
GLENWOOD - ELECTRICAL FPE PANEL REPLACEMENT	-	250,000	-	-	-	250,000
KENNEDY - REPLACE GYM FLOOR	-	90,000	-	-	-	90,000
TALMADGE - REPLACE EXTERIOR DOORS	-	40,000	-	-	-	40,000
HOMER - SPRINKLER (CODE)	25,000	-	-	-	-	25,000
BEAL - ROOF REPLACEMENT	-	-	-	-	-	-
HOMER - BASEMENT VENTILATION	35,000	-	-	-	-	35,000
DRYDEN - BASEMENT VENTILATION	-	35,000	-	-	-	35,000
GLICKMAN - WINDOWS DESIGN AND REPLACEMENT	808,750	-	-	-	-	808,750
LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	650,000	-	-	-	-	650,000
KENNEDY - SPRINKLER (CODE)	-	30,000	-	-	-	30,000
WALSH - ROOF REPLACEMENT	518,018	-	-	-	-	518,018
CITYWIDE - FIRE ALARM SYSTEMS	-	-	-	-	-	-
WASHINGTON - BATHROOM REPLACEMENT	250,000	-	-	-	-	250,000
ZANETTI - BATHROOM REPLACEMENT	450,000	-	-	-	-	450,000
KENNEDY - POOL REPLACEMENT	2,500,000	-	-	-	-	2,500,000
HOMER - BATHROOM REPLACEMENT	240,000	-	-	-	-	240,000
BRIGHTWOOD - RESTROOM REPLACEMENT	350,000	-	-	-	-	350,000
ZANETTI - DOOR REPLACEMENT PROJECT	-	-	200,000	-	-	200,000
LIBERTY - BATHROOM REPLACEMENT	240,000	-	-	-	-	240,000
BALLIET - WINDOW REPLACEMENT	300,000	-	-	-	-	300,000
WHITE - BATHROOM REPLACEMENT	600,000	-	-	-	-	600,000
FREEDMAN - ROOF REPLACEMENT	518,018	-	-	-	-	518,018
LIBERTY - ROOF REPLACEMENT	-	-	-	-	-	-
KILEY - ROOF REPLACEMENT	-	-	-	-	-	-
POTTENGER - ROOF REPLACEMENT	-	-	-	-	-	-
CENTRAL- ROOF REPLACEMENT	-	-	-	-	-	-
DUGGAN - ROOF REPLACEMENT	-	-	-	-	-	-
DRYDEN - ROOF REPLACEMENT	-	-	-	-	-	-
WARNER - WINDOW AND DOOR REPLACEMENT	-	-	-	-	-	-
SCHOOLS - FLOOR REPLACEMENT	250,000	250,000	250,000	250,000	-	1,000,000
DORMAN - BASEMENT VENTILATION	35,000	-	-	-	-	35,000
DEBERRY - REBUILDING FLOOR	1,200,000	-	-	-	-	1,200,000
DEBERRY - OUTDOOR CLASSROOM	-	-	-	-	-	-

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
BRUNTON - REPLACE PORTABLE CR'S	250,000	-	-	-	-	250,000
BROOKINGS - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
BRIGHTWOOD - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
BRIDGE - INTERIOR RENOVATIONS	-	-	-	700,000	-	700,000
BRIDGE - ADA REQUIREMENTS	-	-	80,000	-	-	80,000
KENSINGTON - BATHROOM REPLACEMENT	145,000	-	-	-	-	145,000
BEAL - REPLACE PORTABLE CR'S	250,000	-	-	-	-	250,000
DRYDEN - FLOOR TILE REPLACEMENT PROGRAM	-	-	-	60,000	-	60,000
SCHOOLS - INTERCOM	-	-	-	-	-	-
SCHOOLS - OIL TANK REMOVAL	6,845,522	8,020,022	-	-	-	14,865,544
SCHOOLS - E-RATE	1,375,000	1,375,000	-	-	-	2,750,000
CITY HALL - BOILER PLANT	750,000	625,000	625,000	-	-	2,000,000
SCHOOLS - SAFETYCAMERAS	3,925,000	-	-	-	-	3,925,000
HOMER - ELECTRICAL PANEL	100,000	-	-	-	-	100,000
SCHOOLS - MS ARCHITECT/ENGINEERING STUDIES	1,200,000	-	-	-	-	1,200,000
ESCO PHASE 2	15,000,000	-	-	-	-	15,000,000
BRIDGE - WINDOWS AND DOORS REPLACEMENT	650,000	-	-	-	-	650,000
RELOCATION OF NEW LEADERSHIP CHARTER SCHOOL	-	-	-	-	-	-
HOMER - SCHOOL ROOF	518,018	-	-	-	-	518,018
STATEMENT OF INTEREST DESIGNS	800,000	950,000	-	-	-	1,750,000
PROPERTY CONDITION ASSESSMENT - SCHOOLS	1,250,000	-	-	-	-	1,250,000
RELOCATION OF THE SCHOOL DEPARTMENT OFFICES	-	-	-	-	-	-
WARNER - ROOF REPLACEMENT	518,018	-	-	-	-	518,018
TALMADGE - NORTH WALL	-	-	-	-	-	-
SPRINGFIELD MUNICIPAL GROUP - CITY HALL	-	2,594,000	-	-	-	2,594,000
PUTNAM - NEW SCHOOL	-	-	-	-	-	-
KENNEDY - SCHOOL ROOF	-	-	-	-	-	-
FUEL PUMPS AT TAPLEY ST.	-	-	-	-	-	-
JOHNSON - SCHOOL ROOF	-	-	-	-	-	-
RENOVATION OF PAROCHIAL SCHOOLS	-	-	-	-	-	-
PURCHASE OF OUR LADY OF HOPE	-	-	-	-	-	-
PURCHASE OF OUR LADY OF SACRED HEART	-	-	-	-	-	-
ECOS STUDY	-	-	-	-	-	-
SENIOR CENTER STUDY	-	-	-	-	-	-
SYMPHONY HALL - LIGHTING AND WINDOWS	-	-	-	-	-	-
LIBERTY - FLOOR TILE REPLACEMENT PROGRAM	-	45,000	-	-	-	45,000
KENNEDY - FLOOR TILE REPLACEMENT	-	-	100,000	-	-	100,000
BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	-	-	70,000	-	-	70,000
KENSINGTON - FLOOR TILE REPLACEMENT PROGRAM	-	-	30,000	-	-	30,000
BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	-	70,000	-	-	-	70,000
SCHOOLS - CLOCKS	120,000	-	-	-	-	120,000
INDIAN ORCHARD - BATHROOM TILE	15,000	-	-	-	-	15,000
BEAL - ELECTRICAL PANELS	-	200,000	-	-	-	200,000
GLICKMAN - BATHROOM PARTITIONS	25,000	-	-	-	-	25,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
GLENWOOD - BATHROOM RENOVATIONS	-	300,000	300,000	-	-	600,000
BRIGHTWOOD - DROP CEILING INSTALLATION PROGRAM	-	30,000	-	-	-	30,000
BRIGHTWOOD - DRYWELL/ROOF DRAINS	86,000	-	-	-	-	86,000
BROOKINGS - ELECTRICAL FPE PANEL REPLACEMENT	-	-	100,000	-	-	100,000
BROOKINGS - RENOVATE 3 BATHROOMS	450,000	-	-	-	-	450,000
BROOKINGS - WINDOWS AND DOORS REPLACEMENT	-	650,000	-	-	-	650,000
BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	-	30,000	-	-	-	30,000
DORMAN - FLOOR TILE REPLACEMENT	30,000	-	-	-	-	30,000
DEBERRY - DROP CEILING INSTALLATION PROGRAM	-	-	-	60,000	-	60,000
COMMERCE - BATHROOM/WATER-FOUNTAINS	-	150,000	150,000	-	-	300,000
HARRIS - BATHROOM PARTITIONS	20,000	-	-	-	-	20,000
SPS BERKSHIRE - BATHROOM PARTITION	90,000	-	-	-	-	90,000
WARNER - REPLACE BATHROOM PARTITIONS	-	35,000	-	-	-	35,000
BALLIET - CAFETERIA IMPROVEMENT/DESIGN STUDY	-	900,000	3,000,000	3,000,000	-	6,900,000
PROPERTY CONDITION ASSESSMENT - MUNICIPAL	60,000	-	-	-	-	60,000
WASHINGTON - FLOOR TILE REPLACEMENT	-	60,000	-	-	-	60,000
VAN SICKLE - REPLACE CERAMIC TILES IN BATHROOM	145,000	-	-	-	-	145,000
DUGGAN - WINDOW AND DOOR REPLACEMENT	-	-	2,500,000	-	-	2,500,000
BRUNTON - WINDOW AND DOOR REPLACEMENT	-	-	1,000,000	-	-	1,000,000
VAN SICKLE - REPLACE BATHROOM PARTITIONS	35,000	-	-	-	-	35,000
BALLIET - BATHROOM AND PARTITION REPLACEMENT	600,000	-	-	-	-	600,000
LYNCH - WINDOW AND DOOR REPLACEMENT	-	-	900,000	-	-	900,000
SUMNER - BATHROOM PARTITIONS	-	15,000	-	-	-	15,000
KENNEDY - BATHROOM REPLACEMENT	30,000	-	-	-	-	30,000
POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	-	32,000	-	-	-	32,000
SPS BERKSHIRE - REPLACE EXTERIOR DOORS	-	-	40,000	-	-	40,000
SCI-TECH - BATHROOM PARTITIONS	25,000	-	-	-	-	25,000
SCI-TECH - ROOF REPLACEMENT AND HEATING PLANT	108,250	-	-	-	-	108,250
SCHOOLS - EXTERIOR STORAGE BUILDING (CODE)	288,000	-	-	-	-	288,000
KENNEDY - WINDOW AND DOOR REPLACEMENT	-	2,500,000	-	-	-	2,500,000
SPS BERKSHIRE - WINDOWS AND DOORS REPLACEMENT	650,000	-	-	-	-	650,000
DRYDEN - CLASSROOM EXPANSION (BASEMENT CLASSROOM)	150,000	-	-	-	-	150,000
BRIDGE - FLOOR TILE REPLACEMENT	-	50,000	-	-	-	50,000
FREEDMAN - BATHROOM RENOVATION	20,000	-	-	-	-	20,000
FREEDMAN - GROUNDS CAPITAL IMPROVEMENT	-	500,000	-	-	-	500,000
CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	-	75,000	-	-	-	75,000
ELLS - WINDOW AND DOOR REPLACEMENT	850,000	-	-	-	-	850,000
BRUNTON - DROP CEILING INSTALLATION PROGRAM	-	-	65,000	-	-	65,000
CENTRAL HIGH - FIELD HOUSE ROOF	42,500	-	-	-	-	42,500
WHITE - INSTALL DROP CEILING	-	60,000	-	-	-	60,000
KILEY - WINDOW AND DOOR REPLACEMENT	-	2,500,000	-	-	-	2,500,000
BRUNTON - LIBRARY HEATING SYSTEM UPGRADE	35,000	-	-	-	-	35,000
ZANETTI - INSTALL DROP CEILING	-	-	45,000	-	-	45,000
BRUNTON - FLOOR TILE REPLACEMENT PROGRAM	-	80,000	-	-	-	80,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
ELLS - BATHROOM UPGRADE	30,000	-	-	-	-	30,000
VAN SICKLE - REPLACE FLOOR AND CARPET	-	-	90,000	-	-	90,000
GLENWOOD - FLOOR TILE REPLACEMENT	-	-	30,000	-	-	30,000
SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	25,000	-	-	-	-	25,000
KENSINGTON - WINDOWS AND DOORS REPLACEMENT	350,000	-	-	-	-	350,000
JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	-	300,000	-	-	-	300,000
CHESTNUT - SEAL BRICK TOWERS	35,000	-	-	-	-	35,000
KILEY - FLOOR TILE REPLACEMENT	-	200,000	-	-	-	200,000
TAPLEY RENOVATION (2ND FLOOR)	-	8,000,000	-	-	-	8,000,000
BEAL - BATHROOM RENOVATION	120,000	-	-	-	-	120,000
SCHOOLS - PAINTING PROJECTS	462,000	462,000	462,000	462,000	-	1,848,000
INDIAN ORCHARD - PARAPET REPAIR	-	60,000	-	-	-	60,000
WALSH - TRAFFIC ROUTE REPAV BUS DROPOFF	150,000	-	-	-	-	150,000
BEAL - CLASSROOM CABINETRY	-	25,000	-	-	-	25,000
CHESTNUT - INTERIOR COUNTRYARD REPAIRS	45,000	-	-	-	-	45,000
RENOVATION OF MULBERRY BUILDING	-	-	-	-	-	-
CENTRAL HIGH - INTERIOR CLASSROOM DOORS	66,000	-	-	-	-	66,000
BALLIET - ROOF REPLACEMENT	300,000	-	-	-	-	300,000
BOWLES - FLOOR TILE REPLACEMENT	-	-	-	60,000	-	60,000
BRUNTON - CARPET	-	40,197	-	-	-	40,197
BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	-	100,000	-	-	-	100,000
BROOKINGS - SIDEWALK REPAIRS	30,000	-	-	-	-	30,000
BEAL - PLAYGROUND REPLACEMENT	60,000	-	-	-	-	60,000
BEAL - REPAVE PARKING LOT	-	100,000	-	-	-	100,000
BOLAND - HVAC SYSTEM	-	-	60,000	-	-	60,000
BRIDGE - REPAVE PARKING LOT	180,000	-	-	-	-	180,000
BALLIET - PLAYGROUND REPLACEMENT	-	-	60,000	-	-	60,000
TALMADGE - REPAVE PARKING LOT	-	80,000	-	-	-	80,000
CITY HALL, SYMPHONY HALL BRONZE DOORS RESTORATION	175,000	-	-	-	-	175,000
LIBERTY - ADD ADDITIONAL PARKING	-	35,000	-	-	-	35,000
WARNER - DRYWELLS BY FRONT AND BACK	30,000	-	-	-	-	30,000
WASHINGTON - ROOF REPLACEMENT	-	260,000	-	-	-	260,000
KENSINGTON - SPRINKLER (CODE)	-	-	-	-	-	-
KENSINGTON - PLAYGROUND UNIT	-	80,000	-	-	-	80,000
BOWLES - ADD ADDITIONAL PARKING	-	85,000	-	-	-	85,000
HOMER - REPAVE DRIVEWAY	-	800,000	-	-	-	800,000
HARRIS - ADD ADDITIONAL PARKING	-	-	-	-	100,000	100,000
GLICKMAN - PLAYGROUND REPLACEMENT	-	45,000	-	-	-	45,000
KENSINGTON - ADD ADDITIONAL PARKING	100,000	-	-	-	-	100,000
JOHNSON - WINDOW HARDWARE	25,000	-	-	-	-	25,000
RELOCATION OF RENAISSANCE SCHOOL	-	-	-	-	-	-
POTTENGER - REPAVE PARKING LOT/SIDEWALK	-	150,000	-	-	-	150,000
DUGGAN - REPAVE PARKING LOT	-	-	200,000	-	-	200,000
ELLS - REDESIGN PARKING LOT ISLAND	25,000	-	-	-	-	25,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
DUGGAN - DRYWELL	-	25,000	-	-	-	25,000
MILTON BRADLEY - REPAIR PIPING	200,000	-	-	-	-	200,000
DRYDEN - PARKING LOT PAVING/EXTENSION	-	-	85,000	-	-	85,000
DORMAN - REPAVE PARKING LOT	80,000	-	-	-	-	80,000
Total: Facilities	64,324,094	52,813,219	13,672,000	4,692,000	100,000	135,601,313

Fire Department

REPLACEMENT VEHICLES AND VEHICULAR EQUIPMENT	-	-	-	-	-	-
MOBILE RADIOS	190,000	-	-	-	-	190,000
16 ACRES FIRE STATION REPLACEMENT	-	-	5,000,000	-	-	5,000,000
ZETRON STATION ALERT SYSTEM	-	-	-	-	-	-
PORTABLE JACK (6) HYDRAULIC LIFT SYSTEM	-	-	-	-	-	-
PORTABLE RADIO UPGRADE/DIGITAL	-	-	-	-	-	-
ROOF, WINDOWS AND DOORS (IO, MASON SQUARE, HQ BLD)	180,000	-	-	-	-	180,000
REPLACEMENT ARSON/1995 SUBURBAN	-	-	-	-	-	-
REPLACEMENT REPAIR PICK UP/1993 FORD W/PLOW	-	-	-	-	-	-
WHITE STREET FIRE STATION	-	-	-	-	-	-
LADDER #1 REPLACEMENT	-	-	-	-	-	-
APPARATUS BAY FLOOR RENOVATIONS-HQ,NMAIN,IO,MS,MAS	200,000	-	-	-	-	200,000
REPAVING CRUMBLING APPARATUS BAY APRONS	-	-	230,000	-	-	230,000
AERIAL LADDER #5-INDIAN ORCHARD REPLACEMENT	-	900,000	-	-	-	900,000
ENGINE/TRUCK REPLACEMENT-ENGINES 3,5,9	-	1,300,000	-	-	-	1,300,000
HQ/16A APRON (CONCRETE) AND PARKING LOT REPAIRS	-	200,000	-	-	-	200,000
REPLACEMENT VEHICLES AND VEHICULAR EQUIPMENT	173,000	-	-	-	-	173,000
HEALTH & WELLNESS (ADDL. STATION UPGRADES)	-	-	-	-	-	-
2 ENGINE REPLACEMENTS	475,000	-	-	-	-	475,000
COMMAND VEHICLE REPLACEMENT (2)	104,000	-	-	-	-	104,000
EMERGENCY GENERATORS AT FIRE STATION FACILITIES	-	-	-	-	-	-
Total: Fire Department	1,322,000	2,400,000	5,230,000	-	-	8,952,000

Housing and Neighborhood Services

DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	750,000	750,000	-	-	-	1,500,000
DEMOLITION OF THE ASYLUM PROPERTY	-	-	-	-	-	-
DEMOLITION OF WHITE ST. FIRE STATION	-	-	-	-	-	-
Total: Housing and Neighborhood Services	750,000	750,000	-	-	-	1,500,000

Information Technology

PERMITTING AND INSPECTION SYSTEM	-	-	-	-	-	-
MUNIS SOFTWARE UPGRADE	-	-	-	-	-	-
SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	225,000	250,000	-	-	-	475,000
MUNIS UTILITY MODULE	-	-	-	-	-	-
VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	1,200,000	-	-	-	-	1,200,000
TIME REPORT SYSTEM (ADP TLM)	-	-	-	-	-	-
DESKTOP COMPUTER REPLACEMENT	121,940	121,940	121,940	121,940	121,940	609,700

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
E-MAIL ARCHIVING	100,000	-	-	-	-	100,000
LAPTOP REPLACEMENT	28,200	28,200	-	-	-	56,400
NETWORK SERVERS	59,375	59,375	59,375	59,375	-	237,500
NETWORK SWITCH REPLACEMENT	42,000	42,000	42,000	72,000	72,000	270,000
CISCO ROUTER REPLACEMENT	36,000	-	-	-	-	36,000
INCREASE STORAGE CAPACITIES	30,000	-	-	-	-	30,000
RELIABILITY AND DISASTER RECOVER	800,000	-	-	-	-	800,000
INTEGRATED PAYROLL SYTEM	-	-	-	-	-	-
LAW DEPT CASE MANAGEMENT SYSTEM	-	-	-	-	-	-
Total: ITD	2,642,515	501,515	223,315	253,315	193,940	3,814,600

Libraries

BUILDING ACCESSIBILITY - FOREST PARK	-	-	-	-	-	-
FOREST PARK CIRCULATION DESK	30,000	-	-	-	-	30,000
MEDIA MANAGER MACHINES IN ALL LOCATIONS	-	160,000	-	-	-	160,000
PINE POINT BRANCH -REPLACE HVAC SYSTEM	150,000	-	-	-	-	150,000
NEW PARKING LOT AT LIBERTY BRANCH	-	75,000	-	-	-	75,000
3M INTELLIGENT RETURN/SORTER SYSTEM FOR CENTRAL LI	-	175,000	-	-	-	175,000
CENTRAL PARKING, OUTDOOR LIFT, AND ADA	450,000	-	-	-	-	450,000
ADD FIRE ALARM SYSTEMS TO FOUR BRANCH LIBRARIES	-	160,000	-	-	-	160,000
EXTERIOR SECURITY SYSTEM WITH CAMERAS	-	51,000	-	-	-	51,000
REPLACE POOR LIGHTING IN CENTRAL LIBRARY ROTUNDA A	50,000	-	-	-	-	50,000
BUILDING ACCESSIBILITY - LIBERTY BRANCH	-	-	330,000	-	-	330,000
RFID - ALL BRANCHES	271,803	529,197	-	-	-	801,000
ROOF REPLACEMENT AT THE CENTRAL LIBRARY	-	90,000	-	-	-	90,000
CENTRAL AIR AND WINDOWS	-	1,500,000	650,000	-	-	2,150,000
BUILDING ACCESSIBILITY - E. SPRINGFIELD BRANCH	-	-	33,000	-	-	33,000
ROOF REPLACEMENT AT EAST SPRINGFIELD BRANCH	-	71,000	-	-	-	71,000
REPAVE PARKING LOT AT MASON SQUARE	-	62,000	-	-	-	62,000
RENOVATE BASEMENT AREA AT INDIAN ORCHARD	-	-	-	-	75,000	75,000
WINDOW REPLACEMENT AT CENTRAL LIBRARY	200,000	-	-	-	-	200,000
CENTRAL AIR CONDITIONING FOR 3 BRANCHES	-	-	115,000	-	-	115,000
WINDOW REPLACEMENTS AT BRANCHES	-	-	-	-	250,000	250,000
REPAVE PARKING LOT AT PINE POINT BRANCH	-	35,000	-	-	-	35,000
Total: Libraries	1,151,803	2,908,197	1,128,000	-	325,000	5,513,000

Office of Planning and Economic Development

ACQUISITION OF THE ASYLUM BUILDING	-	-	-	-	-	-
SOUTH END URBAN RENEWAL	-	-	-	-	-	-
COURT SQUARE REDEVELOPMENT	5,000,000	-	-	-	-	5,000,000
OLD FIRST CHURCH	-	-	-	-	-	-
GSA - FEDERAL BUILDING	-	-	-	-	-	-
PYCHON PARK RESTORATION	1,500,000	-	-	-	-	1,500,000
SOUTH END STREET IMPROVEMENTS	3,189,000	-	-	-	-	3,189,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
CHAPMAN VALVE INDUSTRIAL PROJECT	1,500,000	1,500,000	-	-	-	3,000,000
WORTHINGTON STREET HOMELESS RESOURCE CENTER	-	-	-	-	-	-
Total: Planning and Economic Development	11,189,000	1,500,000	-	-	-	12,689,000

Park Department

	-	-	-	-	-	-
AMPHITHEATRE PARKING LOT	-	-	-	-	-	-
VAN HORN DAM STUDY	-	-	-	-	-	-
VAN HORN PARK LOWER DAM	1,300,000	-	-	-	-	1,300,000
AQUATIC GARDENS/PECOUSIC BROOK NOI	-	-	-	-	-	-
FOREST PARK PAVING INCLUDING GREENLEAF ROAD	-	-	-	-	-	-
WATERSHOPS POND	-	1,500,000	-	800,000	-	2,300,000
CITY-WIDE LAKE MANAGEMENT PROGRAM	120,000	120,000	120,000	120,000	120,000	600,000
CAMEROTA PROPERTY	-	750,000	-	-	-	750,000
WALSH STREET PLAYGROUND RENOVATIONS	-	-	1,300,000	-	-	1,300,000
REPLACEMENT OF CITY-WIDE PLAYGROUND EQUIPMENT	170,000	170,000	170,000	170,000	170,000	850,000
BLUNT PARK BIKEWAY/WALKWAY	-	-	1,500,000	-	-	1,500,000
MILL POND	-	-	2,000,000	-	-	2,000,000
HUBBARD PARK IMPROVEMENTS	-	850,000	-	-	-	850,000
ZOO IMPROVEMENTS	-	-	600,000	3,400,000	-	4,000,000
CAMP STAR ANGELINA RENOVATIONS	-	900,000	1,600,000	1,300,000	1,500,000	5,300,000
FOREST PARK PLAYGROUND EQUIPMENT	125,000	-	-	-	-	125,000
OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	-	-	600,000	-	-	600,000
CRAFTSMEN CORNER AND ICIE JONES REALTY	-	-	750,000	-	-	750,000
UPGRADE SCHOOL ATHLETIC FIELDS	620,000	620,000	620,000	620,000	620,000	3,100,000
VETERAN'S GOLF COURSE IMPROVEMENTS	-	3,600,000	-	-	-	3,600,000
PORTER LAKE SKATE HOUSE	2,200,000	-	-	-	-	2,200,000
CITY WIDE TENNIS COURT IMPROVEMENTS	150,000	100,000	-	-	-	250,000
MCKNIGHT GLEN IMPROVEMENTS	-	-	180,000	-	-	180,000
JAIME ULLOA PARK IMPROVEMENTS	-	-	-	300,000	-	300,000
BOWLES FOUNTAIN RESTORATION	-	-	-	400,000	-	400,000
MEADOW BROOK RAVINE RESTORATION	-	-	-	-	150,000	150,000
RIVERFRONT PARK MASTER PLAN	-	3,000,000	-	-	-	3,000,000
FOREST PARK SIGN REPLACEMENT PROJECT	50,000	-	-	-	-	50,000
ZIMMERMAN PROPERTY	-	-	-	350,000	-	350,000
IRRIGATION OF STATE STREET	-	-	-	-	-	-
CITY WIDE BASKETBALL COURT IMPROVEMENTS	-	150,000	150,000	-	-	300,000
HORTICULTURAL CENTER/BOTANICAL GARDEN	-	-	2,000,000	3,000,000	-	5,000,000
BLUNT PARK NEW MAINTENANCE BUILDING	-	-	-	800,000	-	800,000
COTTAGE HILL PARK	-	-	-	450,000	-	450,000
RUTH ELIZABETH NEW COMMUNITY BUILDING	-	-	-	-	800,000	800,000
VAN HORN PARK	-	-	-	-	3,000,000	3,000,000
SOLUTIA PARK	-	-	1,200,000	-	-	1,200,000
FIVE MILE POND PARK COVE DREDGING	-	-	1,500,000	-	-	1,500,000
STEARNS SQUARE RENOVATION	-	-	-	50,000	-	50,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
HANDICAP ACCESSIBLE PARK PROGRAM	100,000	100,000	100,000	100,000	100,000	500,000
TRIANGLE/TERRACE RESTORATIONS	100,000	100,000	100,000	100,000	100,000	500,000
MERRICK PARK PEDESTRIAN WALKWAYS	-	275,000	-	-	-	275,000
CONSTRUCTION OF A NEW DRIVING RANGE	-	-	-	-	3,000,000	3,000,000
TREE REPLACEMENT PROGRAM	600,000	600,000	600,000	600,000	600,000	3,000,000
WALKER GRANDSTAND RENOVATION	-	1,000,000	-	-	-	1,000,000
BARNEY MAUSOLEUM	-	-	-	-	1,500,000	1,500,000
FOREST PARK BIKE PATH	-	-	500,000	-	-	500,000
TRAIL RENOVATIONS	100,000	100,000	100,000	100,000	100,000	500,000
Total: Parks	5,635,000	13,935,000	15,690,000	12,660,000	11,760,000	59,680,000
<i>Police Department</i>						
911 CENTER UPGRADE	150,000	-	-	-	-	150,000
50 EAST STREET	2,500,000	-	-	-	-	2,500,000
RENOVATION OF POLICE DEPARTMENT FACILITY	-	3,000,000	-	-	-	3,000,000
RADIO UPGRADES	250,000	-	-	-	-	250,000
Total: Police Department	2,900,000	3,000,000	-	-	-	5,900,000
<i>Schools</i>						
SCHOOL TECHNOLOGY	7,880,378	6,748,194	5,962,878	-	-	20,591,450
SCHOOLS IT PROJECTS AND EQUIPMENT	9,028,290	10,393,156	6,559,108	-	-	25,980,554
SECURITY CAMERAS AND EQUIPMENT	3,925,000	-	-	-	-	3,925,000
Total: Schools	20,833,668	17,141,350	12,521,986	-	-	50,497,004
	133,962,355	113,849,281	59,640,301	26,750,315	17,536,940	351,739,192



Analysis of Outstanding Debt

City of Springfield, Massachusetts

October 2010

Mayor Domenic J. Sarno
City of Springfield
36 Court Street
Springfield, MA 01103

Dear Mayor Sarno:

I am pleased to provide you with the enclosed analysis of the City of Springfield's existing debt. This report is intended as a user-friendly examination of the debt issued on behalf of the residents of our community.

Like cities and towns across the United States, the City of Springfield has issued debt to finance investment in its capital infrastructure. These investments have been made for numerous purposes, including the construction and renovation of school buildings, reconstruction and re-pavement of the City's streets and sidewalks, renovation of the Police Headquarters, construction of the White Street Fire Station, as well as other building projects. Debt has also been issued to finance other capital assets, including the MUNIS financial accounting system, permit and inspection software, and larger equipment purchases.

The Fiscal Year 2011-2015 Capital Improvement Plan shows there is a \$373.6 million capital need for the City. The purpose of this analysis is to review the City's current outstanding debt in order to address its mounting capital needs.

In recent years, the City has made a concerted effort to restructure its debt for the purposes of increasing the capacity for future debt issuances and preventing dramatic increases in future debt payments. This has also helped reduce the risk of back-loading future debt and to reduce the total cost of interest payments.

Currently, the City has a debt liability of \$416.7 million including principal and interest. This does not include, however, the City's reimbursement from the Massachusetts School Building Authority and rebates from the water and sewer bond issuances. When these funds are added to the total debt liability, the net debt equals \$288.3 million. Net debt is the City's true debt liability after reimbursements and rebates from debt issuances.

The enclosed analysis shows a number of interesting trends in the City's prior expenditure patterns and provides insight into future decisions the City will be required to make. While based on the same technical approach used by credit rating agencies to evaluate the City's debt, this study is intended to be as "non-technical" as possible so as to be useable to the widest possible audience.

This analysis will be used in determining future debt issuances for the City, specifically; the City will need to decide how to address its significant capital need. This liability can be seen in the City's Capital Improvement Plan. In addition, the impact of adding additional liability to the operating budget must be considered as debt service is a legal

obligation of the City for which funding must be made available above all other expenses including programs, services and salaries.

Based on the analysis included in this report, the City should concentrate on lowering the debt capacity before issuing more debt. By doing this, the City can lower the debt per capita as well as increase the amount of debt that is amortized in ten years. These metrics are important when comparing the Springfield's debt to other municipalities.

The use of bond anticipation notes or funds from stabilization reserve fund with intent to reimburse from bond proceeds could also be used in order to address the most immediate of capital need. The City should also look to strategically use pay as you go capital, capital reserve fund, and the stabilization reserve fund in order to address some of the City's infrastructure, building, and vehicle needs without adding debt and the associated debt service payments.

I hope this analysis is helpful to you and would welcome the opportunity to provide any additional information that would be useful to you or the residents of our community.

Very truly yours,

Timothy J. Plante
Finance Director

Springfield Debt Analysis

Mandated by Chapter 468 of Massachusetts General Law, the City of Springfield's Finance Department is required to provide a yearly review of the City's debt that is currently outstanding. This review is designed to have two desired effects.

1. An outstanding debt analysis will show financial officials and citizens the current state of debt management.
2. The second effect is that this analysis will show if the City of Springfield could afford more debt in either the current fiscal year or later years as debt service is decreased.

The City of Springfield currently has a total of \$416.7 million in outstanding total debt (\$313.2 million in principal and \$103.5 in interest). The total debt consists of issuances dating back to fiscal year 2001 up to the most recent issuance of \$17.864 million in fiscal year 2010. This study will show that the City is currently within its debt capacity as mandated by the City's financial ordinances.

Capital

Consistent with the City's financial policies as well as standard business practices, the City of Springfield has only issued debt to finance capital investment. Appendix A of this report is a summary of all projects financed by debt that are currently outstanding. Each of these projects are capital projects, and each expenditure of funds are considered capital investments.

The City of Springfield defines capital as buildings, facilities, land, infrastructure or major equipment with an estimated useful life of at least five years and costs at least \$25,000. Similarly, any improvements to capital which would extend the useful life of the capital being improved by at least five years may be considered capital if it costs at least \$25,000.

A capital investment is the expenditure of funds to improve existing City infrastructure, extend its useful life or building or acquire new capital assets. This is considered an investment because the funds expended are used to reduce costs and/or improve services over a multi-year timeframe.

Debt Service is the cost of repaying debt that has been issued. This includes principal and interest payments.

Debt

Municipal debt – usually bonds and notes – is a tool for financing investments in the infrastructure and capital equipment that permits government to provide services to the public. In its most basic form, debt occurs when a city or town borrows from lenders. The money that is borrowed is usually repaid over a number of years, and the lender usually charges interest to the borrower as compensation for allowing someone else to use their money. To begin to understand municipal borrowing, a few key terms are important:

Bond: A long-term financing tool that allows a community to borrow money to finance certain investments. Municipal bonds in Massachusetts are generally issued with a fixed interest rate and carry a term of between 10 and 30 years.

Note: A financing tool generally used for short-term needs, such as “bridge financing” during construction. In Massachusetts, notes are generally issued as one-year debt which can be “rolled” for a maximum of five years.

Term: The length of time a bond or note is outstanding. In other words, if a community borrows money for 20 years to finance the construction of City Hall, the “term” of the debt is 20 years. In five years, the “remaining term” would be 15 years.

Debt Issuance

With rare exception – exceptions which are authorized by the Commonwealth on a case-by-case basis through special legislation – municipal debt can only be incurred for investment in the capital needs of a community. State finance law permits communities to issue debt for the following purposes:

Public Works

- Construction and reconstruction of roads, bridges, sidewalks, walls and dikes, and for the acquisition of land
- Construction and reconstruction of municipal buildings, including schools
- Traffic signals, public lighting, fire alarm and police communication equipment

Municipal Equipment

- Departmental equipment, including fire equipment and heavy equipment such as graders, street sweepers, trash trucks, and semi-automated recycling trucks.
- Costs for design, development and purchase of computer software and equipment

Energy

- Energy conservation, to pay for energy audits or to implement alternative energy technologies.

Environmental

- Asbestos abatement in municipal buildings
- Preservation and restoration of lakes and ponds

Recreational

- Construction of parks and playgrounds
- Construction of artificial skating rinks, outdoor swimming pools, golf courses, tennis courts and other outdoor recreational facilities

Debt should be issued to finance capital improvements that will maintain or improve the rate of return on taxpayer dollars. Stated another way, debt should be issued to finance capital projects that prevent things from getting worse, make things better or improve operations, services or efficiency.

There are a number of reasons to issue debt to finance capital investment. First, certain projects – such as the construction of Putnam High School or the construction of a new White Street Fire Station – are far too expensive to finance through the annual operating budget. These projects can only be afforded by spreading their cost over many years, something that requires the issuance of debt.

The issuance of debt to finance projects with a long life is also considered “fair.” This equity concern is grounded in the argument that today’s taxpayers should not pay the entire cost of projects that will benefit future residents; rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well. This requires the issuance of debt.

As an example the City has bonded for the construction of a new Putnam High School that could provide educational services for 50 years. It would not be “fair” to finance the project through direct cash appropriation because today’s taxpayers would pay for its entire cost. Those who moved into Springfield in two years could receive 48 years of benefit without paying any of the cost, and those who moved out of Springfield in five years would have paid 50 years of cost but received only five years of benefit.

Similarly, it would not be “fair” or cost effective to bond for the project and structure the debt in such a way that the City would not pay the starting costs associated with the construction until 20 years from now. In other words, as the City issues debt, it begins paying back the principal and interest as to not back load the debt service schedule for future years to fund. The City structures its debt in such a way that City pays for the construction based on the depreciation of that building.

Debt Management

Debt management is the application of financial knowledge to ensure that our debt is structured in the manner that saves as much money as possible for our residents and protects our taxpayers from the risks associated with debt. Proper debt management can help the City take advantage of opportunities that suddenly arise and can help us predict and resolve problems before they occur. Specifically, proper debt management allows the City to plan additional debt issuances. The benefit of this is to allow the City to determine those projects that would be viewed as top priorities.

Debt management also helps a community ensure the cost of its debt is fair and equitable. Part of this fairness is issuing debt whose term does not exceed the useful life of the asset it finances. This reduces overall costs by placing a limit on the term of the debt and ensures that taxpayers will not be required to pay for assets that no longer exist, and therefore are no longer providing a public benefit.

Proper debt management should incorporate communication with the public to ensure the people we serve are fully informed of the ways in which their government is financed. This analysis continues the City's efforts to improve communication about public finances.

Analysis of the City's Total Debt

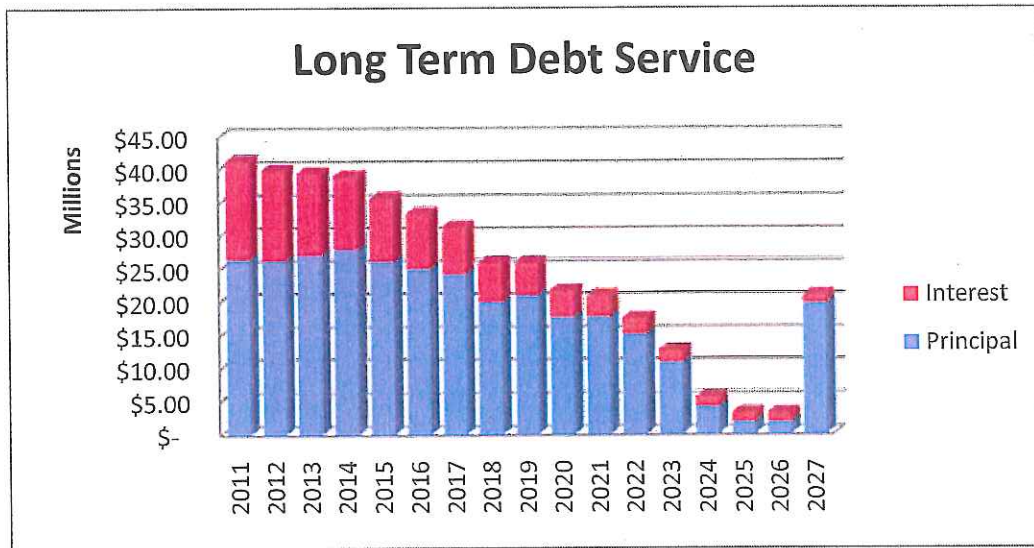
The City's aggregate debt service totals \$313.2 million over seventeen years. Projects that make up this debt range from the small - \$175,000 to finance a study of the Van Horn Dam in Fiscal Year 2009 – to the large - \$12 million for the construction of a new Putnam High School in Fiscal Year 2007.

There are many different ways to examine the City's debt. This document first examines the policy issues associated with our debt – for what purpose was it issued, in what structure or manner was it issued – and then examines what this debt tells us about the finances of our community. The latter analysis relies on benchmarks established by Moody's Investors Service, Standard & Poor's and Fitch Ratings, the three large companies that evaluate and rate municipal debt. These benchmarks will tell us how our debt relates to our community's ability to repay it and will also highlight areas of further investigation and public discourse.

Annual Debt Service

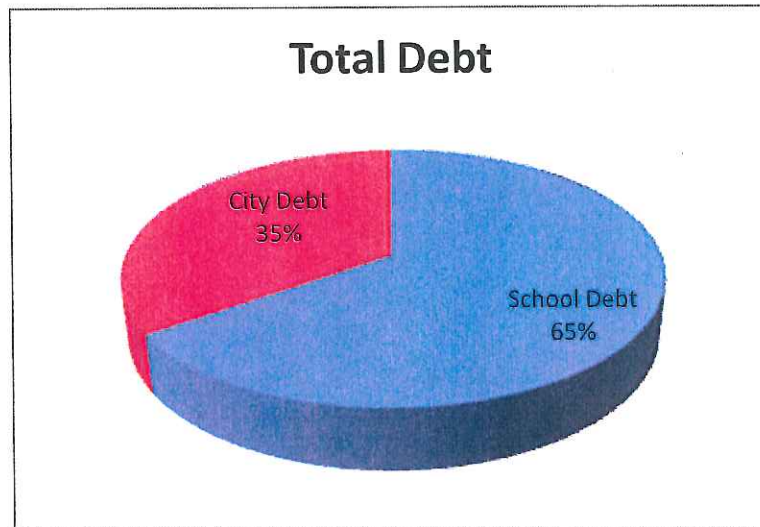
The City is legally obligated to pay the principal and interest associated with a bond issuance before all expenses including salary obligations. This annual payment is known as the debt service payment. Because of this mandated expense, the City must be cognizant of debt service payments when issuing new debt and whether or not the City has the ability to increase those payments.

The following chart shows the City's debt service repayment schedule as of June 30, 2011. It should be noted that the City has entered in to a declining debt service payment schedule as noted previously. In fiscal year 2010, the City took advantage of the Qualified School Construction Bond (QSCB) Act. This borrowing requires a "bullet" payment at the end of the seventeen year borrowing term. Each year, the City will invest the required payments for the bond in to a "sinking fund" and at the end of the term; the City will pay the principal and interest payments out of the sinking fund. This is the explanation for the large increase in payments in 2027. It should also be noted that \$776,910 will be invested in the sinking fund each year in order to make the payment in 2027. The total debt service payment that will be made in Fiscal Year 2012 is \$40,608,287.



Purpose of Issuance: City and School Debt

Of the City's \$313.2 million total debt, \$204.9 million (65%), was issued to finance school projects and \$108.3 million (35%), was issued for all other municipal purposes. The City will receive a total of \$126 million in reimbursements from the Massachusetts School Building Authority (MSBA) over the next twelve years. The category of "all other municipal purposes" includes roads, sidewalks, police, fire, recreation, general government, as well as senior and other social services. The following chart illustrates the breakdown of the City's tax-backed debt portfolio.



A majority of the City's debt is dedicated for school facilities because varying degrees of need ranging from repairs, to major renovations, and new school construction. Many construction projects for school buildings are eligible for partial reimbursement from the Massachusetts School Building Authority (MSBA). School Construction aid received from received from the School Building Authority Board, the predecessor to the MSBA,

allowed the City to issue debt for school building projects at a lower cost to the City's general fund. The City should continue to apply for funding from the MSBA in order to address the large school building need. This would also help explain why a majority of the \$321 million debt service obligation is for school facilities.

Qualified School Construction Bond Issuance

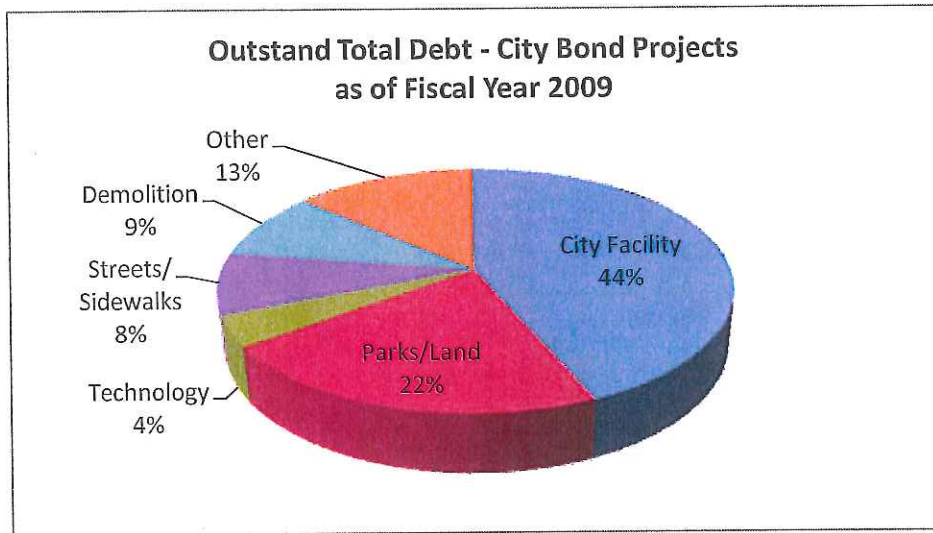
In Fiscal Year 2010 the City took advantage of the Qualified School Construction Bonds (QSCB) program which was part of the Federal Government's economic recovery program. QSCB's allows local educational agencies or school systems to issue taxable bonds and use 100 percent of the proceeds for specified purposes which include renovations or construction of a school building. Through this method the investor receives 100 percent of the tax credit associated with this issuance. The City of Springfield issued over \$15 million in order fund the Forest Park Middle School renovation project as well as the renovation of two parochial schools for City use. These bonds have allowed the City to realize significant savings in borrowing the funds for these school projects. This borrowing requires a "bullet" payment at the end of the seventeen year borrowing term. Each year, the City will invest the required payments (\$776,910 annually) for the bond in to a "sinking fund" and at the end of the term; the City will pay the principal and interest payments out of the sinking fund. This bullet payment explains for the large increase in debt payments in 2027. Otherwise, the City works to maintain a relatively smooth debt schedule as to not front or back load debt costs.

Three projects were funded by the QSCB proceeds: the renovation of Forest Park Middle School, the renovation of two parochial schools for School Department use, and the renovation of the STEM school. The largest of these projects is the renovation of the Forest Park Middle School. This project will be 90% funded by the MSBA and will cost a total \$32 million from the City and MSBA.

Composition of Debt – Facility and Non-Facility Infrastructure

Debt can be issued for numerous purposes. Cities and towns deliver many services, from education and public safety, to transportation, recreation and social services. Each service has a different capital characteristic. Education, for example, requires the construction and maintenance of buildings in which to educate children. Education debt should therefore be heavily skewed toward building and facility debt. It is rare for the City to issue debt for non-facility or grounds related projects for the School Department.

General government services should have a much more diverse mix of facility and non-facility debt. In the Fiscal Year 2011-2015 Capital Improvement Plan the Library Department have requested renovations to two library branches to enhance the building accessibility. Parks and recreational debt should include some building debt, but also substantial non-facility debt, including the renovation of fields, pools, and other projects. Public Safety debt would normally include a mix of facility and non-facility debt, with non-facility debt being comprised mainly of vehicle, apparatus and equipment purchases. As one example, the City's \$127 million bond issuance in 2007 funded a \$2.4 million project to partially renovate the Police Headquarters facility.

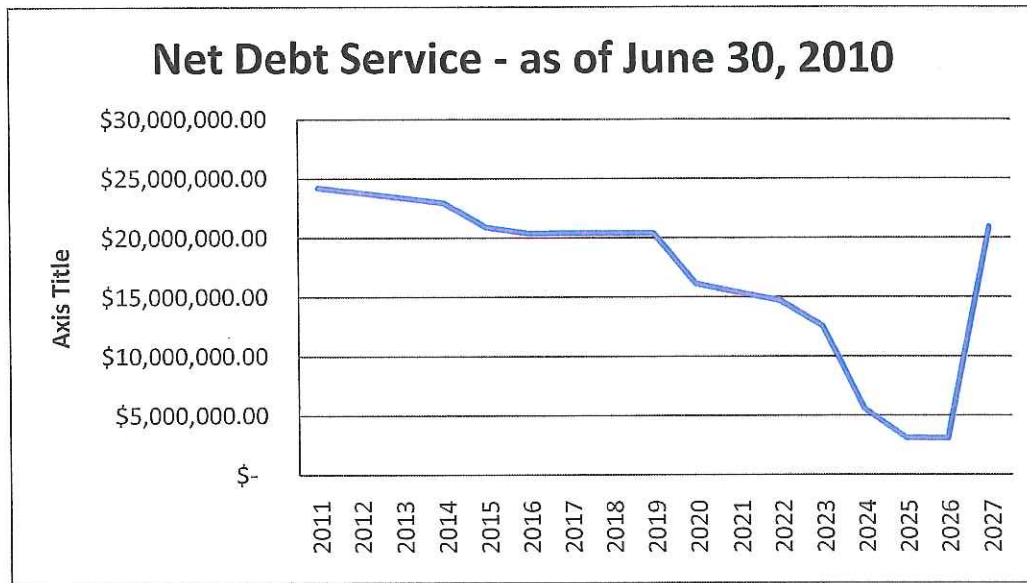


Examining non-facility debt, the City has begun to make substantial investments in parks, land purchases, the demolition of derelict buildings, and road and sidewalk infrastructure. The City's CIP indicates there will need to be considerable future funding in those areas. These projects should also weigh heavily the economic development plan for the City as dictated by the City's executive leadership.

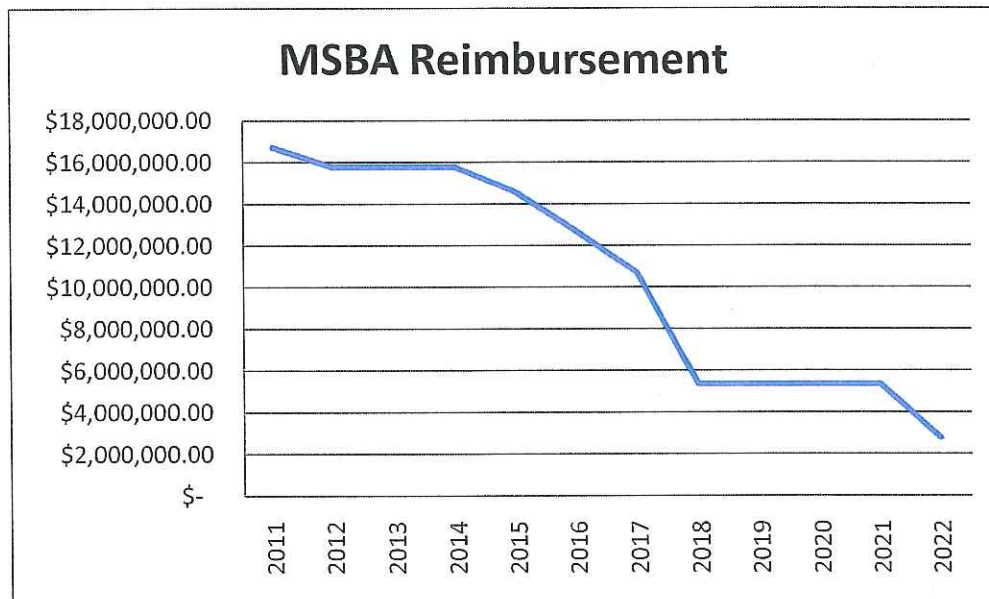
In Fiscal Year 2009 the City had instituted another source of funding for capital expenditures, which is known as "pay-as-you-go" capital. The City appropriates 1.5% of net general fund operating revenues to finance capital improvements via cash, in lieu of issuing debt, as required by the City's financial ordinances and policies. This source allows the City to reduce its overall borrowing costs by funding smaller routine projects through the operating budget and avoid interest payments associated with bonds.

Net Debt Service

As mentioned previously, the City of Springfield has a total outstanding debt portfolio of \$313.2 million as of June 30, 2010. When interest is included, the total cost of this debt will be \$416.7 million. However, this is not the actual amount that the City pays in debt service. The City receives reimbursement for certain debt funded projects which, when netted from the \$416.7 million, leaves a \$288.3 million liability.

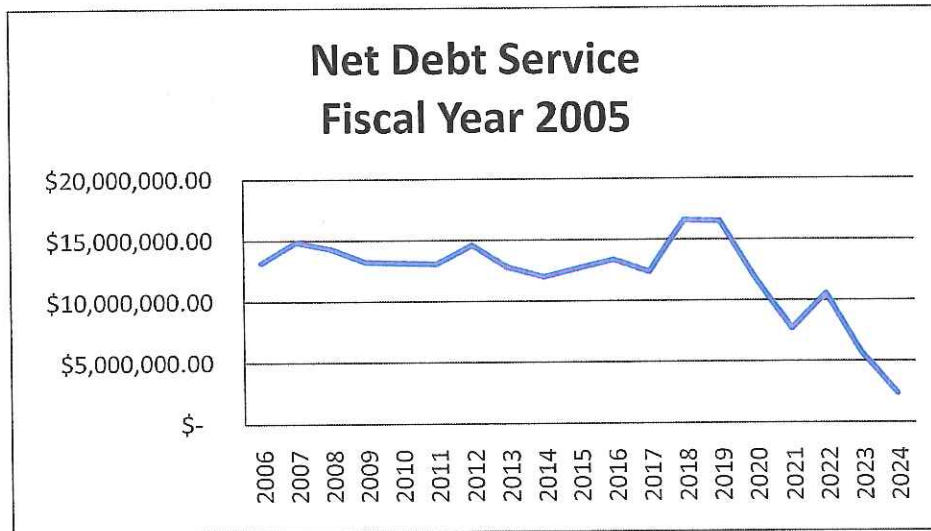


Currently the City receives reimbursements from the Massachusetts School Building Authority for qualified projects. One of the major projects that the City receives MSBA reimbursement is the construction of the new Putnam High School for which debt was issued in Fiscal Year 2007. The following graph shows the schedule of MSBA reimbursements. The 2027 debt service payment represents the sinking fund payment of the QSCB as explained previously.



The City also receives a small reimbursement for past bond issuances for sewer construction and renovations. The total amount that will be reimbursed in Fiscal Year 2011 is \$296,172. The Water and Sewer Commission assumed this debt when it was created. The Commission will continue to reimburse the City for this debt until 2015.

Prior to 2004, the City manipulated its debt structures to finance its severely unbalanced budgets. This caused significant “spikes” in debt service payments in the out-years. The chart below shows the City’s debt schedule prior to 2006.



As can be seen by the Net Debt Service as of Fiscal Year 2004, there are multiple spikes in debt service, including a 25% increase in Fiscal Year 2018. This increase would have major ramifications on the operating budget for that year forcing layoffs and other service reductions. During the two most recent debt issuances, the City made a concerted effort to address the spikes, as can be seen in the graph that shows the Net Debt Service as of June 30, 2009. This was done by scheduling debt service earlier in the bond term to create a declining debt structure. This creates additional debt capacity in future years, allowing the City to issue additional debt in future years to finance continued capital improvements.

Analysis of the City’s Debt Based on Industry Benchmarks

The municipal bond industry has established benchmarks that it uses to examine cities and towns across the nation. These benchmarks are intended to provide insight into a community’s ability and willingness to repay the debt it issues and can be valuable tools for communities to evaluate their financial management. This analysis is intended to provide insight into our finances and our ability to support debt and public investment.

What is Included in this Report and What is Not?

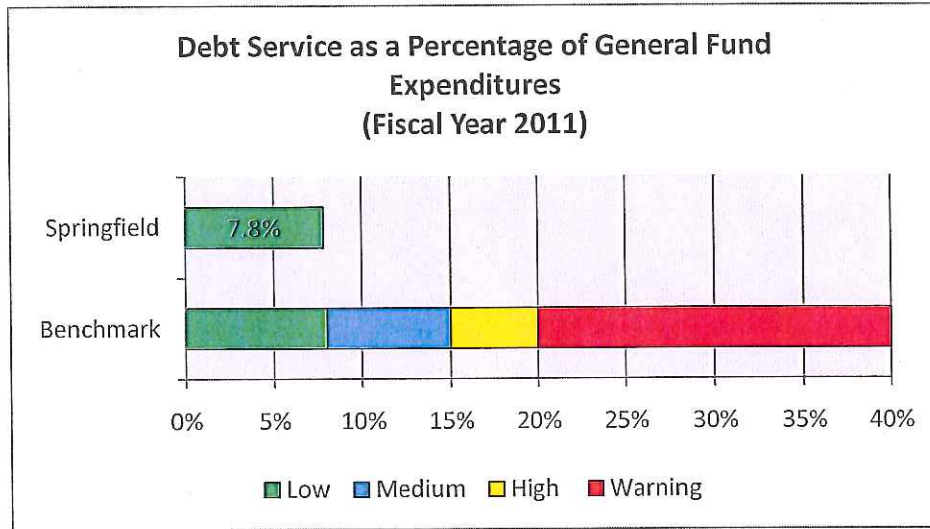
This ratio analysis looks at all debt that places a burden on our general government revenue stream, but it excludes enterprise fund debt that would be repaid through dedicated revenue. Currently the City has not issued debt on behalf of its single enterprise fund. For ratios that examine debt service, this analysis also nets from overall debt service the value of reimbursements we receive from the Commonwealth for school construction projects. This revenue is dedicated to the repayment of bonds and therefore reduces the overall cost of repaying our debt.

This report assumes normal operations for the City of Springfield. A “worst case scenario” analysis could be conducted that would assume the Commonwealth stops making school building assistance payments. This measure is appropriate when the City establishes its reserve funds, as these funds are established to address such emergencies. The City’s debt study, however, should examine debt under normal operating conditions. The following measurements have been performed for this analysis:

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

Debt Service as a Percentage of General Fund Expenditures

This benchmark measures the City’s ability to finance debt within its current budget, similar to the measurement of household income dedicated to mortgage payments. This is the most immediate measure of ability to pay; however, it only examines the ability to pay for debt within a community’s existing budget. Cities and towns that have excess levy capacity – communities that do not tax to the maximum of their Proposition 2 ½ limitation – would have greater ability to pay for debt than this measure suggests because they have additional taxing capacity which they have not accessed. This caveat does not apply to the City of Springfield today, because it lacks a meaningful amount of excess levy capacity.



The City's measure of debt service as a percentage of General Fund expenditures is strong, with 7.8% of the Fiscal Year 2011 budget dedicated to debt service. Many cities and towns with similar traits to Springfield have higher ratios of debt service to general fund expenditures. Springfield should continue to maintain this ratio at a similar level in the future to ensure large debt service payments are not unfairly placed on the City's budget in the future.

The City's relatively low ratio of debt service to general fund expenditures provides more budgetary flexibility to address financial problems that may arise. Debt payments are not discretionary. Courts have ruled that these payments must be made even before salary payments for employees. Communities with high levels of debt service relative to operating expenditures have a larger portion of their budget dedicated to payments that must be made regardless of the community's financial situation. The City restructured its debt service payments in order to have declining payments in future years. This not only makes the debt service more affordable but also allows the City to layer more debt in future fiscal years. Having a lower ratio means less money is dedicated to debt service, which means more flexibility exists within the operating budget.

Debt Retirement: Percent Retired within Ten Years

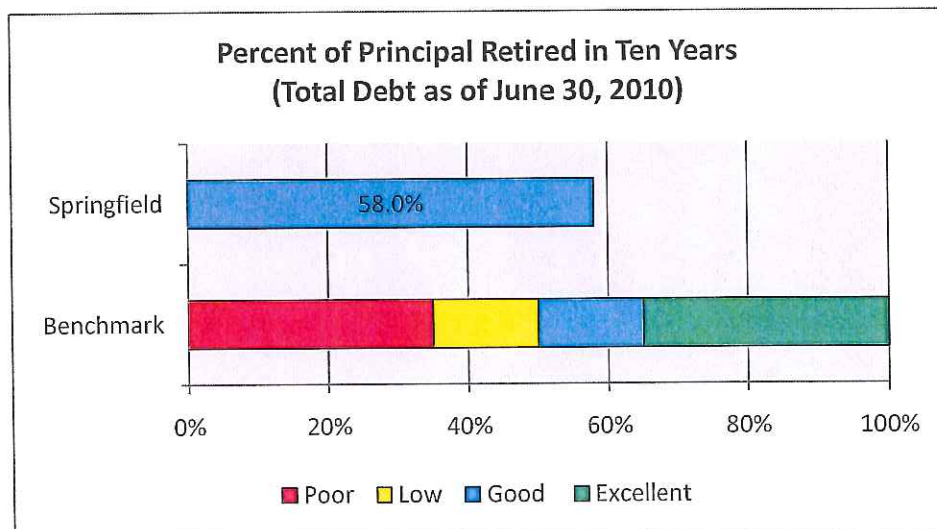
The speed with which a community retires its debt indicates a number of important factors. Included in these are:

- Willingness to repay debt: rapid repayment of principal indicates that a community is committed to repaying its debt. This "willingness to pay" is measured in a number of ways and is particularly important to those who lend money to others, as it provides them some proof of the borrower's intention to repay the money if borrowed.
- Ability to repay debt: rapid repayment of principal indicates that a city or town has the financial resources necessary to repay debt quickly. This demonstrates a level of financial stability; communities that are experiencing financial difficulty are unlikely to repay their debt in an accelerated manner.

- Prevention of future problems: rapid debt retirement ensures that a community is not “back loading” its debt, as the City once did, locking itself into debt repayments that are affordable now but that will grow as time passes. Back loading is a sign of poor financial management – either overspending is intentional or managers are unable to make the difficult immediate-term decisions to balance the budget using a more appropriate debt financing structure.

The percentage of debt retired within ten years is particularly important in determining the timing of debt repayment – the “back-loading” issue described above. Back-loading occurs when the cost of debt is pushed off into the future, reducing current year payments while increasing future ones. Back loading increases the cost of debt in the long term and can be a destabilizing financial factor when debt service requirements increase in future years. This means the City would need to reduce expenditures or programs, or increase taxes or other revenues to make the debt service payment. Prior to 2005, the City back-loaded debt issuances causing major spikes in its debt service payments in future years. This was accompanied through “front-loading” debt and making a number of other modifications to the City’s debt structure.

Failure to invest in maintenance and capital investment, otherwise known as deferred maintenance, can be considered a form of debt back-loading because capital needs must be addressed at some point; delay in maintenance or investment only delays the financing of these improvements, increases the likelihood that capital will fail *en masse*, forcing unaffordable costs onto future taxpayers. Delaying capital investment also tends to make projects more expensive because costs tend to increase over time.



The City currently has an aggressive debt retirement schedule. On average, 58% of the principal borrowed by the City is repaid within ten years as the remainder will be retired within seventeen years. This places the City well within the “good” ranking established by bond rating agencies (65% and above). Because of this schedule, the City will be able to borrow additional money to continue investing in its facilities, infrastructure, and other capital projects.

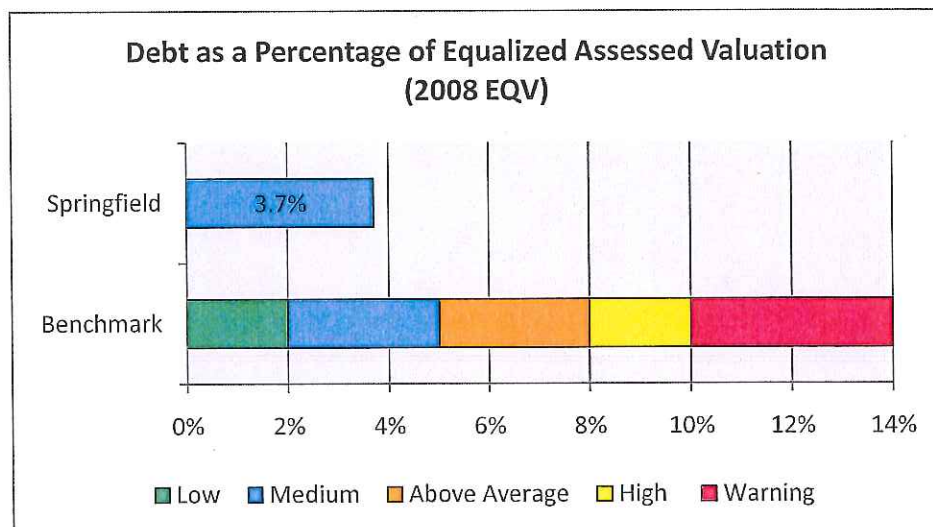
The City's overall debt retirement ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City's overall debt schedule below indicates that the City has not back loaded debt; the City's overall debt structure is prudent and well within the industry benchmarks.

Debt as a Percentage of Full Property Value (EQV)

Debt as a percentage of full property value (known in government finance circles as "equalized value," or EQV) measures the ability of a community's property tax base to support borrowing. The majority of revenue in most communities comes from property taxation, so this ratio examines a community's debt relative to its main revenue source. However, in Springfield, 60% of revenue comes from state aid while 40% comes from local revenue. In essence, this ratio looks at one of Springfield's major sources of revenue to determine if outstanding debt would place too large a burden on it.

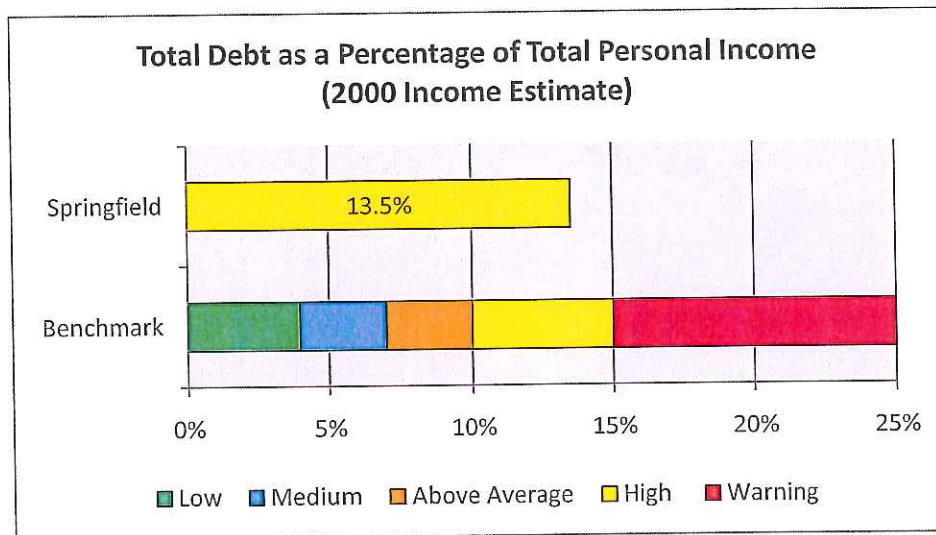
This measure is helpful but not deeply informative because it looks at total outstanding debt, not debt service. Examining debt as a ratio of full property value does not say much about the affordability of that debt. A small amount of debt issued at a high rate of interest can be more expensive than a larger amount of debt issued at a lower interest rate. Further, in Massachusetts communities are limited in their ability to access their property tax base by Proposition 2 ½. This measure is a helpful benchmark to compare communities to one another but is not an absolute measure of debt affordability because of these issues.

The City's ratio of debt to property value is 3.7% which is considered "medium" by the rating agencies. The City's debt limit is 5%. As indicated above, this medium measure does not directly relate to the City's ability to pay for this debt; this ratio does not take into account debt structure (how much money is due at what point in time for each issuance) or timing of payments, nor does it consider the City's ability to access property values due to Proposition 2 ½.



Debt as a Percentage of Total Personal Income

Like the ratio of debt to property value, the ratio of debt to personal income is a measure of affordability of the debt issued by a community. While property values provide the base that supports property taxation, it is personal income that allows people to buy goods and services, make investments, and pay their taxes. Debt as a percentage of total personal income tells us how affordable debt is based on the income characteristics of a city or town.



Springfield's ratio of debt to personal income is considered "high" by credit rating agencies. This means that the City's debt can be considered a disproportionately large share of a resident's income. Like the prior measure, however, this does not examine the cost of the debt, but focuses on the amount of debt issued. In other words, this measure does not take in to account the net debt service or timing of debt payments. When net debt is factored, the percentage of Total Personal Income decreases to 12%.

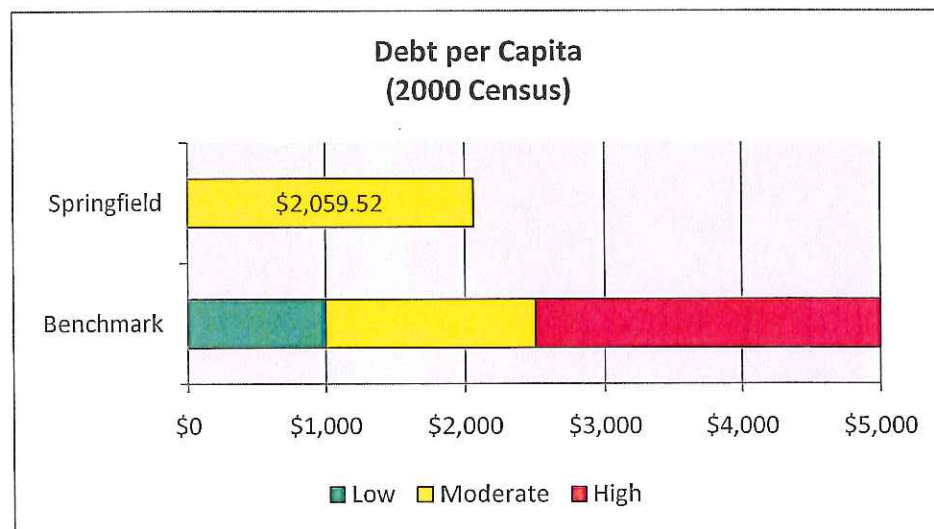
There are two important factors to consider when examining this ratio. The first, as described above, is that the City has entered into an aggressive debt retirement schedule that does not inappropriately delay debt payments. Another aspect to consider is that the City receives school and other reimbursements, decreasing the cost of the debt and the effective debt to personal income ratio. In 2010, the City of Springfield will receive \$16.6 million in MSBA grants with an average of \$13 million in each of the next ten years. Since this ratio only looks at "total debt," this subsidy is not considered.

The ratio of debt to personal income appears to be less favorable than that of debt to total property value, which indicates a disparity between home values and income. This variance is caused by higher commercial and industrial property values that are included in the debt to total property value but not in the debt to personal income ratio. The City would not be able to provide the level of services and investment in infrastructure without business property tax revenue. This disparity highlights the need for economic development to be a top priority of the City.

Debt per Capita

Debt per capita examines the amount of debt the City has issued per person in the community. This is not intended to be a literal measure because debt is not issued to benefit individuals, but rather the community as a whole. This measure provides a sense of the cost of the capital investments in a community and, at its most extreme, how much money would be required from each resident to repay the community's debt if for some reason immediate repayment was required.

Debt per capita can be a useful measure when examining similar communities – by and large, comparable communities should issue similar amounts of debt for various capital purposes. Even similar sized communities have significant differences about them, however, so this measure should not be examined in absolute terms, but rather in the context of the unique requirements and challenges facing each community. It should also be viewed in light of Proposition 2 ½ which limits a community's ability to access its property tax base; Proposition 2 ½ can force communities to issue debt for smaller projects that communities in other states would pay for in cash.



The City's level of debt per capita is considered moderate by rating agencies, closer to the high range of the scale. This measurement is not completely unexpected as the City has a large number of aging facilities (particularly schools) and infrastructure. In future years the City will be performing large school reconstruction projects, as well as, the replacement of schools and other facilities. Because of the major capital needs and significant backlog of deferred maintenance related to the City's decade long financial issues, it will be difficult for the City to lower the debt per capita measurement. To address this, the City of Springfield restructured its debt repayment schedule between 2007 and 2009 in order to support future investment in capital infrastructure.

In terms of net debt, the debt per capita decreases to \$1,896. This could be considered a more accurate metric as this amount explains how much actual debt per person after reimbursements from issuances.

Conclusion

Since Fiscal Year 2005 continuing through present day, the City of Springfield has strengthened its financial position by not only instituting clear and strict financial policies but also passing responsible budgets and creating a multi-year plan to evaluate the impact of decisions made today on tomorrow. The City has paid particular attention to the debt policies that allow the City to borrow for specific projects and pay off the debt in a timely manner.

According to the measures presented in this plan, the City is in a solid debt position but can improve its standing even more. One way to bring the City more in line with the debt policies passed in to restructure the current debt in order to increase the principal retired in a ten year period. The City should also look to decrease the debt per capita in order to bring Springfield in line with other communities in the Commonwealth. This could have the desired affect of increasing the City's financial standing.

The ability to address the City's large capital liability will be a substantial issue in the next fiscal years. The City will look to issue debt in 2012 or 2013 in order address some of the capital need, as well as use a combination of Pay As You Go Capital fund and Capital Reserve funds.

Another option to pursue if the City does not issue debt is to fund projects out of the Stabilization Reserve with the intent to reimburse from a bond issuance in Fiscal Year 2012 or 2013. This will act as a BAN but interest will not have to be paid due to the fact that the City is using its own funds. This will allow the City to address its most urgent of capital needs such as facility and infrastructure projects.

If the City chose not to issue debt the most immediate drawback is that the City would not be addressing some capital needs in Fiscal Year 2011. While this does not mean that the City will not be investing in any capital projects, the amount of projects selected will be limited.

In the short term, the City can begin to prepare for a large debt issuance in late Fiscal Year 2012 or Fiscal Year 2013 by preparing studies for large projects that have been selected by the Capital Improvement Committee.

In order to address the capital need in Fiscal Year 2012, the City can look to utilize a combination of Pay As You Go Capital funds and Capital Reserve funds. This will enable the City to fund projects that are smaller in cost but addresses top capital needs.

Appendix A

Current Outstanding Debt Issuances

City of Springfield, Massachusetts
Gross Long-Term Debt Outstanding as of June 30, 2010

Aggregate Debt Service

Part 1 of 5

Date	Principal	Interest	Total P+I
06/30/2010	-	-	-
06/30/2011	26,509,107.00	14,710,472.64	41,219,579.64
06/30/2012	26,243,150.00	13,588,227.63	39,831,377.63
06/30/2013	27,063,279.00	12,342,644.38	39,405,923.38
06/30/2014	28,024,556.00	10,920,824.40	38,945,380.40
06/30/2015	26,132,046.00	9,540,324.32	35,672,370.32
06/30/2016	25,045,000.00	8,221,157.51	33,266,157.51
06/30/2017	24,245,000.00	7,020,482.52	31,265,482.52
06/30/2018	19,970,000.00	5,943,857.53	25,913,857.53
06/30/2019	20,990,000.00	4,927,145.04	25,917,145.04
06/30/2020	17,660,000.00	3,967,907.52	21,627,907.52
06/30/2021	17,745,000.00	3,123,630.00	20,868,630.00
06/30/2022	15,105,000.00	2,370,052.50	17,475,052.50
06/30/2023	10,820,000.00	1,770,990.00	12,590,990.00
06/30/2024	4,150,000.00	1,422,871.25	5,572,871.25
06/30/2025	1,830,000.00	1,284,915.00	3,114,915.00
06/30/2026	1,885,000.00	1,201,327.50	3,086,327.50
06/30/2027	19,799,000.00	1,115,377.50	20,914,377.50
Total	\$313,216,138.00	\$103,472,207.24	\$416,688,345.24

City of Springfield, Massachusetts
Gross Long-Term Debt Outstanding as of June 30, 2010

Aggregate Debt Service

Part 2 of 5

Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I).....	2,807,000.00
August 1 2001 SQ Non-Called -School Construction (Commerce) (I).....	841,000.00
August 1 2001 SQ Non-Called -Aerial Mapping (I).....	81,000.00
August 1 2001 SQ Non-Called -Park Improvements (I).....	98,000.00
August 1 2001 SQ Non-Called -GIS (I).....	40,000.00
August 1 2001 SQ Non-Called -Park Restoration (I).....	152,000.00
August 1 2001 SQ Non-Called -Street Construction 1 (I).....	365,000.00
August 1 2001 SQ Non-Called -Departmental Equipment (I).....	124,000.00
August 1 2001 SQ Non-Called -Street Construction 2 (I).....	182,000.00
August 1 2001 SQ Non-Called -Sidewalk Construction (I).....	95,000.00
August 1 2001 SQ Non-Called -School Design (Harris) (I).....	249,000.00
August 1 2001 SQ Non-Called -School Construction (Van Sickle) (I).....	704,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learnign Center Design (I).....	207,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Land Acq. (I).....	192,000.00
August 1 2001 SQ Non-Called -School Construction (Harris) (I).....	1,727,000.00
August 1 2001 SQ Non-Called -Library (I).....	695,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Construction (I).....	1,921,000.00
August 1 2001 SQ Non-Called -Fire and Safety Complex (I).....	866,000.00
August 1 2001 SQ Non-Called -Demolition (I).....	439,000.00
August 1 2001Phase I MWPAT 94-24 (O).....	1,337,713.00
August 1 2001 MWPAT 91-59 (I).....	534,425.00
July 25 2002 QZAB (I).....	3,500,000.00
February 15 2003 SQ NM & Refunding Non-Called -Harris Elementary School (O).....	830,000.00
February 15 2003 SQ NM & Refunding Non-Called -Boland Learning Center (O).....	1,885,000.00
February 15 2003 SQ NM & Refunding Non-Called -Van Sickle Middle/High School (O).....	6,570,000.00
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Sewer Plant (O).....	386,268.65
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Remodeling.....	197,089.93
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Roof (I).....	45,724.81
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Remodeling.....	54,869.77
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Repair (I).....	272,247.01
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Summer School (O).....	56,867.17
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Remodeling (I).....	876,761.00
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Civic Center (I).....	75,157.09
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 SMH2 Furniture (I).....	91,319.04
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Mason Square Urba.....	178,695.53
July 2005 Advance Refunding SQ -96 School Construction.....	5,609,516.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School Remodeling.....	430,673.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School Land.....	451,581.00
July 2005 Advance Refunding SQ -97 Golf Course.....	24,736.00
July 2005 Advance Refunding SQ -97 School Roofs.....	260,374.00
July 2005 Advance Refunding SQ -97 Industrial Park.....	173,542.00
July 2005 Advance Refunding SQ -97 Milton Bradley School Land.....	3,280,819.00
July 2005 Advance Refunding SQ -97 HS of Science and Tech.....	10,282,408.00
July 2005 Advance Refunding SQ -97 Indian Orchard School Remodeling.....	178,225.00
July 2005 Advance Refunding SQ -97 Commerce HS Remodeling.....	467,299.00

City of Springfield, Massachusetts
Gross Long-Term Debt Outstanding as of June 30, 2010

Aggregate Debt Service

Part 3 of 5

Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I).....	2,807,000.00
July 2005 Advance Refunding SQ -97 Sumner Ave School Remodeling.....	178,225.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School.....	2,124,622.00
July 2005 Advance Refunding SQ -98 Land Aquisition and Appraisal.....	1,066,875.00
July 2005 Advance Refunding SQ -98 School Construction.....	31,808,239.00
July 2005 Advance Refunding SQ -99 School 1.....	20,869,073.00
July 2005 Advance Refunding SQ -99 Chestnut School Land Acquisition.....	964,521.00
July 2005 Advance Refunding SQ -99 Urban Renewal.....	5,593,093.00
July 2005 Advance Refunding SQ -99 Demolition.....	1,677,231.00
July 2005 Advance Refunding SQ -99 Public Building 1.....	934,153.00
July 2005 Advance Refunding SQ -99 Public Building 2.....	1,054,795.00
July 7 2005 New Money 1 -Remodeling Public Buildings (ISQ).....	865,760.46
July 7 2005 New Money 1 -Dept. Equip. Facility Mgmt and Park (ISQ).....	196,568.39
July 7 2005 New Money 1 -Public Building Renovations (ISQ).....	3,255,613.72
July 7 2005 New Money 1 -Roof Repairs - School (ISQ).....	676,060.03
July 7 2005 New Money 1 -Boston Road/Parker Street (ISQ).....	167,973.66
July 7 2005 New Money 1 -Repairs to Public Buildings ADA Requirements (ISQ).....	1,628,979.60
July 7 2005 New Money 1 -Repairs to Public Buildings (ISQ).....	1,587,704.60
July 7 2005 New Money 1 -Repairs to Public Buildings-School (ISQ).....	772,673.30
July 7 2005 New Money 1 -Repairs to Public Buildings-School Emerg. (ISQ).....	1,629,737.00
July 7 2005 New Money 1 -Library & Museums Remodeling (SQ).....	26,299.77
July 7 2005 New Money 1 -Repairs to Municipal Group (ISQ).....	5,943,538.03
July 7 2005 New Money 1 -Final Phase Tapley Street (ISQ).....	1,716,223.43
July 7 2005 New Money 1 -School Building Repairs (ISQ).....	2,363,117.44
July 7 2005 New Money 1 -Public Building Repairs (ISQ).....	399,365.35
July 7 2005 New Money 1 -Rebecca Johnson School Improvements (ISQ).....	799,063.96
July 7 2005 New Money 1 -Demolition of Former Tech. High School (ISQ).....	1,736,321.26
July 7 2005 New Money 2 -Facility Construction (ISQ).....	180,430.51
July 7 2005 New Money 2 -Landfill Closure (OSQ).....	3,958,610.27
July 7 2005 New Money 2 -Departmental Equipment (ISQ).....	248,516.62
July 7 2005 New Money 2 -Urban Renewal I (OSQ).....	562,205.44
July 7 2005 New Money 2 -Park Improvements I (ISQ).....	1,617,444.11
July 7 2005 New Money 2 -Park Improvements II (ISQ).....	3,362,849.84
July 7 2005 New Money 2 -Cyr Arena (ISQ).....	514,693.50
July 7 2005 New Money 2 -Fire/Safety Complex (ISQ).....	1,582,444.11
July 7 2005 New Money 2 -Library & Museum (SQ).....	2,390,548.94
July 7 2005 New Money 2 -Urban Renewal II (OSQ).....	2,400,166.16
July 7 2005 New Money 2 -Park Improvements III (ISQ).....	732,090.50
February 7 2007 New Money SQ -Putnam School Renovation.....	9,105,000.00
February 7 2007 New Money SQ -Our Lady Hope School Renovation.....	3,950,000.00
February 7 2007 New Money SQ -Various School Water & Sewer.....	285,000.00
February 7 2007 New Money SQ -Demolition 1.....	1,725,000.00
February 7 2007 New Money SQ -Demolition 2.....	1,196,000.00
February 7 2007 New Money SQ -Demolition 3.....	2,174,000.00
February 7 2007 New Money SQ -Road Construction.....	2,985,000.00

City of Springfield, Massachusetts
Gross Long-Term Debt Outstanding as of June 30, 2010

Aggregate Debt Service

Part 4 of 5

Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I).....	2,807,000.00
February 7 2007 New Money SQ -Sidewalk Construction.....	745,000.00
February 7 2007 New Money SQ -Financial Software.....	2,260,000.00
February 7 2007 New Money SQ -Fire Station Land Acquisition.....	465,000.00
February 7 2007 New Money SQ -Fire Upgrades.....	455,000.00
February 7 2007 New Money SQ -Library Upgrades.....	455,000.00
February 7 2007 New Money SQ -Police Department Renovation.....	4,010,000.00
February 7 2007 New Money SQ -Police/Fire Design.....	1,235,000.00
February 7 2007 New Money SQ -Hope/Baptist Land Acquisition.....	225,000.00
February 7 2007 New Money SQ -Greenleaf Park Building Repair.....	75,000.00
February 7 2007 New Money SQ -Blunt Park Renovation.....	45,000.00
February 7 2007 New Money SQ -Treetop Park Renovation.....	200,000.00
February 7 2007 New Money SQ -Marshall Roy Park Renovation.....	175,000.00
February 7 2007 New Money SQ -Park Land Acquisition.....	225,000.00
February 7 2007 New Money SQ -Project Management.....	135,000.00
February 7 2007 ESCO SQ.....	13,125,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Chestnut School Construction.....	7,653,180.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Commerce School Construction.....	2,308,700.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Aerial Mapping (ISQ).....	237,230.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Improvements (ISQ).....	260,150.00
February 7 2007 Advance Refunding -Adv Ref of 2001 GIS (ISQ).....	129,750.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Restoration (ISQ).....	422,380.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction (ISQ).....	723,450.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Departmental Equipment (ISQ).....	329,830.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction 2 (ISQ).....	363,775.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Sidewalk Construction (ISQ).....	263,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Design (ISQ).....	684,435.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Van Sickle School Construct (.....	1,930,115.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Design.....	568,915.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Land (.....	529,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Construction (I.....	4,726,600.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Library (ISQ).....	1,893,950.00
February 7 2007 Advance Refunding -AdvRef of 2001 BowlandLearningCenterConstruct.....	5,244,515.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Fire and Safety Complex (ISQ).....	2,358,440.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Demolition (ISQ).....	1,206,700.00
February 7 2007 Advance Refunding -Adv Ref of 2003 Harris Elementary School (OSQ.....	3,745,361.71
February 7 2007 Advance Refunding -Adv Ref of 2003 Bowland Learning Center (OSQ).....	8,539,194.98
February 7 2007 Advance Refunding -Adv Ref of 2003 Van Sickle Middle/ HS (OSQ).....	29,620,928.31
April 15 2009 Series A SQ -South End Development (ISQ).....	4,960,000.00
April 15 2009 Series A SQ -White Street Fire Station (ISQ).....	4,400,000.00
April 15 2009 Series A SQ -Paving (ISQ).....	1,230,000.00
April 15 2009 Series A SQ -Technology (ISQ).....	1,620,000.00
April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ).....	1,395,000.00
April 15 2009 Series A SQ -Old First Church (ISQ).....	850,000.00
April 15 2009 Series A SQ -Demolition (ISQ).....	600,000.00

City of Springfield, Massachusetts
Gross Long-Term Debt Outstanding as of June 30, 2010

Aggregate Debt Service

Part 5 of 5

Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I).....	2,807,000.00
April 15 2009 Series A SQ -Forest Park Maintenance (ISQ).....	325,000.00
April 15 2009 Series A SQ -Administrative Expenses (ISQ).....	200,000.00
April 15 2009 Series A SQ -Van Horn Dam Study (ISQ).....	145,000.00
April 15 2009 Series B SQ Ref Aug 15 96 non-called.....	3,215,000.00
June 24 2010 QSCB (Taxable).....	17,864,000.00
TOTAL.....	313,216,138.00



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM
Initiator: LeeAnn Pasquini
Sponsors: Mayor Domenic J. Sarno
DOC ID: 1185

2.6

Multi-Year Financial Plan (FY12-15)

By the City Council of the City of Springfield, Massachusetts:
Notice having been given and a public hearing held, as provided by law,

IT IS HEREBY ORDERED:

That the, be and it is hereby granted a location for and permission to

Multi-Year Financial Plan (FY12-15)

Also that permission be and hereby granted said {ResUserUserLookup1} to complete the above request.

I hereby certify that the foregoing order was adopted at a meeting of the City Council of the City of Springfield, Massachusetts held on April 4, 2011

City Clerk

We hereby certify that on, at, at a public hearing was held on the petition of the for permission to complete the above mentioned request.

City Clerk

I hereby certify that the foregoing is a true copy of a location order and certificate of hearing with notice adopted by the City Council of the City of Springfield, Massachusetts, on the April 4, 2011, and recorded with the records of location orders of said city. This certified copy is made under the provision of Chapter 166 of the General Laws and any additions thereto or amendments thereof.

Attest:

City Clerk

The City of Springfield
Department of Administration and Finance
36 Court Street, Room 312
Springfield, MA 01103

LEE C. ERDMANN
CHIEF ADMINISTRATIVE
AND FINANCIAL OFFICER
(413) 886-5288

March 30, 2011

Mayor Sarno and Members of the City Council:

As the City's Chief Administrative and Financial Officer, I am pleased to present the City's annual four year financial plan for FY12 through FY15 for your review. As dictated by Chapter 468 of the Acts of 2008, the CAFO is required to submit a four year financial plan to the Mayor and City Council no later than March 30th of each fiscal year.

The policy ideas included in this plan incorporate the themes of consolidation, civilianization, marketization and regionalization of City programs and services. It provides a detailed projection of the City's expenses and revenues for the next four fiscal years, based on conservative assumptions. This document should be considered a planning tool which will allow the City to shape its future direction. While the figures presented are subject to change, they are representative of the City's current financial situation. Policy decisions designed to offset major cost drivers and future liabilities are discussed in detail. These cost drivers are, as detailed in the report, health care, pension liabilities, enterprise fund supplement, debt service, capital liabilities, and salaries.

The projected constraints in financial resources demonstrated in this plan require an honest and public discussion of Government's core services and how those services are delivered. Based on this plan, it is clear that continuing to provide what we provide today in the same manner creates annual funding shortfalls culminating in a \$79.7 million shortfall in FY15. Government as we know it is not sustainable therefore changes and tough choices must be made to sustain core needs.

This planning document outlines proposals to help reduce the projected funding gap. By developing strategies to deliver services within revenue constraints, the City creates a sustainable government while focusing on the City's strategic priorities of Public Safety, Education, Economic Vitality, Healthy Neighborhoods, and Fiscal and Operational Excellence. I look forward to your ideas and feedback.

Sincerely,



Lee C. Erdmann
Chief Administrative and Financial Officer

Attachment: Transmittal 3-30-11 (1185 : Multi-Year Financial Plan (FY12-15))



CITY OF SPRINGFIELD

MULTI-YEAR FINANCIAL PLAN (FY12-FY15)





City of Springfield, Massachusetts
Multi-Year Financial Plan (FY12-FY15)
March 30, 2011

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City of Springfield, Massachusetts
Multi-Year Financial Plan (FY12-FY15)
March 30, 2011

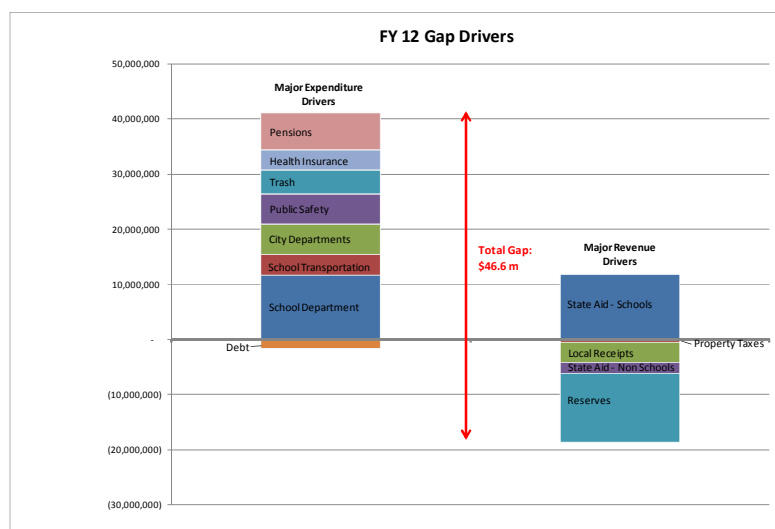
EXECUTIVE SUMMARY

The City of Springfield is governed by strict financial policies adopted as ordinances in September of 2009. Section 4.44.020 (G) stipulates that *"The chief administrative and financial officer shall produce and issue a four (4) year financial plan for the city by March 30th of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the city may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document."*

The following pages represent adherence to this requirement and show actual spending in FY07, FY08, FY09 and FY10, the Adopted, and the second quarter Projected budgets for FY11 and the projected budgets for FY12, FY13, FY14 and FY15. The projected budgets for FY12 through FY15 were estimated by using appropriate and conservative assumptions for revenues and spending including:

- 2% - 2.5% growth in City Departments spending
- 3% growth in School Department spending
- 10% growth in Health Insurance Costs
- Pension growth based on the current schedule adopted for FY12
- 1% growth in Property Taxes
- Level collections for other local receipts
- 1% growth in major State Aid categories

The top spending drivers include Pensions whose increase is based on an updated actuarial valuation as required by State law. Health Insurance also increases due to rate and enrollment increase assumptions and Trash Collection increases based on the current City Council vote to eliminate the trash fee for FY12. The School Department spending increases are required by State law and are supported by additional revenues provided by the State. On the revenue side, the plan assumes no reserves will be used, local receipts will decrease slightly based on the projected FY11 budget and non-school aid will decrease based on the Governor's H.1 assumptions. Based on the initial FY12 budget submissions from Departments, the projected budget gap was \$46.6 million. The graphic below illustrates the major cost drivers.





City of Springfield, Massachusetts
Multi-Year Financial Plan (FY12-FY15)
March 30, 2011

It should be noted that of the entire City budget, only a small portion (approximately 20%) is discretionary in that it is not mandated by law or ordinance. Therefore, the discretionary portion of the budget must assume all of the reductions to achieve a balanced budget. 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, reduce or eliminate programs and services and ask the State for additional assistance to meet the core service needs that the City provides to residents, businesses and visitors. Based on the initial budget submissions from Departments and assumptions used, the gap between spending and revenue was estimated to be \$46.6 million growing to \$87.8 million by FY15. Subsequently, the Mayor, CAFO, Finance team and Departments have made progress on closing the initial gap. Currently the gap as of this report being published is \$14.9 million for FY12.

As of March 29, 2011, the Finance team and Departments have been working to reduce the gap between spending and revenue for FY12. It is anticipated that all decisions made for the coming fiscal year will only help lessen the gap in the out years and make operations more sustainable.

To date, the Mayor, CAFO and Finance Department have evaluated a myriad of options for closing the FY12 budget gap. Based on initial decisions which impact appropriations, revenue and use of reserves, the FY12 gap has been reduced to approximately \$14.9 million. Solutions that have been decided to date include:

- Spending Solutions:
 - o Pension Funding Schedule – The City has completed its required 3 year pension valuation study and has implemented the municipal authority to extend the pension funding schedule to 2039. Based on the updated schedule and the allocation to the School Department, Water & Sewer Commission and Springfield Housing Authority, the City was able to reduce its pension appropriation by \$6.8 million from what was originally assumed.
 - o Health Insurance – The Group Insurance Commission recently voted on its rates for the coming fiscal year which had an average effect of a 3.9% increase to plans. The City benefits from this savings and has incorporated a \$787K reduction to the original assumptions for health insurance. This amount is being examined for further reductions.
 - o Departmental Reductions – All departments submitted proposals to reduce funding for the coming fiscal year. Based on the first review of submitted reductions approximately \$8.9 million has been determined to be viable solutions. This includes the elimination of most vacant positions, reductions to overtime in public safety, a hiring freeze that will force attrition savings across all departments, reductions to or elimination of certain services such as specific Parks programs and other IT services that are costly. The initial decisions do not allow for expanded or new programs.
- Revenue Solutions:
 - o Tax Levy – Initial projections assume a reduction to values for the coming fiscal year. In prior years, the City only budgeted a 98% collection rate for taxes. During the current year, the Department of Revenue did not allow this practice and required the City to make revenue adjustments to accommodate a 100% collection rate as is required by all other municipalities in the Commonwealth.



*City of Springfield, Massachusetts
Multi-Year Financial Plan (FY12-FY15)
March 30, 2011*

Based on this rate and the projected levy for FY12, and additional \$1.2 million was included in the revenue assumptions.

- o Overlay Surplus – Annually the Assessors Office will identify surplus funds in the City's Overlay account. For FY12, the Assessors have tentatively identified \$3 million in surplus that can be used in the revenue assumptions for FY12.
- Stabilization Reserves – The updated assumptions include the use of \$12.5 million of Stabilization Reserve funds. This amount is consistent with what was used in the Adopted budget for FY11. At this rate and without further deposits, the Stabilization Reserve Fund will have a balance of \$31.2 million.

Even after implementing all of the initial decisions above, the City is still faced with a \$14.9 million gap to balance the FY12 budget. Additional items that are currently being considered to close the gap and achieve balance include:

- Trash Fee – A Graduated Bin System has been proposed that will generate \$3 million in revenue to cover the City's disposal cost of trash.
- Wage Freezes – Freezing salaries at their current rates for both non-bargaining and bargaining employees will save approximately \$1.8 million. Union negotiations will need to be completed to achieve such a savings.
- Departmental Reductions – Additional reductions totaling \$10 million across all departments are being evaluated. These reductions include the elimination of programs and services and will have impacts on staff including potential layoffs.
- Hotel Tax – A review of implementing the local option for the hotel tax will generate an additional \$400K for the City.
- Union Concessions and Targeted reductions in force are being evaluated.

In short, all ideas are being evaluated that will help the City achieve a balanced budget while making every effort to maintain core services. The Mayor anticipates submitting a proposed budget to the City Council on or about May 2, 2011.

Section 1, titled "Multi-Year Financial Plan (FY12-FY15)" includes the assumptions used to develop this plan and provides a graphic representation of recent history of actual expenditures and revenues, the FY11 adopted, revised and projected budgets, and a four-year financial forecast plan for FY12 through FY15. This graph shows that the City, despite a strong Stabilization Reserve balance and strict financial ordinances, continues to face major budget gaps from FY12 through FY15. This demands a proactive approach to budgeting and policy decision-making that will have impacts on the programs and services that the City can provide. The gap in FY15 has been reduced to \$79.6 million (from \$87.8 million) as a result of adjustments to the FY12 budget to date.

Section 2, titled "Four-Year Performance Targets" details the four-year performance measures for the City based on the five strategic priorities outlined in the City's first ever Draft Strategic Action Plan published in January of 2011. These priorities include Public Safety, Education, Economic Vitality, Healthy Neighborhoods, and Fiscal and Operational Excellence. The history presented and the targets developed as part of our strategic planning process will allow City officials to gauge the effectiveness of their funding strategies and policy decisions.

Section 3, titled "Policy Themes and Options" discusses specific options that will govern the decision making process. The City has compiled a list of policy decisions and suggestions from



*City of Springfield, Massachusetts
Multi-Year Financial Plan (FY12-FY15)
March 30, 2011*

the public gathered by email, neighborhood meetings, and the 311 Call Center. Additionally, divisional highlights and selected targeted policy measures are included. The policy decisions presented could help minimize the forecasted budget gap, however, the options available will require difficult decision-making by the elected leadership.

Lastly, this document includes appendices such as an overview of the City's Reserve funds, an overview of the City's long term liabilities, a copy of the City's adopted Financial Ordinances and other news and related articles. These informational pieces provide important context for this financial plan.



MULTI-YEAR FINANCIAL PLAN FY12 THROUGH FY15

The following assumptions were used for FY12 through FY15. These assumptions consider historical revenue collections and spending and the current economic climate.

Revenue Assumptions

State Aid – In January, the Governor's budget recommendations were released for the State's FY12 budget. The assumptions used in the FY12 portion of this plan reflect the Governor's recommendations. For the remaining years, in general a 1% increase in State Aid is assumed.

- *Chapter 70* - The City's largest source of state aid is 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, the minimum the district must spend on education each fiscal year. The projection assumes a 4.8% increase in FY12 consistent with the Governor's budget recommendations and a 1% increase in the remaining years of the plan. The FY12 increase is so substantial to account for the elimination of Federal ARRA dollars in FY12 that supported Chapter 70 in FY10 and FY11.
- *Charter School Tuition Reimbursements* - The Commonwealth provides assistance to municipalities whose resident students attend charter schools. Sending districts are reimbursed a portion of the costs associated with students attending charter schools, 100 percent of the tuition increase for the first year, 60 percent in the second year, and 40 percent in the third year. The Governor's budget assumes a decrease in Charter School reimbursements strictly based on enrollment information. The remaining years of the projection assume this level remains flat.
- *Unrestricted General Government Aid (UGGA)* - In January of 2009, the Governor announced that the Commonwealth was combining Lottery Aid and Additional Assistance into a new state aid category, entitled Unrestricted General Government Aid. The Governor's budget for FY12 assumes a 7.2% decrease, the fourth consecutive year of decreasing revenue, which is reflected in the FY12 assumptions for the City with a 1% annual growth rate in the remaining years of the plan.
- *School Building Assistance Aid* - The Massachusetts School Building Authority (MSBA) reimburses approved school building projects through School Building Assistance aid. This program is designed to help struggling communities keep building costs at a manageable level and provide students first class facilities in which to learn. The assumption includes a 90 percent reimbursement for the new Putnam High School and the renovation of Forest Park Middle School. These are the final projects statewide being funded under the "old" MSBA method. The official reimbursement amount will be published later this fiscal year therefore the FY12 through FY15 assumptions maintain a level amount to the current reimbursement received.
- *Other State Aid* - The following are the assumptions for the other state aid categories Springfield receives:
 - o The State's budget for FY11 again reduced the Police Career Incentive aid (Quinn Bill), partial reimbursements for additional police officer education. The Governor's budget for FY12 appropriates 5% of the total program with the City required to fund the remaining 95%. The FY12 assumptions include the Governor's amount and the State funding is eliminated in future years.
 - o The City receives a 75 percent reimbursement on all spending towards veterans' financial, medical and burial benefits. The increase reflected for FY12 is



City of Springfield, Massachusetts
Multi-Year Financial Plan (FY12-FY15)
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consistent with the Governor's FY12 recommendations and the remaining years assume a 1% annual increase.

- o Chapter 59 of Massachusetts General Laws set 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 increase reflected for FY12 is consistent with the Governor's FY12 recommendations and the remaining years assume a 1% annual increase.
- o The State reimburses municipalities for state owned land. The projection assumes level funding for the next four years.

Local Source Revenue - The remainder of revenue collected by the City is through local source revenue, including property taxes, excise tax on motor vehicles, fees, fines and payments-in-lieu of taxes. Over the last several years, the City made great strides in improving local source revenue collections. These revenue sources are discussed in greater detail, as some are relatively stable while others are cyclical with the economy.

- *Property Taxes* – The forecast assumes that the FY12 levy will be equal that the FY11 levy with 1% annual growth in the remaining projection years. Under the constraints of Proposition 2 ½, the current economy and property values and political dynamics around property taxes, it is not assumed that an increase will be had in the near future. In addition, the forecast assumes a 98% collection rate.
- *Local Receipts* – In general, the forecast for Local Receipts does not substantially change on an annual basis unless it is affected by a legal change such as a fee or fine increase. All local receipts, with the exception of PILOT assume level to FY11 levels for the entirety of the plan. This includes motor vehicle excise, rooms occupancy tax, fees and fines, interest income and license and permit revenue among others.
- *PILOT* – The 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.
- *Reserves* – For the purposes of the initial forecast it is assumed that no reserves will be used. Although the City will make every effect to build its healthy reserve balance, some reserves will likely be utilized to avoid the potentially severe impacts of budget reductions. City Leaders will want to ensure that reserves are used judiciously to ensure that such funds are not exhausted in the short term. For the updated forecast, a use of reserves consistent with the current year is incorporated into the plan.

Spending Assumptions

Overall, the projection represents level service funding for the entire forecast period. Even with this assumption, there are still areas of the budget that continue to grow that must be accommodated within the revenue available. The following are the assumptions for spending in the large categories of the City's budget:

- *City Departments* - The projection assumes a two percent increase for all City Departments which generally reflects contractual increases and other than personnel increases such as fuel, energy and rent that should be anticipated. The Public Safety Division is the exception where 2.5% increases are assumed based on current contractual practices.



City of Springfield, Massachusetts
Multi-Year Financial Plan (FY12-FY15)
March 30, 2011

- *School Department* - The School Department projection is based on a projected enrollment increase and the required funding rate per student. The FY12 projection is based on the Governor's budget recommendations with the remaining years assuming a 3% annual increase.
- *Trash Enterprise Fund* - The projection assumes the elimination of the trash fee in accordance with Chapter 468 before Fiscal Year 2012, therefore the full cost of waste management will be assumed by the City without any revenue from a fee offsetting the cost. The Mayor has currently proposed a Graduated Bin Trash system that includes an associated fee that will avoid significant increases in our disposal fee over the next 5 years.
- *Debt Service* - The City's debt service is based on its current schedule plus an assumed 3% annual growth rate to account for additional bond issuances in future years.
- *Health Insurance* - The City has annually saved millions by receiving its health insurance through the Group Insurance Commission. This financial forecast assumes an overall increase of 16% associated with health insurance for FY12 with 10% annual increases for the remaining years of the plan. The GIC has currently voted on a 3.9% increase which will help offset some of the original amounts used in developing the FY12 assumptions.
- *Retirement* - The retirement projection is based on the City's most recent actuarial report which assumes annual increases to get to full funding by 2039.

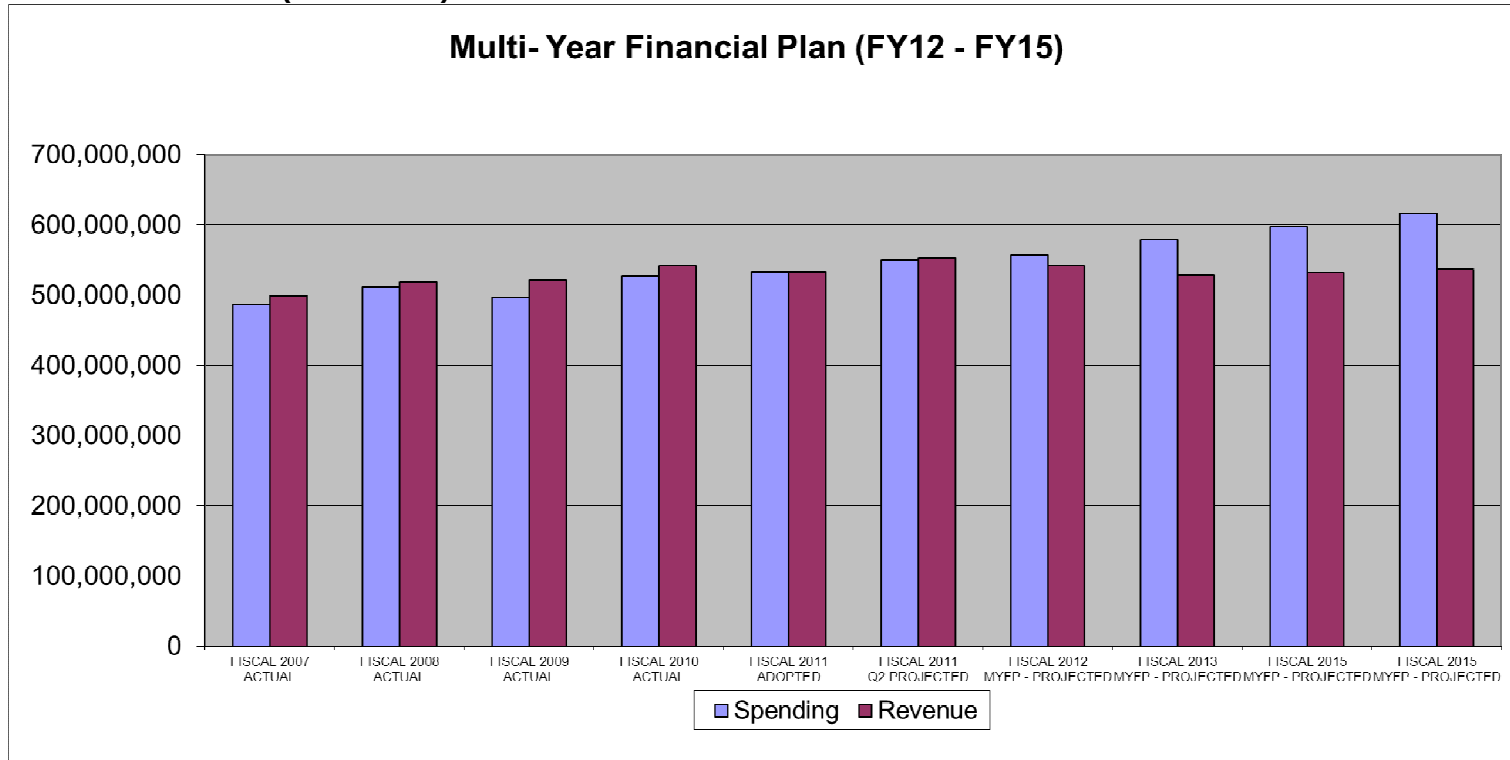
Four Year Gap

The FY15 gap has been reduce from \$87.8 million to \$79.7 million as a result of reductions to the FY12 budget to date.



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MULTI-YEAR FINANCIAL PLAN (FY12-FY15)



	FISCAL 2007 ACTUAL	FISCAL 2008 ACTUAL	FISCAL 2009 ACTUAL	FISCAL 2010 ACTUAL	FISCAL 2011 ADOPTED	FISCAL 2011 Q2 PROJECTED	FISCAL 2012 MYFP - PROJECTED	FISCAL 2013 MYFP - PROJECTED	FISCAL 2015 MYFP - PROJECTED	FISCAL 2015 MYFP - PROJECTED
Spending	486,545,473	511,186,697	497,191,651	527,184,693	533,463,456	549,796,949	556,796,977	578,686,051	596,936,651	615,909,778
Revenue	499,365,307	518,128,726	522,159,387	542,351,709	533,463,455	551,931,096	541,918,030	528,650,986	531,480,835	536,257,982
Surplus / (Gap)	12,819,834	6,942,029	24,967,736	15,167,016	(1)	2,134,147	(14,878,947)	(50,035,065)	(65,455,816)	(79,651,796)



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FOUR-YEAR PERFORMANCE TARGETS

The City of Springfield's four year strategic metrics present targets for the next four years to realize goals set in the City's first ever four-year draft strategic action plan. Goals set in the plan are focused on advancing the Mayor's five priority areas of Public Safety, Education, Economic Vitality, Healthy Neighborhoods and Fiscal and Operational Excellence.

The draft four-year strategic action plan goals and metrics were established by internal and external stakeholders through several collaboration methods. Goals and metrics are intended to be far reaching but achievable given a level source of funding.

Each metric is either currently measured or a baseline needs to be determined. For those where a baseline needs to be determined, efforts are currently underway to identify a data source and the department responsible for reporting.

These goals and metrics will be adjusted for the FY12 recommended and adopted budgets.



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PUBLIC SAFETY GOAL	METRIC	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Improve the perception of public safety throughout the entire City						
	Number of communication outlets where regular maintenance plans are published	1	3	4	5	6
	Response times to 311 requests regarding potholes (days)	2	2	2	2	2
	Response times to 311 requests regarding stop sign and traffic signal knockdowns (days)	1	1	1	1	1
	Response times to 311 requests regarding snow complaints (days)	0.5	0.5	0.5	0.5	0.5
	Response times to 311 requests regarding park issues (days)	3	3	3	3	3
	Number of neighborhood meetings attended by TJO	3	4	5	6	6
	Number of neighborhood meetings attended by Police	108	109	109	109	109
	Number of web based interactions with community (i.e. Facebook, Twitter, Text-a-Tip, chats etc.) by Police	To be Reported				
	Number of neighborhood meetings attended by Fire	12	13	14	15	16
	Number of neighborhood meetings attended by DPW	3	4	5	6	6
	Number of library displays posting public safety information in public areas	5	10	10	10	10
	Number of cameras / shot spotters purchased	63	69	76	84	92
	Violent Crime Rate	To be Reported				
	Part One Crime Rate	To be Reported				
Improve the City's response to crime and quality of life issues regarding safety						
	Fire response times to calls within 2 minutes	90%	90%	90%	90%	90%
	DPW response times to potholes (days)	2	2	2	2	2
	DPW response times to stop sign and traffic signal knockdowns (days)	1	1	1	1	1
	DPW response times to snow complaints (days)	0.5	0.5	0.5	0.5	0.5
	TJO response times to calls (minutes)	19	18.5	18.5	17.5	17
	Police response time to Priority One calls (minutes)	6	6	6	6	6
	Number of after school program attendees in elementary schools (60 each)	360	360	360	360	360
	Number of after school program attendees in middle schools (40 each)	200	200	200	200	200
	Number of after school program attendees at Library branches	400	480	570	650	730
	Number of interdepartmental planning meetings conducted	2	4	4	4	4
	Number of individual department meetings with 311	15	20	25	30	31
Strengthen enforcement of public safety ordinances						
	Number of ordinance trainings conducted	1	2	2	2	2
	Annual survey to employees on knowledge of ordinances	1	1	1	1	1
	Number of coordinated neighborhood meetings conducted to discuss ordinance information per year	4	4	4	4	4
Strengthen tools that provide public safety information and awareness						
	Number of website hits	450,000	472,500	496,125	520,931	546,978
	Develop and circulate a regular newsletter	1	4	4	4	4
	Number of neighborhood meetings attended by Police	108	109	109	109	109



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EDUCATION		FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
GOAL	METRIC					
Increase proficiency rate for all students						
	Percentage of core academic classes taught by teachers who are highly-qualified	92%	93%	94%	95%	96%
	Number of mentors	60	90	120	150	180
	Number of after school programs	42	52	61	70	79
	Number of students attending after school programs	430	510	600	680	760
	Proficiency rate of students participating in after-school programs	Establish Baseline				
Increase graduation rate						
	Student attendance rate	91%	92%	93%	94%	95%
	Number of third grade students proficient in reading according to MCAS	47	55	63	71	80
	Harris Poll overall rating of communication and involvement	6.5	N/A	7.3	N/A	8
Develop students' leadership skills for the 21 st century						
	Number of City departments with staff volunteering	11	13	15	17	20
	Number of City staff participating in mentoring / internship experiences	18	25	35	45	50
ECONOMIC VITALITY		FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
GOAL	METRIC					
Job creation and retention						
	Number of businesses assisted through city programs in targeted markets	Establish Baseline				
	Number of small business forums held per year	1	2	2	3	4
	Number of commercial property RFPs issued per year	Establish Baseline				
Market / Reposition the City						
	Number of video testimonials from City events posted on the internet	4	8	12	16	20
	Number of additional e-newsletter subscribers annually	Establish Baseline				
	Number of "good news" press releases provided to Mayors office by each city department on a monthly basis	1	1	2	2	2
	Increase city funding towards annual marketing campaign	50,000	62,500	93,750	140,625	210,938
	Increase favorable ratings in public opinion surveys	Establish Baseline				
Create a vibrant downtown						
	Number of city sponsored special events in downtown Springfield	1	2	3	4	5
	Number of new retail/restaurant establishments opened in downtown Springfield	5	6	7	8	9
	Number of area colleges offering off-campus housing in downtown Springfield	0	1	1	2	3
	Number of market-rate housing units in downtown Springfield	400	410	420	435	450
Develop workforce job skills						
	Number of businesses represented at Springfield high schools career days	5	5	10	10	15
	Number of city sponsored targeted job training programs	Establish Baseline				
	Number of students completing city sponsored job training programs	Establish Baseline				
	Total number of career days/career fairs offered at high schools	1	1	2	2	3
	Number of internships offered by partnering businesses	1	3	5	6	10
	Number of additional Senior Aide program training sites	1	1	2	2	3
Make Springfield a sustainable city						
	Number of contaminated properties put back into productive use	1	2	3	4	5
	Reduction in vacant residential units/structures	1,339	1,300	1,260	1,220	1,180
	Reduction in 311 complaints	Establish Baseline				
	City public facilities energy consumption	Establish Baseline				
	Number of historic properties put back into productive use	1	2	3	4	5
	City recycling rate	14%	17%	20%	23%	26%



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HEALTHY NEIGHBORHOODS		FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
GOAL	METRIC					
Increase Environmental (Green) Efforts in Housing, Schools, Public Buildings and the Natural Environment by 20%.						
	Number of neighborhood forums organized	3	3	0	0	0
	Number of business/industry forums organized	1	0	0	0	0
	Number of municipal forums organized	1	1	1	1	1
	Number of target audiences reached	7	7	7	7	7
	Number of service calls to address environmental issues in municipal and school buildings	Establish Baseline				
	Reductions in municipal and school building energy usage (MMBtu)	405,000	308,000	370,000	362,000	355,000
	Reduction in amount of carbon emissions from public and school buildings	21,376	20,056	19,529	19,106	18,737
	Increase in number of residential renovation permits issued for environmental upgrades	Establish Baseline				
	Number of students on asthma alert	5,015	5,015	5,015	5,015	5,015
	Asthma related visits	2,806	2,525	2,273	2,046	1,841
	Number of children with elevated lead levels	Establish Baseline				
	City recycling rate	14%	17%	20%	23%	26%
Increase Housing Stability						
	Number of Housing education materials provided to residents	1	2	3	4	5
	Percentage of properties slated for demolition / out of total known population	Establish Baseline				
	Number of homes repaired through Emergency City funding	30	35	40	40	40
	Number of units in receivership	50	50	50	50	50
	Percentage of Proactive inspections	25%	28%	30%	33%	35%
	Average number of days to close code inspection cases not entering judicial system	Establish Baseline				
	Average number of days to close code inspection cases which entered the judicial system	Establish Baseline				
	Average number of days to file violations in Housing Court	Establish Baseline				
	Individual homeless population without children	203	193	183	174	165
Engage the community to increase awareness of available health services in Municipal Government						
	Number of health education material distributed	25,000	30,000	35,000	40,000	45,000
	Percentage utilization of city health services	5%	7%	9%	11%	12%
	Identify and secure funding sources for health services	790,000	830,000	870,000	940,000	1,000,000
Sustain departmental services that contribute towards a Healthy Neighborhoods						
	Number of programs per municipal department that create a Healthy Neighborhood	Establish Baseline				
	Percentage of each department's services that are Healthy Neighborhood related	Establish Baseline				
	Number of department interagency collaborative efforts to share staffing resources	Establish Baseline				
Expand access to municipal services / programs / materials that are linguistically appropriate and culturally competent (through translation and interpretation)						
	Number of interpreters available citywide	Establish Baseline				
	Number of languages serviced by interpreters per language	Establish Baseline				
	Number of materials translated per department	Establish Baseline				



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FISCAL AND OPERATIONAL EXCELLENCE		FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
GOAL	METRIC					
Increase cross departmental communication and planning for City-wide projects						
	Number of cross-departmental projects planned for in budget	0	1	2	3	4
Maximize revenue through a uniform and coordinated collection process						
	City-wide collection rate	70%	72%	76%	80%	85%
	Number of revenue collection training sessions provided	50	70	90	100	90
	Percent of revenue budgeted compared to revenue received	85%	90%	95%	97%	99%
	Percentage of grants compared to School and City General Fund budget	20%	22%	25%	27%	30%
Improve efficiency and effectiveness by streamlining departmental procedures and policies across all City Departments						
	Number of days to prepare and execute contract process	50	46	36	28	25
	Number of City-wide policy and procedure trainings provided	1	3	5	7	10
	Number of City volunteers	175	200	225	250	300
	Number of processes streamlined using Lean techniques	2	3	4	5	6
Continue to adhere and improve upon City financial policy						
	Number of General Funded City FTEs	1,460	1,460	1,460	1,460	1,460
	Number of General Funded School FTEs	3,817	3,817	3,817	3,817	3,817
	Percentage growth in salaries and benefits	2.50%	2.50%	2.50%	2.50%	2.50%
	Operating Surplus	2%	2%	2%	2%	2%
	Tax revenue	30%	30%	30%	30%	30%
	Total reserves as a percentage of total General Fund budget	11.00%	11.30%	11.60%	11.90%	12.00%
	Debt as a percentage of assessed value	6.20%	6.10%	6.00%	5.80%	5.70%
	Long-term debt per capita	\$2,059	\$2,045	\$2,030	\$2,015	\$1,999



POLICY THEMES AND OPTIONS

Based upon the forecast included in this plan, the City of Springfield is facing a \$46.6 million budget gap for FY12. This gap has three main drivers:

1. Revenue – The overall economy will continue to affect the revenue sources of the City. Given that the City is reliant on State Aid for 60% of its revenue and the State continues to project a significant budget gap for FY12, State Aid will likely be affected. Based on the Governor's House 1 recommendations released in January, the City has received a 7.2% reduction in Unrestricted General Government Aid. The House and Senate will release their proposals for the fiscal year in April and May respectively. Additionally, within the constraints of Proposition 2 ½, it is difficult to forecast significantly increased property tax revenue in FY12. Increasing other local source revenue will be equally challenging as this would require an ordinance change to increase fees and fines.
2. Spending – Each year every budget (personal, business, government) has costs that grow for contractual and legal reasons. This annual increase does not change the level of programs and services provided, it simply is needed to maintain those programs and services.
3. Structural Deficit – For the past few years, the City has been reliant on one-time resources to balance the budget. During the budget process, it is the goal to develop a budget that is as sustainable as possible, however, in light of some of the program and service reductions that would need to occur, City leaders will utilize one-time sources to ensure public health and safety of the City.

Public Input:

On March 10, 2011 the City of Springfield published a draft of the Multi-Year Financial Plan through e-mail, telephone, letters, meetings with City staff and neighborhood councils. The City received numerous, thoughtful responses from the public, current and former employees, neighborhood councils, and the business community. An overwhelming sentiment from those responses is that the City is continuing to move in the right direction by publishing a multi-year financial plan.

- Use city owned equipment to start geothermal heating and cooling into public buildings or team up with contractors and subsidize installations for homeowners.
- Invite outside speakers / organizational and savings specialists (example given in email was Peter g Peterson Corporation) to speak or educate City workers on practical information and implementing ways to save.
- Contract with neighboring towns to pick up trash their trash and charge a fee to them.
- Evaluate the reduction or elimination of bus routes.
- Develop a pool of laborers that can serve multiple departments; City workers cleaning roads one day and parks the next versus paying outside contractors.
- Put all ILS teachers back into the classroom as full time teachers.
- Enforce the residency clause for all employees.
- Cut salaries across the board.
- Eliminate and consolidate departments.
- Eliminate heads of departments, assistants and supervisors, assistant to supervisors.
- Evaluate the entire work force and eliminate unqualified workers.
- No pay increase for the Mayor.
- Cut City Councilors salaries.



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- Cut school committees salaries.
- Complete time studies on entire work force.
- Edict an across the board reduction so no individual or group could say why us and not them.
- Review the pay scales for public employees and adjust where necessary to be sure public sector employees are not earning more than private sector employees in similar work positions.
- Review benefits for public employees (pension and health to ensure that public sector benefits are not greater than private sector benefits.
- Reinstate the trash fee.
- Implement an "early retirement incentive program".
- Eliminate the positions of Instructional Leadership in Education and give responsibilities to Department Heads and Vice Principals.
- Eliminate the 12 Deans positions in the district and give responsibilities to the Vice Principals.
- Only provide Paraprofessionals where required.
- Freeze spending on all supplies and book orders.
- Implement 15% cuts across all departments.
- Make all schools, including high schools, neighborhood schools to lower transportation costs.
- Institute a fee for Athletics.
- No raises for the next three years for anyone in the school department.
- Evaluate the need for every position and layoff where necessary.
- For public safety positions, limit callouts and amount of overtime being earned.
- Offer a weekly check for a 1% reduction to pay.
- Only give a 1 year warning for abandoned homes before the City sells them.
- Build a discount mall next to the Basketball Hall of Fame.
- Furlough all City employees.
- Eliminate high paying positions or reduce all salaries of these positions to 80,000 a year.

Policy Decisions Implemented in Fiscal Year 2011:

During the development of the first plan during the FY11 budget development process last year, ideas from both the public and internal were provided, some of which were implemented into the FY11 budget. The following ideas have been implemented, or are currently being implemented as part of the FY11 budget:

Public Safety

- The City's efforts toward consolidation and civilianization have been demonstrated in the area of Dispatch. The City has hired a civilian Dispatch Director. This hiring is the first step in a process that will enable employees of the Police and Fire Departments to be cross-trained to answer all types of calls, thus reducing the need for two different sets of staff to answer emergency calls.
- The position of Solid Waste Enforcement Coordinator was hired in FY11, with funding for the position included in the operating budget of the Solid Waste Enterprise Fund. It is this employee's goal to determine other ways to enforce the City's rules around solid waste and to increase recycling throughout the City.



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- The DPW's internal milling and paving operation was reinstated in FY11. Routine maintenance of City streets extends their useful life, thus deferring capital maintenance costs without detriment to the quality of roadway surfaces.
- The Snow and Ice budget was level-funded for FY11, not increased. Increasing this line item would have locked the City into funding at the higher amount every year thereafter or jeopardized its ability to receive State funding for snow-related states of emergency. As authorized by MGL Chapter 44 Section 31d, the City is currently deficit spending this appropriation and seeking Federal and State assistance to help with this winter's activities.
- A comprehensive list of City employees with CDL licensure has been compiled. This list was utilized during the winter months in order to reduce the strain on DPW employees who drive both solid waste collection vehicles and winter street sanders.

Education

- During FY11, the City has worked to consolidate certain financial functions including sharing a CFO / Finance Director with the School Department. Other functions such as information technology, human resources, purchasing, and payroll should be considered for consolidation efforts.

Economic Vitality

- (Public Input – FY11 Budget) - The City Council approved a transfer from the City's Stabilization reserves upon request of the Mayor to lower both the residential and commercial tax factors for the majority of residents and businesses.

Healthy Neighborhoods

- (Public Input – FY11 Budget) - The inclusion of Big Belly Solar Trash Compactors at our under-utilized parks will decrease labor costs incurred by emptying standard trash receptors on a cyclical schedule. During FY11, the Parks department received 7 big belly trash compactors through grant funding which have been placed throughout the City based on the needs of the area.

Fiscal and Operational Excellence

- (Public Input – FY11 Budget) - The CAFO's office has reviewed all organizational studies completed within the last five to ten years. The City is moving to implement all conclusions that make financial and administrative sense to follow. In addition, these ideas have helped form the basis for the City's first ever Strategic Action Plan.
- (Public Input – FY11 Budget) - The Human Resource/Labor Relations Department issued a *Job Content Questionnaire* to all City employees. Results of this survey are expected at the beginning of calendar year 2011.
- (Public Input – FY11 Budget) - The City Council voted to forego one month of their salary in FY11, lowering their annual salary from \$15,000 to \$13,050.
- (Public Input – FY11 Budget) - The City continued to aggressively pursue outstanding real estate taxes using a Deputy Collector to focus on areas that have been previously difficult to collect.
- (Public Input – FY11 Budget) - The City will levy the trash fee for Fiscal Year 2011 and continue enforcement efforts to collect outstanding balances from prior years.



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- The City contracted with an outside Deputy Collector to increase efforts to collect unpaid personal property taxes.
- MUNIS, the City's financial software, was vital to the City's financial revival under the Finance Control Board. Additional modules within MUNIS, such as contract management, general billing, and grants management, have been implemented citywide, but continual training is required to maximize employee productivity. In an effort to stay updated with the latest technology, the City is upgrading its MUNIS system in FY11 to the latest version available.
- The City's Solid Waste Enterprise Fund (EF) FY11 budget incorporates all solid waste activities: solid waste, recycling, yard waste, bulk disposal, and household hazardous waste. In addition, ideas are continually researched to ensure that best practices are being implemented around solid waste collections and to encourage recycling.
- The Grants Unit has added an additional employee in order to provide better support to departments and offer additional means to pursue outside funding.
- The City explored the option of early retirement for staff based upon the requirements of the Municipal Relief legislation adopted by the state. It was determined that the backfill restrictions would have detrimental effects on the workforce and was not recommended for adoption.
- The City investigated what services should be provided to the public. Instead of cutting individual line items in order to balance a budget, the City cut programs that may not be essential. This includes reductions to things such as office supplies, travel, and professional services based on historical spending along with salary savings and shifting costs to grants funds where available.
- Employees whose salary is partially or fully grant-funded are not transferred to vacant positions in the General Fund without prior approval by the Personnel Review Committee.
- Stipends funded by grants have been evaluated and changes made to positions and overtime where appropriate in an effort to eliminate the "stipend" and properly pay employees.
- Development of a Cost Allocation Plan will allow the City to charge grants for overhead and administrative costs. A contract has been signed and the project is being coordinated by the City's Grants Director.
- Investment of available cash resources within the constraints of City cash management policies and Massachusetts General Law is being done. Any investment vehicles would be considered based on safety, liquidity, and yield. The City will also take into consideration local banks in the City of Springfield for investment purposes.

Policy Decisions Proposal for Consideration in Fiscal Year 2012 Budget

The City is currently working to develop the Fiscal Year 2012 budget recommendations and plans to draw from the list of ideas included in this plan. All ideas will be considered and will ultimately be selected based upon their impact on the City's budget and Strategic Action Plan. The ideas immediately following are City-wide ideas that would impact many if not all departments. Specific department ideas are included later in this report. Note that final budget recommendations will be submitted to the Council in May 2011, therefore some items are subject to change prior to that submission.



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Operational Policy Decisions - These decisions would impact the overall operations of the City including many if not all departmental operations.

- Evaluate all Ordinances of all Departments, identify the core mission and update or eliminate services based on that.
- Investigate the cost of offering a cash stipend to employees who opt out of the City's health insurance plan.
- Manage all overtime effectively and ensure proper usage of overtime by all departments.
- Cross-train City employees and the creation of an Inspectional Services Division incorporating the Housing, Building, Fire, and Health Departments would increase efficiency and the workforce could eventually be reduced by attrition.
- Consider the Accela system for all City departments. Currently the Building, Housing, Fire, Health, DPW and Planning are part of the project, but inclusion of the City Clerk and Police Department would increase the amount of collectible revenue.
- Request contract concessions by collective bargaining units.
- Consider programmatic cuts weighed in light of several factors: whether the service provided is a core service of local government, the ability of residents to find comparable services offered by private vendors, and the cost of the service in comparison to the value of the provided benefit.
- Consider cutting all less-essential vacant positions.
- Consider pay freezes for bargaining employees.
- Consider pay freezes for non-bargaining employees.
- Consider a strict hiring freeze and eliminate staff as attrition occurs.
- Investigate entering into a bi-weekly and paperless payroll process.
- Update policies for Special Education.
- Update policies for School Transportation.
- Consider updating divisional and departmental reorganization studies. These reorganizations could eliminate duplication of services and transfer those resources to other high-priority departmental functions.
- Eliminate the requirements for contracts under \$25,000.
- Increase the age for pension eligibility and retirements. This has been recommended by the State (as it requires a State law change) and is being reviewed by the Retirement Board as to its impact on the City.
- Review all functions that have been outsourced to assess if costs have really been reduced.
- Consider targeted reductions in force that would eliminate specific programs and services.
- Evaluate the implementation of a 4-day work week that would shut down buildings and / or reduce employee pay.
- Implement performance evaluations for all employees and base annual raises and terms of employment on that evaluation.
- Invest in training and prevention (fires, other depts.) and City marketing programs to increase the tax base.

Revenue Policy Decisions – These decisions would impact the City's ability to generate and collect and enforce the collection of revenue.



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- Increase the local hotel-motel tax by 2.75%, as allowed by State statute, which is an estimated increase in revenue for FY12 of \$400K. The City must be cognizant of the impact on conventions and business in the City.
- Change the CAFO's review of local fees to an annual review to better adapt to changing economic conditions and implement reasonable cost adjustments and avoid larger, less-frequent increases.
- Increase the collection of taxes by offering a satellite office or kiosk in other parts of the City. This would be able to handle all taxes and fees levied by the City.
- Attach all unpaid tickets to the property tax bill, particularly work with the legislative delegation to either get special legislation or universal legislation that would allow the attachment of unpaid fees and fines to tax bills as an additional charge without requiring that a lien be filed with the registry of deeds.
- Seek alternative ways of processing paperwork and payments. If the City processed more payments online, additional convenience would be provided to the taxpayer and the City could capitalize on revenue that might otherwise go uncollected.
- Conduct an analysis of services to determine how many non-residents are benefiting from City-funded programs. Out-of-town residents could be charged a fee (or a greater fee, depending on the program) for participation.
- Review undervalued types of real property - cell towers/antennas and billboards. Both of these types of real property bring significant income to the parcels where they are located and this income should be included in the valuation process for these parcels.
- Consider advertising on City property.
- Work with tax exempt entities on Payment in Lieu of Taxes (PILOT) agreements.
- Implement charges for certain programs such as after school activities and night swim.

Grant Policy Decisions – These policy decisions will effect how grants are sought and managed by all City departments.

- Grant funded positions should be classified as temporary positions that terminate upon the expiration of the grant's term.
- Grant applications should be targeted toward awards that enhance the core services of the City and support the City's Strategic Action Plan, not necessarily grants that add additional, non-essential programs or services.

Financial Reserve Policy Decisions – These policies will effect how the City utilizes its reserves for City expenses.

- The City is required by its financial policies to have between 5-15% of General Fund Revenues, less debt exclusion, maintained in a stabilization reserve. This limits the amount of reserves available for appropriation and the use of reserves must therefore be the last option considered when balancing the City's annual operating budget.
- Any future use of reserves should target non-recurring costs that support essential services of the City.

Capital Policy Decisions – These policies will affect our Capital Plan and process for issuing new debt to support the City's infrastructure.

- Explore voter approval to raise taxes over its current levy limit and levy ceiling by debt exclusion. By doing this, the City could raise the taxes necessary to cover the debt service increase. This would be in effect for the life of the debt only. Reimbursements



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such as state reimbursements for school building construction are subtracted from the amount of the exclusion.

- Increase the annual appropriation for Pay-As-You-Go capital funding in order to reduce the outstanding capital liability.
- Identify costs or budget requests for capital projects that are currently in the operating budget and determine if existing or new bond funds can be used to support these costs.
- Utilize bond, General Fund and grant funding to update old heating and lighting units, as well as, new technologies that will allow the City to better control energy usage.



DIVISIONAL BUDGET AND POLICY OPTIONS

The following pages include specific budget and policy decisions for the City's departments. Implementation of these ideas will be considered on a case-by-case basis based on its impact on the City's budget and implementation of the City's Strategic Action Plan.

Administration and Finance Division

The Division of Administration and Finance is responsible for the overall financial, human capital, and technology management of the City of Springfield. Policy ideas to help address the multi-year forecast include:

- CitiStat – Expand CitiStat to include Schools and all quasi-public entities including the Springfield Water and Sewer Commission, Springfield Contributory Retirement Board, Springfield Parking Authority, MA Career Development Institute, and the Springfield Museums Association.
- 3-1-1 – Expand 311 services to incorporate all City Departments. The Service Center currently receives phone calls for eleven (11) City departments and has the capacity to accept calls from additional departments.
- CAFO / Finance – Consolidate all of the City's financial services under one department. While this has been effective, it will be beneficial to provide proper training in all financial matters to cut waste from OTPS budgets at the beginning of the budget process.
- CAFO / Finance - Relocate the Springfield Municipal Retirement System's offices out of the Tapley Street facility and into City Hall would centralize all payroll and personnel related functions under one roof.
- Procurement – Expand procurement to include all aspects of School Department purchasing and procurement. Additional staffing will provide a dedicated resource for the School Department's procurement questions and provide significant savings by ensuring that goods and services are purchased from the lowest, responsible vendors.
- Treasurer / Collector – Provide historical information from the City Clerk's office and the Treasurer/Collector Office online.
- Information Technology - Consolidate technology functions of the City, Police Department, Fire Department, and Libraries. This consolidation will reduce duplication of efforts and eliminate redundant positions through attrition.
- Information Technology – Eliminate Connect CTY services (reverse 911) and utilize other in house technology to communicate.

Parks, Recreation and Building Maintenance Division

The Parks, Recreation and Building Maintenance Division's (PRBM) mission is to improve residents' quality of life by maintaining and improving the City's parks and open space while offering a diverse range of recreation programs and maintaining and improving City-owned facilities including schools. PRBM policy decisions include:

- Fund the City's two golf courses, pools and Cyr Arena through enterprise funds. Budgeting in enterprise funds would allow the golf courses and pools to become self-sufficient operations.
- Reconfigure recreational program fees from a standard flat rate to an income based fee will generate additional revenue to cover the cost of administering recreational program.
- Develop a revolving fund, as allowable by MGL Chapter 44, § 53D, for the Recreation Division. This accounting mechanism would allow the City's recreational services geared toward youth to be self-sufficient.



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- Increase Adult League Field Fees to generate additional revenue that could be used to maintain additional ball fields.
- Consider outsourcing or issuing a request for proposal for utility management.

Development Division

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. Policy decisions for the Development Division include:

- Offer additional Tax Incremental Financing (TIF) agreements with emerging industries (i.e. green technology, Brownfield redevelopment) in order to expand the City's economic base. While revenue would be reduced in the early years, the City's taxable base would increase in future years.
- Start a "Landlord License" program to force many of the City's landlords to maintain the properties that are owned.
- Consolidate inspectional services that are currently provided at Code, Health and Fire.

Health and Human Services Division

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. Policy decisions for the Health and Human Services Division include:

- Consider partnering with neighboring communities to provide regionalized health services such as flu clinics and cancer screenings. This measure would reduce the per capita expenditure within Springfield while providing greater opportunities for State-supplied grant funding.
- Consolidate back office functions of all Health and Human Services departments,
- Animal Control - Privatize Animal Control for the City and the communities it serves.
- Animal Control - Provide services to only the City of Springfield eliminating services to surrounding communities
- Animal Control - Re-negotiate the per-capita rate charged to the current partner communities in order to reduce the burden on Springfield's tax base.
- Animal Control – Charge other fees or update fees charged by Animal Control to properly account for the cost of the service.
- Libraries – Examine the number of branch libraries in the City to determine if the potential cost savings from closing branches outweigh the benefits provided by keeping the branches open. This will require work with the Department and the Library Commission if necessary.

Public Works Division

The mission of the Department of Public Works (DPW) is to maintain, preserve and improve the City of Springfield's public way infrastructure. The DPW also manages the Solid Waste Enterprise Fund. Policy decisions for the Public Works Division include:

- Submit a graduated bin system proposal to the Council and have it passed to ensure costs of the tipping fee can be fairly recouped through a fee.
- Review the collective bargaining agreement that governs solid waste employees that allows them to leave early once the Solid Waste Manager is certain that all daily routes



will be completed. The next collective bargaining agreement could increase productivity by reinstating a 5-day work week, with solid waste collection remaining on a 4-days-per-week schedule, and employees assigned to other duties within the DPW on Mondays.

- Consolidated all fleet maintenance for all departments under the Fleet Maintenance subdivision. The Police and Fire Departments each employ a fleet manager and several maintenance technicians.
- Purchase an indoor vehicle storage facility is a priority for Fleet. Storing vehicles outside increases weather-related damage and shortens the lifespan of the asset. A potential site has been located and is undergoing evaluation.
- Implement the Cartegraph software by all departments including DPW, Police, and Fire to track vehicle inventory and maintenance records.
- Conduct a thorough review of each position with access to overnight vehicle privileges.
- Consider leasing portions of the City's fleet, or car-sharing (through a company like ZipCar, for example).

Public Safety Division

The Public Safety division's mission is to keep the citizens of Springfield safe, establish partnerships between the public and the police in order to enhance the quality of life, law enforcement, preservation of public peace, and providing the highest quality emergency response and fire prevention services. Policy decisions for the Public Safety Division include:

- Consolidate the Business Offices of the Police, Fire, and Dispatch Departments.
- Consolidate the SPD's fleet maintenance function into DPW. This transfer would allow the SPD to place one (1) additional sworn officer into active patrol duty.
- Evaluate all job functions to determine if any can be performed by civilian employees (or retired police officers) to free up sworn personnel.
- Suspend Quinn Bill payments until the State starts to reimburse the City.
- Adopt MA General Law Ch 41 § 111K to override the collective bargaining agreement and give the Commissioner more flexibility in staffing. Currently, the Fire Commissioner cannot deny a request to use vacation time unless the number of employees out on leave exceeds 16.
- Assign the Fire PIO job functions to the on-scene commander at any incident, with the firefighter currently in this position reassigned to an apparatus. The Public Information Officer (PIO) position, required by NFPA 1035, is currently a stand-alone position.
- Charge a fee for out-of-town referrals for the Fire Stop program. The Fire Stop program for juvenile fire-starter intervention, currently manages cases for all surrounding cities in towns in Western MA.
- Move Public Safety Dispatch functions to a single, dedicated facility would provide better oversight for the Director and set the stage to implement a Regionalized Public Safety Dispatch Center.
- Obtain grant funding for Centralized, and eventually Regionalized Dispatch.



APPENDIX 1: RESERVE FUNDS

The City has various reserve funds some of which are designated for specific purposes and others that can be used for operational expenses upon action by the Mayor and City Council. After decades of certifying negative reserve fund balances, the City has certified five consecutive years of positive reserve fund balances.

Stabilization Reserve Funds

The City's Stabilization Reserve Fund (Fund 8213) currently has a balance of \$43.7 million. The purpose of this reserve is to provide long-term financial stability for the City while improving its financial flexibility and credit worthiness. The City's financial policies require the City to maintain a stabilization reserve fund equal to between 5% and 15% of operating revenues, less debt exclusions.

Chapter 656 Reserve Fund

Chapter 656 of the Acts of 1989 established a fiscal stability reserve fund for the City of Springfield. The balance of this reserve is to be one percent of the gross amount raised as shown in the assessors' tax recapitulation sheet approved by the Department of Revenue. This reserve is maintained in the general fund and has a balance of \$5.7 million.

Self Insurance Reserve Fund

The City is self insured, meaning that it does not have property or liability insurance and pays all damage claims without the use of insurance policies. The Self Insurance Reserve Fund (Fund 8219) is designed to provide the City financial support should a significant liability occur; this allows the City to avoid making unplanned reductions in its operating budget or reserve funds. The current balance of the Self Insurance Reserve Fund is \$565K.

Productivity Bank Fund

The purpose of this "bank" is to distribute loans to departments to finance projects that generate additional revenue or reduce costs. Departments are required to repay Productivity Bank loans over five years, and departments are permitted to "gain share" in savings and additional revenue in excess of the amounts required to repay the loan. The Productivity Bank (Fund 3415) is intended to reduce costs, increase revenue and create a cycle of innovation, accountability and entrepreneurship across the City. The current balance is \$700K.

ESCO Stabilization Reserve Fund

The Finance Control Board restructured the City's debt portfolio in 2007 and again in 2009 to address the City's prior inappropriate management of debt and capital investment. As part of the structure of the 2007 bond issuance, the Board appropriated funds into a stabilization reserve fund to help finance a more aggressive debt schedule for the City's energy services contract (ESCO) debt (Fund 3267). The more aggressive debt structure has saved the City substantial interest expenses while also helping to re-shape the City's bond repayment plan to allow future capital investment and prevent the "debt spikes" that were built into the City's debt schedule prior to 2004. The current balance of this Fund is \$205K.



APPENDIX 2: LONG-TERM LIABILITIES

As with any large organization long-term liabilities are continually evaluated and help drive decisions on current year services.

- *Property Tax Limitations* - From 1996 to 2000 Springfield's tax levy was up against its 2.5 percent levy ceiling, limiting the City's ability to increase property taxes. Since 2004, the City increased its room between the tax levy and the tax ceiling through additional economic development and higher assessed values. In 2009, Springfield's assessed values decreased by 7.2 percent and, in 2010, decreased by an additional 3.4 percent. Although a lesser decline than originally expected was encountered in FY11, the City made an effort to reduce property taxes for the majority of businesses and residents. The levy for the projection period will be limited by Proposition 2 ½ and political needs to maintain a level tax rate.
- *State Aid* - The Commonwealth reduced state aid (Unrestricted General Government Aid) to Springfield by 30% since FY08 and the Governor's FY12 budget proposal initiates a 7.2% reduction below FY11. Chapter 70 Aid continues to grow, however, so do our education expenses including the City's required contribution and the non-School eligible spending cost for transportation. Because the City's budget is reliant on State Aid for 60% of our revenues, our budget follows the same economic cycles experienced by the State.
- *Personnel* - One of the largest costs in the City's budget is personnel. The City is able to manage these costs through strict control mechanisms such as the Personnel Review Committee. This Committee reviews every hire, backfill, and promotion prior to filling a vacancy and frequently drives a re-examination and modernization of departmental structures as part of its review. Department heads must justify and/or reaffirm the need for every position when a vacancy occurs. Union positions make up the majority of the City's FTEs along with the need to address their annual contractual pay increases.
- *Benefits* - Prior to Fiscal Year 2007, the City's health insurance costs were increasing at a rate of 18 percent annually. The City became the first community to join the Group Insurance Commission (GIC). The GIC purchases health insurance for 265,000 state employees and retirees and has significant purchasing power. Over the last number of years, GIC premiums increased at an average 9% annually which is significant growth but much more controlled than under the previous situation.
- *Retirement* - Retirement benefits for local and state employees are uniform across the Commonwealth. Until July 2009, Chapter 32 of the Massachusetts General Laws required municipalities to fully fund their retirement liability by 2028. The Commonwealth's Fiscal Year 2010 budget included an extension of this requirement to 2030, and further modifications to 2040 were adopted in FY11. The City must revalue its schedule every 3 years and adjust the schedule accordingly. Springfield's most recent actuarial valuation estimated the City's unfunded actuarial accrued liability (UAAL) at \$532.6 million as of January 1, 2010. Our funded status is 34.3%.
- *Other Post Employment Benefits* - In addition to providing pension benefits, the City provides health, dental, vision and life insurance to retired employees and their survivors, in accordance with Chapter 32 of the Massachusetts General Laws. The City's OPEB unfunded actuarial accrued liability is estimated at \$688.7 million as of July 1, 2011. In order to fully fund this liability in 30 years, as it does with retirement, the City would have to appropriate \$67.2 million on an annual basis. We currently fund 21.2% of this amount.



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- *Debt Service and Capital Needs* - The City has a \$373 million Capital Improvement Plan that identifies major equipment and construction needs over the next five years. Due to previous deferred maintenance and the number of facilities and parks, the City has significant capital needs. Based on the October 2010 report entitled "Analysis of Outstanding Debt" we are currently evaluating our capacity to sell notes and bonds over the next few fiscal years.



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APPENDIX 3: MYFP DETAILED PROJECTION

	FISCAL 2007	FISCAL 2008	FISCAL 2009	FISCAL 2010	FISCAL 2011	FISCAL 2011	FISCAL 2012	FISCAL 2013	FISCAL 2015	FISCAL 2015
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ADOPTED	Q2 PROJECTED	MYFP - PROJECTED	MYFP - PROJECTED	MYFP - PROJECTED	MYFP - PROJECTED
SPENDING ASSUMPTIONS										
Administration and Finance Division	17,164,654	15,845,306	18,536,154	13,731,554	13,651,033	14,898,401	13,430,758	13,699,373	13,973,361	14,252,828
Development Division	2,389,814	2,832,446	2,892,223	2,870,878	3,398,437	3,398,438	3,334,542	3,401,232	3,469,257	3,538,642
General Government Division	2,265,321	3,131,045	2,925,895	2,801,918	2,784,908	2,769,908	2,910,158	2,968,362	3,027,729	3,088,283
Non-Mayoral Division	757,134	765,287	807,558	1,262,991	1,337,132	1,353,502	1,332,250	1,358,895	1,386,073	1,413,795
Health and Human Services Division	7,617,157	8,317,270	8,528,806	8,047,715	8,524,684	9,894,553	9,803,111	9,999,173	10,199,156	10,403,140
Public Safety Division	53,320,000	57,172,232	56,369,902	55,040,121	57,749,845	58,563,965	58,131,640	59,576,284	61,056,871	62,574,297
Public Works Division	18,716,252	16,712,869	15,699,373	12,430,298	14,171,098	14,782,661	19,510,790	19,901,006	20,299,026	20,705,007
Parks & Facilities Division	19,381,375	20,160,730	19,156,500	21,212,624	20,320,840	21,581,034	13,880,659	14,158,272	14,441,438	14,730,267
School Department	274,895,677	296,909,519	282,212,288	310,099,714	310,011,601	321,359,240	332,411,163	342,383,498	352,655,003	363,234,653
Debt	36,470,755	39,522,411	39,231,614	41,455,993	42,404,055	42,404,055	40,778,830	42,002,195	43,262,261	44,560,128
Health Insurance & Fringe	30,506,966	23,934,870	23,119,014	25,368,878	25,320,713	25,445,381	27,417,609	30,230,661	32,943,319	35,927,242
Pensions	18,876,050	21,685,459	20,844,904	22,372,681	24,612,185	24,468,084	24,614,065	29,365,769	30,428,901	31,531,255
Other Spending	4,184,318	4,197,253	6,867,420	10,489,328	9,176,922	8,877,727	9,241,402	9,641,330	9,794,257	9,950,242
TOTAL	486,545,473	511,186,697	497,191,651	527,184,693	533,463,456	549,796,949	556,796,977	578,686,051	596,936,651	615,909,778
REVENUE ASSUMPTIONS										
Property Taxes	141,134,996	144,389,339	158,790,820	165,100,169	161,236,913	163,984,866	161,934,993	160,307,756	161,935,334	163,579,187
Local Receipts	52,976,157	45,260,105	47,973,995	42,537,995	39,866,448	38,606,812	34,798,234	35,757,754	33,857,754	33,857,754
State Aid	305,254,154	328,479,282	304,090,352	316,123,756	319,860,094	319,853,427	329,684,803	332,585,476	335,687,747	338,821,041
Reserves	-	-	11,304,220	10,000,000	12,500,000	15,050,023	12,500,000	-	-	-
Net School Spending				4,240,600		10,881,300				
Other Financing Sources				4,349,189		3,554,668	3,000,000			
TOTAL	499,365,307	518,128,726	522,159,387	542,351,709	533,463,455	551,931,096	541,918,030	528,650,986	531,480,835	536,257,982
SURPLUS / (GAP)	12,819,834	6,942,029	24,967,736	15,167,016	(1)	2,134,147	(14,878,947)	(50,035,065)	(65,455,816)	(79,651,796)



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APPENDIX 4: FINANCIAL ORDINANCES



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APPENDIX 5: RATING AGENCY REPORT



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APPENDIX 6: NEWS AND ARTICLES

COMMONWEALTH OF MASSACHUSETTS

CITY OF SPRINGFIELD FINANCE CONTROL BOARD

EXECUTIVE ORDER

#04-09-13-2009

This Executive Order is issued pursuant to the provisions of Chapter 169 of the Acts of 2004, *An Act Relative to the Financial Stability of the City of Springfield*.

Pursuant to the authority granted under section 4(d)(7) of Chapter 169 of the Acts of 2004, the Springfield Financial Control Board hereby amends Title 4 of the Revised Ordinances of the City of Springfield, 1986, as amended, through further amendment, by adding a new Chapter 4.44 thereto: Financial Ordinances

AMENDING TITLE 4, OF THE REVISED ORDINANCES OF THE CITY OF SPRINGFIELD, 1986, AS AMENDED HEREBY FURTHER AMENDED BY ADDING A NEW CHAPTER 4.44 THERETO: FINANCIAL POLICIES.

Title 4, of the Revised Ordinances of the City of Springfield, 1986, as amended, hereby further amended by adding the following new Chapter 4.44 thereto:

Chapter 4.44

FINANCIAL ORDINANCES

Sections:

- 4.44.010 Compliance with finance laws
- 4.44.020 Ordinances with regard to the budget.
- 4.44.030 Revenue policies.
- 4.44.040 Policies with regard to self-operations.
- 4.44.050 Capital planning policies.
- 4.44.060 Financial reserve policies.
- 4.44.070 Debt policies.
- 4.44.080 Policies regarding cash management.
- 4.44.090 Policies regarding financial reporting and reconciliation.
- 4.44.100 Policies regarding financial responsibilities of departments.
- 4.44.110 Policies regarding grants.

4.44.010 Compliance with finance laws. A. All city employees, agents, boards, commissions and authorities shall comply with all General Laws, Special Acts of the Commonwealth, and city ordinances that relate to finance and financial management.

B. By September 30 of each year, the finance department shall provide to all departments an update regarding the financial policies and ordinances of the city of Springfield. By November 1 of each year, the law department shall provide to all departments an annual update regarding changes to municipal finance law and regulations that may impact departmental operations.

4.44.020 Ordinances with regard to the budget. A. The mayor shall propose to the city council and the city council shall adopt balanced budgets in which non-one-time revenue equals or exceeds expenditures.

B. The city will not balance the budget by using one time or other nonrecurring revenues to fund ongoing expenditures. Transfers from "free cash" and a "stabilization reserve fund" shall be the only exception; appropriation from free cash or a stabilization reserve fund to fund ongoing expenditures shall require a written disclosure by the chief administrative and financial officer of the size of the appropriation, the remaining balance in reserve after said appropriation and a projection as to how the city will finance these recurring expenses in upcoming fiscal years.

C. The city will not use budgetary procedures that balance the budget at the expense of future years, including postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt.

D. The annual budget shall include the following sections: the expenditure budget, a summary of the city's financial condition, an analysis of revenues used in the proposed budget, a proposed allotment schedule for the budget as required by Chapter 656 of the Acts of 1989, an analysis of outstanding debt and a summary of the city's capital condition, including municipal buildings, infrastructure, equipment, rolling stock and information technology.

E. The city's annual budget shall be adopted at the level of departmental salaries, expenses and capital.

F. The budget will provide for adequate maintenance and the replacement of capital plant and equipment. In the event

that the budget is not able to provide for adequate maintenance and replacement of capital plant and equipment, the city will identify and report on the funding gap and the maintenance, equipment and capital which are not funded in the proposed budget. All budgetary procedures will conform with existing state and local regulations.

G. The chief administrative and financial officer shall produce and issue a four (4) year financial plan for the city by March 30th of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the city may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.

H. Within two (2) weeks of the start of the fiscal year, the comptroller shall encumber all personnel service funds in all departments for the entire fiscal year for each budgeted position then occupied by an employee.

I. The comptroller shall provide to the mayor and city council a monthly report of revenues and expenditures at the line item level.

4.44.030 Revenue policies. A. The city's annual budget shall include a revenue budget that is created in line item detail for City operations.

B. The City will estimate its revenue using conservative methods and present this along with the balanced budget.

C. The chief administrative and financial officer shall review and propose to the city council an updated fee schedule for each of the city's departments no less than every two (2) years to ensure the cost of services is being adequately recovered.

D. The city may build into its revenue base from one fiscal year to the next an increase in each revenue line item of no more than three percent (3%), with the exception of

1. Real and personal property taxes, whose increase shall not exceed the revenue permitted under law, with New Growth set at a level certified by the Assessors as reasonable.

2. Chapter 70 (school) aid and school building assistance payments from the Commonwealth, which shall be budgeted in an amount no greater than the estimates provided by the Commonwealth of Massachusetts, and

3. Certain fees and fines, which may increase more than three percent (3%) only if the underlying cost of the fee or fine is increased. In such an instance, the city may budget the entire increase associated with the fee and/or fine so long as said revenue assumptions are certified as reasonable by the chief administrative and financial officer.

E. Any revenue increase in excess of the three percent (3%) limit established herein shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund non-recurring capital expenditures.

F. The city will maintain property assessment for the purpose of taxation at full and fair market value, as prescribed by State law.

G. The city shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law. On or before May 30th of each year, the city shall commence tax title proceedings against all properties that owe property taxes to the city.

4.44.040 Policies with regard to self supporting operations. A. The city shall annually adopt the rates and fees for all enterprise fund activities, and the chief administrative and financial officer shall propose no less than every two years the rates and fees for all other rate- and fee-supported services in city government.

B. In the event that an enterprise fund requires General Fund or other support because its revenue does not fully support its operations, the finance director and relevant department head shall make a report to city council regarding the fund, its revenue and expenditure position and the reason a deficit occurred.

4.44.050 Capital planning policies. A. For purposes of this ordinance, the term "capital" shall refer to a facility, object or asset costing more than twenty-five thousand dollars (\$25,000) with an estimated useful life of ten (10) years or more.

B. The capital improvement program will directly relate to the long-range plans and policies of the city.

C. The capital improvement plan shall be issued by March 30th of each year and shall be produced by and in the form designated by the chief administrative and financial officer. At a minimum, the capital improvement plan shall be a "rolling" five (5) year plan which shall be submitted to the city council for approval annually.

D. The capital improvement plan shall be reviewed by the capital improvement planning committee and shall include all capital expenditures proposed by the various departments. The committee shall recommend in each year of the plan the capital investments to be funded, and how these expenditures should be financed.

E. The capital improvement planning committee shall be comprised of the city's chief administrative and financial officer or his/her designee, the finance director, a representative from the city council, the director of parks, buildings and recreation management, the budget director, the planning director, the director of capital asset construction, the director of public works and the director of community and economic development or other officials with different titles who perform the duties of said positions. Any member with an interest in a capital item before the committee shall recuse him/herself from deliberations regarding said items. The committee shall provide its recommendations in writing to the mayor and city council. Any capital funding request that is at variance from the committee's recommendation shall be accompanied by a written justification of the variance, including a comparison of cost-benefit analyses for the effected projects.

F. Except as required by an emergency, all approved capital projects must be part of the adopted capital improvement plan. Capital projects that were not included in the capital improvement plan may not be conducted unless an emergency has occurred and a written report explaining the emergency has been provided to the city council.

G. All capital expenditure decisions shall analyze the potential use of alternative energy and fuel/energy efficient technologies and devices, and the use of recycled materials and environmentally preferable products.

H. The capital improvement plan shall include a multi-year forecast of annual debt service requirements for items in the plan to permit the examination of the future implication of debt issuance.

I. Each capital item in the capital improvement plan shall be accompanied by an analysis that includes the identification and cost estimation of additional operational and personnel costs associated with that capital improvement.

J. All proposals for capital improvements shall include a proposed source of funding for each capital improvement. Pay-as-you-go capital funding shall be considered as a financing source for each proposed capital improvement.

K. As part of a comprehensive capital improvement program, the city shall maintain net tax-financed capital improvement expenditures (pay as you go) at a level of one and one-half percent of local source revenue.

L. The finance director shall review the finances and status of all capital projects no less than annually. For a non-construction capital expenditure, the city shall conduct project close out within six (6) months of project completion.

For a construction-related capital expenditure, the city shall conduct project close out within nine (9) months of the end of construction. The city shall release unexpended bond proceeds within six (6) months of project close out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

4.44.060 Financial reserve policies. A. The city shall maintain an undesignated fund balance of between five percent (5%) and fifteen percent (15%) of general fund revenues, less debt exclusions.

B. In the event that the city's undesignated fund balance falls below five percent (5%) of general fund revenues, less debt exclusions, a plan for specific expenditure reductions and/or revenue increases that will bring the city into compliance with the minimum fund balance requirement shall be submitted to the city council during the next budget cycle.

C. Pursuant to the provisions of Chapter 656 of the Acts of 1989, the city shall maintain a reserve for extraordinary expenses of at least one percent (1%) and not greater than three percent (3%) of the prior year's tax levy. No direct drafts shall be permitted from this fund, but transfers may be made from it in the same manner as required for other budgetary transfers.

D. The amount of money to be held in free cash shall not be less than three percent (3%) or more than six percent (6%) of General Fund operating revenue, less debt exclusions.

E. The city shall maintain a primary stabilization reserve fund equal to between five percent (5%) and fifteen percent (15%) of General Fund operating revenues, less debt exclusions. As prescribed by 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 ten percent (10%) of the equalized value of the city.

F. Pursuant to the provisions of Chapter 169 of the Acts of 2004, the city shall annually fund a capital reserve of at least one and half percent (1.5%) of the committed property taxes from the prior fiscal year. Said fund may be expended on capital projects for which the city may issue bonds for a term of ten (10) years or longer as provided for in Chapter 44 of the Massachusetts General Laws.

G. Whenever the city is self insured for the purposes of property, liability and/or workers' compensation insurance, it shall maintain a Self Insurance Reserve Fund that may be expended to pay for the loss of or damage to municipal property, whose loss or damage would be covered by property and liability

insurance had the city purchased it. Said Reserve may also be used to pay justified damage, liability and workers' compensation claims against the city and shall be in the amount of 5% of the aggregate assessed valuation of City Hall, Symphony Hall and the Campanile.

4.44.070 Debt policies. A. The city shall comply with debt limitations as detailed in Massachusetts General Law.

B. The City shall manage the issuance of debt in line with the following debt ratios:

1. General Fund debt service as a percentage of general fund revenues, net of debt exclusions - not to exceed eight percent (8%).

2. Enterprise fund debt service as a percentage of enterprise operating revenue - not to exceed fifteen percent (15%).

3. Percentage of total debt that will be retired at the end of ten (10) years - at least sixty-five percent (65%).

C. Short-term debt, such as bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest rate advantage, or if there is an advantage to delaying long-term debt until market conditions are more favorable.

D. The city may use inter-fund and inter-account operating loans rather than outside debt instruments to meet short-term cash flow needs. Such loans may only occur if the affected fund or account has excess funding available and the use of these funds will not impact the fund's or account's current operations. All such loans shall be repaid by June 30th of each year.

E. Any bond anticipation debt will be retired within six (6) months after completion of the project it financed.

F. Short-term debt will not be rolled over beyond two (2) years without a principal pay down or as prescribed by state law.

G. The term of debt issued to finance capital improvements or procurements may not exceed the useful life of the asset or improvement so financed.

H. The city shall conduct debt financing on a competitive basis unless, for reasons of market volatility, unusual financing structure or a complex security structure the city would be better served through a negotiated financing.

I. In all instances in which the city issues bonds or notes of a term exceeding twelve (12) months, the city shall utilize the services of a financial advisor firm to advise it on structuring the transaction, issues related to the compensation paid to firms involved in the transaction and other items. Said

firm may not have served as underwriter for a city debt transaction during the thirty-six (36) months prior to the issuance of the bonds or note then being financed.

J. The finance director shall annually conduct and release to the public a report on the amount and affordability of debt issued by the city, using established and generally accepted benchmarks as a basis for comparison.

K. The city shall establish and maintain a debt schedule that avoids large increases in debt service on a year-to-year basis, and shall seek to use an "equal principal" repayment structure rather than level debt service structure.

L. The City may issue refunding bonds if the savings associated with the refunding are at least twice the cost of issuing the refunding bonds, there are positive savings in each year of the refunding bonds so issued, the present value of the savings is at least three percent (3%) of the par amount of the refinancing issuance, and the refunding bonds do not extend the term of the debt to be refinanced.

M. The city may not use bond proceeds to finance operating expenses other than those certified by the chief administrative and financial officer as being specifically related to implementation of the project. The city may not use bond accounts or bond proceeds as a source of inter-fund or inter-account operating loans.

N. The City shall comply with all Federal and State government laws and policies with regard to arbitrage earnings on bond proceeds.

4.44.080 Policies regarding cash management. A. The city shall manage its cash resources in a prudent and diligent manner with an emphasis first on safety of principal, second on liquidity and third on financial return on invested cash. The treasurer/collector shall ensure investment managers who invest municipal funds operate in a manner consistent with these requirements.

B. Except when cash is invested in the Massachusetts Municipal Depository Trust, the city shall not invest cash in instruments with a term exceeding three hundred sixty-five (365) days. Cash invested outside of the Massachusetts Municipal Depository Trust shall only be invested in cash, money market funds and certificates of deposit, with a preference for insured certificates of deposit where appropriate. The city shall not invest in derivatives of cash products or any structured financial vehicle.

C. The treasurer/collector shall submit a written report with regard to the city's cash investments to the office of internal audit no less than quarterly. Said report shall be in

the form required by the director of internal audit and shall document the city's cash investments in detail to ensure compliance with Massachusetts General Law and relevant policies and ordinances.

D. Except as otherwise provided for in Massachusetts General Law, all fees, fines and other revenue shall be collected by the office of the city collector. The finance director may permit individual departments to collect fees, fines and other revenue if, in his/her judgment, said department has established proper policies, procedures and controls and that said controls are followed at all times. All receipts collected by any department shall be forwarded to the city collector on a daily basis or on another schedule as may be approved in writing by the finance director.

E. The finance director shall develop, document and publish a system of internal controls for cash management, including but not limited to receipt of money, safeguarding of assets, verification of accuracy, use of financial computer systems, promotion of operational efficiency, proper segregation of duties and others.

4.44.090 Policies regarding financial reporting and reconciliation. A. All department heads shall notify the chief administrative and financial officer in writing within one (1) week of becoming aware of non-compliance with any financial ordinance or policy of the city of Springfield. The chief financial officer shall provide a written report to the city council when the city fails to comply with any financial policy of the city of Springfield. Said report shall occur within three weeks of the failure to comply, and shall be updated no less than annually. This shall explicitly include instances of intentional non-compliance, such as the use of non-recurring revenue (reserves) to support the operating budget, failure to maintain minimum reserve fund levels, and others.

B. The comptroller shall produce and present to the mayor and chief administrative and financial officer a statement of monthly revenues and monthly expenditures, both of which shall be compared to budget estimates and historical trends.

C. The treasurer/collector shall reconcile the city's revenues and bank accounts on a monthly basis, within fifteen (15) business days of the close of each month.

D. The city shall reconcile revenues and expenditures for each fiscal year within two (2) months of the end of the fiscal year.

4.44.100 Policies regarding financial responsibilities of departments. A. All departments authorized to collect receipts

by the finance director shall remit them to the city collector on a daily basis, or on another schedule approved by the finance director in writing on a case by case basis.

B. All departments shall utilize the city's central accounting system and shall post all financial transactions thereto in a timely manner.

C. No department shall open an account in any financial institution or maintain a checkbook or other means of receiving or making payments without the prior written approval of the finance director and may not make any payment outside of the city's central financial system.

D. No department shall be permitted to over-expend a line item in its budget unless authorized to do so by Massachusetts General Law, and then only after following the procedures established in said Laws. Pursuant to Chapter 656 of the Acts of 1989, any department head who over-expends their budget may be held individually and personally liable and required to make payment to the city in the amount of the over-expenditure, with determination of said liability made by the mayor.

E. No department may seek procurement for any capital project for which funding is not legally available via appropriation, bond funding, grant funding, gift or other legal source unless specifically permitted by law. In instances where law permits procurement without a previously-identified funding source, said department must seek and receive the approval of the finance director prior to initiating procurement activity.

F. All departments that issue fines and tickets under law and city ordinance shall provide written monthly reports to the finance director of the number and dollar value of tickets issued and paid. Said report shall be reconciled prior to submission so as to provide an accurate accounting of collections and outstanding unpaid balances to date.

G. The city shall commence and actively pursue collections activities against properties which are delinquent on their property taxes and personal property taxes at the earliest timeframe permitted by law.

4.44.110 Policies regarding grants. A. The grant director shall oversee all grants for the city of Springfield and, to the extent permitted by law, for the Springfield public school department. With the approval of the chief administrative and financial officer, he/she shall establish policies and procedures regarding the management and administration of grants, including the submission of grant applications for funding.

B. Departments shall be encouraged to pursue all available grants funding consistent with the mission and strategic direction of the department and the city.

C. All grant applications shall be reviewed by the grant director prior to submission. Departments shall provide all information requested by the grant director in a timely manner to allow proper oversight and reporting to grantors and others.

D. To the extent allowed by the granting entity, all grant applications which seek to fund personnel costs shall request funding for fringe benefit costs. A department applying for a grant which can not pay for fringe benefits shall stipulate to the grant director in advance how the department will pay for the related fringe benefit costs.

E. Grant funds shall be expended prior to the expenditure of general fund operating budgets whenever possible. Grant reimbursements shall be submitted in a timely manner; a schedule for submitting grant reimbursements, which shall be binding on all parties, may be established by the finance director if he/she finds that reimbursements are not taking place in a timely manner.

F. Department heads shall notify the finance director no later than three (3) months prior to the expiration of a grant if they reasonably believe grant funds may be returned unspent to the granting agency.

G. All employees, entities, boards, commissions or others which submit grant applications requiring a city match shall identify an available source of funding which shall serve as the matching funding for the grant, prior to submitting the grant to the grant director for review.

H. No employee paid in whole or in part from the General Fund shall be moved to being funded by a grant without the prior written approval of the finance director. No employee who is paid in whole or in part from a grant shall be moved to being funded by the General Fund without the prior written approval of the finance director.

Approved as to Form

Associate City Solicitor

STANDARD & POOR'S

225 Franklin Street, 15th Floor
Boston, MA 02110-2804
tel 617 530-8303
reference no.: 40298897

February 17, 2011

RECEIVED
MAR 08 2011

BY:

City of Springfield
City Hall
36 Court Street
Springfield, MA 01103
Attention: Mr. Timothy Plante, Director of Finance

Re: *City of Springfield, Massachusetts, General Obligation Bonds*

Dear Mr. Plante:

Standard & Poor's has reviewed the rating on the above-referenced obligations. After such review, we have affirmed the "AA-" rating and changed the outlook to positive from stable. A copy of the rationale supporting the rating and outlook is enclosed.

The rating is not investment, financial, or other advice and you should not and cannot rely upon the rating as such. The rating is based on information supplied to us by you or by your agents but does not represent an audit. We undertake no duty of due diligence or independent verification of any information. The assignment of a rating does not create a fiduciary relationship between us and you or between us and other recipients of the rating. We have not consented to and will not consent to being named an "expert" under the applicable securities laws, including without limitation, Section 7 of the Securities Act of 1933. The rating is not a "market rating" nor is it a recommendation to buy, hold, or sell the obligations.

This letter constitutes Standard & Poor's permission to you to disseminate the above-assigned rating to interested parties. Standard & Poor's reserves the right to inform its own clients, subscribers, and the public of the rating.

Standard & Poor's relies on the issuer/obligor and its counsel, accountants, and other experts for the accuracy and completeness of the information submitted in connection with the rating. To maintain the rating, Standard & Poor's must receive all relevant financial information as soon as such information is available. Placing us on a distribution list for this information would facilitate the process. You must promptly notify us of all material changes in the financial information and the documents. Standard & Poor's may change, suspend, withdraw, or place on CreditWatch the rating as a result of changes in, or unavailability of, such information. Standard & Poor's reserves the right to request additional information if necessary to maintain the rating.

STANDARD
& POOR'S

Attachment: Appendix 5 - Rating Agency Report (1185 : Multi-Year Financial Plan (FY12-15))

Mr. Timothy Plante
Page 2
February 17, 2011

Please send all information to:

Standard & Poor's Ratings Services
Public Finance Department
55 Water Street
New York, NY 10041-0003

If you have any questions, or if we can be of help in any other way, please feel free to call or contact us at nypublicfinance@standardandpoors.com. For more information on Standard & Poor's, please visit our website at www.standardandpoors.com. We appreciate the opportunity to work with you and we look forward to working with you again.

Sincerely yours,

Standard & Poor's Ratings Services
a Standard & Poor's Financial Services LLC business



cf
enclosure

Attachment: Appendix 5 - Rating Agency Report (1185 : Multi-Year Financial Plan (FY12-15))

STANDARD
& POOR'S

STANDARD & POOR'S

Standard & Poor's Ratings Services Terms and Conditions Applicable To Public Finance Ratings

You understand and agree that:

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All Rating Actions in Ratings Services' Sole Discretion. Ratings Services may assign, raise, lower, suspend, place on CreditWatch, or withdraw a rating, and assign or revise an Outlook, at any time, in Ratings Services' sole discretion. Ratings Services may take any of the foregoing actions notwithstanding any request for a confidential or private rating or a withdrawal of a rating, or termination of this Agreement. Ratings Services will not convert a public rating to a confidential or private rating, or a private rating to a confidential rating.

Publication. Ratings Services reserves the right to use, publish, disseminate, or license others to use, publish or disseminate the rating provided hereunder and any analytical reports, including the rationale for the rating, unless you specifically request in connection with the initial rating that the rating be assigned and maintained on a confidential or private basis. If, however, a confidential or private rating or the existence of a confidential or private rating subsequently becomes public through disclosure other than by an act of Ratings Services or its affiliates, Ratings Services reserves the right to treat the rating as a public rating, including, without limitation, publishing the rating and any related analytical reports. Any analytical reports published by Ratings Services are not issued by or on behalf of you or at your request. Notwithstanding anything to the contrary herein, Ratings Services reserves the right to use, publish, disseminate or license others to use, publish or disseminate analytical reports with respect to public ratings that have been withdrawn, regardless of the reason for such withdrawal. Ratings Services may publish explanations of Ratings Services' ratings criteria from time to time and nothing in this Agreement shall be construed as limiting Ratings Services' ability to modify or refine its ratings criteria at any time as Ratings Services deems appropriate.

Information to be Provided by You. For so long as this agreement is in effect, in connection with the rating provided hereunder, you warrant that you will provide, or cause to be provided, as promptly as practicable, to Ratings Services all information requested by Ratings Services in accordance with its applicable published ratings criteria. The rating, and the maintenance of the rating, may be affected by Ratings Services' opinion of the information received from you or your agents or advisors. You further warrant that all information provided to Ratings Services by you or your agents or advisors regarding the rating or, if applicable, surveillance of the rating, as of the date such information is provided, (i) contains no untrue statement of material fact and does not omit a material fact necessary in order to make such information, in light of the circumstances in which it was provided, not misleading and (ii) does not infringe or violate the intellectual property rights of a third party. A material breach of the warranties in this paragraph shall constitute a material breach of this Agreement.

Confidential Information. For purposes of this Agreement, "Confidential Information" shall mean verbal or written information that you or your agents or advisors have provided to Ratings Services and, in a specific and particularized manner, have marked or otherwise indicated in writing (either prior to or promptly following such disclosure) that such

information is “Proprietary and Confidential.” Notwithstanding the foregoing, information disclosed by you or your agents or advisors to Ratings Services shall not be deemed to be Confidential Information, and Ratings Services shall have no obligation to treat such information as Confidential Information, if such information (i) was known by Ratings Services or its affiliates at the time of such disclosure and was not known by Ratings Services to be subject to a prohibition on disclosure, (ii) was known to the public at the time of such disclosure, (iii) becomes known to the public (other than by an act of Ratings Services or its affiliates) subsequent to such disclosure, (iv) is disclosed to Ratings Services or its affiliates by a third party subsequent to such disclosure and Ratings Services reasonably believes that such third party’s disclosure to Ratings Services or its affiliates was not prohibited, (v) is developed independently by Ratings Services or its affiliates without reference to the Confidential Information, (vi) is approved in writing by you for public disclosure, or (vii) is required by law or regulation to be disclosed by Ratings Services or its affiliates. Ratings Services acknowledges that it is aware that U.S. and state securities laws impose restrictions on trading in securities when in possession of material, non-public information and has adopted securities trading policies to that effect.

Ratings Services’ Use of Information. Except as otherwise provided herein, Ratings Services shall not disclose Confidential Information to third parties. Ratings Services may (i) use Confidential Information to assign, raise, lower, suspend, place on CreditWatch, or withdraw a rating, and assign or revise an Outlook, and (ii) share Confidential Information with its affiliates engaged in the ratings business who are bound by appropriate confidentiality obligations; in each case, subject to the restrictions contained herein, Ratings Services and such affiliates may publish information derived from Confidential Information. Ratings Services may also use, and share Confidential Information with any of its affiliates or agents engaged in the ratings or other financial services businesses who are bound by appropriate confidentiality obligations (“Relevant Affiliates and Agents”), for modelling, benchmarking and research purposes; in each case, subject to the restrictions herein, Ratings Services and such affiliates may publish information derived from Confidential Information. With respect to structured finance ratings not maintained on a confidential or private basis, Ratings Services may publish data aggregated from Confidential Information, excluding data that is specific to and identifies individual debtors (“Relevant Data”), and share such Confidential Information with any of its Relevant Affiliates and Agents for general market dissemination of Relevant Data; you confirm that, to the best of your knowledge, such publication would not breach any confidentiality obligations you may have toward third parties. Ratings Services will comply with all applicable U.S. and state laws, rules and regulations protecting personally-identifiable information and the privacy rights of individuals. Ratings Services acknowledges that you may be entitled to seek specific performance and injunctive or other equitable relief as a remedy for Ratings Services’ disclosure of Confidential Information in violation of this Agreement. Ratings Services and its affiliates reserve the right to use, publish, disseminate, or license others to use, publish or disseminate any non-Confidential Information provided by you, your agents or advisors.

Ratings Services Not an Expert, Underwriter or Seller under Securities Laws. Ratings Services has not consented to and will not consent to being named an “expert” or any similar designation under any applicable securities laws or other regulatory guidance, rules or recommendations, including without limitation, Section 7 of the U.S. Securities Act of 1933. Ratings Services is not an “underwriter” or “seller” as those terms are defined under applicable securities laws or other regulatory guidance, rules or recommendations, including without limitation Sections 11 and 12(a)(2) of the U.S. Securities Act of 1933. Rating Services has not performed the role or tasks associated with an “underwriter” or “seller” under the United States federal securities laws or other regulatory guidance, rules or recommendations in connection with this engagement.

Office of Foreign Assets Control. As of the date of this Agreement, (a) neither you nor the issuer (if you are not the issuer) or any of your or the issuer’s subsidiaries, or any director or corporate officer of any of the foregoing entities, is the subject of any U.S. sanctions administered by the Office of Foreign Assets Control of the U.S. Department of the Treasury (“OFAC Sanctions”), (b) neither you nor the issuer (if you are not the issuer) is 50% or more owned or controlled, directly or indirectly, by any person or entity (“parent”) that is the subject of OFAC Sanctions, and (c) to the best of your knowledge, no entity 50% or more owned or controlled by a direct or indirect parent of you or the issuer (if you are not the issuer) is the subject of OFAC sanctions. For so long as this agreement is in effect, you will promptly notify Ratings Services if any of these circumstances change.

Ratings Services’ Use of Confidential and Private Ratings. Ratings Services may use confidential and private ratings in its analysis of the debt issued by collateralized debt obligation (CDO) and other investment vehicles. Ratings Services may disclose a confidential or private rating as a confidential credit estimate or assessment to the managers of CDO and similar investment vehicles. Ratings Services may permit CDO managers to use and disseminate credit estimates or

assessments on a limited basis and subject to various restrictions; however, Ratings Services cannot control any such use or dissemination.

Entire Agreement. Nothing in this Agreement shall prevent Ratings Services from acting in accordance with applicable laws, regulations and Ratings Services' policies as published from time to time. Subject to the prior sentence, this Agreement, including any amendment made in accordance with provisions hereof, constitutes the complete and entire agreement between the parties on all matters regarding the rating provided hereunder. The terms of this Agreement supersede any other terms and conditions relating to information provided to Ratings Services by you or your agents and advisors hereunder, including without limitation, terms and conditions found on, or applicable to, websites or other means through which you or your agents and advisors make such information available to Ratings Services, regardless if such terms and conditions are entered into before or after the date of this Agreement. Such terms and conditions shall be null and void as to Ratings Services.

Limitation on Damages. Ratings Services does not and cannot guarantee the accuracy, completeness, or timeliness of the information relied on in connection with a rating or the results obtained from the use of such information. RATINGS SERVICES GIVES NO EXPRESS OR IMPLIED WARRANTIES, INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE. Ratings Services, its affiliates or third party providers, or any of their officers, directors, shareholders, employees or agents shall not be liable to you, your affiliates or any person asserting claims on your behalf, directly or indirectly, for any inaccuracies, errors, or omissions, in each case regardless of cause, actions, damages (consequential, special, indirect, incidental, punitive, compensatory, exemplary or otherwise), claims, liabilities, costs, expenses, legal fees or losses (including, without limitation, lost income or lost profits and opportunity costs) in any way arising out of or relating to the rating provided hereunder or the related analytic services even if advised of the possibility of such damages or other amounts except to the extent such damages or other amounts are finally determined by a court of competent jurisdiction in a proceeding in which you and Ratings Services are parties to result from gross negligence or willful misconduct of Ratings Services. In furtherance and not in limitation of the foregoing, Ratings Services will not be liable to you, your affiliates or any person asserting claims on your behalf in respect of any decisions alleged to be made by any person based on anything that may be perceived as advice or recommendations. In the event that Ratings Services is nevertheless held liable to you, your affiliates, or any person asserting claims on your behalf for monetary damages under this Agreement, in no event shall Ratings Services be liable in an aggregate amount in excess of seven times the aggregate fees paid to Ratings Services for the rating giving rise to the cause of action, up to a maximum of US\$5,000,000 except to the extent such monetary damages directly result from Ratings Services' intentional wrongdoing or willful misconduct. The provisions of this paragraph shall apply regardless of the form of action, damage, claim, liability, cost, expense, or loss, whether in contract, statute, tort (including, without limitation, negligence), or otherwise. Neither party waives any protections, privileges, or defenses it may have under law, including but not limited to, the First Amendment of the Constitution of the United States of America.

Termination of Agreement. This Agreement may be terminated by either party at any time upon written notice to the other party. Except where expressly limited to the term of this Agreement, these Terms and Conditions shall survive the termination of this Agreement.

No Third-Party Beneficiaries. Nothing in this Agreement, or the rating when issued, is intended or should be construed as creating any rights on behalf of any third parties, including, without limitation, any recipient of the rating. No person is intended as a third party beneficiary of this Agreement or of the rating when issued.

Binding Effect. This Agreement shall be binding on, and inure to the benefit of, the parties hereto and their successors and assigns.

Severability. In the event that any term or provision of this Agreement shall be held to be invalid, void, or unenforceable, then the remainder of this Agreement shall not be affected, impaired, or invalidated, and each such term and provision shall be valid and enforceable to the fullest extent permitted by law.

Amendments. This Agreement may not be amended or superseded except by a writing that specifically refers to this Agreement and is executed manually or electronically by authorized representatives of both parties.

Governing law. You irrevocably agree that this Agreement and the rating letter, for purposes of any claim against Rating Services that may be asserted by you, your affiliates or any person asserting claims on your behalf, shall be governed by the internal laws of the State of New York. You irrevocably agree that, for purposes of any claim against Rating Services that may be asserted by you, your affiliates or any person asserting claims on your behalf in any dispute arising out of or relating to this Agreement, the state courts of New York located in the County of New York or the U.S. federal court for the Southern District of New York shall be the exclusive forums for such disputes and the parties hereby consent to the personal jurisdiction of such courts. For purposes of any claim against you that Rating Services may assert in any dispute arising out of or relating to the Agreement, neither party waives its right to contest the applicable governing law or the appropriate forum, including in connection with any assertion of sovereign immunity.

Massachusetts Qualified Bond Program

Primary Credit Analyst:

Victor Medeiros
Boston
(1) 617-530-8305
victor_medeiros@
standardandpoors.com

Secondary Contact: Robin Prunty
New York
(1) 212-438-2081
robin_prunty@
standardandpoors.com

Credit Profile

Chelsea GO bnds		
Unenhanced Rating	AA-(SPUR)/Positive	Outlook Revised
Hampshire Regl Sch Dist GO bnds		
Unenhanced Rating	AA-(SPUR)/Positive	Outlook Revised
Haverhill GO bnds		
Unenhanced Rating	AA-(SPUR)/Positive	Outlook Revised
Lowell GO bnds		
Unenhanced Rating	AA-(SPUR)/Positive	Outlook Revised
Springfield GO bnds		
Unenhanced Rating	AA-(SPUR)/Positive	Outlook Revised

Ratings Detail

Rationale

Standard & Poor's Ratings Services has revised the rating outlook on Massachusetts' qualified bonds to positive from stable following the revision of the rating outlook on the commonwealth's general obligation (GO) bonds to positive from stable.

Standard & Poor's rates intercept or withholding programs that meet certain requirements at a level one notch off the rating on the commonwealth's GO debt—on par with the rating on the commonwealth's appropriation debt—reflecting the appropriation nature of the intercept or withholding mechanism. Accordingly, if the commonwealth rating changes, so will the program rating. The Massachusetts Qualified Bond Program meets this requirement.

Under the Qualified Bond Act (Massachusetts General Law, Chapter 44A), the state treasurer pays debt service directly to the paying agent and withholds the amount of the payment from the borrower's annual state aid appropriation. Approval by the Municipal Finance Oversight Board (formerly the State Emergency Finance Board), which oversees and monitors the program, is required.

**RatingsDirect
Publication Date**

Feb. 18, 2011

The upgrades affect only the following Massachusetts municipalities and school districts, which have qualified debt rated by Standard & Poor's: Central Berkshire Regional School District, Chelsea, Fall River, Gloucester, Hampshire Regional School District, Haverhill, Hawlemont Regional School District, Lawrence, Lowell, Lynn, Medford, Pittsfield, Quincy, Revere, Salem, Springfield, and Taunton.

(For more information on the commonwealth, please refer to the full analysis titled "Massachusetts," published on Feb. 10, 2011, on RatingsDirect on the Global Credit Portal.)

Related Criteria And Research

- USPF Criteria: GO Debt, Oct. 12, 2006
- USPF Criteria: State Credit Enhancement Programs, Nov. 13, 2008

Ratings Detail (As Of 18-Feb-2011) (cont.'d)		
Central Berkshire Regl Sch Dist GO bnds		
Long Term Rating	AA-/Positive	Outlook Revised
Fall River GO bnds		
Unenhanced Rating	AA-(SPUR)/Positive	Outlook Revised
Gloucester GO bnds		
Long Term Rating	AA-/Positive	Outlook Revised
Hinsdale GO bnds		
Long Term Rating	AA-/Positive	Outlook Revised
Lawrence GO bnds		
Long Term Rating	AA-/Positive	Outlook Revised
Lowell GO bnds		
Long Term Rating	AA-/Positive	Outlook Revised
Lynn GO bnds		
Long Term Rating	AA-/Positive	Outlook Revised
Medford GO bnds		
Unenhanced Rating	AA-(SPUR)/Positive	Outlook Revised
Revere GO bnds		
Unenhanced Rating	AA-(SPUR)/Positive	Outlook Revised
Salem GO bnds		
Long Term Rating	AA-/Positive	Outlook Revised
Springfield GO bnds		
Long Term Rating	AA-/Positive	Outlook Revised
Taunton GO bnds		
Long Term Rating	AA-/Positive	Outlook Revised
Hawlemont Regl Sch Dist GO bnds		
Unenhanced Rating	AA-(SPUR)/Positive	Outlook Revised
Pittsfield GO bnds		
Unenhanced Rating	AA-(SPUR)/Positive	Outlook Revised
Quincy GO bnds		

*Massachusetts Qualified Bond Program***Ratings Detail (As Of 18-Feb-2011) (cont.'d)**

Unenhanced Rating

AA-(SPUR)/Positive

Outlook Revised

Many issues are enhanced by bond insurance.

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The McGraw-Hill Companies

Worcester Business Journal

Economic Forecast: 11 For 2011

12/27/10

This year, for the first time ever, the Worcester Business Journal editorial team has put together its own set of predictions for the coming year. We tackled the hottest business topics and made educated guesses as to where our economy is headed.

Keep our list of 11 predictions for 2011 handy throughout the next 12 months. We'll review how accurate we were this time next year.

1. Unemployment

PREDICTION

Rate will decrease to 7 percent in Massachusetts

The unemployment rate in Massachusetts hovered around 9 percent for much of 2010. But toward the end of the year, the rate improved, hitting a low point of 8.1 percent during October.

In 2011, we expect the unemployment rate to continue to decline, reaching a low point of 7 percent during the fall months.

Massachusetts will continue to fare better than the nation as a whole when it comes to unemployment. The MetroWest region will fare the best in 2011, reaching an unemployment rate of 6.5 percent next year.

2. Financial Services Sector

PREDICTION:

More consolidation to come

2010 was pretty light in terms of consolidation in the banking sector in Central Massachusetts. There was one bank failure - Marlborough-based Butler Bank - but no mergers or acquisitions. That makes 2010 an anomaly compared to the last few years, where there was a flurry of activity, most notably Worcester-based Commonwealth National Bank's acquisition by West Springfield-based United Bank in 2009.

In 2011 we're sure to see an uptick in activity. With increased regulations driving up costs for banks and credit unions, the smallest institutions in our region - with less than \$100 million in assets - will struggle to stay competitive. There is likely to be a number of mergers, or at a minimum strategic partnerships, in the year ahead.

3. Dow Jones Industrial Average

PREDICTION:

The Dow will hit 12,500

Remember the good old days when the stock market just kept going up and up and our 401(k)s just kept growing? Well, we all learned in 2008 that what goes up must come down. And it stayed down for much of 2009. But the stock market has come back in force over the last 12 months.

As of the deadline for this publication, the Dow Jones Industrial Average was at 11,478. That's up nearly 11 percent for the year. We expect the Dow to hit a high of 12,500 next year, which would be an 8-percent increase over 2010.

4. Mobile Technology

PREDICTION:

QR Codes will pick up steam

Smartphones like the iPhone or Android already seem ubiquitous. But the truth is, only 28 percent of Americans own the devices. But

that number is only going to grow and pretty soon, your only choice will be to buy a smartphone at the store. As adoption of mobile technology ramps up, we expect QR Codes, also known as 2D barcodes, to flourish. You'll start seeing them popping up in print advertisements and tradeshow with great frequency in 2011.

5. CitySquare

PREDICTION:

Another major office tenant will sign

Worcester has had its fair share of false starts when it comes to downtown development. But we believe strongly in the CitySquare project now that it has the backing of Hanover Insurance of Worcester and Leggatt McCall of Boston. Demolition has already begun on the massive parking garage attached to the former Common Outlets Mall and Unum has signed on as the major office tenant. We fully expect another major office tenant to finalize a deal for the development in the next 12 months.

6. Home Prices

PREDICTION:

Will rise a modest 3%

The housing market has not recovered as quickly as we might have hoped. The median price of a single-family home in Massachusetts reached \$289,000 in October 2010, a 3.2-percent increase of the same month a year earlier, according to data from The Warren Group of Boston. At the same time, homes are staying on the market for a prolonged period of time.

With such tepid demand through the end of 2010, we expect growth in the housing market, but not much. Look for an average increase in housing prices of just 3 percent in 2011.

7. Consumer Spending

PREDICTION:

Creeps up by 4%

Americans have been sitting on their money ever since the economic collapse of 2008. Personal spending dropped 0.3 percent in 2008 and 1.2 percent in 2009. In 2010, spending began to recover and increased by nearly 3 percent during the third quarter.

We expect spending to continue its increasing trend line after catching some momentum during the holiday season.

8. Media

PREDICTION:

Online-only news sites will take hold

2010 was the year of the online news site. Several local sites under the CentralMassNews.com umbrella sprung up around Worcester in the last 12 months, while the national chain owned by AOL, Patch.com, entered the MetroWest market with several community-focused news sites. In 2011, look for an increase in traffic to these sites and greater penetration in the local markets. At the same time, established community news publications, including the Worcester Telegram & Gazette, will continue to up its online efforts to stay competitive.

9. Commercial Real Estate

PREDICTION:

Vacancy rates in MetroWest will improve modestly

Drive around the MetroWest/Interstate 495 corridor and you'll likely see a fair number of so-called "see-through buildings." Economic conditions have not been kind to the commercial real estate sector, and we don't expect any major improvements in 2011. There aren't enough companies adding workers to prompt major moves and

Massachusetts' tax climate won't make it a major draw for out-of-state firms. But overall improving conditions should help office vacancy rates drop below 20 percent in 2011.

10. Casinos

PREDICTION:

Another gaming proposal will fail

We expect 2011 to feel a bit like Groundhog Day on Beacon Hill. After an effort to allow resort-style gambling failed early in 2010, there was talk by the end of the year of another set of proposals. We fully expect a new proposal for some form of gambling to go before the Legislature, but we are predicting that this effort will once again fall short.

11. Health Care

PREDICTION:

New legislation will address costs

All the stars seem to be in alignment for a renewed focus on controlling health-care costs in Massachusetts. Talk to any business owner and they'll tell you about the unsustainable premium increases. Talk to any hospital executive and they'll tell you about their own frustrations with our current system. With little happening on the federal level to seriously curb costs, the Bay State will take the issue into its own hands and propose changes in 2011 that will take the cost conundrum head-on.



The Republican.

Road to recovery still long, winding

Sunday, February 13, 2011

By JIM KINNEY

Business writer

Patricia H. Crosby, executive director of the Regional Employment Board of Franklin and Hampshire Counties, is having a more difficult time getting volunteer executives to show up for meetings.

And that, she said, is a good thing.

"People are getting busier," she says. "Businesses are getting busier."

Better, but not yet good is how just about everyone describes the economy here in the Pioneer Valley.

Many economic indicators, from retail sales to home prices, are rising.

Bright spots on the horizon include: Smith & Wesson plans to move 225 jobs here from Rochester, N.H.; Baystate Health's nearing completion on its \$259 million Hospital of the Future; and plans for the state data center in Springfield.

But, the only economic indicator most people care about, the unemployment rate and the prospects unemployed people have for finding work, seems mired at recession levels, leaving many people wondering if recovery is just around the corner or if there is still a long road back.

The state's unemployment rate was 8.2 percent in November and December, lower than the national average of 9.4 percent, but Western Massachusetts has had a consistently higher unemployment rate.

James T. Brett, president and chief executive of the New England Council, a Boston business lobbying firm, says it could take until 2014 for the state's economy to gain back all the jobs it has lost. Companies lay off in big chunks but add in ones and twos, he said.

"I think there are a lot of base hits that we can all hit," said Brett. "But, there is no magic bullet. It's going to be a long process, but we are on the right road."

The gross regional product, a measure of all the goods and services produced, of the Pioneer Valley, rose by 0.7 percent in the third-quarter of last year, according to a study by the Brookings Institution. That's about the same average growth as the nation as a whole, according to Brookings, a Washington-based think-tank.

The valley's gross metropolitan product is down 0.9 percent since the peak of the last economic cycle in 2008. Once again, that's about equal to the national average of 1 percent decline.

In its year-end "Beige Book" economic report, the Federal Reserve Bank of Boston said companies were telling researchers there to expect moderate, but steady growth over 2011. It also warned that rising prices for commodities, like fuel and food, could prove to be a problem.

Robert J. Nakosteen, a professor of economics and statistics at the Isenberg School of Management of the University of Massachusetts at Amherst, points to that pesky unemployment rate which never seems to change.

"We seem to have hit a pause button," Nakosteen said. "It may be that in the next few months we are going to see the corner really turn."

But Western Massachusetts is still expected to lag. Nakosteen said a tight state budget will hurt municipalities, not to mention UMass and Westfield State University, both major drivers in the region's economy. Also, manufacturing and construction are always slow to take off in an economic recovery, he said.

But the state has added 45,600 jobs in 2010, according to Joanne F. Goldstein, state secretary of Labor and Workforce Development. Goldstein is especially happy that the job gains are across all sectors of the economy, including 11,500 new jobs in science, engineering and professional services for a gain of 2.5 percent, and 12,000 new jobs, or 1.8 percent, in education and health-care services.

All important and highly-paid manufacturing jobs are up just 600 jobs, or 0.2 percent.

"Manufacturing is a tough sector to grow in," Goldstein said, "but, Governor (Deval L.) Patrick and the administration are focused on those industries."

The automation and efficiencies that make it cost-effective for manufacturers to stay in business also make them unlikely to add jobs, said Andre Mayer, senior vice president for research at Associated Industries of Massachusetts, a business lobbying group.

"If you go to one of these factories, they have one person running four machines," Mayer said. "It's when you push that to one guy running five machines that you start to have trouble. It's a metaphor, but that is going to be what starts happening."

The high cost of health-care coverage is going to serve as a brake on that growth, Mayer said. Health-care costs impact small and mid-sized employers more heavily because they don't have much bargaining power in the marketplace."

Rexene A. Picard, executive director of FutureWorks, a one-stop career center in Springfield, says there are jobs to be had, especially in the often overlooked medical fields like laboratory technician or phlebotomist. There is also demand for machinists who know how to run computer-numerically-controlled lathes.

Many job seekers made the mistake of holding out for a job that paid at least what they were making before getting laid off, said Kevin E. Lynn.

"Which is understandable," Lynn added.

But, studies have shown that if people take a job, any job, as soon as they can after being laid off they can usually work their way back to their former salary in a year. Simply put, it's easier to find a better job if you have a job, even if the job you have is not that impressive.

"We have recruiters tell us they don't want to see anybody who is out of work," Lynn said. "It's outdated thinking. But they figure if you got laid off there must be something wrong."

Jim Kinney can be reached at jkinney@repub.com

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PMplus

Managing Government in Hard Times: Prudent Options for Balancing Public Budgets

by Roger Kemp, Ph.D.

Public officials in communities across the nation have to balance their respective budgets, keep tax increases to a minimum, and make every effort to maintain existing public services. Particular fiscal problems can be state specific, but at this difficult time in our nation's history, all local officials must cope with these difficult issues.

Local government officials can make good use of lessons learned from the past. There is no need to reinvent the wheel when it comes to balancing public budgets in hard times.

The national pressure for cutback management began in the state of California a generation ago. At the time, I was both working for the city of Oakland, California, and preparing my doctoral dissertation. For my dissertation I chose the subject of coping with Proposition 13 because I had been assisting in developing the city's budget in response to the revenue reduction imposed by this citizens' mandate. The practices I learned from this experience, plus my other budget reduction experience that has been gained from serving in communities on both coasts of the United States since then, are reflected in this article.

Over the years, numerous budget development processes have projected, enhanced, and protected revenues; guided department managers and elected officials; and worked to ensure that public services were reduced only marginally, with the goal of balancing the annual budget in the most positive way possible.

Strategies, measures, tactics, and programs useful for today's public officials—both elected and appointed—are noted below. The purpose of presenting these options is to ensure that budget reduction practices and adoption processes are prudent yet optimize the use of existing revenue sources and make every effort to minimize the reduction of public services to citizens being served.

No new public services. During difficult financial times, there must be a policy of no new public services. No additional services should be added to the budget unless they are cost covering from a revenue standpoint. This means that, if user fees and charges cover the cost of providing the service, then it can be approved. If not, consideration of the service must be postponed until subsequent fiscal years. This is a fact of life when revenues are limited.

Implement a hiring freeze. One of the most obvious ways to save money is to impose an organization-wide hiring freeze. During these difficult financial times, elected officials early in the budgetary process should officially approve a hiring freeze. This creates immediate savings

in salaries, fringe benefits, and other budget line items used in the provision of public services. Everyone should know that the elected officials are taking such action to avoid or at least minimize layoffs of employees and reductions of services later in the budget development process.

Form a union-management cost-savings committee. To balance public budgets, it is a positive measure to involve major stakeholders such as public unions in the process. The local government manager should meet with union representatives as appropriate (usually one member from each union) and ask for their cooperation in reviewing expenses and operations and in jointly recommending ways to save funds and avoid employee layoffs if at all possible. Asking elected officials for approval to form such a committee should have a positive effect because a message is being sent to citizens that both management and unions are involved in reducing the budget.

Update user fees and charges. Reevaluating the user-fee structure seems self-evident, but few cities and counties routinely update their user fees and charges for public services. Although the private sector updates prices annually because of increased costs, governments seldom perform this task with any regularity. User fees and charges should be updated to reflect the actual cost of providing the services rendered to the public. It is also appropriate to provide discounts or free-use periods to selected citizens subject to the approval of their elected representatives.

Check existing enterprise funds. The national trend is to create enterprise funds in which the user fees and charges generated by the service make it cost covering. These funds are appropriate when only the users of a specific service benefit from its provision (sewer, water, arenas, stadiums, museums, golf courses, parking, and the list goes on). As budgets increase for such services, the user fees and charges should increase also, to ensure that the revenues cover the entire cost of providing the service. If discounts are approved for certain groups, user fees and charges must be increased for other citizens who use the service in order to offset this revenue loss.

Create other enterprise funds. After you check your existing enterprise funds, also review your government's public services to see whether other services should be set up in this manner. Sewer and water services have long been cost covering from a revenue standpoint, but other public services must be considered for enterprise fund status when they do not benefit the entire community. If a public service benefits only certain citizens, then those users should pay for the cost of the service. Funding for golf courses, arenas, stadiums, zoos, and museums is headed in this direction.

Use one-time revenues wisely. It is not usually fiscally prudent to use one-time revenues or budgetary savings to fund future operating expenses. The only sound financial practice is to use one-time revenues or budget savings to fund one-time expenses, both operating and capital, as appropriate and subject to the approval of elected officials. Using one-time revenues and budget savings to finance operating expenses merely exacerbates an organization's fiscal problems in the future.

Always seek available operational grants. Make sure that the staff is informed and knowledgeable about all existing grants from other levels and types of governments as well as appropriate nonprofit foundations. Every public agency should attempt to take advantage of all external funding sources for which it may qualify, including grants made available from

nonprofit foundations. Most public libraries have reference books that list both regional and national nonprofit organizations and the programs for which they provide funding.

Optimize the use of available infrastructure grants. The federal government has made these grants available in the past under different administrations. When city and county managers know these funds are available, they should have their elected officials approve a projects list and start preparing plans and specifications to fast-track major projects that qualify for this funding. It is common for a local government to spend money up front to obtain engineering services in order to have important projects shovel ready when the grant funds become available. These project-related costs are often reimbursed subsequently by such grant programs.

Take measures to accommodate the truly needy. Elected officials and their staffs should not forget that, when public services are reduced and user fees and charges are increased, special consideration should be given to truly needy citizens. Special provisions, as defined and approved by elected officials, should be made for these residents. Modest user fees and charges, along with discounted charges that can include free use during low-utilization periods, are entirely appropriate during difficult financial times.

Consider employee work furloughs. The use of employee layoffs to balance a public budget should be a last resort. Efforts should be made to work with employee unions to avoid layoffs. One of the options available to save public funds and balance budgets is to have an employee work furlough. This requires selected employees to take time off for a number of days, up to a few weeks, typically staggered throughout the fiscal year, to reduce costs and minimize disruptions to public services. Elected officials usually favor this option because public services are not reduced substantially.

Avoid employee layoffs. Several options are available to save money, balance budgets, and avoid employee layoffs. Management and union representatives can agree to open labor negotiations to discuss various cost reduction and expense deferral options. Because governments basically deliver services, most of which are provided by people, public budgets are driven by salaries and fringe-benefit costs. All of these expenses can be reduced or deferred to avoid employee layoffs and severe service reductions. This is an appropriate option for major budget reductions.

Follow prudent bonding practices. The staff should recommend, and elected officials should approve, fiscally responsible bonding practices for all bond-funded public projects. Revenue bonds can be used to finance those projects with a solid revenue stream. General obligation bonds are typically used to finance public improvements and land acquisitions when no, or minimal, revenues are generated by these projects.

General obligation bonds are backed by the full faith and credit of the issuing government and have lower interest rates than revenue bonds. Public officials should also have established cost-limit policies for capital projects, land acquisitions, and major equipment purchases to qualify for bond financing. Also, some states provide bonding services to their local governments, which serves to aggregate purchases and thus provide lower interest rates for a bond issue.

Provide timely budget information to everyone. When reducing a public budget, make it a point to pursue all financial options to reduce operating costs and generate additional revenues. This means that all available operational and fiscal options should be listed and presented to

elected officials for their review and consideration. It is entirely appropriate to start such budget review practices early during the fiscal year. This means that city and county managers should have their staffs prepare revenue projections early to allow time to work with department managers and employee unions to explore all service reduction, revenue enhancement, cost reduction, and expense deferral options.

Direct department heads to look for accrued savings. Early in a difficult fiscal year, a directive should be sent to all department managers asking them to review their approved budgets with the goal of holding down expenses, including employee-related expenses such as overtime as well as those operating expenses that can be reduced immediately without negatively impacting public services. Everyone should be told that this effort is being made to increase budgetary savings to offset the projected deficit for the coming fiscal year and to minimize possible future service reductions and employee layoffs.

Consider early retirement programs. Everyone agrees that senior employees cost more than entry-level employees. To the extent that an early-retirement program, such as a small pension incentive, can be offered to encourage senior employees to retire, it will save any public agency considerable funds in the future. New employees for most jobs start at the entry level, saving salary and fringe-benefit expenses. The hiring of new employees can also be deferred, if necessary. Early-retirement programs are considered a favorable expense reduction option by public unions and their employees.

Implement prudent financial policies. More public agencies should be approving prudent financial and budgetary policies, especially during these difficult economic times. This is a public and official way to give direction to all employees. Many local governments wait until there is a budgetary or financial problem before adopting financial policies.

Because of this, such policies sometimes tend to be problem-specific. Now is the time to proactively adopt sound fiscal policies. By doing this, public officials will give permanent direction to their staffs and mitigate the impact of future financial difficulties during the coming years. When such policies are established by elected officials, and approved publicly, they stay in place until they are changed by majority vote at a future public meeting.

Review existing funds for appropriateness. Periodically, when the annual audit takes place, the auditor and top management and financial staff should be requested to review all of the organization's funds, and their balances, for appropriateness. Some funds may have been established for a purpose that has been changed by subsequent circumstances or legislation.

The size of all existing funds should also be reviewed to ensure that the funds do not exceed the level desired when they were established. Any changes to existing funds, or their levels of funding, should be reviewed with elected officials and must be changed at a public meeting as a part of the budgetary process. Any excess fund balances, or funds no longer needed, can be transferred to the general fund to offset a potential financial deficit.

Rank public service levels. One of the greatest problems in reducing any budget is the highly political question of the relative value of various public services. Public services may be categorized into four service levels:

Level 1 comprises essential public services, which should not be reduced under any circumstances. Basic minimal levels of police, fire, health, and public works services fall into this category.

Level 2 comprises those programs that are highly desirable, but not absolutely essential.

Level 3 comprises the nice-but-not-necessary services that have significant value but do not provide essential or necessary services to the public.

Level 4 services can be described as the first-to-go programs because they are not essential and serve only a small portion of the community.

The criteria used to rank public services should be determined by elected officials as they consider budget reduction options.

Evaluate the impact of service-level reductions. To properly assess proposed service reductions, their relative impact on prevailing services must be determined. Many program reductions, because of existing personnel vacancies, may have no substantial impact on services; however, other service reductions may have a measurable impact. Four stages of service reductions can be used for this purpose:

Stage 1 reductions would reduce a substantial portion of a program or eliminate the program entirely.

Stage 2 reductions would reduce a sizable portion of a program but would not affect basic services.

Stage 3 reductions would reduce only a small portion of a program and not affect essential public services.

Stage 4 reductions would have little or no impact on prevailing public services.

Management can recommend such criteria, but elected officials determine the final rankings.

Prepare public service impact statements. Last but not least, before final decisions are made on reducing a government's budget, citizens should be informed of the impact that a monetary decrease has on the services selected for possible reduction. Each budget reduction proposed should come with a public service impact statement. This information should be provided with the list of proposed budget reductions given to elected officials.

The statement should also be made available to citizens at the public hearings and meetings held on budget reductions. If time permits, signs should be prepared and placed at those public facilities where services might be reduced. Public officials have an ethical obligation to properly inform the public of the operational impact of their financial and budgetary decisions.

There is no doubt that these are difficult financial times for local public officials who represent the citizens and manage their organizations. All of these financial, budgetary, and operational choices are difficult to make, but they are a sign of the times. The sorting and prioritizing of public programs, and the rational reduction of government spending, form the most pressing

challenge facing public officials today. Analyzing the political and administrative choices implemented by other local governments over the years will facilitate the use of orderly and sound options by today's public officials as they balance their communities' budgets.

These suggested guidelines are offered with the intention of providing insight and clarity to this arduous process. Budget reduction and revenue enhancement strategies that reflect responsibility, not only to the beneficiaries of public services but also to those who must foot the bill, must ultimately prevail.

Welcome to the difficult world of sorting out the relative value of public services and making sound financial and budgetary decisions so that public budgets are balanced to meet available revenues!

Roger Kemp, Ph.D., ICMA-CM, is an Adjunct Professor, Public Management Department, College of Business, University of New Haven, CT. Roger can be reached via email (rlkbsr@snet.net). He has served as a manager in three states during his career. This article is based on cutback management practices in Connecticut, New Jersey, and California.



City of Springfield

Meeting: 04/04/11 07:00 PM

Initiator: Robert Arieti

SCHEDULED Sponsors: At-Large Councilor Ashe, Ward 2 Councilor Fenton

DOC ID: 1188

2.7

Report of Committee

By the City Council of the City of Springfield, Massachusetts:
Notice having been given and a public hearing held, as provided by law,

IT IS HEREBY ORDERED:

That the, be and it is hereby granted a location for and permission to

Report of Committee

Also that permission be and hereby granted said {ResUserUserLookup1} to complete the above request.

I hereby certify that the foregoing order was adopted at a meeting of the City Council of the City of Springfield, Massachusetts held on April 4, 2011

City Clerk

We hereby certify that on, at, at a public hearing was held on the petition of the for permission to complete the above mentioned request.

City Clerk

I hereby certify that the foregoing is a true copy of a location order and certificate of hearing with notice adopted by the City Council of the City of Springfield, Massachusetts, on the April 4, 2011, and recorded with the records of location orders of said city. This certified copy is made under the provision of Chapter 166 of the General Laws and any additions thereto or amendments thereof.

Attest:

City Clerk



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM

Initiator: Robert Arieti

Sponsors: At-Large Councilor Thomas Ashe

DOC ID: 1189

2.8

Report of Committee

By the City Council of the City of Springfield, Massachusetts:
Notice having been given and a public hearing held, as provided by law,

IT IS HEREBY ORDERED:

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Report of Committee

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Attest:

City Clerk



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM

Initiator: Robert Arieti

Sponsors: At-Large Councilor Thomas Ashe

DOC ID: 1190

2.9

Report of Committee

By the City Council of the City of Springfield, Massachusetts:
Notice having been given and a public hearing held, as provided by law,

IT IS HEREBY ORDERED:

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Report of Committee

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Attest:

City Clerk



City of Springfield

SCHEDULED

2.10.1

Meeting: 04/04/11 07:00 PM

Initiator: Melvyn Altman

Sponsors: Mayor Domenic J. Sarno

DOC ID: 1176

Order Authorizing Mayor to Execute Quitclaim Deed for Sale of 245 Tyler St. to HAP, Inc. (Mayor Sarno)

WHEREAS, the City of Springfield acquired title to land, with building thereon, located in Springfield, Massachusetts, known as 245 Tyler Street (Parcel ID # 11715-0083), through tax title foreclosure proceedings in Land Court; and

WHEREAS, the Tax Title Custodian determined that said property is not needed for general municipal purposes; and

WHEREAS, the Office of Procurement solicited request for proposals for the purchase and redevelopment of said property pursuant to RFP (Bid) Number 11-004; and

WHEREAS, the Mayor upon the recommendation of the City's RFP Review Committee has accepted the proposal submitted by HAP, Inc.

NOW THEREFORE BE IT ORDERED, that the Mayor be and is hereby authorized in the name of and on behalf of the City of Springfield to execute and deliver a quitclaim deed to HAP, Inc. for the transfer of title to 245 Tyler Street for consideration of Five Thousand One and 00/100 Dollars (\$5,001.00) in substantially the same form as the draft deed attached hereto.

245 Tyler Street
11715-0083

Assessed Value: \$61,900.00
Date of Judgment: 3/18/10
Neighborhood: Old Hill
Zoning: Residence B
Current Use: Vacant Single Family House
Taxes Due at Foreclosure: \$13,648.00
RFP Bid#: 11-004
Date Opened: August 2010
Minimum Bid: \$5,000.00
Preferred Developer: HAP, Inc.

RFP Review Committee Members:

- Phil Dromey, Planning Department
- Gerry McCafferty, Housing
- Tina Quagliato, Housing
- Brian Connors, Economic Development
- Stephen Lonergan, City Treasurer-Collector
- Representative from Old Hill Neighborhood Council (Invited but chose not to attend)

Proposals Received:

<u>Proposer</u>	<u>Bid Amount</u>
§ HAP, Inc.	\$5,001.00

Planned Re-Use:

In accordance with the RFP and the Program for the Renewal of Old Hill and the Neighborhood Stabilization Program, HAP, Inc., will be demolishing the existing house at 245 Tyler Street and constructing a new single family home in it's place.

The existing house has been abandoned for many years and has deteriorated beyond the point where rehabilitation is feasible. Therefore the existing house will be demolished and new home will be constructed in its' place. The new two-story, three-bedroom home will include brand new energy efficient heating systems, windows, insulation, doors, etc., with energy star certification.

HAP, Inc., has been responsible for the construction of over fifteen new single family homes in the Old Hill and Six Corners neighborhood since the kick-off of the Partnership for the Renewal of the Old Hill Neighborhood in 2006. Once construction is complete the property will be sold to a pre-qualified owner occupant.

MASSACHUSETTS QUITCLAIM DEED BY CORPORATION (short form)

KNOW ALL PERSONS BY THESE PRESENTS that **CITY OF SPRINGFIELD** (“Grantor”), a municipal corporation duly established under the laws of the Commonwealth of Massachusetts and having its usual place of business at 36 Court Street, Springfield, Hampden County, Massachusetts, for consideration paid and in full consideration of **FIVE THOUSAND ONE AND 00/100 DOLLARS (\$5,001.00)**, grants to **HAP, INC.** (“Grantee”), a corporation organized and existing under the laws of the Commonwealth of Massachusetts, having a usual place of business at 322 Main Street, Suite 1, Springfield, Massachusetts 01105, with **QUITCLAIM COVENANTS**, the land in said Springfield, described as follows:

Land, with building thereon, known as 245 Tyler Street (Parcel ID # 11715-0083), and being the parcel described in a deed recorded June 14, 2005, in Hampden County Registry of Deeds, Book 15091, Page 353, and supposed to contain about 4533 square feet; and being the same parcel described in an Instrument of Taking dated December 12, 2006, and recorded in Hampden County Registry of Deeds, Book 16497, Page 452; and also being the same parcel foreclosed by Judgment of the Land Court entered on March 18, 2010, in Case No. 08 TL 137091, and recorded in Hampden County Registry of Deeds, Book 18245, Page 449; and being more particularly bounded and described in Exhibit “A” attached hereto and made a part hereof (hereinafter referred to as the “Property”).

The Property is sold pursuant to Chapter 30B of the Massachusetts General Laws “as is” and is conveyed subject to the following conditions, restrictions, or covenants which are to be taken and construed as running with the Property and are to be binding upon said Grantee, its successors, assigns, grantees, and lessees for a term of thirty years after the date of this deed creating them unless released by the City of Springfield:

(1) Demolition of the existing building on the Property shall be completed by the Grantee within six months from the date of recording of this Quitclaim Deed; (2) The Grantee agrees that new construction at the Property shall be undertaken to ensure it meets, in the sole discretion of the City of Springfield, Federal Housing Quality Standards; (3) New construction and any accompanying landscaping, fencing, and paving shall be completed by the Grantee within two years from the date of recording of this Quitclaim Deed; (4) The Property shall be used solely for a single-family house; (5) The Grantee cannot sell the Property until the new construction and all other required work is completed and approved by the City of Springfield Office of Housing; (6) The Grantee agrees that the Property will be sold after new construction is completed to an owner occupant who agrees to use the Property as a principal place of residence for a period not less than three years but this restriction shall terminate upon a lender’s foreclosure of its mortgage or by a deed in lieu of foreclosure should same occur and this condition shall only apply to the purchaser of the property from the Grantee and not apply to subsequent purchasers or owners of the Property; and (7) All excess trash, brush, rubbish, and debris shall be cleared from the Property by the Grantee within one month from the date of recording of this Quitclaim Deed.

This deed shall also be subject to all easements and restrictions of record, if any, lawfully existing in, upon or over said Property or appurtenant thereto.

There has been full compliance with the provisions of Chapter 44, Section 63A of the Massachusetts General Laws.

The Mayor has received the appropriate affidavit as prescribed in Chapter 60, Section 77B of the Massachusetts General Laws.

IN WITNESS WHEREOF, the said **CITY OF SPRINGFIELD** has caused its corporate seal to be hereto affixed and these presents to be signed, acknowledged, and delivered in its name and behalf by Domenic J. Sarno, its Mayor, hereto duly authorized, this _____ day of _____, 2011, executing this instrument by authority granted by Chapter 40, Section 3 of the Massachusetts General Laws and by Order passed by its City Council on _____ 2011, and attached hereto as Exhibit "B".

CITY OF SPRINGFIELD

By _____
Domenic J. Sarno, Mayor

COMMONWEALTH OF MASSACHUSETTS

HAMPDEN, ss.

Springfield, Massachusetts

On this _____ day of _____, 2011, before me, the undersigned Notary Public, personally appeared the above-named Domenic J. Sarno, Mayor, proved to me through satisfactory evidence of identification, which was personal knowledge, to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose, and acknowledged to me that he executed the same as his free act and deed, and as the free act and deed of the City of Springfield.

Melvyn W. Altman
Notary Public
My Commission Expires: December 16, 2016

EXHIBIT "A"

The land, with building thereon, known and numbered as 245 Tyler Street in Springfield, Hampden County, Massachusetts as more particularly described as follows:

Beginning on the southerly side of Tyler Street at the Northwesterly corner of land now or formerly of Dennis J. Shea and running thence

WESTERLY: on Tyler Street, forty (40) feet; thence

SOUTHERLY: at right angles with the Southerly line of Tyler Street now or formerly of Owen, about one hundred and thirteen (113) feet to land now or formerly of McPhee; thence

EASTERLY; by said land now or formerly of McPhee and land now or formerly of Phelps, forty (40) feet to said land now or formerly of Shea; thence

NORTHERLY: by said land now or formerly of said Shea about one hundred and thirteen (113) feet to the place of beginning.

Attachment: 82340 (1176 : 245 Tyler St.)



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM
Initiator: Melvyn Altman
Sponsors: Mayor Domenic J. Sarno
DOC ID: 1173

2.10.2

Order Authorizing Mayor to Execute Quitclaim Deed for Sale of SS Quincy St. (10015-0119) to HAP, Inc. (Mayor Sarno)

WHEREAS, the City of Springfield acquired title to land located in Springfield, Massachusetts known as South Side Quincy Street (Parcel ID # 10015-0119), through tax title foreclosure proceedings in Land Court; and

WHEREAS, the Tax Title Custodian determined that said property is not needed for general municipal purposes; and

WHEREAS, the Office of Procurement solicited request for proposals for the purchase and redevelopment of said property pursuant to RFP (Bid) Number 11-004; and

WHEREAS, the Mayor upon the recommendation of the City's RFP Review Committee has accepted the proposal submitted by HAP, Inc.

NOW THEREFORE BE IT ORDERED, that the Mayor be and is hereby authorized in the name of and on behalf of the City of Springfield to execute and deliver a quitclaim deed to HAP, Inc. for the transfer of title to South Side Quincy Street (Parcel ID # 10015-0119) for consideration of One Thousand One and 00/100 Dollars (\$1,001.00) in substantially the same form as the draft deed attached hereto.

SS Quincy Street
10015-0119

Assessed Value: \$7,700.00
Date of Judgment: 9/18/06
Neighborhood: Old Hill
Zoning: Residence B
Current Use: Vacant Lot
Taxes Due at Foreclosure: \$5,329.00
RFP Bid#: 11-004
Date Opened: August 2010
Minimum Bid: \$1,000.00
Preferred Developer: HAP, Inc.

RFP Review Committee Members:

- Phil Dromey, Planning Department
- Gerry McCafferty, Housing
- Tina Quagliato, Housing
- Brian Connors, Economic Development
- Stephen Lonergan, City Treasurer-Collector
- Representative from Old Hill Neighborhood Council (Invited but chose not to attend)

Proposals Received:

<u>Proposer</u>	<u>Bid Amount</u>
§ HAP, Inc.	\$1,001.00

Planned Re-Use:

In accordance with the RFP and the Program for the Renewal of Old Hill and the Neighborhood Stabilization Program, HAP, Inc., will be constructing a new single family home at the property.

The new two-story, three bedroom home will include brand new energy efficient heating systems, windows, insulation, doors, etc., with energy star certification.

HAP, Inc., has been responsible for the construction of over fifteen new single family homes in the Old Hill and Six Corners neighborhood since the kick-off of the Partnership for the Renewal of the Old Hill Neighborhood in 2006. Once construction is complete the property will be sold to a pre-qualified owner occupant.

MASSACHUSETTS QUITCLAIM DEED BY CORPORATION (short form)

KNOW ALL PERSONS BY THESE PRESENTS that **CITY OF SPRINGFIELD** (“Grantor”), a municipal corporation duly established under the laws of the Commonwealth of Massachusetts and having its usual place of business at 36 Court Street, Springfield, Hampden County, Massachusetts, for consideration paid and in full consideration of **ONE THOUSAND ONE AND 00/100 DOLLARS (\$1,001.00)**, grants to **HAP, INC.** (“Grantee”), a corporation organized and existing under the laws of the Commonwealth of Massachusetts, having a usual place of business at 322 Main Street, Suite 1, Springfield, Massachusetts 01105, with **QUITCLAIM COVENANTS**, the land in said Springfield, described as follows:

Land now known as South Side Quincy Street (Parcel ID # 10015-0119), formerly with building thereon and formerly known as 77 Quincy Street, and being the parcel described in a deed recorded November 6, 1961, in Hampden County Registry of Deeds, Book 2844, Page 487, and supposed to contain about 4053 square feet; and being the same parcel described in an Instrument of Taking dated September 18, 1968, and recorded in Hampden County Registry of Deeds, Book 3368, Page 240; and also being the same parcel foreclosed by Judgment of the Land Court entered on September 18, 2006, in Case No. 06 TL 132909, and recorded in Hampden County Registry of Deeds, Book 16237, Page 80; and being more particularly bounded and described in Exhibit “A” attached hereto and made a part hereof (hereinafter referred to as the “Property”).

The Property is sold pursuant to Chapter 30B of the Massachusetts General Laws “as is” and is conveyed subject to the following conditions, restrictions, or covenants which are to be taken and construed as running with the Property and are to be binding upon said Grantee, its successors, assigns, grantees, and lessees for a term of thirty years after the date of this deed creating them unless released by the City of Springfield:

(1) The Property may be used solely for a single-family house; (2) The Grantee agrees that new construction shall be undertaken to ensure the Property meets, in the sole discretion of the City of Springfield, Federal Housing Quality Standards; (3) New construction and any accompanying landscaping, fencing, and paving shall be completed by the Grantee within two years from the date of recording of this Quitclaim Deed; (4) The Grantee cannot sell the Property until the new construction and all other required work is completed and approved by the City of Springfield Office of Housing; (5) The Grantee agrees that the Property will be sold after new construction is completed to an owner occupant who agrees to use the Property as a principal place of residence for a period not less than three years but this restriction shall terminate upon a lender’s foreclosure of its mortgage or by a deed in lieu of foreclosure should same occur and this condition shall only apply to the purchaser of the property from the Grantee and not apply to subsequent purchasers or owners of the Property; and (6) All excess trash, brush, rubbish, and debris shall be cleared from the Property by the Grantee within one month from the date of recording of this Quitclaim Deed.

Attachment: 82331 (1173 : SS Quincy St. (Par.119))

This deed shall also be subject to all easements and restrictions of record, if any, lawfully existing in, upon or over said Property or appurtenant thereto.

There has been full compliance with the provisions of Chapter 44, Section 63A of the Massachusetts General Laws.

The Mayor has received the appropriate affidavit as prescribed in Chapter 60, Section 77B of the Massachusetts General Laws.

IN WITNESS WHEREOF, the said **CITY OF SPRINGFIELD** has caused its corporate seal to be hereto affixed and these presents to be signed, acknowledged, and delivered in its name and behalf by Domenic J. Sarno, its Mayor, hereto duly authorized, this _____ day of _____, 2011, executing this instrument by authority granted by Chapter 40, Section 3 of the Massachusetts General Laws and by Order passed by its City Council on _____ 2011, and attached hereto as Exhibit "B".

CITY OF SPRINGFIELD

By _____
Domenic J. Sarno, Mayor

COMMONWEALTH OF MASSACHUSETTS

HAMPDEN, ss.

Springfield, Massachusetts

On this _____ day of _____, 2011, before me, the undersigned Notary Public, personally appeared the above-named Domenic J. Sarno, Mayor, proved to me through satisfactory evidence of identification, which was personal knowledge, to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose, and acknowledged to me that he executed the same as his free act and deed, and as the free act and deed of the City of Springfield.

Melvyn W. Altman
Notary Public
My Commission Expires: December 16, 2016

Attachment: 82331 (1173 : SS Quincy St. (Par.119))

EXHIBIT "A"

Certain real estate situated in Springfield, Hampden County, Massachusetts, on the Southerly side of Quincy Street, bounded and described as follows:

NORTHERLY by Quincy Street about forty-five (45) feet six (6) inches; EASTERLY by land now or formerly of T. M. Granger, about ninety-two (92) feet; SOUTHERLY by land now or formerly of Margaret Missett about forty-three (43) feet six (6) inches and WESTERLY by land now or formerly of National Papeterie Company about ninety-two (92) feet.

Attachment: 82331 (1173 : SS Quincy St. (Par.119))



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM
Initiator: Melvyn Altman
Sponsors: Mayor Domenic J. Sarno
DOC ID: 1175

2.10.3

Order Authorizing Mayor to Execute Quitclaim Deed for Sale of SS Quincy St. (10015-0128) to SNHS, Inc. (Mayor Sarno)

WHEREAS, the City of Springfield acquired title to land located in Springfield, Massachusetts, known as South Side Quincy Street (Parcel ID # 10015-0128), through tax title foreclosure proceedings in Land Court; and

WHEREAS, the Tax Title Custodian determined that said property is not needed for general municipal purposes; and

WHEREAS, the Office of Procurement solicited request for proposals for the purchase and redevelopment of said property pursuant to RFP (Bid) Number 11-004; and

WHEREAS, the Mayor upon the recommendation of the City's RFP Review Committee has accepted the proposal submitted by Springfield Neighborhood Housing Services, Inc.

NOW THEREFORE BE IT ORDERED, that the Mayor be and is hereby authorized in the name of and on behalf of the City of Springfield to execute and deliver a quitclaim deed to Springfield Neighborhood Housing Services, Inc. for the transfer of title to South Side Quincy Street (Parcel ID # 0015-0128) for the consideration of Five Thousand Dollars (\$5,000.00) in substantially the same form as the draft deed attached hereto.

SS Quincy Street
10015-0128

Assessed Value: \$7,700.00
Date of Judgment: 4/24/07
Neighborhood: Old Hill
Zoning: Residence B
Current Use: Vacant Lot
Taxes Due at Foreclosure: \$36,047.00
RFP Bid#: 11-004
Date Opened: August 2010
Minimum Bid: \$5,000.00
Preferred Developer: Springfield Neighborhood Housing Services

RFP Review Committee Members:

- Phil Dromey, Planning Department
- Gerry McCafferty, Housing
- Tina Quagliato, Housing
- Brian Connors, Economic Development
- Stephen Lonergan, City Treasurer-Collector
- Representative from Old Hill Neighborhood Council (Invited but chose not to attend)

Proposals Received:

	<u>Proposer</u>	<u>Bid Amount</u>
§	SNHS	\$5,000.00

Planned Re-Use:

In accordance with the RFP and the Program for the Renewal of Old Hill and the Neighborhood Stabilization Program, Springfield Neighborhood Housing Services will be constructing a new single family home at the property.

The new, wood-frame, two-story home will be constructed using modular construction. It will be similar in design to other homes already built by SNHS on Pendleton Avenue.

SNHS has over twenty seven years of experience in residential development and renovation and has been an active partner in the Program for the Renewal of Old Hill. They have an extremely successful track record of both rehabbing and constructing new single family homes throughout Springfield.

MASSACHUSETTS QUITCLAIM DEED BY CORPORATION (short form)

KNOW ALL PERSONS BY THESE PRESENTS that **CITY OF SPRINGFIELD** (“Grantor”), a municipal corporation duly established under the laws of the Commonwealth of Massachusetts and having its usual place of business at 36 Court Street, Springfield, Hampden County, Massachusetts, for consideration paid and in full consideration of **FIVE THOUSAND AND 00/100 DOLLARS (\$5,000.00)**, grants to **SPRINGFIELD NEIGHBORHOOD HOUSING SERVICES, INC.** (“Grantee”), a corporation organized and existing under the laws of the Commonwealth of Massachusetts, having a usual place of business at 111 Wilbraham Road, Springfield, Massachusetts 01109, with **QUITCLAIM COVENANTS**, the land in said Springfield, described as follows:

Land now known as South Side Quincy Street (Parcel ID # 10015-0128), formerly with building thereon and formerly known as 23 Quincy Street and North Side Orleans Court, and being the parcel described in a deed recorded September 1, 1948, in Hampden County Registry of Deeds, Book 1956, Page 334, and supposed to contain about 5811 square feet; and being the same parcel described in an Instrument of Taking dated September 27, 1963, and recorded in Hampden County Registry of Deeds, Book 2982, Page 172; and also being the same parcel foreclosed by Judgment of the Land Court entered on April 24, 2007, in Case No. 05 TL 132388, and recorded in Hampden County Registry of Deeds, Book 16701, Page 59; and being more particularly bounded and described in Exhibit “A” attached hereto and made a part hereof (hereinafter referred to as the “Property”).

The Property is sold pursuant to Chapter 30B of the Massachusetts General Laws “as is” and is conveyed subject to the following conditions, restrictions, or covenants which are to be taken and construed as running with the Property and are to be binding upon said Grantee, its successors, assigns, grantees, and lessees for a term of thirty years after the date of this deed creating them unless released by the City of Springfield:

(1) The Property may be used solely for a single-family house; (2) The Grantee agrees that new construction shall be undertaken to ensure the Property meets, in the sole discretion of the City of Springfield, Federal Housing Quality Standards; (3) New construction and any accompanying landscaping, fencing, and paving shall be completed by the Grantee within two years from the date of recording of this Quitclaim Deed; (4) The Grantee cannot sell the Property until the new construction and all other required work is completed and approved by the City of Springfield Office of Housing; (5) The Grantee agrees that the Property will be sold after new construction is completed to an owner occupant who agrees to use the Property as a principal place of residence for a period not less than three years but this restriction shall terminate upon a lender’s foreclosure of its mortgage or by a deed in lieu of foreclosure should same occur and this condition shall only apply to the purchaser of the property from the Grantee and not apply to subsequent purchasers or owners of the Property; and (6) All excess trash, brush, rubbish, and debris shall be cleared from the Property by the Grantee within one month from the date of recording of this Quitclaim Deed.

Attachment: 82342 (1175 : SS Quincy St. (Par. 128))

This deed shall also be subject to all easements and restrictions of record, if any, lawfully existing in, upon or over said Property or appurtenant thereto.

There has been full compliance with the provisions of Chapter 44, Section 63A of the Massachusetts General Laws.

The Mayor has received the appropriate affidavit as prescribed in Chapter 60, Section 77B of the Massachusetts General Laws.

IN WITNESS WHEREOF, the said **CITY OF SPRINGFIELD** has caused its corporate seal to be hereto affixed and these presents to be signed, acknowledged, and delivered in its name and behalf by Domenic J. Sarno, its Mayor, hereto duly authorized, this _____ day of _____, 2011, executing this instrument by authority granted by Chapter 40, Section 3 of the Massachusetts General Laws and by Order passed by its City Council on _____ 2011, and attached hereto as Exhibit "B".

CITY OF SPRINGFIELD

By _____
Domenic J. Sarno, Mayor

COMMONWEALTH OF MASSACHUSETTS

HAMPDEN, ss.

Springfield, Massachusetts

On this _____ day of _____, 2011, before me, the undersigned Notary Public, personally appeared the above-named Domenic J. Sarno, Mayor, proved to me through satisfactory evidence of identification, which was personal knowledge, to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose, and acknowledged to me that he executed the same as his free act and deed, and as the free act and deed of the City of Springfield.

Melvyn W. Altman
Notary Public
My Commission Expires: December 16, 2016

Attachment: 82342 (1175 : SS Quincy St. (Par. 128))

EXHIBIT "A"

Certain real estate in Springfield, in the County of Hampden and Commonwealth of Massachusetts, bounded and described as follows:

Beginning at a point on the Southerly side of Quincy Street at land now or formerly of James Joslyn and running thence

<u>WESTERLY</u>	on the South line of said Quincy Street, Fifty-four (54) feet to land now or formerly of John Brown; thence
<u>SOUTHERLY</u>	by said Brown's East line about One Hundred Five (105) feet to land now now or formerly of one Piper; thence
<u>EASTERLY</u>	on said Piper's land Fifty-four (54) feet to the West line of said Joslyn's; thence
<u>NORTHERLY</u>	on said Joselyn's West line about, One Hundred Five (105) feet to the place of beginning.

Attachment: 82342 (1175 : SS Quincy St. (Par. 128))



City of Springfield

SCHEDULED

2.10.4

Meeting: 04/04/11 07:00 PM

Initiator: Melvyn Altman

Sponsors: Mayor Domenic J. Sarno

DOC ID: 1172 C

Order Authorizing Mayor to Execute Quitclaim Deed for Sale of NS Quincy St. (10015-0018) to HAP, Inc. (Mayor Sarno)

WHEREAS, the City of Springfield acquired title to land located in Springfield, Massachusetts, known as North Side Quincy Street (Parcel ID # 10015-0018), through tax title foreclosure proceedings in Land Court; and

WHEREAS, the Tax Title Custodian determined that said property is not needed for general municipal purposes; and

WHEREAS, the Office of Procurement solicited request for proposals for the purchase and redevelopment of said property pursuant to RFP (Bid) Number 11-004; and

WHEREAS, the Mayor upon the recommendation of the City's RFP Review Committee has accepted the proposal submitted by HAP, Inc.

NOW THEREFORE BE IT ORDERED, that the Mayor be and is hereby authorized in the name of and on behalf of the City of Springfield to execute and deliver a quitclaim deed to HAP, Inc. for the transfer of title to North Side Quincy Street (Parcel ID # 10015-0018) for consideration of Five Thousand One and 00/100 Dollars (\$5,001.00) in substantially the same form as the draft deed attached hereto.

NS Quincy Street
10015-0018

Assessed Value: \$16,600.00
Date of Judgment: 5/14/09
Neighborhood: Old Hill
Zoning: Residence B
Current Use: Vacant Lot
Taxes Due at Foreclosure: \$44,666.00
RFP Bid#: 11-004
Date Opened: August 2010
Minimum Bid: \$5,000.00
Preferred Developer: HAP, Inc.

RFP Review Committee Members:

- Phil Dromey, Planning Department
- Gerry McCafferty, Housing
- Tina Quagliato, Housing
- Brian Connors, Economic Development
- Stephen Lonergan, City Treasurer-Collector
- Representative from Old Hill Neighborhood Council (Invited but chose not to attend)

Proposals Received:

<u>Proposer</u>	<u>Bid Amount</u>
§ HAP, Inc.	\$5,001.00

Planned Re-Use:

In accordance with the RFP and the Program for the Renewal of Old Hill and the Neighborhood Stabilization Program, HAP, Inc., will be constructing a new single family home at the property.

The new two-story, three bedroom home will include brand new energy efficient heating systems, windows, insulation, doors, etc., with energy star certification.

HAP, Inc., has been responsible for the construction of over fifteen new single family homes in the Old Hill and Six Corners neighborhood since the kick-off of the Partnership for the Renewal of the Old Hill Neighborhood in 2006. Once construction is complete the property will be sold to a pre-qualified owner occupant.

MASSACHUSETTS QUITCLAIM DEED BY CORPORATION (short form)

KNOW ALL PERSONS BY THESE PRESENTS that **CITY OF SPRINGFIELD** (“Grantor”), a municipal corporation duly established under the laws of the Commonwealth of Massachusetts and having its usual place of business at 36 Court Street, Springfield, Hampden County, Massachusetts, for consideration paid and in full consideration of **FIVE THOUSAND ONE AND 00/100 DOLLARS (\$5,001.00)**, grants to **HAP, INC.** (“Grantee”), a corporation organized and existing under the laws of the Commonwealth of Massachusetts, having a usual place of business at 322 Main Street, Suite 1, Springfield, Massachusetts 01105, with **QUITCLAIM COVENANTS**, the land in said Springfield, described as follows:

Land now known as North Side Quincy Street (Parcel ID # 10015-0018), formerly with building thereon and formerly known as 88 Quincy Street, and being the parcel described in a deed recorded May 28, 1942, in Hampden County Registry of Deeds, Book 1739, Page 108, and supposed to contain about 5156 square feet; and being the same parcel described in an Instrument of Taking dated September 23, 1970, and recorded in Hampden County Registry of Deeds, Book 3537, Page 312; and also being the same parcel foreclosed by Judgment of the Land Court entered on May 14, 2009, in Case No. 95 TL 108320, and recorded in Hampden County Registry of Deeds, Book 17843, Page 305; and being more particularly bounded and described in Exhibit “A” attached hereto and made a part hereof (hereinafter referred to as the “Property”).

The Property is sold pursuant to Chapter 30B of the Massachusetts General Laws “as is” and is conveyed subject to the following conditions, restrictions, or covenants which are to be taken and construed as running with the Property and are to be binding upon said Grantee, its successors, assigns, grantees, and lessees for a term of thirty years after the date of this deed creating them unless released by the City of Springfield:

(1) The Property may be used solely for a single-family house; (2) The Grantee agrees that new construction shall be undertaken to ensure the Property meets, in the sole discretion of the City of Springfield, Federal Housing Quality Standards; (3) New construction and any accompanying landscaping, fencing, and paving shall be completed by the Grantee within two years from the date of recording of this Quitclaim Deed; (4) The Grantee cannot sell the Property until the new construction and all other required work is completed and approved by the City of Springfield Office of Housing; (5) The Grantee agrees that the Property will be sold after new construction is completed to an owner occupant who agrees to use the Property as a principal place of residence for a period not less than three years but this restriction shall terminate upon a lender’s foreclosure of its mortgage or by a deed in lieu of foreclosure should same occur and this condition shall only apply to the purchaser of the property from the Grantee and not apply to subsequent purchasers or owners of the Property; and (6) All excess trash, brush, rubbish, and debris shall be cleared from the Property by the Grantee within one month from the date of recording of this Quitclaim Deed.

Attachment: 82337 (1172 : NS Quincy St. (Par.18))

This deed shall also be subject to all easements and restrictions of record, if any, lawfully existing in, upon or over said Property or appurtenant thereto.

There has been full compliance with the provisions of Chapter 44, Section 63A of the Massachusetts General Laws.

The Mayor has received the appropriate affidavit as prescribed in Chapter 60, Section 77B of the Massachusetts General Laws.

IN WITNESS WHEREOF, the said **CITY OF SPRINGFIELD** has caused its corporate seal to be hereto affixed and these presents to be signed, acknowledged, and delivered in its name and behalf by Domenic J. Sarno, its Mayor, hereto duly authorized, this _____ day of _____, 2011, executing this instrument by authority granted by Chapter 40, Section 3 of the Massachusetts General Laws and by Order passed by its City Council on _____ 2011, and attached hereto as Exhibit "B".

CITY OF SPRINGFIELD

By _____
Domenic J. Sarno, Mayor

COMMONWEALTH OF MASSACHUSETTS

HAMPDEN, ss.

Springfield, Massachusetts

On this _____ day of _____, 2011, before me, the undersigned Notary Public, personally appeared the above-named Domenic J. Sarno, Mayor, proved to me through satisfactory evidence of identification, which was personal knowledge, to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose, and acknowledged to me that he executed the same as his free act and deed, and as the free act and deed of the City of Springfield.

Melvyn W. Altman
Notary Public
My Commission Expires: December 16, 2016

Attachment: 82337 (1172 : NS Quincy St. (Par.18))

EXHIBIT "A"

Certain real estate situated in Springfield, Hampden County, Massachusetts, more particularly bounded and described as follows:

A certain parcel of land bounded Southerly by Quincy Street, fifty-five (55) feet, more or less; Easterly by land now or formerly of Thomas Blanchard, ninety-three and 66/100 (93.66) feet, more or less; Northerly by land now or formerly of Helen E. O'Brien, fifty-five (55) feet, more or less; and Westerly by land now or formerly of Rose E. Baker, ninety-three and 82/100 (93.82) feet, more or less.

Attachment: 82337 (1172 : NS Quincy St. (Par.18))



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM
Initiator: Cheryn Wojcik
Sponsors: Mayor Domenic J. Sarno
DOC ID: 1174

2.10.5

Grant Acceptance - MMRS FFY2010 (Mayor Sarno)

WHEREAS, the City's Office of Emergency Preparedness ("Department") has been awarded a Metropolitan Medical Response Program Grant of \$317,419.00 from the Massachusetts Executive Office of Public Safety and Security; and

WHEREAS, the grant is funded by the Department of Homeland Security and will be used to pay the salary and benefits of a project manager, as well as procure portable ventilators, oxygen manifolds, antibiotics, nerve agent antidotes, contingency hospital beds, and emergency medical supplies; and

WHEREAS, the Department has accepted the grant and requests authorization from the City Council and the Mayor to expend the grant funds listed below for the purposes of such grants; and

WHEREAS, the Chief Administrative and Financial Officer, after an evaluation of all pertinent financial information reasonably available, has certified that the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the City Council Order authorizing the expenditure of the grant funds listed herein, subject to the approval of the Mayor, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, acting pursuant to Mass. Gen. Laws ch. 44, sec. 53A, that the City Council approves the expenditure by the Department of the grant funds listed below for the purposes of such grant, subject to the approval of the Mayor, and the grant funds received shall be deposited with the City Treasurer and held as a separate account and may be expended for the purposes of the grant without further appropriation:

Metropolitan Medical Response Program Grant \$317,419.00



City of Springfield

SCHEDULED

2.10.6

Meeting: 04/04/11 07:00 PM

Initiator: Melvyn Altman

Sponsors: Mayor Domenic J. Sarno

DOC ID: 1177

Order Authorizing Mayor to Execute Quitclaim Deed for Transfer of 10 Vacant Foreclosed Tax Title Parcels to Conservation Commission of City of Springfield (Mayor Sarno)

WHEREAS, the City of Springfield acquired title to ten (10) vacant parcels of land in Springfield, Massachusetts through tax title foreclosure proceedings in Land Court located on Dort Street, Grayson Drive, Hobson Street, Jordan Street, Kent Road, Merrill Road, Newhouse Street, Porter Road and South Branch Parkway; and being more fully identified and described in the draft deed attached hereto; and

WHEREAS, said parcels are classified as saleable land and are under the custody and control of the Tax Title Custodian; and

WHEREAS, the Tax Title Custodian determined that said parcels are not needed for general municipal purposes and are suitable for conservation purposes since they are adjacent to or abut conservation land; and

WHEREAS, the Conservation Commission of the City of Springfield is interested in acquiring title to said parcels for use as conservation land and open space and voted at a meeting held on January 11, 2011 to accept a quitclaim deed from the City of Springfield transferring title.

NOW THEREFORE BE IT ORDERED, that the Mayor be and is hereby authorized in the name of and on behalf of the City of Springfield to execute and deliver a quitclaim deed for the transfer of title of said ten (10) vacant parcels of land to the Conservation Commission of the City of Springfield for consideration of One Dollar (\$1.00) in substantially the same form as the draft deed attached hereto.

MASSACHUSETTS QUITCLAIM DEED BY CORPORATION (short form)

KNOW ALL PERSONS BY THESE PRESENTS that **CITY OF SPRINGFIELD** (“Grantor”), a municipal corporation duly established under the laws of the Commonwealth of Massachusetts and having its usual place of business at 36 Court Street, Springfield, Hampden County, Massachusetts, in full consideration paid of **ONE AND 00/100 DOLLARS (\$1.00)**, grants to the **CONSERVATION COMMISSION OF THE CITY OF SPRINGFIELD** (“Grantee”), having its usual place of business at 70 Tapley Street, Springfield, Massachusetts 01104, for administration, control, and maintenance under the provisions of Massachusetts General Laws Chapter 40, Section 8C, as amended, with **QUITCLAIM COVENANTS**, the land in said Springfield, described as follows:

PARCEL 1: Land known as **East Side Dort Street, Lot 207, (Parcel-ID # 04020-0011)**, and being the parcel described in a deed recorded March 19, 1982, in Hampden County Registry of Deeds, Book 5232, Page 191, and supposed to contain about 6000 square feet; and being the same parcel described in an Instrument of Taking dated May 11, 2004, and recorded in Hampden County Registry of Deeds, Book 14311, Page 34; and also being the same parcel foreclosed by Judgment of the Land Court, entered February 11, 2008, in Case No.: 07 TL 135687, and recorded in Hampden County Registry of Deeds, Book 17175, Page 500.

PARCEL 2: Land known as **North Side Grayson Drive, Lots 185-185A, (Parcel-ID # 05990-0018)**, and being Parcel #53 described in a deed recorded December 14, 1962, in Hampden County Registry of Deeds, Book 2924, Page 151, and supposed to contain about 9361 square feet; and being the same parcel described in an Instrument of Taking dated June 27, 1989, and recorded in Hampden County Registry of Deeds, Book 7215, Page 522; and also being the same parcel foreclosed by Judgment of the Land Court, entered February 4, 2009, in Case No.: 08 TL 136575, and recorded in Hampden County Registry of Deeds, Book 17663, Page 172.

PARCEL 3: Land known as **East Side Hobson Street, Lots 162 to 168, inclusive, (Parcel-ID # 06660-0050)**, and being the parcel described in a deed recorded October 4, 1990, in Hampden County Registry of Deeds, Book 7562, Page 318, and supposed to contain about 63,263 square feet; and being the same parcel described in an Instrument of Taking dated September 21, 1994, and recorded in Hampden County Registry of Deeds, Book 8951, Page 516; and also being the same parcel foreclosed by Judgment of the Land Court, entered February 8, 2007, in Case No.: 05 TL 132223, and recorded in Hampden County Registry of Deeds, Book 16558, Page 472.

PARCEL 4: Land known as **North Side Jordan Street, Lot 175, (Parcel-ID # 07140-0018)**, and being the parcel described in a deed recorded January 22, 1982, in Hampden County Registry of Deeds, Book 5212, Page 146, and supposed to contain about 7500 square feet; and being the same parcel described in an Instrument of Taking dated May 11, 2004, and recorded in Hampden County Registry of Deeds, Book 14311, Page 39; and also being the same parcel foreclosed by Judgment of the Land Court, entered February 12, 2008, in Case No.: 07 TL 135690, and recorded in Hampden County Registry of Deeds, Book 17175, Page 468.

Attachment: 82369 (1177 : 10 Parcels to SCC)

PARCEL 5: Land known as **North Side Jordan Street, Lot 176, (Parcel-ID # 07140-0019)**, and being the parcel described in a deed recorded January 22, 1982, in Hampden County Registry of Deeds, Book 5212, Page 146, and supposed to contain about 7500 square feet; and being the same parcel described in an Instrument of Taking dated May 11, 2004, and recorded in Hampden County Registry of Deeds, Book 14311, Page 40; and also being the same parcel foreclosed by Judgment of the Land Court, entered February 11, 2008, in Case No.: 07 TL 135688, and recorded in Hampden County Registry of Deeds, Book 17175, Page 470.

PARCEL 6: Land known as **West Side Kent Road, Lot 200, (Parcel-ID # 07240-0100)**, and being the parcel described in a deed recorded March 19, 1982, in Hampden County Registry of Deeds, Book 5232, Page 189, and supposed to contain about 7469 square feet; and being the same parcel described in an Instrument of Taking dated May 11, 2004, and recorded in Hampden County Registry of Deeds, Book 14311, Page 37; and also being the same parcel foreclosed by Judgment of the Land Court, entered October 30, 2008, in Case No.: 07 TL 135686, and recorded in Hampden County Registry of Deeds, Book 17566, Page 316.

PARCEL 7: Land known as **East Side Merrill Road, Lot 178, (Parcel-ID # 08565-0050)**, and being the parcel described in a deed recorded July 18, 1958, in Hampden County Registry of Deeds, Book 2619, Page 329, and supposed to contain about 5000 square feet; and being the same parcel described in an Instrument of Taking dated September 21, 1994, and recorded in Hampden County Registry of Deeds, Book 8953, Page 403; and also being the same parcel foreclosed by Judgment of the Land Court, entered March 30, 2005, in Case No.: 04 TL 130689, and recorded in Hampden County Registry of Deeds, Book 14969, Page 553.

PARCEL 8: Land known as **Rear 328 Newhouse Street (Parcel-ID # 09005-0067)**, and being the parcel described in a deed recorded March 4, 1966, in Hampden County Registry of Deeds, Book 3172, Page 564, and supposed to contain about 1 9/1000 acres; and being the same parcel described in an Instrument of Taking dated September 23, 1969, and recorded in Hampden County Registry of Deeds, Book 3459, Page 419; and also being the same parcel foreclosed by Judgment of the Land Court, entered October 27, 2005, in Case No 04 TL 130676, and recorded in Hampden County Registry of Deeds, Book 15495, Page 222.

PARCEL 9: Land known as **Rear North Side Porter Road (Parcel-ID # 09847-0045)**, and being the parcel described in a deed recorded September 16, 2004, in Hampden County Registry of Deeds, Book 14492, Page 62, and supposed to contain about 497,106 square feet; and being the same parcel described in an Instrument of Taking dated December 12, 2006, and recorded in Hampden County Registry of Deeds, Book 16497, Page 240; and also being the same parcel foreclosed by Judgment of the Land Court, entered February 4, 2009, in Case No.: 08 TL 137292, and recorded in Hampden County Registry of Deeds, Book 17709, Page 206.

PARCEL 10: Land known as **Rear North Side South Branch Parkway (Parcel-ID # 11010-0124)**, and being the parcel described in a deed recorded April 22, 1977, in Hampden County Registry of Deeds, Book 9487, Page 257, and supposed to contain about 132,858 square feet; and being the same parcel described in an Instrument of Taking dated April 16, 1996, and recorded in Hampden County Registry of Deeds, Book 9487, Page 257; and also being the same parcel foreclosed by Judgment of the Land Court, entered September 26, 2006, in Case No.: 06 TL 133181, and recorded in Hampden County Registry of Deeds, Book 16281, Page 238.

This deed is made subject to following condition, restriction, or covenant which is to be taken and construed as running with the land and is to be binding upon said Grantee, its successors, assigns, grantees, and lessees unless released by the Grantor:

(1) The land shall be used solely for undeveloped open space and for conservation purposes.

This deed shall also be subject to all easements and restrictions of record, if any, lawfully existing in, upon or over said land or appurtenant thereto.

IN WITNESS WHEREOF, the said **CITY OF SPRINGFIELD** has caused its corporate seal to be hereto affixed and these presents to be signed, acknowledged, and delivered in its name and behalf by Domenic J. Sarno, its Mayor, hereto duly authorized, this _____ day of _____, 2011, executing this instrument by authority granted by Chapter 40, Section 3 of the Massachusetts General Laws and by Order passed by its City Council on _____, 2011 and attached hereto as Exhibit "A".

CITY OF SPRINGFIELD

By _____
Domenic J. Sarno, Mayor

COMMONWEALTH OF MASSACHUSETTS

HAMPDEN, ss.

Springfield, Massachusetts

On this _____ day of _____, 2011, before me, the undersigned Notary Public, personally appeared the above-named Domenic J. Sarno, Mayor, proved to me through satisfactory evidence of identification, which was personal knowledge, to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose, and acknowledged to me that he executed the same as his free act and deed, and as the free act and deed of the City of Springfield.

Melvyn W. Altman
Notary Public
My Commission Expires: December 16, 2016

Attachment: 82369 (1177 : 10 Parcels to SCC)



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM
Initiator: Cheryn Wojcik
Sponsors: Mayor Domenic J. Sarno
DOC ID: 1179

2.10.7

Grant Acceptance - Mobile Decontamination Unit (Mayor Sarno)

WHEREAS, the Springfield Fire Department (“Department”) has been awarded a “MDU-Mobile Decontamination Unit Deployment and Training Grant” of \$7,500.00 from the Department of Public Health and federal Health and Human Services Department, Office of the Assistant Secretary for Preparedness and Response; and

WHEREAS, funding made available through ASPR will support the field deployment and effective implementation of the decontamination units assigned to fire departments as “hospital protection units” as well as those assigned as “fire district” units; and

WHEREAS, the Department intends to use the grant funds to maintain the units (3) to ensure timely availability of mass decontamination response and participate in collaborative training of hospital and fire service personnel in proper deployment of units and conduct one MDU operational exercise; and

WHEREAS, the Department has accepted the grant and requests authorization from the City Council and the Mayor to expend the grant funds listed below for the purposes of such grants; and

WHEREAS, the Chief Administrative and Financial Officer, after an evaluation of all pertinent financial information reasonably available, has certified that the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the City Council Order authorizing the expenditure of the grant funds listed herein, subject to the approval of the Mayor, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, acting pursuant to Mass. Gen. Laws ch. 44, sec 53A, that the City Council approves the expenditure by the Department of the grant funds listed below for the purposes of such grant, subject to the approval of the Mayor, and the grant funds received shall be deposited with the City Treasurer and held as a separate account and may be expended for the purposes of the grant without further appropriation:

“MDU Deployment and Training Grant- \$7,500.00”



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM
Initiator: Cheryn Wojcik
Sponsors: Mayor Domenic J. Sarno
DOC ID: 1182

2.10.8

Grant Acceptance - No Match Required (Mayor Sarno)

WHEREAS, the Library Department ("Department") has been awarded an Adult and Community Learning Services Grant of \$1,060.00 from the Massachusetts Department of Elementary and Secondary Education; and

WHEREAS, the grant will provide an adult basic education program at no cost to participants. The program promotes self-directed learning by recognizing and valuing the strengths and knowledge that adults bring to learning. The Department is committed to networking with agencies and resources in the larger community to assist learners and their families to meet their literacy goals; and

WHEREAS, the Department intends to use the grant funds to purchase training supplies; and memberships/subscriptions; and

WHEREAS, the Department has accepted the grant and requests authorization from the City Council and the Mayor to expend the grant funds listed below for the purposes of such grants; and

WHEREAS, the Chief Administrative and Financial Officer, after an evaluation of all pertinent financial information reasonably available, has certified that the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the City Council Order authorizing the expenditure of the grant funds listed herein, subject to the approval of the Mayor, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, acting pursuant to Mass. Gen. Laws ch. 44, sec. 53A, that the City Council approves the expenditure by the Department of the grant funds listed below for the purposes of such grant, subject to the approval of the Mayor, and the grant funds received shall be deposited with the City Treasurer and held as a separate account and may be expended for the purposes of the grant without further appropriation:

Read / Write / Now - Adult Basic Education Grant \$1,060


Central Library

220 State Street
Springfield MA 01103
413-263-6828
TTY: 413-263-6835
FAX: 413-263-6825
www.SpringfieldLibrary.org

Brightwood

359 Plainfield Street
Springfield, MA 01107
413-263-6805

East Forest Park

122/124 Island Pond Road
Springfield, MA 01118
413-263-6836

East Springfield

21 Osborne Terrace
Springfield, MA 01104
413-263-6840

Forest Park

380 Belmont Avenue
Springfield, MA 01108
413-263-6843

Indian Orchard

44 Oak Street
Springfield, MA 01151
413-263-6846

Liberty

773 Liberty Street
Springfield, MA 01104
413-263-6849

Mason Square

765 State Street
Springfield, MA 01109
413-263-6853

Pine Point

204 Boston Road
Springfield, MA 01109
413-263-6855

Read/Write/Now

204 Boston Road
Springfield, MA 01109
413-263-6855

Sixteen Acres

1187 Parker Street
Springfield, MA 01129
413-263-6858



March 28, 2011

Ms. Lorraine Domigan, Office Manager
Massachusetts Department of Elementary and Secondary Education
75 Pleasant Street
Malden, MA 02148

Dear Ms. Domigan:

On behalf of the Springfield City Library, the Library Department has accepted the Revenue from the Massachusetts Department of Elementary and Secondary Education in the amount of \$1,060.00.

Sincerely,

Molly Fogarty

Molly Fogarty
Library Director
Springfield City Library

Attachment: letter (1182 : Read/Write/Now - Adult Basic Ed- No Match Required)



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM
Initiator: John Burt
Sponsors: Mayor Domenic J. Sarno
DOC ID: 1183

2.10.9

Grant Acceptance - Match Needed (Mayor Sarno)

WHEREAS, the Department of Elder Affairs / Senior Aides Program ("Department") has been awarded a \$50,000 increase to the Senior Community Service Employment Grant from Senior Service America, Inc. (SSAI); and

WHEREAS, the Senior Community Service Employment Program offers low-income older people paid community service and training as an entry into productive work; benefiting (1) eligible people who enroll and (2) the community in which the program is located; and

WHEREAS, the Department intends to use the grant funds to enroll at least 150 eligible persons during the program period, assigning them to part-time community service positions, and transition at least 33 of such persons to unsubsidized employment during the program year; and

WHEREAS, the grant will pay for 88.5% or \$50,000.00 of the total cost of \$56,500.00, and requires the City to contribute a local match (soft, in-kind) of 11.5% or \$6,500.00, which will be paid from the General Fund, Personnel Services; and

WHEREAS, the total cost of the Senior Aides Program is now \$1,214,069.00; and

WHEREAS, the Department has accepted the grant and requests authorization from the City Council and the Mayor to expend the grant funds listed below for the purposes of such grants; and (Need letter from department head accepting the grant)

WHEREAS, the Chief Administrative and Financial Officer, after an evaluation of all pertinent financial information reasonably available, has certified that the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the City Council Order authorizing the expenditure of the grant funds and the required City matching contribution described herein, subject to the approval of the Mayor, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, acting pursuant to Mass. Gen. Laws ch. 44, sect 53A, that the City Council approves the expenditure by the Department of the grant funds listed below for the purposes of such grant, subject to the approval of the Mayor, and the grant funds received shall be deposited with the City Treasurer and held as a separate account and may be expended for the purposes of the grant without further appropriation:

Senior Aides - \$50,000

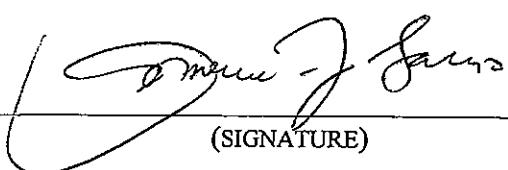
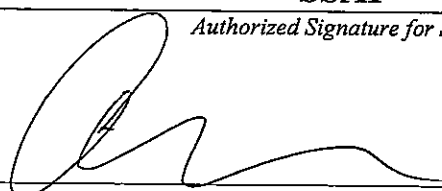
Senior Service America, Inc. SCSEP Sponsor Agreement: 07/01/2010 - 06/30/2011		
Agreement Modification	Sponsor No. 103	Effective Date of this Modification: 02/16/2011
Original Agreement Date: 07/01/2010		Modification Number: 003
To: City of Springfield Department of Elder Affairs 1600 East Columbus Avenue Springfield, MA 01103-1654		Issued by: Senior Service America, Inc. (SSAI) 8403 Colesville Road, Suite 1200 Silver Spring, Maryland 20910

The above-referenced Agreement is modified as follows:

1. The Federal budget amount is increased by \$50,000 from \$1,026,917 to \$1,076,917.
2. Non-federal budget amount is increased by \$6,500 from \$130,562 to \$137,152.
3. Modification is to provide additional participant wages and fringe benefits for sponsor's regular PY2010 SSAI SCSEP grant to manage enrollment and spending activity.
 - These funds are for participant wages and fringe benefits (PW/FB) and are available for expenditure through June 30, 2011.
 - Please return by email a completed budget revision form. The form is available on the SSAI website in the Partner / Subgrantee section.
 - Also, include the revised line item budget breakdown on next SSAI SA1 report of costs for the regular PY2010 SSAI SCSEP grant.

(End of Modification)

Except as hereby modified, all terms and conditions of said agreement remain unchanged and in full effect.

Acknowledgment by Subgrantee	SSAI
<i>Authorized Signature for Sponsor</i>  (SIGNATURE) HON. DOMENIC J. SARNO MAYOR DATE 3/21/10	<i>Authorized Signature for SSAI</i>  (SIGNATURE) ANTHONY R. SARMIENTO PRESIDENT AND EXECUTIVE DIRECTOR DATE



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM

Initiator: Kathy Breck

Sponsors: Mayor Domenic J. Sarno

DOC ID: 1186

2.10.10

Order Approving Increased Supplemental Allowance (Mayor Sarno)

CITY OF SPRINGFIELD

In the City Council, April 4, 2011

WHEREAS, Massachusetts General Laws chapter 32, section 101, provides for an annual allowance of \$6,000.00 for widows of public employees who had retired on either accidental or ordinary disability at a time when such employee could not provide for an annual allowance for the widow at the death of the public employee, and;

WHEREAS, the Acts of 2010, chapter 131, sections 278 and 28, amended Chapter 32, section 101 to provide that a municipal retirement system may accept a supplemental annual allowance for such widows fixed at \$9,000.00 upon a majority vote of the Retirement Board, which vote must be approved by the City Council; and

WHEREAS, on September 1, 2010 the Springfield Retirement Board by a majority vote, did vote for such acceptance; and

WHEREAS, the City Council hereby determines that it is appropriate and proper for the City Council to approve such vote; and

WHEREAS, the Chief Administrative and Financial Officer, after an evaluation of all pertinent financial information reasonably available, has certified that the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations, if any, involved in the City Council Order authorizing the Springfield Retirement Board to increase the supplemental allowance described herein, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008;

NOW THEREFORE, BE IT ORDERED, that pursuant to M.G.L. c.

32, section 101, as amended, the City Council hereby approves
the v

M.G.L. c. 32, Section 101. Allowance to widows of disabled public employees; supplemental annual allowance

[The following is the text effective July 1, 2010]

Section 101: In the event of the death of any former employee who had been retired under the provisions of this chapter after having been found to be incapacitated for further duty by reason of injuries sustained while in the performance of his duties, or who had been retired for ordinary disability under the provisions of this chapter, under which retirement he was unable to provide for any annual allowance to be paid to his widow at the time of his death, there shall be paid to such widow an annual allowance in the amount of **either \$6,000 or, in a retirement system accepting the supplemental annual allowance as provided in this section, \$9,000**, subject to the provisions of paragraph (e) of section one hundred and two; provided, however, that any allowance payable under this section shall be in the alternative to any allowance to which such widow would be entitled under the provisions of any other section of this chapter. Any allowance which such widow may be receiving or any allowance which she may have potential rights to receive, based on her own service to the commonwealth or any political subdivision thereof, shall not make her ineligible to receive the allowance provided in this section. **The allowance provided by this section shall be paid by the same retiring authority and from the same source as the allowance payable to the deceased former employee referred to in this section.**

Notwithstanding the previous paragraph, a retirement system may accept a supplemental annual allowance fixed at the rate of \$9,000, by a majority vote of the board of each such system, subject to the approval of the legislative body thereof. **For the purposes of this section, "legislative body" shall mean, in the case of a city, the city council in accordance with its charter, in the case of a town, the town meeting, in the case of a county, the county retirement board advisory council, in the case of a region, the regional retirement board advisory council, in the case of a district, the district members and, in the case of an authority, the governing body of** Such authority:

Acceptance shall be deemed to have occurred upon the filing of a certification of such votes with the commission. For purposes of this section, the state teachers' and state employees' retirement systems shall be deemed to have accepted the supplemental annual allowance provided for by this section.

SPRINGFIELD CONTRIBUTORY RETIREMENT SYSTEM

70 Tapley Street, Springfield, MA 01104 (413) 787-6090 FAX (413) 787-6046

Mark J. Ianello, Dir. Of Internal Audit
Haskell O. Kennedy Jr., Appointed
Philip J. Mantoni, 5th Member
Gerald L. Michaelian, Elected
Robert P. Moynihan, Elected

Anne C. Leduc, Executive Director

MEMORANDUM

To: Mayor Dominic Sarno

From: Springfield Retirement Board

Date: April 7, 2011

Re: Increase to allowance for Widows of disabled deceased public employees

The Springfield Retirement Board at its regularly scheduled meeting on, September 1, 2010, unanimously voted to increase the supplemental annual allowance, fixed at the rate of \$9,000.00 per year.

The last increase to this widow's benefit was in 1995, which fixed the rate to \$6,000.00 per year. From 1984 to 1995 the fixed rate was \$3,000.00. Prior to 1984, the fixed rate was \$1,680.00 per year.

The Springfield Retirement System currently has 54 surviving spouses receiving an average monthly allowance of \$638.30. If the City Council approves the vote of the Springfield Retirement Board the new rate for 54 surviving spouses will be \$750.00 per month.

In total, the monthly increase to pension payments is \$6,031.41, annually the increase is \$72,376.92.

Attachment: Memo from Springfield Retirement Board (1186 : Order Approving Increased Supplemental Allowance)

SPRINGFIELD CONTRIBUTORY RETIREMENT SYSTEM

70 Tapley Street, Springfield, MA 01104 (413) 787-6090 FAX (413) 787-6046

Mark J. Ianello, Dir. Of Internal Audit
Haskell O. Kennedy Jr., Appointed
Philip J. Mantoni, 5th Member
Gerald L. Michaelian, Elected
Robert P. Moynihan, Elected

Anne C. Leduc, Executive Director

M.G.L. c. 32 s. 101: allowance for Widows of disabled public employees

This allowance is only eligible to those survivors whose spouses retired prior to, November 7, 1996 and who passed away for reasons other than why they were disabled.

The Springfield Retirement System currently pays 54 surviving spouses at an average monthly cost of \$641.31. With the adoption of section 27 of chapter 131 of the Acts of 2010, the surviving spouses would receive \$750.00 per month.

At the regular scheduled meeting of the Springfield Retirement Board held on, September 1, 2010, the Board accepted a supplemental annual allowance fixed at the rate of \$9,000 per year, an increase from the \$6,000 which has been in place since October 1995.

"Notwithstanding the previous paragraph, a retirement system may accept a supplemental annual allowance fixed at the rate of \$9,000, by a majority vote of the board of each such system, subject to the approval of the legislative body thereof. For the purposes of this section, "legislative body" shall mean, in the case of a city, the city council in accordance with its charter, in the case of a town, the town meeting, in the case of a county, the county retirement board advisory council, in the case of a region, the regional retirement board advisory council, in the case of a district, the district members and, in the case of an authority, the governing body of such authority. Acceptance shall be deemed to have occurred upon the filing of a certification of such votes with the commission. For purposes of this section, the state teachers' and state employees' retirement systems shall be deemed to have accepted the supplemental annual allowance provided for by this section.."



City of Springfield

SCHEDULED

Meeting: 04/04/11 07:00 PM
Initiator: Kathy Breck
Sponsors: Mayor Domenic J. Sarno
DOC ID: 1187

2.10.11

Order Approving Grant for Parks Department (Mayor Sarno)

CITY OF SPRINGFIELD

In the City Council, April 4, 2011

AN ORDER AUTHORIZING THE EXPENDITURE OF COMMUNITY LEARNING CENTERS GRANT FUNDS BY THE PARKS, BUILDINGS, AND RECREATION MANAGEMENT DEPARTMENT

WHEREAS, the Parks Division of the Department of Parks, Buildings and Recreation Management ("Department") has been awarded a 21st Century Community Learning Centers Summer Enhancement Pilot Grant of \$123,900.00 from the U.S. Department of Elementary and Secondary Education ("Grant"); and

WHEREAS, the purpose of the Grant is to establish Community Learning Centers that operate for six weeks during the summer, and provide students with academic enrichment, youth leadership and development, STEM (Science, Technology, Engineering and Math) Education and career exploration opportunities; and

WHEREAS, the Department intends to use the Grant funds to provide a six-week summer program for 145 City youths at the Van Sickle Middle School; and

WHEREAS, the Department has accepted the Grant and requests authorization from the City Council and the Mayor to expend the Grant funds listed below for the purposes of such Grant;

WHEREAS, the Chief Administrative and Financial Officer, after an evaluation of all pertinent financial information reasonably available, has certified that the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the City Council Order authorizing the expenditure of the grant funds listed herein, subject to the approval of the Mayor, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, acting pursuant to Mass. Gen. Laws ch. 44, sec. 53A, that the City Council approves the expenditure by the Department of the Grant funds listed below for the purposes of such Grant, subject to the approval of the Mayor, and the Grant funds received shall be deposited with the City Treasurer and held as a separate account and may be expended for the purposes of the Grant without further appropriation:

21st Century Community Learning Centers Grant of \$123,900.00



City of Springfield

36 Court Street
Springfield, MA 01103

SCHEDULED

RESOLUTION (ID # 1191)

Meeting: 04/04/11 07:00 PM

Department: City Council

Category: Council Request

Prepared By: Robert Arieti

Initiator: Robert Arieti

Sponsors: Ashe, Fenton, Allen, Luna, Twiggs, Rivera

DOC ID: 1191

Resolution

CITY OF SPRINGFIELD

In the City Council April 4, 2011

- WHEREAS, the Springfield City Council is always supported the Police Departments anti gang and anti crime efforts, and
- WHEREAS, during the past few years the City has applied for and received state funding from the Shannon grant, and
- WHEREAS, the Police Department has used those funds to deploy officers to address anti-gang activities and has assisted community and civic groups in their grass roots effort(which include prevention and intervention) to educate children and young adults on the ills of gang activity and to promote and anti-violence environment, and
- WHEREAS, last year Shannon grant monies were significantly reduced at the state level, but this year Governor Patrick has level funded the amount in his budget that was recently presented to the legislature, and
- WHEREAS, the State Legislature has the ability to make cuts in the Governor's budget
- NOW, THEREFORE, BE IT RESOLVED that the Springfield City Council hereby strongly urges the State Legislature to approve the amount of funding for Shannon Grants that Governor Patrick has submitted in the State budget so that the Springfield Police Department and other law enforcement agencies throughout the Commonwealth can utilize these funds to combat gang violence.

**City of Springfield**

36 Court Street
Springfield, MA 01103

SCHEDULED**ORDINANCE (ID # 1192)**

Meeting: 04/04/11 07:00 PM

Department: Law

Category: Local Law

Prepared By: Thomas Moore

Initiator: Thomas Moore

Sponsors: Ward 8 Councilor John Lysak

DOC ID: 1192

Amending Ordinance 2.04.020 to Increase Mayoral Compensation

See attachment

ELEVEN
(2011)

AMENDING TITLE 2, CHAPTER 2.04, OF THE REVISED
ORDINANCES OF THE CITY OF SPRINGFIELD, 1986, AS
AMENDED, BY AMENDING SECTION 2.04.020 TO READ AS
FOLLOWS:

2.04.020 Mayor's compensation

The annual compensation of the Mayor shall be ninety-five thousand dollars (\$95,000.00), and thereafter, one-hundred and ten thousand dollars (\$110,000.00), effective the first Monday in January, 2012. Thereafter, said compensation shall automatically increase at an annual rate of 2.5%, beginning on the first Monday of January 2013, and then continuing on the first Monday of January in each successive year thereafter, until such time as this section is amended, deleted, or repealed.

Approved as to form,

Thomas D. Moore
Associate City Solicitor