

TO: Jon Chew, HVCEO  
 FROM: Patricia Llodra, Newtown  
 DATE: November 29, 2010  
 SUBJ: For discussion with legislators

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Senate Bill No. 438, Public Act No. 10-111 is a very costly, but unfunded, state mandate. In Newtown, for example, it has been determined that an additional 11 teachers would be required to fulfill the conditions specified in the mandate. Given the average salary and benefits expense per teacher, the cost in today's dollars would exceed \$700,000. Added to that cost would be the monies necessary to deliver the program, such as for texts and materials.

While we applaud the state's interest in ensuring that all students experience high quality instruction in a rigorous curriculum, we are daunted by the potential cost for these reforms at a time when all towns are struggling with the tax burden required to support current educational and other municipal needs.

It is important to note that although the full requirement does not kick-in until the graduating class of 2018, schools must be prepared to deliver that program beginning with the freshman class of 2014. That means substantial additional staff and curriculum costs to be borne within a few short years.

Although I have positive views about the future of Connecticut's economy and a return to more stable and predictable revenues, I do not envision that our municipalities will be able to manage such substantial additional financial burdens as required by this Public Act. I hope the State sees its responsibility to not further burden towns with unfunded mandates and delays the implementation of this Public Act until such time as the State is more ready and able to provide the necessary resources to accomplish the desired ends.

**Substitute Senate Bill No. 438**  
**Public Act No. 10-111 33 of 58**

*(c) Commencing with classes graduating in 2018, and for each graduating class thereafter, no local or regional board of education shall permit any student to graduate from high school or grant a diploma to any student who has not satisfactorily completed (1) a minimum of twenty-five credits, including not fewer than: (A) Nine credits in the humanities, including not fewer than (i) four credits in English, including composition; (ii) three credits in social studies, including at least one credit in American history and at least one-half credit in civics and American government; (iii) one credit in fine arts; and (iv) one credit in a humanities elective; (B) eight credits in science, technology, engineering and mathematics, including not fewer than (i) four credits in mathematics, including algebra I, geometry and algebra II or probability and statistics; (ii) three*

*credits in science, including at least one credit in life science and at least one credit in physical science; and (iii) one credit in a science, technology, engineering and mathematics elective; (C) three and one-half credits in career and life skills, including not fewer than (i) one credit in physical education; (ii) one-half credit in health and safety education, as described in section 10-16b; and (iii) two credits in career and life skills electives, such as career and technical education, English as a second language, community service, personal finance, public speaking and nutrition and physical activity; (D) two credits in world languages, subject to the provisions of subsection (g) of this section; and (E) a one credit senior demonstration project or its equivalent, as approved by the State Board of Education; and (2) end of the school year examinations for the following courses: (A) Algebra I, (B) geometry, (C) biology, (D) American history, and (E) grade ten English. (d) Commencing with classes graduating in 2018, and for each graduating class thereafter, local and regional boards of education shall provide adequate student support and remedial services for students beginning in grade seven. Such student support and remedial services shall provide alternate means for a student to complete any of the high school graduation requirements or end of the school year examinations described in subsection (c) of this section, if such student is unable to satisfactorily complete any of the required courses or exams. Such student support and remedial services shall include, but not be limited to, (1) allowing students to retake courses in summer school or through an on-line course; (2) allowing students to enroll in a class offered at a constituent unit of the state system of higher education, as defined in section 10a-1, pursuant to subdivision (4) of subsection (g) of this section; (3) allowing students who received a failing score, as determined by the Commissioner of Education, on an end of the school year exam to take an alternate form of the exam; and (4) allowing those students whose individualized education plans state that such students are eligible for an alternate assessment to demonstrate competency on any of the five core courses through success on such alternate assessment.*

# *MuniCast*®

## Financial Forecasting, Trend and Variance Analysis Models for Local Governments



## *MuniCast*<sup>®</sup> Financial Models

- 100% Microsoft<sup>®</sup> Excel-based financial models
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- *MuniCast*<sup>®</sup> is the only financial forecasting model endorsed by the Government Finance Officers Association ([www.GFOA.org](http://www.GFOA.org)) and is also used as a component of GFOA's long-term financial planning solutions.



## *MuniCast*® Annual Forecasting Model

- Create baseline and alternative revenue and spending forecasts - more than 100 possible scenarios
- Analyze historic trends and correlations between financial, economic and operating data
- Test impact of proposed initiatives on current and projected fund balances

# Sensitivity Analysis – Create Baseline and Alternative Financial Forecasts and Test Impact of Proposed Initiatives

CITY OF SPRINGFIELD  
SENSITIVITY ANALYSIS

CURRENT FISCAL YEAR END: JUNE 30, 2011

INDEX



SELECT FUND  
1001-GENERAL FUND

SELECT STARTING FISCAL YEAR > 2007

SELECT ENDING FISCAL YEAR > 2017

CONVERT DOLLARS TO > \$ THOUSANDS

SELECT REVENUE SCENARIO  
85% OF BASELINE

INSTRUCTIONS  
SELECT EXPENDITURE SCENARIO  
85% OF BASELINE

OPTION CATEGORY

PROPERTY TAX SCENARIOS

SALES TAX SCENARIOS

GENERAL REVENUE OPTIONS

LAND USE OPTIONS

INFRASTRUCTURE PROJECTS

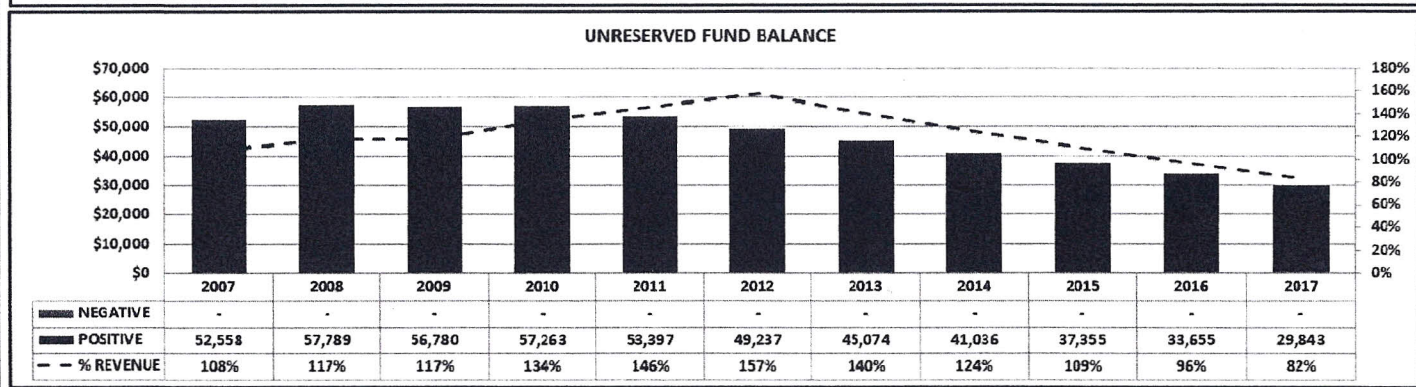
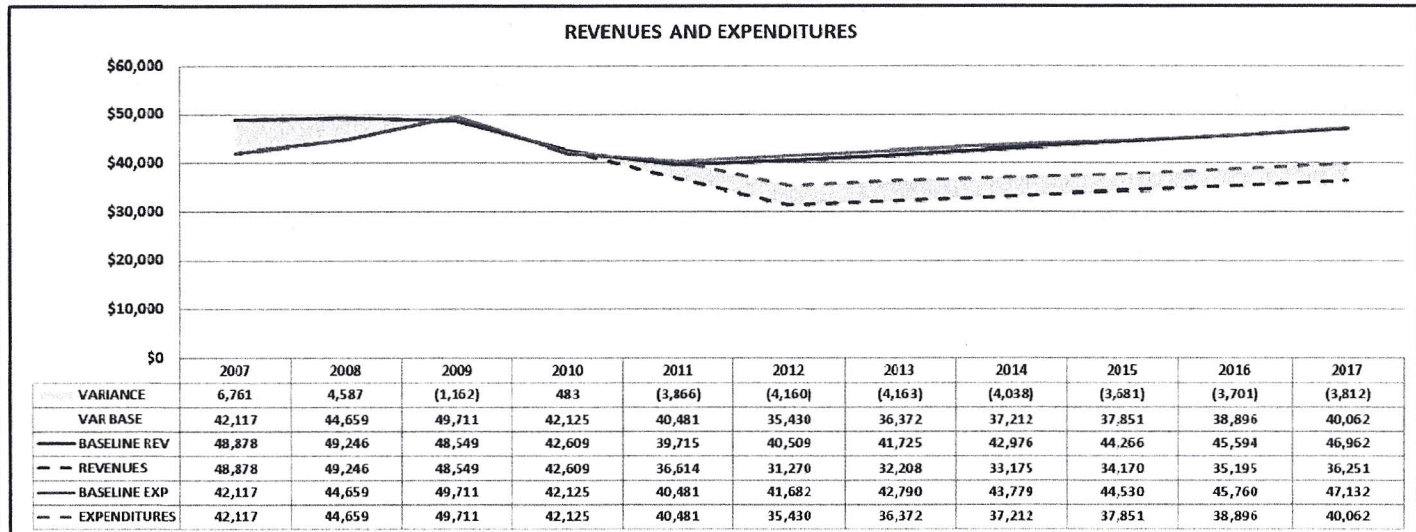
DEBT OPTIONS

PUBLIC SAFETY OPTIONS

COMMUNITY SERVICE OPTIONS

EMPLOYEE COMPENSATION OPTIONS

CATEGORY 10



# Pro forma Summary – out to 2030, or beyond

SPRINGFIELD GENERAL FUND	2005A	2006A	2007A	2008A	2009A	2010B	2011F	2012F	2013F	2014F	2015F
<b>REVENUE &amp; SOURCES</b>											
<b>BY: ACCOUNT GROUP</b>											
PROPERTY TAX	4,153,991	4,492,308	4,762,372	5,142,888	5,197,634	5,387,849	5,495,606	5,605,518	5,717,628	5,831,981	5,948,621
SALES TAXES	6,871,303	8,047,003	8,250,016	7,516,707	6,127,833	5,335,604	5,335,604	5,335,604	5,362,282	5,415,905	5,524,223
OTHER TAXES	652,745	840,263	834,074	676,489	517,711	559,726	565,323	570,976	576,686	582,453	588,278
FRANCHISE FEES	905,232	1,059,389	1,150,084	1,074,834	1,101,665	1,126,909	1,138,178	1,149,560	1,161,055	1,172,666	1,184,393
MOTOR VEHICLE LICENSE FEES	2,430,042	2,060,300	2,636,384	2,821,348	2,835,532	2,871,485	2,928,915	2,987,493	3,047,243	3,108,188	3,170,351
INTERGOVERNMENTAL-OTHER	77,218	4,309,651	54,793	170,979	240,742	9,875	10,073	10,274	10,479	10,689	10,903
LICENSES, FEES AND PERMITS	2,503,221	3,294,055	3,060,009	1,617,540	1,688,916	1,679,120	1,712,702	1,746,956	1,781,896	1,817,533	1,853,884
CHARGES FOR CURRENT SERVICES	467,108	551,537	624,866	541,915	683,527	1,446,727	1,461,194	1,475,806	1,505,322	1,535,429	1,566,137
USE OF MONEY AND PROPERTY	610,043	706,077	1,241,631	1,313,955	706,498	779,619	795,211	811,116	827,338	843,885	860,762
PUBLIC SAFETY REVENUE	845,344	915,946	790,394	857,952	1,214,341	1,125,000	1,147,500	1,170,450	1,193,859	1,217,736	1,242,091
OTHER REVENUE	32,190	862,644	148,072	53,759	73,116	55,581	56,693	57,826	58,983	60,163	61,366
TRANSFERS IN	882,848	958,610	971,092	633,518	673,712	748,858	763,835	779,112	794,694	810,588	826,800
<b>TOTAL - REVENUES &amp; SOURCES</b>	<b>20,431,285</b>	<b>28,097,783</b>	<b>24,523,787</b>	<b>22,421,885</b>	<b>21,061,226</b>	<b>21,126,353</b>	<b>21,410,834</b>	<b>21,700,692</b>	<b>22,037,466</b>	<b>22,407,216</b>	<b>22,837,809</b>
<b>EXPENDITURES &amp; USES</b>											
<b>BY: DEPARTMENT GROUP</b>											
LEGISLATIVE	119,786	150,468	124,680	152,727	145,429	202,597	208,675	214,935	221,383	228,025	234,865
CITY MANAGER	1,477,739	1,374,888	1,653,252	1,749,122	1,647,463	1,217,836	1,254,371	1,292,002	1,330,762	1,370,685	1,411,806
CITY ATTORNEY	474,159	521,313	745,287	770,568	786,861	482,037	496,498	511,393	526,735	542,537	558,813
CITY CLERK	292,337	380,043	392,480	345,390	380,167	399,145	411,120	423,453	436,157	449,242	462,719
POLICE SERVICES	4,955,483	5,645,986	5,518,749	6,288,779	6,969,393	7,275,531	7,493,797	7,718,611	7,950,169	8,188,674	8,434,334
OTHER PUBLIC SAFETY	714,650	841,178	754,357	957,865	628,803	679,167	699,542	720,528	742,144	764,408	787,341
ADMINISTRATIVE SERVICES	1,079,133	1,214,787	1,209,721	1,143,228	1,160,978	1,069,994	1,102,094	1,135,157	1,169,211	1,204,288	1,240,416
COMMUNITY DEVELOPMENT	1,687,101	1,659,145	1,861,227	2,066,859	1,846,246	1,974,656	2,033,896	2,094,913	2,157,760	2,222,493	2,289,168
COMMUNITY SERVICES	2,121,170	2,165,480	2,767,070	2,780,360	2,456,507	2,255,297	2,322,956	2,392,644	2,464,424	2,538,356	2,614,507
PUBLIC WORKS	6,131,875	10,799,493	6,930,034	6,853,131	6,184,866	5,477,696	5,642,027	5,811,288	5,985,627	6,165,195	6,350,151
UTILITIES	33	-	-	-	19,291	182,620	188,099	193,742	199,554	205,540	211,707
OTHER DEPARTMENTS	308,838	615,656	560,994	2,512,388	336,332	2,771,580	2,771,580	2,771,580	2,771,580	2,771,580	2,771,580
<b>TOTAL - EXPENDITURES &amp; USES</b>	<b>19,362,304</b>	<b>25,368,437</b>	<b>22,517,852</b>	<b>25,620,418</b>	<b>22,562,335</b>	<b>23,988,157</b>	<b>24,624,654</b>	<b>25,280,246</b>	<b>25,955,506</b>	<b>26,651,024</b>	<b>27,367,408</b>
<b>BY: ACCOUNT GROUP</b>											
SALARY AND WAGES	4,844,457	4,890,029	5,014,271	5,348,660	5,248,013	4,521,852	4,657,508	4,797,233	4,941,150	5,089,384	5,242,066
BENEFITS	1,749,612	1,753,282	2,301,769	2,467,885	2,483,625	1,951,184	2,009,720	2,070,011	2,132,111	2,196,075	2,261,957
PROFESSIONAL AND CONTRACT SERVICES	1,927,874	2,002,125	2,389,068	2,189,538	2,331,851	2,032,374	2,093,345	2,156,146	2,220,830	2,287,455	2,356,079
OTHER AGENCY CONTRACTS	5,267,221	6,052,852	5,919,090	6,748,355	6,824,043	7,078,914	7,291,281	7,510,020	7,735,320	7,967,380	8,206,401
UTILITIES	390,957	448,771	495,013	446,705	461,736	438,532	451,688	465,239	479,196	493,572	508,379
SUPPLIES AND MATERIALS	189,947	266,320	279,197	312,423	204,271	261,143	268,977	277,047	285,358	293,919	302,736
MAINTENANCE AND REPAIR	2,683,595	6,936,357	2,707,436	2,824,486	2,260,455	2,417,245	2,489,763	2,564,455	2,641,389	2,720,631	2,802,250
CONFERENCES AND TRAINING	51,093	61,148	71,741	73,247	24,003	61,322	63,162	65,057	67,008	69,018	71,089
GENERAL EXPENSES	199,820	214,962	543,395	304,427	286,016	200,715	206,737	212,939	219,327	225,907	232,684
ALLOCATED CHARGES	1,704,250	2,035,250	2,078,950	2,328,050	2,015,440	2,201,651	2,267,701	2,335,732	2,405,803	2,477,978	2,552,317
BUILDINGS AND IMPROVEMENTS	-	-	64,150	242	-	-	-	-	-	-	-
MACHINERY AND EQUIPMENT	44,640	91,685	92,777	64,011	86,809	51,644	53,193	54,789	56,433	58,126	59,870
TRANSFERS OUT	308,838	615,656	560,994	2,512,388	336,071	2,771,580	2,771,580	2,771,580	2,771,580	2,771,580	2,771,580
<b>TOTAL - EXPENDITURES &amp; USES</b>	<b>19,362,304</b>	<b>25,368,437</b>	<b>22,517,852</b>	<b>25,620,418</b>	<b>22,562,335</b>	<b>23,988,157</b>	<b>24,624,654</b>	<b>25,280,246</b>	<b>25,955,506</b>	<b>26,651,024</b>	<b>27,367,408</b>
<b>VARIANCE</b>											
VARIANCE	1,068,981	2,729,346	2,005,935	(3,198,533)	(1,501,109)	(2,861,804)	(3,213,820)	(3,579,554)	(3,918,040)	(4,243,809)	(4,529,599)
% REVENUES & SOURCES	5%	10%	8%	-14%	-7%	-14%	-15%	-16%	-18%	-19%	-20%



# Interactive Chart Gallery of Key Financial Trends

CITY OF SPRINGFIELD

KEY INDICATORS - BASELINE

FOR FUND: 1001-GENERAL FUND

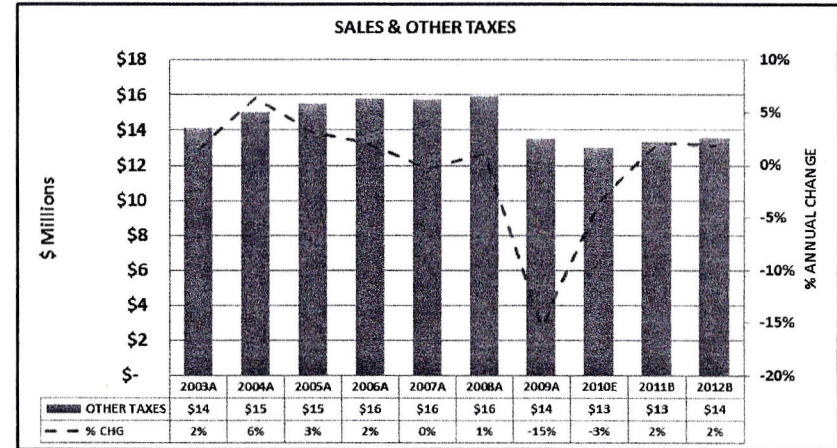
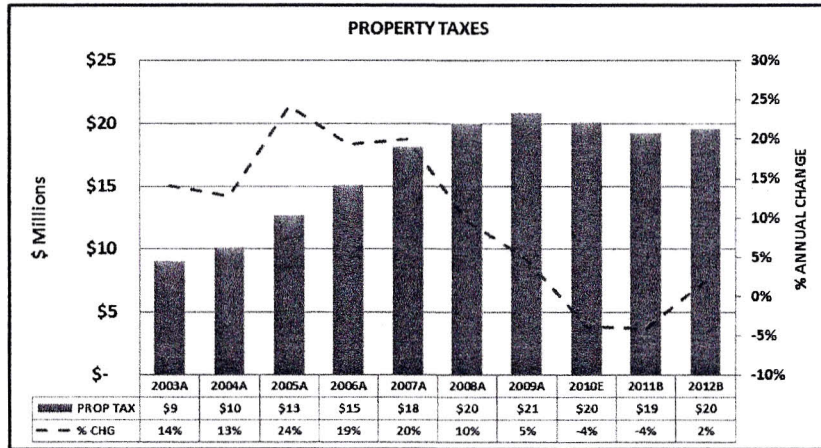
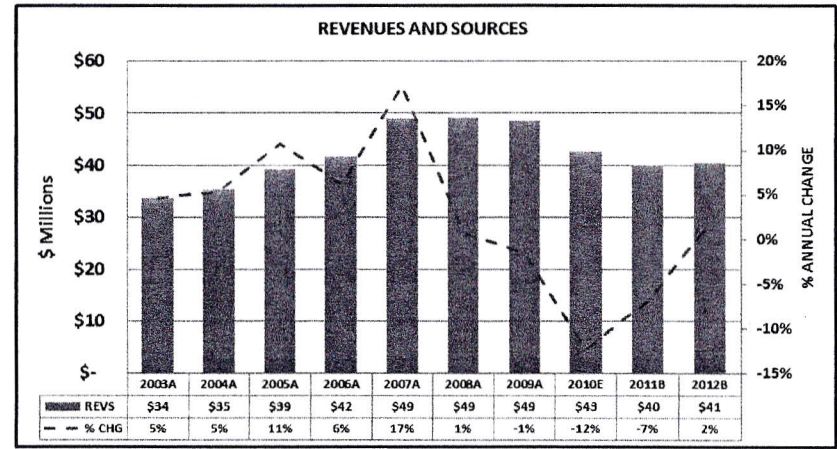
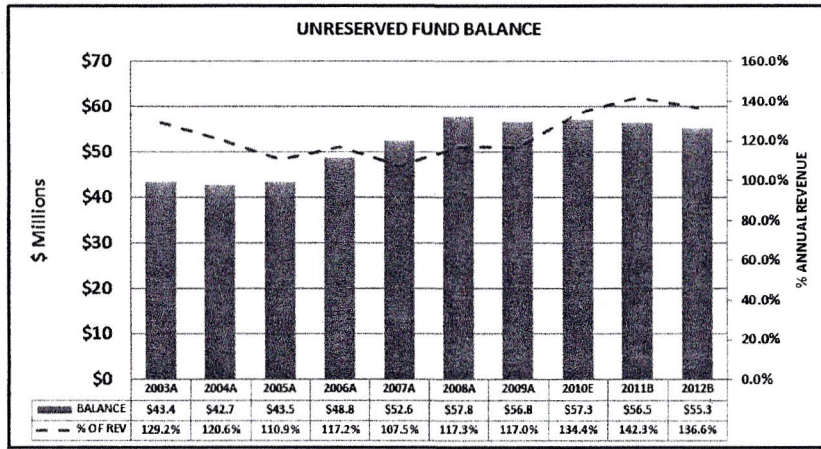
SELECT STARTING FISCAL YEAR > 2003A

SELECT ENDING FISCAL YEAR > 2012B

INDEX



SELECT FUND > 1001-GENERAL FUND



# Statistical Analysis – Measure Recent and Long-term Trends and Correlations between Multiple Variables

CITY OF SPRINGFIELD  
STATISTICAL ANALYSIS

CURRENT FISCAL YEAR END: JUNE 30, 2011

SELECT FUND > 1001-GENERAL FUND

SELECT BEGINNING YEAR > 2002

CORREL LEGEND

POSITIVE CORRELATION  
WFAK CORRELATION  
INVERSF CORRELATION

SELECT FORECAST ACCOUNT TYPE > 41000-PROPERTY TAXES

SELECT ENDING YEAR > 2009

TYPE	3YR AVG		HIST AVG		INDICATOR	2000A	2001A	2002A	2003A	2004A	2005A	2006A
	CORREL	VAR	CHG	CHG								
DEMOGRAPHIC	0.985	10.1%	4.8%	6.1%	POPULATION-TOTAL	29,267	29,313	30,168	31,991	34,497	35,938	37,716
	0.985	10.0%	4.3%	6.2%	POPULATION-HOUSEHOLD	22,258	24,793	25,998	27,894	29,828	31,242	32,950
ECONOMIC	0.996	5.6%	2.1%	2.6%	CPI-INFLATION INDEX	174.1	181.2	184.7	188.6	193.0	198.9	205.7
	-0.327	17.3%	-12.8%	-1.6%	HOUSING PRICE INDEX	158.9	174.0	199.3	220.0	264.1	302.2	287.2
	-0.623	50.0%	-33.3%	-14.3%	PER CAPITA INCOME	38,458	38,417	37,755	38,712	40,915	43,074	46,414
	-0.658	29.0%	-33.3%	-14.3%	UNEMPLOYMENT RATE	1.7%	2.6%	4.0%	4.0%	3.4%	3.0%	2.6%
	0.461	6.3%	-2.7%	1.2%	BUILDING PERMITS	2,521	1,828	1,615	1,157	1,154	1,275	1,199
	-0.248	43.0%	-25.0%	-8.9%	COML CONSTRUCTION VALUE	96,518,449	102,250,701	57,128,471	43,803,347	16,718,059	50,853,451	80,750,779
	-0.524	38.2%	-23.2%	-6.9%	RES CONSTRUCTION VALUE	162,232,924	139,757,761	110,834,664	160,525,052	218,307,398	255,435,788	187,076,699
0.597	24.7%	12.3%	18.8%	TAXABLE ASSESSED VALUE	2,087,404,200	2,704,488,300	3,352,480,200	3,877,564,500	4,384,194,300	4,957,003,800	5,679,270,000	
FINANCIAL	1.000	30.0%	12.7%	23.3%	41000-PROPERTY TAXES	6,310,771	7,558,939	7,915,240	9,035,589	10,185,033	12,649,052	15,098,315
	0.293	5.5%	-4.9%	-0.4%	42000-OTHER TAXES	13,962,982	16,185,183	13,899,581	14,118,079	15,013,250	15,486,770	15,814,112
	-0.491	20.4%	-16.1%	-4.3%	44000-LICENSES & PERMITS	3,897,965	3,028,655	2,094,526	2,179,696	2,781,893	3,168,127	2,828,001
	0.714	7.5%	-1.4%	3.0%	45000-FINES & PENALTIES			106,372	125,653	105,633	128,985	134,521
	0.861	50.0%	57.0%	17.2%	46000-USE OF MONEY & PROPERTY	1,461,148	2,839,691	1,734,124	1,462,147	560,830	1,559,743	1,412,380
	0.807	14.8%	2.0%	5.3%	48000-CHARGES FOR SERVICES			4,017,834	4,284,229	4,321,023	4,993,312	5,197,202
	0.987	14.6%	5.5%	7.3%	TOTAL-REVENUES AND SOURCES	44,033,153	50,089,588	32,096,116	33,600,501	35,407,823	39,227,761	41,664,438
	0.346	10.0%	7.3%	7.2%	1000-GENERAL GOVERNMENT	2,274,914	3,083,725	3,536,926	3,905,406	4,157,950	4,346,682	4,369,591
	0.567	18.7%	5.3%	13.9%	2000-PUBLIC SAFETY	9,892,983	10,960,642	10,447,621	11,865,722	14,718,334	16,561,957	17,813,797
	0.570	18.1%	10.0%	15.9%	3000-TRANSPORTATION	1,504,050	1,446,053	984,689	1,203,019	1,378,807	1,495,986	1,601,104
	0.959	13.3%	4.8%	10.0%	51000-SALARIES & WAGES			4,209,400	4,561,433	5,520,287	5,073,394	6,271,639
	0.935	24.8%	1.2%	20.3%	52000-BENEFITS			1,299,305	1,600,515	2,097,162	2,460,749	3,037,094
	0.959	15.8%	5.3%	11.7%	60000-SERVICES & SUPPLIES			17,360,806	19,986,597	23,926,424	26,212,290	27,270,833
	0.335	33.6%	76.5%	8.0%	70000 CAPITAL OUTLAY			5,002,308	2,751,480	3,136,473	3,442,123	2,365,133
	0.969	14.7%	9.2%	11.1%	TOTAL EXPENDITURES AND USES	34,834,757	36,915,707	28,016,029	29,452,812	34,812,630	38,156,719	38,955,005
-0.046	71.8%	-17.6%	-18.4%	NET SURPLUS/(DEFICIT)			4,080,087	4,147,689	595,193	1,071,043	2,709,433	
0.975	12.2%	5.1%	6.1%	ENDING BALANCE	21,838,840	31,724,618	39,250,850	43,106,163	42,701,083	43,514,533	48,816,199	
OPERATING	0.920	5.9%	0.3%	3.0%	FTE POSITIONS	152	163	179	194	197	208	215
	-0.970	8.9%	-5.2%	-3.3%	CALLS FOR POLICE SERVICE	39,976	46,970	50,613	52,708	49,379	48,388	46,197
	-0.005	12.3%	-11.0%	-2.2%	CITATIONS ISSUED	7,308	9,624	8,364	10,501	11,081	10,911	10,595
	0.591	4.5%	3.7%	1.4%	EMERGENCY FIRE CALLS	1,634	1,645	1,797	1,872	1,724	1,742	1,771
	-0.486	43.7%	-27.7%	-9.3%	STREET SIGN MAINTENANCE	326	317	211	643	308	353	435
	0.794	60.6%	88.3%	19.3%	REPLACE STREET ASPHALT	256,895	19,545	12,320	5,500	3,000	7,500	7,950
	0.937	47.0%	17.0%	27.5%	MUSEUM VISITORS	420	1,017	793	300	900	800	1,350
	-0.045	26.3%	-21.4%	-3.6%	BUILDING INSPECTIONS	28,232	19,073	16,492	24,682	31,571	33,534	34,244

# Four Quadrant Trend Analysis – Interactive Analysis includes Inflation-Adjusted and Per Capita Metrics

CITY OF SPRINGFIELD

TREND ANALYSIS - ACCOUNT TYPE

SELECT STARTING FISCAL YEAR >

2004A

SELECT ENDING FISCAL YEAR >

2012F

INDEX



SELECT FUND >

1001-GENERAL FUND

SELECT ACCOUNT TYPE >

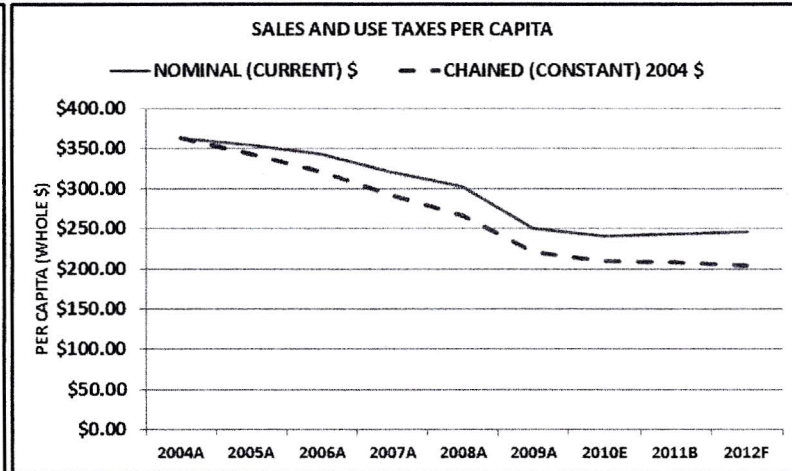
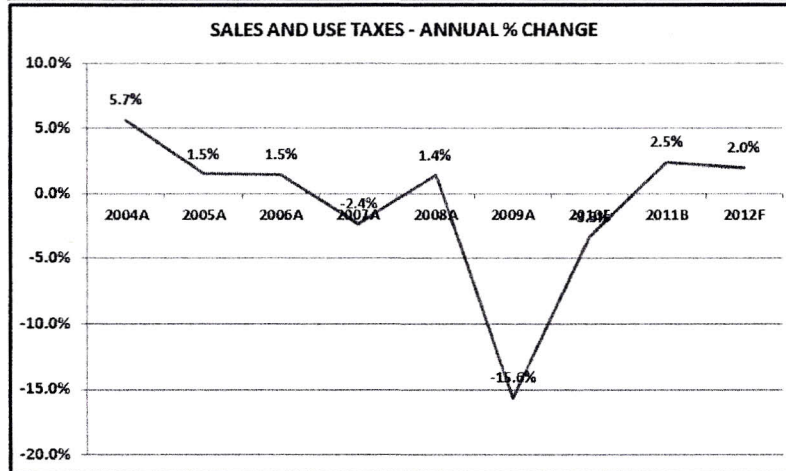
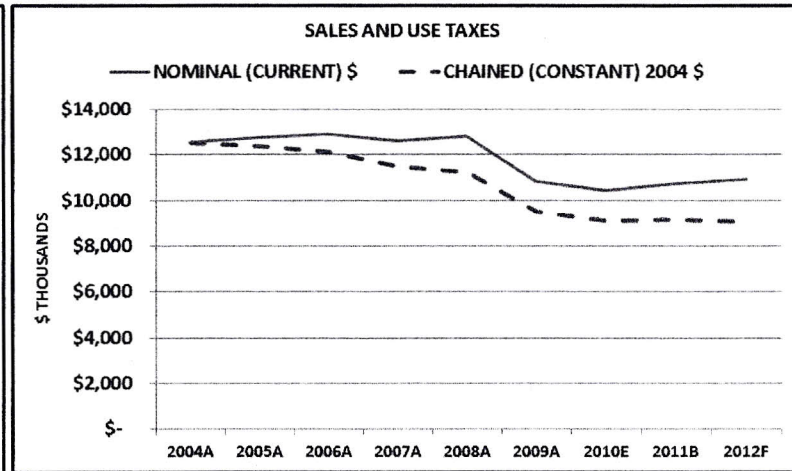
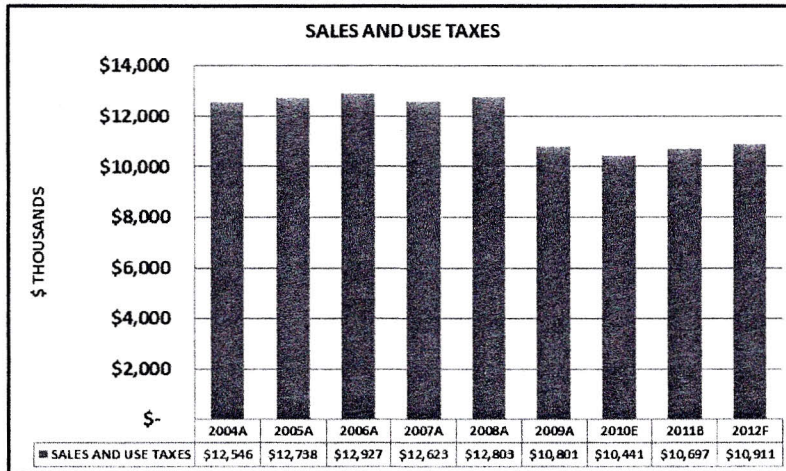
SALES AND USE TAXES

SELECT CPI BASE YEAR >

2004

CONVERT DOLLARS TO >

\$ THOUSANDS



# Four Quadrant Net Cost Analysis – Interactive Analysis includes Inflation-Adjusted and Net Cost Trends

CITY OF SPRINGFIELD  
TREND ANALYSIS - DEPARTMENT

SELECT STARTING FISCAL YEAR > 2004A

SELECT ENDING FISCAL YEAR > 2012F

INDEX



SELECT FUND > 1001-GENERAL FUND

SELECT DEPARTMENT > 7721-RECREATIONAL ACTIVITIES

SELECT CPI BASE YEAR > 2004

CONVERT DOLLARS TO > \$THOUSANDS

