

**COMMUNICATIONS OF THE CITY MANAGER**

City Council Agenda For  
Tuesday, May 7, 2024

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**10.1 APPOINTMENTS**

**Non-City Council Confirmation**

- A. Transmitting informational communication relative to the reappointment of Walter Weeks to the Worcester Redevelopment Authority.

**Informational Communication**

- B. Transmitting informational communication relative to the appointments of Chris Noonan, Amanda Nye, and Chris Michelotti to the Worcester Arts Council.

**Informational Communication**

**10.2 APPOINTMENTS**

**City Council Confirmation**

- A. Recommend the reappointment of Benetta Kuffour and Victor Agudelo Ortiz to the Affordable Housing Trust Fund Board of Trustees.

**Recommend reappointment**

- B. Recommend the appointment of Jamie Dillon to the Community Development Advisory Committee.

**Recommend appointment**

- C. Recommend the appointments of James Olaes and Kyle Orr to the Commission for the Preservation of Historic Artifacts, Relics and Military Memorials.

**Recommend appointment**

**10.3 DEPARTMENT OF HUMAN RESOURCES**

**William Bagley, Jr., Esq., Chief Human Resources Officer**

**10.4 EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT**

**Peter Dunn, Chief Development Officer**

- A. Recommend Adoption of a Certified Project and TIF Agreement for David Clark Company.

**Recommend Adoption**

**10.5 EXECUTIVE OFFICE OF DIVERSITY, EQUITY & INCLUSION**

**Eric D. Batista, City Manager**

**10.6 EXECUTIVE OFFICE OF DIVERSITY, EQUITY & INCLUSION**

**Division of Human Rights and Accessibility**

**Victor Perez, Interim Director**

- 10.7 DEPARTMENT OF PUBLIC WORKS AND PARKS**  
**Administration Division**  
**Jay J. Fink, P.E., Commissioner**
- A. Transmitting informational communication relative to pothole repairs and litter issues throughout the City.  
**Informational Communication**
  - B. Transmitting informational communication relative to the Granite Street and St. Anthony Street Drainage Issues and Improvements.  
**Informational Communication**
  - C. Transmitting informational communication relative to FY25 water and sewer rate recommendation.  
**Votes required**
- 10.8 DEPARTMENT OF PUBLIC WORKS AND PARKS**  
**Engineering and Architectural Services Division**  
**Jay J. Fink, P.E., Commissioner**
- 10.9 DEPARTMENT OF PUBLIC WORKS AND PARKS**  
**Operations Division**  
**Jay J. Fink, P.E., Commissioner**
- 10.10 DEPARTMENT OF PUBLIC WORKS AND PARKS**  
**Parks Division**  
**Robert C. Antonelli, Jr., Assistant Commissioner**
- 10.11 DEPARTMENT OF TRANSPORTATION & MOBILITY**  
**Stephen S. Rolle, P.E., Commissioner**
- 10.12 FIRE DEPARTMENT**  
**Martin Dyer, Fire Chief**
- 10.13 POLICE DEPARTMENT**  
**Paul B. Saucier, Interim Police Chief**
- 10.14 DEPARTMENT OF EMERGENCY COMMUNICATIONS**  
**Charles R. Goodwin, Director**
- 10.15 LAW DEPARTMENT**  
**Michael E. Traynor, Esq., City Solicitor**
- 10.16 DEPARTMENT OF INSPECTIONAL SERVICES**  
**Administration**  
**Christopher P. Spencer, Commissioner**
- 10.17 DEPARTMENT OF INSPECTIONAL SERVICES**  
**Building and Zoning Division**  
**David Horne, Deputy Building Commissioner**
- 10.18 DEPARTMENT OF INSPECTIONAL SERVICES**  
**Housing and Health Inspections Division**  
**Lee R. Hall, Director**

10.19 DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Administration  
Dr. Matilde "Mattie" Castiel, M.D., Commissioner

10.20 DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Division of Public Health  
Soloe M. Dennis, MS, MEP, Director

10.21 DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Division of Elder Affairs  
Amy Vogel Waters, Director

10.22 DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Division of Veterans Services  
Dr. Joe Robinson, Veterans' Services Officer/Director

10.23 DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Division of Youth Services  
Raquel Castro-Corazzini, Director

10.24 WORCESTER PUBLIC LIBRARY  
Jason L. Homer, Executive Director

10.25 EXECUTIVE OFFICE OF THE CITY MANAGER  
Election Commission Division  
Nikolin Vangjeli, City Clerk

10.26 PUBLIC SCHOOL DEPARTMENT  
Rachel Monarrez, Superintendent

A. Recommend adoption of a non-exclusive utility easement for the westerly portion of 150 Harrington Way (North High School) to Crown Castle Fiber LLC.

**Recommend Adoption**

10.27 DEPARTMENT OF ADMINISTRATION AND FINANCE  
Assessing Division  
Samuel E. Konieczny, City Assessor

10.28 DEPARTMENT OF ADMINISTRATION AND FINANCE  
Budget Office Division  
Erin E. Taylor, Director

10.29 DEPARTMENT OF ADMINISTRATION AND FINANCE  
Purchasing Division  
Christopher Gagliastro, Director

10.30 DEPARTMENT OF ADMINISTRATION AND FINANCE  
Treasury and Collections Division  
Timothy J. McGourthy, Acting Treasurer and Collector of Taxes

A. Transmitting informational communication relative to a List of Residential/Mixed-Use Residential Properties in the City of Worcester Owned by Limited Liability Companies (LLCs).

**Informational Communication**

- 10.31 DEPARTMENT OF PUBLIC FACILITIES**  
Julie A. Lynch, Chief of Public Facilities
  
- 10.32 DEPARTMENT OF SUSTAINABILITY AND RESILIENCE**  
John W. Odell, Chief Sustainability Officer
  
- 10.33 DEPARTMENT OF INNOVATION AND TECHNOLOGY**  
Michael P. Hamel, Chief Information Officer
  
- 10.34 FINANCE ITEMS**  
Capital Transfers



## Grants and Donations

- A. Recommend adoption of a resolution to amend, file, accept and expend a grant in the amount of Five Hundred Fifty Nine Thousand Three Hundred Dollars And No Cents (\$559,300.00) from the Massachusetts Executive Office of Elder Affairs under the Council on Aging Formula Grant program.  
**Votes Required**
- B. Recommend adoption of a resolution to file, accept, and expend a grant in an amount up to Two Hundred Thirty Two Thousand Two Hundred Thirty Dollars And No Cents (\$232,230.00) from the U.S. Department of Energy, under the Energy Efficiency and Conservation Block Grant Program.  
**Votes Required**
- C. Recommend adoption of a resolution to accept a donation in the amount of Seventy Thousand Dollars And No Cents (\$70,000.00) from the Blue Cross Blue Shield Foundation of Massachusetts, to support the Fitness in the Parks program for the years 2024-2026.  
**Votes Required**
- D. Recommend adoption of a resolution to apply for, accept, and expend a grant in the amount of Two Thousand Dollars and No Cents (\$2,000.00) from the National Network of Libraries of Medicine Region 7 (UMass Chan) Collection Equity.  
**Votes Required**
- E. Recommend adoption of a resolution to file, accept, and expend a grant in the amount of Thirty Four Thousand Six Hundred Seventy Four Dollars And Twenty Six Cents (\$34,674.26) from the Department of Fire Services under the FY24 Firefighter Safety Equipment Grant.  
**Votes Required**
- F. Recommend adoption of a resolution to file, accept, and expend a grant in the amount of Three Million Ten Thousand Two Hundred Eighty Seven Dollars And No Cents (\$3,010,287.00) from Massachusetts State 911 Department under the FY25 Support & Incentive Grant program.  
**Votes Required**
- G. Recommend adoption of a resolution to file, accept, and expend a grant in the amount of Five Thousand Dollars And No Cents (\$5,000.00) from Massachusetts Emergency Management Agency under the FFY23 HSPG-CCP Grant program.  
**Votes Required**
- H. Recommend adoption of a resolution to accept with gratitude a donation of a 2008 Chevrolet Express van with a value of approximately Eight Thousand Five Hundred Dollars And No Cents (\$8,500.00) from the Worcester Fire Brigade Pipes & Drums, Inc.  
**Votes Required**

**10.36****FINANCE ITEMS****Operational Transfers**

- A. Recommend that Ten Thousand Dollars and No Cents (\$10,000.00) be transferred from Cost Center Account #CC1020-600100, Inspectional Services Salaries, and be appropriated to Cost Center Account #CC1020-601100, Inspectional Services Overtime, to provide funding for departmental overtime costs.

**Votes Required**

- B. Respectfully recommend that Two Hundred Seventy-Seven Thousand Six Hundred Thirty Five Dollars and Twenty Five Cents (\$277,635.25) be transferred from various CDBG accounts to provide sufficient funding for additional contracts for the Affordable Housing Program.

**Votes Required**

- C. Recommend that Five Hundred Thousand Dollars And No Cents (\$500,000.00) be transferred from Cost Center #CC1072-610100, City Manager's Contingency, and be appropriated to Cost Center #CC1044-601100, Fire Overtime, to provide funding for anticipated overtime expenses through the remainder of Fiscal Year 2024.

**Votes Required**

- D. Recommend that One Hundred Eleven Thousand Dollars and No Cents (\$111,000.00) be transferred from Cost Center #CC1004-610100, Economic Development Ordinary Maintenance, and be appropriated to Cost Center #CC1004-699399 Economic Development Capital Outlay, to facilitate the open space land acquisition at 0 Ararat Street, which will be supported by the Commonwealth's Land Grant program.

**Votes Required**

**10.37****FINANCE ITEMS****Prior Year**

- A. Recommend that Four Hundred Thirty Seven Dollars And Eight Cents (\$437.08) be authorized from Fiscal Year 2024 Cost Center CC1038, Police Department Ordinary Maintenance, for the payment of prior year invoices.

**Votes Required**

- B. Recommend that Two Thousand Five Hundred Eighty Three Dollars and Thirty One Cents (\$2,583.31) be authorized from various Fiscal Year 2024 Department of Public Works & Parks Cost Centers for the payment of prior year invoices.

**Votes Required**

- C. Recommend that Six Thousand Dollars And No Cents (\$6,000.00) be authorized from Fiscal Year 2024 Cost Center #CC1031, Department of Innovation and Technology Ordinary Maintenance, to provide funding for the payment of a prior year invoice.

**Votes Required**

**10.38****FINANCE****Loan Orders**

- A. Recommend the adoption of a Loan Order in the amount of Eighty Six Million Two Hundred Twenty One Thousand Four Hundred Forty Four Dollars and No Cents (\$86,221,444.00) to pay for costs associated with projects and equipment, as approved in the Fiscal Year 2025 Capital Budget.

**Votes Required**

**10.39 MISCELLANEOUS AGENDA TRANSMITTALS**

- A. Recommend approval of the Fiscal Year 2025 Operating Budget.  
**Recommend approval**
- B. Recommend approval of the Fiscal Year 2025 Capital Budget.  
**Recommend approval**
- C. Recommend adoption of amendments to the Worcester Financial Integrity Plan.  
**Recommend adoption**

Eric D. Batista  
City Manager



Attachment for Item #10.1 A

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

In accordance with M.G.L. Chapter 121B, Section 5, I wish to notify your Honorable Body that I have reappointed the following individual to the Worcester Redevelopment Authority, subject to City Council confirmation.

REAPPOINTMENT

District 5                      WEEKS, Walter  
(term to expire April 15, 2029)

Respectfully submitted,

Eric D. Batista  
City Manager

**WORCESTER REDEVELOPMENT AUTHORITY**

**Effective 5-7-24**

**FUNCTION:** The WRA is responsible for the urban renewal planning, land acquisition, business relocation, demolition of obsolete structures, site testing/preparation, and public improvements.

**CLASSIFICATION:** Unclassified

**CREATED BY:** M. G. L. Chapter 121B, Section 5

**MEMBERSHIP:** Five (5) members, (4) members appointed by the City Manager

**TERM:** Five (5) years; expires April 15

**SPECIAL REQUIREMENTS:** One (1) member is appointed by the Governor of the Commonwealth

**ROSTER**

**Michael Angelini, Chairperson**

Original Appointment: 11-01-16  
Reappointment: 5-12-21  
Expiration Date: **4-15-26**  
District: 1

**Walter Weeks**

Original Appointment: 10-3-23  
Reappointment: 5-7-24  
Expiration Date: **4-15-29**  
District: 5

**David Minasian**

Original Appointment: 9-16-14  
Reappointment: 4-23-19  
Expiration Date: **4-15-24**  
District: 5

**Sherri G. Pitcher**

Original Appointment: 4-26-22  
Reappointment:  
Expiration Date: **4-15-27**  
District: 1

**Richard P. Burke**

Original Appointment: 9-30-22  
Reappointment:  
Expiration Date: **4-15-25**  
District:

**APPOINTED BY THE GOVERNOR**

Eric D. Batista  
City Manager



Attachment for Item #10.1 B

May 7, 2024

TO THE WORCESTER CITY COUNCIL

In accordance with the Revised Ordinances of 2015, Part II, Article 3, Section 15 as amended, I wish to notify your Honorable Body that I have appointed the following individuals to the Worcester Arts Council:

APPOINTMENT

District 1	NOONAN, Chris (term to expire December 31, 2026)
District 4	DYE, Amanda (term to expire December 31, 2026)
District 5	MICHELOTTI, Chris (term to expire December 31, 2026)

**WORCESTER RESIDENTS**

Respectfully submitted,

Eric D. Batista  
City Manager

**WORCESTER ARTS COUNCIL**

**Effective 5-7-24**

**FUNCTION:** To promote the cultural affairs of the City of Worcester; to conduct studies and research and to publish report of cultural activities. To cooperate with Federal and State cultural agencies; to advise municipal agencies on cultural matters; to allocate any funds received by the Commission for cultural projects, programs or activities in accordance with the law.

**CLASSIFICATION:** Executive

**CREATED BY:** Revised Ordinances of 2015, Part II, Article 3, Section 15

**MEMBERSHIP:** Nine (9) members, appointed by the City Manager

**TERM:** Three (3) years; expires December 31

**SPECIAL REQUIREMENTS:** None

**ROSTER**

**Sean Brennan** Original Appointment: 4-13-21  
Reappointment Date:  
Expiration Date: **12-31-24**  
District: 1

**Amy Sciannameo** Original Appointment: 2-7-23  
Reappointment Date: 12-19-23  
Expiration Date: **12-31-26**  
District: 1

**Chris Noonan** Original Appointment: 5-7-24  
Reappointment Date:  
Expiration Date: **12-31-26**  
District: 1

**Victor Rivera** Original Appointment: 12-5-23  
Reappointment Date:  
Expiration Date: **12-31-26**  
District: 2

**Sage Aisagbonhi** Original Appointment: 12-19-23  
Reappointment Date:  
Expiration Date: **12-31-26**  
District: 2

**Amanda Dye** Original Appointment: 5-7-24  
Reappointment Date:  
Expiration Date: **12-31-26**  
District: 4

**Chris Michelotti** Original Appointment: 5-7-24  
Reappointment Date:  
Expiration Date: **12-31-26**  
District: 5

# Letter of Interest

## To Whom It May Concern:

As a resident of Worcester, student, fellow artist and creative, I would love the opportunity to serve on the Board of the Worcester Arts Council. In this role, I would like to empower and inspire a wide range of artistic endeavors in the Worcester community by providing funding to unique, diverse voices from all backgrounds that will foster a stronger artistic community within the city. Worcester is a city with immense artistic ability, cutting-edge design in the technological arts, and a population of students and young entrepreneurs who come to the city to seek out new art opportunities, exposure, and the possibility to turn their passion into a career. As a member of the Worcester Arts Council, I would like to promote what Worcester can offer its residents, and attract those from outside the city limits to recognize the amazing artistic forces that power this city. As an artist myself, I can speak from personal experiences in the world of gallery design, promoting art shows, and carving out a future in the arts, and I would love to add my expertise when deciding on new grants and the allocation of city funding to benefit the community.

I have experience serving on a previous board, the Sustainability Task Force for the Dover Sherborn Regional Public School system. As a member of this board, we met twice a month to decide on future action items, including the installation of 10 new, sustainable water fountains, the creation of a single-stream compost system for the cafeteria, and the implementation of no-idle zones around each of the 4 schools (K-12). We also procured funding from the school system to reduce the carbon footprint of the middle and high school, which was a laborious process involving the school committee, town officials, many hearings, and copious personal testimonies from students. At my current job, I work in the Community Organizing office of Worcester Common Ground, a local affordable housing non-profit and community development corporation in the Piedmont neighborhood. This work involves locating and writing grants, securing funding for projects and community events, as well as engaging and connecting with local residents through a wide range of programs - from art workshops to gardening and financial literacy - that both build and uplift the community. I believe that with my previous experience serving on a board, grant writing abilities, and my personal contributions as an artist, I would be a great fit to bring the vision of the Worcester Arts Council to fruition and strengthen the economy of the city through art.

Thank you for your consideration!

Sincerely,

Amanda Dye

*Amanda Dye*





# AMANDA DYE

Clark University

## WORK EXPERIENCE

### ENGAGEMENT AND COMMUNITY GARDEN ASSISTANT Dec 2021 - Present

Worcester Common Ground, Worcester MA

- Environmental Justice and Hazardous material mitigation with Department of Environmental Protection, MA State Government, advocating for community-focused solutions
- Grant writing and fundraising
- Working closely with Community Organizer to plan and host events, workshops and empower the community through a wide variety of robust social programming
- Community garden maintenance and development
- Urban fungi farming and creating educational opportunities for local residents
- Improving current waste systems and managing compost production and innovating new methods
- Designing and assisting the creation of a new community center through a \$20,000 Lowe's Grant

Nov 2022-Present

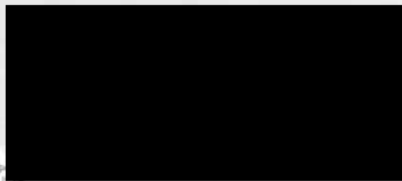
### FARMER AND SUSTAINABILITY INTERN

Fat Moon Mushroom Farm, Chelmsford MA

- Harvesting and packing a variety of edible fungi
- Adhering to food safety guidelines
- Construction and design of farm infrastructure: walk-in coolers, large worm bins, grow rooms and composting facilities
- Forming community connections with local farms, NGO's and non-profits
- Managing vermicomposting of mushroom production waste with thousands of worms and innovative composting methods

Continued on next page

## CONTACT



## EXPERTISE

- Food Systems
- Urban & Rural Agriculture
- Community Engagement
- Environmental Education
- Permaculture
- Sustainable Development
- Grant Writing
- Digital Marketing
- Artistic Design

## REFERENCES

**Yvette Dyson**  
Executive Director | Worcester  
Common Ground

**Sarah Lerman-Sinkoff**  
Research Analyst | Global  
Energy Monitor

## EDUCATION

**CLARK UNIVERSITY, Worcester MA** 2020-2024

Bachelor of Arts in Global Environmental Studies, GPA: 3.8

- Studio Art Minor - specialization in Drawing, Painting & Design

2016-2020

**Dover Sherborn High School, Dover MA**  
National Honors Society, GPA 3.85

**EMT Certification, Boston University EMS** 2020-2021

**Leadership Training Institute, Massachusetts  
Institute of Technology** 2016-2017

## WORK EXPERIENCE CONTINUED

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## AWARDS & SCHOLARSHIPS

- Coca-Cola National Scholar, 2020
  - Horatio Alger National Scholar, 2020
  - Silver Congressional Award, 2019
  - Daughters of the American Revolution Good Citizen Award, 2019
  - Gold Presidential Award, 2020 for over 550 hours of community service
  - Prudential Spirit Award, 2019, Girl Scouts of Eastern MA
  - Girl Scout Gold Award, 2017
- 

## SKILLS

- Microsoft Suite (Excel, PowerPoint, Word)
- Google Office Software (Drive, Sheets, Forms, Slides)
- VectorWorks
- SketchUp
- Basic ASL and Spanish
- MetaSuite for Facebook and Instagram

## FUNGI FORAGING GUIDE

Jan 2022-Present

The Trustees of Reservations, Southborough MA

- Create foraging curriculum for ages 6 and up, according to each season
- Educate participants about the life cycle of fungi, edible and medicinal fungi of the Northeast, current mycology research, and fungi cultivation techniques
- Promoting proper harvesting and foraging practices and safety while foraging
- Teaching basic tree identification and ecology

## ANIMAL CARE TECHNICIAN

May 2022-Present

The Trustees of Reservations, Southborough MA

- Caring for 10 Boer/Lamancha goats, 80-100 Katahdin Hair sheep, 3 rams and up to 350 broiler chickens
- Duties include changing water, cleaning enclosures, moving herds into new pastures, setting up electric fences, feeding hay and minerals
- Monitoring and inspecting all animals for disease and injury
- Administering medication, bottle feeding lambs, and routine hoof maintenance

## LIVESTOCK EVENT ASSISTANT

May 2022-Present

The Trustees of Reservations, Southborough MA

- Lead goat hikes program and manage livestock care during birthday parties and events
- Teach visitors about goat anatomy, lifestyle, and the many benefits of ruminants on soil regeneration
- Discuss land conservation, the mission of the Trustees and the history of Chestnut Hill Farm

## STORE CLERK AND ANIMAL CARE TECHNICIAN

Oct 2020-Nov 2022

Sweet Meadow Feed & Grain, Sherborn MA

- Opening and closing the farm store
- Tasks include using the register, fulfilling online orders, cleaning the store, organizing the warehouse
- Watering and caring for a wide variety of plants
- Collecting and cleaning eggs
- Caring for boarding pets, rabbits and guinea pigs
- Lifting feed bags, hay and minerals up to 100 lbs.

## RESEARCH ASSISTANT

Aug 2021- Jan 2022

Northeastern University, based in Worcester MA

- Assisting with field work, data collection, and research of methane gas leaks in Worcester
- Use of Bascom-Turner Gas Explorer & calibration
- Use ArcGIS and HEETmap to identify and map gas leaks
- Facilitated and led community gas leak detection walks with the non-profit Mothers Out Front Worcester

## ANIMAL CARE TECHNICIAN

Mar 2019- Mar 2020

Unity Farm Sanctuary, Sherborn MA

- Caring for horses, cows, donkeys, goats, sheep, pigs, quail geese, chickens and guinea hens
- Assisting Barn Manager with medications and special diets
- Cleaning enclosures
- Managing volunteers

# Chris Michelotti

## Letter of Interest

To Whom it may concern,

Growing up in the rural South, local governments didn't have the funding and didn't support creatives in my community. In my 20s spent in Seattle, the support for creatives went to large, known, already well-funded artists. Since moving here, I've seen Worcester not only support the creative community but actively seek out more ways to connect them and to support them financially, most prominently in Worcester Arts Council grants and initiatives. I've spent the last few years supporting artists around me as an individual. Moving into my late 30s, I want to be a part of the group that can further the investments I've already made. My focus these last few years, through my work with Panduh Productions, has been developing connections with young and emerging local talent - a group of artists I've found not to apply for grants because they feel "too new" to the area, "too young", don't have a typical artistic background, and generally don't feel talented enough to be worthy of grant funding. As a transplant, new to the Worcester art scene, and from a nontraditional art background myself, I hope to use my presence on the Worcester Arts Council to encourage these types of artists to apply for more grants so we can bring more art and more stories as Worcester continues to grow and evolve.

Thank you for your consideration,

Chris Michelotti

# Chris Michelotti

## Resume

### PROFILE

An energetic multi-hyphenate - artist, curator, community organizer - serving the Worcester area, Chris strives to empower emerging and local artists while engaging the community by working in nontraditional spaces and with small business owners. His 15 years experience in the arts includes graphic design, digital art, color theory, photography, videography, branding, scripting, illustration, conception & ideation, and trend forecasting.

### Artistic Experiences

#### **Founder & Creative Director | Panduh Productions — 2021 - Present**

- Curated 26 Art shows partnering with 3 diverse venues - a hookah bar/nightclub, graffiti supply store, and a restaurant. Produced 5 concerts - indoor and outdoor. Co-directed Worcester Bazaar and selected 4 outdoor live artist from applicants. Juried the "Scaled Down" art show at ArtsWorcester. Developed concept for Creatures of Worcester - collaborative multi-artist, multi-media art show and showcased at Electric Haze

#### **Founder & Creative Director | Foolish Panda Games — 2015 - 2020**

- Tabletop game Development. Developed concept, backstory, and rules of play. Directed development of card art, card layouts, and the design guidelines. Led multiple rounds of individual and group playtesting. Developed social media voice and marketing strategy. Ran social media and blog accounts for brand and game.
- Game Accolades
  - Official Selection for Indie Megabooth at PAX West 2018
  - Official Selection for Emerald City ComicCon 2018
  - Showcased at PAX Unplugged and GenCon 2018

#### **Graphic Designer | Food & Convo — 2019 - 2020**

Developed marketing materials and provided blog reviews focused on food and culture in the Massachusetts area.

#### **Art Director | Tabletop Ink — 2019-2020**

Created designs for merchandise. Product research and development.

#### **Graphic Designer | JD Hobson Band — 2012-2014**

Designed logo and branding for a local musician. Revised and developed new social media strategy.

#### **Technology & Media Teacher | Frankfort High School Frankfort, KY — 2010-2011**

Developed a small studio practice with ten students to design materials for school events. Acted as a Creative Director and coach to encourage their development.

#### **A/V Director | Lexington Legends — 2008**

Led a team of five camera operators for live productions. Produced an post game special highlighting top plays. Organized saved games and uploaded files into the MLB system.

*\*\*If complete work history is needed please email me.\*\**

## **Awards | Honors | Exhibitions**

- Juror, "Scaled Down", ArtsWorcester, 2023
- Artist, "Double Vision", Art For Eyes at CNCPT6, 2023
- Recipient, Worcester Arts Council ARPA Project Grants for Individuals, 2022
- Art Selected, "My Vote Counts" City of Worcester, 2020
- Selected, "Give Me a Sign" City of Worcester, 2020
- Game Selected, Indie MegaBooth, PAXWest, 2018
- Indie Designer Selection, Emerald City Comic-Con, 2018
- Curator, "Art From The Streets" art from Seattle's houseless population, Seattle Union Gospel Mission, 2012

## **Articles**

Worcester Guardian || <https://theworcesterguardian.org/f/worcester-bazaar-brings-night-market-feel-to-city?blogcategory=Arts+&+Entertainment/Events>

Worcester Pulse || <https://thepulsemag.com/2023/08/the-creatures-of-worcester-are-back>

Worcester Magazine || <https://www.worcestermag.com/story/lifestyle/columns/2023/12/10/worcesteria-at-worcester-bazaar-bounty-of-gift-items/71802255007/>

Worcester Magazine || <https://www.worcestermag.com/story/lifestyle/columns/2023/05/10/last-call-artist-chris-michelotti/70189598007/>

### Professional Experience

#### ***Smart Cities Council • Special Projects Consultant • Home office • 07/14 - 11/14***

- Assisted in attracting new partners and creating strategies for partner retention [SEP]. Organized strategic partner meeting with global executives, regional mayors and University faculty to an audience of 200+ global thought leaders at MasterCard Worldwide Headquarters in Purchase, NY
- Participated in team planning for the development of FY15 priority goals, business development opportunities and branding for the Council.

#### ***Institute for Energy & Sustainability • Senior Program Advisor • Worcester, MA • 05/10 – 06/14***

- Lead daily operations and strategic development of key IES programs in smart grid technology, energy efficiency, renewable energy, electric vehicles and business development
- Strategic advisor and principal development manager for external relations, including advisory councils, state and federal agencies, corporate, academic and community partners [SEP]. Co-hosted “Energy This Week” on WCRN 830AM; published 20+ clean-tech media articles [SEP]. Represented IES during trade delegations visiting from Canada, UK, Spain, France, Italy, Russia, Belerus and Switzerland [SEP]

### Education

Master of Science, Environmental Science & Policy. Clark University, Worcester, MA (2010)  
Bachelor of Science in Geography; Minor Philosophy. Worcester State College, Worcester, MA (2008)

**Professional Affiliations** [SEP]. Association of CleanTech Incubators of New England, Board of Directors, (2011 - 2014) [SEP]. Worcester State University DEEP, Advisory Board (2013 - 2016) [SEP]. Smart Cities Council, Advisory Council (2013 - 2014) [SEP]. Massachusetts Electric Vehicles Task Force (2014 – present)

### Selected Publications

- Noonan, Christopher. “*The Making of a Sustainable City.*” Sustainability: A Journal of Record. October 2014. [SEP]. Noonan, Christopher. “*Breaking Through Big Data.*” Smart Cities Council. June 2014. [SEP]. Noonan, Christopher. “*Black & Gold Go Green.*” GreenBiz Groups. Feb. 2013. [SEP]. Noonan, Christopher. “*Penumbra.*” CreateSpace. April 2013. [SEP]. Noonan, Christopher. “*Hearts & Highways.*” CreateSpace. April 2013. [SEP]. Noonan, Christopher. “*Why Electric Vehicles are So Important to the United States.*” MA High Tech Journal. Aug. 2011. [SEP]

**References & Notes** [SEP]. References available upon request [SEP]. 11/14 - Present, professional absence to raise my son to school age

Eric D. Batista  
City Manager



Attachment for Item #10.2 A

May 7, 2024

TO THE WORCESTER CITY COUNCIL  
COUNCILORS:

In accordance with Section 55C of Chapter 44 of the General Laws; Revised Ordinances of 2015, Chapter 2, Article 3, Section 18, I wish to notify your Honorable Body that I have reappointed the following individuals to the Affordable Housing Trust Fund Board of Trustees:

REAPPOINTMENT

District 4                    KUFFOUR, Benetta  
(term to expire April 30, 2026)

District 5                    AGUDELO ORTIZ, Victor  
(term to expire April 30, 2026)

WORCESTER RESIDENTS

Respectfully submitted,

Eric D. Batista  
City Manager

**Affordable Housing Trust Fund Board of Trustees**

**Effective 5/7/24**

**FUNCTION:** To advise and assist the City Manager and the City administration in efforts relating to the creation and preservation of affordable housing in the City of Worcester for the benefit of low and moderate income households. The AHTF Board is authorized to receive and accept contributions to the trust fund. The AHTF Board provides oversight for the monies in the trust fund.

**CLASSIFICATION:** Executive

**CREATED BY:** Revised Ordinances of 2015, Part II, Article 3, Section 18, as amended

**MEMBERSHIP:** Nine (9) members, appointed by the City Manager; 1 of the 9 is the City Manager or his designee.

**TERM:** Two (2) years

**SPECIAL REQUIREMENTS:** Two members shall be tenants of affordable housing; One member shall have experience in housing development or financing housing development projects. The City Manager or his designee shall serve as an exofficio member.

**ROSTER**

**Gabriel Rodriguez**

Original Appointment: 4-26-22  
Reappointment Date:  
Expiration Date: **4-30-24**  
District: 3



**Johanna Hampton Dance**

Original Appointment: 4-26-22  
Reappointment Date: 5-9-23  
Expiration Date: **4-30-25**  
District: 3

**Benetta Kuffour**

Original Appointment: 4-26-22  
Reappointment Date: 5-7-24  
Expiration Date: **4-30-26**  
District: 4

Eric D. Batista  
City Manager



Attachment for Item #10.2 B

May 7, 2024

TO THE WORCESTER CITY COUNCIL:

COUNCILORS:

In accordance with Article Three, Section 3-3(b) of the Worcester Home Rule Charter, I wish to notify your Honorable Body that I have appointed the following individual to the Community Development Advisory Committee, subject to City Council Confirmation.

APPOINTMENT

District 2                      DILLON, Jaime  
(terms to expire 6-30-26)

WORCESTER RESIDENT

Respectfully submitted,

Eric D. Batista  
City Manager

**COMMUNITY DEVELOPMENT ADVISORY COMMITTEE**

Effective 5/7/24

**FUNCTION:** The Community Development Advisory Committee makes recommendations to the City Manager regarding agencies and programs to be funded annually in the CDBG and ESG programs.

**CLASSIFICATION:** Advisory

**CREATED BY:** Unknown.

**MEMBERSHIP:** Ten (10) member, two (2) from each district, appointed by the City Manager  
**AND CONFIRMED BY CITY COUNCIL**

**TERM:** Three (3) years, expiring on June 30

**SPECIAL REQUIREMENTS:** None

**ROSTER**

<b>Suzanne Graham</b>	Original Appointment:	8-15-17
	Reappointment Date:	7-20-21
	Expiration Date:	<b>6-30-24</b>
	District:	2
<b>Stephen Hill</b>	Original Appointment:	12-5-23
	Reappointment Date:	
	Expiration Date:	<b>6-30-26</b>
	District:	3
<b>Emmanuel Larbi</b>	Original Appointment:	5-24-22
	Reappointment Date:	
	Expiration Date:	<b>6-30-25</b>
	District:	3
<b>Jack Newton</b>	Original Appointment:	10/25/22
	Reappointment Date:	
	Expiration Date:	<b>6/30/23</b>
	District:	4
<b>Joel Wallen</b>	Original Appointment:	10-25-22
	Reappointment Date:	
	Expiration Date:	<b>6-30-25</b>
	District:	5
<b>Michael Murphy</b>	Original Appointment:	3-14-17
	Reappointment Date:	5-24-22
	Expiration Date:	<b>6-30-25</b>
	District:	5
<b>Jaime Dillon</b>	Original Appointment:	5-7-24
	Reappointment Date:	
	Expiration Date:	<b>6-30-26</b>
	District:	5



# JAIME DILLON

Because your vision was meant to be multiplied.

**THIRD GENERATION EXECUTIVE LEADER WITH OVER TWENTY FIVE YEARS OF PERSONAL NONPROFIT EXPERIENCE FOCUSED ON FUNDRAISING, STRATEGY, GRANT PARTNERSHIPS, DONOR RELATIONSHIPS AND DIRECT CARE IN ENVIRONMENTS ESTABLISHING POSITIVE AND SUSTAINABLE SOCIAL DETERMINANTS OF HEALTH, ALLEVIATING POVERTY AND SUFFERING. SEEKING EXECUTIVE FLEXIBLE REMOTE CONTRACT OPPORTUNITIES WITHIN MINISTRY ORGANIZATIONS.**

#### Liaves & Fishes Consulting 2013 to Present

Founding lead consultant focus on working with faith based human services organizations and ministries needing support with fundraising learning, planning, event management, marketing, fundraising activities, community relations, ticketing, finance, sponsorship acquisition, speaker and board training and grant writing. Marketing, communications, social media management platforms, database management.

#### Life Connections Lowell, MA Jan 2016 - present

Executive Director leadership role includes overseeing operations of a Christ centered homeless outreach center located in Lowell, Massachusetts. This role has a concentration on overall operations, fundraising, including grants, training events, creating community connections and lifelong donors. Poverty relieve services includes peer informed drop in center, daily street and encampment outreach to individuals living in homelessness, providing a complimentary healthy hot meal six days per week, providing harm reduction services, detox placement, MADPH certified Naloxone master trainer, HIV / STI Testing, street outreach, homeless encampment support, emergency shelter and hygiene stations which includes shower and bathroom facilities.

#### Net of Compassion Worcester, MA 2016 - 2018

Advancement Director consultant for homeless ministry focused on providing emergency shelter, street outreach and overall support for individuals living in poverty. Duties include ongoing strategy partnership with the Executive Director in areas of fundraising, marketing, organizational health and operations. Work also included handling record keeping/finances in partnership with CPA,overseeing book keeper/admin.

#### Genesis Club, Inc. Worcester, MA 2009 - 2016

Fundraising Lead with duties including working as a lead in a team of 8, in an executive capacity in a development department of a large forward thinking strengths based mental health program. Duties include managing fundraising and training events, working with the Board of Directors, donor communications, donor relations, part of a grant writing management team, managing grant packages from research to completion. Duties include assisting with monthly international trainings, working with individuals from all over the world. Duties also included developing collateral materials, brochures, direct mailings. Also responsible for communicating program data to the public, creating video and photo material, print materials, communication letters, data explainer pieces, 10 page booklet style annual report design and development.

#### CBS New York - Court System Research 2007 - 2009

Researched court cases that involved high profile cases that would be appropriate for further research and media attention. Worked with New York office in reviewing, securing documents, and reviewing participant details for potential support in public advocacy opportunities.

#### Other Skills / Education / Personal Experience

Certified in Professional Fundraising, Boston University

Program development, Research, Grant Writing, Donor Perfect, Powerpoint, ETO, Vesta, Etapestry, Microsoft Office, Google Docs, Social Media Platforms,Photoshop, Canva, Drag and drop web

Anna Maria College, Art Therapy

Middlesex Community College

Psychiatric Rehab International Clubhouse Trained

Certified Overdose Prevention Narcan Trained

CPR/First Aid Trained

Art & Peace Ministries, Abstract Art Worship Artist

Indian Lake Community Church, Elder Board

Late Life Christ Centered Pentecostal Salvation with blended world experience offers me the ability to navigate multiple partners with diverse backgrounds.

Eric D. Batista  
City Manager



Attachment for Item #10.2 C

May 7, 2024

TO THE WORCESTER CITY COUNCIL:

In accordance with the Revised Ordinances of 2015, Part Two, Organization of City Agencies, Article Four; Chapter 282 of the Acts of 1930, I wish to notify your Honorable Body that I have appointed the following individuals to the Commission for the Preservation of Historic Artifacts, Relics and Military Memorials:

APPOINTMENT

District 3                      OLAES, James  
(term to expire November 11, 2029)

District 5                      ORR, Kyle  
(term to expire November 11, 2029)

**WORCESTER RESIDENT**

Respectfully submitted,

Eric D. Batista  
City Manager

**Commission for the Preservation of Historic Artifacts, Relics and Military Memorials  
Effective 5-7-24**

**FUNCTION:** It shall be the function of the commission both: (i) to inventory, catalogue, maintain and preserve the historic artifacts of the city; and (ii) to commemorate the inhabitants of the city who served in the armed forces and intelligence communities of the United States in times of war or other armed conflict and who, by their sacrifices, we all may now enjoy the blessings of liberty.

**CLASSIFICATION:** Executive

**CREATED BY:** Revised Ordinances of 2015, Part Two, Organization of City Agencies, Article Four; Chapter 282 of the Acts of 1930

**MEMBERSHIP:** Five (5) members, appointed by the City Manager

**TERM:** Five (5) years expiring on November 11

**SPECIAL REQUIREMENTS:** No more than three members of the board shall be veterans. Of the veterans appointed, a majority shall be descendants of men who served the United States during the Civil War and were honorably discharged, if such members can be found.

**ROSTER**

**Zachary Washburn**

Original Appointment: 1-11-22  
Reappointment Date:  
Expiration Date: **11-30-26**  
District: 1

**Pamela Kazarian**

Original Appointment: 02-25-14  
Reappointment Date: 11-12-19  
Expiration Date: **11-11-24**  
District: 5

**John Longhi**

Original Appointment: 4-2-24  
Reappointment Date:  
Expiration Date: **11-11-29**  
District: 3

**James Olaes**

Original Appointment: 5-7-24  
Reappointment Date:  
Expiration Date: **11-11-29**  
District: 3

**Kyle Orr**

Original Appointment: 5-7-24  
Reappointment Date:  
Expiration Date: **11-11-29**  
District: 5

# James Olaes

## EDUCATION

Assumption University, Worcester, MA

Bachelor Of The Arts | Majors: Management, Criminology

05/2023

GPA: 3.52/4.0

## EXPERIENCE

**UniBank for Savings, Whitinsville, MA (40 hours per week)**

05/2022 - PRESENT

**BSA & Compliance Analyst**

- Use both given resources including Lexis Nexis and Verafin and resources obtained through the web to gather information about the entities
- Write behavior reviews for businesses and individuals to determine if account activity is reasonable for the entity while ensuring they are consistent with yearly activity
- Able to monitor current trends to plan against potential scams and frauds used against the customers of the bank
- Perform SAR Narratives that will be viewed by both local and federal law enforcement to assist with investigations

**Recreation Worcester Program, Worcester, MA (9 hours per week)**

01/2022 - 05/2022

**Youth Worker Programming Lead-Assistant Administrator (Academic, Athletic)**

- Develop programs for elementary-age children collaborating with the City of Worcester while ensuring a safe fun environment
- Assist children with homework as well as encourage academically stimulating games to help growth
- Keep classroom safe through training and management of groups of up to 10 children
- Train staff in leadership roles to run programs for groups of up to 10 children

**Worcester Jewish Community Center, Worcester, MA (40 hours per week)**

**Nature Specialist**

06/2020 - 08/2021

- Responsible for planning daily 30-minute periods of age-appropriate hands-on activities for children 4 to 16 years of age weekly as well as ensuring required materials for each period
- Communicate with counselors to ensure proper group management during each period of the camp
- Develop a multitude of skills including fire building, hiking, fishing, and knot tying for the campers in camp and off-site

**Assumption Alumni Fund, Worcester, MA (10-15 hours per week)**

**Alumni Fund Internship**

10/2021 - 01/2022

- Contacted Assumption Alumni using mailing lists through data entry and lookup procedures
- Stored and labeled past Alumni equipment including glass, mugs, t-shirts, and banners
- Communicated with Alumni to encourage them to donate and support Assumption University

**Antonio's Pizza By The Slice Kitchen & Bar, Worcester, MA (15-35 hours per week)**

**Ringer/Slinger/Server**

06/2018 - 06/2021

- Managed cash drawer of \$300 for pickup, dine-in, and delivery orders.
- Provided quality customer service at the pickup window, storefront, dining tables, and phone orders
- Efficiently used the pizza slicers, ovens, and knives able to properly prep, heat up, and cut pizzas into slices for the slice counter

**Flexible Business Systems, Marlborough, MA (30 - 40 hours per week)**

**Support Staff**

06/2017 - 06/2020

- Unbox and repackage Apple's Mac minis and computers for shipping to the proper school for order fulfillment

## James Olaes

- Imaged Mac minis for quality and efficiency per thousand unit
- Supervised additional staff for imaging and processing of computers and Mac minis to ensure the desired output

### **ACTIVITIES/VOLUNTEER**

#### **Assumption Commuter Club (10-15 hours per week)**

##### **President**

**08/2021 - PRESENT**

- Manage funds for Assumption University Commuter Club
- Request funds from the Student Government Association in Assumption University for Club activities and work with the club members on fundraising ideas
- Schedule and lead monthly Commuter Club meetings to include a variety of commuter students in order to adjust them to the Assumption campus
- Collaborate with Vice Presidents and Treasurer to form meeting structures and events

##### **Boy Scouts of America- Eagle Scout**

**01/2020**

- Held the role of Senior Patrol Leader of the entire Troop for 2 years including summer camp participation
- Volunteered multiple hours of community service throughout Worcester County from the food pantry to trailblazing for environmental needs in the local parks

### **SKILLS**

Proficiency in Microsoft Word, Excel, and Powerpoint

First Aid



Kyle Orr



3/5/2024

To whom it may concern,

I am writing to express my keen interest in serving on the Citizen Advisory Council for the City of Worcester, Massachusetts. As a dedicated resident deeply invested in the well-being and progress of our community, I am eager to contribute my time, skills, and perspective to support the city's initiatives and foster positive change.

Having lived in Worcester for two years, I have developed a profound appreciation for the diverse fabric of our city and the unique challenges and opportunities it presents. Throughout my time here, I have actively engaged with various community organizations, participated in neighborhood events, and thoroughly enjoyed being a City of Worcester resident.

My professional background has equipped me with valuable skills in strategic thinking, problem-solving, and collaboration, which I believe will be instrumental in effectively fulfilling the responsibilities of a Citizen Advisory Council member.

I am particularly passionate about community development, education, and public safety. I am committed to working collaboratively with fellow advisory council members and city officials to explore innovative solutions and advocate for the needs and aspirations of our community.

Moreover, I am dedicated to promoting transparency, inclusivity, and civic engagement, values that are fundamental to the success of any advisory body. I am confident that my integrity, dedication, and enthusiasm for civic involvement make me a strong candidate for this position.

Thank you for considering my application. I am excited about the opportunity to serve our city and contribute to its continued growth and prosperity. I look forward to the possibility of discussing how my skills and experiences align with the goals of the Citizen Advisory Council.

Please feel free to contact me at [REDACTED] to discuss my candidacy further.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Kyle Orr'.

Kyle Orr

# Kyle Lewis Orr



## Education

**Organizational Leadership**  
Arizona State University, Tempe, AZ

June 2022  
3.6/4.0

## Skills Summary

- Excellent attention to detail
- Strong interpersonal communication skills
- Exceptional organizational capabilities
- Passionately self-motivated
- Solid leadership abilities
- Reliable customer service traits
- Dedicated to Safety/Dedicated to Excellence honoree

## Related Experience

**Market Area Manager, Casella Waste Services**

January 2024 – Current  
Auburn, MA

- Full P&L responsibility for the Central and Western Massachusetts markets including 4 sites, 105 employees, and \$65 million annual budget
- Negotiated and secured \$16 million municipal contract
- Exceeded budgeted EBIT goals for three consecutive years through organic revenue growth and cost reduction

**Division Manager, Casella Waste Services**

October 2021 – December 2023  
Auburn, MA

- Full P&L responsibility for \$45 million annual budget
- Effectively collaborated across sales and operations to drive YOY improvement in revenue and EBIT
- Successfully reduced missed pickups by 20% through training, coaching, and reducing employee turnover
- Oversaw contract securement and implementation for multiple municipalities

**Division Manager, Republic Services, Inc.**

July 2020 – October 2021  
Marshall, MI

- Oversee a team of 85 employees across operations, maintenance, and post-collection departments to ensure operational profitability
- Directly oversaw a large municipal contract rollout for 17,000 residences
- Manage 2,000 ton/day landfill operations

**Operations Manager, Republic Services, Inc.**

March 2019 – July 2020  
Detroit, MI

- Manage operations for three facilities including eight supervisors, and 150 direct reports
- Direct and facilitate continuous improvement projects to maintain organization
- Improved safety culture through accountability
- Lead multiple routing projects for other divisions in the Midwest to eliminate route days and increase efficiency

**Operations Manager, Republic Services, Inc.**

January 2017 – March 2019  
Fort Wayne, IN

- Oversee over 100 direct reports. Including Supervisors, Dispatchers, and Drivers
- Drives employee engagement by improving workplace culture
- Increase Op Inc by managing expenses and increasing service revenue

**Operations Manager, Republic Services, Inc.**

March 2015 – January 2017  
Indianapolis, IN

- Oversees daily commercial trash routes for 24 drivers
- Streamlines efficiency through revised and reduced route creation
- Manages and resolves customer service issues to ensure customer satisfaction

**Operations Manager, Republic Services, Inc.**

April 2010 – March 2015  
Indianapolis, IN

- Monitor daily route activity with direct supervisor and dispatches others for route assistance
- Guide and mentor new route drivers during their initial training
- Perform Driver Observations providing concise and relevant coaching points



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may02023715

Attachment for Item #10.4 A

10.4  
A

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully request City Council's review, deliberation, and adoption of the attached resolution to file an application to designate the proposed new headquarters for David Clark Company, Inc. as a Certified Project under the Economic Development Incentive Program (EDIP) and approve a Tax Increment Financing (TIF) Agreement, as received from Peter Dunn, Chief Development Officer, and forwarded for the consideration of your Honorable Body.

David Clark Company, Inc. and its affiliate DCH Properties, LLC have proposed to relocate its manufacturing facility from Franklin Street to an estimated 138,472 square foot vacant facility located at 115 Northeast Cutoff. The proposed project includes renovating the facility into a state-of-the-art building which will include approximately 20,000 square feet of office space for the company's corporate headquarters, 88,370 square feet for manufacturing space, and 30,102 square feet for warehouse and storage space. The project investment is an estimated \$48 million, including \$19 million for the acquisition, \$25 million in hard and soft costs for building renovations, and \$4 million for personal property, including machinery, equipment, furniture, and fixtures. The company will retain 229 full-time jobs and create five new full-time jobs in the Worcester facility. David Clark's current workforce is comprised of 50% Worcester residents. The proposed project schedule estimates construction beginning in the third quarter of 2024 with an anticipated completion in the fourth quarter of 2025.

My administration has negotiated a TIF Agreement with an average annual exemption of 60% over twelve (12) years. David Clark and DCH Properties, LLC have agreed to

OFFICE OF THE CITY MANAGER, CITY HALL, WORCESTER, MA 01608

TELEPHONE (508) 799-1175 | FAX (508) 799-1208

EMAIL: [citymanager@worcesterma.gov](mailto:citymanager@worcesterma.gov)

comply with the applicable provisions of the City's Responsible Development Ordinance, including the local and diversity goals for the construction.

The Company has received many awards and accolades. In 2022, David Clark Company received the Presidential Award from the Aero Club of New England (ACONE), an award that honors those who have made significant positive contributions to aviation. The Company was also recognized in 2021 with the Jobs for Veterans State Grant Award for "Outstanding Partnership" through MassHire.

David Clark has a history of community involvement and participating in local programs including local job fairs and educational initiatives. The Company is active in supporting Worcester area organizations including Working for Worcester, the Worcester Boys and Girls Club, Worcester Public School's Winter Coat Drive, the EcoTarium, Friendly House, and the Worcester Chamber of Commerce.

This proposed project meets the objectives of the Economic Development Incentive Program and is aligned with the City's economic development agenda. The project allows for the expansion of David Clark's operations into a modern facility and supports the company's long-term goal to maintain and grow its presence in Worcester. In addition, the project will result in the activation of an underutilized, vacant building, retain 229 full-time jobs and create five full-time jobs in Worcester, generating significant new tax revenue to the City.

I respectfully request that this item be sent to the Economic Development Committee for further review and deliberation.

Respectfully submitted,



Eric D. Batista  
City Manager



TO: Eric D. Batista, City Manager

FROM: Peter Dunn, Chief Development Officer

DATE: May 7, 2024

RE: Certified Project Application and Tax Increment Financing Agreement for David Clark Company Inc. and DCH Properties, LLC

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Attached for your review, please find an application for Certified Project designation submitted by David Clark Company Inc. (David Clark) and its affiliate DCH Properties, LLC for the relocation of David Clark's manufacturing facility from Franklin Street to 115 Northeast Cutoff. Also attached, please find a resolution for City Council approval of the Certified Project application and the proposed Tax Increment Financing (TIF) Agreement for David Clark and DCH Properties, LLC through the Economic Development Incentive Program (EDIP). I respectfully recommend the City Council's approval of this project and adoption of the accompanying resolution.

Founded in 1934 and headquartered in Worcester, David Clark is a leading manufacturer of high-altitude pressure suits, space suits, communication headsets and intercom systems. The company serves a wide variety of markets including aerospace, aviation, military defense contractors, airline/airports, fire rescue, marine and luxury auto manufacturers. Its customers include the United States Air Force, NASA, Southwest Airlines, American Airlines, Jet Blue, Lockheed Martin, Boeing, L3-Harris, Aston Martin, and WorAD among others.

David Clark currently occupies its corporate offices and manufacturing operations in multiple older and distressed buildings at 360 Franklin Street. The company also has operations in Connecticut and Texas. In order to meet increased customer demand for its products, David Clark has proposed plans to relocate its current operations in Worcester to a more modern and efficient facility. A site search has been conducted through the company's real estate advisors, and the estimated 138,472 square foot vacant facility located at 115 Northeast Cutoff Road is under consideration for the project.

The proposed project includes renovating the vacant facility into a state-of-the-art building which will include approximately 20,000 square feet of office space for the company's corporate headquarters, 88,370 square feet for manufacturing space, and 30,102 square feet for warehouse and storage. The building will also include a cafeteria and a private wellness room. The building design is planned to incorporate efficient and sustainable materials.

The project investment is an estimated \$48 million, including \$19 million for the property acquisition, \$25 million in hard and soft costs for building renovations and \$4 million for personal property, including machinery, equipment, furniture, and fixtures.

In connection with the proposed project, David Clark plans to retain 229 full-time jobs of which 50% are currently Worcester residents and create five, new permanent full-time jobs within a five-year period. The new jobs are classified as three manufacturing labor, one technician, and one warehouse worker. The proposed project schedule estimates construction beginning in the third quarter of 2024 with an anticipated completion in the fourth quarter of 2025. David Clark and DCH Properties, LLC have agreed to comply with the applicable provisions of the City's Responsible Development Ordinance, including the local and diversity goals for the construction.

The designation of this project as a Certified Project will provide a partial reduction of the new property taxes generated for a fixed period of time. The base value of the property totals \$3,730,014. The total assessed value after construction is estimated to be \$13,162,574. The recommended TIF Agreement includes a term of twelve years with an average annual exemption percentage of 60% on the incremental value. The TIF Agreement would provide a total estimated savings of \$2,310,000 over the 12-year period. This equates to a total local tax savings of approximately \$9,900 per job retained/created. The total property taxes anticipated are \$3,145,000 over the 12-year period, an average of \$262,000 annually. After the TIF Agreement expires, the project will contribute an estimated \$580,000 in taxes annually, of which approximately \$435,000 annually are the new taxes generated as a result of the private investment.

This proposed project meets the objectives of the Economic Development Incentive Program and is aligned with the City's economic development agenda. The project allows for the expansion of David Clark's operations into a modern facility and supports the company's long-term goal to maintain and grow its presence in Worcester. The project will result in the activation of an underutilized, vacant building, retain 229 full-time jobs and create five full-time jobs in Worcester, and generate significant new tax revenue to the City.

Accordingly, I respectfully request that this item and the associated attachments be recommended to the City Council and referred to the Economic Development Committee for its review, consideration, and approval for referral back to the City Council for a final vote. With and upon the City Council approval, the Certified Project Application will be sent to the Massachusetts Economic Assistance Coordinating Council for approval and certification.

Sincerely,



Peter Dunn  
Chief Development Officer

**RESOLUTION**  
**APPROVING CERTIFIED PROJECT APPLICATION OF**  
**DAVID CLARK COMPANY, INC. AND ITS AFFILIATE DCH PROPERTIES, LLC**

**WHEREAS:** David Clark Company, Inc. and DCH Properties, LLC (the COMPANIES) have applied for designation as a Certified Project under the Massachusetts Economic Development Incentive Program (EDIP) created by Chapter 23A of Massachusetts General Laws and thereby qualifying the COMPANIES for a Tax Increment Financing (TIF) Agreement; and

**WHEREAS:** The COMPANIES meet the minimum standards of the EDIP and the local economic development goals and criteria established as part of the documents creating the City of Worcester Economic Target Area (ETA); and

**WHEREAS:** The proposed Certified Project is located at 115 Northeast Cutoff Road, as described as Lot 125 on an Approval Not Required Plan prepared by Thomson-Liston Associates, Inc., dated February 16, 2024 and endorsed by the Worcester Planning Board; and

**WHEREAS:** The property has a total base value of \$3,730,014; and

**WHEREAS:** The COMPANIES will be investing approximately \$48,000,000 in the property, and the project will enable the retention of two hundred and twenty-nine (229) full-time jobs and the creation of five (5) new, permanent full-time positions at the site of the Certified Project not later than 2037; and

**WHEREAS:** The COMPANIES will make effort to ensure that all of the positions will be made available to or taken by qualified residents of the city of Worcester; and

**WHEREAS:** The City of Worcester has agreed to offer a Tax Increment Financing (TIF) Agreement to the COMPANIES. The following exemption schedule will apply to the twelve-year term:

Years 1 – 2: Base assessed value plus 20% of the increase in the new value;

Years 3 – 5: Base assessed value plus 30% of the increase in the new value;

Years 6 – 12: Base assessed value plus 50% of the increase in the new value; and

**WHEREAS:** The TIF Agreement will be valid for a period of twelve years estimated to begin on July 1, 2026, and in anticipation of an increase in value to the aforementioned parcel as determined by the City of Worcester Assessor's Office. While billing will continue to occur on a quarterly basis, the exemption for each TIF Year will be calculated annually and will be reflected in the third quarter actual tax bill issued in December upon the realization of an increase in property value.

Exemption Schedule: Average of 60% Over Twelve Years



**NOW, THEREFORE, BE IT RESOLVED**

1. That the Worcester City Council hereby approves the Certified Project application of the COMPANIES;
2. That the City Manager be and is hereby authorized to file the necessary information with the Massachusetts Economic Assistance Coordinating Council;
3. That the City Manager be and is hereby authorized to execute any actions necessary to carry out the Certified Project designation and TIF Agreement.

**DAVID CLARK COMPANY  
12-YEAR TIF PLAN**

		<b>Total Investment:</b>	<b>\$48,000,000</b>	
		<b>Jobs Created/Retained:</b>	<b>229</b>	<b>5 new</b>
<b>TIF Term:</b>	<b>12 Years</b>	<b>Average TIF Exemption:</b>	<b>60%</b>	
<b>Current Assessment :</b>	<b>\$ 3,730,014</b>	<b>Initial Tax Rate :</b>	<b>\$ 30.04</b>	<b>/\$1,000</b>
<b>Improved Value :</b>	<b>\$ 13,162,574</b>			
<b>Incremental Value:</b>	<b>\$ 9,432,560</b>			

Fiscal Year	Exempt Percent	Total Taxes w/o TIF Plan	On Base	On Increment	Total Taxes to be paid with TIF Plan	Tax Savings from TIF Plan
Year 1	80%	\$ 395,403.72	\$ 112,049.62	\$ 283,354.10	\$ 168,720.44	\$ 226,683.28
Year 2	80%	\$ 405,288.82	\$ 114,850.86	\$ 290,437.95	\$ 172,938.45	\$ 232,350.36
Year 3	70%	\$ 415,421.04	\$ 117,722.13	\$ 297,698.90	\$ 207,031.80	\$ 208,389.23
Year 4	70%	\$ 425,806.56	\$ 120,665.19	\$ 305,141.38	\$ 212,207.60	\$ 213,598.96
Year 5	70%	\$ 436,451.73	\$ 123,681.82	\$ 312,769.91	\$ 217,512.79	\$ 218,938.94
Year 6	50%	\$ 447,363.02	\$ 126,773.86	\$ 320,589.16	\$ 287,068.44	\$ 160,294.58
Year 7	50%	\$ 458,547.10	\$ 129,943.21	\$ 328,603.89	\$ 294,245.15	\$ 164,301.94
Year 8	50%	\$ 470,010.77	\$ 133,191.79	\$ 336,818.98	\$ 301,601.28	\$ 168,409.49
Year 9	50%	\$ 481,761.04	\$ 136,521.58	\$ 345,239.46	\$ 309,141.31	\$ 172,619.73
Year 10	50%	\$ 493,805.07	\$ 139,934.62	\$ 353,870.45	\$ 316,869.84	\$ 176,935.22
Year 11	50%	\$ 506,150.19	\$ 143,432.99	\$ 362,717.21	\$ 324,791.59	\$ 181,358.60
Year 12	50%	\$ 518,803.95	\$ 147,018.81	\$ 371,785.14	\$ 332,911.38	\$ 185,892.57
<b>Totals</b>		<b>\$ 5,454,813.00</b>	<b>\$ 1,545,786.48</b>	<b>\$ 3,909,026.53</b>	<b>\$ 3,145,040.08</b>	<b>\$ 2,309,772.92</b>

**\* NOTE:** ALL CALCULATIONS ARE BASED ON ESTIMATES  
TAXES ARE ADJUSTED BASED UPON 2.5% INCREASE PER YEAR  
CHANGES IN PLANS AND CONSTRUCTION MAY INCREASE/DECREASE ESTIMATES



COMMONWEALTH OF MASSACHUSETTS  
ECONOMIC ASSISTANCE COORDINATING COUNCIL  
MASSACHUSETTS OFFICE OF BUSINESS DEVELOPMENT

**Economic Development Incentive Program (EDIP)  
LOCAL INCENTIVE-ONLY APPLICATION**

**DRAFT 5/2/24**

A complete application with all required attachments must be submitted in electronic form to your MOBD Regional Director by 5:00 P.M. on the [application deadline date](#). **Applications that are incomplete or submitted after the deadline will not be considered at the scheduled EACC meeting, without exception.**

For assistance with this application please work with your MOBD Regional Director and local municipal official. Refer to [402CMR 2.00](#)

PART I. COMPANY OVERVIEW					
1. COMPANY INFORMATION					
<b>Company Name:</b>	David Clark Company Incorporated (Alternatively “David Clark” or the “Company”) and its affiliate DCH Properties, LLC (Alternatively the “Property Owner”)				
<b>Project Location Address:</b>	<b>Street Address:</b>	125 Northeast Cutoff			
	<b>City:</b>	Worcester	MA	<b>Zip Code:</b>	01606
<b>FEIN # (Federal Employer Identification Number)</b>	04-2557451 David Clark Company, Incorporated 99-0740693 DCH Properties, LLC				
<b>DUA # (Dept. of Unemployment Assistance Number)</b>	00133161				

2. COMPANY CONTACT					
<b>Executive Officer/ Company Designee:</b>	<b>Full Name:</b>	Lisa J. Martin		<b>Title:</b>	Chief Financial Officer
<b>Contact (if different from above)</b>	<b>Full Name:</b>	Same		<b>Title:</b>	
<b>Contact Address:</b>	<b>Street Address:</b>	360 Franklin Street			
	<b>City:</b>	Worcester	<b>State:</b>	MA	<b>Zip Code:</b> 01604
<b>Telephone Number:</b>	508-751-5825				
<b>Email Address:</b>	<a href="mailto:LMartin@davidclark.com">LMartin@davidclark.com</a>				

### 3. COMPANY DESCRIPTION & HISTORY

**Please provide a description of the proposed expansion project. Additionally, please explain why the local incentives are necessary for this project to move forward.**

Founded in 1934 and headquartered in Worcester, Massachusetts, David Clark an Employee Stock Ownership Plan (ESOP) company, is a leading manufacturer of high-altitude pressure suits, space suits, communication headsets and intercom systems. The Company serves a wide variety of markets including aerospace, aviation, military defense contractors, airline/airports, fire rescue, marine and luxury auto manufacturers. Its customers include the United States Air Force, NASA, Southwest Airlines, American Airlines, Jet Blue, Lockheed Martin, Boeing, L3-Harris, Aston Martin, and WorAD among others.

The Company has received many awards and accolades. In 2022, David Clark Company received the **Presidential Award** from the Aero Club of New England (ACONE), an award that honors those who have made significant positive contributions to aviation. The Company was recognized in 2021 with the **Jobs for Veterans State Grant Award** for “Outstanding Partnership” through MassHire.

David Clark has a history of community involvement and participating in local programs including local job fairs and educational initiatives. The Company is active in supporting Worcester area organizations including Working for Worcester, the Worcester Boys and Girls Club, Worcester Public School’s Winter Coat Drive, the EcoTarium, Friendly House, and the Worcester Chamber of Commerce. In addition, the Company and its employees contribute to the local economy by spending on products and services purchased from area businesses.

The proposed project is critical for David Clark to grow and expand in Worcester and remain competitive. The requested incentives are essential in order to reduce the anticipated project costs and make the project economically feasible.

## PART II. ECONOMIC DEVELOPMENT PROJECT

### 1. NATURE & PURPOSE OF PROPOSED PROJECT

**Please provide a description of the proposed expansion project. Please be sure to include reason for expansion/relocation, scope of project overall (ex. capital improvements to property, project timeline, square footage, misc. enhancements, etc.)**

David Clark currently occupies its corporate offices and manufacturing operations in multiple older and distressed buildings at 360 Franklin Street in Worcester. The Company also has locations in Connecticut and Texas. In order to meet increased customer demand for its products, David Clark has proposed plans to relocate its current operations in Worcester to a more modern and efficient facility. A site search has been conducted through the Company’s real estate advisors, and an estimated 138,472 square foot vacant facility located at 125 Northeast Cutoff in Worcester is under consideration as a viable option for the project.

The proposed project includes renovating the vacant facility into a state-of-the-art building which will include approximately 20,000 square feet of office for the Company’s corporate headquarters, 88,370 square feet for manufacturing space and 30,102 square feet for warehouse space. The building will also include a cafeteria and a private wellness room. The building design is planned to incorporate efficiency and sustainable materials.

The project investment is an estimated \$48 million including \$19 million for property purchase paid for by the Property Owner, \$25 million in hard and soft costs for building renovations and \$4 million for personal property paid for by the Company.

**2. PROJECT TIMELINE**

<b>(a) Please indicate the date a Letter of Intent was sent to the municipality and cc: MOBD Regional Director:</b>	<b>(b) Date the applicant expects to begin the project:</b>	<b>(c) Date the applicant expects to complete the project:</b>	<b>(d) Date the applicant expects to open the facility:</b>
02/29/2024	9/30/2024	12/31/2025	3/30/2026

**Additional Information (if necessary) on Project Timeline:.**

The proposed plan consists of renovating the estimated 138,472 square foot facility and expects to begin during the third quarter of 2024 and completed by the fourth quarter of 2025 and facility to be open during the first quarter 2026. Estimated completion dates are subject to municipal permit requirements, normal construction delays, and unexpected market condition delays.

**3. PRIVATE INVESTMENT**

<b>Total Projected Private Investment:</b>	\$48,000,000
<b>Additional Information (if necessary) on Investment:</b>	

**4. MASSACHUSETTS EMPLOYMENT**

<b>(a) Is the applicant new to Massachusetts?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>(i) If no, where are the existing Massachusetts facilities?</b>	360 Franklin Street Worcester, MA 01604
<b>(b) Will the proposed economic development project require and/or trigger the closing or consolidation of any Massachusetts facilities or the elimination of any other jobs currently in Massachusetts? If yes, please give location of facility and explain.</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>  <b>If yes, please explain:</b>  The proposed project would relocate the Company’s existing Worcester operations and jobs to the new location.

**Additional Information (if necessary) on Investment:**

**5. EMPLOYMENT & JOB CREATION**

**(A) EXISTING EMPLOYMENT AT PROJECT LOCATION**

Please indicate the number of Permanent Full-Time Jobs to be created in total and by year. If job creation timeline exceeds five years, please complete the “Extended Job Creation Schedule” and attach as an addendum.

<b>(i) Permanent Full-Time Employment at Project Location at Date of Application:</b>	<b>(ii) Permanent Full-Time Employees to be Transferred from other Massachusetts Site to Project Location:</b>	<b>(iii) Total Permanent Full-Time Existing Jobs to be Retained at Project Location (sum of questions 5 (a) i. &amp; ii.):</b>
0	229	229

**Notes (if necessary) on Current Project Location Employment**

**(B) JOB CREATION SCHEDULE AT PROJECT LOCATION**

<b>Permanent Full-Time Jobs to be Created</b> (net new to facility and Massachusetts):	5				
	<b>2033</b>	<b>2034</b>	<b>2035</b>	<b>2036</b>	<b>2037</b>
	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**6. FACILITY**

<b>(a) Will the applicant own or lease/rent the facility where the business expansion/relocation will occur?</b>	<b>Lease</b> <input type="checkbox"/>	<b>Own</b> <input checked="" type="checkbox"/>	<b>Rent</b> <input type="checkbox"/>
<b>(i) If leasing/renting, identify the developer/landlord and state who will be the taxpayer of record for purpose of paying local real estate taxes?</b>			
<b>(c) Does the applicant intend to utilize the Commonwealth's Abandoned Building Deduction? Please note: To be eligible for the deduction the building the applicant plans to inhabit must have been at least 75% vacant or unused for 24 months or more.</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
	If yes, name vacancy percentage and duration: % Vacant for months: 100% vacant since 2018		

**PART III. LOCAL INCENTIVE AGREEMENT INFORMATION**

Please work with the local municipality and your MOBD Regional Director in completing the below section.

**1. MUNICIPAL CONTACT**

<b>Municipal Contact:</b>	<b>Full Name:</b> Peter Dunn	<b>Title:</b>	Chief Development Officer, Office of Economic Development
<b>Contact Address:</b>	<b>Street Address:</b> 455 Main Street		
	<b>City:</b> Worcester	<b>State:</b> MA	<b>Zip Code:</b> 01608
<b>Telephone Number:</b>	508-799-1400 x31419		
<b>Email Address:</b>	<a href="mailto:dunnp@worcesterma.gov">dunnp@worcesterma.gov</a>		

**2. LOCAL INCENTIVE AGREEMENT**

<b>(a) Type of Local Incentive:</b>	<input checked="" type="checkbox"/> <b>Tax Increment Financing (TIF)</b> <input type="checkbox"/> <b>Special Tax Assessment (STA)</b> <input type="checkbox"/> <b>Other</b>
<b>Value (if Other):</b>	
<b>Detail from where the amount is (if Other):</b>	

COMMONWEALTH OF MASSACHUSETTS  
ECONOMIC ASSISTANCE COORDINATING COUNCIL  
MASSACHUSETTS OFFICE OF BUSINESS DEVELOPMENT

<b>i) Duration of Local Incentive:</b>	12-year Local Incentive	
<b>ii) Exemption Schedule of Local Incentive:</b>	80-80-70-70-70-50-50-50-50-50-50	
<b>iii) Start &amp; Expiration Date of Local Incentive:</b> <b>If Agreement commences upon certificate of occupancy please check box:</b>	<p><b>Start Date: Local Incentive Agreement commences as outlined in the TIF agreement.</b></p> <p><b>Expiration Date:</b></p> <p><input checked="" type="checkbox"/> Local Incentive Agreement commences upon certificate of occupancy and the dates represent best projections of the start &amp; expiration of the local incentive based on the project timeline.</p>	
<b>iv) Date Municipality Approved Local Tax Incentive or Date of Scheduled Vote:</b>	<p><b>Date Municipality Approved Local Tax Incentive:</b></p> <p style="background-color: yellow; display: inline-block; width: 100px; height: 15px;"></p> <p><b>Date of Scheduled Vote:</b></p> <p><input type="checkbox"/> N/A</p>	
<p><b>(b) Attachment A: Local Incentive Agreement</b> Please attach a signed copy of the TIF, STA, or other municipal incentive agreement.</p>	Attached <input checked="" type="checkbox"/>	
	Not Completed <input type="checkbox"/>	
	N/A <input type="checkbox"/>	
<p><b>(c) Attachment B: Municipal Vote by Authoritative Body Approving Incentive</b> Please attach a copy of the vote approving the local incentive.</p>	Attached <input checked="" type="checkbox"/>	
	Not Completed <input type="checkbox"/>	
	N/A <input type="checkbox"/>	
<p><b>(d) Exhibit 1: Local Incentive Valuation</b> Please complete the attached exhibit detailing the estimated property tax exemption over the life of the agreement. <a href="https://www.mass.gov/doc/exhibit-1-local-incentive-valuation-local-incentive-only/download">https://www.mass.gov/doc/exhibit-1-local-incentive-valuation-local-incentive-only/download</a></p>	Attached <input checked="" type="checkbox"/>	
	Not Completed <input type="checkbox"/>	
	N/A <input type="checkbox"/>	

**PART IV. LABOR AFFIRMATION & DISCLOSURES**

**1. CERTIFICATION OF STATE & FEDERAL EMPLOYMENT LAWS**

As an applicant requesting Certified Project approval, David Clark Company Incorporated and DHC Properties, LLC affirm that this business will not unlawfully misclassify workers as self-employed or as independent contractors, and certifies compliance with applicable state and federal employment laws and regulations, including but not limited to minimum wages, unemployment insurance, workers' compensation, child labor, and the Massachusetts Health Care Reform Law, Chapter 58 of the Acts of 2006, as amended.

As an applicant requesting Certified Project approval, David Clark Company Incorporated and DHC Properties, LLC affirm that this business will not knowingly employ developers, subcontractors, or other third parties that unlawfully misclassify workers as self-employed or as independent contractors, or that fail to comply with applicable state and federal employment laws and regulations, including but not limited to minimum wages, unemployment insurance, workers' compensation, child labor, and the Massachusetts Health Care Reform Law, Chapter 58 of the Acts of 2006, as amended.

**2. COMPANY DISCLOSURE**

**Within the past five years, has the applicant or any of its officers, directors, employees, agents, or subcontractors of which the applicant has knowledge, been the subject of (if yes, please provide details):**

(a) an indictment, judgment, conviction, or grant of immunity, including pending actions, for any business-related conduct constituting a crime under state or federal law;	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <b>Details:</b>
(b) a government suspension or debarment, rejection of any bid or disapproval of any proposed contract subcontract, including pending actions, for lack of responsibility, denial or revocation of prequalification or a voluntary exclusion agreement; or	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <b>Details:</b>
(c) any governmental determination of a violation of any public works law or regulation, or labor law or regulation or any OSHA violation deemed "serious or willful?"	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <b>Details:</b>

**V. AUTHORIZATION & CERTIFICATIONS**

**1. CERTIFICATE OF GOOD STANDING**

<p>Letter Of Intent</p> <p>Provide proof of good tax standing in the Commonwealth of Massachusetts via a <u>Massachusetts Department of Revenue Certificate of Good Standing for each of the businesses</u> intending to take advantage of the state tax incentives.</p> <p><i>*Applications will not be reviewed by the Economic Assistance Coordinating Council until a Certificate of Good Standing has been received.</i></p> <p>To obtain a Certificate of Good Standing visit: <a href="https://www.mass.gov/how-to/request-a-certificate-of-good-standing-tax-compliance-or-a-corporate-tax-lien-waiver">https://www.mass.gov/how-to/request-a-certificate-of-good-standing-tax-compliance-or-a-corporate-tax-lien-waiver</a></p>	<p><b>Attached</b> <input checked="" type="checkbox"/></p> <p>Date of DOR Application for Certificate of Good Standing:</p> <p style="background-color: #00FF00; height: 20px; width: 100%;"></p>
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*I, Lisa J. Martin, of the applicant businesses applying for “Certified Local Incentive Only Project” status from the Commonwealth of Massachusetts, Economic Assistance Coordinating Council hereby certify that I/we have been authorized to file this application and to provide the information within and accompanying this application and that the information provided herein is true and complete and that it reflects the applicant’s intentions for investment, job creation and sales to the best of my/our knowledge after having conducted reasonable inquiry. I/We understand that the information provided with this application will be relied upon by the Commonwealth in deciding whether to approve “Certified Local Incentive Only Project” status and that the Commonwealth reserves the right to take action against the applicant or any other beneficiary of the Certified Local Incentive Only Project is the Commonwealth discovers that the applicant intentionally provided misleading, inaccurate, or false information I/We make this certification under the pains and penalties of perjury. I/we agree to submit a Calendar Year Annual Report to the Massachusetts Office of Business Development to give updates on the progress of the project.*

*The signatories also hereby acknowledge that, under the Public Records law of the Commonwealth of Massachusetts, this application and all documents submitted in support thereof are public records under the provisions of Massachusetts G. L., Ch. 4, sec. 7 (26).*

**Signed:**

**Lisa J. Martin**

**Chief Financial Officer**

**Name**

**Title**

**Date**

**2. DEPARTMENT OF UNEMPLOYMENT ASSISTANCE CONSENT FOR DISCLOSURE OF WAGE REPORTING INFORMATION**

**Consent for the Disclosure of Wage Reporting Information for Federal Employment Identification Number (FEIN): # 04-2557451**

**Division of Unemployment Assistance (DUA) Number: #00133161**

*I, Lisa J. Martin, a duly authorized representative of David Clark Company Incorporated and all the other businesses listed in this Local Incentive Only Application (hereinafter "Employer"), hereby releases and gives authority to the Massachusetts Department of Unemployment Assistance, pursuant to G.L. c. 151A, §46(1), to provide the Economic Assistance Coordinating Council, upon its request, with the Employer's information, including but not limited to, wage reporting information, that is (a) necessary to verify the amount and tax year in which the Employer claims any of the Tax Incentives awarded in the Economic Development Incentive Program or Employer's fulfillment of job creation and job retention commitments as indicated in the supplemental application and job chart, or (b) otherwise necessary to ensure the proper operation or enforcement of this Agreement or the Program.*

*This authorization is effective upon date of signature and will be valid until superseded by a subsequent application or revoked in writing.*

**Signed:**

<b>Lisa J. Martin</b> Name	<b>Chief Financial Officer</b> Title	<b>Date</b>
<hr/>	<hr/>	<hr/>

**TAX INCREMENT FINANCING AGREEMENT**  
**between the**  
**CITY OF WORCESTER**  
**and**  
**DAVID CLARK COMPANY INCORPORATED**  
**and its AFFILIATE**  
**DHC PROPERTIES, LLC**

This Agreement is made this \_\_\_\_\_ day of \_\_\_\_\_, 2024, by and between the City of Worcester (hereinafter called “the CITY”), a municipal corporation duly organized under the laws of the Commonwealth of Massachusetts, with an address at City Hall, 455 Main Street, Worcester, MA 01608, and David Clark Company Incorporated (hereinafter called “the COMPANY”), a Delaware Corporation registered to do business in the Commonwealth of Massachusetts, having a principal place of business at 360 Franklin Street, Worcester, MA 01615 and DHC Properties, LLC (hereinafter called “the PROPERTY OWNER”), a Massachusetts Limited Liability Company having its principal place of business at 360 Franklin Street, Worcester, MA 01605.

**WITNESSETH**

**WHEREAS**, the COMPANY and PROPERTY OWNER will or has acquired property and intends to invest at least \$48,000,000 including approximately \$19 million for building purchase, \$25 million for renovation costs and \$ 4 million for personal property at 115 Northeast Cutoff, Worcester, on a +/- 15 acre parcel as approved by the Worcester Planning Board and shown as “Proposed Lot B1-01” on a copy of the recorded plan attached as Exhibit C, incorporated herein, (the “Property”); and

**WHEREAS**, the COMPANY and PROPERTY OWNER intend to renovate and improve an approximately 138,472 square foot facility at the Property, and thereby obtain certain tax incentives from the CITY for its investment and economic benefit to the community; and

**WHEREAS**, the CITY is willing to grant said tax incentives through a Tax Increment Financing (“TIF”) Agreement in return for the COMPANY and PROPERTY OWNER’s undertaking (1) to make the estimated \$48,000,000 capital investment at said Property for its corporate headquarters and manufacturing operations and (2) to ensure that 229 full time jobs are retained and a minimum of five (5) new, permanent full-time jobs are created (the “Project”) at the Property and made available to qualified residents of the City of Worcester.

**NOW THEREFORE**, in consideration of the mutual promises contained herein, the parties do mutually agree as follows:

**A. THE COMPANY AND PROPERTY OWNER'S OBLIGATIONS**

1. The PROPERTY OWNER and COMPANY shall invest approximately \$48,000,000 including approximately \$19 million for the acquisition, \$25 million for renovation costs and \$ 4 million for personal property at the Property. The PROPERTY OWNER represents that it has an executed purchase and sale agreement with the current Property Owner, 115 Northeast Cutoff Realty Trust and anticipates acquiring the Property in the spring of 2024.
2. The COMPANY shall comply with the City's Responsible Development Ordinance adopted by the Worcester City Council on November 21, 2023, a copy of which is attached at Exhibit A and incorporated herein.
3. The COMPANY shall ensure that 229 full-time jobs are retained and a minimum of five (5) new, permanent full-time and livable wage jobs are created at the Property by December 31, 2037. The COMPANY shall work with the City's Program & Compliance Manager, the City's Workforce Development Division ("Workforce Development Division") and the Program Director of the Worcester Jobs Fund to (a) outline the job profiles of all positions to be created, (b) identify qualified Worcester residents, and (c) to the extent possible, secure positions at the Property for qualified Worcester residents. The COMPANY also shall make all commercially reasonable efforts to maintain and add to the level of jobs described as long as the TIF Agreement is effective.
4. If the COMPANY or PROPERTY OWNER decides to sell all or any portion of the Property or to otherwise transfer control of all or any portion of the Property or businesses and/or its operation, the COMPANY and PROPERTY OWNER shall give the CITY as much notice as is practicable. Said notice shall be given to: City Manager, City Hall, 455 Main Street, 3rd Floor, Worcester, MA 01608.
5. The COMPANY shall ensure that regardless of future ownership, so long as this Agreement is in place, the Property shall remain taxable or pay a tax equivalent payment, unless the Property, is repossessed or foreclosed upon by a mortgagee.
6. The COMPANY and/or PROPERTY OWNER shall provide to the CITY, upon written request, Semi-Annual Reports during each year of this Agreement, which will begin on July 1, 2026, and shall be due every six (6) months thereafter. The form of said reports will be forwarded to the COMPANY by the CITY for the COMPANY to complete. In addition to the information required in Exhibit A, the COMPANY shall include the following information: (a) employment levels at the facility at the beginning and end of the reporting period, (b) the specific number of Worcester residents employed full-time at the facility at the beginning and end of the reporting period; (c) the COMPANY's

financial contribution to the CITY (i.e. property taxes, motor vehicle excise taxes, and water and sewer fees) for the fiscal year; and (d) a description of any private investment made for the benefit of the community during the reporting period. If the COMPANY shall fail to provide this documentation to the CITY on the required date, the CITY shall notify the COMPANY of the missing documentation. The COMPANY will then have 30 days from receipt of notification to produce the required documentation.

7. It shall be a material obligation of the COMPANY and PROPERTY OWNER to provide to the Office of Economic Development and the City Assessor a listing of all rental income (including copies of all leases, rent rolls and other tenant listing) and expenses pertaining to the operation of the Property by the Assessor's Income and Expense Statement. The COMPANY and PROPERTY OWNER shall deliver such completed Income and Expense Statement each year in which the TIF Agreement is in effect to the Office of Economic Development and the City Assessor by June 15 of each year.
8. Approval of this Agreement is contingent upon the COMPANY and PROPERTY OWNER's ability to meet all applicable local regulations and ordinances pertaining to this project.
9. The COMPANY's job retention and creation plans are outlined in the Employment & Job Creation section of the EDIP Local Incentive-Only Application to be submitted to the Commonwealth in connection with the request for the TIF exemption, incorporated herein by reference.
10. The COMPANY and/or PROPERTY OWNER shall submit an annual report pursuant to Massachusetts General Laws Chapter 23A, Section 3F to the Massachusetts Economic Assistance Coordinating Council ("EACC") through the Commonwealth's online portal for each year of the TIF Term, with a copy submitted to the CITY. The annual report shall include the number of jobs retained and created, and value of the Property capital investments and other related items annually and on a cumulative basis. The Company shall also submit a report as required by Massachusetts General Laws Chapter 40, Section 59(viii) to the CITY and the EACC.

## **B. THE CITY'S OBLIGATIONS**

1. A Tax Increment Financing ("TIF") exemption from real estate taxes (the "Exemption") is hereby granted to the COMPANY and the PROPERTY OWNER by the CITY in accordance with Massachusetts General Laws Chapter 23A, Sections 3A to 3F; Chapter 40, Section 59; and Chapter 59, Section 5, Clause 51 and the applicable regulations thereunder. The Exemption shall be for a period of twelve (12) years (the "Exemption Term"), commencing the first day of the fiscal year following the date a Certificate of Occupancy has been issued to allow the Company to use and occupy the Project resulting in an increase of the assessed value of the Property to the full assessed value of the Project at the Property (the "Start Date"). The City shall provide an exemption from real estate taxation of the new incremental value of the Property resulting from the Project as determined by the City Assessor as outlined below. The Project shall be complete by

March 30, 2026, and no later than March 30, 2027. The City Council approved the provisions of this TIF Agreement on \_\_\_\_\_, 2024 (Exhibit B).

<b>Year</b>	<b>Exemption Percentage</b>
Year 1	80%
Year 2	80%
Year 3	70%
Year 4	70%
Year 5	70%
Year 6	50%
Year 7	50%
Year 8	50%
Year 9	50%
Year 10	50%
Year 11	50%
Year 12	50%

***Proposed TIF Estimates***

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Base Value:	\$ 3,730,014
Base Taxes:	\$ 112,050
Fiscal Year 2024 Tax Rate:	\$ 30.04 per \$1,000 assessed value
Increment:	\$ 9,432,560
New Value:	\$ 13,162,574
TIF Term:	Twelve Years
Average Exemption:	60 % Average Over Twelve Years

**C. ADDITIONAL PROVISIONS**

1. Pursuant to Massachusetts General Laws Chapter 40, Section 59 (v), this Agreement shall be binding upon subsequent owners of the Property, whether individually or in the aggregate.
2. This Agreement is subject to approval by the EACC pursuant to Massachusetts General Law, Chapter 23A, Section 3E and the applicable regulations thereunder and this Agreement cannot be modified unless approved by the EACC pursuant to Massachusetts General Law, Chapter 23A, Section 3E(d).
3. The time within which the COMPANY and PROPERTY OWNER shall be required to perform any of the respective acts or obligations under this Agreement shall be extended to the extent that the performance of such acts or obligations shall be delayed by a Force Majeure Event and only for so long as said Force Majeure Event has continued. A Force Majeure Event means any supervening events or occurrences, such as acts of God,

earthquakes, fire, acts of terrorism, pandemic, war, labor disputes, delays or restrictions by government bodies, or other causes that are beyond the reasonable control of the COMPANY and PROPERTY OWNER.

4. If the COMPANY and/or PROPERTY OWNER fails to meet the obligations specified in Section A of this TIF Agreement, the CITY, acting by and through its City Council, may take action to notify the EACC and/or request the EACC to revoke approval of this Agreement. Upon the EACC's revocation of its approval of this Agreement, the CITY shall discontinue the Tax Increment Financing benefits provided to the COMPANY and PROPERTY OWNER commencing with the first fiscal year in which the Project is decertified, or if such benefits have already been received by the COMPANY and PROPERTY OWNER for the fiscal year in which the Project has been decertified, commencing as of the fiscal year immediately following that fiscal year.
5. In addition to discontinuance of benefits as set forth in Paragraph C.4 above, if the Agreement is decertified because the COMPANY and/or PROPERTY OWNER has failed to satisfy the requirements of Section B hereof, then pursuant to Massachusetts General Laws Chapter 23A, Section 3F(e), the CITY may recapture the value of the real estate and personal property taxes not paid due to the Exemptions provided herein. Said recapture shall be made through a special assessment on the COMPANY in the municipal fiscal year that follows the EACC's decision to revoke project certification. The assessment, payment, and collection of said special assessment shall be governed by procedures provided for the taxation of omitted property pursuant to Massachusetts General Laws Chapter 59, Section 75, notwithstanding the time period set forth in said Chapter 59 for which omitted property assessments may be imposed for each of the fiscal years included in the special assessment.
6. Prior to taking any action pursuant to Section C.4 to request revocation of this Agreement by the EACC, or prior to taking any action pursuant to Section C.5 to recapture the value of the real estate taxes not paid due to the Exemptions, the CITY shall give written notice of the alleged material default to the COMPANY and PROPERTY OWNER and provide the COMPANY and PROPERTY OWNER an opportunity to meet, within thirty (30) days of receipt of the said notice, with local officials having the relevant authority under this Agreement to discuss a remedy for the alleged default. The COMPANY and PROPERTY OWNER shall have sixty (60) days from the receipt of such written notice to respond to the CITY regarding any alleged default and one hundred twenty (120) days from the receipt of such written notice to remedy such alleged default, or, with respect to alleged defaults which by mutual agreement of the parties cannot be remedied within such one-hundred-twenty (120) day period, or within such additional period of time as is required to reasonably remedy such alleged default, provided the COMPANY and PROPERTY OWNER exercise due diligence in the remedying of such alleged default.
7. This Agreement may be executed in separate counterparts, each of which when so executed shall be an original; but all of such counterparts shall together constitute but one and the same instrument.

8. This Agreement is subject to approval by the EACC pursuant to Massachusetts General Law, Chapter 23A, Section 3E and the applicable regulations thereunder and this Agreement cannot be modified unless approved by the EACC pursuant to Massachusetts General Law, Chapter 23A, Section 3E(d).

[remainder of page intentionally left blank; signature page to follow]

DRAFT



**IN WITNESS WHEREOF**, the parties hereto, intending to be legally bound, have caused this Agreement to be executed as a sealed instrument by their duly authorized representatives the day and year first above written.

**David Clark Company Incorporated**

**Recommended:**

\_\_\_\_\_  
**Lisa Martin, Chief Financial Officer**

\_\_\_\_\_  
**Peter Dunn  
Chief Development Officer**

**DCH Properties, LLC**

\_\_\_\_\_  
**Lisa Martin, Manager**

**Approved as to form:**

**City of Worcester Assessing Division**

\_\_\_\_\_  
**Michael E. Traynor  
City Solicitor**

\_\_\_\_\_  
**Samuel E. Konieczny  
City Assessor**

**CITY OF WORCESTER**

\_\_\_\_\_  
**Eric D. Batista  
City Manager**

**EXHIBIT A  
CITY OF WORCESTER  
RESPONSIBLE DEVELOPMENT ORDINANCE**

**AN ORDINANCE AMENDING CHAPTER TWO OF THE REVISED  
ORDINANCES TO REQUIRE RESPONSIBLE DEVELOPMENT FOR TAX  
INCREMENT FINANCING AND TAX INCREMENT EXEMPTION PROJECTS**

**Be it ordained by the city council of the city of Worcester, as follows:**

**Chapter Two of the Revised Ordinances of 2008 is hereby amended by inserting a new section thirty-five A, as follows:**

**§ 35A. Responsible Development Ordinance**

**(a) *Statement of Purpose.***

The City Council hereby supports the use of Tax Increment Financing (TIF) through the Commonwealth's Economic Development Incentive Program (EDIP) and Tax Increment Exemptions (TIE) through the Commonwealth's Housing Development Incentive Program (HDIP). The City of Worcester has an expectation that projects receiving TIF/TIE assistance will provide meaningful benefits to the Worcester community both during the development and after the project is completed. To ensure that expectation is met, this Responsible Development Ordinance has been created and is incorporated by exhibit into all TIF/TIE Agreements with developers/companies. Projects receiving TIF/TIE assistance are also subject to Chapter 2, Section 39A of the City's Revised Ordinances regarding Wage Theft Prevention, which will be further incorporated by exhibit into all TIF/TIE Agreements. The following goals and objectives are considered for any projects seeking TIF/TIE assistance:

- (1) Expansion of the City's tax base and revenues.
- (2) Eliminate blight and/or redevelop an underutilized property.
- (3) Create permanent, full-time, livable-wage jobs for Worcester residents (EDIP).
- (4) Create new housing opportunities for Worcester residents (HDIP).
- (5) Enhance the diversification of the City's housing stock and economic activities.
- (6) Improve livability and stabilization in the City's neighborhoods and commercial districts.
- (7) Encourage sustainable and resilient building design.
- (8) Directly or indirectly spur additional, unsubsidized private development in Worcester.
- (9) Benefit the long-term economic development goals of the City of Worcester.

**(b) *Application Process.***

- (1) The applicant must submit a letter of intent to the City's Executive Office of Economic Development (EOED) expressing interest in the program. The EOED

will review the project information for program eligibility and alignment with the program goals and objectives.

- (2) The applicant must demonstrate that the TIF/TIE assistance is necessary for the financial feasibility of the project or other financial considerations of sufficient merit. The applicant must provide a project pro forma which demonstrates the financial need and/or a written statement from the lender or principal funding provider noting the importance and basis therein of tax benefits to the overall financial package assembled to support the project.
- (3) The applicant must demonstrate evidence of the required financing to complete the proposed project. In addition to the pro forma, applicant must submit a project budget and sources and uses of funds statement.
- (4) The applicant should demonstrate additional economic benefits to the Worcester community, such as the employment of youth interns or support for local initiatives.
- (5) The EOED will submit projects recommended for approval through the City Manager and to the City Council. The City Council will refer the recommendation to its Economic Development committee. The applicant must also meet with the Worcester Jobs Fund committee to discuss any short-term construction jobs and/or long-term jobs associated with the project. The EOED will work with the applicant to coordinate the meeting with the Worcester Jobs Fund, with the goal of occurring prior to the Economic Development committee meeting.
- (6) In its recommendation, the EOED will provide a copy of the completed program application, the terms of the TIF/TIE Plan, and a copy of the draft TIF/TIE Agreement.
- (7) If the TIF/TIE Plan is approved by the City Council, the EOED will work with the applicant to submit the project application to the appropriate state agency for certification. For EDIP projects, the state agency is the Mass Office of Business Development and Economic Assistance Coordinating Council. For HDIP projects, the state agency is the Executive Office of Housing and Livable Communities.

(c) General Requirements and Assurances.

- (1) The project will generate an increase in property tax revenue.
- (2) The project will be beneficial to a "Blighted Open Area", "Decadent Area", or a "Substandard Area" as defined in 402 CMR 2.03.

- (3) The project must meet all local and State permitting, licensing and regulatory requirements.
- (4) The applicant must provide documentation of adherence to the Immigration and Nationality Act.
- (5) The applicant must provide documentation demonstrating it has a Criminal Record Offender Record Information (CORI) Policy that matches the City of Worcester's CORI Policy.
- (6) For EDIP projects, if the property is or will be leased to company, copies of leases with all tenants seeking certification must be submitted to demonstrate that the tax benefits will be passed through to the tenant in the form of a favorable lease.
- (7) For EDIP projects, permanent, full-time livable wage jobs\* must be created for Worcester residents. \*Livable wage jobs shall be 125% of minimum wage as of January 1st in the year of the approved TIF Plan.
- (8) For EDIP projects the applicant agrees that 100% of the newly created positions will be made available to residents of Worcester. The City of Worcester reserves the right to also require that certain applicants ensure a percentage of the permanent full-time jobs to be created are filled by Worcester residents, with a goal of at least 50% Worcester residents and 15% low- to moderate-income residents.
- (9) The applicant must use its best efforts to purchase supplies, materials, equipment, appliances, and services from suppliers and vendors located in Worcester. These best efforts will include requesting proposals from Worcester suppliers and vendors, giving preference to Worcester suppliers and vendors that are both qualified and competitive; and allowing Worcester suppliers and vendors the opportunity to match or better lower prices provided by qualified non-Worcester suppliers and vendors.
- (10) The applicant must commit to a goal of hiring at least 50% of its contractors and sub-contractors from qualified local (within thirty miles of the project address) companies. These best efforts will include advertising the work locally; giving preference to local contractors and sub-contractors that are both qualified and competitive; and allowing qualified local contractors and sub-contractors the opportunity to match or better lower prices provided by qualified, non-local contractors and sub-contractors.

- (11) The applicant must commit to supporting Women Business Enterprises (WBE) and Minority Business Enterprises (MBE) certified by the state Supplier Diversity Office or similar certifying agency. The applicant must commit to a goal of contracting at least 15% of the value of all contracts with WBEs and 10% of the value of all contracts with MBEs.
- (12) The applicant must commit to a goal of achieving workforce hours in each trade of 50% Worcester residents, 38% people of color, and 10% women.
- (13) The applicant, its contractors, subcontractors and lessees, if applicable, will ensure non-discrimination in all their respective employment decisions. The applicant, its contractors, subcontractors and lessees, if applicable, will ensure without regard to race, color, religious creed, national origin, age, sex, gender identity & expression, sexual orientation, genetic information, ancestry, military service, source of information, or disability in the areas of hiring, promotion, demotion, transfer, recruitment, layoff, termination, rate of compensation, in-service or apprenticeship training programs, and all other terms and conditions of employment as it pertains to the applicant, its contractors, subcontractors and lessees, if applicable.
- (14) The applicant must affirm that it will not unlawfully misclassify workers as self-employed or as independent contractors and certify compliance with applicable state and federal employment laws and regulations, including but not limited to minimum wages, unemployment insurance, workers' compensation, child labor, and the Massachusetts Health Care Reform Law, Chapter 58 of the Acts of 2006, as amended.
- (15) The applicant must affirm that any construction manager, general contractor, subcontractors, or any entity hired by the applicant for the construction of the project shall not unlawfully misclassify workers as self-employed or as independent contractors, or that fail to comply with applicable state and federal employment laws and regulations, including but not limited to minimum wages, unemployment insurance workers' compensation, child labor, and the Massachusetts Health Care Reform Law, Chapter 58 of the Acts of 2006, as amended.
- (16) The applicant and all contractors and sub-contractors will comply with the Wage Theft Prevention ordinance as described in Chapter 2, Section 39A of the Revised Ordinances of the City of Worcester.
- (17) The applicant must ensure that all contractors and sub-contractors comply with the health care laws of Massachusetts, and the applicant must not hire any contractors or sub-contractors that are on the Commonwealth of Massachusetts debarment lists.

- (18) The applicant must ensure that all contractors and sub-contractors have not within the past three years been found in violation of any law applicable to its contracting business, including, but not limited to, licensing laws, tax laws, prompt payment laws, wage and hour laws, prevailing wage laws, environmental laws, or others.
- (19) The applicant must ensure that all contractors and sub-contractors maintain appropriate industrial accident insurance sufficient to provide coverage for all the employees on the project in accordance with G.L. c.152 and provide documentary proof of such coverage to the Commissioner of Inspectional Services to be maintained in Inspectional Services as a public record.
- (20) The applicant must provide the City of Worcester with a list of contractors and sub-contractors that will be given the opportunity to bid on the project construction. Said list must be provided to the City's Program and Compliance Manager prior to the commencement of construction.
- (21) Contractors and subcontractors at every tier must at the time of bidding certify that all employees working on the project will have successfully completed a course in construction safety and health approved by the United States Occupational Safety and Health Administration (OSHA) that is at least 10 hours in duration, and shall ensure that all employees working at the worksite possess such qualifications at all times throughout the duration of their work on the project and furnish documentation of successful completion of the course.
- (22) A copy of this Responsible Development Ordinance must be included in all solicitations for pricing from contractors and subcontractors at every tier. The Responsible Development Ordinance must also be included in all contracts and subcontracts at every tier.
- (23) If the applicant decides to sell the property or business during the TIF/TIE Plan or to otherwise transfer control of the property or business and/or its operation, the applicant must give the City of Worcester as much notice as is practicable. The applicant must ensure that regardless of future ownership, the property will remain taxable or pay a tax equivalent payment for the life of the TIF/TIE Plan, unless the property is repossessed or foreclosed upon by a mortgagee.

(d) Workforce Development.

- (1) The applicant and its tenants (if applicable) must work with the City's Program and Compliance Manager regarding workforce development resources to help advance the goals described in this ordinance. The applicant must also meet and

collaborate with the City's Workforce Development Division, the Program Director of the Worcester Jobs Fund, other local employment agencies, and community or neighborhood organizations as identified to outline the job profiles of those positions to be created in order to secure positions at the project address for Worcester residents. The applicant and its tenants (if applicable) must also agree to make all commercially reasonable efforts to maintain and add to the level of jobs at the project address as long as the TIF Plan is effective.

- (2) The applicant's support of local workforce development initiatives such as job fairs or programs like the Building Pathways program is highly encouraged.
- (3) The applicant must commit to a goal of 15% workforce hours for apprentices in an Apprenticeship program registered with the Massachusetts Division of Apprenticeship Standards (DAS) and comply with such standards. In furtherance of this goal, applicant must demonstrate efforts to procure contractors and subcontractors in each trade that maintain a DAS registered apprenticeship program. Opportunities on the project for apprentices who are Worcester residents and/or students or graduates of the Worcester Public Schools are a priority of the City and highly encouraged.

(e) Reporting and Monitoring.

(1) During Construction.

- (i) In furtherance of the contractor requirements and workforce goals for the project, the applicant must submit to the City certified payroll documentation for all contractors and sub-contractors at every tier. The documentation must be submitted at least monthly and shall include each employee's name, address, gender, race/ethnicity, apprentice status, wages, and withholdings. The OSHA 10 cards referenced in section (c) of this ordinance must be submitted for each employee with the first certified payroll form in which the employee appears.
- (ii) The applicant must ensure that its construction manager or general contractor maintain a daily log of each employee working on the project. The log must contain the project location, date, printed employee name, employee signature, name of employer, and time of entry / exit. The logs must be submitted to the Program and Compliance Manager at least bi-weekly.
- (iii) The applicant must participate in the City's Construction Diversity Monitoring Committee (CDMC) meetings throughout the duration of the project. Attendance by a representative from the project's

development team and a representative from the project's Construction Manager/General Contractor team are required at CDMC meetings.

- (iv) The applicant must make the Program and Compliance Manager aware of any shortfalls regarding goals and meet with the Program and Compliance Manager monthly/periodically or as needed throughout the project construction to evaluate and reassess performance toward diversity goals and develop a strategic plan to address any shortfalls.
- (v) The applicant will provide the site access for periodic monitoring and compliance visits throughout the duration of the project.

(2) Post-Construction.

- (i) Per M.G.L. Chapter 23A and 402 CMR 2.00, active EDIP projects are required to submit an annual report to the Commonwealth's Economic Assistance Coordinating Council (EACC) and to the municipality in which the project is located. The EACC reviews each project for compliance with job creation and retention, private investment goals and if applicable, investment tax credit utilization. The failure to submit the annual report to the EACC is grounds for project decertification which may result in the revocation and potential recapture of state tax benefits. The annual report requires the following information: full-time employment levels at the facility at the beginning and end of the reporting period; the specific number of Worcester residents employed full-time at the facility at the beginning and end of the reporting period; the total project investment made as of the date of the report; the applicant's financial contribution to the City of Worcester (i.e. property taxes, motor vehicle excise taxes, and water and sewer fees), for the fiscal year; a description of any private investment made for the benefit of the community during the reporting period.
- (ii) In addition to the annual report required of the EACC, the City of Worcester requests similar reports on a semi-annual basis, for time periods ending June 30th and December 31st during the duration of the TIF Plan.
- (iii) Active HDIP projects must provide annual reporting to the City of Worcester including occupancy rates of the residential units, rental rates of the residential units, and the applicant's financial contribution to the City of Worcester for the preceding fiscal year.



(f) Corrective Action & Remedies.

(1) General Requirements and Assurances.

Any violation of compliance with laws, requirements, and/or assurances in section (c) of this ordinance may result in revocation or reduction of local tax benefits in the sole determination of the City of Worcester.

(2) During Construction.

- (i) Failure to submit complete and accurate documentation as outlined in section (e) of this ordinance may result in fines, revocation, or reduction of local tax benefits.
- (ii) Failure to perform best faith efforts in achieving the goals described in section (c) of this ordinance may result in fines, revocation or reduction of local tax benefits.
- (iii) As a result of project reporting and monitoring, if the Program and Compliance Manager determines that the project is failing to meet the requirements or expectations of this ordinance, a Letter of Noncompliance will be issued. The initial Letter of Noncompliance will result in a fine of five thousand dollars (\$5,000.00). The applicant must respond to the letter with a Corrective Action Plan outlining the steps that will be taken to remedy the issues of Noncompliance. Failure to implement the Corrective Action Plan may result in a revocation or reduction of local tax benefits associated with the project in the sole determination of the City of Worcester. The severity of Noncompliance issues will inform the City's determination of whether to revoke the tax benefits, or the degree in which the tax benefits may be reduced.

(3) Post Construction.

Failure to submit a semi-annual report to the City of Worcester, as well as a company's failure to retain its permanent, full-time job base as stated in the application, complete the project as proposed, or reach at least 50% of its job creation goal as stated in the application, may result in the revocation and/or potential recapture of local tax benefits. The City of Worcester reserves the right to consider the revocation or reduction of local tax benefits on a case-by-case basis. If the City of Worcester chooses to reduce the percentage of a company's local tax benefits due to non-compliance with its job retention or creation goals, the percentage reduction amount will be proportionate to the company's current permanent, full-time employment levels.

**EXHIBIT B  
CITY OF WORCESTER  
CITY COUNCIL APPROVAL**

DRAFT

**EXHIBIT C  
CITY OF WORCESTER  
ANR PLAN DEPICTING PROPERTY**

DRAFT



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may03110151

Attachment for Item # 10.7 A

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

The attached communication relative to pothole repairs and litter issues throughout the city as received from Jay J. Fink, P.E., Commissioner, Department of Public Works & Parks (DPW&P), is forwarded for the information of your Honorable Body.

We can all agree that potholes and litter are frustrating; however, they are unfortunately a daily reality of city life.

### **Litter**

The municipality is doing its part to address the issues, but we all must do our part if we want to make a difference. The City expanded its Quality of Life Team to help address issues including trash. Over the past year the Quality of Life Team built up capacity so it can be present in each of the city's neighborhoods and lead beautification efforts and other enhancement initiatives across the city. The team can function better when the public reports problem areas so the team can alleviate them.

The public can also help when it comes to street sweeping. The municipality conducts an annual spring street sweeping program, which began on April 1 this year. It will take six to eight weeks to complete. The aim of the program is to remove winter sand and small litter/debris and improve stormwater quality. Residents and business owners who know their street is about to be swept can help clear the sidewalks of litter by sweeping any litter into the street.

The municipality also conducts clean-up activities that address litter, overgrowth, and other cleanliness issues. Staff from DPW&P cleaned 181 sites from July to November 2023.

Additionally, I reactivated the City Manager's Clean Team in 2023. Members of the City Manager's Office, the Quality of Life Team, and neighborhood volunteers conducted clean-ups in targeted areas of the City's council districts, something we will be doing again this year. The following are the dates of the Clean Team clean-ups this year:

June 1

June 22

July 27

August 24

September 28

Anyone interested in volunteering should keep an eye on the City's website and social media pages for more information.

## **Potholes**

Potholes are a natural occurrence and result from winter weather as well as the age and condition of the streets. This winter was particularly bad for pothole creation, with many freeze and thaw cycles coupled with a lot of rain, causing potholes to not only form but reappear. DPW&P is working hard to address the issues, filling 8,922 potholes from February 1 to April 26. If residents see a pothole, they are asked to please report it through Worcester 311.

In addition to filling potholes, the municipality is addressing some of their root causes. The City recently conducted a pavement management survey of all city streets and rated them according to a pavement condition index. Newly paved streets receive ratings of 100. Asphalt shrinks with time and weathering, which leads to cracks that will

lower a street's rating. The municipality is employing pavement management strategies to prolong the life of roadways, those strategies include sealing cracks, which will help reduce the number of potholes that have the chance to form.

We all want to live and work in a city that is free of litter and potholes, but it takes investment, both from the municipality and the community. The municipality can put its resources toward filling potholes and cleaning up litter, but without the help of the community we won't be able to make real, sustainable change. We need the public's help to change their own behavior and not litter, as well as to actively work to report incidences of litter or potholes throughout the city. Together we can achieve a cleaner Worcester.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Eric D. Batista". The signature is stylized and cursive, with a large loop at the end.

Eric D. Batista  
City Manager



**To:** Eric D. Batista, City Manager  
**From:** Jay J. Fink, P.E., Commissioner  
**Date:** May 7, 2024  
**Re:** Communication relative to the pothole repairs and litter issues

The Department of Public Works and Parks provides the following update relative to pothole repair and litter issues throughout the City. Litter on City streets, sidewalks and parks is addressed through a number of ongoing programs summarized below:

Street sweeping—The street sweeping program commenced on April 1, 2024 and typically takes six to eight weeks to complete. Every year at the conclusion of the winter season, the annual street sweeping program begins to remove winter sand and other small debris from all city roads, including residential side streets. This is a major city cleaning operation that addresses several issues at one time.

- a. Removal of winter sand
- b. Removal of small litter/debris
- c. Improvement in stormwater water quality

The spring street sweeping campaign is a labor intensive program requiring the majority of the Streets Division personnel operating street sweepers and hauling trucks as well as posting signs, etc.

Beginning in FY22, The Department of Public Works and Parks began assigning dedicated staff to clean city programs including targeted clean up activities addressing litter, overgrowth, and other cleanliness issues. In 2023, 181 sites were cleaned from July through November. This program begins once the spring sweeping has concluded.

These efforts will be complimented by the efforts of the Quality of Life Team and the Worcester Green Corps.

Potholes are a function of the winter weather as well as the age and condition of the streets. This past winter was problematic as it relates to potholes not only in the City of Worcester, but in many communities. There were many freeze thaw cycles coupled with a lot of rain as opposed to months of frozen ground. This caused potholes not only to form, but also to reappear. Another factor was the material that the City was able to use to fill the potholes. The asphalt mix that was available did not seem to hold up and many asphalt patches installed by City forces as well as private utilities deteriorated quickly.

Potholes form when water infiltrates the roadway surface and freezes. The ice formation expands separating the compacted materials. When the ice melts, a void is left and starts the roadway degradation process. Delamination is when the top surface of the roadway breaks away. The best remedial practice is to utilize hot mix and emulsion and roller to compact the patch to restore the surface. When the water has infiltrated to the base or subgrade of the roadway, a deeper hole is formed. These holes can be filled, but are likely to reappear.

Pothole repair is an ongoing program of the Department with various roadway problems filled or fixed year round. During the winter, however, most repairs are necessarily short term fixes, with return repairs required in the warmer weather. Once spring arrives, an enhanced pothole repair program begins in earnest, resulting in thousands of potholes filled each month. The following documents the pothole repairs recorded in the City's CSRS customer service system for the winter and the spring to date:

- a. 2,484 potholes filled from November 1, 2023 through February 1, 2024
- b. 8,922 potholes filled from February 1, 2024 through April 26, 2024

A report is attached listing all streets and numbers of potholes filled this spring to date.




Residents should know that the best way to report a pothole is through the City's 311 app or by calling 311. All customer service requests are sent directly to streets division and added to the queue of needed pothole repairs. Three or more crews are dispatched each day to repair potholes currently, and more will be available when the Spring sweeping program concludes.

The magnitude of potholes in any given season is also a direct result of the condition of the streets. A pavement management survey was recently done of all of the City streets. Street conditions are measured using a pavement condition index. A newly paved street is rated at 100 and that number will decrease with age. Asphalt actually shrinks with time and weathering which form cracks. Left unattended, the cracks worsen and the rating will decrease rapidly. There are pavement management strategies that will prolong the life of the roadway surface such as crack sealing which is being done. Sealing the cracks will also help in reducing the number of potholes that have the chance to form.

If you have questions or require additional information, do not hesitate to ask.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jay J. Fink". The signature is fluid and cursive, with a long horizontal stroke at the end.

Jay J. Fink, P.E.  
Commissioner, Department of Public Works & Parks

Attachment

# Potholes Repaired

2/1/2024 through 4/26/2024

8,922

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
1	02/01/2024	2083539	AIRPORT DR GODDARD MEMORIAL DR
1	02/01/2024	2085421	BEAVER ST 41 (entered as '34-98 Clement St')
1	02/01/2024	2085560	CAMBRIDGE ST 641 (entered as '640-642 Cambridge St')
1	02/01/2024	2085389	CAMBRIDGE ST at KANSAS ST
3	02/01/2024	2084944	CAMBRIDGE ST at SOUTHBRIDGE ST
1	02/01/2024	2085109	CAMBRIDGE ST near 0 CAMBRIDGE ST
2	02/01/2024	2085367	CHANDLER ST at PLEASANT ST
1	02/01/2024	2084162	GRANITE ST 1 (entered as '1 Granite St')
2	02/01/2024	2085301	GRANITE ST at GARNET ST
15	02/01/2024	2085299	GRANITE ST at ST. ANTHONY ST
10	02/01/2024	2084332	GROVE ST 353
10	02/01/2024	2084352	GROVE ST 353
3	02/01/2024	2084080	GROVE ST 549
3	02/01/2024	2084253	GROVE ST 550 (entered as 'Grove St')
10	02/01/2024	2084354	GROVE ST near 353 GROVE ST
3	02/01/2024	2084355	LUDLOW ST 50
1	02/01/2024	2084348	MAIN ST at PIEDMONT ST
10	02/01/2024	2085302	MILLBURY ST 1059
5	02/01/2024	2083984	MOUNTAIN ST WEST 76
2	02/01/2024	2085346	PARK AVE at HIGHLAND ST
0	02/01/2024	2084265	PEACEDALE AVE 31
2	02/01/2024	2085528	PLEASANT ST 1128 (entered as '696-698 Chandler St')
4	02/01/2024	2085039	RANDOLPH RD at BURNCOAT ST
25	02/01/2024	2085034	SAGAMORE RD 57
5	02/01/2024	2085622	SALISBURY ST 357
0	02/01/2024	2085377	SALISBURY ST at RUTLAND TER
0	02/01/2024	2085387	SOUTHWEST CUTOFF near 560 SOUTHWEST CUTOFF
2	02/01/2024	2085404	VERNON ST 40
3	02/01/2024	2085593	VERNON ST 60 (entered as '60 Vernon St')
7	02/01/2024	2084847	WEST BOYLSTON ST 667
2	02/01/2024	2085019	WEST BOYLSTON ST 681 (entered as '672-674 W Boylston St')
3	02/01/2024	2085366	WEST BOYLSTON ST at RUTHVEN AVE
5	02/02/2024	2084039	FIRST ST 14
5	02/02/2024	2085155	GRAFTON ST at JOLMA RD
2	02/02/2024	2084643	NORTHEAST CUTOFF 116 (entered as '137-157 NE Cutoff')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
13	02/02/2024	2084955	WEST BOYLSTON ST at BARBER AVE
8	02/02/2024	2084193	WOODFORD ST 5
0	02/03/2024	2086174	MAIN ST 1322 (entered as 'Main St + Sylvan St')
30	02/05/2024	2084730	CONSTITUTION AVE at TACOMA ST
10	02/05/2024	2085823	GODDARD MEMORIAL DR
10	02/05/2024	2080600	GODDARD MEMORIAL DR 160 (entered as '160 Goddard Memorial Dr')
10	02/05/2024	2080603	GODDARD MEMORIAL DR 162 (entered as '162-180 Goddard Memorial Dr')
10	02/05/2024	2085921	GODDARD MEMORIAL DR at AIRPORT DR
10	02/05/2024	2086032	GODDARD MEMORIAL DR at COPPAGE DR
10	02/05/2024	2084317	GODDARD MEMORIAL DR at PARSONS HILL DR
10	02/05/2024	2084800	GODDARD MEMORIAL DR near 162 GODDARD MEMORIAL DR
10	02/05/2024	2086493	GODDARD MEMORIAL DR near 162 GODDARD MEMORIAL DR
40	02/05/2024	2084623	GREAT BROOK VALLEY A 6 (entered as '74 Boylston St')
12	02/05/2024	2086236	GREAT BROOK VALLEY A 6 (entered as '76 Boylston St')
30	02/05/2024	2083846	HIGGINS ST 111
30	02/05/2024	2084249	TACOMA ST at NEW VISTA LN
8	02/06/2024	2086222	BROOKS ST 331
6	02/06/2024	2086219	BROOKS ST 344
4	02/06/2024	2086220	BROOKS ST 352
3	02/06/2024	2086207	BROOKS ST at MALDEN ST
1	02/06/2024	2085718	CAMBRIDGE ST 622 (entered as '622 Cambridge St')
4	02/06/2024	2086296	COMMONWEALTH AVE at HAMILTON ST
3	02/06/2024	2085928	DALTON ST 1
1	02/06/2024	2086430	EAST CENTRAL ST near 110 SUMMER ST
4	02/06/2024	2085988	FOSTER ST at FRONT ST
4	02/06/2024	2086209	GRAFTON ST 966
5	02/06/2024	2085582	GRAFTON ST 966
6	02/06/2024	2086211	GRAFTON ST 980
10	02/06/2024	2085647	GRAFTON ST at DALTON ST
5	02/06/2024	2085785	GROVE ST 578
1	02/06/2024	2085694	GROVE ST near 353 GROVE ST
1	02/06/2024	2086336	HOUGHTON ST 65
2	02/06/2024	2085335	JEFFERSON ST 25 (entered as '25 Jefferson St')
1	02/06/2024	2086307	JEFFERSON ST near 32 JEFFERSON ST
1	02/06/2024	2086074	JOPPA RD at PLEASANT ST

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
1	02/06/2024	2086213	LAKE AVE 340
3	02/06/2024	2086357	LAKE AVE 370
1	02/06/2024	2086288	LAKE AVE 380
1	02/06/2024	2085674	LAKE AVE 380
1	02/06/2024	2086078	LAKE AVE at COBURN AVE
20	02/06/2024	2085929	MAIN ST 845
1	02/06/2024	2085673	MAIN ST at MILL ST EXT
7	02/06/2024	2086221	MALDEN ST 71
7	02/06/2024	2086055	MALDEN ST 71
6	02/06/2024	2086233	MALDEN ST 71 (entered as '346-398 Brooks St')
6	02/06/2024	2086216	MALDEN ST at BROOKS ST
16	02/06/2024	2085932	MARAVISTA RD 26 (entered as '26 Maravista Rd')
4	02/06/2024	2086212	MASSASOIT RD 92
6	02/06/2024	2086106	MORELAND ST at PLEASANT ST
1	02/06/2024	2085418	OLEAN ST 105 (entered as '105 Olean St')
2	02/06/2024	2086505	PARK AVE 453
8	02/06/2024	2085624	PARK AVE at SALISBURY ST
9	02/06/2024	2086495	PLANTATION PKWY 499
5	02/06/2024	2086191	PLEASANT ST 1001 (entered as '1001 Pleasant St')
3	02/06/2024	2086417	PLEASANT ST 1086
2	02/06/2024	2085934	PLEASANT ST 1130
6	02/06/2024	2086412	PLEASANT ST 994
4	02/06/2024	2086033	PLEASANT ST at AIRPORT DR
2	02/06/2024	2086076	PLEASANT ST near 1128 PLEASANT ST
1	02/06/2024	2085623	SALISBURY ST 267
8	02/06/2024	2085787	SALISBURY ST at PARK AVE
4	02/06/2024	2085720	SOUTHBRIDGE ST 804 (entered as 'Southbridge St')
1	02/06/2024	2085759	SUMMER ST 110 (entered as '110 Summer St')
1	02/06/2024	2086206	VERNON ST at AMES ST
1	02/06/2024	2085545	VERNON ST at LOUISE ST
10	02/06/2024	2086217	WEST BOYLSTON ST 1258
16	02/06/2024	2085670	WEST CHESTER ST 14
8	02/06/2024	2086214	WEST CHESTER ST 14
2	02/06/2024	2085669	WEST CHESTER ST ALBEMARLE ST and INMAN AVE
4	02/07/2024	2086293	AIRPORT DR 0 (entered as '194-198 Goddard Memorial Dr')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
6	02/07/2024	2085825	AIRPORT DR near 277 AIRPORT DR
5	02/07/2024	2086663	ARCTIC ST 25 (entered as '25 Arctic St')
7	02/07/2024	2085830	BELMONT ST at OFFICER MANNY FAMILIA WAY
1	02/07/2024	2085677	BRATTLE ST 1
2	02/07/2024	2086291	CAMBRIDGE ST 641 (entered as 'Cambridge St')
2	02/07/2024	2086462	CAMBRIDGE ST 677
2	02/07/2024	2086198	CAMBRIDGE ST at KANSAS ST
3	02/07/2024	2086226	CAMBRIDGE ST at KANSAS ST
2	02/07/2024	2086199	CAMBRIDGE ST at MCKEON RD
1	02/07/2024	2086557	CHANDLER ST at MOWER ST and PLEASANT ST
25	02/07/2024	2086728	CIRCUIT AVE SOUTH 56
1	02/07/2024	2086340	COURTLAND ST at WALWORTH ST
2	02/07/2024	2086021	EATON PL 3 (entered as '3 Eaton Pl')
1	02/07/2024	2086597	FRONT ST 120
2	02/07/2024	2086024	FRONT ST 145 (entered as '145 Front St')
3	02/07/2024	2086175	GATES LN 25 (entered as '23 Gates Ln')
5	02/07/2024	2085756	GATES LN 38
1	02/07/2024	2085713	GRAFTON ST 527 (entered as '526 MA-122')
2	02/07/2024	2085827	GRANITE ST 193
15	02/07/2024	2086319	HIGGINS ST 111 (entered as '111 Higgins St')
3	02/07/2024	2086235	HOUSATONIC ST 60 (entered as '60 Housatonic St')
1	02/07/2024	2086294	INGLESIDE AVE 173 (entered as '173 Ingleside Ave')
0	02/07/2024	2086223	INTERSTATE 190 at INTERSTATE 290
5	02/07/2024	2086671	LAKE AVE 385 (entered as '372-404 Lake Ave')
12	02/07/2024	2084404	LINCOLN ST 441 (entered as '431-437 Lincoln St')
1	02/07/2024	2085869	LINCOLN ST at PLANTATION ST
6	02/07/2024	2085540	LINCOLN ST near 349 LINCOLN ST
5	02/07/2024	2086238	METCALF ST 9 (entered as '2-20 Metcalf St')
2	02/07/2024	2085786	MILLBROOK ST 40
7	02/07/2024	2085984	MILLBURY ST near 1059 MILLBURY ST
5	02/07/2024	2086402	PLANTATION PKWY 499
8	02/07/2024	2085393	PLEASANT ST 1083
1	02/07/2024	2086639	RUSSELL ST 80
1	02/07/2024	2086523	SARATOGA DR 6
10	02/07/2024	2086159	SCANDINAVIA AVE 51

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
1	02/07/2024	2086403	ST. ANTHONY ST at BECKLAND ST and GRANITE ST
4	02/07/2024	2086218	TALLAWANDA DR 1
6	02/07/2024	2086410	TALLAWANDA DR at GATES LN
6	02/07/2024	2086116	TALLAWANDA DR at GATES LN
2	02/07/2024	2086234	UNCATENA AVE 53 (entered as '53 Uncatena Ave')
1	02/07/2024	2086020	VENDORA RD 2 (entered as '2-24 Vendora Rd')
3	02/07/2024	2085689	WEST BOYLSTON DR near 35 WEST BOYLSTON DR
1	02/07/2024	2085675	WINTER ST INTERSTATE 290 and GRAFTON ST and WATER ST
8	02/08/2024	2085598	AIRPORT DR 0 (entered as 'Airport Dr')
8	02/08/2024	2085608	AIRPORT DR 277 (entered as 'Goddard Memorial Dr')
1	02/08/2024	2085714	BELMONT ST 301 (entered as 'Plantation St')
1	02/08/2024	2086101	BATTLE ST 19 (entered as '19 Brattle St')
3	02/08/2024	2086492	BROOKS ST
1	02/08/2024	2086908	BURNCOAT ST 394 (entered as '394 Burncoat St')
30	02/08/2024	2086200	COLLEGE ST at SOUTHBRIDGE ST
8	02/08/2024	2086093	DEAN ST 17
8	02/08/2024	2086904	FREMONT ST near 160 FREMONT ST
1	02/08/2024	2086797	FRONT ST near 100 FRONT ST
1	02/08/2024	2086796	FRONT ST near 125 FRONT ST
8	02/08/2024	2085642	GRAND VIEW AVE 100 (entered as '97 Grandview Ave')
2	02/08/2024	2086789	JAMES ST 3
1	02/08/2024	2086564	LAFAYETTE ST at and LODI ST and BIGELOW ST
2	02/08/2024	2085667	LISBON ST 9
2	02/08/2024	2087053	MAIN ST 1269
16	02/08/2024	2087009	MAIN ST 1406
8	02/08/2024	2085922	MCKEON RD 19
4	02/08/2024	2086736	MILLBROOK ST 67
1	02/08/2024	2086980	MOUNTAIN ST WEST 173 (entered as '198 W Mountain St')
3	02/08/2024	2086806	PLEASANT ST 921 (entered as '921 Pleasant St')
3	02/08/2024	2086978	PULLMAN ST 72 (entered as '46 W Mountain St')
1	02/08/2024	2086909	RANDALL ST 62 (entered as '62 Randall St')
2	02/08/2024	2085979	SALISBURY ST 267 (entered as '267 Salisbury St')
1	02/08/2024	2086556	SALISBURY ST 82 (entered as '178-188 Salisbury St')
8	02/08/2024	2086596	SOUTHBRIDGE ST at COLLEGE ST
4	02/08/2024	2086172	TALLAWANDA DR 1 (entered as '1-3 Tallawanda Dr')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
3	02/08/2024	2086979	WEST BOYLSTON ST 859 (entered as '7 W Mountain St')
25	02/08/2024	2086602	WEST BOYLSTON ST at WHISPERING PINE CIR
4	02/09/2024	2086409	HENDERSON AVE at MAIN ST
80	02/09/2024	2085252	HIGGINS ST 111
20	02/09/2024	2086461	JAMES ST 3
6	02/09/2024	2086173	MAIN ST 1322 (entered as '2-10 Sylvan St')
5	02/12/2024	2087348	BELMONT ST 361 (entered as 'Belmont St')
2	02/12/2024	2085833	BURNCOAT ST at THORNDYKE RD
6	02/12/2024	2086186	HIGHLAND ST 339 (entered as '42.26981')
5	02/12/2024	2087116	LAKE AVE NORTH 319 (entered as '312 N Lake Ave')
6	02/12/2024	2085600	MAIN ST 857 (entered as '865 Main St')
5	02/12/2024	2087068	MALDEN ST 83
10	02/12/2024	2086228	PARK AVE 111 (entered as '111 Park Ave')
7	02/12/2024	2087106	STAFFORD ST 176
4	02/12/2024	2086411	WEST BOYLSTON ST 290
25	02/13/2024	2086771	HOPE AVE 143 (entered as '145 Hope Ave')
25	02/13/2024	2085671	HOPE AVE 207 at WEBSTER ST
25	02/13/2024	2086654	HOPE AVE 22
10	02/13/2024	2086077	HOPE AVE at INTERSTATE 290
10	02/13/2024	2086047	HOPE AVE at INTERSTATE 290
25	02/13/2024	2087154	HOPE AVE at INTERSTATE 290
25	02/13/2024	2087070	LYMAN ST 9
10	02/15/2024	2085831	EASTERN AVE at BELMONT ST
6	02/15/2024	2086964	FIRST ST 45
15	02/15/2024	2085719	GRAND VIEW AVE 140
6	02/15/2024	2086841	IOWA ST 36
3	02/15/2024	2085396	KENDALL ST 29
8	02/15/2024	2084369	LUDLOW ST 149
5	02/15/2024	2086950	MILL ST 307 (entered as '1-15 Fourth St')
4	02/15/2024	2084481	MORELAND ST 238 (entered as '238-252 Moreland St')
5	02/15/2024	2085319	MORELAND ST 240 (entered as '240 Moreland St')
5	02/15/2024	2086408	MORELAND ST 263
5	02/15/2024	2086910	MORELAND ST 32 (entered as 'Moreland St')
5	02/15/2024	2086638	MORELAND ST near 164 MORELAND ST
3	02/15/2024	2086072	PLEASANT ST 1086



# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
2	02/15/2024	2086804	PLEASANT ST 876 (entered as '876 Pleasant St')
4	02/15/2024	2086071	PLEASANT ST 926
2	02/15/2024	2087007	POMONA RD near 5 POMONA RD
0	02/15/2024	2081255	SAINT PAUL DR 5 (entered as '5 St Paul Dr')
10	02/15/2024	2086059	STAFFORD ST 115
10	02/15/2024	2087104	STAFFORD ST 120
10	02/15/2024	2087109	STAFFORD ST 172
20	02/15/2024	2087480	STAFFORD ST 186
20	02/15/2024	2086292	STAFFORD ST 186 (entered as '186 Stafford St')
10	02/15/2024	2087381	STAFFORD ST 255
30	02/15/2024	2087044	STAFFORD ST 3
10	02/15/2024	2085826	STAFFORD ST at EUREKA ST
20	02/15/2024	2087477	STAFFORD ST at HEARD ST
10	02/15/2024	2085957	STAFFORD ST at HEARD ST and CURTIS PKWY
10	02/15/2024	2088095	STAFFORD ST near 202 STAFFORD ST
15	02/15/2024	2086782	STAFFORD ST near 97 STAFFORD ST
15	02/15/2024	2085617	WALCOTT ST 40 (entered as '36 Hope Ave')
12	02/15/2024	2087558	WEBSTER ST 110 (entered as '110 Webster St')
20	02/16/2024	2088371	STAFFORD ST 254 (entered as '254 Stafford St')
5	02/17/2024	2086170	EAST CENTRAL ST at MULBERRY ST
2	02/17/2024	2088395	HEARD ST 19 (entered as 'Heard St')
2	02/17/2024	2088421	LAKE AVE 283 (entered as '289-299 Lake Ave')
1	02/17/2024	2078820	LINCOLN ST 680 (entered as '704 Lincoln St')
1	02/17/2024	2088376	STAFFORD ST 184
2	02/18/2024	2087443	CAMBRIDGE ST 379
1	02/18/2024	2088221	FREMONT ST 20
3	02/18/2024	2087478	GATES RD 14B
1	02/18/2024	2088344	HAMMOND ST 44
1	02/18/2024	2087471	HEARD ST 9
1	02/18/2024	2086501	HEARD ST near 105 STAFFORD ST
5	02/18/2024	2087213	HOLLAND RD near 6 HOLLAND RD
1	02/18/2024	2086745	LUDLOW ST 50
1	02/18/2024	2087408	PARK AVE 511 (entered as '511 Park Ave')
1	02/18/2024	2087036	STAFFORD ST at JAMES ST
3	02/18/2024	2087733	WEBSTER ST 235 (entered as '235 Webster Street')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
3	02/18/2024	2085612	WEBSTER ST 280 (entered as '280 Webster St')
5	02/20/2024	2088552	ACUSHNET AVE 21
4	02/20/2024	2086946	ALVARADO AVE 107 (entered as '12-18 Anna St')
4	02/20/2024	2086933	ALVARADO AVE at ANNA ST
1	02/20/2024	2088051	ARCADIA ST 21
1	02/20/2024	2086907	BELMONT ST 306
12	02/20/2024	2087112	BJORKLUND AVE 93
8	02/20/2024	2088598	BRANDON RD 14 (entered as '14 Brandon Rd')
4	02/20/2024	2088584	BURNCOAT ST 583 (entered as '583 Burncoat St')
1	02/20/2024	2087149	CAROLINE ST 28
2	02/20/2024	2088040	CASCO ST near 68 ALBANY ST
4	02/20/2024	2087096	CHESTER ST 34
0	02/20/2024	2087582	CORAL ST 16
3	02/20/2024	2086852	CRESTON ST at ADAMS ST
3	02/20/2024	2087405	DALTON ST at GRAFTON ST
14	02/20/2024	2086092	DEBORAH RD 7
1	02/20/2024	2088383	DELL AVE 10
5	02/20/2024	2088591	FLAGG ST 75 (entered as '75 Flagg St')
1	02/20/2024	2088030	FORBES ST at LINCOLN ST
1	02/20/2024	2087164	GRAFTON ST 746 (entered as '747 MA-122')
1	02/20/2024	2088320	GRAFTON ST at and ERNEST AVE and VALMOR ST
2	02/20/2024	2087201	GROVE ST 577 (entered as '577 Grove St')
6	02/20/2024	2088332	HILLSIDE ST 2 (entered as '2 Hillside St')
4	02/20/2024	2088331	HILLSIDE ST 6 (entered as '6 Hillside St')
2	02/20/2024	2087581	INGLESIDE AVE at DARTMOUTH ST
0	02/20/2024	2087369	JOSEPH ST 1 (entered as '1-27 Joseph St')
1	02/20/2024	2087410	LANCASTER ST 1
8	02/20/2024	2087411	LANCASTER ST 14
2	02/20/2024	2087412	LANCASTER ST 18
2	02/20/2024	2087413	LANCASTER ST 31
5	02/20/2024	2088388	LOCHWAN AVE at GIBBS ST
22	02/20/2024	2087159	MILLBROOK ST near 66 MILLBROOK ST
4	02/20/2024	2087323	NEPONSET ST 12
4	02/20/2024	2088600	PATTISON ST 6 (entered as '6 Pattison St')
1	02/20/2024	2087347	PLANTATION ST 22

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
1	02/20/2024	2088021	PLANTATION ST 286 (entered as '2-8 Peabody St')
1	02/20/2024	2086983	PLANTATION ST 701 (entered as '665 Plantation St')
1	02/20/2024	2087778	PLANTATION ST 8
1	02/20/2024	2087414	PLEASANT ST 71
3	02/20/2024	2087018	REXHAME RD 29
4	02/20/2024	2088029	ROCKPORT RD near 281 LINCOLN ST
3	02/20/2024	2088416	SOUTH STOWELL ST 6 (entered as '5 S Stowell St')
12	02/20/2024	2088204	SOUTHWEST CUTOFF 50 (entered as 'Sunderland Rd + Southwest PI
12	02/20/2024	2087005	SUNDERLAND RD 488 (entered as '488-498 Sunderland Rd')
12	02/20/2024	2088057	SUNDERLAND RD near 1135 GRAFTON ST
1	02/20/2024	2087130	VALMOR ST at ERNEST AVE and GRAFTON ST
1	02/20/2024	2088334	VERNON ST 118 (entered as '118 Vernon St')
1	02/20/2024	2088335	VERNON ST 139 (entered as '139 Vernon St')
2	02/20/2024	2088345	VERNON ST 139 (entered as '139 Vernon St')
1	02/20/2024	2087779	VERNON ST 48
1	02/20/2024	2087095	VERNON ST at VIEW ST
6	02/20/2024	2088452	WEST BOYLSTON ST 1241
4	02/20/2024	2087063	WEST BOYLSTON ST 292 (entered as '200-290 W Boylston St')
9	02/20/2024	2086912	WEST BOYLSTON ST 430 (entered as '438 W Boylston St')
7	02/20/2024	2087952	WEST BOYLSTON ST 470 (entered as '1-9 Kendrick Ave')
6	02/20/2024	2086645	WEST CHESTER ST 46
0	02/21/2024	2088346	ALCOTT ST 8 (entered as '8 Alcott St')
0	02/21/2024	2088551	ANDREWS AVE 83
1	02/21/2024	2088695	ANNA ST 5 (entered as 'Anna St')
1	02/21/2024	2088844	ANNA ST at ALVARADO AVE
2	02/21/2024	2088902	ANNA ST at ALVARADO AVE
3	02/21/2024	2087780	ARARAT ST 0
8	02/21/2024	2088538	ARARAT ST 0 (entered as 'Ararat St')
2	02/21/2024	2087278	ARARAT ST 0 (entered as 'Ararat St')
2	02/21/2024	2088408	ARARAT ST 100 (entered as '100 Ararat Street')
1	02/21/2024	2087475	ARARAT ST 83
2	02/21/2024	2088146	ARARAT ST at DELAVAL RD
1	02/21/2024	2087100	BEACON ST near 111 BEACON ST
2	02/21/2024	2088192	BELMONT ST 361 (entered as 'Belmont St')
1	02/21/2024	2087204	BLACKSTONE RIVER RD 0 (entered as 'Blackstone River Rd')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
15	02/21/2024	2088390	BRIAR LN near 1 BRIAR LN
9	02/21/2024	2088537	BURNCOAT ST at MOUNTAIN ST EAST
4	02/21/2024	2086196	CALUMET AVE 9
4	02/21/2024	2086581	CAMBRIDGE ST at FREMONT ST and CANTERBURY ST
20	02/21/2024	2087682	CHANDLER ST near 375 CHANDLER ST
20	02/21/2024	2087380	CHANDLER ST near 462 CHANDLER ST
3	02/21/2024	2088751	CHANNING ST at MOUNT VERNON ST
3	02/21/2024	2088365	COLLEGE ST 125 (entered as '125 College St')
4	02/21/2024	2088786	COLLEGE ST 99
1	02/21/2024	2088904	EAST CENTRAL ST 11
20	02/21/2024	2088330	GOLD STAR BLVD 96 (entered as '94-98 Glennie St')
2	02/21/2024	2088582	GOLD STAR BLVD 96 (entered as '94-98 Glennie St')
15	02/21/2024	2086981	GREAT BROOK VALLEY A 6 (entered as 'NE Cutoff')
1	02/21/2024	2088413	GREENWOOD ST 2 (entered as '4 Greenwood St')
20	02/21/2024	2087091	HIGGINS ST 95
20	02/21/2024	2086894	HIGGINS ST 95 (entered as '95 Higgins St')
18	02/21/2024	2087309	HOOPER ST at MOUNT VERNON ST
1	02/21/2024	2088082	HOPE AVE 20
10	02/21/2024	2067970	HOPE AVE at INTERSTATE 290
1	02/21/2024	2088031	JACKSON ST at LAGRANGE ST
3	02/21/2024	2087847	LANESBORO RD 26 (entered as '200 Mountain Street W')
0	02/21/2024	2087561	LINCOLN ST 481 (entered as '481 Lincoln St')
1	02/21/2024	2088005	LINCOLN ST at PERKINS ST
4	02/21/2024	2086208	MAIN ST 1405
4	02/21/2024	2088316	MAIN ST 845 (entered as 'Hammond St')
1	02/21/2024	2087563	MELROSE ST 36 (entered as 'Melrose St')
15	02/21/2024	2088597	MILLBROOK ST 145 (entered as '145 Millbrook St')
15	02/21/2024	2088534	MILLBROOK ST 151
15	02/21/2024	2088585	MILLBROOK ST 151 (entered as '151 Millbrook St')
12	02/21/2024	2088429	MILLBROOK ST 67
15	02/21/2024	2088435	MILLBROOK ST at INTERSTATE 290
1	02/21/2024	2087843	MOUNTAIN ST WEST 119 (entered as '119 Mountain Street W')
15	02/21/2024	2087345	ORIENT ST near 10 LORD ST
0	02/21/2024	2088009	PEABODY ST 7 (entered as 'Marlboro St & Peabody St')
4	02/21/2024	2088003	PERKINS ST at WESTMINSTER ST

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
1	02/21/2024	2088799	PLANTATION ST 630
0	02/21/2024	2086835	RICE ST 1 (entered as '42-198 Briar Ln')
1	02/21/2024	2087209	SENECA ST 10
1	02/21/2024	2086743	SOUTHBRIDGE ST 1023
1	02/21/2024	2087155	SOUTHBRIDGE ST at FORTIER ST
15	02/21/2024	2085901	SUNDERLAND RD 495
15	02/21/2024	2088747	SUNDERLAND RD near 529 SUNDERLAND RD
1	02/21/2024	2087365	WAWECUS RD 20
8	02/21/2024	2088532	WAYSIDE RD 1
8	02/21/2024	2088595	WAYSIDE RD 1 (entered as '1 Wayside Rd')
25	02/21/2024	2086738	WEST CHESTER ST 25 (entered as 'Inman Ave')
1	02/21/2024	2088027	WINDSOR ST near 17 STURGIS ST
5	02/22/2024	2087939	BARRY RD 49 (entered as '49 Barry Road')
3	02/22/2024	2087098	BARRY RD 92
1	02/22/2024	2088961	BLACKSTONE RIVER RD at STEBBINS ST
1	02/22/2024	2088414	BRATTLE ST 45 (entered as '45 Brattle St')
8	02/22/2024	2088237	BYRON ST at MILLBROOK ST
10	02/22/2024	2087690	FLAGG ST 75
10	02/22/2024	2088923	FLAGG ST 83 (entered as '70-76 Flagg St')
8	02/22/2024	2088979	FRONTENAC RD 2 (entered as 'Frontenac Rd')
2	02/22/2024	2088142	GRAFTON ST 867 (entered as '967 Grafton St')
1	02/22/2024	2087253	GROVE ST 287 (entered as 'Brookfield St & Grove St')
2	02/22/2024	2088779	HAMPDEN ST near 2 BERKSHIRE ST
35	02/22/2024	2088431	HANCOCK HILL DR near 33 HANCOCK HILL DR
1	02/22/2024	2088177	HIGHLAND ST 339 (entered as 'Pleasant St')
3	02/22/2024	2085852	HIGHLAND ST near 110 HIGHLAND ST
2	02/22/2024	2089102	INTERSTATE 290 at and GRAFTON ST and FRANKLIN ST
2	02/22/2024	2088624	LAKE AVE 135
10	02/22/2024	2087439	LAKE AVE NORTH 425
10	02/22/2024	2087061	LINCOLN ST 466 (entered as '4 Goldthwaite Rd')
20	02/22/2024	2088956	MABELLE ST 30 (entered as '30 Mabelle St')
10	02/22/2024	2088140	MAY ST 310 (entered as '310 May Street')
1	02/22/2024	2086073	MAY ST at CHANDLER ST
5	02/22/2024	2087810	MORELAND ST 211 (entered as '211 Moreland St')
8	02/22/2024	2087552	MORELAND ST 257 (entered as '257 Moreland Street')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
6	02/22/2024	2088606	MORELAND ST 281 (entered as '281 Moreland Street')
5	02/22/2024	2088583	MORELAND ST 285 (entered as '285 Moreland St')
5	02/22/2024	2087539	MORELAND ST 87
7	02/22/2024	2087903	MORELAND ST 87
5	02/22/2024	2088975	MORELAND ST at PLEASANT ST
10	02/22/2024	2087755	MORELAND ST near 579 SALISBURY ST
2	02/22/2024	2089108	MOUNT VERNON ST 21 (entered as '21 Mt Vernon St')
2	02/22/2024	2088185	OAK AVE 36 (entered as '42-44 Oak Ave')
1	02/22/2024	2088672	OLEAN ST 156 (entered as '156 Olean St')
10	02/22/2024	2086851	PLANTATION ST 507
1	02/22/2024	2087120	PLEASANT ST 1102
3	02/22/2024	2088223	PULLMAN ST 72
4	02/22/2024	2087665	SALISBURY ST at BURGESS RD
6	02/22/2024	2087556	SIGOURNEY ST 19 (entered as '19 Sigourney St')
3	02/22/2024	2086370	WAYSIDE RD PASADENA PKWY
1	02/22/2024	2087578	WHIPPLE ST 95 (entered as 'Epworth St & Whipple St')
2	02/23/2024	2088783	CHANDLER ST near 346 CHANDLER ST
1	02/23/2024	2089344	ELM ST 71 (entered as '71 Elm St')
2	02/23/2024	2089233	FLAGG ST 75 (entered as '75 Flagg St')
3	02/23/2024	2089263	GILMAN ST 5 (entered as '5 Gilman St')
6	02/23/2024	2089271	GREAT BROOK VALLEY A 6 (entered as 'Clinton St')
1	02/23/2024	2087256	GROVE ST 495 (entered as '42.28489')
5	02/23/2024	2088948	GROVE ST 549 (entered as '549 Grove St')
1	02/23/2024	2088474	GROVE ST near 112 GROVE ST
2	02/23/2024	2089289	LARAIA ST at WILSON ST
0	02/23/2024	2089117	MCGILL ST 1 at MCKEON RD
2	02/23/2024	2089165	PLANTATION ST at UNNAMED RD
9	02/23/2024	2087781	SALISBURY ST 0 (entered as '318-338 Salisbury St')
9	02/23/2024	2089320	SALISBURY ST 246 (entered as '246 Salisbury St')
2	02/23/2024	2088963	SOUTHBRIDGE ST at LAFAYETTE ST
20	02/23/2024	2088941	STERLING ST at WINDHAM ST
2	02/23/2024	2088932	VALE ST at DORCHESTER ST
7	02/23/2024	2088578	WEBSTER ST 220
2	02/23/2024	2088485	WEST BOYLSTON ST 133
5	02/23/2024	2088002	WESTMINSTER ST at FORBES ST

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
6	02/23/2024	2087997	WESTMINSTER ST at FORESTDALE RD
4	02/23/2024	2088020	WESTMINSTER ST at GREEN HILL PKWY
5	02/23/2024	2087996	WESTMINSTER ST near 16 WESTMINSTER ST
12	02/26/2024	2089203	BELMONT ST 416 (entered as 'Alvarado Ave')
3	02/26/2024	2089206	BELMONT ST 420 (entered as 'Coburn Ave')
2	02/26/2024	2089410	BELMONT ST at PLANTATION ST
2	02/26/2024	2089014	BJORKLUND AVE 93
2	02/26/2024	2089579	CAMBRIDGE ST near 215 CAMBRIDGE ST
4	02/26/2024	2089201	COBURN AVE 226 (entered as '226 Coburn Avenue')
3	02/26/2024	2089554	DEAN ST 17
7	02/26/2024	2089608	ELM ST at WEST ST
7	02/26/2024	2087208	ELM ST at WEST ST
6	02/26/2024	2089590	FAIRHAVEN RD 75
2	02/26/2024	2089484	GRAFTON ST 1280 (entered as 'Blithewood Ave & Grafton St')
2	02/26/2024	2089478	GRAFTON ST at BLITHEWOOD AVE
1	02/26/2024	2089462	GROVE ST 397 (entered as '397 Grove Street')
14	02/26/2024	2086529	GROVE ST 603 (entered as '603 Grove St')
1	02/26/2024	2089251	HOLDEN ST 221
1	02/26/2024	2088023	HOLLAND RD 9 (entered as '9 Holland Rd')
1	02/26/2024	2088373	HOPE AVE 15
4	02/26/2024	2089553	INSTITUTE RD 148
1	02/26/2024	2089197	LAKE AVE 11 (entered as 'Lake Ave')
3	02/26/2024	2089552	MAIN ST at and CASTLE ST and OREAD ST
1	02/26/2024	2089581	MAIN ST at FREELAND ST
20	02/26/2024	2089583	MAIN ST at OBERLIN ST
1	02/26/2024	2089239	PLEASANT ST 1098 (entered as '1098 Pleasant St')
2	02/26/2024	2089413	PLEASANT ST 1128
2	02/26/2024	2089610	PLEASANT ST 1128
1	02/26/2024	2089609	PLEASANT ST 113
5	02/26/2024	2089157	SALISBURY ST 271 (entered as '271 Salisbury St')
6	02/26/2024	2089317	SALISBURY ST 87 (entered as '87-113 Salisbury St')
1	02/26/2024	2089309	SHREWSBURY ST 72 (entered as '86 E Central St')
8	02/26/2024	2089440	SOUTHBRIDGE ST 725 (entered as 'College St')
4	02/26/2024	2088024	STURGIS ST at ASHTON ST
10	02/26/2024	2088896	UTICA DR near 11 UTICA DR



# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
1	02/26/2024	2087735	WEBSTER ST 266 (entered as '258-266 Webster St')
8	02/27/2024	2088526	BARRY RD 49 (entered as '49 Barry Road')
12	02/27/2024	2089151	BARRY RD near 54 BARRY RD
10	02/27/2024	2089857	BARRY RD near 69 BARRY RD
1	02/27/2024	2089722	BURNCOAT ST 356 (entered as '356 Burncoat St')
2	02/27/2024	2089725	BURNCOAT ST 394 (entered as '394 Burncoat St')
20	02/27/2024	2089423	CALMIA ST near 2 CALMIA ST
8	02/27/2024	2089238	CHANDLER ST 436 (entered as '436 Chandler St')
2	02/27/2024	2087379	COURTLAND ST 96
1	02/27/2024	2089733	FALES ST 5 (entered as 'West Boylston St + Randall St')
2	02/27/2024	2087080	FOURTH ST 42
1	02/27/2024	2089718	GREAT BROOK VALLEY A 6 (entered as '74 NE Cutoff')
15	02/27/2024	2089925	GROVE ST at NELSON PL
1	02/27/2024	2089528	HILDA ST at UNCATENA AVE
7	02/27/2024	2089441	MAIN ST at YOUNG ST
1	02/27/2024	2087527	MORELAND GREEN DR 3 (entered as '2-54 Green View Ln')
2	02/27/2024	2089706	MORELAND ST 114 (entered as '114-128 Moreland St')
22	02/27/2024	2089607	MORELAND ST 122
15	02/27/2024	2087103	MORELAND ST 164
4	02/27/2024	2088991	MORELAND ST 176
2	02/27/2024	2087811	MORELAND ST 194 (entered as '194 Moreland St')
20	02/27/2024	2089709	MORELAND ST 257 (entered as '257 Moreland Street')
10	02/27/2024	2088990	MORELAND ST 273
15	02/27/2024	2087119	MORELAND ST 277
1	02/27/2024	2089084	MORELAND ST 29 (entered as '29-51 Moreland St')
4	02/27/2024	2089074	MORELAND ST 42 (entered as '42 Moreland St')
3	02/27/2024	2089072	MORELAND ST 43 (entered as '43 Moreland St')
2	02/27/2024	2089077	MORELAND ST 52 (entered as '52 Moreland St')
2	02/27/2024	2089080	MORELAND ST 52 (entered as '52 Moreland St')
3	02/27/2024	2089624	MORNINGSIDE RD at HADWEN RD
1	02/27/2024	2089724	MOUNTAIN ST WEST 173 (entered as '113 W Mountain St')
15	02/27/2024	2089749	MOUNTAIN ST WEST 27 (entered as '27 W Mountain St')
15	02/27/2024	2089729	MOUNTAIN ST WEST 27 (entered as '29 W Mountain St')
17	02/27/2024	2089312	MULBERRY ST 28 (entered as '53 E Central St')
17	02/27/2024	2089311	MULBERRY ST 28 (entered as '61 E Central St')



# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
2	02/27/2024	2088922	OLEAN ST 152 (entered as '152 Olean St')
1	02/27/2024	2089702	OLEAN ST 248 (entered as '248 Olean St')
1	02/27/2024	2089628	PLEASANT ST 1125
2	02/27/2024	2088603	PLEASANT ST 1125 (entered as '1125 Pleasant St')
1	02/27/2024	2088258	PLEASANT ST 1128
1	02/27/2024	2088604	PLEASANT ST 1128 (entered as '696-698 Chandler St')
5	02/27/2024	2089236	PLEASANT ST 766 (entered as '766 Pleasant St')
2	02/27/2024	2089739	PLEASANT ST 955 (entered as '955 Pleasant St')
3	02/27/2024	2088792	PLEASANT ST at and CHANDLER ST and MOWER ST
1	02/27/2024	2088974	PLEASANT ST at MORELAND ST
4	02/27/2024	2088536	PLEASANT ST at WILLARD AVE
3	02/27/2024	2089645	PROSPECT ST 11
1	02/27/2024	2089753	QUEEN ST at CHANDLER ST
1	02/27/2024	2089735	RANDALL ST 22 (entered as '22 Randall St')
1	02/27/2024	2089736	RANDALL ST 62 (entered as '62 Randall St')
2	02/27/2024	2089163	REED ST 11 (entered as '11 Reed Street')
7	02/27/2024	2089430	REED ST 51
1	02/27/2024	2089636	SALISBURY ST 675
1	02/27/2024	2089227	SALISBURY ST 711
5	02/27/2024	2089427	SEPTEMBER ST near 14 REED ST
1	02/27/2024	2089436	TRINITY AVE 75 (entered as '40 Trinity Ave')
1	02/27/2024	2089439	TRINITY AVE 75 (entered as '40 Trinity Ave')
20	02/27/2024	2087456	WALNUT HILL DR 14A
1	02/27/2024	2089734	WEST BOYLSTON ST 540 (entered as 'West Boylston St + Fales St')
1	02/27/2024	2089675	WEST ST at ELM ST
7	02/27/2024	2089533	WILDWOOD AVE near 95 WILDWOOD AVE
9	02/27/2024	2087440	WYOLA DR 44
1	02/28/2024	2089975	ADAMS ST near 28 ADAMS ST
6	02/28/2024	2089968	BEECHMONT ST 68 (entered as '318-338 Salisbury St')
4	02/28/2024	2090130	BRISTOL ST at COLLINS ST
4	02/28/2024	2090131	BRISTOL ST at COLLINS ST
2	02/28/2024	2090007	BURNCOAT ST 160 (entered as '160 Burncoat St')
10	02/28/2024	2089972	CALUMET AVE 86 (entered as '86 Calumet Ave')
10	02/28/2024	2089974	CALUMET AVE 86 (entered as '86 Calumet Ave')
5	02/28/2024	2089977	CALUMET AVE 87 (entered as '87 Calumet Ave')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
2	02/28/2024	2090008	DALTON ST 1 (entered as 'Stop & Shop - New England')
0	02/28/2024	2088013	GREEN HILL PKWY at CHANNING ST
3	02/28/2024	2089958	GROVE ST at NELSON PL
8	02/28/2024	2089403	HEYWOOD ST 90
3	02/28/2024	2089719	INGLESIDE AVE at DARTMOUTH ST
8	02/28/2024	2089941	KINNICUTT RD 15 (entered as '15 Kinnicutt Rd')
5	02/28/2024	2089833	LAKE AVE 355
0	02/28/2024	2089198	LONGMEADOW AVE 130 (entered as '82-98 Hillsboro Rd')
1	02/28/2024	2090031	LOVELL ST at FERDINAND ST and ENGLEWOOD AVE and MAYWOOD ST
1	02/28/2024	2090010	PLEASANT ST at and CHANDLER ST and MOWER ST
2	02/28/2024	2089969	RANDOLPH RD 113 (entered as 'Randolph Rd')
6	02/28/2024	2086976	SALISBURY ST 255
3	02/28/2024	2089698	SALISBURY ST 315 (entered as '315 Salisbury St')
3	02/28/2024	2085879	SALISBURY ST 353
3	02/28/2024	2085712	SALISBURY ST 357
6	02/28/2024	2090042	SALISBURY ST at SPRING VALLEY RD
5	02/28/2024	2090009	SUNDERLAND RD 521 (entered as '521 Sunderland Rd')
7	02/28/2024	2090082	TACONIC RD 0
3	02/28/2024	2089402	VERNON ST 48 (entered as '48-48 Vernon St')
3	02/28/2024	2089540	VERNON ST at DORCHESTER ST
5	02/28/2024	2089730	WEST BOYLSTON ST 430 (entered as '438 W Boylston St')
2	02/29/2024	2090243	ARARAT ST 100
2	02/29/2024	2090255	BEACON ST 95
1	02/29/2024	2088960	BLACKSTONE RIVER RD at GREENWOOD ST
12	02/29/2024	2090384	BURNCOAT ST 466 (entered as '466 Burncoat Street')
10	02/29/2024	2090379	BURNCOAT ST 473 (entered as 'Blue Bell Rd & Burncoat St')
2	02/29/2024	2090202	CHANDLER ST 133 (entered as 'Chandler St & Piedmont St')
1	02/29/2024	2090230	DALTON ST 1
3	02/29/2024	2090329	DALTON ST at GRAFTON ST
4	02/29/2024	2089940	DUNBAR ST 1
5	02/29/2024	2090317	FLAGG ST 135
30	02/29/2024	2088550	GROVE ST 603 at HOLDEN ST
3	02/29/2024	2089626	HOLDEN ST 57
2	02/29/2024	2090261	LAKE AVE NORTH 319
1	02/29/2024	2090268	LAVALLEE TER 7 (entered as '7 Lavallee Terrace')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
8	02/29/2024	2089727	LINCOLN ST 440 (entered as '177 North Pkwy')
1	02/29/2024	2089894	LONGFELLOW RD at COPLEY RD
3	02/29/2024	2090315	LYNNWOOD LN at BARRY RD
5	02/29/2024	2089576	MCKEON RD near 110 MCKEON RD
8	02/29/2024	2090059	MILLBROOK ST 67 (entered as 'I-190 N')
1	02/29/2024	2090319	MORELAND ST at SALISBURY ST
4	02/29/2024	2089483	MOUNTAIN ST EAST near 3 MOUNTAIN ST EAST
1	02/29/2024	2090251	NELSON PL 9
4	02/29/2024	2090081	PLEASANT ST 747 (entered as '747 Pleasant St')
8	02/29/2024	2090361	PROVIDENCE ST 56 (entered as '59 Providence St')
10	02/29/2024	2090378	REED ST 48
15	02/29/2024	2090409	SOUTHBRIDGE ST
4	02/29/2024	2083915	STERLING ST at HARLEM ST
6	02/29/2024	2090411	TRACY PL 4 (entered as '4 Tracy Pl')
3	02/29/2024	2090375	VERNON ST 171 (entered as '171 Vernon St')
1	02/29/2024	2090376	WATER ST 65 (entered as '65 Water St')
1	02/29/2024	2090461	WATER ST at and POND ST and INTERSTATE 290
4	02/29/2024	2087139	WEBSTER ST 119 (entered as '167 MA-12')
3	02/29/2024	2083838	WEBSTER ST 285
14	02/29/2024	2089731	WEST BOYLSTON ST 670 (entered as 'West Boylston St + Quinsigamond Cor
12	02/29/2024	2090058	WEST BOYLSTON ST 947 (entered as '947 W Boylston St')
3	02/29/2024	2090191	WEST CHESTER ST near 25 WEST CHESTER ST
10	02/29/2024	2089841	WESTINGHOUSE PKWY 3 (entered as '3 Westinghouse Pkwy')
9	02/29/2024	2090242	WESTINGHOUSE PKWY at ARARAT ST
7	03/01/2024	2090386	BLUE BELL RD 101 (entered as '101 Blue Bell Road')
1	03/01/2024	2090482	BURNCOAT ST 356
4	03/01/2024	2090475	DORCHESTER ST 124 (entered as '124 Dorchester St')
3	03/01/2024	2090476	DORCHESTER ST 151 (entered as '151 Dorchester St')
2	03/01/2024	2090569	EAST CENTRAL ST 11 (entered as '11 E Central St')
12	03/01/2024	2090357	ERIE AVE near 105 WAYSIDE RD
0	03/01/2024	2087550	FIRST ST 39 (entered as '39 First Street')
15	03/01/2024	2089881	GROVE ST at LANCASTER ST
1	03/01/2024	2090710	HADWEN RD 63 (entered as '63 Hadwen Road')
1	03/01/2024	2090544	HADWEN RD 69 (entered as '69 Hadwen Rd')
25	03/01/2024	2090262	LAKE AVE NORTH 285

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
10	03/01/2024	2089112	NATURAL HISTORY RD 8 (entered as '313-391 N Lake Ave')
1	03/01/2024	2089858	PARK AVE 88 (entered as '88 Park Ave')
4	03/01/2024	2090456	PLANTATION ST 730 (entered as 'Clinton St')
2	03/01/2024	2090439	PROSPECT ST at and MERRIFIELD ST and EAST SHELBY ST
5	03/01/2024	2090474	PROVIDENCE ST 77 (entered as 'Providence St + Jefferson St')
1	03/01/2024	2090663	REARDON ST 2 (entered as '2 Reardon Street')
7	03/01/2024	2090671	TACOMA ST 239 (entered as 'Country Club Blvd + Erie Ave')
3	03/01/2024	2090499	WEST BOYLSTON ST 681 (entered as '670-672 W Boylston St')
1	03/05/2024	2091030	EAST CENTRAL ST 11 (entered as '11 E Central Street')
6	03/06/2024	2090907	ACTON ST at ASHWOOD ST
4	03/06/2024	2091040	BELMONT ST 266 (entered as '266 Belmont St')
10	03/06/2024	2091128	BELMONT ST near 251 BELMONT ST
8	03/06/2024	2090562	BLODGETT PL 2
1	03/06/2024	2091665	BOYLSTON ST at NORTHEAST CUTOFF and PLANTATION ST
3	03/06/2024	2090733	BURNCOAT ST near 39 BURNCOAT ST
3	03/06/2024	2090703	CRESCENT ST 40 (entered as 'Frederick St & Paine St')
10	03/06/2024	2090990	DALTON ST 1 (entered as 'Stop & Shop - New England')
7	03/06/2024	2090729	DODGE AVE at RANDOLPH RD
6	03/06/2024	2090722	EAST CENTRAL ST 11
15	03/06/2024	2089959	EASTERN AVE at EAST CENTRAL ST
20	03/06/2024	2091177	EVERETT GAYLORD BLVD near 16 LAUREL ST
1	03/06/2024	2090895	EVERS ST at SENECA ST
4	03/06/2024	2090421	FREELAND ST 54
10	03/06/2024	2090372	GRAFTON ST 1140 (entered as '1140 Grafton St')
2	03/06/2024	2090534	GRAFTON ST 1217
10	03/06/2024	2090481	GRAFTON ST 966
1	03/06/2024	2090527	GRAFTON ST 981 (entered as '981 Grafton St')
20	03/06/2024	2090991	GRAFTON ST 982 (entered as '982 Grafton St')
2	03/06/2024	2091124	GREAT BROOK VALLEY A 6 (entered as 'Boylston St & Northeast Cutoff')
4	03/06/2024	2091125	HAMMOND ST near 14 HAMMOND ST
2	03/06/2024	2091228	LAKE AVE 103 (entered as '103-107 Lake Ave')
0	03/06/2024	2090841	LAKE AVE 438 (entered as '438 Lake Avenue')
1	03/06/2024	2090988	LAKE AVE 96 (entered as '96 Lake Ave')
2	03/06/2024	2091056	LIBRARY LN near 3 SALEM ST
4	03/06/2024	2091238	LOVELL ST 273

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
4	03/06/2024	2091291	LUDLOW ST 178 (entered as '49-155 Ludlow St')
1	03/06/2024	2090864	MAJOR TAYLOR BLVD 35 (entered as 'Commercial St & Martin Luther I
3	03/06/2024	2090732	MARY ANN DR at BURNCOAT ST
4	03/06/2024	2091146	MAY ST 330 (entered as '330 May St')
1	03/06/2024	2091019	MAY ST 83 (entered as 'Westfield St')
8	03/06/2024	2091183	MAYWOOD ST near 35 MAYWOOD ST
3	03/06/2024	2090700	MERTON RD at MILLBROOK ST
6	03/06/2024	2090704	MERTON RD near 18 MERTON RD
9	03/06/2024	2091057	NEW YORK ST 5 (entered as '5 New York St')
2	03/06/2024	2091290	PARK AVE at SALISBURY ST
2	03/06/2024	2090839	PLEASANT ST 1006 (entered as '1006 Pleasant St')
2	03/06/2024	2091010	PLEASANT ST 1013 (entered as '1013 Pleasant St')
2	03/06/2024	2090773	PLEASANT ST 1066 (entered as '1066 Pleasant St')
2	03/06/2024	2091089	PLEASANT ST 1124
3	03/06/2024	2091086	PLEASANT ST 1125 (entered as '1125 Pleasant St')
2	03/06/2024	2091018	PLEASANT ST 1128 (entered as '1128 Pleasant St')
2	03/06/2024	2090852	PLEASANT ST 566
1	03/06/2024	2090960	PROGRESSIVE ST 75 (entered as 'Progressive St')
3	03/06/2024	2091081	PROVIDENCE ST 280 (entered as '280 Providence St')
10	03/06/2024	2091112	REXHAME RD 29 (entered as '29 Rexhame Rd')
2	03/06/2024	2091246	SALISBURY ST 341 (entered as '341 Salisbury Street')
1	03/06/2024	2090552	SALISBURY ST 680
2	03/06/2024	2091047	SALISBURY ST 686 (entered as '686 Salisbury St')
2	03/06/2024	2091129	SALISBURY ST at REGENT ST
15	03/06/2024	2090628	SCENIC DR 33 (entered as 'Fox Meadow Dr & Scenic Dr')
3	03/06/2024	2091123	ST. JOHN'S RD at SUTTON LN and
8	03/06/2024	2090989	SUNDERLAND RD 400 (entered as '400 Sunderland Rd')
2	03/06/2024	2091102	SUNDERLAND RD 446 (entered as '446 Sunderland Rd')
8	03/06/2024	2090370	SUNDERLAND RD Null (entered as '382 Sunderland Rd')
3	03/06/2024	2090985	THAYER ST 3 (entered as '3 Thayer Street')
2	03/06/2024	2090730	THORNTON RD near 22 THORNTON RD
12	03/06/2024	2091078	WALNUT HILL DR 38 (entered as '38 Walnut Hill Dr')
4	03/06/2024	2091023	WEBSTER ST 238 (entered as 'Island Rd & Webster St')
5	03/06/2024	2090501	WEST BOYLSTON ST 500 (entered as '501-511 W Boylston St')
3	03/06/2024	2091253	WEST BOYLSTON ST 584

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
3	03/06/2024	2091173	WESTFIELD ST at MAY ST and WINFIELD ST
3	03/06/2024	2090869	WHITE AVE at ERIE AVE
20	03/07/2024	2090693	BRANDON RD 16 (entered as '17-25 Brandon Rd')
2	03/07/2024	2090577	BURNCOAT ST 72 (entered as '72 Burncoat St')
3	03/07/2024	2090850	CHANDLER ST at PLEASANT ST and MOWER ST
1	03/07/2024	2090537	GRAFTON ST 1137
0	03/07/2024	2091759	PARK AVE 14
0	03/07/2024	2090711	PARK AVE 266 (entered as '521 Pleasant Street')
0	03/07/2024	2091633	PARK AVE 318 (entered as '318 Park Ave')
0	03/07/2024	2091635	PARK AVE 438 (entered as '438 Park Ave')
0	03/07/2024	2091653	PARK AVE 455 (entered as '455 Park Ave')
0	03/07/2024	2091637	PARK AVE 458 (entered as '458 Park Ave')
0	03/07/2024	2091639	PARK AVE 470 (entered as '470 Park Ave')
0	03/07/2024	2091641	PARK AVE 500 (entered as '2-66 Fern St')
0	03/07/2024	2091652	PARK AVE 517 (entered as '517 Park Ave')
0	03/07/2024	2091642	PARK AVE 520 (entered as '520 Park Ave')
0	03/07/2024	2091643	PARK AVE 538 (entered as '538 Park Ave')
0	03/07/2024	2091645	PARK AVE 550 (entered as '550 Park Ave')
0	03/07/2024	2091651	PARK AVE 561 (entered as '561 Park Ave')
0	03/07/2024	2091766	PARK AVE 6
0	03/07/2024	2091647	PARK AVE 645 (entered as '633 Park Ave')
3	03/07/2024	2089830	PORTER ST 4
2	03/11/2024	2091431	BANCROFT ST at CHANDLER ST
5	03/11/2024	2091826	BARBER AVE 301 (entered as '301 Barber Avenue')
5	03/11/2024	2091829	BARBER AVE 301 (entered as '301 Barber Avenue')
1	03/11/2024	2091569	BAY STATE RD 1 (entered as '32 Clark St')
1	03/11/2024	2091087	BELMONT ST at PLANTATION ST
2	03/11/2024	2091884	BURNCOAT ST 220 (entered as '220 Burncoat St')
3	03/11/2024	2091574	BURNCOAT ST 301 (entered as '301 Burncoat St')
3	03/11/2024	2091398	BURNCOAT ST 462 (entered as '462 Burncoat St')
6	03/11/2024	2091618	BURNCOAT ST at CLARK ST and DOROTHY AVE
1	03/11/2024	2091937	CHANDLER ST 421 (entered as '421-423 Chandler St')
1	03/11/2024	2091514	CHANDLER ST 422
1	03/11/2024	2091938	CHANDLER ST 423 (entered as '423 Chandler Street')
1	03/11/2024	2091933	CHANDLER ST 594 (entered as '594 Chandler Street')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
5	03/11/2024	2091114	CITY VIEW ST 6 (entered as 'City View St')
1	03/11/2024	2091787	COHASSET ST at INGLESIDE AVE
6	03/11/2024	2091529	COPLEY RD at COMMODORE RD
2	03/11/2024	2092145	DAVENPORT ST 30 (entered as '30 Davenport St')
2	03/11/2024	2091806	DEWEY ST near 25 DEWEY ST
6	03/11/2024	2091840	DODGE AVE near 70 RANDOLPH RD
4	03/11/2024	2092167	DORCHESTER ST near 79 HOUGHTON ST
15	03/11/2024	2091392	FIRST ST 14
1	03/11/2024	2091349	FOSTER ST 60 (entered as 'Foster St & Front St')
1	03/11/2024	2091054	FRANKLIN ST at and CHURCH ST and SALEM ST
2	03/11/2024	2092075	FREDERICK ST 3 (entered as '92-98 Frederick St')
1	03/11/2024	2091053	FRONT ST at CHURCH ST
5	03/11/2024	2091104	GRAFTON ST 1290 (entered as '1290 Grafton St')
8	03/11/2024	2092085	GRAFTON ST 981 (entered as '981 Grafton St')
3	03/11/2024	2091979	GRAFTON ST 982 (entered as '982 Grafton St')
10	03/11/2024	2091955	GRAFTON ST at SUNDERLAND RD
2	03/11/2024	2091532	HAMMOND ST 12
1	03/11/2024	2091240	HOPE AVE 31
4	03/11/2024	2090853	HOPE AVE at INTERSTATE 290
5	03/11/2024	2091727	ISLAND RD 2 (entered as '237-247 Webster St')
2	03/11/2024	2091367	LINCOLN ST 440
2	03/11/2024	2091970	MAY ST 401 (entered as '401 May Street')
2	03/11/2024	2090854	MORELAND ST at RUSTIC DR
3	03/11/2024	2091588	PERKINS ST at WINDSOR ST
2	03/11/2024	2091592	PLANTATION ST at LINCOLN ST
8	03/11/2024	2091945	PLANTATION ST near 370 PLANTATION ST
1	03/11/2024	2092018	RANDALL ST 106
2	03/11/2024	2092013	RANDALL ST 30
7	03/11/2024	2092082	RANDALL ST at DOLAN ST
1	03/11/2024	2092026	RANDALL ST near 145 RANDALL ST
1	03/11/2024	2092017	RANDALL ST near 84 RANDALL ST
1	03/11/2024	2092175	RODNEY ST at BELMONT ST
1	03/11/2024	2091777	RODNEY ST at BRECK ST
3	03/11/2024	2090621	SOUTHBRIDGE ST 648 (entered as '652-654 Southbridge St')
5	03/11/2024	2091217	STAFFORD ST 204 (entered as '204 Stafford St')



# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
1	03/11/2024	2091066	SUMMER ST 205
8	03/11/2024	2091776	VELANDER ST at BRECK ST
4	03/11/2024	2091695	WALPOLE ST at CANTERBURY ST
6	03/11/2024	2091092	WEBSTER ST
4	03/11/2024	2091022	WEBSTER ST 110 (entered as '110 Webster Street')
3	03/11/2024	2090727	WEST BOYLSTON ST
1	03/11/2024	2091518	WEST BOYLSTON ST at BOURNE ST and BARBER AVE and GOSNOLD ST
2	03/11/2024	2090632	WHITMARSH AVE near 102 WHITMARSH AVE
6	03/11/2024	2091696	WOODLAND ST at MAY ST
0	03/12/2024	2087330	FRANKLIN ST at WEST BOYLSTON DR and MLK JR. BLVD and AIRLIE ST a
0	03/12/2024	2087364	PLANTATION ST at IRVING ST and LINDEN ST and PLEASANT ST
2	03/13/2024	2092752	BROOKS ST 209 (entered as '209 Brooks Street')
15	03/13/2024	2092412	DANIELS ST 11 (entered as '11 Daniels St')
2	03/13/2024	2092644	EAGLE RD at FOREST ST and GROVE ST
11	03/13/2024	2092264	FRANKLIN ST 727 (entered as '727 Franklin St')
2	03/13/2024	2092664	GATES ST 43 (entered as '43 Gates St')
2	03/13/2024	2092315	GLENNIE ST 29 (entered as '29 Glennie St')
2	03/13/2024	2092375	GRAND ST at MAIN ST
1	03/13/2024	2092308	GREAT BROOK VALLEY A 6 (entered as '1-7 Northeast Cutoff')
1	03/13/2024	2092303	GREAT BROOK VALLEY A 6 (entered as '68 Boylston Street')
20	03/13/2024	2092278	GROVE ST 577 (entered as '577 Grove St')
10	03/13/2024	2092605	GROVE ST 72 (entered as 'Faraday St')
2	03/13/2024	2092645	GROVE ST at FOREST ST and EAGLE RD
4	03/13/2024	2092316	HIGHLAND ST 272 (entered as '291 Highland St')
4	03/13/2024	2092318	HUNNEWELL RD 1 (entered as 'Malden St Conn & W Mountain St')
10	03/13/2024	2092341	MLK JR BLVD 100 (entered as '110 Thomas St')
2	03/13/2024	2092346	MORELAND ST 281
8	03/13/2024	2092489	MOUNTAINSHIRE DR 19 (entered as 'Lanesboro Rd & Mountainshire Dr')
10	03/13/2024	2092428	NEBRASKA ST 10 (entered as '10 Nebraska St unit 21')
2	03/13/2024	2092262	PEABODY ST 7 (entered as '7 Peabody St')
6	03/13/2024	2092258	PIEDMONT ST near 84 PIEDMONT ST
24	03/13/2024	2092592	PLANTATION ST 643 (entered as '643 Plantation St')
3	03/13/2024	2092324	PLEASANT ST 1098 (entered as '1098 Pleasant St')
4	03/13/2024	2092642	PLEASANT ST 1104 (entered as '1104 Pleasant Street')
12	03/13/2024	2092739	POMONA RD 8



# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
6	03/13/2024	2092335	SAINT ELMO RD 1 (entered as '1 St Elmo Rd')
4	03/13/2024	2092342	SUMMER ST 110 (entered as '1 Prospect St')
4	03/13/2024	2092543	TEMPLE ST 97
2	03/13/2024	2092657	TUCKERMAN ST 10
10	03/13/2024	2092286	TUCKERMAN ST 10 (entered as '10-98 Tuckerman St')
6	03/13/2024	2092345	VERNON ST 128 (entered as 'Vernon St + Euclid Ave')
1	03/13/2024	2092666	VERNON ST 139 (entered as '139 Vernon St')
3	03/13/2024	2092654	VERNON ST 155 (entered as '155 Vernon St')
3	03/13/2024	2092793	VERNON ST DORCHESTER ST
2	03/13/2024	2092213	WEBSTER ST 285
2	03/13/2024	2092379	WEBSTER ST at JACQUES ST
8	03/13/2024	2092564	WEST BOYLSTON ST 124 (entered as '124 W Boylston Street')
1	03/13/2024	2092285	WEST BOYLSTON ST 438 (entered as 'Summerhill Ave')
10	03/13/2024	2092257	WINSLOW ST near 7 WINSLOW ST
7	03/14/2024	2092304	ALBANY ST 15 (entered as '9 Albany St')
3	03/14/2024	2092555	ARARAT ST 0 (entered as 'Ararat St')
7	03/14/2024	2092983	BARRY RD at DONNA RD
2	03/14/2024	2092593	BELMONT ST at PLANTATION ST
1	03/14/2024	2092835	BURNCOAT ST 160 (entered as '160 Burncoat St')
1	03/14/2024	2092307	BURNCOAT ST 291 (entered as 'Burncoat St & Dorothy Ave')
2	03/14/2024	2092328	BURNCOAT ST 354 (entered as '354 Burncoat St')
2	03/14/2024	2092329	BURNCOAT ST 356 (entered as '356 Burncoat St')
1	03/14/2024	2092327	BURNCOAT ST 370 (entered as '368 Burncoat St')
1	03/14/2024	2092330	BURNCOAT ST 394 (entered as '139 Randall St')
1	03/14/2024	2092901	BURNCOAT ST 419
2	03/14/2024	2092699	BURNCOAT ST 539 (entered as '539 Burncoat Street')
1	03/14/2024	2092899	BURNCOAT ST near 354 BURNCOAT ST
2	03/14/2024	2092669	CHANNING ST 61 (entered as '61-63 Channing St')
3	03/14/2024	2092179	DORCHESTER ST at CUTLER ST
1	03/14/2024	2092726	ELM ST 65 (entered as '66 Elm St')
1	03/14/2024	2092949	FARRAR AVE at BEDFORD AVE
8	03/14/2024	2092984	FLAGG ST at PLEASANT ST and SOUTH FLAGG ST
1	03/14/2024	2092450	FLINT POND RD at WESTBOROUGH ST
1	03/14/2024	2092416	FOSTER ST at FRONT ST
1	03/14/2024	2092979	FRONT ST 100 (entered as '100 Front St')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
2	03/14/2024	2092414	GRAFTON ST near 10 WASHINGTON SQ
4	03/14/2024	2092300	HERBERT RD 8 (entered as 'Herbert Rd')
1	03/14/2024	2092165	HOUGHTON ST 65
3	03/14/2024	2092301	JUNE ST 71 (entered as 'Hadwen Rd')
1	03/14/2024	2092419	KING PHILIP RD at WEST BOYLSTON ST
1	03/14/2024	2092336	LAKE AVE 181 (entered as '181 Lake Avenue')
1	03/14/2024	2092338	LAKE AVE 193 (entered as '193 Lake Ave')
2	03/14/2024	2092334	LAKE AVE 265 (entered as '265 Lake Avenue')
5	03/14/2024	2092922	LAKE AVE 438 (entered as '438 Lake Avenue')
6	03/14/2024	2092602	MARCONI RD 5 (entered as '5 Marconi Rd')
1	03/14/2024	2092951	MARJORIE ST at and GRAFTON ST and COUNTY ST
20	03/14/2024	2092425	MARKET ST near 25 UNION ST
6	03/14/2024	2092836	MASSASOIT RD 104 (entered as '104 Massasoit Rd')
1	03/14/2024	2092832	MASSASOIT RD 54 (entered as '54 Massasoit Rd')
10	03/14/2024	2092322	MORELAND ST 269 (entered as '269 Moreland St')
11	03/14/2024	2092821	MORELAND ST 285 (entered as '285 Moreland Street')
8	03/14/2024	2092427	NEBRASKA ST 10 (entered as '10 Nebraska St unit 21')
5	03/14/2024	2092975	ORIENT ST near 140 ORIENT ST
2	03/14/2024	2092847	PLEASANT ST near 1130 PLEASANT ST
4	03/14/2024	2092827	PLEASANT VALLEY DR 19 (entered as '19 Pleasant Valley Drive')
5	03/14/2024	2092826	PLEASANT VALLEY DR 37 (entered as '33 Pleasant Valley Dr')
1	03/14/2024	2092834	PROVIDENCE ST 91 (entered as 'Dorchester St + Providence St')
1	03/14/2024	2092533	RODNEY ST at BELMONT ST
2	03/14/2024	2092853	ROSEWOOD DR 11
2	03/14/2024	2092292	SALISBURY ST 82 (entered as 'Park Ave & Salisbury St')
3	03/14/2024	2092915	SUNDERLAND RD 340
1	03/14/2024	2092831	SUNDERLAND RD 441 (entered as 'Sunderland Rd + Danvers St')
6	03/14/2024	2092981	SUNDERLAND RD 446 (entered as '446 Sunderland Rd')
2	03/14/2024	2092730	TEMPLE ST 87
2	03/14/2024	2092176	TEMPLE ST at BURT ST
1	03/14/2024	2092671	UXBRIDGE ST 30 (entered as '30 Uxbridge St')
15	03/14/2024	2093012	WEST BOYLSTON ST 292
15	03/14/2024	2092287	WEST BOYLSTON ST 317 (entered as '313-317 W Boylston St')
1	03/14/2024	2092601	WESTINGHOUSE PKWY 21 (entered as '21 Westinghouse Parkway')
1	03/14/2024	2092418	WHITMARSH AVE at WEST BOYLSTON ST

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
10	03/15/2024	2091541	AMHERST ST 87 (entered as '87 Amherst St')
16	03/15/2024	2092130	ATWATER ST 1 (entered as '1-9 Atwater St')
20	03/15/2024	2091084	BARRETT AVE near 46 WEST CHESTER ST
8	03/15/2024	2091876	BRANTWOOD RD 8
2	03/15/2024	2091927	CHAMBERLAIN PKWY at SOUTH LENOX ST
2	03/15/2024	2093120	DELL AVE 10
3	03/15/2024	2092833	DORCHESTER ST 42 (entered as '49 Vernon St')
1	03/15/2024	2091957	DORCHESTER ST at PROVIDENCE ST
10	03/15/2024	2093265	DOROTHY AVE 20 (entered as '20 Dorothy Avenue')
7	03/15/2024	2092161	DRYDEN ST 19
25	03/15/2024	2092791	FAIRFIELD ST 108
5	03/15/2024	2092284	FIRST ST 14 (entered as '14 1st St')
4	03/15/2024	2091741	FIRST ST 20 (entered as '20 First Street')
2	03/15/2024	2091870	FRONT ST at FOSTER ST
3	03/15/2024	2090694	GLENNIE ST near 10 DISTRIBUTOR RD
2	03/15/2024	2091055	GROVE ST 353
2	03/15/2024	2091312	GROVE ST 353 (entered as '349-359 Grove St')
2	03/15/2024	2092993	GROVE ST 550 (entered as '572-598 Grove St')
2	03/15/2024	2091515	GROVE ST 573
2	03/15/2024	2090416	GROVE ST 609 (entered as '609 Grove Street')
2	03/15/2024	2091521	GROVE ST at FOREST ST
2	03/15/2024	2092586	GROVE ST at GOLD STAR BLVD
2	03/15/2024	2091828	GROVE ST at PARK AVE
2	03/15/2024	2091815	GROVE ST near 353 GROVE ST
4	03/15/2024	2091572	HERBERT RD 9
2	03/15/2024	2092305	HOPE AVE 159 (entered as '159 Hope Ave')
2	03/15/2024	2091021	HOPE AVE 185 (entered as '185 Hope Avenue')
2	03/15/2024	2091020	HOPE AVE 71 (entered as 'Exit 14 & Hope Ave')
4	03/15/2024	2091802	INGLESIDE AVE near 16 DARTMOUTH ST
7	03/15/2024	2093237	JAMESBURY DR 15
4	03/15/2024	2092985	JAMESBURY DR 15 (entered as '93-99 Kinnicutt Rd')
1	03/15/2024	2092050	JUNE ST TER 4 (entered as 'June St Ter')
1	03/15/2024	2093235	LAKE AVE
2	03/15/2024	2092170	LAKE AVE
2	03/15/2024	2093027	LAKE AVE 284 (entered as '284 Lake Ave')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
6	03/15/2024	2092169	LAKE AVE 65
1	03/15/2024	2091981	LAKE AVE near 181 LAKE AVE
6	03/15/2024	2091570	LEEDS ST 46 (entered as '46 Leeds Street')
1	03/15/2024	2091885	MASSASOIT RD 86 (entered as '86 Massasoit Rd')
1	03/15/2024	2090479	MASSASOIT RD 92 (entered as '92 Massasoit Rd')
8	03/15/2024	2092071	MELLOR AVE 3
3	03/15/2024	2092281	MILL ST 275 (entered as '3 1st St')
10	03/15/2024	2092446	MILL ST 75 (entered as '53-83 Mill St')
4	03/15/2024	2091508	MORELAND GREEN DR 3 (entered as '56-98 Green View Ln')
15	03/15/2024	2091522	NEPONSET ST 5
15	03/15/2024	2091316	NEPONSET ST at WEST BOYLSTON DR
20	03/15/2024	2092864	NEWTON AVE NORTH at TERRACE DR
4	03/15/2024	2091959	NORFOLK ST 158 (entered as '158 Norfolk Street')
5	03/15/2024	2091085	NORTH WOODFORD ST 2 (entered as '7-15 Holcombe St')
4	03/15/2024	2093075	ORIENT ST near 139 ORIENT ST
10	03/15/2024	2093233	PALISADES ST near 32 PALISADES ST
10	03/15/2024	2090987	PLANTATION ST 643 (entered as '643 Plantation St')
12	03/15/2024	2091861	PLANTATION ST 643 (entered as '643 Plantation St')
10	03/15/2024	2091579	PLANTATION ST 643 (entered as '643 Plantation Street')
4	03/15/2024	2091421	PLEASANT ST 1125 (entered as '1125 Pleasant Street')
4	03/15/2024	2091440	PLEASANT ST 1125 (entered as '1125 Pleasant Street')
4	03/15/2024	2091315	PLEASANT ST 1128 (entered as '1128 Pleasant St')
4	03/15/2024	2091439	PLEASANT ST 1135 (entered as '1135 Pleasant Street')
5	03/15/2024	2092119	PLEASANT ST 924
8	03/15/2024	2090470	PRESCOTT ST 60
10	03/15/2024	2091523	PRESCOTT ST 84 (entered as '1-15 Garden St')
7	03/15/2024	2089738	PROCTOR ST 57
1	03/15/2024	2091962	PROVIDENCE ST 56
5	03/15/2024	2091738	SAXON RD 31 (entered as '31 Saxon Road')
1	03/15/2024	2092475	SHREWSBURY ST 180
1	03/15/2024	2091968	SHREWSBURY ST at INTERSTATE 290
15	03/15/2024	2091016	SOUTHBRIDGE ST 24 (entered as 'Southbridge St')
6	03/15/2024	2092184	STERLING ST at FAIRFAX RD
4	03/15/2024	2092757	SYLVAN ST 72
6	03/15/2024	2093114	TACONIC RD at PLANTATION ST

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
8	03/15/2024	2093160	UPLAND ST 103 (entered as 'Arboretum Dr & Upland St')
20	03/15/2024	2092166	VALE ST at ACTON ST
2	03/15/2024	2091822	VERNON ST 48 (entered as '50 MA-122A')
3	03/15/2024	2092089	VERNON ST at HARLEM ST
2	03/15/2024	2091821	WEBSTER ST 100 (entered as '100 Webster St')
2	03/15/2024	2092909	WEBSTER ST 119 (entered as '140-188 Hope Ave')
2	03/15/2024	2090617	WEBSTER ST 220 (entered as '220-234 Webster St')
2	03/15/2024	2091930	WEBSTER ST 284 (entered as '284 Webster Street')
2	03/15/2024	2092160	WEBSTER ST 285
2	03/15/2024	2091925	WEBSTER ST at WEBSTER PL and FREMONT ST
3	03/15/2024	2092051	WEST BOYLSTON ST 27 (entered as '29 W Boylston Street')
2	03/15/2024	2091519	WEST BOYLSTON ST 352
5	03/15/2024	2092417	WEST BOYLSTON ST near 7 NEPONSET ST
5	03/15/2024	2091883	WEST ST at ELM ST
5	03/18/2024	2091331	BURNCOAT ST 342 (entered as 'Paul St')
15	03/18/2024	2090978	DAWSON RD 39 (entered as '39 Dawson Road')
5	03/18/2024	2091327	FAIRHAVEN RD 142 (entered as '146 Fairhaven Rd')
1	03/18/2024	2091783	GREAT BROOK VALLEY A 6 (entered as '1-7 Northeast Cutoff')
1	03/18/2024	2091784	GREAT BROOK VALLEY A 6 (entered as 'NE Cutoff')
3	03/18/2024	2091406	LAKE AVE NORTH 8 (entered as 'Lake Ave N')
5	03/18/2024	2093232	MOUNTAIN ST WEST 0 (entered as '198 W Mountain St')
2	03/18/2024	2092549	MYRTLE ST 61
1	03/18/2024	2091017	OLEAN ST 267 (entered as '267 Olean St')
5	03/18/2024	2091967	SALISBURY ST 362 (entered as '362-370 Salisbury St')
5	03/18/2024	2092054	SOUTHBRIDGE ST MYRTLE ST
2	03/18/2024	2092982	SUNDERLAND RD 441 (entered as 'Sunderland Rd OPP Danvers')
1	03/19/2024	2091749	1241
2	03/19/2024	2093312	ARARAT ST 0 (entered as '42.31440')
1	03/19/2024	2093335	ARARAT ST at FRONTAGE RD and INTERSTATE 190
2	03/19/2024	2093490	BAILEY ST 90 (entered as '90 Bailey Street')
2	03/19/2024	2091972	BEACONSFIELD RD 103 (entered as '71-137 Beaconsfield Rd')
1	03/19/2024	2093332	BRIAR LN near 1 BRIAR LN
6	03/19/2024	2093316	BURNCOAT TER 43 (entered as 'Burncoat Ter & Merton Rd')
4	03/19/2024	2093544	CHANDLER ST at MASON ST
13	03/19/2024	2093256	COLLEGE ST at CITY VIEW ST

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
2	03/19/2024	2093458	COPLEY RD 30
2	03/19/2024	2093461	COPLEY RD at COMMODORE RD
5	03/19/2024	2093729	DOROTHY AVE 10
1	03/19/2024	2093560	GRAFTON ST 1374 (entered as '1374 Grafton Street')
10	03/19/2024	2090896	GRAFTON ST at INTERSTATE 290
1	03/19/2024	2092011	GRANITE ST 365
1	03/19/2024	2093217	GREEN HILL PKWY 301 (entered as '117-147 Green Hill Pkwy')
1	03/19/2024	2093310	GREENWOOD ST 100 (entered as '100 Greenwood St')
1	03/19/2024	2093311	GREENWOOD ST 106 (entered as '106 Greenwood St')
11	03/19/2024	2093309	GREENWOOD ST 82 (entered as '82 Greenwood St')
20	03/19/2024	2093288	GROVE ST 550 (entered as 'Eagle Rd & Forest St')
4	03/19/2024	2093563	HARRISON ST near 67 HARRISON ST
1	03/19/2024	2092291	HERMITAGE LN 30 (entered as '30 Hermitage Ln')
2	03/19/2024	2092868	JAMES ST 19
2	03/19/2024	2093139	JAMES ST at and GRAND VIEW AVE and STAFFORD ST
4	03/19/2024	2093281	KENNEBEC ST 19 (entered as '2-10 Guilford St')
4	03/19/2024	2093263	KENNEBEC ST 19 (entered as '2-10 Guilford St')
6	03/19/2024	2093557	LAKE AVE
2	03/19/2024	2093550	LAKE AVE at BEN DR
2	03/19/2024	2093553	LINCOLN ST 440 (entered as 'I-290')
5	03/19/2024	2093413	LINCOLN ST at BATES AVE
8	03/19/2024	2093347	LOVELL ST 130
25	03/19/2024	2091001	MAIN ST 1122 (entered as '1122 Main Street')
25	03/19/2024	2091335	MAIN ST 1125 (entered as '1125 Main Street')
1	03/19/2024	2091333	MAIN ST 1238 (entered as '1256 Main Street')
25	03/19/2024	2091700	MAIN ST near 1103 MAIN ST
25	03/19/2024	2091171	MAIN ST near 1125 MAIN ST
1	03/19/2024	2092187	MILLBURY ST at KELLEY SQ and VERNON ST
4	03/19/2024	2093710	MOUNTAIN ST WEST at PULLMAN ST
1	03/19/2024	2093514	OLEAN ST 142 (entered as '142 Olean St')
1	03/19/2024	2093600	OLEAN ST 266 (entered as '188-298 Olean St')
1	03/19/2024	2093548	OLEAN ST 266 (entered as '191-299 Olean St')
4	03/19/2024	2093835	ORAN ST at LINCOLN ST and WAKEFIELD ST
12	03/19/2024	2093597	PLEASANT ST 1002 (entered as '1002-1010 Pleasant St')
8	03/19/2024	2093532	PLEASANT ST 1053 (entered as '2-6 Wrentham Rd')



# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
2	03/19/2024	2091974	PLEASANT ST 1057 (entered as '1-33 Beaconsfield Rd')
15	03/19/2024	2093315	PLEASANT ST 1066 (entered as 'Pleasant St & Willard Ave')
3	03/19/2024	2093344	PLEASANT ST 618 (entered as '618 Pleasant St')
4	03/19/2024	2093626	PULLMAN ST 72 (entered as 'Mountain St West + Pullman St')
1	03/19/2024	2093317	SAGAMORE RD 43 (entered as '43-85 Sagamore Rd')
1	03/19/2024	2093569	SALISBURY ST 80 (entered as '80 Salisbury St')
12	03/19/2024	2093523	SCENIC DR 36 (entered as '35-99 Scenic Dr')
3	03/19/2024	2093349	SOUTHBRIDGE ST 1018 (entered as '1017 Southbridge Street')
3	03/19/2024	2092035	VERNON ST 173
2	03/19/2024	2093551	WAWECUS RD 20 (entered as '13 Burncoat St')
1	03/19/2024	2093645	WEST BOYLSTON ST 430 (entered as '418 W Boylston St')
1	03/19/2024	2093649	WEST BOYLSTON ST 430 (entered as '418 W Boylston St')
2	03/19/2024	2093643	WEST BOYLSTON ST 490 (entered as '497 W Boylston St')
4	03/19/2024	2093640	WEST BOYLSTON ST 681 (entered as 'West Boylston St + Quinsigamond Cor
2	03/19/2024	2093475	WEST BOYLSTON ST 885
12	03/19/2024	2093162	WILDWOOD AVE 220
2	03/19/2024	2093494	WILLIAMSBERG DR 23
20	03/20/2024	2090465	SOUTHBRIDGE ST 381 (entered as '354-356 Southbridge St')
20	03/20/2024	2094241	SOUTHBRIDGE ST 383 (entered as 'Southbridge St')
20	03/20/2024	2092413	SOUTHBRIDGE ST near 383 SOUTHBRIDGE ST
0	03/22/2024	2094710	CRYSTAL ST 5 (entered as '5 Crystal St')
7	03/22/2024	2091969	SALISBURY ST 251 (entered as '251 Salisbury Street')
4	03/22/2024	2093810	SALISBURY ST 267 (entered as '267 Salisbury St')
16	03/22/2024	2093272	SALISBURY ST 271 (entered as '271-279 Salisbury St')
8	03/22/2024	2091326	SALISBURY ST 274 (entered as '274 Salisbury Street')
20	03/22/2024	2091313	SALISBURY ST 303 (entered as '303-305 Salisbury St')
2	03/22/2024	2091820	SALISBURY ST at PARK AVE
12	03/22/2024	2091517	SALISBURY ST at UNNAMED RD and NEWTON AVE NORTH
20	03/22/2024	2092294	SOUTHBRIDGE ST 725 (entered as 'College St')
1	03/25/2024	2093931	ARARAT ST 0 (entered as 'Ararat St')
3	03/25/2024	2091658	ARARAT ST 172 (entered as '172 Ararat St')
1	03/25/2024	2094185	BOYLSTON ST 8 (entered as '1 Chino Ave')
2	03/25/2024	2094421	BURNCOAT ST 41 (entered as '41 Burncoat St')
25	03/25/2024	2091388	CATARACT ST 1 (entered as '1 Cataract Street')
1	03/25/2024	2093333	CATARACT ST at OLEAN ST

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
4	03/25/2024	2094186	CHINO AVE 9 (entered as '9 Chino Avenue')
1	03/25/2024	2094254	DENNIS DR 10 (entered as '2-98 Hycrest Dr')
1	03/25/2024	2092178	DORCHESTER ST 156
6	03/25/2024	2094212	FRANCIS ST 28 (entered as '30 Francis St')
5	03/25/2024	2094483	FREMONT ST 100 (entered as '100 Fremont Street')
1	03/25/2024	2094020	GRAFTON ST 1137 (entered as '1137 Grafton St')
1	03/25/2024	2094019	GRAFTON ST 1161 (entered as '1161 Grafton St')
2	03/25/2024	2094526	HADWEN RD at MORNINGSIDE RD
0	03/25/2024	2094040	JUNE ST 2 (entered as '2 June St')
0	03/25/2024	2094081	KINNEY DR 11 (entered as '11 Kinney Dr')
3	03/25/2024	2094181	LAKE AVE 411 (entered as '407 Lake Ave')
3	03/25/2024	2094184	LAKE AVE 500 (entered as '500 Lake Avenue')
1	03/25/2024	2094437	LINCOLN ST 126 (entered as '2-90 Frederick St')
24	03/25/2024	2094106	LINCOLN ST 443 (entered as '443 Lincoln St')
17	03/25/2024	2093972	LINCOLN ST 472 (entered as '472 Lincoln St')
3	03/25/2024	2093949	LOVELL ST 152 (entered as '152 Lovell Street')
2	03/25/2024	2094170	MAIN ST 765 (entered as '765 Main St')
2	03/25/2024	2094384	MAIN ST 995
5	03/25/2024	2094518	MAY ST 38 (entered as 'May St + Hollywood St')
3	03/25/2024	2093319	MAYWOOD ST at FLORENCE ST
1	03/25/2024	2093555	MELROSE ST 36 (entered as '36 Melrose St')
1	03/25/2024	2093556	MELROSE ST 36 (entered as '36 Melrose St')
5	03/25/2024	2094354	MILL ST 10 (entered as '8-12 Mill St')
3	03/25/2024	2094259	MONROE AVE near 38 MONROE AVE
1	03/25/2024	2093646	OLEAN ST 169 (entered as '169 Olean St')
1	03/25/2024	2093512	PARK AVE 210 (entered as '210 Park Ave')
3	03/25/2024	2094275	PLEASANT ST 1053 (entered as '42.27867')
0	03/25/2024	2093594	PLEASANT ST 1125 (entered as 'Mower St')
4	03/25/2024	2094115	PLEASANT ST 1227 (entered as 'Pleasant St & Robertson Rd')
12	03/25/2024	2094373	PLEASANT ST 940
3	03/25/2024	2094035	SUNDERLAND RD 61 (entered as '61 Sunderland Rd')
2	03/25/2024	2093280	WACHUSETT ST near 55 WACHUSETT ST
1	03/25/2024	2094306	WEST BOYLSTON ST 458 (entered as '2-10 Kendrick Ave')
2	03/25/2024	2093641	WEST BOYLSTON ST 490 (entered as '497 W Boylston St')
1	03/25/2024	2094211	WEST BOYLSTON ST 755 (entered as '755 MA-12')



# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
1	03/25/2024	2094209	WEST BOYLSTON ST 755 (entered as '759 W Boylston St')
1	03/25/2024	2093962	WEST BOYLSTON ST near 755 WEST BOYLSTON ST
0	03/26/2024	2094825	BEVERLY RD 283
15	03/26/2024	2093540	GARDEN ST 28 (entered as '42.28516')
14	03/26/2024	2094543	GARDEN ST 28 (entered as '59-99 Byron St')
20	03/26/2024	2093559	GREAT BROOK VALLEY A 6 (entered as '76 NE Cutoff')
30	03/26/2024	2093313	GREEN HILL PKWY 301 (entered as '117-147 Green Hill Pkwy')
2	03/26/2024	2093873	HEYWOOD ST 97 (entered as '99 Heywood St')
3	03/26/2024	2094818	HOUSATONIC ST 2 (entered as '2-24 Housatonic St')
5	03/26/2024	2093877	KENBERMA RD 138 (entered as '138 Kenberma Rd')
10	03/26/2024	2094180	LAKE AVE 224 (entered as '222 Lake Ave')
10	03/26/2024	2094179	LAKE AVE 252 (entered as '252 Lake Avenue')
20	03/26/2024	2094182	LAKE AVE 445 (entered as '445 Lake Avenue')
1	03/26/2024	2095142	LAKE AVE 500 (entered as '500 Lake Ave')
5	03/26/2024	2094424	LAKE AVE 78 (entered as '78 Lake Ave')
20	03/26/2024	2094803	LINCOLN ST 440 (entered as 'North Pkwy')
0	03/26/2024	2093977	MCCLINTOCK AVE near 26 BROOME AVE
1	03/26/2024	2094768	MELVILLE ST at PAINE ST
12	03/26/2024	2094542	MILLBROOK ST 66 (entered as '66 Millbrook St')
10	03/26/2024	2094517	MILLBROOK ST 67 (entered as '69-75 Millbrook St')
3	03/26/2024	2094001	NORTH PKWY 70 (entered as '100 North Pkwy')
3	03/26/2024	2093695	NORTH PKWY 70 (entered as '131-155 North Pkwy')
1	03/26/2024	2094997	OAK AVE near 41 OAK AVE
1	03/26/2024	2094632	PINELAND AVE 106 (entered as '106 Pineland Ave')
0	03/26/2024	2094832	QUEEN ST 12 (entered as '12 Queen St')
1	03/26/2024	2095069	RANDOLPH ST at LAKE AVE
2	03/26/2024	2094468	TRAVIS ST 19
11	03/27/2024	2094308	BALL ST 36 (entered as '36 Ball St')
18	03/27/2024	2094031	CAMBRIDGE ST 639 (entered as '639 Cambridge St')
2	03/27/2024	2094996	COES SQ near 560 PARK AVE
3	03/27/2024	2095184	COTTAGE ST 15 (entered as '2-8 Fruit St')
0	03/27/2024	2094591	CROWNINGSHIELD RD at HOUGHTON ST
10	03/27/2024	2095046	DAYTON ST near 21 DAYTON ST
1	03/27/2024	2095140	DORCHESTER ST 158 (entered as '158 Dorchester St')
8	03/27/2024	2094490	ELM ST 70 (entered as '46 Cottage Street')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
7	03/27/2024	2095114	ELM ST at FRUIT ST
2	03/27/2024	2094999	FISHER RD at MILL ST
1	03/27/2024	2094918	FRANKLIN ST 250
15	03/27/2024	2094815	FRANKLIN ST 720 (entered as 'Franklin St & Phillips St')
3	03/27/2024	2095030	FRANKLIN ST at and CHURCH ST and SALEM ST
5	03/27/2024	2095115	GENESEE ST 1 (entered as 'Genesee St & Lebanon St')
1	03/27/2024	2095112	GENESEE ST 6 (entered as 'Genesee St')
1	03/27/2024	2095111	GENESEE ST 8 (entered as '8 Genesee Street')
2	03/27/2024	2094103	GUILFORD ST 31 (entered as '31 Guilford Street')
2	03/27/2024	2094690	HADWEN RD 59 (entered as '59 Hadwen Road')
2	03/27/2024	2094516	HEARD ST 19 (entered as '42.23832')
6	03/27/2024	2095103	HOLDEN ST 54 (entered as '54-62 Holden St')
30	03/27/2024	2095215	JAMES ST 19 (entered as 'Genesee St')
2	03/27/2024	2095123	JENNINGS ST at ORTON ST
3	03/27/2024	2093919	JUNE ST TER 4 (entered as 'June St Ter')
1	03/27/2024	2095337	LAKE AVE 123 (entered as '123 Lake Avenue')
2	03/27/2024	2095339	LAKE AVE 284 (entered as '284 Lake Avenue')
1	03/27/2024	2095338	LAKE AVE NORTH 10 (entered as '12 Lake Ave N')
1	03/27/2024	2094745	LAKESIDE AVE 26
2	03/27/2024	2095156	MAIN ST 1174
0	03/27/2024	2093981	MAIN ST MYRTLE ST and AUSTIN ST
1	03/27/2024	2095152	MAIN ST near 1163 MAIN ST
3	03/27/2024	2093392	MCKEON RD 0
10	03/27/2024	2094979	MERRICK ST at ELM ST
3	03/27/2024	2095034	MIDLAND ST 44 (entered as '44 Midland Street')
3	03/27/2024	2095177	MILLBURY ST near 1271 MILLBURY ST
4	03/27/2024	2094830	MOWER ST 61 (entered as '61-63 Mower St')
4	03/27/2024	2093481	PARK AVE 36 (entered as '36 Park Avenue')
2	03/27/2024	2095010	PLEASANT ST 1029 (entered as '1029 Pleasant St')
4	03/27/2024	2094335	SALISBURY ST 267 (entered as '267 Salisbury St')
8	03/27/2024	2094555	SALISBURY ST 299 (entered as '299 Salisbury Street')
3	03/27/2024	2094978	SEVER ST at ELM ST
4	03/27/2024	2095252	STAFFORD ST 115
15	03/27/2024	2095155	STAFFORD ST 120
3	03/27/2024	2094881	VERNON ST 40 (entered as 'Vernon St + Pattison St')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
1	03/27/2024	2095100	WEBSTER ST 45 (entered as 'RT-12 S')
4	03/27/2024	2095280	WEST BOYLSTON DR 1
4	03/27/2024	2093306	WEST BOYLSTON DR 23 (entered as 'Scrimgeour Rd')
8	03/27/2024	2093541	WEST BOYLSTON DR 55 (entered as '45-65 W Boylston Dr')
7	03/27/2024	2094428	WEST BOYLSTON ST 27 (entered as '27 W Boylston St')
5	03/27/2024	2094426	WEST BOYLSTON ST 64 (entered as '64 W Boylston St')
1	03/28/2024	2095061	BEACON ST at HERMON ST
1	03/28/2024	2094315	BEAVER ST 30 (entered as '3 Maywood St')
1	03/28/2024	2095514	CAMBRIDGE ST 379
25	03/28/2024	2095383	GERMAIN ST 1
2	03/28/2024	2094718	HERMON ST at BEACON ST
2	03/28/2024	2094487	INSTITUTE RD at BEECHMONT ST
3	03/28/2024	2095234	MAY ST 53 (entered as '53 May St')
2	03/28/2024	2094485	PARK AVE at INSTITUTE RD
2	03/29/2024	2095795	BARBER AVE at WATSON AVE
5	04/01/2024	2095934	ASSABET LN 3 (entered as '51-55 Bailey St')
4	04/01/2024	2095898	BEACON ST at HERMON ST
3	04/01/2024	2094110	BELMONT ST near 305 BELMONT ST
4	04/01/2024	2094111	BYRON ST 44 (entered as '44-98 Byron St')
6	04/01/2024	2094042	BYRON ST at MILLBROOK ST
1	04/01/2024	2095403	CHANDLER ST 162
2	04/01/2024	2095541	CHANNING ST 18 (entered as '18-24 Channing St')
32	04/01/2024	2093572	DEAN ST 14 (entered as '16 Dean St')
10	04/01/2024	2094902	FIRST ST 17
10	04/01/2024	2094593	FIRST ST 18
10	04/01/2024	2093521	FIRST ST 22 (entered as '22 First St')
10	04/01/2024	2093522	FIRST ST 31 (entered as '27 1st St')
1	04/01/2024	2093986	FREMONT ST at NEW YORK ST
4	04/01/2024	2095515	FREMONT ST at SUTTON LN
1	04/01/2024	2095798	FRONT ST 125 (entered as '106-128 Front St')
1	04/01/2024	2095882	FRONT ST 125 (entered as '125 Front St')
14	04/01/2024	2095463	FRUIT ST at COTTAGE ST
8	04/01/2024	2095222	GODDARD MEMORIAL DR near 58 GODDARD MEMORIAL DR
4	04/01/2024	2094846	GROVE ST 400
4	04/01/2024	2095896	HERMON ST at BEACON ST

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
3	04/01/2024	2095192	JUNE ST TER 4 (entered as 'June Street Ter')
1	04/01/2024	2095887	LAKE AVE
4	04/01/2024	2095335	LAKE AVE 369 (entered as '369 Lake Avenue')
2	04/01/2024	2095884	LINCOLN ST 445
2	04/01/2024	2095476	LINCOLN ST at GOLDSBERRY ST and INTERSTATE 290
3	04/01/2024	2095379	MAIN ST 1163 (entered as '1163 Main St')
2	04/01/2024	2095293	MAIN ST 1163 (entered as 'Main St')
4	04/01/2024	2094971	MAIN ST 995
7	04/01/2024	2095460	MAIN ST at SYLVAN ST
7	04/01/2024	2095314	MAIN ST at SYLVAN ST
1	04/01/2024	2095312	MAIN ST near 1183 MAIN ST
2	04/01/2024	2093501	MCKINLEY RD 2 (entered as '2-8 McKinley Rd')
5	04/01/2024	2095863	NELSON PL 35
4	04/01/2024	2095941	OAK AVE 38 (entered as '38 Oak Ave')
12	04/01/2024	2095752	PARK AVE 204
1	04/01/2024	2093459	PARK AVE 321
1	04/01/2024	2095241	PARK AVE 409 (entered as '73 May St')
8	04/01/2024	2095944	PLEASANT ST 1128 (entered as '1128 Pleasant St')
10	04/01/2024	2093843	PLEASANT ST 741 (entered as '741 Pleasant Street')
5	04/01/2024	2094065	PLEASANT ST at NEWTON SQ and NEWTON AVE and JUNE ST
10	04/01/2024	2095550	STAFFORD ST 171 (entered as '171 Stafford Street')
10	04/01/2024	2095926	STAFFORD ST 176 (entered as '176 Stafford St')
15	04/01/2024	2094910	STAFFORD ST 197 (entered as '197-205 Stafford St')
2	04/01/2024	2095691	STEBBINS ST at MALMO ST
7	04/01/2024	2095650	UNION ST 55
2	04/01/2024	2094547	UXBRIDGE ST 27 (entered as '27 Uxbridge St')
8	04/01/2024	2093997	WEST CHESTER ST at CHESTER ST
15	04/01/2024	2095105	WILDWOOD AVE 103 (entered as '103 Wildwood Avenue')
20	04/01/2024	2095315	WILDWOOD AVE near 99 WILDWOOD AVE
10	04/01/2024	2095909	WINDSOR ST 66 (entered as '66-98 Windsor St')
1	04/03/2024	2095961	BAILEY ST 54 (entered as '50-56 Bailey St')
6	04/03/2024	2095991	BAILEY ST 54 (entered as '51-55 Bailey St')
2	04/03/2024	2096009	BAILEY ST 54 (entered as '54 Bailey St')
2	04/03/2024	2096048	BAILEY ST near 121 BAILEY ST
2	04/03/2024	2096230	CAMBRIDGE ST

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
3	04/03/2024	2096100	EDGEWOOD ST at BERKMANS ST
10	04/03/2024	2096242	FIRST ST 31
10	04/03/2024	2096173	FIRST ST near 39 FIRST ST
4	04/03/2024	2095931	FRONT ST at TRUMBULL ST
2	04/03/2024	2096240	GODDARD MEMORIAL DR at MAIN ST and NEW LUDLOW ST
1	04/03/2024	2095947	JUNE ST 2
3	04/03/2024	2095928	MORELAND ST 241 (entered as '207-263 Moreland St')
4	04/03/2024	2096206	PARSONS HILL DR near 42 PARSONS HILL DR
0	04/03/2024	2096075	SCENIC DR 36 (entered as '36 Scenic Dr')
10	04/03/2024	2096083	WALWORTH ST 27
4	04/03/2024	2095984	WOODLAND ST 69 (entered as '61-85 Woodland St')
20	04/03/2024	2096234	WOODWARD ST near 11 WOODWARD ST
15	04/05/2024	2096651	BAILEY ST 124 (entered as '124 Bailey St')
15	04/05/2024	2096477	BAILEY ST 30 (entered as '2-48 Bailey St')
3	04/05/2024	2096542	BRIAR LN at BRIARWOOD CIR
7	04/05/2024	2096587	EAST WORCESTER ST 20
6	04/05/2024	2096668	EASTERN AVE 5 (entered as '7 E Central St')
4	04/05/2024	2096584	FANTASIA DR at ALBANY ST
4	04/05/2024	2096397	MOWER ST 117
2	04/05/2024	2096304	SHREWSBURY ST at CASCO ST
1	04/05/2024	2096654	TACOMA ST 19
4	04/05/2024	2096432	UNCATENA AVE at CLARK ST
2	04/05/2024	2096532	WACONAH RD at WHITMAN RD
3	04/05/2024	2096517	WEST BOYLSTON ST 452 (entered as 'Kendrick Ave')
2	04/05/2024	2096369	WEST BOYLSTON ST 755 (entered as '759 W Boylston Street')
10	04/05/2024	2096459	WEST BOYLSTON ST at MOUNTAIN ST EAST and MOUNTAIN ST WEST
1	04/08/2024	2097227	ADAMS ST 50 (entered as '50 Adams Street')
1	04/08/2024	2097158	BELMONT ST 248 (entered as '248 Belmont Street')
1	04/08/2024	2097207	BELMONT ST 251 (entered as 'Belmont St')
2	04/08/2024	2097210	BELMONT ST 254
16	04/08/2024	2097121	BELMONT ST 305 (entered as 'Belmont St')
4	04/08/2024	2097086	BELMONT ST at ADAMS ST
5	04/08/2024	2096984	BELMONT ST at MARY SCANO DR
2	04/08/2024	2097021	BELMONT ST at OFFICER MANNY FAMILIA WAY
2	04/08/2024	2097208	COMMONWEALTH AVE 3 (entered as 'Commonwealth Ave')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
5	04/08/2024	2097188	GREEN HILL PKWY 301 (entered as 'Belmont St')
3	04/08/2024	2097137	GROVE ST 353R
3	04/08/2024	2097224	GROVE ST 385 (entered as '385 Grove St')
2	04/08/2024	2097157	HADWEN RD 25 (entered as '25 Hadwen Road')
1	04/08/2024	2096975	LAKE AVE 444 (entered as '444 Lake Avenue')
10	04/08/2024	2097223	MIDLAND ST 44 (entered as '44 Midland St')
1	04/08/2024	2097182	SUMMER ST 9 (entered as 'Belmont St')
1	04/08/2024	2096976	WESTBOROUGH ST 84 (entered as '86 Westborough St')
1	04/09/2024	2097552	ARARAT ST 0
1	04/09/2024	2092603	ARARAT ST 101 (entered as '101 Ararat St')
1	04/09/2024	2095454	ARARAT ST 15 (entered as '15 Ararat St')
6	04/09/2024	2097244	ARARAT ST 16
1	04/09/2024	2097445	ARARAT ST 16 (entered as '16 Ararat St')
1	04/09/2024	2093489	ARARAT ST 91 (entered as '91 Ararat Street')
1	04/09/2024	2095076	ARARAT ST at INTERSTATE 190 and FRONTAGE RD
5	04/09/2024	2095911	BROOKS ST 328 (entered as '328 Brooks St')
6	04/09/2024	2097241	BROOKS ST 331
4	04/09/2024	2097242	BROOKS ST 336
2	04/09/2024	2097240	BROOKS ST 351
12	04/09/2024	2097233	BROOKS ST 351 (entered as '351-399 Brooks St')
6	04/09/2024	2097530	BROOKS ST 355
6	04/09/2024	2096786	BURNCOAT ST 135 (entered as 'Burncoat St & North Pkwy')
25	04/09/2024	2097376	CALUMET AVE 5 (entered as 'Calumet Ave')
1	04/09/2024	2097194	CHESTER ST at WEST CHESTER ST
1	04/09/2024	2095680	CHESTER ST near 44 CHESTER ST
2	04/09/2024	2097476	CROWN ST 7
4	04/09/2024	2097477	CROWN ST at CHATHAM ST
25	04/09/2024	2095630	DAYTON ST 16 (entered as '16 Dayton St')
3	04/09/2024	2097551	DAYTON ST at FRUIT ST
10	04/09/2024	2097343	DEEPPDALE RD 6
1	04/09/2024	2094654	DORIS ST 10 (entered as '10 Doris St')
1	04/09/2024	2094652	DORIS ST 18 (entered as '18 Doris St')
1	04/09/2024	2094655	DORIS ST 22 (entered as '22 Doris St')
8	04/09/2024	2097206	FRONT ST 100 (entered as '100 Front Street')
20	04/09/2024	2095204	GOSNOLD ST at ANDOVER ST

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
2	04/09/2024	2096665	GROVE ST 353 (entered as '349-359 Grove St')
1	04/09/2024	2097277	GROVE ST 353 (entered as '353 Grove St #1')
8	04/09/2024	2096718	GROVE ST 400 (entered as '400 Grove Street')
6	04/09/2024	2097217	HASTINGS AVE at SEARS ISLAND DR
10	04/09/2024	2096572	HOLDEN ST 44
10	04/09/2024	2097263	HOLDEN ST 90 (entered as '90 Holden St')
12	04/09/2024	2097348	LADYBANK RD 13
1	04/09/2024	2097181	LINCOLN SQ 1 (entered as 'Belmont St')
1	04/09/2024	2097465	MAIN ST 225 (entered as '33 MLK Jr Blvd')
1	04/09/2024	2096722	MILL ST 520 (entered as 'Patch Reservoir')
1	04/09/2024	2097349	MOUNTAIN ST WEST at BROOKS ST
1	04/09/2024	2097262	PLEASANT ST 1083 (entered as '1083 Pleasant St')
10	04/09/2024	2097265	SAGAMORE RD 44 (entered as '46 Sagamore Rd')
2	04/09/2024	2095277	STOWELL AVE 9
3	04/09/2024	2094847	WEST BOYLSTON ST 68
1	04/09/2024	2095847	WEST CHESTER ST at ALBEMARLE ST
1	04/09/2024	2096316	WEST CHESTER ST near 25 WEST CHESTER ST
3	04/09/2024	2095891	WESTINGHOUSE PKWY at HEROULT RD
1	04/09/2024	2095434	WILBUR ST at WEST BOYLSTON ST
1	04/09/2024	2095432	WILBUR ST near 50 WILBUR ST
13	04/09/2024	2097003	WILLIAM ST at SEVER ST
1	04/10/2024	2095420	ALMONT AVE near 14 ALMONT AVE
3	04/10/2024	2096379	ALVARADO AVE 60
2	04/10/2024	2097557	BARR ST at SOUTH FLAGG ST
40	04/10/2024	2097050	BARRY RD at and TORONITA AVE and BARRY RD EXT
4	04/10/2024	2097228	BEACONSFIELD RD 81 (entered as '81 Beaconsfield Road')
5	04/10/2024	2096231	CAMBRIDGE ST at HACKER ST
5	04/10/2024	2096728	CAMBRIDGE ST at HACKER ST
1	04/10/2024	2097433	CAROLINE ST near 28 CAROLINE ST
17	04/10/2024	2095981	CLAREMONT ST 15 (entered as '15 Claremont St')
10	04/10/2024	2094513	COPPERFIELD RD 86 (entered as '86 Copperfield Rd')
5	04/10/2024	2096343	ELLIS DR near 26 SOUTHWOOD RD
2	04/10/2024	2097515	FARRAR AVE at GRAFTON ST
2	04/10/2024	2096647	GRAFTON ST 550
1	04/10/2024	2096579	GREENWOOD ST at HALMSTAD ST



# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
5	04/10/2024	2096181	LAKE AVE near 600 HAMILTON ST
2	04/10/2024	2093570	LANCASTER ST 75 (entered as '23 A Institute Rd')
3	04/10/2024	2097288	LOVELL ST 192 (entered as '192 Lovell St')
1	04/10/2024	2095023	MADISON ST at and CHANDLER ST and MAIN ST
1	04/10/2024	2095019	MAIN ST at MADISON ST and CHANDLER ST
15	04/10/2024	2094108	MALVERN RD 63 (entered as '63 Malvern Rd')
1	04/10/2024	2097525	MASSASOIT RD near 414 MASSASOIT RD
2	04/10/2024	2095980	MIDLAND ST 45 (entered as '45 Midland St')
10	04/10/2024	2094896	MILLBURY ST 0
3	04/10/2024	2096509	MOWER ST 119
3	04/10/2024	2095688	MOWER ST 65
1	04/10/2024	2094747	MOWER ST 95 (entered as '95-123 Mower St')
1	04/10/2024	2097066	MOWER ST near 109 MOWER ST
4	04/10/2024	2094207	OLD BROOK DR 13 (entered as '13 Old Brook Drive')
3	04/10/2024	2096091	OLEAN ST near 36 OLEAN ST
4	04/10/2024	2097160	PARK AVE 221 (entered as '234 Highland St')
2	04/10/2024	2097270	PLEASANT ST 1013 (entered as '1013 Pleasant St')
2	04/10/2024	2096662	PLEASANT ST 949 (entered as '949 Pleasant St')
3	04/10/2024	2097026	PLEASANT ST at MORELAND ST
5	04/10/2024	2096436	PLEASANT ST near 1006 PLEASANT ST
3	04/10/2024	2094908	RICHLAND ST 76
3	04/10/2024	2096483	SALFORD ST at NUTTALL LN
0	04/10/2024	2097230	SALISBURY ST 201 (entered as '201 Salisbury Street')
8	04/10/2024	2097304	SCANDINAVIA AVE 51 (entered as '4th St & Scandinavia Ave')
8	04/10/2024	2097319	SCANDINAVIA AVE 51 (entered as '4th St & Scandinavia Ave')
3	04/10/2024	2095622	SHREWSBURY ST 235 (entered as '1-45 Casco St')
0	04/10/2024	2093943	SHREWSBURY ST 45
2	04/10/2024	2096601	SHREWSBURY ST 495
2	04/10/2024	2096188	SHREWSBURY ST at CASCO ST
1	04/10/2024	2095120	SHREWSBURY ST at FANTASIA DR
3	04/10/2024	2095677	SOUTH STOWELL ST 1 (entered as 'Heywood St & Vale St')
2	04/10/2024	2097252	SOUTH STOWELL ST near 26 SOUTH STOWELL ST
9	04/10/2024	2095396	SUNDERLAND RD 116 (entered as '116 Sunderland Rd')
10	04/10/2024	2096016	SUNDERLAND RD 497 (entered as '497 Sunderland Rd')
8	04/10/2024	2097467	SUNDERLAND RD at LAKE AVE



# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
6	04/10/2024	2096653	VALE ST 16 (entered as '16 Vale St')
2	04/10/2024	2097335	VERNON ST 50 (entered as '50 MA-122A')
2	04/10/2024	2097156	VERNON ST 51 (entered as '51 Vernon St')
4	04/10/2024	2097248	VERNON ST near 22 VERNON ST
1	04/10/2024	2096182	WALL ST at and SUFFOLK ST and CHROME ST
50	04/10/2024	2097268	WEST CHESTER ST 25 (entered as '14 W Chester St')
2	04/10/2024	2097231	WEST PINE LN 3 (entered as '3 W Pine Ln')
2	04/10/2024	2097232	WEST PINE LN 3 (entered as '3 W Pine Ln')
0	04/10/2024	2095990	WESTDALE ST 2 (entered as 'Westdale St')
5	04/11/2024	2097784	BROOKS ST at WEST BOYLSTON ST
5	04/11/2024	2097820	WEST BOYLSTON ST 490
5	04/11/2024	2098121	WEST BOYLSTON ST 500
5	04/11/2024	2097801	WEST BOYLSTON ST 500
5	04/11/2024	2097692	WEST BOYLSTON ST 500
5	04/11/2024	2097535	WEST BOYLSTON ST 500 (entered as '501-511 W Boylston St')
5	04/11/2024	2097887	WEST BOYLSTON ST 500 (entered as '501-511 W Boylston St')
5	04/11/2024	2097225	WEST BOYLSTON ST 500 (entered as '505-507 W Boylston St')
5	04/11/2024	2097573	WEST BOYLSTON ST 500 (entered as '505-507 W Boylston St')
5	04/11/2024	2097876	WEST BOYLSTON ST 500 (entered as '505-507 W Boylston St')
5	04/11/2024	2098081	WEST BOYLSTON ST at BROOKS ST
5	04/11/2024	2097626	WEST BOYLSTON ST at BROOKS ST
5	04/11/2024	2097558	WEST BOYLSTON ST at BROOKS ST and AIRLIE ST and GREENDALE AVE
2	04/12/2024	2098126	HOUGHTON ST 160 (entered as '160 Houghton St')
2	04/12/2024	2098137	HOUGHTON ST at HEYWOOD ST
1	04/12/2024	2098117	SUNDERLAND RD 400 (entered as '400 Sunderland Rd')
2	04/13/2024	2098130	BROOKS ST 328
8	04/13/2024	2098128	DORIS ST 22
10	04/13/2024	2098219	LADYBANK RD 38
3	04/13/2024	2098292	MILLBROOK ST 171
2	04/13/2024	2098115	RICHLAND ST 76 (entered as '51 MA-122A')
4	04/13/2024	2098116	VERNON ST 50 (entered as '50 Vernon St')
12	04/13/2024	2098132	WINDSOR ST 68 (entered as '68 Windsor St')
1	04/17/2024	2095976	ARARAT ST 0 (entered as 'Ararat St')
6	04/17/2024	2096562	BARBER AVE 300 (entered as '300 Barber Avenue')
4	04/17/2024	2096564	BARBER AVE 301 (entered as '301 Barber Avenue')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
4	04/17/2024	2094845	BARRY RD 92 (entered as '92 Barry Road')
5	04/17/2024	2096243	BRIAR LN 1 (entered as '5-5 Briar Ln')
20	04/17/2024	2098382	BROOKS ST 328 (entered as '328 Brooks St')
2	04/17/2024	2097496	CHANDLER ST 4
12	04/17/2024	2097619	CHANDLER ST at QUEEN ST
1	04/17/2024	2098385	DORIS ST 10 (entered as '10 Doris St')
8	04/17/2024	2097002	EAST CENTRAL ST at MOUNT CARMEL WAY and EASTERN AVE and MULE
2	04/17/2024	2094990	EATON PL 1 (entered as '127-163 Front St')
2	04/17/2024	2097416	FOSTER ST at FRANKLIN ST
2	04/17/2024	2097418	FRANKLIN ST at FOSTER ST
2	04/17/2024	2095794	FRONT ST 145 (entered as 'Eaton Pl & Front St')
5	04/17/2024	2096592	GREEN HILL PKWY 301 (entered as 'Belmont St')
0	04/17/2024	2097566	GREENWOOD ST at ROSE LN
2	04/17/2024	2094840	GROVE ST 353 (entered as '353 Grove St #1')
1	04/17/2024	2093787	GROVE ST 397 (entered as '397-399 Grove St')
2	04/17/2024	2095890	KANES CROSSING near 28 KANES CROSSING
15	04/17/2024	2095159	KOSTA ST near 22 KOSTA ST
2	04/17/2024	2097870	LAKE AVE 453 (entered as '453 Lake Avenue')
2	04/17/2024	2095780	MAJOR TAYLOR BLVD 35 (entered as '81 Thomas St')
7	04/17/2024	2093864	MORELAND ST 238 (entered as '238-252 Moreland St')
1	04/17/2024	2095556	MOUNT AVE 45A
4	04/17/2024	2098364	MOUNTAIN ST WEST 60 (entered as '66 W Mountain St')
4	04/17/2024	2098238	MOUNTAIN ST WEST 76
8	04/17/2024	2094519	MULBERRY ST 28 (entered as 'E Central St')
1	04/17/2024	2095575	PLEASANT ST 1222 (entered as 'Pleasant St & Robertson Rd')
2	04/17/2024	2097353	RUSSELL ST at HIGHLAND ST
1	04/17/2024	2096015	SUNDERLAND RD 376 (entered as '3 Sunderland Rd')
4	04/17/2024	2098124	WEST BOYLSTON ST 520 (entered as '1-7 Fairhaven Rd')
3	04/17/2024	2095302	WEST BOYLSTON ST at MOUNTAIN ST WEST
4	04/18/2024	2097837	ADAMS ST at SHREWSBURY ST
6	04/18/2024	2096557	BARBER AVE 299 (entered as '299 Barber Avenue')
2	04/18/2024	2099310	BELMONT ST 258 (entered as '258 Belmont Street')
3	04/18/2024	2098687	BELMONT ST 258 (entered as '258-258 Belmont St')
1	04/18/2024	2096698	BELMONT ST 270 (entered as '270 Belmont St')
3	04/18/2024	2099271	BELMONT ST at ADAMS ST

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
10	04/18/2024	2097798	BELMONT ST at MARY SCANO DR
2	04/18/2024	2098945	BELMONT ST FRANK ST
2	04/18/2024	2098874	BURNCOAT ST 72 (entered as '72 Burncoat St')
3	04/18/2024	2098948	CATHARINE ST near 107 LINCOLN ST
4	04/18/2024	2098629	DANA AVE at GRAFTON ST
2	04/18/2024	2098068	DANA AVE near 212 DANA AVE
20	04/18/2024	2098030	DOROTHY AVE 8
1	04/18/2024	2098025	EASTERN AVE at GAGE ST
2	04/18/2024	2098028	EASTERN AVE at GAGE ST
10	04/18/2024	2097560	ERICSSON ST at BARBER AVE and WEST BOYLSTON ST
1	04/18/2024	2099193	GAGE ST at NORMAL ST and EASTERN AVE
3	04/18/2024	2098069	HEYWOOD ST 64
1	04/18/2024	2098415	HOUGHTON ST near 64 HOUGHTON ST
1	04/18/2024	2098656	KENBERMA RD 85
1	04/18/2024	2097871	LAKE AVE 354 (entered as '354 Lake Avenue')
1	04/18/2024	2098473	LAKE AVE 365
2	04/18/2024	2097869	LAKE AVE 385 (entered as '385 Lake Avenue')
1	04/18/2024	2099268	LAKE AVE at VIG'S WAY
1	04/18/2024	2098329	LINCOLN ST 309 (entered as 'Shaffner St')
5	04/18/2024	2097302	MILLBROOK ST 133 (entered as '139 Millbrook St')
50	04/18/2024	2098707	MILLBROOK ST 175 (entered as '156-198 Millbrook St')
6	04/18/2024	2098351	NORTH PKWY 18 (entered as '18 North Pkwy')
10	04/18/2024	2097738	WATSON AVE 2 (entered as '2-14 Watson Ave')
5	04/18/2024	2098700	WEST BOYLSTON ST 490 (entered as 'W Boylston St')
8	04/18/2024	2098801	WEST BOYLSTON ST 500 (entered as '502-502 W Boylston St')
8	04/18/2024	2098605	WEST BOYLSTON ST 500 (entered as 'Brooks St')
3	04/18/2024	2097536	WEST BOYLSTON ST at KENDRICK AVE
20	04/19/2024	2098790	AIRPORT DR at GODDARD MEMORIAL DR
20	04/19/2024	2098909	AIRPORT DR at GODDARD MEMORIAL DR
3	04/19/2024	2098653	BLACKSTONE RIVER RD at and GREENWOOD ST and REEVES ST
3	04/19/2024	2096602	BLACKSTONE RIVER RD at REEVES ST and GREENWOOD ST
1	04/19/2024	2098461	CAMBRIDGE ST 641 (entered as '641 Cambridge St')
5	04/19/2024	2097637	COLLEGE ST near 123 COLLEGE ST
37	04/19/2024	2098848	COLLEGE ST near 93 COLLEGE ST
13	04/19/2024	2097357	FIRST ST near 13 FIRST ST

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
12	04/19/2024	2096430	FOURTH ST at SCANDINAVIA AVE
3	04/19/2024	2096376	GENESEE ST 1 (entered as '17 Genessee St')
23	04/19/2024	2096375	GENESEE ST 19 (entered as '19 Genessee St')
2	04/19/2024	2099013	GRAND VIEW AVE 114
4	04/19/2024	2099214	GRAND VIEW AVE 116
4	04/19/2024	2097950	GRAND VIEW AVE 116
19	04/19/2024	2098082	GRAND VIEW AVE 120 (entered as '120 Grand View Avenue')
19	04/19/2024	2098632	GRAND VIEW AVE 120 (entered as '120 Grand View Avenue')
20	04/19/2024	2099074	GRAND VIEW AVE 120 (entered as '120 Grand View Avenue')
19	04/19/2024	2098673	GRAND VIEW AVE 120 (entered as '120 Grand View Avenue')
19	04/19/2024	2099169	GRAND VIEW AVE 120 (entered as '120 Grandview Ave')
19	04/19/2024	2099067	GRAND VIEW AVE 120 (entered as '86-148 Grand View Ave')
4	04/19/2024	2098663	GRAND VIEW AVE 128
2	04/19/2024	2099030	GRAND VIEW AVE 128
2	04/19/2024	2097912	GRAND VIEW AVE 135 (entered as '85-149 Grand View Ave')
6	04/19/2024	2098011	GRAND VIEW AVE near 1375 MAIN ST
2	04/19/2024	2098936	GRAND VIEW AVE near 91 GRAND VIEW AVE
12	04/19/2024	2097910	IOWA ST 12
7	04/19/2024	2098108	IVES ST 14
2	04/19/2024	2098271	LUDLOW ST 13
10	04/19/2024	2098372	LUDLOW ST 153
30	04/19/2024	2098304	LUDLOW ST 176 (entered as 'Ludlow St & Mildred Ave')
3	04/19/2024	2098672	LUDLOW ST 44 (entered as '42 Ludlow Street')
4	04/19/2024	2097891	LUDLOW ST near 186 LUDLOW ST
55	04/19/2024	2098015	MAIN ST 1407
55	04/19/2024	2098674	MAIN ST 1407 (entered as '1409-1411 Main St')
3	04/19/2024	2098802	MAIN ST 653 (entered as '1-3 Madison St')
25	04/19/2024	2097737	MARWOOD RD 22
4	04/19/2024	2098686	PARK AVE 276 (entered as '520-524 Pleasant St')
1	04/19/2024	2097052	SOUTH FLAGG ST near 37 SOUTH FLAGG ST
3	04/23/2024	2099776	ACUSHNET AVE at SQUANTUM ST
3	04/23/2024	2099452	BELMONT ST near 258 BELMONT ST
1	04/23/2024	2099537	BIRCH HILL RD near 23 BIRCH HILL RD
10	04/23/2024	2099624	CLARIDGE RD near 40 RIDGEWOOD RD
2	04/23/2024	2099397	DANIELS ST 17

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
2	04/23/2024	2099758	DANIELS ST 17
10	04/23/2024	2099369	FIRST ST 4 (entered as '1St St')
15	04/23/2024	2099296	FIRST ST 4 (entered as 'First St')
6	04/23/2024	2099786	GOSNOLD ST at KING PHILIP RD
10	04/23/2024	2099209	GRAND VIEW AVE 111 (entered as '111 Grand View Avenue')
8	04/23/2024	2099474	GRAND VIEW AVE 123 (entered as '123 Grand View Ave')
6	04/23/2024	2099347	GRAND VIEW AVE 125
6	04/23/2024	2099343	GRAND VIEW AVE 135 (entered as '135 Grandview Ave')
8	04/23/2024	2099717	GRANITE ST 406
3	04/23/2024	2099734	GRANITE ST at NYLAND ST
1	04/23/2024	2099639	GREENWOOD ST 6
3	04/23/2024	2099679	HOLCOMBE ST 2R
12	04/23/2024	2099325	IOWA ST 6
10	04/23/2024	2099754	IOWA ST near 920 PLEASANT ST
2	04/23/2024	2099132	KENSINGTON RD 4 (entered as 'Kensington Rd')
2	04/23/2024	2099401	MAIN ST 653 (entered as 'Madison St')
25	04/23/2024	2099375	MAIN ST 850 (entered as '841-847 Main St')
5	04/23/2024	2099080	MAIN ST at and GODDARD MEMORIAL DR and NEW LUDLOW ST
3	04/23/2024	2099212	MILDRED AVE 28 (entered as '28 Mildred Ave')
1	04/23/2024	2099782	MILL ST 291 (entered as '291 Mill Street')
12	04/23/2024	2099623	MOHAVE RD near 7 MOHAVE RD
5	04/23/2024	2097579	MORELAND ST 123 (entered as '123 Moreland Street')
10	04/23/2024	2100019	MORELAND ST 153
4	04/23/2024	2098324	MORELAND ST 164 (entered as '164 Moreland St')
10	04/23/2024	2097309	MORELAND ST 183 (entered as '183 Moreland St')
8	04/23/2024	2097577	MORELAND ST 203 (entered as '203 Moreland Street')
3	04/23/2024	2099238	MORELAND ST 205 (entered as '205 Moreland St')
0	04/23/2024	2098736	MORELAND ST 211
13	04/23/2024	2099853	MORELAND ST 236 (entered as '236 Moreland St')
12	04/23/2024	2098630	MORELAND ST 238 (entered as '238 Moreland St')
5	04/23/2024	2096685	MORELAND ST 241 (entered as '241 Moreland St')
12	04/23/2024	2096689	MORELAND ST 241 (entered as '241 Moreland Street')
10	04/23/2024	2096699	MORELAND ST 256 (entered as '207-263 Moreland St')
8	04/23/2024	2098714	MORELAND ST 256 (entered as '207-263 Moreland St')
12	04/23/2024	2097308	MORELAND ST 256 (entered as '256 Moreland St')

# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
10	04/23/2024	2099818	MORELAND ST 257
5	04/23/2024	2097911	MORELAND ST 257 (entered as '257 Moreland Street')
12	04/23/2024	2097229	MORELAND ST 257 (entered as '257 Moreland Street')
10	04/23/2024	2099617	MORELAND ST 257 at BROOK HILL DR
8	04/23/2024	2094545	MORELAND ST 265 (entered as '265 Moreland St')
10	04/23/2024	2099986	MORELAND ST 265 (entered as '265-267 Moreland St')
10	04/23/2024	2098712	MORELAND ST 268 (entered as '268-272 Moreland St')
6	04/23/2024	2098716	MORELAND ST 268 (entered as '268-272 Moreland St')
10	04/23/2024	2099762	MORELAND ST 269 (entered as '269 Moreland Street')
12	04/23/2024	2098715	MORELAND ST 270 (entered as '270 Moreland Street')
10	04/23/2024	2097275	MORELAND ST 273 (entered as '273 Moreland St')
9	04/23/2024	2094557	MORELAND ST 273 (entered as '273 Moreland St')
5	04/23/2024	2098072	MORELAND ST 277
10	04/23/2024	2098158	MORELAND ST 281 (entered as '274-298 Moreland St')
10	04/23/2024	2099861	MORELAND ST 282 (entered as '282 Moreland Street')
10	04/23/2024	2094559	MORELAND ST 285 (entered as '285 Moreland St')
20	04/23/2024	2100020	MORELAND ST 286 (entered as '274-298 Moreland St')
10	04/23/2024	2099927	MORELAND ST 286 (entered as '286 Moreland St')
5	04/23/2024	2095508	MORELAND ST at BRIGHAM RD
5	04/23/2024	2095722	MORELAND ST at WOODHAVEN LN
2	04/23/2024	2098437	MORELAND ST near 26 MORELAND ST
6	04/23/2024	2099783	MULBERRY ST 58 (entered as '51-87 Mulberry St')
4	04/23/2024	2099162	PLEASANT ST 1070
3	04/23/2024	2099158	PLEASANT ST 983
4	04/23/2024	2099143	PLEASANT ST at CHESTERFIELD RD
5	04/23/2024	2099752	RICHLAND ST at and VERNON TER and VERNON ST
15	04/23/2024	2099411	SOUTHBRIDGE ST 1051
10	04/23/2024	2099625	SUNRISE AVE at ARARAT ST
3	04/23/2024	2099699	VERNON ST 58 (entered as '58 Vernon St')
5	04/23/2024	2099205	WEST BOYLSTON ST at AIRLIE ST and GREENDALE AVE and BROOKS ST
5	04/24/2024	2098075	FIRST ST 18 (entered as '18 First St')
3	04/24/2024	2098105	FIRST ST 25 (entered as '25 First St')
6	04/24/2024	2098104	FIRST ST 30 (entered as 'Center St')
7	04/24/2024	2098102	FIRST ST 34 (entered as '34 First St')
5	04/24/2024	2098101	FIRST ST 38 (entered as '38 First St')



# Potholes Repaired

2/1/2024 through 4/26/2024

# Potholes Repaired	Date Repaired	Work Order #	Location
5	04/24/2024	2098100	FIRST ST 42 (entered as '42 First St')
5	04/24/2024	2097895	FIRST ST near 18 FIRST ST
4	04/24/2024	2097441	FIRST ST near 38 FIRST ST
5	04/24/2024	2099917	LAKEWOOD ST 44 (entered as '01603')
5	04/24/2024	2099794	LOVELL ST 189 (entered as '189 Lovell St')
10	04/24/2024	2099925	PLEASANT ST 1066 (entered as '1-23 Willard Ave')
10	04/24/2024	2100003	SALISBURY ST 629 (entered as '207-263 Moreland St')
5	04/24/2024	2097118	STAFFORD ST 172 (entered as 'Lavallee Ter')
10	04/24/2024	2099984	STAFFORD ST 186 (entered as '175 Stafford St')
7	04/24/2024	2099982	STAFFORD ST 68 (entered as '76 Stafford St')
10	04/24/2024	2100092	STAFFORD ST at VARNUM ST
4	04/26/2024	2099382	(entered as '115-121 Millbrook St')
1	04/26/2024	2099727	ARBORWOOD DR 20 (entered as '20-98 Arborwood Dr')
1	04/26/2024	2099494	ARBORWOOD DR 7 (entered as '7-19 Arborwood Dr')
1	04/26/2024	2100459	BARBER AVE 301 (entered as '301 Barber Avenue')
8	04/26/2024	2099934	BROOKS ST 16 (entered as '16-18 Brooks St')
3	04/26/2024	2100566	BURNCOAT ST 134
3	04/26/2024	2097797	BURNCOAT ST 168 (entered as '168 Burncoat Street')
3	04/26/2024	2100647	BURNCOAT ST 342 (entered as '147 Fairhaven Rd')
3	04/26/2024	2099345	BURNCOAT ST 379 (entered as '379 Burncoat St')
6	04/26/2024	2100654	BURNCOAT ST 530 (entered as '530 Burncoat St')
6	04/26/2024	2098579	BURNCOAT ST at and TRIANGLE ST and VENDORA RD
2	04/26/2024	2097889	BURNCOAT ST near 135 BURNCOAT ST
10	04/26/2024	2100142	BUTTON ST near 22 BUTTON ST
6	04/26/2024	2099885	CLARK ST 75 (entered as '75 Clark St')
13	04/26/2024	2098759	CLINTON ST 4 (entered as 'Clinton St')
12	04/26/2024	2100651	DIXFIELD RD 5 (entered as '1 Dixfield Rd')
3	04/26/2024	2097526	EAST CENTRAL ST at INTERSTATE 290
10	04/26/2024	2099376	HARLOW ST 38 (entered as '12 New St')
1	04/26/2024	2099377	HARLOW ST 38 (entered as '30 Harlow St')
2	04/26/2024	2100154	HARLOW ST near 22 HARLOW ST
8	04/26/2024	2100554	HARLOW ST NEW ST
15	04/26/2024	2098160	HILDA ST 36
20	04/26/2024	2098427	LADYBANK RD 36 (entered as '36 Ladybank Rd')
4	04/26/2024	2100528	LINCOLN ST 107

# Potholes Repaired

2/1/2024 through 4/26/2024

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# Potholes Repaired	Date Repaired	Work Order #	Location
4	04/26/2024	2100754	MOUNTAIN ST WEST 60
6	04/26/2024	2098979	MOUNTAIN ST WEST 76
8	04/26/2024	2100169	OAKVIEW ST 2 (entered as '2 Oakview Street')
4	04/26/2024	2098679	OXFORD ST 14 (entered as '16-30 Oxford St')
5	04/26/2024	2098678	OXFORD ST 15 (entered as '15-23 Oxford St')
10	04/26/2024	2098920	PARK VILLA AVE 24 (entered as '20-38 Ladybank Rd')
5	04/26/2024	2100060	PARK VILLA AVE at MALDEN ST
4	04/26/2024	2099302	PLEASANT ST 1083 (entered as '1082-1090 Pleasant St')
2	04/26/2024	2100588	PLEASANT ST 1222 (entered as 'Robertson Rd')
1	04/26/2024	2099373	PLEASANT ST 985 (entered as '973-983 Pleasant St')
2	04/26/2024	2099393	PLEASANT ST 985 (entered as '985 Pleasant Street')
22	04/26/2024	2097090	SACHEM AVE 16
6	04/26/2024	2099970	SOUTHBRIDGE ST at and BURNSIDE CT and FRANCIS R. CARROLL PLZ





Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may03122539

Attachment for Item # 10.7 B

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

The attached communication relative to the drainage issues and improvements around the vicinity of Granite Street and St. Anthony Street, as received from Jay J. Fink, Commissioner of Public Works and Parks, is being sent for your review and consideration and to forward to the City Council for their review.

Respectfully submitted,

Eric D. Batista  
City Manager



**To:** Eric D. Batista, City Manager  
**From:** Jay J. Fink, P.E., Commissioner  
**Date:** May 7, 2024  
**Re:** Granite Street and St. Anthony Street Drainage Improvements

The DPW&P Engineering Division has investigated the roadway and drainage conditions in the vicinity of St. Anthony Street and Granite Street. Preliminary research yielded the following:

- Granite Street is a public street while St. Anthony Street is a private road.
- There is a small existing drainage system in the area of the Granite Street / St. Anthony Street intersection which has an outfall near the low point on St. Anthony Street.
- Based on topography, the roadway area contributing runoff to the Granite Street / St. Anthony Street is roughly 1,000 ft long, from approximately #359 Granite Street to #410 Granite Street.
- Within the contributing area off Granite Street there are three adjacent private streets in addition to St. Anthony Street: Aurora St, Beckland Street, and Nyland Street.
- Granite Street is on the side slope of a large hill. The peak of the hill is to the east of Granite Street and the slope of the hill runs parallel to Granite Street, resulting in runoff from the hill being directed across Granite Street.
- The soil in the area is poorly draining, with restrictive features less than three feet below the surface

Following research efforts, staff performed a series of site visits that produced the following findings:

- Runoff from Granite Street appears to be entering St. Anthony Street and causing damage such as rutting and potholes to the road.
- The existing drainage system on Granite Street is insufficient to address the issues occurring at the intersection of Granite Street.

- The Granite Street roadway within the runoff contributing area is in poor condition, showing signs of drainage and puddling derived issues. The roadway has also lost its crown in some areas, exacerbating drainage issues.
- A significant portion of the roadway which contributes runoff to the Granite Street / St. Anthony Street intersection lacks edging such as berm or curb.
- There is significant groundwater breakout occurring along much of the contributing portion of Granite Street.
- Existing catch basins appear to be in fair to poor condition.

Based on both research findings and field observations, drainage improvements at the intersection of Granite Street and St. Anthony Street and roadway reconstruction on Granite Street between #359 and #410 are warranted.

Following research and field observations, a hydrology and hydraulics model for the subject area was developed. This process involved analyzing topography, ground cover, existing drainage systems, development, soil types, and rainfall to determine the volume of runoff being generated in the contributing area of Granite Street. The process was time-consuming, however, it was critical to perform as this undertaking verifies that any proposed improvements will be sufficient to handle anticipated runoff.

The Engineering Division is currently in the process of designing improvements to the intersection of Granite Street and St. Anthony Street as well as the runoff contributing area of Granite Street. Based on the combination of engineering research, site observations, and hydraulic modeling, Engineering recommends the following improvements to Granite Street:

- Installation of a closed drainage system consisting of 8 sets of catch basins, one set at each of the intersections of Granite Street and St. Anthony Street, Aurora Street, Beckland Street, and Nyland Street and four sets along Granite Street. Manholes and drain pipe would also be installed as part of this improvement. This will convey runoff through the drain system to the outfall on St. Anthony Street rather than overland across Granite Street.
- Installation of an underdrain on the east side of Granite Street from #359 and #410. This will act to prevent groundwater from breaking out and running into Granite Street, as well as protect the subbase material and structure of the roadway.

- Installation of berm on Granite Street from #359 to #410. This will serve to channelize runoff to the proposed catch basins.
- Reconstruction of Granite Street from #359 to #410. Reconstruction of the roadway is required due to its poor condition and to reestablish proper drainage patterns.
- Paving of the initial 50 feet of St. Anthony Street, Aurora Street, Beckland Street, and Nyland Street and installation of curbing/edging in the same areas. Paving and installing edging in these areas will protect the integrity and function of the proposed catch basins and channelize runoff from the roadways to the catch basins, enhancing the capture of runoff.

Based on preliminary plans, the Engineering Division estimates the cost associated with this work to be \$700,000. Prior to the start of construction, soil borings should be performed to verify the subsurface conditions and locate any ledge in the proposed path of subsurface construction as the presence of ledge would have a significant impact on construction costs. The drainage portion of the project can be installed this fall with paving work in the Spring of 2025.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jay J. Fink". The signature is fluid and cursive, with a long horizontal stroke at the end.

Jay J. Fink, P.E.  
Commissioner, Department of Public Works & Parks

Eric D. Batista  
City Manager



Attachment for Item #

10.7 C

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

The attached supplemental communication relative to the the FY25 water and sewer rate recommendation, as received from Jay J. Fink, P.E., Commissioner, Department of Public Works and Parks, is forwarded as requested by your Honorable Body.

Respectfully submitted,

Eric D. Batista  
City Manager



**To:** Eric D. Batista, City Manager  
**From:** Jay J. Fink, P.E., Commissioner  
**Date:** May 7, 2024  
**Re:** Communication Relative to the FY25 Water & Sewer Rate Recommendation

This report provides an overview of the status of the water and sewer enterprises and the rate recommendation for FY25 based on projected expenditures and revenues. For FY25, the combined *annual* cost of water and sewer services for the average single-family home will increase **\$19.84 per year** or **\$4.96 per quarter**, a **3.0%** increase based on the average annual water usage of 62 CCFs.

### ***Recommendation***

***Effective July 1, 2024, the following rates are recommended for FY25:***

- ***A water rate of \$3.82 per hundred cubic feet (CCF) of water used. This is a four cent (\$0.04) increase from FY24 and represents an increase of 1.0%. A CCF is equal to 748 gallons.***
- ***A sewer rate of \$9.12 per hundred cubic feet (CCF). This is an increase of 35 cents or 4.0%. The actual cost for residential properties is based on 80% of metered water usage.***
- ***The lifeline rate pursuant to Chapter 7, Section 16(e) of City Ordinances for eligible elderly homeowners will be held at \$170 per year.***
- ***The water rate for out-of-town water users will be \$4.04 per hundred cubic feet (CCF), an increase of the same 1.0% as in town users.***

The FY25 combined annual increase is due to increases in costs for ordinary maintenance, salary and fringe, sewage treatment, and anticipated debt service on capital improvements.

### ***About Water Usage***

The water and sewer rates are calculated based on an assumed level of billed usage in each year. The water usage for the City has been consistently declining through the last 20 years. Recent usage has been more consistent, and as a result, no further reduction in usage is projected for FY25. Increasing population and development in the City may account for the more consistent usage. Usage will be reviewed and updated in FY25 if

necessary. For rate-setting purposes, billed water and sewer usage for FY24 have been projected at the same level that was anticipated for FY23.

### ***Integrated Plan***

Worcester's Integrated Water Resources Management Plan (the Integrated Plan) was completed and submitted to EPA and DEP in October 2019. The intent was to begin implementation of the Integrated Plan in July 2020. The plan identifies the critical infrastructure investments anticipated over the next 20 years, including water and sewer main replacements, pump station improvements, dam repairs, and flood mitigation projects.

For FY25, the Integrated Plan projects continue to focus on sanitary and storm sewer replacement and renovation, along with sewer pump station evaluations and upgrades. There will also be continuing sewer inspections to identify potential problems along with development of a Drainage Master Plan to ascertain areas with stormwater runoff issues and recommend solutions. The Long Term Control Plan for the City's combined sewer system will be developed. This study will include an evaluation of the Quinsigamond Avenue Combined Sewer Overflow Treatment Facility to reduce the number and volume of treated combined sewer overflows from the facility, consideration of new treatment technology, assessment of the feasibility of additional combined sewer separation and further investigation into flood control for the Green Island neighborhood.

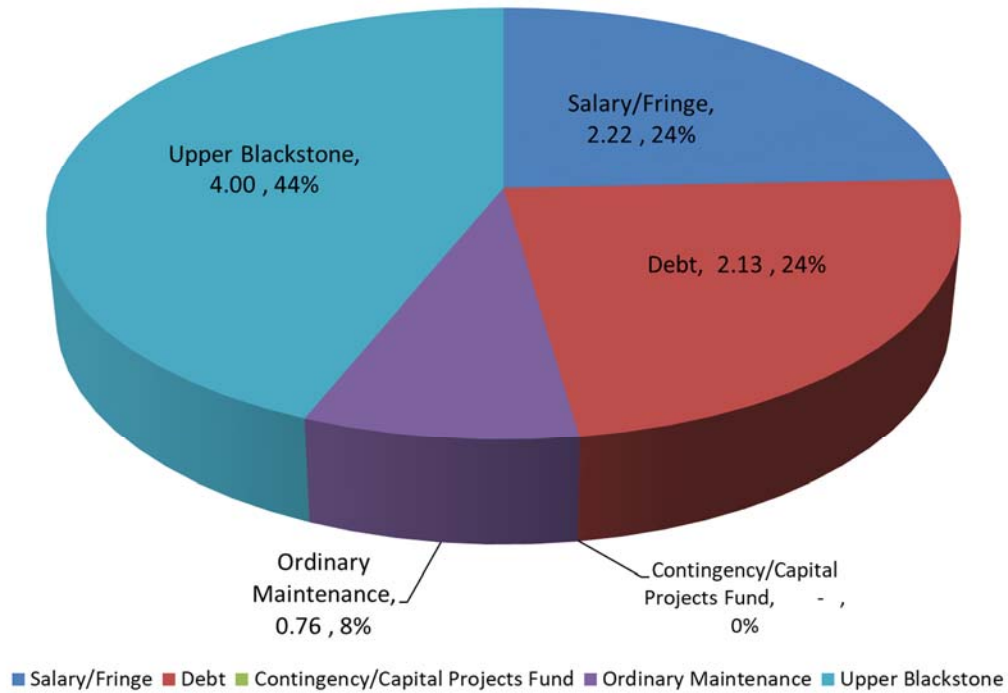
The Integrated Plan also incorporates the Drinking Water System Capital Improvement Plan. FY25 projects also include further investment in water main and water transmission main rehabilitation, including phase 2 of the Quinapoxet transmission pipeline and the implementation of a water meter replacement program. The plan will also advance programs to upgrade and improve water storage tanks, water pumping stations and the water filtration plant.

### ***About the Water/Sewer Rates***

#### **Sewer Rate**

The increase in the proposed sewer rate is 35 cents per CCF. The sewer rate of \$9.12 is composed of the following major cost centers as shown in the figure below: The assessment from the Upper Blackstone Water Pollution Abatement District, which provides the funding for the operation of the wastewater treatment plant, accounts for \$4.00 or 44% of the rate. The Upper Blackstone assessment has been increased by \$1M or 5% for FY25. Sewer Division salaries and benefits comprise \$2.22, or 24.3% of the rate. Debt service on the Sewer Division's capital investments is \$2.13, or 23.4% of the rate. Ordinary Maintenance costs to the Sewer Division represent 76 cents, or 8.4% of the rate.

**FY25 Sewer Rate Components: \$9.12 per CCF**

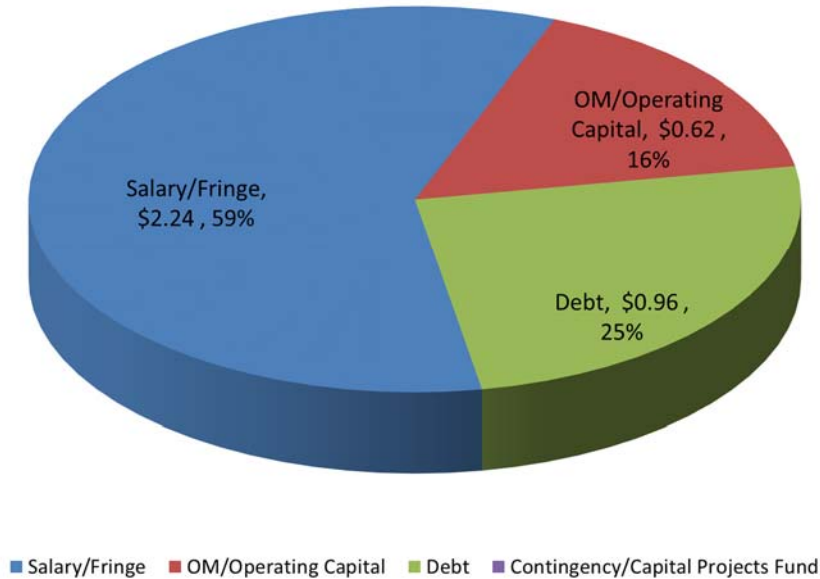


**Water Rate**

The water Rate of \$3.82 per CCF is composed of the following major cost centers, as shown in the figure below. Water Division salaries and fringe benefits represent \$2.24 or 58.7% of the rate. Debt service on capital investments accounts for \$0.96 or 25% of the rate. Ordinary Maintenance expenses represent 62 cents or 16.3% of the rate.



FY25 Water Rate Components: \$3.82 per CCF



### Reserve Policy Implementation

Proper management of the City’s water and sewer infrastructure requires that we approach our systems with a long-term perspective. Investments we make today may still be in use 50 or 100 years from now. The Water Sewer Enterprise Reserve policies were implemented in FY21 and established operating reserve targets of three months of operating expenses as well as reserve building for future capital needs. Both the water and sewer FY25 rates were developed consistent with our reserve policy to allow this kind of long-term planning and rate mitigation to continue. Since the current water reserve has achieved the three (3) month operational reserve target set by the policy, the water rate includes no additional funding for reserves in FY25, and the use of \$770,060 in available reserves is included to reduce the Water rate in FY25. The sewer fund has now achieved the reserve target, so no additional deposits to reserves are budgeted in FY25.

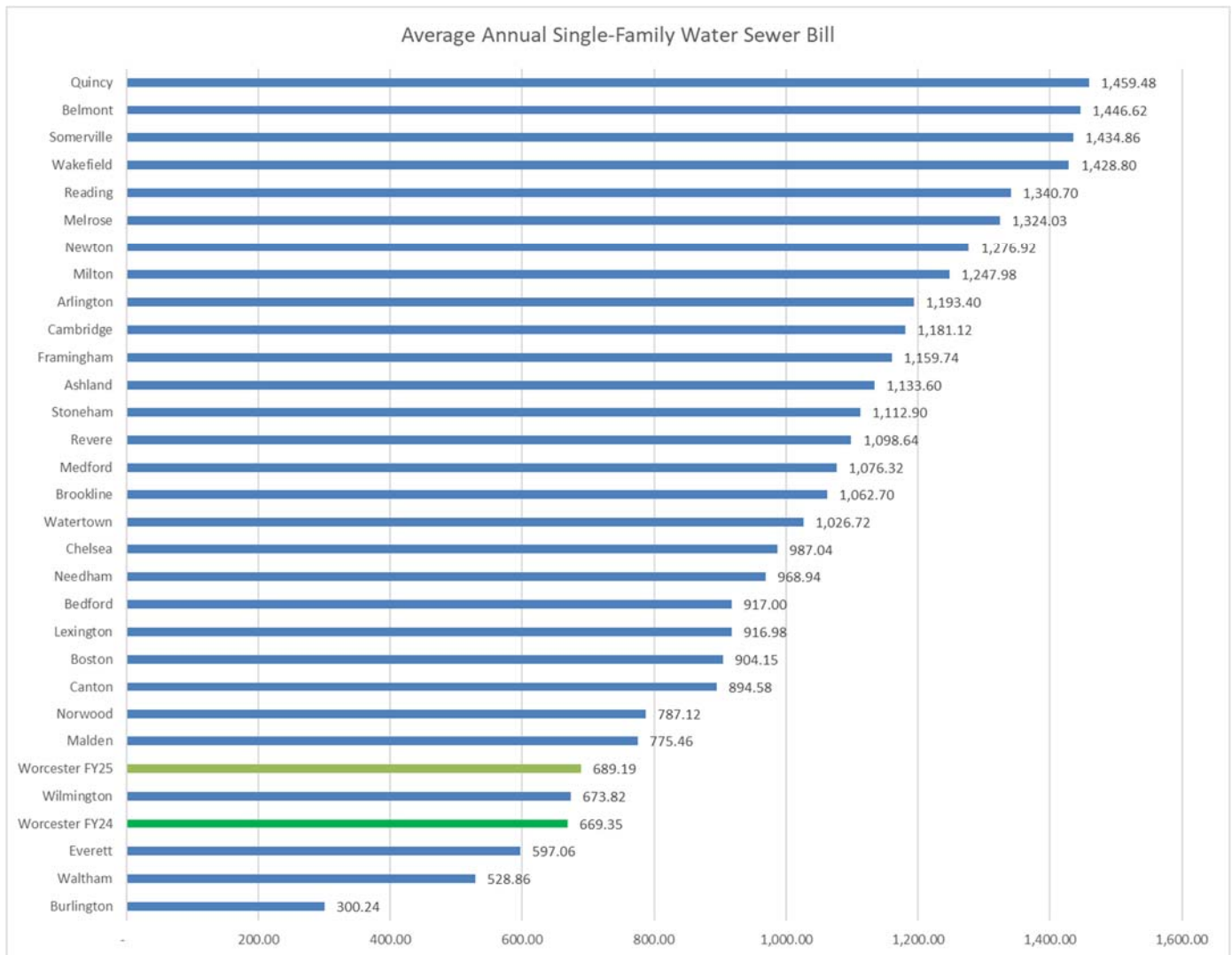
Previously, it was noted that the proposed rates for FY25 resulted in an increase to the average single family homeowner’s bill of \$19.84 per year. As shown in the table below, the total water increase is two dollars and forty-eight cents (\$2.48), and the total sewer increase is seventeen dollars and thirty-six cents (\$17.36) cents.

Annual Single Family Home Average Bill Comparison: FY24 to FY25									
	FY24	Usage	Annual		FY25	Usage	Annual	Annual	Annual
	Rate	CCF	Avg Bill		Rate	CCF	Avg Bill	Change	% Change
<b>Water</b>	\$ 3.78	62	\$ 234.36	<b>Water</b>	\$ 3.82	62	\$ 236.84	\$ 2.48	1.1%
<b>Sewer</b>	\$ 8.77	49.6	\$ 434.99	<b>Sewer</b>	\$ 9.12	49.6	\$ 452.35	\$ 17.36	4.0%
<b>Total</b>			<b>\$ 669.35</b>	<b>Total</b>			<b>\$ 689.19</b>	<b>\$ 19.84</b>	<b>3.0%</b>

The Integrated Plan recommended a sewer rate increase of 5.5% and a water rate increase of 3.0% for FY25. However, the Integrated Plan also recognizes unusual and unforeseen circumstances that may impact the ability of the City and its ratepayers to support these anticipated rate increases. We continue to adjust our recommendations to the economic realities of the City.

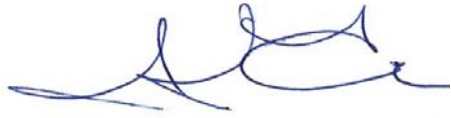
### Comparison of Rates

The proposed rates compare favorably with those found in other Massachusetts communities. In fact, even comparing the FY25 combined Worcester bill with the FY24 rates of other communities shows Worcester with among the lowest bills. See the chart below.



The rates being recommended will allow for the proper management of the City's water and sewer infrastructure without being unduly burdensome to Worcester residents and businesses.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jay J. Fink". The signature is fluid and cursive, with a long horizontal stroke at the end.

Jay J. Fink, P.E.  
Commissioner, Department of Public Works & Parks

Eric D. Batista  
City Manager



Attachment for Item # 10.26 A

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully request the review, deliberation, and approval of a non-exclusive utility easement for the westerly portion of 150 Harrington Way (North High School) to Crown Castle Fiber LLC, as requested by Rachel Monárrez, Superintendent of Worcester Public Schools, and forwarded for the consideration of your Honorable Body.

Respectfully submitted,

Eric D. Batista  
City Manager





**WORCESTER**  
PUBLIC SCHOOLS

Office of the Superintendent  
Rachel H. Monárrez, Ph.D.  
Superintendent

P 508-799-3115  
F 508-799-3199  
E [communications@worcesterschools.net](mailto:communications@worcesterschools.net)

Dr. John E. Durkin  
Administration Building  
20 Irving Street  
Worcester, MA 01609-2493

To: Eric D. Batista, City Manager

From: Rachel Monárrez, Ph.D., Superintendent of Schools

Date: April 23, 2024

Re: Communication Relative to North High School, 150 Harrington Way, Easement.

Crown Castle Fiber LLC has requested a non-exclusive utility easement on the property of North High School, located at 150 Harrington Way, for the purpose of installing, operating, inspecting, maintaining and upgrading underground conduit and fiber-optic cable and appurtenant equipment.

Attached is the proposed Grant of Easement, reviewed by the City of Worcester Law Department, vetted by the Department of Public Works & Parks, and approved by the School Committee for the purpose of securing the non-exclusive utility easement on the North High School property along the western portion of Harrington Way.

I request that you forward Grant of Easement to the City Council for their consideration and approval.

Sincerely,

Rachel Monárrez, Ph.D.  
Superintendent of Schools





# WORCESTER

PUBLIC SCHOOLS

## OFFICE OF THE SCHOOL COMMITTEE

Kristi L. Turgeon  
Administrative Clerk  
508-799-3032

Durkin Administration Building  
20 Irving Street  
Worcester, MA 01608

March 12, 2024

Mr. Eric Batista  
City Manager  
City Hall, Main Street  
Worcester, MA 01608

Dear City Manager Batista,

At the School Committee Meeting that was held on Thursday, March 7, 2024, the following motion was made:

### **General Business**

4-29 Administration  
(March 7, 2024)

To approve an easement to Crown Castle Fiber, LLC for real property located on the westerly portion of Harrington Way, also known as 150 Harrington Way (North High School).

On a roll call of 9-0 the motion was approved.

If you have any questions, please feel free to contact this office.

Sincerely,

Kristi L. Turgeon  
Clerk of the School Committee



**Prepared by and Return for Recording to:**

Crown Castle Fiber LLC  
2000 Corporate Drive  
Canonsburg, PA 15317  
Attn: Fiber Real Estate

**GRANT OF EASEMENT**

THIS GRANT OF EASEMENT AGREEMENT (“**Agreement**”) is hereby made this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_ (the "Effective Date"), by and between **the City of Worcester**, a municipal corporation duly authorized under the laws of the Commonwealth of Massachusetts, having an address of 455 Main Street, Worcester, MA 01608 (“**Grantor**”), and **Crown Castle Fiber LLC**, a New York limited liability company, with an address of 8020 Katy Freeway, Houston, TX 77024 (“**Grantee**” also referred to herein as "**CCF**").

Witnesseth:

**WHEREAS**, Grantor is the fee simple owner of the real property as further described in Exhibit "A" hereof (the "Property"); and

**WHEREAS**, CCF desires to install certain conduit and fiber-optic cable as more fully described in Exhibit "B" hereof and CCF desires Grantor to grant certain non-exclusive easements across certain portions of the Property under the terms and conditions of this Agreement.

**NOW, THEREFORE**, in consideration of the foregoing premises, payment of the sum of One Dollar (\$1.00) by Grantee to Grantor, and other good and valuable considerations, the receipt and sufficiency of which are hereby acknowledged, Grantor and Grantee, for themselves, their heirs, successors, and assigns, agree as follows:

1. Grantor hereby grants to Grantee a non-exclusive utility easement (u.e.) for the purpose of installing, operating, inspecting, maintaining and upgrading underground conduit and fiber-optic cable and appurtenant equipment installed from time to time (the “**Facilities**”) located on the property as more particularly shown on the attached **Exhibit “B”** to this Agreement, which Exhibit is incorporated herein as fully as though set forth at length (collectively the “**Conduit Area**”), together with the right, but not the obligation, to install, reconstruct, improve, add to, enlarge, replace, repair change the size of and remove the Facilities within the Conduit Area. The fiber optic cable installed within the Conduit Area shall be the property of CCF. CCF will maintain and repair the Facilities within the Conduit Area.

2. Grantor also hereby grants to CCF a non-exclusive easement of ingress and egress across the property, to access the Facilities within the Conduit Area to perform the activities set forth in Section 1 above.



3. Grantee agrees to comply with all security clearance requirements of Grantor prior to any access to any portions of the property, including, but not limited to the requirement that all CCF employees and contractors present adequate identification and insurance. Grantee will contact the Grantor thirty (30) days prior to any excavation and receive permission from Grantor to undertake such work. Further, Grantee will properly backfill said excavation or excavations and restore the surface of the land to as reasonably good conditions as the said surface was in immediately prior to the excavation thereof. Grantee shall use commercially reasonable efforts to minimize any disruption of the business operations of Owners or Owner's tenants that occupy buildings on the property.

4. Grantee will promptly repair any damage to the property or any other property and buildings not owned by Grantee, caused by Grantee exercising its rights under this Agreement including without limitation, landscaping, ground cover, planting, roadways, driveways, sidewalks, parking areas and structures. In the event that Grantee, its employees, agents, or contractors cause damage to the property, or any other property and buildings not owned by Grantee in the exercise of the privilege granted herein, Grantee agrees to restore such property and buildings so damaged to its original condition and grade.

5. This Agreement constitutes the entire agreement and understanding between the parties with respect to the subject matter hereof. This Agreement is binding upon the parties hereto and their respective successors and assigns.

6. The easements and agreements contained in this Agreement are effective commencing on the date of recordation of this Agreement in the Worcester District Registry of Deeds and will remain in full force and effect thereafter in perpetuity, unless this Agreement is modified, amended, canceled, or terminated in accordance with the provisions hereof.

7. Any notices to be given or served under this Agreement must be in writing and sent certified or registered mail, return receipt requested, or by other national overnight courier company, or personal delivery. Notice will be deemed given upon receipt or refusal to accept delivery. Each party may change from time to time their respective address for notice hereunder by like notice to the other party.

**Notice to Grantor:  
City Manager  
City Hall, Room 310  
455 Main Street  
Worcester, MA 01608**

**With a copy to:  
Superintendent of Schools  
Worcester Public Schools  
20 Irving Street  
Worcester, MA 01609**

**Notice to Grantee:  
Crown Castle Fiber LLC  
Attn: Fiber Real Estate  
2000 Corporate Drive  
Canonsburg, PA 15317**

8. The provisions of this Agreement may be modified or amended, in whole or in part, or terminated, through a mutual written agreement, fully executed by Grantor and Grantee or their respective successors and assigns, and recorded in the Worcester District Registry of Deeds.

9. This Agreement shall be governed by and construed in accordance with the laws of the Commonwealth of Massachusetts. The Parties agree that the venue shall be Worcester County.

Grantee shall indemnify and hold harmless Grantor its officers, agents, employees, and successors and assigns from and against all claims, damages, losses, and expenses (including all costs and attorney's fees, and all costs and attorney's fees on appeal) arising out of or resulting from its use of the easements and rights granted herein.

IN WITNESS WHEREOF, the undersigned with fully authority to do so, has caused this Agreement to be executed as of the date and year first set forth above.

**GRANTOR:  
CITY OF WORCESTER**

**ACCEPTED:  
CROWN CASTLE FIBER, LLC**

\_\_\_\_\_  
**Eric D. Batista**  
City Manager

\_\_\_\_\_  
**Brett A. Cameron**  
Director of Real Estate

#### GRANTOR ACKNOWLEDGMENT

COMMONWEALTH OF MASSACHUSETTS  
Worcester, ss.

On this \_\_\_\_ day of \_\_\_\_\_, 2023, before me, the undersigned notary public, personally appeared **Eric D. Batista** City Manager, City of Worcester, and proved to me through satisfactory evidence of identification, which was \_\_\_\_\_, 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.

\_\_\_\_\_  
Notary Public  
My commission expires:

[Notary Seal]

GRANTEE ACKNOWLEDGEMENT

COMMONWEALTH OF PENNSYLVANIA  
COUNTY OF WASHINGTON

On this \_\_\_\_ day of \_\_\_\_\_, 2023, before me, the undersigned Notary Public, personally appeared **Brett Cameron**, Director of Real Estate on behalf of Crown Castle Fiber LLC, known to me or satisfactorily proven 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.

In witness whereof, I hereunto set my hand and official seal.

---

Notary Public  
My commission expires:

[Notary Seal]

**Exhibit "A"**

**LEGAL DESCRIPTION LAND**

A certain tract of land located on the westerly side of Harrington Way, Worcester, Worcester County, Commonwealth of Massachusetts, and being a portion of the following recorded instruments:

- i. Order of Taking by the City of Worcester, dated May 22, 1961 and recorded May 31, 1961 in the Worcester Registry of Deeds, Book 4195, Page 414
- ii. Order of Taking by the City of Worcester, dated August 12, 2008 and recorded September 10, 2008 in Worcester District Registry of Deeds Book 43296, Page 386.

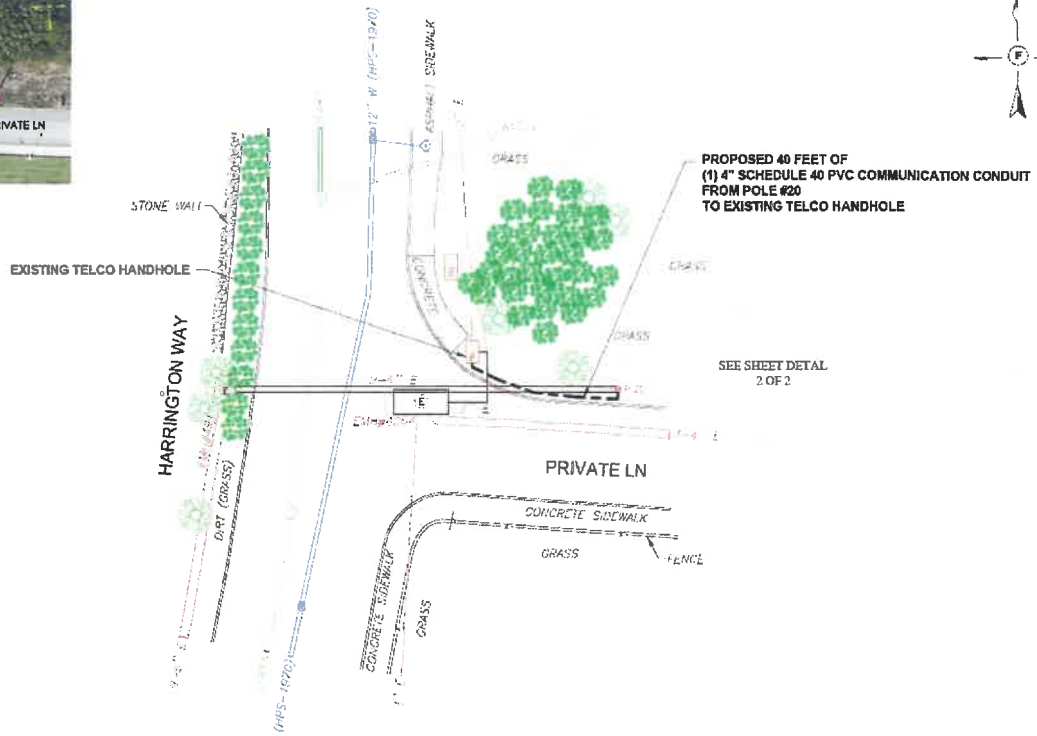
Also known as 150 Harrington Way, Parcel ID No. 19-027-000B

# Exhibit "B"

## Conduit Area



LOCUS  
N.T.S.





Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024apr29045029

Attachment for Item # 10.30 A

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

The attached communication relative to the number of residential parcels owned by limited liability companies (LLCs), as received from Timothy J. McGourthy, Chief Financial Officer and Acting Treasurer and Collector of Taxes, is forwarded for the information of your Honorable Body.

Respectfully submitted,

Eric D. Batista  
City Manager



The City of  
**WORCESTER**

Administration & Finance  
Timothy J. McGourthy, Chief Financial Officer  
City Hall, 455 Main Street, Worcester, MA 01608  
P | 508-799-1225 F | 508-799-1097  
treasurer@worcesterma.gov

TO: Eric D. Batista, City Manager

FROM: Timothy J. McGourthy, Chief Financial Officer and Acting Treasurer & Collector

DATE: May 7, 2024

RE: Residential Properties Owned by Limited Liability Companies

Per the request of City Councilor Haxhiaj at the April 9, 2024 City Council meeting, I attach a list of residential or mixed-use residential properties owned by limited liability companies (LLCs) located within the City of Worcester. This list only includes taxable and developed parcels – it does not include exempt or undeveloped land. There are a total of 3,073 parcels meeting this criteria.

Sincerely,

*Timothy J. McGourthy*

Timothy J. McGourthy  
Chief Financial Officer  
Acting Treasurer & Collector of Taxes

MBL	Owner Name	Street Number	Street	Assessed Value
04-034-00045	S + S BEE REALTY LLC	61	PROVIDENCE ST	\$ 280,200
05-015-00001	46 MILLBURY STREET LLC	46	MILLBURY ST	\$ 470,100
09-009-00011	COX REAL ESTATE LLC	196	LINCOLN ST	\$ 455,400
30-001-00011	K + L REALTY LLC	1104	PLEASANT ST	\$ 361,400
03-016-00025	SANTIAGO CRONIN REAL ESTATE IV LLC	117	AUSTIN ST	\$ 585,300
05-037-00009	D + B REAL ESTATE HOLDINGS LLC	51	VERNON ST	\$ 392,900
06-012-00002	EAGLE REALTY TRUST LLC	345	PARK AVE	\$ 882,600
06-037-00028	JABOTI LLC	5	CLAREMONT ST	\$ 1,043,000
14-008-00003	JAHANI REALTY LLC	66	FAIRFIELD ST	\$ 293,700
15-040-00009	SETARO BROTHERS LLC	220	STAFFORD ST	\$ 689,800
01-015-00004	FORTY ONE OAK AVENUE LLC	41	OAK AVE	\$ 474,200
01-026-00010	WU STER CLAN LLC	126	BELMONT ST	\$ 299,200
01-039-0007B	56 SHREWSBURY STREET LLC	56	SHREWSBURY ST	\$ 938,000
01-042-00002	FOUR AND ONE LLC	121	SHREWSBURY ST	\$ 605,800
02-028-16+21	ELWOOD MAIN LLC	154	MAIN ST	\$ 1,795,219
02-030-00017	SAN-MAR REALTY HOLDINGS LLC	1	LANCASTER ST	\$ 689,700
02-038-00003	127 HIGHLAND LLC	127	HIGHLAND ST	\$ 867,700
02-038-00021	CG PARTNERS REALTY ONE LLC	107	HIGHLAND ST	\$ 890,500
02-038-00070	CG PARTNERS REALTY TWO LLC	133	HIGHLAND ST	\$ 1,641,600
02-038-00075	RED DELIGHTS LLC	127	WEST ST	\$ 376,800
02-038-00076	DUNAMIS PROPERTIES LLC	2	ORMOND ST	\$ 452,900
02-040-00026	WW3RDTIMEAROUND LLC	80	WEST ST	\$ 1,079,400
02-043-00116	ZAMARRO PROPERTIES LLC	21	INSTITUTE RD	\$ 644,800
02-046-00036	BLOSSOM LANE LLC	37	FRUIT ST	\$ 1,192,000
02-046-00049	DWO REALTY LLC	44	CEDAR ST	\$ 550,000
02-048-00006	BLOSSOM LANE LLC	95	ELM ST	\$ 458,000
03-009-00001	HADLEY APARTMENTS LLC	653	MAIN ST	\$ 3,511,600
03-012-00005	WORCESTER FRANKLIN HOLDINGS LLC	72	FRANKLIN ST	\$ 2,890,700
03-012-00014	GRID WORCESTER HOLDINGS LLC	26	PORTLAND ST	\$ 8,833,200
03-012-002-4	GRID WORCESTER HOLDINGS LLC	66	FRANKLIN ST	\$ 1,914,700
03-012-01+61	GRID WORCESTER HOLDINGS LLC	56	FRANKLIN ST	\$ 1,892,400
03-013-00001	GRID WORCESTER HOLDINGS LLC	507	MAIN ST	\$ 10,150,600
03-013-00016	GRID WORCESTER HOLDINGS LLC	50	FRANKLIN ST	\$ 18,733,900
03-014-00003	AURORA REDEVELOPMENT LLC	660	MAIN ST	\$ 3,390,700
03-014-00032	66 VERNON LLC	698	MAIN ST	\$ 1,010,100
03-016-00005	59 CHANDLER STREET LLC	59	CHANDLER ST	\$ 635,200
03-018-00017	600 TIC OWNER I LLC + 600 TIC OWNER II LLC	600	MAIN ST	\$ 31,364,000
03-018-00047	WORCESTER TIC OWNER I LLC +	27	AUSTIN ST	\$ 2,864,100
03-021-00003	A B G REAL ESTATE LLC	84	PLEASANT ST	\$ 419,600
03-021-00004	A B G REAL ESTATE LLC	82	PLEASANT ST	\$ 395,100
03-022-00005	WORCESTER DEVELOPMENT PROJECT VI LLC	104	PLEASANT ST	\$ 643,800
03-027-00029	HORSESHOE LLC	253	PLEASANT ST	\$ 485,100
03-029-00022	THE SHERTON APTS LLC	111	PLEASANT ST	\$ 1,810,300
03-030-00014	79-83 PLEASANT STREET LLC	87	PLEASANT ST	\$ 1,304,000
03-030-00015	79-83 PLEASANT ST LLC	79	PLEASANT ST	\$ 866,900
03-031-00010	426 MAIN WORCESTER LLC	426	MAIN ST	\$ 1,881,700
03-032-00021	5 SLATER LLC	340	MAIN ST	\$ 14,179,000
03-032-00022	CENTRAL BUILDING DEVELOPMENT GROUP LLC	322	MAIN ST	\$ 5,734,700
03-19A-08-11	WORCESTER TIC OWNER I LLC +	588	MAIN ST	\$ 5,365,300
04-010-00031	325 GRAFTON LLC	325	GRAFTON ST	\$ 589,400
04-010-00042	LILY PROPERTY LLC	323	GRAFTON ST	\$ 942,800
04-010-031-1	325 GRAFTON LLC	333	GRAFTON ST	\$ 599,700
04-010-031-2	325 GRAFTON LLC	331	GRAFTON ST	\$ 498,500
04-012-13+14	CONTE GROUP LLC	11	SUFFOLK ST	\$ 541,200
04-013-00030	M + T INVESTMENTS LLC + PRESIGE PARTNERS LLC	267	GRAFTON ST	\$ 875,800



04-013-00031	GREALT LAND LLC	275	GRAFTON ST	\$ 619,400
04-021-00002	BAYSTATE INVESTMENT FUND LLC	64	WATER ST	\$ 1,304,700
04-022-15+16	CANAL DISTRICT PARTNERS LLC	152	GREEN ST	\$ 6,550,145
04-028-00005	BASHA HOLDINGS LLC	298	GRAFTON ST	\$ 556,800
04-029-18+23	OUR TRUSTED REALTY LLC	312	GRAFTON ST	\$ 1,259,300
04-038-00033	SAN PRAN SOUF LLC	9	KELLEY SQ	\$ 710,100
04-038-00034	19 KELLEY SQUARE LLC	19	KELLEY SQ	\$ 388,500
04-040-00014	TN PROPERTIES LLC	88	PROVIDENCE ST	\$ 433,000
04-040-00020	TN PROPERTIES LLC	90	PROVIDENCE ST	\$ 565,200
05-010-00001	MADISON WASHINGTON HOLDINGS LLC	1	GREEN ISLAND BLVD	\$ 27,493,700
05-016-00004	BAYSTATE INVESTMENT FUND LLC	23	MILLBURY ST	\$ 1,387,600
05-017-00006	Y2G LLC	109	MILLBURY ST	\$ 775,500
05-017-00008	DJC PROPERTIES LLC	97	MILLBURY ST	\$ 391,400
05-019-00001	50 VERNON ST LLC	50	VERNON ST	\$ 611,000
05-020-00015	SNOWHOUND RENTALS II LLC	165	MILLBURY ST	\$ 785,400
05-020-00016	NEEA LLC	179	MILLBURY ST	\$ 310,100
05-021-00026	A + H REALTY TRUST LLC	130	MILLBURY ST	\$ 720,500
05-021-00027	GREMARK LLC	138	MILLBURY ST	\$ 586,500
05-021-00065	4 NORMAL STREET LLC	124	MILLBURY ST	\$ 786,300
05-026-00003	66 VERNON STREET LLC	66	VERNON ST	\$ 594,800
05-027-00009	SNOWHOUND PROPERTY GROUP II LLC	261	MILLBURY ST	\$ 357,200
05-039-00030	TN PROPERTIES LLC	97	PROVIDENCE ST	\$ 582,700
06-001-00006	237 PARK AVENUE LLC	237	PARK AVE	\$ 492,500
06-001-00027	SHARK OUT LLC	507	PLEASANT ST	\$ 634,100
06-001-00040	261 PARK AVE LLC	263	PARK AVE	\$ 568,100
06-003-00008	GRAJALES PROPERTIES LLC	375	PLEASANT ST	\$ 717,800
06-003-00009	BAHNAN BROTHERS INVESTMENTS LLC	385	PLEASANT ST	\$ 248,700
06-006-00038	HILLTOP GROUP HOLDINGS LLC	270	PLEASANT ST	\$ 1,218,400
06-007-00030	EDDIE'S PLAZA,LLC	302	PLEASANT ST	\$ 520,700
06-010-00059	318 PARK LLC	310	PARK AVE	\$ 652,000
06-012-00051	ANDROMEDA CAPITAL LLC	229	CHANDLER ST	\$ 617,800
06-013-00019	X Y C NEW ENGLAND LLC	194	CHANDLER ST	\$ 475,800
06-013-00022	210 CHANDLER STREET LLC	210	CHANDLER ST	\$ 841,500
06-013-0022A	LILLY LLC	212	CHANDLER ST	\$ 601,700
06-016-00041	146-152 CHANDLER ST LLC	146	CHANDLER ST	\$ 2,204,700
06-026-00002	1-7 PIEDMONT LLC	5	PIEDMONT ST	\$ 678,100
06-037-00015	EASTHAM5 INVESTMENT LLC	20	LOUDON ST	\$ 520,600
06-040-00029	VALUEFIRST REALTY LLC	429	PARK AVE	\$ 2,493,300
06-17A-0026A	126 CHANDLER LLC	126	CHANDLER ST	\$ 2,371,200
07-001-00027	LEONG FAMILY REALTY LLC	925	MAIN ST	\$ 633,800
07-004-00012	92 GRAND STREET COMMONS LLC	92	GRAND ST	\$ 3,821,700
07-017-00004	ORANGE BLISS PROPERTIES LLC	170	CANTERBURY ST	\$ 393,900
07-033-00021	RWJC PROPERTIES LLC	481	CAMBRIDGE ST	\$ 430,100
08-011-00041	MJS HOLDINGS LLC	545	PARK AVE	\$ 476,000
08-036-0022A	WORCESTER DEVELOPMENT PROJECT III LLC	1025	MAIN ST	\$ 471,700
08-043-00019	MORAIS + MARTINS LLC	1232	MAIN ST	\$ 410,500
09-001-00016	LINCOLN PROPERTIES LLC	146	LINCOLN ST	\$ 404,000
09-010-00005	JAMLIK LLC	221	LINCOLN ST	\$ 404,400
09-013-00010	39 NEWTON STREET LLC	249	LINCOLN ST	\$ 885,500
10-013-24-26	S + F SHAIKH REALTY LLC	687	MILLBURY ST	\$ 1,295,400
10-016-00008	MONROE MANAGEMENT LLC TRUSTEE	34	BLACKSTONE RIVER RD	\$ 1,105,200
10-016-00009	GREEN LEAF PROPERTIES LLC	42	BLACKSTONE RIVER RD	\$ 390,800
10-016-00011	QUINSIGAMOND FIREHOUSE LLC	15	BLACKSTONE RIVER RD	\$ 206,400
10-016-0007A	DSDL REALTY LLC	26	BLACKSTONE RIVER RD	\$ 302,600
10-016-0009A	GREEN LEAF PROPERTIES LLC	50	BLACKSTONE RIVER RD	\$ 560,800
10-024-00009	2-4 GREENWOOD STREET LLC	2	GREENWOOD ST	\$ 522,100

11-001-00042	CG PARTNERS REALTY ONE LLC	140	WEST ST	\$ 349,100
11-004-00002	BEAD REALTY LLC	201	PARK AVE	\$ 460,300
11-014-00017	17LIZMIC LLC	715	PLEASANT ST	\$ 361,200
11-029-00009	ROSE HILL PROPERTIES LLC	688	PLEASANT ST	\$ 422,900
11-034-00019	S + M LLC	116	JUNE ST	\$ 602,700
11-034-13+14	S + N UNLIMITED LLC	108	JUNE ST	\$ 456,200
13-014-00049	CMF ASSOCIATES LLC + FLORIO.CHRISTINE +	141	WEST BOYLSTON ST	\$ 357,500
13-026-00020	PROSPEROUS WORCESTER PROPERTIES LLC	54	WEST BOYLSTON ST	\$ 299,600
14-007-00027	WINCHEDON PARK LLC	434	PARK AVE	\$ 373,600
14-007-00029	KURDHASAN PROPERTIES LLC	438	PARK AVE	\$ 493,200
14-008-00011	HOPE INVESTMENTS LLC	470	PARK AVE	\$ 448,400
15-008-0003C	A + L REALTY LLC	1394	MAIN ST	\$ 554,300
15-023-09+17	HOMELAND 1329 MAIN LLC	1329	MAIN ST	\$ 898,100
16-007-00030	MAYNARD PROS LLC	157	BELMONT ST	\$ 401,800
16-007-00046	179 BELMONT STREET LLC	179	BELMONT ST	\$ 501,900
16-014-00016	GOODMAN PROPERTY HOLDINGS LLC	99	EAST CENTRAL ST	\$ 614,900
16-015-00024	JAGL LLC	154	SHREWSBURY ST	\$ 592,800
16-018-00025	KENICHI 3 BROTHERS LLC	268	SHREWSBURY ST	\$ 487,800
16-018-0026A	HAPCUS REALTY LLC	274	SHREWSBURY ST	\$ 626,400
16-019-00039	NLC PROPERTIES LLC	304	SHREWSBURY ST	\$ 482,700
16-028-00002	O+G REALTY LLC	339	SHREWSBURY ST	\$ 620,300
16-030-00009	275 SHOES LLC	275	SHREWSBURY ST	\$ 610,900
16-033-00006	YELLOWSTAR REALTY LLC	183	SHREWSBURY ST	\$ 775,800
16-034-00003	NO MAS NICKY LLC NOMINEE	157	SHREWSBURY ST	\$ 634,900
17-032-00035	NTP PROPERTIES LLC	274	PLANTATION ST	\$ 552,400
17-034-0009A	SKD REALTY LLC	364	HAMILTON ST	\$ 452,900
17-31B-00079	PREMIER RENTAL PROPERTIES LLC	252	LAKE AVE	\$ 568,500
18-005-00001	S + M LLC	344	GRAFTON ST	\$ 831,000
18-005-00027	S + M LLC	338	GRAFTON ST	\$ 835,100
18-009-0008A	E + V REALTY LLC	50	HAMILTON ST	\$ 778,400
18-010-00001	PREMIER INVESTMENT PROPERTIES LLC	81	HAMILTON ST	\$ 730,600
18-010-00003	PREMIER RENTAL PROPERTIES LLC	73	HAMILTON ST	\$ 618,300
18-014-00003	98 HAMILTON PROPERTY HOLDINGS LLC	98	HAMILTON ST	\$ 590,300
18-014-00036	LEPANTO LLC	94	HAMILTON ST	\$ 432,000
18-015-00003	CAMELOT PROPERTIES LLC	105	HAMILTON ST	\$ 535,100
18-015-00037	4 NORMAL STREET LLC	113	FAIRMONT AVE	\$ 392,500
18-040-00002	PREMIER RENTAL PROPERTIES LLC	340	HAMILTON ST	\$ 549,900
18-042-00027	341 HAMILTON STREET LLC	341	HAMILTON ST	\$ 415,100
27-012-00003	250 WEBSTER STREET LLC	250	WEBSTER ST	\$ 400,100
30-003-00008	1062 PLEASANT ST LLC	1062	PLEASANT ST	\$ 514,900
34-001-00021	5 MASSASOIT LLC	5	MASSASOIT RD	\$ 465,600
34-023-00005	MASSASOIT DEVELOPMENT LLC	317	MASSASOIT RD	\$ 277,500
36-001-32+33	21LIZMIC LLC	363	BURNCOAT ST	\$ 435,000
38-011-00004	VRAJ + DEEP LLC	783	GRAFTON ST	\$ 217,800
39-001-00001	STEINMETZ SPECIALTIES LLC	460	LINCOLN ST	\$ 414,100
40-035-0011A	STAKE REALTY LLC	1283	PLEASANT ST	\$ 436,600
40-035-0011B	STAKE REALTY LLC	1285	PLEASANT ST	\$ 395,000
41-002-00228	ARROW HOLDINGS LLC	347	LAKE AVE	\$ 427,600
45-025-10-12	MASSASOIT DEVELOPMENT LLC	312	MASSASOIT RD	\$ 312,100
46-016-00038	97 COBURN REALTY LLC	345	LAKE AVE NORTH	\$ 554,600
46-019-00598	KLA HOLDINGS LLC	8	BOYLSTON ST	\$ 695,700
46-019-00599	KLA HOLDINGS LLC	8	BOYLSTON ST	\$ 764,600
49-010-00003	1 BRATTLE STREET LLC	1	BRATTLE ST	\$ 673,900
02-23B-000JK	MC ROSELAND WORCESTER LLC	145	FRONT ST	\$ 81,427,100
04-040-007+8	MPI UNION HILL LLC	74	PROVIDENCE ST	\$ 205,473
06-030-00014	JN+S LLC	9	HAMMOND ST	\$ 545,500

13-021-01+05	CROWN ENTERPRISES LLC	106	WEST BOYLSTON ST	\$ 734,400
17-026-00001	EVERGREEN REAL ESTATE HOLDINGS LLC	340	PLANTATION ST	\$ 522,800
02-030-00020	34 LANCASTER STREET LLC	34	LANCASTER ST	\$ 398,800
01-039-00008	PREMIER INVESTMENT PROPERTIES LLC	11	LEO TURO WAY	\$ 1,902,800
02-009-00013	C+S WORCESTER LLC	90	COMMERCIAL ST	\$ 1,058,500
02-025-00012	44 FRONT STREET LLC	40	FRONT ST	\$ 1,961,300
02-026-00006	RPTM REALTY LLC	25	EXCHANGE ST	\$ 397,400
02-028-00007	SAVTON LLC	120	MAIN ST	\$ 754,200
02-032-00012	CHESTNUT WORCESTER LLC	29	CHESTNUT ST	\$ 391,500
02-035-00042	BTT GROUP LLC	85	HIGHLAND ST	\$ 612,200
02-041-00091	HIGHLAND STREET REALTY LLC	179	HIGHLAND ST	\$ 987,400
02-043-00152	PRISTINE REALTY LLC	70	HIGHLAND ST	\$ 294,200
02-046-00038	WORCESTER DEVELOPMENT PROJECT IV LLC	52	CEDAR ST	\$ 331,900
03-008-00002	NEW ERA PROPERTY LLC	709	MAIN ST	\$ 904,000
03-031-34+35	SAVLANTON LLC	37	PLEASANT ST	\$ 1,211,700
03-034-00001	C + G GROUP LLC	65	ELM ST	\$ 1,233,700
04-018-00036	WESTERMAN REALTY LLC	58	GREEN ST	\$ 544,000
04-021-00001	AMICI ON CANAL LLC	50	WATER ST	\$ 667,000
04-022-00009	BAYSTATE INVESTMENT FUND LLC	1	KELLEY SQ	\$ 2,019,400
04-024-20+34	BLACKSTAR REALTY LLC	81	WATER ST	\$ 504,800
04-028-02+28	RWJC PROPERTIES LLC	264	GRAFTON ST	\$ 788,800
05-008-0013A	WHIPPICOTT LLC	20	MILLBURY ST	\$ 412,000
05-016-07+08	M35 REAL ESTATE LLC	39	MILLBURY ST	\$ 1,038,300
05-018-11+14	BASHA HOLDINGS LLC	33	WARD ST	\$ 761,900
06-001-00044	REED REALTY LLC	235	PARK AVE	\$ 573,300
06-009-00033	RABASH INTERNATIONAL LLC	438	PLEASANT ST	\$ 497,700
06-010-00044	554 PLEASANT STREET MANAGEMENT LLC	554	PLEASANT ST	\$ 552,100
06-016-00045	UMGOZI LLC	142	CHANDLER ST	\$ 199,300
06-022-00001	KLA HOLDINGS LLC	377	PARK AVE	\$ 360,300
06-022-00008	K + B HUANG REAL ESTATE LLC	401	PARK AVE	\$ 861,400
06-040-00001	413-415 PARK AVE LLC	413	PARK AVE	\$ 665,200
08-005-00025	EXCEL LLC	465	PARK AVE	\$ 391,100
08-011-00001	UMGOZI LLC	537	PARK AVE	\$ 358,100
08-028-08+09	17 YOUND STREET LLC	7	YOUNG ST	\$ 658,000
08-030-00008	ERGE PROPERTIES LLC	1147	MAIN ST	\$ 456,300
08-032-00003	AW MANGEMENT LLC	34	CAMBRIDGE ST	\$ 272,000
09-013-11+12	GO REALTY LLC	243	LINCOLN ST	\$ 434,700
10-016-00015	O'ROURKE WORCESTER REALTY LLC	29	BLACKSTONE RIVER RD	\$ 399,800
10-016-00016	MINAS LLC	35	BLACKSTONE RIVER RD	\$ 448,800
11-006-00015	CENTRAL WORCESTER REALTY LLC	227	RUSSELL ST	\$ 366,800
11-008-00022	OAKLEY PROPERTIES LLC	226	PARK AVE	\$ 561,100
11-017-00007	LENOX INVESTMENTS LLC	2	RICHMOND AVE	\$ 413,900
11-031-10+11	HOPKINS REALTY LLC	266	PARK AVE	\$ 1,315,200
12-008-00005	KLA HOLDINGS LLC	382	WEST BOYLSTON ST	\$ 575,200
12-015-00018	GVB REALTY LLC	610	WEST BOYLSTON ST	\$ 480,800
13-005-05+06	290 REALTY LLC	1	STOWELL AVE	\$ 1,003,800
13-021-02+2A	CROWN ENTERPRISES LLC	114	WEST BOYLSTON ST	\$ 1,050,700
14-009-00030	482 PARK AVENUE LLC	132	FAIRFIELD ST	\$ 307,400
15-008-00005	1378 MAIN STREET LLC	1378	MAIN ST	\$ 343,800
16-015-00013	MEZE 166 SHREWSBURY STREET LLC	166	SHREWSBURY ST	\$ 579,800
16-022-00017	ERMANI PROPERTIES LLC	377	SHREWSBURY ST	\$ 472,400
16-024-0024A	399 SHREWSBURY STREET LLC	399	SHREWSBURY ST	\$ 198,700
18-002-00008	1 RICE SQUARE LLC	1	RICE SQ	\$ 490,100
20-007-00006	DODMAN REAL ESTATE LLC	82	PARK AVE	\$ 531,500
21-07A-00001	FORD FAMILY REALTY LLC	549	GROVE ST	\$ 820,900
22-008-00015	MJK PROPERTIES LLC	4	CRERIE AVE	\$ 645,600

22-025-00002	BURNCOAT STREET LLC	78	BURNCOAT ST	\$ 440,000
22-030-00006	33 BURNCOAT STREET LLC	33	BURNCOAT ST	\$ 321,300
23-009-00005	MAYO FAMILY REAL ESTATE HOLDINGS LLC	859	WEST BOYLSTON ST	\$ 485,500
23-010-00001	TRIANGLE ST REALTY LLC	3	TRIANGLE ST	\$ 347,400
23-015-00014	EVEREST REAL ESTATE LLC	716	WEST BOYLSTON ST	\$ 408,400
24-034-025-2	MJK PROPERTIES LLC	421	CHANDLER ST	\$ 441,600
28-022-00002	CLOVERLEAF REALTY COMPANY LLC	64	SOUTH LUDLOW ST	\$ 764,200
30-001-00001	MARSHALL COMMERCIAL PROPERTIES LLC	1124	PLEASANT ST	\$ 916,500
31-002-00016	ML-AL REALTY LLC	500	GRANITE ST	\$ 1,323,900
31-023-00001	EXTRA SPACE PROPERTIES SEVENTY SEVEN LLC	1180	MILLBURY ST	\$ 9,940,600
32-016-0001A	PEARL DS LLC	1061	WEST BOYLSTON ST	\$ 317,700
32-042-00017	1173 WEST BOYLSTON STREET LLC	1173	WEST BOYLSTON ST	\$ 460,500
34-033-00092	KASBANA PROPERTIES LLC	234	SOUTHWEST CUTOFF	\$ 678,100
34-036-0004A	SURFSIDE ENTERPRISES LLC	1454	GRAFTON ST	\$ 615,200
37-023-0002B	EXTRA SPACE PROPERTIES SEVENTY EIGHT LLC	16	ARARAT ST	\$ 9,449,200
46-001-00009	K L MERK LLC	370	PLANTATION ST	\$ 1,416,400
02-028-00029	PRISTINE REALTY LLC	7	STATE ST	\$ 807,600
34-018-009-2	ARCADIA STREET WORCESTER LLC	894	GRAFTON ST	\$ 293,500
07-027-00010	JAKE PROPERTIES,LLC	11	CANTERBURY ST	\$ 752,800
33-040-00001	751 GROVE STREET LLC	751	GROVE ST	\$ 1,465,300
01-009-00004	TOP HOLDINGS LLC	17	WESTMINSTER ST	\$ 307,100
02-034-023-2	KK ASSOCIATES LLC	20	HOME ST	\$ 273,900
02-039-00006	PRISTONE REALTY LLC	51	JOHN ST	\$ 219,200
02-039-00009	PARVIN HOMES LLC	47	JOHN ST	\$ 227,100
02-040-00014	Y J PROPERTIES LLC	41	DAYTON ST	\$ 320,800
02-042-00059	57 WACHUSETT REALTY LLC	57	WACHUSETT ST	\$ 486,500
02-045-00131	KALLANG LLC	58	FRUIT ST	\$ 409,900
02-047-00046	977FELICITY LLC	96	WILLIAM ST	\$ 321,400
03-028-00007	HOGG HOUSE LLC	54	ELM ST	\$ 831,800
03-034-00007	WORCESTER SERVICES LLC	57	ELM ST	\$ 431,100
04-002-00006	RMBA REO HOLDINGS LLC	20	GROTON PL	\$ 391,500
04-005-0005L	ALMA CONSTRUCTION COMPANY LLC	112	NORFOLK ST	\$ 312,900
04-006-00010	UNION HILL APARTEMNTS LLC	50	NORFOLK ST	\$ 159,135
04-011-00045	55 ORIENT LLC	55	ORIENT ST	\$ 306,000
04-011-34+54	TN PROPERTIES LLC	33	ORIENT ST	\$ 256,700
04-012-00027	O + R LEGACY INVESTMENT GROUP LLC	57	WALL ST	\$ 256,400
04-026-00025	D + B REAL ESTATE HOLDINGS LLC	42	CORAL ST	\$ 297,800
04-040-00015	T + K REAL ESTATE HOLDINGD LLC	53	DORCHESTER ST	\$ 257,300
06-005-00001	SHELLE REALTY LLC	94	ELM ST	\$ 534,100
06-016-00035	MNS REALTY LLC	38	JAQUES AVE	\$ 177,200
06-018-00036	MNS REALTY LLC	2	ELY ST	\$ 201,500
06-040-0028A	VALUEFIRST REALTY LLC	5	PEMBROKE ST	\$ 224,100
07-001-00016	TRINITY ESTATE INVESTMENTS + DEVELOPMENT LLC	4	HANCOCK ST	\$ 221,400
07-001-00017	TRINITY ESTATE INVESTMENTS + DEVELOPMENT LLC	6	HANCOCK ST	\$ 216,700
07-005-00027	PHAT ALBERT 4 LLC	4	ALBERT ST	\$ 292,100
07-006-0019B	677LEZ LLC	26	GRAND ST	\$ 266,900
07-007-00009	MNS REALTY LLC	34	GATES ST	\$ 244,300
07-008-002-4	LINETT LLC	1	ILLINOIS CT	\$ 123,500
07-009-00042	TN PROPERTIES LLC	1	RICHARDS ST	\$ 307,100
07-016-00012	LITCHFIELD LLC	19	LITCHFIELD ST	\$ 138,800
07-019-00025	TBN REALTY LLC	20	CAMP ST	\$ 184,000
07-020-00023	D + B REAL ESTATE HOLDINGS LLC	11	CAMP ST	\$ 142,500
07-022-00003	GEORGE BOND GLOBAL LLC	180	GRAND ST	\$ 282,800
07-035-00004	MJ WHITTALL LLC	32	WOODWARD ST	\$ 239,700
07-042-00034	COLTON STREET REALTY LLC	5	COLTON ST	\$ 191,800
07-043-00007	FR INVESTMENTS LLC	7	WASHBURN ST	\$ 211,700

07-045-0005A	ABG REAL ESTATE LLC	57	CAMP ST	\$ 274,800
07-43A-00020	MNS REALTY LLC	15	CLAPP ST	\$ 232,800
08-005-00023	VF PROPERTIES LLC	54	FLORENCE ST	\$ 235,100
08-021-00009	TN PROPERTIES LLC	33	COES ST	\$ 315,900
08-035-00021	GENG GENG LLC	31	STONELAND RD	\$ 313,500
08-040-11+12	WAYNE STREET LLC	36	WAYNE ST	\$ 312,400
09-006-00035	D + B REAL ESTATE HOLDINGS LLC	4	STURGIS ST	\$ 312,200
09-013-00014	D + B REAL ESTATE HOLDINGS LLC	5	MCKINLEY RD	\$ 269,100
09-017-00031	DESMOND JAMES LLC	68	UXBRIDGE ST	\$ 318,900
09-026-0023A	278-284 GROVE STREET 2022 LLC	4	POWERS CT	\$ 178,700
09-027-0019A	WAYNE STREET LLC	57	EDGEWORTH ST	\$ 270,500
09-027-19A-2	WAYNE STREET LLC	55	EDGEWORTH ST	\$ 409,300
09-028-9B+30	EDGEWORTH STREET LLC	54	EDGEWORTH ST	\$ 329,200
09-029-16-13	BLOCK CAPITAL LLC	18	EDGEWORTH ST	\$ 301,000
09-041-00027	ELHOUSSAN LLC	30	WAKEFIELD ST	\$ 353,200
11-001-00018	TEMASEK CITY DUA LLC	5	SCHUSSLER RD	\$ 425,300
11-002-00054	S + M LLC	192	HIGHLAND ST	\$ 254,500
11-002-18+19	BROTHERS REAL ESTATE LLC	21	EINHORN RD	\$ 487,200
11-008-00026	OAKLEY PROPERTIES LLC	222	PARK AVE	\$ 310,400
11-018-00019	3 URECO LLC	3	URECO TER	\$ 399,300
11-018-0015A	9 RICHMOND LLC	9	RICHMOND AVE	\$ 253,800
11-023-00019	MURRAY DEVELOPMENT LLC	35	INTERVALE RD	\$ 348,500
11-029-00175	146 COOLIDGE ROAD LLC	146	COOLIDGE RD	\$ 460,600
11-033-0009A	LOUBELLA REALTY WOR LLC	88	JUNE ST	\$ 398,400
11-038-00001	67 PROPERTIES LLC	72	BERWICK ST	\$ 415,800
11-039-00004	RICHMOND REBOLI LLC	99	RICHMOND AVE	\$ 363,100
12-005-00009	EMN ASSOCIATES,LLC	58	FRATERNAL AVE	\$ 278,200
12-006-00001	CENTRAL CITY PROPERTIES LLC	38	KING PHILIP RD	\$ 341,600
12-025-00016	ALMA CONSTRUCTION COMPANY LLC	128	BROOKS ST	\$ 416,200
12-026-0025D	30D MOUNT AVENUE LLC	30	MOUNT AVE	\$ 274,900
12-040-00016	AR HOMES LLC	100	KENDRICK AVE	\$ 313,300
12-040-00036	NUNYA LLC	142	WHITMARSH AVE	\$ 287,900
12-045-00013	PREMIUM HOMES LLC	388	BURNCOAT ST	\$ 313,800
12-43B-00043	CMF ASSOCIATES LLC	138	KING PHILIP RD	\$ 298,800
12-43C-00063	RKJD ASSOCIATES LLC	24	MARMION AVE	\$ 349,600
13-014-00039	SCRIBNER DEVELOPMENT LLC	30	BOARDMAN ST	\$ 378,600
13-014-05+34	KLA HOLDINGS LLC	44	BOARDMAN ST	\$ 314,400
14-012-00010	JUDE REALTY LLC	5	CLIVE ST	\$ 254,300
14-015-09+10	JUDE REALTY LLC	8	LISBON ST	\$ 348,915
14-029-00023	Y + Z LLC	6	THAYER ST	\$ 295,800
14-035-00051	REED STREET,LLC	82	REED ST	\$ 214,300
14-042-00071	XYC NEW ENGLAND LLC	27	LONGFELLOW RD	\$ 389,200
15-007-00007	XSELL REALTY LLC	87	CREST CIR	\$ 246,100
15-010-00009	BJC REAL ESTATE INVESTMENTS LLC	13	MERCHANT ST	\$ 294,400
15-021-00018	OLD HOMESTEAD LLC	48	EUREKA ST	\$ 323,600
15-022-0010A	25A BLAINE AVENUE LLC	25	BLAINE AVE	\$ 303,300
15-041-00057	SABAHO REALTY LLC	17	FALCON ST	\$ 276,900
16-003-16+17	STEPHAN JEAN-PIERRE REAL ESTATE LLC	6	BRECK ST	\$ 365,800
16-006-0030B	28 VINSON LLC	28	VINSON ST	\$ 248,100
16-018-1-31A	SERENA PROPERTIES LLC	31	CHILMARK ST	\$ 220,800
16-019-00021	EMMANUEL A + C LLC	43	WILSON ST	\$ 230,900
16-021-00054	K SQUARE REAL ESTATE LLC	16	CAPRERA RD	\$ 221,300
16-021-0054A	K SQUARE REAL ESTATE LLC	16	CAPRERA RD	\$ 173,700
16-023-00042	ROTHEKA MANAGEMENT LLC	5	LISCOMB ST	\$ 365,300
16-027-00007	353 PLANTATION PROPERTY HOLDINGS, LLC	353	PLANTATION ST	\$ 299,000
16-037-00004	SIMMGMT LLC TRUSTEE	34	JOHNSON ST	\$ 381,200

16-037-0006A	SIMMGMT LLC	30	JOHNSON ST	\$ 380,700
16-039-0019A	267 BELMONT STREET LLC	267	BELMONT ST	\$ 245,300
17-008-00031	RIGALI PROPERTIES LLC	759	FRANKLIN ST	\$ 398,800
17-013-00018	HB2 ALTERNATIVE HOLDINGS LLC	32	RENA ST	\$ 374,200
17-015-0001S	RHK PROPERTIES LLC	39	LOCUST AVE	\$ 378,500
17-015-0001T	RHK PROPERTIES LLC	41	LOCUST AVE	\$ 366,000
17-025-00008	REMP REALTY LLC	10	PEABODY ST	\$ 274,300
17-029-00007	LAKE SATES LLC	220	LAKE AVE	\$ 338,600
17-036-00061	JAG MANAGEMENT LLC	38	BOSTON AVE	\$ 304,900
17-037-00035	JOLLY CHIMP LLC	3	MIDDLESEX AVE	\$ 187,100
17-038-00007	SADIEMAC PROPERTIES LLC	9	BOSTON AVE	\$ 345,400
18-004-00018	TRUST DEVELOPMENT + INVESTMENTS LLC	37	PLANTATION ST	\$ 321,300
18-005-00005	TN PROPERTIES LLC	17	HOUGHTON ST	\$ 257,000
18-013-00026	HIGCO LLC	185	FAIRMONT AVE	\$ 307,900
18-014-00019	T + K REAL ESTATE HOLDINGS LLC	127	FAIRMONT AVE	\$ 244,200
18-023-00010	K + J HUANG REAL ESTATE LLC	2	BOWKER ST	\$ 316,400
18-025-00026	M HOMES LLC	50	DARTMOUTH ST	\$ 300,800
18-028-00013	DOVER INVESTMENT GROUP LLC	138	COHASSET ST	\$ 260,600
18-028-00024	CONSOLMAGNO PROPERTIES LLC	47	BEDFORD AVE	\$ 295,900
18-028-00041	CONSOLMAGNO PROPERTIES LLC	45	BEDFORD AVE	\$ 257,200
18-028-20+26	STEIN HOLDINGS LLC	121	DELMONT AVE	\$ 311,700
18-036-00004	HIGCO LLC	203	HAMILTON ST	\$ 374,900
18-036-00009	HIGCO LLC	211	HAMILTON ST	\$ 324,200
18-039-00023	5B ELMIRE AVE LLC	5	ELMIRE AVE	\$ 123,600
18-041-58+59	35 SUPERIOR LLC	35	SUPERIOR RD	\$ 369,100
18-044-00050	T + K REAL ESTATE HOLDINGS LLC	271	HAMILTON ST	\$ 254,400
18-044-13+14	5 STRATFIELD LLC	5	STRATFIELD ST	\$ 336,800
18-044-70+71	CORNERSTONE REALTY INVESTMENTS LLC	34	GORDON ST	\$ 350,000
19-011-000A2	156 ORIENT STREET LLC	156	ORIENT ST	\$ 315,400
19-011-000B2	154 ORIENT STREET LLC	154	ORIENT ST	\$ 318,400
19-011-0031A	NORFOLK DESIGN LLC	188	NORFOLK ST	\$ 316,200
19-018-00031	ALL IDEAL HOMES LLC	25	MONTGOMERY AVE	\$ 334,700
19-018-00054	4J REAL ESTATE GROUP LLC	44	ANCONA RD	\$ 289,500
19-026-00013	TRESKA, SPIRO + DINE, VJOLLCA	31	ROBIN RD	\$ 364,100
20-015-0003A	ANDES REALTY MANAGEMENT LLC	42	BEECHMONT ST	\$ 373,500
20-017-00014	PARK ENTERPRISES LLC	174	PARK AVE	\$ 422,900
20-017-00015	HAI HILL LLC	172	PARK AVE	\$ 386,800
20-018-00004	S + P O'CONNOR PROPERTIES LLC	146	INSTITUTE RD	\$ 482,100
20-018-00007	SHILETONG LLC	160	INSTITUTE RD	\$ 415,100
20-019-0021A	MEADOW LAND LLC	16	BEECHMONT ST	\$ 511,800
20-023-67+69	HYSKAJ COMPANY LLC	43	GIFFORD DR	\$ 338,700
20-041-00046	PIPERHILL LLC	335	SALISBURY ST	\$ 204,200
21-010-00028	CELTIC ONE LLC	20	SURREY LN	\$ 674,100
21-07A-00082	ENC PROPERTY MANAGEMENT LLC	28	EAGLE RD	\$ 297,700
21-09A-00005	42 HANCOCK HILL DRIVE LLC	42	HANCOCK HILL DR	\$ 435,800
22-003-00005	SCUDDER BAY CAPITAL LLC	80	RANDOLPH RD	\$ 319,100
22-021-00001	VON CAPITAL LLC	65	KENWOOD AVE	\$ 458,500
22-034-0000E	MINTAKA LLC	149	BARNARD RD	\$ 316,600
22-036-0000C	ASSABET REALTY LLC	14	MERTON RD	\$ 322,800
23-003-09-11	GM PROPERTIES LLC	57	MOUNT AVE	\$ 278,900
23-011-00002	NASS-BRO LLC	826	WEST BOYLSTON ST	\$ 295,300
23-016-0002A	CMF ASSOCIATES, LLC	9	WESTOVER RD	\$ 377,700
23-017-00013	SONIC REAL ESTATE LLC	474	BURNCOAT ST	\$ 388,500
23-025-00017	RKD DEVELOPMENT LLC	24	DOYLE ST	\$ 355,100
23-032-00079	QUINAPOXET REALTY LLC	137	QUINAPOXET LN	\$ 296,300
24-005-00009	QBR VENTURES LLC	1	KENILWORTH RD	\$ 390,800

24-013-00017	W ARCHAMBO LLC	34	SOUTH LENOX ST	\$ 513,800
24-014-0016A	HUTCHINS ESPERTI RE LLC	15	WESTVIEW RD	\$ 337,900
24-026-00008	730 PLEASANT STREET LLC	730	PLEASANT ST	\$ 445,600
25-015-0009A	KMM REALTY LLC	20	COLUMBINE RD	\$ 355,300
25-017-00154	TIHONET REALTY LLC	7	TIHONET ST	\$ 462,800
25-018-00185	SANTIAGO CRONIN REAL ESTATE IV LLC	186	BEACONSFIELD RD	\$ 446,200
25-029-00013	HIGLEY HILL INVESTMENTS LLC	2	DENISON RD	\$ 482,000
25-039-00011	SONIC REAL ESTATE LLC	10	WALTER ST	\$ 311,300
26-009-00011	CARO CLAY LLC	11	CLAY ST	\$ 312,400
26-009-00014	SOUTHBRIDGE STREET PROPERTIES LLC	15	CLAY ST	\$ 288,600
26-009-10+20	CARO CLAY LLC	9	CLAY ST	\$ 380,100
26-010-00016	CARO CLAY LLC	9	GLADE ST	\$ 298,300
26-010-00029	CARO CLAY LLC	10	GLADE ST	\$ 323,400
26-011-00019	SOUTHBRIDGE STREET PROPERTIES LLC	28	BOYDEN ST	\$ 303,800
26-012-31+32	HIGCO LLC	28	KENDIG ST	\$ 284,700
26-014-00020	A 2 PROPERTIES LLC	1	DUTTON ST	\$ 319,100
26-014-00028	A 2 PROPERTIES LLC	138	COLLEGE ST	\$ 392,900
26-018-005+6	HIGCO LLC	63	MALVERN RD	\$ 295,600
26-020-00002	1051 REALTY LLC	1049	SOUTHBRIDGE ST	\$ 296,300
26-022-00004	SFD REIDY LLC	122	MALVERN RD	\$ 295,300
26-026-00010	129 COLLEGE ST LLC	129	COLLEGE ST	\$ 331,400
26-027-00016	5 AVON STREET LLC	5	AVON ST	\$ 306,200
26-028-00009	S + P O'CONNOR PROPERTIES LLC	185	COLLEGE ST	\$ 435,600
26-029-00009	21 ELECTRIC STRRET LLC	21	ELECTRIC ST	\$ 301,000
27-009-0013B	Z1 HOMES LLC	14	MEENA DR	\$ 412,200
27-011-00006	4JREAL ESTATE GROUP LLC + AVILES,HERIBERTO	17	KNOX ST	\$ 307,500
27-015-00019	LEMON LIGHT CITY LLC	32	ROYAL RD	\$ 324,462
27-019-00006	PROPERTY ACQUISITION + RENOVATOION LLC	16	FREMONT ST	\$ 286,100
28-008-45+46	12 PINE VIEW AVENUE LLC	12	PINE VIEW AVE	\$ 622,500
28-021-00002	J + M REAL ESTATE HOLDINGS LLC	17	PAPINEAU AVE	\$ 186,100
28-034-00001	TN PROPERTIES LLC	1	EAMES AVE	\$ 290,600
29-003-00019	ROSE ALVARADO LLC	51	TATMAN ST	\$ 375,300
29-011-00045	ARBORETUM VILLAGE,LLC	32	TENNYSON ST	\$ 424,200
29-031-0000A	TRINITY ESTATE INVESTMENT + DEVELOPMENT LLC	2	ARNOLD RD	\$ 370,500
29-039-002-1	CAPSTONE HOLDINGS LLC	60	UPLAND ST	\$ 268,700
29-11A-0006R	ARBORETUM VILLAGE LLC	61	SOPHIA DR	\$ 356,100
29-11A-0014R	YARL LLC	25	SOPHIA DR	\$ 322,900
29-11A-0063L	ARBVILER LLC	48	HONEYSUCKLE RD	\$ 366,500
29-11A-0068L	ARBVILER LLC	24	HONEYSUCKLE RD	\$ 323,400
29-11A-0068R	ARBVILER LLC	22	HONEYSUCKLE RD	\$ 328,000
29-11A-0069L	ARBVILER LLC	20	HONEYSUCKLE RD	\$ 326,100
29-11A-0069R	ARBVILER LLC	18	HONEYSUCKLE RD	\$ 324,500
29-11A-0073L	ARBVILER LLC	5	HONEYSUCKLE RD	\$ 373,600
29-11A-0074L	ARBVILER LLC	9	HONEYSUCKLE RD	\$ 344,500
29-11A-0074R	ARBVILER LLC	11	HONEYSUCKLE RD	\$ 341,200
29-11A-0075L	ARBVILER LLC	15	HONEYSUCKLE RD	\$ 347,900
29-11A-0078R	ARBVILER LLC	29	HONEYSUCKLE RD	\$ 335,300
29-11A-66+67	ARBORETUM VILLAGE LLC	30	HONEYSUCKLE RD	\$ 366,300
30-007-00008	4A + S REALTY LLC	553	CHANDLER ST	\$ 319,700
30-015-00016	TRIPLE STEP REALTY COMPANY LLC	399	MAY ST	\$ 329,200
30-016-05+06	4A +S REALTY LLC	595	CHANDLER ST	\$ 312,800
30-026-0016A	KALLCO,RAFAELO	554	CHANDLER ST	\$ 318,200
31-005-88+89	110 SAINT LOUIS STREET LLC	110	SAINT LOUIS ST	\$ 450,600
32-007-0016C	REDROCK TRAIL LLC	22	DORIS ST	\$ 300,700
32-011-0015A	WHIPPOOR LLC	57	CASTINE ST	\$ 312,700
32-011-0015B	WHIPPOOR LLC	59	CASTINE ST	\$ 345,400



32-018-50+51	JOLLY CHIMP LLC	90	IDALLA RD	\$ 173,700
32-021-173-1	APTHORP REALTY LLC	55	APTHORP ST	\$ 314,500
32-026-275-3	GUILFORD STREET LLC	27	GUILFORD ST	\$ 270,500
32-026-275-4	MARTINEZ,MARIANA + PILLCO,DIOGENES M	25	GUILFORD ST	\$ 289,700
32-028-3732A	CMF ASSOCIATES LLC	5	ARROWSIC ST	\$ 328,800
32-040-19+20	CLASSIC HOME GROUP LLC	24	NORRBACK AVE	\$ 384,200
32-042-030-1	KMM CROWN LLC	1165	WEST BOYLSTON ST	\$ 520,300
32-042-6A14B	SALLO,VJOLLCA +	34	MEOLA AVE	\$ 396,600
33-010-81-83	VANGELLA REAL ESTATE LLC	744	GROVE ST	\$ 293,000
33-011-00143	THEOTOM LLC	91	HOLDEN ST	\$ 284,300
33-38B-00044	CLAREMONT REALTY ENTERPRISES LLC	16	LAURELWOOD DR	\$ 489,500
34-006-00026	NORCROSS DEVELOPMENT LLC	234	DANA AVE	\$ 188,300
34-009-00093	KISMITH LLC	61	SUNDERLAND RD	\$ 361,600
34-009-0039A	PILLCO,HENRY H	34	RUDOLPH ST	\$ 268,300
34-011-00026	WORCESTER AFFORDABLE HOUSING LLC	830	GRAFTON ST	\$ 305,100
34-012-006-5	SINGH,LALLCHAND RAVI +	37	COUNTY ST	\$ 439,400
34-014-0015B	RIVERS END REALTY GROUP LLC	26	VALLEY VIEW LN	\$ 177,800
34-017-0051A	GOLD STAR ASSOCIATES LLC	239	MASSASOIT RD	\$ 298,500
34-017-06+46	TATNUCK PROPERTIES LLC	58	VALLEY VIEW LN	\$ 257,600
34-030-00012	REDROCK TRAIL LLC	21	TAMAR AVE	\$ 304,400
34-030-00014	BAHNAN BROTHERS INVESTMENTS LLC	16	TAMAR AVE	\$ 337,100
34-032-00001	SGR BUILDERS LLC	473	MASSASOIT RD	\$ 409,300
34-036-03B-C	97 COBURN REALTY LLC	3	BEVERLY COVE	\$ 312,500
34-036-04A-B	10 BEVERLY COVE LLC	10	BEVERLY COVE	\$ 292,800
34-037-31+33	RESCUEREO.COM LLC	54	BLITHEWOOD AVE	\$ 331,600
35-001-020-2	BEST HOMES LLC	20	RICE LN	\$ 218,800
35-002-021-3	TN PROPERTIES LLC	21	RICE LN	\$ 217,400
35-006-00110	MRB LLC	96	VALE ST	\$ 320,200
35-009-0001A	HSK REALTY LLC	123	HOUGHTON ST	\$ 299,600
35-009-00051	T + K REAL ESTATE HOLDINGS LLC	111	HOUGHTON ST	\$ 307,000
35-018-00073	TEGRA PROPERTIES LLC	22	EVERTON AVE	\$ 324,600
36-003-00214	TINY HOUSE LLC	34	HOUSATONIC ST	\$ 270,300
36-004-00013	LONGMEADOW PROPERTIES LLC	329	BURNCOAT ST	\$ 378,100
36-004-00036	EVERGRAIN ORCHARD LLC	55	EUNICE AVE	\$ 292,700
36-008-00053	CWM REALTY LLC	24	PURCHASE ST	\$ 294,300
36-013-00065	JP + F PROPERTIES LLC	40	BRIGHTON RD	\$ 379,500
37-008-00015	THEOTOM LLC	113	ARARAT ST	\$ 234,700
37-009-0060N	CLAREMONT REALTY ENTERPRISES LLC	4	NAVAJO RD	\$ 452,200
37-017-00076	THEOTOM LLC	23	MARCONI RD	\$ 249,300
38-001-35-45	19 EMILE STREET LLC	19	EMILE ST	\$ 425,400
38-008-00386	RABASH INTERNATIONAL LLC	26	ELMIRE AVE	\$ 402,100
38-012-142A1	CAPSTONE HOLDINGS LLC	17	ENID ST	\$ 264,100
38-013-0202A	JAG MANAGEMENT LLC	7	JOSEPH ST	\$ 295,300
38-013-0202B	JAG MANAGEMENT LLC	7	JOSEPH ST	\$ 295,200
38-015-0063A	CAMBRIDGE HOMES LLC	18	NANITA ST	\$ 271,700
38-023-40-43	15 WABAN LLC	15	WABAN AVE	\$ 470,700
38-034-00016	LGN LLC	1117	GRAFTON ST	\$ 399,600
38-035-00004	LAJ PROPERTIES LLC	20	PINE HILL RD	\$ 379,700
39-005-00429	MAXIMUS PROPERTIES LLC	208	BEVERLY RD	\$ 209,300
39-010-00040	BETTER LIVING RENTALS LLC	6	MARSH AVE	\$ 477,900
39-012-00638	GOLDEN LOTUS LLC	31	COLBY AVE	\$ 317,000
39-021-00026	PREMIER INVESTMENTS PROPERTY LLC	45	GOLDTHWAITE RD	\$ 274,500
40-005-00003	AOUDE REALTY LLC	1160	PLEASANT ST	\$ 426,300
40-005-00019	KOANS BUILDING SOLUTIONS LLC	1180	PLEASANT ST	\$ 273,100
40-020-00207	4A+S REALTY LLC	18	OLEAN ST SOUTH	\$ 281,300
40-024-00140	PATENAUDE CONSTRUCTION + DEVELOPMENT LLC	12	GRENADA ST	\$ 226,200



40-027-00029	PAINTED PONY LLC	36	KINNEY DR	\$	319,900
41-002-00125	12 STODDARD PROPERTIES LLC	12	STODDARD DR	\$	308,722
41-002-00229	ACE FINE PROPERTIES LLC	19	SANDY BAR DR	\$	481,900
41-003-00060	HAP + LEP LLC	397	LAKE AVE	\$	213,700
41-013-0004C	T + JD LLC	2	BAY EDGE LN	\$	307,100
41-015-00034	CHANGLE HUANG LLC	1	ROGERS DR	\$	293,900
41-016-0002A	332 COBURN AVE LLC	332	COBURN AVE	\$	413,000
41-016-19+20	HIGCO LLC	308	COBURN AVE	\$	298,100
41-018-0008A	12 PINE VIEW AVENUE LLC	1145	GRAFTON ST	\$	279,600
41-029-0021L	GABRIELE HOLDINGS LLC	421	HAMILTON ST	\$	285,000
41-029-0021R	GABRIELE HOLDINGS LLC	423	HAMILTON ST	\$	288,700
41-044-00010	D + P RUSSELL FAMILY SERIES LLC	4	WESTBOROUGH ST	\$	340,100
41-044-011-1	D + P RUSSELL FAMILY SERIES LLC	6	WESTBOROUGH ST	\$	407,200
41-046-00001	MANTELINI LLC	4	CRESTLAN DR	\$	438,500
41-48B-00045	L + G INVESTMENTS LLC	48	ETRE DR	\$	577,000
42-003-00014	PURE VENTURE LLC	93	BROOKLINE ST	\$	271,900
42-013-00226	RAVELO DREAMS LLC	30	SCANDINAVIA AVE	\$	387,100
42-013-0223A	ZOGHAIB ENTERPRISES LLC	2	WESCOTT ST	\$	184,800
42-022-00185	SLY CUB LLC	73	SWAN AVE	\$	265,800
42-026-00005	HOFFAMAN PROPERTY PARTNERS LLC	20	SHERER TRAIL	\$	230,700
42-038-0014A	15A GATES ROAD LLC	15	GATES RD	\$	321,700
42-038-0014B	15B GATES ROAD LLC	15	GATES RD	\$	321,700
43-003-00014	RICHMOND REBBOLI LLC	99	VASSAR ST	\$	391,100
43-007-00059	MOORE AVE LLC	77	AMHERST ST	\$	431,600
43-01B-00071	BOPARO REALTY LLC	14	ELLIS DR	\$	374,600
44-15B-0030B	CCM VINCENT LLC	17	VINCENT CIR	\$	297,300
46-002-0001A	MARIMARE LLC	28	WINNECONNETT RD	\$	457,700
46-002-08-11	MEGLEIN PROPERTIES LLC	14	MOHICAN RD	\$	403,600
46-002-82-85	UMMS PROPERTIES LLC	8	MOHICAN RD	\$	358,100
46-002-87-90	MOLINARI PROPERTIES LLC	40	WINNECONNETT RD	\$	342,500
46-004-0009A	MEGLEIN PROPERTIES LLC	5	CADORNA RD	\$	250,300
46-006-00268	141 LAKE NORTH LLC	141	LAKE AVE NORTH	\$	361,500
46-007-437BL	MARIMARE LLC	9	TACONIC RD	\$	483,500
46-007-437BR	MARIMARE LLC	7	TACONIC RD	\$	483,500
46-009-00368	WORCESTER AFFORDABLE HOUSING LLC	39	BELCOURT RD	\$	314,300
46-010-1-45B	A + M REAL ESTATE HOLDINGS LLC	86	WIGWAM HILL DR	\$	278,200
46-011-0129A	ENC PROPERTY MANAGEMENT LLC	1	NATURAL HISTORY DR	\$	199,800
46-012-1-10B	RIVERS END REALTY GROUP LLC	466	PLANTATION ST	\$	301,400
46-014-0024B	4 WIGWAM HILL DRIVE LLC	4	WIGWAM HILL DR	\$	279,000
46-014-0033A	38 WIGWAM REALTY LLC	38	WIGWAM HILL DR	\$	281,500
46-015-84-86	BETUL INVESTMENTS LLC	85	NATURAL HISTORY DR	\$	230,200
46-020-00093	41 BOYLSTON STREET LLC	41	BOYLSTON ST	\$	265,800
46-024-00614	OXSCO LLC	19	WAYSIDE RD	\$	313,700
46-027-00524	LUBELLA CONSTRUCTION LLC	3	CARPENTER AVE	\$	247,400
46-031-00667	M.L. NOVIA REALTY LLC	29	ERIE AVE	\$	239,500
46-036-00130	F M L WEALTH LLC	649	PLANTATION ST	\$	289,000
47-015-02+2A	PAINTED PONY LLC	28	BAILEY ST	\$	295,400
47-016-00035	T+T ASSOCIATES LLC	1382	PLEASANT ST	\$	308,400
47-19D-00013	MK3 PROPERTIES LLC	17	WEDGEWOOD RD	\$	324,300
48-003-00171	RCZ INVESTMENTS LLC SERIES C	19	WALNUT HILL DR	\$	381,400
48-008-00003	4 LUDINGTON RD LLC	4	LUDINGTON RD	\$	364,800
48-011-00007	RICHMOND REBBOLI LLC	3	REBBOLI RD	\$	279,800
48-011-08+09	RICHMOND REBBOLI LLC	5	REBBOLI RD	\$	280,400
48-018-00075	5W CREATIVE LLC	16	CANDLEWOOD ST	\$	238,800
49-42A-00016	NEW BEGINNING RENOVATIONS LLC	6	REARDON ST	\$	490,000
50-003-0003B	EVERLAST REALTY LLC	29	BRIGHAM RD	\$	355,000

50-003-003B1	EVERLAST REALTY LLC	31	BRIGHAM RD	\$ 365,000
50-019-0005B	CLEB LLC	4	BARROWS RD	\$ 246,100
50-021-00003	EVERLAST REALTY LLC	201	MORELAND ST	\$ 377,800
50-022-00031	49 WHISPER DRIVE LLC	49	WHISPER DR	\$ 760,000
51-005-00013	HIGCO LLC	290	MILL ST	\$ 187,200
51-013-00024	JAA REALTY LLC	24	FAIRLAWN DR	\$ 277,800
51-013-00086	PAINTED PONY LLC	213	MAY ST	\$ 304,800
53-001-00002	MOUNTAIN STREET PROPERTIES LLC	231	MOUNTAIN ST EAST	\$ 354,900
53-001-00003	MOUNTAIN STREET PROPERTIES LLC	235	MOUNTAIN ST EAST	\$ 314,200
53-001-00008	MOUNTAIN STREET PROPERTIES LLC	255	MOUNTAIN ST EAST	\$ 359,800
53-001-00009	MOUNTAIN STREET PROPERTIES LLC	257	MOUNTAIN ST EAST	\$ 301,600
53-008-00006	GOLD STAR ASSOCIATES LLC	719	BURNCOAT ST	\$ 307,800
54-001-0033A	T + JD LLC	48	DAWSON RD	\$ 246,000
54-003-00015	BCR PROPERTIES LLC	7	NORTH BEND RD	\$ 290,100
55-001-00023	GM PROPERTIES LLC	592	SALISBURY ST	\$ 564,300
56-025-0149B	XYC NEW ENGLAND LLC	35	LEDGECREST DR	\$ 315,900
05-018-21+22	SGS HOLDINGS LLC	48	VERNON ST	\$ 854,800
09-023-0020A	NASHUA WORCESTER LLC	2	NASHUA ST	\$ 229,900
10-024-00003	BAYSTATE DDSC REALTY LLC	17	GREENWOOD ST	\$ 322,400
16-027-00005	6 WARDEN STREET LLC	6	WARDEN ST	\$ 353,900
16-027-00006	351 PLATATION PROPERTY HOLDINGS LLC	351	PLANTATION ST	\$ 293,700
29-11A-0116L	JOLU ASSOCIATES LLC	5	BITTERSWEET BLVD	\$ 362,700
29-11A-0083R	ARBORUM VILLAGE LLC	26	BITTERSWEET BLVD	\$ 376,300
17-008-00010	ELHOUSSAN LLC	28	NORTHBORO ST	\$ 444,500
17-008-00009	ELHOUSSAN LLC	26	NORTHBORO ST	\$ 441,100
18-039-16172	GABRIELE HOLDINGS LLC	2	HILTON AVE	\$ 393,000
17-024-2037R	CLEB LLC	12	KIARA DRIVE	\$ 304,700
17-024-2037L	CLEB LLC	10	KIARA DRIVE	\$ 305,000
17-024-2034L	CLEB LLC	13	KIARA DRIVE	\$ 531,400
17-024-2034R	CLEB LLC	15	KIARA DRIVE	\$ 529,700
17-024-2033R	CLEB LLC	11	KIARA DRIVE	\$ 481,800
17-024-2033L	CLEB LLC	9	KIARA DRIVE	\$ 481,800
12-042-005+7	KLA HOLDINGS LLC	86	KING PHILIP RD	\$ 445,300
18-044-01-02	UNIVERSITY LIVING PROPERTIES LLC	227	HAMILTON ST	\$ 348,400
18-044-01-03	UNIVERSITY LIVING PROPERTIES LLC	225	HAMILTON ST	\$ 352,000
42-031-12-03	NORCROSS DEVELOPMENT LLC	190	BROOKLINE ST	\$ 246,500
38-017-1A-15	ST ANTHONY REALTY LLC	38	MODOC ST	\$ 368,100
38-017-1A-14	ST ANTHONY REALTY LLC	40	MODOC ST	\$ 312,400
29-11A-0066R	ARBVILER LLC	34	HONEYSUCKLE RD	\$ 364,500
29-11A-0066L	ARBVILER LLC	30	HONEYSUCKLE RD	\$ 336,400
29-11A-0067R	ARBVILER LLC	30	HONEYSUCKLE RD	\$ 340,100
29-11A-0067L	ARBVILER LLC	32	HONEYSUCKLE RD	\$ 365,200
42-026-00051	HOFFMAN PROPERTY PARTNERS LLC	18	SHERER TRAIL	\$ 439,200
04-026-023-2	HESAGRAB PROPERTIES LLC	4	WAVERLY ST	\$ 332,400
32-036-014A2	M MCDERMOTT CONSTRUCTION COMPANY LLC	0	BURNCOAT ST	\$ 316,100
32-036-014A3	M MCDERMOTT CONSTRUCTION COMPANY LLC	0	BURNCOAT ST	\$ 314,400
38-023-40431	17 WABAN STREET WORCESTER LLC	17	WABAN AVE	\$ 465,300
29-024-25B-1	CORNERSTONE REALTY INVESTMENTS LLC	16	ADELLE CIRCUIT	\$ 442,300
34-032-0001A	SGR BUILDERS LLC	475	MASSASOIT RD	\$ 429,200
34-29D-0047A	RKD DEVELOPMENT LLC	2	STEPHEN AVE	\$ 221,500
25-063-6263B	GM PROPERTIES LLC	32	DREXEL ST	\$ 461,000
13-038-0002C	27 MILTON STREET LLC	27	MILTON ST	\$ 411,200
13-038-0002E	THE LUX DEVELOPMENT GROUP LLC	25	MILTON ST	\$ 405,400
13-015-00003	TBG HOLDINGS + INVESTMENTS LLC	37	PROCTOR ST	\$ 461,571
13-034-10+11	SEARS ISLAND LLC	24	SEARS ISLAND DR	\$ 365,376
17-001-00014	M HOMES LLC	131	LAKE AVE	\$ 337,359

17-001-00017	D + P RUSSELL FAMILY SERIES LLC	143	LAKE AVE	\$ 365,906
17-001-00018	D + P RUSSELL FAMILY SERIES LLC	147	LAKE AVE	\$ 461,484
17-001-00037	PADULA, J JR LLC	103	LAKE AVE	\$ 426,403
17-016-00018	J PADULA JR LLC	91	LAKE AVE	\$ 673,422
41-003-00003	PARVIN HOMES LLC	397	BRIDLE PATH	\$ 308,147
41-003-00067	HLP LLC	385	BRIDLE PATH	\$ 477,184
41-003-00069	PARVIN HOMES LLC	379	BRIDLE PATH	\$ 450,456
41-004-0028B	411B LAKE AVENUE LLC	411	LAKE AVE	\$ 484,000
48-020-00001	LENOX INVESTMENTS LLC	73	GLENDALE ST	\$ 289,900
51-009-00008	HEMLOCK HIDEWAY LLC	9	HEMLOCK ST	\$ 180,647
01-010-02-01	WINDSOR HOMES, LLC	18	WINDSOR ST	\$ 126,500
01-010-02-02	WINDSOR HOMES, LLC	18	WINDSOR ST	\$ 126,500
01-010-02-03	WINDSOR HOMES, LLC	18	WINDSOR ST	\$ 129,000
01-010-02-04	WINDSOR HOMES, LLC	18	WINDSOR ST	\$ 129,000
01-010-02-05	WINDSOR HOMES, LLC	18	WINDSOR ST	\$ 129,000
01-010-02-06	WINDSOR HOMES, LLC	18	WINDSOR ST	\$ 129,000
01-010-02-07	WINDSOR HOMES, LLC	18	WINDSOR ST	\$ 144,400
01-010-13-01	LUCEY REAL ESTATE II LLC	17	WINDSOR ST	\$ 111,000
01-010-13-02	LUCEY REAL ESTATE II LLC	17	WINDSOR ST	\$ 109,200
01-010-13-03	LUCEY REAL ESTATE II LLC	17	WINDSOR ST	\$ 111,000
01-010-13-04	LUCEY REAL ESTATE II LLC	17	WINDSOR ST	\$ 109,200
01-010-13-05	LUCEY REAL ESTATE II LLC	17	WINDSOR ST	\$ 111,000
01-010-13-06	LUCEY REAL ESTATE II LLC	17	WINDSOR ST	\$ 109,200
01-012-002-D	QIONG SC SHREWSBURY LLC	6	MOUNT VERNON ST	\$ 197,900
01-025-09-01	S+R PROPERTY LLC	9	LIBERTY ST	\$ 112,300
01-027-099-1	M JEMMS WORCESTER I LLC	13	ELIZABETH ST	\$ 113,400
01-027-099-2	M JEMMS WORCESTER I LLC	13	ELIZABETH ST	\$ 113,400
01-027-099-3	M JEMMS WORCESTER I LLC	13	ELIZABETH ST	\$ 114,600
01-027-099-4	M JEMMS WORCESTER I LLC	13	ELIZABETH ST	\$ 114,600
01-027-099-5	M JEMMS WORCESTER I LLC	13	ELIZABETH ST	\$ 114,300
01-027-099-6	M JEMMS WORCESTER I LLC	13	ELIZABETH ST	\$ 114,300
01-027-099-7	M JEMMS WORCESTER I LLC	13	ELIZABETH ST	\$ 114,500
01-027-099-8	M JEMMS WORCESTER I LLC	13	ELIZABETH ST	\$ 114,500
01-028-00105	31 ELIZABETH STREET 105 LLC	31	ELIZABETH ST	\$ 176,700
01-028-00204	FSB HOLDINGS LLC	31	ELIZABETH ST	\$ 181,100
01-028-00402	NEW BEGINNING RENOVATIONS LLC	98	EASTERN AVE	\$ 183,600
01-032-52-01	GOLDEN GATES PROPERTIES LLC	52	EASTERN AVE	\$ 92,000
01-032-52-02	GOLDEN GATES PROPERTIES LLC	52	EASTERN AVE	\$ 101,300
01-032-52-03	GOLDEN GATES PROPERTIES LLC	52	EASTERN AVE	\$ 101,300
01-1C2-00507	PIEDMONT REALTY LLC	80	SALISBURY ST	\$ 239,600
01-1C2-00510	PIEDMONT REALTY LLC	80	SALISBURY ST	\$ 194,200
01-1C2-00709	J + J GIROUARD LLC	80	SALISBURY ST	\$ 197,400
01-1C2-00710	J + J GIROUARD LLC	80	SALISBURY ST	\$ 194,200
01-1C2-00906	J + J GIROUARD LLC	80	SALISBURY ST	\$ 247,900
02-033-40-11	GREEN LEAF PROPERTIES, LLC	29	WILLIAM ST	\$ 192,000
02-033-40-14	GREEN LEAF PROPERTIES LLC	29	WILLIAM ST	\$ 192,000
02-033-40-21	GREEN LEAF PROPERTIES LLC	29	WILLIAM ST	\$ 192,000
02-033-40-31	GREEN LEAF PROPERTIES LLC	29	WILLIAM ST	\$ 194,500
02-033-40-33	GREEN LEAF PROPERTIES LLC	29	WILLIAM ST	\$ 194,000
02-033-40-41	GREEN LEAF PROPERTIES LLC	29	WILLIAM ST	\$ 194,500
02-033-40-43	GREEN LEAF PRPERTIES LLC	29	WILLIAM ST	\$ 194,000
02-039-38-01	38 BOWDOIN STREET LLC	38	BOWDOIN ST	\$ 118,600
02-039-38-02	38 BOWDOIN STREET LLC	38	BOWDOIN ST	\$ 183,200
02-039-38-03	38 BOWDOIN STREET LLC	38	BOWDOIN ST	\$ 183,200
02-039-38-04	38 BOWDOIN STREET LLC	38	BOWDOIN ST	\$ 183,200
02-039-38-07	38 BOWDOIN STREET LLC	38	BOWDOIN ST	\$ 116,300

02-039-38-08	38 BOWDOIN STREET LLC	38	BOWDOIN ST	\$ 131,600
02-041-00002	INTELLECTUAL PROPERTIES LLC	37	SOMERSET ST	\$ 264,700
02-28A-000R3	SIERRA REALTY LLC	5	STATE ST	\$ 190,400
03-013-0203M	AMICI ON CANAL LLC	531	MAIN ST	\$ 162,800
03-013-0204M	LILY ROSE REALTY LLC	531	MAIN ST	\$ 163,500
03-013-0205M	AMICI ON CANAL LLC	531	MAIN ST	\$ 160,200
03-013-0206M	LILY ROSE REALTY LLC	531	MAIN ST	\$ 165,700
03-013-0208F	LILY ROSE REALTY LLC	17	FEDERAL ST	\$ 160,200
03-013-0209F	LILY ROSE REALTY LLC	17	FEDERAL ST	\$ 177,000
03-013-0210F	AMICI ON CANAL LLC	17	FEDERAL ST	\$ 166,500
03-013-0211F	AMICI ON CANAL LLC	17	FEDERAL ST	\$ 173,200
03-013-0303M	531 LOFTS LLC	531	MAIN ST	\$ 155,800
03-013-0304F	COSIN ONEH LLC	17	FEDERAL ST	\$ 120,300
03-013-0306F	FLYING SQUIRREL RE LLC	17	FEDERAL ST	\$ 138,100
03-013-0308M	LILY ROSE REALTY LLC	531	MAIN ST	\$ 124,300
03-013-0309M	LILY ROSE REALTY LLC	531	MAIN ST	\$ 106,500
03-013-0310M	ARKS LLC	531	MAIN ST	\$ 139,700
03-013-0401F	HWPML PROPERTIES LLC	17	FEDERAL ST	\$ 137,000
03-013-0403M	VERNON STEVENS REAL ESTATE LLC	531	MAIN ST	\$ 155,800
03-013-0408M	ARKS LLC	531	MAIN ST	\$ 145,300
03-013-0412M	AMICI ON CANAL LLC	531	MAIN ST	\$ 111,700
03-013-0501F	FLYING SQUIRREL RE LLC	17	FEDERAL ST	\$ 137,000
03-013-0501M	LILY ROSE REALTY LLC	531	MAIN ST	\$ 173,200
03-013-0503M	MJ FISHER REAL PROPERTIES LLC	531	MAIN ST	\$ 141,300
03-013-0504F	LILY ROSE REALTY LLC	17	FEDERAL ST	\$ 120,300
03-013-0701F	LILY ROSE REALTY LLC	17	FEDERAL ST	\$ 137,000
03-027-257-8	LILYROSE REALTY LLC	257	PLEASANT ST	\$ 156,800
03-027-25710	LILYROSE REALTY LLC	257	PLEASANT ST	\$ 156,200
03-027-25712	LILYROSE REALTY LLC	257	PLEASANT ST	\$ 156,800
03-027-25713	LILYROSE REALTY LLC	257	PLEASANT ST	\$ 135,400
03-030-00106	POWER MANAGEMENT + CONSULTING LLC	44	ELM ST	\$ 218,700
03-030-00505	FONTAINE REAL ESTATE LLC	44	ELM ST	\$ 223,200
03-030-040-B	WORCESTER SERVICES LLC	40	ELM ST	\$ 250,300
03-11A-00306	PSTAT PROPERTIES LLC	70	SOUTHBRIDGE ST	\$ 173,000
03-11A-00413	A E LAFORTE LLC	70	SOUTHBRIDGE ST	\$ 148,800
03-11A-00511	GRJJ LLC	70	SOUTHBRIDGE ST	\$ 139,500
03-11A-00512	DUCASA LLC	70	SOUTHBRIDGE ST	\$ 155,700
03-11A-00603	1151-C309 LLC	70	SOUTHBRIDGE ST	\$ 139,500
03-11A-00615	JAE WOR LLC	70	SOUTHBRIDGE ST	\$ 139,000
03-11A-00617	A E LAFORTE LLC	70	SOUTHBRIDGE ST	\$ 132,500
03-11A-00714	1151-C309 LLC	70	SOUTHBRIDGE ST	\$ 99,600
03-11A-00801	DUCASA LLC	70	SOUTHBRIDGE ST	\$ 195,000
03-11A-00807	1151-C309 LLC	70	SOUTHBRIDGE ST	\$ 142,900
03-11A-00813	1151-C309 LLC	70	SOUTHBRIDGE ST	\$ 148,800
03-11A-00815	NORTHEAST RENTALS INVESTMENTS LLC	70	SOUTHBRIDGE ST	\$ 160,900
03-11A-00914	AITCH PROPERTIES LLC	70	SOUTHBRIDGE ST	\$ 116,700
03-11A-00917	1151-C309 LLC	70	SOUTHBRIDGE ST	\$ 139,000
03-11A-01001	1151-C309 LLC	70	SOUTHBRIDGE ST	\$ 197,200
03-11A-01015	LAFLEUR REALTY GROUP LLC	70	SOUTHBRIDGE ST	\$ 148,800
03-18A-P2-U2	BOLDER BOSTON PROPERTIES LLC	4	CHATHAM PL	\$ 237,100
03-18A-P5-U8	BENDITO LLC	29	IRVING ST	\$ 173,300
03-28D-20-3L	SRUCE CONSULTING LLC	20	ASHLAND ST	\$ 204,300
03-28F-056-9	56 ELMUS LLC	56	ELM ST	\$ 150,500
03-28F-060-8	CAMBER PROPERTIES LLC	60	ELM ST	\$ 173,600
04-005-012-A	SHUSHICA LLC	2	FIR CT	\$ 213,500
04-016-82882	166 SHREWSBURY STREET REALTY LLC	82	WINTER ST	\$ 191,700

04-016-82884	166 SHREWSBURY STREET REALTY LLC	82	WINTER ST	\$ 219,400
04-016-82885	166 SHREWSBURY STREET REALTY LLC	82	WINTER ST	\$ 220,900
04-016-82886	166 SHREWSBURY STREET REALTY LLC	82	WINTER ST	\$ 221,200
04-016-82887	166 SHREWSBURY STREET REALTY LLC	82	WINTER ST	\$ 207,900
04-016-82888	166 SHREWSBURY STREET REALTY LLC	82	WINTER ST	\$ 219,400
04-016-85-1A	NBTC HOLDINGS LLC	85	HARDING ST	\$ 169,400
04-016-85-1B	NBTC HOLDINGS LLC	85	HARDING ST	\$ 164,200
04-016-85-2A	NBTC HOLDINGS LLC	85	HARDING ST	\$ 178,600
04-016-85-2B	NBTC HOLDINGS LLC	85	HARDING ST	\$ 163,700
04-016-85-3A	NBTC HOLDINGS LLC	85	HARDING ST	\$ 179,300
04-016-85-3B	NBTC HOLDINGS LLC	85	HARDING ST	\$ 162,700
04-016-85-4A	NBTC HOLDINGS LLC	85	HARDING ST	\$ 224,600
04-016-85-4B	NBTC HOLDINGS LLC	85	HARDING ST	\$ 164,000
04-022-1142A	ARROW HOLDINGS LLC	114	WATER ST	\$ 144,300
04-022-1142B	ARROW HOLDINGS LLC	114	WATER ST	\$ 125,800
04-022-1143A	ARROW HOLDINGS LLC	114	WATER ST	\$ 144,300
04-022-1143B	ARROW HOLDINGS LLC	114	WATER ST	\$ 125,800
04-022-1144A	ARROW HOLDINGS LLC	114	WATER ST	\$ 144,300
04-022-1144B	ARROW HOLDINGS LLC	114	WATER ST	\$ 125,800
04-024-32-01	PALMAIRA LLC	32	PROVIDENCE ST	\$ 309,800
04-024-32-03	YARL LLC	32	PROVIDENCE ST	\$ 226,100
04-024-32-04	YARL LLC	32	PROVIDENCE ST	\$ 243,700
04-026-17-02	RAINBOW SEA LLC	52	PROVIDENCE ST	\$ 148,700
04-026-17-04	RAINBOW SEA LLC	52	PROVIDENCE ST	\$ 121,800
04-026-17-10	RAINBOW SEA LLC	54	PROVIDENCE ST	\$ 159,400
04-029-0020A	20 HOUGHTON REALTY LLC	20	HOUGHTON ST	\$ 132,000
04-029-0020B	20 HOUGHTON REALTY LLC	20	HOUGHTON ST	\$ 132,000
04-029-0020C	20 HOUGHTON REALTY LLC	20	HOUGHTON ST	\$ 132,000
04-029-11-A1	KHELA LLC	26	HOUGHTON ST	\$ 142,700
04-029-11-B2	KHELA LLC	26	HOUGHTON ST	\$ 133,900
04-029-11-C3	KHELA LLC	26	HOUGHTON ST	\$ 133,900
05-031-1703B	WALKER CAPITAL LLC	170	PERRY AVE	\$ 186,600
05-035-72-03	VO PROPERTY MANAGEMENT LLC	72	SEYMOUR ST	\$ 144,600
05-036-16-03	SHARAM HOMES LLC	16	VIEW ST	\$ 169,000
05-041-51-01	ANNABRENNAN LLC	51	STERLING ST	\$ 216,800
06-023-004-1	RURFA MA MANAGEMENT LLC	22	HOLLYWOOD ST	\$ 152,500
06-023-004-3	SOUTHBOROUGH REALTY LLC	22	HOLLYWOOD ST	\$ 154,100
06-038-064-1	SAMARK PLACE LLC	64	WOODLAND ST	\$ 97,800
06-038-064-2	SAMARK PLACE LLC	64	WOODLAND ST	\$ 105,200
06-038-064-3	SAMARK PLACE LLC	64	WOODLAND ST	\$ 106,900
06-038-068-1	SAMARK PLACE LLC	68	WOODLAND ST	\$ 168,700
06-038-068-3	SAMARK PLACE LLC	68	WOODLAND ST	\$ 166,900
06-038-33-1L	SAMARK PLACE LLC	33	MAY ST	\$ 115,200
06-038-33-1R	SAMARK PLACE LLC	33	MAY ST	\$ 104,500
06-038-33-2L	SAMARK PLACE LLC	33	MAY ST	\$ 116,000
06-038-33-2R	SAMARK PLACE LLC	33	MAY ST	\$ 103,800
06-038-33-3L	SAMARK PLACE LLC	33	MAY ST	\$ 105,600
06-038-33-3R	SAMARK PLACE LLC	33	MAY ST	\$ 116,100
07-004-21206	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 155,700
07-004-21301	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 174,400
07-004-21302	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 171,500
07-004-21303	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 172,200
07-004-21304	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 171,800
07-004-21305	21 ELIZE ALICE LLC +	21	ILLINOIS ST	\$ 192,200
07-004-21308	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 156,400
07-004-21402	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 171,500

07-004-21403	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 171,900
07-004-21404	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 172,000
07-004-21406	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 155,400
07-004-21407	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 157,700
07-004-21408	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 157,000
07-004-21501	KASL LLC	21	ILLINOIS ST	\$ 175,000
07-004-21502	KASL LLC	21	ILLINOIS ST	\$ 171,900
07-004-21503	21 ELIZE ALICE LLC +	21	ILLINOIS ST	\$ 171,000
07-004-21505	KASL LLC	21	ILLINOIS ST	\$ 190,400
07-004-21506	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 157,600
07-004-21507	21 ELIZE ALICE LLC	21	ILLINOIS ST	\$ 157,000
07-008-00104	MJ FISHER REAL PROPERTIES LLC	63	ILLINOIS ST	\$ 184,400
07-008-00209	DURGIN PARK PROPERTIES LLC	67	ILLINOIS ST	\$ 116,600
07-047-00209	4A+S REALTY LLC	160	FREMONT ST	\$ 265,200
07-047-00215	AMICI ON CANAL LLC	160	FREMONT ST	\$ 220,100
07-047-00219	RRH PROPERTIES LLC	160	FREMONT ST	\$ 228,300
07-047-00220	RRH PROPERTIES LLC	160	FREMONT ST	\$ 208,200
07-047-00223	YARL LLC	160	FREMONT ST	\$ 306,000
07-047-00238	WORCESTER REAL PROPERTIES LLC	160	FREMONT ST	\$ 210,100
07-047-00302	JARBOE GROUP LLC	160	FREMONT ST	\$ 185,200
07-047-00306	YARL LLC	160	FREMONT ST	\$ 291,400
07-047-00313	YARL LLC	160	FREMONT ST	\$ 330,000
07-047-00402	Z + J REALTY LLC	160	FREMONT ST	\$ 186,100
07-047-00417	FREMONT UNIT 417 LLC	160	FREMONT ST	\$ 250,200
07-047-00422	YARL LLC	160	FREMONT ST	\$ 259,400
08-016-10-01	BASIC DEVICES LLC	4	PARK AVE PL	\$ 152,300
08-035-139-1	VIOLA LLC	139	CAMBRIDGE ST	\$ 80,200
08-035-139-2	VIOLA LLC	139	CAMBRIDGE ST	\$ 80,200
08-035-139-3	VIOLA LLC	139	CAMBRIDGE ST	\$ 80,200
09-005-0A-11	LORDS LAND LLC	178	LINCOLN ST	\$ 192,300
09-005-0A-14	178 LINCOLN A-14 LLC	178	LINCOLN ST	\$ 163,600
09-026-001-7	TIM REAL ESTATE LLC	71	EDGEWORTH ST	\$ 172,500
09-028-09-11	AKDK MA LLC	10	DRYDEN ST	\$ 145,200
09-28A-05605	INFINITY ASSOCIATES LLC	56	EDGEWORTH ST	\$ 84,700
09-28A-05609	SCOTT BALLETT LLC	56	EDGEWORTH ST	\$ 97,800
09-28A-05610	SCOTT BALLETT LLC	56	EDGEWORTH ST	\$ 97,800
09-28A-05611	SCOTT BALLETT LLC	56	EDGEWORTH ST	\$ 89,100
09-28A-05623	SCOTT BALLETT LLC	56	EDGEWORTH ST	\$ 97,800
10-007-0125C	RIVERS END REALTY GROUP LLC	125	VERNON ST	\$ 172,100
10-029-01-21	YV REAL ESTATE LLC	21	GEDIMINAS ST	\$ 175,200
10-032-114-C	114 STERLING C, LLC	114	STERLING ST	\$ 143,800
10-032-5+6-1	ML NOVIA REALTY LLC	147	PERRY AVE	\$ 120,400
10-032-5+6-2	ML NOVIA REALTY LLC	147	PERRY AVE	\$ 120,400
10-032-5+6-3	ML NOVIA REALTY LLC	147	PERRY AVE	\$ 126,300
10-032-5+6-4	ML NOVIA REALTY LLC	147	PERRY AVE	\$ 126,300
10-032-5+6-5	ML NOVIA REALTY LLC	147	PERRY AVE	\$ 126,500
10-032-5+6-6	ML NOVIA REALTY LLC	147	PERRY AVE	\$ 126,400
10-034-003-1	MJ FISHER REAL PROPERTIES LLC	229	VERNON ST	\$ 170,800
10-034-006-1	OMT REALTY, LLC	229	VERNON ST	\$ 170,800
11-017-801-A	801 PLEASANT STREET LLC	801	PLEASANT ST	\$ 270,000
11-017-801-B	801 PLEASANT STREET LLC	801	PLEASANT ST	\$ 317,100
11-017-801-C	801 PLEASANT STREET LLC	801	PLEASANT ST	\$ 218,300
11-035-371-2	RCZ INVESTMENTS LLC-SERIES D	371	CHANDLER ST	\$ 245,400
12-004-09-03	NEW BEGINNING RENOVATIONS LLC	9	WATSON AVE	\$ 171,300
12-017-01-38	YARL LLC	38	FRANCIS ST	\$ 334,000
12-017-036-1	FRANCIS INVESTMENTS LLC	36	FRANCIS ST	\$ 190,300

12-017-036-2	FRANCIS INVESTMENTS LLC	36	FRANCIS ST	\$ 185,500
12-017-036-3	FRANCIS INVESTMENTS LLC	36	FRANCIS ST	\$ 188,200
12-027-64-01	BMJ REALTY LLC	64	BROOKS ST	\$ 234,200
12-027-64-02	BMJ REALTY LLC	64	BROOKS ST	\$ 214,000
12-042-00064	GOLD STAR ASSOCIATES LLC	64	KING PHILIP RD	\$ 245,100
12-042-00066	GOLD STAR ASSOCIATES LLC	66	KING PHILIP RD	\$ 245,100
12-042-00068	GOLD STAR ASSOCIATES LLC	68	KING PHILIP RD	\$ 245,100
14-007-19-1N	ML PROPERTIES WESTFIELD LLC	19	WESTFIELD ST	\$ 139,000
14-007-19-1S	ML PROPERTIES WESTFIELD LLC	19	WESTFIELD ST	\$ 140,000
14-007-19-2N	ML PROPERTIES WESTFIELD LLC	19	WESTFIELD ST	\$ 139,800
14-007-19-2S	ML PROPERTIES WESTFIELD LLC	19	WESTFIELD ST	\$ 140,000
14-007-19-3N	ML PROPERTIES WESTFIELD LLC	19	WESTFIELD ST	\$ 139,800
14-007-19-3S	ML PROPERTIES WESTFIELD LLC	19	WESTFIELD ST	\$ 140,000
14-012-137-A	137 LOVELL STREET LLC	137	LOVELL ST	\$ 284,300
14-035-00076	PLAZA MANAGEMENT LLC	76	REED ST	\$ 243,700
15-024-13-01	RUTTERS BROOK LLC	13	CLEVELAND AVE	\$ 121,300
15-024-13-02	RUTTERS BROOK LLC	13	CLEVELAND AVE	\$ 108,700
15-024-13-03	RUTTER'S BROOK LLC	13	CLEVELAND AVE	\$ 111,000
16-001-21-1B	CORNERSTONE PROPERTIES LLC	21	MOUNT VERNON ST	\$ 169,000
16-001-21-1C	JOLLY CHIMP LLC	21	MOUNT VERNON ST	\$ 169,000
16-002-04B1E	INFINITY SERVICES LLC	16	BRECK ST	\$ 231,400
16-006-80-06	AITCH PROPERTIES LLC	80	STANTON ST	\$ 171,000
16-006-80-14	SAWPM LLC	80	STANTON ST	\$ 171,900
16-006-80-18	INFINITY SERVICES LLC	80	STANTON ST	\$ 169,100
16-006-80-22	T+V ASSOCIATES LLC	80	STANTON ST	\$ 169,900
16-008-1-B-R	BELL HILL RESIDENCE LLC	33	EVERARD ST	\$ 137,300
16-008-2-B-L	HBH SKYLINE ASSET MANAGEMENT LLC	33	EVERARD ST	\$ 122,300
16-008-3-F-R	HBH SKYLINE ASSET MANAGEMENT LLC	33	EVERARD ST	\$ 143,200
16-008-4-F-L	HBH SKYLINE ASSET MANAGEMENT LLC	33	EVERARD ST	\$ 142,000
16-008-5-S-R	HBH SKYLINE ASSET MANAGEMENT LLC	33	EVERARD ST	\$ 144,500
16-008-6-S-L	HBH SKYLINE ASSET MANAGEMENT LLC	33	EVERARD ST	\$ 143,900
16-010-121-1	DON B MEA LLC	121	MERRIFIELD ST	\$ 25,800
16-021-00100	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 179,000
16-021-00102	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 194,800
16-021-00103	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00104	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 194,800
16-021-00105	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00106	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 194,800
16-021-00108	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 202,500
16-021-00110	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 255,200
16-021-00200	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 179,000
16-021-00201	ASN GROUP LLC	50	ADAMS ST	\$ 207,100
16-021-00202	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00203	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00204	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00205	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00207	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00208	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00209	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00300	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 179,000
16-021-00301	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00302	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00303	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00304	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00305	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00306	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100



16-021-00307	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00308	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00309	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 207,100
16-021-00310	50 ADAMS REALTY LLC	50	ADAMS ST	\$ 165,600
16-030-1-104	TIM REAL ESTATE LLC	1	ENVELOPE TER	\$ 307,200
16-030-1-116	JOBEMI GROUP LLC	1	ENVELOPE TER	\$ 372,400
16-034-24-01	VIOLA LLC	24	LYON ST	\$ 115,400
16-034-24-02	VIOLA LLC	24	LYON ST	\$ 115,400
16-034-24-03	VIOLA LLC	24	LYON ST	\$ 125,100
17-015-0002C	GLENDOVER STERLING LLC	47	ALVARADO AVE	\$ 204,500
17-015-0003D	KURUVA INC LLC + KURUVA, VIJAY KUMAR	47	ALVARADO AVE	\$ 204,500
17-016-57-02	COBURN57 LLC	57	COBURN AVE	\$ 244,900
17-024-812-B	PK DREAMERS LLC	812	FRANKLIN ST	\$ 377,600
17-024-812-C	PK DREAMERS LLC	812	FRANKLIN ST	\$ 375,900
17-024-812-D	PRECISION CAPITAL LLC	812	FRANKLIN ST	\$ 377,600
17-16A-00806	65 LAKE AVENUE LLC	65	LAKE AVE	\$ 369,500
17-16A-00811	CMR INVESTMENTS LLC	65	LAKE AVE	\$ 349,600
17-36A-00302	MJ FISHER REAL PROPERTIES LLC	21	MIDDLESEX AVE	\$ 189,400
17-36A-00303	MJ FISHER REAL PROPERTIES LLC	21	MIDDLESEX AVE	\$ 181,200
18-004-35-05	K PROPERTIES LLC	425	GRAFTON ST	\$ 217,300
18-004-35-08	JAG MANAGEMENT LLC	423	GRAFTON ST	\$ 204,500
18-032-008-2	JAG MANAGEMNET LLC	17	FARRAR AVE	\$ 199,700
18-032-008-5	JAG MANAGEMENT LLC	17	FARRAR AVE	\$ 200,000
18-032-15-1A	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 129,500
18-032-15-1C	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 128,900
18-032-15-1D	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 128,900
18-032-15-2C	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 129,200
18-032-15-2D	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 129,200
18-032-15-2E	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 129,200
18-032-15-2F	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 129,200
18-032-15-2G	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 129,200
18-032-15-2H	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 129,200
18-032-15-2I	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 129,200
18-032-15-3A	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 134,300
18-032-15-3B	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 134,300
18-032-15-3C	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 133,900
18-032-15-3D	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 133,900
18-032-15-3E	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 133,900
18-032-15-3F	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 133,900
18-032-15-3G	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 133,900
18-032-15-3H	WARNER APARTMENT LLC	20	WARNER AVE	\$ 133,900
18-032-15-3I	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 133,900
18-032-15-3J	WARNER APARTMENTS LLC	20	WARNER AVE	\$ 133,900
18-033-0001A	JAG MANAGEMENT LLC	22	INVERNESS AVE	\$ 118,300
18-033-0001B	JAG MANAGEMENT LLC	22	INVERNESS AVE	\$ 118,300
18-033-0001C	JAG MANAGEMENT LLC	22	INVERNESS AVE	\$ 118,300
18-033-0001D	JAG MANAGEMENT LLC	22	INVERNESS AVE	\$ 118,300
18-033-0002A	JAG MANAGEMENT LLC	22	INVERNESS AVE	\$ 123,000
18-033-0002C	JAG MANAGEMENT LLC	22	INVERNESS AVE	\$ 123,000
18-033-0002D	JAG MANAGEMENT LLC	22	INVERNESS AVE	\$ 123,000
20-020-029-2	ARROW HOLDINGS LLC	29	BEECHMONT ST	\$ 74,000
20-020-031-2	ARROW HOLDINGS LLC	31	BEECHMONT ST	\$ 90,300
20-020-25A-2	ARROW HOLDINGS LLC	25	BEECHMONT ST	\$ 89,500
20-020-25B-1	ARROW HOLDINGS LLC	25	BEECHMONT ST	\$ 75,200
20-020-25B-2	ARROW HOLDINGS LLC	25	BEECHMONT ST	\$ 75,200
20-020-25C-2	ARROW HOLDINGS LLC	25	BEECHMONT ST	\$ 73,800



25-011-00102	J + J GLOBAL PROPERTIES LLC	10	WRENTHAM RD	\$ 323,000
25-011-00105	J + J GLOBAL PROPERTIES LLC	10	WRENTHAM RD	\$ 323,000
25-011-00106	J + J GLOBAL PROPERTIES LLC	10	WRENTHAM RD	\$ 325,200
25-011-00110	KOSEDEM LLC	10	WRENTHAM RD	\$ 204,300
25-011-00114	JSK APARTMENTS LLC	10	WRENTHAM RD	\$ 202,900
25-011-00207	J + J GLOBAL PROPERTIES LLC	10	WRENTHAM RD	\$ 195,000
25-011-00301	J + J GLOBAL PROPERTIES LLC	10	WRENTHAM RD	\$ 194,300
25-011-00302	J + J GLOBAL PROPERTIES LLC	10	WRENTHAM RD	\$ 196,100
25-011-00303	J + J GLOBAL PROPERTIES LLC	10	WRENTHAM RD	\$ 197,900
25-011-00313	J + J GLOBAL PROPERTIES LLC	10	WRENTHAM RD	\$ 203,200
25-011-00314	J + J GLOBAL PROPERTIES LLC	10	WRENTHAM RD	\$ 202,600
25-011-69-02	TWIN REALTY A+ B, LLC	1029	PLEASANT ST	\$ 177,500
25-011-69-09	1029 PLEASANT ST UNIT 9 LLC	1029	PLEASANT ST	\$ 272,700
25-011-69-43	1029 PLEASANT STREET U43 LLC	1029	PLEASANT ST	\$ 243,500
25-054-00109	TRANSYLVANIA REALTY LLC	82	CAMELOT DR	\$ 291,900
25-054-53-25	E + V REALTY LLC	13	MERLIN CT	\$ 256,100
25-054-53-26	E + V REALTY,LLC	11	MERLIN CT	\$ 238,000
25-054-6-110	TOWER DB REO VII LLC	18	WRENTHAM RD	\$ 167,900
25-054-6-114	OAKWOOD LANE LLC	18	WRENTHAM RD	\$ 173,600
25-054-6-209	OAKWOOD LANE LLC	18	WRENTHAM RD	\$ 175,300
25-054-6-301	KARLEE REALTY LLC	18	WRENTHAM RD	\$ 174,100
25-054-6-313	KARLEE REALTY LLC	18	WRENTHAM RD	\$ 174,600
26-012-10001	926 HOPE REALTY LLC	926	SOUTHBRIDGE ST	\$ 158,400
26-012-10006	926 HOPE REALTY LLC	926	SOUTHBRIDGE ST	\$ 169,800
26-012-10008	VIKING ASSOCIATES,LLC	926	SOUTHBRIDGE ST	\$ 200,300
26-012-10011	AUTUMN CHASE ASSOCIATES LLC	926	SOUTHBRIDGE ST	\$ 171,400
26-012-20006	ML NOVIA REALTY LLC	920	SOUTHBRIDGE ST	\$ 152,200
26-012-20008	M.L. NOVIA REALTY LLC	920	SOUTHBRIDGE ST	\$ 152,000
26-012-2000A	A + A REALTY LLC	920	SOUTHBRIDGE ST	\$ 134,600
26-012-20015	M.L. NOVIA REALTY LLC	920	SOUTHBRIDGE ST	\$ 153,700
29-10B-101-5	KRAMAS LLC	101	WHIPPLE ST	\$ 118,700
29-10B-10110	KRAMAS LLC	101	WHIPPLE ST	\$ 132,400
29-10B-10114	WAMS WORC PROPERTIES LLC	101	WHIPPLE ST	\$ 146,500
29-10B-10128	12523 LLC	101	WHIPPLE ST	\$ 154,000
29-10C-121-6	KRAMAS LLC	121	WHIPPLE ST	\$ 99,800
29-10C-12111	12523 LLC	121	WHIPPLE ST	\$ 132,800
29-10C-12117	12523 LLC	121	WHIPPLE ST	\$ 146,500
29-10C-12123	ARCHSTONE PROPERTIES LLC	121	WHIPPLE ST	\$ 146,500
29-10D-123-1	KRAMAS LLC	123	WHIPPLE ST	\$ 132,800
29-10D-123-6	KRAMAS LLC	123	WHIPPLE ST	\$ 99,800
29-10D-12312	KRAMAS LLC	123	WHIPPLE ST	\$ 124,500
29-10D-12315	586 EAST FOURTH LLC	123	WHIPPLE ST	\$ 118,700
29-10D-12320	CORNERSTONE PROPERTIES LLC	123	WHIPPLE ST	\$ 132,400
29-10D-12321	12523 LLC	123	WHIPPLE ST	\$ 132,800
29-10D-12325	KRAMAS LLC	123	WHIPPLE ST	\$ 118,700
29-10D-12326	ARCHSTONE PROPERTIES LLC	123	WHIPPLE ST	\$ 122,700
29-10D-12327	12523 LLC	123	WHIPPLE ST	\$ 146,500
29-10E-125-1	586 EAST FOURTH LLC	125	WHIPPLE ST	\$ 132,800
29-10E-125-3	12523 LLC	125	WHIPPLE ST	\$ 146,500
29-10E-125-4	ARCHSTONE PROPERTIES LLC	125	WHIPPLE ST	\$ 146,500
29-10E-125-5	KRAMAS LLC	125	WHIPPLE ST	\$ 118,700
29-10E-125-9	KRAMAS LLC	125	WHIPPLE ST	\$ 132,400
29-10E-12512	586 EAST FOURTH LLC	125	WHIPPLE ST	\$ 132,800
29-10E-12518	WORCESTER EQUITY REALTY LLC	125	WHIPPLE ST	\$ 154,000
29-10E-12523	12523 LLC	125	WHIPPLE ST	\$ 146,500
29-10E-12526	KRAMAS LLC	125	WHIPPLE ST	\$ 122,700

29-45A-0008D	IMPACT FIRST INVESTMENTS LLC	12	BAYBERRY DR	\$ 212,600
31-016-07-02	ML NOVIA LLC	7	GIBBS ST	\$ 163,900
31-016-0A-03	11 GIBBS ST A3 A5 LLC	11	GIBBS ST	\$ 176,900
31-016-0A-05	11 GIBBS ST A3 A5 LLC	11	GIBBS ST	\$ 179,800
31-016-0D-50	ML NOVIA REALTY LLC	11	GIBBS ST	\$ 175,200
31-016-0D-51	MASSACHUSETTS RENTAL PROPERTIES LLC	11	GIBBS ST	\$ 176,900
31-016-0D-59	11 GIBBS ST D59 36 GIBB ST 36 LLC	11	GIBBS ST	\$ 179,400
31-016-0E-68	11 GIBBS ST E68 E78 LLC	11	GIBBS ST	\$ 177,500
31-016-0E-78	11 GIBBS ST E68 E78 LLC	11	GIBBS ST	\$ 177,800
31-018-A-001	AITCH PROPERTIES LLC	36	GIBBS ST	\$ 173,300
31-018-A-003	ML NOVIA REALTY LLC	36	GIBBS ST	\$ 169,100
31-018-C-028	BRAHMANI REALTY LLC	36	GIBBS ST	\$ 173,400
31-018-C-029	PASA PUCHA LLC	36	GIBBS ST	\$ 175,000
31-018-C-031	36C-31 GIBBS LLC	36	GIBBS ST	\$ 175,100
31-018-C-036	11 GIBBS ST D59 36 GIBBS ST 36 LLC	36	GIBBS ST	\$ 174,500
31-018-H-114	QIONG SC SHREWSBURY LLC	11	GIBBS ST	\$ 186,400
31-018-I-128	PHANTOM REALTY LLC	11	GIBBS ST	\$ 176,500
31-019-02-2D	L2L INVESTMENTS LLC	48	GIBBS ST	\$ 151,500
32-026-01-02	ERMANI PROPERTIES LLC	22	CUMBERLAND ST	\$ 163,900
32-026-01-03	ERMANI PROPERTIES LLC	22	CUMBERLAND ST	\$ 163,900
32-026-01-04	ERMANI PROPERTIES LLC	22	CUMBERLAND ST	\$ 163,900
32-037-0H-41	YARL LLC	46	WHISPERING PINE CIR	\$ 373,300
32-037-0J-51	WHISPERING PINE CIRCLE WORCESTER LLC	53	WHISPERING PINE CIR	\$ 384,700
32-037-0K-55	CLAREMONT REALTY ENTERPRISES LLC	52	WHISPERING PINE CIR	\$ 336,300
34-011-0000A	JAG MANAGEMENT LLC	9	PROGRESSIVE ST	\$ 170,100
34-011-0000B	JA MANAGEMENT LLC	11	PROGRESSIVE ST	\$ 170,100
34-028-1-11R	AMM OAKWOOD LANE LLC	45	OAKWOOD LN	\$ 368,500
34-028-1-12R	OAKWOOD LANE LLC	49	OAKWOOD LN	\$ 321,400
34-028-1-17R	ROLLING OAKS FAMILY LLC	69	OAKWOOD LN	\$ 321,400
34-028-1-19R	OAKWOOD LANE LLC	77	OAKWOOD LN	\$ 321,400
34-028-1-36L	ROLLING OAKS FAMILY LLC	56	OAKWOOD LN	\$ 310,500
34-26A-0B-16	NIKMITAS LLC	340	SUNDERLAND RD	\$ 230,100
34-26A-0B-19	JNR ENTERPRISES LLC	340	SUNDERLAND RD	\$ 230,100
35-003-30-01	RESIDENCES AT VERNON HILL LLC	30	RICE LN	\$ 11,700
35-003-30-02	RESIDENCES AT VERNON HILL LLC	30	RICE LN	\$ 12,000
35-003-30-03	RESIDENCES AT VERNON HILL LLC	30	RICE LN	\$ 12,000
35-003-30-04	RESIDENCES AT VERNON HILL LLC	30	RICE LN	\$ 11,700
35-007-10-01	TILE REMODELING CONTRACTOR LLC	10	NUTTALL LN	\$ 160,700
35-008-32-01	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 145,000
35-008-32-02	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 145,000
35-008-32-03	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 145,000
35-008-32-04	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 145,000
35-008-32-05	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 146,500
35-008-32-06	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 146,500
35-008-32-07	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 146,500
35-008-32-08	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 146,500
35-008-32-09	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 146,500
35-008-32-11	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 146,500
35-008-32-12	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 146,500
35-008-32-13	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 146,500
35-008-32-14	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 146,500
35-008-32-15	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 146,500
35-008-32-16	KENYON AVENUE APARTMENTS LLC	5	KENYON AVE	\$ 146,500
35-009-67-01	5W CREATIVE LLC	71	PARK TERRACE RD	\$ 180,600
35-009-67-05	3MG SANTIAGO PROPERTIES LLC	71	PARK TERRACE RD	\$ 160,000
35-011-018-1	SHUSHICA LLC	18	JONES ST	\$ 204,800

35-011-018-2	SHUSHICA LLC	18	JONES ST	\$ 196,300
35-26C-0002D	NIKMITAS LLC	10	RUTLEDGE ST	\$ 211,600
36-38B-3-202	WALLACHIA LLC	3202	HALCYON DR	\$ 171,800
36-48A-07-2B	G + D LLC	31	CANDLEWOOD PL	\$ 281,800
41-029-0028A	GABRIELE HOLDINGS,LLC	437	HAMILTON ST	\$ 175,100
41-029-0028B	GABRIELE HOLDINGS,LLC	437	HAMILTON ST	\$ 175,100
41-029-0028E	GABRIELE HOLDINGS,LLC	437	HAMILTON ST	\$ 175,100
41-037-00074	POINT ROKINVESTMENT LLC	74	POINTE ROK DR	\$ 381,900
41-21A-00002	M J FISHER REAL PROPERTIES LLC	1195	GRAFTON ST	\$ 183,500
41-21A-00007	MONJAQUE AURORA LLC	1195	GRAFTON ST	\$ 183,500
41-21C-00034	I A R LLC	1195	GRAFTON ST	\$ 170,400
41-21E-00072	PATEL BROTHERS REALTY LLC	1195	GRAFTON ST	\$ 177,400
41-21E-00078	HASSY HOLDINGS LLC	1195	GRAFTON ST	\$ 170,400
41-21F-00091	HOME FINDERS REALTY INVESTMENTS LLC	1195	GRAFTON ST	\$ 183,500
42-031-00100	EDI REALTY LLC	215	MILL ST	\$ 29,800
42-031-00102	EDI REALTY LLC	215	MILL ST	\$ 158,700
42-031-00111	EDI REALTY LLC	215	MILL ST	\$ 163,500
42-031-00119	EDI REALTY LLC	215	MILL ST	\$ 146,700
42-038-0013R	11B GATES ROAD LLC	11	GATES RD	\$ 280,400
46-015-0000A	M HOMES LLC	1	WIGWAM HILL DR	\$ 299,500
46-036-0A-04	DESMOND JAMES LLC	653	PLANTATION ST	\$ 191,600
47-18A-000A5	AVA PROPERTIES GROUP LLC	121	BAILEY ST	\$ 208,000
47-18D-00E46	AVA PROPERTIES GROUP LLC	121	BAILEY ST	\$ 171,800
10-038-997-3	MILLBURY-EAGLE LLC	997	MILLBURY ST	\$ 391,100
15-43A-B-201	PIEDMONT REALTY LLC	1511	MAIN ST	\$ 253,000
15-43A-C-309	1151-C309 LLC	1511	MAIN ST	\$ 280,300
15-43A-C-202	VAHLYAH VENTURES LLC	1511	MAIN ST	\$ 207,700
16-021-28204	POTEETE 204 ADAMS LLC	28	ADAMS ST	\$ 224,400
16-003-104H1	R H T REALTY LLC	104	RODNEY ST	\$ 186,500
16-003-104H2	RHT REALTY LLC	104	RODNEY ST	\$ 186,500
04-020-00303	CANAL LOFT AT WATER STREET LLC	48	WATER ST	\$ 366,100
39-026-5C-70	GOLDTHWAITE CONSTRUCTION LLC	21	PAPER BIRCH PATH	\$ -
29-039-34-13	NEMR HOLDINGS LLC	74	UPLAND ST	\$ 349,000
29-039-34-14	NEMR HOLDINGS LLC	74	UPLAND ST	\$ 376,400
29-029-00001	HANCOCK ST HOLDINGS LLC	1	ROSE LN	\$ 166,700
01-01D-00005	KLF REALTY LLC	227	GROVE ST	\$ 314,300
01-031-006-3	53 WILLIAM STREET LLC	78	EASTERN AVE	\$ 428,800
01-032-00016	37 SHELBY STREET LLC	37	SHELBY ST	\$ 352,400
01-033-00001	JP SEVEN LLC	21	SHELBY ST	\$ 489,200
01-046-00005	11 HENCHMAN STREET LLC	11	HENCHMAN ST	\$ 395,700
02-033-00002	JOHN WARD LLC	33	JOHN ST	\$ 490,000
02-033-00011	ALYA PROPERTIES LLC	18	BOWDOIN ST	\$ 417,400
02-034-00048	PARVIN HOMES LLC	1	WACHUSETT ST	\$ 331,100
02-034-0050A	PARVIN HOMES LLC	3	WACHUSETT ST	\$ 395,800
02-035-00029	PRISTINE REALTY LLC	20	DIX ST	\$ 405,200
02-035-00030	PRISTINE REALTY LLC	2	GOULDING ST	\$ 306,100
02-035-00063	677LEZ LLC	1	GOULDING ST	\$ 294,800
02-037-00017	BROGGI REALTY SERIES LLC-SERIE	26	ELBRIDGE ST	\$ 426,300
02-037-00042	WEST TECH CONNECTION LLC	153	WEST ST	\$ 392,500
02-039-0039A	34 WILLIAM ST WORCESTER MA, LLC	34	WILLIAM ST	\$ 461,400
02-039-015-1	TEMASEK CITY LLC	38	BOWDOIN ST	\$ 349,700
02-040-00081	DAYTON PLACE PROPERTIES LLC	1	DAYTON PL	\$ 326,800
02-041-00085	KALLANG LLC	43	ROXBURY ST	\$ 500,600
02-041-0090A	HIGHLAND STREET REALTY LLC	187	HIGHLAND ST	\$ 539,300
03-002-00003	S + O REALTY LLC	12	JACKSON ST	\$ 384,000
03-009-0006A	HESAGRAB PROPERTIES LLC	4	SYCAMORE ST	\$ 144,200

04-002-0019A	RKD DEVELOPMENT LLC	27	NORFOLK ST	\$ 636,800
04-003-00017	BLOOMINGDALE COURT LLC	8	BLOOMINGDALE CT	\$ 456,500
04-005-21+25	UNION HILL APARTMENTS LLC	68	NORFOLK ST	\$ 97,449
04-008-00011	CJJS INVESTMENTS LLC	46	ORIENT ST	\$ 363,700
04-008-00016	JAG MANAGEMENT LLC	113	PLANTATION ST	\$ 361,500
04-008-00024	2 CEDARS PROPERTIES LLC	109	PLANTATION ST	\$ 384,400
04-012-00023	WORCESTER DEVELOPMENT PROJECT VI LLC	5	MCFARLAND CT	\$ 299,200
04-013-00008	QUICKLY WAY CONSTRUCTION LLC	68	SUFFOLK ST	\$ 252,600
04-028-00017	195 WINTER STREET LLC	14	CUTLER ST	\$ 449,800
04-029-00047	PREMIER RENTAL PROPERTIES LLC	36	HOUGHTON ST	\$ 409,900
04-031-22-01	AL HOUGHTON STREET LLC	58	HOUGHTON ST	\$ 214,600
04-039-00008	BENBO PROPERTIES LLC	14	BLANCHE ST	\$ 312,700
05-014-00048	CASTELLONE PROPERTIES LLC	3	MEADE ST	\$ 372,700
05-015-00018	CMASS INVESTMENTS LLC	171	WASHINGTON ST	\$ 361,100
05-018-003-2	BENBO PROPERTIES LLC	17	WARD ST	\$ 294,700
05-039-00003	84 DORCHESTER STREET LLC	84	DORCHESTER ST	\$ 319,600
06-001-00016	COTTER VENTURES LLC	85	TOWNSEND ST	\$ 313,200
06-003-00004	BRUSA PROPERTIES LLC	7	PLEASANT TER	\$ 313,707
06-003-00006	MNS REALTY LLC	9	PLEASANT TER	\$ 279,764
06-003-00015	LULU PROPERTY MANAGEMENT LLC	6	RIEDL PL	\$ 394,384
06-003-033-1	ARROW HOLDINGS LLC	51	TOWNSEND ST	\$ 364,200
06-005-00038	D + N PROPERTIES LLC	86	ELM ST	\$ 367,000
06-007-00038	77 RICHMOND STREET LLC	25	MERRICK ST	\$ 540,000
06-016-00024	ROBART REALTY LLC	49	PIEDMONT ST	\$ 472,500
06-023-00023	ESKAY BUILDERS LLC	7	PEMBERTON ST	\$ 413,300
06-030-00001	BOIQUAYE LLC	12	BENEFIT ST	\$ 238,600
06-035-00018	K+ T REALTY LLC	23	GARDNER ST	\$ 654,000
06-037-00013	3 NORWOOD STREET ASSOCIATES LLC	3	NORWOOD ST	\$ 426,500
06-038-00003	CG PARTNERS REALTY ONE LLC	5	CLIFTON ST	\$ 477,500
06-038-00046	ALYA PROPERTIES LLC	7	CLIFTON ST	\$ 363,900
06-039-00037	PARK ENTERPRISES LLC	39	FLORENCE ST	\$ 416,000
06-040-00016	AKG GROUP LLC	8	WEST OBERLIN ST	\$ 488,800
06-33A-00020	TRAN REAL ESTATE LLC	160	BEACON ST	\$ 306,800
07-008-0007B	MLC WORCESTER LLC	3	ILLINOIS CT	\$ 178,900
07-008-002-2	LINETT LLC	94	GATES ST	\$ 204,600
07-008-002-3	LINETT LLC	92	GATES ST	\$ 199,300
07-012-00023	K + S INVESTMENT PROPERTY LLC	37	RICHARDS ST	\$ 402,200
07-014-00015	KUNPENG PROPERTIES LLC	27	TIRRELL ST	\$ 345,900
07-016-00045	101 MERRIFIELD STREET ASSOCIATES LLC	122	SOUTHGATE ST	\$ 311,000
07-017-015-2	CEDAR HILLS REALTY LLC	114	SOUTHGATE ST	\$ 406,600
07-019-00018	ABG RENTAL PROPERTIES LLC	89	SOUTHGATE ST	\$ 308,000
07-025-00010	NINETY CANTERBURY LLC	94	CANTERBURY ST	\$ 413,300
07-034-00018	CROMPTON CORNER LLC	12	CROMPTON ST	\$ 434,100
07-035-00003	MJ WHITTALL LLC	34	WOODWARD ST	\$ 276,100
07-040-00007	LFRENTALS LLC	9	RILEY ST	\$ 267,500
07-041-0005B	23 COLTON STREET LLC	23	COLTON ST	\$ 397,400
07-042-00015	COLTON STREET REALTY LLC	8	COLTON ST	\$ 343,100
07-045-00006	AGB REAL ESTATE LLC	59	CAMP ST	\$ 273,700
07-048-00008	17 SAINT JOHNS ROAD LLC	17	SAINT JOHNS RD	\$ 349,300
08-009-00008	BIRCH HILL INVESTMENTS LLC	5	OLIVER ST	\$ 622,100
08-009-00026	3 NORWOOD STREET ASSOCIATES LLC	53	MAYWOOD ST	\$ 363,800
08-011-00009	71 BIRCH STREET LLC	71	BIRCH ST	\$ 517,400
08-012-00012	DJAFARI NORTH LLC	60	BEAVER ST	\$ 380,000
08-021-02+10	COES STREET LLC	120	MILL ST	\$ 412,600
08-036-00018	KAWA LLC	9	STONELAND RD	\$ 460,300
08-041-00016	LTC AT WAYNE STREET LLC	25	WAYNE ST	\$ 351,500

09-003-00012	EMF + APOLLO REALTY LLC	26	WINDSOR ST	\$ 461,400
09-007-01+22	AVILA PROPERTIES LLC	20	ORNE ST	\$ 516,600
09-010-00008	BEACON REALTY PARTNERS LLC	209	LINCOLN ST	\$ 401,600
09-011-00023	WAVE PROPERTY PARTNERS LLC	20	STURGIS ST	\$ 324,700
09-012-00029	RIVERS END REALTY GROUP LLC	24	VINTON ST	\$ 494,100
09-016-00013	ROSE ALVARADO LLC	128	PAINE ST	\$ 464,000
09-017-00043	51 UXBRIDGE STREET LLC	51	UXBRIDGE ST	\$ 345,400
09-018-00032	JAMLIK LLC	34	SHAFFNER ST	\$ 417,100
09-023-00008	LIU XIE DUAN LLC	16	SIGOURNEY ST	\$ 507,800
09-023-00019	MNS REALTY LLC	5	BYRON ST	\$ 354,700
09-023-23+24	BRIAR JAMES MANAGEMENT LLC	1	BYRON ST	\$ 410,400
09-026-00025	278-284 GROVE STREET 2022 LLC	2	POWERS CT	\$ 288,400
09-028-00014	FOLEY REAL ESTATE LLC	15	DRYDEN ST	\$ 401,900
09-028-00016	11 DRYDEN STREET LLC	11	DRYDEN ST	\$ 331,500
09-028-00031	JOILY CHIMP LLC	18	DRYDEN ST	\$ 255,300
09-040-00019	LIU HOLDINGS LLC	1	WAKEFIELD ST	\$ 463,700
10-007-00021	119 VERNON STREET LLC	119	VERNON ST	\$ 420,700
10-016-00014	O'ROURKE WORCESTER REALTY LLC	25	BLACKSTONE RIVER RD	\$ 257,900
10-025-00018	10 EKMAN LLC	10	EKMAN ST	\$ 370,200
11-004-00037	21 HACKFELD LLC	21	HACKFELD RD	\$ 471,100
11-005-00002	BOPARO REALTY LLC	22	LEE ST	\$ 394,800
11-007-00003	SHELLE REALTY LLC	16	GERMAIN ST	\$ 711,200
11-010-00022	GREY HAVENS LLC	9	HAVILAND ST	\$ 830,200
11-014-00016	MONROE REALTY LLC TRUSTEE	717	PLEASANT ST	\$ 667,900
11-018-00018	831 PLEASANT LLC	831	PLEASANT ST	\$ 375,300
11-018-00020	9 URECO LLC	9	URECO TER	\$ 790,400
11-021-00015	51 RICHMOND AVENUE LLC	51	RICHMOND AVE	\$ 619,000
11-021-00020	ATC BEECHING LLC	54	BEECHING ST	\$ 628,200
11-025-00019	INFINITE EDGE LLC	60	AMHERST ST	\$ 499,900
11-029-0010A	ASIAN SUPERMARKET LLC	700	PLEASANT ST	\$ 578,400
11-034-00017	S + M LLC	114	JUNE ST	\$ 246,600
11-036-00001	353 CHANDLER STREET LLC	353	CHANDLER ST	\$ 424,400
11-036-0002A	BOPARO REALTY LLC	9	BROWNELL CIR	\$ 406,400
12-004-00014	YARL LLC	10	WATSON AVE	\$ 442,100
12-005-006+7	CMF ASSOCIATES LLC	21	KALMAR ST	\$ 368,900
12-012-00012	27 AIRLIE STREET LLC	27	AIRLIE ST	\$ 356,000
12-014-0005A	14 AIRLIE STREET RANDALL LLC	18	RANDALL ST	\$ 354,600
12-017-00002	TOUCARDS LLC	22	FALES ST	\$ 457,500
12-022-00012	T-BAR RREALTY LLC	16	PAUL ST	\$ 392,500
12-029-00001	PKH LLC	40	BROOKS ST	\$ 388,100
12-042-00009	BMJ REALTY LLC	87	KING PHILIP RD	\$ 462,800
13-010-00032	OROURKE WORCESTER REALTY LLC	26	MERRILL RD	\$ 306,200
13-034-58+59	EMN ASSOCIATES,LLC	108	SEARS ISLAND DR	\$ 421,388
14-006-25+26	3 NORWOOD STREET ASSOCIATES LLC	34	FAIRFIELD ST	\$ 365,000
14-009-00017	SCRIBNER MANAGEMENT LLC	108	FAIRFIELD ST	\$ 391,900
14-014-00021	WORCESTER DEVELOPMENT PROJECT VIII LLC	40	CIRCUIT AVE EAST	\$ 468,300
14-016-00022	JUPITER CAPITAL LLC	17	ISABELLA ST	\$ 415,600
14-026-00001	137 MAY LLC	137	MAY ST	\$ 472,000
14-036-00034	262 LOVELL STREET LLC	262	LOVELL ST	\$ 374,300
15-004-00011	THE GODDARD PROJECT LLC	1	TALLAWANDA DR	\$ 443,000
15-048-01-19	EMN ASSOCIATES,LLC	18	CATALPA CIR	\$ 508,000
15-48A-01-26	EMN ASSOCIATES,LLC	40	CATALPA ST	\$ 478,700
16-002-00031	EMF + APOLLO REALTY LLC	26	HERMITAGE LN	\$ 314,200
16-007-00039	T + V ASSOCIATES LLC	21	RODNEY ST	\$ 485,700
16-007-00041	KENSINGTON MANAGEMENT LLC +	15	RODNEY ST	\$ 357,800
16-011-00006	ONSTAR PROPERTIES LLC	107	EASTERN AVE	\$ 368,500

16-016-00033	FOXWOOD REALTY LLC	14	WAITE ST	\$ 321,600
16-017-00009	CARIGE LLC	13	CHILMARK ST	\$ 315,700
16-018-00020	SCIREH ONE LLC	3	SEWARD ST	\$ 386,200
16-018-00038	SEWARD PROPERTY MANAGEMENT LLC	13	SEWARD ST	\$ 323,100
16-023-00028	NEW LEAF HOLDINGS LLC	8	LISCOMB ST	\$ 539,500
16-036-97-99	JVD REALTY LLC	149	ELLIOTT ST	\$ 308,500
17-004-00005	SANTIAGO CRONIN REAL ESTATE I LLC	62	LOCUST AVE	\$ 546,600
17-012-0034A	LIU PROPERTY HOLDINGS LLC	25	COBURN AVE	\$ 474,800
17-021-00019	RISC HOLDINGS LLC	42	AGATE AVE	\$ 383,000
17-025-00003	EPH REALTY LLC	16	PEABODY ST	\$ 436,100
17-025-00035	SSD HOLDINGS LLC	306	PLANTATION ST	\$ 406,500
17-035-00017	FOLEY REAL ESTATE LLC	26	COMMONWEALTH AVE	\$ 385,900
18-003-00150	K PROPERTIES LLC	43	ARTHUR ST	\$ 461,100
18-005-00009	A + M REAL ESTATE HOLDINGS LLC	31	HOUGHTON ST	\$ 437,300
18-007-00052	AULO REALTY LLC IV	27	RUGBY ST	\$ 427,700
18-010-00033	A+ A BEATO LLC	6	DARTMOUTH ST	\$ 332,200
18-017-00019	INGMAR REALTY LLC	136	PLANTATION ST	\$ 448,000
18-029-00004	HAND HOLDINGS LLC	80	DELMONT AVE	\$ 548,400
18-031-0008B	MORAIS + MARTONS LLC	63	FARRAR AVE	\$ 379,400
18-041-00068	WORCESTER DEVELOPMENT PROJECT V LLC	15	SUPERIOR RD	\$ 429,100
18-044-00086	GREY PATHS LLC	283	HAMILTON ST	\$ 461,700
19-005-0007C	RABASH INTERNATIONAL LLC	297	PLANTATION ST	\$ 408,800
19-007-006-2	A + A REALTY LLC	660	FRANKLIN ST	\$ 600,200
19-010-00006	BOMBAY LLC	598	FRANKLIN ST	\$ 319,800
19-010-00011	PJ ROAD 32 LLC	592	FRANKLIN ST	\$ 379,000
19-011-0002A	JFK PROPERTIES LLC	194	NORFOLK ST	\$ 466,100
19-015-00006	HILLTOP GROUP HOLDINGS LLC	4	MARCH ST	\$ 387,500
19-022-00116	CNC PROPERTY MANAGEMENT LLC	2	TRENT RD	\$ 474,300
20-003-00021	HILLTOP GROUP HOLDINGS LLC	38	WHITMAN RD	\$ 600,600
20-003-0013A	SHILETONG LLC	7	PRATT ST	\$ 448,200
20-017-00001	SHILETONG LLC	128	INSTITUTE RD	\$ 627,600
20-021-27+28	MPS-MES LLC	27	INDIAN LAKE PKWY	\$ 636,940
20-023-51+52	EMN ASSOCIATES,LLC	3	ROSITA RD	\$ 491,000
20-025-D3+D4	HIGLEY HILL INVESTMENTS LLC	482	GROVE ST	\$ 380,600
20-031-00003	6C LLC	6	CLARENCE ST	\$ 355,400
20-032-00002	JUPITER CAPITAL LLC	13	CHADWICK ST	\$ 490,600
21-003-0007A	26 HAPGOOD LLC	26	HAPGOOD RD	\$ 461,500
21-008-00001	SOMETHING SIMPLE LLC	109	FOREST ST	\$ 368,600
22-027-00010	WORCESTER DEVELOPMENT PROJECT VIII LLC	117	BURNCOAT ST	\$ 440,800
23-016-00004	MASSASSOIT DEVELOPMENT LLC	10	ROLAND RD	\$ 363,800
23-016-00008	CMF ASSOCIATES LLC	6	ROLAND RD	\$ 523,300
23-036-00047	DILEO PROPERTIES LLC	33	ASCADILLA RD	\$ 438,400
24-012-00022	CALLAHAN ASSOCIATES WORCESTER LLC	8	IVANHOE RD	\$ 605,900
24-020-0030A	35 HADWEN LANE LLC	35	HADWEN LN	\$ 457,500
24-028-00006	LOUBELLA REALTY WOR LLC	67	JUNE ST	\$ 508,600
24-032-00015	DJR PROPERTIES LLC	69	HADWEN RD	\$ 447,000
24-034-00022	LJM PROPERTIES LLC	109	JUNE ST	\$ 544,500
24-035-00016	10 HARTSHORN LLC	10	HARTSHORN AVE	\$ 477,100
24-036-00006	NKM HOLDINGS LLC	4	RUTH ST	\$ 431,200
24-036-00008	NKM HOLDINGS LLC	4	RUTH ST	\$ 431,200
24-036-00033	ZAMA LLC	18	HARTSHORN AVE	\$ 365,400
25-005-00017	12 VESPER LLC	12	VESPER ST	\$ 588,300
25-005-00026	VESPER STREET LLC	19	VESPER ST	\$ 478,500
25-006-25+27	FOLEY REAL ESTATE LLC	6	FLAGG ST	\$ 337,300
25-014-9A+10	28 COPPERFIELD LLC	28	COPPERFIELD RD	\$ 478,100
26-008-00015	TREMBLEY CHESTNUT LLC	13	BOYDEN ST	\$ 549,800

26-008-00024	E + L ENTERPRISES LLC	19	BOYDEN ST	\$	361,700
26-008-00025	TREMBLEY CHESTNUT LLC	12	CLAY ST	\$	568,700
26-009-00008	TREMBLEY CHESTNUT LLC	7	CLAY ST	\$	581,400
26-010-00019	BOYDEN STREET PROPERTIES LLC	878	SOUTHBRIDGE ST	\$	400,900
26-010-00031	DILEO PROPERTIES LLC	48	CLAY ST	\$	480,000
26-010-00038	MJ RENTALS LLC	20	BOYDEN ST	\$	369,100
26-011-00022	HOLY CHESTNUT LLC	100	COLLEGE ST	\$	327,600
26-011-017-1	MJ RENTALS LLC	22	BOYDEN ST	\$	363,800
26-014-00033	A 2 PROPERTIES LLC	4	DUTTON ST	\$	389,200
26-015-00030	OMNI ESTATES LLC	956	SOUTHBRIDGE ST	\$	456,600
26-026-006+8	SCRIBNER PROPERTIES LLC	125	COLLEGE ST	\$	424,600
27-003-00003	INFINITE EDGE LLC	189	HOPE AVE	\$	443,400
28-008-00026	WORCESTER DEVELOPMENT PROJECT VII LLC	15	GENESEE ST	\$	349,100
28-020-12+13	SEBIZA LLC	8	TILBURY ST	\$	245,500
28-028-00020	B + B PARTNERS LLC	2	MONTELLO ST	\$	399,400
29-003-00033	METICULOUS LLC	39	STEELE ST	\$	531,000
29-043-0001A	JUPITER CAPITAL LLC	325	GREENWOOD ST	\$	500,500
30-018-00125	3 BELLVISTA ROAD LLC	3	BELLVISTA RD	\$	420,300
30-022-00004	GUARD ONE LLC	3	DELLWOOD RD	\$	484,100
30-024-45+48	NKM HOLDINGS LLC	2	ARLETTA AVE	\$	351,300
31-009-00008	360 GRANITE ST LLC	360	GRANITE ST	\$	781,200
31-010-00002	ESKAY BUILDERS LLC	332	GRANITE ST	\$	357,800
31-010-0001C	S + J REAL ESTATE LLC	344	GRANITE ST	\$	556,900
32-021-00168	RKD DEVELOPMENT LLC	61	APTHORP ST	\$	846,000
32-026-00015	KRYSP REALTY LLC	11	DIXFIELD ST	\$	503,700
32-032-39+40	FMSM REALTY LLC	1132	WEST BOYLSTON ST	\$	601,500
32-050-00005	TALLAGE LLC	1014	WEST BOYLSTON ST	\$	409,800
32-050-00006	1020 WEST BOYLSTON ST LLC	1020	WEST BOYLSTON ST	\$	376,800
32-050-00007	CWM REALTY LLC	1024	WEST BOYLSTON ST	\$	426,900
34-005-00008	UNITY BOSTON LLC	3	TRAVIS ST	\$	480,300
34-011-00011	ONE THREE COUNTY LLC	1	COUNTY ST	\$	535,200
34-012-0005C	JAG MANAGEMENT LLC	88	PROGRESSIVE ST	\$	316,200
34-017-00052	CONTE PROPERTIES LLC	219	MASSASOIT RD	\$	278,600
34-021-00041	AITCH PROPERTIES LLC	30	STONEHAM RD	\$	453,300
34-031-0008B	J + M PROPERTIES LLC	120	BLITHEWOOD AVE	\$	293,100
35-002-0074A	O + G REALTY LLC	75	VALE ST	\$	513,800
35-013-00017	RKD DEVELOPMENT LLC	43	DERBY ST	\$	392,300
35-013-00019	SANDER PROPERTIES MANAGEMENT LLC	39	DERBY ST	\$	155,700
35-022-00018	JHL REALTY LLC	24	HOLCOMBE ST	\$	253,000
35-023-0019A	NIDO HOMES LLC	6	HOLCOMBE ST	\$	237,700
36-010-00143	9-11 DEVENS ROAD LLC	11	DEVENS RD	\$	639,500
36-010-00157	3 BAY STATE ROAD LLC	3	BAY STATE RD	\$	444,600
36-010-00158	3 BAY STATE ROAD LLC	5	BAY STATE RD	\$	433,800
36-026-00121	TWIN REALTY A + B LLC	93	UNCATENA AVE	\$	451,200
36-026-00155	GREATER WORCESTER PROPERTIES LLC	185	SAINT NICHOLAS AVE	\$	350,500
36-026-00253	BOYLSTON UNCATENA LLC	96	UNCATENA AVE	\$	348,400
36-027-61+62	AK PROPERTIES INVESTMENTS LLC	29	OSCEOLA AVE	\$	440,900
36-027-81+82	SNOOPY REALTY LLC	120	UNCATENA AVE	\$	347,700
37-021-13-01	969 MAIN REALTY LLC	77	BROOKS ST	\$	366,800
37-021-13-02	969 MAIN REALTY LLC	81	BROOKS ST	\$	374,400
37-021-13-03	969 MAIN REALTY LLC	85	BROOKS ST	\$	367,700
37-021-13-09	969 MAIN REALTY LLC	109	BROOKS ST	\$	374,500
37-021-13-10	969 MAIN REALTY LLC	113	BROOKS ST	\$	375,100
38-002-00218	RABASH INTERNATIONAL LLC	30	TRAHAN AVE	\$	415,800
38-010-00032	HAND HOLDINGS LLC	34	MARJORIE ST	\$	396,500
38-010-00034	AULO REALTY III LLC	46	MARJORIE ST	\$	443,400



38-015-00102	102 GLEZEN STREET LLC	102	GLEZEN ST	\$ 441,200
38-018-23-26	ELHOUSSAN LLC	136	ORTON ST EXT	\$ 464,300
38-026-0003A	BRANDT LANE DEVELOPMENT LLC	4	BRANDT LN	\$ 481,100
38-034-00014	LGN LLC	1127	GRAFTON ST	\$ 470,800
39-012-00621	TITAN REAL ESTATE MANAGEMENT LLC	35	COLBY AVE	\$ 470,900
40-002-00001	ATC PLEASANT LLC	1226	PLEASANT ST	\$ 403,400
40-017-00001	5-7 OLEAN LLC	5	OLEAN ST	\$ 441,200
41-003-00064	HLP LLC	391	BRIDLE PATH	\$ 305,692
41-003-0071A	CRO PM + I LLC	385	LAKE AVE	\$ 283,300
41-017-00197	ARCHER REAL ESTATE INVESTMENTS LLC	26	DALLAS ST	\$ 499,700
41-020-262-3	POLISH POWER LLC	24	CRANE ST	\$ 450,400
41-024-00002	7 HENLEY LLC	1313	GRAFTON ST	\$ 441,700
42-004-00261	BOPARO REALTY LLC	44	ALSADA DR	\$ 396,400
42-012-00146	M.L. NOVIA LLC	47	SCANDINAVIA AVE	\$ 426,000
42-032-00009	MILL STREET APARTMENTS LLC	169	MILL ST	\$ 270,500
45-025-00214	HILLTOP REALTY LLC	320	MASSASOIT RD	\$ 401,700
46-007-00442	3 BELCOURT LLC	3	BELCOURT RD	\$ 384,000
46-016-09-13	LIU PROPERTY HOLDINGS LLC	10	TECONNETH PATH	\$ 461,000
49-050-0013B	GOLD STAR ASSOCIATES LLC	21	LANESBORO RD	\$ 501,400
02-040-00076	DOVER INVESTMENT GROUP LLC	48	SEVER ST	\$ 307,700
18-029-01+21	AULO REALTY II LLC	150	HAMILTON ST	\$ 487,100
20-003-00002	DOVETAIL PROPERTIES LLC	74	SAGAMORE RD	\$ 639,500
17-038-00033	RKD DEVELOPMENT LLC	25	BOSTON AVE	\$ 414,200
17-043-001-1	LAJ BOSTON AVE LLC	87	BOSTON AVE	\$ 136,500
34-010-0006A	JAE WOR LLC	30	VALMOR ST	\$ 466,200
01-011-11+21	PREMIER RENTAL PROPERTIES LLC	12	WINDSOR ST	\$ 664,300
01-012-00004	TB PROPERTIES LLC	20	NORTHAMPTON ST	\$ 534,600
01-012-0010B	WE BUY WOO LLC	9	WINDSOR ST	\$ 535,000
01-015-00011	PELHAM WA LLC	8	AUBURN ST	\$ 289,400
01-016-0001A	Q GENERAL CONTRACTOR LLC	18	CATHARINE ST	\$ 814,600
01-017-00007	VISIONARY ENTERPRISE HOLDINGS LLC	8	HOOPER ST	\$ 639,200
01-017-00018	MC RENOVATIONS LLC	10	CHANNING ST	\$ 408,800
01-017-00027	30 HOOPER LLC	30	HOOPER ST	\$ 344,400
01-017-00034	PHOENIX CAPITAL GROUP LLC	156	EASTERN AVE	\$ 411,600
01-017-00040	ISAAC PROPERTIES LLC	144	EASTERN AVE	\$ 427,200
01-017-0007B	WHITCO PROPERTIES LLC	6	HOOPER ST	\$ 491,500
01-025-00018	ARCOL HOMES LLC	25	GLEN ST	\$ 532,200
01-026-00012	OM EARLE LLC	5	EARLE ST	\$ 520,600
01-027-00026	FLIPPING FOR FIRE LLC	138	BELMONT ST	\$ 473,200
01-027-00027	JKS HOLDINGS LLC	128	EASTERN AVE	\$ 429,600
01-028-00011	FOUR FARWELL LLC	4	FARWELL ST	\$ 594,300
01-028-00014	WORCESTER-SY LLC	18	ELIZABETH ST	\$ 621,300
01-032-00025	HOMERT LLC	34	SHELBY ST	\$ 478,200
01-032-0037A	83 PROSPECT PLACE LLC	77	PROSPECT ST	\$ 355,900
01-035-00004	J + J MANAGEMNET LLC	8	NORMAL ST	\$ 460,100
01-035-00036	DEERMONT 2 LLC	73	EAST CENTRAL ST	\$ 460,200
01-043-00030	DHBH HOLDINGS LLC	5	PLUM ST	\$ 457,600
01-046-00006	JHS LLC	120	LINCOLN ST	\$ 647,900
01-046-00011	M L NOVIA REALTY LLC	10	HENCHMAN ST	\$ 515,300
01-046-00014	JASS REALTY LLC	9	MOEN ST	\$ 624,700
01-046-00023	2 HENCHMAN STREET LLC	8	MOEN ST	\$ 325,500
01-046-00035	233 LONDON REALTY MANAGEMENT LLC	21	HENCHMAN ST	\$ 526,100
01-046-00039	NS PROPERTIES LLC	116	LINCOLN ST	\$ 709,000
01-046-0023B	2 HENCHMAN STREET LLC	2	HENCHMAN ST	\$ 385,600
02-033-00005	27 JOHN STREET LLC	27	JOHN ST	\$ 522,300
02-033-00023	SQUARE ASSETS LLC	25	BOWDOIN ST	\$ 563,300



02-033-00028	FOLEY REAL ESTATE LLC	17	BOWDOIN ST	\$ 418,400
02-034-00021	HUBBE HOUSE LLC	5	WACHUSETT ST	\$ 530,200
02-034-00025	PRISTINE REALTY LLC	23	DIX ST	\$ 544,000
02-034-00027	KENSINGTON MANAGEMENT LLC +	16	HOME ST	\$ 593,200
02-034-00039	PARVIN HOMES LLC	17	DIX ST	\$ 391,900
02-035-00005	30 WACHUSETT REALTY LLC	30	WACHUSETT ST	\$ 512,000
02-035-00012	MONROE MANAGEMENT LLC TRUSTEE	16	WACHUSETT ST	\$ 656,200
02-035-00015	STEIN HOLDINGS LLC	17	WACHUSETT ST	\$ 608,600
02-035-00026	VF PROPERTIES EAST LLC	8	GOULDING ST	\$ 459,900
02-035-00027	VF PROPERTIES 68 LLC	6	GOULDING ST	\$ 632,300
02-035-00031	PRISTINE REALTY LLC	22	DIX ST	\$ 591,200
02-035-00035	VF PROPERTIES WEST LLC	3	GOULDING ST	\$ 582,300
02-035-00037	VF PROPERTIES WEST LLC	7	GOULDING ST	\$ 470,700
02-035-00038	VF PROPERTIES WEST LLC	9	GOULDING ST	\$ 661,400
02-035-00045	PARVIN HOMES LLC	8	DENNY ST	\$ 485,200
02-035-00047	PARVIN HIMES LLC	4	DENNY ST	\$ 458,000
02-035-00048	PARVIN HOMES LLC	30	DIX ST	\$ 378,100
02-035-00050	PARVIN HOMES LLC	3	DENNY ST	\$ 332,700
02-035-00066	PRISTINE REALTY LLC	11	GOULDING ST	\$ 519,900
02-035-00073	INTELLECTUAL PROPERTIES LLC	15	WACHUSETT ST	\$ 508,000
02-035-0047B	PARVIN HOMES LLC	4	DENNY ST	\$ 410,500
02-037-00013	CG PARTNERS REALTY ONE LLC	53	INSTITUTE RD	\$ 636,900
02-037-00018	WEST ELBRIDGE REALTY LLC	24	ELBRIDGE ST	\$ 628,000
02-037-00046	PRISTINE REALTY LLC	3	BOYNTON ST	\$ 546,000
02-039-00044	48 BOWDOIN LLC	48	BOWDOIN ST	\$ 521,000
02-040-00018	ARTEL PROPERTIES LLC +	45	FRUIT ST	\$ 583,400
02-040-00066	SAN-MAR REALTY HOLDINGS LLC	12	DAYTON ST	\$ 598,800
02-040-00067	PARVIN HOMES LLC	8	DAYTON ST	\$ 613,000
02-040-00071	SAN-MAR REALTY HOLDINGS LLC	19	HAMPDEN ST	\$ 652,500
02-040-00127	PRISTINE REALTY LLC	96	WEST ST	\$ 519,300
02-040-00136	FELICO LLC	2	DAYTON PL	\$ 579,900
02-040-00145	ARTEL PROPERTIES LLC +	54	SEVER ST	\$ 508,800
02-041-00069	45 SOMERSET LLC	45	SOMERSET ST	\$ 564,400
02-041-00086	HIGHLAND STREET REALTY LLC	39	ROXBURY ST	\$ 586,800
02-043-00039	L + D LLC	6	DEAN ST	\$ 438,300
02-043-00094	CORPORATE REAL ESTATE INVESTMENTS LLC	43	LANCASTER ST	\$ 757,900
02-045-00001	HIGHLAND ESTATES LLC	175	HIGHLAND ST	\$ 615,700
02-045-00003	ALYA PROPERTIES LLC	167	HIGHLAND ST	\$ 595,700
02-045-00004	63 FRUIT REALTY LLC	63	FRUIT ST	\$ 616,100
02-045-00089	BROGGI REALTY SERIES LLC-SERIE	66	FRUIT ST	\$ 555,000
02-045-00091	BROGGI REALTY SERIES LLC-SERIE	64	FRUIT ST	\$ 574,900
02-045-00096	PRISTINE REALTY LLC	5	BERKSHIRE ST	\$ 564,100
02-045-001-5	HIGHLAND ESTATES LLC	171	HIGHLAND ST	\$ 591,800
02-045-00104	14 BERKSHIRE STREET LLC	14	BERKSHIRE ST	\$ 530,100
02-045-00110	NEXT DOOR PROPERTIES LLC	8	BERKSHIRE ST	\$ 519,000
02-045-00115	PRISTINE REALTY LLC	108	WEST ST	\$ 536,000
02-045-00138	BLOSSOM LANE LLC	80	SEVER ST	\$ 681,900
02-045-00139	BMJ REALTY LLC	24	HAMPDEN ST	\$ 435,600
02-045-00197	PRISTINE REALTY LLC	106	WEST ST	\$ 390,100
02-047-00039	CMKG INVESTMENTS LLC	30	SOMERSET ST	\$ 620,700
02-047-00063	CMKG INVESTMENTS LLC	140	RUSSELL ST	\$ 631,700
03-026-00024	J + J REAL ESTATE INVESTMENTS LLC	230	PLEASANT ST	\$ 365,400
03-026-0030A	SNOWHOUND PROPERTY GROUP LLC	80	CHATHAM ST	\$ 396,400
04-002-00032	AMOI LLC	15	NORFOLK ST	\$ 624,000
04-006-00023	ROYAL HOUSE INVESTMENTS LLC	73	ORIENT ST	\$ 402,100
04-007-00020	PROSPERITY LANE LLC	1	LAPIERRE ST	\$ 636,700

04-007-00022	AZUL KAI PROPERTIES LLC	131	PLANTATION ST	\$ 551,600
04-007-00024	WMA GROUP LLC	127	PLANTATION ST	\$ 536,200
04-008-008-2	VIOLA LLC	15	DIVISION ST	\$ 591,400
04-010-00004	HILLTOP GROUP HOLDINGS LLC	24	THORNE ST	\$ 569,900
04-010-00030	GRAJALES PROPERTIES LLC	8	WALL ST	\$ 527,700
04-010-00043	SUNCOOK PROPERTIES LLC	5	CHROME ST	\$ 556,900
04-010-00044	7 CHROME STREET LLC	7	CHROME ST	\$ 534,900
04-010-00046	CONTE GROUP LLC	18	WALL ST	\$ 559,800
04-010-0037A	A + A BEATO LLC	4	CHROME ST	\$ 525,800
04-012-00022	WORCESTER DEVELOPMENT PROJECT VI LLC	23	SUFFOLK ST	\$ 620,100
04-013-00052	LILY PROPERTY LLC	65	SUFFOLK ST	\$ 561,300
04-013-0010B	2 WALL STREET CT LLC	2	WALL ST CT	\$ 606,600
04-019-00019	K SQUARE REAL ESTATE LLC	8	POND ST	\$ 544,500
04-021-00015	17 POND REALTY LLC	17	POND ST	\$ 462,500
04-026-00003	SOLHA CLINTON JIGMEY LLC	38	CORAL ST	\$ 514,600
04-026-00030	SHUSHICA LLC	1	CLARKSON ST	\$ 551,500
04-026-00032	VIOLA LLC	62	HARRISON ST	\$ 559,100
04-027-00013	OASIS PREMIER REALTY LLC	16	BARCLAY ST	\$ 413,600
04-027-00015	FADA INVESTMENTS LLC	112	HARRISON ST	\$ 528,500
04-027-00030	MP UNION HILL LLC	44	PENN AVE	\$ 358,300
04-028-00004	MC + MC PROPERTIES LLC	276	GRAFTON ST	\$ 532,700
04-028-00014	MONROE MANAGEMENT LLC	10	CUTLER ST	\$ 647,800
04-028-10+13	7 MENDON STREET LLC	7	MENDON ST	\$ 574,900
04-029-00013	UNION HILL APARTMENTS LLC	30	HOUGHTON ST	\$ 146,172
04-030-00013	38 CUTLER STREET LLC	38	CUTLER ST	\$ 678,700
04-030-00017	MP UNION HILL LLC	30	MENDON ST	\$ 304,100
04-030-00018	SANTIAGO CRONIN REAL ESTATE III LLC	27	MENDON ST	\$ 544,800
04-031-00025	FREEDOM ALLIANCES LLC	93	CUTLER ST	\$ 524,200
04-031-00028	BERMEJO,LUIS A + PILLCO,MARIA N + ERIKA A	137	DORCHESTER ST	\$ 491,700
04-032-00013	SUNYVALE LLC	66	CUTLER ST	\$ 539,800
04-032-00031	A + A REALTY LLC	49	MENDON ST	\$ 528,200
04-032-00037	A + A REALTY LLC	48	MENDON ST	\$ 615,800
04-032-00046	ELITE EDGE INVESTMENTS LLC	123	DORCHESTER ST	\$ 528,700
04-033-00004	WOOCITY LLC	23	MOTT ST	\$ 468,000
04-033-00015	DORLCANS PROPERTIES LLC	36	BARCLAY ST	\$ 410,300
04-033-00016	MKM MA LLC TRUSTEE 22 MOTT STREET TRUST	22	MOTT ST	\$ 400,800
04-033-00017	SCUDDER BAY CAPITAL LLC	31	AETNA ST	\$ 599,200
04-033-00021	MP UNION HILL LLC	27	AETNA ST	\$ 293,300
04-034-00002	MONROE MANAGEMENT LLC(GAVAL,ADAM A MANAGING MEMEBER)	92	PENN AVE	\$ 685,000
04-034-00026	MNM REPRO LLC	101	HARRISON ST	\$ 471,300
04-034-00028	MNM REPRO LLC	97	HARRISON ST	\$ 521,300
04-034-00046	MP UNION HILL LLC	63	PROVIDENCE ST	\$ 281,900
04-034-00047	MP UNION HILL LLC	65	PROVIDENCE ST	\$ 321,500
04-036-00018	AMCS ASSOCIATES MA LLC	37	COLUMBIA ST	\$ 495,600
04-036-00027	HARRISON ACQUISITIONS LLC	69	HARRISON ST	\$ 452,300
04-037-00024	PROSPERITY LANE LLC	47	FOX ST	\$ 356,000
04-038-00007	NORTH GROVE LLC	18	INGALLS ST	\$ 661,100
04-038-00018	KAWA LLC	3	JEFFERSON ST	\$ 445,500
04-039-00021	POWER HOLDINGS LLC	6	JEFFERSON ST	\$ 533,900
04-039-0004B	JAYAH LLC	7	BLANCHE ST	\$ 527,400
04-039-0012A	PATTISON STREET LLC	3	PATTISON ST	\$ 466,300
04-040-00004	SANTIAGO CRONIN REAL ESTATE II LLC	18	ARLINGTON ST	\$ 581,700
04-040-00012	TN PROPERTIES LLC	32	PATTISON ST	\$ 408,500
04-040-00050	77 FOX STREET LLC	77	FOX ST	\$ 420,300
04-040-00076	TN PROPERTIES LLC	76	PROVIDENCE ST	\$ 525,000
04-040-0011A	T + K REAL ESTATE HOLDINGS LLC	59	DORCHESTER ST	\$ 527,100

05-008-00024	K SQUARE REAL ESTATE LLC	10	LAMARTINE ST	\$ 459,800
05-018-00024	KJ PROPERTIES LLC	23	WARD ST	\$ 341,600
05-019-00022	WHIPPICOTT LLC	123	ENDICOTT ST	\$ 306,600
05-020-00002	PHOENIX CAPITAL GROUP LLC	6	DORCHESTER ST	\$ 692,300
05-020-00019	KS INVESTMENTS LLC	45	WARD ST	\$ 445,300
05-020-00023	MONROE MANAGEMENT LLC TRUSTEE	89	ENDICOTT ST	\$ 508,500
05-021-00042	SHUSHICA LLC	16	SIGEL ST	\$ 584,300
05-021-0059A	23 SIGEL STREET LLC	23	SIGEL ST	\$ 437,700
05-023-00089	KJ PROPERTIES LLC	35	CANTON ST	\$ 432,300
05-024-00031	VIOLA LLC	18	WORTH ST	\$ 422,300
05-026-00017	E124 REAL ESTATE LLC	124	ENDICOTT ST	\$ 392,500
05-026-00020	MC + MC PROPERTIES LLC	12	SUFFIELD ST	\$ 555,800
05-026-00045	SANTIAGO CRONIN REAL ESTATE I LLC	23	PERRY AVE	\$ 520,600
05-026-0011A	TIRCONNAILL REALTY LLC	138	ENDICOTT ST	\$ 344,600
05-027-00016	YING PROPERTIES LLC	82	WARD ST	\$ 447,700
05-028-00001	JOHN WARD LLC	92	WARD ST	\$ 562,500
05-032-00008	CLEAR CHOICE REALTY LLC	8	SOUTH HARLEM ST	\$ 571,600
05-032-00010	MAVERICK DEVELOPMENT COMPANY LLC	4	SOUTH HARLEM ST	\$ 426,900
05-032-00012	MURRAY RESIDENTIAL HOLDINGS LLC	28	HARLEM ST	\$ 346,800
05-032-00020	RESTREPO PROPERTIES LLC	32	HARLEM ST	\$ 467,600
05-033-00021	VIOLA LLC	120	PERRY AVE	\$ 511,000
05-033-00029	125 PERRY AVE LLC	125	PERRY AVE	\$ 508,900
05-033-00032	AMCS ASSOCIATES MA LLC	43	HARLEM ST	\$ 416,200
05-033-00035	MONROE MANAGEMENT LLC +	51	HARLEM ST	\$ 656,600
05-033-00039	FEMA REAL ESTATE LLC	91	PERRY AVE	\$ 589,700
05-033-00050	KENSINGTON MANAGEMENT LLC +	95	PERRY AVE	\$ 576,700
05-033-00056	BMF III LLC	62	STERLING ST	\$ 599,800
05-034-00007	TIRCONNAILL REALTY LLC	77	WARD ST	\$ 399,300
05-034-00015	M L NOVIA REALTY LLC	85	WARD ST	\$ 396,400
05-034-00051	26 STERLING LLC	26	STERLING ST	\$ 633,100
05-035-00006	PAALL REALTY LLC	69	SEYMOUR ST	\$ 406,000
05-035-00022	GBJ PROPERTIES LLC	78	SEYMOUR ST	\$ 608,000
05-036-00007	VIOLA LLC	16	HILLSIDE ST	\$ 443,100
05-036-00011	579 WINTHROP ST LLC	12	HILLSIDE ST	\$ 432,600
05-036-00018	4 HILLSIDE STREET LLC	4	HILLSIDE ST	\$ 681,200
05-036-00026	SCUDDER BAY CAPITAL LLC	15	HILLSIDE ST	\$ 526,700
05-036-00043	90 VERNON STREET LLC	90	VERNON ST	\$ 582,300
05-037-00020	579 WINTHROP ST LLC	5	WINTHROP ST	\$ 420,000
05-037-00024	AITCH PROPERTIES LLC	80	ARLINGTON ST	\$ 510,900
05-037-00025	HILLTOP GROUP HOLDINGS LLC	13	WINTHROP ST	\$ 467,900
05-037-00026	YING PROPERTIES LLC	15	WINTHROP ST	\$ 424,700
05-037-00031	FORTIN INVESTMENTS LLC	49	ARLINGTON ST	\$ 211,300
05-037-00037	BAPPA LLC	47	ARLINGTON ST	\$ 540,900
05-037-00063	HESAGRAB PROPERTIES LLC	74	ARLINGTON ST	\$ 653,800
05-037-0023A	579 WINTHROP ST LLC	9	WINTHROP ST	\$ 360,400
05-039-00011	LEGADO PROPERTIES LLC	78	DORCHESTER ST	\$ 500,100
05-039-00016	J + J MANAGEMENT LLC	15	MARION AVE	\$ 522,400
05-039-00024	26 SOUTH STREET REALTY LLC	26	SOUTH ST	\$ 508,900
05-040-00042	KAWA LLC	38	SIGEL ST	\$ 442,800
05-040-00055	25 ENDICOTT ST WOR LLC	25	ENDICOTT ST	\$ 542,400
05-040-40+43	PLEASANT PLACE PROPERTIES LLC	55	ELLSWORTH ST	\$ 507,000
05-041-00002	YING PROPERTIES LLC	49	STERLING ST	\$ 505,900
05-041-00017	77 RICHMOND STREET LLC	7	VIEW ST	\$ 580,900
05-041-00021	CRYSTAL REAL ESTATE INVESTMENTS LLC	1	VIEW ST	\$ 628,000
05-041-00025	CHAN-EUCLID LLC	2	EUCLID AVE	\$ 636,800
05-042-00009	PREMIER RENTAL PROPERTIES LLC	41	WINDHAM ST	\$ 692,600

05-042-00029	VJ + J INVESTMENTS LLC	17	EUCLID AVE	\$	534,600
05-042-00043	YAH0 PROPERTIES LLC	1	EUCLID AVE	\$	386,900
05-042-005+7	PREMIER RENTAL PROPERTIES LLC	47	WINDHAM ST	\$	628,200
06-002-00016	DENBARB'S REALTY LLC	32	HUDSON ST	\$	612,300
06-002-00018	WORCESTER DEVELOPMENT PROJECT VII LLC	8	TOWNSEND ST	\$	516,500
06-003-0032B	RANX REALTY LLC	9	TOWNSEND ST	\$	549,700
06-004-00066	LKD REALTY LLC	66	MERRICK ST	\$	576,100
06-005-00012	D + N PROPERTIES LLC	86	ELM ST	\$	515,100
06-007-00027	82 ELM STREET LLC	154	AUSTIN ST	\$	412,300
06-007-00039	MONROE MANAGEMENT LLC TRUSTEE	111	PIEDMONT ST	\$	567,500
06-007-0046A	MSF PROPERTIES LLC	144	AUSTIN ST	\$	570,600
06-008-00010	RABASH INTERNATIONAL LLC	182	AUSTIN ST	\$	549,600
06-008-00016	CENTRAL WORCESTER REALTY LLC	27	RUSSELL ST	\$	439,900
06-009-00009	MONROE MANAGEMENT LLC TRUSTEE	2	MASON ST	\$	439,900
06-009-00045	MAXMIA PROPERTIES LLC	20	BELLEVUE ST	\$	692,400
06-009-00059	GREENACRE CAPITAL LLC	24	BELLEVUE ST	\$	616,300
06-009-00060	16 BELLEVUE STREET ASSOCIATES LLC	16	BELLEVUE ST	\$	502,400
06-010-00038	LGBT ASYLUM TASK FORCE LLC	43	ABBOTT ST	\$	639,600
06-010-0004B	RESTREPO PROPERTIES LLC	8	ABBOTT ST	\$	532,800
06-012-0000A	AITCH PROPERTIES LLC	10	WINFIELD ST	\$	500,600
06-012-0000B	HESAGRAB PROPERTIES LLC	8	WINFIELD ST	\$	629,300
06-012-00027	71 DEWEY ST LLC	71	DEWEY ST	\$	470,900
06-012-00033	MET'S PLACE LLC	224	CHANDLER ST	\$	471,900
06-013-00016	ICC PROPERTIES LLC	81	BELLEVUE ST	\$	476,100
06-014-00070	EVERGREEN HOMES MA LLC	127	AUSTIN ST	\$	449,500
06-016-00019	LILAJ PROPERTIES LLC	15	QUEEN ST	\$	587,400
06-019-0011B	ARCOL HOMES LLC	22	WOODLAND ST	\$	418,500
06-020-00003	MONROE MANAGEMENT LLC TRUSTEE	40	MASON ST	\$	550,200
06-020-00023	AGR PROPERTIES LLC	84	DEWEY ST	\$	342,000
06-021-00017	HAI HILL LLC	84	MAY ST	\$	582,400
06-021-00064	HAI HILL LLC	86	MAY ST	\$	703,800
06-022-00015	POLAR VIEWS LLC	132	DEWEY ST	\$	461,400
06-022-00045	SCUDDER BAY CAPITAL LLC	62	MAY ST	\$	608,200
06-023-00040	BRUSA PROPERTIES LLC	16	DECATUR ST	\$	505,300
06-023-00041	SCUDDER BAY CAPITAL LLC	12	PEMBERTON ST	\$	463,000
06-025-00007	O'SULLIVAN PROPERTIES LLC	10	MAY ST	\$	660,800
06-025-00010	GRAJALES PROPERTIES LLC	23	KING ST	\$	475,400
06-025-00024	WINDSOR ESTAE HOLDINGS LLC	9	SHEPARD ST	\$	385,000
06-025-00026	MNS REALTY LLC	4	KINGSBURY ST	\$	340,500
06-025-00036	BTT GROUP LLC	55	QUEEN ST	\$	457,600
06-029-00005	MAVERICK DEVELOPMENT COMPANY LLC	37	BENEFIT ST	\$	488,800
06-030-00002	RE LEGACY INVESTMENTS LLC	12	BENEFIT ST	\$	339,900
06-030-00005	6 MOUNT PLEASANT STREET LLC	6	MOUNT PLEASANT ST	\$	368,600
06-031-00005	ALEXLINA LLC	5	MOUNT PLEASANT ST	\$	489,500
06-031-00028	MNS REALTY LLC	3	MOUNT PLEASANT ST	\$	438,400
06-035-00006	BEACON BRIGHTLY LLC	9	BOYS + GIRLS CLUB WAY	\$	622,500
06-035-03+37	BEACON BRIGHTLY LLC	15	BOYS + GIRLS CLUB WAY	\$	642,900
06-037-00039	BLOSSOM LANE LLC	9	OBERLIN ST	\$	577,500
06-037-00050	DJAFARI SOUTH LLC	12	LOUDON ST	\$	630,400
06-038-00010	TEMASEK CITY LLC	52	HOLLYWOOD ST	\$	688,800
06-038-00012	DJAFARI WEST LLC	30	OBERLIN ST	\$	531,700
06-038-00041	MAXMIA PROPERTIES LLC	56	HOLLYWOOD ST	\$	618,500
06-038-00048	LPZ HOLLYWOOD LLC	50	HOLLYWOOD ST	\$	664,100
06-039-00036	DJAFARI WEST LLC	40	CLIFTON ST	\$	652,100
06-039-00043	SCRIBNER PROPERTIES LLC	15	FLORENCE ST	\$	502,000
06-039-00077	27 FLORENCE LLC	27	FLORENCE ST	\$	733,500

06-039-00085	44 FLORENCE STREET LLC	44	FLORENCE ST	\$ 340,300
06-040-00022	DJAFARI SOUTH LLC	222	DEWEY ST	\$ 677,600
06-040-00032	16 BELLEVUE STREET ASSOCIATES LLC	16	WEST OBERLIN ST	\$ 416,600
06-040-00036	EKDANT 7WEST REALTY SOLUTIONS LLC	7	WEST OBERLIN ST	\$ 613,100
06-040-00047	MC + MC PROPERTIES LLC	11	WEST OBERLIN ST	\$ 532,400
06-040-00051	DJAFARI SOUTH LLC	58	CHARLOTTE ST	\$ 480,700
06-041-00005	JHS REAL ESTATE INVESTMENTS LLC	37	CLIFTON ST	\$ 605,500
06-041-00024	JHS REAL ESTATE INVESTMENTS LLC	35	CLIFTON ST	\$ 629,500
06-041-00028	SCRIBNER MANAGEMENT LLC	27	CLIFTON ST	\$ 518,900
06-041-00030	SCRIBNER MANAGEMENT LLC	5	CLIFTON TER	\$ 562,400
06-041-00031	SCRIBNER MANAGEMENT LLC	7	CLIFTON TER	\$ 557,800
06-17A-00025	MNS REALTY LLC	20	JAQUES AVE	\$ 504,900
06-17C-00078	SHERALI,VJOLLCA + ARDIAN	14	DALE ST	\$ 556,400
06-17C-00084	TITAN REAL ESTATE MANAGEMENT LLC	9	PRESTON ST	\$ 551,700
06-33A-00055	BEACON BRIGHTLY LLC	41	RIPLEY ST	\$ 481,400
06-33A-00067	MA REPIC LLC	164	BEACON ST	\$ 419,500
06-33B-00072	BEACON BRIGHTLY LLC	212	BEACON ST	\$ 629,000
06-33C-00082	SNOWHOUND PROPERTY GROUP II LLC	215	BEACON ST	\$ 554,600
07-001-00007	16 BELLEVUE STREET ASSOCIATES LLC	11	HANCOCK ST	\$ 368,100
07-001-00013	LIONHILL REALTY LLC	919	MAIN ST	\$ 670,400
07-001-00035	MIRON REAL ESTATE INVESTMENT GROUP LLC	5	GARDNER TER	\$ 528,000
07-002-00004	YASSAH + SONS LLC	32	GARDNER ST	\$ 508,100
07-002-00006	TITAN REAL ESTATE MANAGEMENT LLC	17	HANCOCK ST	\$ 469,500
07-002-00019	WORCESTER AFFORDABLE HOUSING LLC	23	WYMAN ST	\$ 659,700
07-002-00023	BEACON BRIGHTLY LLC	23	HOLLIS ST	\$ 593,900
07-002-00028	BEACON BRIGHTLY LLC	36	GARDNER ST	\$ 718,000
07-002-00030	BEACON BRIGHTLY LLC	19	HANCOCK ST	\$ 553,700
07-002-00035	HANCOCK ST HOLDINGS LLC	21	HANCOCK ST	\$ 424,900
07-005-00033	CHENEY ST LLC	5	CHENEY ST	\$ 389,900
07-005-038-2	MNS REALTY LLC	55	GATES ST	\$ 356,300
07-006-00018	FREEGRACE PROPERTIES LLC	3	CRISTY ST	\$ 566,200
07-006-00028	SCRIBNER DEVELOPMENT LLC	11	GATES ST	\$ 612,400
07-007-00008	LP INVESTMENTS LLC	30	GATES ST	\$ 385,900
07-008-00003	MLC WORCESTER LLC	39	ILLINOIS ST	\$ 444,300
07-008-002-1	LINETT LLC	96	GATES ST	\$ 314,800
07-008-002-5	LINETT LLC	37	ILLINOIS ST	\$ 393,300
07-009-00045	DJAFARI SOUTH LLC	9	CRYSTAL ST	\$ 435,200
07-010-00011	KINFIELD PROPERTIES LLC	27	RICHARDS ST	\$ 480,500
07-012-00005	RELEVANT HUNTERS PROPERTIES LLC	108	ILLINOIS ST	\$ 331,500
07-012-00012	EMMANUEL A + C LLC	107	ILLINOIS ST	\$ 646,200
07-012-00022	YAHO PROPERTIES LLC	39	FREELAND ST	\$ 454,200
07-016-00048	PJP HOME 2 LLC	3	ETHEL PL	\$ 311,800
07-017-00023	WORCESTER DEVELOPMENT PROJECT III LLC	104	SOUTHGATE ST	\$ 419,900
07-018-00015	GRAJALES PROPERTIES LLC	115	CANTERBURY ST	\$ 301,400
07-018-00025	VANGELLA REAL ESTATE LLC	96	SOUTHGATE ST	\$ 532,500
07-018-0029A	106 ILLINOIS LLC	98	SOUTHGATE ST	\$ 288,100
07-019-00039	TBN REALTY LLC	18	CAMP ST	\$ 486,300
07-019-00055	WORCESTER PROPERTY GROUP LLC	23	HACKER ST	\$ 353,200
07-019-00062	ABG RENTAL PROPERTIES LLC	93	SOUTHGATE ST	\$ 313,300
07-020-00010	UNITY PROPERTY PARTNERS LLC	26	DOUGLAS ST	\$ 393,600
07-021-00003	ABG PROPERTIES LLC	87	SOUTHGATE ST	\$ 397,800
07-021-00028	GOLDEN GATES PROPERTIES LLC	99	ARMORY ST	\$ 465,300
07-022-00013	VIOLA LLC	21	DOUGLAS ST	\$ 394,700
07-025-11+34	ABG RENTAL PROPERTIES LLC	98	CANTERBURY ST	\$ 392,100
07-031-00021	AGRAWAL SISTERS LLC	545	SOUTHBRIDGE ST	\$ 303,300
07-031-00024	MK3 PROPERTIES LLC	3	GLADSTONE ST	\$ 401,400

07-032-00022	NTONGO LLC	25	LEWIS ST	\$ 722,900
07-033-00013	VIOLA LLC	667	SOUTHBRIDGE ST	\$ 471,000
07-033-0007A	HOMESTEAD REALTY LLC	2	HOMESTEAD AVE	\$ 538,700
07-034-00015	CROMPTON CORNER LLC	16	CROMPTON ST	\$ 383,900
07-034-00038	CROMPTON CORNER LLC	8	CHELSEA ST	\$ 430,000
07-035-00022	MC + MC PROPERTIES LLC	23	CROMPTON ST	\$ 577,200
07-037-00017	524 CAMBRIDGE,LLC	524	CAMBRIDGE ST	\$ 474,600
07-042-00010	K+T REALTY LLC	11	COLTON ST	\$ 401,800
07-042-00017	K + T REALTY LLC	12	COLTON ST	\$ 555,500
07-042-00026	E + L ENTERPRISES LLC	539	CAMBRIDGE ST	\$ 402,900
07-042-00040	COLTON STREET REALTY,LLC	6	COLTON ST	\$ 434,200
07-046-00020	JCPM PROPERTIES LLC	306	CAMBRIDGE ST	\$ 498,800
08-001-00009	SCRIBNER PROPERTIES LLC	65	CHARLOTTE ST	\$ 665,000
08-001-00024	SCRIBNER PROPERTIES LLC	51	CHARLOTTE ST	\$ 649,200
08-005-00001	VF PROPERTIES LLC	63	DOWNING ST	\$ 665,600
08-005-00002	VF PROPERTIES LLC	56	FLORENCE ST	\$ 533,000
08-005-00004	VF PROPERTIES LLC	69	DOWNING ST	\$ 564,400
08-005-00007	17 SHIRLEY LLC	17	SHIRLEY ST	\$ 429,600
08-005-00008	DJAFARI EAST LLC	77	DOWNING ST	\$ 638,100
08-005-00022	DJAFARI WEST LLC	95	DOWNING ST	\$ 607,000
08-005-0003A	VF PROPERTIES LLC	58	FLORENCE ST	\$ 470,600
08-005-0022A	A B G REAL ESTATE LLC	97	DOWNING ST	\$ 567,700
08-006-00013	DJAFARI WEST LLC	6	SHIRLEY ST	\$ 500,700
08-006-00017	MONROE MANAGEMENT LLC TRUSTEE	15	BIRCH ST	\$ 763,300
08-006-00025	VF PROPERTIES LLC	46	MAYWOOD ST	\$ 549,200
08-009-00005	DJAFARI NORTH LLC	7	WOODBINE ST	\$ 512,900
08-009-00009	BIRCH HILL INVESTMENTS LLC	1	OLIVER ST	\$ 661,400
08-009-00015	101 MERRIFIELD STREET ASSOCIATES LLC	47	MAYWOOD ST	\$ 575,300
08-009-00019	DJAFARI NORTH LLC	79	FLORENCE ST	\$ 365,600
08-010-00027	KALLANG DUA LLC	63	MAYWOOD ST	\$ 497,300
08-010-00033	IBOLI LLC	41	BIRCH ST	\$ 572,100
08-010-00038	DJAFARI NORTH LLC	10	WOODBINE ST	\$ 414,900
08-010-00042	MAXMIA PROPERTIES LLC	19	OLIVER ST	\$ 404,600
08-010-00045	TC MANAGEMENT LLC	16	WOODBINE ST	\$ 527,300
08-010-00050	ABG REAL ESTATE,LLC	69	BIRCH ST	\$ 457,600
08-011-00003	MAU GROUP LLC	74	BIRCH ST	\$ 526,400
08-011-00006	MJS HOLDINGS LLC	543	PARK AVE	\$ 530,200
08-011-00019	MJS HOLDINGS LLC	555	PARK AVE	\$ 578,600
08-011-00024	SCRIBNER MANAGEMENT LLC	80	BIRCH ST	\$ 540,000
08-012-00001	DJAFARI NORTH LLC	8	OLIVER ST	\$ 466,900
08-013-00010	DJAFARI NORTH LLC	35	BEAVER ST	\$ 679,600
08-013-00011	RESTREPO PROPERTIES LLC	33	BEAVER ST	\$ 646,300
08-014-00010	A + J THACH LLC	41	BEAVER ST	\$ 556,800
08-014-00012	35 CLEMENT ST LLC	35	CLEMENT ST	\$ 508,900
08-014-0009B	BEAVER WORCESTER LLC	51	BEAVER ST	\$ 468,200
08-014-0009C	BMF III LLC	49	BEAVER ST	\$ 546,200
08-017-00010	TRINITY ESTATE INVESTMENTS + DEVELOPMENT LLC	5	LUCIAN ST	\$ 631,200
08-017-00014	TRINITY ESTATE INVESTMENTS + DEVELOPMENT LLC	4	LUCIAN ST	\$ 522,300
08-017-00024	3 IRENE STREET LLC	3	IRENE ST	\$ 335,800
08-022-00010	3 S BUFFUM ST LLC	3	SOUTH BUFFUM ST	\$ 593,200
08-022-00012	79 MILL STREET LLC	79	MILL ST	\$ 566,500
08-022-00013	83 MILL STREET LLC	83	MILL ST	\$ 536,700
08-025-00023	PRADIVAB LLC	7	WEST LAKE ST	\$ 578,500
08-035-00008	RUTTERS BROOK LLC	36	STONELAND RD	\$ 595,700
08-035-00033	HIGCO LLC	47	FREELAND ST	\$ 563,200
08-035-00048	KWEE REAL ESTATE INVESTMENTS LLC	66	HITCHCOCK RD	\$ 598,000

08-035-00060	PARIS PROPERTY LLC	40	HITCHCOCK RD	\$	638,700
08-035-00076	51 HITCHCOCK LLC	51	HITCHCOCK RD	\$	368,000
08-036-00005	SCUDDER BAY CAPITAL LLC	27	HAYNES ST	\$	584,300
08-036-00036	21 HITCHCOCK LLC	21	HITCHCOCK RD	\$	560,800
08-036-00061	SK WORCESTER PROPERTIES LLC	3	HITCHCOCK RD	\$	685,700
08-036-00062	K + T REALTY LLC	5	HITCHCOCK RD	\$	694,800
08-036-00065	TBN REALTY LLC	11	HITCHCOCK RD	\$	611,200
08-036-00067	ROYAL HOUSE INVESTMENTS LLC	31	HAYNES ST	\$	594,900
08-037-00014	HIGHGATE PROPERTIES LAND TRUST LLC	27	CAMBRIDGE ST	\$	418,100
08-041-00028	RTB PROPERTIES LLC	24	BAKER ST	\$	530,800
08-044-00010	BLACK OAK INVESTMENTS LLC	24	HOLLAND RD	\$	572,400
09-002-00026	FIRE FUND TWO FLIPS LLC	139	LINCOLN ST	\$	515,100
09-004-00013	MASSASOIT DEVELOPMENT LLC	41	PAINE ST	\$	362,200
09-005-00008	REBELLION ASSETS + PROPERTY LLC	1	ORNE ST	\$	438,000
09-005-00029	WORCESTER DEVELOPMENT PROJECT VIII LLC	2	PERKINS ST	\$	481,000
09-006-00005	KTMA INVESTMENTS LLC	10	STURGIS ST	\$	618,400
09-006-00007	EMF + APOLLO REALTY LLC	189	LINCOLN ST	\$	586,200
09-007-00014	104 GREEN HILL LLC	104	GREEN HILL PKWY	\$	566,300
09-007-00026	MKM MA LLC TRUSTEE 31 ORNE STREET TRUST	31	ORNE ST	\$	528,600
09-007-00037	YING PROPERTIES LLC	44	ORNE ST	\$	433,200
09-007-00048	BMF III LLC	42	WINDSOR ST	\$	587,900
09-007-0024A	EMMANEL A + C LLC	19	FORBES ST	\$	400,800
09-007-30+35	KENSINGTON MANAGEMENT LLC +	40	WINDSOR ST	\$	433,400
09-008-00008	BMF III LLC	77	PAINE ST	\$	465,700
09-008-00010	BMF III LLC	71	PAINE ST	\$	497,600
09-009-00018	BMF III LLC	56	PAINE ST	\$	407,500
09-010-00003	TAMI + TIARA HOMES LLC	229	LINCOLN ST	\$	446,100
09-010-00018	YAHO PROPERTIES LLC	12	MCKINLEY RD	\$	447,900
09-010-2A+2B	TAMI + TIARA HOMES LLC	233	LINCOLN ST	\$	451,700
09-011-00026	SILVER LION LLC	95	GREEN HILL PKWY	\$	488,700
09-011-00034	KENSINGTON MANAGEMENT LLC +	51	WINDSOR ST	\$	513,600
09-012-00036	TIRCONNAILL REALTY LLC	6	HARLOW ST	\$	505,800
09-012-00037	MOR REALTY LLC	4	HARLOW ST	\$	524,200
09-012-00038	88 PAINE STREET LLC	88	PAINE ST	\$	590,500
09-012-00043	TIRCONNAILL REALTY LLC	97	PAINE ST	\$	531,600
09-013-00016	METROPOLITAN HEIGHTS LLC	23	ASHTON ST	\$	507,100
09-016-00033	USA REAL ESTATE GROUP LLC	2	GILMAN ST	\$	535,800
09-020-00013	RTB PROPERTIES LLC	16	NORTON ST	\$	433,700
09-029-0020A	MICHELLE REALTY LLC	55	BREMER ST	\$	625,100
10-004-00013	MURRAY RESIDENTIAL HOLDINGS LLC	6	VERNON ST PL	\$	479,300
10-004-00017	A + M REAL ESTATE HOLDINGS LLC	192	VERNON ST	\$	643,000
10-005-00005	IMPERIAL BUILDERS LLC	5	LOUISE ST	\$	348,800
10-005-00006	IMPERIAL BUILDERS LLC	11	LOUISE ST	\$	473,300
10-005-00015	WORCESTER DEVELOPMENT PROJECT III LLC	18	UPSALA ST	\$	643,900
10-005-07+25	AT + DP REALTY LLC	197	VERNON ST	\$	594,200
10-006-00006	HILLTOP GROUP HOLDINGS LLC	161	VERNON ST	\$	553,500
10-006-0000B	HILLTOP GROUP HOLDINGS LLC	157	VERNON ST	\$	491,600
10-006-0000C	HILLTOP GROUP HOLDINGS LLC	159	VERNON ST	\$	458,900
10-006-00012	DOM LLC	169	VERNON ST	\$	473,000
10-006-00015	Q + P INVESTMENT LLC	16	AMES ST	\$	453,200
10-006-00018	J + F PROPERTIES LLC	175	VERNON ST	\$	415,700
10-006-00025	FRREDOM ALLIANCES LLC	17	UPSALA ST	\$	492,900
10-006-00028	AURA PRIME HOMES LLC	151	VERNON ST	\$	515,000
10-007-00014	MURPHY CAPITAL LLC	3	FAIRBANKS ST	\$	537,500
10-007-00031	VEDH ESTATE PROPERTY LLC	40	STOCKTON ST	\$	552,500
10-007-00037	13 FAIRBANKS LLC	13	FAIRBANKS ST	\$	475,300



10-008-00008	HD PROPERTY DEVELOPMENT LLC	45	UPSALA ST	\$	504,700
10-008-00020	SAI REALTY LLC	15	AMES ST	\$	530,300
10-010-00020	SNOWHOUND RENTALS III LLC	6	LUND ST	\$	576,200
10-010-00021	4 LUND STREET LLC	4	LUND ST	\$	464,500
10-010-00028	SNOWHOUND RENTALS III LLC	7	LUND ST	\$	391,100
10-010-00033	26 LOUISE STREET LLC	26	LOUISE ST	\$	567,700
10-010-00039	FREEDOM ALLIANCE LLC	11	MARS ST	\$	479,100
10-011-00012	DPH INVESTMENTS,LLC	56	ESTHER ST	\$	446,900
10-011-00014	11 PAYSON ST LLC	11	PAYSON ST	\$	588,200
10-011-00026	2 MARS STREET LLC	2	MARS ST	\$	387,200
10-011-00040	30 ESTHER STREET LLC	30	ESTHER ST	\$	462,500
10-011-00042	SCUDDER BAY CAPITAL LLC	34	ESTHER ST	\$	554,600
10-011-0023A	CRUZ REALTY LLC	38	ESTHER ST	\$	691,100
10-011-004-1	GREATER WORCESTER PROPERTIES LLC	39	ESTHER ST	\$	550,800
10-013-00011	COX REAL ESTATE LLC	5	ESTHER ST	\$	595,400
10-013-00032	4-8 BURTON STREET LLC	4	BURTON CT	\$	469,900
10-013-018-1	BTT GROUP LLC	661	MILLBURY ST	\$	388,800
10-018-00028	KIYOTE LLC	17	WHIPPLE ST	\$	458,300
10-019-00014	VIOLA LLC	7	OSWALD ST	\$	441,700
10-020-00005	NORTH STEELE REALTY LLC	8	NORTH STEELE ST	\$	589,900
10-020-00024	71 WHIPPLE STREET LLC	71	WHIPPLE ST	\$	497,900
10-022-00008	BLACK OAK INVESTMENTS LLC	41	WHIPPLE ST	\$	460,500
10-023-00004	26 EKMAN LLC	26	EKMAN ST	\$	493,700
10-023-00007	ENC PROPERTY MANAGEMENT LLC	3	CARLSTAD ST	\$	405,900
10-023-00009	SHUSHICA LLC	15	EKMAN ST	\$	634,600
10-026-00031	IMMENKU SOLUTIONS LLC	5	TATMAN ST	\$	464,000
10-028-00002	J + J MANAGEMENT LLC	107	VERNON ST	\$	504,500
10-029-00018	WORCESTER DEVELOPMENT PROJECT V LLC	5	FIFTH AVE	\$	415,400
10-030-00011	FIFTH AVENUE LLC	68	FIFTH AVE	\$	579,500
10-030-00036	BKDA LLC	46	FAIRFAX RD	\$	547,000
10-030-00041	63 5TH AVE LLC	63	FIFTH AVE	\$	496,400
10-030-0035A	40 FAIRFAX LLC	40	FAIRFAX RD	\$	573,300
10-032-00029	AT + DP REALTY LLC	64	HARLEM ST	\$	568,300
10-032-00037	CAVINN PROPERTIES LLC	115	STERLING ST	\$	511,500
10-032-00042	EIGHT STRATHMORE LLC	8	STRATHMORE RD	\$	612,400
10-032-00048	S + O REALTY LLC	24	STRATHMORE RD	\$	610,300
10-032-00051	REDROCK TRAIL,LLC	30	STRATHMORE RD	\$	616,000
10-033-00009	20 CARGILL LLC	20	CARGILL AVE	\$	658,400
10-033-00015	AT + DP REALTY LLC	25	CARGILL AVE	\$	552,900
10-033-00016	KAWA LLC	19	CARGILL AVE	\$	470,200
10-033-00032	SCIREH SEVEN LLC	81	FAIRFAX RD	\$	580,900
10-033-00048	HILLTOP GROUP HOLDINGS LLC	178	VERNON ST	\$	514,400
10-034-00003	TIRCONNAILL REALTY LLC	1	GLOUCESTER RD	\$	496,400
10-036-00028	MF + MN MANAGEMENT LLC	35	GRAMMONT RD	\$	508,100
11-001-00017	ZAMARRO REI LLC	7	SCHUSSLER RD	\$	473,600
11-001-00031	CG PARTNERS REALTY ONE LLC	2	SCHUSSLER RD	\$	572,300
11-001-00032	CG PARTNERS REALTY ONE LLC	148	HIGHLAND ST	\$	533,400
11-001-00039	CG PARTNERS REALTY ONE LLC	146	WEST ST	\$	546,000
11-001-00041	WEST ELBRIDGE REALTY LLC	142	WEST ST	\$	637,900
11-002-00024	BLOSSOM LANE LLC	7	EINHORN RD	\$	590,300
11-003-00009	KENSINGTON MANAGEMENT LLC +	60	DOVER ST	\$	735,300
11-003-00017	YJ PROPERTIES LLC	59	DOVER ST	\$	445,700
11-004-00010	ALYA PROPERTIES LLC	172	RUSSELL ST	\$	667,900
11-004-00012	METRO SPACES LLC	226	HIGHLAND ST	\$	754,200
11-004-00029	CG PARTNERS REALTY ONE LLC	44	DOVER ST	\$	431,100
11-004-00033	J+K VENTURES LLC	26	DOVER ST	\$	400,500



11-004-00049	ALYA PROPERTIES LLC	176	RUSSELL ST	\$ 529,300
11-005-00006	FLINT LLC	216	PARK AVE	\$ 553,700
11-005-00008	BOPARO REALTY LLC	15	LEE ST	\$ 498,300
11-006-00008	ALYA PROPERTIES LLC	26	LEE ST	\$ 614,900
11-006-00011	YJ PROPERTIES LLC	31	LEE ST	\$ 596,100
11-007-00012	YJ PROPERTIES LLC	36	WESTLAND ST	\$ 582,400
11-008-00027	OAKLEY PROPERTIES LLC	224	PARK AVE	\$ 374,200
11-013-00003	KENSINGTON MANAGEMENT LLC TRUSTEE	5	NEWTON AVE	\$ 728,300
11-018-00013	ZERO FIVE RICHMOND LLC	5	RICHMOND AVE	\$ 438,400
11-022-00003	ROSE HILL PROPERTIES LLC	70	RICHMOND AVE	\$ 573,500
11-027-00009	RSN REALTY LLC	584	PLEASANT ST	\$ 633,900
11-032-00092	MONROE MANAGEMENT LLC TRUSTEE	105	LONGFELLOW RD	\$ 549,400
11-033-00007	LOUBELLA REALTY WOR LLC	84	JUNE ST	\$ 526,800
11-035-00017	FASB LLC	377	LOVELL ST	\$ 545,500
12-001-00005	BMF III LLC	2	ERICSSON ST	\$ 544,300
12-001-00006	41 BARBER AVENUE LLC	41	BARBER AVE	\$ 611,200
12-002-00004	BMF III LLC	19	WATSON AVE	\$ 558,500
12-002-00045	LALLI REALTY,LLC	16	ERICSSON ST	\$ 561,400
12-004-00003	CODSIDE LLC	12	BOURNE ST	\$ 590,300
12-008-00010	KENSINGTON MANAGEMENT LLC +	27	KING PHILIP RD	\$ 652,200
12-008-00012	TEN SUMMER AVENUE LLC	10	SUMMERHILL AVE	\$ 533,600
12-013-00007	GREATER WORCESTER PROPERTIES LLC	28	FRANCIS ST	\$ 504,300
12-013-00032	GREATER WORCESTER PROPERTIES LLC	34	FRANCIS ST	\$ 548,700
12-015-00008	MJK PROPERTIES LLC	4	TROTTIER ST	\$ 498,200
12-017-00027	FAIR HAVEN LLC	58	FAIRHAVEN RD	\$ 548,100
12-017-00032	76 FAIRHAVEN LLC	76	FAIRHAVEN RD	\$ 558,000
12-041-00054	HOMERT LLC	87	WHITMARSH AVE	\$ 522,900
12-042-00015	SIXTY ONE PHILIP LLC	61	KING PHILIP RD	\$ 502,300
13-006-00006	37 SHERBURNE AVENUE LLC	37	SHERBURNE AVE	\$ 562,800
13-010-02+42	O'ROURKE WORCESTER REALTY LLC	47	PROCTOR ST	\$ 602,877
13-014-00015	UNITY BOSTON LLC	31	BOARDMAN ST	\$ 606,200
13-016-00002	VIOLA LLC	48	TOWER ST	\$ 410,700
13-018-00005	HUNTINGTON AVENUE LLC	52	HUNTINGTON AVE	\$ 348,200
13-018-08+09	REDROCK TRAIL LLC	50	HUNTINGTON AVE	\$ 446,800
13-020-00001	ERMANI PROPERTIES LLC	22	HUNTINGTON AVE	\$ 540,500
13-020-00030	SUNCOOK PROPERTIES LLC	14	LORING ST	\$ 577,800
13-020-00036	DENBARB'S REALTY LLC	81	WEST BOYLSTON ST	\$ 659,900
13-020-00041	95 WEST BOYLSTON LLC	95	WEST BOYLSTON ST	\$ 666,100
13-023-00012	JUG BROWN REALTY LLC	92	WEST BOYLSTON ST	\$ 555,400
13-026-00003	MURRAY RESIDENTIAL HOLDINGS LLC	7	MILLBROOK ST	\$ 512,100
14-001-00005	LEMMY LLC	132	JUNE ST	\$ 583,900
14-006-00006	NJWE LLC	91	MAY ST	\$ 456,200
14-007-00055	BLACK BIRD REALTY LLC	23	WESTFIELD ST	\$ 629,200
14-009-00013	FREEDOM ALLIANCES LLC	488	PARK AVE	\$ 534,400
14-012-00025	WORCESTER RE INVESTMENTS LLC	6	HOBSON AVE	\$ 382,200
14-016-00004	FOLEY REAL ESTATE LLC	1	ENGLEWOOD AVE	\$ 549,000
14-016-00007	CMKG INVESTMENT LLC	4	FERDINAND ST	\$ 577,100
14-028-00022	IBOI LLC	92	LOVELL ST	\$ 602,300
14-028-14+35	AVILA PROPERTIES LLC	127	MAYWOOD ST	\$ 640,300
14-029-00003	FORTY ONE FOUR ELEVEN LLC	140	MAYWOOD ST	\$ 521,100
14-029-00021	LOCO REAL ESTATE LLC	114	BEAVER BROOK PKWY	\$ 547,100
14-029-12+14	LOCO REAL ESTATE LLC	112	BEAVER BROOK PKWY	\$ 708,800
14-031-00025	THC PROPERTIES LLC	8	WALWORTH ST	\$ 696,200
14-032-00001	SCUDDER BAY CAPITAL LLC	326	LOVELL ST	\$ 588,500
14-032-00009	SAJE REALTY LLC	352	CHANDLER ST	\$ 643,000
14-032-00010	ATC COURTLAND LLC	95	COURTLAND ST	\$ 505,300

14-033-00004	330 CHANDLER REALTY LLC	330	CHANDLER ST	\$ 622,900
14-035-00008	DREAM BIG PROPERTIES LLC	148	MAY ST	\$ 601,500
15-003-00001	LIONHILL REALTY LLC	1296	MAIN ST	\$ 605,800
15-006-00014	LOCO REAL ESTATE LLC	12	SYLVAN ST	\$ 614,600
15-006-00030	SOMML LLC	1302	MAIN ST	\$ 559,200
15-018-00012	ASSAF LLC	1425	MAIN ST	\$ 572,900
15-019-0019A	MONROE MANAGEMENT LLC TRUSTEE	2	VAUGHAN AVE	\$ 273,200
15-024-00024	LONGYU REALTY LLC	1299	MAIN ST	\$ 531,500
15-031-00007	SNB R ZERIHUN LLC	128	STAFFORD ST	\$ 386,700
15-034-00009	16 BELLEVUE STREET ASSOCIATES LLC	135	GRAND VIEW AVE	\$ 537,100
16-003-00002	GRANDX PROPERTY MANAGEMENT LLC	112	RODNEY ST	\$ 319,700
16-003-00004	D + N PROPERTIES LLC	120	RODNEY ST	\$ 436,300
16-004-00005	41 HOOPER STREET LLC	41	HOOPER ST	\$ 413,900
16-004-00023	PHANTOM REALTY LLC	49	CATHARINE ST	\$ 527,600
16-004-00034	NLC PROPERTIES LLC	43	HOOPER ST	\$ 497,300
16-005-00015	NS PROPERTY LLC	59	CATHARINE ST	\$ 502,900
16-005-00035	ICC PROPERTIES LLC	65	RODNEY ST	\$ 379,100
16-006-00007	DHBH HOLDINGS LLC	41	EVERARD ST	\$ 521,000
16-006-00049	LI REAL ESTATE GROUP 168 LLC	75	STANTON ST	\$ 454,500
16-006-53+54	91 STANTON LLC	91	STANTON ST	\$ 523,700
16-007-00003	ICC PROPERTIES LLC	58	CATHARINE ST	\$ 488,700
16-007-00005	155 EASTERN AVENUE LLC	155	EASTERN AVE	\$ 628,700
16-007-00021	4 E KENDALL LLC	4	EAST KENDALL ST	\$ 386,600
16-007-00027	EASTERN AVENUE LLC	137	EASTERN AVE	\$ 327,400
16-007-00042	SAMSARA REALTY LLC	11	RODNEY ST	\$ 388,500
16-008-00029	OM EVERARD LLC	16	EVERARD ST	\$ 443,600
16-008-00040	DARDY ENTERPRISES LLC	197	BELMONT ST	\$ 464,000
16-009-00003	HBH SKYLINE ASSET MANAGEMENT LLC	62	STANTON ST	\$ 577,800
16-009-00011	44 STANTON LLC	44	STANTON ST	\$ 638,800
16-009-00013	38 STANTON LLC	38	STANTON ST	\$ 716,400
16-009-00017	30 STANTON LLC	30	STANTON ST	\$ 707,900
16-009-00021	24 STANTON LLC	24	STANTON ST	\$ 768,500
16-009-00046	6 ADOLPH LLC	6	ADOLPH ST	\$ 697,100
16-009-12+14	35 OLGA LLC	35	OLGA AVE	\$ 623,000
16-010-00013	A + J THACH LLC	105	MERRIFIELD ST	\$ 536,400
16-010-00015	101 MERRIFIELD STREET ASSOCIATES LLC	101	MERRIFIELD ST	\$ 526,900
16-011-00018	JOLLY CHIMP LLC	45	MERRIFIELD ST	\$ 446,000
16-012-00023	38 MERRIFIELD LLC	38	MERRIFIELD ST	\$ 498,000
16-012-00032	91 GAGE LLC	91	GAGE ST	\$ 465,100
16-012-00039	MKM MA LLC TRUSTEE 9 EAST SHELBY STREET TRUST	9	EAST SHELBY ST	\$ 421,900
16-013-00003	SNOWHOUND PROPERTY GROUP LLC	78	GAGE ST	\$ 385,400
16-013-00005	74 GAGE STREET REALTY TRUST LLC	74	GAGE ST	\$ 432,900
16-013-00007	JUPITER CAPITAL LLC	79	GAGE ST	\$ 392,400
16-013-00009	WORCESTER-SY LLC	75	GAGE ST	\$ 291,000
16-014-00004	VIOLA LLC	29	SHAMROCK ST	\$ 358,400
16-014-00005	MONROE MANAGEMNET LLC TRUSTEE	17	SHAMROCK ST	\$ 600,800
16-014-00015	SOLHA CLINTON JIGMEY LLC	93	EAST CENTRAL ST	\$ 386,400
16-014-00027	27 SHAMROCK STREET LLC	27	SHAMROCK ST	\$ 598,900
16-015-00011	38 SHAMROCK LLC	38	SHAMROCK ST	\$ 659,500
16-015-00012	36 SHAMROCK LLC	36	SHAMROCK ST	\$ 477,200
16-015-00020	I A R LLC	5	RISSO CT	\$ 393,200
16-015-00021	12 SHAMROCK ST LLC	12	SHAMROCK ST	\$ 440,500
16-015-00026	18 SHAMROCK STREET LLC	18	SHAMROCK ST	\$ 465,200
16-015-00027	I A R LLC	26	SHAMROCK ST	\$ 396,200
16-016-00002	I A R LLC	8	EAST PARK TER	\$ 371,800
16-018-05+5A	SCIREH ONE LLC	9	WILSON ST	\$ 425,700

16-019-00020	PREMIER RENTAL PROPERTIES LLC	39	WILSON ST	\$ 496,600
16-019-00024	WILSON PARK LLC	49	WILSON ST	\$ 548,400
16-019-00044	ROCKFORD REALTY LLC	64	CHILMARK ST	\$ 527,800
16-021-00002	DPH INVESTMENTS,LLC	5	CAPRERA RD	\$ 508,800
16-021-00055	K SQUARE REAL ESTATE LLC	31	GRANBY RD	\$ 375,000
16-021-0005A	SCUDDER BAY CAPITAL LLC	9	CAPRERA RD	\$ 469,600
16-021-33+34	SCIREH ONE LLC	12	IMPERIAL RD	\$ 659,500
16-024-00030	318 PARK LLC	397	SHREWSBURY ST	\$ 353,500
16-031-00009	SHREWSBURY PARK LLC	249	SHREWSBURY ST	\$ 547,700
16-034-00026	WORCESTER DEVELOPMENT PROJECT IV LLC	27	LYON ST	\$ 497,100
16-034-00032	KAWA LLC	26	LYON ST	\$ 383,100
16-034-00035	7 LYON LLC	7	LYON ST	\$ 531,900
16-034-00039	15 LYON STREET LLC	15	LYON ST	\$ 649,000
16-037-00047	PAALL REALTY LLC	43	ADAMS ST	\$ 361,500
16-038-0082A	BRIAR JAMES MANAGEMENT LLC	9	CRESTON ST	\$ 567,400
17-010-00059	24 FRANK STREET LLC	24	FRANK ST	\$ 556,600
17-010-48+50	YJ PROPERTIES LLC	16	CARVER ST	\$ 536,900
17-011-00010	SOMETHING SIMPLE LLC	2	RENA ST	\$ 573,700
17-011-41+45	17 FRANK STREET LLC	17	FRANK ST	\$ 636,700
17-015-00007	YJ PROPERTIES LLC	44	ALVARADO AVE	\$ 649,500
17-025-27+28	713 FRANKLIN STREET LLC	713	FRANKLIN ST	\$ 487,500
17-038-00008	SADIEMAC PROPERTIES LLC	11	BOSTON AVE	\$ 469,500
17-039-04+05	UNIVERSITY LIVING PROPERTIES LLC	37	BOSTON AVE	\$ 770,900
17-044-00002	AMOI LLC	284	PLANTATION ST	\$ 701,600
18-001-00025	20 ACTON LLC	20	ACTON ST	\$ 508,800
18-002-00002	442 GRAFTON STREET LLC	442	GRAFTON ST	\$ 524,000
18-002-00004	CODSIDE LLC	444	GRAFTON ST	\$ 585,400
18-002-00018	SCUDDER BAY CAPITAL LLC	17	PLANTATION ST	\$ 555,300
18-002-00023	SEVEN PLANTATION STREET LLC	7	PLANTATION ST	\$ 667,100
18-002-00024	5 PLANTATION ST LLC	5	PLANTATION ST	\$ 507,100
18-002-00025	3 PLANTATION LLC	3	PLANTATION ST	\$ 527,600
18-003-00159	UNION HILL APARTMENTS LLC	394	GRAFTON ST	\$ 146,172
18-003-00160	ROSE ALVARADO LLC	388	GRAFTON ST	\$ 576,400
18-003-00186	GREAT VALUE RENTALS LLC	147	DORCHESTER ST	\$ 565,700
18-004-00002	STEIN HOLDINGS LLC	2	HALE ST	\$ 475,500
18-005-00006	SRK REALTY LLC	21	HOUGHTON ST	\$ 614,700
18-006-00024	CAMELOT PROPERTIES LLC	61	PLANTATION ST	\$ 495,500
18-007-00004	BMF III LLC	18	PLANTATION ST	\$ 540,600
18-007-00009	HAPPY HOMES 2 CIRCUIT LLC	8	PLANTATION ST	\$ 563,500
18-007-00014	OUTLOOK REALTY LLC	501	GRAFTON ST	\$ 597,400
18-007-00042	BACK 9 REALTY LLC	195	INGLESIDE AVE	\$ 586,500
18-007-25+26	OUTLOOK REALTY LLC	225	INGLESIDE AVE	\$ 569,600
18-008-00005	COX REAL ESTATE LLC	40	PLANTATION ST	\$ 741,300
18-008-00045	JHS REAL ESTATE INVESTMENTS LLC	4	COHASSET ST	\$ 606,400
18-008-00049	TABARAK HOUSING LLC	158	INGLESIDE AVE	\$ 347,900
18-009-00011	FEMA REAL ESTATE LLC	70	HAMILTON ST	\$ 456,700
18-009-00014	MCLAREN INVESTMENTS LLC	70	PLANTATION ST	\$ 521,300
18-009-15+20	138-140 INGLESIDE AVENUE LLC	140	INGLESIDE AVE	\$ 551,400
18-010-11+13	RABASH INTERNATIONAL LLC	82	INGLESIDE AVE	\$ 847,900
18-011-00026	COX REAL ESTATE LLC	26	ALMONT AVE	\$ 538,300
18-012-00031	A + J PROPERTY HOLDINGS LLC	196	PILGRIM AVE	\$ 438,100
18-013-00003	56 COHASSET LLC	56	COHASSET ST	\$ 721,200
18-013-00018	MCN PROPERTIES LLC	200	FAIRMONT AVE	\$ 689,100
18-013-0009D	BURLEIGH PROPERTIES LLC	157	INGLESIDE AVE	\$ 570,500
18-014-00031	COHASSET WORCESTER LLC	61	COHASSET ST	\$ 522,200
18-014-0021A	RAM + BROS LLC	110	HAMILTON ST	\$ 649,200

18-015-00015	PREMIERE RENTAL PROPERTIES LLC	97	HAMILTON ST	\$ 582,900
18-015-00027	PKH LLC	38	DARTMOUTH ST	\$ 469,800
18-015-00031	CODSIDE LLC	100	FAIRMONT AVE	\$ 499,700
18-016-00038	11 CLARENDON LLC	11	CLARENDON ST	\$ 521,300
18-017-00021	SAJE REALTY LLC	2	CLARENDON ST	\$ 674,900
18-018-00013	OUTLOOK REALTY LLC	23	FAIRMONT AVE	\$ 630,000
18-020-00007	SHUSHICA LLC	185	PILGRIM AVE	\$ 536,900
18-020-00028	LBS PROPERTIES LLC	112	PURITAN AVE	\$ 477,400
18-021-00023	171 PILGRIM AVENUE LLC	171	PILGRIM AVE	\$ 704,400
18-022-00005	28 KITCHEN CABINET LLC	77	COHASSET ST	\$ 709,700
18-024-00008	JETTE PROPERTIES LLC	53	PILGRIM AVE	\$ 471,100
18-027-00043	MERCADANTE PROPERTIES LLC	160	DANA AVE	\$ 490,300
18-029-00012	RIGALI PROPERTIES LLC	178	HAMILTON ST	\$ 596,700
18-029-00029	COHASSET ROCK LLC	119	COHASSET ST	\$ 525,800
18-032-00025	JD RESIDENTIAL PROPERTIES LLC	159	COHASSET ST	\$ 531,700
18-033-00041	MERCADANTE PROPERTIES LLC	133	WARNER AVE	\$ 597,500
18-039-00033	AJG HAMILTON REALTY LLC	320	HAMILTON ST	\$ 600,600
18-039-14+15	E + A MANAGEMENT LLC	310	HAMILTON ST	\$ 609,100
18-039-37+38	AJG HAMILTON REALTY LLC	1	HILTON AVE	\$ 534,000
18-042-12+13	PARTNER HOLDINGS LLC	30	SUPERIOR RD	\$ 576,700
18-043-00005	MORAIS + MARTINS LLC	25	ACTON ST	\$ 552,900
18-043-03+04	WORCESTER DEVELOPMENT PROJECT III LLC	29	ACTON ST	\$ 550,700
19-001-00017	YJ PROPERTIES LLC	49	ATLANTA ST	\$ 503,500
20-018-00003	TEMASEK CITY DUA LLC	9	HALL ST	\$ 530,300
20-031-00023	MASSASOIT DEVELOPMENT LLC	3	TOPSFIELD RD	\$ 442,600
22-022-00020	SCIREH ONE LLC	14	CLEARVIEW AVE	\$ 484,700
22-022-11+12	SKYBRIDGE PROPERTIES LLC	15	CLEARVIEW AVE	\$ 491,100
22-024-00001	17 BARNARD ROAD LLC	17	BARNARD RD	\$ 630,200
24-013-00026	DJAFARI WEST LLC	42	SOUTH LENOX ST	\$ 694,400
24-024-00038	NKM HOLDINGS LLC	764	PLEASANT ST	\$ 530,700
24-026-00012	JHS LLC	722	PLEASANT ST	\$ 572,000
24-035-00007	424 CHANDLER ST LLC	424	CHANDLER ST	\$ 565,800
24-035-00019	XANDER RENTALS LLC	4	HARTSHORN AVE	\$ 622,400
26-008-00001	HOLY CHESTNUT LLC	1	BOYDEN ST	\$ 576,900
26-008-00014	HOLY CHESTNUT LLC	11	BOYDEN ST	\$ 615,200
26-008-00016	HOLY CHESTNUT LLC	37	CARO ST	\$ 605,800
26-008-00017	HOLY CHESTNUT LLC	33	CARO ST	\$ 591,600
26-008-00023	BOYDEN STREET PROPERTIES LLC	15	BOYDEN ST	\$ 533,900
26-008-00031	HOLY CHESTNUT LLC	3	BOYDEN ST	\$ 525,600
26-008-00032	38 CARO LLC	38	CARO ST	\$ 514,600
26-010-00011	HAPPY HOMES 2 CIRCUIT LLC	5	GLADE ST	\$ 481,400
26-010-00020	BOYDEN STREET PROPERTIES LLC	876	SOUTHBRIDGE ST	\$ 426,600
26-010-00023	CARO CLAY LLC	4	GLADE ST	\$ 461,600
26-012-00002	SCUDDER BAY CAPITAL LLC	3	MALVERN RD	\$ 484,400
27-001-00003	WAMS WORC PROPERTIES LLC	137	HOPE AVE	\$ 468,600
27-019-00023	15DOORS LLC	4	DELAWARE ST	\$ 505,900
27-019-00027	VIOLA LLC	11	NEW YORK ST	\$ 327,100
29-022-00004	L+E PROPERTIES LLC	272	GREENWOOD ST	\$ 506,400
29-031-00015	BLACK OAK INVESTMENTS LLC	332	GREENWOOD ST	\$ 457,600
30-015-00011	XANDER RENTALS LLC	73	MOORE AVE	\$ 734,300
32-006-00014	VIOLA LLC	15	DORIS ST	\$ 283,900
32-025-00560	HILLTOP GROUP HOLDINGS LLC	38	CASTINE ST	\$ 685,600
34-030-00031	FOLEY REAL ESTATE LLC	11	BRIERWAY DR	\$ 408,800
35-001-00009	49 SOUTH STREET REALTY LLC	49	SOUTH ST	\$ 429,500
35-001-00019	D+ B REAL ESTATE HOLDINGS LLC	104	DORCHESTER ST	\$ 693,000
35-002-00047	VIOLA LLC	5	RICE LN	\$ 312,800

35-006-00079	HILLTOP REALTY LLC	14	SALFORD ST	\$ 530,700
35-011-00012	COMFY HOME LLC	3	GRANITE ST	\$ 591,100
35-012-00009	COX REAL ESTATE LLC	21	JONES ST	\$ 485,900
35-012-00012	RWJC PROPERTIES LLC	49	GRANITE ST	\$ 618,500
35-012-00018	AA EAGLE PROPERTIES LLC	23	SOUTH STOWELL ST	\$ 728,600
35-012-0017B	15DOORS LLC	21	SOUTH STOWELL ST	\$ 643,900
35-013-00004	DERBY VENTURES LLC	11	DERBY ST	\$ 637,500
35-016-00001	NS PROPERTY LLC	26	MASSASOIT RD	\$ 631,700
35-021-00026	SUNRISE PROPERTY GROUP LLC	30	DERBY ST	\$ 604,700
35-021-0006B	TIRCONNAILL REALTY LLC	71	GRANITE ST	\$ 553,100
35-021-0026A	SUNRISE PROPERTY GROUP LLC	32	DERBY ST	\$ 711,300
35-021-11+29	BOWDOIN INVESTMENTS LLC	36	DERBY ST	\$ 600,600
35-022-00005	A + A REALTY LLC	26	GRANITE ST	\$ 689,600
35-022-00022	GPD HOLDINGS LLC	5	LOXWOOD ST	\$ 683,500
35-023-00010	AA EAGLE PROPERTIES LLC	9	NORTH WOODFORD ST	\$ 655,500
35-023-00024	WOODFORD NEST LLC	11	WOODFORD ST	\$ 626,100
35-023-34+35	PLAKA REALTY LLC	8	WOODFORD ST	\$ 484,800
35-025-00008	JOLLY CHIMP LLC	167	PROVIDENCE ST	\$ 559,800
35-025-00038	ELITE WORCESTER HOMES LLC	32	WOODFORD ST	\$ 713,200
35-029-01+23	75 LOXWOOD LLC	75	LOXWOOD ST	\$ 574,600
35-26C-00056	RENTVEST LLC	36	BRIDGEPORT ST	\$ 548,800
35-26C-00083	MPI HOME LLC	31	BRIDGEPORT ST	\$ 456,900
36-010-00142	15 DEVENS ROAD LLC	15	DEVENS RD	\$ 606,600
38-012-00121	PARVIN HOMES LLC	789	GRAFTON ST	\$ 379,600
38-025-0460C	CAPSTONE HOLDINGS LLC	145	COMMONWEALTH AVE	\$ 640,600
41-030-00007	TITAN REAL ESTATE MANAGEMENT LLC	393	HAMILTON ST	\$ 436,600
46-038-00030	RABASH INTERNATIONAL LLC	645	LINCOLN ST	\$ 595,100
46-038-55+56	DINSHENG REALTY LLC	1	BENSON AVE	\$ 543,100
07-034-10-01	CROMPTON CORNER LLC	10	CROMPTON ST	\$ 649,500
02-041-00030	ROXBURY ROW LLC	36	ROXBURY ST	\$ 636,500
02-041-00100	ROXBURY ROW LLC	40	ROXBURY ST	\$ 594,700
02-041-00101	ROXBURY ROW LLC	30	ROXBURY ST	\$ 591,900
02-047-00032	ROXBURY ROW LLC	16	ROXBURY ST	\$ 695,000
02-048-00008	ARTEL PROPERTIES LLC +	91	ELM ST	\$ 725,500
06-17B-00069	HRI MATHESON APARTMENTS II LLC	45	WELLINGTON ST	\$ 925,600
07-019-00014	VANGELLA REAL ESTATE LLC	299	CAMBRIDGE ST	\$ 547,100
08-006-00031	EKDANT REALTY SOLUTIONS LLC	70	FLORENCE ST	\$ 671,500
08-013-00015	KALLANG DUA LLC	13	BEAVER ST	\$ 564,400
09-010-00006	HERR + SONS LLC	217	LINCOLN ST	\$ 417,500
11-021-00016	LGBT ASYLUM TASK FORCE LLC	57	RICHMOND AVE	\$ 595,900
17-011-00035	13 RENA STREET LLC	13	RENA ST	\$ 552,200
17-029-00002	COLTON LAND LLC	231	LAKE AVE	\$ 1,261,537
09-012-00028	TIRCONNAILL REALTY LLC	91	PAINÉ ST	\$ 482,800
16-009-00016	WORCESTER DEVELOPMENT PROJECT VII LLC	31	OLGA AVE	\$ 560,000
34-007-0001C	REFREW ST LLC	7	RENFREW ST	\$ 784,700
10-032-00041	JHS LLC	19	FAIRFAX RD	\$ 730,900
06-004-00069	THOP HOUSES LLC	2	PELHAM ST	\$ 726,700
06-008-00022	MNS REALTY LLC	11	RUSSELL ST	\$ 484,900
06-020-00050	MNS REALTY LLC	37	WINFIELD ST	\$ 427,400
06-038-00006	DJAFARI WEST LLC	17	CLIFTON ST	\$ 498,000
04-013-00019	GRAJALES PROPERTIES LLC	53	SUFFOLK ST	\$ 405,500
35-023-00002	OUTLOOK REALTY LLC	137	PROVIDENCE ST	\$ 448,300
05-020-023-2	MONROE MANAGEMENT LLC TRUSTEE	87	ENDICOTT ST	\$ 366,600
16-006-0030A	26 VINSON LLC	26	VINSON ST	\$ 578,400
05-034-00033	HA-TIEN LLC	53	SEYMOUR ST	\$ 399,400
06-039-00034	DJAFARI WEST LLC	36	CLIFTON ST	\$ 497,300

01-027-003-1	BELMONT PARK LLC	140	BELMONT ST	\$ 553,500
04-027-00017	EAGLE ROCK REALTY LLC	49	PENN AVE	\$ 48,800
05-037-00059	HESAGRAB PROPERTIES LLC	61	ARLINGTON ST	\$ 71,900
06-014-0070A	POLAR VIEWS LLC	127	AUSTIN ST	\$ 18,100
06-029-17+23	GCV916 LLC	8	OREAD ST	\$ 17,100
06-040-00009	BLACKSMITH HOLDINGS LLC	184	DEWEY ST	\$ 98,400
06-17C-0000A	F-Z REALTY + HOLDINGS LLC	8	DALE ST	\$ 83,300
06-17D-00035	F-Z REALTY + HOLDINGS LLC	32	DALE ST	\$ 84,100
12-017-00031	76 FAIRHAVEN LLC	72	FAIRHAVEN RD	\$ 69,700
18-041-00069	WORCESTER DEVELOPMENT PROJECT V LLC	13	SUPERIOR RD	\$ 33,200
32-032-21+22	FMSM REALTY LLC	18	WILBUR ST	\$ 112,200
35-002-72+73	O + G REALTY LLC	61	VALE ST	\$ 91,700
35-012-0017C	21 S STOWELL STREET LLC	21	SOUTH STOWELL ST	\$ 44,900
41-003-0039A	PARVIN HOMES LLC	378	BRIDLE PATH	\$ 4,200
02-027-00043	13 SUDBURY REALTY LLC	17	SUDBURY ST	\$ 43,700
02-027-00048	13 SUDBURY REALTY LLC	8	HARVARD ST	\$ 664,600
03-015-00016	HRI MATHESON APARTMENTS II LLC	56	WELLINGTON ST	\$ 73,500
06-020-00049	KAI REAL ESTATE LLC	87	DEWEY ST	\$ 93,500
06-17B-00062	HRI MATHESON APARTMENTS II LLC	1	ETHAN ALLEN ST	\$ 72,600
06-17C-00028	1-7 PIEDMONT LLC	8	PIEDMONT ST	\$ 13,300
16-005-00046	VELANDER STREET REALTY LLC	14	VELANDER ST	\$ 919,900
16-005-00047	VELANDER STREET REALTY LLC	4	VELANDER ST	\$ 1,811,400
17-028-00007	D + P RUSSEL FAMILY SERIES LLC	157	LAKE AVE	\$ 639,051
19-015-0008A	ANTHONY, ANGELA LLC	10	MARCH ST	\$ 395,100
32-015-00351	CAC PROPERTIES LLC	993	WEST BOYLSTON ST	\$ 409,900
32-031-00110	LO REALTY GROUP LLC	34	WILBUR ST	\$ 443,200
34-027-00009	D + B REAL ESTATE HOLDINGS LLC	23	BLITHEWOOD AVE	\$ 354,500
41-014-00034	HIGCO LLC	304	LAKE AVE	\$ 320,100
50-023-00001	UW SENIOR LLC	757	SALISBURY ST	\$ 1,675,900
02-034-00032	EAST FALL LLC	32	JOHN ST	\$ 1,275,600
05-026-00008	WWA LLC	120	ENDICOTT ST	\$ 483,300
06-039-00062	SCRIBNER PROPERTIES LLC	11	FLORENCE ST	\$ 636,200
26-024-006+7	HOLY CHESTNUT LLC	93	COLLEGE ST	\$ 769,200
01-010-00003	LIVE WELL LLC	16	WINDSOR ST	\$ 734,900
01-010-00015	LUCEY REAL ESTATE II LLC	11	MOUNT VERNON ST	\$ 631,400
01-010-00017	EASTHAM5 INVESTMENTS LLC	9	MOUNT VERNON ST	\$ 809,400
01-011-00001	ERMANI PROPERTIES LLC	31	CHANNING ST	\$ 677,100
01-011-15+16	RC SQUARE REALTY LLC	6	WINDSOR ST	\$ 435,800
01-013-00001	5W CREATIVE LLC	14	NORTHAMPTON ST	\$ 480,800
01-016-00018	WOOCITY LLC	16	CATHARINE ST	\$ 587,900
01-016-00019	D + N PROPERTIES LLC	46	OAK AVE	\$ 561,300
01-016-0003A	26 CATHERINE STREET LLC	26	CATHARINE ST	\$ 822,200
01-017-00001	CATHERINE WA LLC	16	CHANNING ST	\$ 644,900
01-017-0001A	CATHARINE WA LLC	36	CATHARINE ST	\$ 474,500
01-017-00042	MASS HOMES LLC	140	EASTERN AVE	\$ 726,300
01-017-00045	MASS HOMES LLC	151	BELMONT ST	\$ 761,500
01-026-00018	JAI PARAS PROPERTIES LLC	6	ELIZABETH ST	\$ 508,100
01-027-0021A	JKS HOLDINGS LLC	118	EASTERN AVE	\$ 353,100
01-028-00022	EPH INVESTMENTS LLC	19	ELIZABETH ST	\$ 596,500
01-032-00012	BMF III LLC	54	SHELBY ST	\$ 651,700
01-032-00036	85 PROSPECT ST LLC	85	PROSPECT ST	\$ 859,600
01-032-00038	83 PROSPECT PLACE LLC	75	PROSPECT ST	\$ 567,400
01-035-00005	DJAFARI EAST LLC	10	NORMAL ST	\$ 639,100
01-035-00032	JHS REAL ESTATE INVESTMENTS LLC	61	EAST CENTRAL ST	\$ 534,100
01-035-00033	IAR LLC	63	EAST CENTRAL ST	\$ 560,100
01-035-00065	JOLLY CHIMP LLC	35	EASTERN AVE	\$ 558,800

01-035-00070	53 GAGE STREET LLC	53	GAGE ST	\$ 863,700
01-035-00078	VIOLA LLC	6	BERKELEY ST	\$ 497,200
01-035-00079	MIDNIGHT REALTY LLC	14	GAGE ST	\$ 558,100
01-046-00007	MNS REALTY LLC	126	LINCOLN ST	\$ 634,100
01-046-00008	3 FREDERICK STREET LLC	3	FREDERICK ST	\$ 695,600
01-046-00021	2 HENCHMAN STREET LLC	2	HENCHMAN ST	\$ 850,700
01-046-00042	MNS REALTY LLC	25	HENCHMAN ST	\$ 491,100
02-030-00003	BEGAM ESTATE LLC	25	LANCASTER ST	\$ 650,900
02-030-00006	LANCASTER PLACE LLC	28	LANCASTER ST	\$ 801,500
02-030-00007	BOUNDARY LLC	18	LANCASTER ST	\$ 629,200
02-030-00022	BEGAM ESTATE LLC	19	LANCASTER ST	\$ 989,300
02-030-00027	JHS LLC	14	LANCASTER ST	\$ 631,400
02-030-00028	JHS LLC	10	LANCASTER ST	\$ 723,300
02-033-00008	21 JOHN STREET LLC	21	JOHN ST	\$ 525,300
02-033-00018	DOVETAIL PROPERTIES LLC	34	BOWDOIN ST	\$ 648,900
02-033-00022	SQUARE ASSESTS LLC	27	BOWDOIN ST	\$ 595,100
02-033-00047	WILLIAM PROPERTIES LLC	24	WILLIAM ST	\$ 598,900
02-033-00051	JHS LLC	29	BOWDOIN ST	\$ 498,400
02-033-00052	KITTYCHET LLC	28	WILLIAM ST	\$ 529,000
02-033-00053	KITTYCHET LLC	26	WILLIAM ST	\$ 634,900
02-033-12+49	SQUARE ASSETS LLC	20	BOWDOIN ST	\$ 569,400
02-034-00036	PRISTINE REALTY LLC	27	DIX ST	\$ 604,700
02-034-00047	ZAMARRO REI LLC	9	WACHUSETT ST	\$ 567,100
02-035-00025	VF PROPERTIES EAST LLC	14	GOULDING ST	\$ 838,700
02-035-00028	PARVIN HOMES LLC	18	DIX ST	\$ 657,400
02-035-00034	PARVIN HOMES LLC	28	DIX ST	\$ 533,300
02-035-00068	VF PROPERTIES EAST LLC	12	GOULDING ST	\$ 838,700
02-037-00048	110 HIGHLAND ASSOCIATES LLC	110	HIGHLAND ST	\$ 678,600
02-039-00039	GETR LLC	41	BOWDOIN ST	\$ 890,200
02-039-00045	C + G GROUP LLC	33	WILLIAM ST	\$ 647,100
02-040-00022	EASTERN AVE VENTURE LLC	3	MARSTON WAY	\$ 622,000
02-040-00025	JHS LLC	21	DAYTON ST	\$ 816,000
02-040-00028	DWO REALTY LLC	54	WILLIAM ST	\$ 676,100
02-040-00029	WW3RDTIMEAROUND LLC	52	WILLIAM ST	\$ 486,800
02-040-00030	WW3RDTIMEAROUND LLC	50	WILLIAM ST	\$ 512,200
02-040-00068	DAGOBAB RENTALS LLC	42	DAYTON ST	\$ 528,000
02-040-00143	DAGOBAB RENTALS LLC	40	DAYTON ST	\$ 635,000
02-042-00050	MADISON LANDING LLC	34	DEAN ST	\$ 804,900
02-042-00135	61 WACHUSETT REALTY LLC	61	WACHUSETT ST	\$ 425,100
02-043-00093	ZAMARRO PROPERTIES LLC	45	LANCASTER ST	\$ 806,400
02-045-00002	MNM PROPERTIES LLC	165	HIGHLAND ST	\$ 652,700
02-046-00042	HAMPTON PROPERTIES LLC	38	FRUIT ST	\$ 585,500
02-046-00043	53 WILLIAM STREET LLC	53	WILLIAM ST	\$ 723,400
02-046-00051	SAVTON LLC	58	WEST ST	\$ 608,000
02-046-00056	ALYA PROPERTIES LLC	28	SEVER ST	\$ 733,500
02-046-00061	LANO MANAGEMENT LLC	85	ELM ST	\$ 504,600
02-046-00062	BAY ELM REALTY LLC	83	ELM ST	\$ 683,200
02-048-00024	HAMPTON PROPERTIES LLC	61	CEDAR ST	\$ 551,900
02-048-00028	MULTI FAMILY REALTY LLC	102	MERRICK ST	\$ 661,600
03-003-00023	S + O REALTY LLC	5	JACKSON ST	\$ 505,100
03-008-00029	FOXDEN ESTATES LLC	21	SYCAMORE ST	\$ 1,110,700
03-016-00013	ALL IDEAL HOMES LLC	95	AUSTIN ST	\$ 538,000
03-017-00007	34 IRVING STREET WORCESTER LLC	34	IRVING ST	\$ 455,200
03-017-0001A	DV CALLE INVESTMENTS LLC	32	OXFORD ST	\$ 533,700
03-017-00020	STOCKTON REALTY LLC	63	AUSTIN ST	\$ 872,000
03-017-00021	STOCKTON REALTY LLC	67	AUSTIN ST	\$ 560,400



03-022-00004	3 IRVING LLC	3	IRVING ST	\$	671,800
03-024-00002	POLAR VIEWS LLC	114	AUSTIN ST	\$	628,400
03-027-00002	SKYBRIDGE PROPERTIES LLC	78	ELM ST	\$	446,300
03-027-00009	COMMONWEALTH HOLDING LLC	8	COTTAGE ST	\$	509,000
03-027-00016	6 FRUIT STREET LLC	6	FRUIT ST	\$	690,700
03-027-00024	WORCESTER DEVELOPMENT PROJECT IV LLC	8	WEST ST	\$	547,400
03-029-00007	WORCESTER DEVELOPMENT PROJECT VI LLC	137	PLEASANT ST	\$	299,900
03-029-00017	5+7 ASHLAND LLC	7	ASHLAND ST	\$	499,900
03-029-00018	5 + 7 ASHLAND LLC	5	ASHLAND ST	\$	486,300
03-029-00020	MONROE MANAGEMENT LLC TRUSTEE	9	ASHLAND ST	\$	848,700
04-002-00021	ICC PROPERTIES LLC	13	NORFOLK ST	\$	496,700
04-002-0019B	NETO'S PROPERTIES LLC	23	NORFOLK ST	\$	532,600
04-002-0021A	MNS REALTY LLC	11	NORFOLK ST	\$	446,300
04-003-00024	UNION HILL APARTMENTS LLC	69	NORFOLK ST	\$	194,896
04-003-11+23	UNION HILL APARTMENTS LLC	63	NORFOLK ST	\$	194,896
04-004-00017	UNION HILL APARTMENTS LLC	87	NORFOLK ST	\$	194,897
04-005-19+20	UNION HILL APARTMENTS LLC	82	NORFOLK ST	\$	292,346
04-006-00018	72-74 WALL STREET LLC	72	WALL ST	\$	847,300
04-009-00002	A+ J SONS + REAL ESTATE LLC	87	PLANTATION ST	\$	667,500
04-009-00015	E + A MANGEMENT LLC	27	CHROME ST	\$	872,200
04-009-00036	DUPONT 7 LLC	7	DUPONT ST	\$	694,600
04-009-00037	DUPONT 9-11 LLC	9	DUPONT ST	\$	589,300
04-011-00048	A + A REALTY LLC	45	ORIENT ST	\$	578,700
04-011-00049	43 ORIENT REALTY LLC	43	ORIENT ST	\$	489,400
04-012-00026	VIOLA LLC	16	GROTON PL	\$	619,800
04-012-00033	UNION HILL APARTMENTS LLC	49	WALL ST	\$	194,896
04-013-00010	ELDAMAR PROPERTIES LLC	13	WALL ST	\$	1,126,000
04-018-29+30	3 CHELSEA STREET LLC	12	WINTER ST	\$	717,500
04-027-00018	EAGLE ROCK REALTY LLC	53	PENN AVE	\$	631,400
04-027-00051	33 CORAL ST LLC	33	CORAL ST	\$	474,600
04-028-00019	VALLE WORCESTER ESTATES LLC	13	MENDON ST	\$	1,130,400
04-028-00027	UTSO REALTY LLC	21	BARCLAY ST	\$	781,100
04-031-00002	PREMIER INVESTMENT PROPERTIES LLC	38	HOUGHTON ST	\$	966,800
04-031-00007	SAIDA PROPERTY MANAGEMENT LLC	57	CUTLER ST	\$	755,400
04-032-00003	NEW MARG REALTY LLC	40	AETNA ST	\$	876,200
04-032-00050	NS BARCLAY LLC	41	BARCLAY ST	\$	813,100
04-034-00006	MP UNION HILL LLC	17	AETNA ST	\$	181,764
04-036-00015	PROVIDENCE STREET PARTNERS LLC	60	PROVIDENCE ST	\$	727,300
04-037-00001	YASSAH + SONS LLC	63	HARRISON ST	\$	667,100
04-038-00011	ICC PROPERTIES LLC	14	INGALLS ST	\$	568,400
04-040-00016	WORCESTER BAYSTATE RENTALS LLC	79	FOX ST	\$	870,300
05-014-00041	36 GROSVENOR LLC	36	GROSVENOR ST	\$	592,600
05-014-00045	SOLHA CLINTON JIGMEHY LLC	8	MEADE ST	\$	437,800
05-015-00013	RESTREPO PROPERTIES LLC	170	WASHINGTON ST	\$	525,600
05-015-0023B	18 LAFAYETTE ST LLC	18	LAFAYETTE ST	\$	637,000
05-018-00005	CHAIRMAN CAPITAL LLC	19	WARD ST	\$	598,400
05-018-00017	VERNON HILL APARTMENTS LLC	15	DORCHESTER ST	\$	299,000
05-018-003-1	BACCUS FAMILY LLC	17	WARD ST	\$	461,900
05-020-00008	SANTIAGO CRONIN REAL ESTATE III LLC	48	WARD ST	\$	740,100
05-020-00017	AURORA PROPERTIES LLC	107	ENDICOTT ST	\$	1,173,500
05-020-00029	WORCESTER CAPITAL PROPERTIES LLC	103	ENDICOTT ST	\$	499,000
05-021-00064	JOLLY CHIMP LLC	31	ELLSWORTH ST	\$	506,100
05-021-00075	35 LAFAYETTE ST LLC	35	LAFAYETTE ST	\$	536,100
05-021-0030B	MC+MC PROPERTIES LLC	11	ELLSWORTH ST	\$	533,700
05-025-00012	3 CHELSEA STREET LLC	63	WARD ST	\$	680,300
05-025-00020	KS INVESTMENTS LLC	24	PERRY AVE	\$	1,046,900



05-026-00011	TIRCONNAILL REALTY LLC	62	VERNON ST	\$ 565,400
05-026-00025	7-9-11 SUFFIELD LLC	9	SUFFIELD ST	\$ 449,500
05-026-00033	SANTIAGO CRONIN REAL ESTATE II LLC	25	SUFFIELD ST	\$ 701,600
05-026-00039	32 + 34 SUFFIELD LLC	34	SUFFIELD ST	\$ 995,200
05-034-00019	O'SULLIVAN PROPERTIES LLC	89	WARD ST	\$ 769,200
05-035-00025	ALPINE + VERNON LLC	86	VERNON ST	\$ 684,700
05-036-00036	JOLLY CHIMP LLC	8	ALPINE ST	\$ 611,400
05-037-00021	579 WINTHROP ST LLC	7	WINTHROP ST	\$ 503,900
06-001-00017	VIOLA LLC	79	TOWNSEND ST	\$ 669,200
06-001-00041	PARVIN HOMES LLC	148	ELM ST	\$ 553,300
06-002-00001	ELM 130-138 LLC	128	ELM ST	\$ 725,300
06-002-00009	ELM 130-138 LLC	132	ELM ST	\$ 694,600
06-002-00010	ELM 130-138 LLC	136	ELM ST	\$ 701,600
06-002-00013	140 ELM PARK LLC	140	ELM ST	\$ 639,500
06-002-00017	JHS LLC	71	RUSSELL ST	\$ 764,500
06-002-00034	20 HUDSON STREET LLC	20	HUDSON ST	\$ 592,800
06-002-00042	ELM 130-138 LLC	138	ELM ST	\$ 589,200
06-003-00001	MNM REPRO LLC	63	RUSSELL ST	\$ 583,300
06-003-00005	RANX REALTY LLC	13	TOWNSEND ST	\$ 633,900
06-004-00039	PELHAM WA LLC	14	PELHAM ST	\$ 782,800
06-004-00045	76 MERRICK STREET LLC	76	MERRICK ST	\$ 631,400
06-004-00057	J + J REALTY CO LLC	4	SHAWMUT ST	\$ 493,500
06-004-00067	SBP ELM LLC	118	ELM ST	\$ 467,400
06-005-00034	FELICO LLC	90	ELM ST	\$ 687,800
06-007-00025	AUSTIN STREET INVESTMENTS LLC	156	AUSTIN ST	\$ 509,200
06-008-00006	BACCUS REALTY HOLDINGS LLC	19	BELLEVUE ST	\$ 873,000
06-008-00027	VIRGO CAPITAL LLC	170	AUSTIN ST	\$ 680,300
06-008-00029	MNS REALTY LLC	1	RUSSELL ST	\$ 508,300
06-009-00054	KURRAJ LLC	10	BELLEVUE ST	\$ 685,800
06-009-00065	SOLHA CLINTON JIGMEY LLC	48	BELLEVUE ST	\$ 526,700
06-010-00010	DJC PROPERTIES LLC	261	CHANDLER ST	\$ 598,400
06-010-00067	DJC PROPERTIES LLC	257	CHANDLER ST	\$ 639,300
06-012-00024	MBF ENTERPRISES LLC	12	WINFIELD ST	\$ 771,100
06-012-00029	JOLLY CHIMP LLC	63	DEWEY ST	\$ 630,100
06-013-00004	BACCUS REALTY HOLDINGS LLC	63	KING ST	\$ 742,000
06-013-00006	MNG INVESTORS LLC	59	KING ST	\$ 376,200
06-013-00007	HUSL PROPERTIES LLC	57	KING ST	\$ 383,500
06-018-00020	MM HOLDING GROUP LLC	26	KING ST	\$ 601,500
06-021-00011	ALPT LLC	114	WINFIELD ST	\$ 787,900
06-022-00014	128 DEWEY STREET LLC	128	DEWEY ST	\$ 507,500
06-022-00050	THC PROPERTIES LLC	151	DEWEY ST	\$ 729,100
06-023-00011	QUINTANILLA PREMIER LLC	17	HOLLYWOOD ST	\$ 521,000
06-023-00042	HOLLYWOOD + MAY LLC	40	MAY ST	\$ 565,600
06-023-00058	25-27 PEMBERTON STREET LLC	25	PEMBERTON ST	\$ 631,400
06-024-00010	BLACKWOOD SEVEN REALTY LLC	30	MAY ST	\$ 903,400
06-024-00039	MM HOLDING GROUP LLC	43	WOODLAND ST	\$ 509,200
06-029-00006	METROWEST FINANCIAL CONSULTANTS LLC	35	BENEFIT ST	\$ 572,900
06-030-00003	SAN-MAR REALTY HOLDINGS LLC	16	BENEFIT ST	\$ 671,500
06-030-00007	BACCUS FAMILY LLC	5	ALLEN ST	\$ 560,400
06-030-00011	DBBACCUS LLC	4	ALLEN ST	\$ 687,200
06-030-00023	BACCUS FAMILY LLC	3	ALLEN ST	\$ 568,800
06-031-00010	EPH INVESTMENTS LLC	38	BENEFIT ST	\$ 377,900
06-031-0005A	MLC WORCESTER LLC	7	MOUNT PLEASANT ST	\$ 582,600
06-031-17+30	EPH INVESTMENTS LLC	32	BENEFIT ST	\$ 460,500
06-032-00003	47 BENEFIT LLC	47	BENEFIT ST	\$ 680,300
06-034-00003	8 HAMMOND LLC	8	HAMMOND ST	\$ 767,900

06-036-00016	JHS REAL ESTATE INVESTMENTS LLC	10	SILVER ST	\$ 701,600
06-036-31+33	69 WOODLAND LLC	69	WOODLAND ST	\$ 671,300
06-037-00009	DJC PROPERTIES LLC	4	NORWOOD ST	\$ 595,700
06-037-00014	DJAFARI SOUTH LLC	16	LOUDON ST	\$ 778,500
06-037-00018	DJAFARI SOUTH LLC	6	LOUDON ST	\$ 453,800
06-037-00041	BCR PROPERTIES LLC	15	OBERLIN ST	\$ 561,300
06-037-05+5A	JHS REAL ESTATE INVESTMENTS LLC	2	NORWOOD ST	\$ 1,253,600
06-038-00011	DJAFARI NORTH LLC	54	HOLLYWOOD ST	\$ 533,700
06-038-00013	LOMB-CD PROPERTIES LLC	41	HOLLYWOOD ST	\$ 631,400
06-038-00014	O'SULLIVAN PROPERTIES LLC	49	HOLLYWOOD ST	\$ 717,400
06-038-00026	HOLLYWOOD + MAY LLC	41	MAY ST	\$ 526,600
06-039-00001	METRO PROPERTIES ASSOCIATES LLC	65	MAY ST	\$ 784,300
06-039-00021	STOCKTON REALTY LLC	53	MAY ST	\$ 533,600
06-039-00075	DJAFARI SOUTH LLC	217	DEWEY ST	\$ 662,500
06-039-00076	ALYA PROPERTIES LLC	22	CLIFTON ST	\$ 592,400
06-040-00008	BLACKSMITH HOLDINGS LLC	182	DEWEY ST	\$ 659,100
06-040-00017	MC + MC PROPERTIES LLC	204	DEWEY ST	\$ 632,900
06-040-00041	DJAFARI SOUTH LLC	226	DEWEY ST	\$ 534,500
06-041-00023	3 NORWOOD STREET ASSOCIATES LLC	31	CLIFTON ST	\$ 475,500
06-041-00041	NS PROPERTY LLC	29	OBERLIN ST	\$ 800,300
06-042-00012	XTLC PROPERTY LLC	908	MAIN ST	\$ 845,700
06-17A-00001	MIKE'S PROPERTIES LLC	98	CHANDLER ST	\$ 451,800
06-33A-00037	BEACON BRIGHTLY LLC	18	TAINTER ST	\$ 607,000
07-002-00001	ENZONIA REALTY LLC	26	GARDNER ST	\$ 506,200
07-005-00030	MD WORCESTER ONE LLC	40	GRAND ST	\$ 547,800
07-005-00043	YJ PROPERTIES LLC	7	ALBERT ST	\$ 653,400
07-006-00004	CYRUS LLC	4	WYMAN ST	\$ 751,200
07-008-00004	MLC WORCESTER LLC	43	ILLINOIS ST	\$ 986,600
07-009-00020	ERMANI PROPERTIES LLC	9	FREELAND ST	\$ 751,200
07-009-00044	JOLLY CHIMP LLC	8	CRYSTAL ST	\$ 495,400
07-010-00004	FIFTEEN WINCHESTER LLC	18	CRYSTAL ST	\$ 1,000,000
07-010-00010	SKAFF MANAGEMENT LLC	25	RICHARDS ST	\$ 821,800
07-011-00007	SKAFF MANAGEMENT LLC	24	RICHARDS ST	\$ 567,900
07-012-00009	PIG + GOAT LLC	97	ILLINOIS ST	\$ 561,300
07-012-00020	XM PROPERTY LLC	42	RICHARDS ST	\$ 629,200
07-013-00021	RW 5 LOWELL LLC	7	LOWELL ST	\$ 1,106,000
07-016-00044	KRC INVESTMENTS LLC	120	SOUTHGATE ST	\$ 393,700
07-018-00022	JOLLY CHIMP LLC	143	CANTERBURY ST	\$ 284,400
07-019-00036	JTH DEVELOPMENT LLC	329	CAMBRIDGE ST	\$ 666,200
07-019-00046	MIKE'S PROPERTIES LLC	30	HACKER ST	\$ 823,400
07-025-00009	NINETY CANTERBURY LLC	90	CANTERBURY ST	\$ 804,700
07-026-00003	JOLLY CHIMP LLC	38	CANTERBURY ST	\$ 326,900
07-032-00032	EASTHAM 5 INVESTMENTS LLC	42	LEWIS ST	\$ 751,500
07-033-11+18	SOUTHBRIDGE STREET PROPERTIES LLC	659	SOUTHBRIDGE ST	\$ 472,800
07-034-00008	THC PROPERTIES LLC	23	CHEEVER ST	\$ 938,000
07-034-00013	D + N LLC PROPERTIES LLC	17	CHEEVER ST	\$ 862,000
07-034-00017	MAXMIA PROPERTIES LLC	15	CHEEVER ST	\$ 820,800
07-034-00019	CROMPTON CORNER LLC	10	CHELSEA ST	\$ 479,000
07-036-24+31	3 CHELSEA STREET LLC	3	CHELSEA ST	\$ 388,000
07-041-00025	3 CHELSEA STREET LLC	12	CLAPP ST	\$ 403,900
07-042-00008	SAFFRON PROPERTIES LLC	22	WASHBURN ST	\$ 852,500
08-001-00020	ALYA PROPERTIES LLC	78	DOWNING ST	\$ 992,700
08-006-00023	JOLLY CHIMP LLC	58	MAYWOOD ST	\$ 474,400
08-009-00012	78 FLORENCE LLC	78	FLORENCE ST	\$ 605,100
08-010-00031	WORCESTER CAPITAL PROPERTIES LLC	39	BIRCH ST	\$ 729,100
08-010-0007B	38 BIRCH STREET LLC	38	BIRCH ST	\$ 705,500

08-011-00013	HERNANDEZ REAL ESTATE LLC	79	BIRCH STREET	\$ 769,600
08-011-00023	PENMARK REALTY LLC	87	BIRCH ST	\$ 694,600
08-012-00002	SCUDDER BAY CAPITAL LLC	6	OLIVER ST	\$ 850,100
08-013-00003	STUDENT HOMES LLC	982	MAIN ST	\$ 711,700
08-017-00033	NEW MARG REALTY LLC	1038	MAIN ST	\$ 847,100
08-017-22+34	EAGLE ROCK REALTY LLC	10	AGAWAM ST	\$ 558,200
08-020-00021	LONGYU REALTY LLC	7	BUFFUM ST	\$ 617,500
08-021-05+7A	S FAMILY TRUST LLC	106	MILL ST	\$ 574,000
08-028-00016	HILLTOP GROUP HOLDINGS LLC	1213	MAIN ST	\$ 566,300
08-035-00003	YASSAH + SONS LLC	48	FREELAND ST	\$ 851,400
08-035-00004	FREELAND FOUR LLC	46	FREELAND ST	\$ 681,000
08-035-00016	STONELAND LLC	41	STONELAND RD	\$ 594,200
08-038-00002	MOKEMA AVE LLC	71	LAKEWOOD ST	\$ 678,300
08-039-00002	3 WAY REALTY LLC	115	LAKEWOOD ST	\$ 453,200
08-043-00020	ZERO TWO HOLLAND LLC	2	HOLLAND RD	\$ 876,300
09-004-00010	MASSASOIT DEVELOPMENT LLC	25	PAINE ST	\$ 552,500
09-005-00016	3D DEVELOPMENT LLC	28	PAINE ST	\$ 538,600
09-006-00008	BMF III LLC	185	LINCOLN ST	\$ 592,400
09-006-00011	73 GREEN HILL LLC	73	GREEN HILL PKWY	\$ 650,000
09-006-00023	RBK PROPERTIES LLC	18	ORNE ST	\$ 518,100
09-006-00029	EAST SIDE REVITALIZATION LLC	7	FORBES ST	\$ 522,300
09-010-00007	SKYE PEAK LLC	213	LINCOLN ST	\$ 621,100
09-010-00013	HERNANDEZ ENTERPRISES LLC	11	ASHTON ST	\$ 694,600
09-010-00014	ASHTON APARTMENTS, LLC	9	ASHTON ST	\$ 474,400
09-012-00007	LUCERNE INVESTMENTS LLC	28	VINTON ST	\$ 725,400
09-012-00011	7 GILMAN STREET LLC	7	GILMAN ST	\$ 507,600
09-015-00003	MASSASOIT DEVELOPMENT LLC	17	NORTON ST	\$ 499,300
09-016-00028	114 PAINE STREET LLC	114	PAINE ST	\$ 1,013,100
09-017-00032	25-27 DENMARK LLC	27	DENMARK ST	\$ 603,600
09-030-00004	40 MILTON ESTATE LLC	40	MILTON ST	\$ 759,100
09-038-00013	RTB PROPERTIES LLC	321	LINCOLN ST	\$ 580,500
10-003-00018	GAVI REI GROUP LLC	605	MILLBURY ST	\$ 755,400
10-005-00009	ATOROURKE LLC	195	VERNON ST	\$ 582,600
10-005-00046	DJAFARI EAST LLC	2	SVEA ST	\$ 490,600
10-007-00013	7 FAIRBANKS STREET LLC	7	FAIRBANKS ST	\$ 675,900
10-007-00029	STOCKTON REALTY LLC	52	STOCKTON ST	\$ 490,600
10-007-00034	14 FAIRBANKS STREET LLC	14	FAIRBANKS ST	\$ 918,200
10-007-00035	MNM REPRO LLC	10	FAIRBANKS ST	\$ 556,900
10-007-14B-1	MURPHY CAPITAL LLC	5	FAIRBANKS ST	\$ 833,300
10-008-00007	UPSALA LLC	35	UPSALA ST	\$ 623,500
10-010-00003	L + E PROPERTIES LLC	73	ESTHER ST	\$ 708,300
10-010-00004	L + E PROPERTIES LLC	71	ESTHER ST	\$ 587,900
10-011-00010	EVERGREEN SUMMIT RENTALS LLC	225	VERNON ST	\$ 883,100
10-011-00045	VERNON HILL APARTMENTS LLC	49	ESTHER ST	\$ 455,200
10-012-00049	TK VERNON LLC	212	VERNON ST	\$ 550,200
10-017-00007	DAN + WATERS LLC	1	THENIUS ST	\$ 605,200
10-019-26-28	ARLINE REALTY INVESTMENTS LLC	9	ARLINE ST	\$ 984,500
10-029-00022	JM LEGACY HOMES LLC	11	FIFTH AVE	\$ 619,000
10-029-19-21	WORCESTER DEVELOPMENT PROJECT V LLC	9	FIFTH AVE	\$ 751,200
10-033-00034	REI GROUP LLC	73	FAIRFAX RD	\$ 605,200
10-036-15+16	MOR REALTY LLC	2	DOANE ST	\$ 651,700
11-017-00004	BCR PROPERTIES LLC	8	RICHMOND AVE	\$ 684,400
11-017-00005	SAN-MAR REALTY HOLDINGS LLC	6	RICHMOND AVE	\$ 699,100
11-027-00013	MI CASA REALTY,LLC	566	PLEASANT ST	\$ 722,200
12-001-00003	JOLLY CHIMP LLC	6	ERICSSON ST	\$ 548,000
12-001-00008	BACK 9 REALTY LLC	11	RIDGLEY ST	\$ 544,300

12-004-00013	WATSON BARBER HOUGHTON LLC	1	WATSON AVE	\$ 673,400
12-005-00008	MASSASOIT DEVELOPMENT LLC	60	FRATERNAL AVE	\$ 510,000
12-006-00011	JD RESIDENTIAL PROPERTIES LLC	13	BOURNE ST	\$ 567,500
12-006-00028	MASSASOIT DEVELOPMENT LLC	42	ANDOVER ST	\$ 532,900
12-007-00020	O'SULLIVAN PROPERTIES LLC	3	BOURNE ST	\$ 798,500
12-007-00026	JHS REAL ESTATE INVESTMENTS LLC	30	ANDOVER ST	\$ 680,900
12-008-00007	JSA PROPERTIES LLC	15	KING PHILIP RD	\$ 449,500
12-008-00051	POLLO LLC	21	WHITMARSH AVE	\$ 562,200
12-008-00052	POLLO LLC	17	WHITMARSH AVE	\$ 562,200
12-008-00060	POLLO LLC	14	WHITMARSH AVE	\$ 635,000
12-008-00061	POLLO LLC	18	WHITMARSH AVE	\$ 591,300
12-008-00062	POLLO LLC	22	WHITMARSH AVE	\$ 541,000
12-010-00014	14 AIRLIE STREET RANDALL LLC	14	AIRLIE ST	\$ 561,300
12-011-00013	BLACK OAK INVESTMENTS LLC	19	SUMMERHILL AVE	\$ 602,000
12-013-00019	FAIRHAVEN LEEDS LLC	40	FAIRHAVEN RD	\$ 577,200
12-014-00019	MSP PROPERTY MSP MANAGEMENT LLC	6	FALES ST	\$ 605,200
12-015-00010	NLC PROPERTIES LLC	584	WEST BOYLSTON ST	\$ 1,095,300
12-015-00017	10-15 TROTTIER PROPERTIES LLC	10	TROTTIER ST	\$ 622,000
12-042-00021	86 WHITMARSH LLC	82	WHITMARSH AVE	\$ 646,000
12-042-00022	86 WHITMARSH LLC	86	WHITMARSH AVE	\$ 652,900
13-010-00014	O'ROURKE WORCESTER REALTY LLC	49	PROCTOR ST	\$ 573,009
13-010-00031	HOFFMAN PROPERTY PARTNERS LLC	41	PROCTOR ST	\$ 697,892
13-014-00011	MASSASOIT DEVELOPMENT LLC	3	WEST BOYLSTON DR	\$ 522,700
13-014-16+41	EAST MOUNTAIN REAL ESTATE LLC	82	TOWER ST	\$ 616,400
13-016-00024	50 BOUNDARY LLC	113	WEST BOYLSTON ST	\$ 630,600
13-018-00001	1-9 POPLAR STREET LLC	9	POPLAR ST	\$ 686,000
13-020-0033A	MASSASOIT DEVELOPMENT LLC	11	LORING ST	\$ 522,000
13-026-00009	D + A ASSOCIATES LLC	6	RUTHVEN AVE	\$ 622,100
13-026-00019	THREE MILLBROOK LLC	5	MILLBROOK ST	\$ 855,300
14-002-00019	MONROE MANAGEMENT LLC	206	MAY ST	\$ 293,900
14-004-00006	RTB PROPERTIES LLC	196	MAY ST	\$ 592,700
14-006-00002	SCRIBNER DEVELOPMENT LLC	8	FAIRFIELD ST	\$ 606,700
14-007-00002	MAY HOLDINGS LLC	87	MAY ST	\$ 715,600
14-009-00029	OASIS HOLDINGS LLC	476	PARK AVE	\$ 807,100
14-009-004+5	15 STEVENS ROAD LLC	15	STEVENS RD	\$ 643,100
14-017-0015A	LIMARK REALTY LLC	23	COLUMBUS ST	\$ 582,600
14-021-00020	HAPPY HOMES 2 CIRCUIT LLC	15	CIRCUIT AVE EAST	\$ 712,600
14-026-00032	DOMBROSKI KYNOCH PROPERTIES LLC	119	MAY ST	\$ 579,100
14-029-00025	EASVELL LLC	148	LOVELL ST	\$ 920,600
15-006-00032	OSTROVSKY FAMILY LLC +	1300	MAIN ST	\$ 663,000
15-009-0004E	MAJ PROPERTY INVESTMENT LLC	10	ARMANDALE ST	\$ 501,800
15-009-0004F	MAJ PROPERTY INVESTMENT LLC	6	ARMANDALE ST	\$ 558,700
15-013-00019	EASTHAM5 INVESTMENTS LLC	10	CLEGG ST	\$ 545,700
15-013-27+28	SDODD PROPERTIES LLC	1524	MAIN ST	\$ 593,400
15-023-00010	ELDAMAR PROPERTIES LLC	1319	MAIN ST	\$ 591,300
15-033-25-27	F + R LLC	144	STAFFORD ST	\$ 836,500
16-003-0001A	108 RODNEY STREET LLC	106	RODNEY ST	\$ 532,400
16-005-00005	HIGHGATE PROPERTIES LAND TRUST LLC	78	RODNEY ST	\$ 494,000
16-005-00020	MURRAY RESIDENTIAL HOLDINGS LLC	66	RODNEY ST	\$ 516,300
16-005-00022	VON CAPITAL LLC	62	RODNEY ST	\$ 479,400
16-005-36+37	MURRAY RESIDENTIAL HOLDINGS LLC	61	RODNEY ST	\$ 553,800
16-006-00011	SOLHA CLINTON JIGMEY LLC	55	EVERARD ST	\$ 603,800
16-007-00035	WORCESTER PROJECT LLC	177	BELMONT ST	\$ 778,200
16-008-0009A	BOMBAY LLC	15	EVERARD ST	\$ 1,033,900
16-010-00012	JAKHU REAL ESTATE LLC	121	EASTERN AVE	\$ 606,300
16-010-00017	ABD PROPERTIES LLC	117	EASTERN AVE	\$ 736,700

16-011-00005	77 MERRIFIELD LLC	77	MERRIFIELD ST	\$ 399,600
16-012-00012	JHS REAL ESTATE INVESTMENTS LLC	19	MERRIFIELD ST	\$ 771,700
16-012-00020	40 MERRIFIELD STREET LLC	40	MERRIFIELD ST	\$ 528,100
16-013-00019	NS PROPERTY LLC	47	EASTERN AVE	\$ 826,400
16-014-00029	44 GAGE LLC	42	GAGE ST	\$ 651,200
16-016-00032	I A R LLC	242	SHREWSBURY ST	\$ 662,500
16-018-00010	VIOLA LLC	12	SEWARD ST	\$ 560,400
16-021-00056	K SQUARE REAL ESTATE LLC	18	CAPRERA RD	\$ 561,300
16-033-00008	8 DEMARCO TERRACE LLC	8	DEMARCO TER	\$ 619,200
16-034-00007	VIOLA LLC	6	PLUM ST	\$ 645,700
16-038-00069	SCIREH ONE LLC	12	CRESTON ST	\$ 660,400
17-013-05+06	PREMIER INVESTMENT PROPERTIES LLC	39	WIGWAM AVE	\$ 696,800
17-014-43+45	COLTON LAND LLC	20	ALVARADO AVE	\$ 1,315,300
18-003-00189	YOGIRAJ PROPERTIES LLC	61	HOUGHTON ST	\$ 631,400
18-003-00196	5 PALM LLC	5	PALM ST	\$ 839,700
18-005-00008	SSM ESTATES MA LLC	29	HOUGHTON ST	\$ 887,800
18-008-00024	JAG MANAGEMENT LLC	7	VILLAGE ST	\$ 570,200
18-008-30+31	PREMIER INVESTMENT PROPERTIES LLC	180	INGLESIDE AVE	\$ 809,100
18-009-00008	MMA PROPERTIES LLC	60	HAMILTON ST	\$ 560,700
18-014-00001	HASHTAG HOUSES LLC	86	HAMILTON ST	\$ 545,800
18-016-00032	REDROCK TRAIL LLC	52	PILGRIM AVE	\$ 812,900
18-023-00003	SCRIBNER PROPERTIES LLC	68	DARTMOUTH ST	\$ 683,900
18-027-00030	PREMIER INVESTMENT PROPERTIES LLC	151	DELMONT AVE	\$ 1,166,000
18-034-00013	FEMA REAL ESTATE LLC	3	ROATH ST	\$ 688,800
18-046-00001	REI GROUP LLC	214	HAMILTON ST	\$ 610,800
20-020-00001	CG PARTNERS REALTY TWO LLC	190	INSTITUTE RD	\$ 880,900
21-007-0084A	GT EQUITY PARTNERS LLC	121	FOREST ST	\$ 698,800
22-017-0000A	MJK PROPERTIES LLC	2	THORNTON RD	\$ 864,800
23-010-0001A	EAST MOUNTAIN PROPERTIES LLC	868	WEST BOYLSTON ST	\$ 489,900
23-012-00004	MASSASOIT DEVELOPMENT LLC	4	ARENA ST	\$ 443,200
24-033-00019	HOMETOWN FIRST LLC	439	CHANDLER ST	\$ 817,200
26-010-28+30	TREMBLEY CHESTNUT LLC	10	BOYDEN ST	\$ 1,326,700
26-015-04+05	BCR PROPERTIES LLC	26	MALVERN RD	\$ 601,500
28-007-16+17	17 CARLETON STREET LLC	17	CARLETON ST	\$ 686,800
29-039-00002	JOLLY CHIMP LLC	62	UPLAND ST	\$ 627,700
32-026-01-01	ERMANI PROPERTIES LLC	22	CUMBERLAND ST	\$ 647,600
32-040-00032	ATC LLC	80	MALDEN ST	\$ 908,900
32-051-00041	ZELIX INVESTMENTS LLC	574	BURNCOAT ST	\$ 615,100
34-001-00005	285 FAIRMONT AVE LLC	285	FAIRMONT AVE	\$ 568,300
34-005-00017	JAG MANAGEMENT LLC	590	GRAFTON ST	\$ 483,600
35-014-002+3	NLC PROPERTIES LLC	88	HEYWOOD ST	\$ 535,600
35-021-00030	WORCESTER CAPITAL PROPERTIES LLC	107	GRANITE ST	\$ 449,000
35-022-00024	JHS REAL ESTATE INVESTMENTS LLC	15	LOXWOOD ST	\$ 583,300
35-022-00026	BUILTRIGHT REALTY LLC	29	LOXWOOD ST	\$ 667,800
35-024-00006	JOLLY CHIMP LLC	34	LOXWOOD ST	\$ 631,400
35-024-00026	YING PROPERTIES LLC	71	LOXWOOD ST	\$ 691,000
35-26C-00120	T + K REAL ESTATE HOLDINGS LLC	86	GRANITE ST	\$ 638,000
35-26C-00B+D	M L NOVIA REALTY LLC	58	GRANITE ST	\$ 613,400
39-010-00051	JHS LLC	7	MARSH AVE	\$ 622,000
40-007-0003A	ATC BROOKSIDE LLC	2	BROOKSIDE AVE	\$ 503,300
41-004-58+59	VIOLA LLC	399	LAKE AVE	\$ 430,100
46-034-19-28	625-627 PLANTATION STREET LLC	625	PLANTATION ST	\$ 968,100
01-029-00001	PHOENIX CAPITAL GROUP LLC	30	EDWARD ST	\$ 671,700
01-035-00081	27 JOHN STREET LLC	5	EASTERN AVE	\$ 449,600
02-026-00028	WALLACHIA LLC	16	NORWICH ST	\$ 1,332,700
02-030-00002	BLOSSOM LANE LLC	31	LANCASTER ST	\$ 733,200

02-046-0055A	MAR VISTA MANAGEMENT LLC TRUSTEE	45	CEDAR ST	\$ 504,800
03-021-00005	WORCESTER DEVELOPMENT PROJECT I LLC	80	PLEASANT ST	\$ 574,100
04-040-00021	YYT NORTH LLC	26	JEFFERSON ST	\$ 660,900
06-17B-00047	HRI MATHESON APARTMENTS II LLC	37	WELLINGTON ST	\$ 997,900
07-021-00009	ARMORY APARTMENTS LLC	103	ARMORY ST	\$ 404,203
10-003-00023	ATOROURKE LLC	633	MILLBURY ST	\$ 671,500
11-002-00027	S + M LLC	188	HIGHLAND ST	\$ 865,300
14-008-00018	HOPE INVESTMENTS LLC	466	PARK AVE	\$ 561,500
35-26C-0000E	MOR REALTY LLC	52	GRANITE ST	\$ 590,100
05-014-00012	WINDSOR ESTATE HOLDINGS LLC	44	LAFAYETTE ST	\$ 643,200
09-017-35+36	HILLTOP GROUP HOLDINGS LLC	41	DENMARK ST	\$ 982,200
16-005-00007	VIOLA LLC	70	RODNEY ST	\$ 499,500
11-006-00007	LANATON, LLC	28	LEE ST	\$ 529,500
18-014-00002	HASHTAG HOUSES LLC	92	HAMILTON ST	\$ 842,100
06-33C-00075	BEACON BRIGHTLY LLC	4	THAYER CT	\$ 569,500
09-038-00012	RTB PROPERTIES LLC	319	LINCOLN ST	\$ 630,100
04-027-00034	10 CLARKSON STREET TRAN LLC	10	CLARKSON ST	\$ 663,500
30-010-00070	MOORE AVE LLC	83	MOORE AVE	\$ 1,030,900
13-010-12+13	RUTTERS BROOK LLC	45	PROCTOR ST	\$ 791,300
06-17D-00037	21 JAQUES LLC	21	JAQUES AVE	\$ 400,600
08-005-00006	MAXMIA PROPERTIES LLC	73	DOWNING ST	\$ 776,200
41-021-00001	PREMIER RENTAL PROPERTIES LLC	1179	GRAFTON ST	\$ 557,800
04-007-00009	ASN GROUP LLC	31	RIDGE ST	\$ 5,442,600
05-034-00025	PERRY SEYMOUR REALTY LLC	37	PERRY AVE	\$ 1,193,200
06-007-00011	VIOLA LLC	28	RUSSELL ST	\$ 1,190,300
09-011-00041	KENSINGTON MANAGEMENT LLC +	53	WINDSOR ST	\$ 1,144,200
17-010-00036	RENATUS I LLC	4	CARVER ST	\$ 2,162,300
18-009-0005C	ERMANI PROPERTIES LLC	31	CAROLINE ST	\$ 2,616,200
37-021-00013	969 MAIN REALTY LLC	89	BROOKS ST	\$ 827,100
46-001-001-4	MOHICAN SOLITUDE LLC	6	MOHICAN RD	\$ 3,012,700
01-017-00008	149 BELMONT ST,LLC	149	BELMONT ST	\$ 476,300
01-017-00051	CATHARINE STREET APARTMENTS LLC	38	CATHARINE ST	\$ 4,078,100
01-037-00002	PR II WOOD MULBERRY STREET LLC	18	MOUNT CARMEL WAY	\$ 20,270,800
02-014-00011	GRAFTON ACQUISITIONS LLC	8	GRAFTON ST	\$ 11,116,540
02-027-00032	13 SUDBURY REALTY LLC	13	SUDBURY ST	\$ 6,333,900
02-027-00047	18 WALNUT REALTY LLC	18	WALNUT ST	\$ 1,649,900
02-028-00030	MADISON LANDING LLC	3	STATE ST	\$ 2,131,900
02-032-00014	CHESTNUT MONTROSE LLC	33	CHESTNUT ST	\$ 1,351,900
02-033-00017	DOVETAIL PROPERTIES LLC	32	BOWDOIN ST	\$ 1,199,900
02-033-00058	WILLIAM WORCESTER LLC	9	WILLIAM ST	\$ 1,154,400
02-035-00021	CNG REALTY,LLC	63	HIGHLAND ST	\$ 1,094,400
02-035-0002A	THC PROPERTIES LLC	55	HIGHLAND ST	\$ 1,589,700
02-039-00022	69WESTST LLC	69	WEST ST	\$ 550,000
02-039-00026	DOVETAIL REALTY LLC	39	WILLIAM ST	\$ 2,550,300
02-039-29+30	CEDAR WORCESTER APARTMENTS LLC	30	CEDAR ST	\$ 5,184,000
02-039-34+35	DOVETAIL REALTY LLC	37	WILLIAM ST	\$ 1,716,100
02-040-00033	WW3RDTIMEAROUND LLC	48	WILLIAM ST	\$ 1,359,400
02-040-00083	SAN-MAR REALTY HOLDINGS LLC	1	DAYTON ST	\$ 1,589,000
02-046-00050	TORVELLA CEDAR LLC	38	CEDAR ST	\$ 5,629,100
02-048-00018	BLOSSOM LANE LLC	113	ELM ST	\$ 2,618,600
02-048-00020	HAMPTON PROPERTIES LLC	62	CEDAR ST	\$ 1,046,700
03-004-00002	BRADY SULLIVAN WORCESTER PROPERTIES LLC	64	BEACON ST	\$ 23,626,400
03-007-00013	S + J BEACON LLC	34	BEACON ST	\$ 1,308,400
03-008-00026	M JEMMS WORCESTER I LLC	24	CHARLTON ST	\$ 1,994,900
03-012-00006	WORCESTER FRANKLIN HOLDINGS LLC	80	FRANKLIN ST	\$ 3,380,300
03-017-00016	43-49 AUSTIN STREET LLC	49	AUSTIN ST	\$ 2,073,600

03-018-0011B	43-49 AUSTIN STREET LLC	43	AUSTIN ST	\$ 2,930,800
03-018-006+7	WPS PARTNERS II LLC +	17	CHANDLER ST	\$ 5,993,900
03-022-00017	FLC PROPERTIES LLC	15	IRVING ST	\$ 2,860,100
03-024-00034	BAYSTATE INVESTMENT FUND LLC	85	CHATHAM ST	\$ 1,546,200
03-025-15+18	HILLTOP GROUP HOLDINGS LLC	66	CHATHAM ST	\$ 2,145,100
03-026-00016	BRICKS & MORTAR MANAGEMENT,LLC	234	PLEASANT ST	\$ 1,327,400
03-028-00001	82 ELM STREET LLC	27	WEST ST	\$ 2,470,700
03-032-00001	CHESTNUT STREET PROPERTIES LLC	18	CHESTNUT ST	\$ 3,424,500
03-035-00004	GRAJALES PROPERIES LLC	24	FRUIT ST	\$ 1,072,600
03-20A-00036	EMENGINI EDUCATIONAL TRUST LLC	6	CHATHAM ST	\$ 2,727,720
04-006-00012	BRANDED REALTY GROUP LLC	100	WALL ST	\$ 5,149,380
04-027-00025	UNION HILL APARTMENTS LLC	7	CLARKSON ST	\$ 438,518
05-020-00021	MIKE'S PROPERTIES LLC	53	WARD ST	\$ 1,328,300
05-041-00028	VERNON MONTROSE LLC	124	VERNON ST	\$ 1,490,600
06-002-00008	ELM 130-138 LLC	134	ELM ST	\$ 1,444,900
06-005-00014	82 ELM STREET LLC	82	ELM ST	\$ 1,803,800
06-016-27+40	LILAJ PROPERTIES LLC	17	QUEEN ST	\$ 1,427,300
06-025-00023	GFV122 LLC	8	MAY ST	\$ 1,013,000
06-030-00010	833 MAIN STREET LLC	833	MAIN ST	\$ 1,820,200
06-030-16+19	DBBACCUS LLC	8	ALLEN ST	\$ 1,120,800
06-037-00017	JTK HOLDINGS LLC	111	WOODLAND ST	\$ 1,735,900
06-039-00002	M JEMMS WORCESTER I LLC	201	DEWEY ST	\$ 1,704,800
06-17C-00024	776 MAIN STREET WORCESTER LLC	776	MAIN ST	\$ 1,739,900
06-17C-00044	CLIFTWOOD REALTY LLC	2	PRESTON ST	\$ 1,345,200
06-17D-00030	STAMP FACTORY LOFTS LLC	128	CHANDLER ST	\$ 3,121,500
07-001-00042	WEST-WYMAN MANAGEMENT LLC	3	WYMAN ST	\$ 796,500
07-006-00029	GATES VILLAGE LLC	13	GATES ST	\$ 940,100
07-007-00003	82 ELM STREET LLC	4	GATES ST	\$ 1,434,100
07-011-00004	MULTI FAMILY REALTY LLC	32	RICHARDS ST	\$ 947,600
07-014-00011	MAGNOLIA CAPITAL LLC	12	TIRRELL ST	\$ 2,333,600
07-023-07+6A	CRUZ REALTY LLC	161	GRAND ST	\$ 1,575,900
07-036-00022	CG PARTNERS REALTY THREE LLC	510	CAMBRIDGE ST	\$ 4,308,900
08-013-00021	D + T CLEMENT LLC	2	CLEMENT ST	\$ 1,649,800
08-014-00016	1002-1008A MAIN ST LLC + 49 ABBOTT ST LLC +	1002	MAIN ST	\$ 5,648,800
08-025-00020	PREMIER INVESTMENT PROPERTIES LLC	18	LAKESWOOD ST	\$ 1,544,500
08-027-00011	EVOLUTION PROPERTIES LLC	1194	MAIN ST	\$ 1,435,800
08-036-00049	LANDMARK APARTMENTS LLC	1029	MAIN ST	\$ 1,907,300
08-037-00010	LANDMARK APARTMENTS LLC	1039	MAIN ST	\$ 2,049,600
09-005-00017	PISHTARI RE LLC	172	LINCOLN ST	\$ 1,146,400
09-026-00003	THOMPSON WOODMONT REALTY LLC	6	MILTON ST	\$ 1,482,200
09-029-4A+5A	BYRON APARTMENTS LLC +	44	BYRON ST	\$ 6,681,600
10-003-00021	VERNON HILL APARTMENTS LLC	1	MAXWELL ST	\$ 1,265,600
10-011-43+44	VERNON HILL APARTMENTS LLC	55	ESTHER ST	\$ 1,716,100
10-016-17+19	WOLF BLACKSTONE LLC	37	BLACKSTONE RIVER RD	\$ 4,659,700
10-019-00030	HENRY TERRACE APARTMENTS LLC	6	HENRY TER	\$ 2,006,300
10-019-00032	HENRY TERRACE APARTMENTS LLC	10	HENRY TER	\$ 2,030,900
10-020-00032	HENRY TERRACE APARTMENTS LLC	3	HENRY TER	\$ 3,696,800
10-023-00013	25 EKMAN STREET LLC	25	EKMAN ST	\$ 4,250,700
11-018-00021	4 URECO LLC	4	URECO TER	\$ 3,056,800
12-004-19+20	WATSON BARBER HOUGHTON LLC	2	WATSON AVE	\$ 2,030,900
12-015-00001	10-15 TROTTIER PROPERTIES LLC	11	TROTTIER ST	\$ 1,277,800
12-027-0004B	ARYA GROUP PROPERTIES LLC	86	BROOKS ST	\$ 1,514,900
16-004-12-15	M JEMMS WORCESTER LLC	2	DELLDALE ST	\$ 2,574,100
16-019-41+47	BETTER LIFE INVESTMENT PARTENERS LLC	316	SHREWSBURY ST	\$ 2,818,100
16-029-10+14	ASAA LLC	10	NEBRASKA ST	\$ 3,324,900
17-010-00004	INTEGRETAS LLC	1	CARVER ST	\$ 1,571,000



17-010-39+41	TIMBERWOLD PROPERTIES LLC	4	FRANK ST	\$ 1,358,300
17-015-00027	ALVARADO WORCESTER LLC	33	ALVARADO AVE	\$ 2,462,900
17-015-14+15	STONY BROOK PROPERTIES,LLC	37	ALVARADO AVE	\$ 1,397,500
17-015-24+25	JWE REALTY LLC	34	ALVARADO AVE	\$ 1,608,800
17-016-0018A	PADULA,J JR LLC	99	LAKE AVE	\$ 1,448,500
17-018-00030	LOCUST HOLLY LLC	80	LOCUST AVE	\$ 6,054,000
17-020-32+34	BAFLB ALVARADO LLC	91	ALVARADO AVE	\$ 1,258,800
18-007-00048	3 RUGBY LLC	3	RUGBY ST	\$ 2,041,700
18-028-00004	PREMIER INVESTMENT PROPERTIES LLC	25	STANDISH ST	\$ 1,573,100
18-034-00006	PRINCETON WORCESTER THREE, LLC	194	COHASSET ST	\$ 2,465,300
19-007-00003	PRINCETON WORCESTER TWO LLC	673	FRANKLIN ST	\$ 5,660,700
20-025-2A+30	BARNES APARTMENT LLC	46	BARNES AVE	\$ 3,463,300
22-030-00001	BURNCOAT MONTROSE LLC	27	BURNCOAT ST	\$ 1,828,700
22-036-14-19	BOTANY BAY PROPERTIES,LLC	133	MILLBROOK ST	\$ 2,288,100
23-002-00002	222 BROOKS STREET LLC	222	BROOKS ST	\$ 17,779,600
23-011-00001	SAMMY T-BONE LLC + JOLLY CHIMP LLC	830	WEST BOYLSTON ST	\$ 2,130,400
28-030-00001	175 JAMES STREET LLC + FOLEY,CARL M	175	JAMES ST	\$ 9,958,400
29-031-00014	FLT GREENWOOD LLC	328	GREENWOOD ST	\$ 9,569,600
30-026-0021A	CHANDLER GARDENS LLC	544	CHANDLER ST	\$ 1,930,600
32-005-00137	PREMIER INVESTMENT PROPERTIES LLC	8	LANESBORO RD	\$ 1,939,500
32-013-26+29	EF REALTY LLC	8	MALDEN ST	\$ 1,409,700
32-019-00317	SAL LLC	37	STATE RD	\$ 2,159,200
32-21A-00001	NORTH END CROSSING LLC	1112	WEST BOYLSTON ST	\$ 2,256,400
34-020-00001	AIMCO WEXFORD VILLAGE LLC	232	SUNDERLAND RD	\$ 34,411,000
35-002-00007	92 HOUGHTON STREET LLC	92	HOUGHTON ST	\$ 968,300
35-002-63+64	SUMMIT RENTALS LLC	120	DORCHESTER ST	\$ 1,197,500
35-015-00032	SAMOSET,LLC	16	SAMOSET RD	\$ 1,376,800
37-029-01+1A	NORTH VILLAGE LOFTS LLC	155	ARARAT ST	\$ 3,249,200
38-034-00011	PREMIER INVESTMENT PROPERTIES LLC	441	SUNDERLAND RD	\$ 7,346,900
39-020-00028	PREMIER INVESTMENT PROPERTIES LLC	24	VARNEY ST	\$ 1,287,100
39-020-002-6	ARROWPOINT GREEN HILL OWNER LLC	49	GOLDTHWAITE RD	\$ 1,692,300
39-020-07-11	ARROWPOINT GREEN HILL OWNER LLC	34	GOLDTHWAITE RD	\$ 11,279,700
40-006-00001	ARROWPOINT TATNUCK OWNER LLC	12	BROOKSIDE AVE	\$ 21,880,200
41-031-0030B	PINELAND PARTNERS LLC	2	PINELAND AVE	\$ 3,825,900
42-031-00020	267 MILL STREET LLC	267	MILL ST	\$ 1,949,500
42-032-00010	MILL STREET APARTMENTS LLC	171	MILL ST	\$ 2,490,300
43-011-00001	FPA/WC HIGHLAND HOUSE LLC	5	SUBURBAN RD	\$ 15,991,700
46-045-0001B	RELATED PLANTATION TOWERS,LLC	501	PLANTATION ST	\$ 15,096,200
46-045-004-1	AUDUBON PLANTATION RIDGE LLC	507	PLANTATION ST	\$ 26,511,000
46-045-004-2	AUDUBON PLANTATION RIDGE LLC	505	PLANTATION ST	\$ 26,511,000
46-045-004-3	AUDUBON PLANTATION RIDGE LLC	509	PLANTATION ST	\$ 26,511,000
48-023-00001	CENTER HILL APARTMENTS,LLC	503	MILL ST	\$ 15,091,200
51-009-00013	BOTANY BAY PROPERTIES,LLC	10	HEMLOCK ST	\$ 4,677,900
51-011-00003	222 JUNE STREET,LLC	23	BOTANY BAY RD	\$ 6,148,200
51-011-008-1	BOTANY BAY PROPERTIES,LLC	55	BOTANY BAY RD	\$ 6,557,600
18-011-27+28	13 DARTMOUTH REALTY LLC	13	DARTMOUTH ST	\$ 3,194,400
09-031-00026	C & C FREN, LLC	23	HEMANS ST	\$ 2,770,600
01-016-04091	QUERCIA REALTY LLC	38	OAK AVE	\$ 2,797,900
01-030-00002	PLUMLEY VILLAGE,LLC	16	LAUREL ST	\$ 37,616,200
02-031-01+04	CANTERBURY TOWER APARTMENTS LLC	6	WACHUSETT ST	\$ 10,757,500
06-005-00039	SEVER STREET DEVELOPMENT LLC	11	SEVER ST	\$ 6,189,800
06-005-17-24	SEVER STREET DEVELOPMENT LLC	6	SEVER ST	\$ 3,161,300
06-17B-00071	HRI MATHESON APARTMENTS II LLC	49	WELLINGTON ST	\$ 1,850,500
06-17B-00115	HRI MATHESON APARTMENTS II LLC	720	MAIN ST	\$ 1,827,900
06-17B-00116	HRI MATHESON APARTMENTS II LLC	87	MURRAY AVE	\$ 2,147,600
06-17B-00117	HRI MATHESON APARTMENTS II LLC	91	MURRAY AVE	\$ 2,216,400



07-021-00001	CITY BUILDERS LLC	140	GRAND ST	\$ 1,486,757
16-004-00038	CHANNING HOUSING ASSOCIATES LLC	26	CHANNING ST	\$ 2,856,000
49-049-00018	BC STRATTON HILL LLC	161	MOUNTAIN ST WEST	\$ 10,012,300
06-036-00017	QNL GROUP LLC	10	CLAREMONT ST	\$ 337,300
09-002-00019	GFV122 LLC	3	FORESTDALE RD	\$ 277,500
02-037-00032	RABS REALTY LLC	51	INSTITUTE RD	\$ 359,800
02-040-00019	HAMPTON PROPERTIES LLC	7	MARSTON WAY	\$ 349,800
02-040-00024	HAMPTON PROPERTIES LLC	4	MARSTON WAY	\$ 479,000
02-045-00130	HADDAD REALTY LLC	60	FRUIT ST	\$ 261,900
02-048-00002	HAMPTON PROPERTIES LLC	66	CEDAR ST	\$ 593,400
02-048-00012	HAMPTON PROPERTIES LLC	54	CEDAR ST	\$ 386,800
02-048-00023	C + S CEDAR STREET HOSUING LLC	65	CEDAR ST	\$ 715,700
03-003-00025	NEW ALBION LLC	765	MAIN ST	\$ 1,249,900
03-018-0019B	AKFH RENOVATIONS LLC	52	HIGH ST	\$ 2,149,200
03-018-0023A	GCV916 LLC	39	IRVING ST	\$ 489,500
03-034-00015	BLACK EQUITY GROUP LLC	49	WEST ST	\$ 303,400
03-034-00016	SCIREH FOUR LLC	7	OAK ST	\$ 455,600
06-018-00022	NEW LIFE LLC	20	KING ST	\$ 449,400
06-027-00016	GCV 916 LLC	21	OREAD ST	\$ 420,000
06-027-00017	GCV 916 LLC	15	OREAD ST	\$ 319,700
06-029-00035	GCV916 LLC	12	OREAD ST	\$ 933,600
06-17B-00061	NEWLIFE LLC	41	WELLINGTON ST	\$ 396,200
07-011-00001	MULTI FAMILY REALTY LLC	36	RICHARDS ST	\$ 350,600
07-011-00003	MULTI FAMILY REALTY LLC	34	RICHARDS ST	\$ 360,000
07-016-38+49	GCV916 LLC	21	LITCHFIELD ST	\$ 322,500
08-014-006+8	TEMASEK CITY DUA LLC	20	MARBLE ST	\$ 304,600
22-024-00008	GFV122 LLC	90	BURNCOAT ST	\$ 424,900
02-039-24+25	HAMPTON PROPERTIES LLC	53	WEST ST	\$ 848,700
02-040-00144	HAMPTON PROPERTIES LLC	62	WILLIAM ST	\$ 896,000
02-048-00042	HAMPTON PROPERTIES LLC	41	SEVER ST	\$ 661,400
03-034-00009	HAMPTON PROPERTIES LLC	6	OAK ST	\$ 1,016,900
03-035-00005	HAMPTON POPERTIES LLC	39	CEDAR ST	\$ 748,600
03-035-00010	HAMPTON PROPERTIES LLC	30	FRUIT ST	\$ 819,300
24-043-00002	KRE-BSL HUSKY WORCESTER LLC	340	MAY ST	\$ 9,485,700
01-010-14+19	LUCEY REAL ESTATE II LLC	15	WINDSOR ST	\$ 85,000
01-011-00002	PREMIER INVESTMENT PROPERTIES LLC	10	WINDSOR ST	\$ 98,700
02-032-00032	SCIREH SIX LLC	15	JOHN ST	\$ 82,600
02-035-00036	VF PROPERTIES WEST LLC	5	GOULDING ST	\$ 104,300
02-043-00040	L + D LLC	8	DEAN ST	\$ 97,900
02-046-00045	TORVELLA CEDAR LLC	49	WILLIAM ST	\$ 98,500
03-002-00002	F-Z REALTY + HOLDINGS LLC	5	LAGRANGE ST	\$ 65,500
03-002-00006	F-Z REALTY + HOLDINGS LLC	11	LAGRANGE ST	\$ 65,000
03-008-00022	25 CHARLETON STREET LLC	25	CHARLTON ST	\$ 60,800
03-016-00022	POLAR VIEWS LLC	111	AUSTIN ST	\$ 65,500
03-022-00021	GSD HOLDINGS LLC	24	OXFORD ST	\$ 104,500
04-002-00011	WORCESTER FARMS REALTY,LLC	33	NORFOLK ST	\$ 97,600
04-002-00017	WORCESTER FARMS REALTY,LLC	31	NORFOLK ST	\$ 83,800
04-002-00035	WORCESTER FARMS REALTY,LLC	29	NORFOLK ST	\$ 83,800
04-006-00046	BRANDED REALTY GROUP LLC	38	NORFOLK ST	\$ 98,000
04-021-00014	POND WATER LLC	21	POND ST	\$ 61,300
04-033-00010	XSELL REALTY LLC	17	MOTT ST	\$ 39,800
04-036-00009	DREAMS TO REALTY LLC	41	COLUMBIA ST	\$ 63,600
05-026-00018	S + O REALTY LLC	122	ENDICOTT ST	\$ 87,500
05-037-00048	HESAGRAB PROPERTIES LLC	62	ARLINGTON ST	\$ 59,400
06-003-00027	AITCH PROPERTIES LLC	6	HUDSON ST	\$ 76,800
06-008-00009	4 WINSLOW LLC	4	WINSLOW ST	\$ 64,400

06-008-00030	AITCH PROPERTIES LLC	33	BELLEVUE ST	\$ 53,800
06-019-00030	HWS NEW CONSTRUCTION LLC	9	HOLLYWOOD ST	\$ 74,600
06-019-00045	FINWORKS LLC	32	BANCROFT ST	\$ 53,700
06-022-00038	MAY ENTERPRISES LLC	56	MAY ST	\$ 98,300
06-023-00015	FINWORKS LLC	49	KINGSBURY ST	\$ 63,700
06-029-00015	GCV916 LLC	16	OREAD ST	\$ 103,400
06-035-00022	FIFTEEN GARDNER WORCESTER LLC	15	GARDNER ST	\$ 77,000
06-036-00023	SAMARK PLACE LLC	25	MAY ST	\$ 111,700
06-040-00042	AKG GROUP LLC	4	WEST OBERLIN ST	\$ 71,700
07-033-00022	MK3 PROPERTIES LLC	479	CAMBRIDGE ST	\$ 45,900
07-042-00004	BRANDED REALTY GROUP II LLC	8	WASHBURN ST	\$ 64,900
09-004-9A+11	40-88 CRESENT STREET INDUSTRIAL LLC	29	PAINE ST	\$ 98,100
09-005-00035	ATOROURKE LLC	50	PAINE ST	\$ 92,200
09-015-019-1	35 NEW STREET LLC	11	LYFORD ST	\$ 97,600
09-017-00018	BRITTAN SQUARE REALTY LLC	15	ROCKPORT RD	\$ 98,400
09-028-19-22	MILTON STREET PROPERTIES LLC	26	MILTON ST	\$ 98,900
09-029-00009	EASTERN STAR LLC	32	HEMANS ST	\$ 97,900
09-031-00019	GOLD STAR ASSOCIATES LLC	7	DALY ST	\$ 92,800
10-005-00026	ATOROURKE LLC	7	SVEA ST	\$ 98,800
14-008-002-1	RESCUEREO.COM LLC	0	FAIRFIELD ST	\$ 97,600
16-002-00025	ENDICOTT REAL ESTATE LLC	46	VELANDER ST	\$ 98,400
16-003-00003	GRANDX PROPERTY MANAGEMENT LLC	116	RODNEY ST	\$ 83,800
16-003-00005	ENDICOTT REAL ESTATE LLC	124	RODNEY ST	\$ 97,900
16-004-00018	POLAR VIEWS LLC	40	HOOPER ST	\$ 98,900
16-005-00044	HIGHGATE PROPERTIES LAND TRUST LLC	80	RODNEY ST	\$ 81,900
16-010-00004	CHATEAU REALTY LLC	129	EASTERN AVE	\$ 98,400
16-037-00011	INDUSTEMP SOLUTIONS LLC	252	BELMONT ST	\$ 97,100
16-037-00031	GREAT GULF LLC	23	JOHNSON ST	\$ 48,700
17-020-00036	BAFLB ALVARADO LLC	93	ALVARADO AVE	\$ 118,400
17-025-00019	REMP REALTY LLC	8	PEABODY ST	\$ 113,200
18-012-22+23	KLA HOLDINGS LLC	214	PILGRIM AVE	\$ 112,500
18-027-0090A	HESAGRAB PROPERTIES LLC	573	GRAFTON ST	\$ 54,400
18-041-00027	RESCUEREO.COM LLC	41	HARRINGTON WAY	\$ 118,000
21-003-0005B	SWEET EQUITY LLC	16	WAYCROSS ST	\$ 130,500
21-013-00005	WINGSPAN PROPERTIES LLC	348	SALISBURY ST	\$ 125,200
23-003-002-4	TWO TWENTY FOUR BROOKS LLC	140	BROOKS ST	\$ 118,800
25-016-00083	QUALITY WORCESTER LLC	29	FIRGLADE ST	\$ 120,000
25-016-89+90	QUALITY WORCESTER LLC	27	FIRGLADE ST	\$ 118,500
25-042-0003A	QUALITY WORCESTER LLC	0	MEADOWBROOK RD	\$ 128,364
25-042-0003B	QUALITY WORCESTER LLC	0	MEADOWBROOK RD	\$ 126,564
26-012-00037	HOLY CROSS HILL REALTY LLC	11	ATTLEBORO ST	\$ 99,000
26-012-33-36	HOLY CROSS HILL REALTY LLC	13	ATTLEBORO ST	\$ 99,000
26-16A-00110	BOSTON CITY LLC	26	HEATH ST	\$ 98,800
29-014-00247	SILVA NEWTON ST LLC	8	BISLAND RD	\$ 120,400
29-019-00138	SILVA NEWTON ST LLC	7	STRASBURG RD	\$ 117,600
29-019-0133B	SILVA NEWTON ST LLC	0	STRASBURG RD	\$ 117,500
29-039-30+31	HENCHEY LLC	69	UPLAND ST	\$ 118,000
29-040-00002	HENCHEY LLC	49	UPLAND ST	\$ 144,600
29-045-00001	ARBORETUM VILLAGE LLC	86	UPLAND ST	\$ 122,500
29-11A-00090	ARBORETUM VILLAGE LLC	0	SARAH DR	\$ 188,400
31-003-0006A	LILI LLC	11	CLIFF ST	\$ 119,400
32-005-00096	PREMIER PROPERTIES LLC	12	LANESBORO RD	\$ 119,700
32-011-00009	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 21,100
34-007-0001B	REFREW ST LLC	1	RENFREW ST	\$ 117,600
34-010-00004	JAE WOR LLC	70	VALMOR ST	\$ 137,700
34-022-00205	AIMCO WEXFORD VILLAGE II LLC	44	LAWTON ST	\$ 120,800

34-025-00006	SUNDERLAND VILLAGE LLC	256	SUNDERLAND RD	\$ 125,000
34-037-62-68	RESCUEREO.COM LLC	25	MCCLINTOCK AVE	\$ 118,800
35-007-002+4	RPM REALTY LLC	67	HEYWOOD ST	\$ 97,700
35-008-00031	ATOROURKE LLC	13	KENYON AVE	\$ 84,700
35-008-26+27	ATOROURKE LLC	10	KENYON AVE	\$ 98,800
35-008-28+29	ATOROURKE LLC	12	KENYON AVE	\$ 98,500
35-016-00109	MARAVISTA PROPERTIES LLC	156	HEYWOOD ST	\$ 81,200
35-26C-00081	RENTVEST LLC	33	BRIDGEPORT ST	\$ 81,200
38-003-00046	16 EMILE STREET LLC	16	EMILE ST	\$ 121,100
38-026-00044	BRANDT LANE DEVELOPMENT LLC	0	GRAFTON ST	\$ 120,200
38-033-22-25	B + M PROPERTIES GROUP LLC	13	POCASSET ST	\$ 118,200
39-011-0000A	WEST BOYLSTON INVESTMENTS LLC	3	ANDREWS AVE	\$ 121,400
39-021-00025	PREMIER INVESTMENT PROPERTIES LLC	43	GOLDTHWAITE RD	\$ 118,800
41-010-21+22	EPV REALTY LLC	13	IDEAL RD	\$ 123,200
45-004-00011	ALMIRA LLC	12	FOXBORO ST	\$ 106,000
45-004-00044	P + M LEGACY LLC	467	SOUTHWEST CUTOFF	\$ 118,400
45-018-013-8	MSP 1457 LLC	343	GRANITE ST	\$ 119,400
46-009-368-A	WORCESTER AFFORDABLE HOUSING LLC	0	ROSLYN RD	\$ 123,800
46-013-91-94	91-93 NATURAL HISTORY DRIVE LLC	91	NATURAL HISTORY DR	\$ 124,100
46-013-95-97	91-93 NATURAL HISTORY DRIVE LLC	93	NATURAL HISTORY DR	\$ 123,700
46-021-78-80	HAPPY HEN PROPERTIES LLC	22	HURON AVE	\$ 77,600
47-007-74-79	VANGELLA REAL ESTATE LLC	67	ROCKRIMMON RD	\$ 119,100
49-013-135-4	ZERO PIEHL AVENUE LLC	0	PIEHL AVE	\$ 118,700
50-003-06+6A	EVERLAST REALTY LLC	43	BRIGHAM RD	\$ 120,400
02-046-00047	HAMPTON PROPERTIES LLC	36	FRUIT ST	\$ 142,400
02-046-46+48	HAMPTON PROPERTIES LLC	62	WEST ST	\$ 120,200
09-023-00032	BRIAR JAMES MANAGEMENT LLC	194	PRESCOTT ST	\$ 113,000
13-038-0002D	AITCH PROPERTIES LLC		MILTON ST	\$ 59,000
16-007-00014	DIZNEY CONSTRUCTION LLC	30	RODNEY ST	\$ 39,100
16-018-00035	BLACKSTONE INVESTMENTS LLC	11	WILSON ST	\$ 80,900
27-023-0001A	THE NORMANDIN GROUP LLC	0	NEW YORK ST	\$ 76,500
34-007-0004A	REFREW ST LLC	680	GRAFTON ST	\$ 118,900
25-017-0148A	TITAN BUILDERS LLC	6	TIHONET ST	\$ 117,500
29-11A-0081L	ARBORETUM VILLAGE LLC	20	BITTERSWEET BLVD	\$ 86,000
29-11A-00088	ARBORETUM VILLAGE LLC	4	SNOWBERRY CIR	\$ 102,600
29-11A-0081R	ARBORETUM VILLAGE LLC	18	BITTERSWEET BLVD	\$ 106,000
32-024-0287A	J&E REALTY DEVELOPMENT, LLC	4	APTHORP ST	\$ 117,700
41-026-1371R	PREMIER INVESTMENT PROPERTIES LLC	134	ALVARADO AVE	\$ 83,800
41-026-1371L	PREMIER INVESTMENT PROPERTIES LLC	136	ALVARADO AVE	\$ 83,800
41-026-137-2	PREMIER INVESTMENT PROPERTIES LLC	132	ALVARADO AVE	\$ 117,600
12-029-007-2	WINCHENDON PARK LLC	24	BROOKS ST	\$ 119,600
01-035-081-1	2 GAGE WORCESTER LLC	2	GAGE ST	\$ 39,400
25-057-0002T	K + L REALTY LLC	0	CHILTERN HILL DR NORTH	\$ 126,000
09-005-35-01	ATOROURKE LLC	52	PAINÉ ST	\$ 90,000
37-021-01-0A	KLA HOLDINGS LLC	0	ARARAT ST	\$ 118,000
41-026-1373R	ALVARADO DEVELOPMENT LLC	128	ALVARADO AVE	\$ 83,800
41-026-1373L	PREMIER INVESTMENT PROPERTIES LLC	130	ALVARADO AVE	\$ 83,800
38-017-1A-09	ST ANTHONY REALTY LLC	51	MODOC ST	\$ 122,400
32-056-1-003	BURNCOAT ACQUISITION LLC	0	BURNCOAT ST	\$ 134,400
18-028-012-1	KLA HOLDINGS LLC	0	COHASSET ST	\$ 83,200
46-006-180-1	15 WABAN LLC	0	DOMINION RD	\$ 122,600
35-013-13+15	HEYWOOD PARTNERS LLC	0	HEYWOOD ST	\$ 97,800
35-013-13+16	HEYWOOD PARTNERS LLC	0	HEYWOOD ST	\$ 97,700
16-002-031-1	EMF + APOLLO REALTY LLC	0	HERMITAGE LN	\$ 93,100
32-036-014A4	M MCDERMOTT CONSTRUCTION COMPANY LLC	0	BURNCOAT ST	\$ 97,900
32-036-14A1R	M MCDERMOTT CONSTRUCTION COMPANY LLC	0	TYSON RD	\$ 97,600

32-036-14A4R	M MCDERMOTT CONSTRUCTION COMPANY LLC	0	BURNCOAT ST	\$ 103,100
32-011-0008B	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 21,500
32-011-0009B	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 27,000
32-011-0010B	WHIPPOOR LLC	0	WHIPPOORWILL DR	\$ 29,300
17-029-002-5	EPH INVESTMENTS LLC	231	LAKE AVE	\$ 338,757
17-029-2-5-1	EPH INVESTMENT LLC	241	LAKE AVE	\$ 330,821
15-004-011-1	THE GODDARD PROJECT LLC	21	GATES LN	\$ 97,600
15-004-011-2	THE GODDARD PROJECT LLC	23	GATES LN	\$ 97,600
38-023-40432	15 WABAN LLC	19	WABAN AVE	\$ 117,800
27-023-01A-1	THE NORMANDIN GROUP LLC	0	NEW YORK ST	\$ 77,200
29-11A-0068A	ARBORETUM VILLAGE LLC	28	HONEYSUCKLE RD	\$ 72,200
29-11A-0068B	ARBORETUM ESTATES LLC	26	HONEYSUCKLE RD	\$ 77,500
50-011-0006A	PARVIN CONSTRUCTION LLC	0	BREWER ST	\$ 117,500
50-011-0006B	PARVIN CONSTRUCTION LLC	0	CARTER RD	\$ 119,400
34-010-0004A	JAE WOR LLC	21	MARANDA ST	\$ 117,700
34-010-0004B	JAE WOR LLC	74	VALMOR ST	\$ 117,700
31-004-0000C	AYERS + DIGIOIA LLC		GRANITE ST	\$ 189,000
31-004-0000D	AYERS + DIGIOIA LLC		GRANITE ST	\$ 182,300
29-039-0030B	HENCHEY LLC		UPLAND ST	\$ 100,600
29-039-0030C	HENCHEY LLC		UPLAND ST	\$ 100,500
29-039-0030D	HENCHEY LLC		UPLAND ST	\$ 100,600
49-005-0026B	JAL GROUP LLC	45	BRATTLE ST	\$ 100,200
34-010-0004C	JAE WOR LLC	25	MARANDA ST	\$ 117,700
23-003-0024A	TWO TWENTY FOUR BROOKS LLC	138	BROOKS ST	\$ 89,600
23-003-0024B	TWO TWENTY FOUR BROOKS LLC	136	BROOKS ST	\$ 99,100
23-003-0024C	TWO TWENTY FOUR BROOKS LLC	134	BROOKS ST	\$ 93,200
23-003-0024D	TWO TWENTY FOUR BROOKS LLC	132	BROOKS ST	\$ 107,900
18-012-22+24	KLA HOLDINGS LLC	212	PILGRIM AVE	\$ 107,900
06-005-0039A	MERRICK AT THE SQUARE LLC	73	MERRICK ST	\$ 188,300
42-029-0078A	GM PROPERTIES LLC	35	THIRD ST	\$ 69,600
42-029-0078B	GM PROPERTIES LLC	33	THIRD ST	\$ 69,900
42-029-0078B	GM PROPERTIES LLC	31	THIRD ST	\$ 69,600
42-029-0078D	GM PROPERTIES LLC		THIRD ST	\$ 71,000
04-033-0010A	XSELL REALTY LLC	17	MOTT ST	\$ 39,800
04-033-0010B	XSELL REALTY LLC	17	MOTT ST	\$ 35,400
50-019-0005C	CLEB LLC	6	BARROWS RD	\$ 95,700
18-022-0005A	28 KITCHEN CABINET LLC	79	COHASSET ST	\$ 54,500
18-022-0005B	28 KITCHEN CABINET LLC	81	COHASSET ST	\$ 54,600
07-019-00020	ABG REAL ESTATE LLC	95	SOUTHGATE ST	\$ 25,800
09-031-07+09	14 PIRIOULX ST WORCESTER LLC	0	PRIOULX ST	\$ 44,400
18-041-05+06	RESCUEREO.COM LLC	9	HOLBROOK ST	\$ 53,200
19-012-001-3	ALLWORTH,LLC	9	ASCENSION ST	\$ 53,500
22-020-0000A	BARBER AVENUE REALTY LLC	21	ASHBURNHAM RD	\$ 54,800
23-016-00002	GOLD STAR ASSOCIATES LLC	0	ROLAND RD	\$ 47,000
26-012-25-30	HOLY CROSS HILL REALTY LLC	0	COONAN ST	\$ 45,600
27-007-0024A	CAC PROPERTIES LLC	10	SOUTH EDLIN ST	\$ 47,200
28-036-00011	243 STAFFORD STREET HOLDINGS LLC	17	CUBA RD	\$ 50,700
29-003-00002	BONNIE INVESTMENT GROUP LLC	0	STEELE ST	\$ 53,400
29-038-00038	HENCHEY LLC	39	UPLAND ST	\$ 53,200
32-004-00032	BHR DEVELOPMENT LLC	1	OGDEN TER	\$ 59,400
32-011-00008	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 29,700
32-011-00010	WHIPPOOR LLC	0	WHIPPOORWILL DR	\$ 29,500
32-011-00011	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 41,600
32-011-00012	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 41,600
32-011-0001A	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 41,200
32-011-0001B	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 41,600

32-011-0002A	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 32,100
32-011-0002B	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 31,600
32-011-0003A	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 30,900
32-011-0003B	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 31,800
32-011-0004A	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 32,300
32-011-0004B	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 33,400
32-011-0005A	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 22,000
32-011-0005B	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 31,900
32-011-0006A	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 24,200
32-011-0006B	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 21,300
32-011-0007A	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 29,900
32-036-01+4A	M MCDERMOTT CONSTRUCTION COMPANY LLC	2	TYSON RD	\$ 88,976
34-037-78-81	RESCUE REO.COM LLC	9	SIDNEY AVE	\$ 53,400
35-26B-61+62	SILVA NEWTON ST LLC	44	BRIDGEPORT ST	\$ 44,400
35-26B-72-75	SILVA NEWTON ST LLC	47	BRIDGEPORT ST	\$ 44,600
35-26B-76+77	SILVA NEWTON ST LLC	43	BRIDGEPORT ST	\$ 34,500
41-027-00071	RESCUERE.COM LLC	12	NATHANIEL CT	\$ 53,300
42-023-58+59	MADDJACK REALTY LLC	23	PASSWAY FIVE	\$ 36,500
45-004-00082	ALMIRA LLC	11	AURILLA ST	\$ 41,200
46-004-00001	SKYE PEAK LLC	25	CADORNA RD	\$ 49,700
47-004-00060	79 JOPPA ROAD LLC	79	JOPPA RD	\$ 55,300
48-011-10+11	RICHMOND REBBOLI LLC	7	REBBOLI RD	\$ 59,300
53-003-00003	BIRCH TAX SERVICES LLC	625	BURNCOAT ST	\$ 54,600
46-019-00050	KLA HOLDINGS LLC	21	SEATTLE ST	\$ 76,400
29-11A-0107R	ARBORETUM VILLAGE LLC	0	INDIGO CIR	\$ 29,600
29-11A-0107L	ARBORETUM VILLAGE LLC	0	INDIGO CIR	\$ 25,200
29-11A-0106L	ARBORETUM VILLAGE LLC	0	INDIGO CIR	\$ 29,500
29-11A-0106R	ARBORETUM VILLAGE LLC	0	INDIGO CIR	\$ 25,500
29-11A-0105L	ARBORETUM VILLAGE LLC	43	BITTERSWEET BLVD	\$ 23,600
29-11A-0105R	ARBORETUM VILLAGE LLC	45	BITTERSWEET BLVD	\$ 21,200
29-11A-0104R	ARBORETUM VILLAGE LLC	49	BITTERSWEET BLVD	\$ 29,600
29-11A-0104L	ARBORETUM VILLAGE LLC	47	BITTERSWEET BLVD	\$ 21,500
29-11A-0103L	ARBORETUM VILLAGE LLC	51	BITTERSWEET BLVD	\$ 29,400
29-11A-0103R	ARBORETUM VILLAGE LLC	53	BITTERSWEET BLVD	\$ 25,100
29-11A-0102R	ARBORETUM VILLAGE LLC	57	BITTERSWEET BLVD	\$ 29,600
29-11A-0102L	ARBORETUM VILLAGE LLC	55	BITTERSWEET BLVD	\$ 29,400
29-11A-0101L	ARBORETUM VILLAGE LLC	59	BITTERSWEET BLVD	\$ 29,700
29-11A-0101R	ARBORETUM VILLAGE LLC	61	BITTERSWEET BLVD	\$ 29,100
29-11A-0100R	ARBORETUM VILLAGE LLC	65	BITTERSWEET BLVD	\$ 27,400
29-11A-0100L	ARBORETUM VILLAGE LLC	63	BITTERSWEET BLVD	\$ 24,400
29-11A-0099R	ARBORETUM VILLAGE LLC	0	BITTERSWEET BLVD	\$ 29,400
29-11A-0099L	ARBORETUM VILLAGE LLC	0	BITTERSWEET BLVD	\$ 21,000
29-11A-0098L	ARBORETUM VILLAGE LLC	0	BITTERSWEET BLVD	\$ 26,600
29-11A-0098R	ARBORETUM VILLAGE LLC	0	BITTERSWEET BLVD	\$ 21,100
29-11A-0097R	ARBORETUM VILLAGE LLC	0	BITTERSWEET BLVD	\$ 21,800
29-11A-0097L	ARBORETUM VILLAGE LLC	0	BITTERSWEET BLVD	\$ 22,000
29-11A-0092R	ARBORETUM VILLAGE LLC	22	SNOWBERRY CIR	\$ 29,700
29-11A-0092L	ARBORETUM VILLAGE LLC	24	SNOWBERRY CIR	\$ 29,400
29-11A-0091R	ARBORETUM VILLAGE LLC	0	SNOWBERRY CIR	\$ 24,000
29-11A-0091L	ARBORETUM VILLAGE LLC	0	SNOWBERRY CIR	\$ 29,700
29-11A-0090R	ARBORETUM VILLAGE LLC	0	SNOWBERRY CIR	\$ 21,100
29-11A-0090L	ARBORETUM VILLAGE LLC	0	SNOWBERRY CIR	\$ 21,500
29-11A-0089R	ARBORETUM VILLAGE LLC	10	SNOWBERRY CIR	\$ 21,000
29-11A-0089L	ARBORETUM VILLAGE LLC	12	SNOWBERRY CIR	\$ 21,000
29-11A-00087	ARBORETUM VILLAGE LLC	0	BITTERSWEET BLVD	\$ 21,900
04-002-00002	O+G REALTY LLC	73	WALL ST	\$ 43,900

17-024-203-6	CLEB LLC	0	KIARA DRIVE	\$ 58,800
17-024-2035R	CLEB LLC	16	KIARA DRIVE	\$ 59,400
17-024-2035L	CLEB LLC	18	KIARA DRIVE	\$ 65,800
28-024-0022A	MAVERICK DEVELOPMENT COMPANY LLC	214	CLOVER ST	\$ 49,300
38-017-1A-13	ST ANTHONY REALTY LLC	42	MODOC ST	\$ 85,000
38-017-1A-12	ST ANTHONY REALTY LLC	44	MODOC ST	\$ 90,000
38-017-1A-11	ST ANTHONY REALTY LLC	46	MODOC ST	\$ 119,200
38-017-1A-08	ST ANTHONY REALTY LLC	49	MODOC ST	\$ 117,700
38-017-1A-07	ST ANTHONY REALTY LLC	47	MODOC ST	\$ 109,200
29-003-45+48	TEN REALTY LLC	0	KEACH AVE	\$ 100,600
32-011-0011B	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 41,300
32-011-0012B	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 45,100
29-11A-0087R	ARBORETUM VILLAGE LLC	0	BITTERSWEET BLVD	\$ 18,200
03-026-00006	256-258 PLEASANT STREET LLC	5	NEWBURY ST	\$ 10,300
04-006-00017	BRANDED REALTY GROUP LLC	80	WALL ST	\$ 6,000
07-008-00001	LINETT LLC	35	ILLINOIS ST	\$ 2,300
07-016-00033	229 CANTERBURY ST LLC	217	CANTERBURY ST	\$ 4,300
18-039-00012	341 HAMILTON STREET LLC	335	HAMILTON ST	\$ 6,800
18-040-00003	PREMIER RENTAL PROPERTIES LLC	344	HAMILTON ST	\$ 5,000
22-008-00011	HSM INVESTMENT,LLC	2	DODGE PARK RD	\$ 8,000
25-52B-00001	VERTICAL BRIDGE TOWERS III LLC	28	HICKORY DR	\$ 7,700
25-52B-00003	VERTICAL BRIDGE TOWERS III LLC	16	HICKORY DR	\$ 9,800
29-026-00064	ARBORETUM VILLAGE LLC	39	KEACH AVE	\$ 8,700
32-011-0007B	WHIPPOOR LLC	0	DANIELLE'S WAY	\$ 12,600
33-019-00214	GAR REALTY TRUST LLC	10	LUTHER AVE	\$ 11,200
35-005-00241	NORMANDIN GROUP LLC	0	SUNSET TER	\$ 9,600
36-037-00069	BAYSTATE HOMECRAFTERS,LLC	1	LAVIN ST	\$ 7,800
37-021-00010	969 MAIN REALTY LLC	81	BROOKS ST	\$ 4,500
38-004-00450	SOUTHWEST PROPERTIES, LLC	33	ELMIRE AVE	\$ 61,200
41-010-0022A	EKV REALTY LLC	0	EK CT	\$ 2,200
41-010-0032A	EKV REALTY LLC	13	VIKING TER	\$ 2,800
45-003-0002A	HAPPY HEN PROPERTIES LLC	11	PARK HILL RD	\$ 15,800
45-004-0014B	ALMIRA LLC	4	AURILLA ST	\$ 10,300
45-004-12+13	ALMIRA LLC	2	AURILLA ST	\$ 8,200
45-022-00159	REAL ESTATE ALTERNATIVES LLC	6	HJELM AVE	\$ 9,500
50-008-0016B	VANGELLA REAL ESTATE,LLC	8	BREWER ST	\$ 7,800
28-034-0019A	FIRST HORIZON LLC	3	EAMES AVE	\$ 1,400
41-012-00029	FIRST HORIZON LLC	3	BAY EDGE DR	\$ 1,300
46-010-01-01	GFV122 LLC	430	PLANTATION ST	\$ 9,900
29-11A-90-01	ARBORETUM VILLAGE LLC	0	HONEYSUCKLE RD	\$ 5,800
29-11A-90-02	ARBORETUM VILLAGE LLC	0	HONEYSUCKLE RD	\$ 9,500
29-11A-90-03	ARBORETUM VILLAGE LLC	0	SOPHIA DR	\$ 14,700
01-01B-16A+B	LANCASTER ISLAND, LLC	60	LANCASTER ST	\$ 7,100
42-034-29-0A	ROGI INVESTMENT GROUP, LLC	57	THIRD ST	\$ 5,700
29-045-00FRD	ARBORETUM VILLAGE LLC	0	SARAH DR	\$ 4,500
50-021-0000A	EVERLAST REALTY LLC	203	MORELAND ST	\$ 10,100
17-045-323-A	496 HAMILTON STREET LLC	496	HAMILTON ST	\$ 23,000
38-017-1A-10	ST ANTHONY REALTY LLC	52	MODOC ST	\$ 119,800
03-022-00015	GSD HOLDINGS LLC	18	OXFORD ST	\$ 326,300



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may02115908

Attachment for Item # 10.35 A

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend adoption of a resolution to file, accept, and expend a grant in the amount of Five Hundred Fifty Nine Thousand Three Hundred Dollars And No Cents (\$559,300.00) from the Massachusetts Executive Office of Elder Affairs under the Councils on Aging Formula Grant program, as requested by Dr. Matilde Castiel, Health and Human Services Commissioner.

The amendment represents an increase in the resolution amount adopted on January 24, 2023 and provides essential supplementation to the tax levy budget supporting the operation of the Worcester Senior Center managed by the Division of Elder Affairs.

Respectfully submitted,

Eric D. Batista  
City Manager



# CITY OF WORCESTER, MASSACHUSETTS

Department of Health and Human Services

Matilde Castiel, MD  
Commissioner of Health &  
Human Services

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**To:** Eric D. Batista, City Manager  
**From:** Matilde Castiel, MD, Commissioner of Health & Human Services  
**Date:** May 7, 2024  
**Re:** Finance Request

I respectfully recommend adoption of a resolution to amend, file, accept and expend a grant in the amount of Five Hundred Fifty Nine Thousand Three Hundred Dollars And No Cents (\$559,300.00) from the Massachusetts Executive Office of Elder Affairs under the Councils on Aging Formula Grant program, as requested by Amy Waters, Elder Affairs Director.

This annual grant includes a \$29,300 increase over the amount of the original resolution adopted on January 24, 2023. The increase will assist in covering the costs of nutrition services and equipment as well as heavy duty floor mats for the Worcester Senior Center.

Sincerely,

A handwritten signature in cursive script that reads "Matilde Castiel MD".

Matilde Castiel, MD  
Commissioner of Health & Human Services



**A RESOLUTION TO AMEND, FILE AND ACCEPT COUNCIL ON AGING  
GRANT FUNDING OF UP TO FIVE HUNDRED AND FIFTY NINE THOUSAND  
THREE HUNDRED DOLLARS AND NO CENTS (\$559,300.00) FROM THE  
MASSACHUSETTS EXECUTIVE OFFICE OF ELDER AFFAIRS FOR FY'2024**

WHEREAS: The Commonwealth of Massachusetts Executive Office of Elder Affairs awards Formula and Service Incentive Grants to Councils on Aging across the State;

WHEREAS: The Department of Health and Human Services, Division of Elder Affairs, through a City ordinance, is an established Council on Aging;

WHEREAS: The City Manager through the Department of Health and Human Services, Division of Elder Affairs receives funding via a ten year contract with the Commonwealth of Massachusetts Executive Office of Elder Affairs which is effective through June 30, 2032;

WHEREAS: The Commonwealth of Massachusetts increased the formula for the FY'24 grant resulting in a total of \$559,300 to fund services for the City's elderly citizens, thus requiring this amendment to increase the original amount from \$530,000;

WHEREAS: Services to be funded may include but are not limited to senior services and outreach, training, as well as senior center operations, capital and/or program costs;

WHEREAS: The additional \$29,300 will assist in covering the costs of the nutrition services and equipment, as well as heavy duty floor mats.

WHEREAS: No matching funds and staffing is required from the City of Worcester;

NOW, THEREFORE, BE IT:

1. That the City Manager be and is hereby authorized to file grant information as may be required by the Commonwealth of Massachusetts Executive Office of Elder Affairs;
3. That the City Manager be and is hereby authorized to accept grant funds and execute contracts, and any amendments thereto, in order to carry out the terms, purposes, and conditions of the Commonwealth of Massachusetts;
4. That the City Manager be and is hereby authorized to take other such actions as deemed necessary to carry out the terms, purposes, and conditions of grants awarded by the Commonwealth of Massachusetts.



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may02115928

Attachment for Item # 10.35 B

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend adoption of a resolution to file, accept, and expend a grant in an amount up to Two Hundred Thirty Two Thousand Two Hundred Thirty Dollars And No Cents (\$232,230.00) from the U.S. Department of Energy, under the Energy Efficiency and Conservation Block Grant Program.

Respectfully submitted,

Eric D. Batista  
City Manager

To: Eric Batista, City Manager

From: John Odell, Chief of Department of Sustainability & Resilience

CC: Julie Lynch, Chief of Department of Public Facilities; Jason Homer, Executive Director, Worcester Public Library

Date: May 7, 2024

Re: Energy Efficiency and Conservation Block Grant Application for the Worcester Public Library's Frances Perkins Branch building electrification project

The City of Worcester's Department of Sustainability and Resilience (DSR) has applied for funding in the amount of \$232,230.00 through the Federal Department of Energy under their Energy Efficiency and Conservation Block Grant (EECBG) program. This is a formula grant, funding, among other things, energy efficient equipment rebates.

The EECBG funding will be used to advance the City's goal of using 100% clean and affordable energy by 2030 as defined by the Green Worcester Plan. DSR is actively working to lower the City's emissions and transition us away from fossil fuels. With the EECBG and other funding sources, DSR, in cooperation with the Dept. of Public Facilities and the Worcester Public Library, will electrify and weatherize the Frances Perkins branch library – which has served the city for over 100 years and is a historically significant building. Specifically, the funds will help offset the costs of installing six efficient electric air-source heat pumps, removing the old gas boiler, insulating the attic, and pre-wiring the building for future electric vehicle charging stations. This will be the first project where we invest considerable funding for upgrading and electrifying an old municipal building. With an older portfolio of facilities, this project will be an important pilot demonstrating the City's commitment to sustainability and GWP goals, as well as a learning opportunity that will refine our approaches for electrifying other buildings going forward.

The Frances Perkins library serves residents from two [2] federally identified disadvantaged census tracts. Additionally, the library is located within a heat vulnerable area of the city. The HVAC investment will allow the library to become a cooling center for residents in the summer and will improve the indoor air-quality, further reducing environmental exposure.

The total cost of the project is estimated to be \$400,000, including National Grid electricity distribution upgrades. The EECBG award will partially fund the purchase and installation of the equipment. The rest of the project is being requested as part of the FY25 capital budget.

Sincerely,



John Odell

**A RESOLUTION TO FILE, ACCEPT, AND EXPEND A GRANT UP TO TWO HUNDRED THIRTY TWO THOUSAND TWO HUNDRED, THIRTY DOLLARS (\$232,230.00) FROM THE UNITED STATES DEPARTMENT OF ENERGY UNDER THEIR ENERGY EFFICENCY AND CONSERVATION BLOCK GRANT PROGRAM**

**WHEREAS:** The City of Worcester is committed to lowering its greenhouse gas emissions and using 100% clean and affordable energy by 2030 as affirmed in the Green Worcester Plan; and

**WHEREAS:** The United States Department of Energy is offering funding through the Energy Efficiency and Conservation Block Grant (EECBG) Program, which provides support for states and local governments in the United States to implement strategies to reduce their emissions and energy use; and

**WHEREAS:** The EECBG Program has a Voucher path, which is an umbrella term that encompasses the streamlined method for accessing EECBG Program formula awards through Technical Assistance vouchers and equipment rebates; and the voucher funds equipment rebate, which is a reimbursement for the purchase and installation of qualified energy efficiency and clean energy equipment in an amount not to exceed an eligible entity's EECBG Program formula award; and

**WHEREAS:** The City of Worcester seeks to apply the maximum formula award for the energy efficiency upgrades at the Francis Perkins Public Library, piloting its first building electrification project for an existing municipal building, in line with the Green Worcester Plan goals;

**NOW THEREFORE BE IT RESOLVED:**

1. That the City Manager be and is hereby authorized to accept grant funds and execute contracts and any amendment thereto, in order to carry out the terms, purposes, and conditions of the grant; and
2. That the City Manager be and is hereby authorized to take such other actions as are necessary to carry out the terms, purposes, and conditions of the grant.
3. That this resolution shall take effect upon passage.



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may02115947

Attachment for Item # 10.35 C

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend adoption of a resolution to accept a donation in the amount of Seventy Thousand Dollars And No Cents (\$70,000.00) from the Blue Cross Blue Shield Foundation of Massachusetts, to support the Fitness in the Parks program for the years 2024-2026.

Fitness in the Parks has been running for the last four years, with the goal of providing Worcester residents with free opportunities to engage in physical activity in parks throughout the city. In partnership with the YWCA Central MA and YMCA of Central MA, this program offers classes ranging from Zumba, boot camp, meditation, yoga, and more. This year, we are excited to be expanding the program into the fall and winter months, which will offer additional opportunities for residents to be active and engaged in their communities.

We look forward to bringing this important program to residents in our city again, and appreciate the dedication of Blue Cross Blue Shield MA to health equity and expanding opportunities for wellness.

Respectfully submitted,

Eric D. Batista  
City Manager



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**To:** Eric D. Batista, City Manager  
**From:** Matilde Castiel, MD  
**Date:** May 7, 2024  
**Re:** Fitness in the Parks

I respectfully request that the City Council accept \$70,000 in funding from the Blue Cross Blue Shield Foundation of Massachusetts for the City's Fitness in the Parks program. This funding will support Fitness in the Parks for the years 2024-2026. The City's Health and Human Services Department will coordinate this program as in previous years.

Entering into its fifth year, the Worcester Parks Summer Fitness Series is historically a summer program presented by the City of Worcester Department of Health & Human Services and Blue Cross Blue Shield of MA in partnership with YWCA Central Massachusetts and YMCA of Central Massachusetts. This program is held in parks throughout Worcester, with classes ranging from boot camp to basketball skills to Zumba. We believe every resident should have access to physical activity and wellness, and for this reason, classes are strategically held in zip codes based on a social vulnerability index. Last year, we registered over 200 individuals in Fitness in the Parks programming, and for 12 weeks held 10 classes per week at eight parks throughout Worcester. Classes included Hip Hop, Yoga, Bootcamp, Meditation, Realign & Relax, Boxing, Sports Drills, HIIT, and Zumba.

This year, we are excited to not only offer free classes during the summer, but also explore a pilot program of 4 additional weeks of in person classes during the fall.

The goal of this program is to provide Worcester residents with opportunities to engage in healthy eating, active living, community building, and spending the summer becoming a healthier Worcester.

Sincerely,

Matilde "Mattie" Castiel MD  
Commissioner of Health and Human Services  
City of Worcester

**A RESOLUTION TO ACCEPT A DONATION IN THE AMOUNT OF SEVENTY THOUSAND DOLLARS AND NO CENTS (\$70,000) RECEIVED FROM BLUE CROSS BLUE SHIELD MASSACHUSETTS FOUNDATION**

**WHEREAS:** The City of Worcester received a generous donation in the amount of Seventy Thousand Dollars and No Cents (\$70,000.00) from Blue Cross Blue Shield Massachusetts Foundation; and

**WHEREAS:** The City of Worcester acknowledges that the intended purpose of this donation is to support the Fitness in the Parks Program, which offers free group fitness classes across city parks for residents.

**NOW THEREFORE BE IT RESOLVED:**

1. That the City Manager be and is hereby authorized to accept said donation from Blue Cross Blue Shield Massachusetts Foundation.
2. That the City Manager be and is hereby authorized to take such other actions as are necessary to carry out the terms, purposes, and conditions of the donation.
3. That this resolution shall take effect upon passage.



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may02120001

Attachment for Item # 10.35 D

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend adoption of the attached resolution to apply for, accept, and expend a grant in the amount of Two Thousand Dollars and No Cents (\$2,000.00) from the National Network of Libraries of Medicine Region 7 (UMass Chan) Collection Equity.

The Worcester Public Library will use this grant to improve health literacy among foreign-language speakers by improving access to information to enable them to make informed decisions about their health.

Respectfully submitted,

Eric D. Batista  
City Manager





# CITY OF WORCESTER, MASSACHUSETTS

Public Library

Jason Homer  
Executive Director

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**To:** Eric D. Batista, City Manager  
**From:** Jason Homer, Executive Director  
**Date:** May 7, 2024  
**Re:** Finance Request

I respectfully recommend that City Council accept a grant in the amount of Two Thousand Dollars and No Cents (\$2,000.00) from the National Network of Libraries of Medicine Region 7 (UMass Chan) for Collection Equity.

The Worcester Public Library will use the grant for the purpose of improving health literacy among our foreign-language learners. The National Network of Library of Medicine (NNLM) mission is to improve the public health by improving the public's access to information to enable them to make informed decisions about their health.

Sincerely,

*Jason Homer*

Jason Homer  
Executive Director

**A RESOLUTION TO ACCEPT A GRANT FROM THE NATIONAL  
NETWORK OF LIBRARIES OF MEDICINE REGION 7 (UMASS CHAN) IN  
THE AMOUNT OF TWO THOUSAND DOLLARS AND NO CENTS  
(\$2,000.00) TO THE WORCESTER PUBLIC LIBRARY**

**WHEREAS:** The Worcester Public Library has applied for a grant from the National Network of Libraries of Medicine Region 7 (UMass Chan) in the amount of \$2,000.00.

**WHEREAS:** The Worcester Public Library intends to use this grant specifically for improving public access to information for our foreign-language speakers regarding their health and enable them to make informed decisions about their health.

**NOW THEREFORE BE IT RESOLVED:**

1. That the City Manager be and is hereby authorized to accept said grant from the National Network of Libraries of Medicine Region 7 (UMass Chan).
2. That the City Manager be and is hereby authorized to take such other actions as are necessary to carry out the terms, purposes, and conditions of the grant.
3. There is no match required of the City for this grant.
4. That this resolution shall take effect upon passage.



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may02120117

Attachment for Item # 10.35 E

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend adoption of a resolution to file, accept, and expend a grant in the amount of Thirty Four Thousand Six Hundred Seventy Four Dollars And Twenty Six Cents (\$34,674.26) from the Department of Fire Services under the FY24 Firefighter Safety Equipment Grant.

Respectfully submitted,

Eric D. Batista  
City Manager



# CITY OF WORCESTER, MASSACHUSETTS

Fire Department

Martin W. Dyer  
Fire Chief

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**To:** Eric D. Batista, City Manager

**From:** Martin W. Dyer, Fire Chief

**Date:** May 7, 2024

**Re:** Finance Request

I respectfully recommend adoption of a resolution to file, accept and expend a grant in the amount of Thirty Four Thousand Six Hundred Seventy Four Dollars And Twenty Six Cents (\$34,674.26) from the Department of Fire Services under the FY24 Firefighter Safety Equipment Grant.

These funds will be used to purchase thirteen (13) sets of personal protective equipment for firefighters.

Sincerely,

A handwritten signature in cursive script that reads "Martin W. Dyer".

Martin W. Dyer  
Fire Chief

**A RESOLUTION TO FILE, ACCEPT, AND EXPEND A GRANT UP TO THIRTY FOUR THOUSAND SIX HUNDRED SEVENTY FOUR DOLLARS AND TWENTY SIX CENTS (\$34,674.26) FROM THE DEPARTMENT OF FIRE SERVICES UNDER THE FY24 FIREFIGHTER SAFETY EQUIPMENT GRANT**

**WHEREAS:** The City of Worcester is committed to providing the Worcester Fire Department with equipment and gear necessary to perform their duties to the community; and

**WHEREAS:** The Department of Fire Services is offering funding for the purchase of firefighter turnout gear; and

**WHEREAS:** The City of Worcester has been awarded \$34,674.26 in funds from the FY24 Firefighter Safety Equipment grant for the purchase of such gear;

**NOW THEREFORE BE IT RESOLVED:**

1. That the City Manager be and is hereby authorized to accept grant funds and execute contracts and any amendment thereto; in order to carry out the terms, purposes, and conditions of the grant; and
2. That the City Manager be and is hereby authorized to take such other actions as are necessary to carry out the terms, purposes, and conditions of the grant.
3. This resolution shall take effect upon passage.



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may02120248

Attachment for Item # 10.35 F

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend adoption of a resolution to file, accept and expend a grant in the amount of Three Million Ten Thousand Two Hundred Eighty Seven Dollars And No Cents (\$3,010,287.00) from Massachusetts State 911 Department under the FY25 Support & Incentive Grant program to support continued operations and improvements of the Worcester Regional Emergency Communications Center.

Respectfully submitted,

Eric D. Batista  
City Manager



The City of  
**WORCESTER**

Department of Emergency Communications & Management  
Charles R. Goodwin, Commissioner  
2 Coppage Drive, Worcester, MA 01603  
P | 508-799-8606 F | 508-799-1389  
communications@worcesterma.gov

**To:** Eric Batista, City Manager  
**From:** Charles R. Goodwin, Commissioner  
**Date:** May 7, 2024  
**Re:** Finance Request

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Through the Massachusetts Executive Office of Public Safety and Security's State 911 Department, a grant opportunity has been made available to assist Primary Public Safety Answering Points (PSAPs) and Regional Emergency Communication Centers to support those centers with providing enhanced 9-1-1 services and to encourage the continued development of regional communications centers. This grant, entitled the FY2025 Support and Incentive Grant, is made available to qualified Public Safety Answering Points and Regional Emergency Communication Centers.

The Worcester Regional Emergency Communications Center is eligible to apply for up to three million, ten thousand, two hundred eighty-seven dollars and no cents (\$3,010,287.00) through this program. This grant is a reimbursement program that does not require a local match. If awarded, the Department of Emergency Communications and Emergency Management intends to use these funds to support the continued operations and improvements of its 9-1-1 center.

I have attached a resolution to file and accept this grant for Council consideration. Please let me know if you have any questions.

Respectfully Submitted,

Charles R. Goodwin  
Commissioner

**RESOLUTION TO FILE AND ACCEPT A FY 2025 PUBLIC SAFETY ANSWERING POINT AND REGIONAL EMERGENCY COMMUNICATION CENTER SUPPORT AND INCENTIVE GRANT WITH THE MASSACHUSETTS EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY**

**WHEREAS:** The Massachusetts Executive Office of Public Safety and Security's State 911 Department is making grant funds available to cities and towns to assist Primary Public Safety Answering Points (PSAP's) and regional emergency centers in providing enhanced 911 services and to encourage the development of regional PSAPs, regional secondary PSAPs and regional emergency communication centers; and

**WHEREAS:** The City of Worcester is a Primary Regional PSAP, which is defined as one equipped with automatic number identification displays and is the first point of reception of a 911 call. It serves the both the City of Worcester and the Town of Leicester; and,

**WHEREAS:** Funding amounts are based upon a formula, which includes population served, and call volume. The City is eligible to apply for up to \$3,010,287.00; and,

**WHEREAS:** There are no match requirements for this program; and

**WHEREAS:** The City's Communications Department intends to utilize these funds for enhanced 911 telecommunications personnel and operational costs; and

**WHEREAS:** The Communications Department will work to submit an application,

**NOW THEREFORE, BE IT RESOLVED:**

1. That the City Manager be and is hereby authorized to file a grant application with the Massachusetts Executive Office of Public Safety and Security, State 911 Department;
2. That the City Manager be and is hereby authorized to file information as required by the Massachusetts Executive Office of Public Safety and Security, State 911 Department;
3. That the City Manager be and is hereby authorized to accept grant funds, execute contracts, and any amendments thereto, to carry out the terms, purposes, and conditions of the Massachusetts Executive Office of Public Safety and Security, State 911 Department;
4. That the City Manager be and is hereby authorized to take such other actions as are necessary to carry out the terms, purposes, and conditions of the grant administered by the Massachusetts Executive Office of Public Safety and Security, State 911 Department;
5. That this resolution shall take effect upon passage.





Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may02120301

Attachment for Item # 10.35 G

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend adoption of a resolution to file, accept, and expend a grant in the amount of Five Thousand Dollars And No Cents (\$5,000.00) from Massachusetts Emergency Management Agency under the FFY23 HSPG-CCP Grant program to support training and equipment for the Worcester Community Emergency Response Team.

Respectfully submitted,

Eric D. Batista  
City Manager



The City of  
**WORCESTER**

Department of Emergency Communications & Management  
Charles R. Goodwin, Commissioner  
2 Coppage Drive, Worcester, MA 01603  
P | 508-799-8606 F | 508-799-1389  
communications@worcesterma.gov

**To:** Eric D. Batista, City Manager  
**From:** Charles Goodwin, Commissioner  
**Date:** May 7, 2024  
**Re:** Finance Request – FFY23 HSPG-CCP Grant

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I respectfully recommend adoption of a resolution to file, accept, and expend a grant in the amount of Five Thousand Dollars and Zero Cents (\$5,000.00) from the Massachusetts Emergency Management Agency under the FFY23 Homeland Security Grant Program – Citizen Corps Program (HSGP-CCP).

The HSGP-CCP provides funds to assist local and regional Community Emergency Response Team (CERT) organizations in preparing for threats and hazards and obtaining the resources and capabilities required to support FEMA's National Preparedness Goal's Mission Areas and Core Capabilities.

This is a reimbursement grant program that does not require cost sharing or in-kind matches. Please feel free to contact me if you have any questions about this opportunity.

Sincerely,

Charles R. Goodwin  
Commissioner

**A RESOLUTION TO FILE AND ACCEPT AN FFY23 HOMELAND SECURITY  
GRANT PROGRAM – CITIZEN CORPS PROGRAM (HSGP-CCP) GRANT THROUGH  
THE MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY**

**WHEREAS:** The U.S. Department of Homeland Security (DHS) is making FFY2023 HSGP Citizens Corps Program grant funds available to assist local and regional Community Emergency Response Team (CERT) organizations in preparing for threats and hazards and obtaining the resources and capabilities required to support the National Preparedness Goal’s Mission Areas and Core Capabilities through its award to the Massachusetts Emergency Management Agency; and,

**WHEREAS:** The City of Worcester is eligible to apply for up to \$5,000.00 in available funding through the Massachusetts Emergency Management Agency; and,

**WHEREAS:** The City of Worcester’s Department of Emergency Communications, Division of Emergency Management is the lead agency for the city’s Community Emergency Response Team (CERT) program; and,

**WHEREAS:** The City of Worcester Department of Emergency Communications, Division of Emergency Management Division will develop the grant proposal and budget and submit an application; and,

**WHEREAS:** There is no cost sharing or match requirement for this grant.

**NOW THEREFORE BE IT RESOLVED:**

1. That the City Manager be and is hereby authorized to file a contract with the Massachusetts Emergency Management Agency;
2. That the City Manager be and is hereby authorized to file information required by the Massachusetts Emergency Management Agency;
3. That the City Manager be and is hereby authorized to accept funds and execute contracts, and any amendments thereto, in order to carry out the terms, purposes, and conditions of the Massachusetts Emergency Management Agency;
4. That the City Manager be and is hereby authorized to take other such actions as deemed necessary to carry out the terms, purposes, and conditions of the contract administered by the Massachusetts Emergency Management Agency.



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may03091243

Attachment for Item # 10.35 H

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend adoption of a resolution to accept with gratitude a donation of a 2008 Chevrolet Express van with a value of approximately Eight Thousand Five Hundred Dollars And No Cents (\$8,500.00) from the Worcester Fire Brigade Pipes & Drums, Inc.

Respectfully submitted,

Eric D. Batista  
City Manager



# CITY OF WORCESTER, MASSACHUSETTS

Fire Department

Martin W. Dyer  
Fire Chief

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**To:** Eric D. Batista, City Manager

**From:** Martin W. Dyer, Fire Chief

**Date:** May 7, 2024

**Re:** Finance Request

I respectfully recommend adoption of a resolution to accept with gratitude a donation of a 2008 Chevrolet Express van with a value of approximately Eight Thousand Five Hundred Dollars And No Cents (\$8,500.00) from the Worcester Fire Brigade Pipes & Drums, Inc.

The van is in clear ownership of the band and is being donated to the department for any purpose and without restriction. The department thanks the Worcester Fire Brigade Pipes & Drums, Inc. for their donation.

Sincerely,

A handwritten signature in black ink that reads "Martin W. Dyer".

Martin W. Dyer  
Fire Chief

**A RESOLUTION TO ACCEPT A DONATION OF VAN WITH A VALUE OF EIGHT  
THOUSAND FIVE HUNDRED DOLLARS AND NO CENTS (\$8,500.00) AS RECEIVED FROM  
THE WORCESTER FIRE BRIGADE PIPES & DRUMS, INC**

**WHEREAS:** The Worcester Fire Department received a donation of a van; and

**WHEREAS:** The value of the donation is eight thousand five hundred dollars and no cents (\$8,500.00);  
and

**WHEREAS:** The Worcester Fire Department is grateful for this donation.

**NOW THEREFORE BE IT RESOLVED:**

1. That the Fire Chief be and is hereby authorized to accept said donation from the Worcester Fire Brigade Pipes & Drums, Inc.
2. That the Fire Chief be and is hereby authorized to take such other actions as are necessary to carry out the terms, purposes, and conditions of the donation.
3. That this resolution shall take effect upon passage.



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may02120059

Attachment for Item # 10.36 A

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend that Ten Thousand Dollars and No Cents (\$10,000.00) be transferred from Cost Center Account #CC1020-600100, Inspectional Services Salaries, and be appropriated to Cost Center Account #CC1020-601100, Inspectional Services Overtime, to provide funding for departmental overtime costs through the remainder of Fiscal Year 2024.

Respectfully submitted,

Eric D. Batista  
City Manager



The City of  
**WORCESTER**  
Inspectional Services Department

Inspectional Services Department  
Christopher Spencer, Commissioner  
25 Meade Street | Worcester, MA 01610  
P | 508.799.1198 X 33076  
E | [spencerc@worcesterma.gov](mailto:spencerc@worcesterma.gov)

## MEMORANDUM

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TO: ERIC D. BATISTA, CITY MANAGER  
FROM: CHRISTOPHER P. SPENCER, COMMISSIONER  
DATE: MAY 7, 2024  
SUBJECT: FINANCE REQUEST

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I respectfully request Ten Thousand Dollars and No Cents (\$10,000.00) be transferred from Cost Center Account #1020-600100 Inspectional Services Salaries to Cost Center Account #1020-601100 Inspectional Services Overtime Budget.

The transfer will ensure that the Department of Inspectional Services can continue after-hour community and emergency operations. Staff members work regular overtime to conduct these after-hour inspections, as well as attending several neighborhood meetings.

*Christopher P. Spencer*





Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may03091324

Attachment for Item # 10.36 B

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend that Two Hundred Seventy Seven Thousand Six Hundred Thirty Five Dollars and Twenty Five Cents (\$277,635.25) be transferred from the following CDBG Accounts:

<b>Account</b>	<b>Description</b>	<b>Amount</b>
GRT-101125	GKH Debt	<u>\$277,635.25</u>
	<b>Total</b>	<b>\$277,635.25</b>

and be appropriated to:

<b>Account</b>	<b>Description</b>	<b>Amount</b>
GRT-101142	Affordable Housing	<u>\$277,635.25</u>
	<b>Total</b>	<b>\$277,635.25</b>

to provide sufficient funding for additional contracts for the Affordable Housing Program, as received from Peter Dunn, Chief Development Officer, and forwarded for the consideration of your Honorable Body.

Respectfully submitted,

Eric D. Batista  
City Manager



The City of  
**WORCESTER**

Executive Office of Economic Development  
Peter Dunn, Chief Development Officer  
City Hall, 455 Main Street, Worcester, MA 01608  
P | 508-799-1400 F | 508-799-1406  
development@worcesterma.gov

TO: Eric D. Batista, City Manager  
FROM: Peter Dunn, Chief Development Officer  
DATE: May 7, 2024  
RE: Finance Item – Transfer of Funds

---

I respectfully recommend that Two Hundred Seventy-Seven Thousand Six Hundred Thirty-Five Dollars and Twenty-Five Cents (\$277,635.25) be transferred from the following CDBG Accounts: to provide sufficient funding for additional contracts for the Affordable Housing Program.

Workday Account	Account Description	Amount
GRT-101125	GKH Debt	\$277,635.25
	Total	\$277,635.25

and be appropriated to

Workday Account	Account Description	Amount
GRT-101142	Affordable Housing	\$277,635.25
	Total	\$277,635.25

Sincerely,

Peter Dunn  
Chief Development Officer



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may03091627

Attachment for Item # 10.36 C

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend that Five Hundred Thousand Dollars And No Cents (\$500,000.00) be transferred from Cost Center #CC1072-610100, City Manager's Contingency, and be appropriated to Cost Center #CC1044-601100, Fire Overtime, to provide sufficient overtime funding through the remainder of Fiscal Year 2024.

Respectfully submitted,

Eric D. Batista  
City Manager



# CITY OF WORCESTER, MASSACHUSETTS

Fire Department

Martin W. Dyer  
Fire Chief

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**To:** Eric D. Batista, City Manager

**From:** Martin W. Dyer, Fire Chief

**Date:** May 7, 2024

**Re:** Finance Request

I respectfully recommend that Five Hundred Thousand Dollars And No Cents (\$500,000.00) be transferred from Cost Center #CC1072-610100, City Manager Contingency, and be appropriated to Cost Center #CC1044-601100, Fire Overtime in order to maintain department operations.

Sincerely,

A handwritten signature in black ink that reads "Martin W. Dyer".

Martin W. Dyer  
Fire Chief



Eric D. Batista  
City Manager

CITY OF WORCESTER

Attachment for Item # 10.36 10.36 D  
D

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully request One Hundred Eleven Thousand Dollars and No Cents (\$111,000.00) be transferred from Cost Center #CC1004-610100, Economic Development Ordinary Maintenance, and be appropriated to Cost Center #CC1004-699399, Economic Development Capital Outlay, in order to facilitate the open space land acquisition at 0 Ararat Street, which will be supported by the Commonwealth's Land Grant program, as received from Peter Dunn, Chief Development Officer.

Respectfully submitted,

Eric D. Batista  
City Manager



The City of  
**WORCESTER**

Executive Office of Economic Development  
Peter Dunn, Chief Development Officer  
City Hall, 455 Main Street, Worcester, MA 01608  
P | 508-799-1400 F | 508-799-1406  
development@worcesterma.gov

TO: Eric D. Batista, City Manager  
FROM: Peter Dunn, Chief Development Officer  
DATE: May 7, 2024  
RE: Finance Item – Transfer of Funds

---

I respectfully request One Hundred Eleven Thousand Dollars and No Cents (\$111,000.00) be transferred from Cost Center #CC1004 610100, Economic Development Ordinary Maintenance, and be appropriated to Cost Center #CC1004 699399, Economic Development Capital Outlay, in order to facilitate the open space land acquisition at 0 Ararat Street, which will be supported by the Commonwealth's Land Grant program.

Sincerely,

Peter Dunn  
Chief Development Officer



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may02120158

Attachment for Item # 10.37 A

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend that Four Hundred Thirty Seven Dollars And Eight Cents (\$437.08) be authorized from Fiscal Year 2024 Cost Center CC1038, Police Department Ordinary Maintenance, for the payment of prior year invoices, as described in the attached memo from Paul B. Saucier, Interim Chief of Police.

Respectfully submitted,

Eric D. Batista  
City Manager



The City of  
**WORCESTER**

Police Department  
Paul B. Saucier, Interim Chief of Police  
9-11 Lincoln Square, Worcester, MA 01608  
P | 508-799-8600 F | 508-799-8680  
WPD@worcesterma.gov

To: Eric D. Batista, City Manager  
From: Paul B. Saucier, Interim Chief of Police  
Date: May 7, 2024  
Re: Finance Request

I respectfully request the authorization of Four Hundred Thirty-Seven Dollars and Eight Cents (\$437.08) for Police Department accounts for the payment of the following invoices from prior year purchase orders that did not have an appropriate remaining balance.

Vendor	Description	Amount
Stonewall Equine Services	Veterinarian Services	\$387.68
Tufts University	Veterinarian Services	\$49.40

Sincerely,

Paul B. Saucier





Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may03091203

Attachment for Item # 10.37 B

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend that Two Thousand Five Hundred Eighty Three Dollars and Thirty One Cents (\$2,583.31) be authorized from various Fiscal Year 2024 Department of Public Works & Parks Cost Centers for the payment of prior year invoices.

Respectfully submitted,

Eric D. Batista  
City Manager



# CITY OF WORCESTER, MASSACHUSETTS

Department of Public Works and Parks

Jay J. Fink, P.E.  
Commissioner of Public  
Works and Parks

**To:** Eric D. Batista, City Manager  
**From:** Jay J. Fink, P.E., Commissioner of Public Works and Parks  
**Date:** May 7, 2024  
**Re:** Finance Request

I respectfully recommend that Two Thousand Five Hundred Eighty Three Dollars and Thirty One Cents (\$2,583.31) be authorized from various Fiscal Year 2024 Department of Public Works & Parks Cost Centers for the payment of prior year invoices.

Listed below are prior Fiscal Year 2023 invoices that need to be paid with funding from Fiscal Year 2024.

<u>Vendor</u>	<u>Program</u>	<u>Cost Center</u>	<u>Amount</u>
ABM	PG10047	CC1025	\$2,062.46
Eversource	PG10270	CC1052	<u>520.85</u>
		Total	\$2,583.31

These invoices are FY23 invoices that were not received until this Fiscal Year 24.

Sincerely,

Jay J. Fink, P.E.  
Commissioner of Public Works and Parks



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may03091228

Attachment for Item # 10.37 C

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend that Six Thousand Dollars And No Cents (\$6,000.00) be authorized from Fiscal Year 2024 Cost Center #CC1031, Department of Innovation and Technology Ordinary Maintenance, to provide funding for the payment of a prior year invoice.

Respectfully submitted,

Eric D. Batista  
City Manager



# CITY OF WORCESTER, MASSACHUSETTS

Department of Innovation and Technology

Michael P. Hamel  
Chief Information Officer

---

**To:** Eric D. Batista, City Manager  
**From:** Michael P. Hamel, Chief Information Officer  
**Date:** May 7, 2024  
**Re:** Finance Request

I respectfully recommend that Six Thousand Dollars And No Cents (\$6,000.00) be authorized from Cost Center #CC1031, Department of Innovation and Technology Ordinary Maintenance, to provide funding for the payment of a prior year invoice for services from Presidio Networked Solutions.

Sincerely,

A handwritten signature in blue ink that reads "Michael P. Hamel".

Michael P. Hamel  
Chief Information Officer



Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may03031641

Attachment for Item # 10.38 A

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully recommend the adoption of a Loan Order in the amount of Eighty Six Million Two Hundred Twenty One Thousand Four Hundred Forty Four Dollars and No Cents (\$86,221,444.00) to pay for costs associated with projects and equipment, as approved in the Fiscal Year 2025 Capital Budget.

Respectfully submitted,

Eric D. Batista  
City Manager

THE COMMONWEALTH OF MASSACHUSETTS  
CITY OF WORCESTER

In City Council

LOAN ORDER  
(Capital Improvements & Purchases)

**Ordered:** That the sum of Eighty Six Million Two Hundred Twenty One Thousand Four Hundred Forty Four Dollars and No Cents (\$86,221,444.00) be appropriated to the following accounts to pay for costs associated with the following capital improvements, planning and equipment, as well as any related architectural and engineering services in connection therewith, and including any costs incidental or related thereto; provided however, that the City of Worcester may change the account numbers listed below and/or move funds from one account to another for administrative purposes without further amendment or approval from this Council, provided that such change and/or move does not alter the project for which the funds are hereby authorized to be expended:

<u>Account Number</u>	<u>Project Description</u>	<u>Amount</u>
LO-1424	Citywide Building Rehabilitation	\$6,395,000.00
LO-1425	Citywide Capital Equipment	8,321,444.00
LO-1426	Worcester Public Schools Building Rehabilitation	3,500,000.00
LO-1427	Worcester Public Schools Capital Equipment	500,000.00
LO-1428	Guardrails	100,000.00
LO-1429	Street Light Improvements	600,000.00
LO-1430	Traffic Signal Improvements	500,000.00
LO-1431	Street & Sidewalk Construction	15,000,000.00
LO-1432	Parks Improvements	9,955,000.00
LO-1433	Sewer Construction	18,480,000.00
LO-1434	Sewer Building Rehabilitation	350,000.00
LO-1435	Sewer Equipment	1,600,000.00
LO-1436	Water Building Rehabilitation	2,630,000.00
LO-1437	Water Capital Equipment	600,000.00
LO-1438	Water Mains	10,780,000.00
LO-1439	Water Meters	3,035,000.00
LO-1440	Reservoir Rehabilitation	1,025,000.00
LO-1441	Transportation & Mobility	1,500,000.00
LO-1442	Off-Street Parking	150,000.00
LO-1443	ESCo	1,200,000.00
	<b>Total</b>	<b>\$86,221,444.00</b>

That to meet this appropriation the City Treasurer, with the approval of the City Manager, is authorized to borrow the sum of Eighty Six Million Two Hundred Twenty One Thousand Four Hundred Forty Four Dollars and No Cents (\$86,221,444.00) under and pursuant to Chapter 44 of the General Laws, or any other enabling authority, and to issue bonds or notes of the City therefor.

Eric D. Batista  
City Manager



CITY OF WORCESTER

May 7, 2024

Attachment for Item # 10.39 A

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

In continuation of our collective efforts to build upon Worcester's standing as one of this country's great mid-sized cities, I submit to your Honorable Body the proposed Fiscal Year 2025 (FY25) operational and capital budgets. These budgets look to maintain our services and improve upon our operations while managing our resources with a clear understanding that the City must prepare for challenges ahead.

*Empowering Progress: Investing in Equity, Talent, and Culture*

When I was appointed City Manager in 2022, I discussed my strong belief in the potential of City government to serve as a voice for the Worcester community. Armed with a commitment to carefully consider our past and build a strategy for our future, I have been working with City Councilors, Cabinet, and my colleagues across the city to find ways to improve what we do and how we do it to ensure that it benefits all residents of Worcester. In furtherance of that effort, we have taken the time to reflect on how we think about equity, how we build talent, and how we strengthen our culture. While resources are thin, I believe this budget moves us forward on our path by continuing past progress and laying out the goals and objectives critical to our nascent strategic plan. With this Council's help, we will continue to ensure that we empower progress in a way that unlocks the full potential of Worcester's people and resources.

<b>Revenues</b>	<b>Final FY24 Budget</b>	<b>Proposed FY25 Budget</b>	<b>FY24/25 Change</b>	<b>Percentage Change</b>
Property Tax	377,780,173	396,160,848	18,380,675	4.9%
Local Receipts	52,827,468	56,665,950	3,838,482	7.3%
State Aid Education	367,359,158	387,183,357	19,824,199	5.4%
State Aid General	51,338,904	52,814,265	1,475,361	2.9%
MSBA/Other Available Funds	178,519	178,519	-	0.0%
Free Cash	17,739,514	-	(17,739,514)	-100.0%
<b>Total Revenues</b>	<b>867,223,736</b>	<b>893,002,939</b>	<b>25,779,203</b>	<b>3.0%</b>
<b>Expenditures</b>				
Education (WPS/Assessments)	505,898,599	532,960,820	27,062,221	5.3%
Fixed Costs	174,449,439	165,019,525	(9,429,914)	-5.4%
Contingency	4,186,285	6,677,731	2,491,446	59.5%
Public Safety	109,157,585	112,939,489	3,781,904	3.5%
Public Works & Parks	23,582,544	23,749,616	167,072	0.7%
Other Operational	49,949,285	51,655,758	1,706,473	3.4%
<b>Total Expenditures</b>	<b>867,223,736</b>	<b>893,002,939</b>	<b>25,779,202</b>	<b>3.0%</b>

The annual budget process begins with an analysis of the City's limited revenue streams. Overall revenues are projected to increase by \$25.8M from the FY24 Final Budget, or \$43.5M over the original FY24 Budget not including Budget Adjustments and Free Cash, for a total of \$893M. Revenue growth is experienced in the property tax (\$18.4M or 4.9%), state aid for education (\$19.8M or 5.4%), local receipts (\$3.8M or 7.3%), and local aid (\$1.5M or 2.9%). We anticipate solid growth in the property tax and are budgeting new growth of \$7.5M. State aid is based on the Governor's proposed budget, which will undoubtedly see changes as it navigates the legislative budget committees. The House of Representatives has already released its proposed budget which increases school funding by \$333K and reduces local aid by almost \$1M. Local receipts have been strong in FY24, and we're anticipating continued growth in Motor Vehicle Excise, Licenses & Permits, and especially Investment Income. While high Federal Reserve rates have a negative impact on the City's borrowing, there is a positive impact on the City's bank rates resulting in higher returns than in prior years.

Public budgets in Massachusetts must balance, which means that the \$893M in total projected revenues matches the \$893M in total projected expenditures. As with every year, the majority of this funding goes to education, with \$533M or approximately 60% committed to the Worcester Public Schools, charter schools, school choice, and special education. This represents a \$27M increase in education funding, of which \$23.8M is



dedicated to the Worcester Public Schools. The required increase in the local contribution – \$7.2M for a total of \$145.7M – is the highest in more than a decade. It is important to note that the budget also includes an estimated \$22M for school-related debt service – a number that is not accounted for under Chapter 70 education funding obligations. In that vein, we see increases in debt service (11.5%), pension obligations (2.8%), health insurance (3.3%), and other fixed costs that further impact our ability to direct funding to new or expanded services.

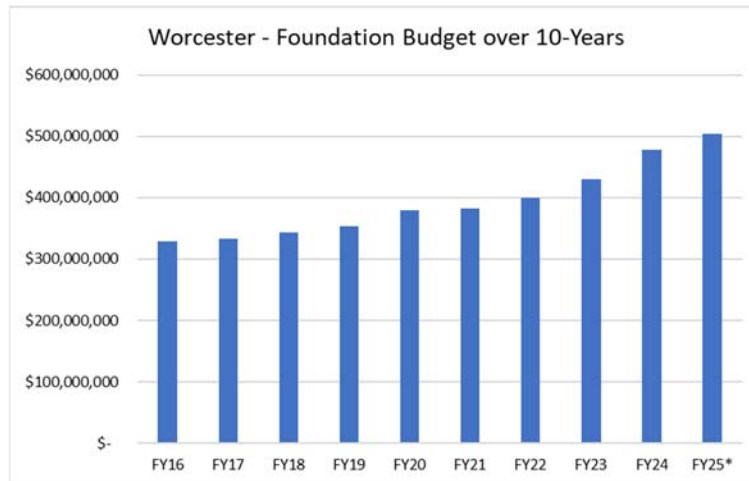
Like last year, I am also committed to providing a 3% Cost of Living Adjustment (COLA) to all staff, recognizing the challenging impact of inflation over the past few years. While non-negotiable to me, this more than \$4M cost understandably limits the amount of funds available for other priorities. At a far lesser scale, I am also committed to providing a 1.5% market adjustment to non-represented staff whose pay increases have not kept pace with collective bargaining agreements. As you know and have supported, over the years we have worked with unions to raise our minimum wage, increase those at the lowest end of the pay scale by two pay grades, provide no cost parking to all staff, and offer COLAs and adjustments to various unions that were not enjoyed by non-represented staff. Equity demands that we address the disparity. Finally, I am also proposing targeted increases to Cabinet. Members of the Cabinet have no automatic step increases and, except for COLAs, base pay for most has not changed for years. We reviewed compensation at some of our sister-cities across Massachusetts and we know our pay scale is flawed. Again, equity demands that we take action. During FY25 and into FY26, we are going to expand that analysis to all management and professional positions to ensure that disparities are addressed and differentials are appropriate.

The result of all these priorities is a budget that invests our limited resources where necessary and in a manner that prepares the City more strategically for the future.

## Key Investments

### *Education*

The vast majority of the City's increases were directed to Education. While State Aid for Education rose by \$19.8M, the City's own contribution from local funds increased by \$7.2M under the Chapter 70 formula. This continues a trend that has seen the City's local contribution to Education increase by more than \$20M over the past five years, while overall Chapter 70 Aid has increased by approximately \$100M. In Fiscal 2025, the Worcester Public Schools will receive \$485.7M, a \$23.8M increase over Fiscal 2024. Funding for Charter Schools, School Choice, and Special Education is at \$47.3M, an increase of \$3.2M over Fiscal 2024.

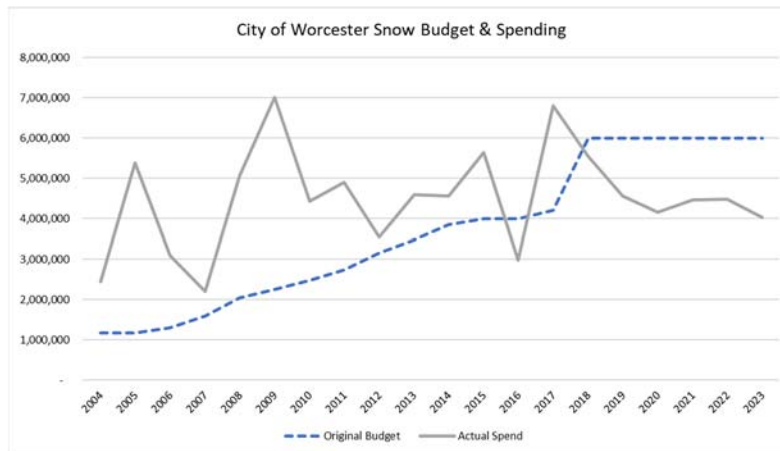


### *Fixed Costs*

Fixed Costs is a critical component of the City's annual budget calculations, including pensions, health insurance, and debt service. In FY25, Fixed Costs are anticipated to be \$165M, a decrease from the FY24 Final Budget due to Free Cash investments in the Bond Rating Stabilization Fund (\$9.5M) and the OPEB Trust Fund (\$5.7M). Without these one-time contributions, Fixed Costs have increased approximately \$5.8M year over year.

The largest increase in Fixed Costs is debt service, which rises nearly \$5M as a result of investments in new schools, parks, and streets and sidewalks. In order to manage this debt load, we must limit our borrowing and find new ways to build revenues and reserves.

I am proposing under separate cover enhancements to the Financial Integrity Plan to solidify our reserves, primarily with one-time revenues. The next largest increase is pensions, which grows by just over \$1M, followed closely by health insurance. We are experiencing some savings in Fixed Costs by reducing the Snow budget by \$500K based on historic utilization. In only two years in the past two decades – 2009 and 2017 – have expenditures exceeded the \$6M allowance for snow.



Funding of over \$20M to various stabilization funds and trusts is a critical element in our ongoing fulfillment of the City’s Financial Integrity Plan. Notable contributions within these funds includes \$9.8M to the New High School Construction Fund for increasing debt service related to South High Community School and Doherty Memorial High School, and \$480K to the North High Construction Fund. Over \$2.5M is allocated to the Capital Campaign Stabilization Fund which supports debt service on Worcester Technical High School, Forest Grove Middle School, and library and senior center renovations. The City’s two District Improvements Districts – CitySquare and Ballpark – have combined budgets of approximately \$7M, funded by incremental taxes, permit fees, and hotel/meals taxes. We continue to increase our contributions to the OPEB Reserve Fund by 10% annually as we carry out our long-term goal of addressing the approximately \$1.2B liability that OPEB poses.

The City’s Contingency Budget is high this year – \$6.7M – due to outstanding union negotiations. Contingency includes only a \$250K base for a neighborhood advocates program and other potential items that might arise throughout the year. However, it also

includes \$4M for COLAs for union employees awaiting new contracts and \$2.5M for prior-year retroactive payments upon contract execution.

### *Public Safety*

After education, public safety is the City's largest expense at \$113M or 12.7% of the FY25 Budget. This category includes Police, Fire, Inspectional Services, and Emergency Communications and reflects an approximately \$3.8M overall increase over FY24. Investments in public safety include new training opportunities in Police, as well as replacement safety equipment and firearms for officers. Police also includes a significant increase in OM to accommodate the demands of a temporary chiller while a longer-term HVAC solution is designed and implemented via the Capital Budget. In Fire, funds were proposed for a new staff position to improve our ability to review fire plans with a greater focus on hazardous processes, as well as a regrade of eight firefighter positions to enable a floating contingent that will reduce mandatory overtime due to mandated temporary promotions of other staff. In Inspectional Services, we're reestablishing the formal Building Commissioner position, adding one inspector for plumbing and gas work, enhancing the department's social work capacity, and finalizing our consolidation of licensing into department. In Emergency Communications, we're regrading certain positions to establish a clearer table of organization, adding three customer service representatives to both improve services and reduce demands on dispatchers, and incorporating an additional expectation of overtime due to lengthened work schedules.

### *Public Works & Parks*

The Department of Public Works & Parks (DPW&P) is the next highest expense at \$23.7M or 2.7% of the FY25 Budget. It reflects a \$167K increase over FY24. DPW&P includes a number of regrades and transfers to realign budgets and tables of organization, increases in overtime to reflect actuals, increases for utility expenses, and increases in park investments, especially in aquatics with the implementation of a new contract to manage staffing of the City's public pools. The City is anticipating a combined 3% increase in water and sewer rates, due to a 4% increase in obligations to the Upper Blackstone, as well as increasing costs for maintenance and repair, utilities, chemical supplies, software, and environmental services. The proposed rates represent a \$0.04 increase on the water rate

and a \$0.35 increase on the sewer rate, or approximately \$4.96 on the average quarterly household bill.

### *Other City Services*

While comprising relatively small percentages of the overall budget, there are many key departments that fulfill core elements of the City's mission due to passion and creativity. In Health & Human Services, we have increased staffing for veterans, we are funding our Youth Council, and we have moved national opioid settlement fund dollars to a special revenue fund offering an improved ability to strategically plan for long-term solutions. In Economic Development, we are preparing for a renewed zoning code while transitioning funding for Discover Central Massachusetts from the American Rescue Plan Act (ARPA) funding back to Ordinary Maintenance to continue our collective efforts to draw new visitors to Worcester and the DCU Convention Center & Arena. In Innovation & Technology, we are increasing our cybersecurity and expanding our presence in the cloud. Across the City, we are looking at reorganizations, efficiencies, technology, and other improvements so that we can continue to do more, and oftentimes more with less.

### *Centralization*

A key aspect of our efforts to do more with less is a strategic approach to centralization. While our City has varied responsibilities and diverse interests, it has one purpose captured by our theme of empowering progress. Progress means finding our voice, working together, and achieving the otherwise impossible. I am working with departments across the City to build centralized systems that will allow us to capitalize on expertise and provide efficiencies for departments to do more. The City Manager's Office serves as the hub of the City Administration, and therefore has an important responsibility defining and explaining all that we do. As part of that effort, I have worked to improve communications among departments, with City Council, with the media, and with the public at large. One element is the creation of a marketing and public relations team. This group, currently including writers and videographers, will continue to expand with the transfer of two positions from Innovation & Technology (DoIT) to the City Manager's Office to focus on web design and outreach, and one position from Public Health to continue to craft our message to the community. A team needs a leader, however, so I've added a

position into the FY25 Budget to serve as Director of Marketing & Public Relations. In HR, we are also looking to craft a team that can collaborate with City departments to recruit and retain a diverse, talented workforce. We have consolidated HR business partners from DPW&P and Police into HR, as well as a Risk Management position from DPW&P. We have added a Leave Management Specialist who can work with supervisors to manage paid leave and the impacts it has on operations. Our new Workday Human Capital Management (HCM) system, which is expected to go live in early 2025, will provide a centralized human resource system serving as a one-stop shop for staff and management alike. In Administration & Finance, we are taking the first steps to centralize procurement, building a system that will both serve and lead departments to ensure the highest value and the lowest price, with opportunities for vendors across the spectrum. We are also refunding the grants acquisition position in the Budget Office, providing centralized support for identifying and submitting grant applications. Finally, in DoIT, I am empowering our technological leads to truly lead on technology, working with departments to ensure that new technologies are innovative, integrated, and secure.

An operating budget is only one aspect of our financial planning. The capital budget has even more impact on our future than today's annual operating budget. Today's capital budget is tomorrow's debt service, as well as tomorrow's operating costs as it relates to utilities, maintenance, fuel, etc. Soliciting feedback from across City leadership, we are proposing an FY25 capital borrowing of \$136M, a significant portion of which is Massachusetts School Building Authority (MSBA)-related borrowing or enterprise/self-funded borrowing. Only \$41.8M of the capital budget represents tax levy operational needs, a decrease of almost \$5M from FY24. We have looked to invest in public safety vehicles, City facilities and energy efficiencies, the DCU, street and sidewalk design and construction, a plethora of park projects, and water and sewer needs. We are also investing in technology and equipment, to ensure our staff have the tools they need to do the work they do. One important note on schools. The Superintendent and I have had very productive conversations about the needs and limitations of our shared facilities. As you know, we have a significant number of school-related projects underway and are anticipating future movement on a new Burncoat Middle & High School. A few months ago, with your approval, I created a new School Capital Maintenance Fund to help support

school-related activities. As part of a longer-term strategy, for the next five years I am proposing the City increase its contribution to WPS facility needs by \$1M, supported by Community Development Block Grant dollars, as we look to find new and innovative sources for both City and School building investment.

*Empowering Progress*

I appreciate the City Council's consideration of these proposed budgets. Crafting a budget is a challenging process and few leave the table completely satisfied, myself included. There is always more we want to do. And in some cases, there is always more that we should do. But we face limited resources, and those limits are undoubtedly going to continue into the future. I believe this budget is a step forward in the right direction as we navigate the needs of today and the demands of tomorrow.

The Fiscal 2025 Operation and Capital Budgets are available on the City's website at the link below:

<http://www.worcesterma.gov/finance/budget-central>

Respectfully submitted,



Eric D. Batista  
City Manager



FISCAL YEAR 2025

# EMPOWERING PROGRESS: INVESTING IN EQUITY, TALENT, AND CULTURE

Annual Operating Budget



The City of  
Worcester

*Eric D. Batista, City Manager*



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The City of  
**WORCESTER**

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Eric D. Batista  
City Manager



CITY OF WORCESTER

May 7, 2024

Attachment for Item # 10.39 A

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

In continuation of our collective efforts to build upon Worcester's standing as one of this country's great mid-sized cities, I submit to your Honorable Body the proposed Fiscal Year 2025 (FY25) operational and capital budgets. These budgets look to maintain our services and improve upon our operations while managing our resources with a clear understanding that the City must prepare for challenges ahead.

*Empowering Progress: Investing in Equity, Talent, and Culture*

When I was appointed City Manager in 2022, I discussed my strong belief in the potential of City government to serve as a voice for the Worcester community. Armed with a commitment to carefully consider our past and build a strategy for our future, I have been working with City Councilors, Cabinet, and my colleagues across the city to find ways to improve what we do and how we do it to ensure that it benefits all residents of Worcester. In furtherance of that effort, we have taken the time to reflect on how we think about equity, how we build talent, and how we strengthen our culture. While resources are thin, I believe this budget moves us forward on our path by continuing past progress and laying out the goals and objectives critical to our nascent strategic plan. With this Council's help, we will continue to ensure that we empower progress in a way that unlocks the full potential of Worcester's people and resources.

<b>Revenues</b>	<b>Final FY24 Budget</b>	<b>Proposed FY25 Budget</b>	<b>FY24/25 Change</b>	<b>Percentage Change</b>
Property Tax	377,780,173	396,160,848	18,380,675	4.9%
Local Receipts	52,827,468	56,665,950	3,838,482	7.3%
State Aid Education	367,359,158	387,183,357	19,824,199	5.4%
State Aid General	51,338,904	52,814,265	1,475,361	2.9%
MSBA/Other Available Funds	178,519	178,519	-	0.0%
Free Cash	17,739,514	-	(17,739,514)	-100.0%
<b>Total Revenues</b>	<b>867,223,736</b>	<b>893,002,939</b>	<b>25,779,203</b>	<b>3.0%</b>
<b>Expenditures</b>				
Education (WPS/Assessments)	505,898,599	532,960,820	27,062,221	5.3%
Fixed Costs	174,449,439	165,019,525	(9,429,914)	-5.4%
Contingency	4,186,285	6,677,731	2,491,446	59.5%
Public Safety	109,157,585	112,939,489	3,781,904	3.5%
Public Works & Parks	23,582,544	23,749,616	167,072	0.7%
Other Operational	49,949,285	51,655,758	1,706,473	3.4%
<b>Total Expenditures</b>	<b>867,223,736</b>	<b>893,002,939</b>	<b>25,779,202</b>	<b>3.0%</b>

The annual budget process begins with an analysis of the City's limited revenue streams. Overall revenues are projected to increase by \$25.8M from the FY24 Final Budget, or \$43.5M over the original FY24 Budget not including Budget Adjustments and Free Cash, for a total of \$893M. Revenue growth is experienced in the property tax (\$18.4M or 4.9%), state aid for education (\$19.8M or 5.4%), local receipts (\$3.8M or 7.3%), and local aid (\$1.5M or 2.9%). We anticipate solid growth in the property tax and are budgeting new growth of \$7.5M. State aid is based on the Governor's proposed budget, which will undoubtedly see changes as it navigates the legislative budget committees. The House of Representatives has already released its proposed budget which increases school funding by \$333K and reduces local aid by almost \$1M. Local receipts have been strong in FY24, and we're anticipating continued growth in Motor Vehicle Excise, Licenses & Permits, and especially Investment Income. While high Federal Reserve rates have a negative impact on the City's borrowing, there is a positive impact on the City's bank rates resulting in higher returns than in prior years.

Public budgets in Massachusetts must balance, which means that the \$893M in total projected revenues matches the \$893M in total projected expenditures. As with every year, the majority of this funding goes to education, with \$533M or approximately 60% committed to the Worcester Public Schools, charter schools, school choice, and special education. This represents a \$27M increase in education funding, of which \$23.8M is

dedicated to the Worcester Public Schools. The required increase in the local contribution – \$7.2M for a total of \$145.7M – is the highest in more than a decade. It is important to note that the budget also includes an estimated \$22M for school-related debt service – a number that is not accounted for under Chapter 70 education funding obligations. In that vein, we see increases in debt service (11.5%), pension obligations (2.8%), health insurance (3.3%), and other fixed costs that further impact our ability to direct funding to new or expanded services.

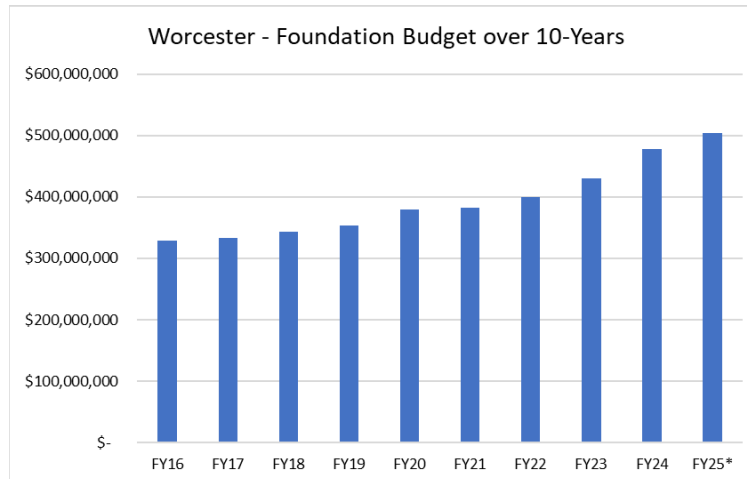
Like last year, I am also committed to providing a 3% Cost of Living Adjustment (COLA) to all staff, recognizing the challenging impact of inflation over the past few years. While non-negotiable to me, this more than \$4M cost understandably limits the amount of funds available for other priorities. At a far lesser scale, I am also committed to providing a 1.5% market adjustment to non-represented staff whose pay increases have not kept pace with collective bargaining agreements. As you know and have supported, over the years we have worked with unions to raise our minimum wage, increase those at the lowest end of the pay scale by two pay grades, provide no cost parking to all staff, and offer COLAs and adjustments to various unions that were not enjoyed by non-represented staff. Equity demands that we address the disparity. Finally, I am also proposing targeted increases to Cabinet. Members of the Cabinet have no automatic step increases and, except for COLAs, base pay for most has not changed for years. We reviewed compensation at some of our sister-cities across Massachusetts and we know our pay scale is flawed. Again, equity demands that we take action. During FY25 and into FY26, we are going to expand that analysis to all management and professional positions to ensure that disparities are addressed and differentials are appropriate.

The result of all these priorities is a budget that invests our limited resources where necessary and in a manner that prepares the City more strategically for the future.

## Key Investments

### *Education*

The vast majority of the City's increases were directed to Education. While State Aid for Education rose by \$19.8M, the City's own contribution from local funds increased by \$7.2M under the Chapter 70 formula. This continues a trend that has seen the City's local contribution to Education increase by more than \$20M over the past five years, while overall Chapter 70 Aid has increased by approximately \$100M. In Fiscal 2025, the Worcester Public Schools will receive \$485.7M, a \$23.8M increase over Fiscal 2024. Funding for Charter Schools, School Choice, and Special Education is at \$47.3M, an increase of \$3.2M over Fiscal 2024.



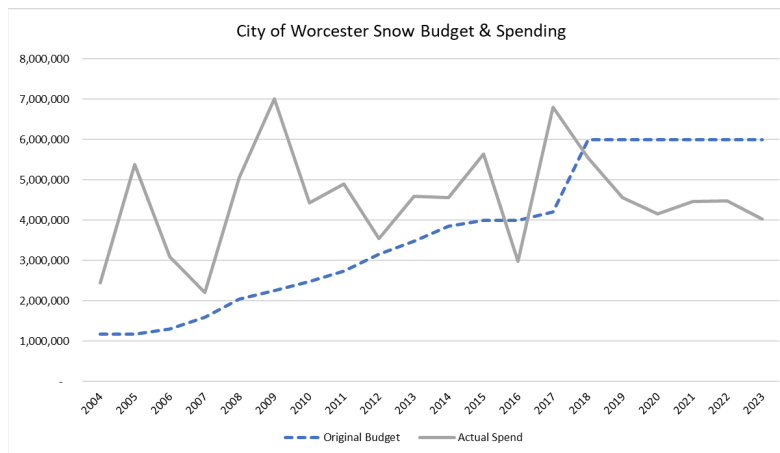
### *Fixed Costs*

Fixed Costs is a critical component of the City's annual budget calculations, including pensions, health insurance, and debt service. In FY25, Fixed Costs are anticipated to be \$165M, a decrease from the FY24 Final Budget due to Free Cash investments in the Bond Rating Stabilization Fund (\$9.5M) and the OPEB Trust Fund (\$5.7M). Without these one-time contributions, Fixed Costs have increased approximately \$5.8M year over year.

The largest increase in Fixed Costs is debt service, which rises nearly \$5M as a result of investments in new schools, parks, and streets and sidewalks. In order to manage this debt load, we must limit our borrowing and find new ways to build revenues and reserves.



I am proposing under separate cover enhancements to the Financial Integrity Plan to solidify our reserves, primarily with one-time revenues. The next largest increase is pensions, which grows by just over \$1M, followed closely by health insurance. We are experiencing some savings in Fixed Costs by reducing the Snow budget by \$500K based on historic utilization. In only two years in the past two decades – 2009 and 2017 – have expenditures exceeded the \$6M allowance for snow.



Funding of over \$20M to various stabilization funds and trusts is a critical element in our ongoing fulfillment of the City’s Financial Integrity Plan. Notable contributions within these funds includes \$9.8M to the New High School Construction Fund for increasing debt service related to South High Community School and Doherty Memorial High School, and \$480K to the North High Construction Fund. Over \$2.5M is allocated to the Capital Campaign Stabilization Fund which supports debt service on Worcester Technical High School, Forest Grove Middle School, and library and senior center renovations. The City’s two District Improvements Districts – CitySquare and Ballpark – have combined budgets of approximately \$7M, funded by incremental taxes, permit fees, and hotel/meals taxes. We continue to increase our contributions to the OPEB Reserve Fund by 10% annually as we carry out our long-term goal of addressing the approximately \$1.2B liability that OPEB poses.

The City’s Contingency Budget is high this year – \$6.7M – due to outstanding union negotiations. Contingency includes only a \$250K base for a neighborhood advocates program and other potential items that might arise throughout the year. However, it also

includes \$4M for COLAs for union employees awaiting new contracts and \$2.5M for prior-year retroactive payments upon contract execution.

### *Public Safety*

After education, public safety is the City's largest expense at \$113M or 12.7% of the FY25 Budget. This category includes Police, Fire, Inspectional Services, and Emergency Communications and reflects an approximately \$3.8M overall increase over FY24. Investments in public safety include new training opportunities in Police, as well as replacement safety equipment and firearms for officers. Police also includes a significant increase in OM to accommodate the demands of a temporary chiller while a longer-term HVAC solution is designed and implemented via the Capital Budget. In Fire, funds were proposed for a new staff position to improve our ability to review fire plans with a greater focus on hazardous processes, as well as a regrade of eight firefighter positions to enable a floating contingent that will reduce mandatory overtime due to mandated temporary promotions of other staff. In Inspectional Services, we're reestablishing the formal Building Commissioner position, adding one inspector for plumbing and gas work, enhancing the department's social work capacity, and finalizing our consolidation of licensing into department. In Emergency Communications, we're regrading certain positions to establish a clearer table of organization, adding three customer service representatives to both improve services and reduce demands on dispatchers, and incorporating an additional expectation of overtime due to lengthened work schedules.

### *Public Works & Parks*

The Department of Public Works & Parks (DPW&P) is the next highest expense at \$23.7M or 2.7% of the FY25 Budget. It reflects a \$167K increase over FY24. DPW&P includes a number of regrades and transfers to realign budgets and tables of organization, increases in overtime to reflect actuals, increases for utility expenses, and increases in park investments, especially in aquatics with the implementation of a new contract to manage staffing of the City's public pools. The City is anticipating a combined 3% increase in water and sewer rates, due to a 4% increase in obligations to the Upper Blackstone, as well as increasing costs for maintenance and repair, utilities, chemical supplies, software, and environmental services. The proposed rates represent a \$0.04 increase on the water rate

and a \$0.35 increase on the sewer rate, or approximately \$4.96 on the average quarterly household bill.

### *Other City Services*

While comprising relatively small percentages of the overall budget, there are many key departments that fulfill core elements of the City's mission due to passion and creativity. In Health & Human Services, we have increased staffing for veterans, we are funding our Youth Council, and we have moved national opioid settlement fund dollars to a special revenue fund offering an improved ability to strategically plan for long-term solutions. In Economic Development, we are preparing for a renewed zoning code while transitioning funding for Discover Central Massachusetts from the American Rescue Plan Act (ARPA) funding back to Ordinary Maintenance to continue our collective efforts to draw new visitors to Worcester and the DCU Convention Center & Arena. In Innovation & Technology, we are increasing our cybersecurity and expanding our presence in the cloud. Across the City, we are looking at reorganizations, efficiencies, technology, and other improvements so that we can continue to do more, and oftentimes more with less.

### *Centralization*

A key aspect of our efforts to do more with less is a strategic approach to centralization. While our City has varied responsibilities and diverse interests, it has one purpose captured by our theme of empowering progress. Progress means finding our voice, working together, and achieving the otherwise impossible. I am working with departments across the City to build centralized systems that will allow us to capitalize on expertise and provide efficiencies for departments to do more. The City Manager's Office serves as the hub of the City Administration, and therefore has an important responsibility defining and explaining all that we do. As part of that effort, I have worked to improve communications among departments, with City Council, with the media, and with the public at large. One element is the creation of a marketing and public relations team. This group, currently including writers and videographers, will continue to expand with the transfer of two positions from Innovation & Technology (DoIT) to the City Manager's Office to focus on web design and outreach, and one position from Public Health to continue to craft our message to the community. A team needs a leader, however, so I've added a

position into the FY25 Budget to serve as Director of Marketing & Public Relations. In HR, we are also looking to craft a team that can collaborate with City departments to recruit and retain a diverse, talented workforce. We have consolidated HR business partners from DPW&P and Police into HR, as well as a Risk Management position from DPW&P. We have added a Leave Management Specialist who can work with supervisors to manage paid leave and the impacts it has on operations. Our new Workday Human Capital Management (HCM) system, which is expected to go live in early 2025, will provide a centralized human resource system serving as a one-stop shop for staff and management alike. In Administration & Finance, we are taking the first steps to centralize procurement, building a system that will both serve and lead departments to ensure the highest value and the lowest price, with opportunities for vendors across the spectrum. We are also refunding the grants acquisition position in the Budget Office, providing centralized support for identifying and submitting grant applications. Finally, in DoIT, I am empowering our technological leads to truly lead on technology, working with departments to ensure that new technologies are innovative, integrated, and secure.

An operating budget is only one aspect of our financial planning. The capital budget has even more impact on our future than today's annual operating budget. Today's capital budget is tomorrow's debt service, as well as tomorrow's operating costs as it relates to utilities, maintenance, fuel, etc. Soliciting feedback from across City leadership, we are proposing an FY25 capital borrowing of \$135.8M, a significant portion of which is Massachusetts School Building Authority (MSBA)-related borrowing or enterprise/self-funded borrowing. Only \$41.5M of the capital budget represents tax levy operational needs, a decrease of almost \$5M from FY24. We have looked to invest in public safety vehicles, City facilities and energy efficiencies, the DCU, street and sidewalk design and construction, a plethora of park projects, and water and sewer needs. We are also investing in technology and equipment, to ensure our staff have the tools they need to do the work they do. One important note on schools. The Superintendent and I have had very productive conversations about the needs and limitations of our shared facilities. As you know, we have a significant number of school-related projects underway and are anticipating future movement on a new Burncoat Middle & High School. A few months ago, with your approval, I created a new School Capital Maintenance Fund to help support

school-related activities. As part of a longer-term strategy, for the next five years I am proposing the City increase its contribution to WPS facility needs by \$1M, supported by Community Development Block Grant dollars, as we look to find new and innovative sources for both City and School building investment.

*Empowering Progress*

I appreciate the City Council's consideration of these proposed budgets. Crafting a budget is a challenging process and few leave the table completely satisfied, myself included. There is always more we want to do. And in some cases, there is always more that we should do. But we face limited resources, and those limits are undoubtedly going to continue into the future. I believe this budget is a step forward in the right direction as we navigate the needs of today and the demands of tomorrow.

The Fiscal 2025 Operation and Capital Budgets are available on the City's website at the link below:

<http://www.worcesterma.gov/finance/budget-central>

Respectfully submitted,



Eric D. Batista  
City Manager

# City of Worcester Municipal Strategic Plan

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Fiscal Year (FY) 2025 marks the conclusion of the FY20-24 Strategic Plan. Based on the priorities of creating a vibrant, thriving city; providing opportunities for all; building strong neighborhoods; and maintaining a sound fiscal and operational government, that plan was the source for annual Departmental Development Plans (DDPs) to ensure alignment of priorities to achieve the municipality's mission and vision.

Today, Worcester requires a new roadmap for continued and sustainable success so that it can become the best managed city in the country. This can only be achieved by centering equity and inclusion as foundational strategic principles. Equity must be at the heart of the municipality's mission in order to enhance the quality of life for *all* residents. This new framework, based on a fresh mission and vision, will inform municipal DDPs through FY29, based on the following six priority themes:

## **Public Health & Safety**

*To protect and improve the health and safety of all community members through an integrated model of prevention, intervention, and suppression.*

## **Affordable Neighborhoods & Reduced Homelessness**

*To allow all neighborhoods and residents to thrive through measures that will lower homeownership and rental costs, offset inflation, promote and increase accessibility of social safety nets, and disrupt the cycle of chronic homelessness.*

## **Investment in Quality Education**

*To facilitate expanded resources for students and sustainable investment into capital improvements that will upgrade, modernize, and remediate school buildings.*

## **Clean City Initiatives**

*To enhance environmental health and residents' quality of life through programs, educational initiatives, and constituent services that reduce pollution, improve landscaping, and move the city toward Zero Waste.*

## **High Performing Government & Strong Financial Health**

*To establish efficient and streamlined operations, strategic investment and budgeting, and a positive organizational culture built on a core value system and integrity.*

## **Economic Growth**

*To increase the city's tax base through policies and partnerships that catalyze small business and entrepreneurship, sustain housing production, attract and retain talent and new businesses across industries, and adapt to shifting labor markets.*

The full Strategic Plan will be published shortly after the FY25 Budget, with a detailed outline of corresponding objectives and strategies.

The development of the FY25-29 Strategic Plan has been years in the making.

The administration reflected on who Worcester is as a city and who Worcester is as a city *government*. The priority areas were designed to reflect Worcester's evolving demographics, promote equity, and

ensure that no community members are overlooked. They also represent the essential services that a municipal government owes to its residents and must be held accountable for, while maintaining sustainable and efficient operations.

In addition to internal discussion and self-study, the administration embarked on a robust community engagement process, including community surveys, City Manager listening sessions, and stakeholder focus groups. The FY25-29 Strategic Plan also takes into account the extensive feedback that was collected and analyzed during the development of the Worcester Now | Next long-range plan, Urban Forestry Master Plan, Green Worcester Sustainability and Resilience Strategic Plan, and the Worcester Mobility Action Plan. The new Strategic Plan is built upon the same values as those plans and will provide an overarching framework to unify and guide the municipality's work and services over the next five years to make Worcester a more vibrant and thriving city for all.

# CITIZEN’S GUIDE TO OUR CITY’S FINANCES

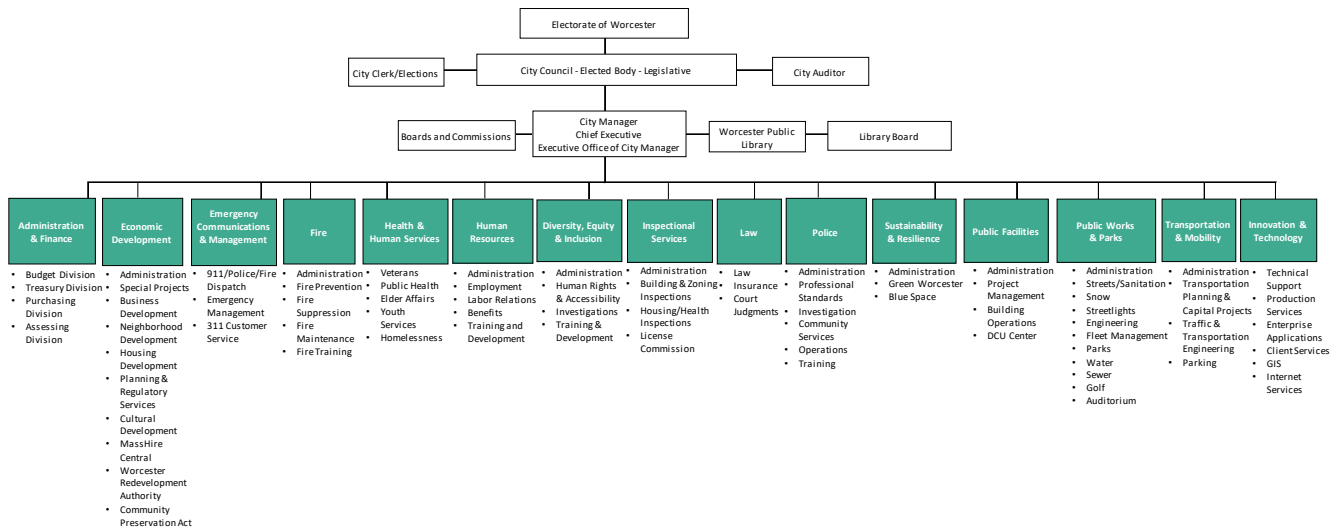
## Introduction

The residents, tax payers, and business owners rely on our government to provide essential services to our community such as public safety, education, public works, and health and human services. Transparency is critical in achieving the proper level of services while living within the financial constraints of available resources. This document has been prepared as an informative guide for our citizens. The following provides some basic facts about our City:

- Population: 206,518
- Land Area: 38.57 square miles
- Median Household Income: \$63,011
- Median Home Value: \$352,050
- Total FY24 Equalized Valuation: \$18.7 billion
- Fiscal 2025 Operating Budget: \$893 million

The City of Worcester was first established as a town in 1722 and incorporated as a City in 1848. It is currently the second most populous city in the New England region and is located approximately 45 miles west of Boston. The City of Worcester is governed by a Council-Manager, or Plan E, form of government with a popularly elected Mayor, 11 City Council Members (one of whom is the Mayor), and an appointed City Manager. Per the City Charter, the City Manager recommends a balanced budget to the City Council, meaning the revenue estimates equal the proposed expenditures. The City Council may, by majority vote, make appropriations for the purposes recommended. They can also reduce or reject any amount recommended in the annual budget. They cannot, however, increase any amount in an appropriation, nor increase the total of the annual budget.

City of Worcester  
Organizational Chart: FY25



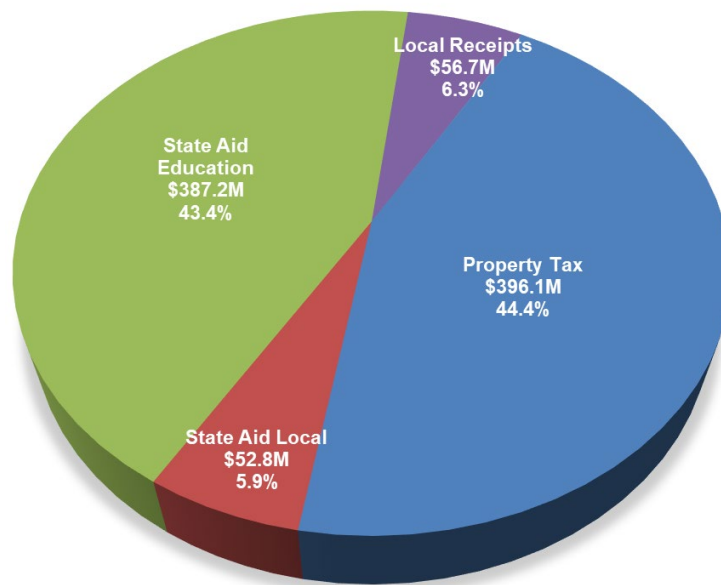


# CITIZEN’S GUIDE TO OUR CITY’S FINANCES

## Revenue Overview – Sources of Funding for City Services

General fund revenues come in three main forms: property taxes, state aid, and local receipts. As depicted in the graphics below, 44.4% of City revenue comes from property taxes, 49.3% in State Aid – inclusive of City and Education reimbursements, and 6.3% comes from local receipts such as motor vehicle excise, licenses, permits, and other charges. Detail on each area of the City’s revenues are provided in the line item summary the follows.

**FY25 Revenues: \$893M**



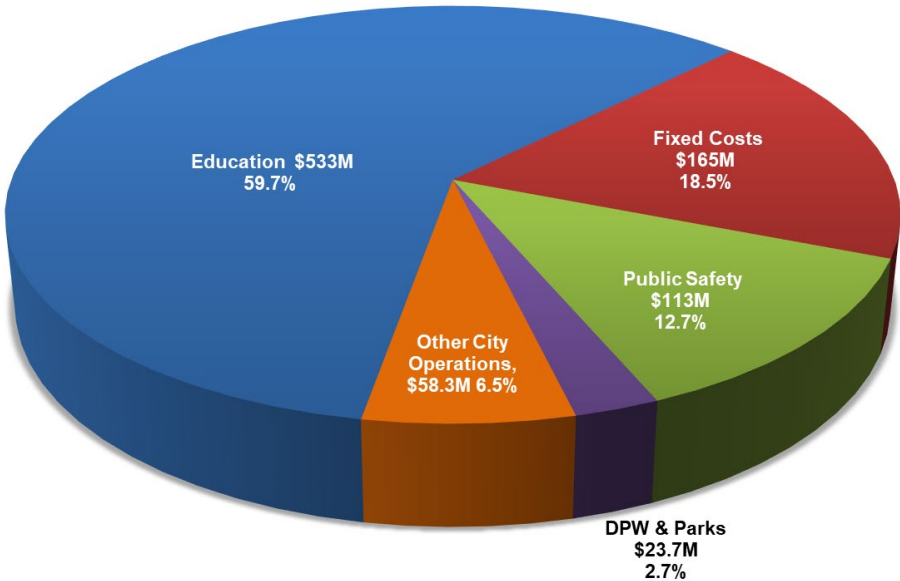
\$396.1M Property Tax 4.7% Increase	\$52.8M State Aid - City 3% Increase	\$387.2M Education Aid 5.4% Increase	\$56.7M Local Receipts -7.3% Decrease
<ul style="list-style-type: none"> <li>Real Estate Tax</li> <li>Personal Property Tax</li> </ul>	<ul style="list-style-type: none"> <li>Unrestricted State Aid</li> <li>MSBA Construction</li> <li>Veterans Benefits</li> <li>Elderly &amp; Veterans Exemptions</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 70 Aid</li> <li>Charter Tuition</li> <li>School Choice Tuition</li> </ul>	<ul style="list-style-type: none"> <li>Vehicle Excise Tax</li> <li>Hotel &amp; Meal Tax</li> <li>Licenses &amp; Permits</li> <li>Trash Fees</li> <li>Fines &amp; Forfeitures</li> <li>Other Fees &amp; Income</li> </ul>

# REVENUE & EXPENDITURE SUMMARY

## Expenditure Overview – Categories of Expenditures for City Services

Education remains the City’s largest expenditure at \$533M or 60% of the general fund expenditures. Fixed costs include pensions, debt, and health insurance and total \$165M, or 18.5%. This leaves \$113M or 12.7% for public safety, \$23.7M or 2.7%, for Public Works and Parks, and \$58.3 or 6.5% for all other City operations. A detailed discussion of each spending area is provided in the following introduction as well as in each of the departmental budget sections in the document that follows.

FY25 Expenditure Budget: \$893M



\$533M Public Schools 5.3% Increase	\$165M Fixed Costs -5.4% Decrease	\$113M Public Safety 3.6% Increase	\$23.7M DPW & Parks 0.7% Increase	\$58.3M All Other City Operations 7.5% Increase
Education Expenses	Benefits Debt Inter-governmental Snow Streetlights Financial Plan Funds	Police Fire Emergency Communications Inspectional Services	DPW Streets Sanitation Fleet Mgmt. Engineering Parks Auditorium	Public Library HHS Economic Development Finance General

# REVENUE & EXPENDITURE SUMMARY

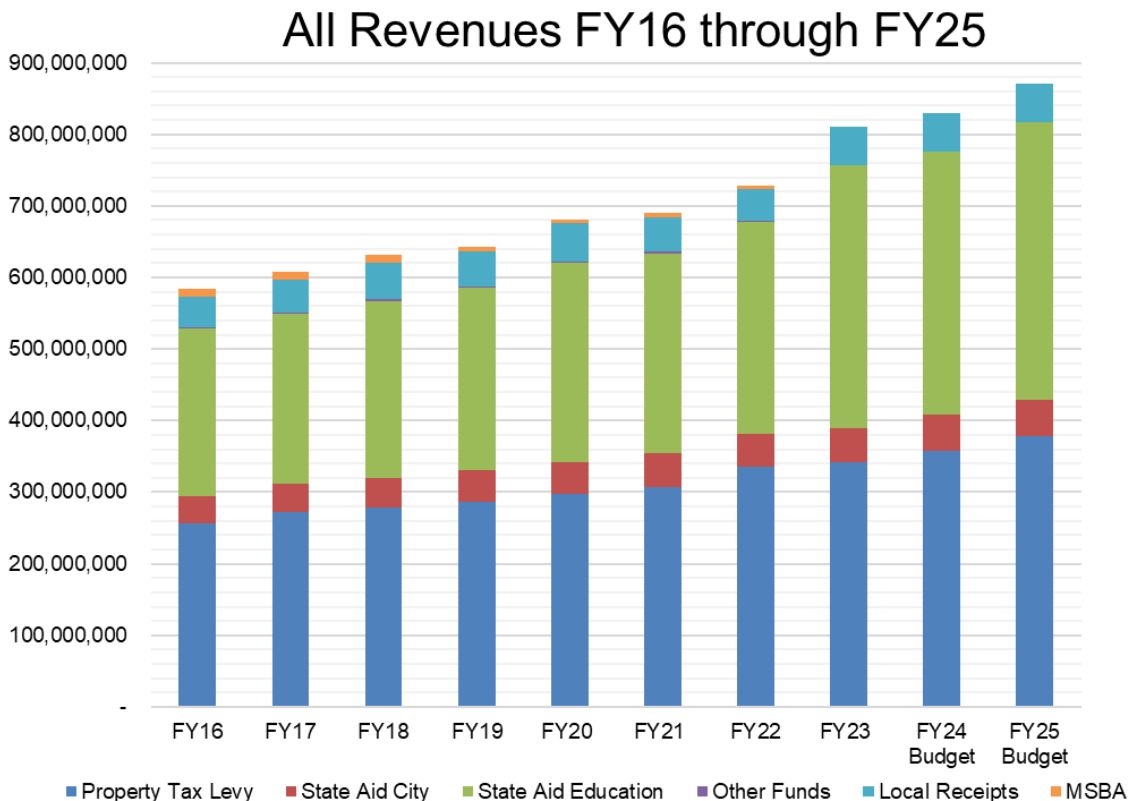
## Fiscal 2025 Budget Financial Plan

### Revenue and Expenditure Overview

The Fiscal 2025 recommended budget is balanced and submitted in accordance with the City Charter and Chapter 44 of the Massachusetts General Laws. All of the revenues or other funding sources for the appropriation recommended in this budget are detailed below. Expenditure appropriation recommendations are summarized in this overview and detailed in each of the departmental sections that follow. The official appropriation order is summarized in the Line Item Budget at the end of the budget document.

### Revenue Overview

The Fiscal Year 2025 budget is funded through \$893M in revenues. This is comprised of \$396.1M in property taxes, \$52.8M in State Aid for City operations, \$387.2M in State Aid for Education. Other revenues include \$56.7M in local receipts, and \$178K in other available funds. The following describes each revenue category in detail and provides data from the last ten years to put current revenue estimates in perspective.



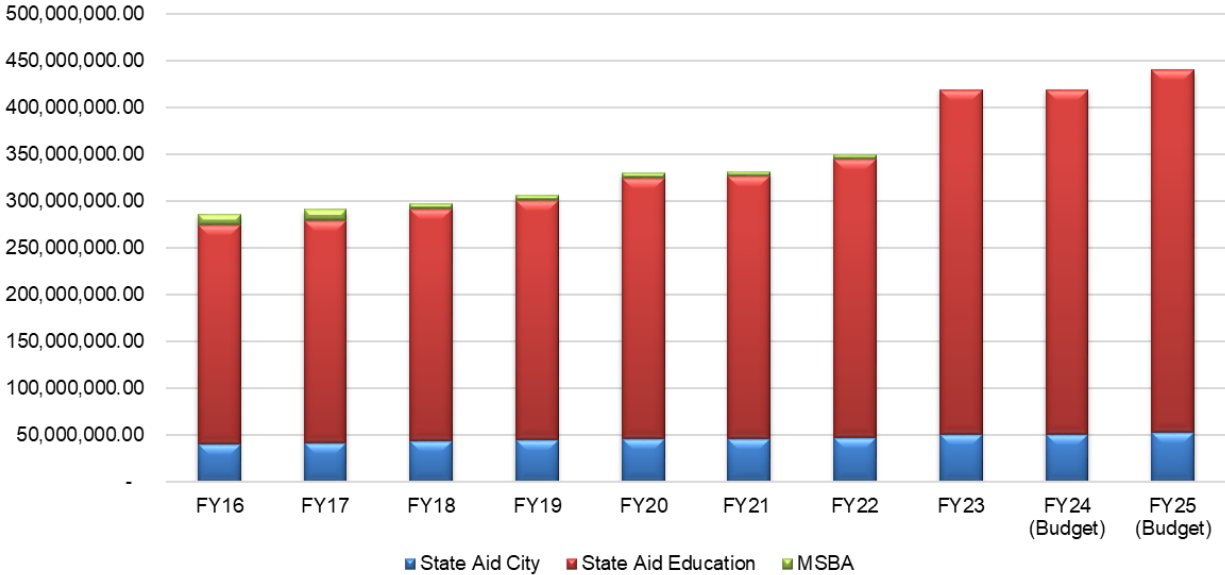
# REVENUE & EXPENDITURE SUMMARY

## State Aid (Cherry Sheet)

The Cherry Sheet is the name of the official document used by the Commonwealth of Massachusetts to inform cities and towns of the estimated receipts from the Commonwealth for Unrestricted General Government Aid, Education Aid and other state-determined revenue categories. It also informs cities and towns of anticipated intergovernmental charges, including the charges for regional transit and charter school tuition. These amounts are all subject to change based on the final budget for the Commonwealth. The estimates included here are based on the Governor’s proposed budget for Fiscal 2024. The following illustrates the breakdown in categories of State Aid funding as well as a ten-year history.

State Aid Summary	FY24 Budget	FY25 Budget	FY24/25 Change	% Change
State Aid City	49,680,150	51,170,554	1,490,404	3%
State Owned Land	308,772	310,241	1,469	0%
State Exemptions	442,129	458,909	16,780	4%
Veteran's Benefits	907,853	874,561	(33,292)	-4%
<b>State Aid City Total</b>	<b>51,338,904</b>	<b>52,814,265</b>	<b>1,475,361</b>	<b>3%</b>
State Aid Education	357,541,905	377,102,598	19,560,693	5%
State Aid Charter Schools	9,817,253	10,080,759	263,506	3%
<b>State Aid Education Total</b>	<b>367,359,158</b>	<b>387,183,357</b>	<b>19,824,199</b>	<b>5%</b>

History of State Aid FY16 to FY25



# REVENUE & EXPENDITURE SUMMARY

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## State Aid Categories

The following describes each of the line items on the Cherry Sheet and the State Aid amounts anticipated by the City for Fiscal 2025.

### Education Aid – Chapter 70

Massachusetts General Laws Chapter 70 Education Aid provides financial assistance to cities and towns in order to promote the equalization of the burden of school costs across the state. Chapter 70 School Aid is based on a formula that generates a “foundation budget” representing the per-pupil funding required in each community under state law. The state then uses a separate formula to determine a locality’s required contribution for education from local revenues using the Department of Revenue’s Municipal Revenue Growth Factor (MRGF). The result of this formula is the City’s required contribution for education. The difference between the calculated “foundation budget” and the City’s “required contribution” is then funded with Chapter 70 Aid. Chapter 70 Aid for the Worcester Public Schools is projected to be \$377,102,598. This is \$19.6M more than Fiscal 2024. This increase reflects increases called for under the Student Opportunity Act which increases the Foundation Budget each year through Fiscal 2028.

### Unrestricted General Government Aid

This State Aid category represents the bulk of the non-educational aid received by cities and towns. The City of Worcester, by formula, receives approximately 4% of the total State appropriation of this category and anticipates receiving \$51,170,554 in Unrestricted General Government Aid, which represents a 3% increase over Fiscal 2024.

### Charter School Reimbursement

The Commonwealth provides a declining reimbursement amount to cities and towns for each student that chooses to attend a Charter School. Worcester’s Charter Tuition Reimbursement is estimated to be \$10,080,759. This amount is subject to change as final enrollments in the City’s charter schools are tabulated.

### Veterans Benefits

The Commonwealth of Massachusetts reimburses the City 75% of the cost of veterans’ benefits. As a result of the timing for reimbursements from the State, this revenue source represents 75% of the City’s spending on veterans’ benefits for the past 12 months, not an estimate of the coming 12 months. Benefits are paid consistent with Massachusetts General Laws Chapter 115. The Fiscal 2025 reimbursement estimate is \$874,561.

## REVENUE & EXPENDITURE SUMMARY

### State Owned Land

The Commonwealth provides a reimbursement to cities and towns for tax revenues lost due to state owned land. The reimbursement is based on state calculated values and is based solely on the value of the land itself, not the structures on the property. This receipt is estimated to be \$310,241.

### Veterans, Elderly, and Disabled Tax Exemption

Under Chapter 59, Section 5, clause 41C of Massachusetts General Laws, as amended by Section 5 of Chapter 653 of the Acts of 1982, persons who meet statutory criteria including age, status, and income thresholds will receive a state-funded flat tax exemption of \$500-\$1,000. The Fiscal 2025 budget includes a Cherry Sheet allocation of \$458,909 for these exemptions.

### Property Taxes

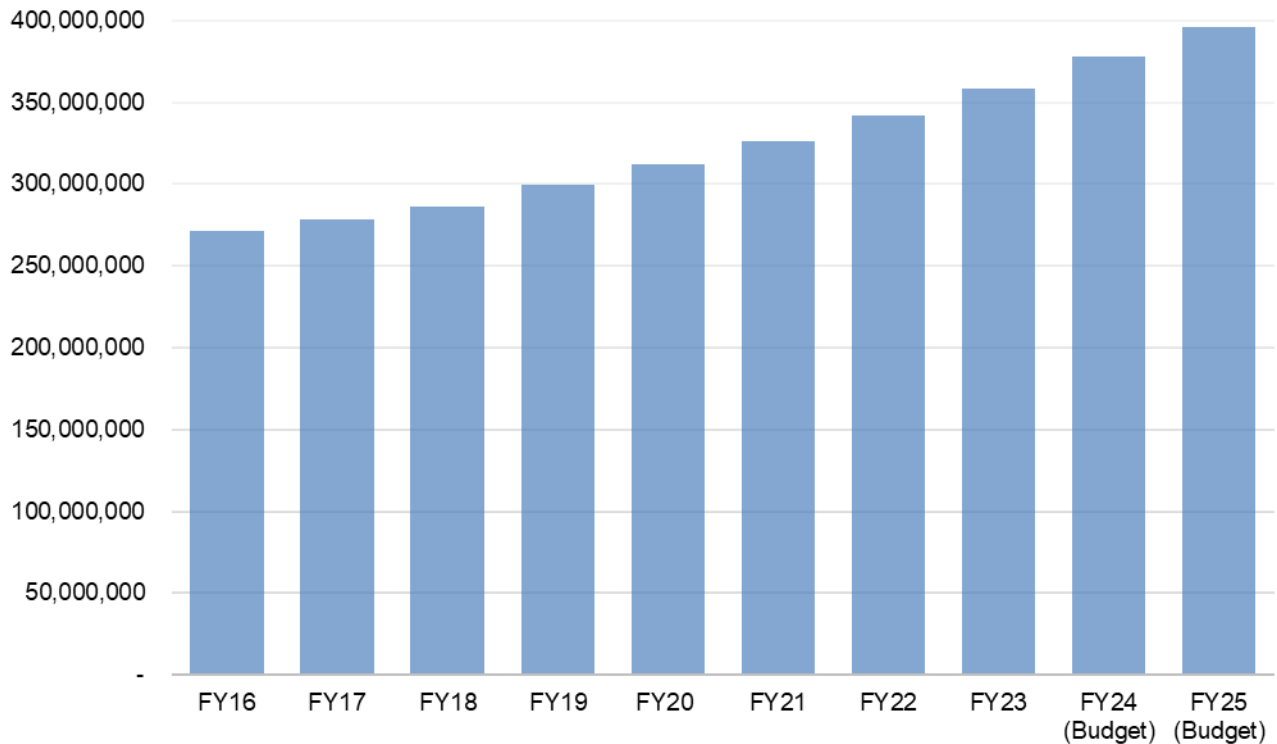
The Fiscal 2025 budget includes property tax revenue increases consistent with the provisions of Proposition 2½, recognizing a 2.5% increase in the property tax levy as well as the value of new construction growth projected to be certified by the Commonwealth. The budget assumes a Proposition 2 ½ increase in the amount of \$10.1M and new growth of \$7.5M. The gross tax levy of \$399.9M is reduced by an amount reserved for exemptions and abatements (Overlay Reserve - \$3.75M) to derive a net tax levy which is subject to appropriation. For Fiscal 2025 the net tax levy is projected to be \$396,160,848.

Property Tax Revenue	FY22	FY23	FY24	FY25
<b>Prior Year Levy</b>	<b>330,817,261</b>	<b>346,631,783</b>	<b>362,956,395</b>	<b>382,272,425</b>
Prior Year Levy Limit	351,294,265	367,273,954	384,220,890	405,536,919
Prior Year Amended New Growth <sup>1</sup>	174,448	926,365	480,246	
2.5% Increase	8,786,718	9,205,008	9,617,528	10,138,423
New Growth	7,018,523	6,815,563	11,218,255	7,500,000
New Levy Limit	367,273,954	384,220,890	405,536,919	423,175,342
Remaining Unused Levy Capacity	20,642,171	21,264,494	23,264,494	23,264,494
<b>New Total Levy</b>	<b>346,631,783</b>	<b>362,956,395</b>	<b>382,272,425</b>	<b>399,910,848</b>
Less Overlay	(5,000,000)	(4,520,263)	(4,000,000)	(3,750,000)
<b>Available Tax Levy</b>	<b>341,631,783</b>	<b>358,436,132</b>	<b>378,272,425</b>	<b>396,160,848</b>

<sup>1</sup> Prior Year Amended New Growth is not budgeted for appropriation

## REVENUE & EXPENDITURE SUMMARY

### PROPERTY TAX LEVY



#### Overlay Reserve for Abatements and Exemptions

The overlay reserve is raised by the City Assessor in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions. Abatements are granted in circumstances where real or personal property has been overvalued or disproportionately valued and appropriate adjustments are made to the original assessed value. The overlay for Fiscal 2025 is set at \$3.75M.

#### Unused Levy Capacity

Unused levy capacity is the amount of property tax allowed under the proposition 2 1/2 Levy Limit that is not appropriated as part of the fiscal year budget. This amount could be raised through taxation without an override or debt exclusion vote. With the Fiscal 2025 budget, the City has increased the Unused Levy Capacity to \$23.3M. Through the implementation of the City's Financial Integrity Plan, Unused Levy Capacity has increased from \$6M in FY16 to over \$23M in Fiscal 2025. This represents tax relief for both residential and commercial taxpayers in the City.

## REVENUE & EXPENDITURE SUMMARY

### Local Receipts –

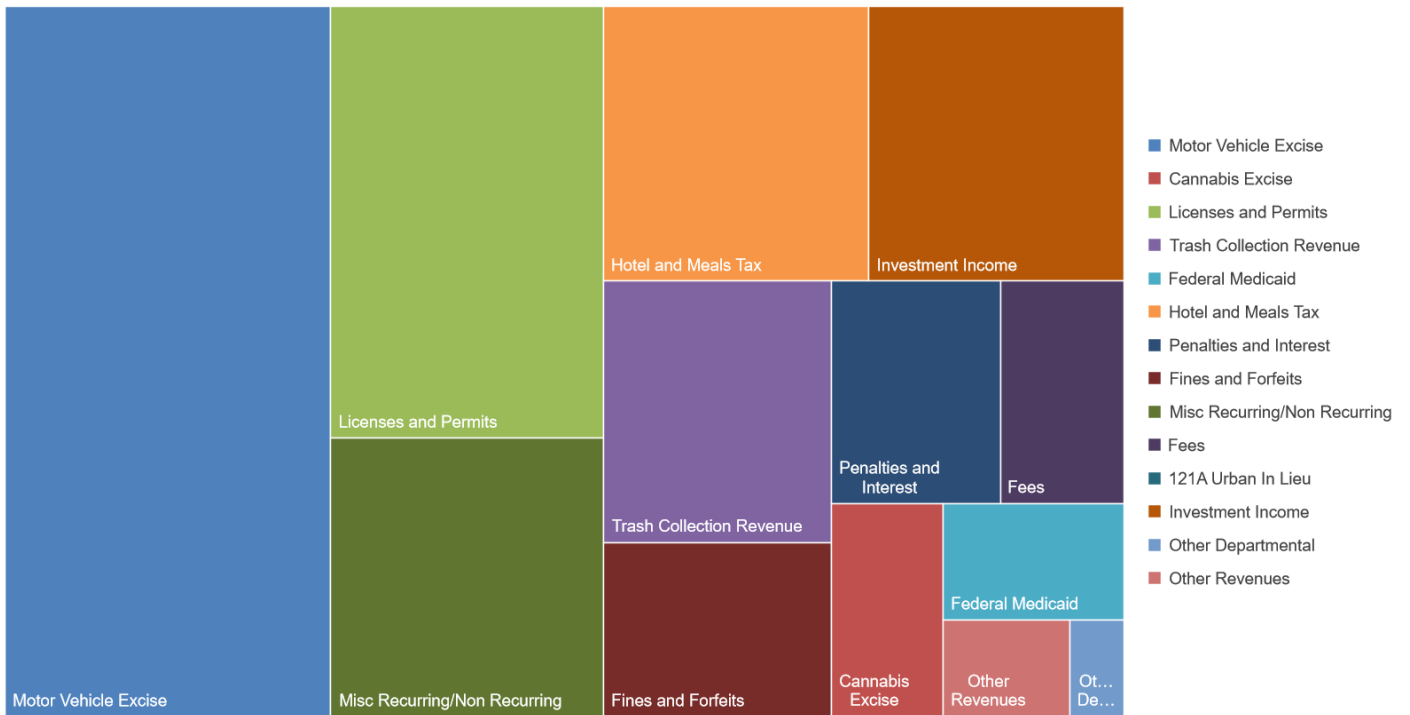
The last major category of City revenues is local receipts, comprised of locally generated taxes, fees, and charges. The major contributors include Motor Vehicle Excise taxes, building and other permits, licenses, trash collection fees, as well as various other fines and charges. The Fiscal 2023 and 2024 budget amounts include additional appropriations made at budget recapitulation.

Revenue Summary	FY24 Budget	FY25 Budget	FY25 Change	% Change
Motor Vehicle Excise	15,750,000	16,500,000	750,000	4.76%
Cannabis Excise	1,500,000	1,700,000	200,000	13.33%
Licenses and Permits	7,301,450	8,390,650	1,089,200	14.92%
Trash Collection Revenue	4,250,000	4,250,000	-	0.00%
Federal Medicaid	2,750,000	1,500,000	(1,250,000)	-45.45%
Hotel and Meals Tax	4,845,290	5,200,000	354,710	7.32%
Penalties and Interest	2,102,500	2,682,500	580,000	27.59%
Fines and Forfeits	2,158,000	2,833,000	675,000	31.28%
Misc Recurring/Non Recurring	6,118,378	5,410,000	(708,378)	-11.58%
Fees	2,201,350	1,958,800	(242,550)	-11.02%
121A Urban In Lieu	-	-	-	0.00%
Investment Income	2,600,000	5,000,000	2,400,000	92.31%
Other Departmental	380,500	371,000	(9,500)	-2.50%
Cemetery Revenue	460,000	460,000	-	0.00%
Special Assessments	300,000	300,000	-	0.00%
Other Charges	110,000	110,000	-	0.00%
<b>Local Receipts Total</b>	<b>52,827,468</b>	<b>56,665,950</b>	<b>3,838,482</b>	<b>7.27%</b>



# REVENUE & EXPENDITURE SUMMARY

Local Receipts FY25: \$56.7M



## Motor Vehicle Excise Tax

The Motor Vehicle Excise Tax is assessed annually through the Assessor's Office, with bills and payments processed through the Treasurer's Office. The city or town in which a vehicle is garaged at the time of registration assesses the associated excise tax. Chapter 6A, Section 1, of the Massachusetts General Laws sets the rate of this tax at \$25 per \$1,000 valuation. The City issues bills based on data provided by the Massachusetts Registry of Motor Vehicles. The Registry determines valuation using a statutory formula based on the manufacturer's list price and year of manufacture. The Fiscal Year 2025 revenue estimate for Motor Vehicle Excise is \$16.5M.

## Cannabis Excise

Sale of recreational marijuana is taxed at an additional 3% per the local option tax which is distributed to the City after being collected by the Commonwealth. In Fiscal 2025, this revenue source is estimated at \$1.7M.

## Licenses and Permits

Revenues are collected associated with licenses and permits issued by the City. These include building, electrical, and plumbing permits. This category also includes charges for weights and measures, liquor licenses, and other City licenses and is budgeted at \$8.4M based on estimated license and permit activity in Fiscal 2025.

## REVENUE & EXPENDITURE SUMMARY

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### **Trash Fees**

In 1993, the City instituted a "Pay As You Throw" trash collection program, which partially funds the cost of curbside garbage pickup through the collection of a fee attached to the sale of official City trash bags. These bags are \$10.00 per pack of 10 small bags or \$8.75 per pack of 5 large bags. A \$0.25/bag increase was implemented on January 1, 2022, the first such increase in 14 years. The revenues offset some of the cost of trash collection and the City's recycling operation. The revenue estimate is level funded at \$4.25M for Fiscal 2025.

### **Federal Reimbursements**

Medicaid reimbursements for school-based health services is the source for this revenue estimate. The City, through the public school system, is eligible to file for federal reimbursement for health related services provided to special education students with Medicaid benefits. With the approval of the Massachusetts Division of Medical Assistance, the Worcester Public Schools is now a "Medicaid Eligible Provider" and is enrolled in the Medicaid program. The Medicaid reimbursement program allows for the submission of claims, on a per diem rate, for various categories of special education students. Administrative costs incurred by the school system and its vendor UMass to provide these health-based services are also captured and incorporated into claims and submitted for reimbursement. For Fiscal 2025, the revenue estimate is \$1.5M.

### **Other Excise: Hotel and Meals Taxes**

Hotel taxes of 6% and Meals taxes of 0.75% are collected by the Commonwealth and distributed to the City quarterly. The hotel and meals tax is estimated to be \$5.2M in Fiscal 2025, an increase of \$354,710 from Fiscal 2024 in recognition of the likelihood of increased hotel and restaurant activity in Fiscal 2025.

### **Penalties and Interest**

State law dictates the interest rate on delinquent taxes, while City Ordinance sets the rate for water and sewer late charges. Penalties and fees are incurred for delinquency of tax payment, serving notice and issuance of warrants, recording instruments of taking, and other miscellaneous fees. The revenue estimate for this stream is estimated to be \$2.7M.

### **Fines and Forfeits**

This revenue category includes parking tickets, boot removal fees, court fines assessed through motor vehicle violations, and health violation fines. This category is budgeted at \$2.8M for Fiscal 2025.

## REVENUE & EXPENDITURE SUMMARY

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### **Miscellaneous Recurring and Non-Recurring Revenues – Prior Year Receipts/Reversions**

Miscellaneous recurring and non-recurring revenues are derived primarily from prior year receipts, reversions of prior year's purchase orders, and solar renewable energy credits. Additionally, the administrative indirect charges on federal and federal pass through grants are recognized in this category. The estimate for this revenue stream is \$5.4M.

### **Fees**

Other fees include charges for birth and death records, fire inspection fees, police detail administrative fees, planning board fees, and other departmental fees for services provided. The estimate for this revenue source is \$2M.

### **121A – In Lieu of**

The City of Worcester collects payments in lieu of taxes from certain tax exempt properties within the city. In addition, the City generated revenues from the Urban Development Excise Tax (121A). Chapter 121A, section 10, of the Massachusetts General Laws, states that each city or town is entitled to receive proceeds of the urban redevelopment excise tax paid on its local projects. This excise tax is only valid for the first 40 years of the corporation's existence in the municipality, and is composed of the following: an amount equal to five percent of its gross income in the preceding year and an amount equal to \$10 per \$1,000 of valuation. This revenue source ended in Fiscal 2022.

### **Investment Income (Interest)**

The City regularly invests temporarily idle cash and receives interest on these funds. Interest rates, and hence interest earnings, are subject to market conditions and are currently very strong. The estimated revenue is \$5M.

### **Other Departmental Revenues**

The City collects revenue from the sale of surplus property (usually equipment) sold to the highest bidder. Contained within this category are revenues received from the City's towing contract as well certain other revenues all estimated to total \$371,000 in Fiscal 2025.

### **Cemetery Fees**

Hope Cemetery generates most of its revenue from burial fees and services provided. Other revenues include fees charged for foundations, repair orders, canopy tents, liner boxes, and other miscellaneous receipts. The general fund budget is built on an estimate of \$460,000.

# REVENUE & EXPENDITURE SUMMARY

**Special Assessments**

Special assessments are collected from property owners to provide funds to implement capital improvement projects such as street betterments. The special assessment rates are set by the City Council and are paid in full or financed over a period of years. This revenue category is estimated to be \$300,000.

**Other Charges for Services**

This category represents the annual rental amount collected for tenants leasing space on properties owned by the City of Worcester and certain recreation fees. This revenue category is estimated to generate \$110,000 in Fiscal 2025.

**Other Revenue/Funding Sources**

**Free Cash**

Free cash represents the City’s amount of available “fund balance,” as certified by the Department of Revenue, including the result of the current fiscal year’s revenues, less expenditures net of all transfers in and out of the General Fund, and less any other reductions and amounts identified by the Commonwealth. The amount is certified by the Commonwealth of Massachusetts Department of Revenue and then available for appropriation. The City of Worcester follows the City’s Financial Integrity Plan policy regarding the appropriation of Free Cash: 50% is to be appropriated to reserves, 30% is to be appropriated into the City’s OPEB Trust, and 20% is available for appropriation in the City’s budget. No free cash is assumed in the Fiscal 2025 Budget, however, should free cash be certified at year end, it will be recommended for appropriation according to the above breakdown.

**Other Available Funds**

Other available funds consist of revenues transferred in from various reserve accounts that are classified as another available fund for the purposes of the Fiscal 2025 budget. The estimate for this revenue source is \$178,519.

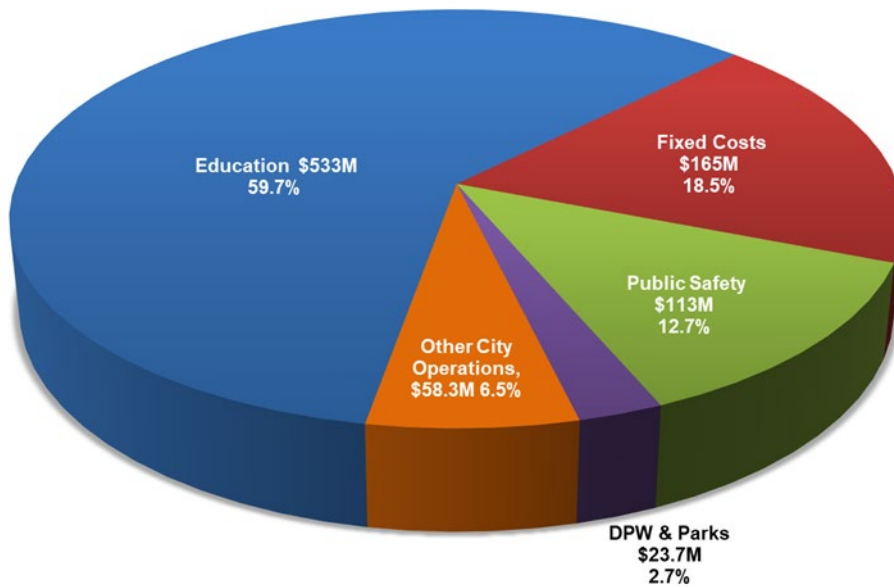
Other Available Funds (Non Local Receipt)		FROM	TO	FY24	FY25
DPW Engineering	Reserve Funds		CC1054-600100		
DPW Engineering	Sewer Connection	FD317	CC1054-600100	118,930.00	118,930.00
DPW Streets	Reserve Funds		CC1055-600100		
<b>Subtotal DPW Engineering Funding</b>				<b>118,930</b>	<b>118,930</b>
Hope Cemetery Debt Principal Service			CC1069	48,714.00	48,714.00
Hope Cemetery Debt Interest Service			CC1070	10,875.00	10,875.00
<b>Subtotal Other Funds</b>				<b>59,589</b>	<b>59,589</b>
<b>Total Other Available Funds (Non Local Receipts)</b>				<b>178,519</b>	<b>178,519</b>

# REVENUE & EXPENDITURE SUMMARY

## Fiscal Year 2025 Expenditure Overview

The Fiscal 2025 budget appropriates \$893M in revenue to fund the following expenditure areas. The City’s expenditure budget is broken into three large categories—Education (including Worcester Public Schools, Charter, and School Choice Tuition), City Operations (categorized by Public Safety, Public Works and Parks, and Other Departments), and City Fixed Costs (debt, pensions, health insurance, required reserve deposits, street lighting, and snow removal). The following chart shows the breakdown by percentage of these expenditures. Education costs account for 59.7% of all City expenditures, fixed costs account for 18.5%, Public Safety (including Police, Fire, Emergency Communications, and Inspectional Services) account for 12.7%, Public Works and Parks account for 2.7% and the remaining 6.5% funds other city operations. Each of the expenditure categories summarized below are presented in more detail in the following sections of this budget document.

**FY25 Expenditure Budget: \$893M**



## Education Funding

Education Costs are driven by the state’s calculation of the foundation budget for Public Schools. The Commonwealth determines a local contribution level and funds the balance with State Aid. The Fiscal 2025 appropriation for education is \$533M, which represents an increase of \$50.1M from Fiscal 2024. Of that total amount, \$47.3M provides funding of Charter and Choice schools, leaving a Worcester Public Schools budget of \$485.7M.

## REVENUE & EXPENDITURE SUMMARY

### Foundation Budget

Chapter 70 of the Massachusetts General Laws defines the terms for education funding in Massachusetts, as implemented by the Department of Elementary and Secondary Education (DESE). Under Chapter 70, each year the State calculates a “Foundation Budget” for each school district that is intended to represent adequate funding for that specific district. The amount of the Foundation Budget is based in part on enrollment; a dollar amount is associated with each level of student - elementary, middle, and high school. Additional amounts per pupil are provided for low income students, English Language Learners, and Special Education students. The formula is designed to provide more funding to those areas with additional challenges. The Worcester Public Schools are a net beneficiary of this formula at the State level, as our school system has a disproportionately high percentage of students who meet the defined demographic categories.

### Local Required Contribution

The local required contribution is the amount of school funding that must be provided by the local government for the support of education, per the terms of Chapter 70 of the Massachusetts General Laws. This amount is calculated by the Department of Elementary and Secondary Education (DESE) and increased each year based on the Municipal Revenue Growth Factor. The Municipal Revenue Growth Factor is designed to capture the net increase in municipal revenues from year to year. The formula includes property tax growth due to Proposition 2.5, new growth, local receipts, and State Aid. In this way, the percentage increase of the required contribution is consistent with revenue increases in the City, and is a way for schools to share in revenue growth in any given fiscal year.

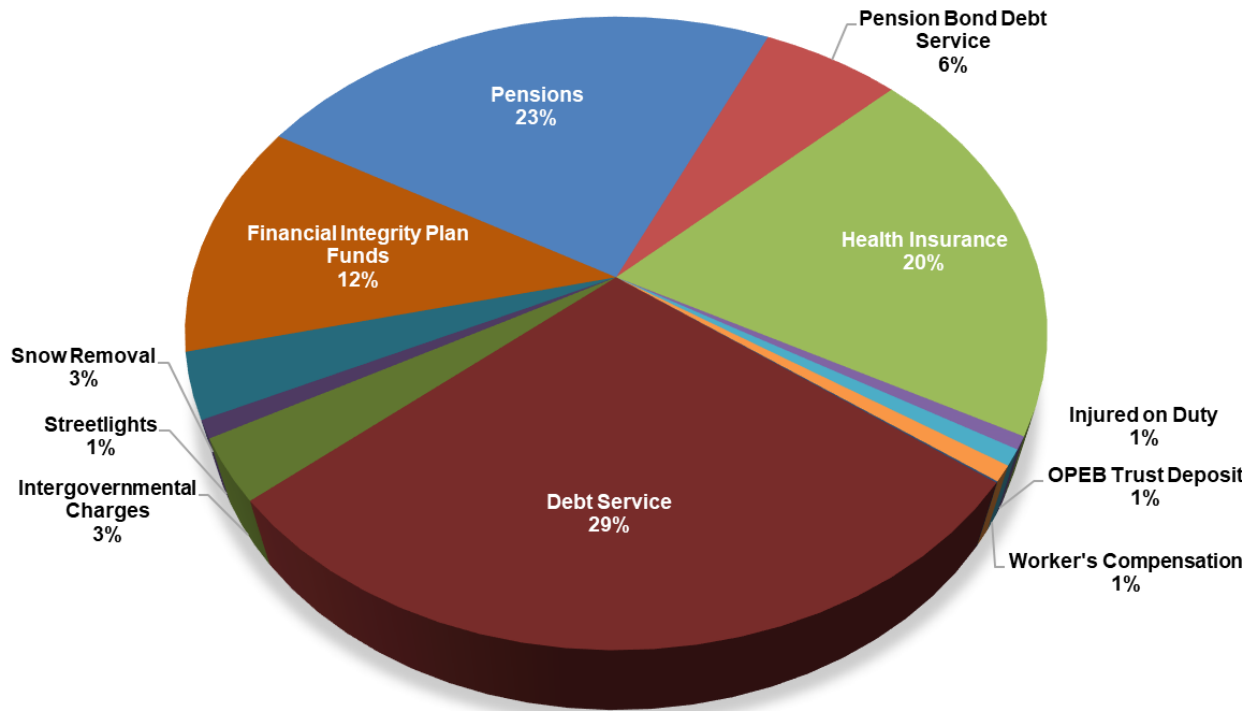
### City Fixed Costs

The City’s fixed costs are comprised of health insurance, pensions, debt service, snow removal and snow carryover, street lighting, and intergovernmental charges.

Expenditure Summary	FY24 Budget	FY25 Budget
Pensions	37,713,980	38,764,693
Pension Bond Debt Service	10,369,848	10,140,583
Health Insurance	31,804,844	32,855,439
OPEB Trust Deposit	6,654,825	1,071,795
Worker's Compensation	1,335,759	1,336,673
Injured on Duty	1,331,371	1,333,767
Unemployment	119,840	119,840
Debt Service	42,333,297	47,214,226
Intergovernmental Charges	4,705,144	5,255,191
Streetlights	1,495,490	1,495,490
Snow Removal	6,000,000	5,500,000
Financial Integrity Plan Funds	30,585,041	19,931,828
<b>Total Fixed Costs</b>	<b>174,449,439</b>	<b>165,019,525</b>

# REVENUE & EXPENDITURE SUMMARY

## FY25 Fixed Costs: \$165M



### Health Insurance, Workers' Compensation, and Injured on Duty

One of the largest components of the City's fixed costs is health insurance. This cost is split between the City and Public Schools budgets. City health insurance costs are budgeted at \$32.9M. Workers' Compensation is budgeted at \$1.3M, and Injured on Duty is budgeted at \$1.3M in Fiscal 2025.

### Pensions

The combined pension contribution required for the City of Worcester is \$38.8M. In addition, the City must make a debt service payment of \$10.1M on the Pension Obligation Bonds issued in 1998 to fund the City's unfunded pension liability. The Debt Service on the Pension Obligation Bond will cease after Fiscal 2028.

### Debt Service

The City's borrowing for equipment, infrastructure improvements (including streets and sidewalks), public buildings, as well as the construction and rehabilitation of public schools, are funded through

## REVENUE & EXPENDITURE SUMMARY

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municipal bond issues. Annual debt service payments meeting all City and enterprise fund obligations total \$102.7M. Principal and interest payments of \$47.2M are to be paid by the City's tax levy budget, and the remainder through enterprise funds and grant programs.

### **Removal/Snow Carryover**

Per the City Manager's Financial Integrity Plan, the Snow Removal budget has a minimum appropriation of \$5M. Based on historic actuals, the Fiscal 2025 budget is \$5.5M, which is a reduction of \$0.5M from Fiscal 2024. This amount is adequate to fund the City's average annual snowfall.

### **Unemployment**

The City must fund unemployment benefits for workers who have lost their jobs. The Fiscal 2025 budget for unemployment is estimated to be \$119,840, which is level funded with the previous fiscal year.

### **Street lighting**

The City has acquired ownership and maintenance control of the City's street lighting network. The costs of the electricity and maintenance contracts for the street lighting network are a fixed cost and known at the beginning of the fiscal year. The Fiscal 2025 budget is funded at \$1.5M.

### **Intergovernmental Charges**

The Commonwealth of Massachusetts mandates certain intergovernmental charges, including charges for the Regional Transit Authority, Registry of Motor Vehicles, and funding for the Central Mass Regional Planning Commission, which are projected to be \$5.3M.

### **Long Term Financial Plan Funds**

The City continues to make deposits to designated reserve funds, per the terms of the City's Financial Integrity Plan. This includes a deposit of \$2.6M to the Capital Campaign fund, which is used to fund ongoing debt service payments associated with the Worcester Technical High School, Library renovations, Forest Grove Middle School, as well as other upcoming capital projects. This category also includes \$4.1M in the CitySquare District Improvement Financing (DIF) fund reserve for public investments in City Square, \$2.9M in the Ballpark DIF fund reserve for Polar Park. Additionally, contributions continue to build the New High School Construction Fund in the amount of \$9.8M. The total contributions to these reserves totals \$19.9M.



# REVENUE & EXPENDITURE SUMMARY

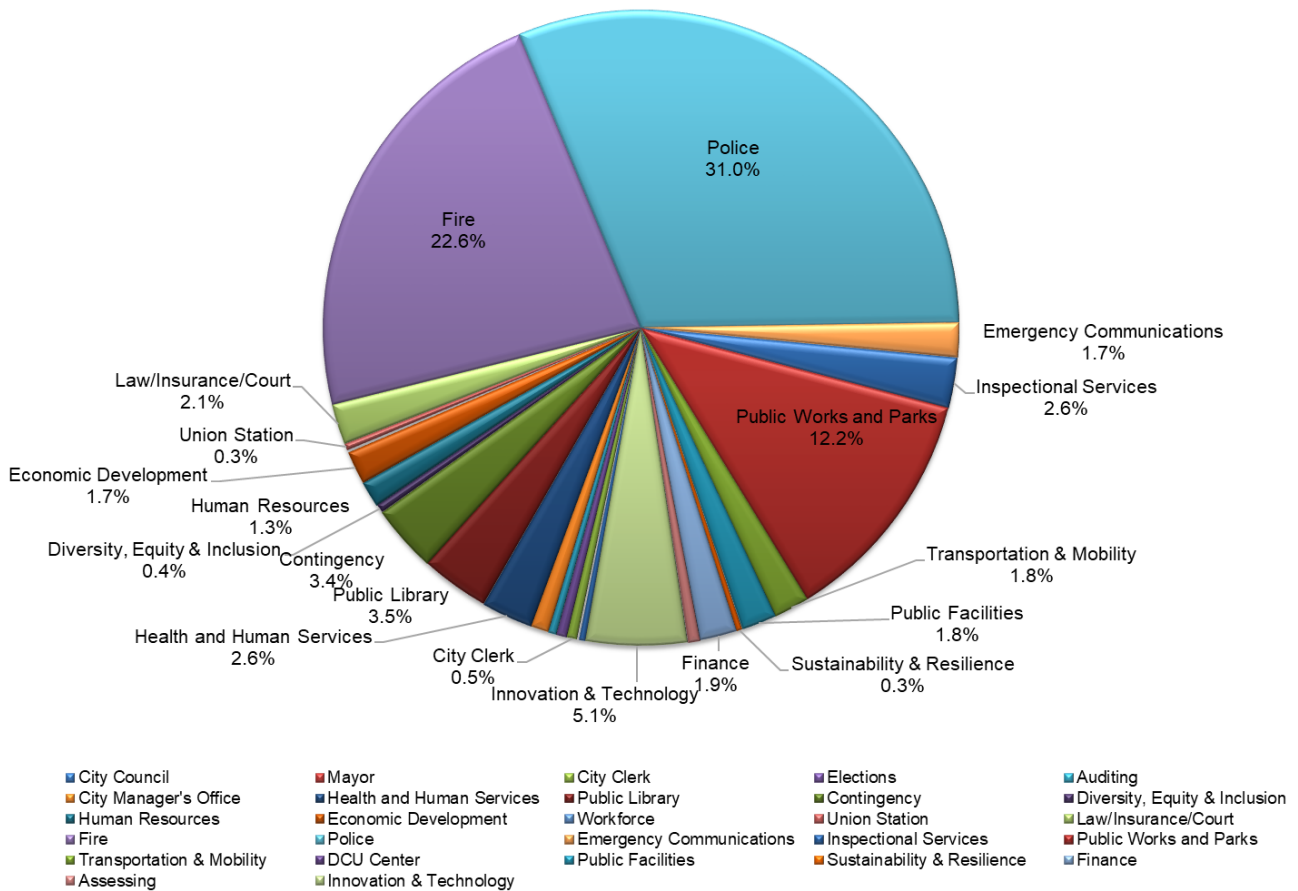
## OPEB Reserve Fund

The Fiscal 2025 operational budget continues with the City’s efforts to address the Other Post-Employment Benefits (OPEB) liability. Included in the operational budget is an allocation of \$1,071,795 to the OPEB Reserve fund to prefund the City’s OPEB liability. In addition to this deposit, and per the City’s Financial Integrity Plan, 30% of Free Cash will be appropriated into this account when Free Cash is certified in the fall.

## Operational Budgets

The City’s budget for operational departments is based on the funds remaining after all education costs and other fixed costs have been funded. In Fiscal 2025, the amount available for operational budgets is \$195M. Details of each of the operational budgets are included in the subsequent budget sections of the budget document.

**FY25 Operational Budgets: \$195M**



## REVENUE & EXPENDITURE SUMMARY

Expenditure Summary	FY24 Budget	FY25 Budget
City Council	501,768	642,009
Mayor	177,208	186,734
City Clerk	1,057,158	1,051,265
Elections	1,235,742	1,042,037
Auditing	736,442	834,363
City Manager's Office	1,343,120	1,796,207
Health and Human Services	5,358,794	5,111,290
Public Library	6,624,195	6,799,588
Contingency	4,186,285	6,677,731
Diversity, Equity & Inclusion	744,423	850,479
Human Resources	2,198,886	2,580,730
Economic Development	2,642,278	3,292,428
Workforce	200,000	200,000
Union Station	803,305	678,305
Law/Insurance/Court	4,213,419	4,052,120
Fire	44,960,420	44,091,481
Police	55,493,041	60,477,684
Emergency Communications	3,769,762	3,389,291
Inspectional Services	4,934,362	4,981,033
Public Works and Parks	23,582,544	23,749,616
Transportation & Mobility	3,500,579	3,570,585
Public Facilities	3,510,450	3,476,069
Sustainability & Resilience	527,214	587,945
Finance	3,258,975	3,708,900
Assessing	1,169,205	1,194,136
Innovation & Technology	10,146,124	10,000,568
<b>Total City Services</b>	<b>186,875,699</b>	<b>195,022,594</b>

### Highlights of the Fiscal 2025 Budget include:

#### Revenue:

- City revenues are estimated to increase by \$25.8M, a 3% increase from Fiscal 2024
  - The appropriation of prior year free cash is included in this calculation
- Property Tax revenues are estimated to increase \$18.4M
- State Aid – Education is estimated to increase by \$19.8M
- State Aid – City is estimated to increase by \$1.5M
- Local Receipts are estimated to decrease by \$3.8M

## REVENUE & EXPENDITURE SUMMARY

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### Expenditures:

- Citywide budget increases by \$25.8M, a 3% increase from Fiscal 2023.
- Education spending is anticipated to be \$533M, a \$27.1M increase from Fiscal 2024.
- Operational Budgets increased by \$5.6M, a 3% decrease from Fiscal 2024
- The City contingency fund increased 59.5% to \$6.6M

### Enterprise Funds Revenue and Expenditure Summary

Enterprise Revenue	FY24 Budget	FY25 Budget	FY24/25 Change
Sewer	51,090,721	52,936,015	1,845,294
Water	29,425,128	30,405,108	979,980
Golf	1,807,555	1,871,309	63,754
Enterprise Expenditure	FY24 Budget	FY25 Budget	FY24/25 Change
Sewer	51,090,721	52,936,015	1,845,294
Water	29,425,128	30,405,108	979,980
Golf	1,807,555	1,871,309	63,754



The City of  
**WORCESTER**

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## REVENUE & EXPENDITURE SUMMARY

Revenue Summary	FY24 Budget	FY25 Budget
<b>Property Tax Levy Total</b>	<b>377,780,173</b>	<b>396,160,848</b>
State Aid City	49,680,150	51,170,554
State Owned Land	308,772	310,241
Urban Renewal		
State Exemptions	442,129	458,909
Veteran's Benefits	907,853	874,561
<b>State Aid City Total</b>	<b>51,338,904</b>	<b>52,814,265</b>
State Aid Education	357,541,905	377,102,598
State Aid Charter Schools	9,817,253	10,080,759
<b>State Aid Education Total</b>	<b>367,359,158</b>	<b>387,183,357</b>
Motor Vehicle Excise	15,750,000	16,500,000
Cannabis Excise	1,500,000	1,700,000
Licenses and Permits	7,301,450	8,390,650
Trash Collection Revenue	4,250,000	4,250,000
Federal Medicaid	2,750,000	1,500,000
Hotel and Meals Tax	4,845,290	5,200,000
Penalties and Interest	2,102,500	2,682,500
Fines and Forfeits	2,158,000	2,833,000
Misc Recurring	6,118,378	5,410,000
Fees	2,201,350	1,958,800
Investment Income	2,600,000	5,000,000
Other Departmental	380,500	371,000
Cemetery Revenue	460,000	460,000
Special Assessments	300,000	300,000
Other Charges	110,000	110,000
<b>Local Receipts Total</b>	<b>52,827,468</b>	<b>56,665,950</b>
<b>Other Funds Total</b>	<b>178,519</b>	<b>178,519</b>
<b>Free Cash*</b>	17,739,514	-
<b>Total Revenues</b>	<b>867,223,736</b>	<b>893,002,939</b>

Expenditure Summary	FY24 Budget	FY25 Budget
Pensions	37,713,980	38,764,693
Pension Bond Debt Service	10,369,848	10,140,583
Health Insurance	31,804,844	32,855,439
OPEB Trust Deposit	6,654,825	1,071,795
Worker's Compensation	1,335,759	1,336,673
Injured on Duty	1,331,371	1,333,767
Unemployment	119,840	119,840
Debt Service	42,333,297	47,214,226
Intergovernmental Charges	4,705,144	5,255,191
Streetlights	1,495,490	1,495,490
Snow Removal	6,000,000	5,500,000
Financial Integrity Plan Funds	30,585,041	19,931,828
<b>Total Fixed Costs</b>	<b>174,449,439</b>	<b>165,019,525</b>
Worcester Public Schools	461,862,571	485,710,712
School OPEB		
Charter, School Choice, & Special	44,036,028	47,250,108
<b>Total Education</b>	<b>505,898,599</b>	<b>532,960,820</b>
City Council	501,768	642,009
Mayor	177,208	186,734
City Clerk	1,057,158	1,051,265
Elections	1,235,742	1,042,037
Auditing	736,442	834,363
City Manager's Office	1,343,120	1,796,207
Health and Human Services	5,358,794	5,111,290
Public Library	6,624,195	6,799,588
Contingency	4,186,285	6,677,731
Diversity, Equity & Inclusion	744,423	850,479
Human Resources	2,198,886	2,580,730
Economic Development	2,642,278	3,292,428
Workforce	200,000	200,000
Union Station	803,305	678,305
Law/Insurance/Court	4,213,419	4,052,120
Fire	44,960,420	44,091,481
Police	55,493,041	60,477,684
Emergency Communications	3,769,762	3,389,291
Inspectional Services	4,934,362	4,981,033
Public Works and Parks	23,582,544	23,749,616
Transportation & Mobility	3,500,579	3,570,585
DCU Center	-	
Public Facilities	3,510,450	3,476,069
Sustainability & Resilience	527,214	587,945
Finance	3,258,975	3,708,900
Assessing	1,169,205	1,194,136
Innovation & Technology	10,146,124	10,000,568
Enterprise (Golf)	-	-
<b>Total City Services</b>	<b>186,875,699</b>	<b>195,022,594</b>
<b>Total Expenditures</b>	<b>867,223,736</b>	<b>893,002,939</b>

## FISCAL 2025 BUDGET PROCEDURE

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The preparation of the Annual Budget for the City of Worcester is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget process for Fiscal 2025 was initiated in August 2023, and at that time Budget Division staff met with the City Manager to establish the general budgetary guidelines and expectations for the coming fiscal year.

Following this session, the Administration and Finance Department Budget Division worked with City departments and divisions to update the City's Five Year Fiscal Forecast. In cooperation with the City's budget staff, each department then prepared a draft Fiscal 2025 operating budget. The draft operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in March 2024.

Each department made a presentation to the City Manager justifying proposed budget adjustments and program changes for the coming fiscal year. The budget document was then developed consistent with Massachusetts General Laws, Chapter 44, requiring adequate appropriations for salaries, overtime, ordinary maintenance, debt service, fringe benefits, and capital outlay. Budget Division staff, in cooperation with departments and divisions, then finalized the budget documents for submission to City Council. The legal component of the annual budget document is the line item appropriation order which delineates appropriation amounts by division and appropriation account number.

The City of Worcester budget recommendation is developed in a manner consistent with the City's adopted Financial Integrity Plan. The budget is also developed in a manner that seeks to achieve excellence in the following areas recommended by the Government Finance Officers Association:

- **Policy Document:** The City's annual budget includes key financial policies.
- **Financial Plan:** The City's budget indicates all revenue sources to be employed to sustain the identified appropriations.
- **Operations Guide:** The budget document shows the organization and operational divisions of each City department including tables of organization and divisional breakdowns.
- **Communications Device:** The budget document includes clear and comprehensible revenue and expenditure overviews which describe the overall budget including historical information and explanations of year-over-year changes in major revenue and expenditure categories. The entire budget is available online for public review as soon as it is submitted to City Council.

## FISCAL 2025 BUDGET PROCEDURE

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By statute, the budget must be submitted to City Council within 170 days after the Council organizes in early January. The submission of the Fiscal 2025 Annual Budget to the City Council was on May 7, 2024.

The City Council has jurisdiction to make reductions, but cannot increase the proposed budget without the recommendation of the City Manager. Following submission of the budget, the City Council has 45 days in which to approve or reduce the proposed appropriation order. Should the Council fail to act within 45 days, the City Manager's recommended budget is appropriated. The Fiscal 2025 Annual Budget becomes effective on July 1, 2024.

Following the adoption of the City budget, the City must reconcile the budget with any changes in revenues and known expenditures prior to the setting of the tax rate in December. The Commonwealth's Department of Revenue evaluates the City budget in order to certify tax rates for the fiscal year. The City's property tax levy is determined by taking the total citywide appropriations and subtracting all known revenue sources other than property taxes. The amount required to balance the budget is the property tax levy for the City, assuming it is less than the City's property tax levy limit or levy ceiling as established by Proposition 2 ½.

The following Calendar summarizes the Budget Process for development and adoption of the Fiscal Year 2025 budget:

**Fall 2023:** Department meetings are held to address current fiscal year issues and identify implications for future fiscal years. The formal budget process is started at these meetings by assessing needs and budgetary issues citywide.

**January 2024 – March 2024:** Formal budget materials are distributed and collected for review. Follow up meetings with departments are held to finalize budget requests. City Manager reviews requests and makes recommendations for inclusion in the final budget recommendation.

**March 2024 – April 2024:** City Manager completes budget recommendations. Budget Office finalizes budget document for submission to City Council.

**May 2024 – June 2024:** City Council reviews final budget.

**July 1, 2024:** Fiscal Year 2025 Budget goes into effect.



## FISCAL 2025 FINANCE POLICIES

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### **City Charter Article Five—Financial Policies (Operating Budget) Section**

#### **5-1. SUBMISSION OF BUDGET**

Within the period prescribed by general law, the City Manager shall submit to the City Council an annual budget which shall be a statement of the amounts recommended by him/her for proposed expenditures of the City for the next fiscal year. The annual budget shall be classified and designated so as to show separately with respect to each City agency or undertaking for which an appropriation is recommended as follows:

(1) Ordinary maintenance, which shall also include debt and interest charges matured and maturing during the next fiscal year, and shall be subdivided as follows:

(a) Salaries and wages of officers, officials, and employees other than laborers or persons performing the duties of laborers; and

(b) Ordinary maintenance not included under sub-section (a); and,

(2) Proposed expenditures for other than ordinary maintenance, including additional equipment, the estimated cost of which exceeds one thousand dollars.

The foregoing shall not prevent the City, upon recommendation of the City Manager and with approval, by majority vote, of the City Council, from adopting additional classifications and designations.

#### **Section 5-2. ACTION ON THE BUDGET**

##### **(a) Public hearing:**

The City Council may, and upon written request of at least ten registered voters shall, give notice of a public hearing to be held on the annual budget, prior to final action thereon, but not less than seven days after publication of such notice in a local newspaper. At the time and place so advertised, or at any time or place to which such public hearing may from time to time be adjourned, the City Council shall hold a public hearing on the annual budget as submitted by the City Manager, at which all interested persons shall be given an opportunity to be heard for or against the proposed expenditures or any item thereof.

## FISCAL 2025 FINANCE POLICIES

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### **(b) Adoption:**

The City Council may, by majority vote, make appropriations for the purposes recommended and may reduce or reject any amount recommended in the annual budget, but except on

recommendation of the City Manager, shall not increase any amount in or the total of the annual budget, nor add thereto any amount for a purpose not included therein, except as provided in section thirty-three of chapter forty-four of the General Laws. Except as otherwise permitted by law or by this charter, all amounts appropriated by the City Council, as provided in this section, shall be for the purposes specified. In setting up an appropriation order or orders based on the annual budget, the City Council shall use, so far as possible, the same classifications required for the annual budget. If the City Council fails to take action with respect to any amount recommended in the annual budget, either by approving, reducing or rejecting the same, within forty-five days after its receipt of the budget, such amount shall, without any action by the City Council, become a part of the appropriations for the year, and shall be available for the purposes specified.

### **Failure to submit budget recommendations:**

If the City Manager shall fail to submit the annual budget to the City Council within the period prescribed by general law, the City Council shall within thirty days upon its own initiative prepare the annual budget, as far as apt. Within fifteen days after such preparation of the annual budget, the City Council shall proceed to act by voting thereon and all amounts so voted shall thereupon be valid appropriations for the purposes stated therein to the same extent as though based upon a City Manager's annual budget, but subject, however, [to] such requirements, if any, as may be imposed by law. If the City Council fails to take action with respect to any amount recommended in the annual budget, either by approving, reducing, or rejecting the same, within fifteen days after such preparation, such amount shall, without further action by the City Council, become a part of the appropriations for the year, and be available for the purposes specified.

### **Section 5-3. SUPPLEMENTARY APPROPRIATIONS**

Nothing in this section shall prevent the City Council, acting upon the written recommendation of the City Manager, from voting appropriations, not in excess of the amount so recommended, either prior or subsequent to the passage of the annual budget.

In case of the failure of the City Manager to transmit to the City Council a written recommendation for an appropriation for any purpose not included in the annual budget, which is deemed **FISCAL**

## 2025 FINANCE POLICIES

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necessary by the City Council, after having been so requested by majority vote thereof, the City Council, after the expiration of seven days from such vote, upon its own initiative may make such appropriation by a vote of at least two thirds of its members, and shall in all cases clearly specify the amount to be expended for each particular purpose, but no appropriation may be voted hereunder so as to fix specific salaries of employees under the direction of boards elected by the people, other than the City Council.

### **Section 5-4. TRANSFER OF APPROPRIATIONS**

On recommendation of the City Manager, the City Council may, by majority vote, transfer any amount appropriated for the use of any department to another appropriation to the same department, but no transfer shall be made of any amount appropriated for the use of any department to the appropriation for any other department except by a two-thirds vote of the City Council on recommendation of the City Manager and with the written approval of the amount of such transfer by the department having control of the appropriation from which the transfer is proposed to be made. No approval other than that expressly provided herein shall be required for any transfer under the provisions of this section.

### **Financial Integrity Plan:**

In November of 2006, the City Council adopted policies intended to establish the Five Point Financial Plan which was intended to improve the city's long term financial stability. The Five Point Plan included a number of short and long terms goals and procedures followed by the administration during budget preparation as well as ongoing monitoring. In summary, the action of adopting the Financial Integrity Plan has accomplished the following:

- Created the North High Construction Fund and the Bond Rating Stabilization Fund.
- Established a dedicated reserve building funding source associated with ten years of Massachusetts School Building Authority reimbursements for construction costs incurred by the City in years past.
- Established an annual borrowing cap.

## FISCAL 2025 FINANCE POLICIES

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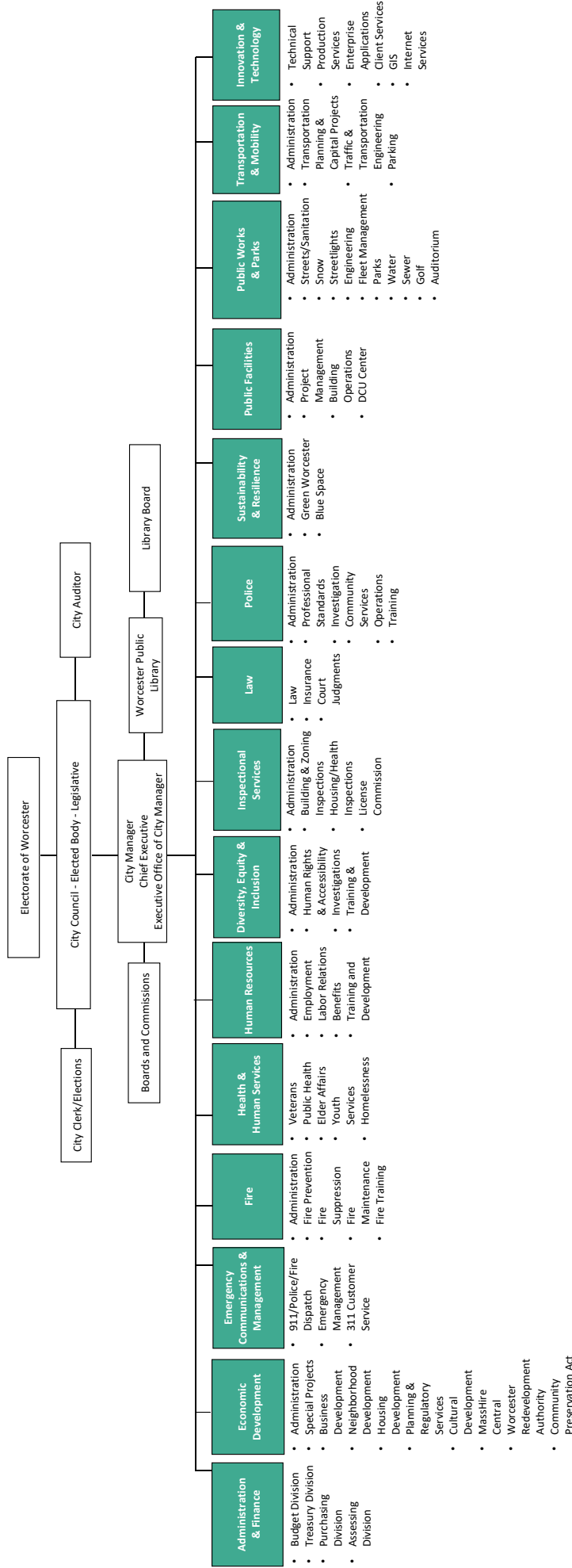
- As amended below and until reserve targets are met, the original plan established a reserve policy that places a limit on the appropriation of net free cash for operations at no more than 20%. The remaining free cash must be appropriated to the Bond Rating Stabilization Fund to build reserves to 5% of city revenues.

In October 2012, the Five Point Plan reserve policy was amended to include the requirement that 30% of net free cash be deposited into the City's Other Post-Employment Benefits (OPEB) Liability Trust Fund to begin to prefund the City's OPEB liability.

On March 28, 2017, the City Manager recommended to the Worcester City Council an update to the City's Long Term Financial Plan and renamed it the Financial Integrity Plan. The recommended Long Term Financial Plan adheres to prudent financial doctrine and practices as follows:

- Created a new High School Construction stabilization account for the construction of two (2) high school replacement projects, South High Community School and Doherty Memorial High School.
- Increased the General Fund reserve level target from 5% to 10% of General Fund revenues.
- Updated the City's annual tax levy supported debt from a fixed amount (adjusted for inflation) to subsequent debt issues being tied to debt service coverage (8-10% of the operating budget).
- Established an OPEB Trust Fund and Commission consistent with the Governmental Accounting Standards Board (GASB) promulgation GASB 45.
- Memorialized the budgetary assumptions and methodology.
- Recommended a practice where any Proposition 2 ½ new growth above the budget estimate shall be added to the unused levy capacity at the time of the tax rate recap.
- Enhanced financial reporting and transparency.

**City of Worcester  
Organizational Chart: FY25**





The City of  
**WORCESTER**

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# POLICE

**Paul B. Saucier, Interim Chief of Police**

9-11 Lincoln Square  
 Worcester, Massachusetts 01608  
 (508) 799-8600

**Mission:**

To make Worcester a safe city by preventing crime, enforcing the law, and delivering effective, fair, and professional police services in partnership with our community.

**Vision:**

Be the police department that defines best practices for Gateway and Mid-Size cities

**Previous Year DDP Highlights**

Goal	Objective	Current Progress
Meet with our community where they live and work	Build the neighborhood meetings program back better after COVID	In 2023, WPD officers attended over 300 in-person neighborhood meetings and listened to the concerns of thousands of residents. Previously dormant meetings in Union Hill were re-started, and Interim Chief Saucier and other commanders attended many of these meetings.
	Continue engaging the community about quality of life issues and neighborhood safety initiatives	In addition to these neighborhood meetings and community events, the WPD extensively documented community activities on our social media pages. Facebook followers grew to over 92,000 followers and followers on X are over 50,000. Posts reached tens of thousands of people and generated thousands of engagements. The community was engaged to help recover missing juveniles and endangered missing persons.
Recruit and promote a diverse WPD staff that reflects our community	Recruit high-quality police candidates	After a year of heavy recruiting, 237 Worcester residents signed up for the 2024 Civil Service exam, compared with 117 who took the 2022 exam. 68% of those who

	Provide support and education to officers for career pipelines within department leadership	signed up to take the next exam are women or people of color. The current WPD Academy class of 25 is the most diverse class ever, with over half of recruits coming from underrepresented groups.  The WPD is currently in the process of developing a mentorship program that will assist officers with the promotional process.
Implement major new technological initiatives	Implement new technology that will improve police capability and professionalism	A body-worn camera system was launched in February 2023, with the majority of WPD officers wearing body cameras. Currently, there are over 154,000 pieces of evidence generated by the program, which has brought unprecedented police transparency.
	Begin initial phases of the implementation of new public safety Records Management System (RMS).	The proposed RMS system was not purchased and did not move forward. The process is underway for a different system with a different funding source.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 48,764,982.38	\$ 47,119,850.00	\$ 34,768,639.00	\$ 51,715,061.00
Overtime	6,607,353.44	4,600,000.00	3,713,528.00	4,600,000.00
Ordinary Maintenance	3,886,752.80	3,743,191.00	2,578,037.00	4,122,623.00
Capital Outlay	29,200.57	30,000.00	22,206.00	40,000.00
<b>Total</b>	<b>\$ 59,288,289.19</b>	<b>\$ 55,493,041.00</b>	<b>\$ 41,082,410.00</b>	<b>\$ 60,477,684.00</b>
<b>Total Positions</b>	537	537	537	535

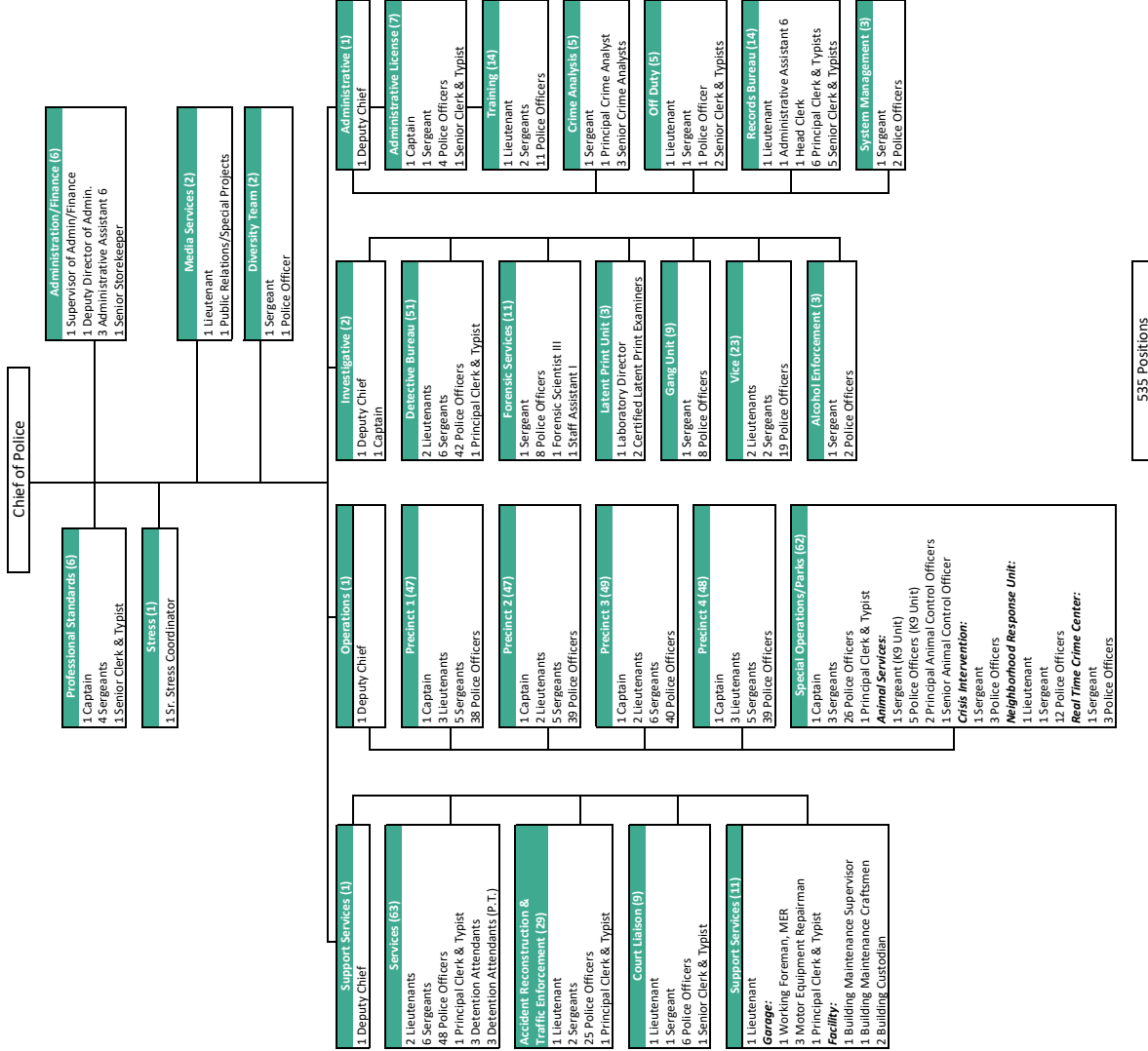
### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$60,477,684, which is an increase of \$4,984,643 from the Fiscal 2024 amount of \$55,493,041. The salary increase is mainly due to the Local 911, NEPBA union contract settlement in Fiscal 2024, which was and previously budgeted in Contingency and is now incorporated into the Fiscal 2025 budget, step increases for employees that are not at maximum pay, a 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. These increases are offset by a transfer of a Staff Assistant II to the Human Resource Department, and a Building Maintenance Craftsman to Department of Public Facilities.



The Ordinary Maintenance is mainly due to providing additional funding for other equipment leases to support costs associated with a temporary chiller rental, bulletproof vest replacements, and printing services. In addition, funding to support a department-wide transition to Glock firearms was funded and a training budget was established. These increases are offset by transferring copier count funding to the Innovation and the Technology Department, and removing the funding related to the Mounted Unit. Capital Outlay increased by \$10,000 to replace radar units that are beyond their useful life.

**POLICE DEPARTMENT  
ORGANIZATIONAL CHART**



535 positions

**PAUL B. SAUCIER, INTERIM CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**WORCESTER POLICE DEPARTMENT - DEPARTMENT #CC1038 TOTAL**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 238,925.00	55CM	CHIEF OF POLICE	1	\$ 252,443.00
4	734,244.00	50EM	DEPUTY POLICE CHIEF	4	749,897.00
8	1,052,140.00	98	POLICE CAPTAIN	8	1,079,308.00
24	2,892,455.00	97	POLICE LIEUTENANT	24	2,925,770.00
59	6,176,817.00	96	POLICE SERGEANT	59	6,190,502.00
352	29,182,912.00	95	POLICE OFFICERS	352	32,852,520.00
1	106,521.00	46M	SUPERVISOR OF ADMINISTRATION	1	111,739.00
1	102,750.00	45M	SENIOR STRESS COORDINATOR	1	107,789.00
1	99,022.00	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	86,106.00
1	99,065.00	44P	LABORATORY DIRECTOR	1	103,921.00
2	158,312.00	43P	CERTIFIED LATENT PRINT EXAMINER	2	172,185.00
1	70,314.00	42M	DEPUTY DIRECTOR OF ADMINISTRATION	1	73,751.00
1	90,088.00	45M	PRINCIPAL CRIME ANALYST	1	92,248.00
1	87,153.00	43P	FORENSIC SCIENTIST	1	94,501.00
3	229,796.00	38P	SENIOR CRIME ANALYST	3	243,901.00
1	63,566.00	37	BUILDING MAINTENANCE SUPERVISOR	1	66,681.00
2	143,750.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	144,303.00
1	63,253.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	63,497.00
1	57,288.00	35	STAFF ASSISTANT 2	0	-
4	259,128.00	35	ADMINISTRATIVE ASSISTANT 6	4	263,905.00
1	67,746.00	36	WORKING FOREMAN, MER	1	62,265.00
1	62,473.00	32	STAFF ASSISTANT I	1	65,525.00
1	60,944.00	32	HEAD CLERK	1	61,179.00
2	113,963.00	30	BUILDING MAINTENANCE CRAFTSMAN	1	47,294.00
3	151,572.00	30	MOTOR EQUIPMENT REPAIRMAN	3	174,860.00
11	578,726.00	29	PRINCIPAL CLERK & TYPIST	11	544,501.00
1	56,992.00	28	SENIOR STOREKEEPER	1	57,212.00
2	96,096.00	25	BUILDING CUSTODIAN	2	96,466.00
3	108,379.00	24	DETENTION ATTENDANT	3	116,604.00
3	108,224.00	24	DETENTION ATTENDANT (PART-TIME)	3	110,599.00
10	441,966.00	24	SENIOR CLERK & TYPIST	10	436,452.00
507	\$ 43,754,580.00		TOTAL REGULAR SALARIES	505	\$ 47,447,924.00
30	\$ 1,847,996.00	95	POLICE CLASS	30	\$ 2,208,159.00
30	\$ 1,847,996.00		REGULAR SALARIES	30	\$ 2,208,159.00
537	\$ 45,602,576.00		REGULAR SALARIES	535	\$ 49,656,083.00
	2,242,943.00		HOLIDAY PAY - CONTRACTUAL		2,618,236.00
	183,023.00		SICK & VACATION BUYBACK		184,946.00
	3,120.00		OTHER STIPENDS		3,120.00
	14,300.00		STIPEND- CHIEF		14,300.00
	38,771.00		EM INCENTIVE PAY		39,771.00
	2,482,157.00		CONTRACTUAL STIPENDS AND EXTRAS		2,860,373.00
537	\$ 48,084,733.00		TOTAL SALARIES	535	\$ 52,516,456.00
	7,300.00		LONGEVITY		7,300.00
	156,300.00		CADET PROGRAM - TEMPORARY STAFF		156,300.00
	(913,461.00)		VACANCY FACTOR		(788,195.00)
537	\$ 47,334,872.00		TOTAL RECOMMENDED PERSONAL SERVICES	535	\$ 51,891,861.00
	(215,022.00)		FUNDING SOURCES:		(176,800.00)
	(215,022.00)		GBV TASK FORCE		(176,800.00)
			TOTAL FUNDING SOURCES		(176,800.00)
537	\$ 47,119,850.00		TOTAL RECOMMENDED PERSONAL SERVICES	535	\$ 51,715,061.00

**PAUL B. SAUCIER, INTERIM CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 TOTAL**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	\$ 25,604.00		ANIMAL CONTROL OVERTIME		\$ 42,508.00
	383,360.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		-
	808,508.00		COURT ATTENDANCE OVERTIME		636,980.00
	-		CRITICAL INCIDENT RESPONSE		118,805.00
	-		ENTERTAINMENT DISTRICT		111,488.00
	-		FIELD TRAINING PROGRAM		299,424.00
	20,474.00		GANG INVESTIGATION OVERTIME		-
	-		GUN VIOLENCE REDUCTION TEAM		187,800.00
	1,141,151.00		INVESTIGATIVE OVERTIME		1,141,151.00
	-		JOHN STINGS		10,050.00
	-		PARADES & FESTIVALS		42,034.00
	303,934.00		PROBLEM BARS OVERTIME		-
	-		QUALITY OF LIFE TEAM		43,768.00
	1,319,778.00		REGULAR OVERTIME		1,319,778.00
	-		SPECIALIZED TEAMS TRAINING		149,865.00
	454,784.00		SUMMER PATROLS OVERTIME		454,784.00
	113,620.00		SWAT TRAINING OVERTIME		-
	28,787.00		VICE OVERTIME		-
	-		WORCESTER COMMON SKATING OVAL		41,565.00
	<u>\$ 4,600,000.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 4,600,000.00</u>
	\$ 534,884.00		AUTO FUEL NO LEAD GAS		\$ 502,575.00
	228,000.00		AUTOMOTIVE SUPPLIES		228,000.00
	15,000.00		BUILDING SUPPLIES		12,300.00
	60,000.00		CATERED MEALS		30,000.00
	81,620.00		CONSULTANTS		-
	6,000.00		COPY PAPER		-
	15,000.00		CUSTODIAL SUPPLIES		15,000.00
	288,625.00		ELECTRICITY		334,512.00
	2,500.00		EXTERMINATOR SERVICES		2,000.00
	38,091.00		HARDWARE/DEVICES		-
	-		HARDWARE- IT SUPPLIES		8,659.00
	19,500.00		HIRED SERVICES		19,500.00
	24,000.00		LABORATORY SUPPLIES		24,000.00
	800.00		LANDSCAPING SUPPLIES		800.00
	41,384.00		LEASES & RENTALS		-
	381,527.00		MAINTENANCE/REPAIR BUILDING		115,000.00
	15,000.00		MAINTENANCE/REPAIR EQUIPMENT		-
	94,500.00		MAINTENANCE/REPAIR VEHICLE		140,000.00
	11,454.00		MEDICAL SUPPLIES		11,454.00
	6,355.00		MEMBERSHIP DUES		6,940.00
	8,000.00		NATURAL GAS		15,000.00
	500.00		NEWSPAPER ADVERTISING		-
	60,985.00		NON-NETWORK SOFTWARE & SUPPORT		25,520.00
	38,000.00		OFFICE SUPPLIES		60,000.00
	500.00		OTHER CHARGES & EXPENDITURES		-
	-		OTHER EQUIPMENT LEASES		376,308.00
	-		OTHER PROFESSIONAL SERVICES		1,000.00
	46,000.00		OTHER SUPPLIES		-
	9,414.00		PARTS/EQUIPMENT SUPPLIES		9,414.00
	28,000.00		PHYSICIANS/SURGEONS		25,500.00
	500.00		POSTAGE		500.00
	22,750.00		PRINT & COPY SUPPLIES		11,750.00
	9,500.00		PRINTING SERVICES		17,000.00
	-		PUBLIC SAFETY SOFTWARE		572,870.00
	-		REGISTRATION FEES		75,000.00
	13,406.00		RUBBISH REMOVAL & HIRED HAULERS/MOVERS		13,600.00
	738,321.00		SAFETY SUPPLIES		544,825.00
	1,000.00		SAND & GRAVEL SUPPLIES		-
	572,877.00		SECURITY SERVICES		-
	-		SOFTWARE LICENSE		16,100.00
	3,439.00		SUBSCRIPTIONS		20,000.00
	-		TECH EQUIPMENT LEASES		615,996.00
	205,259.00		TELEPHONE & CABLE		180,000.00
	2,000.00		TRAINING CERTIFICATIONS		2,000.00
	-		TRANSPORTATION		2,000.00
	3,000.00		TRAVEL		-
	7,500.00		UNIFORMS		7,500.00
	108,000.00		VETERINARIANS		80,000.00
	<u>\$ 3,743,191.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 4,122,623.00</u>
	\$ 30,000.00		CAPITAL OUTLAY		\$ 40,000.00
	<u>\$ 30,000.00</u>		<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 40,000.00</u>
	<u>\$ 55,493,041.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 60,477,684.00</u>

## PAUL B. SAUCIER, INTERIM CHIEF OF POLICE

## CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025

## WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 POLICE - ADMINISTRATION

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 183,561.00	50EM	DEPUTY POLICE CHIEF	1	\$ 192,558.00
1	136,012.00	98	POLICE CAPTAIN	1	136,535.00
3	369,285.00	97	POLICE LIEUTENANT	3	370,704.00
2	219,816.00	96	POLICE SERGEANT	2	220,660.00
15	1,325,309.00	95	POLICE OFFICERS	15	1,471,084.00
1	90,088.00	42P	PRINCIPAL CRIME ANALYST	1	92,248.00
3	229,796.00	38P	SENIOR CRIME ANALYST	3	243,901.00
1	67,746.00	35	ADMINISTRATIVE ASSISTANT 6	1	68,007.00
1	60,944.00	32	HEAD CLERK	1	61,179.00
5	267,021.00	29	PRINCIPAL CLERK & TYPIST	5	230,765.00
8	349,156.00	24	SENIOR CLERK & TYPIST	8	343,284.00
41	\$ 3,298,734.00		TOTAL REGULAR SALARIES	41	\$ 3,430,925.00
	128,695.00		HOLIDAY PAY - CONTRACTUAL		136,985.00
	23,513.00		SICK & VACATION BUYBACK		23,513.00
	7,413.00		EM INCENTIVE PAY		7,747.00
	14,300.00		STIPEND- CHIEF		14,300.00
	173,921.00		CONTRACTUAL STIPENDS AND EXTRAS		182,545.00
41	\$ 3,472,655.00		TOTAL SALARIES	41	\$ 3,613,470.00
41	\$ 3,472,655.00		TOTAL RECOMMENDED PERSONAL SERVICES	41	\$ 3,613,470.00
	\$ 327,882.00		REGULAR OVERTIME		\$ 232,343.00
	\$ 327,882.00		TOTAL RECOMMENDED OVERTIME		\$ 232,343.00
	\$ 6,000.00		CONSULTANTS		\$ -
	2,764.00		HARDWARE/DEVICES		-
	2,454.00		LEASES & RENTALS		-
	6,705.00		MAINTENANCE/REPAIR EQUIPMENT		-
	9,200.00		MEDICAL SUPPLIES		11,454.00
	450.00		MEMBERSHIP DUES		450.00
	8,702.00		NON-NETWORK SOFTWARE & SUPPORT		19,120.00
	5,000.00		OFFICE SUPPLIES		5,000.00
	-		OTHER PROFESSIONAL SERVICES		1,000.00
	1,790.00		PARTS/EQUIPMENT SUPPLIES		1,790.00
	-		POSTAGE		500.00
	-		PRINT & COPY SUPPLIES		11,750.00
	1,000.00		PRINTING SERVICES		17,000.00
	-		REGISTRATION FEES		75,000.00
	670,996.00		SAFETY SUPPLIES		-
	-		SOFTWARE LICENSE		16,100.00
	3,439.00		SUBSCRIPTIONS		20,000.00
	7,000.00		TELEPHONE & CABLE		7,000.00
	-		TRANSPORTATION		2,000.00
	\$ 725,500.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 188,164.00
	\$ 30,000.00		TOTAL RECOMMENDED CAPITAL OUTLAY		\$ 40,000.00
	\$ 4,556,037.00		TOTAL RECOMMENDED TAX LEVY		\$ 4,073,977.00

**PAUL B. SAUCIER, INTERIM CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024**

**WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 POLICE - GARAGE**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 123,095.00	96	POLICE LIEUTENANT	1	\$ 123,568.00
1	90,938.00	95	POLICE OFFICERS	1	99,013.00
1	67,746.00	36	WORKING FOREMAN, MER	1	62,265.00
3	151,572.00	29	MOTOR EQUIPMENT REPAIRMAN	3	174,860.00
2	101,805.00	29	PRINCIPAL CLERK & TYPIST	2	102,198.00
<u>8</u>	<u>\$ 535,156.00</u>		TOTAL REGULAR SALARIES	<u>8</u>	<u>\$ 561,904.00</u>
	12,348.00		HOLIDAY PAY - CONTRACTUAL		12,792.00
	4,971.00		SICK & VACATION BUYBACK		4,971.00
	3,120.00		OTHER STIPENDS		3,120.00
	<u>20,439.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>20,883.00</u>
<u>8</u>	<u>\$ 555,595.00</u>		TOTAL SALARIES	<u>8</u>	<u>\$ 582,787.00</u>
	(62,183.00)		VACANCY FACTOR		(28,378.00)
<u>8</u>	<u>\$ 493,412.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>8</u>	<u>\$ 554,409.00</u>
	<u>\$ 80,667.00</u>		REGULAR OVERTIME		\$ -
	<u>\$ 80,667.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ -</u>
	534,884.00		AUTO FUEL NO LEAD GAS		502,575.00
	228,000.00		AUTOMOTIVE SUPPLIES		228,000.00
	580.00		HARDWARE/DEVICES		-
	-		HIRED SERVICES		19,500.00
	4,110.00		LEASES & RENTALS		-
	2,000.00		MAINTENANCE/REPAIR EQUIPMENT		-
	94,500.00		MAINTENANCE/REPAIR VEHICLE		140,000.00
	200.00		MEMBERSHIP DUES		200.00
	8,200.00		NON-NETWORK SOFTWARE & SUPPORT		2,700.00
	5,044.00		PARTS/EQUIPMENT SUPPLIES		5,044.00
	1,300.00		RUBBISH REMOVAL & HIRED HAULERS/MOVERS		1,300.00
	<u>\$ 878,818.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 899,319.00</u>
	<u>\$ 1,452,897.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,453,728.00</u>

**PAUL B. SAUCIER, INTERIM CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024**

**WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 POLICE - BUILDING**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 63,566.00	37	BUILDING MAINTENANCE SUPERVISOR	1	\$ 66,681.00
2	113,963.00	30	BUILDING MAINTENANCE CRAFTSMAN	1	47,294.00
2	96,096.00	25	BUILDING CUSTODIAN	2	96,466.00
5	\$ 273,625.00		TOTAL SALARIES	4	\$ 210,441.00
5	\$ 273,625.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	4	\$ 210,441.00
	\$ 123,279.00		REGULAR OVERTIME		\$ -
	\$ 123,279.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ -
	\$ 15,000.00		BUILDING SUPPLIES		\$ 12,300.00
	15,000.00		CUSTODIAL SUPPLIES		15,000.00
	288,625.00		ELECTRICITY		334,512.00
	2,500.00		EXTERMINATOR SERVICES		2,000.00
	800.00		LANDSCAPING SUPPLIES		800.00
	2,136.00		LEASES & RENTALS		-
	381,527.00		MAINTENANCE/REPAIR BUILDING		115,000.00
	1,720.00		MAINTENANCE/REPAIR EQUIPMENT		-
	8,000.00		NATURAL GAS		15,000.00
	100.00		NON-NETWORK SOFTWARE & SUPPORT		-
	-		OTHER EQUIPMENT LEASES		376,308.00
	11,278.00		RUBBISH REMOVAL & HIRED HAULERS/MOVERS		11,472.00
	1,722.00		TELEPHONE & CABLE		2,000.00
	\$ 728,408.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 884,392.00
	\$ 1,125,312.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,094,833.00

**PAUL B. SAUCIER, INTERIM CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1039 POLICE - INVESTIGATIVE**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 183,561.00	50EM	DEPUTY POLICE CHIEF	1	\$ 180,514.00
1	136,012.00	98	POLICE CAPTAIN	1	136,535.00
5	615,475.00	97	POLICE LIEUTENANT	5	617,840.00
12	1,258,471.00	96	POLICE SERGEANT	12	1,242,687.00
71	6,121,427.00	95	POLICE OFFICERS	71	6,757,554.00
1	99,065.00	44P	LABORATORY DIRECTOR	1	103,921.00
2	158,312.00	43P	LATENT PRINT EXAMINER	2	172,185.00
1	87,153.00	43P	FORENSIC SCIENTIST III	1	94,501.00
1	62,473.00	32	STAFF ASSISTANT I	1	65,525.00
1	54,655.00	29	PRINCIPAL CLERK & TYPIST	1	55,291.00
96	\$ 8,776,604.00		TOTAL REGULAR SALARIES	96	\$ 9,426,553.00
	474,733.00		HOLIDAY PAY - CONTRACTUAL		510,681.00
	47,317.00		SICK & VACATION BUYBACK		46,532.00
	7,413.00		EM INCENTIVE PAY		7,262.00
	529,463.00		CONTRACTUAL STIPENDS AND EXTRAS		564,475.00
96	\$ 9,306,067.00		TOTAL SALARIES	96	\$ 9,991,028.00
	1,600.00		LONGEVITY		1,600.00
	156,300.00		CADET PROGRAM - TEMPORARY STAFF		156,300.00
	(13,617.00)		VACANCY FACTOR		(179,194.00)
96	\$ 9,450,350.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	96	\$ 9,969,734.00
	\$ 371,914.00		COURT OVERTIME		\$ 318,490.00
	20,474.00		GANG INVESTIGATION OVERTIME		-
	-		GUN VIOLENCE REDUCTION TEAM		187,800.00
	950,351.00		INVESTIGATIVE OVERTIME		934,916.00
	-		JOHN STINGS		10,050.00
	-		REGULAR OVERTIME		371,509.00
	28,787.00		VICE OVERTIME		-
	\$ 1,371,526.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 1,822,765.00
	\$ 4,000.00		CONSULTANTS		\$ -
	16,235.00		HARDWARE/DEVICES		-
	24,000.00		LABORATORY SUPPLIES		24,000.00
	7,073.00		LEASES & RENTALS		-
	33,744.00		NON-NETWORK SOFTWARE & SUPPORT		3,700.00
	1,000.00		TRAINING CERTIFICATIONS		1,000.00
	80,952.00		TELEPHONE & CABLE		70,000.00
	\$ 167,004.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 98,700.00
	\$ 10,988,880.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 11,891,199.00



**PAUL B. SAUCIER, INTERIM CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**WORCESTER POLICE DEPARTMENT - DEPARTMENT #CC1040 POLICE - SUPPORT SERVICES**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 238,925.00	55CM	CHIEF OF POLICE	1	\$ 252,443.00
1	183,561.00	50EM	DEPUTY POLICE CHIEF	1	192,558.00
2	272,024.00	98	POLICE CAPTAIN	2	273,070.00
4	479,647.00	97	POLICE LIEUTENANT	4	484,376.00
16	1,672,627.00	96	POLICE SERGEANT	16	1,683,211.00
66	5,466,914.00	95	POLICE OFFICERS	66	6,094,697.00
1	106,521.00	46M	SUPERVISOR OF ADMINISTRATION	1	111,739.00
1	102,750.00	45M	SENIOR STRESS COORDINATOR	1	107,789.00
1	99,022.00	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	86,106.00
1	70,314.00	42M	DEPUTY DIRECTOR OF ADMINISTRATION	1	73,751.00
1	57,288.00	35	STAFF ASSISTANT 2	0	-
3	191,382.00	35	ADMINISTRATIVE ASSISTANT 6	3	195,898.00
1	56,992.00	28	SENIOR STOREKEEPER	1	57,212.00
2	100,590.00	29	PRINCIPAL CLERK & TYPIST	2	100,956.00
2	92,810.00	24	SENIOR CLERK & TYPIST	2	93,168.00
3	108,379.00	23	DETENTION ATTENDANT	3	116,604.00
3	108,224.00	23	DETENTION ATTENDANT (PART-TIME)	3	110,599.00
<b>109</b>	<b>\$ 9,407,970.00</b>		<b>TOTAL REGULAR SALARIES</b>	<b>108</b>	<b>\$ 10,034,177.00</b>
	441,146.00		HOLIDAY PAY - CONTRACTUAL		503,592.00
	46,118.00		SICK & VACATION BUYBACK		48,587.00
	16,532.00		EM INCENTIVE PAY		17,349.00
	<b>503,796.00</b>		<b>CONTRACTUAL STIPENDS AND EXTRAS</b>		<b>569,528.00</b>
<b>109</b>	<b>\$ 9,911,766.00</b>		<b>TOTAL SALARIES</b>	<b>108</b>	<b>\$ 10,603,705.00</b>
	2,200.00		LONGEVITY		2,200.00
	(80,443.00)		VACANCY FACTOR		(36,734.00)
<b>109</b>	<b>\$ 9,833,523.00</b>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>108</b>	<b>\$ 10,569,171.00</b>
<b>109</b>	<b>\$ 9,833,523.00</b>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>108</b>	<b>\$ 10,569,171.00</b>
	\$ 406,945.00		REGULAR OVERTIME		\$ 127,888.00
	190,800.00		INVESTIGATIVE OVERTIME		206,235.00
	80,851.00		COURT ATTENDANCE OVERTIME		-
	<b>\$ 678,596.00</b>		<b>TOTAL RECOMMENDED OVERTIME</b>		<b>\$ 334,123.00</b>
	\$ 60,000.00		CATERED MEALS		\$ 30,000.00
	6,000.00		COPY PAPER		-
	6,242.00		HARDWARE/DEVICES		-
	-		HARDWARE: IT SUPPLIES		8,659.00
	5,500.00		HIRED SERVICES		-
	12,489.00		LEASES & RENTALS		-
	3,000.00		MAINTENANCE /REPAIR EQUIPMENT		-
	2,254.00		MEDICAL SUPPLIES		-
	5,180.00		MEMBERSHIP DUES		5,765.00
	500.00		NEWSPAPER ADVERTISING		-
	7,349.00		NON-NETWORK SOFTWARE & SUPPORT		-
	38,000.00		OFFICE SUPPLIES		35,000.00
	500.00		OTHER CHARGES & EXPENDITURES		-
	2,500.00		OTHER SUPPLIES		-
	2,580.00		PARTS/EQUIPMENT SUPPLIES		2,580.00
	2,500.00		PHYSICIANS/SURGEONS		-
	500.00		POSTAGE		-
	8,500.00		PRINTING SERVICES		-
	22,750.00		PRINT & COPY SUPPLIES		-
	828.00		RUBBISH REMOVAL & HIRED HAULERS/MOVERS		828.00
	40,954.00		TELEPHONE & CABLE		37,000.00
	3,000.00		TRAVELING		-
	<b>\$ 231,126.00</b>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<b>\$ 119,832.00</b>
	<b>\$ 10,743,245.00</b>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<b>\$ 11,023,126.00</b>

**PAUL B. SAUCIER, INTERIM CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1041 POLICE - OPERATIONS**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 183,561.00	50EM	DEPUTY POLICE CHIEF	1	\$ 184,267.00
4	508,092.00	98	POLICE CAPTAIN	4	533,168.00
11	1,304,953.00	97	POLICE LIEUTENANT	11	1,329,282.00
29	3,025,903.00	96	POLICE SERGEANT	29	3,043,944.00
199	16,178,324.00	95	POLICE OFFICERS	199	18,430,172.00
2	143,750.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	144,303.00
1	63,253.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	63,497.00
1	54,655.00	29	PRINCIPAL CLERK & TYPIST	1	55,291.00
248	\$ 21,462,491.00		TOTAL REGULAR SALARIES	248	\$ 23,783,924.00
	1,078,541.00		HOLIDAY PAY - CONTRACTUAL		1,333,341.00
	61,104.00		SICK & VACATION BUYBACK		61,343.00
	-		MODEL CONTRACT COLA - OFFICIALS		-
	7,413.00		EM INCENTIVE PAY		7,413.00
	1,147,058.00		CONTRACTUAL STIPENDS AND EXTRAS		1,402,097.00
240	\$ 22,609,549.00		TOTAL SALARIES	248	\$ 25,186,021.00
	3,500.00		LONGEVITY		3,500.00
	(135,399.00)		VACANCY FACTOR		(137,865.00)
240	\$ 22,477,650.00		TOTAL RECOMMENDED PERSONAL SERVICES	248	\$ 25,051,656.00
	(215,022.00)		FUNDING SOURCES:		(176,800.00)
	(215,022.00)		GBV TASK FORCE		(176,800.00)
240	\$ 22,262,628.00		TOTAL FUNDING SOURCES	248	\$ 24,874,856.00
	\$ 25,604.00		ANIMAL CONTROL OVERTIME		\$ 42,508.00
	355,743.00		COURT ATTENDANCE OVERTIME		318,490.00
	-		CRITICAL INCIDENT RESPONSE		118,805.00
	-		ENTERTAINMENT DISTRICT		111,488.00
	383,360.00		FIELD TRAINING PROGRAM		299,424.00
	303,934.00		PARADES & FESTIVALS		42,034.00
	-		PROBLEM BARS OVERTIME		-
	381,005.00		QUALITY OF LIFE TEAM		43,768.00
	-		REGULAR OVERTIME		588,038.00
	454,784.00		SPECIALIZED TEAMS TRAINING		149,865.00
	113,620.00		SUMMER PATROLS OVERTIME		454,784.00
	-		SWAT TRAINING OVERTIME		-
	-		WORCESTER COMMON SKATING OVAL		41,565.00
	\$ 2,018,050.00		TOTAL RECOMMENDED OVERTIME		\$ 2,210,769.00
	\$ 52,500.00		CONSULTANTS		\$ -
	12,270.00		HARDWARE/DEVICES		-
	14,000.00		HIRED SERVICES		-
	13,122.00		LEASES & RENTALS		-
	1,575.00		MAINTENANCE/REPAIR EQUIPMENT		-
	525.00		MEMBERSHIP DUES		525.00
	2,890.00		NON-NETWORK SOFTWARE & SUPPORT		-
	38,500.00		OFFICE SUPPLIES		20,000.00
	-		PUBLIC SAFETY SOFTWARE		572,870.00
	12,500.00		SAFETY SUPPLIES		-
	1,000.00		SAND & GRAVEL SUPPLIES		-
	572,877.00		SECURITY SERVICES		-
	-		TECH EQUIPMENT LEASES		615,996.00
	74,631.00		TELEPHONE & CABLE		64,000.00
	1,000.00		TRAINING CERTIFICATIONS		1,000.00
	7,500.00		UNIFORMS		7,500.00
	108,000.00		VETERINARIANS		80,000.00
	\$ 912,890.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,361,891.00
	\$ 25,193,568.00		TOTAL RECOMMENDED TAX LEVY		\$ 28,447,516.00

**PAUL B. SAUCIER, INTERIM CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 POLICE - ACADEMY**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
30	\$ 1,847,996.00	95	POLICE OFFICERS (RECRUITS)	30	\$ 2,208,159.00
30	\$ 1,847,996.00		TOTAL REGULAR SALARIES	30	\$ 2,208,159.00
	107,480.00		HOLIDAY PAY - CONTRACTUAL		120,845.00
	107,480.00		CONTRACTUAL STIPENDS AND EXTRAS		120,845.00
30	\$ 1,955,476.00		TOTAL SALARIES	30	\$ 2,329,004.00
	(621,819.00)		VACANCY FACTOR		(406,024.00)
30	\$ 1,333,657.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	30	\$ 1,922,980.00
	\$ 25,500.00		PHYSICIANS/SURGEONS		\$ 25,500.00
	19,120.00		CONSULTANTS		-
	54,825.00		SAFETY SUPPLIES		544,825.00
	\$ 99,445.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 570,325.00
	\$ 1,433,102.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 2,493,305.00



The City of  
**WORCESTER**

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# FIRE

**Martin W. Dyer, Fire Chief**

Fire Department Headquarters  
 141 Grove Street  
 Worcester, MA 01605  
 (508) 799-1820

**Mission:** The Worcester Fire Department is dedicated to professionally serving the citizens and protecting lives and property in our community. We accomplish this mission through fire suppression, emergency response, prevention, and community risk reduction.

**Vision:** The Worcester Fire Department aspires to be the premier provider of fire and rescue services in the country.

**Previous Year DDP Highlights**

Goal	Objective	Current Progress
Foster a well-managed department and a culture of personal accountability in accordance with the mission, vision, and values of the department.	Conduct executive meetings to work on department issues at least monthly.  Provide mentoring, coaching, and professional development to all ranks.  Maintain a low rate of sick time usage.	Executive staff meetings are held bi-monthly to review performance, work on policy and ensure consistency through all working groups.  Professional development opportunities are made available to members as funding allowed.  Sick leave has been well managed resulting in strong staffing and crew integrity.
Provide a highly trained and diverse workforce prepared to respond to the needs of the community.	Develop and provide quality training programs that ensure members obtain and maintain required knowledge, skills, and abilities to perform their duties safely, effectively, and efficiently.  Engage the community in outreach opportunities to recruit a diverse workforce.	Training Division conducted annual first responder and hazardous materials training to the membership.  Multiple company drills were led by District and Deputy Chiefs to maintain proficiency.  Led two Civil Service recruitment open house events and continue to participate in job fairs and recruitment events throughout the city.

Maintain a high-quality fleet capable of serving and protecting the community.	Create a fleet management maintenance program and maintain apparatus to the manufacturer’s standards.	<p>The department put five new apparatus into service this year allowing us to come closer to closing the gap in our fleet replacement plan.</p> <p>The maintenance division experienced significant turnover this year. The new Chief Mechanic is working to on-board two new mechanics.</p>
Provide for the safety and health of all firefighters with stations and gear that allow for the safe, effective, and efficient completion of duties.	Provide a healthy and safe living and working environment to our firefighters by providing regular building maintenance and upgrades to facilities.	<p>Firefighter turnout gear is inspected annually and replaced according to national standards.</p> <p>A second set of gear is provided for all firefighters to allow their primary set time to be thoroughly washed and dried before it needs to be worn to another incident.</p> <p>Eight stations received HVAC upgrades or installations this year.</p>

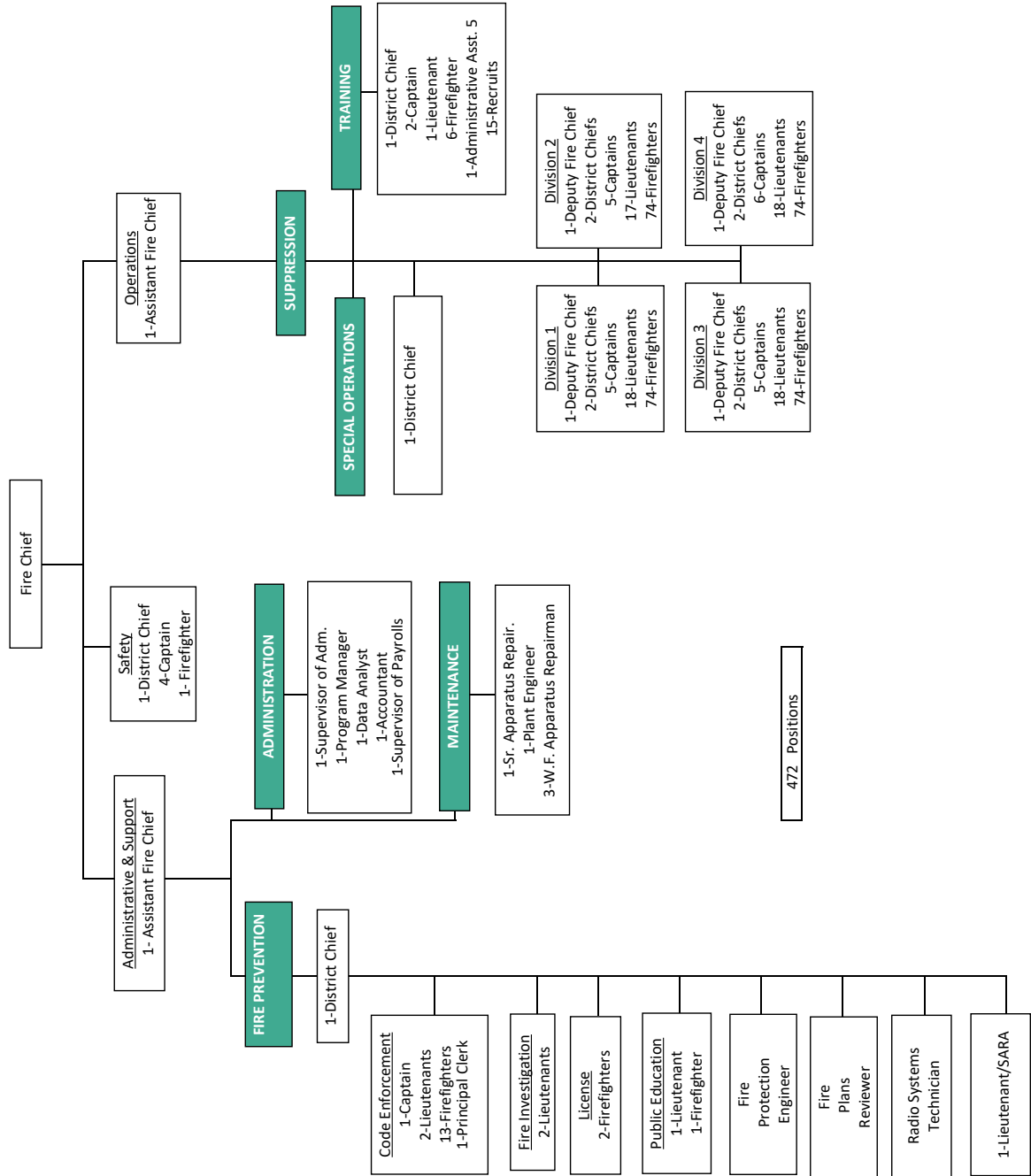
**Department Allocation Summary**

	<b>Actuals</b>	<b>Approved Budget for</b>	<b>Totals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 40,087,513.48	\$ 40,592,756.00	\$ 28,911,800.00	\$ 39,667,217.00
Overtime	4,433,615.45	2,359,192.00	3,428,563.00	2,359,192.00
Ordinary Maintenance	1,724,704.85	1,865,472.00	1,130,371.00	1,922,072.00
Capital Outlay	174,378.00	143,000.00	-	143,000.00
<b>Total Expenditures</b>	<b>\$ 46,420,211.78</b>	<b>\$ 44,960,420.00</b>	<b>\$ 33,470,734.00</b>	<b>\$ 44,091,481.00</b>
<b>Total Positions</b>	458	458	457	457

**Operating Budget Highlights**

The tax levy budget for Fiscal 2025 is recommended to be \$44,091,481, which is a decrease of \$868,939 from the Fiscal 2024 amount of \$44,960,420. The salary decrease is largely due to a new SAFER grant which fully funds 15 positions and is slightly offset by step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustments (COLAs), and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Additionally, a new Fire Plans Reviewer positions was added, and 8 Firefighters were regraded to floating Lieutenants. The Ordinary Maintenance increase is a net result of transferring the copier count funding to the Innovation and Technology Department and the addition of funding for Lexipol software. Overtime will remain level funded in Fiscal 2025.

# FIRE DEPARTMENT ORGANIZATION CHART



**MARTIN W. DYER, FIRE CHIEF**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1044 TOTAL**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 179,919.00	58CM	FIRE CHIEF	1	\$ 242,637.00
2	358,960.00	54EM	ASSISTANT FIRE CHIEF	2	367,835.00
4	613,414.00	50EM	DEPUTY FIRE CHIEF	4	675,114.00
12	1,491,292.00	93	DISTRICT FIRE CHIEF	12	1,489,782.00
28	3,152,435.00	92	CAPTAIN	28	3,188,739.00
70	7,152,809.00	91	LIEUTENANT	78	8,000,357.00
327	27,817,300.00	90	FIREFIGHTER	319	27,239,718.00
1	93,538.00	46M	SUPERVISOR OF ADMINISTRATION	1	106,033.00
1	91,556.00	42M	PROGRAM MANAGER	0	-
1	106,521.00	46P	FIRE PROTECTION ENGINEER	1	111,739.00
0	-	40P	FIRE PLANS REVIEWER	1	68,558.00
1	71,529.00	40P	DATA ANALYST/ COMPUTER SUPPORT	1	77,751.00
1	79,741.00	38P	RADIO SYSTEMS TECHNICIAN	1	83,657.00
1	91,527.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	99,394.00
3	192,384.00	43	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	255,366.00
1	67,280.00	35	PLANT ENGINEER	1	68,007.00
1	65,500.00	34	ACCOUNTANT	1	65,752.00
1	64,210.00	34	SUPERVISOR OF PAYROLL	1	65,752.00
1	61,392.00	33	ADMINISTRATIVE ASSISTANT 5	0	-
1	52,133.00	29	PRINCIPAL CLERK	1	53,962.00
458	\$ 41,803,440.00		REGULAR SALARIES	457	\$ 42,260,153.00
15	388,489.00	90	FIREFIGHTER CLASS	15	388,489.00
15	\$ 388,489.00		REGULAR SALARIES	15	\$ 388,489.00
473	\$ 42,191,929.00		TOTAL REGULAR SALARIES	472	\$ 42,648,642.00
	43,222.00		EM INCENTIVE PAY		45,707.00
	222,648.00		OUT OF GRADE PAY		225,018.00
	100,800.00		CONTRACTUAL STIPENDS		100,800.00
	19,968.00		DRIVER STIPEND		19,968.00
	2,241,911.00		HOLIDAY PAY		2,262,483.00
	50,941.00		WELLNESS DAYS		50,865.00
	2,679,490.00		CONTRACTUAL OBLIGATIONS		2,704,841.00
473	\$ 44,871,419.00		TOTAL REGULAR SALARIES	472	\$ 45,353,483.00
-15	(596,538.00)		VACANCY FACTOR	-15	(335,392.00)
458	\$ 44,274,881.00		TOTAL SALARIES	457	\$ 45,018,091.00
	(3,682,125.00)		FUNDING SOURCES:		(5,350,874.00)
	(3,682,125.00)		SAFER GRANT		(5,350,874.00)
			TOTAL FUNDING SOURCES		(5,350,874.00)
458	\$ 40,592,756.00		TOTAL RECOMMENDED PERSONAL SERVICES	457	\$ 39,667,217.00
	\$ 2,359,192.00		OVERTIME		\$ 2,359,192.00
	\$ 2,359,192.00		TOTAL RECOMMENDED OVERTIME		\$ 2,359,192.00
	\$ 34,000.00		AUTO FUEL		\$ 34,000.00
	182,500.00		AUTOMOTIVE SUPPLIES		182,500.00
	26,014.00		BOOKS		26,014.00
	360.00		BOTTLED WATER		360.00
	41,750.00		BUILDING SUPPLIES		41,750.00
	17,000.00		CHEMICAL SUPPLIES		17,000.00
	29,699.00		CUSTODIAL SUPPLIES		29,699.00
	130,000.00		DIESEL FUEL		130,000.00
	185,000.00		ELECTRICITY		245,228.00
	1,000.00		EXTERMINATOR SERVICES		1,000.00
	3,949.00		IT HARDWARE SUPPLIES & SERVICES		3,949.00
	62,400.00		HIRED SERVICES		62,400.00
	1,812.00		LEASES & RENTALS		412.00
	67,600.00		MAINTENANCE & REPAIR		67,600.00
	57,500.00		MAINTENANCE/REPAIR VEHICLE		57,500.00
	15,000.00		MEDICAL SUPPLIES		15,000.00



**MARTIN W. DYER, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1044 TOTAL**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	9,510.00		MEMBERSHIP DUES		9,510.00
	100,000.00		NATURAL GAS		100,000.00
	1,500.00		NEWSPAPER ADVERTISING		1,500.00
	7,800.00		OFFICE SUPPLIES		7,800.00
	60,228.00		OTHER CHARGES & EXPENDITURES		-
	190,950.00		PARTS/EQUIPMENT SUPPLIES		190,950.00
	69,450.00		PHYSICIAN/SURGEON		69,450.00
	450.00		POSTAGE		450.00
	11,900.00		PRINTING SUPPLIES & SERVICES		11,900.00
	44,489.00		REGISTRATION FEES		44,489.00
	9,000.00		RUBBISH REMOVAL		9,000.00
	199,384.00		SAFETY SUPPLIES		199,384.00
			SOFTWARE LICENSE		58,000.00
	4,916.00		NON-NETWORK SOFTWARE & SUPPORT		4,916.00
	39,097.00		TELEPHONE		39,097.00
	4,099.00		TRAINING CERTIFICATIONS		4,099.00
	5,360.00		TRAVELING		5,360.00
	255,755.00		UNIFORMS		255,755.00
	<u>\$ 1,869,472.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,926,072.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (4,000.00)		FROM RESERVE FUNDS		\$ (4,000.00)
	<u>\$ (4,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (4,000.00)</u>
	<u>\$ 1,865,472.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,922,072.00</u>
	<u>\$ 143,000.00</u>		SAFETY EQUIPMENT (CONTRACTUAL)		<u>\$ 143,000.00</u>
	<u>\$ 143,000.00</u>		<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 143,000.00</u>
	<u>\$ 44,960,420.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 44,091,481.00</u>

**MARTIN W. DYER, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1044 FIRE - ADMINISTRATION**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 179,919.00	58CM	FIRE CHIEF	1	\$ 242,637.00
1	179,534.00	54EM	ASSISTANT FIRE CHIEF	1	188,325.00
1	126,345.00	93	DISTRICT FIRE CHIEF	1	126,370.00
1	111,972.00	92	CAPTAIN	1	114,816.00
1	74,525.00	90	FIREFIGHTER	1	80,312.00
1	93,538.00	43M	SUPERVISOR OF ADMINISTRATION	1	106,033.00
1	91,556.00	42M	PROGRAM MANAGER	0	-
1	71,529.00	40P	DATA ANALYST	1	77,751.00
1	65,500.00	34	ACCOUNTANT	1	65,752.00
1	64,210.00	34	SUPERVISOR OF PAYROLLS	1	65,752.00
10	\$ 1,058,628.00		ADMINISTRATION - REGULAR SALARIES	9	\$ 1,067,748.00
	13,481.00		EM INCENTIVE PAY		17,878.00
	36,729.00		HOLIDAY PAY		41,108.00
	843.00		WELLNESS DAYS		933.00
	51,053.00		CONTRACTUAL OBLIGATIONS		59,919.00
10	\$ 1,109,681.00		TOTAL SALARIES	9	\$ 1,127,667.00
	(91,556.00)		VACANCY FACTOR		-
10	\$ 1,018,125.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	9	\$ 1,127,667.00
	\$ 516,327.00		OVERTIME		\$ 516,327.00
	\$ 516,327.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 516,327.00
	\$ 360.00		BOTTLED WATER		\$ 360.00
	2,400.00		CUSTODIAL SUPPLIES		2,400.00
	185,000.00		ELECTRICITY		245,228.00
	43,100.00		HIRED SERVICES		43,100.00
	3,949.00		IT HARDWARE SUPPLIES & SERVICES		3,949.00
	1,712.00		LEASES & RENTALS		312.00
	7,400.00		MEMBERSHIP DUES		7,400.00
	100,000.00		NATURAL GAS		100,000.00
	1,500.00		NEWSPAPER ADVERTISING		1,500.00
	4,916.00		NON-NETWORK SOFTWARE & SUPPORT		4,916.00
	7,200.00		OFFICE SUPPLIES		7,200.00
	60,228.00		OTHER CHARGES & EXPENDITURES		-
	33,450.00		PARTS/EQUIPMENT SUPPLIES		33,450.00
	1,200.00		PHYSICIANS/SURGEONS		1,200.00
	450.00		POSTAGE		450.00
	10,500.00		PRINTING SUPPLIES & SERVICES		10,500.00
	16,590.00		REGISTRATION FEES		16,590.00
	97,100.00		SAFETY SUPPLIES		97,100.00
	-		SOFTWARE LICENSE		58,000.00
	39,097.00		TELEPHONE		39,097.00
	4,360.00		TRAVELING		4,360.00
	135,465.00		UNIFORMS		135,465.00
	\$ 755,977.00		TOTAL ORDINARY MAINTENANCE		\$ 812,577.00
	\$ (4,000.00)		<b>FUNDING SOURCES:</b>		\$ (4,000.00)
	\$ (4,000.00)		FROM RESERVE FUNDS		\$ (4,000.00)
	\$ (4,000.00)		TOTAL FUNDING SOURCES		\$ (4,000.00)
	\$ 751,977.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 808,577.00
	\$ 143,000.00		<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ 143,000.00
	\$ 2,429,429.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 2,595,571.00

**MARTIN W. DYER, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1042 FIRE - MAINTENANCE**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 91,527.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	\$ 99,394.00
3	192,384.00	43	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	255,366.00
1	67,280.00	35	PLANT ENGINEER	1	68,007.00
5	\$ 351,191.00		MAINTENANCE - REGULAR SALARIES	5	\$ 422,767.00
	-		VACANCY FACTOR		-
5	\$ 351,191.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	5	\$ 422,767.00
	\$ 16,316.00		OVERTIME		\$ 16,316.00
	\$ 16,316.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 16,316.00
	\$ 34,000.00		AUTO FUEL		\$ 34,000.00
	182,500.00		AUTOMOTIVE SUPPLIES		182,500.00
	17,250.00		BUILDING SUPPLIES		17,250.00
	27,299.00		CUSTODIAL SUPPLIES		27,299.00
	130,000.00		DIESEL FUEL		130,000.00
	1,000.00		EXTERMINATOR SERVICES		1,000.00
	19,300.00		HIRED SERVICES		19,300.00
	67,600.00		MAINTENANCE & REPAIR		67,600.00
	57,500.00		MAINTENANCE/REPAIR VEHICLE		57,500.00
	15,000.00		MEDICAL SUPPLIES		15,000.00
	600.00		OFFICE SUPPLIES		600.00
	61,400.00		PARTS/EQUIPMENT SUPPLIES		61,400.00
	1,600.00		REGISTRATION FEES		1,600.00
	9,000.00		RUBBISH REMOVAL		9,000.00
	22,500.00		SAFETY SUPPLIES		22,500.00
	2,500.00		UNIFORMS		2,500.00
	\$ 649,049.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 649,049.00
	\$ 1,016,556.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,088,132.00

**MARTIN W. DYER, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1043 FIRE - PREVENTION**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 118,607.00	93	DISTRICT FIRE CHIEF	1	\$ 120,702.00
1	109,026.00	92	CAPTAIN	1	118,259.00
5	518,509.00	91	LIEUTENANT	5	521,815.00
16	1,168,327.00	90	FIREFIGHTER	16	1,195,352.00
1	106,521.00	44P	FIRE PROTECTION ENGINEER	1	111,739.00
0	-	40P	FIRE PLANS REVIEWER	1	68,558.00
1	52,133.00	29	PRINCIPAL CLERK	1	53,962.00
25	\$ 2,073,123.00		PREVENTION - REGULAR SALARIES	26	\$ 2,190,387.00
	104,591.00		HOLIDAY PAY		106,867.00
	2,399.00		WELLNESS DAYS		2,425.00
	106,990.00		CONTRACTUAL OBLIGATIONS		109,292.00
25	\$ 2,180,113.00		TOTAL SALARIES	26	\$ 2,299,679.00
	(34,962.00)		VACANCY FACTOR		(34,962.00)
25	\$ 2,145,151.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	26	\$ 2,264,717.00
	\$ 38,071.00		OVERTIME		\$ 38,071.00
	\$ 38,071.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 38,071.00
	\$ 1,300.00		BOOKS		\$ 1,300.00
	100.00		LEASES & RENTALS		100.00
	2,110.00		MEMBERSHIP DUES		2,110.00
	6,000.00		PARTS/EQUIPMENT SUPPLIES		6,000.00
	1,400.00		PRINTING SUPPLIES & SERVICES		1,400.00
	11,600.00		REGISTRATION FEES		11,600.00
	1,000.00		TRAVELING		1,000.00
	\$ 23,510.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 23,510.00
	\$ 2,206,732.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 2,326,298.00

**MARTIN W. DYER, FIRE CHIEF****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1032 FIRE - TRAINING & EMPLOYMENT**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 126,345.00	93	DISTRICT FIRE CHIEF	1	\$ 126,831.00
2	218,640.00	92	CAPTAIN	2	227,943.00
1	97,101.00	91	LIEUTENANT	1	105,038.00
1	61,392.00	33	ADMINISTRATIVE ASSISTANT 5	0	-
6	425,074.00	90	FIREFIGHTER	6	444,264.00
15	388,489.00	90	FIREFIGHTER- RECRUITS	15	388,489.00
26	\$ 1,317,041.00		TRAINING - REGULAR SALARIES	25	\$ 1,292,565.00
	71,953.00		HOLIDAY PAY		70,615.00
	1,164.00		WELLNESS DAYS		1,121.00
	73,117.00		CONTRACTUAL OBLIGATIONS		71,736.00
26	\$ 1,390,158.00		TOTAL SALARIES	25	\$ 1,364,301.00
	(169,878.00)		VACANCY FACTOR		(104,887.00)
26	\$ 1,220,280.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	25	\$ 1,259,414.00
	\$ 338,856.00		OVERTIME		\$ 338,856.00
	\$ 338,856.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 338,856.00
	\$ 24,714.00		BOOKS		\$ 24,714.00
	24,500.00		BUILDING SUPPLIES		24,500.00
	35,000.00		PARTS/EQUIPMENT SUPPLIES		35,000.00
	68,250.00		PHYSICIAN/SURGEON		68,250.00
	5,899.00		REGISTRATION FEES		5,899.00
	67,284.00		SAFETY SUPPLIES		67,284.00
	4,099.00		TRAINING CERTIFICATIONS		4,099.00
	117,790.00		UNIFORMS		117,790.00
	\$ 347,536.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 347,536.00
	\$ 1,906,672.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,945,806.00

**MARTIN W. DYER, FIRE CHIEF**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1045 FIRE - SUPPRESSION**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 179,426.00	54EM	ASSISTANT FIRE CHIEF	1	\$ 179,510.00
4	613,414.00	50EM	DEPUTY FIRE CHIEF	4	675,114.00
9	1,119,995.00	93	DISTRICT FIRE CHIEF	9	1,115,879.00
24	2,712,797.00	92	CAPTAIN	24	2,727,721.00
64	6,537,199.00	91	LIEUTENANT	72	7,373,504.00
304	26,149,374.00	90	FIREFIGHTER	296	25,519,790.00
1	79,741.00	38P	RADIO SYSTEMS TECHNICIAN	1	83,657.00
407	\$ 37,391,946.00		SUPPRESSION - REGULAR SALARIES	407	\$ 37,675,175.00
	29,741.00		EM INCENTIVE PAY		27,829.00
	222,648.00		OUT OF GRADE PAY		225,018.00
	19,968.00		DRIVER STIPEND		19,968.00
	100,800.00		CONTRACTUAL STIPENDS		100,800.00
	2,028,638.00		HOLIDAY PAY		2,043,893.00
	46,535.00		WELLNESS DAYS		46,386.00
	2,448,330.00		CONTRACTUAL OBLIGATIONS		2,463,894.00
	(3,682,125.00)		<b>FUNDING SOURCES:</b>		(5,350,874.00)
	(3,682,125.00)		SAFER GRANT		(5,350,874.00)
			TOTAL FUNDING SOURCES		(5,350,874.00)
407	\$ 36,158,151.00		TOTAL SALARIES	407	\$ 34,788,195.00
-15	(300,142.00)		VACANCY FACTOR	-15	(195,543.00)
392	\$ 35,858,009.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	392	\$ 34,592,652.00
	\$ 1,449,622.00		OVERTIME		\$ 1,449,622.00
	\$ 1,449,622.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 1,449,622.00
	\$ 17,000.00		CHEMICAL SUPPLIES		\$ 17,000.00
	55,100.00		PARTS/EQUIPMENT SUPPLIES		55,100.00
	8,800.00		REGISTRATION FEES		8,800.00
	12,500.00		SAFETY SUPPLIES		12,500.00
	\$ 93,400.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 93,400.00
	\$ 37,401,031.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 36,135,674.00

# EMERGENCY COMMUNICATIONS & MANAGEMENT

**Charles R. Goodwin, Commissioner**  
 Department of Emergency Communications & Management  
 2 Coppage Drive  
 Worcester, MA 01603  
 (508) 799-1840

**Mission:** The Mission of the City of Worcester Department of Emergency Communications is to serve as the critical link between our citizens and public safety providers with the highest level of integrity. We are dedicated to supporting all public safety partners and agencies in their quest to protect life, save property, and assist the public. Our standard is excellence and our model to achieve success is teamwork.

**Vision:** The Department of Emergency Communications envisions an organization in which we maintain a collaborative, multidisciplinary team that delivers excellence, professionalism, and commitment in public safety services where our citizens live, learn, and work.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Improve and increase diversity in the workplace.	Develop an effective recruiting system	Recruiting system 100% complete and diversity efforts ongoing.
Create and preserve high quality service to the citizens of the City of Worcester	Have staff attend Continuing Ed classes from reputable Telecommunicator Services to better enhance their knowledge.	80% Complete. Remaining 20% of training courses are scheduled between April through June 2024.
Strengthen relations with WPD	Enhance communications between departmental leadership.	100% Complete.
To coordinate, develop and maintain a comprehensive, risk-based emergency management and training program that can ensure the highest levels of mitigation, preparedness, response, and recovery.	Design an Emergency Management team that can write the emergency plans, test the emergency plans and activate the emergency plans with the applicable stakeholders, both internal and external.	75% Complete. One position vacant but has been posted and is being filled during April 2024.
To coordinate, develop and maintain a comprehensive, risk-based emergency management and training program that can ensure the highest levels of mitigation, preparedness, response, and recovery.	Coordinate with all internal and external stakeholders to update the Comprehensive Emergency Management Plan (CEMP)	100% Complete. Base Comprehensive Emergency Management Plan (CEMP) completed, approved by City Manager and approved by MEMA.
To coordinate, develop and maintain a comprehensive, risk-based emergency management and training program that can ensure the highest levels of mitigation, preparedness, response, and recovery.	Start a Community Emergency Response Team Program (CERT)	75% Complete. Recruiting and training continues throughout the year.

To coordinate, develop and maintain a comprehensive, risk-based emergency management and training program that can ensure the highest levels of mitigation, preparedness, response, and recovery.	Develop a multi-year training and exercise program (MYTEP) based on the priorities within the Comprehensive Emergency Management Plan (CEMP).	70% Complete. MYTEP being developed in conjunction with related departments, with functional exercises occurring and additional being scheduled.
To coordinate, develop and maintain a comprehensive, risk-based emergency management and training program that can ensure the highest levels of mitigation, preparedness, response, and recovery.	Develop an After Action Review (AAR) Process with internal stakeholders	50% Complete. AAR's following some incidents over previous year were completed with input and information from related departments and MEMA. Additional AAR's will occur for future incidents.
Organize the Emergency Management division staff roles and responsibilities to align with FEMA's National Preparedness Goals and Missions to include prevention, protection, mitigation, response, and recovery.	Hire at least two additional staff members to address the gaps in preparedness planning, training, and exercising as well as mitigation strategies and grant opportunities.	75% complete. One position vacant but has been posted and candidates being interviewed in April 2024, with expectation to fill position by May 2024.

### Department Allocation Summary

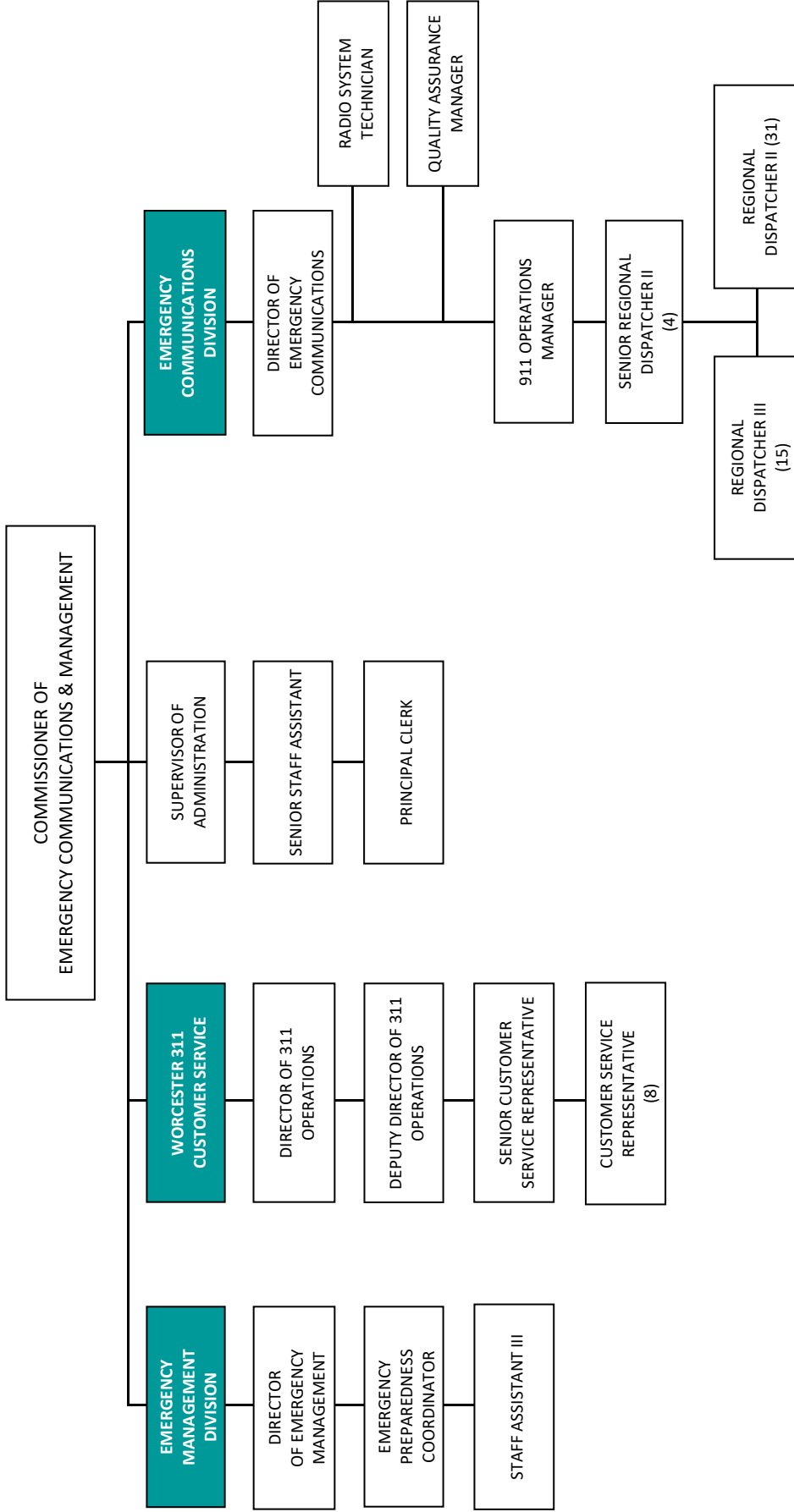
	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 1,829,798.34	\$ 1,997,797.00	\$ 1,281,622.00	\$ 2,019,326.00
Overtime	734,303.05	582,318.00	488,373.00	232,318.00
Ordinary Maintenance	1,102,256.40	1,189,647.00	994,254.00	1,137,647.00
<b>Total</b>	<b>\$ 3,666,357.79</b>	<b>\$ 3,769,762.00</b>	<b>\$ 2,764,249.00</b>	<b>\$ 3,389,291.00</b>
<b>Total Positions</b>	<b>69</b>	<b>69</b>	<b>69</b>	<b>72</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$3,389,291, which is a decrease of \$380,471 from the Fiscal 2024 amount of \$3,769,762. This decrease is a result of increased grant salary credits, offset by step increases for employees that are not at maximum pay, a position regrade, three Customer Service Representatives added to the table of organization, 3% Cost of Living Adjustments (COLAs), and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Ordinary Maintenance decrease is associated with the transfer of funds to the Innovation and Technology Department for copier count costs. Total Overtime reduced due to Fiscal 2024 free cash appropriation, offset by \$50,000 increase to account for Dispatch Schedule operations.



# EMERGENCY COMMUNICATIONS DEPARTMENT ORGANIZATIONAL CHART



72 POSITIONS

**CHARLES R. GOODWIN, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**EMERGENCY COMMUNICATIONS & MANAGEMENT DEPARTMENT- DEPARTMENT #CC1017**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
<b>EMERGENCY COMMUNICATIONS:</b>					
1	\$ 137,585.00	58CM	COMMISSIONER OF EMERGENCY COMMUNICATIONS & MGMT.	1	\$ 145,000.00
1	87,518.00	42EM	DIRECTOR OF 311	0	-
0	-	45M	DIRECTOR OF 311	1	98,123.00
1	88,869.00	45M	DIRECTOR EMERG. COMMUNICATIONS	1	96,611.00
1	90,088.00	43M	QUALITY ASSURANCE MANAGER	1	92,910.00
1	85,611.00	40M	911 OPERATIONS MANAGER	1	89,810.00
1	85,611.00	40M	SUPERVISOR OF ADMINISTRATION	1	89,810.00
1	66,442.00	40M	DEPUTY DIRECTOR OF 311	1	72,430.00
1	75,456.00	39M	SENIOR STAFF ASSISTANT	1	81,999.00
1	79,741.00	38P	RADIO SYSTEM TECHNICIAN	1	83,657.00
1	45,490.00	29	PRINCIPAL CLERK	1	45,665.00
1	43,020.00	28	SENIOR CUSTOMER SERVICE REP	1	42,048.00
5	208,358.00	24	CUSTOMER SERVICE REP	8	343,344.00
4	313,260.00	SD1	SENIOR REGIONAL DISPATCHER II	4	320,122.00
15	1,012,792.00	RD3	REGIONAL DISPATCHER III	15	1,057,761.00
31	1,836,563.00	RD2	REGIONAL DISPATCHER II	31	1,856,878.00
66	\$ 4,256,404.00		SALARIES	69	\$ 4,516,168.00
1	\$ 85,635.00	45M	DIRECTOR EMERGENCY MANAGEMENT	1	\$ 86,943.00
1	65,344.00	40M	EMERGENCY PREPAREDNESS COORDINATOR	1	68,558.00
1	62,569.00	37	STAFF ASSISTANT III	1	68,017.00
3	\$ 213,548.00			3	\$ 223,518.00
69	\$ 4,469,952.00		TOTAL REGULAR SALARIES	72	\$ 4,739,686.00
	141,126.00		HOLIDAY PAY		148,360.00
	3,175.00		EM INCENTIVE PAY		4,167.00
	-		EMERGENCY MANAGEMENT STIPEND		10,022.00
	(151,300.00)		VACANCY FACTOR		(134,426.00)
69	\$ 4,462,953.00		TOTAL SALARIES	72	\$ 4,767,809.00
	(269,760.00)		<b>FUNDING SOURCES:</b>		(269,760.00)
	(2,157,339.00)		UMASS FUNDING		(2,439,106.00)
	(38,057.00)		9-1-1 SUPPORT GRANT FUNDING		(39,617.00)
	(2,465,156.00)		WRTA FUNDING		(2,748,483.00)
69	\$ 1,997,797.00		TOTAL FUNDING SOURCES	72	\$ 2,019,326.00
	\$ 620,676.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>		\$ 270,676.00
	14,862.00		REGULAR OVERTIME		14,862.00
	3,800.00		SUMMER IMPACT OVERTIME		3,800.00
	639,338.00		SNOW TOWING OVERTIME		289,338.00
			TOTAL OVERTIME		
	(47,020.00)		<b>FUNDING SOURCES:</b>		(47,020.00)
	(10,000.00)		UMASS FUNDING		(10,000.00)
	(57,020.00)		9-1-1 SUPPORT GRANT FUNDING		(57,020.00)
	\$ 582,318.00		TOTAL FUNDING SOURCES		\$ 232,318.00
			<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 232,318.00

**CHARLES R. GOODWIN, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**EMERGENCY COMMUNICATIONS & MANAGEMENT DEPARTMENT- DEPARTMENT #CC1017**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	\$ 3,000.00		AUTO FUEL NO LEAD GAS	\$	4,500.00
	-		AUTOMOTIVE SUPPLIES		500.00
	-		BOOKS		1,500.00
	-		BUILDING SUPPLIES		500.00
	3,000.00		CONSULTANTS		3,000.00
	-		COPIER COUNTS		-
	3,000.00		COPY PAPER		-
	-		CUSTODIAL SUPPLIES		1,000.00
	-		DIESEL FUEL		2,000.00
	25,000.00		ELECTRICITY		20,000.00
	-		FACILITY & LAND LEASES		40,000.00
	-		FOOD SUPPLIES		100.00
	4,500.00		HARDWARE NETWORK SUPPORT		-
	14,000.00		HIRED SERVICES & EQUIPMENT		-
	-		HOTEL		4,000.00
	8,400.00		IT HARDWARE SUPPLIES- OTHER IT SUPPLIES		4,000.00
	47,079.00		LEASES & RENTALS		-
	695,300.00		LONG TERM LEASE OVER \$100,000		-
	213,000.00		MAINTENANCE SYSTEM SOFTWARE		-
	13,000.00		MAINTENANCE/REPAIR EQUIPMENT		-
	-		MAINTENANCE/REPAIR		9,000.00
	8,000.00		MAINTENANCE/REPAIR VEHICLE		8,000.00
	-		MEMBERSHIP DUES		500.00
	-		MILEAGE		2,000.00
	-		NETWORK, SOFTWARE, & SUPPORT		60,000.00
	-		NON-NETWORK, SOFTWARE, & SUPPORT		180,000.00
	15,000.00		OFFICE SUPPLIES		25,000.00
	65,700.00		OTHER CHARGES & EXPENDITURES		-
	-		OTHER EQUIPMENT LEASES		695,300.00
	3,000.00		PARTS/EQUIPMENT SUPPLIES		8,000.00
	-		POSTAGE		500.00
	-		PRINT & COPY SUPPLIES		3,000.00
	5,000.00		PRINTING SERVICES		-
	10,000.00		SOFTWARE LICENSE		10,000.00
	47,668.00		TELEPHONE & CABLE		50,000.00
	-		TRAINING CERTIFICATIONS		200.00
	-		TRANSLATION/INTERPRETATION		100.00
	6,000.00		TRANSPORTATION		1,000.00
	-		UNIFORMS		3,947.00
	<u>\$ 1,189,647.00</u>		TOTAL GENERAL ORDINARY MAINTENANCE	<u>\$</u>	<u>1,137,647.00</u>
	\$ 6,800.00		ELECTRICITY	\$	10,000.00
	1,600.00		LEASES & RENTALS		-
	5,600.00		HIRED SERVICES & EQUIPMENT		-
	2,400.00		MAINTENANCE & REPAIR		6,000.00
	1,600.00		IT HARDWARE SUPPLIES- OTHER IT SUPPLIES		2,000.00
	<u>\$ 18,000.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$</u>	<u>18,000.00</u>
			<u>FUNDING SOURCES:</u>		
	(18,000.00)		9-1-1 SUPPORT GRANT FUNDING		(18,000.00)
	<u>(18,000.00)</u>		TOTAL FUNDING SOURCES		<u>(18,000.00)</u>
	<u>\$ -</u>		TOTAL RECC ORDINARY MAINTENANCE	<u>\$</u>	<u>-</u>
	<u>\$ 1,189,647.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$</u>	<u>1,137,647.00</u>
	\$ 25,000.00		CAPITAL OUTLAY	\$	25,000.00
			<u>FUNDING SOURCES:</u>		
	(25,000.00)		9-1-1 SUPPORT GRANT FUNDING		(25,000.00)
	<u>(25,000.00)</u>		TOTAL FUNDING SOURCES		<u>(25,000.00)</u>
	<u>\$ -</u>		<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>	<u>\$</u>	<u>-</u>

**CHARLES R. GOODWIN, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**EMERGENCY COMMUNICATIONS & MANAGEMENT DEPARTMENT- DEPARTMENT #CC1017**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
			<u>FRINGE BENEFITS:</u>		
	\$ 71,990.00		HEALTH INSURANCE		\$ 71,990.00
	<u>24,276.00</u>		RETIREMENT		<u>24,276.00</u>
	<u>\$ 96,266.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 96,266.00</u>
			<u>FUNDING SOURCES:</u>		
	<u>(96,266.00)</u>		UMASS FUNDING		<u>(96,266.00)</u>
	<u>(96,266.00)</u>		TOTAL FUNDING SOURCES		<u>(96,266.00)</u>
	<u>\$ -</u>		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 3,769,762.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 3,389,291.00</u>

# INSPECTIONAL SERVICES

## Christopher P. Spencer, Commissioner

25 Meade Street  
Worcester, MA 01610  
(508) 799-1198 x33076

### Mission:

To deliver the most efficient and transparent permitting and inspection process possible in a way that promotes economic investment in the City and ensures that housing, rental properties, and businesses are the healthiest and safest in the Commonwealth.

### Vision:

To be adequately and appropriately staffed to meet the current and ever-changing needs of the City, within a facility that is clean, safe, welcoming, and professional making it a department that attracts and retains a diverse workforce, with a variety of skills, backgrounds, and experiences.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Create a rental property registration which includes 100% of applicable properties and is up to date, containing all pertinent owner/manager contact information	Have a complete database of all rental property, including owner / manager phone and email contact information to facilitate communication.	<ul style="list-style-type: none"> <li>Developed online registration with OpenGov</li> <li>Mailed notices to approximately 45,000 property owners.</li> <li>Received approximately 6,000 registrations as of 4/17/23</li> </ul>
Ensure property registration data is up to date.	Create an auto-generated email and mailing to remind all registrants prior to their anniversary date to renew their registrations.	<ul style="list-style-type: none"> <li>OpenGov program has been developed to provide this capacity.</li> </ul>
Create a mandatory residential rental dwelling unit inspection program with a reasonable and achievable periodic inspection requirement that coincides with the 110 periodic inspection schedules	Ensure that the department has the capacity to inspect all residential rental units once every five (5) years.	<ul style="list-style-type: none"> <li>Hired and trained inspectors for rental registry program.</li> <li>Provided enhanced capacity including additional workstations, computers, toolkits, vehicles, and uniforms</li> </ul>
Ensure that homeowners are easily able to schedule inspections	Provide software application to reduce clerical and inspector time needed for scheduling inspections	<ul style="list-style-type: none"> <li>Finalizing work with vendor to provide easy scheduling for homeowners based on when inspectors are in their area, and number of units to be inspected.</li> </ul>

Goal	Objective	Current Progress
		<ul style="list-style-type: none"> <li>Refining metrics for high-risk properties with vendor.</li> </ul>
Ensure that inspection reports can be done efficiently in the field.	Report should be completed on site, emailed to property owner, and provide details, including pictures, of any deficiencies.	<ul style="list-style-type: none"> <li>Working with Housing Code Pro to finalize inspection software for rental registry.</li> </ul>
To have as many units compliant on first inspection.	Provide landlords with proper education and guides to inform them on what is required for compliance.	<ul style="list-style-type: none"> <li>Developed a Landlord / Tenant Guide that provides a detailed walk through of a typical building, with internal links to the Sanitary Code.</li> </ul>
Ensure that Inspectional Services has the resources, required ordinances, and expertise to adequately inspect and review site work on new developments and existing properties.	Hire a qualified Civil Site Inspector with a background and knowledge in building codes, local ordinances, and expertise in all potential site issues	<ul style="list-style-type: none"> <li>Civil Site Inspector has been hired and is active in the field on site issues.</li> </ul>
Ensure that all site plans are being reviewed and new construction sites are being inspected for compliance with site issues.	Provide inspector with all the equipment, tools, and abilities to carry out responsibilities in an efficient manner.	<ul style="list-style-type: none"> <li>Provided vehicle marked "Civil Site Inspections" for inspection, with specialty enhancements for required equipment.</li> <li>Inspector getting to all new construction sites.</li> <li>New ticket books created to site / zoning violations where non-compliance with orders is occurring.</li> <li>All site complaints being inspected and addressed.</li> </ul>
Ensure that ordinance relating to paving provides opportunity for providing feedback for compliance prior to construction or paving.	Make changes to existing ordinance	<ul style="list-style-type: none"> <li>Provided Council with proposed changes to ordinance to enhance ability to ensure compliance prior to paving being installed.</li> <li>Proposed ordinance referred to Council.</li> </ul>
Quickly abate nuisance issues, deal with chronic problem properties in a way that they move into compliance either through better maintenance, new ownership, receivership, or demolition.	Reduce the time to abate nuisance and contract clean up when property owners are non-compliant and non-responsive.	<ul style="list-style-type: none"> <li>Increased number of 24-hour and 5-day orders.</li> <li>Utilize contractor to abate when property owners do not comply.</li> <li>Recently contracted for demolition of three placarded,</li> </ul>

Goal	Objective	Current Progress
		<p>dangerous, and dilapidated buildings.</p> <ul style="list-style-type: none"> <li>• Will be utilizing contact info from registry to inform property owners of violations prior to issuing an order.</li> </ul>
Develop task force for problem properties	Provide for both enforcement, incentives, and alternatives to stagnant properties.	<p>Created task force that meets after 139 meetings. This includes approximately 25 properties. The task force includes the following as needed:</p> <ul style="list-style-type: none"> <li>• Buildings</li> <li>• Housing Enforcement</li> <li>• Fire Prevention</li> <li>• Economic Development</li> <li>• Administration</li> <li>• Law</li> </ul> <p>Approximately 20% of the properties reviewed to date have either been rehabbed, sold, or awaiting grants.</p>
Inventory and inspect all non-residential properties in the City to determine that they meet the minimum life/safety standards for the current uses and do not pose a threat to the occupants, customers, visitors, or first responders	Provide a requirement for registering all rental properties.	<ul style="list-style-type: none"> <li>• Requirement for registration</li> <li>• Registration deadline extended to July 1</li> <li>• Waiting for registration data.</li> </ul>
Provide adequate staffing levels for the various goals, objects, and initiatives as well as all existing programs and requirements. Ensure that ISD provide opportunities for employment and advancement for all.	<p>Hire a Deputy Sealer of Weights and Measures to increase inspection capacity by 33%</p> <p>Offer additional training and mentoring to 100% of employees</p>	<ul style="list-style-type: none"> <li>• Deputy sealer trained and hired</li> <li>• New truck and equipment purchased and in service for fueling station testing.</li> <li>• Training opportunities up to date in all divisions keeping in line with building, Weights and Measures, Food Safety, and public health standards</li> </ul>

## Department Allocation Summary

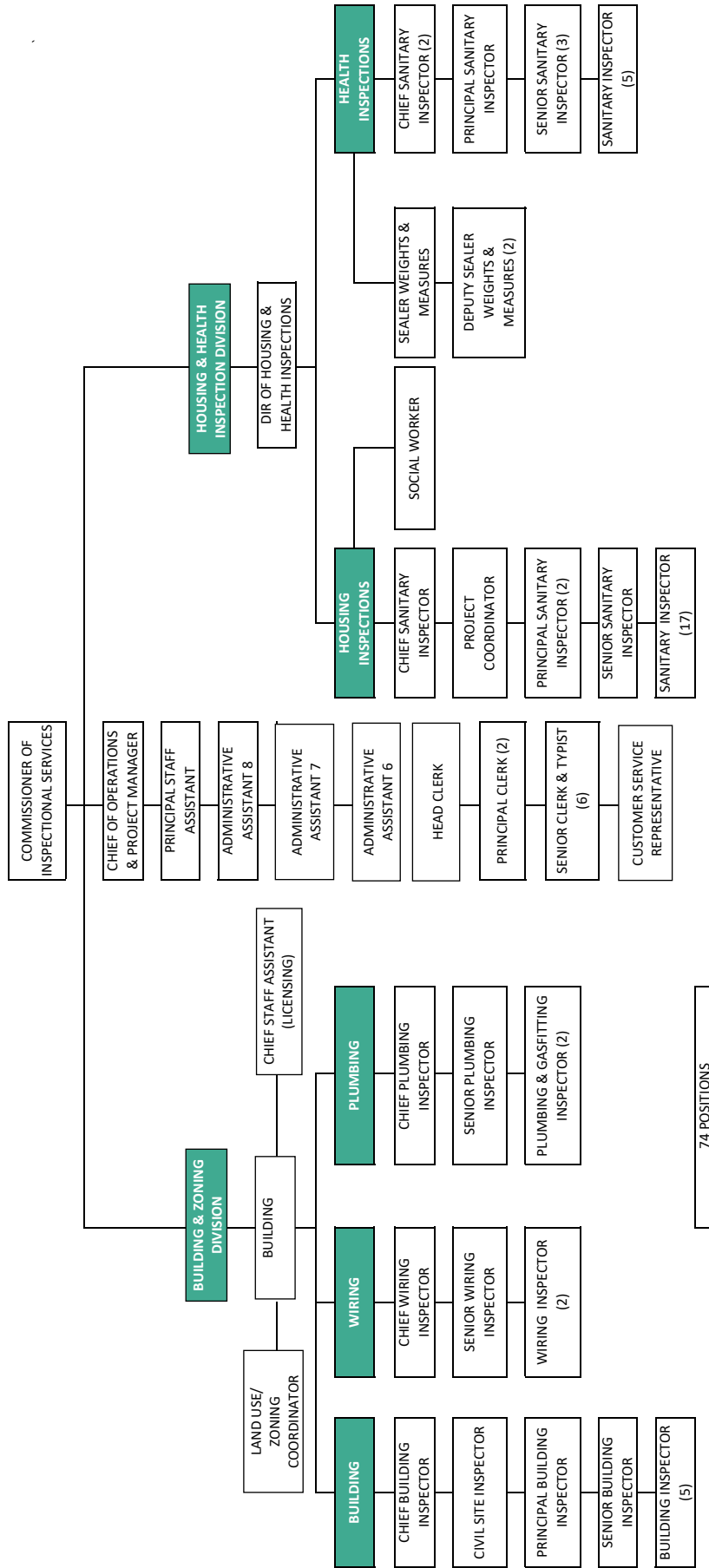
		<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 3,909,146.63	\$ 4,628,210.00	\$ 3,016,764.00	\$ 4,745,410.00
Overtime	67,191.49	28,000.00	45,080.00	28,000.00
Capital Outlay		-	-	-
Ordinary Maintenance	288,503.22	278,152.00	189,947.00	207,623.00
<b>Total</b>	<b>\$ 4,264,841.34</b>	<b>\$ 4,934,362.00</b>	<b>\$ 3,251,791.00</b>	<b>\$ 4,981,033.00</b>
<b>Total Positions</b>	61	73	73	74

## Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$4,981,033, which is an increase of \$46,671 from the Fiscal 2024 amount of \$4,934,362. The salary increase is mainly due to an amendment to the table of organization to include an additional Plumbing & Gas Inspector to improve department operations. Also included are step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Ordinary Maintenance decrease is a result of transferring the copier count funding to the Innovation and Technology Department, Safety Supplies being transferred to Human Resources, and shifting the cost for constables to the Foreclosure account.



# DEPARTMENT OF INSPECTORIAL SERVICES ORGANIZATIONAL CHART



74 POSITIONS

**CHRISTOPHER P. SPENCER, COMMISSIONER OF INSPECTIONAL SERVICES**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**  
**DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #CC1020**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
<b>INSPECTIONAL SERVICES ADMINISTRATION DIVISION:</b>					
1	\$ 137,583.00	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	\$ 156,000.00
1	97,115.00	44M	CHIEF OF OPERATIONS & PROJECT MANAGER	1	103,884.00
1	85,611.00	40M	PRINCIPAL STAFF ASSISTANT	1	89,810.00
1	64,354.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	64,593.00
4	\$ 384,663.00		REGULAR SALARIES	4	\$ 414,287.00
1	\$ 115,750.00	51EM	BUILDING COMMISSIONER	1	\$ 121,427.00
1	78,177.00	45M	LAND USE & ZONING COORDINATOR	1	94,183.00
1	102,750.00	45M	CHIEF WIRE INSPECTOR	1	107,789.00
1	102,750.00	45M	CHIEF PLUMBING & GASFITTING INSPECTOR	1	107,789.00
1	96,414.00	45M	CHIEF BUILDING INSPECTOR	1	106,589.00
0	-	42M	CHIEF STAFF ASSISTANT	1	96,399.00
1	85,611.00	40M	PRINCIPAL STAFF ASSISTANT	0	-
1	88,567.00	41HC	PRINCIPAL BUILDING INSPECTOR	1	80,456.00
1	73,262.00	39HC	SENIOR BUILDING INSPECTOR	1	71,702.00
1	87,069.00	39HC	SENIOR WIRING INSPECTOR	1	87,404.00
1	82,614.00	39HC	SENIOR PLUMBING & GASFITTING INSPECTOR	1	85,830.00
5	324,417.00	35HC	BUILDING INSPECTOR	5	324,446.00
1	65,643.00	35HC	PLUMBING AND GASFITTING INSPECTOR	2	132,807.00
2	150,838.00	35HC	WIRING INSPECTOR	2	151,840.00
1	80,338.00	42HC	CIVIL SITE INSPECTOR	1	83,569.00
1	72,842.00	37	ADMINISTRATIVE ASSISTANT, GRADE 7	1	73,122.00
1	60,944.00	35	ADMINISTRATIVE ASSISTANT, GRADE 6	1	61,179.00
2	79,490.00	24	SENIOR CLERK AND TYPIST	2	81,192.00
1	41,536.00	24	CUSTOMER SERVICE REPRESENTATIVE	1	43,103.00
24	\$ 1,789,012.00		REGULAR SALARIES	25	\$ 1,910,826.00
1	\$ 115,306.00	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	\$ 115,521.00
1	102,750.00	45M	CHIEF SANITARIAN	1	81,999.00
1	84,702.00	41M	PROJECT COORDINATOR	1	91,862.00
0	-	35P	SOCIAL WORKER	1	73,751.00
2	137,865.00	36HC	PRINCIPAL SANITARY INSPECTOR	2	155,829.00
1	69,754.00	33HC	SENIOR SANITARY INSPECTOR	1	59,362.00
17	890,587.00	31HC	SANITARY INSPECTOR	17	916,087.00
1	74,663.00	37	STAFF ASSISTANT 3	0	-
1	50,982.00	32	HEAD CLERK	1	53,001.00
2	109,900.00	29	PRINCIPAL CLERK	2	110,582.00
4	166,799.00	24	SENIOR CLERK AND TYPIST	4	168,839.00
31	\$ 1,803,308.00		REGULAR SALARIES	31	\$ 1,826,833.00
2	\$ 196,128.00	45M	CHIEF SANITARIAN	2	\$ 208,903.00
1	86,506.00	45M	SEALER OF WEIGHTS AND MEASURES	1	93,853.00
1	78,250.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	78,551.00
3	208,369.00	33HC	SENIOR SANITARY INSPECTOR	3	211,325.00
2	101,526.00	32	DEPUTY SEALER OF WEIGHTS & MEASURES	2	122,358.00
5	289,825.00	31HC	SANITARY INSPECTOR	5	278,582.00
14	\$ 960,604.00		REGULAR SALARIES	14	\$ 993,572.00
73	\$ 4,937,587.00		TOTAL REGULAR SALARIES	74	\$ 5,145,518.00
	(155,263.00)		VACANCY FACTOR		(113,053.00)
	7,583.00		EM INCENTIVE PAY		8,401.00
	12,480.00		CONTRACTUAL STIPENDS		12,480.00
	\$ 4,802,387.00		TOTAL SALARIES		\$ 5,053,346.00
	\$ (142,686.00)		<b>FUNDING SOURCES:</b>		\$ (134,932.00)
	-		BOND FUNDS		(140,255.00)
	(25,589.00)		LEAD GRANT FUNDING		(26,611.00)
	(5,902.00)		SEWER REVENUES		(6,138.00)
	\$ (174,177.00)		WATER REVENUES		\$ (307,936.00)
	\$ 4,628,210.00		TOTAL FUNDING SOURCES		\$ 4,745,410.00
			<b>TOTAL RECOMMENDED PERSONNEL SERVICES</b>		<b>\$ 4,745,410.00</b>

**CHRISTOPHER P. SPENCER, COMMISSIONER OF INSPECTIONAL SERVICES**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**  
**DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #CC1020**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	\$ 94,875.00		REGULAR OVERTIME		\$ 94,875.00
	5,125.00		SEWER INSPECTIONS		5,125.00
	<u>\$ 100,000.00</u>		TOTAL OVERTIME		<u>\$ 100,000.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (72,000.00)		CDBG GRANT		\$ (72,000.00)
	<u>\$ (72,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (72,000.00)</u>
	<u>\$ 28,000.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 28,000.00</u>
	\$ 26,000.00		AUTO FUEL NO LEAD GAS		\$ 36,000.00
	1,500.00		BOOKS		1,500.00
	-		BOTTLED WATER & RENTAL SUPPLIES		1,000.00
	-		BUILDING SOFTWARE		2,500.00
	1,000.00		BUILDING SUPPLIES		1,000.00
	65,000.00		CONSTABLES		-
	-		COPIER COUNTS		-
	1,500.00		COPY PAPER		-
	35,000.00		EXTERMINATOR SERVICES		35,000.00
	-		HOTEL-TRAVEL		3,000.00
	5,000.00		IT HARDWARE SUPPLIES-OTHER IT SUPPLIES		5,000.00
	11,609.00		LEASES & RENTALS		-
	500.00		LICENSES		500.00
	48,780.00		MAINTENANCE & REPAIR		40,000.00
	2,000.00		MEMBERSHIP DUES		1,500.00
	-		MILEAGE		300.00
	4,500.00		NETWORK SOFTWARE & SUPPORT		2,000.00
	-		NEWSPAPER ADVERTISEMENT		200.00
	5,000.00		NON-NETWORK SOFTWARE & SUPPORT		2,000.00
	5,000.00		OFFICE SUPPLIES		5,000.00
	3,400.00		OTHER CHARGES & EXPENDITURES		-
	500.00		PARTS/EQUIPMENT SUPPLIES		500.00
	-		POSTAGE		100.00
	4,000.00		PRINTING SERVICES		15,089.00
	2,000.00		PRINTING SUPPLIES		2,500.00
	6,000.00		REGISTRATION FEES		8,500.00
	-		SAFETY SUPPLIES		-
	-		SOFTWARE LICENSE		2,000.00
	54,000.00		TELEPHONES & CABLE		45,000.00
	6,000.00		TRANSPORTATION		5,000.00
	<u>\$ 288,289.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 215,189.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (8,648.00)		SEWER REVENUES		\$ (6,455.00)
	(1,489.00)		WATER REVENUES		(1,111.00)
	<u>\$ (10,137.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (7,566.00)</u>
	<u>\$ 278,152.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 207,623.00</u>
	\$ 33,992.00		HEALTH INSURANCE		\$ 18,481.00
	19,091.00		RETIREMENT		18,280.00
	<u>\$ 53,083.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 36,761.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (53,083.00)		BONDS		\$ (36,761.00)
	<u>\$ (53,083.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (36,761.00)</u>
	<u>\$ -</u>		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 4,934,362.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 4,981,033.00</u>



The City of  
**WORCESTER**

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# WORCESTER MEMORIAL AUDITORIUM

## Commission for the Preservation of Historic Artifacts, Relics, and Military Memorials

Lincoln Square  
Worcester, Massachusetts 01609  
(508) 799-1190

### Department Allocation Summary

		Approved	Actuals	Recommended
	Actuals	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2023</u>	<u>Fiscal 2024</u>	<u>3/31/24</u>	<u>Fiscal 2024</u>
Ordinary Maintenance	\$ 106,692.57	\$ 90,200.00	\$ 46,500.00	\$ 90,200.00
<b>Total Expenditures</b>	<b>\$ 106,692.57</b>	<b>\$ 90,200.00</b>	<b>\$ 46,500.00</b>	<b>\$ 90,200.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be level funded at \$90,200.

**VACANT, CHAIRMAN**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**WORCESTER MEMORIAL AUDITORIUM #CC1067**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 2,500.00	BUILDING MAINTENANCE SERVICES	\$ 2,500.00
500.00	BUILDING SUPPLIES	500.00
30,000.00	ELECTRICITY	30,000.00
16,500.00	MAINTENANCE & REPAIR	16,500.00
40,000.00	NATURAL GAS	40,000.00
400.00	NON-NETWORK SOFTWARE & SUPPORT	400.00
300.00	SECURITY SERVICES	300.00
<u>\$ 90,200.00</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 90,200.00</u>
<u>\$ 90,200.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 90,200.00</u>

# Department of Public Works and Parks

## Jay J. Fink, P.E., Commissioner

20 East Worcester Street  
Worcester, Massachusetts 01604  
(508) 929-1300

**Mission:** To use sound financial and operational practices to professionally protect, maintain, and improve the natural and built public infrastructure in the City and to provide the essential public services that support a vibrant, thriving city, strong neighborhoods, and opportunity for all.

**Vision:** To continuously improve life in the City of Worcester in ways that enhance neighborhoods and support a vibrant and thriving city through professional management and maintenance of critical infrastructure and the provision of critical services.

## Previous Year DDP Highlights

Goal	Objective	Current Progress
Establish consistent improvement in the cleanliness and perception of the City.	Enhance measurable clean city programs	181 sites cleaned; 4.3 sites cleaned per week from July - Nov
Establish consistent improvement in the cleanliness and perception of the City.	Enhance measurable clean city programs	FY24 contamination Under 10%
Beautify neighborhoods with streets, sidewalks, and trees	Resurface 10 miles of streets and sidewalks, repair 100 defective sidewalk issues, plant 200 street trees	10.5 miles of streets and 8.6 miles of sidewalks resurfaced 376 sidewalk complaints resolved 350 street trees planted
Maintain city cleanliness standards by filling out all unfilled positions with a qualified and diverse workforce	Make sure 100% of job opportunity notices are sent to CIRCA, the company providing diversity recruiting services to the City	100% of job opportunity notices are sent to CIRCA
Enhance community benefits from City technology including asset management, financial management, and customer service management	Deploy Asset Management system to all divisions	Water and Sewer implemented. Parks and Streets in development

Improve Departmental efficiency through training in new ERP and utility billing software	Train 100% of relevant staff in new ERP and utility billing systems	100% of relevant staff trained in new ERP system
Advance Integrated Plan through Sewer Capital Improvement Plan	Sewer Integrated Plan KPI—Keep loss of service complaints under 200	181 Loss of service complaints in Customer Service system
Advance Integrated Plan through Sewer Capital Improvement Plan	Sewer Integrated Plan KPI—Keep non capacity sewer overflow events under 6 Citywide	6 SSOs recorded by Sewer Division
Advance Integrated Plan through Sewer Capital Improvement Plan	Sewer Integrated Plan KPI—Clean 50% of all catch basins each year (8,358 = 50%)	3,728 cleaned
Advance IP Water Capital Improvement Plan	Water Integrated Plan KPI— Maintain 100% compliance with Drinking Water Quality standards	100% compliance with Maximum Contaminant Levels included in Water Division Reports.
Advance IP Water Capital Improvement Plan	Water Integrated Plan KPI— Maintain 100% compliance with Drinking Water Quality standards	100% compliance with surface water treatment standards in Water Division reports
Advance IP Water Capital Improvement Plan	Water Integrated Plan KPI— Maintain all 15 water supply Dams with overall condition of fair or better	100% of Dams with condition of fair or better per office of Dam Safety in Water Division Records.
Improve Park and playground experience for residents and visitors	Maintain an average customer response time of no less than 14 days for parks complaints	Average response time 25 days
Respond to complaints regarding potholes in a timely manner	Decrease the number of days needed to fill a pothole after being notified of its existence.	<ul style="list-style-type: none"> <li>• 14,490 potholes filled</li> <li>• 3,237 pothole related complaints received</li> <li>• 3,144 pothole related complaints closed</li> </ul>



		<ul style="list-style-type: none"> <li>• 76 open pothole complaints</li> <li>• 7.7 days average to fill a reported pothole</li> </ul>
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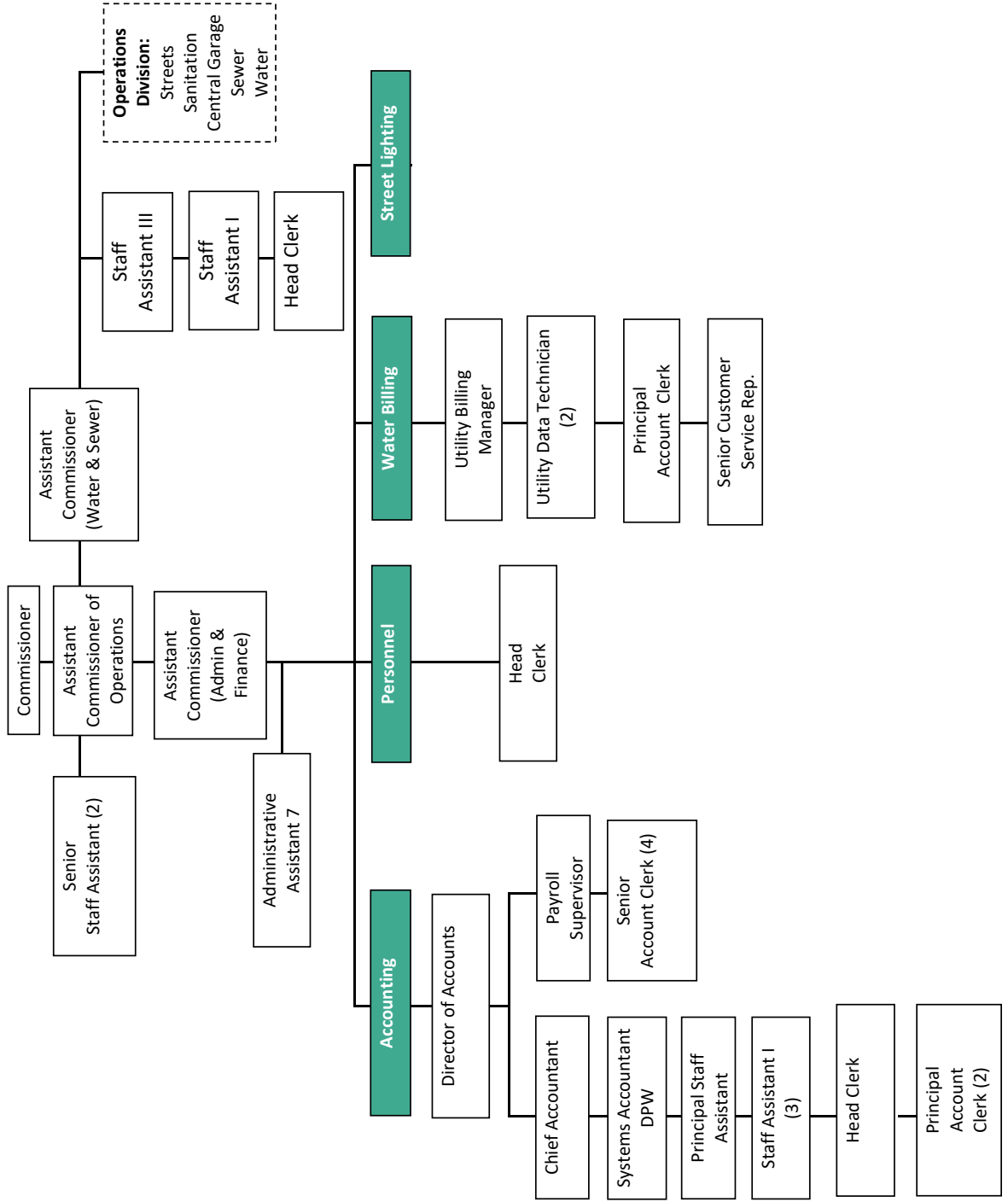
**Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 5,548,939.86	\$ 6,016,813.00	\$ 2,311,792.00	\$ 6,162,177.00
Overtime	967,041.21	916,529.00	807,150.00	1,058,223.00
Ordinary Maintenance	7,671,218.53	8,631,162.00	6,353,072.00	8,247,175.00
Capital Outlay	501,868.33	-	-	-
<b>Total Expenditures</b>	<b>\$ 14,689,067.93</b>	<b>\$ 15,564,504.00</b>	<b>\$ 9,472,014.00</b>	<b>\$ 15,467,575.00</b>
<b>Total Positions</b>	180	180	180	178

**Operating Budget Highlights**

The tax levy budget for Fiscal 2025 is recommended to be \$15,467,575, which is a decrease of \$96,929 from the Fiscal 2024 amount of \$15,564,504. The salary increase is mainly due to step increases for employees that are not at maximum pay, renegotiation of the Local 170 contract, a 3% Cost of Living Adjustments (COLAs) and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. These increases were partially offset by the transfer of two positions from the Administration division. Funding for Overtime increased by \$141,694 from Fiscal 2024 to match historical actuals. The Ordinary Maintenance decrease is a result of transferring funding for telephones to the Department of Innovation of Technology and anticipated increases in interdepartmental credits for the division of Fleet Management.

**DEPARTMENT OF PUBLIC WORKS AND PARKS  
ADMINISTRATION & FINANCE DIVISION  
ORGANIZATIONAL CHART**



31 Positions

**JAY J. FINK, P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF ADMINISTRATION/FINANCE- DIVISION #CC1053**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 197,551.00	58CM	COMMISSIONER PUBLIC WORKS	1	\$ 204,269.00
1	162,780.00	53EM	DEPUTY COMMISSIONER	0	-
0	-	53EM	ASSISTANT COMMISSIONER - OPERATIONS	1	135,850.00
1	138,657.00	51EM	ASSISTANT COMMISSIONER - WATER & SEWER	1	146,366.00
1	134,843.00	51EM	ASSISTANT COMMISSIONER- ADM. & FINANCE	1	141,457.00
1	112,434.00	48M	COORDINATOR OF FINANCE AND ADMINISTRATION	1	120,314.00
1	92,569.00	44M	PERSONNEL & PAYROLL MANAGER	0	-
1	79,601.00	45M	UTILITY BILLING MANAGER	1	86,512.00
1	91,888.00	42P	CHIEF ACCOUNTANT	1	96,399.00
1	85,589.00	40P	SYSTEMS ACCOUNTANT (DPW)	1	89,788.00
1	91,888.00	42M	SAFETY & TRAINING OFFICER	0	-
1	53,163.00	40M	PRINCIPAL STAFF ASSISTANT	1	71,198.00
2	140,947.00	39M	SENIOR STAFF ASSISTANT	2	150,048.00
1	69,457.00	37	STAFF ASSISTANT III	1	72,856.00
2	140,776.00	36	UTILITY DATA TECHNICIAN	2	141,316.00
1	54,782.00	35	ADMINISTRATIVE ASSISTANT 7	1	61,538.00
1	65,500.00	34	PAYROLL SUPERVISOR	1	62,623.00
4	225,591.00	32	STAFF ASSISTANT 1	4	238,933.00
2	115,742.00	32	HEAD CLERK	2	125,369.00
3	139,802.00	30	PRINCIPAL ACCOUNT CLERK	3	150,981.00
4	189,224.00	27	SENIOR ACCOUNT CLERK	4	207,266.00
2	83,563.00	24	SENIOR CLERK AND TYPIST	2	92,024.00
<b>33</b>	<b>2,466,347.00</b>		<b>TOTAL REGULAR SALARIES</b>	<b>31</b>	<b>2,395,107.00</b>
	11,817.00		EM INCENTIVE PAY		13,604.00
	(58,240.00)		VACANCY FACTOR		(58,240.00)
	5,005.00		METER REPAIR/INSTALLATION STIPEND		5,005.00
	<u>2,424,929.00</u>		<b>TOTAL RECOMMENDED SALARIES</b>		<u>2,355,476.00</u>
			<b>FUNDING SOURCES:</b>		
	(10,308.00)		GOLF REVENUES		(10,020.00)
	(728,861.00)		SEWER REVENUES		(708,475.00)
	(1,278,528.00)		WATER REVENUES		(1,242,768.00)
	<u>(2,017,697.00)</u>		<b>TOTAL FUNDING SOURCES</b>		<u>(1,961,263.00)</u>
<b>33</b>	<b>\$ 407,232.00</b>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>31</b>	<b>\$ 394,213.00</b>
	\$ 31,110.00		OVERTIME		\$ 21,110.00
	<u>\$ 31,110.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 21,110.00</u>
	\$ 7,100.00		CLEANING SERVICES		\$ 7,100.00
	1,000.00		EDUCATIONAL SUPPLIES		-
	60,632.00		ELECTRICITY		60,632.00
	19,300.00		IT HARDWARE SUPPLIES & SERVICES		19,300.00
	10,000.00		LEASES & RENTALS		-
	3,500.00		MAINTENANCE & REPAIR		5,500.00
	9,500.00		MEMBERSHIP DUES		9,500.00
	50,000.00		NATURAL GAS		30,000.00
	2,800.00		NEWSPAPER ADVERTISING		1,300.00
	15,000.00		NON-NETWORK SOFTWARE & SUPPORT		15,452.00
	11,000.00		OFFICE SUPPLIES		11,000.00
	6,050.00		PARTS/EQUIPMENT SUPPLIES		6,050.00
	300.00		PHYSICIANS / SURGEONS		-
	1,050.00		POSTAGE		550.00

**JAY J. FINK, P.E., COMMISSIONER**

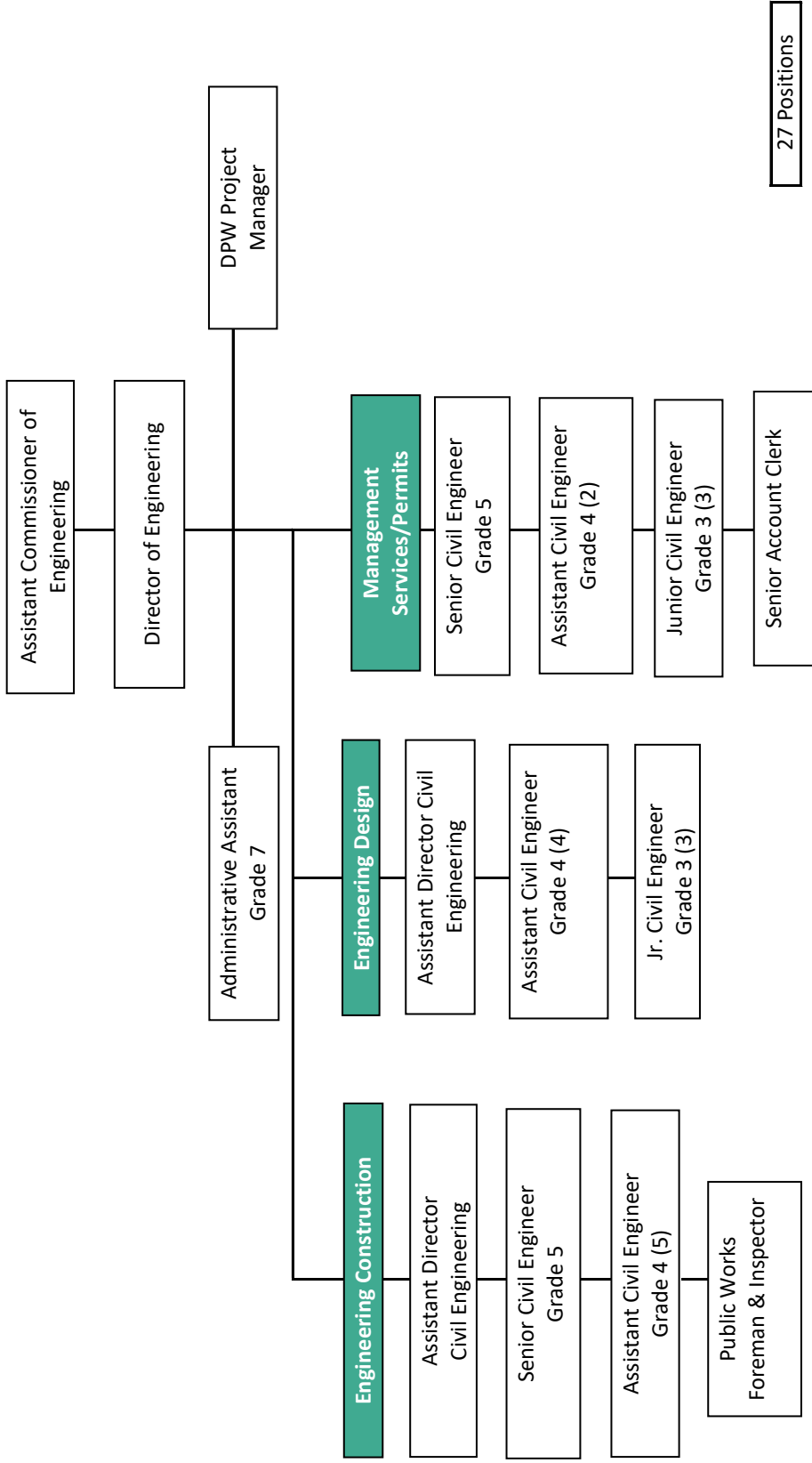
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF ADMINISTRATION/FINANCE- DIVISION #CC1053**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	5,200.00		PRINTING SUPPLIES & SERVICES		5,200.00
	750.00		REGISTRATION FEES		1,250.00
	-		SOFTWARE LICENSE		3,000.00
	2,500.00		SUBSCRIPTIONS		2,500.00
	254,500.00		TELEPHONE		-
	1,000.00		TRAINING CERTIFICATIONS		3,000.00
	500.00		TRAVELING		500.00
	120,000.00		CENTREX TELEPHONES		120,000.00
	<u>\$ 581,682.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 301,834.00</u>
			<u>FUNDING SOURCES:</u>		
	(56,868.00)		SEWER REVENUES		(29,509.00)
	(50,457.00)		WATER REVENUES		(26,182.00)
	<u>(107,325.00)</u>		<b>TOTAL FUNDING SOURCES</b>		<u>(55,691.00)</u>
	<u>\$ 474,357.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 246,143.00</u>
	<u>\$ 912,699.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 661,466.00</u>

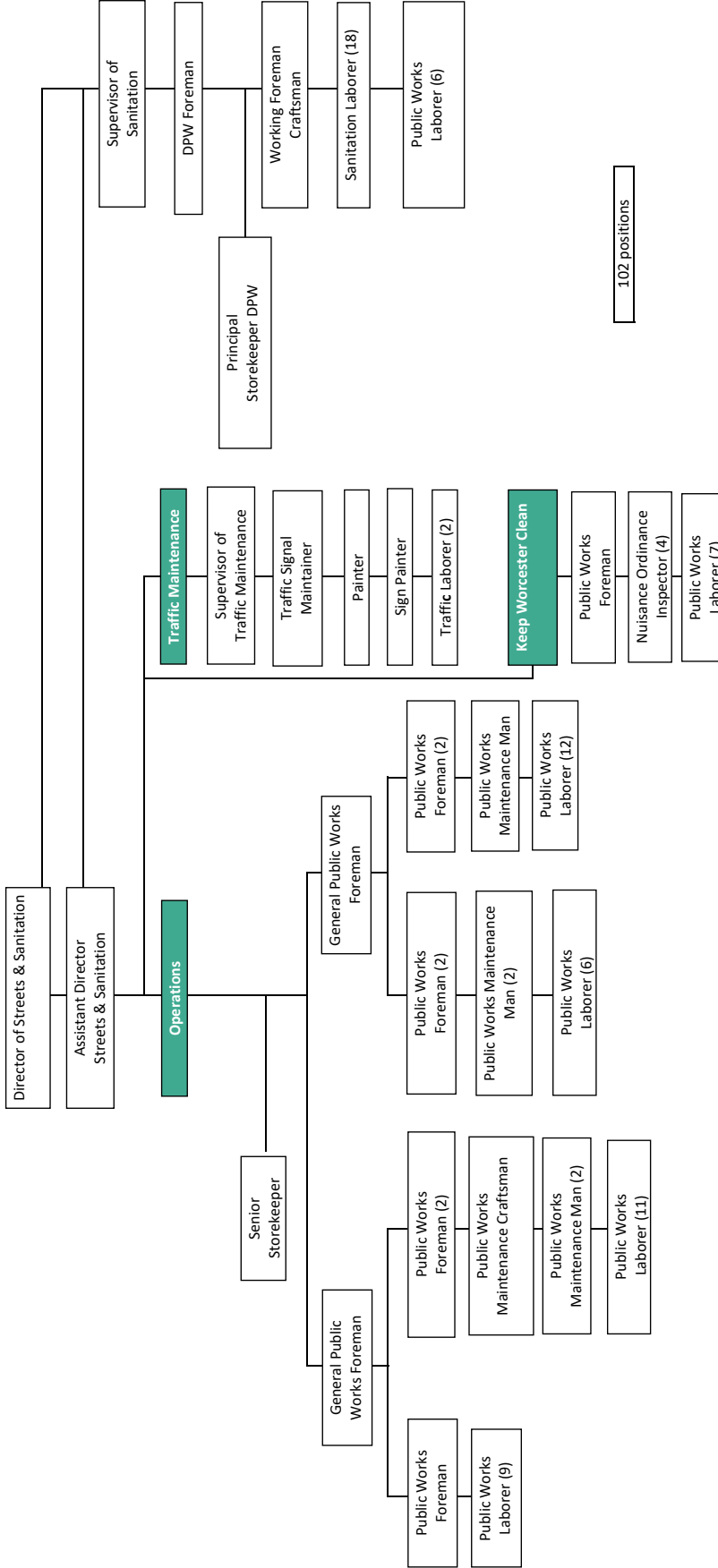
**DEPARTMENT OF PUBLIC WORKS AND PARKS  
ENGINEERING DIVISION  
ORGANIZATIONAL CHART**



**JAY J. FINK, P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF ENGINEERING - DIVISION #CC1054**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 128,309.00	51EM	ASSISTANT COMMISSIONER OF ENGINEERING	1	\$ 146,366.00
1	118,047.00	47EM	DIRECTOR OF DPW ENGINEERING	1	123,827.00
2	188,112.00	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	2	231,271.00
1	87,153.00	45M	DIRECTOR OF PROJECTS	1	105,344.00
2	174,478.00	44M	SENIOR CIVIL ENGINEER, GRADE 5	2	185,883.00
11	942,497.00	43	ASSISTANT CIVIL ENGINEER, GRADE 4	11	968,044.00
6	421,282.00	39	JUNIOR CIVIL ENGINEER, GRADE 3	6	440,188.00
1	75,629.00	38	PUBLIC WORKS FOREMAN & INSPECTOR	1	75,920.00
1	54,801.00	35	ADMINISTRATIVE ASSISTANT 7	1	61,521.00
1	51,522.00	27	SENIOR ACCOUNT CLERK	1	54,873.00
27	2,241,830.00		REGULAR SALARIES	27	2,393,237.00
27	2,241,830.00		TOTAL REGULAR SALARIES	27	2,393,237.00
	-		EM INCENTIVE PAY		2,135.00
	(288,493.00)		VACANCY FACTOR		(243,493.00)
	31,000.00		TEMPORARY STAFF		31,000.00
	19,656.00		EDUCATIONAL STIPENDS- MEO		19,396.00
27	2,003,993.00		TOTAL RECOMMENDED SALARIES	27	2,202,275.00
	(589,928.00)		<u>FUNDING SOURCES:</u> SEWER REVENUES		(629,372.00)
	(89,578.00)		WATER REVENUES		(95,567.00)
	(256,881.00)		PROJECT FUNDING STREETS		(274,057.00)
	(936,387.00)		TOTAL FUNDING SOURCES		(998,996.00)
27	\$ 1,067,606.00		TOTAL RECOMMENDED PERSONAL SERVICES	27	\$ 1,203,279.00
	34,473.00		OVERTIME ENGINEERING SECTION		102,689.00
	22,311.00		GREENWOOD STREET LANDFILL		22,311.00
	\$ 56,784.00		TOTAL RECOMMENDED OVERTIME		\$ 125,000.00
	\$ 50,000.00		ARCHITECTURAL SERVICES		\$ 50,000.00
	600.00		BOOKS		600.00
	500.00		CHEMICAL SUPPLIES		500.00
	2,622.00		LEASES & RENTALS		2,622.00
	1,200.00		LEGAL FILING FEES		1,200.00
	1,300.00		LICENSES		1,300.00
	-		MAINTENANCE & REPAIR		25,000.00
	1,800.00		MEMBERSHIP DUES		1,800.00
	10,000.00		NON-NETWORK SOFTWARE & SUPPORT		10,000.00
	8,400.00		OFFICE SUPPLIES		8,400.00
	1,000.00		PARTS/EQUIPMENT SUPPLIES		1,000.00
	200.00		PHYSICIANS/SURGEONS		200.00
	1,000.00		POSTAGE		1,000.00
	8,000.00		PRINTING SUPPLIES & SERVICES		8,000.00
	2,900.00		REGISTRATION FEES		2,900.00
	1,800.00		SAFETY SUPPLIES		-
	200.00		TRANSLATION/INTERPRETATION		200.00
	300.00		TRAVELING		300.00
	\$ 91,822.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 115,022.00
	\$ 1,216,212.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,443,301.00

**DEPARTMENT OF PUBLIC WORKS AND PARKS  
STREETS & SANITATION DIVISION  
ORGANIZATIONAL CHART**



**JAY J. FINK, P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF STREETS & SANITATION #CC1055**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 118,261.00	51EM	DIRECTOR, STREETS & SANITATION	1	\$ 124,067.00
1	106,521.00	46M	ASSISTANT DIRECTOR, STREETS & SANITATION	1	103,500.00
1	88,889.00	41M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	73,751.00
2	151,190.00	40	GENERAL PUBLIC WORKS FOREMAN	2	171,321.00
8	536,811.00	36	PUBLIC WORKS FOREMAN	8	542,247.00
4	256,740.00	34	NUISANCE ORDINANCE INSPECTOR	4	260,193.00
1	65,500.00	34	TRAFFIC SIGNAL MAINTAINER	1	65,752.00
1	60,944.00	32	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	52,618.00
1	56,992.00	30	SENIOR STOREKEEPER	1	57,212.00
1	52,416.00	29	PAINTER	1	54,292.00
1	45,490.00	29	SIGN PAINTER	1	47,294.00
5	243,427.00	28	PUBLIC WORKS MAINTENANCE MAN	5	246,905.00
45	2,084,284.00	26	PUBLIC WORKS LABORER	45	2,096,590.00
2	82,702.00	24	TRAFFIC LABORER	2	83,020.00
<b>74</b>	<b>3,950,167.00</b>		<b>REGULAR SALARIES</b>	<b>74</b>	<b>3,978,762.00</b>
	2,388.00		EM INCENTIVE PAY		1,827.00
	345,745.00		CONTRACTUAL STIPENDS - MEO		345,745.00
	35,000.00		DOWNTOWN STREETScape - POOL LABOR		35,000.00
	(103,381.00)		VACANCY FACTOR		(103,381.00)
	<u>4,229,919.00</u>		<b>TOTAL RECOMMENDED SALARIES</b>		<u>4,257,953.00</u>
	(1,267,722.00)		<b>FUNDING SOURCES:</b>		(1,275,923.00)
	(526,351.00)		SEWER REVENUES		(529,756.00)
	<u>(1,794,073.00)</u>		WATER REVENUES		<u>(1,805,679.00)</u>
			TOTAL FUNDING SOURCES		
<b>74</b>	<b>\$ 2,435,846.00</b>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>74</b>	<b>\$ 2,452,274.00</b>
	\$ 509,948.00		REGULAR OVERTIME		\$ 593,426.00
	40,160.00		SUNDAY YARD WASTE DROP OFF		40,160.00
	<u>\$ 550,108.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 633,586.00</u>
	\$ 60,000.00		ARCHITECTURAL SERVICES		\$ 60,000.00
	3,800.00		AUTOMOTIVE SUPPLIES		8,800.00
	178,000.00		BUILDING SUPPLIES		378,000.00
	2,500.00		CHEMICAL SUPPLIES		5,000.00
	1,500.00		CLEANING SERVICES		16,500.00
	-		CLEANING SUPPLIES		1,000.00
	500.00		CONSTABLES		-
	620,200.00		CUSTODIAL SUPPLIES		670,200.00
	1,500.00		EDUCATIONAL SUPPLIES		-
	22,200.00		ELECTRICITY		4,200.00
	3,000.00		EXTERMINATOR SERVICES		3,000.00
	500.00		FOOD SUPPLIES		-
	137,200.00		HIRED SERVICES		-
	52,000.00		IT HARDWARE SUPPLIES & SERVICES		52,000.00
	4,000.00		LANDSCAPING SUPPLIES		4,000.00
	7,500.00		LEASES & RENTALS		2,500.00
	2,500.00		LICENSES		2,500.00
	20,000.00		MAINTENANCE & REPAIR		65,000.00
	6,000.00		MAINTENANCE/REPAIR VEHICLE		10,500.00
	10,000.00		NATURAL GAS		10,000.00
	2,000.00		NON-NETWORK SOFTWARE & SUPPORT		1,000.00
	3,300.00		OFFICE SUPPLIES		3,300.00
	13,800.00		PARTS/EQUIPMENT SUPPLIES		13,800.00
	2,000.00		PHYSICIANS/SURGEONS		-
	19,000.00		POLICE DETAIL		4,000.00
	6,400.00		PRINTING SUPPLIES & SERVICES		3,900.00
	6,062,440.00		RUBBISH REMOVAL		6,062,440.00
	16,800.00		SAFETY SUPPLIES		-
	-		SUBSCRIPTIONS		250.00
	8,800.00		TELEPHONES		2,800.00



**JAY J. FINK, P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF STREETS & SANITATION #CC1055**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	3,000.00		TRAINING CERTIFICATIONS		3,000.00
	1,000.00		UNIFORMS		1,000.00
	<u>7,271,440.00</u>		ORDINARY MAINTENANCE		<u>7,388,690.00</u>
			<u>FUNDING SOURCES:</u>		
	(300,000.00)		RECYCLING REVOLVING FUND		(300,000.00)
	(140,980.00)		SEWER REVENUES		(143,253.00)
	<u>(440,980.00)</u>		TOTAL FUNDING SOURCES		<u>(443,253.00)</u>
	<u>\$ 6,830,460.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 6,945,437.00</u>

**JAY J. FINK, P.E., COMMISSIONER**

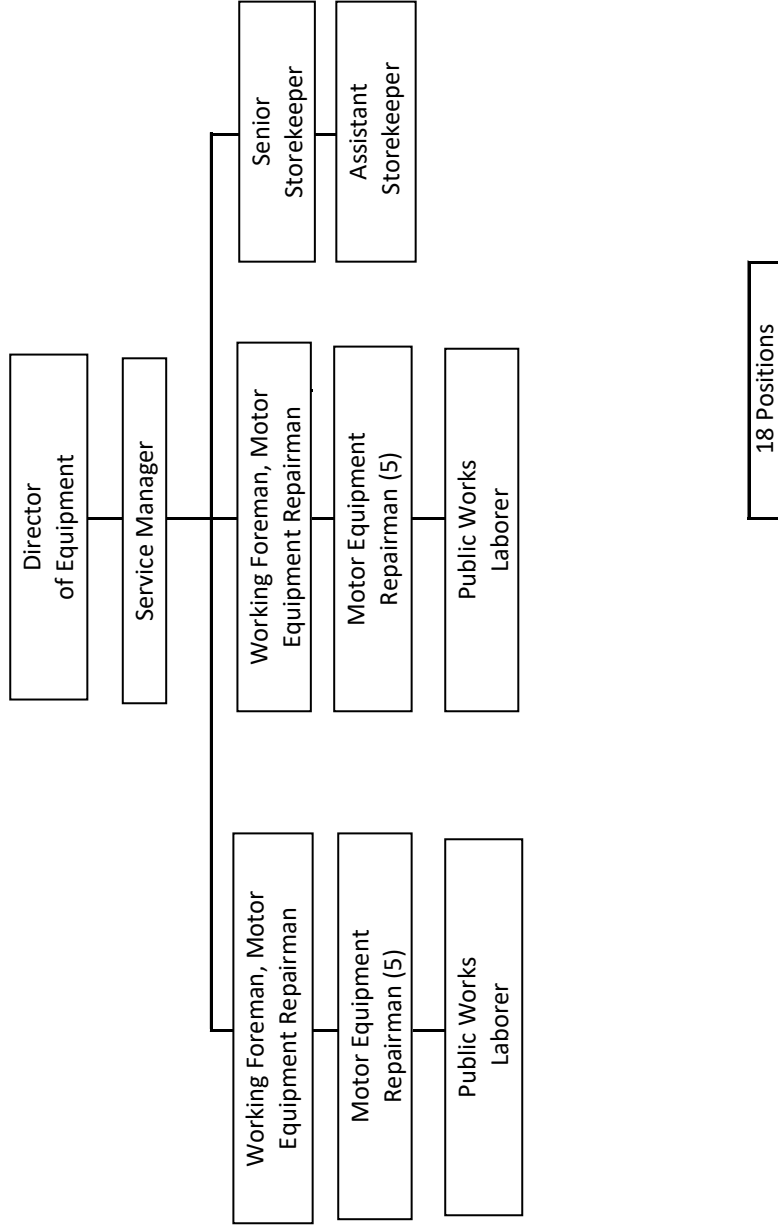
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF STREETS & SANITATION #CC1055**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 88,889.00	41M	SUPERVISOR OF SANITATION	1	\$ 93,274.00
1	70,388.00	36	PUBLIC WORKS FOREMAN	1	70,658.00
1	65,500.00	34	PRINCIPAL STOREKEEPER	1	65,752.00
1	60,944.00	32	WORKING FOREMAN, CRAFTSMAN	1	61,179.00
18	853,159.00	28	SANITATION LABORER	18	859,329.00
6	275,880.00	26	PUBLIC WORKS LABORER	6	271,693.00
<u>28</u>	<u>1,414,760.00</u>		TOTAL REGULAR SALARIES	<u>28</u>	<u>1,421,885.00</u>
	117,989.00		CONTRACTUAL STIPENDS/MEO		117,989.00
	20,000.00		POOL LABOR		20,000.00
	(181,075.00)		VACANCY FACTOR		(181,075.00)
<u>28</u>	<u>\$ 1,371,674.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>28</u>	<u>\$ 1,378,799.00</u>
	\$ 159,056.00		REGULAR OVERTIME		\$ 159,056.00
	57,358.00		MILLBURY STREET DROP OFF CENTER		57,358.00
	<u>\$ 216,414.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 216,414.00</u>
<u>102</u>	<u>\$ 11,404,502.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>102</u>	<u>\$ 11,626,510.00</u>

**DEPARTMENT OF PUBLIC WORKS AND PARKS  
FLEET MANAGEMENT DIVISION  
ORGANIZATIONAL CHART**



18 Positions

**JAY J. FINK P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF FLEET MANAGEMENT- DIVISION #CC1057**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 108,385.00	45EM	DIRECTOR- EQUIPMENT MAINTENANCE	1	\$ 113,702.00
1	82,590.00	39M	SERVICE MANAGER	1	68,558.00
2	135,737.00	37	WORK FOREMAN, MOTOR EQUIPMENT REPAIRMAN	2	136,260.00
10	604,213.00	33	MOTOR EQUIPMENT REPAIRMAN	10	611,579.00
1	56,992.00	30	SENIOR STORE KEEPER	1	57,212.00
1	50,322.00	27	ASSISTANT STOREKEEPER	1	48,228.00
2	91,105.00	26	PUBLIC WORKS LABORER	2	91,455.00
<u>18</u>	<u>1,129,344.00</u>		TOTAL REGULAR SALARIES	<u>18</u>	<u>1,126,994.00</u>
	14,908.00		CONTRACTUAL STIPENDS/MEO		14,908.00
	3,126.00		EM INCENTIVE PAY		4,329.00
	(108,530.00)		VACANCY FACTOR		(108,530.00)
	<u>1,038,848.00</u>		TOTAL RECOMMENDED SALARIES		<u>1,037,701.00</u>
			<u>FUNDING SOURCES:</u>		
	(219,505.00)		SEWER REVENUES		(219,286.00)
	(84,888.00)		WATER REVENUES		(84,803.00)
	<u>(304,393.00)</u>		TOTAL FUNDING SOURCES		<u>(304,089.00)</u>
<u>18</u>	<u>\$ 734,455.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>18</u>	<u>\$ 733,612.00</u>
	\$ 62,113.00		OVERTIME		\$ 62,113.00
	<u>\$ 62,113.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 62,113.00</u>
	\$ 380,000.00		AUTO FUEL		\$ 425,000.00
	400,000.00		AUTOMOTIVE SUPPLIES		400,000.00
	3,000.00		BUILDING SUPPLIES		3,000.00
	5,000.00		CHEMICAL SUPPLIES		5,000.00
	1,500.00		CUSTODIAL SERVICES		1,500.00
	347,000.00		DIESEL FUEL		412,000.00
	22,000.00		ELECTRICITY		22,000.00
	9,000.00		HIRED SERVICES		9,000.00
	5,200.00		LEASES & RENTALS		5,200.00
	1,000.00		LICENSES		1,000.00
	8,000.00		MAINTENANCE & REPAIR		8,000.00
	890,000.00		MAINTENANCE/REPAIR VEHICLE		890,000.00
	500.00		MEMBERSHIP DUES		500.00
	53,000.00		NATURAL GAS		53,000.00
	7,100.00		NON-NETWORK SOFTWARE & SUPPORT		57,100.00
	2,000.00		OFFICE SUPPLIES		2,000.00
	19,400.00		PARTS/EQUIPMENT SUPPLIES		19,400.00
	300.00		PHYSICIANS/SURGEONS		300.00
	500.00		POSTAGE		500.00
	3,000.00		PRINTING SUPPLIES & SERVICES		3,000.00
	1,000.00		REGISTRATION FEES		1,000.00
	1,500.00		SAFETY SUPPLIES		1,500.00
	300.00		SUBSCRIPTIONS		300.00
	2,000.00		TELEPHONE		2,000.00
	2,000.00		UNIFORMS		2,000.00
	<u>\$ 2,164,300.00</u>		ORDINARY MAINTENANCE		<u>\$ 2,324,300.00</u>
			<u>FUNDING SOURCES:</u>		
	(454,256.00)		CREDIT SEWER REVENUES		\$ (587,838.00)
	(275,521.00)		CREDIT WATER REVENUES		(395,889.00)
	(200,000.00)		TRANSFER OF SERVICES		(400,000.00)
	<u>(929,777.00)</u>		TOTAL FUNDING SOURCES		<u>(1,383,727.00)</u>
	<u>\$ 1,234,523.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 940,573.00</u>
	<u>\$ 2,031,091.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,736,298.00</u>

## PARKS, RECREATION & CEMETERY

### Jay J. Fink, P.E., Commissioner

50 Skyline Drive  
Worcester, Massachusetts 01605  
(508) 799-1190

**Mission:** To provide efficient and effective grounds maintenance, permitting and renovations at/for over sixty parks and playgrounds. In addition, the Division maintains and repairs public park buildings, manages the City's urban forest (street trees) and the Division's comprehensive summer aquatic and recreation programs. The Division is also responsible for maintaining and managing a 160+ acre cemetery (including burials), completing the physical set up for all National, State and Local elections, and providing staff and technical support to the Parks and Recreation Commission, Hope Cemetery Commission, Grand Army of the Republic (GAR) Hall, and Auditorium Board of Trustees.

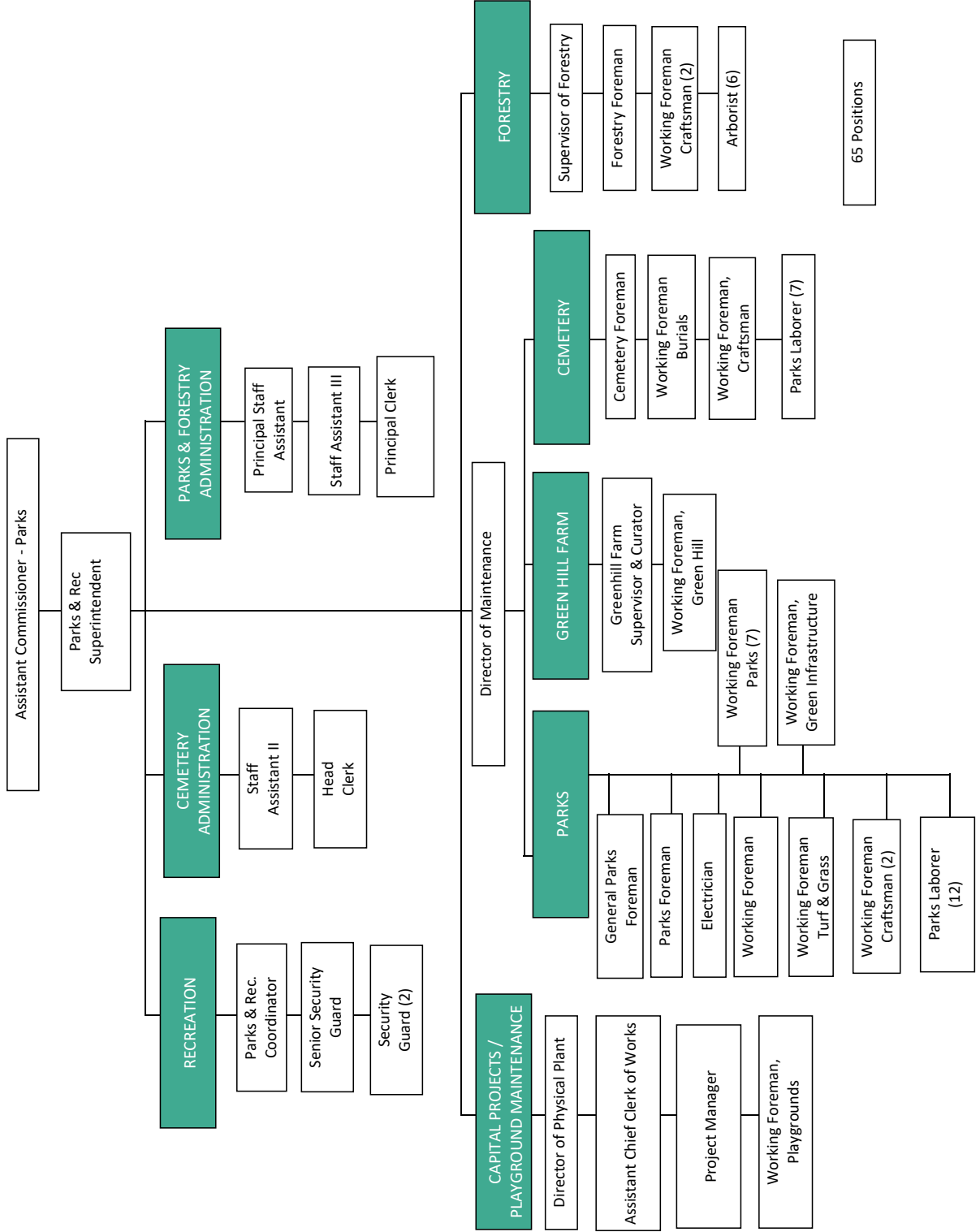
### Department Allocation Summary

	<b>Actuals</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 4,633,011.89	\$ 4,621,230.00	\$ 3,006,813.00	\$ 4,511,823.00
Overtime	698,305.05	529,062.00	479,262.00	529,062.00
Ordinary Maintenance	2,462,087.40	2,777,548.00	1,371,181.00	3,150,956.00
Capital Outlay	32,025.50	-	-	-
<b>Total Expenditures</b>	<b>\$ 7,825,429.84</b>	<b>\$ 7,927,840.00</b>	<b>\$ 4,857,256.00</b>	<b>\$ 8,191,841.00</b>
<b>Total Positions</b>	64	64	64	65

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$8,191,841, which is an increase of \$264,001 from the Fiscal 2024 amount of \$7,927,840. The salary decrease is the net result of the addition of the new Supervisor of Parks Maintenance Position, two regrades of Clerk of Works, and a 3% Cost of Living Adjustment (COLAs) and 1.5% Market Adjustments for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. These increases were offset by an increase in vacancy factor and the transfer of the aquatics contract to Ordinary Maintenance. The Ordinary Maintenance increase is a result of a new aquatics contract with the YMCA and increases to parks maintenance supplies and services. Overtime will remain level funded to Fiscal 2024.

**DEPARTMENT OF PUBLIC WORKS & PARKS  
PARKS / RECREATION / HOPE CEMETERY DIVISION  
ORGANIZATIONAL CHART**



**JAY J. FINK, P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025  
DEPARTMENT OF PUBLIC WORKS & PARKS  
DIVISION OF PARKS / RECREATION / HOPE CEMETERY #CC1076**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 138,657.00	51EM	ASSISTANT COMMISSIONER PARKS	1	\$ 145,450.00
1	88,546.00	46EM	DIRECTOR OF PHYSICAL PLANT	1	92,887.00
0	-	44EM	SUPERVISOR OF PARKS MAINTENANCE	1	104,500.00
1	85,611.00	40M	RECREATION COORDINATOR	1	89,810.00
1	65,344.00	40M	PRINCIPAL STAFF ASSISTANT	1	71,198.00
0	-	45M	ASSISTANT CHIEF CLERK OF WORKS	1	88,043.00
1	83,104.00	40	CLERK OF WORKS, GRADE D	0	-
0	-	42M	PROJECT MANAGER	1	84,922.00
1	80,191.00	39	CLERK OF WORKS, GRADE C	0	-
1	74,663.00	37	STAFF ASSISTANT 3	1	78,333.00
1	46,405.00	24	CUSTOMER SERVICE REP	1	46,584.00
1	51,639.00	4	SENIOR SECURITY GUARD	1	57,762.00
2	100,397.00	2	SECURITY GUARD	2	92,465.00
<b>11</b>	<b>\$ 814,557.00</b>		<b>REGULAR SALARIES</b>	<b>12</b>	<b>\$ 951,954.00</b>
1	\$ 88,610.00	43EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	\$ 92,952.00
1	71,601.00	40M	GREENHILL FARM SUPERVISOR & CURATOR	1	77,801.00
1	81,079.00	40	ELECTRICIAN	1	81,391.00
1	76,948.00	40	GENERAL PARK FOREMAN	1	80,688.00
1	70,388.00	36	PARKS FOREMAN	1	70,658.00
2	119,497.00	34	WORKING FOREMAN, CRAFTSMAN	2	131,504.00
1	65,500.00	34	WORKING FOREMAN, GARDENER	1	65,752.00
1	41,481.00	34	WORKING FOREMAN PARKS (GREEN INFRASTRUCTURE)	1	65,752.00
10	540,017.00	34	WORKING FOREMAN PARKS	10	639,561.00
12	575,898.00	26	PARK LABORER	12	541,172.00
<b>31</b>	<b>\$ 1,731,019.00</b>		<b>REGULAR SALARIES</b>	<b>31</b>	<b>\$ 1,847,231.00</b>
1	\$ 90,003.00	44EM	SUPERVISOR OF FORESTRY	1	94,414.00
1	70,388.00	36	FORESTRY FOREMAN	1	70,658.00
2	131,000.00	34	WORKING FOREMAN, CRAFTSMAN	2	131,504.00
6	283,710.00	28	ARBORIST	6	290,062.00
<b>10</b>	<b>\$ 575,101.00</b>		<b>REGULAR SALARIES</b>	<b>10</b>	<b>\$ 586,638.00</b>
1	\$ 70,388.00	36	CEMETERY FOREMAN	1	\$ 70,658.00
1	69,457.00	35	STAFF ASSISTANT 2	1	72,856.00
2	131,000.00	34	WORKING FOREMAN BURIALS	2	131,504.00
1	50,524.00	32	HEAD CLERK	1	52,618.00
7	329,303.00	26	PARK LABORER	7	331,251.00
<b>12</b>	<b>\$ 650,672.00</b>		<b>REGULAR SALARIES</b>	<b>12</b>	<b>\$ 658,887.00</b>
<b>64</b>	<b>\$ 3,771,349.00</b>		<b>TOTAL SALARIES - ALL DIVISIONS</b>	<b>65</b>	<b>\$ 4,044,710.00</b>
	(106,313.00)		VACANCY FACTOR		(164,343.00)
	7,389.00		EM INCENTIVE PAY		9,591.00
	252,909.00		CONTRACTUAL STIPENDS-MEO RATES		252,909.00
	152,500.00		HOPE CEMETERY TEMPORARY LABORERS		202,500.00
	245,500.00		PARKS TEMPORARY STAFF		245,500.00
	111,300.00		PARKS STEWARD/ TEMPORARY STAFF		111,300.00
	367,500.00		AQUATICS PROGRAM/TEMPORARY STAFF		-
<b>64</b>	<b>\$ 4,802,134.00</b>		<b>TOTAL RECOMMENDED SALARIES-ALL DIVISIONS</b>	<b>65</b>	<b>\$ 4,702,167.00</b>

**JAY J. FINK, P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025  
 DEPARTMENT OF PUBLIC WORKS & PARKS  
 DIVISION OF PARKS / RECREATION / HOPE CEMETERY #CC1076**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
			<u>FUNDING SOURCES:</u>		
	\$ (166,496.00)		PROJECT FUNDS		\$ (176,236.00)
	(14,408.00)		CREDIT FROM GOLF COURSE		(14,108.00)
	<u>\$ (180,904.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (190,344.00)</u>
<u>64</u>	<u>\$ 4,621,230.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>65</u>	<u>\$ 4,511,823.00</u>
	\$ 52,000.00		RECREATION DIVISION OVERTIME		\$ 52,000.00
	220,000.00		MAINTENANCE DIVISION OVERTIME		220,000.00
	135,000.00		FORESTRY DIVISION OVERTIME		135,000.00
	65,753.00		HOPE CEMETERY DIVISION OVERTIME		65,753.00
	56,309.00		SNOW REMOVAL OVERTIME		56,309.00
	<u>\$ 529,062.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 529,062.00</u>
	\$ 5,000.00		ARCHITECTS		\$ 5,000.00
	20,000.00		AUTO FUEL NO LEAD GAS		20,000.00
	17,000.00		AUTOMOTIVE SUPPLIES		17,000.00
	93,500.00		BUILDING SUPPLIES		93,500.00
	5,500.00		CHEMICAL SUPPLIES		5,500.00
	5,000.00		CLEANING SERVICES		5,000.00
	23,500.00		CUSTODIAL SUPPLIES		26,000.00
	18,200.00		DIESEL FUEL		18,200.00
	156,000.00		ELECTRICITY		156,000.00
	30,500.00		ENVIRONMENTAL SERVICES		43,000.00
	2,600.00		EXTERMINATOR SERVICES		2,600.00
	800.00		FOOD SUPPLIES		800.00
	1,126,672.00		HIRED SERVICES		120,405.00
	-		HIRED SERVICES - AQUATICS CONTRACT		667,500.00
	20,500.00		IT HARDWARE SUPPLIES & MAINTENANCE		20,500.00
	92,000.00		LANDSCAPING SUPPLIES		167,000.00
	90,026.00		LEASES & RENTALS		29,726.00
	3,350.00		LICENSES		3,350.00
	400,000.00		MAINTENANCE & REPAIR		609,000.00
	179,000.00		MAINTENANCE/REPAIR VEHICLE		179,000.00
	500.00		MEDICAL SUPPLIES		500.00
	4,250.00		MEMBERSHIP DUES		4,250.00
	15,000.00		NATURAL GAS		15,000.00
	9,100.00		NEWSPAPER ADVERTISING		9,100.00
	22,000.00		NON-NETWORK SOFTWARE & SUPPORT		43,696.00
	29,500.00		OFFICE SUPPLIES		29,500.00
	1,400.00		OTHER CHARGES & EXPENDITURES		-
	154,205.00		PARTS/EQUIPMENT SUPPLIES		154,205.00
	24,000.00		PERFORMERS		24,000.00
	900.00		PHYSICIANS		900.00
	13,300.00		POLICE DETAIL		13,300.00
	1,000.00		POSTAGE		1,000.00
	2,000.00		PREPARED MEALS		2,000.00
	21,345.00		PRINTING SUPPLIES & SERVICES		21,345.00
	80,500.00		RECREATIONAL SUPPLIES		80,500.00
	4,200.00		REGISTRATION FEES		4,200.00
	2,400.00		RUBBISH REMOVAL		28,900.00
	13,000.00		SAFETY SUPPLIES		-
	10,600.00		SAND & GRAVEL SUPPLIES		12,000.00



**JAY J. FINK, P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF PARKS / RECREATION / HOPE CEMETERY #CC1076**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	7,000.00		SECURITY SERVICES		7,000.00
	3,100.00		SUBSCRIPTIONS		600.00
	25,000.00		TAG DAY		25,000.00
	28,000.00		TELEPHONE		28,000.00
	4,800.00		TRAINING CERTIFICATIONS		4,800.00
	1,300.00		TRAVEL		1,300.00
	-		TREE REMOVAL		440,779.00
	10,000.00		VETERINARIANS		10,000.00
	<u>\$ 2,777,548.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 3,150,956.00</u>
	<u>\$ 7,927,840.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 8,191,841.00</u>



The City of  
**WORCESTER**

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# GOLF

**Jay J. Fink P.E., Commissioner**  
 1929 Skyline Drive  
 Worcester, Massachusetts 01605  
 (508) 799-1359

**Mission:** The mission of the Green Hill Golf Course since 1929 is to provide a first-class golf experience by efficiently and innovatively managing the City’s 18-hole municipal golf course and driving range.

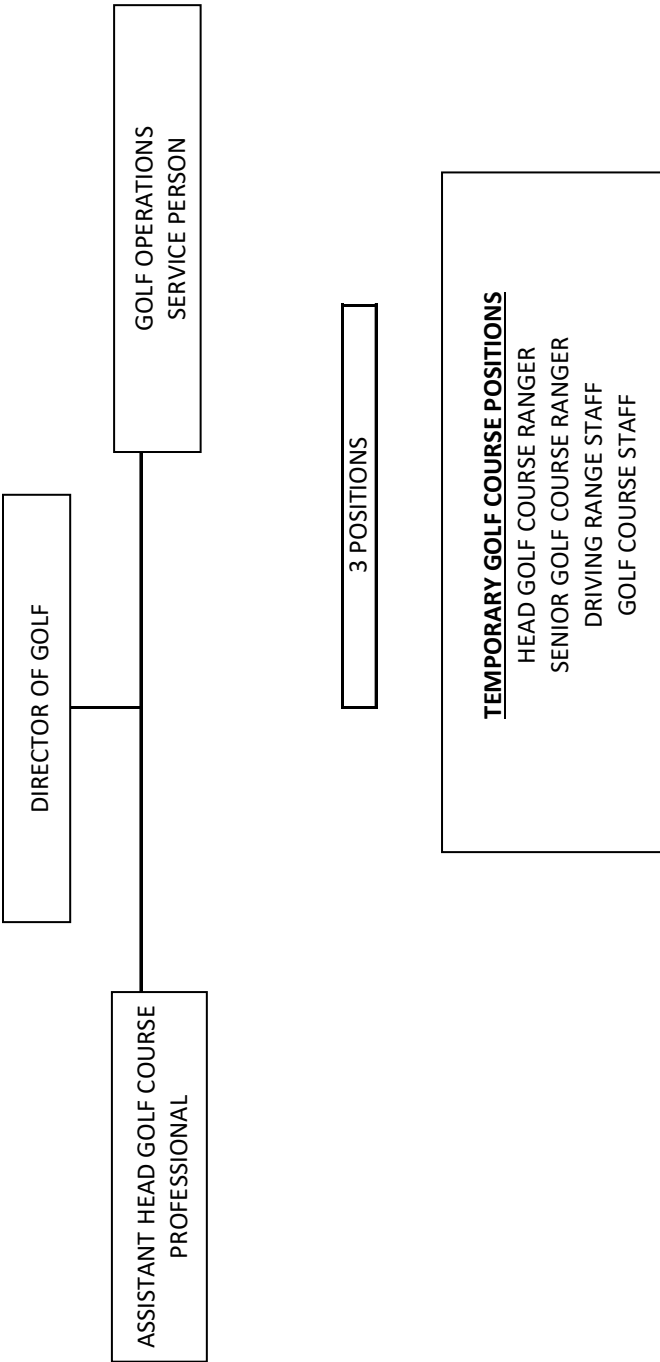
### Department Allocation Summary

	<b>Actuals</b>	<b>Approved Budget for</b>	<b>Totals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 374,577.72	\$ 370,068.00	\$ 241,859.00	\$ 395,533.00
Overtime	-	-	-	-
Ordinary Maintenance	953,493.87	1,015,820.00	739,756.00	1,052,720.00
Debt Service	401,554.94	226,923.00	226,923.00	225,092.00
Transfer of Services	40,943.00	42,527.00	42,527.00	43,006.00
Fringe Benefits	137,703.00	152,217.00	114,922.00	156,822.00
<b>Total Expenditures</b>	<b>\$ 1,908,272.53</b>	<b>\$ 1,807,555.00</b>	<b>\$ 1,365,987.00</b>	<b>\$ 1,873,173.00</b>
<b>Total Positions</b>	3	3	3	3

### Operating Budget Highlights

The budget for Fiscal 2025 is recommended to be \$1,873,173 which is an increase of \$65,618 from the Fiscal 2024 amount of \$1,807,555. The salary increase is mainly due to 3% Cost of Living Adjustments (COLAs), and a 1.5% Market Adjustment for non-represented employees. The increase of \$36,900 from Fiscal 2024 in Ordinary Maintenance is due to an increase in the golf cart lease contract.

**DEPARTMENT OF PUBLIC WORKS & PARKS  
MUNICIPAL GOLF COURSE  
ORGANIZATIONAL CHART**



**JAY J. FINK, P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**MUNICIPAL GOLF COURSE #CC1065**

FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 114,683.00	44EM	DIRECTOR OF GOLF	1	\$ 119,853.00
1	82,590.00	39M	GOLF OPERATIONS SERVICE PERSON	1	86,314.00
1	41,049.00	25	ASSISTANT HEAD GOLF COURSE PROFESSIONAL	1	43,342.00
<u>3</u>	<u>\$ 238,322.00</u>		TOTAL REGULAR SALARIES	<u>3</u>	<u>\$ 249,509.00</u>
	4,631.00		EM INCENTIVE PAY		4,149.00
			<u>GOLF COURSE TEMPORARY STAFF:</u>		
	35,640.00	FLT	HEAD GOLF COURSE RANGER		50,400.00
	8,818.00	FLT	SENIOR GOLF COURSE RANGER		8,818.00
	30,500.00		DRIVING RANGE TEMPORARY STAFF		30,500.00
	52,157.00		GOLF COURSE TEMPORARY STAFF		52,157.00
	<u>127,115.00</u>		TOTAL TEMPORARY STAFF		<u>141,875.00</u>
<u>3</u>	<u>\$ 370,068.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>3</u>	<u>\$ 395,533.00</u>
	\$ 6,700.00		AUTO FUEL		\$ 6,700.00
	69,000.00		BOTTLED WATER		700.00
	7,200.00		BUILDING SUPPLIES		7,200.00
	14,000.00		CATERED MEALS		14,000.00
	4,500.00		CONSULTANTS		4,500.00
	39,100.00		ELECTRICITY		39,100.00
	5,000.00		FOOD SUPPLIES		5,000.00
	-		GOLF SOFTWARE		4,000.00
	2,500.00		HARDWARE STORE SUPPLIES		-
	628,220.00		HIRED SERVICES		628,220.00
	500.00		IT HARDWARE SUPPLIES & SERVICES		500.00
	48,000.00		LEASES & RENTALS		84,900.00
	33,000.00		MAINTENANCE & REPAIR		33,000.00
	5,000.00		MEMBERSHIP DUES		5,000.00
	6,500.00		NATURAL GAS		6,500.00
	7,000.00		NEWSPAPER ADVERTISING		7,000.00
	5,100.00		NON-NETWORK SOFTWARE & SUPPORT		5,100.00
	2,200.00		OFFICE SUPPLIES		2,200.00
	14,700.00		OTHER CHARGES & EXPENDITURES		-
	9,000.00		OTHER PROFESSIONAL SERVICES		9,000.00
	3,000.00		PARTS/EQUIPMENT SUPPLIES		5,500.00
	500.00		POSTAGE		500.00
	5,200.00		PRINTING SUPPLIES & SERVICES		5,200.00
	95,900.00		RECREATIONAL SUPPLIES		95,900.00
	700.00		SECURITY SERVICES		700.00
	2,300.00		TELEPHONE		2,300.00
	1,000.00		TRAVELING		1,000.00
	-		UTILITIES - WATER		79,000.00
	<u>\$ 1,015,820.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,052,720.00</u>
	\$ 166,720.00		DEBT PRINCIPAL		\$ 172,040.00
	60,203.00		DEBT INTEREST		53,052.00
	<u>\$ 226,923.00</u>		<b>TOTAL RECOMMENDED DEBT SERVICE</b>		<u>\$ 225,092.00</u>

**JAY J. FINK, P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**MUNICIPAL GOLF COURSE #CC1065**

FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	<u>\$ 42,527.00</u>		<b>TOTAL RECOMMENDED TRANSFER OF SERVICES</b>		<u>\$ 43,006.00</u>
	\$ 56,861.00		HEALTH INSURANCE		\$ 59,289.00
	11,000.00		UNEMPLOYMENT COMPENSATION		11,000.00
	66,346.00		CONTRIBUTORY PENSIONS		68,776.00
	18,010.00		PENSION OBLIGATION BONDS		17,757.00
	<u>\$ 152,217.00</u>		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 156,822.00</u>
	<u>\$ 1,807,555.00</u>		<b>TOTAL RECOMMENDED BUDGET</b>		<u>\$ 1,873,173.00</u>
	(1,807,555.00)		<u>FUNDING SOURCES:</u>		(1,873,173.00)
	-		GOLF COURSE REVENUES		-
	<u>\$ (1,807,555.00)</u>		TAX LEVY SUBSIDY		<u>\$ (1,873,173.00)</u>
	\$ -		TOTAL FUNDING SOURCES		\$ -
	<u>\$ -</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ -</u>

# SNOW

**Jay J. Fink, P.E., Commissioner**  
 20 East Worcester Street  
 Worcester, Massachusetts 01604  
 (508) 929 -1300

Snow operations provide necessary emergency services during the winter months. Snow and ice control services are provided to keep streets open, essential traffic moving, and to return streets to safe travelable conditions as quickly as possible. Snow related operations services are provided around the clock as necessary.

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Regular Salaries	\$ 31,270.10	\$ 50,000.00	\$ 17,671.00	\$ 50,000.00
Overtime	591,430.11	1,150,000.00	406,279.75	1,000,000.00
Ordinary Maintenance	3,405,302.77	4,800,000.00	2,454,453.00	3,450,000.00
Capital Outlay	-	-	-	1,000,000.00
<b>Total Expenditures</b>	<b>\$ 4,028,002.98</b>	<b>\$ 6,000,000.00</b>	<b>\$ 2,878,403.75</b>	<b>\$ 5,500,000.00</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended at \$5,500,000, which is a reduction of \$500,000 from Fiscal 2024. This reduction is based on prior year actuals being less than \$6,000,000 since Fiscal 2017. It is important to note that if there is a deficit in this budget at year-end, the City would not be able to carry the deficit into Fiscal 2026 due to the reduction in budget; it would have to be covered as part of Fiscal 2025 year-end transfers.

**JAY J. FINK P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**SNOW REMOVAL #CC1051**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 50,000.00	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	\$ 50,000.00
\$ 1,150,000.00	<b>TOTAL RECOMMENDED OVERTIME</b>	\$ 1,000,000.00
\$ 20,000.00	IT HARDWARE SUPPLIES & SERVICES	\$ 5,000.00
2,500.00	MAINTENANCE/REPAIR VEHICLE	10,000.00
17,000.00	NEWSPAPER ADVERTISING	17,000.00
12,000.00	NON-NETWORK SOFTWARE & SUPPORT	12,000.00
150.00	OFFICE SUPPLIES	-
1,000.00	PARTS/EQUIPMENT SUPPLIES	-
85,000.00	POLICE DETAIL	20,000.00
1,475,000.00	SAND & GRAVEL SUPPLIES	1,110,500.00
500.00	SECURITY SERVICES	500.00
3,156,850.00	SNOW REMOVAL	2,250,000.00
30,000.00	TELEPHONES	25,000.00
\$ 4,800,000.00	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$ 3,450,000.00
\$ -	<b>TOTAL CAPITAL OUTLAY</b>	\$ 1,000,000.00
\$ 6,000,000.00	<b>TOTAL RECOMMENDED TAX LEVY</b>	\$ 5,500,000.00



## STREETLIGHTS

**Jay J. Fink, P.E., Commissioner**  
 20 East Worcester Street  
 Worcester, Massachusetts 01604  
 (508) 929 -1300

The mission of the Division of Public Works & Parks Streetlights is to provide effective management of approximately 13,783 street, bridge, tunnel, and gas lights. The Division provides timely maintenance and repairs to ensure sufficient lighting for public safety, pedestrian and vehicle traffic, and conducts citywide lighting surveys to address any problems or needs regarding streetlights for both citizens and businesses in the City.

### Department Allocation Summary

		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actuals</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b><u>Expenditures</u></b>	<b><u>Fiscal 2023</u></b>	<b><u>Fiscal 2024</u></b>	<b><u>3/31/24</u></b>	<b><u>Fiscal 2025</u></b>
Ordinary Maintenance	\$ 1,704,352.98	\$ 1,495,490.00	\$ 956,088.37	\$ 1,495,490.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,704,352.98</b>	<b>\$ 1,495,490.00</b>	<b>\$ 956,088.37</b>	<b>\$ 1,495,490.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be leveled funded at \$1,495,490.

**JAY J. FINK P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**STREETLIGHTS #CC1052**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 640,000.00	ELECTRICITY	\$ 640,000.00
716,000.00	MAINTENANCE & REPAIR	716,000.00
5,490.00	NATURAL GAS	5,490.00
64,000.00	PARTS/EQUIPMENT SUPPLIES	64,000.00
60,000.00	POLICE DETAIL	60,000.00
10,000.00	SAFETY SUPPLIES	10,000.00
<u>\$ 1,495,490.00</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 1,495,490.00</u>
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<u>\$ 1,495,490.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 1,495,490.00</u>
<hr/>		

## SEWER

**Jay J. Fink, P.E., Commissioner**  
 20 East Worcester Street  
 Worcester, Massachusetts 01604  
 (508) 929 -1300

**Mission:** To provide the citizens and businesses of Worcester with a properly functioning and well-maintained conveyance system for sanitary and storm water flows, as measured by the number of days in compliance with Federal and State regulations.

### Sewer Rate Calculation

<b>Sewer Rate Calculation</b>	<b>Proposed</b>
<b>FY25</b>	<b>Budget For</b>
<b>Category</b>	<b>FY25</b>
Total Expenditures	\$53,102,943
Revenue	\$53,102,943
Budgeted Net Change in Reserves	\$ -
Est Begin Operating Reserve Balance	\$ 7,583,599
Est Ending Operating Reserve Balance	\$ 7,583,599
Reserve Target (3 Months)	\$ 7,448,245
End % of Target Reserve Balance	102%
<b>Rate Calculation</b>	<b>FY25</b>
Total Revenue Needed	\$ 53,102,943
Non Rate Revenue	3,100,000
Reserve Use	-
Net Worcester Revenue	\$ 50,002,943
Projected Worcester Usage	5,485,000
Worcester Calculated Rate	\$ 9.12
Rate Increase	\$ 0.35
% Rate increase	4.0%

The above table provides a breakdown of the proposed Fiscal Year 2025 sewer rate calculation of \$9.12, which is an increase of \$0.35, or 4%, over the Fiscal 2024 rate. This rate does not include the use of any reserves for Fiscal 2024.

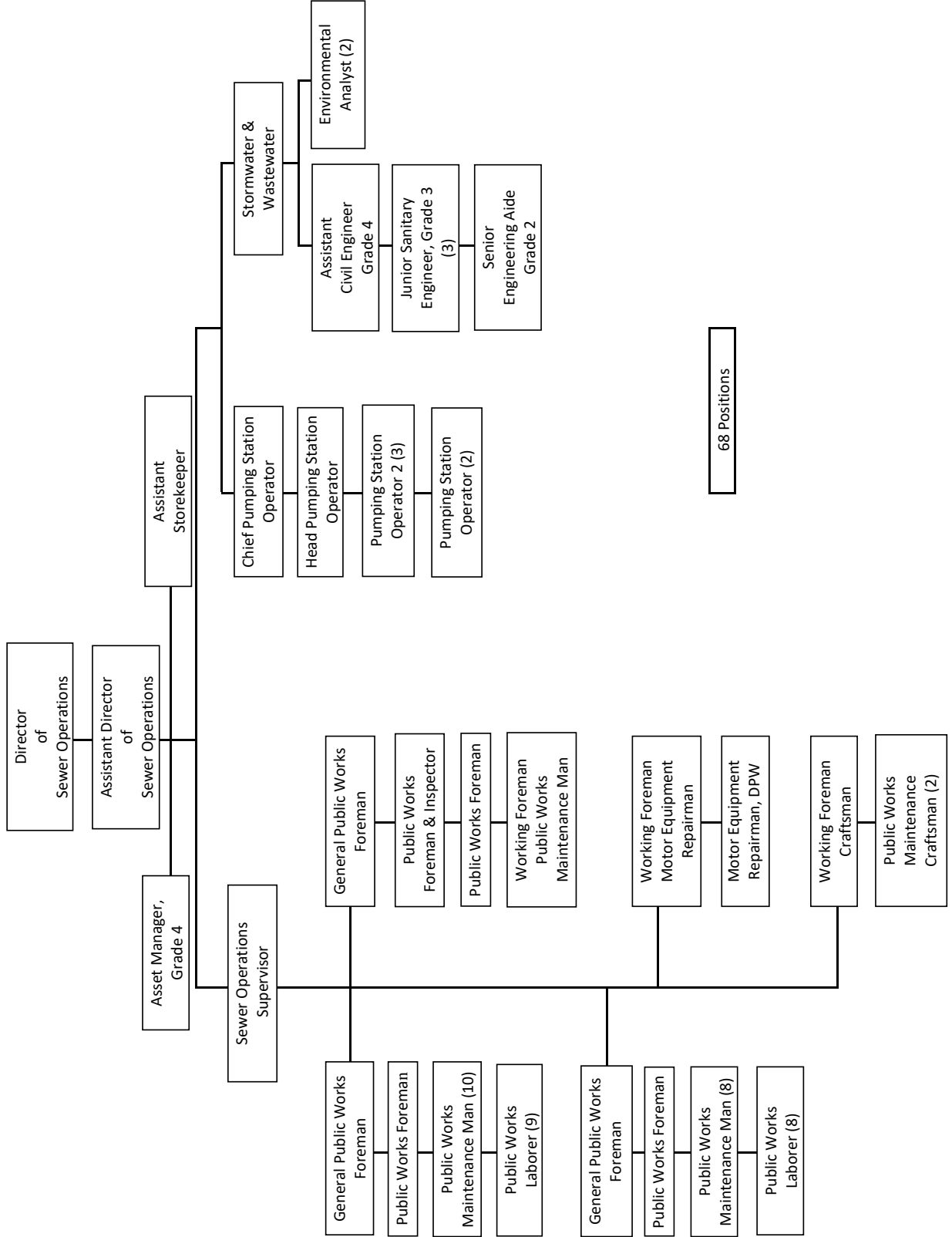
## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 3,263,746.39	\$ 4,269,282.00	\$ 2,372,640.00	\$ 4,339,048.00
Overtime	398,024.60	360,000.00	419,194.00	460,000.00
Ordinary Maintenance	25,468,451.08	26,529,515.00	19,588,185.00	27,749,513.00
Capital Outlay	2,560.00	24,500.00	14,582.00	24,500.00
Debt Service	11,730,385.42	12,045,907.00	11,919,880.00	12,430,303.00
Transfer of Services	3,827,698.00	3,900,582.00	3,900,582.00	3,967,984.00
Fringe Benefits	3,525,296.27	3,960,935.00	2,982,218.00	4,131,595.00
<b>Total Expenditures</b>	<b>\$ 48,216,161.76</b>	<b>\$ 51,090,721.00</b>	<b>\$ 41,197,281.00</b>	<b>\$ 53,102,943.00</b>
<b>Total Positions</b>	68	68	68	68

## Operating Budget Highlights

The budget for Fiscal 2025 is recommended to be \$53,102,943, which is an increase of \$2,012,222 from the Fiscal 2024 amount of \$51,090,721. The increase in salaries is due to step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustment (COLAs) and 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Ordinary Maintenance increase is due to increases in the Upper Blackstone required contribution. The funding for Overtime has been increased to reflect historic actuals.

# DEPARTMENT OF PUBLIC WORKS & PARKS SEWER DIVISION ORGANIZATIONAL CHART



**JAY J. FINK, P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF SEWER #CC1025**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 126,512.00	47EM	DIRECTOR OF SEWER OPERATIONS	1	\$ 132,707.00
1	83,918.00	47M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	91,425.00
1	87,925.00	44M	STORMWATER & WASTEWATER COORDINATOR	1	92,772.00
1	88,889.00	41M	SEWER OPERATIONS SUPERVISOR	1	93,236.00
1	82,590.00	39M	CHIEF PUMPING STATION OPERATOR	1	86,646.00
1	85,807.00	43	ASSISTANT CIVIL ENGINEER, GRADE 4	1	90,682.00
1	74,152.00	43	ASSET MANAGER	1	82,479.00
3	249,312.00	40	GENERAL PUBLIC WORKS FOREMAN	3	248,527.00
1	76,902.00	38	HEAD PUMPING STATION OPERATOR	1	81,344.00
3	205,033.00	39	JUNIOR SANITARY ENGINEER, GRADE 3	3	211,833.00
1	62,026.00	38	PUBLIC WORKS FOREMAN & INSPECTOR	1	71,387.00
1	72,842.00	37	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	59,968.00
3	198,704.00	36	PUBLIC WORKS FOREMAN	3	211,795.00
1	52,416.00	33	SENIOR ENGINEERING AIDE, GRADE 2	1	54,205.00
2	104,832.00	31HC	ENVIRONMENTAL ANALYST	2	107,474.00
1	65,500.00	34	WORKING FOREMAN, CRAFTSMAN	1	56,105.00
3	191,944.00	34	PUMPING STATION OPERATOR 2	3	192,683.00
1	56,992.00	33	MOTOR EQUIPMENT REPAIRMAN DPW	1	57,212.00
2	118,872.00	32	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	120,625.00
1	50,524.00	32	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN	1	61,179.00
2	101,048.00	32	PUMPING STATION OPERATOR	2	105,248.00
18	867,420.00	28	PUBLIC WORKS MAINTENANCE MAN	18	875,163.00
1	47,240.00	27	ASSISTANT STOREKEEPER (DPW)	1	49,098.00
17	819,571.00	26	PUBLIC WORKS LABORER	17	805,419.00
68	3,970,971.00			68	4,039,212.00
	-		EM INCENTIVE PAY		1,525.00
	353,696.00		CONTRACTUAL		353,696.00
	(55,385.00)		VACANCY FACTOR		(55,385.00)
68	\$ 4,269,282.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	68	\$ 4,339,048.00
	\$ 360,000.00		OVERTIME		\$ 460,000.00
	\$ 360,000.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 460,000.00
	\$ 125,000.00		ARCHITECTS		\$ 125,000.00
	50,000.00		AUTO FUEL		50,000.00
	23,000.00		AUTOMOTIVE SUPPLIES		23,000.00
	102,000.00		BUILDING SUPPLIES		102,000.00
	210,000.00		CHEMICAL SUPPLIES		270,000.00
	33,000.00		CLEANING SERVICES		63,000.00
	200.00		CONSTABLES		200.00
	20,000.00		CONSULTANTS		20,000.00
	10,000.00		CUSTODIAL SUPPLIES		10,000.00
	140,000.00		DIESEL FUEL		140,000.00
	2,000.00		EDUCATIONAL SUPPLIES		2,000.00
	550,000.00		ELECTRICITY		600,000.00
	8,150.00		ENVIRONMENTAL SERVICES		33,150.00
	8,500.00		EXTERMINATOR SERVICES		8,500.00
	1,044,203.00		HIRED SERVICES		-
	10,500.00		INSURANCE		10,500.00
	31,000.00		IT HARWARE SUPPLIES & SERVICES		31,000.00
	3,000.00		LABORATORY SUPPLIES		3,000.00
	145,000.00		LEASES & RENTALS		30,000.00

**JAY J. FINK, P.E., COMMISSIONER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**DIVISION OF SEWER #CC1025**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	40,000.00		LEGAL CONSULTANTS		40,000.00
	2,000.00		LICENSES		2,000.00
	752,595.00		MAINTENANCE & REPAIR		1,431,798.00
	395,000.00		MAINTENANCE/REPAIR VEHICLE		545,000.00
	2,000.00		MEDICAL SUPPLIES		2,000.00
	2,000.00		MEMBERSHIP DUES		2,000.00
	30,000.00		NATURAL GAS		30,000.00
	-		NETWORK SOFTWARE & SUPPORT		215,000.00
	8,400.00		NON-NETWORK SOFTWARE & SUPPORT		8,400.00
	9,000.00		OFFICE SUPPLIES		9,000.00
	100,000.00		PARTS/EQUIPMENT SUPPLIES		100,000.00
	2,000.00		PHYSICIANS		2,000.00
	96,000.00		POLICE DETAIL		96,000.00
	5,000.00		POSTAGE		5,000.00
	5,000.00		PRINTING SUPPLIES & SERVICES		5,000.00
	4,000.00		REGISTRATION FEES		4,000.00
	300,000.00		RUBBISH REMOVAL		300,000.00
	20,000.00		SAFETY SUPPLIES		20,000.00
	2,000.00		SECURITY SERVICES		2,000.00
	22,199,967.00		SEWERAGE TREATMENT		23,309,965.00
	-		SOFTWARE LICENSE		60,000.00
	29,000.00		TELEPHONE		29,000.00
	8,000.00		TRAINING CERTIFICATIONS		8,000.00
	2,000.00		TRAVELING		2,000.00
	<u>\$ 26,529,515.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 27,749,513.00</u>
	<u>\$ 24,500.00</u>		<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 24,500.00</u>
	\$ 7,820,711.00		REDEMPTION OF BONDS		\$ 8,123,510.00
	4,225,196.00		INTEREST ON BONDS		4,306,793.00
	<u>\$ 12,045,907.00</u>		<b>TOTAL RECOMMENDED DEBT SERVICES</b>		<u>\$ 12,430,303.00</u>
	<u>\$ 3,900,582.00</u>		<b>TOTAL RECOMMENDED TRANSFER OF SERVICES</b>		<u>\$ 3,967,984.00</u>
	\$ 1,601,811.00		HEALTH INSURANCE		\$ 1,670,711.00
	1,808,264.00		CONTRIBUTORY PENSIONS		1,908,203.00
	490,860.00		PENSION OBLIGATION BONDS		492,681.00
	60,000.00		WORKERS COMPENSATION		60,000.00
	<u>\$ 3,960,935.00</u>		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 4,131,595.00</u>
	<u>\$ 51,090,721.00</u>		<b>TOTAL SEWER</b>		<u>\$ 53,102,943.00</u>



The City of  
**WORCESTER**

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## WATER

**Jay J. Fink, P.E., Commissioner**  
 20 East Worcester Street  
 Worcester, Massachusetts 01604  
 (508) 929 -1300

**Mission:** To provide a safe and dependable water supply to the Worcester community, as measured by the number of days in compliance with State and Federal Regulations.

### Water Rate Calculation

	<b>Proposed</b>
<b>FY25</b>	<b>Budget for</b>
<b>Category</b>	<b>FY25</b>
Total Expenditures	\$30,487,304
Revenue	\$29,717,244
Budgeted Net Change in Reserves	\$ (770,060)
Est Begin Operating Reserve Balance	\$ 11,617,511
Est Ending Operating Reserve Balance	\$ 10,847,451
Reserve Target (3 Months)	\$ 7,621,826
End % of Target Reserve Balance	142%
<b>Rate Calculation</b>	<b>FY25</b>
Total Revenue Needed	\$ 30,487,304
Non Rate Revenue	4,500,000
Reserve Use	770,060
Net Worcester Rate Revenue	\$ 25,217,244
Projected Worcester Usage	6,600,000
Worcester Calculated Rate	\$ 3.82
Rate Increase	0.04
% Rate increase	1.1%

The above table provides a breakdown of the proposed Fiscal 2025 water rate calculation of \$3.82, which is an increase of \$0.04, or 1.1%, over the Fiscal 2024 rate. This rate does not include the use of any reserves for Fiscal 2024.

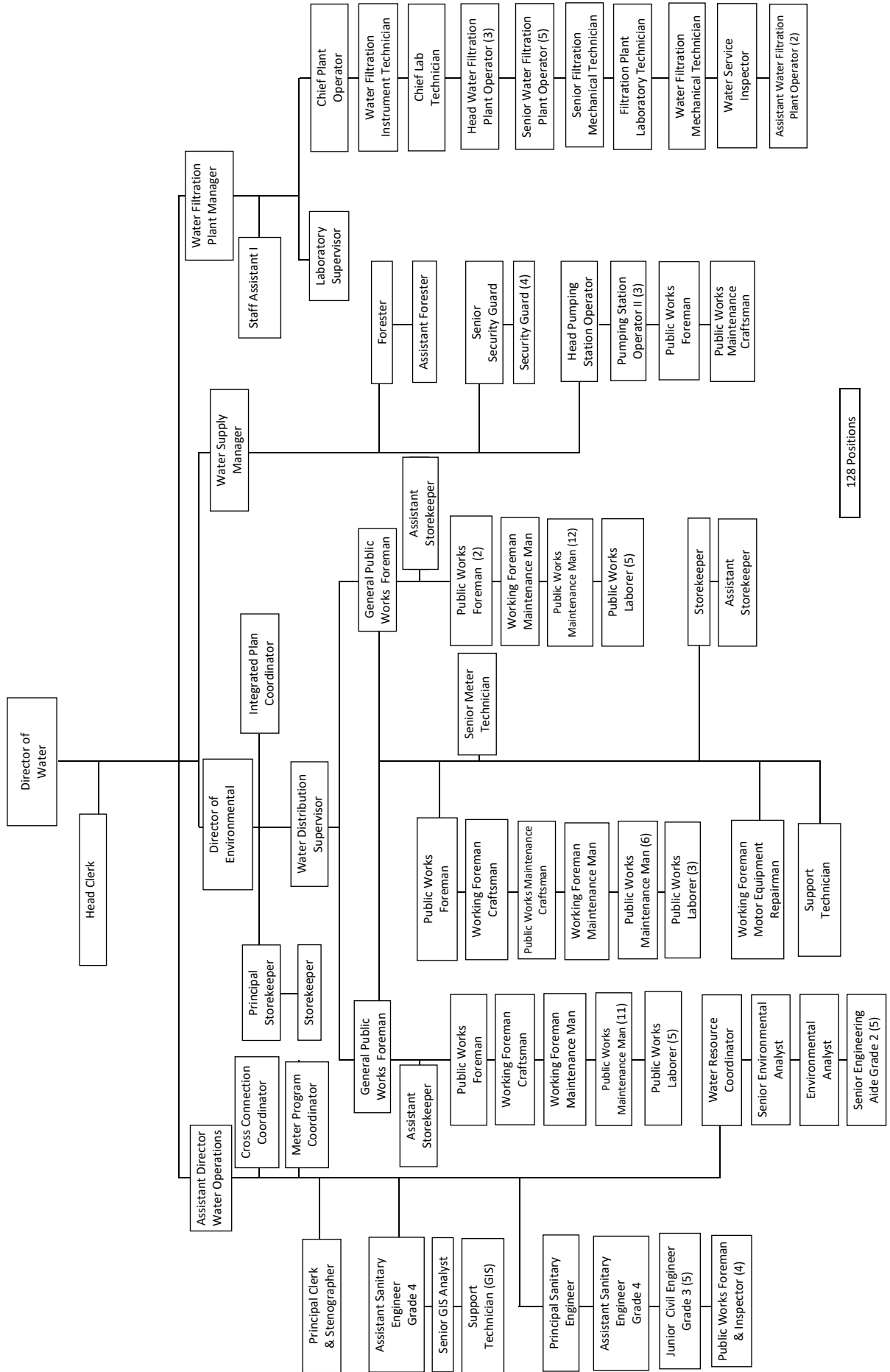
## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 6,026,943.02	\$ 8,062,881.00	\$ 4,334,376.00	\$ 8,296,267.00
Overtime	963,000.81	800,000.00	598,046.00	800,000.00
Ordinary Maintenance	5,236,677.82	4,751,129.00	3,683,914.00	4,947,929.00
Capital Outlay	9,100.00	25,000.00	-	25,000.00
Debt Service	6,965,421.76	7,348,374.00	7,272,758.00	7,623,871.00
Transfer of Services	2,972,930.00	3,153,873.00	3,153,873.00	3,152,899.00
Fringe Benefits	4,742,937.07	5,283,871.00	3,875,448.00	5,641,338.00
<b>Total Expenditures</b>	<b>\$ 26,917,010.48</b>	<b>\$ 29,425,128.00</b>	<b>\$ 22,918,415.00</b>	<b>\$ 30,487,304.00</b>
<b>Total Positions</b>	129	128	128	128

## Operating Budget Highlights

The budget for Fiscal 2025 is recommended to be \$30,487,304, which is an increase of \$1,062,176 from the Fiscal 2024 amount of \$29,425,128. The increase in salaries is due primarily to step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustment (COLAs) and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Additionally, there are three position regrades to address salary compression. The increase in ordinary maintenance is due to utility billing software and an adjustment for inflation in parts and chemical supplies.

# DEPARTMENT OF PUBLIC WORKS & PARKS WATER DIVISION ORGANIZATIONAL CHART



128 Positions

**JAY J. FINK P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF WATER #CC1026**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 129,172.00	47EM	DIRECTOR OF WATER	1	\$ 135,500.00
1	87,153.00	48M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	94,501.00
1	106,521.00	46M	WATER FILTRATION PLANT MANAGER	1	111,739.00
1	80,962.00	46M	PRINCIPAL SANITARY ENGINEER	1	84,922.00
1	100,758.00	46M	DIRECTOR OF ENVIRONMENTAL SYSTEMS	1	111,739.00
1	99,022.00	44M	CHIEF PLANT OPERATOR	1	103,884.00
0	-	44M	WATER SUPPLY MANAGER	1	81,999.00
1	91,888.00	42M	WATER SUPPLY MANAGER	0	-
1	54,640.00	41M	WATER DISTRIBUTION SUPERVISOR	1	57,428.00
2	172,822.00	43	ASSISTANT SANITARY ENGINEER, GRADE 4	2	162,842.00
1	89,274.00	42	FORESTER	1	93,650.00
1	86,104.00	41	SENIOR GIS ANALYST	1	90,334.00
3	222,918.00	41	HEAD WATER FILTRATION PLANT OPERATOR	3	245,111.00
1	68,086.00	40	LABORATORY SUPERVISOR	1	74,187.00
1	67,937.00	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	74,187.00
2	166,208.00	40	GENERAL PUBLIC WORKS FOREMAN	2	174,340.00
0	-	40	HEAD PUMPING STATION OPERATOR	1	83,956.00
1	71,934.00	38	HEAD PUMPING STATION OPERATOR	0	-
1	64,210.00	39	INTEGRATED PLAN COORDINATOR	1	71,416.00
1	64,210.00	39	CROSS CONNECTION COORDINATOR	1	71,416.00
1	64,210.00	39	METER PROGRAM COORDINATOR	1	71,416.00
1	71,290.00	39	WATER RESOURCE COORDINATOR	1	81,351.00
5	363,644.00	39	SENIOR WATER FILTRATION PLANT OPERATOR	5	377,892.00
5	375,974.00	39	JUNIOR CIVIL ENGINEER, GRADE 3	5	384,002.00
1	77,534.00	38	CHIEF LAB TECHNICIAN	1	81,344.00
4	265,227.00	38	PUBLIC WORKS FOREMAN AND INSPECTOR	4	256,964.00
0	-	38	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	81,344.00
1	72,135.00	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	0	-
1	56,690.00	37	WORKING FOREMAN, MOTOR EQUIP REPAIRMAN	1	62,265.00
2	126,065.00	37	SUPPORT TECHNICIAN	2	137,049.00
5	348,094.00	36	PUBLIC WORKS FOREMAN	5	341,968.00
1	61,964.00	35	ASSISTANT FORESTER	1	64,398.00
1	47,491.00	34	FILTRATION PLANT LABORATORY TECHNICIAN	1	49,880.00
1	53,997.00	34	PRINCIPAL STOREKEEPER	1	56,278.00
2	115,462.00	34	WORKING FOREMAN, CRAFTSMAN	2	126,617.00
3	196,500.00	34	PUMPING STATION OPERATOR II	3	197,256.00
1	70,388.00	33HC	SENIOR ENVIRONMENTAL ANALYST	1	70,658.00
5	262,080.00	33	SENIOR ENGINEERING AIDE, GRADE 2	5	280,317.00
1	54,894.00	32	STAFF ASSISTANT 1	1	59,502.00
1	53,997.00	32	SENIOR METER TECHNICIAN	1	52,618.00
1	56,988.00	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	63,955.00
2	121,777.00	32	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	113,797.00
3	161,992.00	32	WORKING FOREMAN, MAINTENANCE MAN	3	176,694.00
1	57,928.00	32	HEAD CLERK	1	55,834.00
1	54,779.00	31HC	ENVIRONMENTAL ANALYST	1	54,955.00
1	55,050.00	29	PRINCIPAL CLERK & STENOGRAPHER	1	58,652.00
29	1,363,083.00	28	PUBLIC WORKS MAINTENANCE MAN	29	1,365,198.00
2	88,026.00	28	STOREKEEPER	2	91,330.00
3	149,371.00	27	ASSISTANT STOREKEEPER	3	153,740.00
1	49,754.00	26	WATER SERVICE INSPECTOR	1	49,945.00
13	591,621.00	26	PUBLIC WORKS LABORER	13	595,844.00
2	95,080.00	24	ASSISTANT FILTRATION PLANT OPERATOR	2	99,760.00
1	56,717.00	4	SENIOR SECURITY GUARD	1	61,472.00
4	169,438.00	1	SECURITY GUARD	4	172,506.00
128	\$ 7,633,059.00		REGULAR SALARIES	128	\$ 7,869,952.00

**JAY J. FINK P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF WATER #CC1026**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	4,286.00		EM INCENTIVE PAY		779.00
	688,038.00		CONTRACTUAL		688,038.00
	(262,502.00)		VACANCY FACTOR		(262,502.00)
	<u>\$ 8,062,881.00</u>		TOTAL RECOMMENDED SALARIES		<u>\$ 8,296,267.00</u>
<u>128</u>	<u>\$ 8,062,881.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>128</u>	<u>\$ 8,296,267.00</u>
	<u>\$ 800,000.00</u>		OVERTIME		<u>\$ 800,000.00</u>
	<u>\$ 800,000.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 800,000.00</u>
	\$ 80,000.00		AUTO FUEL	\$	100,000.00
	1,000.00		AUTOMOTIVE SUPPLIES		1,000.00
	265,000.00		BOTTLED WATER		-
	335,000.00		BUILDING SUPPLIES		305,000.00
	-		CERTIFIED PUBLIC ACCOUNTANTS		5,000.00
	711,029.00		CHEMICAL SUPPLIES		936,029.00
	6,500.00		CLEANING SERVICES		27,500.00
	1,000.00		CONSTABLES		-
	12,500.00		CONSULTANTS		-
	-		COPIERS		5,000.00
	18,000.00		CUSTODIAL SUPPLIES		8,000.00
	82,000.00		DIESEL FUEL		87,000.00
	1,309,000.00		ELECTRICITY		1,309,000.00
	6,500.00		ENVIRONMENTAL SERVICES		6,500.00
	2,000.00		EXTERMINATOR SERVICES		2,000.00
	35,000.00		HIRED SERVICES		20,000.00
	50,500.00		INSURANCE		50,500.00
	9,500.00		IT HARDWARE SUPPLIES & SERVICES		4,500.00
	90,000.00		LABORATORY SUPPLIES		94,000.00
	3,400.00		LANDSCAPING SUPPLIES		3,400.00
	17,500.00		LEASES & RENTALS		5,000.00
	2,000.00		LEGAL FEES		2,000.00
	4,500.00		LICENSES		3,000.00
	367,900.00		MAINTENANCE & REPAIR		367,900.00
	249,000.00		MAINTENANCE/REPAIR VEHICLE		249,000.00
	9,500.00		MEMBERSHIP DUES		15,500.00
	131,500.00		NATURAL GAS		121,500.00
	3,000.00		NEWSPAPER ADVERTISING		1,000.00
	-		NETWORK SOFTWARE & SUPPORT		225,000.00
	42,000.00		NON-NETWORK SOFTWARE & SUPPORT		102,000.00
	13,000.00		OFFICE SUPPLIES		13,000.00
	317,600.00		OTHER CHARGES & EXPENDITURES		-
	186,000.00		PARTS/EQUIPMENT SUPPLIES		361,000.00
	1,500.00		PHYSICIANS		-
	107,000.00		POLICE DETAIL		-
	1,600.00		POSTAGE		2,100.00
	24,500.00		PRINTING SUPPLIES & SERVICES		17,000.00
	160,000.00		PROPERTY TAXES		170,000.00
	1,600.00		REGISTRATION FEES		15,000.00
	5,000.00		RUBBISH REMOVAL		10,000.00
	29,000.00		SAFETY SUPPLIES		17,000.00
	4,000.00		SAND & GRAVEL SUPPLIES		-
	3,500.00		SECURITY SERVICES		-
	-		SOFTWARE LICENSE		12,000.00
	2,000.00		SUBSCRIPTIONS		1,000.00
	45,000.00		TELEPHONE		5,000.00
	-		TOOLS		2,000.00

**JAY J. FINK P.E., COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF WATER #CC1026**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	3,000.00		TRAINING CERTIFICATIONS		12,000.00
	2,000.00		UNIFORMS		4,500.00
	-		UTILITIES - WATER		250,000.00
	<u>\$ 4,751,129.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 4,947,929.00</u>
	<u>\$ 25,000.00</u>		CAPITAL OUTLAY		<u>\$ 25,000.00</u>
	<u>\$ 25,000.00</u>		<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 25,000.00</u>
	\$ 5,247,738.00		REDEMPTION OF BONDS	\$	5,335,483.00
	2,100,636.00		INTEREST ON BONDS		2,288,388.00
	<u>\$ 7,348,374.00</u>		<b>TOTAL RECOMMENDED DEBT SERVICES</b>	<u>\$</u>	<u>7,623,871.00</u>
	<u>\$ 3,153,873.00</u>		<b>TOTAL RECOMMENDED TRANSFER OF SERVICES</b>	<u>\$</u>	<u>3,152,899.00</u>
	\$ 2,302,203.00		HEALTH INSURANCE	\$	2,371,664.00
	2,248,346.00		CONTRIBUTORY PENSIONS		2,500,951.00
	610,322.00		PENSION OBLIGATION BONDS		645,723.00
	120,000.00		WORKERS COMPENSATION		120,000.00
	3,000.00		UNEMPLOYMENT COMPENSATION		3,000.00
	<u>\$ 5,283,871.00</u>		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$</u>	<u>5,641,338.00</u>
	<u>\$ 29,425,128.00</u>		<b>TOTAL WATER</b>	<u>\$</u>	<u>30,487,304.00</u>

# TRANSPORTATION & MOBILITY

**Stephen S. Rolle, Commissioner**

76 East Worcester St.  
Worcester, MA 01604

**Mission:** In partnership with other agencies and municipal departments, the Department of Transportation & Mobility (DTM) plans, coordinates, designs, and implements transportation projects and programs that promote safe, equitable and sustainable mobility options.

**Vision:** A city of vibrant and healthy neighborhoods, connected and served by safe, sustainable and convenient transportation choices accessible to all.

## Previous Year DDP Highlights

Goal	Objective	Current Progress
Establish staffing to implement a comprehensive program integrating transportation planning, design and implementation.	Identify and provide for training and professional development opportunities for staff.	DTM staff include two registered Professional Engineers, an Engineer in Training, and members of various professional organizations.  All DTM technical and professional staff attended one or more conferences this year, including MassDOT Moving Together, NACTO Designing Cities (on scholarship), New England Parking Council, and Houston Climate Resiliency Peer Review (on scholarship).  All DTM technical and professional staff participated in training relative to their positions in FY24, covering topics such as equity and inclusion, accessible design, ADA compliance, complete streets design, sustainability, traffic signal operations, and parking management. All DTM staff participated in cyber-security training.
Establish staffing to implement a comprehensive program	Ensure diversity in recruitment of candidates for positions advertised by DTM	DTM has not recruited for any positions in FY24.

<p>integrating transportation planning, design and implementation.</p>		<p>DTM is staffed by a diverse workforce who enrich the workplace through their varied perspectives, experiences, and talents.</p>
<p>Create safe streets and public spaces in which people travel, congregate, engage, and interact</p>	<p>Establish a comprehensive program to proactively address traffic safety</p>	<p>Secured grant funding to develop a Vision Zero Action Plan through the USDOT Safe Streets for All program.</p> <p>Initiated ongoing Vision Zero planning effort in January 2024. Event launched with a keynote presentation by noted planner and author Jeff Speck, which was attended by well over 150 people.</p>
<p>Create safe streets and public spaces in which people travel, congregate, engage, and interact</p>	<p>Identify priority locations for traffic calming and safety improvements</p>	<p>Conducted 234 investigations, including 28 detailed engineering studies, in support of items before the Traffic &amp; Parking Committee.</p> <p>Expanded the speed hump pilot program from 10 to 35 locations in summer 2023. Proposing to make 20 installations permanent and annually grow the program by 20 to 30 additional sites. Analysis of 2023 installations demonstrated speed reductions of 10% to 30% on all streets where speed humps were implemented.</p> <p>Safety improvements requested by the City Council on the recommendation of the Traffic &amp; Parking Committee are under design at 8 locations for implementation in summer 2024.</p> <p>Secured a state grant to implement safe routes to school safety plan at the Belmont Street Community School and School Zone Radar Feedback Speed Displays at Vernon Hill School</p>



		Secured FY29 TIP construction funding for safety improvements at the intersection of Lake Avenue at Bigelow Davis Parkway/Hamilton Street
Plan, design and implement accessible, convenient and sustainable transportation options available to all.	Establish planning, programming, and project tracking tools.	<p>Conducted Mobility Action Plan (MAP) to identify transportation needs and priorities.</p> <p>Developed a new map-based pavement and sidewalk management system. Conducted an inventory and condition assessment for all public streets and sidewalks, including information necessary to complete an ADA self-evaluation.</p>
Plan, design and implement accessible, convenient and sustainable transportation options available to all.	Implementation of Complete Streets	<p>Received \$498,982 grant funding for complete streets improvements to County Club Blvd for design in 2024 and implementation in 2025.</p> <p>Developed plans for 12.8 miles of new bike facilities in conjunction with DPW street resurfacing projects.</p> <p>Developed plans for improved sidewalks and crosswalks for 7 miles of streets in conjunction with DPW street resurfacing projects.</p> <p>Implemented quick-build protected bike lanes on Mill Street and received \$2.0M for design of permanent, transformative changes to the corridor.</p>

<p>Plan, design and implement accessible, convenient and sustainable transportation options available to all.</p>	<p>Operate Worcester’s transportation system in an efficient and reliable manner</p>	<p>Developed a new map-based traffic signal database. Conducted an inventory and condition assessment for all traffic signals and flashing beacons, including equipment and signal timing plans.</p> <p>Evaluated and updated traffic signal timing at 5 intersections.</p> <p>Implementing an ongoing traffic signal timing improvement program in FY25 that will evaluate and optimize signal timings at 20 intersections annually.</p> <p>Conducted detailed evaluation of Lincoln Square intersections to identify signal operations adjustments to improve traffic flow and safety.</p> <p>Developed plan for FY25 installation of 16 new or upgraded Rectangular Rapid Flashing Beacons to improve pedestrian crossings at high demand locations.</p>
<p>Plan, design and implement accessible, convenient and sustainable transportation options available to all.</p>	<p>Improve regional transportation coordination in a manner that reflects Worcester’s role as the Commonwealth’s second largest city</p>	<p>DTM represents the City on the WRTA and MBTA Advisory Boards.</p> <p>DTM has established monthly coordination meetings with WRTA leadership.</p>
<p>Enhance and improve municipal parking and curbside management programs</p>	<p>Accommodate a variety of curb management, parking and access needs</p>	<p>Reviewed and provided recommendations to Traffic &amp; Parking Committee for 97 parking related petitions.</p> <p>Drafted 46 parking ordinances for vote by City Council.</p> <p>Developed plan to comprehensively update parking signage downtown in 2024.</p>

		Developing plan to allow free 15-minute use of any metered space for implementation in 2024
Enhance and improve municipal parking and curbside management programs	Improve compliance with parking regulations	Deployed 1,700 hours of parking enforcement monthly.  Issued 51,879 parking citations totaling \$1,862,756 (July 2023–March 2024)
Enhance and improve municipal parking and curbside management programs	Maintain off-street lots and garages in good working condition	Implemented regulatory signage review and upgrade in each lot.  Restriped markings in 5 garages and 7 surface lots.  Developed comprehensive detailed maintenance plan for each location  Advanced planning for future capital improvements at Union Station and Major Taylor garages.

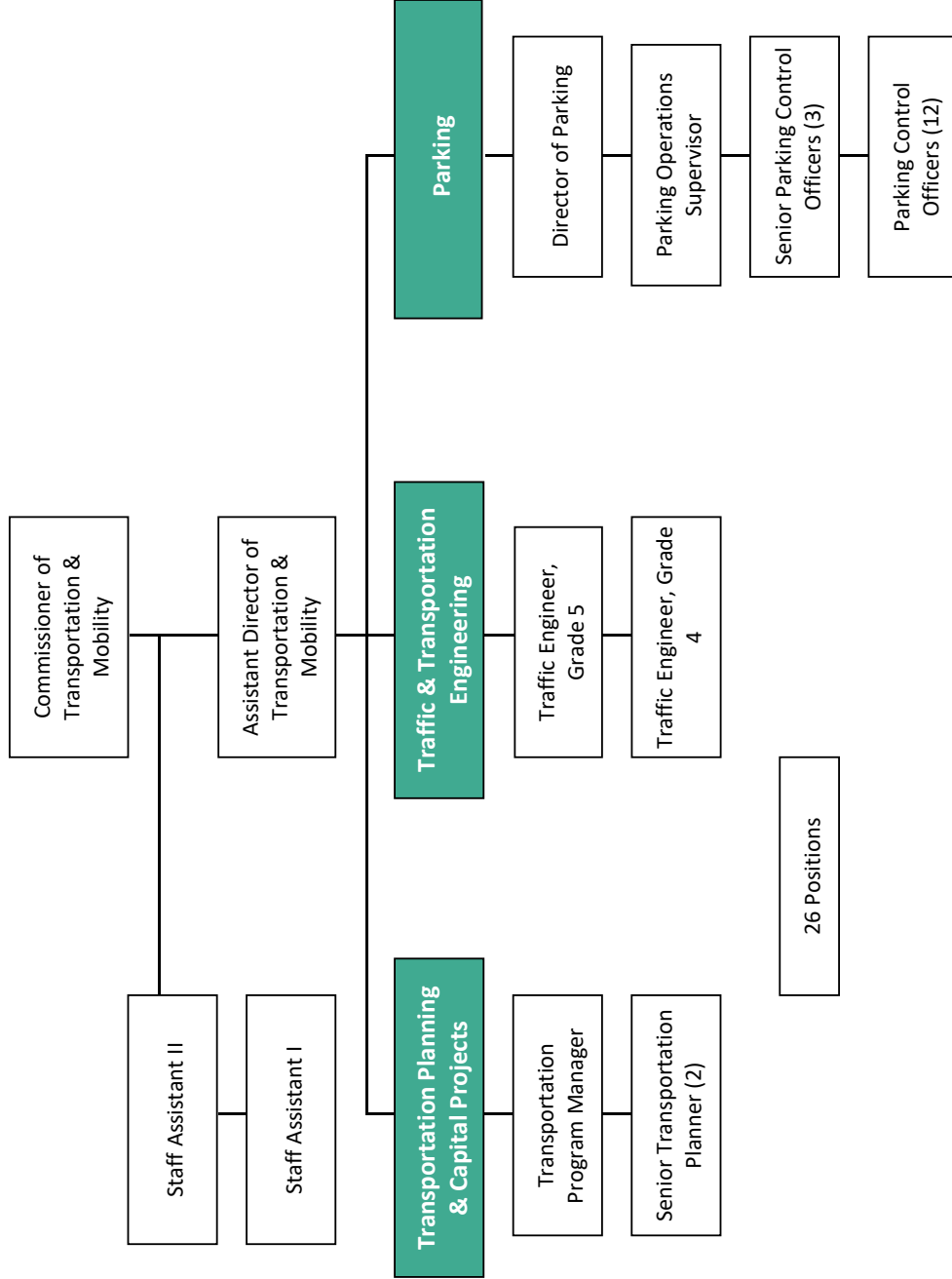
### Department Allocation Summary

	<b>Actuals</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 881,522.93	\$ 1,593,779.00	\$ 970,094.00	\$ 1,728,785.00
Overtime	23,039.38	25,000.00	26,941.00	25,000.00
Ordinary Maintenance	1,271,445.58	1,631,800.00	744,534.00	1,591,800.00
Capital Outlay	160,853.96	250,000.00	128,519.00	225,000.00
<b>Total Expenditures</b>	<b>\$ 2,336,861.85</b>	<b>\$ 3,500,579.00</b>	<b>\$ 1,870,088.00</b>	<b>\$ 3,570,585.00</b>
<b>Total Positions</b>	24	24	25	26

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$3,570,585, which is an increase of \$70,006 from the Fiscal 2024 amount of \$3,500,579. The salary increase is mainly due to the addition of a new Staff Assistant I position, step increases for employees that are not at maximum pay, a 3% Cost of Living Adjustments (COLAs), and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Ordinary Maintenance reduction is due to decreases in funding to consultants and software that are no longer needed in Fiscal 25. The Capital Outlay funding has been reduced by \$25,000 in Fiscal 2025.

# DEPARTMENT OF TRANSPORTATION & MOBILITY ORGANIZATIONAL CHART



**STEPHEN S. ROLLE, COMMISSIONER OF TRANSPORTATION & MOBILITY**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**  
**DEPARTMENT OF TRANSPORTATION & MOBILITY #CC1081**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 133,387.00	58CM	COMMISSIONER TRANSPORTATION & MOBILITY	1	\$ 156,000.00
1	102,505.00	48M	ASSISTANT DIRECTOR TRANSPORTATION & MOBILITY	1	111,694.00
1	106,521.00	46M	DIRECTOR OF PARKING	1	111,739.00
1	98,572.00	45M	TRANSPORTATION PROGRAM MANAGER	1	106,521.00
1	83,918.00	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	1	101,488.00
2	160,105.00	42M	SENIOR TRANSPORTATION PLANNER	2	165,909.00
1	90,335.00	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	81,802.00
1	80,191.00	39	PARKING OPERATIONS SUPERVISOR	1	84,115.00
1	64,855.00	35	STAFF ASSISTANT 2	1	70,368.00
0	-	32	STAFF ASSISTANT 1	1	58,041.00
2	178,650.00	34	SENIOR PARKING CONTROL OFFICER	3	180,636.00
12	523,831.00	26	PARKING CONTROL OFFICER	12	524,591.00
<u>24</u>	<u>\$ 1,622,870.00</u>		TOTAL REGULAR SALARIES	<u>26</u>	<u>\$ 1,752,904.00</u>
	5,387.00		EM INCENTIVE PAY		2,858.00
	(45,008.00)		VACANCY FACTOR		(43,504.00)
	10,530.00		STIPENDS		16,527.00
<u>24</u>	<u>\$ 1,593,779.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>26</u>	<u>\$ 1,728,785.00</u>
	\$ 25,000.00		OVERTIME		\$ 25,000.00
	<u>\$ 25,000.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 25,000.00</u>
	\$ 75,000.00		ELECTRICITY		\$ 75,000.00
	4,500.00		LEASES & RENTALS		4,500.00
	2,000.00		TELEPHONE		2,000.00
	1,000.00		NEWSPAPER ADVERTISING		1,000.00
	1,500.00		REGISTRATION FEES		1,500.00
	2,500.00		PRINTING SUPPLIES & SERVICES		2,500.00
	109,000.00		NON-NETWORK SOFTWARE & SUPPORT		8,000.00
	382,000.00		PARTS/EQUIPMENT SUPPLIES		382,000.00
	225,000.00		CONSULTANTS		200,000.00
	13,000.00		MAINTENANCE/REPAIR VEHICLE		13,000.00
	795,550.00		LINE PAINTING		795,550.00
	750.00		MEMBERSHIP DUES		750.00
	2,000.00		BOOKS		2,000.00
	2,000.00		OFFICE SUPPLIES		2,000.00
	3,000.00		AUTO FUEL		3,000.00
	-		SOFTWARE LICENSE		87,000.00
	10,500.00		IT HARDWARE SUPPLIES & SERVICES		10,500.00
	2,500.00		TRAVELING		1,500.00
	<u>\$ 1,631,800.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,591,800.00</u>
	\$ 250,000.00		CAPITAL OUTLAY		\$ 225,000.00
	<u>\$ 250,000.00</u>		<b>TOTAL CAPITAL OUTLAY</b>		<u>\$ 225,000.00</u>
	<u>\$ 3,500,579.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 3,570,585.00</u>



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## OFF STREET PARKING

### Stephen S. Rolle, Commissioner

76 East Worcester Street  
Worcester, Massachusetts 01604  
(508) 929 -1300

The Off-Street Parking Division provides a safe and economical parking supply program, which maintains and supports economic development in the City and supplements the City's curbside parking, as well as the private sector's parking supply, at no cost to the taxpayer.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Pearl Elm Garage	\$ 1,300,303.00	\$ 2,557,503.00	\$ 2,005,478.00	\$ 2,226,958.00
Federal Plaza Garage	1,055,355.00	767,299.00	687,973.00	1,153,933.00
Off Street Parking Lots	383,601.00	629,030.00	379,126.00	633,637.00
Parking Meters	2,187,465.00	727,110.00	688,782.00	986,721.00
Union Station Garage	803,692.00	729,891.00	567,043.00	904,261.00
Major Taylor Blvd Garage	945,772.00	765,197.00	400,755.00	999,713.00
Worcester Common Garage	724,917.00	517,000.00	296,958.00	742,000.00
<b>Total Expenditures</b>	<b>\$ 7,401,105.00</b>	<b>\$ 6,693,030.00</b>	<b>\$ 5,026,115.00</b>	<b>\$ 7,647,223.00</b>
<b>Funding Sources</b>				
Pearl Elm Garage	\$ 1,025,082.63	\$ 650,000.00	\$ 654,122.06	\$ 1,075,000.00
Federal Plaza Garage	821,015.73	855,000.00	649,512.04	865,000.00
Off Street Parking Lots	1,217,389.73	629,030.00	619,531.08	1,275,000.00
Parking Meters	1,128,420.28	727,110.00	787,819.89	1,180,000.00
Union Station Garage	569,386.05	525,000.00	348,124.11	595,000.00
Major Taylor Blvd Garage	2,103,444.11	2,906,890.00	1,246,463.63	2,110,223.00
Worcester Common Garage	517,626.56	400,000.00	313,763.14	547,000.00
<b>Total Funding Sources</b>	<b>\$ 7,382,365.09</b>	<b>\$ 6,693,030.00</b>	<b>\$ 4,619,335.95</b>	<b>\$ 7,647,223.00</b>

### Operating Budget Highlights

The budget for Fiscal 2025 is recommended to be \$7,647,223 which is an increase of \$954,193 from the Fiscal 2024 amount of \$6,693,030. This increase is primarily due to operating costs associated with the parking garages and on-street meters. Revenues from parking operations continue to fully fund operating and debt service costs.

**STEPHEN S. ROLLE, COMMISSIONER OF TRANSPORTATION & MOBILITY**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**DEPARTMENT OF PUBLIC WORKS & PARKS**
**OFF STREET PARKING PROGRAM #CC1068**

RECOMMENDED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 657,000.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	\$ 627,000.00
740,718.00	INTEREST ON BONDS	662,396.00
1,159,785.00	REDEMPTION ON BONDS	937,562.00
<u>\$ 2,557,503.00</u>	<b>TOTAL PEARL ELM GARAGE</b>	<u>\$ 2,226,958.00</u>
\$ 580,000.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	\$ 898,000.00
22,258.00	INTEREST ON BONDS	49,337.00
165,041.00	REDEMPTION ON BONDS	206,596.00
<u>\$ 767,299.00</u>	<b>TOTAL FEDERAL PLAZA GARAGE</b>	<u>\$ 1,153,933.00</u>
\$ 650,000.00	PARKING METERS ORDINARY MAINTENANCE	\$ 906,000.00
5,110.00	INTEREST ON BONDS	8,444.00
72,000.00	REDEMPTION ON BONDS	72,277.00
<u>\$ 727,110.00</u>	<b>TOTAL PARKING METERS</b>	<u>\$ 986,721.00</u>
\$ 425,000.00	OFF STREET PARKING LOTS ORDINARY MAINTENANCE	\$ 384,000.00
73,030.00	INTEREST ON BONDS	97,857.00
131,000.00	REDEMPTION ON BONDS	151,780.00
<u>\$ 629,030.00</u>	<b>TOTAL OFF STREET PARKING LOTS</b>	<u>\$ 633,637.00</u>
\$ 423,000.00	UNION STATION ORDINARY MAINTENANCE	\$ 516,000.00
29,532.00	INTEREST ON BONDS	70,476.00
277,359.00	REDEMPTION ON BONDS	317,785.00
<u>\$ 729,891.00</u>	<b>TOTAL UNION STATION GARAGE</b>	<u>\$ 904,261.00</u>
\$ 730,000.00	MAJOR TAYLOR BOULEVARD GARAGE ORDINARY MAINTENANCE	\$ 951,000.00
12,656.00	INTEREST ON BONDS	13,543.00
22,541.00	REDEMPTION ON BONDS	35,170.00
<u>\$ 765,197.00</u>	<b>TOTAL MAJOR TAYLOR BOULEVARD GARAGE</b>	<u>\$ 999,713.00</u>
\$ 517,000.00	WORCESTER COMMON GARAGE ORDINARY MAINTENANCE	\$ 742,000.00
<u>\$ 517,000.00</u>	<b>TOTAL WORCESTER COMMON GARAGE</b>	<u>\$ 742,000.00</u>
<u>\$ 6,693,030.00</u>	<b>TOTAL OFF - STREET PARKING</b>	<u>\$ 7,647,223.00</u>
	<b>FUNDING SOURCES:</b>	
\$ (650,000.00)	PEARL ELM GARAGE	\$ (1,075,000.00)
(855,000.00)	FEDERAL PLAZA	(865,000.00)
(727,110.00)	PARKING METERS	(1,180,000.00)
(629,030.00)	OFF STREET PARKING LOTS	(1,275,000.00)
(525,000.00)	UNION STATION GARAGE	(595,000.00)
(2,906,890.00)	MAJOR TAYLOR BOULEVARD GARAGE	(2,110,223.00)
(400,000.00)	WORCESTER COMMON GARAGE	(547,000.00)
<u>\$ (6,693,030.00)</u>	<b>TOTAL FUNDING SOURCES</b>	<u>\$ (7,647,223.00)</u>
<u>\$ -</u>	<b>RECOMMENDED TAX LEVY</b>	<u>\$ -</u>



# EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

## Peter Dunn, Chief Development Officer

City Hall, 4<sup>th</sup> Floor  
455 Main St.  
Worcester, MA 01608  
508-799-1400

**Mission:** To foster and maintain a robust, diverse and equitable economy, to promote sustainable economic growth and enhance the quality of life for City residents.

**Vision:** To inspire and provide economic opportunities to both residents and businesses to make Worcester a world class city; a top destination to live, learn, work and play.

## Previous Year DDP Highlights

Goal	Objective	Current Progress
Improve and increase organizational and process efficiency to better serve the community.	Expand technological capacity for all EOED staff.  Integrate administrative functions with new ERP system (HR, Financial Management)	All staff have access to two desktop monitors and other tools.  Grant program staff are able to directly initiate requisitions and payments, reducing workflow process times.
Efficiently administer the Community-Based ARPA Initiatives.	90% of Community-Based ARPA Initiatives obligated by end of FY24  50% of Community-Based ARPA Initiatives disbursed by end of FY24	Significant obligations achieved through March of FY24 although not meeting the full % goal. Two new programs totaling \$3.5 million are actively being administered.
Advance diversity, equity and inclusion initiatives.	Hire highly qualified people from underrepresented demographics.	Limited number of new staff hired in FY24. Successful progress with external DEI initiatives such as the M/WBE program and Responsible Development Ordinance.
Foster neighborhood and business district revitalizations to attract new commercial users and enhance residential quality of life.	Implement interdepartmental strategy to identify and make key investments in neighborhood districts.	Continued progress in Green Island with infrastructure improvements and implementation of Pleasant Street TDI District which secured an additional \$125,000 from the state. Additional projects and support underway in former Main South TDI District.

<p>Create and preserve high quality, safe, affordable homeownership and rental housing.</p>	<p>Support affordable rental housing opportunities and healthy homes.</p> <p>Develop new affordable housing homeownership opportunities for people that might not otherwise be able to achieve homeownership.</p>	<p>Facilitated the completion or commencement of over 400 new affordable housing units in FY24.</p> <p>Over \$500,000 administered for owner-occupied housing rehab.</p> <p>Facilitated the completion of 39 new permanent supportive housing units with over 150 additional in the pipeline.</p> <p>Provided \$1,000,000 in down payment assistance to first-time homebuyers in partnership with WCHR.</p> <p>Facilitated the disposition of 7 underutilized city-owned lots for new affordable homeownership units.</p> <p>Successfully launched the Affordable Housing Preservation Program and the commitment of over \$17 million of Affordable Housing Trust Fund dollars, leveraging over \$350 million in total investment.</p> <p>Secured a grant from the state to support the Housing Production Plan and successfully procured a consultant for the creation of the plan.</p>
<p>Strengthen City's workforce to prepare for post-COVID economy.</p>	<p>Develop strategic approach and programming for priority occupations. Work with employers to diversify workforce.</p>	<p>Continued progress with regional partners on the implementation of priorities in the Central Mass Regional Workforce Blueprint.</p> <p>Partnered with the state on work authorization process and career connections for new arrivals.</p>
<p>Strategically manage the City's built environment, balancing the need for opportunities, growth and tax base expansion with</p>	<p>Develop and Implement the Now-Next Citywide Long-Range Plan.</p>	<p>Completed the Now-Next Citywide Long-Range Plan and secured Planning Board adoption. Initiated</p>

conservation and climate resiliency.	Implement Open Space & Recreation Plan priorities.	implementation of priority recommendations including ADUs.  Successfully conserved over 130 acres of open space through either acquisition, conservation, restriction, or tax title transfer including multiple parcels prioritized in the Open Space & Recreation Plan.
Activate the City's Cultural Plan, support equitable access to arts and culture opportunities, and provide assistance to cultural organizations and creatives.	Re-engage the Cultural Plan Advisory Committee, activate the plan strategies, and provide assistance to cultural organizations and creatives.	Initiated the update to the Cultural Plan, successfully launched the \$2.95 million ARPA program for cultural organizations and administered FY24 Worcester Arts Council grants. Engaged the community on improvements to Special Event permitting.

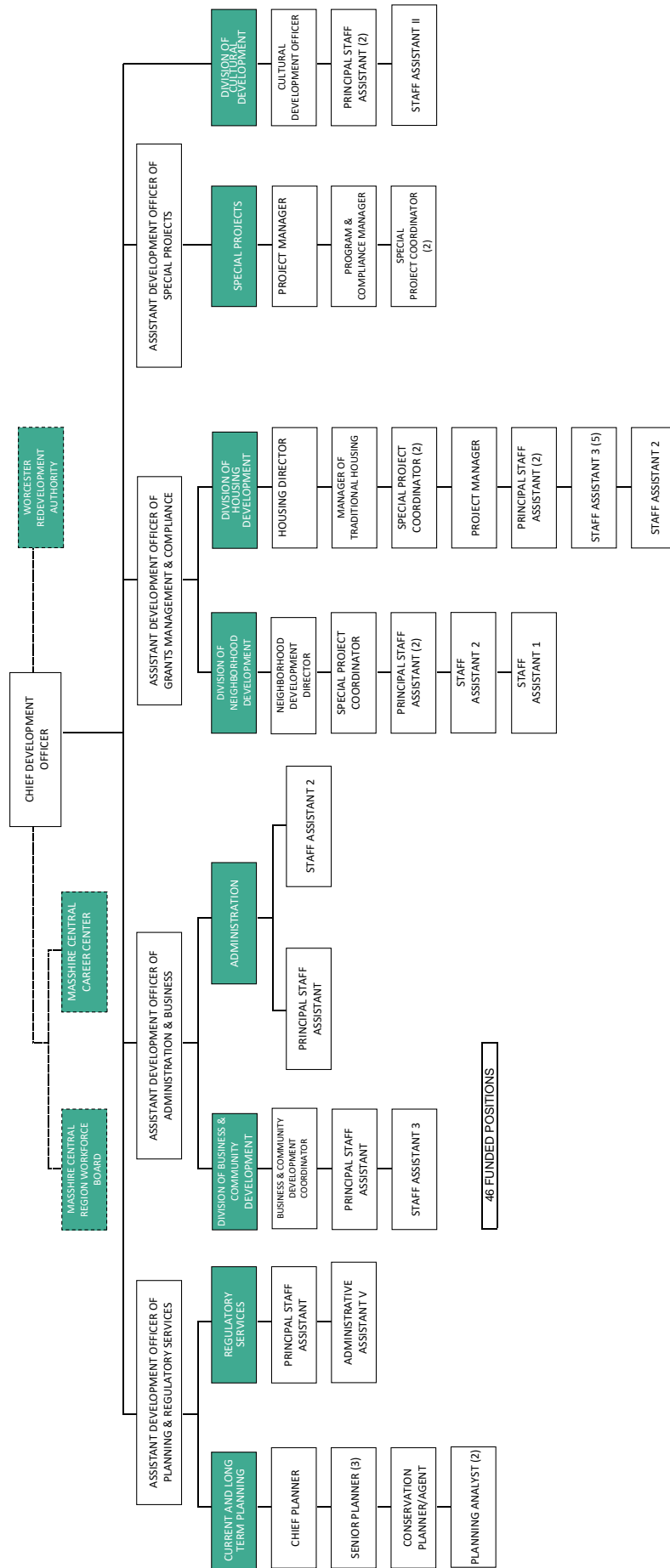
### Department Allocation Summary

	<b>Actuals</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 1,683,030.34	\$ 2,083,769.00	\$ 1,353,558.00	\$ 2,244,919.00
Ordinary Maintenance	391,499.48	558,509.00	231,349.00	1,047,509.00
<b>Total Expenditures</b>	<b>\$ 2,074,529.82</b>	<b>\$ 2,642,278.00</b>	<b>\$ 1,584,907.00</b>	<b>\$ 3,292,428.00</b>
<b>Total Positions</b>	42	45	46	46

### Operating Budget Highlights

The Fiscal 2025 tax levy for the Executive Office of Economic Development Department is recommended to be funded at \$3,292,428, which is an increase of \$650,150 from Fiscal 2024. The increase in salaries is a result of changes in grant funding, and a 3% Cost of Living Adjustment (COLAs) and 1.5% Market Adjustment for non-represented employees. The \$489,000 increase in Ordinary Maintenance is due to an increase for consultants for the Discover Central MA program, which is marginally offset by the transfer of copier count funding to the Department of Innovation and Technology.

## EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT ORGANIZATIONAL CHART



**PETER DUNN, CHIEF DEVELOPMENT OFFICER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #CC1004**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 139,321.00	58CM	CHIEF DEVELOPMENT OFFICER	1	\$ 145,000.00
1	105,749.00	48EM	ASSISTANT DEVELOPMENT OFFICER- GRANTS MGMT. & COMPLIANCE	1	110,931.00
2	\$ 245,070.00		REGULAR SALARIES	2	\$ 255,931.00
1	\$ 103,319.00	48EM	ASSISTANT DEVELOPMENT OFFICER- ADMINISTRATION & BUSINESS DEVELOPMENT	1	\$ 107,789.00
1	81,064.00	42M	BUSINESS & COMMUNITY DEVELOPMENT COORDINATOR	1	87,158.00
2	155,446.00	40M	PRINCIPAL STAFF ASSISTANT	2	172,806.00
1	74,663.00	37	STAFF ASSISTANT 3	1	78,333.00
1	60,556.00	35	STAFF ASSISTANT 2	1	65,772.00
6	\$ 475,048.00		TOTAL REGULAR SALARIES	6	\$ 511,858.00
1	\$ 103,650.00	48EM	ASSISTANT DEVELOPMENT OFFICER OF SPECIAL PROJECTS	1	\$ 108,728.00
2	165,330.00	45M	SPECIAL PROJECT COORDINATOR	2	184,771.00
1	76,492.00	42M	PROJECT MANAGER	1	83,096.00
1	71,124.00	40M	PROGRAM & COMPLIANCE MANAGER	1	77,357.00
5	\$ 416,596.00		TOTAL REGULAR SALARIES	5	\$ 453,952.00
1	\$ 104,571.00	42EM	NEIGHBORHOOD DEVELOPMENT DIRECTOR	1	\$ 109,688.00
1	69,457.00	45M	SPECIAL PROJECT COORDINATOR	1	72,856.00
2	147,540.00	40M	PRINCIPAL STAFF ASSISTANT	2	160,363.00
1	69,457.00	35	STAFF ASSISTANT 2	1	64,927.00
1	53,349.00	32	STAFF ASSISTANT 1	1	56,361.00
6	\$ 444,374.00		TOTAL REGULAR SALARIES	6	\$ 464,195.00
1	\$ 99,194.00	42EM	HOUSING DIRECTOR	1	\$ 104,058.00
2	188,853.00	45M	SPECIAL PROJECT COORDINATOR	2	205,560.00
1	73,746.00	42M	PROJECT MANAGER	1	85,855.00
2	171,222.00	40M	PRINCIPAL STAFF ASSISTANT	2	176,657.00
1	74,663.00	37	MANAGER OF TRANSITIONAL HOUSING	1	78,333.00
5	332,270.00	37	STAFF ASSISTANT 3	5	358,331.00
1	62,791.00	35	STAFF ASSISTANT 2	1	67,710.00
13	\$ 1,002,739.00		TOTAL REGULAR SALARIES	13	\$ 1,076,504.00
1	\$ 114,966.00	48EM	ASSISTANT DEVELOPMENT OFFICER- PLANNING & REGULATORY SERVICES	1	\$ 120,597.00
1	99,693.00	45M	CHIEF PLANNER	1	104,202.00
1	82,247.00	42M	CONSERVATION PLANNER/AGENT	1	89,494.00
3	228,872.00	42M	SENIOR PLANNER	3	231,052.00
1	65,344.00	40M	PRINCIPAL STAFF ASSISTANT	1	71,198.00
2	124,807.00	37	PLANNING ANALYST	2	140,692.00
1	52,900.00	31	ADMINISTRATIVE ASSISTANT V	1	61,296.00
10	\$ 768,829.00		TOTAL REGULAR SALARIES	10	\$ 818,531.00
1	\$ 102,750.00	48EM	CULTURAL DEVELOPMENT OFFICER	1	\$ 107,789.00
1	84,231.00	40M	PRINCIPAL STAFF ASSISTANT	2	165,506.00
1	69,457.00	35	STAFF ASSISTANT 2	1	70,077.00
3	\$ 256,438.00		TOTAL REGULAR SALARIES	4	\$ 343,372.00
45	\$ 3,609,094.00		TOTAL REGULAR SALARIES	46	\$ 3,924,343.00
	(104,988.00)		VACANCY FACTOR		(117,684.00)
	15,646.00		EM INCENTIVE PAY		19,395.00
	20,000.00		WORCESTER CULTURAL COALITION STIPEND		-
45	\$ 3,539,752.00		TOTAL PERSONAL SERVICES	46	\$ 3,826,054.00
	\$ (1,411,400.00)		<u>FUNDING SOURCES:</u>		\$ (1,455,587.00)
	(44,583.00)		FEDERAL GRANTS		(40,626.00)
	-		STATE GRANTS		(84,922.00)
	\$ (1,455,983.00)		COMMUNITY PRESERVATION ACT		\$ (1,581,135.00)
			TOTAL FUNDING SOURCES		
45	\$ 2,083,769.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	46	\$ 2,244,919.00

**PETER DUNN, CHIEF DEVELOPMENT OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #CC1004**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	\$ 1,110.00		BOOKS		\$ 1,110.00
	440.00		BOTTLED WATER		440.00
	2,000.00		CATERED MEALS		2,000.00
	245,000.00		CONSULTANTS		280,000.00
	-		DISCOVER CENTRAL MA MARKETING		500,000.00
	12,217.00		ENVIRONMENTAL SERVICES		12,217.00
	50,000.00		HIRED SERVICES		30,000.00
	10,950.00		IT HARDWARE SUPPLIES & SERVICES		10,950.00
	1,200.00		LEASES & RENTALS		-
	50,000.00		LEGAL CONSULTANTS		30,000.00
	500.00		LEGAL FEES		500.00
	25,000.00		LIVE WORCESTER INCENTIVE PROGRAM		-
	1,200.00		MEMBERSHIP DUES		1,200.00
	14,000.00		NEWSPAPER ADVERTISING		14,000.00
	30,000.00		OFFICE SUPPLIES		30,000.00
	34,000.00		OTHER CHARGES & EXPENDITURES		-
	37,300.00		OTHER PROFESSIONAL SERVICES		37,300.00
	-		PERFORMERS		20,000.00
	-		PLANNING GRANTS		45,000.00
	19,285.00		PRINTING SUPPLIES & SERVICES		8,285.00
	12,300.00		REGISTRATION FEES		12,300.00
	5,440.00		SOFTWARE LICENSE		5,440.00
	5,067.00		TELEPHONES		5,267.00
	1,500.00		TRAVEL		1,500.00
	<u>\$ 558,509.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,047,509.00</u>
	<u>\$ 558,509.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,047,509.00</u>
	\$ 237,550.00		HEALTH INSURANCE		\$ 220,584.00
	131,038.00		RETIREMENT		134,659.00
	<u>\$ 368,588.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 355,243.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (368,588.00)		FEDERAL & STATE GRANTS		\$ (355,243.00)
	<u>\$ (368,588.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (355,243.00)</u>
	<u>\$ -</u>		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 2,642,278.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 3,292,428.00</u>

**FISCAL YEAR 2025  
DEPARTMENT OF ECONOMIC DEVELOPMENT  
FUNDING SOURCES**

**DIVISION: ADMINISTRATION**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CDBG	\$ 86,644.00	\$ 28,267.00	\$ 114,911.00
LEAD	2,251.00	734.00	2,985.00
ARPA	15,754.00	5,140.00	20,894.00
HOME	6,752.00	2,203.00	8,955.00
EMERGENCY SOLUTIONS	1,124.00	368.00	1,492.00
EPA GRANTS	-	-	-
	<u>\$ 112,525.00</u>	<u>\$ 36,712.00</u>	<u>\$ 149,237.00</u>

**DIVISION: ADMINISTRATION & BUSINESS DEVELOPMENT**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CDBG	\$ 42,316.00	\$ 11,932.00	\$ 54,248.00
ARPA	130,701.00	21,562.00	152,263.00
	<u>\$ 173,017.00</u>	<u>\$ 33,494.00</u>	<u>\$ 206,511.00</u>

**DIVISION: SPECIAL PROJECTS**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
EPA	\$ 31,884.00	\$ 3,760.00	\$ 35,644.00
	<u>\$ 31,884.00</u>	<u>\$ 3,760.00</u>	<u>\$ 35,644.00</u>

**DIVISION: NEIGHBORHOOD DEVELOPMENT**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
ARPA	\$ 143,489.00	\$ 27,635.00	\$ 171,124.00
CDBG	257,981.00	53,415.00	311,396.00
	<u>\$ 401,470.00</u>	<u>\$ 81,050.00</u>	<u>\$ 482,520.00</u>

**DIVISION: HOUSING DEVELOPMENT**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CDBG	\$ 160,325.00	\$ 53,166.00	\$ 213,491.00
LEAD	244,136.00	55,982.00	300,118.00
ARPA	123,257.00	27,948.00	151,205.00
HOME	89,895.00	30,942.00	120,837.00
CLLP	40,626.00	8,124.00	48,750.00
AFFORDABLE HOUSING TRUST FUND	104,978.00	18,782.00	123,760.00
EMERGENCY SOLUTIONS	9,400.00	3,522.00	12,922.00
HOPWA	4,700.00	1,761.00	6,461.00
	<u>\$ 777,317.00</u>	<u>\$ 200,227.00</u>	<u>\$ 977,544.00</u>

**DEPARTMENT TOTAL**

	<u><u>\$ 1,496,213.00</u></u>	<u><u>\$ 355,243.00</u></u>	<u><u>\$ 1,851,456.00</u></u>
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The City of  
**WORCESTER**

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# UNION STATION / WORCESTER REDEVELOPMENT AUTHORITY

## Peter Dunn, Chief Development Officer

Worcester Redevelopment Authority  
 City Hall, 4<sup>th</sup> Floor  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1400

The Worcester Redevelopment Authority (WRA) board undertakes and implements urban renewal activities in the city of Worcester pursuant to G.L. c. 121B. The WRA owns and oversees the operations and management of Union Station and carries out other administrative functions of the WRA, including the oversight and implementation of the Downtown Urban Revitalization Plan. The WRA is staffed by key operational personnel from the City's administrative departments. In addition to the management and maintenance of Union Station, the WRA seeks new tenants for leasable areas in Union Station and the retail space in the Union Station Parking Garage.

## Department Allocation Summary

		Approved	Actuals	Recommended
	Actual	Budget for	as of	Appropriation
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/2024</b>	<b>Fiscal 2025</b>
Ordinary Maintenance	\$ 1,772,744.85	\$ 2,129,519.00	\$ 2,174,959.43	\$ 2,364,371.00
<b>Total Expenditures</b>	<b>\$ 1,772,744.85</b>	<b>\$ 2,129,519.00</b>	<b>\$ 2,174,959.43</b>	<b>\$ 2,364,371.00</b>
<b>Funding Sources</b>				
Operating Revenue	\$ 655,750.66	\$ 537,394.00	\$ 465,828.05	\$ 666,066.00
FTA Preventative Maintenance	632,212.00	788,820.00	882,086.00	1,020,000.00
General Revenue Funds	528,305.00	803,305.00	803,305.00	678,305.00
<b>Total Funding Sources</b>	<b>\$ 1,816,267.66</b>	<b>\$ 2,129,519.00</b>	<b>\$ 2,151,219.05</b>	<b>\$ 2,364,371.00</b>

The tax levy appropriation for Fiscal 2025 is recommended to be \$678,305, which is a decrease of \$125,000 from Fiscal 2024. The total operating budget for Fiscal 2025 is recommended to be \$2,364,371, which is an increase of \$234,852 from Fiscal 2024. FTA Preventative Maintenance funding is expected to increase by \$238,180, which is the result of increased operating costs.

**PETTER DUNN, CHIEF DEVELOPMENT OFFICER****CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2025****DEPARTMENT OF ECONOMIC DEVELOPMENT****DIVISION OF UNION STATION- DIVISION #CC1058**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
	<b><u>UNION STATION AND BUSPORT OPERATIONS</u></b>	
\$ 459,525.00	JANITORIAL SERVICES	\$ 664,200.00
474,000.00	MAINTENANCE & REPAIR	292,200.00
328,500.00	SECURITY	512,720.00
250,000.00	SNOW REMOVAL & GROUNDS	236,000.00
79,000.00	UNION STATION PROPERTY MANAGEMENT	75,000.00
4,000.00	TENANT PARKING	-
700.00	OTHER ORDINARY MAINTENANCE	700.00
225,000.00	REAL ESTATE TAXES	225,000.00
28,500.00	INSURANCE	11,551.00
27,000.00	GENERAL & ADMINISTRATIVE	27,000.00
253,294.00	UTILITIES	320,000.00
<u>\$ 2,129,519.00</u>	ORDINARY MAINTENANCE UNION STATION	<u>\$ 2,364,371.00</u>
<u>-</u>	DOWNTOWN URBAN RENEWAL INITIATIVE	<u>-</u>
<u>\$ 2,129,519.00</u>	TOTAL WORCESTER REDEVELOPMENT AUTHORITY	<u>\$ 2,364,371.00</u>
	<b><u>FUNDING SOURCES:</u></b>	
\$ (537,394.00)	TENANT REVENUE	\$ (666,066.00)
(788,820.00)	FTA PREVENTATIVE MAINTENANCE	(1,020,000.00)
<u>\$ (1,326,214.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,686,066.00)</u>
<u>\$ 803,305.00</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 678,305.00</u>
<u>\$ 803,305.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 678,305.00</u>

# MASSHIRE CENTRAL REGION WORKFORCE BOARD

## Jeffrey Turgeon, Director

554 Main Street  
Worcester, MA 01608  
(508) 799-1509

**Mission:** To create a coherent and integrated workforce development system to effectively serve the employment, education and training needs of employers and the labor force within the 38 communities in its workforce development area. The Workforce Board establishes policies and oversees the operations of the workforce development system.

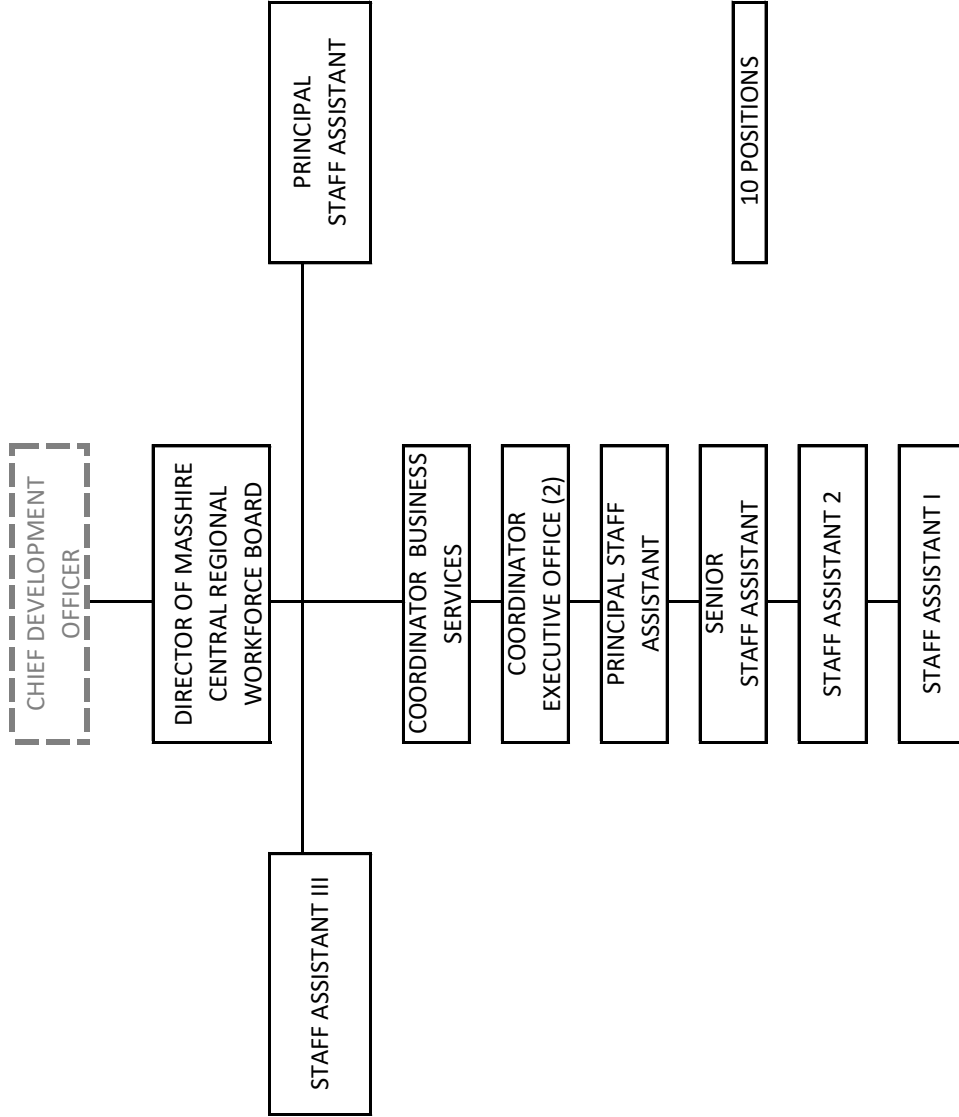
## Department Allocation Summary

	<b>Actuals</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 755,331.99	\$ 656,066.00	\$ 446,229.00	\$ 711,911.00
Ordinary Maintenance	4,236,907.59	3,187,805.00	3,786,594.00	3,187,805.00
Capital Outlay	-	3,600.00	-	3,600.00
Fringe Benefits	114,754.51	165,986.00	73,126.00	156,530.00
<b>Total Expenditures</b>	<b>\$ 5,106,994.09</b>	<b>\$ 4,013,457.00</b>	<b>\$ 4,305,949.00</b>	<b>\$ 4,059,846.00</b>
Federal & State Grants	(5,238,099.79)	(3,813,457.00)	(4,156,684.68)	(3,859,846.00)
<b>Net Total Tax Levy</b>	<b>\$ (131,105.70)</b>	<b>\$ 200,000.00</b>	<b>\$ 149,264.32</b>	<b>\$ 200,000.00</b>
<b>Total Positions</b>	10	10	10	10

## Operating Budget Highlights

The Fiscal 2025 tax levy budget is recommended to be \$200,000, which is a level funded with Fiscal 2024. The increase in Salaries is due to step increases for employees that are not at maximum pay, and a 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. Ordinary Maintenance and Capital Outlay will remain level funded to Fiscal 2024. The Fringe Benefit costs decrease is the result of new insurance rates and employees changing health insurance plans. These budgets are offset by Federal and State grant funding.

# EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT MASSHIRE CENTRAL REGION WORKFORCE BOARD



**JEFFREY TURGEON, DIRECTOR MASSHIRE REGIONAL WORKFORCE BOARD**

**CITY OF WORCESTER - NET COST FISCAL 2025**

**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT**

**DIVISION OF MASSHIRE CENTRAL REGION WORKFORCE BOARD- DIVISION #CC1021**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 118,989.00	53EM	DIRECTOR OF MASSHIRE CENTRAL REGION WORKFORCE BOARD	1	\$ 124,830.00
1	72,744.00	40M	COORDINATOR OF BUSINESS SERVICES	1	78,886.00
2	188,211.00	42EM	COORDINATOR, EXECUTIVE OFFICE	2	197,424.00
2	159,835.00	40M	PRINCIPAL STAFF ASSISTANT	2	173,862.00
1	63,137.00	39M	SENIOR STAFF ASSISTANT	1	68,558.00
1	61,252.00	37	STAFF ASSISTANT 3	1	66,681.00
1	57,288.00	35	STAFF ASSISTANT 2	1	62,274.00
1	54,338.00	32	STAFF ASSISTANT 1	1	58,803.00
<u>10</u>	<u>\$ 775,794.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 831,318.00</u>
	10,304.00		EM INCENTIVE PAY		9,548.00
	(130,032.00)		VACANCY FACTOR		(128,955.00)
<u>10</u>	<u>\$ 656,066.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>10</u>	<u>\$ 711,911.00</u>
	<u>\$ 3,187,805.00</u>		ORDINARY MAINTENANCE		<u>\$ 3,187,805.00</u>
	<u>\$ 3,187,805.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 3,187,805.00</u>
	<u>\$ 3,600.00</u>		CAPITAL PURCHASE		<u>\$ 3,600.00</u>
	<u>\$ 3,600.00</u>		<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 3,600.00</u>
	\$ 84,783.00		HEALTH INSURANCE		\$ 69,519.00
	81,203.00		RETIREMENT		87,011.00
	<u>\$ 165,986.00</u>		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 156,530.00</u>
	<u>\$ 4,013,457.00</u>		<b>TOTAL MASSHIRE CENTRAL REGION WORKFORCE BOARD BUDGET</b>		<u>\$ 4,059,846.00</u>
	\$ (3,813,457.00)		<b>FUNDING SOURCES:</b>		\$ (3,859,846.00)
	\$ (3,813,457.00)		FEDERAL AND STATE GRANTS		\$ (3,859,846.00)
	\$ (3,813,457.00)		TOTAL FUNDING SOURCES		\$ (3,859,846.00)
	<u>\$ 200,000.00</u>		<b>TOTAL RECOMMENDED TAX LEVY/WORCESTER JOBS FUND</b>		<u>\$ 200,000.00</u>



The City of  
**WORCESTER**

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# MASSHIRE CENTRAL CAREER CENTER

## Janice Ryan Weekes, Director

554 Main St  
Worcester, MA 01608  
(508) 799-1600

**Mission:** To create and sustain powerful connections between businesses and job seekers through a statewide network of employment professionals. The vision is for a better future for people and businesses in Massachusetts, through meaningful work and sustainable growth. MCCC promises to champion prosperity, connecting employers with talent, and job seekers with tools, services, and connections to achieve meaningful and sustained employment.

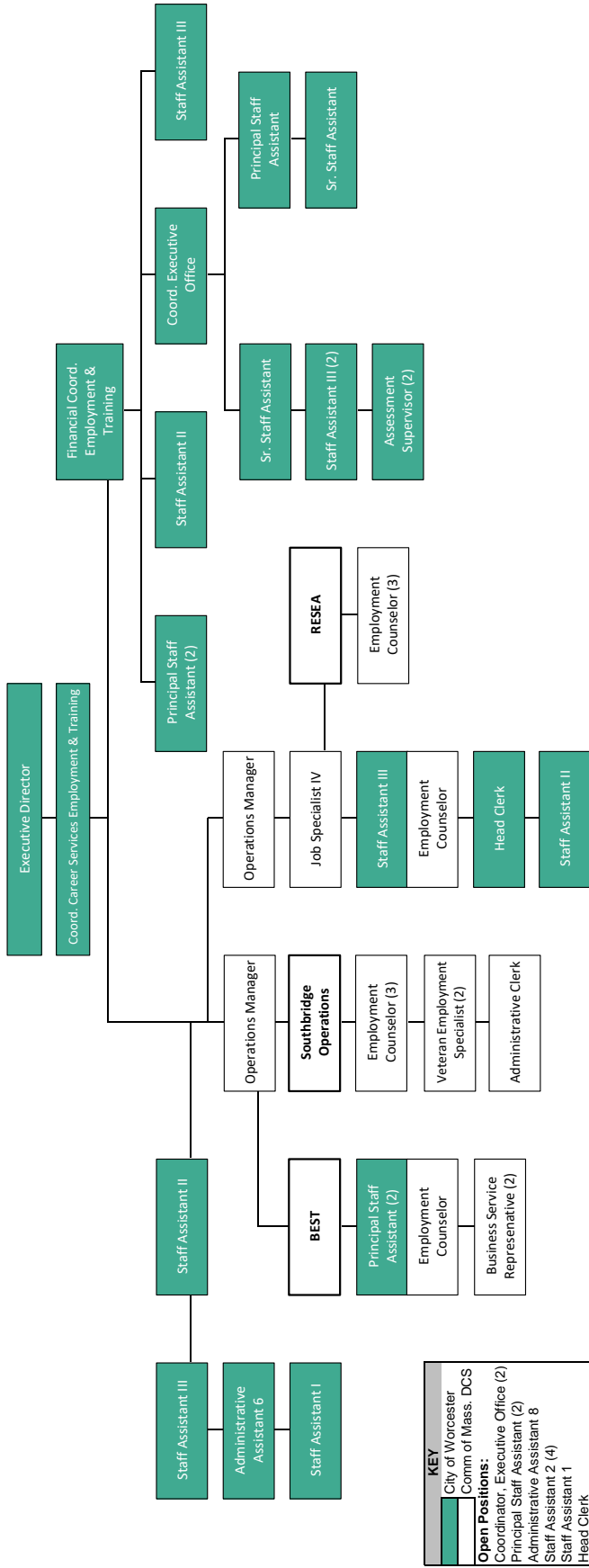
## Department Allocation Summary

	<b>Actuals</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 1,389,179.49	\$ 2,091,582.00	\$ 1,262,111.00	\$ 2,274,864.00
Ordinary Maintenance	1,931,051.45	1,895,550.00	2,390,953.00	1,895,550.00
Capital Outlay	6,146.00	-	-	-
Fringe Benefits	311,369.23	587,802.00	235,005.00	484,659.00
<b>Total</b>	<b>\$ 3,637,746.17</b>	<b>\$ 4,574,934.00</b>	<b>\$ 3,888,069.00</b>	<b>\$ 4,655,073.00</b>
Federal & State Grants	(3,694,030.54)	(4,574,934.00)	(3,888,069.00)	(4,655,073.00)
<b>Net Total Tax Levy</b>	<b>\$ (56,284.37)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Positions</b>	35	35	35	35

## Operating Budget Highlights

The total Fiscal 2025 Budget is recommended to be \$4,655,073, which is an increase of \$80,139 from the Fiscal 2024 amount of \$4,574,934. The increase in Salaries is due to step increases for employees that are not at maximum pay, and a 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. Ordinary Maintenance and Capital Outlay will remain level funded to Fiscal 2024. The Fringe Benefit decrease is the result of new insurance rates and employees changing health insurance plans. These budgets are fully supported by Federal and State grant funding.

**MASSHIRE CENTRAL CAREER CENTERS  
ORGANIZATION CHART**



**KEY**

- City of Worcester
- Comm of Mass. DCS

**Open Positions:**

- Coordinator, Executive Office (2)
- Principal Staff Assistant (2)
- Administrative Assistant 8
- Staff Assistant 2 (4)
- Staff Assistant 1
- Head Clerk



**JANICE RYAN WEEKES, DIRECTOR MASSHIRE CENTRAL CAREER CENTER**

**CITY OF WORCESTER - NET COST FISCAL 2025**

**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT**

**DIVISION OF MASSHIRE CENTRAL CAREER CENTER #CC1022**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 118,647.00	48EM	DIRECTOR OF MASSHIRE CENTRAL CAREER CENTERS	1	\$ 124,459.00
1	93,709.00	45EM	COORDINATOR CAREER SERVICES	1	98,298.00
1	111,234.00	43EM	FINANCIAL COORDINATOR	1	116,692.00
3	192,659.00	42EM	COORDINATOR, EXECUTIVE OFFICE	3	224,823.00
7	503,465.00	40M	PRINCIPAL STAFF ASSISTANT	7	537,839.00
2	136,655.00	39M	SENIOR STAFF ASSISTANT	2	148,689.00
1	60,952.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	66,223.00
2	140,478.00	37	ASSESSMENT SUPERVISOR	2	149,503.00
5	343,042.00	37	STAFF ASSISTANT 3	5	369,329.00
7	416,503.00	35	STAFF ASSISTANT 2	7	448,912.00
1	59,569.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	58,041.00
2	103,564.00	32	STAFF ASSISTANT 1	2	112,722.00
2	104,107.00	30	HEAD CLERK	2	111,676.00
<u>35</u>	<u>\$ 2,384,584.00</u>		TOTAL REGULAR SALARIES	<u>35</u>	<u>\$ 2,567,206.00</u>
	1,352.00		EM INCENTIVE PAY		2,012.00
	(294,354.00)		VACANCY FACTOR		(294,354.00)
<u>35</u>	<u>\$ 2,091,582.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>35</u>	<u>\$ 2,274,864.00</u>
	\$ 1,895,550.00		ORDINARY MAINTENANCE		\$ 1,895,550.00
	<u>\$ 1,895,550.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,895,550.00</u>
	\$ 338,593.00		HEALTH INSURANCE		\$ 216,357.00
	249,209.00		RETIREMENT		268,302.00
	<u>\$ 587,802.00</u>		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 484,659.00</u>
	<u>\$ 4,574,934.00</u>		<b>TOTAL CENTRAL CAREER CENTER BUDGET</b>		<u>\$ 4,655,073.00</u>
	\$ (4,574,934.00)		<b>FUNDING SOURCES:</b>		\$ (4,655,073.00)
	<u>\$ (4,574,934.00)</u>		FEDERAL GRANTS		<u>\$ (4,655,073.00)</u>
			TOTAL FUNDING SOURCES		
	<u>\$ -</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ -</u>



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# COMMUNITY PRESERVATION ACT

## William Eddy, Chair

City Hall, 4th Floor  
455 Main St.  
Worcester, MA 01608  
(508) 799-1400

On November 8, 2022, the voters of the City of Worcester approved the adoption of Question 5 - Worcester Community Preservation Act. This vote accepted Chapter 44B of the Massachusetts General Laws, Sections 3 to 7, known as the Community Preservation Act (CPA), which establishes a fund dedicated to the acquisition, creation, preservation and support of community housing, parks and recreational uses and historic buildings and resources. By the terms of this public vote, the CPA fund is supported by a 1.5% surcharge on the annual property tax assessed on real estate in Worcester beginning in fiscal year 2024, and partially matched by annual distributions from a state trust fund created by the CPA. The specific allocation and use of these dollars for their stated purposes will be overseen by the Community Preservation Committee.

The Executive Office of Economic Development serves as the primary administrative liaison to the Community Preservation Committee and will assist in carrying out its responsibilities.

## Department Allocation Summary

	Actuals	Approved	Totals	Recommended
	Fiscal 2023	Budget for Fiscal 2024	as of 3/31/2024	Appropriation Fiscal 2025
<b>COMMUNITY PRESERVATION ACT</b>				
Community Housing	\$ -	\$ -	\$ -	\$ 475,895.00
Open Space & Recreation	-	-	-	475,895.00
Historic Preservation	-	-	-	475,895.00
Administrative	-	-	-	237,948.00
Budgeted Reserve	-	4,023,142.00	-	3,093,320.00
<b>Total</b>	<b>\$ -</b>	<b>\$ 4,023,142.00</b>	<b>\$ -</b>	<b>\$ 4,758,953.00</b>
<b>Funding Sources:</b>				
Fiscal Year 2024 Surcharge	\$ -	\$ (4,023,142.00)	\$ (2,056,307.32)	\$ -
Fiscal Year 2025 Surcharge	-	-	-	(4,123,720.00)
Commonwealth of MA Trust Fund Distribution	-	-	-	(635,233.00)
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ (4,023,142.00)</b>	<b>\$ (2,056,307.32)</b>	<b>\$ (4,758,953.00)</b>

## Operating Budget Highlights

At the April 9, 2024 Community Preservation Committee meeting, the committee approved the Fiscal 2025 budget, as listed above, in the total amount of \$4,758,953, which represents the Fiscal 2025 surcharge and estimated state trust fund match.

**WILLIAM EDDY, CHAIR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**COMMUNITY PRESERVATION ACTION**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ -	FD390 COMMUNITY HOUSING	\$ 475,895.00
-	FD391 OPEN SPACE & RECREATION	475,895.00
-	FD392 HISTORIC PRESERVATION	475,895.00
-	FD393 ADMINISTRATIVE	237,948.00
<u>4,023,142.00</u>	FD388 BUDGETED RESERVE	<u>3,093,320.00</u>
<u>\$ 4,023,142.00</u>	TOTAL USES	<u>\$ 4,758,953.00</u>
<b>FUNDING SOURCES:</b>		
\$ (4,023,142.00)	FISCAL YEAR 2024 SURCHARGE	\$ -
-	FISCAL YEAR 2025 SURCHARGE	(4,123,720.00)
-	COMMONWEALTH OF MA TRUST FUND DISTRIBUTION	(635,233.00)
<u>(4,023,142.00)</u>	TOTAL AVAILABLE REVENUES	<u>(4,758,953.00)</u>
<u><u>\$ -</u></u>	<b>RECOMMENDED TAX LEVY BUDGET</b>	<u><u>\$ -</u></u>

## PUBLIC SCHOOLS

### Dr. Rachel Monárrez - Superintendent

Durkin Administration Building  
20 Irving Street, Worcester, MA 01609  
508-799-3116

The Public Schools Department provides learners with a quality education in a safe and healthy environment. The Department believes that all students can achieve high levels as they prepare to become productive citizens in our changing, technological world and is committed to supporting students, parents, educators, and citizens in their pursuit of learning.

### Department Allocation Summary

		Approved	Actuals	Recommended
	Actual	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2023</u>	<u>Fiscal 2024</u>	<u>3/31/24</u>	<u>Fiscal 2025</u>
Salaries	\$ 263,183,679.67	\$ 297,610,358	195,243,680.61	\$ 307,996,160
Overtime	2,260,723.53	1,660,000	1,641,727.60	1,643,243
Ordinary Maintenance	49,076,131.24	51,885,008	40,198,913.99	58,654,429
Capital Outlay	804,392.67	512,582	434,976.43	515,771
Fringe Benefits	77,306,331.97	86,020,220	69,744,701.57	91,107,398
<b>Total Expenditures</b>	<b>\$ 392,631,259.08</b>	<b>\$ 437,688,168</b>	<b>307,264,000.20</b>	<b>\$ 459,917,001</b>
<b>Not Eligible for Net School Spending</b>				
Salaries	\$ 12,748,817.72	\$ 15,042,024	11,038,005.28	\$ 16,428,341
Overtime	1,927,990.44	943,641	1,514,068.58	962,514
Ordinary Maintenance	10,493,799.42	8,088,738	6,640,327.27	8,302,856
Capital Outlay	-	100,000	37,828.12	100,000
<b>Total Expenditures</b>	<b>\$ 25,170,607.58</b>	<b>\$ 24,174,403</b>	<b>19,230,229.25</b>	<b>\$ 25,793,711</b>
<b>Total Worcester Public Schools Budget</b>	<b>\$ 417,801,866.66</b>	<b>\$ 461,862,571</b>	<b>326,494,229.45</b>	<b>\$ 485,710,712</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$485,710,712, which is an increase of \$23,848,141, or 5.19% from the Fiscal 2024 amount of \$461,862,571. The budget increase represents a \$19.6 million increase in Chapter 70 state aid and charter school reimbursement, \$7.2 million increase in City contribution, offset by a \$3.2 million net increase in charter school tuition, school choice and state special education assessments. The Fiscal 2025 budget includes the fourth year of funding under the Student Opportunity Act (SOA).

The Fiscal 2025 budget presents the Public School budget in two organizations, separating those appropriations that are considered “educational expenses” by the Department of Elementary and Secondary Education, which count toward Net School Spending, from those that are non-educational expenditures, and therefore not counted

## PUBLIC SCHOOLS

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toward the state's Net School Spending levels. The final allocation of appropriations for these two organizations is completed by the School Committee, which has appropriating authority over the Public School budget.

Funding for the Public Schools comes from direct educational aid from the Commonwealth in the form of Chapter 70 and Charter Reimbursement aid. These revenues are offset by assessments from the Commonwealth for Charter Tuitions, School Choice (out of district and Special Education tuitions). In addition to the direct aid described above, the Education Reform legislation requires mandatory local contributions toward educational purposes, which totals \$145.8M in Fiscal 2025.

**DR. RACHEL MONÁRREZ, SUPERINTENDENT**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**WORCESTER PUBLIC SCHOOLS - COST CENTER #CC5001 and #CC5204**

SCHOOL DEPARTMENT			
APPROVED FY24 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY25 AMOUNT
\$ 297,610,358.00		REGULAR SALARIES	\$ 307,996,160.00
<u>\$ 297,610,358.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>\$ 307,996,160.00</u>
\$ 1,660,000.00		OVERTIME	\$ 1,643,243.00
<u>\$ 1,660,000.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>	<u>\$ 1,643,243.00</u>
\$ 51,885,008.00		ORDINARY MAINTENANCE	\$ 58,654,429.00
<u>\$ 51,885,008.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 58,654,429.00</u>
\$ 512,582.00		<b>TOTAL CAPITAL OUTLAY</b>	<u>\$ 515,771.00</u>
\$ 86,020,220.00		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 91,107,398.00</u>
<u>\$ 437,688,168.00</u>		<b>TOTAL RECOMMENDED BUDGET TAX LEVY</b>	<u>\$ 459,917,001.00</u>

**SCHOOL DEPARTMENT - EXPENDITURES NOT ELIGIBLE FOR NET SCHOOL SPENDING**

APPROVED FY23 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY24 AMOUNT
\$ 15,042,024.00		REGULAR SALARIES	\$ 16,428,341.00
<u>\$ 15,042,024.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>\$ 16,428,341.00</u>
\$ 943,641.00		OVERTIME	\$ 962,514.00
<u>\$ 943,641.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>	<u>\$ 962,514.00</u>
\$ 8,088,738.00		ORDINARY MAINTENANCE	\$ 8,302,856.00
<u>\$ 8,088,738.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 8,302,856.00</u>
\$ 100,000.00		<b>TOTAL CAPITAL OUTLAY</b>	<u>\$ 100,000.00</u>
<u>\$ 24,174,403.00</u>		<b>TOTAL RECOMMENDED BUDGET TAX LEVY</b>	<u>\$ 25,793,711.00</u>
<u>\$ 461,862,571.00</u>			<u>\$ 485,710,712.00</u>



The City of  
**WORCESTER**

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# WORCESTER PUBLIC LIBRARY

## Jason Homer

3 Salem Sq.  
Worcester, MA 01608  
508-799-1655

**Mission:** The Worcester Public Library serves as a gathering place that actively promotes the free exchange of ideas in our democratic society. The library makes information and services available to all people while fostering intellectual freedom, protecting privacy, encouraging personal growth and enrichment, and celebrating our diverse community heritage.

**Vision:** The Worcester Public Library will be a welcoming destination and the leading provider of resources to inform, enlighten, and enrich our diverse community.

## Previous Year DDP Highlights

Goal	Objective	Current Progress
Satisfy curiosity and stimulate learning and imagination	Ensure library collections meet the intellectual and entertainment needs of the city.	<p>The Worcester Public Library completed an inventory project of all branches of the WPL for assessment in DEI work within our collective development principles as part of our response to increase our circulation numbers throughout the organization. Overall, there was a 5.8% increase in book circulation comparing the start of FY to end of March 2024. Within the collections, usage of our World Language collection soared 21.2% over the previous FY.</p> <p>eBook and eAudio Circulation continue to rise, with 27% increase in usage during the period of July-March in FY24 when comparing the previous year.</p>
Satisfy curiosity and stimulate learning and imagination	Expand programs and events to reflect the changing community	<p>Towards the end of FY2023, the WPL embarked on a reorganization to realign positions and focus the work of librarians. As a result, the WPL featured more events and programs addressing the needs of the community with focused attention. In comparing FY23 and FY24 from July to March, the WPL saw a staggering 60% increase in program attendance across all divisions of the library. New programs include but are not limited to, use of the Innovation Center, programming for people experiencing</p>

		hardships, and programming to address culturally significant events.
Connect patrons with the technology	Introduce new lending opportunities to the community	<p>The WPL introduced a new lending item in FY2024, called audio-enabled, which began with our “Wonderbooks” collection and continues to grow. This collection has no previous metric but is the fastest growing collection in the library.</p> <p>The WPL expanded its Library of Things to include items like a karaoke machine, drum kit, and keyboard to name a few.</p>
Connect patrons with the technology	Train library patrons on new technologies	The Worcester Public Library added new classes and technologies including a laser-cutter and new 3D Printers, with training on the use of new technologies. Overall, the adult programs designed to teach new technologies and creation skills saw an increase of 85% in program attendance.
Provide Community Space	Provide professional librarian support for high-need interest groups	<p>In FY24, the WPL’s new Community Services Division, a new department focused on addressing the social needs and learning of those in traditionally vulnerable populations, held 311 in-person programs with 3,685 attendees, and 59 virtual programs with 357 attendees.</p> <p>In FY24, community partners from all over the city hosted office hours at the Main Branch of the Worcester Public Library, totaling in 383 hours in the period from July – March 2024.</p>
Provide Community Space	Ensure equity of service at all library locations and neighborhoods of the city	<p>The Great Brook Valley branch of the WPL saw investments into its facility from the Worcester Public Library Foundation, and was able to open additional hours throughout the week. While visits have seen a 7% increase in comparing the previous FY, questions asked to staff of GBV skyrocketed 134% in comparing the previous year.</p> <p>The Frances Perkins Branch also saw investments into its facility from the WPL Foundation, resulting in a better layout to</p>

		<p>meet the needs of the users of the branch. Visits increase 10.7% and questions answered by staff increased 72.5%</p> <p>Overall, in FY24 throughout all WPL Branches, there were:</p> <ul style="list-style-type: none"> <li>• 40,855 WiFi sessions (unique patrons)</li> <li>• 1,061,026 website visitors</li> <li>• 61,062 public use computer sessions</li> </ul>
Share information with the community	Promote library services to all residents of the city	In FY2024, the WPL conducted 93 special outreach events interacting with 5,065 in the period from July – March 2024, not including our internationally popular March Meowness Campaign which involved communication with 7,500 individuals from all over the world.
Share information with the community	Promote intellectual freedom	In March of 2024, it was announced that the Worcester Public Library was a finalist for the National Library Medal from the Institute of Museum and Library Services. The WPL is one of only fifteen finalists for public libraries. No public library in Massachusetts has ever won this honor, and the WPL is deeply proud of the work of the staff to raise the WPL to this level and national recognition.

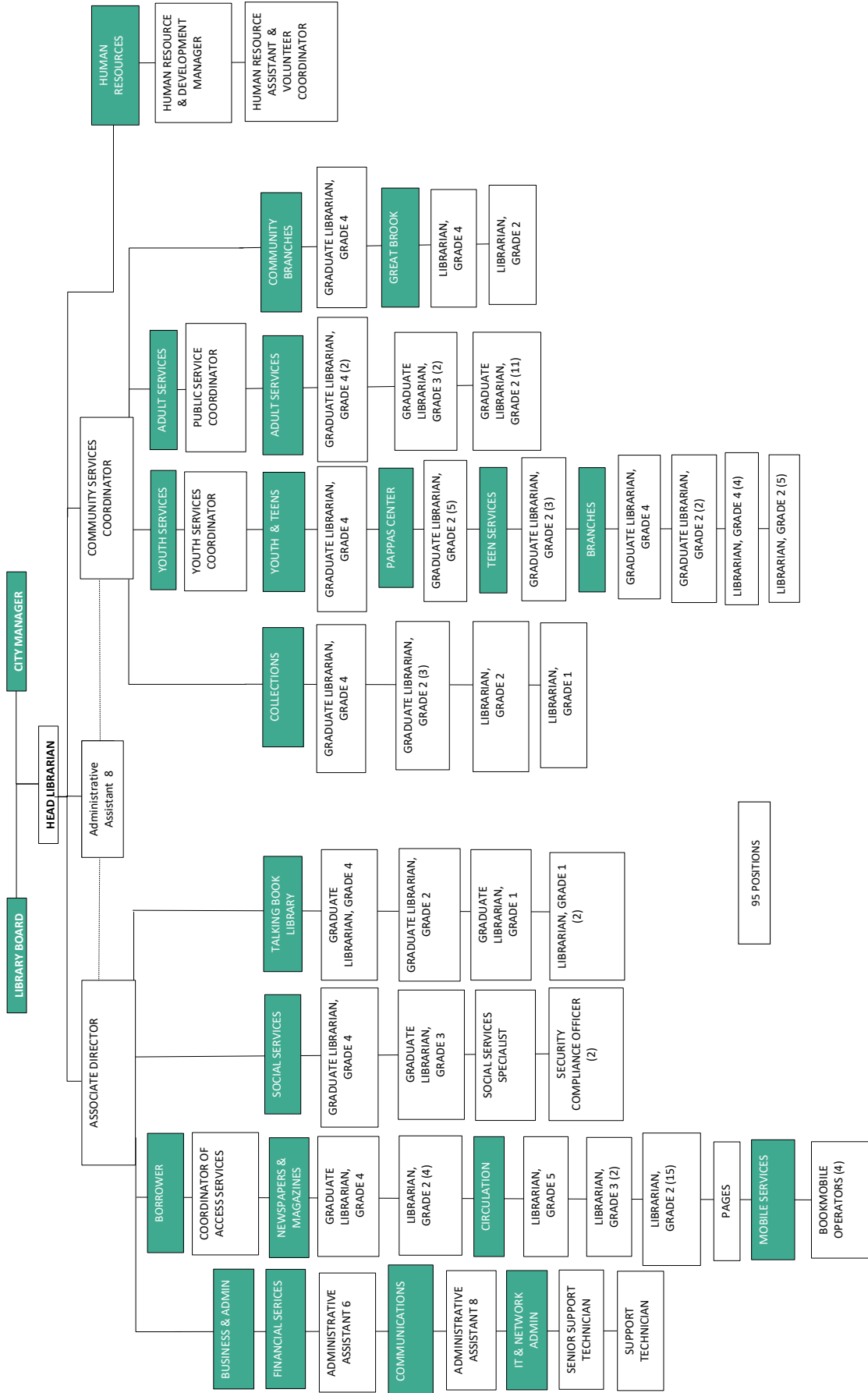
**Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Budget for</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 4,377,448.87	\$ 4,729,804.00	\$ 3,161,188.00	\$ 4,867,710.00
Overtime	83,624.18	123,795.00	85,057.00	123,795.00
Ordinary Maintenance	1,762,770.09	1,770,596.00	1,228,001.00	1,808,083.00
<b>Total Expenditures</b>	<b>\$ 6,223,843.14</b>	<b>\$ 6,624,195.00</b>	<b>\$ 4,474,246.00</b>	<b>\$ 6,799,588.00</b>
<b>Total Positions</b>	94	94	94	95

**Operating Budget Highlights**

The tax levy budget for Fiscal 2025 for the Public Library is recommended to be funded at \$6,799,588, which is an increase of \$175,393 from the Fiscal 2024 amount of \$6,624,195. The salary increase is mainly due to the addition of a new Security Compliance Officer; in addition to step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustments (COLAs) and a 1.5% Market Adjustment for non-represented employees. For

unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Ordinary Maintenance increase is due to an increase in library materials to remain in compliance with Massachusetts guidelines. Overtime will remain level funded to Fiscal 2024.



**JASON L. HOMER, HEAD LIBRARIAN****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****WORCESTER PUBLIC LIBRARY- DIVISION #CC1028**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 145,331.00	53EM	HEAD LIBRARIAN	1	\$ 152,476.00
1	114,683.00	48M	ASSOCIATE DIRECTOR	1	120,314.00
1	75,456.00	48M	COMMUNITY SERVICES COORDINATOR	1	115,785.00
1	99,022.00	44M	YOUTH SERVICES COORDINATOR	1	100,266.00
1	75,456.00	44M	PUBLIC SERVICE COORDINATOR	1	93,535.00
1	92,810.00	44M	COORDINATOR OF ACCESS SERVICES	1	81,205.00
6	474,771.00	40P	GRADUATE LIBRARIAN, GRADE 4	6	478,005.00
1	87,153.00	41M	HUMAN RESOURCE & DEVELOPMENT MANAGER	1	93,236.00
2	158,904.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	2	167,314.00
3	225,821.00	37P	GRADUATE LIBRARIAN, GRADE 3	3	225,931.00
22	1,451,452.00	36P	GRADUATE LIBRARIAN, GRADE 2	23	1,492,132.00
1	63,253.00	31P	GRADUATE LIBRARIAN, GRADE 1	0	-
1	83,104.00	40	SENIOR SUPPORT TECHNICIAN	1	87,170.00
1	74,663.00	37	SUPPORT TECHNICIAN	1	78,333.00
2	110,517.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	2	119,822.00
1	56,268.00	32	LIBRARIAN, GRADE 5	1	54,331.00
1	51,499.00	31	LIBRARIAN, GRADE 4	1	53,628.00
1	52,416.00	29	LIBRARIAN, GRADE 3	1	54,205.00
2	98,335.00	27	BOOKMOBILE OPERATOR	2	100,377.00
1	48,048.00	26	LIBRARIAN, GRADE 2A	1	48,233.00
20	848,060.00	25	LIBRARIAN, GRADE 2	20	815,830.00
1	42,183.00	21	LIBRARIAN, GRADE 1	1	42,345.00
1	49,983.00	28	LIBRARY SECURITY COMPLIANCE OFFICER	2	102,822.00
<b>73</b>	<b>\$ 4,579,188.00</b>		<b>GENERAL - TOTAL REGULAR SALARIES</b>	<b>74</b>	<b>\$ 4,677,295.00</b>
1	\$ 86,991.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 75,916.00
1	49,301.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	58,151.00
4	226,406.00	31	LIBRARIAN, GRADE 4	4	237,185.00
2	102,172.00	27	BOOKMOBILE OPERATOR	2	103,440.00
5	210,103.00	25	LIBRARIAN, GRADE 2	5	217,650.00
<b>13</b>	<b>\$ 674,973.00</b>		<b>ONE LIBRARY - TOAL REGULAR SALARIES</b>	<b>13</b>	<b>\$ 692,342.00</b>
<b>86</b>	<b>\$ 5,254,161.00</b>		<b>REGULAR SALARIES</b>	<b>87</b>	<b>\$ 5,369,637.00</b>
	116,816.00		TOTAL PAGES SALARIES		116,816.00
	3,864.00		EM INCENTIVE		2,191.00
	404,638.00		BUILDING OPERATIONS		412,145.00
	(73,203.00)		VACANCY FACTOR		(44,158.00)
	<b>\$ 5,706,276.00</b>		<b>TOTAL RECOMMENDED SALARIES</b>		<b>\$ 5,856,631.00</b>
			<b>FUNDING SOURCES:</b>		
	(784,124.00)		PILOT		(796,398.00)
	(80,000.00)		BOOKMOBILE FUNDING		(80,000.00)
	<b>(112,348.00)</b>		<b>LIBRARY RESOURCE FUNDING-SALARIES</b>		<b>(112,523.00)</b>
	(976,472.00)		TOTAL FUNDING SOURCES		(988,921.00)
<b>86</b>	<b>\$ 4,729,804.00</b>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>87</b>	<b>\$ 4,867,710.00</b>

**JASON L. HOMER, HEAD LIBRARIAN**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**WORCESTER PUBLIC LIBRARY- DIVISION #CC1028**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	\$ 22,658.00		REGULAR OVERTIME		\$ 22,658.00
	66,137.00		SUNDAY OVERTIME		66,137.00
	<u>\$ 88,795.00</u>		TOTAL OVERTIME		<u>\$ 88,795.00</u>
	\$ 35,000.00		BUILDING OPERATIONS		\$ 35,000.00
	<u>\$ 123,795.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 123,795.00</u>
	\$ 1,500.00		AUTO FUEL		\$ 1,500.00
	20,000.00		BUILDING SUPPLIES		20,000.00
	6,000.00		CUSTODIAL SUPPLIES		6,000.00
	4,000.00		FOOD SUPPLIES		4,000.00
	720.00		INSURANCE		720.00
	98,000.00		IT HARDWARE SUPPLIES & SERVICES		98,000.00
	12,000.00		LEASES & RENTALS		-
	100,000.00		LIBRARY SUPPLIES		100,000.00
	3,586.00		LICENSES		3,886.00
	10,000.00		MAINTENANCE/REPAIR VEHICLE		10,000.00
	204,000.00		MEMBERSHIP DUES		204,000.00
	5,000.00		NETWORK STORAGE		5,000.00
	82,000.00		NON-NETWORK SOFTWARE & SUPPORT		82,000.00
	15,000.00		OFFICE SUPPLIES		15,000.00
	500.00		OTHER CHARGES & EXPENDITURES		-
	5,000.00		OTHER PROFESSIONAL SERVICES		5,000.00
	1,200.00		PARTS/EQUIPMENT SUPPLIES		1,200.00
	500.00		POSTAGE		500.00
	24,000.00		PRINTING SUPPLIES & SERVICES		22,000.00
	2,400.00		REGISTRATION FEES		400.00
	12,000.00		SECURITY SERVICES		12,000.00
	24,000.00		TELEPHONE		24,000.00
	600.00		TRAVELING		600.00
	500.00		UNIFORMS		500.00
	881,179.00		LIBRARY SUPPLIES		934,866.00
	<u>\$ 1,513,685.00</u>		ORDINARY MAINTENANCE		<u>\$ 1,551,172.00</u>
	256,911.00		BUILDING OPERATIONS		256,911.00
	<u>\$ 1,770,596.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,808,083.00</u>
	<u>\$ 1,770,596.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,808,083.00</u>
	\$ 38,820.00		HEALTH INSURANCE		\$ 45,648.32
	7,236.00		RETIREMENT		9,037.31
	<u>\$ 46,056.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 54,685.63</u>
	\$ (46,056.00)		<b>FUNDING SOURCES:</b>		\$ (54,685.63)
	\$ -		LIBRARY RESOURCE FUNDING-FRINGE BENEFITS		\$ -
			<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 6,624,195.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 6,799,588.00</u>

**JASON L. HOMER, HEAD LIBRARIAN**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**WORCESTER PUBLIC LIBRARY- DIVISION #CC1028**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 87,069.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 79,128.00
1	74,783.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	75,920.00
1	47,682.00	29	LIBRARIAN, GRADE 3	1	49,555.00
<u>3</u>	<u>\$ 209,534.00</u>		REGULAR SALARIES	<u>3</u>	<u>\$ 204,603.00</u>
	28,917.00		FRINGE BENEFITS		52,118.00
	<u>\$ 238,451.00</u>		<b>TOTAL EXPENSES- LIBRARY RESOURCES</b>		<u>\$ 256,721.00</u>
	(209,534.00)		<u>FUNDING SOURCES-STATE REVENUES:</u>		
	(28,917.00)		SALARIES		(204,603.00)
	<u>(238,451.00)</u>		FRINGE BENEFITS		<u>(52,118.00)</u>
			TOTAL CREDITS- LIBRARY RESOURCES		<u>(256,721.00)</u>
	<u>\$ -</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ -</u>



**JASON L. HOMER, HEAD LIBRARIAN**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**WORCESTER PUBLIC LIBRARY- DIVISION #CC1028**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 86,833.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 87,404.00
1	58,402.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	60,575.00
1	63,253.00	31P	GRADUATE LIBRARIAN, GRADE 1	1	63,497.00
2	84,366.00	21	LIBRARIAN, GRADE 1	2	90,216.00
5	\$ 292,854.00		REGULAR SALARIES	5	\$ 301,692.00
	3,000.00		OVERTIME		3,000.00
	187,689.00		ORDINARY MAINTENANCE		306,446.00
	66,121.00		FRINGE BENEFITS		66,902.00
	<u>\$ 549,664.00</u>		<b>TOTAL EXPENSES- TALKING BOOKS</b>		<u>\$ 678,040.00</u>
			<b>FUNDING SOURCES-STATE REVENUES:</b>		
	(292,854.00)		SALARIES		(301,692.00)
	(3,000.00)		OVERTIME		(3,000.00)
	(187,689.00)		ORDINARY MAINTENANCE		(306,446.00)
	(66,121.00)		FRINGE BENEFITS		(66,902.00)
	<u>\$ (549,664.00)</u>		TOTAL CREDITS- TALKING BOOKS		<u>\$ (678,040.00)</u>
	<u>\$ -</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ -</u>



The City of  
**WORCESTER**

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## HEALTH AND HUMAN SERVICES

### Dr. Matilde “Mattie” Castiel, Commissioner of Health & Human Services

City Hall- Room 101  
455 Main Street  
Worcester, MA 01608  
(508) 799-8486

**Mission:** The Department of Health and Human Services seeks to empower our community through comprehensive and compassionate services. Our mission is to advance public health, support our elders with dignity, nurture our youth with opportunity, honor our veterans with gratitude, and address homelessness with empathy. Through strategic partnerships and a commitment to equity, we strive to create a healthier, more resilient, and inclusive environment for all individuals across the lifespan.

**Vision:** Worcester will be a place where all voices contribute equitably to the creation of a vibrant, healthy community in which barriers to maintaining a high quality of life are eliminated.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
1: Center Equity	<p>1.1: Ensure consistent training and professional development for all staff related to DEI</p> <p>1.2: Implement a community-led process for allocating Opioid Settlement Dollars</p> <p>1.3: Implement the Community Health Improvement Plan</p> <p>1.3.1: Support mobile services for the unhoused and unstably housed.</p> <p>1.3.2: All task forces will hold meetings no less than 1 time per quarter.</p>	<p>100% percent of staff received DEI training. 3 trainings held.</p> <p>Process for allocating the settlement funds is based on data and taskforce work involving community partners which include lived experience and multidisciplinary backgrounds, looking at prevention, harm reduction and treatment.</p> <p>56 new unduplicated cases and 40 housing placements of individuals experiencing homelessness.</p> <p>Held 37 HUB meetings, 4 Governance Council meetings with 37 meetings of the Operations group, held 2 meetings of the Mayor’s Mental Health Task Force, held 3 planning committee meetings of the Re-entry Task Force, held 3 meetings of the Opioid Task Force and structured working groups focused on health, prevention, and lived experience with each working group meeting twice to date.</p>

<p>2: Make data-driven decisions</p>	<p>2.1: Establish the Sub-Division of Data, Research &amp; Epidemiology  2.1.1: Set a data or research goal with every Division within HHS by Q3 FY24.  2.1.2: Use a community-informed process for setting some external goals of the Division.</p> <p>2.2: Publish the 2024 Community Health Assessment</p> <p>2.3: Build internal and external health data dashboards</p>	<p>Each division is working on identifying data and research metrics. Working on draft goals based on the data.</p> <p>Worked with Massachusetts Veterans Service Officers Association-both the Central region and statewide- to establish service delivery goals based on best practice for veterans Services.</p> <p>Youth Opportunities engaged 5-10 partners involved in working on the Agenda for Youth; held 4 meetings held thus far.</p> <p>The 2024 Community Health Assessment was published and advertised. DPH held meeting, in the city and in alliance towns.</p> <p>Electronic community Health Assessment e-CHA, which includes updated community health data and U.S. Census Bureau's American Community Survey.</p>
<p>3: Improve internal processes</p>	<p>3.1: Better connected services and communication within HHS</p> <p>3.2: Develop and implement HHS onboarding process</p> <p>3.3: Realign Senior Staff Management</p>	<p>100% of employees received the department contact allowing for more efficiency and a better-connected department.</p> <p>Review and implementation of onboarding process is still ongoing due to superseding priorities and moved to Q4. Recruitment process has changed due to new city hiring guidelines, which have streamlined the process.</p> <p>The division heads have been working on department SOP. Function focused on process assessments and removal of process waste.</p>

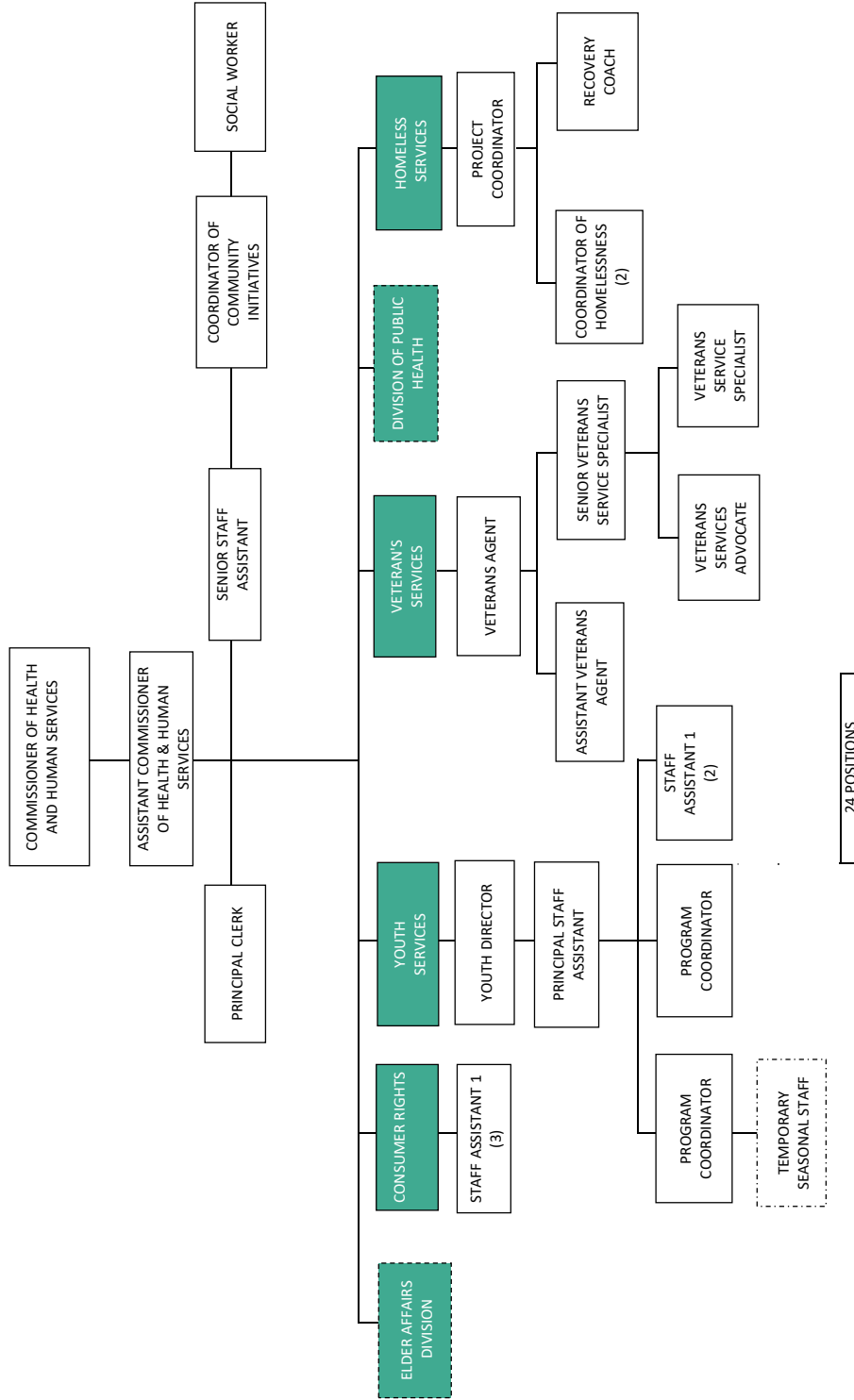
## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 1,376,428.79	\$ 1,392,926.00	\$ 836,867.00	\$ 1,256,653.00
Ordinary Maintenance	1,997,404.07	1,959,030.00	881,746.00	1,798,088.00
<b>Total</b>	<b>\$ 3,373,832.86</b>	<b>\$ 3,351,956.00</b>	<b>\$ 1,718,613.00</b>	<b>\$ 3,054,741.00</b>
<b>Total Positions</b>	23	23	23	24

## Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$3,054,741, which is a decrease of \$297,215 from the Fiscal 2024 amount of \$3,351,956. This decrease is a result of the elimination of a vacant Staff Assistant I position, step increases for employees who are not at maximum pay, increased grant funding, funding for Youth Council Temporary Staff, a new Assistant Veterans Agent position being added to the Veterans table of organization, a position regrade, 3% Cost of Living Adjustments (COLAs), and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Ordinary Maintenance decrease is due to a shift in contracted services to the Opioid Settlement Fund, and copier count expense funding being transferred to the Department of Innovation & Technology.

## DIVISION OF HEALTH AND HUMAN SERVICES ORGANIZATIONAL CHART



24 POSITIONS

**MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES**
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2025  
DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES  
DIVISION OF ADMINISTRATION- DIVISION #CC1023**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
<b>HEALTH AND HUMAN SERVICES</b>					
1	\$ 150,206.00	58CM	COMMISSIONER OF HEALTH AND HUMAN SERVICES	1	\$ 154,653.00
1	118,047.00	48EM	ASSISTANT COMMISSIONER OF HEALTH AND HUMAN SERVICES	1	120,226.00
0	-	41M	PROJECT COORDINATOR	1	84,922.00
1	73,013.00	39M	SENIOR STAFF ASSISTANT	1	73,242.00
3	203,616.00	37P	COORDINATOR OF HOMELESSNESS	2	152,442.00
1	70,314.00	37P	COORDINATOR OF COMMUNITY INITIATIVES	1	76,587.00
1	74,131.00	38P	SOCIAL WORKER/CLINICIAN	1	80,031.00
1	30,413.00	33P	RECOVERY COACH	1	30,368.00
3	120,315.00	32	STAFF ASSISTANT 1	3	100,489.00
1	52,811.00	27	PRINCIPAL CLERK	1	53,699.00
13	\$ 892,866.00		TOTAL REGULAR SALARIES	13	\$ 926,659.00
	6,066.00		EM INCENTIVE PAY		5,111.00
	898,932.00		TOTAL SALARIES		931,770.00
	\$ (88,076.00)		<b>FUNDING SOURCES:</b>		\$ (100,489.00)
	(52,063.00)		CONSUMER AID PROGRAM		(14,778.00)
	-		EMERGENCY SHELTER GRANT		(294,811.00)
	(3,926.00)		OPIOID SETTLEMENT FUND		-
	\$ (144,065.00)		WORCESTER FAIR HOUSING PROJECT		-
			TOTAL HHS PERSONAL SERVICES		\$ (410,078.00)
13	\$ 754,867.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- HHS</b>	13	\$ 521,692.00
	\$ 500.00		BOTTLED WATER RENTAL & SUPPLIES		\$ 500.00
	800.00		CATERED MEALS		-
	160,492.00		CONSULTANTS		-
	1,000.00		IT HARDWARE SUPPLIES- OTHER IT SUPPLIES		1,500.00
	-		MEDICAL SUPPLIES		9,900.00
	-		MEMBERSHIP DUES		200.00
	300.00		NEWSPAPER ADVERTISEMENT		300.00
	500.00		NON-NETWORK SOFTWARE & SUPPORT		3,500.00
	1,000.00		OFFICE SUPPLIES		3,000.00
	500.00		PRINT & COPY SUPPLIES		600.00
	2,000.00		REGISTRATION FEES		2,000.00
	2,000.00		TELEPHONE & CABLE		4,500.00
	1,500.00		TRANSPORTATION		2,000.00
	\$ 170,592.00		TOTAL ORDINARY MAINTENANCE		\$ 28,000.00
	\$ 170,592.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- HHS</b>		\$ 28,000.00
<b>OFFICE OF VETERANS SERVICES</b>					
1	\$ 84,325.00	42EM	VETERANS AGENT	1	\$ 87,803.00
0	-	40M	ASSISTANT VETERANS AGENT	1	71,198.00
1	68,086.00	35	SENIOR VETERANS SERVICE SPECIALIST	1	72,856.00
0	-	32	VETERANS ADVOCATE	1	64,259.00
2	80,973.00	30	VETERANS SERVICE SPECIALIST	1	26,217.00
4	\$ 233,384.00		TOTAL REGULAR SALARIES	5	\$ 322,333.00
4	\$ 233,384.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- VETERANS</b>	5	\$ 322,333.00
	\$ 100.00		PRINT & COPY SUPPLIES		\$ 1,550.00
	29,600.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		42,500.00
	500.00		IT HARDWARE SUPPLIES- OTHER IT SUPPLIES		-
	32,773.00		LEASE & RENTAL		-
	3,000.00		NON-NETWORK SOFTWARE & SUPPORT		-
	200.00		MEMBERSHIP DUES		-
	4,100.00		OFFICE SUPPLIES		4,100.00
	4,000.00		OTHER PERSONAL SERVICES		3,000.00
	500.00		PRINTING SERVICES		-
	-		TRANSPORTATION		1,000.00
	1,500.00		TELEPHONE & CABLE		1,000.00
	1,635,500.00		VETERAN'S BENEFITS		1,633,463.00
	\$ 1,711,773.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- VETERANS</b>		\$ 1,686,613.00

**MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2025  
DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES  
DIVISION OF ADMINISTRATION- DIVISION #CC1023**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
<b>YOUTH SERVICES</b>					
1	\$ 82,590.00	42EM	YOUTH DIRECTOR	1	\$ 86,646.00
1	67,872.00	40M	PRINCIPAL STAFF ASSISTANT	1	71,198.00
2	124,089.00	38M	PROGRAM COORDINATOR	2	140,549.00
2	103,564.00	32	STAFF ASSISTANT 1	2	110,692.00
6	\$ 378,115.00		TOTAL REGULAR SALARIES	6	\$ 409,085.00
	897,403.00		YOUTH PROGRAM TEMPORARY STAFF		447,403.00
	-		TEMPORARY STAFF-YOUTH COUNCIL		35,011.00
	(304,178.00)		YOUTH OFFICE & RECREATION WORCESTER VACANCY FACTOR		(359,369.00)
	3,335.00		EM INCENTIVE PAY		498.00
6	\$ 974,675.00		TOTAL SALARIES	6	\$ 532,628.00
<b>FUNDING SOURCES:</b>					
	\$ (450,000.00)		RECREATION WORCESTER STATE GRANT FUNDING		\$ -
	(120,000.00)		RECREATION WORCESTER SUMMER PROGRAM DONATIONS		(120,000.00)
	\$ (570,000.00)		TOTAL FUNDING SOURCES		\$ (120,000.00)
6	\$ 404,675.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- YOUTH SERVICES</b>	6	\$ 412,628.00
	\$ 13,385.00		LEASE & RENTALS		\$ 13,395.00
	8,000.00		OFFICE SUPPLIES		8,000.00
	300.00		PRINT & COPY SUPPLIES		-
	15,000.00		RECREATIONAL PROGRAMMING		24,600.00
	29,500.00		RECREATIONAL SUPPLIES		30,500.00
	4,000.00		TELEPHONE & CABLE		2,000.00
	1,980.00		TRAINING COSTS		1,980.00
	2,500.00		TRANSPORTATION		1,000.00
	2,000.00		YOUTH COUNCIL		2,000.00
	\$ 76,665.00		TOTAL ORDINARY MAINTENANCE		\$ 83,475.00
	\$ 76,665.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- YOUTH SERVICES</b>		\$ 83,475.00
	\$ 12,577.00		HEALTH INSURANCE		\$ 52,128.00
	38,294.00		RETIREMENT		33,809.00
	\$ 50,871.00		TOTAL FRINGE BENEFITS		\$ 85,937.00
<b>FUNDING SOURCES:</b>					
	\$ (50,871.00)		FEDERAL GRANTS		\$ (85,937.00)
	\$ (50,871.00)		TOTAL FUNDING SOURCES		\$ (85,937.00)
	\$ -		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ -
23	\$ 3,351,956.00		<b>TOTAL RECOMMENDED TAX LEVY</b>	24	\$ 3,054,741.00



## PUBLIC HEALTH

### Soloe Dennis, Director of Public Health

25 Meade St.  
Worcester, MA 01610  
508-799-8531

**Mission:** The mission of the Worcester Division of Public Health/Central Massachusetts Regional Public Health Alliance is to equitably improve health outcomes and quality of life for all residents by providing high quality, data driven, public health leadership, and services.

**Vision:** CMRPHA is a region where community voices are valued, and all people can be healthy.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
1: Develop a well-trained, robust Public Health staff ready to tackle the challenges of a post-Covid world.	<p>1.1: Promote staff wellness on an ongoing basis and specifically following the pandemic.</p> <p>1.2: Identify or establish an annual training fund and collective process for identifying staff-wide and office-wide trainings.</p> <p>1.3: Create opportunities for cross-training and information sharing between WDPH offices.</p>	<p>One retreat was held with 25 participants. Held 2 after action meetings. Conducted staff survey about the impact of Covid19.</p> <p>Participated in training staff on community engagement related to Covid's impact on communities of color (Trusted Messenger Program).</p> <p>The Division conducted a staff satisfaction survey. All 23 non-leadership staff participated in the survey: 100% of the division staff. An Individual Development Plan (IDP) form has been created. All staff members will be required to complete their IDP by Q4 as part of their performance review and as a component of workforce development initiatives.</p> <p>Held trainings on health equity, DEI, CPR, emotional intelligence, emergency shelter operations, and conflict resolution.</p> <p>100% of staff presented their roles during staff meeting for cross sharing exercise.</p>

<p>2: Reduce health inequities and promote racial justice.</p>	<p>2.1: Build capacity across the Division and CMRPHA for engaging in racial justice work.</p> <p>2.2: Increase opportunities for directly engaging with populations with lived experience.</p> <p>2.3: Identify a process for prioritizing health equity and racial justice across all programs.</p>	<p>97% of staff have completed racial justice and health equity training. 100% of staff attended the annual training. 100% HIRA Racial Equity Training.</p> <p>23 staff participate as meeting facilitators in coalition work that seek to address the needs of the most vulnerable populations that develop programs to address public health challenges, along partner organizations.</p> <p>All the division programs have health equity goals that are imbedded into the programs. These center around, policy changes, data system developing and sharing data with partners to address and improve health outcomes.</p>
<p>3: Foster collaboration and engagement internally and externally.</p>	<p>3.1: Establish a communication and branding strategy to increase awareness of WDPH and the public health district.</p> <p>3.2: Increase community outreach to build understanding of Public Health roles and responsibilities.</p> <p>3.3: Increase cross-department collaboration.</p>	<p>The division has created 50% of the branding plans. In the coming fiscal year, we will be developing community engagement plans to enhance our branding strategy.</p> <p>All alliance town BOHs have approved the branding strategy that was developed. Moving forward, the branding strategy will be reviewed to determine its effectiveness as the alliance works to promote health.</p> <p>The division has a current community outreach plan. The document is being revised to include some of the best practices and recommendations from current division activities.</p> <p>The Community Health Team supported the creation of the new CHA and will lead the implementation of the CHIP. In addition, they will lead prevention work around tobacco compliance, policies and program implementation, maternal and child health, etc.</p> <p>The Office of Health &amp; Medical Preparedness role is to educate, prevent and enhance our response</p>

		<p>capacity through all phases of the emergencies and hazards.</p> <p>The Office of Data Research and Epidemiology role is to provide data and interpret as requested from our external partners.</p> <p>The division has held five meetings with Department of Inspectional Services (DIS) staff. Four (DIS) division staff have attended the meetings. This year we had three workshops. The topics of discussion were around water quality at Lake Quinsigamond, hoarding and housing issues, mosquitoes prevention and education during the summer months, etc. The workshop was attended by the Commissioner of Inspectional Services, Director of Public Health, the Chief of Air and Water Quality for the City of Worcester, and the Director of Housing for Worcester.</p> <p>The division is in the process of drafting standard operating procedures (SOPs) for office procedures, which will cover: securing/storing general and confidential data and proper documentation of materials and interactions. Additional guidance will be tailored to address the unique requirements of specific duties.</p>
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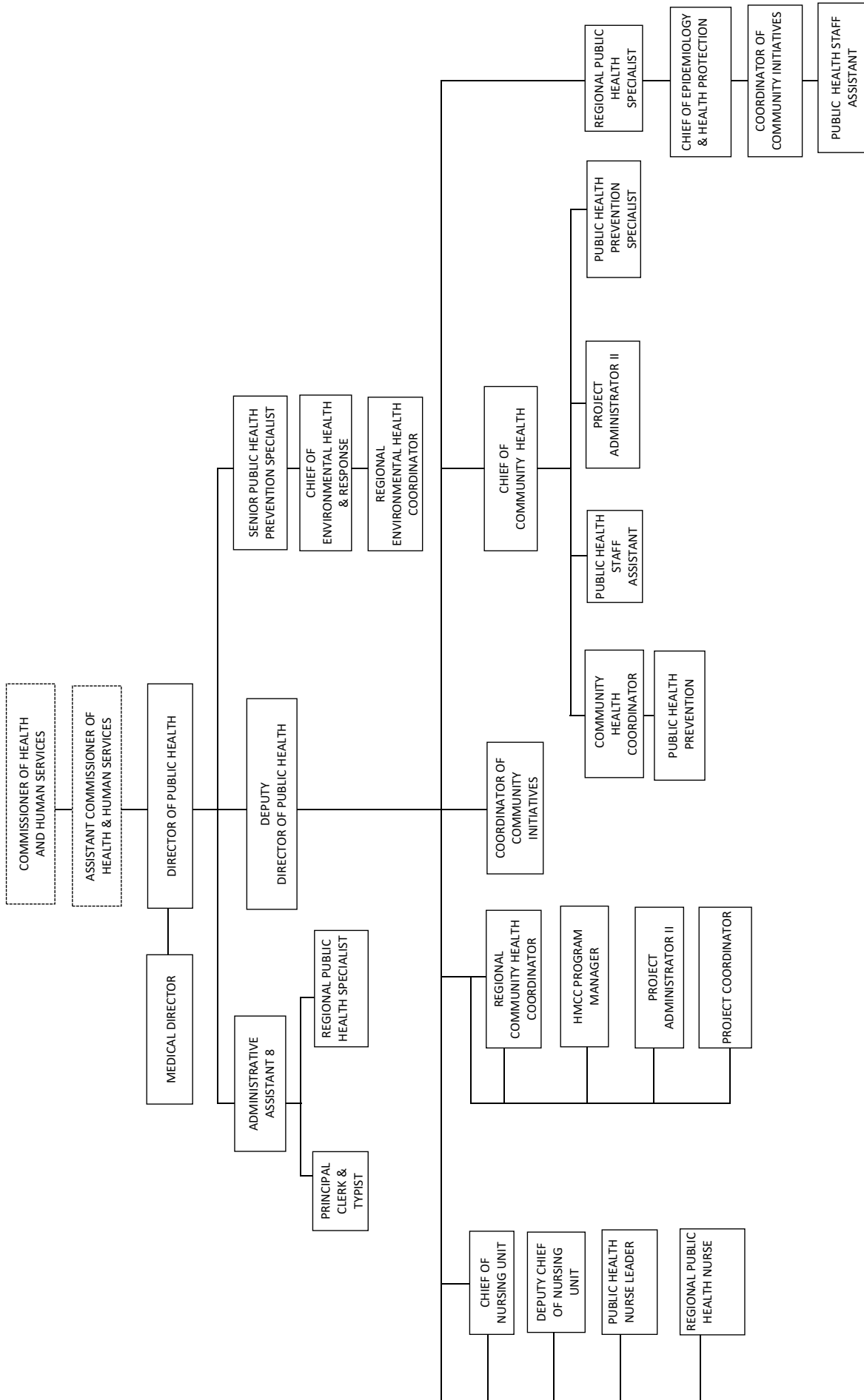
**Department Allocation Summary**

	<b>Actual</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 937,709.66	\$ 914,217.00	\$ 743,031.00	\$ 922,717.00
Overtime	1,151.36	500.00	433.00	500.00
Ordinary Maintenance	96,220.08	36,417.00	17,714.00	46,417.00
<b>Total</b>	<b>\$ 1,035,081.10</b>	<b>\$ 951,134.00</b>	<b>\$ 761,178.00</b>	<b>\$ 969,634.00</b>
<b>Total Positions</b>	28	30	30	28

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$969,634, which is an increase of \$18,500 from the Fiscal 2024 amount of \$951,134. The salary increase is mainly due to a 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. These salary increases are offset by the transfer of a Senior Staff Assistant to the City Manager's Office and the elimination of a Coordinator of Communications, Partnerships & Chronic Disease position. Ordinary Maintenance increased by \$10,000 to re-align funds based off actuals to multiple spend categories and the elimination of grant funding that will no longer be provided to meet operating needs within the department.

# DIVISION OF PUBLIC HEALTH ORGANIZATIONAL CHART



28 POSITIONS

**SOLOE DENNIS, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DIVISION OF PUBLIC HEALTH - #CC1046**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 112,862.00	52EM	DIRECTOR OF PUBLIC HEALTH	1	\$ 114,946.00
1	71,537.00	50EM	MEDICAL DIRECTOR	1	75,044.00
1	78,177.00	45M	DEPUTY DIRECTOR OF PUBLIC HEALTH	1	107,492.00
1	90,672.00	43M	CHIEF OF EPIDEMIOLOGY & HEALTH PROTECTION	1	98,555.00
1	65,344.00	40M	PROJECT ADMINISTRATOR II	1	79,575.00
1	77,109.00	39M	SENIOR STAFF ASSISTANT	0	-
1	77,633.00	38M	ADMINISTRATIVE ASSISTANT 8	1	83,326.00
1	76,064.00	37P	COORDINATOR OF COMMUNITY INITIATIVES	1	80,712.00
1	55,079.00	29	PRINCIPAL CLERK & TYPIST	1	48,817.00
9	\$ 704,477.00		TOTAL REGULAR SALARIES	8	\$ 688,467.00
	\$ (366,437.00)		FUNDING SOURCES:		
	\$ (366,437.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (429,870.00)
			TOTAL FUNDING SOURCES		\$ (429,870.00)
	\$ 338,040.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- PUBLIC HEALTH ADMINISTRATION OFFICE</b>		\$ 258,597.00
1	\$ 95,380.00	43M	CHIEF OF COMMUNITY HEALTH	1	\$ 97,263.00
1	84,167.00	42M	COORD. OF COMMUNICATIONS, PARTNERSHIPS & CHRONIC DISEASE	0	-
1	67,872.00	41M	PROJECT COORDINATOR, PUBLIC HEALTH	1	71,199.00
1	83,918.00	40M	COMMUNITY HEALTH COORDINATOR	1	68,558.00
1	78,316.00	40M	PROJECT ADMINISTRATOR II	1	85,090.00
1	79,730.00	38M	SENIOR PUBLIC HEALTH PREVENTION SPECIALIST	1	73,751.00
1	76,977.00	37P	COORDINATOR OF COMMUNITY INITIATIVES	1	80,755.00
2	129,525.00	34	PUBLIC HEALTH STAFF ASSISTANT	2	138,254.00
2	132,610.00	33P	PUBLIC HEALTH PREVENTION SPECIALIST	2	139,778.00
11	\$ 828,495.00		TOTAL SALARIES	10	\$ 754,648.00
	\$ (532,031.00)		FUNDING SOURCES:		
	\$ (532,031.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (381,717.00)
			TOTAL FUNDING SOURCES		\$ (381,717.00)
	\$ 296,464.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- COMMUNITY HEALTH OFFICE</b>		\$ 372,931.00
1	\$ 95,380.00	43M	REGIONAL COMMUNITY HEALTH COORDINATOR	1	\$ 100,065.00
0	\$ -	41M	HMCC PROGRAM MANAGER	1	88,043.00
1	79,741.00	38M	PERP COORDINATOR	0	-
1	73,013.00	40M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE (PERP COORDINATOR)	1	76,022.00
3	\$ 248,134.00		TOTAL SALARIES	3	\$ 264,130.00
	\$ (189,265.00)		FUNDING SOURCES:		
	\$ (189,265.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (183,884.00)
			TOTAL FUNDING SOURCES		\$ (183,884.00)
	\$ 58,869.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- EMERGENCY PREPAREDNESS OFFICE</b>		\$ 80,246.00
1	\$ 97,115.00	45M	CHIEF OF NURSING UNIT	1	\$ 101,876.00
1	93,538.00	43M	DEPUTY CHIEF OF NURSING UNIT	1	98,123.00
1	82,647.00	40	REGIONAL PUBLIC HEALTH NURSE	1	87,170.00
1	76,524.00	80C	PUBLIC HEALTH NURSE LEADER	1	78,363.00
4	\$ 349,824.00		TOTAL SALARIES	4	\$ 365,532.00
	\$ (220,489.00)		FUNDING SOURCES:		
	\$ (220,489.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (149,923.00)
			TOTAL FUNDING SOURCES		\$ (149,923.00)
	\$ 129,335.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- NURSING UNIT</b>		\$ 215,609.00
1	\$ 71,643.00	40M	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR	1	\$ 76,022.00
2	131,316.00	33P	REGIONAL PUBLIC HEALTH SPECIALIST	2	124,696.00
3	\$ 202,959.00		TOTAL SALARIES	3	\$ 200,718.00
	\$ (104,472.00)		FUNDING SOURCES:		
	\$ (104,472.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (200,718.00)
			TOTAL FUNDING SOURCES		\$ (200,718.00)
	\$ 98,487.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- REGIONAL PUBLIC HEALTH OFFICE</b>		\$ -
30	\$ 921,195.00		TOTAL SALARIES	28	\$ 927,383.00

**SOLOE DENNIS, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DIVISION OF PUBLIC HEALTH - #CC1046**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	522.00		PUBLIC HEALTH NURSE STIPENDS		522.00
	1,500.00		TOBACCO PROGRAM TEMPORARY EMPLOYEE STIPEND		1,500.00
	<u>17,000.00</u>		REGIONAL HEALTH STIPEND		<u>18,207.00</u>
	<u>19,022.00</u>		TOTAL CONTRACTUAL STIPENDS AND EXTRAS		<u>20,229.00</u>
			<b>FUNDING SOURCES:</b>		
	<u>(17,000.00)</u>		GRANT & REGIONAL FUNDING SOURCES		<u>(18,207.00)</u>
	(17,000.00)		TOTAL FUNDING SOURCES		(18,207.00)
	(10,000.00)		VACANCY FACTOR		(10,000.00)
	-		EM INCENTIVE PAY		2,312.00
	1,000.00		NURSE UNIFORM CONTRACTUAL ALLOWANCE		1,000.00
	<u>\$ 914,217.00</u>		TOTAL SALARIES		<u>\$ 922,717.00</u>
	<u>\$ 914,217.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>		<u>\$ 922,717.00</u>
	\$ 3,000.00		OVERTIME - REGIONAL HEALTH	\$ 3,000.00	
	500.00		OVERTIME - NURSING	500.00	
	<u>\$ 3,500.00</u>		TOTAL OVERTIME	<u>\$ 3,500.00</u>	
			<b>FUNDING SOURCES:</b>		
	<u>(3,000.00)</u>		GRANT & REGIONAL FUNDING SOURCES		<u>(3,000.00)</u>
	<u>\$ (3,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (3,000.00)</u>
	<u>\$ 500.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 500.00</u>
	\$ 1,100.00		AUTO FUEL	\$ 7,377.00	
	-		AUTOMOTIVE SUPPLIES	500.00	
	-		CATERED MEALS	1,000.00	
	-		CLEANING SERVICES	500.00	
	10,000.00		CONSULTANT	1,000.00	
	-		COPIER COUNTS	2,000.00	
	400.00		COPY PAPER	-	
	500.00		EDUCATIONAL SUPPLIES	-	
	400.00		IT HARDWARE SUPPLIES-OTHER IT SUPPLIES	500.00	
	300.00		LICENSES-NURSING	240.00	
	2,500.00		MAINTENANCE REPAIR VEHICLE	7,500.00	
	200.00		MILEAGE	1,500.00	
	1,000.00		NON-NETWORK SOFTWARE & SUPPORT	500.00	
	2,000.00		MEDICAL SUPPLIES-NURSING	1,500.00	
	5,400.00		MEMBERSHIP DUES	2,400.00	
	400.00		NEWSPAPER ADVERTISEMENT	1,000.00	
	617.00		NETWORK, HARDWARE, SOFTWARE	-	
	-		NETWORK, SOFTWARE, & SUPPORT	500.00	
	950.00		OFFICE SUPPLIES-NURSING	1,400.00	
	1,000.00		PRINTING SERVICES	800.00	
	400.00		PRINTING & COPY SUPPLIES	1,000.00	
	650.00		REGISTRATION FEES-NURSING	1,200.00	
	2,500.00		RUBBISH REMOVAL-NURSING	5,000.00	
	-		SOFTWARE LICENSE	3,200.00	
	6,000.00		TELEPHONE & CABLE	5,000.00	
			TRANSPORTATION	500.00	
	100.00		BOTTLED WATER RENTAL & SUPPLIES	300.00	
	<u>\$ 36,417.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$ 46,417.00</u>	
	<u>\$ 36,417.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 46,417.00</u>	
	\$ 210,202.00		HEALTH INSURANCE	\$ 193,736.00	
	<u>127,142.00</u>		RETIREMENT	<u>121,150.00</u>	
	<u>\$ 337,344.00</u>		TOTAL FRINGE BENEFITS	<u>\$ 314,886.00</u>	
			<b>FUNDING SOURCES:</b>		
	<u>(337,344.00)</u>		GRANT & REGIONAL FUNDING SOURCES		<u>(314,886.00)</u>
	<u>\$ (337,344.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (314,886.00)</u>
	<u>\$ -</u>		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 951,134.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 969,634.00</u>

**FISCAL YEAR 2025  
DIVISION OF PUBLIC HEALTH  
FUNDING SOURCES**

**OFFICE: ADMIN**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>OVERTIME AMOUNT</b>	<b>HEALTH STIPEND</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CONTACT TRACING	\$ 19,711.00	\$ -	\$ -	\$ 4,006.00	\$ 23,717.00
HMCC	75,386.00	-	-	18,164.00	93,550.00
MDPH	200,740.00	-	-	42,117.00	242,857.00
REGIONALIZATION	134,031.00	-	-	34,724.00	168,755.00
	<u>\$ 429,868.00</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 99,011.00</u>	<u>\$ 528,879.00</u>

**OFFICE: COMMUNITY HEALTH**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>OVERTIME AMOUNT</b>	<b>HEALTH STIPEND</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
HMCC	\$ 17,800.00	\$ -	\$ -	\$ 6,709.00	\$ 24,509.00
MASS CALL 3	94,508.00	-	-	27,214.00	121,722.00
MDPH	94,177.00	-	-	17,780.00	111,957.00
OPIOID SETTLEMENT FUND	80,755.00	-	-	8,517.00	89,272.00
REGIONALIZATION	59,533.00	-	-	11,128.00	70,661.00
UMASS	34,945.00	-	-	14,233.00	49,178.00
	<u>\$ 381,718.00</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 85,581.00</u>	<u>\$ 467,299.00</u>

**OFFICE: EMERGENCY PREPAREDNESS & NURSING**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>OVERTIME AMOUNT</b>	<b>HEALTH STIPEND</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CONTRACT TRACING	\$ 50,000.00	\$ -	-	\$ 13,435.00	\$ 63,435.00
HMCC	81,643.00	-	-	17,056.00	98,699.00
MDPH	34,868.00	-	-	13,655.00	48,523.00
OPIOID SETTLEMENT FUND	19,006.00	-	-	1,986.00	20,992.00
REGIONALIZATION	148,290.00	-	-	33,866.00	182,156.00
	<u>\$ 333,807.00</u>	<u>\$ -</u>	<u>-</u>	<u>\$ 79,998.00</u>	<u>\$ 413,805.00</u>

**OFFICE: REGIONAL PUBLIC HEALTH**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>OVERTIME AMOUNT</b>	<b>HEALTH STIPEND</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CONTRACT TRACING	\$ 17,253.00	\$ -	\$ -	\$ 3,926.00	\$ 21,179.00
MASSCALL3	17,253.00	-	-	3,926.00	21,179.00
MDPH	50,180.00	-	-	12,574.00	62,754.00
REGIONALIZATION	116,033.00	3,000.00	18,207.00	29,870.00	167,110.00
	<u>\$ 200,719.00</u>	<u>\$ 3,000.00</u>	<u>\$ 18,207.00</u>	<u>\$ 50,296.00</u>	<u>\$ 272,222.00</u>

**DEPARTMENT TOTAL**

	<u><u>\$ 1,346,112.00</u></u>	<u><u>\$ 3,000.00</u></u>	<u><u>\$ 18,207.00</u></u>	<u><u>\$ 314,886.00</u></u>	<u><u>\$ 1,682,205.00</u></u>
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## ELDER AFFAIRS

### Amy Vogel Waters, Director

Worcester Senior Center  
128 Providence Street  
Worcester, MA 01604  
508-799-1232

**Mission:** To enhance the well-being of Worcester’s senior population by optimizing services on behalf of mature adults and their families via the Worcester Senior Center which promotes health, social connection, fitness, education, and independence.

**Vision:** To support diverse seniors to maintain and improve their self-determined quality of life as they grow older, by providing information, advocacy, programs, and activities which address their needs and interests.

### Fiscal Year 2024 DDP Highlights

Goal	Objective	Current Progress
To promote and celebrate diverse and inclusive events and programs at the Worcester Senior Center.	<ol style="list-style-type: none"> <li>1) Hold at least 150 different events and programs at the senior center to address seniors’ needs and varied interests; engage at least 200 participants in new fitness center.</li> <li>2) Produce and air at least 50 different videos that appeal to seniors’ needs and varied interests.</li> </ol>	<ol style="list-style-type: none"> <li>1) 150% accomplished: 225 different programs offered onsite. 349% accomplished: 698 registered fitness center participants.</li> <li>2) 268% accomplished via TV &amp; more online: 134 different videos on Cable TV channel 192 and 200 different videos on Stay Connected YouTube, Facebook and e-mail list.</li> </ol>
To provide opportunities for all seniors to access the services and support that they need to live a healthy life.	<ol style="list-style-type: none"> <li>1) Provide culturally and linguistically responsive services for the city’s under-served diverse older populations via regular programming for African American, Arabic, Chinese, Latino, and Vietnamese seniors.</li> <li>2) Attract city-wide participation in the programs and services at the Senior Center.</li> </ol>	<ol style="list-style-type: none"> <li>1) 30% of registered senior center participants identify as a member of the under-served populations.</li> <li>2) 77% of registered senior center participants do NOT live in the Senior Center neighborhood/01604 zip code.</li> </ol>

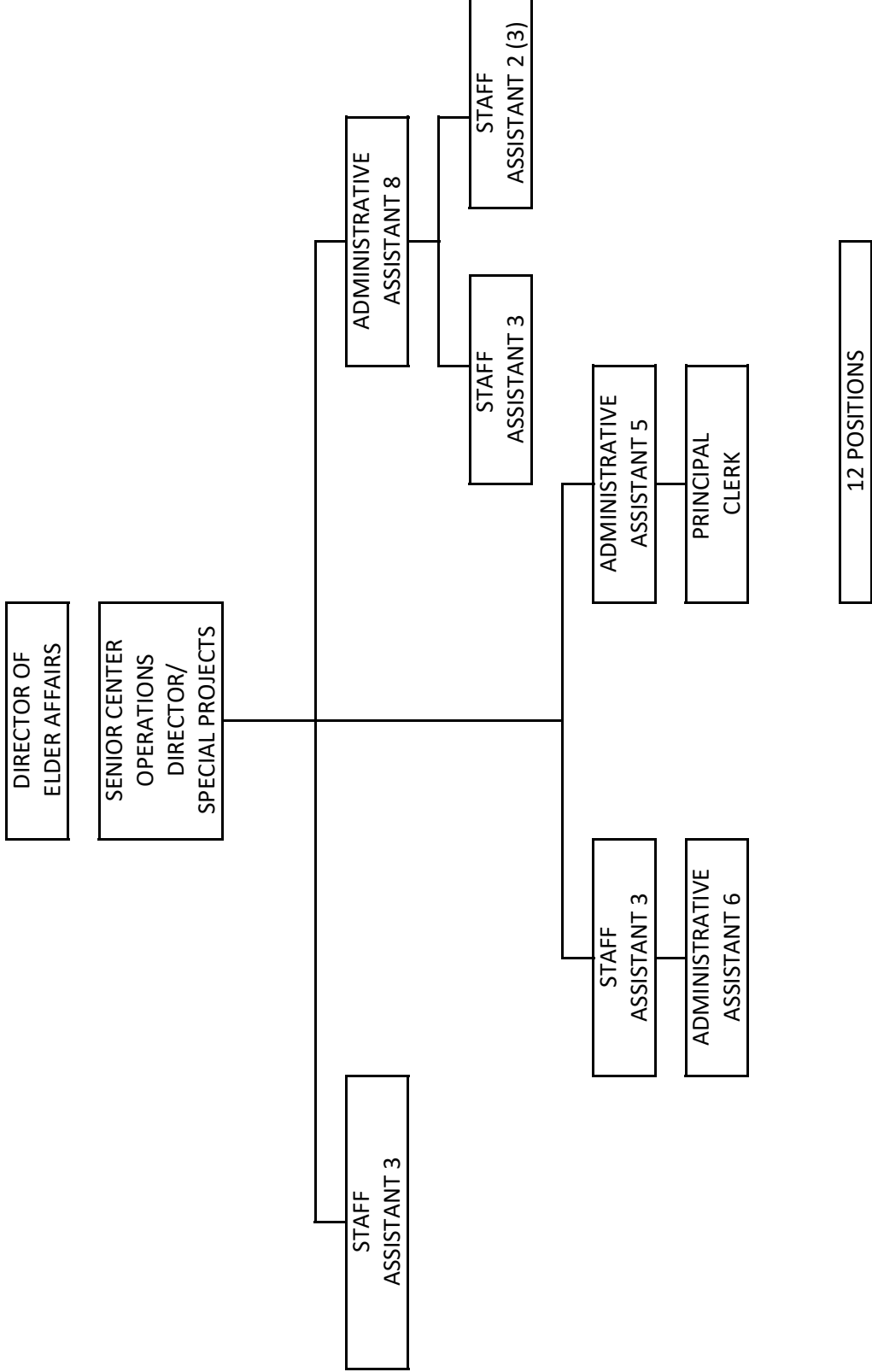
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 561,397.98	\$ 557,414.00	\$ 406,821.00	\$ 590,725.00
Ordinary Maintenance	491,371.79	498,290.00	391,522.00	496,190.00
<b>Total</b>	<b>\$ 1,052,769.77</b>	<b>\$ 1,055,704.00</b>	<b>\$ 798,343.00</b>	<b>\$ 1,086,915.00</b>
Total Positions	10	12		12

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$1,086,915 which is an increase of \$31,211 from the Fiscal 2024 amount of \$1,055,704. This increase is due to a position regrade, step increases for employees that are not at maximum pay, a 3% Cost of Living Adjustment (COLAs), and a 1.5% Living Adjustment for non-represented employees. The Ordinary Maintenance decrease is associated with the transfer of funds to the Innovation and Technology Department for copier count costs.

# DIVISION OF ELDER AFFAIRS ORGANIZATIONAL CHART



12 POSITIONS

**AMY VOGEL WATERS, DIRECTOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**DEPARTMENT OF HEALTH & HUMAN SERVICES**
**DIVISION OF ELDER AFFAIRS - DIVISION #CC1050**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 105,621.00	44EM	DIRECTOR OF ELDER AFFAIRS	1	\$ 110,800.00
0	-	45M	SENIOR CENTER OPERATIONS DIRECTOR/ SPECIAL PROJECTS	1	101,876.00
1	95,380.00	43M	SENIOR CENTER OPERATIONS DIRECTOR	0	-
1	79,741.00	38M	ADMINISTRATIVE ASSISTANT 8	1	83,657.00
3	213,687.00	37	STAFF ASSISTANT 3	3	226,532.00
3	184,033.00	35	STAFF ASSISTANT 2	3	194,579.00
1	57,288.00	33	ADMINISTRATIVE ASSISTANT 6	1	62,274.00
1	59,380.00	31	ADMINISTRATIVE ASSISTANT 5	1	63,539.00
1	45,116.00	27	PRINCIPAL CLERK	1	48,925.00
12	\$ 840,246.00		REGULAR SALARIES	12	\$ 892,182.00
	2,894.00		EM INCENTIVE PAY		4,457.00
12	\$ 843,140.00		TOTAL RECOMMENDED SALARIES	12	\$ 896,639.00
	\$ (285,726.00)		<u>FUNDING SOURCES:</u> STATE COUNCIL ON AGING GRANT		\$ (305,914.00)
	\$ (285,726.00)		TOTAL FUNDING SOURCES		\$ (305,914.00)
12	\$ 557,414.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	12	\$ 590,725.00
	\$ 50.00		BOTTLED WATER RENTAL & SUPPLIES		\$ 50.00
	100.00		BUILDING SUPPLIES		300.00
	-		CATERED MEALS		1,000.00
	347,707.00		CONSULTANTS		347,707.00
	-		ELDER AFFAIRS SOFTWARE		2,000.00
	150.00		FOOD SUPPLIES		500.00
	3,000.00		HARWARE: IT SUPPLIES		3,000.00
	633.00		HIRED SERVICES & EQUIPMENT		-
	150.00		INSURANCE		-
	-		LICENSES		500.00
	4,900.00		MAINTENANCE & REPAIR		7,133.00
	2,500.00		NON-NETWORK SUPPORT & SOFTWARE		1,900.00
	6,000.00		MAINTENANCE/REPAIR EQUIPMENT		3,000.00
	3,000.00		MARKETING		-
	500.00		NEWSPAPER ADVERTISEMENT		-
	6,500.00		OFFICE SUPPLIES		6,100.00
	2,000.00		PRINT & COPY SUPPLIES		1,000.00
	600.00		PRINTING		2,000.00
	92,900.00		PROGRAMS		95,400.00
	7,100.00		PROGRAMS-TRANSLATION/INTERPRETATION		2,500.00
	12,200.00		PROGRAMS-TRANSPORTATION		10,000.00
	3,400.00		RECREATION PROGRAMS		3,500.00
	-		RECREATION SUPPLIES		500.00
	150.00		SECURITY SERVICES		-
	600.00		SUBSCRIPTIONS		-
	3,500.00		TELEPHONE & CABLE		8,000.00
	650.00		MILEAGE		100.00
	\$ 498,290.00		ORDINARY MAINTENANCE		\$ 496,190.00
	\$ 498,290.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 496,190.00
	\$ 12,428.00		HEALTH INSURANCE		\$ 16,716.00
	29,858.00		RETIREMENT		31,968.00
	\$ 42,286.00		TOTAL FRINGE BENEFITS		\$ 48,684.00
	(42,286.00)		<u>FUNDING SOURCES:</u> STATE GRANTS		(48,684.00)
	(42,286.00)		TOTAL FUNDING SOURCES		(48,684.00)
	\$ -		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ -
	\$ 1,055,704.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,086,915.00

## DEPARTMENT OF INNOVATION & TECHNOLOGY

### Michael Hamel, Chief Information Officer

1 Officer Manny Familia Way, Building A  
Worcester, MA  
(508) 799-1272

**Mission:** The mission of the Department of Innovation and Technology (DoIT) is to provide high-quality, secure, technology solutions, consultation and support to meet the needs of City departments and in turn provide quality services to the public.

**Vision:** To be the trusted advisor to City departments and provide high-quality, reliable, innovative, and sustainable services for both internal and external customers.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Begin to implement the recommendations of the cybersecurity assessment performed in FY23.	Engage a vCISO to provide guidance around the implementation of recommendations of the cybersecurity assessment.	DoIT has implemented many of the recommendations and is in the process of procuring vCISO services.
Skill-up DoIT staff on cloud security.	Offer cloud security training opportunities to all DoIT staff, and provide them with time to take advantage of training.	DoIT has made online technical training resources available throughout the department and implemented a program to ensure professional development and maintenance of skillsets is a priority.
Ensure affected departments have access to mission-critical systems and information in the event of a disaster or other event that may impact normal business operations in the City of Worcester.	Update Disaster Recovery and Continuity of Operations Plan.	The City has applied for the State Share Cybersecurity Grant program and is working with the Commonwealth Office of Municipal and School Technology to support an incident response initiative. The vCISO agreement will also support this work.
Develop a plan for hybrid infrastructure, and strategically moving infrastructure services to the cloud.	Develop a plan for the replacement of critical infrastructure hardware that will reach end of life in FY25.	Planning for replacement of infrastructure is in progress and on track to be completed by the end of the fiscal year.
Develop and begin implementation of an end user	Transition 500 City employees to laptops by the end of FY24.	The project to securely roll-out laptops to employees is underway.

device lifecycle strategy with a goal of transitioning 80% of City employees to laptops within the next 5 years to improve collaboration and the ability to work remotely.		DoIT is on track to deploy laptops by the end of Q1 FY25.
Upgrade the enterprise document management system.	The enterprise document management system is current, secure, and supported.	The system upgrade has been delayed due to a dependency on the Council Calendar replacement project. It is targeted to be upgraded in Q1 of FY25.
Complete the migration of departmental network shares to a cloud-based collaboration suite.	All content that is able to be moved off the shared drives is moved, and teams are able to work productively in the new environment.	DoIT is on track to migrate all content off the shared drives that is able to be moved. The teams that have already been moved are able to work productively in the new environment.
Complete the implementation of a new mobile application for permitting and licensing.	City Departments are able to use the permitting and license application from anywhere, securely.	A new mobile application for permitting and licensing has been tested by City Departments. DoIT is working to increase its functionality to provide even more value to users.
Complete the implementation of the City Council agenda management suite.	The new City Council agenda management suite is fully implemented.	The new City Council agenda management suite project is ongoing. Completion is targeted for Q1 of FY25.
Complete the implementation of the master addressing platform.	The City of Worcester has a complete and accurate address database.	The Address Management System has been implemented. Integration with key systems has been completed and integration with other business systems is ongoing.
Coordinate with Human Resources to begin the implementation of a new human capital management system.	The implementation of a new human capital system is in progress, and on target to be implemented in FY25.	The implementation of a new human capital system is well underway and currently on-track for go-live in FY25.
Provide resources and training to enable broader utilization of our upgraded enterprise GIS and data platforms.	More City employees are using GIS and data platforms on a regular basis.	An internal GIS Community site was created as a centralized location for accessing resources and enabling communication among GIS users. Training was

		delivered to GIS user groups through videos, documentation, story maps, and working sessions.
Provide ongoing M365 training to end users.	City employees are more skilled in using M365 tools, and communication and collaboration is enhanced.	DoIT provided on-demand and live training on M365 tools to City employees to enhance communication and collaboration.
Formalize processes around business analysis and solution rationalization.	At least two business analysis and solution rationalization processes are documented.	DoIT introduced structured methodologies and documentation templates tailored to capture requests for internal and external workflow digitization and configuration.
In collaboration with the Chief Diversity Officer, assess the job description for every open position in FY24, prior to posting, and eliminate any requirements that are not likely to impact a candidate's ability to deliver excellent, high-quality results, but may have the effect of reducing the diversity of the candidate pool.	Job postings are reviewed by DoIT and the Chief Diversity Officer prior to posting.	In the absence of a permanent Chief Diversity Officer, DoIT continued to review and eliminate requirements that are not likely to impact a candidate's ability to deliver excellent, high-quality results. All open positions were posted to at least five places beyond the City website.
Identify and promote professional development activities related to diversity, equity, inclusion and belonging (DEIB) in FY24.	Every employee has had the opportunity to participate in professional development activities related to DEIB.	DoIT identified and promoted professional development activities related to DEIB. Every employee had the opportunity to participate.
Roll-out an ITSM platform to help follow core ITIL standards within DoIT.	Consistently following change management procedures.  Consistently following incident management procedures.	DoIT is using a new ITSM platform, and consistently following change management and incident management procedures.
Continue to improve the Program and Portfolio Management processes, and leverage the ITSM platform.	All DoIT projects are captured in a dashboard, and are appropriately prioritized.	All DoIT's projects are captured in the new ITSM system. They are appropriately scoped and prioritized.
Establish an IT Governance Committee.	At least one meeting is held by the end of FY24.	DoIT is working with research partners to identify the most effective approach. Anticipate launch by end of calendar year.

Update the governance framework for the enterprise resource planning platform.	City employees that support the enterprise resource planning platform understand the governance, production support, escalation, and change management activities.	A change management process has been implemented, work to align support staffing between DoIT and business units is underway, and additional work associated with the governance framework is ongoing.
Implement a GIS governance framework aligned with the Geospatial Strategy.	A GIS governance framework is developed and rolled out.	The GIS governance framework is developed. Some components will be implemented in FY24, with work continuing into FY25.

### Department Allocation Summary

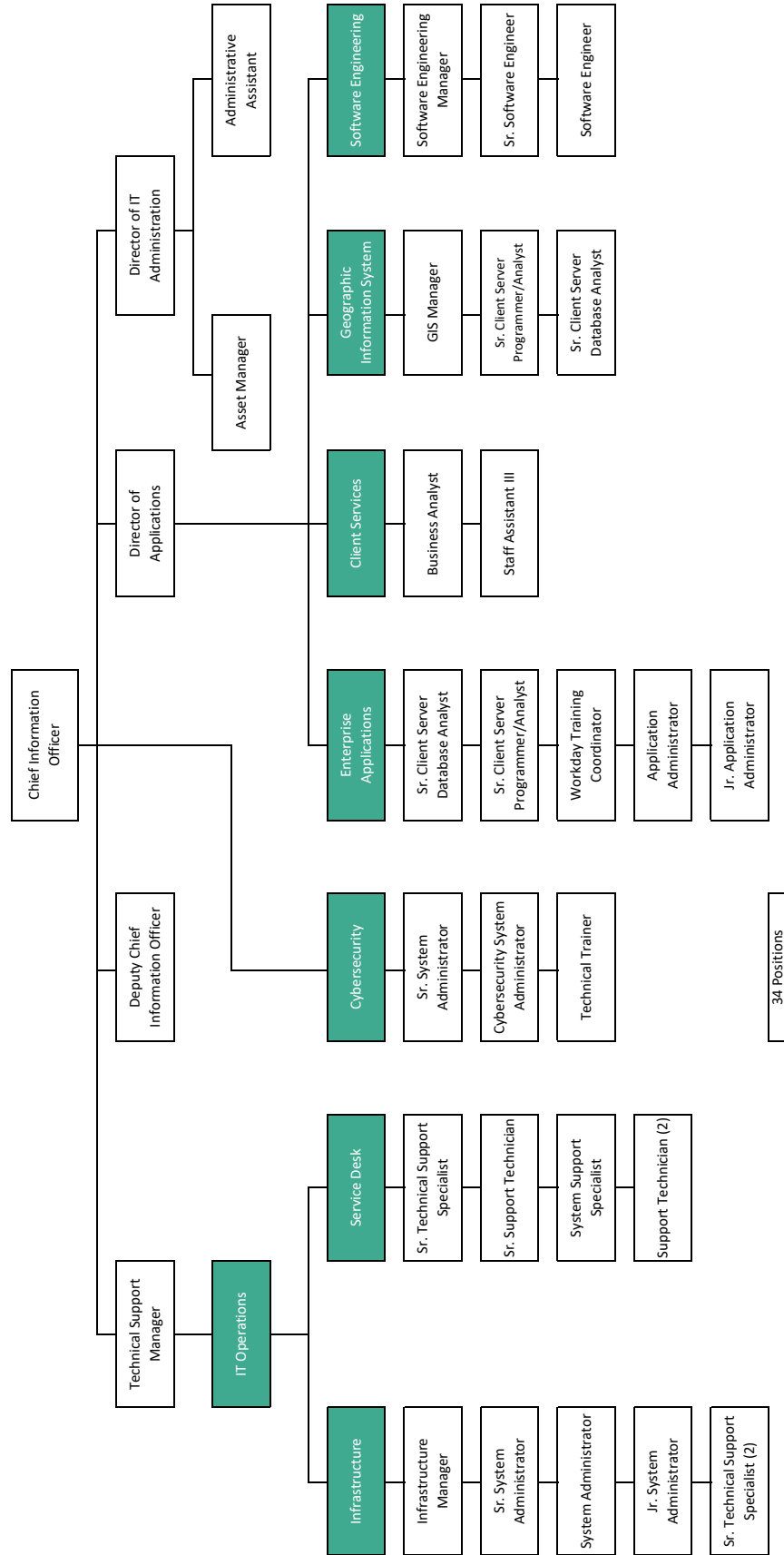
	<b>Actuals</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 2,691,750.09	\$ 3,094,877.00	\$ 2,096,202.00	\$ 3,283,136.00
Overtime	18,498.55	20,000.00	5,927.00	20,000.00
Ordinary Maintenance	6,803,322.96	7,031,247.00	5,835,486.00	6,697,432.00
<b>Total Expenditures</b>	<b>\$ 9,513,571.60</b>	<b>\$ 10,146,124.00</b>	<b>\$ 7,937,615.00</b>	<b>\$ 10,000,568.00</b>
<b>Total Positions</b>	34	34	34	34

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$10,000,568, which is a decrease of \$145,556 from the Fiscal 2024 amount of \$10,146,124. The salary increase is primarily due to step increases for employees that are not at maximum pay, a 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. Notably, there was the addition of a Cybersecurity Administrator and an Infrastructure Manager; these positions were offset by the transfer of two positions to the City Manager's Office. The net decrease in Ordinary Maintenance is due to the addition of funding for software licenses to transition to the Cloud and the transfer of the telephone contract from the Department of Public Works. These were offset by decreased funding for consultants on finished projects, hardware supplies, and the datacenter lease.



## DEPARTMENT OF INNOVATION AND TECHNOLOGY ORGANIZATIONAL CHART



**MICHAEL P. HAMEL, CHIEF INFORMATION OFFICER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025  
DEPARTMENT OF INNOVATION AND TECHNOLOGY #CC1031**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 158,174.00	53EM	CHIEF INFORMATION OFFICER	1	\$ 163,536.00
1	135,015.00	48EM	DEPUTY CHIEF INFORMATION OFFICER	1	141,632.00
1	128,266.00	47EM	DIRECTOR OF IT APPLICATIONS	1	133,820.00
1	128,266.00	47EM	TECHNICAL SUPPORT MANAGER	1	134,562.00
0	-	52P	INFRASTRUCTURE MANAGER	1	105,695.00
0	-	50P	SOFTWARE ENGINEERING MANAGER	1	122,387.00
0	-	50P	GIS MANAGER	1	122,387.00
2	247,106.00	50P	SENIOR SYSTEM ADMINISTRATOR	2	259,218.00
2	214,451.00	48P	SENIOR SOFTWARE ENGINEER	1	114,410.00
2	205,156.00	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	220,422.00
0	-	48P	APPLICATION ADMINISTRATOR	1	91,425.00
1	98,404.00	48P	SR. BUSINESS ANALYST	0	-
0	-	48P	CYBERSECURITY SYSTEM AND APPLICATION ADMINISTRATOR	1	91,425.00
1	110,865.00	48P	DIRECTOR OF IT ADMINISTRATION	1	119,284.00
1	113,333.00	48P	SYSTEM ADMINISTRATOR	1	118,819.00
3	342,622.00	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	3	360,942.00
1	85,897.00	48P	SOFTWARE ENGINEER	1	93,287.00
3	321,617.00	48P	SENIOR CLIENT SERVER PROGRAMMER/ANALYST	2	220,767.00
0	-	44P	JR. APPLICATION ADMINISTRATOR	1	79,162.00
1	80,962.00	44P	WORKDAY ADMINISTRATOR	0	-
1	99,065.00	44P	SENIOR WEB SUPPORT SPECIALIST	0	-
1	85,710.00	42P	WEB SUPPORT SPECIALIST	0	-
1	90,594.00	42P	WORKDAY TRAINING COORDINATOR	1	96,399.00
1	78,573.00	42P	BUSINESS ANALYST	1	85,365.00
1	91,888.00	42P	SYSTEM SUPPORT SPECIALIST	1	96,399.00
1	79,880.00	40P	JR. SYSTEM ADMINISTRATOR	1	86,811.00
0	-	40P	ASSET MANAGER	1	73,751.00
1	65,344.00	40P	BUSINESS INTELLIGENCE DEVELOPER	0	-
1	65,344.00	40P	TECHNICAL TRAINER	1	74,827.00
1	74,914.00	40	SENIOR SUPPORT TECHNICIAN	1	81,394.00
1	68,397.00	38	PRODUCTION COORDINATOR	1	72,856.00
1	74,663.00	37	SUPPORT TECHNICIAN	1	78,333.00
1	71,110.00	37	STAFF ASSISTANT III	1	77,009.00
0	-	37	SUPPORT TECHNICIAN	1	64,259.00
1	69,457.00	35	ADMINISTRATIVE ASSISTANT 7	0	-
<b>34</b>	<b>\$ 3,385,073.00</b>		REGULAR SALARIES	<b>34</b>	<b>\$ 3,580,583.00</b>
	17,020.00		EM INCENTIVE PAY		17,220.00
	(136,925.00)		VACANCY FACTOR		(137,895.00)
	20,000.00		TEMPORARY STAFF		20,000.00
<b>34</b>	<b>\$ 3,285,168.00</b>		TOTAL RECOMMENDED SALARIES	<b>34</b>	<b>\$ 3,479,908.00</b>
	\$ (3,707.00)		<b>FUNDING SOURCES:</b>		\$ (3,833.00)
	(74,168.00)		GOLF REVENUES		(76,694.00)
	(112,416.00)		SEWER REVENUES		(116,245.00)
	<u>\$ (190,291.00)</u>		WATER REVENUES		<u>\$ (196,772.00)</u>
			TOTAL FUNDING SOURCES		
<b>34</b>	<b>\$ 3,094,877.00</b>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>34</b>	<b>\$ 3,283,136.00</b>
	\$ 20,000.00		OVERTIME		\$ 20,000.00
	<u>\$ 20,000.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 20,000.00</u>

**MICHAEL P. HAMEL, CHIEF INFORMATION OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025  
DEPARTMENT OF INNOVATION AND TECHNOLOGY #CC1031**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	\$ 800.00		BOTTLED WATER		\$ 800.00
	37,000.00		BUILDING MAINTENANCE & REPAIR		37,000.00
	405,600.00		CONSULTANTS		259,808.00
	30,000.00		ELECTRICITY		30,000.00
	70,000.00		IT HARDWARE SUPPLIES		70,000.00
	89,304.00		LEASES & RENTALS - COPIER LEASES		178,154.00
	710,000.00		LEASES & RENTALS - NETWORK STORAGE		287,065.00
	5,000.00		MEMBERSHIP DUES		5,000.00
	5,000.00		NEWSPAPER ADVERTISEMENT		5,000.00
	10,000.00		OFFICE SUPPLIES		10,000.00
	300.00		POSTAGE		300.00
	7,800.00		PRINTING SUPPLIES & SERVICES		7,800.00
	8,000.00		REGISTRATION FEES		8,000.00
	500.00		SECURITY SERVICES		500.00
	3,553,726.00		SOFTWARE & SUPPORT		3,455,020.00
	2,474,852.00		TELEPHONES		2,701,312.00
	9,000.00		TRAVELING		9,000.00
	<u>\$ 7,416,882.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 7,064,759.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (3,819.00)		CREDIT FROM GOLF		\$ (3,638.00)
	(154,419.00)		CREDIT FROM SEWER		(147,088.00)
	(227,397.00)		CREDIT FROM WATER		(216,601.00)
	<u>\$ (385,635.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (367,327.00)</u>
	<u>\$ 7,031,247.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 6,697,432.00</u>
	<u>\$ 10,146,124.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 10,000,568.00</u>



The City of  
**WORCESTER**

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## HUMAN RESOURCES

### William Bagley Jr., Director

City Hall, Room 109  
455 Main Street  
Worcester, MA 01608  
(508) 799-1030

**Mission:** The Office of Human Resources is responsible for a comprehensive human resource program, including recruitment of qualified candidates into a more diverse workforce, employment and orientation services, administration of employee benefits, policy development and administration, job classification compensation, civil service administration, employee relations, wellness and training, labor relations, and processing of Workers Compensation and Injured on Duty. The Office of Human Resources is committed to providing high quality service to all City of Worcester employees, retirees, and prospective candidates.

**Vision:** Human Resources will be regarded (1) internally as a collaborative partner to the City's departments to plan, anticipate and respond efficiently to changes and priorities in staffing trends, City's initiatives, and succession management efforts and (2) externally as a resource to the Worcester Community that is committed to establishing and maintaining a thriving and diverse workforce that is reflective of the community.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Promote the City of Worcester as an employer of choice through ongoing advertising and education about the City's services and benefits.	Increase the number of job opportunity fairs; Establish partnership with colleges/universities for internship programs and entry level professional jobs.	The Department has hired a dedicated recruiter who has been regularly attending job fairs and building relationships with local colleges/universities and other organizations.
Maintain a classification structure that encourages career growth and flexibility and classification specifications that accurately reflect the needed qualifications, knowledge, skills, and abilities.	Update the job descriptions periodically; Conduct salary surveys and job market analysis; Create training & professional development programs; Encourage internal promotions	The Department has been reviewing and updating job descriptions on an ongoing basis. In addition, the City Manager has authorized the hiring of a compensation analyst within the Human Resources Department. The responsibilities of this position will include conducting salary surveys and job market analysis on a regular basis.
Establish collaborative partnerships with the City's departments to plan, anticipate, and respond in a cost-effective way to changes and priorities in	File a petition for Home Rule Legislation which shall exempt all positions in the official & labor service in the City of Worcester, including WPS but excluding police	Finalizing language with Local 495 so that special legislation may be filed with all parties' support.

classification, compensation, recruitment, and selection, including staffing trends, City's initiatives, and succession management efforts.	officers & firefighters below the rank of chief, from Ch. 31 MGL	
Maximize the use of technology to streamline the recruitment and selection process. Enhance HR services and transparency, increase efficiencies and maintain the integrity of HR information through user-friendly and up-to-date technology. Provide accurate and timely reporting and analysis of workforce information and data and HR metrics.	Integrate the civil service certification process in the pre-employment selection process; Connect HRD NeoGov System with the City's hiring process	Planning to integrate as part of ERP, which is ongoing.

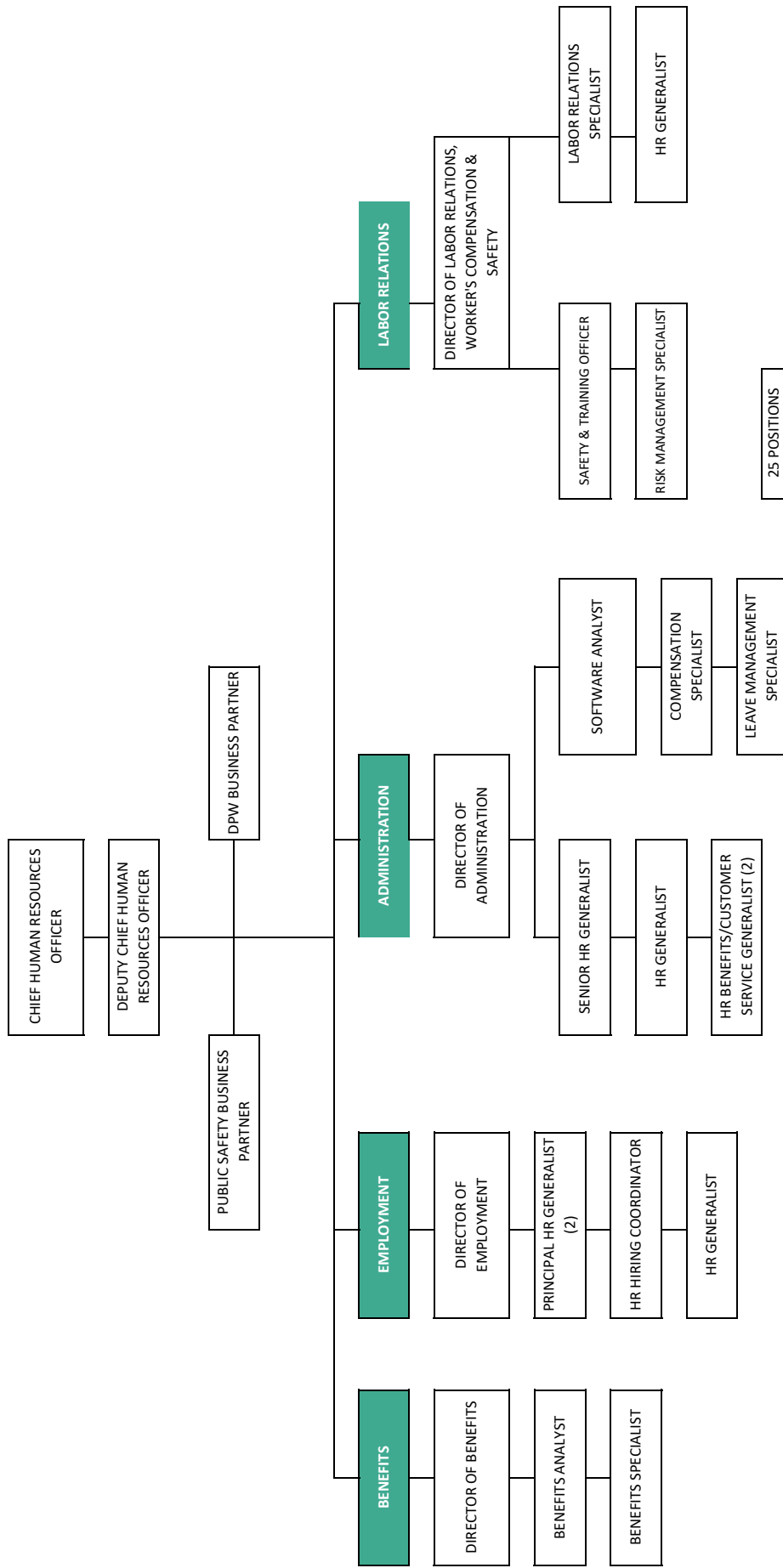
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 1,201,051.66	\$ 1,480,995.00	\$ 921,063.00	\$ 1,885,282.00
Overtime	19,556.20	5,000.00	922.00	5,000.00
Ordinary Maintenance	455,962.00	712,891.00	370,096.00	690,448.00
<b>Total Expenditures</b>	<b>\$ 1,676,569.86</b>	<b>\$ 2,198,886.00</b>	<b>\$ 1,292,081.00</b>	<b>\$ 2,580,730.00</b>
<b>Total Positions</b>	22	21	21	25

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be funded at \$2,580,730, which is an increase of \$381,844 from Fiscal 2024. The salary increase is mainly due to the addition of two new HR Business Partners which were transferred from the Department of Public Works and Police Department, the transfer of a Risk Management position from the Department of Public Works and the addition of a new Leave Management Specialist position. There were also step increases for employees who are not at maximum pay, and 3% Cost of Living Adjustment (COLAs) and 1.5% Market Adjustments for non-represented employees. The decrease of Ordinary Maintenance is a net result of removing funding for employee Covid testing, transferring in funds from other departments for safety supplies, and additional funding for tuition programs.

# HUMAN RESOURCE DEPARTMENT ORGANIZATIONAL CHART



**WILLIAM BAGLEY JR, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****DEPARTMENT OF HUMAN RESOURCES #CC1012**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 139,321.00	58CM	CHIEF HUMAN RESOURCES OFFICER	1	\$ 185,000.00
1	121,710.00	47EM	DEPUTY CHIEF HUMAN RESOURCES OFFICER	1	127,667.00
0	-	44M	HR BUSINESS PARTNER	2	181,618.00
2	\$ 261,031.00			4	\$ 494,285.00
0	-	44M	DIRECTOR OF ADMINISTRATION	1	98,123.00
1	90,109.00	42M	CHIEF STAFF ASSISTANT	0	-
1	93,538.00	45P	SOFTWARE ANALYST	1	101,100.00
0	-	41P	COMPENSATION SPECIALIST	1	93,236.00
0	-	41P	LEAVE MANAGEMENT SPECIALIST	1	71,198.00
1	79,590.00	38M	SENIOR HR GENERALIST	1	83,657.00
1	65,815.00	35	HR GENERALIST	1	72,856.00
0	-	30	HR BENEFITS/CUSTOMER SERVICE GENERALIST	2	101,288.00
4	\$ 329,052.00			8	\$ 621,458.00
1	\$ 105,907.00	46M	DIRECTOR OF EMPLOYMENT	1	\$ 111,739.00
2	159,399.00	40M	PRINCIPAL HR GENERALIST	2	172,210.00
1	70,314.00	38M	HR HIRING LIASON	1	75,479.00
1	66,191.00	35	HR GENERALIST	1	67,358.00
5	\$ 401,811.00			5	\$ 426,786.00
1	\$ 119,011.00	49M	DIRECTOR LABOR RELATIONS,WORKER'S COMP, & INVESTIGATIONS	1	\$ 124,852.00
1	81,166.00	45M	LABOR RELATIONS SPECIALIST	1	88,263.00
1	80,962.00	42M	SAFETY & TRAINING OFFICER	1	94,814.00
0	-	40	RISK MANAGEMENT SPECIALIST	1	71,416.00
1	66,723.00	35	HR GENERALIST	1	71,984.00
4	\$ 347,862.00			5	\$ 451,329.00
1	\$ 91,654.00	44M	DIRECTOR OF BENEFITS	1	\$ 99,806.00
1	67,972.00	35	BENEFIT ANALYST	1	72,856.00
1	63,654.00	33	BENEFITS SPECIALIST	1	62,867.00
2	96,538.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	0	-
5	\$ 319,818.00			3	\$ 235,529.00
1	80,630.00	40M	DATA ANALYST	0	-
1	\$ 80,630.00			0	\$ -
21	\$ 1,740,204.00		REGULAR SALARIES	25	\$ 2,229,387.00
	\$ 92,400.00		INTERNSHIP PROGRAM		\$ 92,400.00
	11,691.00		EM INCENTIVE PAY		10,258.00
	(54,705.00)		VACANCY FACTOR		(56,555.00)
	\$ 1,789,590.00		TOTAL RECOMMENDED SALARIES		\$ 2,275,490.00
	\$ (1,474.00)		<u>FUNDING SOURCES:</u>		\$ (1,864.00)
	(133,220.00)		CREDIT FROM GOLF COURSE		(168,452.00)
	(173,901.00)		CREDIT FROM SEWER		(219,892.00)
	\$ (308,595.00)		CREDIT FROM WATER		\$ (390,208.00)
			TOTAL FUNDING SOURCES		
21	\$ 1,480,995.00		<b>TOTAL RECOMMENDED PERSONNEL SERVICES</b>	25	\$ 1,885,282.00
	\$ 5,000.00		OVERTIME		\$ 5,000.00
	\$ 5,000.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 5,000.00



**WILLIAM BAGLEY JR, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****DEPARTMENT OF HUMAN RESOURCES #CC1012**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	\$ 2,000.00		BOOKS		\$ 2,000.00
	700.00		BOTTLED WATER		700.00
	2,000.00		CATERED MEALS		2,000.00
	1,000.00		CONSTABLES		1,000.00
	16,000.00		CONSULTANTS		16,000.00
	150,000.00		EMPLOYEE PARKING EXPENSE		150,000.00
	1,000.00		IT HARDWARE SUPPLIES & MAINTENANCE		1,000.00
	2,400.00		LEASES & RENTALS		400.00
	210,000.00		LEGAL CONSULTANTS		210,000.00
	10,000.00		LEGAL FEES		10,000.00
	1,500.00		MEMBERSHIP DUES		1,500.00
	63,535.00		NEWSPAPER ADVERTISING		63,535.00
	3,080.00		NON-NETWORK SOFTWARE & SUPPORT		3,080.00
	7,000.00		OFFICE SUPPLIES		7,000.00
	1,500.00		PERFORMERS		1,500.00
	106,780.00		PHYSICIANS/SURGEONS		40,000.00
	100.00		POSTAGE		100.00
	18,000.00		PRINTING SUPPLIES & SERVICES		18,000.00
	36,000.00		PROFESSIONAL DEVELOPMENT - REGISTRATION FEES		36,000.00
	500.00		PROFESSIONAL DEVELOPMENT - SUBSCRIPTIONS		500.00
	6,000.00		PROFESSIONAL DEVELOPMENT - TRAINING CERTIFICATIONS		6,000.00
	25,000.00		PROFESSIONAL DEVELOPMENT - TUITION		36,000.00
	2,000.00		RENTAL/NETWORK STORAGE		2,000.00
	-		SAFETY SUPPLIES		35,000.00
	1,000.00		SECURITY SERVICES		1,000.00
	6,000.00		TELEPHONE		6,000.00
	30,000.00		TRANSLATION/INTERPRETATION		30,000.00
	20,500.00		TRAVEL		20,500.00
	<u>\$ 723,595.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 700,815.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (4,849.00)		CREDIT FROM SEWER		\$ (4,696.00)
	(5,855.00)		CREDIT FROM WATER		(5,671.00)
	<u>\$ (10,704.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (10,367.00)</u>
	<u>\$ 712,891.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 690,448.00</u>
	<u>\$ 2,198,886.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 2,580,730.00</u>



The City of  
**WORCESTER**

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## WORKERS' COMPENSATION

### William Bagley Jr., Director

City Hall - Room 109  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1030

### Department Allocation Summary

		Approved	Actuals	Recommended
	Actuals	Budget for	as of	Appropriation
Expenditures	Fiscal 2023	Fiscal 2024	3/31/24	Fiscal 2025
Ordinary Maintenance	\$ 97,992.92	\$ 91,359.00	\$ 67,841.00	\$ 93,186.00
Fringe Benefits	613,421.67	1,244,400.00	485,790.00	1,243,487.00
<b>Total Expenditures</b>	<b>\$ 711,414.59</b>	<b>\$ 1,335,759.00</b>	<b>\$ 553,631.00</b>	<b>\$ 1,336,673.00</b>

### Operating Budget Highlights

The total Workers' Compensation budget for Fiscal 2025 is recommended to be \$1,336,673, which is an increase of \$914 from the Fiscal 2024 amount of \$1,335,759. The State Workers' Compensation statute is designed to be a wage replacement system for the benefit of those who sustain injuries arising out of, and in the course of, their employment with the City, per M.G.L. Chapter 152.

**WILLIAM BAGLEY JR., DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF HUMAN RESOURCES**

**DIVISION OF WORKERS' COMPENSATION - DIVISION #CC1013**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 91,359.00	ADMINISTRATIVE SERVICES	\$ 93,186.00
<u>\$ 91,359.00</u>	<b>TOTAL ORDINARY MAINTENANCE</b>	<u>\$ 93,186.00</u>
\$ 1,470,080.00	BASIC WORKERS' COMPENSATION	\$ 1,470,080.00
<u>\$ 1,470,080.00</u>	<b>TOTAL FRINGE BENEFITS</b>	<u>\$ 1,470,080.00</u>
	<b>FUNDING SOURCES:</b>	
\$ (120,000.00)	CREDIT FROM WATER	\$ (120,000.00)
(60,000.00)	CREDIT FROM SEWER	(60,000.00)
(45,680.00)	CREDIT FROM SCHOOLS	(46,593.00)
<u>\$ (225,680.00)</u>	<b>TOTAL FUNDING SOURCES</b>	<u>\$ (226,593.00)</u>
<u>\$ 1,335,759.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 1,336,673.00</u>

## INJURED ON DUTY CLAIMS

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### William Bagley Jr., Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1030

### Department Allocation Summary

		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Ordinary Maintenance	\$ 106,762.50	\$ 98,550.00	\$ 73,913.00	\$ 98,550.00
Fringe Benefits	1,353,312.47	1,232,821.00	401,840.00	1,235,217.00
<b>Total Expenditures</b>	<b>\$ 1,460,074.97</b>	<b>\$ 1,331,371.00</b>	<b>\$ 475,753.00</b>	<b>\$ 1,333,767.00</b>

### Operating Budget Highlights

The City incurs salary expenses for uniformed police officers and firefighters when they have been injured in the line of duty. This account pays for all non-salary costs of uniformed police and fire personnel who are injured in the line of duty. The total tax levy appropriation for Fiscal 2025 is recommended to be \$1,333,767, which is an increase of \$2,396 from Fiscal 2024 based on the trend of actuals.

**WILLIAM BAGLEY JR, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****DEPARTMENT OF HUMAN RESOURCES****DIVISION OF PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS #CC1015**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 98,550.00	ADMINISTRATIVE SERVICES	\$ 98,550.00
<u>\$ 98,550.00</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 98,550.00</u>
\$ 364,889.00	POLICE DEPARTMENT IOD CLAIMS	\$ 347,231.00
867,932.00	FIRE DEPARTMENT IOD CLAIMS	887,986.00
<u>\$ 1,232,821.00</u>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 1,235,217.00</u>
<u>\$ 1,331,371.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 1,333,767.00</u>

## UNEMPLOYMENT COMPENSATION

---

### William Bagley Jr., Director

City Hall - Room 109  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1030

### Department Allocation Summary

		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Ordinary Maintenance	\$ 14,130.00	\$ 18,840.00	\$ -	\$ 18,840.00
Fringe Benefits	75,932.43	101,000.00	(6,189.65)	101,000.00
<b>Total Expenditures</b>	<b>\$ 90,062.43</b>	<b>\$ 119,840.00</b>	<b>\$ (6,189.65)</b>	<b>\$ 119,840.00</b>

\* Note: Worcester Public Schools (WPS) pays school employee unemployment costs from its budget. Human Resources administers the program and charges WPS for expenses.

### Operating Budget Highlights

The total unemployment compensation budget for Fiscal 2025 is recommended to be level funded at \$119,840. Chapter 720 of the Acts of 1977 extended unemployment compensation benefits to eligible state and local government employees. The City of Worcester is self-insured for the payment of benefits awarded by the Massachusetts Department of Employment and Training.

**WILLIAM BAGLEY JR, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****DEPARTMENT OF HUMAN RESOURCES****DIVISION OF UNEMPLOYMENT COMPENSATION #CC1014**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 18,840.00	ADMINISTRATIVE SERVICES	\$ 18,840.00
<u>\$ 18,840.00</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 18,840.00</u>
\$ 115,000.00	REGULAR UNEMPLOYMENT COMPENSATION	\$ 115,000.00
<u>\$ 115,000.00</u>	TOTAL UNEMPLOYMENT COMPENSATION	<u>\$ 115,000.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (3,000.00)	CREDIT FROM WATER	\$ (3,000.00)
(11,000.00)	CREDIT FROM GOLF	(11,000.00)
<u>\$ (14,000.00)</u>	TOTAL FUNDING CREDITS	<u>\$ (14,000.00)</u>
<u>\$ 119,840.00</u>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 119,840.00</u>
<u>\$ 119,840.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 119,840.00</u>



## HEALTH INSURANCE

### **William Bagley Jr., Director**

City Hall- Room 109  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1030

### **Health Insurance:**

The Human Resources Department is responsible for the administration and direction of all phases of the Health Insurance program for City of Worcester and Worcester Public Schools employees and retirees. Great efforts have been made to implement many cost control measures to minimize the cost of health insurance such as self-funding the City's plans, the adoption of Section 18 to shift costs to the Federal Medicare program, carving out prescription drugs and use of a Pharmacy Benefit Management program, adopting GIC-like health plans designed to drive members to lower costs local providers, creating Medical Management programs directed to assist members with complicated medical issues, and introducing Wellness Plans designed to lower claim costs. These reforms have cumulatively saved the City on premium costs, allowing us to redirect these dollars to critical services and control the OPEB liability. In FY25, the City will administer six (6) conventional and five (5) Medicare health plans.

### **Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Fringe Benefits	\$ 30,375,903.31	\$ 31,804,844.00	\$ 29,404,002.00	\$ 32,855,439.00
<b>Total</b>	<b>\$ 30,375,903.31</b>	<b>\$ 31,804,844.00</b>	<b>\$ 29,404,002.00</b>	<b>\$ 32,855,439.00</b>

### **Operating Budget Highlights**

The Fiscal 2025 tax levy budget for Health Insurance and employee Fringe Benefit costs, excluding Worcester Public Schools, is recommended to be funded at \$32,855,439, which is an increase of \$1,050,595 from Fiscal 2024. The increase is primarily due to a 1.4% increase in premium costs to conventional plans. The recommended Health Insurance tax levy budget will fund employee and retiree health insurance premiums, and other fringe benefit costs for 3,085 of the 3,466 active and retired City employees that carry the health insurance benefit. The other 381 employees are funded by grants, projects, or enterprise funds.

### **Medicare Payroll Tax:**

Medicare is a federally administered health insurance trust fund that pays for health services for individuals 65 years or older and the disabled receiving social security cash benefits. The Medicare Hospital Insurance Trust Fund is financed primarily through a tax on current earnings from employment covered by the Social Security Act. The Medicare supplement insurance is financed through premiums paid by persons enrolled in the program and from general fund revenues of the Federal government. Pursuant to Federal law, all employees hired after April 1, 1986 are subject to a 1.45% Medicare payroll tax.

**Life Insurance & Disability Coverage:**

The City of Worcester offers \$5,000 basic term insurance coverage to interested employees and retirees (if retiree was enrolled prior to retirement). The City contributes 50% of the premium costs for this coverage. Optional term insurance, level premium term insurance, universal life (UL), and short- and long-term disability plans (DI) (with specific qualifications) are also available to active employees and retirees (if the retiree was enrolled in Optional or UL prior to retirement, they can continue, however they are not eligible to continue DI post-retirement) with the employee paying the total cost of the premium.

**Employee Assistance Program:**

The City has contracted with All One Health for the provision of an Employee Assistance Program. The program supplies counseling to employees, their spouses, and dependents in the areas of substance abuse, family relations, consumer debts, as well as employee work performance issues. They provide federal mandatory substance abuse counseling to employees who test positive for drugs and/or alcohol, along with keeping up with the DOT regulations and the City's drug and alcohol testing policy.

**Health Insurance Consultant:**

The City contracts with Gallagher Benefits Strategies (GBS) for consulting services. This company specializes in both municipal and corporate health insurance management. GBS monitors the City's health insurance expenses, prepares and reviews health insurance quotes and proposals, analyzes and projects premium rates, and recommends cost-saving enhancements. GBS works closely with the City of Worcester on all regulations surrounding the Affordable Care Act and all other governmental mandates.



**WILLIAM BAGLEY JR., DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025  
LIFE INSURANCE & FEDERAL MEDICARE PAYMENTS**

<b>MEDICARE PAYMENTS</b>				
<u>DEPARTMENT</u>	<u>March 24 DEDUCTIONS</u>	<u>AVERAGE WEEKLY</u>	<u>YEARLY AMOUNT</u>	<u>BUDGET FY25</u>
<b>CITY OF WORCESTER</b>	<b>218,334.06</b>	<b>54,583.51</b>	<b>2,849,259.44</b>	<b>2,849,259.44</b>
CABLE SERVICES	469.76	117.44	6,130.37	6,130.37
DIVERSITY & INCLUSION	164.64	41.16	2,148.55	2,148.55
REGIONAL LIBRARY	401.36	100.34	5,237.75	5,237.75
FINANCE (GRANTS)	409.11	102.28	5,338.89	5,338.89
ECONOMIC DEVELOPMENT (GRANTS)	1,747.49	436.87	22,804.81	22,804.81
HEALTH (GRANTS)	1,528.84	382.21	19,951.35	19,951.35
INSPECTIONAL SERVICES (GRANTS)	387.86	96.97	5,061.60	5,061.60
HUMAN SERVICES (GRANTS)	427.92	106.98	5,584.40	5,584.40
DPW (PROJECTS)	-	-	-	-
ELDER AFFAIRS	217.01	54.25	2,832.04	2,832.04
WORKFORCE DEVELOPMENT	3,223.80	805.95	42,070.59	42,070.59
AIRPORT	-	-	-	-
GOLF	434.96	108.74	5,676.23	5,676.23
SEWER	4,862.26	1,215.57	63,452.49	63,452.49
WATER	7,784.10	1,946.03	101,582.51	101,582.51
<b>SUB TOTAL</b>	<b>22,059.12</b>	<b>5,514.78</b>	<b>287,871.58</b>	<b>287,871.58</b>
<b>TOTAL COST</b>	<b>240,393.18</b>	<b>60,098.30</b>	<b>3,137,131.02</b>	<b>3,137,131.02</b>
PUBLIC SCHOOL	412,745.62	103,186.41	5,386,330.34	5,386,330.34
<b>TOTAL</b>	<b>653,138.80</b>	<b>163,284.70</b>	<b>8,523,461.36</b>	<b>8,523,461.36</b>

**Comments:**

Expenditures are extracted from the City's IFMS system displaying the actual Federal Medicare cost totals for the various citywide departments. FY25 projections are based on the total cost for March divided by the # of weeks in that month to get a weekly cost. Take the weekly cost x 52.2 weeks.

<b>LIFE INSURANCE</b>				
	<u>ACTIVE March 24 ENROLLMENTS</u>	<u>RETIREES March 24 ENROLLMENTS</u>	<u>TOTAL ENROLLMENTS</u>	<u>ENROLLMENTS X RATE 77.76</u>
<b>CITY OF WORCESTER</b>	<b>728.61</b>	<b>738.00</b>	<b>1466.61</b>	<b>114,043.40</b>
CABLE SERVICES	1.00	0.00	1.00	77.76
REGIONAL LIBRARY	0.00	0.00	0.00	-
FINANCE (GRANTS)	0.83	0.00	0.83	64.54
ECONOMIC DEVELOPMENT (GRANTS)	16.09	0.00	16.09	1,251.16
HEALTH (GRANTS)	10.85	0.00	10.85	843.70
HEALTH & HUMAN SERVICES	4.00	0.00	4.00	311.04
INSPECTIONAL SERVICES (GRANTS)	1.60	0.00	1.60	124.42
DPW (PROJECTS)	0.00	0.00	0.00	-
ELDER AFFAIRS (GRANTS)	0.02	0.00	0.02	1.75
WORKFORCE DEVELOPMENT	12.00	10.00	22.00	1,710.72
SEWER	31.00	22.00	53.00	4,121.28
WATER	32.00	51.00	83.00	6,454.08
AIRPORT	0.00	5.00	5.00	388.80
GOLF	0.00	0.00	0.00	-
<b>SUB TOTAL</b>	<b>109.39</b>	<b>88.00</b>	<b>197.39</b>	<b>15,349.24</b>
<b>TOTAL COST</b>	<b>838.00</b>	<b>826.00</b>	<b>1664.00</b>	<b>129,392.64</b>
PUBLIC SCHOOL	1009.00	1247.00	2256.00	175,426.56
<b>TOTAL</b>	<b>1847.00</b>	<b>2073.00</b>	<b>3920.00</b>	<b>304,819.20</b>

**Comments:**

Expenditures are extracted from the City's IFMS system displaying the actual Life Insurance cost totals for the various citywide departments. FY25 projections are based on the total enrollments for March x the yearly insurance rate.

**WILLIAM BAGLEY JR., DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****HEALTH INSURANCE - DEPARTMENT #CC1063**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 835,166.00	BC/ BS PREFERRED	\$ 994,590.00
8,858,345.00	NETWORK BLUE NEW ENGLAND	9,090,482.00
2,954,124.00	NETWORK BLUE SELECT	2,988,066.00
11,787,194.00	HPHC CHOICENET	11,853,180.00
2,722,993.00	HPHC FOCUS	2,862,973.00
824,820.00	HPHC HIGH DEDUCTIBLE PLAN	1,117,593.00
3,789,556.00	BC/ BS MEDEX	3,825,797.00
140,688.00	FALLON MEDICARE PLUS	135,242.00
34,689.00	FALLON MEDICARE CENTRAL	33,572.00
303,759.00	TUFTS MEDICARE PREFERRED	293,943.00
1,009,393.00	TUFTS MEDICARE SUPPLEMENT	1,145,220.00
76,500.00	HEALTH INSURANCE CONSULTANT	76,500.00
60,000.00	PBM ADMINISTRATIVE COSTS	60,000.00
<u>\$ 33,397,227.00</u>	<b>TOTAL HEALTH INSURANCE</b>	<u>\$ 34,477,158.00</u>
\$ 131,337.00	LIFE INSURANCE	\$ 129,393.00
2,963,215.00	MEDICARE INSURANCE	3,137,131.00
172,200.00	DIABETES CARE PROGRAM	172,200.00
26,500.00	EMPLOYEE ASSISTANCE PROGRAM	34,680.00
26,136.00	WELLNESS PROGRAM	26,136.00
<u>\$ 3,319,388.00</u>	<b>TOTAL OTHER COSTS</b>	<u>\$ 3,499,540.00</u>
<u>\$ 36,716,615.00</u>	<b>TOTAL FRINGE BENEFITS</b>	<u>\$ 37,976,698.00</u>
	<b>FUNDING SOURCES:</b>	
\$ (1,438,710.00)	CREDIT FROM INDIRECT	\$ (1,485,107.00)
(15,316.00)	CREDIT ELDER AFFAIRS	(19,548.00)
(436,498.00)	CREDIT FROM WORKFORCE DEVELOPMENT	(421,060.00)
(451,289.00)	CREDIT GRANTS	(529,325.00)
(866,625.00)	CREDIT FROM SEWER	(928,282.00)
(1,607,545.00)	CREDIT FROM WATER	(1,638,252.00)
(47,995.00)	CREDIT FROM GOLF	(50,023.00)
(47,793.00)	CREDIT FROM AIRPORT	(49,662.00)
<u>\$ (4,911,771.00)</u>	<b>TOTAL FUNDING SOURCES</b>	<u>\$ (5,121,259.00)</u>
<u>\$ 31,804,844.00</u>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 32,855,439.00</u>
<u>\$ 31,804,844.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 32,855,439.00</u>



The City of  
**WORCESTER**

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## LAW

### Michael E. Traynor, Esq., City Solicitor

City Hall- Room 301  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1161

**Mission:** The mission of the Law Department is to provide the City and its agencies with first class legal advice and representation.

**Vision:** To provide legal services in a timely and efficient manner.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Improve turnaround time on major customer facing department functions.	Draft 75% of City-issued contracts within fifteen business days of requests to prepare or request more information within five business days.	75%, or more, of city issued contracts drafted, or additional information requested within applicable timeframes.
Increase management and oversight of work product.	Implement 100% software program designed by THE Department of Innovation & Technology to comprehensively track request for and delivery of legal work product.	The software has been 100% implemented. All employees have been trained and provided instructions to use the software.

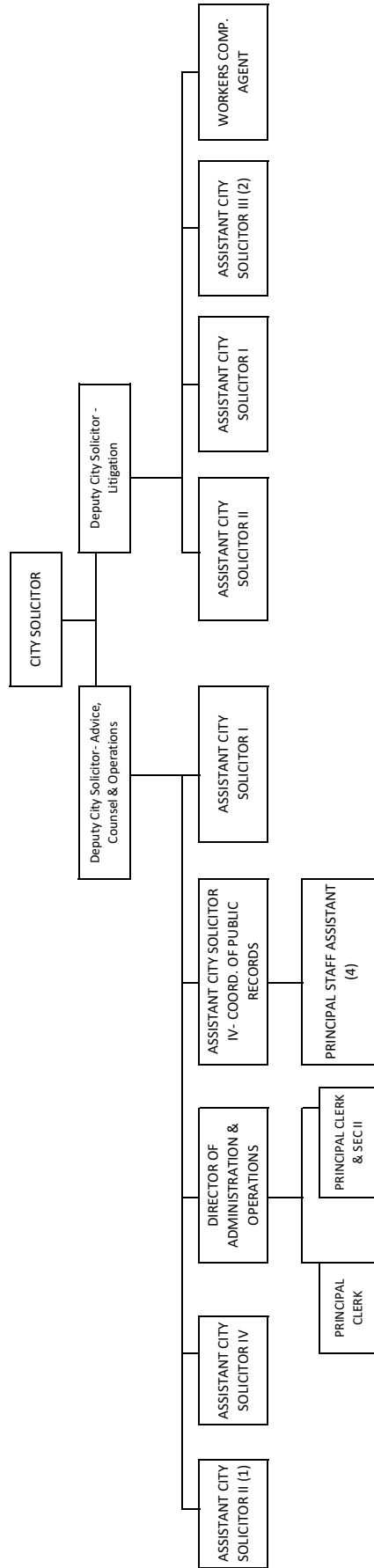
### Department Allocation Summary

	Actual	Approved Budget for	Totals as of	Recommended Appropriation
Expenditures	Fiscal 2023	Fiscal 2024	3/31/24	Fiscal 2025
Salaries	\$ 960,385.63	\$ 1,494,456.00	\$ 796,319.00	\$ 1,496,662.00
Ordinary Maintenance	578,701.40	365,298.00	454,143.00	190,298.00
<b>Total</b>	<b>\$ 1,539,087.03</b>	<b>\$ 1,859,754.00</b>	<b>\$ 1,250,462.00</b>	<b>\$ 1,686,960.00</b>
<b>Total Positions</b>	16	19	19	19

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$1,686,960, which is a decrease of \$172,794 from the Fiscal 2024 amount of \$1,859,754. The increase in salaries is a net result of step increases for employees that are not at maximum pay, regrades to re-align pay with job responsibilities, a 3% Cost of Living Adjustments (COLAs), and a 1.5% Marking Adjustment for non-represented employees. These increases are offset by an increase in the department Vacancy Factor. The Ordinary Maintenance decrease is mainly due to eliminating funds transferred in midyear for consultants and is offset by increasing subscriptions for Westlaw and Lawyers Weekly.

# LAW DEPARTMENT ORGANIZATIONAL CHART



19 POSITIONS



**MICHAEL E. TRAYNOR, CITY SOLICITOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025  
LAW DEPARTMENT- DEPARTMENT #CC1009**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 184,461.00	58CM	CITY SOLICITOR	1	\$ 193,496.00
1	132,315.00	50EM	DEPUTY CITY SOLICITOR	1	145,122.00
0	-	50EM	DEPUTY CITY SOLICITOR OF LITIGATION	1	138,795.00
1	120,529.00	50EM	ASSISTANT CITY SOLICITOR HEAD LITIGATOR	0	-
1	112,434.00	52P	ASSISTANT CITY SOLICITOR 4	1	122,387.00
1	112,434.00	52M	ASSISTANT CITY SOLICITOR 4-COORD. OF PUBLIC RECORDS	1	122,387.00
2	179,958.00	48P	ASSISTANT CITY SOLICITOR 3	2	186,230.00
2	174,500.00	46P	ASSISTANT CITY SOLICITOR 2	2	169,844.00
2	168,994.00	44P	ASSISTANT CITY SOLICITOR 1	2	166,915.00
1	87,153.00	42M	DIRECTOR OF ADMINISTRATION & OPERATIONS	1	94,501.00
4	296,553.00	40M	PRINCIPAL STAFF ASSISTANT	4	310,905.00
1	79,741.00	38M	WORKER'S COMPENSATION AGENT	1	83,657.00
1	56,345.00	33	PRINCIPAL CLERK & SECRETARY 2	1	61,939.00
1	49,610.00	29	PRINCIPAL CLERK	1	51,628.00
19	\$ 1,755,027.00		REGULAR SALARIES	19	\$ 1,847,806.00
	12,555.00		EM INCENTIVE PAY		11,537.00
	(29,648.00)		VACANCY FACTOR		(104,052.00)
19	\$ 1,737,934.00		TOTAL RECOMMENDED SALARIES	19	\$ 1,755,291.00
	(2,736.00)		<u>FUNDING SOURCES:</u>		
	(83,079.00)		GOLF COURSE REVENUES		(2,896.00)
	(94,868.00)		SEWER REVENUES		(87,934.00)
	(62,795.00)		WATER REVENUES		(100,412.00)
	\$ (243,478.00)		CABLE LICENSE REVENUES		(67,387.00)
			TOTAL FUNDING SOURCES		\$ (258,629.00)
19	\$ 1,494,456.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	19	\$ 1,496,662.00
	\$ 3,000.00		BOOKS		\$ -
	-		BOTTLED WATER RENTAL & SUPPLIES		500.00
	32,000.00		CONSTABLES		25,000.00
	30,000.00		CONSULTANTS		-
	-		IT HARDWARE & SUPPLIES-OTHER IT SUPPLIES		500.00
	246,000.00		LEGAL CONSULTANTS		96,898.00
	30,000.00		LEGAL FILING FEES		10,000.00
	1,000.00		MEMBERSHIP DUES		500.00
	4,848.00		NEWSPAPER ADVERTISING		-
	5,000.00		NON-NETWORK SOFTWARE & SUPPORT		1,000.00
	4,150.00		OFFICE SUPPLIES		1,500.00
	-		OTHER CHARGES & EXPENDITURES		-
	1,500.00		POSTAGE		400.00
	1,800.00		PRINT & COPY SUPPLIES		1,500.00
	6,000.00		PRINTING		500.00
	-		REGISTRATION FEES		3,000.00
	-		SOFTWARE LICENSE		2,000.00
	-		SUBSCRIPTIONS		47,000.00
	365,298.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 190,298.00
	\$ 1,859,754.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,686,960.00



The City of  
**WORCESTER**

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## PROPERTY & CASUALTY INSURANCE

### Michael E. Traynor, Esq., City Solicitor

City Hall- Room 301  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1161

**Property & Casualty Insurance:** The city obtains Property and Casualty Insurance written by Hanover which provides Replacement Cost with No Co-insurance provisions and includes a Blanket Limit for Real and Personal Property of \$375,929,054 loss limit per the city's specifications which includes:

- \$25M limit for EDP/Communication/IPE Equipment
- \$100,000 limit for Real Property under construction
- Blanket Limit for Debris Removal of Covered Property from a covered Cause of Loss of \$500,000
- Blanket Limit for Business Income including Extra Expense of \$2.5M
- Blanket \$500,000/\$1M Annual Aggregate for Personal Property at Unscheduled Locations
- \$25M loss limit each for Earthquake and Flood losses, with exceptions

### Department Allocation Summary

	Approved		Totals	Recommended
	Actual	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2023</u>	<u>Fiscal 2024</u>	<u>3/31/24</u>	<u>Fiscal 2025</u>
Ordinary Maintenance	\$ 307,946.53	\$ 353,665.00	\$ 142,084.03	\$ 365,160.00
<b>Total</b>	<b>\$ 307,946.53</b>	<b>\$ 353,665.00</b>	<b>\$ 142,084.03</b>	<b>\$ 365,160.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$365,160, which is an increase of \$11,495 from the Fiscal 2024 amount of \$353,665. This increase is associated with the contract pricing.

**General Liability Personal Injury Insurance and Excess Liability Insurance:** The City continues to obtain general liability insurance written by General Star to cover claims arising from personal injuries valued between \$100,001 and \$1,000,000 per occurrence at the following locations: polling locations, municipal garages, Public Library, City Hall and Common, and the Senior Center. This policy has various sub-limits based on the type of claim. Claims from third parties, under \$100,001, are handled out of the court judgments/claims account. The DCU Center is covered by policies obtained directly by ASM Global, as operator, and charged as an expense of the operation under the management agreement. The City also maintains an excess liability policy for 3 Eaton Place, Worcester Common Garage with a limit of \$4M and written by General Star. This program now includes liability insurance and an excess liability policy for Polar Park. There is \$2M annual aggregate coverage for the liability policy and an additional \$10M annual aggregate through the excess liability policy.

**Flood Insurance:** The City, in accordance with the National Flood Insurance Program administered through FEMA, insures certain City buildings against claims arising from floods for damage to buildings and contents, as required by

law. The covered locations are Webster Street Fire Station, Beaver Brook Fieldhouse, Crompton Park Fieldhouse, and the Quinsigamond Avenue Treatment Facility. Each location has a \$2,000 deductible.

**Boiler & Machinery Insurance:** The City insures a schedule of values totaling \$1.9B under its Boiler and Machinery insurance policy which is written by Chubb Group of Insurance Companies and covers locations for city departments such as Police, Fire, Schools, DPW&P, DCU, Emergency Communications and City Hall. This program provides equipment breakdown coverage, \$4M in Business Interruption, \$2.5M in Utility Interruption and jurisdictional inspections of its boilers.

**Public Official Bonds:** These surety bonds are obtained to insure the City against public theft. Positions requiring bonding include Treasurer, Tax Collector, Assistant Treasurer, Assistant Treasurer-Budget, City Clerk and City Auditor.

**Music Licenses:** The City obtains licenses authorizing the City to broadcast, perform and display copyrighted music & songs.

**MICHAEL E. TRAYNOR, CITY SOLICITOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #CC1034**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 349,741.00	INSURANCE	\$ 356,736.00
<u>3,924.00</u>	LICENSES	<u>8,424.00</u>
<u>\$ 353,665.00</u>	TOTAL PROPERTY AND CASUALTY INSURANCE	<u>\$ 365,160.00</u>
<u>\$ 353,665.00</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 365,160.00</u>



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# COURT JUDGMENTS

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## Michael E. Traynor, Esq., City Solicitor

City Hall- Room 301  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1161

### Department Allocation Summary

		<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Ordinary Maintenance	\$ 1,674,318.76	\$ 2,000,000.00	\$ 343,865.00	\$ 2,000,000.00
<b>Total</b>	<b>\$ 1,674,318.76</b>	<b>\$ 2,000,000.00</b>	<b>\$ 343,865.00</b>	<b>\$ 2,000,000.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$2,000,000, which is level funded with Fiscal 2024.

**MICHAEL E. TRAYNOR, CITY SOLICITOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****COURT JUDGMENTS - DEPARTMENT #CC1033**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
<u>\$ 2,045,614.00</u>	COURT CLAIMS AND JUDGMENTS	<u>\$ 2,045,614.00</u>
<u>\$ 2,045,614.00</u>	TOTAL CLAIMS AND JUDGMENTS	<u>\$ 2,045,614.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (32,506.00)	SEWER REVENUES	\$ (32,506.00)
<u>(13,108.00)</u>	WATER REVENUES	<u>\$ (13,108.00)</u>
<u>\$ (45,614.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (45,614.00)</u>
<u>\$ 2,000,000.00</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 2,000,000.00</u>
<u>\$ 2,000,000.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 2,000,000.00</u>



# AUDITING

## Robert V. Stearns – City Auditor

City Hall - Room 102  
455 Main Street, Worcester, MA 01608  
508-799-1053

### Mission:

The mission of the Auditing Department is to keep and have charge of the accounts of the city and, from time to time, audit the books and accounts of all departments, commissions, boards, and offices of the city. The Department is responsible for:

- Performing pre-audit of all invoices and payrolls submitted for payment by City departments.
- Attesting to the availability of funds for construction contracts;
- Auditing the books and accounts of all City departments;
- Producing timely and accurate financial reports; and
- Enforcing the budget as approved by the City Council.

### Vision:

To keep charge of the accounts of the city with a modern financial accounting system that will improve workflow and boost productivity leading to best practices, better reporting, and transparency with consistent results, and enhances the employee training process.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Payments to employees and suppliers are accurate and paid in a timely manner.	Department payrolls are accurate and paid timely.	100% of payroll warrants were approved on time. Payroll timecard records submitted for pre-audit were over 99% error free.
	Supplier invoices are approved for payment within 3 days of delivery from departments.	100% of invoices were reviewed within 3 days or less. 83% of invoices were paid within 45 days. 88% of invoices submitted by departments met the pre-audit criteria and were not sent back for correction.
Produce timely and accurate financial reports for the public, city departments, and external users.	Prepare and file year-end financial reports on time.	Reports were filed and prepared on time including the Annual Comprehensive Financial Report (ACFR), the Federal Single Audit, and state reports to determine free cash.
To audit the books and records of departments.	Schedule recurrent audits of departments with external audit firm.	The City's external audit was completed including testing of Auditing and Administrative & Finance departments, audits of the WRS, the WRA, and the DCU Center.

Goal	Objective	Current Progress
		<p>A special audit was completed as it relates to the police overtime and paid detail.</p> <p>An audit of major federal awards was completed.</p> <p>Audit of WPS student activities is in progress.</p> <p>Another special project testing is expected to start 12/31 by the external auditor.</p>
	Departments have implemented internal controls and no findings reported in the management letter.	<p>The City is implementing Workday as its new ERP and is updating the business processes to best practices in electronic formats.</p> <p>The FY23 management letter is expected to be issued at the end of April, and any corrective action will be monitored with the department(s).</p>
The elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race or fail to eliminate them.	Incorporate inclusive language in all reports.	Auditor's Reports incorporates inclusive language.

### Department Allocation Summary

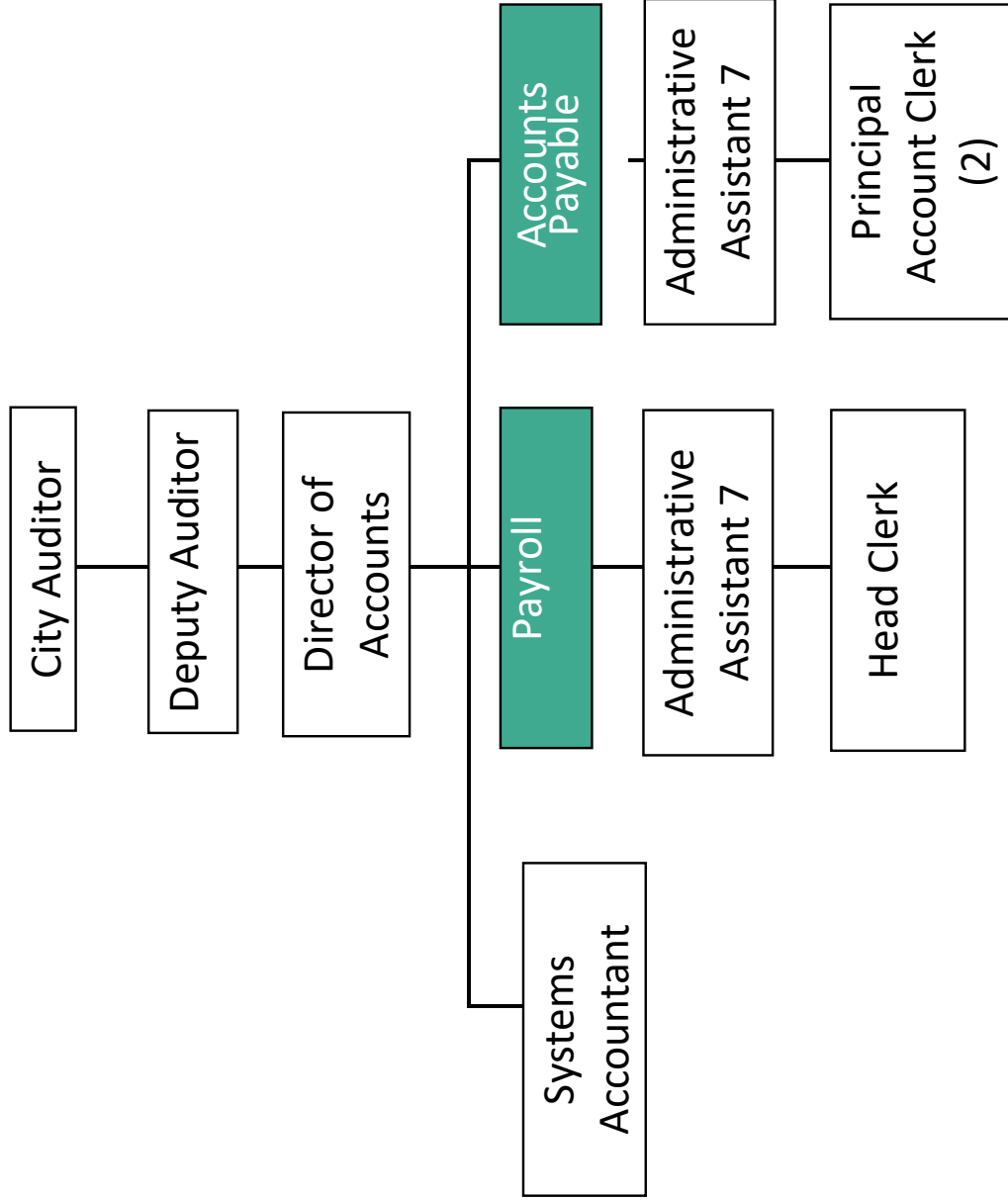
	Actual	Approved	Actuals	Recommended
	Fiscal 2023	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2023</u>	<u>Fiscal 2024</u>	<u>3/31/24</u>	<u>Fiscal 2025</u>
Salaries	\$ 619,396.53	\$ 639,569.00	\$ 439,463.00	\$ 733,656.00
Overtime	2,209.18	5,000.00	2,543.00	5,000.00
Ordinary Maintenance	93,586.59	91,873.00	75,608.00	95,707.00
<b>Total</b>	<b>\$ 715,192.30</b>	<b>\$ 736,442.00</b>	<b>\$ 517,614.00</b>	<b>\$ 834,363.00</b>
<b>Total Positions</b>	8	8	8	9

### Operating Budget Highlights

The tax levy budget for Fiscal Year 2025 is recommended to be \$834,363, which is an increase of \$97,921 from the Fiscal 2024 amount of \$736,442. This is mainly due to the position of Deputy Auditor being added to the table of organization, step increases for employees who are not at maximum pay, EM incentive pay, a 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. For unions without settled

contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. Ordinary Maintenance is a net result of increased funding for the Public Certified Accountants contract which is offset by the transfer of funds to the Innovation & Technology Department to streamline copier count costs.

# AUDITING DEPARTMENT ORGANIZATIONAL CHART



9 Total Positions

**ROBERT V. STEARNS, CITY AUDITOR**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**  
**AUDITING - DEPARTMENT #CC1030**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 174,499.00	56EM	CITY AUDITOR	1	\$ 183,045.00
0	-		DEPUTY AUDITOR	1	110,000.00
1	102,750.00	45M	DIRECTOR OF ACCOUNTS	1	107,789.00
1	77,534.00	38	SYSTEMS ACCOUNTANT	1	81,344.00
2	145,684.00	37	ADMINISTRATIVE ASSISTANT 7	2	143,924.00
1	60,944.00	32	HEAD CLERK	1	50,718.00
2	113,552.00	30	PRINCIPAL ACCOUNT CLERK	2	114,424.00
8	\$ 674,963.00		REGULAR SALARIES	9	\$ 791,244.00
	762.00		CONTRACTUAL STIPENDS AND EXTRAS		762.00
	6,544.00		EM INCENTIVE PAY		7,364.00
	(1,000.00)		VACANCY FACTOR		(16,856.00)
8	\$ 681,269.00		TOTAL SALARIES	9	\$ 782,514.00
	(1,687.00)		FUNDING SOURCES:		
	(16,608.00)		CREDIT FROM GOLF COURSE		(1,977.00)
	(23,405.00)		CREDIT FROM SEWER		(19,459.00)
	(41,700.00)		CREDIT FROM WATER		(27,422.00)
			TOTAL FUNDING SOURCES		(48,858.00)
8	\$ 639,569.00		TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 733,656.00
	5,000.00		OVERTIME		5,000.00
	5,000.00		TOTAL RECOMMENDED OVERTIME		5,000.00
\$	83,000.00		CERTIFIED PUBLIC ACCOUNTANTS	\$	87,790.00
	1,000.00		IT HARDWARE - OTHER IT SUPPLIES		500.00
	840.00		LEASES & RENTALS		-
	1,500.00		NON-NETWORK SOFTWARE & SUPPORT		1,000.00
	3,100.00		OFFICE SUPPLIES		3,400.00
	2,100.00		OTHER CHARGES & EXPENDITURES		1,250.00
	-		OTHER PROFESSIONAL SERVICES		1,000.00
	800.00		PRINT & COPY SUPPLIES		1,200.00
	-		PRINTING SERVICES		200.00
	1,100.00		TELEPHONE & CABLE		1,000.00
\$	93,440.00		TOTAL ORDINARY MAINTENANCE	\$	97,340.00
	(39.00)		FUNDING SOURCES:		
	(569.00)		CREDIT FROM GOLF COURSE		(41.00)
	(959.00)		CREDIT FROM SEWER		(593.00)
	(1,567.00)		CREDIT FROM WATER		(999.00)
			TOTAL FUNDING SOURCES		(1,633.00)
\$	91,873.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	95,707.00
\$	736,442.00		TOTAL RECOMMENDED TAX LEVY	\$	834,363.00



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# CONTRIBUTORY PENSIONS

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**Lisa M. Poske, Executive Secretary**

City Hall- Room 103

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1062

## Department Allocation Summary

	<b>Actual</b>	<b>Approved Budget for</b>	<b>Totals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Fringe Benefits	\$ 36,005,780.11	\$ 37,713,980.00	\$ 39,090,292.00	\$ 38,764,693.00
<b>Total</b>	<b>\$ 36,005,780.11</b>	<b>\$ 37,713,980.00</b>	<b>\$ 39,090,292.00</b>	<b>38,764,693.00</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$38,764,693, which is an increase of \$1,050,713 from the Fiscal 2024 amount of \$37,713,980.

**LISA M. POSKE, EXECUTIVE SECRETARY**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**CONTRIBUTORY PENSIONS- DEPARTMENT #CC1011**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
<u>\$ 42,324,090.00</u>	CONTRIBUTORY PENSIONS	<u>\$ 43,753,416.00</u>
<u>\$ 42,324,090.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 43,753,416.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (66,346.00)	CREDIT FROM GOLF	\$ (68,776.00)
(1,808,264.00)	CREDIT FROM SEWER	(1,908,203.00)
(2,248,346.00)	CREDIT FROM WATER	(2,500,951.00)
(15,715.00)	CREDIT FROM FINANCE GRANTS	(17,291.00)
(131,038.00)	CREDIT FROM ECONOMIC DEVELOPMENT GRANTS	(142,302.00)
(31,907.00)	CREDIT FROM CABLE SERVICES	(34,594.00)
(128,672.00)	CREDIT FROM HEALTH DEPARTMENT GRANTS	(122,789.00)
(25,715.00)	CREDIT FROM ELDER AFFAIRS GRANTS	(27,532.00)
(37,829.00)	CREDIT FROM MASSHIRE CENTRAL REGION WORKFORCE BOARD	(41,003.00)
<u>(116,278.00)</u>	CREDIT FROM MASSHIRE WORKFORCE CAREER CENTER	<u>(125,282.00)</u>
<u>\$ (4,610,110.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (4,988,723.00)</u>
<u>\$ 37,713,980.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 38,764,693.00</u>



## CITY COUNCIL

City Hall  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1049

**Mayor Joseph M. Petty**  
**Councilor Jenny Pacillo *District 1***  
**Councilor Candy F. Mero-Carlson *District 2***  
**Councilor George J. Russell *District 3***  
**Councilor Luis A. Ojeda *District 4***  
**Councilor Etel Haxhijaj *District 5***

**Councilor-At-Large Morris A. Bergman**  
**Councilor-At-Large Donna M. Colorio**  
**Councilor-At-Large Khrystian E. King**  
**Councilor-At-Large Thu Nguyen**  
**Councilor-At-Large Kathleen M. Toomey**

The City Council is elected by the registered voters of the City of Worcester. As the head governing body, the City Council exercises all the legislative powers of the City except those powers that are reserved by the City Charter to the School Committee, or to qualified voters in the City of Worcester.

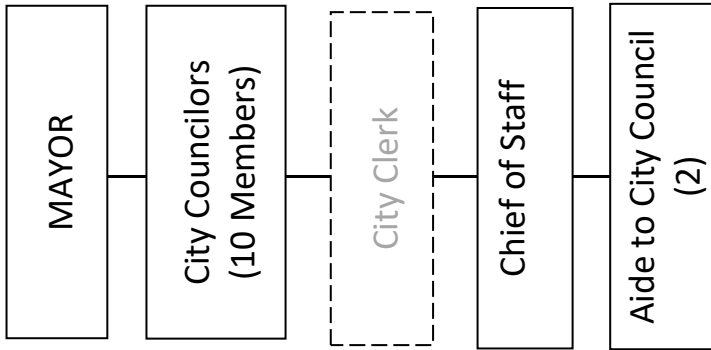
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 379,416.48	\$ 469,537.00	\$ 279,268.00	\$ 601,278.00
Ordinary Maintenance	28,579.76	32,231.00	33,936.00	40,731.00
<b>Total</b>	<b>\$ 407,996.24</b>	<b>\$ 501,768.00</b>	<b>\$ 313,204.00</b>	<b>\$ 642,009.00</b>
<b>Total Positions</b>	12	12	12	14

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$642,009 which is an increase of \$140,241 from the Fiscal 2024 amount of \$501,768. This increase is due to the regrade of the Chief of Staff position and adding two Aide to City Council positions during Fiscal Year 2024. In addition, 3% Cost of Living Adjustments (COLAs), and a 1.5% Market Adjustment for non-represented employees were funded. The Ordinary Maintenance increase is due to additional funding for Public Notice Advertisements, Catered Meals for Council hearings, and Subscriptions for Community Fluency Constituent Management Software.

# CITY COUNCIL DIVISION ORGANIZATIONAL CHART



14 Positions

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025  
CITY COUNCIL- DEPARTMENT #CC1001**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 40,811.00	FL	MAYOR	1	\$ 41,289.00
10	348,100.00	FL	COUNCILOR	10	316,953.00
0	-	48EM	CHIEF OF STAFF, CITY COUNCIL	1	99,301.00
1	80,626.00	45	CHIEF OF STAFF, CITY COUNCIL	0	-
0	-	40	AIDE TO CITY COUNCIL	2	143,735.00
<u>12</u>	<u>\$ 469,537.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>14</u>	<u>\$ 601,278.00</u>
	\$ -		BOTTLED WATER RENTAL & SUPPLIES		\$ 300.00
	500.00		BUILDING SUPPLIES		500.00
	-		CATERED MEALS		3,000.00
	1,010.00		COPY PAPER		-
	-		FOOD SUPPLIES		300.00
	1,700.00		IT HARDWARE SUPPLIES-OTHER IT SUPPLIES		2,500.00
	4,242.00		NEWSPAPER ADVERTISING		9,631.00
	5,972.00		NON-NETWORK SOFTWARE & SUPPORT		5,500.00
	1,400.00		OFFICE SUPPLIES		500.00
	1,500.00		PRINTING SERVICES		1,000.00
	2,700.00		PRINT & COPY SUPPLIES		1,000.00
	-		SUBSCRIPTIONS		5,500.00
	10,100.00		TELEPHONE & CABLE		11,000.00
	3,107.00		TRANSLATION/INTERPRETATION		-
	<u>\$ 32,231.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 40,731.00</u>
	<u>\$ 501,768.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 642,009.00</u>



The City of  
**WORCESTER**

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## MAYOR

### Joseph M. Petty, Mayor

City Hall- Room 305  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1153

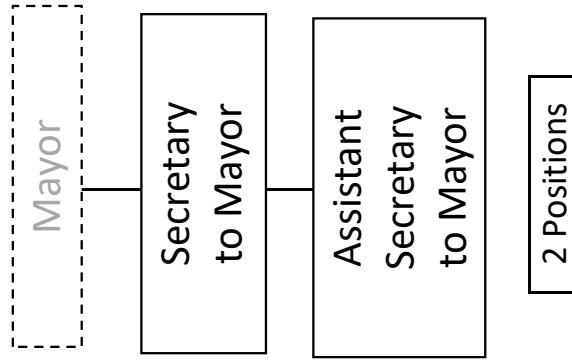
### Department Allocation Summary

		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 157,998.96	\$ 169,208.00	\$ 126,343.00	\$ 172,034.00
Ordinary Maintenance	10,007.04	8,000.00	5,624.00	14,700.00
<b>Total</b>	<b>\$ 168,006.00</b>	<b>\$ 177,208.00</b>	<b>\$ 131,967.00</b>	<b>\$ 186,734.00</b>
<b>Total Positions</b>	2	2	2	2

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$186,734, which is an increase of \$9,526 from the Fiscal 2024 amount of \$177,208. The salary increase is due to a regrade of the Secretary to the Mayor, 3% Cost of Living Adjustments (COLAs) and a 1.5% Market Adjustment for non-represented employees. Ordinary Maintenance is a net result of an increase of funding for keys to the City and shredder cost which is offset by the transfer of funds to the Innovation & Technology Department to streamline copier count costs.

# MAYOR ORGANIZATIONAL CHART



**JOSEPH M. PETTY, MAYOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025  
OFFICE OF THE MAYOR- DEPARTMENT #CC1002**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
0	\$ -	48EM	SECRETARY TO MAYOR	1	\$ 99,301.00
1	86,104.00	41	SECRETARY TO MAYOR	0	-
1	83,104.00	40	ASSISTANT SECRETARY TO MAYOR	1	72,733.00
<b>2</b>	<b>\$ 169,208.00</b>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>2</b>	<b>\$ 172,034.00</b>
	\$ -		BOTTLED WATER RENTAL & SUPPLIES		\$ 200.00
	-		COPIER COUNTS		-
	-		IT HARDWARE SUPPLIES-OTHER IT SUPPLIES		100.00
	900.00		LEASES & RENTALS		-
	3,600.00		OFFICE SUPPLIES		10,600.00
	500.00		OTHER CHARGES & EXPENDITURES		-
	300.00		PRINT & COPY SUPPLIES		100.00
	2,700.00		PRINTING SERVICES		2,700.00
	-		TELEPHONE & CABLE		1,000.00
	<b>\$ 8,000.00</b>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<b>\$ 14,700.00</b>
	<b>\$ 177,208.00</b>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<b>\$ 186,734.00</b>



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## CITY CLERK

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### **Nikolin Vangjeli, City Clerk**

City Hall - Room 206  
455 Main Street  
Worcester, MA 01608  
(508) 799-1121

#### **Mission:**

The mission of the City Clerk's office is to accept, file, record, and maintain all municipal records. The City Clerk publishes the agenda for all City Council meetings, records all Council actions, and compiles the minutes of Council meetings. The Department also maintains the City Council document system database and publishes all ordinances and amended ordinances on an annual basis. The Clerk, when requested, attests to the validity of City records. These include records of birth, marriage, death, residency, ordinances, City Council actions, voter and business registration and many others.

#### **Vision:**

Provide exceptional levels to the needs of our broad and diverse citizenry, elected City officials, and by new or modified legal mandates at the local, state, and federal levels through innovation, expertise, and a cooperative spirit.

### **Previous Year DDP Highlights**

#### ***Clerk Staffing***

Goal	Objective	Current Progress
Design more streamlined organizational structure to provide clear direction to staff of roles, and responsibilities.	Revise organizational structure.	Restructured and published revised organizational chart to city departments.
Re-evaluate and set clear job function, responsibilities, and duties of present and future staff.	Review and update departmental job descriptions based on current and future needs.	100% of current job descriptions revised and advertised accordingly.
Improve staff retention rate.	Create schedule of team building activities and departmental meetings.	Continue team building initiatives throughout the next year.

### Clerk Services & Vital Records

Goal	Objective	Current Progress
Work with the department of economic development to provide multilingual business guides when residents register business with the clerk office.	Provide a multilingual guide to all business owners when registering new licenses or renewing with the clerk office.	This is an ongoing project to continue to offer multilingual guides to all new business owners.
Continue to work with local Veterinarian clinics to update Clerk records to increase the number of registered dogs in the City of Worcester.	Increase the number of registered dogs.	Over 5,500 dogs registered since licensing began.
Establish an online, mandatory registration system for lobbyists and any other person being compensated to solicit elected or appointed officials concerning policy matters in the City of Worcester's government	Work with the Department of Innovation & Technology to create an online registration portal.	Lobbyist registration system is live and fully functional on City's website.
Continue to offer residents the ability to file Claims with the City Clerk's office via the online submission portal.	Receive 100% of claims through the online portal so the Law Department can streamline the response process and follow up.	The claim portal is complete. Claims are submitted online and processed in a shared email system with the Law Department and the Clerk's Office. 224 Claims were filed online in FY24.

### City Council- Agendas & Meetings

Goal	Objective	Current Progress
Host City Council Committee Meetings in the community	Select meeting spaces for Council to host committee meetings in the community.	Five (5) Traffic and Parking Speed Limit Hearings were held in each City Council district.
Replacing the City Council Agenda Management System	Work with Prime Gov. Agenda Solutions to build a compatible meeting agenda solution for City Council and the City Boards and Commissions.	Staff is undergoing biweekly Prime Gov. training and in the process of building out the program with the vendor. 75% of system is built and 10% of historical migration is complete.
Provide Limited English Proficiency assistance to residents looking to attend council and committee meetings.	Clerk employees will be able to offer translation services in Albanian, Twi, Vietnamese, Mandarin, Portuguese, and Spanish. For other language requirements, we provide services through a vendor.	Offer periodic interpreter services if requested at least 48 hours in advance. Clerk employees can offer translation services in Albanian, Twi, Vietnamese, Mandarin, Portuguese, and Spanish.
Receive 100% of council petitions online to streamline the petition filing process.	Maintain the online petition function.	165 online petitions received and processed in FY24 (as of March 1, 2024) (Total of 324 petitions sent to City Council in FY24 as of March 1, 2024).
Continue to promote online sign-up form for residents to receive City Council agendas, subcommittee agendas, and meeting notices.	Maintain the online sign-up function for residents to receive agendas and meeting notices.	Over 300 residents have signed up for the online agenda notification function.
Continue to offer virtual public participation through the Zoom Webinar platform.	Promote inclusive and technology-driven public meetings.	Virtual public participation is now a permanent feature of City Council meetings.
Create City Council informational videos.	Work with Cable Services to create a public information campaign relative to Council processes.	Continue to promote previously recorded informational videos.

### City Council Support

Goal	Objective	Current Progress
Continue to offer residents the ability to use the Find My City Councilor Application to determine who their Councilor is by advertising the application via social media and the City's website.	Maintain the online application and advertise the application via social media and the City's website.	Over 2,000 searches on this function in FY24.
Allow residents the ability to reach out to City Councilors via Contact My Councilor function.	Maintain and utilize the function to assist Council with the ability to respond to residents.	Over 400 submissions in FY24.
Familiarize City Council members with the Building Blocks application to streamline constituent inquiries regarding specific properties.	Increase the use and functionality of the Building Blocks application	Councilors and Council staff have been trained and utilize the program for informational purposes.
Work with Office of the City Council to ensure Councilors are familiar with the Community Fluency Constituent Tracking program.	Increase use of Community Fluency.	Staff has been trained and currently utilize the program to track constituent inquiries.

### City Archive

Goal	Objective	Current Progress
Hire and train temporary Archive interns.	Continue establishing the City of Worcester archive division.	3 Temporary Positions filled
Initiate archive digitization process.	Continue establishing the City of Worcester archive division.	Ongoing scanning of records.

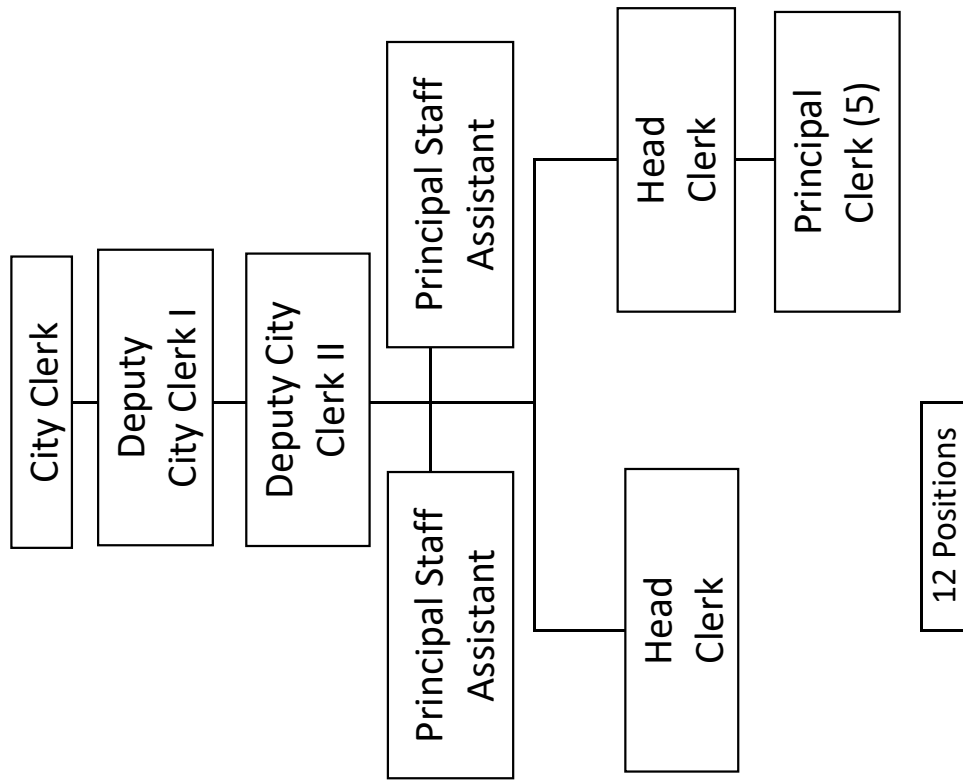
### Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2023</u>	<u>Fiscal 2024</u>	<u>3/31/24</u>	<u>Fiscal 2025</u>
Salaries	\$ 931,288.99	\$ 981,640.00	785,063.00	\$ 982,747.00
Overtime	6,732.51	1,000.00	293.00	1,000.00
Ordinary Maintenance	62,559.98	74,518.00	40,647.00	67,518.00
<b>Total</b>	<b>\$ 1,000,581.48</b>	<b>\$ 1,057,158.00</b>	<b>\$ 826,003.00</b>	<b>\$ 1,051,265.00</b>
<b>Total Positions</b>	11	13	13	12

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$1,051,265 which is a decrease of \$5,893 from the Fiscal 2024 amount of \$1,057,158. Salary increases are due to a position regrade, a 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. These salary increases are offset by the transfer of the Archivist position being regraded and transferred to the Elections Division. The Ordinary Maintenance decrease of \$7,000 is associated with the transfer of funds to the Innovation and Technology Department for copier count costs.

# CITY CLERK DEPARTMENT ORGANIZATIONAL CHART



**NIKOLIN VANGJELI, CITY CLERK****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****CITY CLERK DEPARTMENT****CITY CLERK DIVISION #CC1006**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 188,372.00	58EM	CITY CLERK	1	\$ 198,624.00
0	-	53EM	DEPUTY CITY CLERK I	1	135,893.00
1	120,639.00	47EM	DEPUTY CITY CLERK	0	-
0	-	50EM	DEPUTY CITY CLERK II	1	114,990.00
1	89,750.00	45M	ASSISTANT CITY CLERK	0	-
1	72,806.00	40M	ARCHIVIST	0	-
1	73,305.00	40M	PRINCIPAL STAFF ASSISTANT	2	153,239.00
1	67,746.00	35	ADMINISTRATIVE ASSISTANT 6	0	-
2	117,666.00	32	HEAD CLERK	2	116,106.00
5	249,281.00	29	PRINCIPAL CLERK	5	256,315.00
<u>13</u>	<u>\$ 979,565.00</u>		TOTAL SALARIES	<u>12</u>	<u>\$ 975,167.00</u>
	9,725.00		EM INCENTIVE PAY		15,230.00
	4,000.00		STIPENDS - CITY CLERK, CLERK OF THE CITY COUNCIL		4,000.00
	(11,650.00)		VACANCY FACTOR		(11,650.00)
<u>13</u>	<u>\$ 981,640.00</u>	<b>100-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>12</u>	<u>\$ 982,747.00</u>
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	<u>\$ 1,000.00</u>	<b>100-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 1,000.00</u>
	\$ 5,809.00		CONSULTANT		\$ 5,925.00
	-		COPIER COUNTS		-
	-		ELECTRICITY		2,000.00
	-		FACILITY LAND & LEASE		10,700.00
	500.00		HARDWARE/DEVICES		200.00
	-		IMAGING SOFTWARE		576.00
	30,309.00		LEASES & RENTALS		-
	1,800.00		LICENSES		7,500.00
	300.00		MAINTENANCE & REPAIR		300.00
	200.00		MEMBERSHIP DUES		400.00
	4,700.00		NON-NETWORK SOFTWARE & SUPPORT		500.00
	2,800.00		OFFICE SUPPLIES		4,000.00
	3,700.00		OTHER CHARGES & EXPENDITURES		1,100.00
	-		PARTS/EQUIPMENT SUPPLIES		1,217.00
	20,500.00		PRINTING		25,000.00
	3,000.00		PRINTING SUPPLIES		5,800.00
	-		SOFTWARE LICENSE		1,000.00
	600.00		TELEPHONE		1,300.00
	300.00		TRAVEL		-
	<u>\$ 74,518.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 67,518.00</u>
	<u>\$ 74,518.00</u>	<b>100-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 67,518.00</u>
	<u>\$ 1,057,158.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,051,265.00</u>



The City of  
**WORCESTER**

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## ELECTIONS DIVISION

### Nikolin Vangjeli– City Clerk

City Hall - Room 208  
455 Main Street  
Worcester, MA 01608  
(508) 799-1134

The City Clerk provides operational and administrative support to the Board of Election Commissioners and is the City's primary election and voter registration official. The City Clerk provides appropriate forms for those registering to vote, maintains the official voter registration records for Worcester, and completes other duties defined in the City Charter and MA General Laws. The official voter registration records allow the City Clerk to provide an accurate list of voters to each polling place.

#### Vision:

Ensure the fair and honest conduct of municipal, State, and Federal elections through the compliance with all applicable municipal, State, and Federal election laws and regulations and a secure, modern, and accessible voting infrastructure.

#### Previous Year DDP Highlights

#### Voter Engagement Efforts

Goal	Objective	Current Progress
Register at least 4,000 new voters during FY24.	Increase number of registered voters.	Increase of 18,000 voters in FY24.
Offer voter registration drives in the community	Continue to provide all Worcester residents the opportunity to register to vote.	5 voter registration drives completed in FY24. Worked with colleges and high schools to register students in FY24. All high schools and colleges offered registration sessions. 10 voter educational sessions were also offered in the neighborhood crime watch meetings and City Hall regarding the school committee districts and municipal elections.
Work with the Cable Service division to create and update election informational videos.	Continue to provide information to the public regarding the administration of elections in Worcester.	Videos published and being shared to the City's website and social media. 3 videos recorded every election in English and Spanish to advertise voter registration, mail in and early voting and election day. Videos streamed through YouTube, City website, and social media.

Register voters through the RMV online registration function during FY24.	Continue to offer Worcester voters online voter registration to all residents with a Massachusetts driver's license or state ID card.	6,000 registered voters in FY24 through online/RMV.
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### City-Census

Goal	Objective	Current Progress
Offer an online annual census response function.	Streamlined and simplified Census response.	10,000 responses online as of 4/1/2024.

### Poll Workers

Goal	Objective	Current Progress
Recruit poll workers before Election Day.	Continue to work with the political parties to select names of poll workers for Election Day.	400 poll workers recruited for the FY24 and FY25 elections in September and November
Staff at least 1 bilingual translator per polling location on Election Day.	Create a diverse and reflective group of poll workers.	Continuing to recruit poll workers to reach 100% of polling locations staffed with bilingual poll workers.
Continue to open all polling places on time on Election Day.	Ensure all polling locations are open and functional on Election Day.	All polling locations are opened on time and fully set up on Election Day.
Reach 100% of poll worker training attendance.	Continue to train poll workers on all Election Day procedures.	All poll workers trained prior to Election Day, either in person or through the virtual training portal.
Mail all poll workers training manuals two weeks before election day.	Continue to deliver training manuals on Election Day procedures to all precinct workers.	All poll workers received proper training materials ahead of time.
Train 100% of poll workers to use electronic poll books for inactive voter procedure and voter lookup on Election Day.	Continue to utilize electronic poll books.	All poll workers are trained to utilize poll pads.

### Increase Voter Participation

Goal	Objective	Current Progress
Deliver 100% of ballots to absentee voters and vote by mail voters 3 weeks before Election Day.	Continue to ensure the programming of ballots is designed in a timely manner to permit voters to cast and mail ballots to the Election Office before the voting deadline for each election.	9,000 ballots mailed in September and November 2023 and 13,000 ballots mailed in March 2024.
Mail a vote-by-mail application to all registered voters for the September, November, and March elections.	Ensure all voters receive a vote-by-mail application.	114,000 applications mailed in February 2024.

Mail 100% of requested ballots to voters at least 3 weeks before the September, November, and March Elections.	Mail vote-by-mail ballots to all registered voters that request an Early Vote by mail ballot.	Ongoing effort
Offer 100% of voters prepaid return mail envelopes	Mail vote-by-mail ballots to all registered voters that request an Early Vote-by-mail ballot.	Ongoing effort
Offer voters the option of utilizing the vote-by-mail drop boxes at the 10 fire stations and city hall.	Mail vote-by-mail ballots to all registered voters that request an Early Vote-by-mail ballot.	Ongoing effort
10,000 Worcester voters utilize the voter-by-mail voting option during FY24.	Mail vote by mail ballots to all registered voters that request an Early Vote by mail ballot.	13,000 early vote applications received in FY24
Offer 7 days of early voting including one weekend for all elections.	Offer in person early voting in the 5 city council districts for each election.	<ul style="list-style-type: none"> <li>• 5 early voting days offered in September 2023 - 700 ballots cast</li> <li>• 7 early voting days offered in November 2023 – 1,200 ballots cast</li> <li>• 7 Early voting days offers in March 2024, 600 ballots</li> <li>• September 2024 - 7 days planned</li> <li>• November 2024 - 14 days planned</li> </ul>

### *Election Day Operations*

Goal	Objective	Current Progress
Program 100% of voting machines two weeks before Election Day for testing.	Continue to ensure the programming of ballots is designed in a timely manner to permit voters to cast and mail ballots to the Election Office before the voting deadline for each election.	All voting machines properly programmed and tested.
Set up all polling locations on time.	Ensure sufficient staffing to have polling locations set up and operating smoothly on Election Day.	All 60 precincts are set up in an accessible and visible manner.
Ensure all polling locations have sufficient police coverage on Election Day.	Ensure sufficient staffing to have polling locations set up and operating smoothly on Election Day.	All 60 precincts had sufficient police coverage.

### *Voter Education Efforts*

Goal	Objective	Current Progress
Send a direct mailing to all residents explaining the School Committee Districts and lines	Limit Voter Confusion	Residents received a post card with district information and voting information.

Update “Where do I Vote?” function for residents to include results with both District City Council and School Committee District information.	Limit Voter Confusion	Function updated on the City’s website.
Update “Find My City Councilor” function online to display the new FY24 district lines and include a separate function/section for information on the School Committee Districts for residents to easily look up both their City Council and School Committee district.	Limit Voter Confusion	Function updated on the City’s website.
Attend voter registration or information session events in the community throughout the election season.	Increase voter education	5 sessions offered in FY24

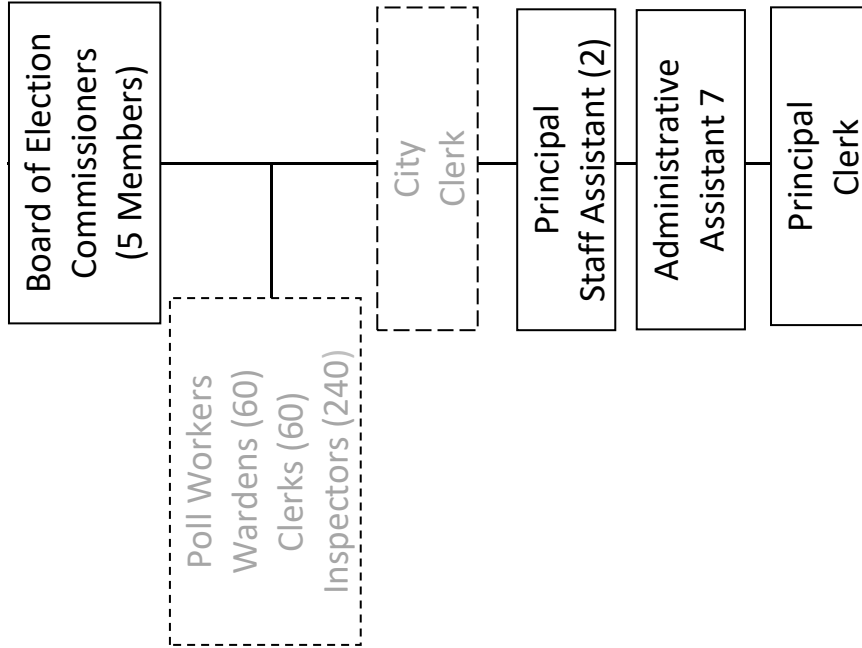
### Department Allocation Summary

	<b>Actual</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 641,174.17	\$ 940,913.00	362,455.00	\$ 633,908.00
Overtime	25,256.98	10,000.00	152,700.00	235,000.00
Ordinary Maintenance	214,208.71	284,829.00	232,960.00	173,129.00
Capital Outlay	23,308.00	-		-
<b>Total</b>	<b>\$ 903,947.86</b>	<b>\$ 1,235,742.00</b>	<b>\$ 748,115.00</b>	<b>\$ 1,042,037.00</b>
Total Positions	10	9	9	9

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$1,042,037, which is a decrease of \$193,705 from the Fiscal 2024 amount of \$1,235,742. The salary decrease is mainly due to the elimination of the vacant Assistant City Clerk position, transfer of funding from Miscellaneous Salaries to Overtime to properly reflect actuals and reducing Miscellaneous Salaries funding to account for only two elections in Fiscal 2025. These decreases are offset by a 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. Also, there was funding added to Miscellaneous Salaries to increase Poll Worker stipends and the transfer of the Archivist position from City Clerk to Elections Division as a Principal Staff Assistant. Overtime increased due to the allocation of funds from Miscellaneous Salaries to support department operations. The Ordinary Maintenance decrease is due to the transfer of funds to the Innovation & Technology Department to streamline copier count costs.

# ELECTIONS DIVISION ORGANIZATIONAL CHART



9 Positions

**NIKOLIN VANGJELI, CITY CLERK**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**CITY CLERK DEPARTMENT**
**ELECTIONS DIVISION #CC1010**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
5	\$ 4,500.00	FL	ELECTION COMMISSIONER	5	\$ 4,500.00
1	80,512.00	45M	ASSISTANT CITY CLERK	0	-
1	84,960.00	40M	PRINCIPAL STAFF ASSISTANT	2	168,972.00
1	72,842.00	37	ADMINISTRATIVE ASSISTANT 7	1	73,122.00
1	55,079.00	29	PRINCIPAL CLERK	1	47,294.00
9	\$ 297,893.00		REGULAR SALARIES	9	\$ 293,888.00
	694,020.00		MISCELLANEOUS SALARIES		341,020.00
	(1,000.00)		VACANCY FACTOR		(1,000.00)
9	\$ 990,913.00		TOTAL SALARIES	9	\$ 633,908.00
	(50,000.00)		FUNDING SOURCES:		-
	(50,000.00)		STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		-
			TOTAL FUNDING SOURCES		\$ -
9	\$ 940,913.00		TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 633,908.00
	\$ 10,000.00		OVERTIME		\$ 235,000.00
	\$ 10,000.00		TOTAL RECOMMENDED OVERTIME		\$ 235,000.00
	\$ -		CATERED MEALS		\$ 5,000.00
	-		COPIER COUNTS		-
	1,000.00		COPY PAPER		-
	-		ELECTION SOFTWARE		57,300.00
	-		HARDWARE: IT SUPPLIES		200.00
	29,104.00		LEASES & RENTALS		-
	1,000.00		MAINT/REP VEHICLE		-
	-		MAINT/REPAIR EQUIPMENT		500.00
	40,000.00		NON-NETWORK SOFTWARE & SUPPORT		-
	7,500.00		OFFICE SUPPLIES		6,000.00
	3,725.00		OTHER CHARGES & EXPENDITURES		-
	-		OTHER EQUIPMENT LEASES		500.00
	2,300.00		OTHER SUPPLIES		-
	-		PERMITS		300.00
	159,000.00		POSTAGE		59,000.00
	5,650.00		PRINT & COPY SUPPLIES		8,000.00
	31,350.00		PRINTING SERVICES		31,350.00
	4,200.00		TELEPHONE		4,979.00
	\$ 284,829.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 173,129.00
	\$ 1,235,742.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,042,037.00

## EXECUTIVE OFFICE OF THE CITY MANAGER

### Eric. D Batista, City Manager

City Hall – Room 309  
455 Main Street, 3<sup>rd</sup> Floor  
Worcester, MA 01608  
508-799-1175

**Mission:** To provide efficient and effective municipal services to the residents of Worcester in a customer-friendly, transparent, and inclusive environment while working to improve the quality of life for all.

**Vision:** To be recognized as the country's most vibrant and livable mid-sized city.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Partner with communities to honor and celebrate diverse and inclusive cultural events.	Engage with new cloud-based permitting software system to review and design special events permitting process workflows.	<p>The City, through a partnership with the Department of Innovation &amp; Technology and the Executive Office of Economic Development, engaged with OpenGov to study the complicated workflows and processes of the City's special events permitting process.</p> <p>The City hired a consultant to engage with the community to gather feedback on how to improve special events permitting. Approximately 45 people attended a Community Input Meeting, while 51 completed a Special Events Survey and 13 completed a Vendor and Concessions Survey.</p>
Maintain a safe and appealing infrastructure.	Lead the Department of Transportation and Mobility to study and design safe street infrastructure and sidewalks that will last.	<p>The Department of Transportation &amp; Mobility conducted 234 investigations, including 28 detailed engineering studies, in support of items before the Traffic &amp; Parking Committee.</p> <p>Expanded the speed hump pilot program from 10 to 35 locations in summer 2023. Analysis of 2023 installations demonstrated speed reductions of 10% to 30% on all</p>

		<p>streets where speed humps were implemented.</p> <p>Safety improvements requested by the City Council on the recommendation of the Traffic &amp; Parking Committee are under design at 8 locations for implementation in summer 2024.</p>
<p>Support safe and affordable housing options.</p>	<p>Work with the Executive Office of Economic Development to implement the City's first Inclusionary Zoning ordinance to produce more affordable housing units.</p>	<p>The Worcester City Council passed Inclusionary Zoning in April 2023.</p> <p>The Executive Office of Economic Development facilitated the completion or commencement of over 400 new affordable housing units in FY24.</p> <p>Over \$500,000 administered for owner-occupied housing rehab.</p> <p>Facilitated the completion of 39 new permanent supportive housing units with over 150 additional in the pipeline.</p> <p>Provided \$1,000,000 in down payment assistance to first-time homebuyers in partnership with WCHR.</p> <p>Facilitated the disposition of 7 underutilized city-owned lots for new affordable homeownership units.</p> <p>Successfully launched the Affordable Housing Preservation Program and the commitment of over \$17 million of Affordable Housing Trust Fund dollars, leveraging over \$350 million in total investment.</p> <p>Secured a grant from the state to support the Housing Production Plan and successfully procured a</p>



		consultant for the creation of the plan.
To build a strong Quality of Life taskforce that is well equipped to ensure clean neighborhoods.	To expand the Quality of Life taskforce to focus on safe and clean neighborhoods throughout the City.  To conduct at least 4 neighborhood clean team events	The Quality of Life Taskforce is fully staffed and is now implementing the Neighborhoods First model to keep our neighborhoods clean.  Quality of Life team successfully completed clean team events in every Council District between Summer-Fall.
To restructure the Executive Office of Diversity, Equity, and Inclusion; to ensure it has the resources and authority to accelerate representation within the City workforce.	To work with the Executive Office of DEI and HR to accelerate representation within the City workforce and leadership.	Created and began implementing a new workflow centralizing recruitment/hiring to HR.  In FY24, 37% of all new hires were BIPOC, and 44% were female. Among new hires in leadership positions, 41% were BIPOC and 41% were female.
Provide opportunities to diverse vendors who conduct business with the City.	Work with both the Executive Office of DEI and Administration & Finance to centralize all buying to the Purchasing division.	Department of Administration & Finance continues to add positions into the Purchasing division in FY24 and FY25 to support centralization of Purchasing.  Executive Office of Economic Development (EOED) has had successful progress with external DEI initiatives such as the M/WBE program and Responsible Development Ordinance.  Additionally, EOED launched the ARPA funded Diverse Business Certification Grant Program for businesses to get certified with the Massachusetts Supplier Diversity Office (SDO).
Improve the efficiency of City permitting and licensing, including permits related to Inspectional Services, DPW, and Special Events, improve its processes,	Coordinate with IS, DPW, Cultural and Innovation & Technology to integrate all City permitting & licenses.	Department of Inspectional Services implemented permit applications as well as Rental Registry on cloud-based system OpenGov.

technologies, and integrated systems.		City continues to review and automate applications such as special events and constable applications.
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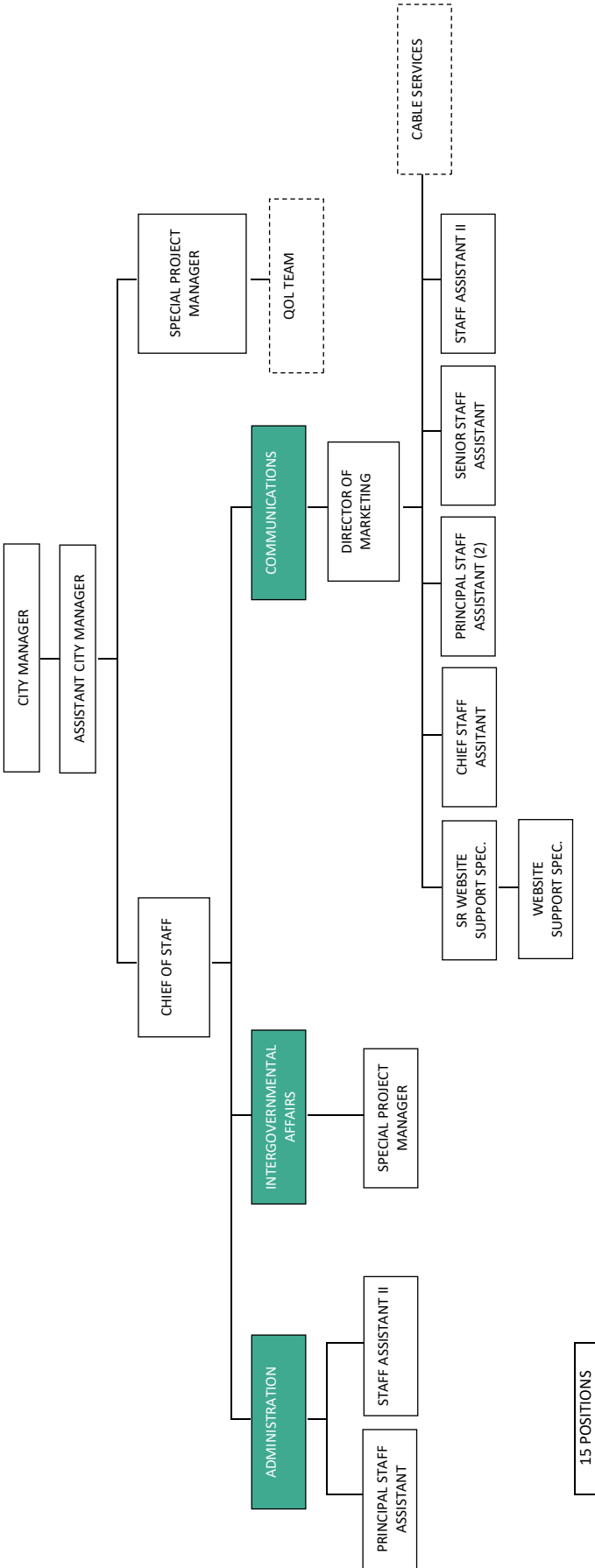
### Department Allocation Summary

	<b>Actual</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 1,310,914.06	\$ 1,211,868.00	\$ 900,775.00	\$ 1,666,655.00
Overtime	1,570.92	-	-	-
Ordinary Maintenance	209,117.34	131,252.00	89,517.00	129,552.00
Capital Outlay	74,157.07	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,595,759.39</b>	<b>\$ 1,343,120.00</b>	<b>\$ 990,292.00</b>	<b>\$ 1,796,207.00</b>
<b>Total Positions</b>	11	11	11	15

### Operating Budget Highlights

The Fiscal 2025 operating budget for the Executive Office of the City Manager is recommended to be \$1,796,207, which is a increase of \$453,087 from the Fiscal 2024 amount of \$1,343,120. This increase is primarily due to addition of a new position and three position transfers from other departments in addition to a 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. The Ordinary Maintenance decrease of \$1,700 in Fiscal 2025 is associated with the transfer of copier counts to the Department of Innovation and Technology.

# EXECUTIVE OFFICE OF THE CITY MANAGER



**ERIC D. BATISTA, CITY MANAGER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025  
EXECUTIVE OFFICE OF THE CITY MANAGER #CC1003**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 288,052.00	FL	CITY MANAGER	1	\$ 289,138.00
1	153,911.00	58CM	ASSISTANT CITY MANAGER	1	190,000.00
0	-	47EM	CHIEF OF STAFF	1	120,117.00
1	114,512.00	47EM	COORD. OF MUNICIPAL & INTERGOVERNMENTAL INITIATIVES	0	-
0	-	49M	DIRECTOR OF MARKETING & PUBLIC RELATIONS	1	109,535.00
2	179,190.00	45M	SPECIAL PROJECT COORDINATOR	2	195,700.00
0	-	44P	SENIOR WEBSITE SUPPORT SPECIALIST	1	103,927.00
0	-	42P	WEBSITE SUPPORT SPECIALIST	1	93,122.00
1	76,366.00	42M	CHIEF STAFF ASSISTANT	1	82,973.00
3	236,600.00	40M	PRINCIPAL STAFF ASSISTANT	3	243,326.00
0	-	39M	SENIOR STAFF ASSISTANT	1	83,780.00
2	126,354.00	35	STAFF ASSISTANT II	2	112,980.00
<u>11</u>	<u>\$ 1,174,985.00</u>		TOTAL REGULAR SALARIES	<u>15</u>	<u>\$ 1,624,598.00</u>
	\$ 29,000.00		RETIREMENT FUND		\$ 23,000.00
	7,500.00		DISABILITY AND LIFE INSURANCE EXPENSES		7,500.00
	7,873.00		EM INCENTIVE PAY		19,047.00
	(5,000.00)		VACANCY FACTOR		(5,000.00)
	<u>\$ 1,214,358.00</u>		TOTAL RECOMMENDED SALARIES		<u>\$ 1,669,145.00</u>
	\$ (2,490.00)		<u>FUNDING SOURCES:</u>		\$ (2,490.00)
	<u>\$ (2,490.00)</u>		CABLE REVENUES		<u>\$ (2,490.00)</u>
			TOTAL FUNDING SOURCES		<u>\$ (2,490.00)</u>
<u>11</u>	<u>\$ 1,211,868.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>15</u>	<u>\$ 1,666,655.00</u>
	\$ 700.00		BOTTLED WATER		\$ 700.00
	2,000.00		CATERED MEALS		2,000.00
	20,000.00		CONSULTANTS		20,000.00
	500.00		FOOD SUPPLIES		500.00
	7,700.00		IT HARDWARE SUPPLIES & MAINTENANCE		7,700.00
	5,900.00		LEASES & RENTALS		4,200.00
	35,000.00		MEMBERSHIP DUES		35,000.00
	300.00		NEWSPAPER ADVERTISING		300.00
	10,300.00		OFFICE SUPPLIES		10,300.00
	7,500.00		POLICE DETAIL		7,500.00
	2,300.00		POSTAGE		2,300.00
	9,300.00		PRINTING SUPPLIES & SERVICES		9,300.00
	3,000.00		REGISTRATION FEES		3,000.00
	6,952.00		SOFTWARE LICENSE		6,952.00
	1,800.00		SUBSCRIPTIONS		1,800.00
	12,000.00		TELEPHONE		12,000.00
	6,000.00		TRAVELING		6,000.00
	<u>\$ 131,252.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 129,552.00</u>
	<u>\$ 1,343,120.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,796,207.00</u>

# CONTINGENCY

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## Eric D. Batista, City Manager

City Hall- Room 309

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

		<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Ordinary Maintenance	\$ 4,906,951.01	\$ 4,186,285.00	\$ 563,765.00	\$ 6,677,731.00
<b>Total</b>	<b>\$ 4,906,951.01</b>	<b>\$ 4,186,285.00</b>	<b>\$ 563,765.00</b>	<b>\$ 6,677,731.00</b>

## Operating Budget Highlights

The Fiscal 2025 Budget includes \$6,677,731 for the City Manager's Contingency account. This is an increase of \$2,491,446 compared to the Fiscal 2024 amount of \$4,186,285. These funds have been identified to provide funding for cost of living (COLA) increases for unrepresented City employees (\$3,927,731), ongoing union negotiations for prior year COLAs and other commitments (\$2,500,000), and neighborhood advocates and uncommitted contingency funds as required throughout the fiscal year (\$250,000).

**ERIC D. BATISTA, CITY MANAGER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**CITY MANAGER'S CONTINGENCY - DEPARTMENT #CC1072**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 4,186,285.00	CONTINGENCY	\$ 6,677,731.00
<u>\$ 4,186,285.00</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 6,677,731.00</u>
<hr/>		
<u>\$ 4,186,285.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 6,677,731.00</u>

## CABLE SERVICES

### Judith A. Warren, Director

City Hall, Room 405  
455 Main St.  
Worcester, MA 01608  
(508) 799-1385

**Mission:** To provide the residents of Worcester with innovative and transparent access to their government through video programming on the government access channel as well as online and social platforms.

**Vision:** To provide customer friendly, nimble, modern-innovative, and accessible city services.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Produce high quality video productions.	To create more original high-quality videos about government services and city related issues.	Increased original programming by 25%.
Increase accessibility of government videos	Ensure video programming can be accessible via closed- or open-captioning.	Closed captioning is integrated through TEAMS for the Accessibilities Commission meeting and Facebook apps. Captioning is available through YouTube on programs we shared. Optimistic with cable renewal to install our own in-house AI Captioning system for 24/7 service on all programming.
Utilize new and innovative equipment to keep up with changing technologies in the industry.	Install new master control system to increase capabilities in ease of use, IP streaming and OTT App availability.	Master Control playback will be updated in the next 6-9 months; also enable additional options like OTT (Roku) and closed captioning will follow.

## Department Allocation Summary

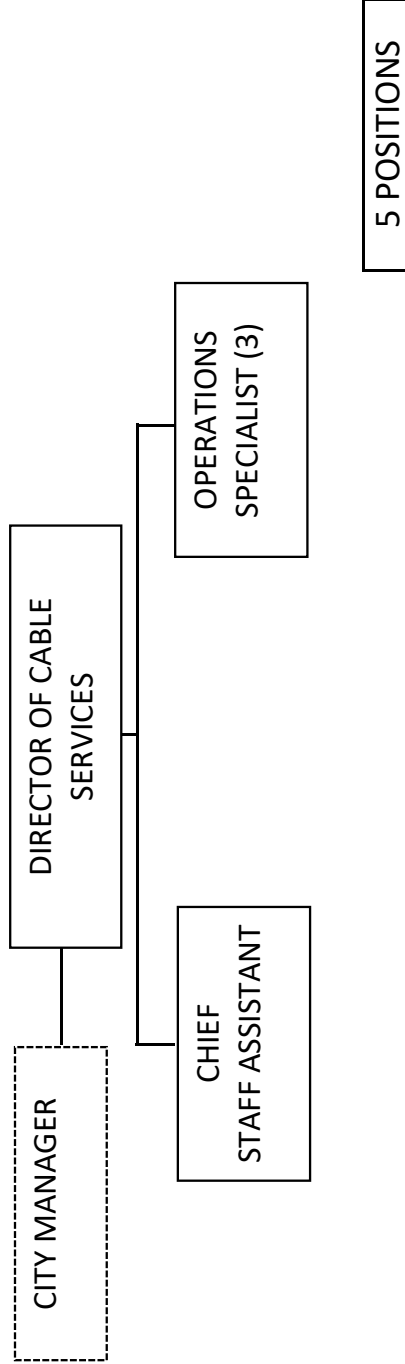
	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/2024</b>	<b>Fiscal 2025</b>
Salaries	\$ 316,323.95	\$ 354,521.00	\$ 279,340.00	\$ 384,375.00
Overtime	4,247.00	3,500.00	3,429.00	3,500.00
Ordinary Maintenance	821,692.05	831,000.00	568,145.00	831,000.00
Fringe Benefits	-	128,706.00	-	148,437.00
<b>Total Expenditures</b>	<b>\$ 1,142,263.00</b>	<b>\$ 1,317,727.00</b>	<b>\$ 850,914.00</b>	<b>\$ 1,367,312.00</b>
Cable Revenues	(1,142,263.00)	(1,317,727.00)	(850,914.00)	(1,367,312.00)
<b>Net Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$1,367,312, which is an increase of \$49,585 from the Fiscal 2024 amount of \$1,317,727. The increase in Salaries is due to step increases for employees that are not at maximum pay, and a 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. Ordinary Maintenance and Overtime will remain level funded to Fiscal 2024. Fringe Benefits increased due to salary changes and new insurance rates. All increases are anticipated to be offset by Cable Revenues.



**CITY OF WORCESTER  
EXECUTIVE OFFICE OF THE CITY MANAGER  
CABLE SERVICES DIVISION**



**JUDITH A. WARREN, DIRECTOR OF CABLE SERVICES**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**EXECUTIVE OFFICE OF THE CITY MANAGER**
**DIVISION OF CABLE SERVICES #CC1005**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 108,792.00	49M	DIRECTOR OF CABLE SERVICES	1	\$ 119,487.00
1	90,088.00	42M	CHIEF STAFF ASSISTANT	1	96,399.00
3	155,641.00	29	OPERATIONS SPECIALIST	3	168,489.00
5	\$ 354,521.00		TOTAL RECOMMENDED SALARIES	5	\$ 384,375.00
			<b>FUNDING SOURCES:</b>		
	\$ (354,521.00)		CABLE LICENSE REVENUES		\$ (384,375.00)
	\$ (354,521.00)		TOTAL FUNDING SOURCES		\$ (384,375.00)
5	\$ -		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	5	\$ -
	\$ 3,500.00		REGULAR OVERTIME		\$ 3,500.00
	\$ 3,500.00		TOTAL RECOMMENDED OVERTIME		\$ 3,500.00
			<b>FUNDING SOURCES:</b>		
	\$ (3,500.00)		CABLE LICENSE REVENUES		\$ (3,500.00)
	\$ (3,500.00)		TOTAL FUNDING SOURCES		\$ (3,500.00)
	\$ -		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ -
	\$ 831,000.00		ORDINARY MAINTENANCE		\$ 831,000.00
	\$ 831,000.00		TOTAL ORDINARY MAINTENANCE		\$ 831,000.00
			<b>FUNDING SOURCES:</b>		
	\$ (831,000.00)		CABLE LICENSE REVENUES		\$ (831,000.00)
	\$ (831,000.00)		TOTAL FUNDING SOURCES		\$ (831,000.00)
	\$ -		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ -
	\$ 46,296.00		HEALTH INSURANCE		\$ 50,655.00
	36,360.00		RETIREMENT		39,421.00
	23,785.00		CONTRIBUTORY PENSIONS		25,257.00
	22,265.00		PENSION OBLIGATION BONDS		33,104.00
	\$ 128,706.00		TOTAL FRINGE BENEFITS		\$ 148,437.00
			<b>FUNDING SOURCES:</b>		
	\$ (128,706.00)		CABLE LICENSE REVENUES		\$ (148,437.00)
	\$ (128,706.00)		TOTAL FUNDING SOURCES		\$ (148,437.00)
	\$ -		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ -
	\$ -		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ -

## EXECUTIVE OFFICE OF DIVERSITY, EQUITY, AND INCLUSION

51 Sever Street, 2<sup>nd</sup> Floor  
Worcester, MA 01609  
508-799-1175

**Mission:** To advise on diversity, equity, and inclusion (DEI) matters that require cross-functional analysis and research, including recruitment, retention, talent management, workforce planning and employee engagement efforts for City-wide DEI, while working closely with executive leadership to advance DEI as core values of the organization and its strategic human capital objectives.

**Vision:** To be a model employer by leveraging diversity and fostering inclusion to deliver the best public service.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
To accelerate representation within City workforce and leadership.	Centralize recruitment, hiring, and promotions process to the Human Resources Department and Executive Office of DEI to ensure processes uphold DEI values.	Created and began implementing a new workflow centralizing recruitment/hiring to HR.  In FY24, 37% of all new hires were BIPOC, and 44% were female. Among new hires in leadership positions, 41% were BIPOC and 41% were female.
To provide DEI trainings and professional development opportunities.	Build training program that includes access to leadership and career coaches for both entry level staff and experienced hires that aid in career development; specifically, in the topics of management and people skills.	EODEI successfully trained about 60% of the City workforce and its leadership on harassment in the workplace.
To foster an environment where people with disabilities are included, empowered, and have access to support.	Provide education and support for disability awareness.	Accessibility Advisory Committee continues to have conversations for more involvement in events, such as Out to Lunch and Disability Pride.
Advance equal pay for equal work.	Conduct a pay equity analysis that looks deeply into whether there are pay gaps within the City; including updating job descriptions and pay structures.	City is well under way on a pay equity study, with some implementation forthcoming in the FY25 budget.

<p>Provide opportunities to diverse vendors who do business with City.</p>	<p>Centralize all buying of goods and services in the City, to ensure equity is at the center of purchasing.</p>	<p>Department of Administration &amp; Finance continues to add positions into the Purchasing division in FY24 and FY25 to support centralization of Purchasing.</p> <p>Executive Office of Economic Development (EOED) has had successful progress with external DEI initiatives such as the M/WBE program and Responsible Development Ordinance.</p> <p>Additionally, EOED launched the ARPA funded Diverse Business Certification Grant Program for businesses to get certified with the Massachusetts Supplier Diversity Office (SDO).</p>
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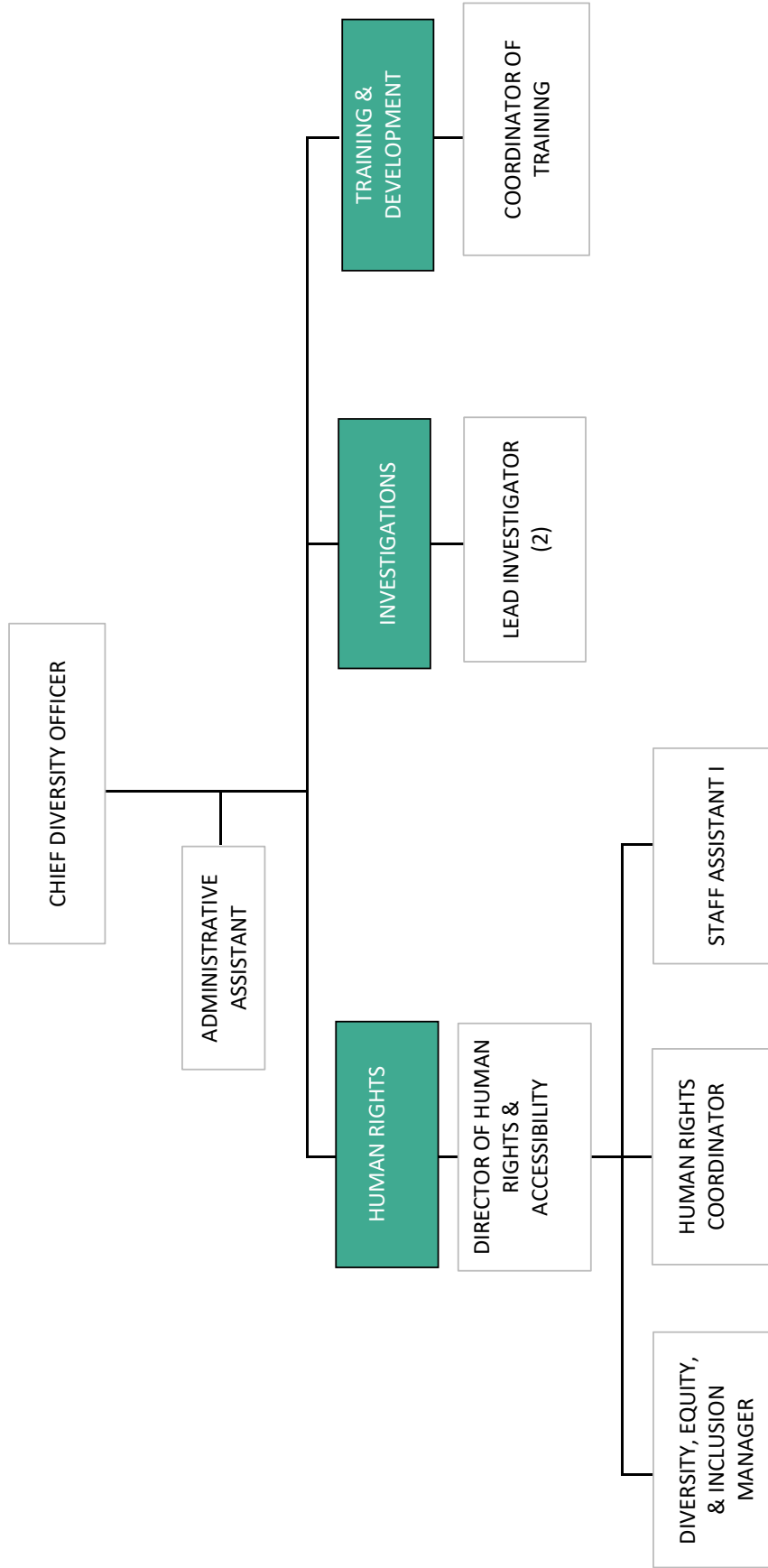
**Department Allocation Summary**

	<b>Actuals</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 156,925.04	\$ 491,978.00	\$ 143,507.00	\$ 598,034.00
Ordinary Maintenance	321,160.65	252,445.00	131,478.00	252,445.00
<b>Total Expenditures</b>	<b>\$ 478,085.69</b>	<b>\$ 744,423.00</b>	<b>\$ 274,985.00</b>	<b>\$ 850,479.00</b>
<b>Total Positions</b>	2	9	9	9

**Operating Budget Highlights**

The tax levy budget for Fiscal 2025 is recommended to be \$850,479, which is an increase of \$106,056 from the Fiscal 2024 amount of \$744,423. This increase is due to a 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. The Ordinary Maintenance is level funded at \$252,445 in Fiscal 2025.

# EXECUTIVE OFFICE OF DIVERSITY, EQUITY & INCLUSION ORGANIZATIONAL CHART



9 POSITIONS

**ERIC D. BATISTA, ACTING CHIEF DIVERSITY OFFICER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**  
**EXECUTIVE OFFICE OF DIVERSITY, EQUITY, & INCLUSION #CC1016**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 117,996.00	58CM	CHIEF EQUITY OFFICER	1	\$ 145,000.00
1	82,676.00	45EM	EXECUTIVE DIRECTOR HUMAN RIGHTS COMMISSION	1	109,775.00
2	185,181.00	45M	LEAD INVESTIGATOR	2	169,844.00
1	50,585.00	44M	COORDINATOR OF TRAINING, DEVELOPMENT AND WELLNESS PROGRAMS	1	81,999.00
1	75,456.00	40M	HUMAN RIGHTS COORDINATOR	1	71,198.00
1	65,344.00	40M	DIVERSITY, EQUITY, & INCLUSION MANAGER	1	71,198.00
1	65,815.00	35	ADMINISTRATIVE ASSISTANT 7	1	62,274.00
1	26,866.00	32	STAFF ASSISTANT I	1	24,449.00
9	\$ 669,919.00		REGULAR SALARIES DIVERSITY & INCLUSION	9	\$ 735,737.00
	-		EM INCENTIVE PAY		-
	(177,941.00)		VACANCY FACTOR		(137,703.00)
	\$ 491,978.00		TOTAL REGULAR SALARIES DIVERSITY & INCLUSION		\$ 598,034.00
9	\$ 491,978.00		<b>TOTAL RECOMMENDED PERSONNEL SERVICES</b>	9	\$ 598,034.00
	\$ 500.00		CATERED MEALS		\$ 500.00
	139,000.00		CONSULTANTS		139,000.00
	1,300.00		FOOD SUPPLIES		1,300.00
	2,800.00		LEASES & RENTALS		2,800.00
	10,000.00		MEMBERSHIP DUES		10,000.00
	600.00		NEWSPAPER ADVERTISING		600.00
	500.00		NON-NETWORK SOFTWARE & SUPPORT		500.00
	3,150.00		OFFICE SUPPLIES		3,150.00
	20,100.00		OTHER CHARGES & EXPENDITURES		-
	22,000.00		OTHER PROFESSIONAL SERVICES		42,100.00
	50.00		POSTAGE		50.00
	5,500.00		PRINTING SUPPLIES & SERVICES		5,500.00
	900.00		REGISTRATION FEES		900.00
	2,400.00		TELEPHONE		2,400.00
	43,445.00		TRANSLATION/INTERPRETATION		43,445.00
	200.00		TRAVEL		200.00
	\$ 252,445.00		TOTAL ORDINARY MAINTENANCE		\$ 252,445.00
	\$ 252,445.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 252,445.00
	\$ 744,423.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 850,479.00

## SUSTAINABILITY & RESILIENCE

### John Odell, Chief Sustainability Officer

Worcester City Hall  
455 Main Street, Room 108  
Worcester, MA 01608  
508-799-8325

#### Mission:

To implement the ambitious and urgent goals of the Green Worcester Sustainability and Resilience Strategic Plan (GWP). To be a strong and reliable advisory and collaborative partner which supports integration of sustainability and resilience and leveraging projects' co-benefits into all functions of the City via policies, projects, and initiatives. To use the lenses of health, equity and prosperity to guide projects.

#### Vision:

To help the city become the most sustainable and climate-resilient mid-sized city in America by 2050.

#### Previous Year DDP Highlights

Goal	Objective	Current Progress
Develop and publish at least 3 analyses and reports quantifying ongoing carbon reductions and other sustainability projects including the Carbon Avoidance Report, Better Climate Building Challenge Report, and CY 2022 greenhouse gas emissions inventory.	Update or create reports to show city's greenhouse gas emission reduction progress	Updated the city's Greenhouse Gas Emissions Inventory, with a baseline year 2009, from 2019-2023.
Publish the annual GWP Report by Q4 and present to the Green Worcester Advisory Committee.	Publish and present to the Green Worcester Advisory Committee the first annual Green Worcester Plan progress report	Completed the Green Worcester Plan's first annual report (covering July 2021-December 2023 time period). Presented to GWAC in March

Goal	Objective	Current Progress
Conduct 1 Life Cycle Analysis of electrification options for three city and/or School facilities	Review electrification options for several School and/or City facilities	Reviewed 4 electrification options for WPS via ESCo project
Conduct 1 feasibility study of City/School facility as a net zero building.	Analyze converting an existing City facility into a net zero facility	Completed analysis of City Hall with UMass based team
10+ projects identified and/or implemented for sustainable building improvements.	Identify and upgrade multiple City and School facilities for energy efficiency and renewable energy upgrades.	Ongoing ESCo project has made energy efficiency upgrades in over 30 facilities so far this fiscal year.

Goal	Objective	Current Progress
Develop 1 strategic plan and draft zoning ordinance amendment for transforming triple-decker neighborhoods, most of which are the Environmental Justice (EJ) areas, with an integrated approach related to zoning, energy efficiency, sustainability, and more.	Draft an ordinance that impacts existing and/or new construction by making it near net-zero	With DSR leading the effort, the City has adopted a highly efficient energy building code, the Specialized Stretch Code, which will go into effect on July 1, 2024.
Develop and submit to City Council 1 draft Building Energy Disclosure Policy for non-residential buildings that meet a size threshold.	Draft a building energy disclosure policy for Administration and Council consideration	This project has been delayed until at least FY25
Continue to increase the percentage of green electricity in the supply of Aggregation Program, advancing to a goal of 100% renewable electricity by 2030.	Increase the percentage of green energy purchased through our Aggregation Program	Increased green electricity percentage to 64% in 2023
Complete a study based on Energy Coach pilot project to determine the most effective existing incentives and what incentives should be created/modified to best assist low-income and minority residents	Review and hire an Energy Coach to assist underrepresented participants in Mass-Save and other related programs	Hired an Energy Advocate using utility grant funds to help ratepayers understand their bills and take advantage of existing energy efficiency incentives.
Obtain DPU approval for the Aggregation Plan Amendment by incorporating the results of the barrier study (above) and requesting a higher adder fee to assist low income and minority residents with overcoming them.	Update existing Aggregation Plan with DPU approval	Based on feedback from our consultant no amendments to the existing plan was made as the DPU and the State Legislature struggle to redesign the program.

Goal	Objective	Current Progress
Maintain greater than 90% potential electricity output across all solar arrays.	Develop maintenance plan to keep solar arrays functioning at 90% or better capacity.	City maintained over 90% output over our solar arrays last year.

Goal	Objective	Current Progress
Collaborate with Parks staff and the Urban Forest Commission to prioritize installation of one Miyawaki pocket forest	Find funding and locations for a Miyawaki forest	Two Miyawaki projects are expected to be installed by June 30, 2024



Goal	Objective	Current Progress
Develop Plan in cooperation with DPW&P and DTM to decrease Heat Island effect based on Heat Island Study report	Assist with the draft Urban Forest Master Plan such that it includes data learned from DSR's heat map study.	Working with DPW-Parks, the Urban Forest Master Plan will incorporate data learned via Heat Island Study Report. UFMP due in May 2024.

Goal	Objective	Current Progress
Develop a pipeline of 5 green infrastructure projects with a beneficial Benefit/Cost ratio per EPA guidelines	Work with DPW-Water/Sewer to complete Municipal Vulnerability Preparedness Program Grant (MVP) Drainage Master Plan	6 potential green infrastructure projects have been identified via the MVP grant funded Drainage Master Plan
Collaborate with Higher Educational Institutions to advance the GWP goals and facilitate 2 student projects completed on a GWP topic.	Meet with higher ed faculty to develop science-based student led projects regarding climate change impacts.	2 Projects related to GWP are ongoing – one related to the tree canopy and another regarding future infrastructure impacts due to climate change impacted warmer winters thru 2050

Goal	Objective	Current Progress
Publish 1 Mobility Master Plan to the city website including GIS Maps with proposed bikeway and sidewalk networks and enhanced Blue Spaces Access.	Work with DTM to develop a Mobility Action Plan that treats micro mobility as importantly as vehicular mobility	Mobility Action Plan, a collaboration between DTM and DSR, is scheduled for completion in June of 2024. Sidewalk networks, blue space access, and much more are included in the Plan.
Install 16 EVCS in public garages	Work with vendors to install EVCS at several city-owned garages	9 dual port (18 ports) EVCS at 3 garages have been installed with 6 more in design.
Install minimum 4 EVCS for municipal fleet EVs.	Design and install EVCS for future municipal EV fleet vehicles.	26 EVCS for municipal fleet EVs are in design
Assist with purchasing 10 EVs for municipal fleets (if available)	Assist departments as able and needed with the purchase of EV vehicles	EVs were not readily available for much of

Goal	Objective	Current Progress
		FY 24. Only one EV purchased.
Maintain existing municipal EVCSs via Charge Point Warranty program.	Maintain the EVCS we install	95% of EVCSs operational in FY24
Investigate possibility and funding for EV school buses and chargers. Summarize in at least 1 memo with next steps.	Assist WPS and WRTA with transitioning to EV Buses	Grant for 15 EV school buses obtained by WPS.

Goal	Objective	Current Progress
Gather quality-controlled data to determine threats to lakes, inform management decisions, and measure efficacy of management at the four primary program lakes - Bell Pond, Coes Reservoir, Indian Lake, and Lake Quinsigamond.	Review data of lakes being monitored	Increased from 4 to 6 number of lakes and ponds monitored by L&P program – adding Salisbury and Elm Park ponds.
Conduct cyanobacteria and invasive aquatic plant treatments as needed.	Review need and treat lakes/ponds as needed for invasive aquatic plants	Treatment was performed on an as needed basis.
Participate in stormwater biofiltration projects (planning & design).	Review options for watershed planning and biofiltration project implementation with DPW-Water/Sewer	Currently designing two stormwater biofiltration projects with DPW - Water/Sewer
Manage Worcester Cyanobacteria Monitoring Collaborative - 22 lakes, 35 trained volunteers	Maintain the level of volunteers participating in the WCBC	22 lakes are being monitored with over 35 active volunteers
Develop and air 3 Blue Space Minute videos	Number of videos aired	No additional Blue Space minutes developed due to new Coordinator hiring.
Hold 1 Annual State of the Lakes annual report and presentation	Present findings of staff and volunteer data analysis for CY2023.	State of the Lakes held at Blackstone Visitors Center in March. Event was very well received.

Goal	Objective	Current Progress
Complete Strategic Communication Plan by the end of Q1 and start implementation immediately thereafter	Develop a plan to improve collaboration across Departmental projects and share those results with the broader public.	No formal plan was created, however DSR now regularly collaborates with city's Comm Team to further our outreach efforts

Goal	Objective	Current Progress
Communicate monthly on the green initiatives of interest via media and social media channels.	Share the stories of DSR's sustainability and resilience work	Dozens of communications regarding WGP work have been disseminated this past fiscal year.
Provide 3 sustainability and resilience data metrics to be displayed on municipal Open Data Portal and update quarterly.	Develop a dashboard for people to learn about what City is doing to become more sustainable and resilient	Published a dashboard highlighting the City's accomplishments and outlining how residents can help us meet our sustainability goals. It was launched on April 21, 2023, Earth Day, and is updated on a regular basis: <a href="https://www.worcesterma.gov/green">Green Worcester (worcesterma.gov)</a>
Administer Green Worcester Advisory Committee (GWAC) meetings (~monthly) and follow-up on requests as needed.	Hold regular, public Green Worcester Advisory Committee (GWAC) meetings	9 GWAC meeting will be held in FY24, and all requests have been followed up
Establish an Interdepartmental Green Team (IGT) and meet at least quarterly, breaking up into subgroups by topics if necessary, such as resilience, building energy efficiency, and vehicle electrification.	Create or join an existing interdepartmental meeting to ensure sustainability issues are considered	DSR meets monthly with DPW, EOED, DTM, HHS, and others regarding WGP initiatives

Goal	Objective	Current Progress
Develop a Zero Waste Master Plan.	Work with DPW to develop a plan to move the City toward zero waste as quickly as feasible	RFP for ZWMP to go out in April 2024

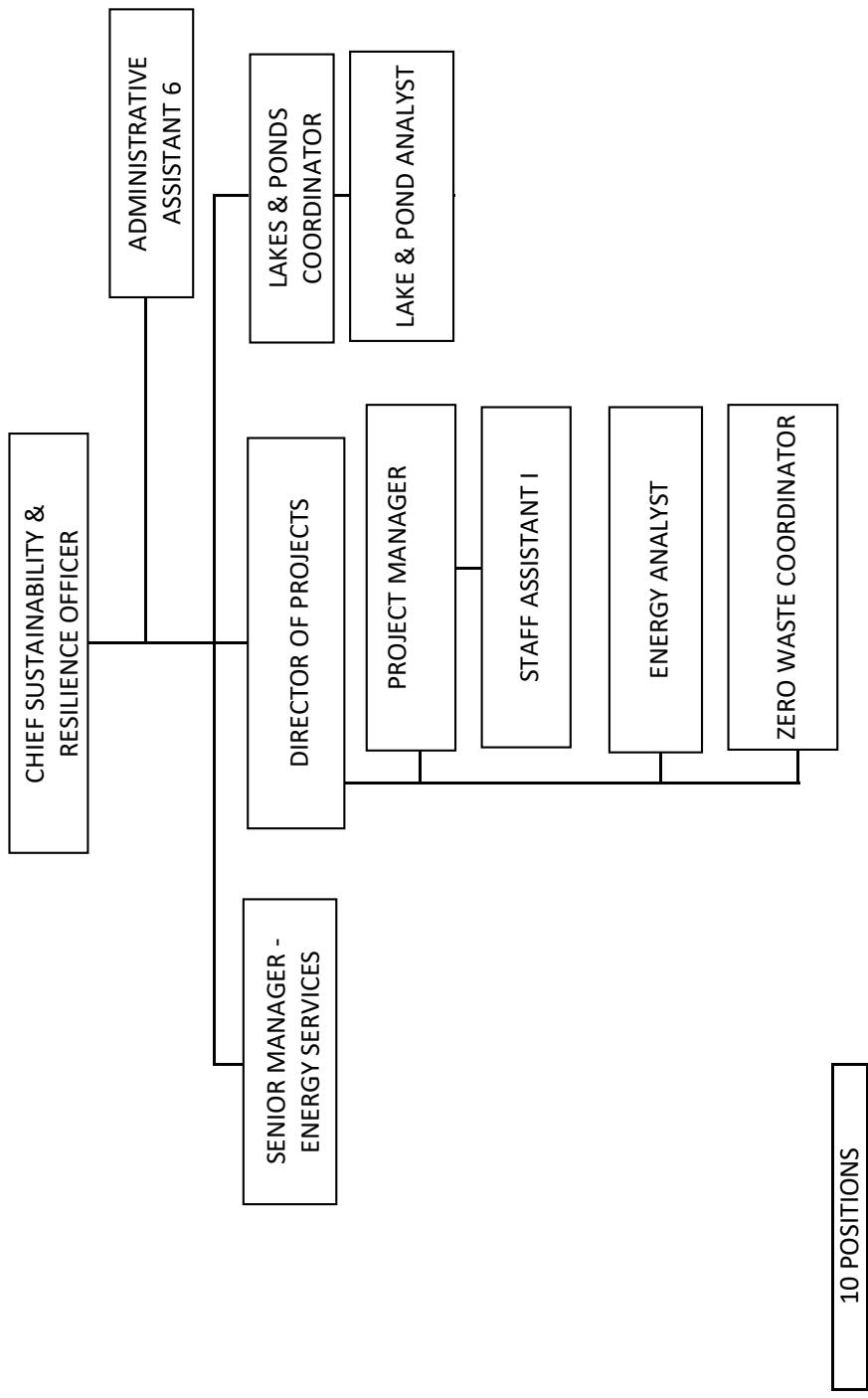
## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 214,199.65	\$ 278,867.00	\$ 167,651.00	\$ 302,816.00
Overtime	5,530.30	12,500.00	4,458.00	12,500.00
Ordinary Maintenance	177,299.78	235,847.00	133,345.00	272,629.00
<b>Total Expenditures</b>	<b>\$ 397,029.73</b>	<b>\$ 527,214.00</b>	<b>\$ 305,454.00</b>	<b>\$ 587,945.00</b>
<b>Total Positions</b>	7	9	9	10

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$587,945, which is an increase of \$60,731 from the Fiscal 2024 amount of \$527,214. The salary increase is a net result of an increase in funding credits, offset by salary increases due to step increases for employees that are not at maximum pay, adding additional funding to the Intern budget, 3% Cost of Living Adjustments (COLAs), and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Ordinary Maintenance increase is the result of re-aligning spend categories to actuals and adding funding to Environmental Services for SourceOne Contract payments.

# DEPARTMENT OF SUSTAINABILITY & RESILIENCE ORGANIZATIONAL CHART



10 POSITIONS

**JOHN W. ODELL, CHIEF SUSTAINABILITY OFFICER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**DEPARTMENT OF SUSTAINABILITY & RESILIENCE - #CC1008**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25AMOUNT
1	\$ 137,033.00	58CM	CHIEF SUSTAINABILITY OFFICER	1	\$ 141,685.00
1	111,089.00	50M	SENIOR MANAGER-ENERGY SERVICES	1	120,715.00
1	102,750.00	45M	DIRECTOR OF PROJECTS	1	107,789.00
1	90,088.00	44M	LAKES & PONDS COORDINATOR	1	90,038.00
1	80,962.00	42M	ZERO WASTE COORDINATOR	1	76,131.00
1	77,561.00	39	ENERGY ANALYST	1	83,438.00
1	78,627.00	39	PROJECT MANAGER	1	84,115.00
1	59,366.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	63,750.00
0	-	32	STAFF ASSISTANT I	1	56,933.00
1	66,415.00	35HC	LAKE & POND ANALYST	1	69,280.00
9	\$ 803,891.00		REGULAR SALARIES	10	\$ 893,874.00
	(24,549.00)		VACANCY FACTOR		(12,891.00)
	4,200.00		EM INCENTIVE PAY		5,700.00
	10,179.00		LAKES & PONDS INTERN		16,000.00
	2,610.00		EDUCATION STIPEND		2,610.00
	300.00		CLOTHING ALLOWANCE		300.00
9	\$ 796,631.00		TOTAL SALARIES	10	\$ 905,593.00
			<b>FUNDING SOURCES:</b>		
	\$ (38,781.00)		AGGREGATION REVOLVING FUNDS	\$	(41,148.00)
	-		COMMUNITY FIRST PARTNERSHIP GRANT		(56,933.00)
	(60,722.00)		RECYCLING/SOLID WASTE REVOLVING FUND		(57,098.00)
	(333,908.00)		CARBON MITIGATION REVOLVING FUND		(353,250.00)
	(84,353.00)		WATER REVENUES		(94,348.00)
	\$ (517,764.00)		TOTAL FUNDING SOURCES	\$	(602,777.00)
9	\$ 278,867.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	10	\$ 302,816.00
	\$ 12,500.00		OVERTIME	\$	12,500.00
	\$ 12,500.00		<b>TOTAL RECOMMENDED OVERTIME</b>	\$	12,500.00
	\$ -		AUTO FUEL-LAKES & PONDS	\$	500.00
	100.00		BOTTLED WATER		-
	-		BUILDING SUPPLIES-LAKES & PONDS		800.00
	-		CATERED MEALS-LAKES & PONDS		1,000.00
	190,000.00		CONSULTANTS		-
	5,000.00		EDUCATIONAL SUPPLIES-ADMIN		1,500.00
	-		ELECTRICITY-LAKES AND PONDS		1,000.00
	-		ENVIRONMENTAL SERVICES-ADMIN		23,700.00
	236,000.00		ENVIRONMENTAL SERVICES-LAKES & PONDS		235,633.00
	-		FOOD SUPPLIES-ADMIN		250.00
	2,000.00		IT HARDWARE SUPPLIES-OTHER IT- ADMIN		2,000.00
	6,000.00		LABORATORY SUPPLIES-LAKES & PONDS		3,000.00
	-		MAINT/REPAIR VEHICLE-LAKES & PONDS		500.00
	1,112.00		MAINTENANCE & REPAIR-LAKES & PONDS		1,000.00
	1,000.00		MEMBERSHIP DUES-ADMIN		3,300.00
	9,330.00		NON-NETWORK SOFTWARE & SUPPORT-ADMIN		1,759.00
	1,000.00		OFFICE SUPPLIES-ADMIN		1,408.00
	1,000.00		OTHER CHARGES & EXPENDITURES		-
	-		PARTS & EQUIPMENT SUPPLIES-LAKES & PONDS		4,400.00
	200.00		PRINT & COPY SUPPLIES-ADMIN		100.00
	500.00		PRINTING SERVICES-ADMIN		350.00
	1,000.00		REGISTRATION FEES-ADMIN		2,500.00
	-		TELEPHONE & CABLE-ADMIN		2,500.00
	50.00		TRANSPORTATION-ADMIN		950.00
	\$ 454,292.00		TOTAL ORDINARY MAINTENANCE	\$	288,150.00
	\$ (191,779.00)		<b>FUNDING SOURCES:</b>	\$	(1,779.00)
	(5,000.00)		CARBON MITIGATION REVOLVING FUND		(1,779.00)
	(21,666.00)		MTC GRANT		-
	\$ (218,445.00)		WATER REVENUES		(13,742.00)
			TOTAL FUNDING SOURCES	\$	(15,521.00)
	\$ 235,847.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$	272,629.00

**JOHN W. ODELL, CHIEF SUSTAINABILITY OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF SUSTAINABILITY & RESILIENCE - #CC1008**

	<u>FRINGE BENEFITS:</u>	
\$ 68,609.00	HEALTH INSURANCE	\$ 68,609.00
<u>53,470.00</u>	RETIREMENT	<u>55,507.00</u>
<u>\$ 122,079.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 124,116.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (11,565.00)	POWER AGGREGATION FUNDS	\$ (11,812.00)
(80,866.00)	CARBON MITIGATION REVOLVING FUND	(82,887.00)
(13,481.00)	RECYCLING/SOLID WASTE REVOLVING FUND	(13,103.00)
<u>(16,167.00)</u>	WATER CREDITS	<u>(16,314.00)</u>
<u>\$ (122,079.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (124,116.00)</u>
<u>\$ -</u>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ -</u>
<u>\$ 527,214.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 587,945.00</u>



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## PUBLIC FACILITIES

### Julie A. Lynch, Chief of Public Facilities

50 Officer Manny Familia Way  
Worcester, MA 01605  
(508) 799-8588

**Mission:** The Department of Public Facilities' (DPF) core mission is to oversee building operations and capital projects at 13 City facilities totaling over 1.03M square feet including but not limited to City Hall, Main Library, Union Station, Senior Center, RECC, and the DCU Center. DPF coordinates with the Department of Sustainability and Resilience and strives for all projects to align with the City's Green Worcester Goals. DPF supports public services and programs through improved accessibility, interior environmental quality, safety, energy efficiency, and sustainability initiatives.

Additionally, DPF provides Owners' Representative services to Worcester Public Schools for all Massachusetts School Building Authority funded school projects for both new and accelerated repair projects. Finally, DPF provides similar services for improvements at buildings under the care of other departments, currently including the Fire and Police Departments.

**Vision:** The vision of the Department of Public Facilities is to support public programs and services through the maintenance of historic properties and other existing buildings; providing new construction and building improvements that meet the challenges of climate change and resilience.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
Create <u>staffing capacity</u> and expertise to implement projects and maintain operations aligned with Green Worcester Plan and City Master Planning and Strategic Goals, supporting a workforce that is reflective of the community it serves.	Hire qualified people in existing open and new positions.	The City has filled two of three open positions, including a minority hire.
Develop a Capital Improvement Plan identifying facility deferred maintenance across all 13 DPF buildings.	Develop a Capital Improvement Plan for DPF buildings addressing deferred maintenance.  Prioritize projects to address deferred maintenance based on building use, safety, accessibility, building condition and occupancy & public use.	A 10-year plan has been developed that reflects the deferred maintenance needs of DPF, Fire, Police and Off-Street Parking.
Develop plan to meet Green Worcester Goal for 100% renewable energy for Municipal Buildings by 2030.	Working from the Capital Improvement Plan and Energy Use data provided by the Department of Sustainability and Resilience,	High energy use buildings have been identified and projects are in design to reduce their energy use including the DCU Center (HVAC &

	prioritize impactful energy efficiency/no carbon/low carbon projects.	Envelope Upgrades), Union Station (Lighting & HVAC upgrades) and the Worcester Police Headquarters (HVAC, Envelope, and Electrical).
Develop framework with regard to sustainability goals to evaluate success of building interventions/repairs/replacement and subsequent building performance to inform current and future project decisions.	Track performance of 100% of HVAC energy efficiency upgrades.	No HVAC upgrade projects have been completed. DPF is coordinating with the Department of Sustainability & Resilience to establish a framework for evaluating energy savings.
Develop flexibility, cross-training and support in building operations and project management.	Train staff on building systems operations, building management and knowledge of multiple DPF buildings.	All operations staff received training on the Building Management Software (BMS) in 2023 and 2024 to monitor HVAC efficiency and functionality.  Operations & Project Management staff were further trained in Computer Maintenance Management Software (CMMS) to report, track, and schedule Work Orders, Preventive Maintenance and Capital Planning.
Increase safety and security at all DPF Buildings	Train staff and occupants for building emergencies.	DPF & WPD coordinated to develop safety and security plans for all DPF managed facilities beginning with City Hall.  DPF and WPD are also coordinating with the Department of Emergency Management on a Homeland Security Assessment of City Hall.  Further, DPF has coordinated with WPD, Quinsigamond Community College (QCC) campus police, and Elder Affairs at the Senior Center to address building safety.  Working with the Department of Human Resources' Safety Officer DPF operations and project management staff received OSHA 10 training.

		HR's Safety Officer is coordinating with DPF to update building egress plans and implement occupant for fire drills in each DPF building.
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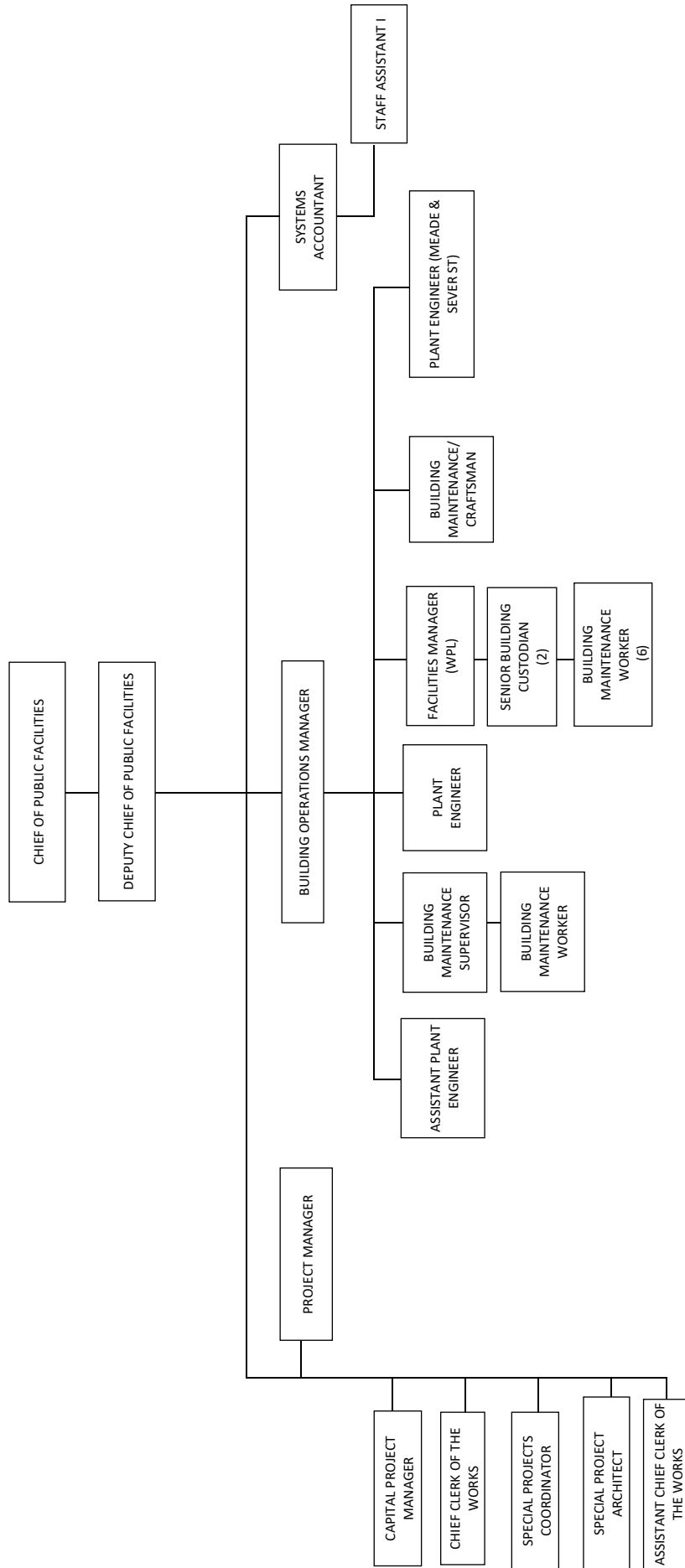
### Department Allocation Summary

	<b>Actual</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 1,007,602.31	\$ 1,429,883.00	\$ 895,845.00	\$ 1,592,849.00
Overtime	55,793.04	17,100.00	24,423.00	17,100.00
Ordinary Maintenance	1,862,835.22	1,963,467.00	1,307,120.00	1,766,120.00
Capital Outlay	162,610.76	100,000.00	63,640.00	100,000.00
<b>Total Expenditures</b>	<b>\$ 3,088,841.33</b>	<b>\$ 3,510,450.00</b>	<b>\$ 2,291,028.00</b>	<b>\$ 3,476,069.00</b>
<b>Total Positions</b>	17	24	24	26

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 for Public Facilities is recommended to be funded at \$3,476,069, which is a decrease of \$34,381 from the Fiscal 2024 amount of \$3,510,450. The salary increase is mainly due to step increases for employees that are not at maximum pay, funding a new Building Maintenance Worker position, position regrades, and a Building Maintenance Craftsman position transfer from the Police Department. Also, a 3% Cost of Living Adjustment (COLAs), and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Ordinary Maintenance decrease is a net result of transferring the copier count funding to the Innovation and Technology Department, safety supplies to Human Resources Department, and removing the Free Cash funding that supported various cost in Fiscal 2024. These decreases were offset by providing additional funding for the Rubbish and Landscaping contracts, and Electricity costs.

# DEPARTMENT OF PUBLIC FACILITIES ORGANIZATIONAL CHART



26 POSITIONS

**JULIE A. LYNCH, CHIEF OF PUBLIC FACILITIES**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025  
DEPARTMENT OF PUBLIC FACILITIES #CC1007**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 142,342.00	58CM	CHIEF OF PUBLIC FACILITIES	1	\$ 147,168.00
1	135,936.00	51EM	DEPUTY CHIEF OF PUBLIC FACILITIES	1	142,592.00
1	123,531.00	50M	CAPITAL PROJECT MANAGER	1	129,587.00
1	123,531.00	50M	CHIEF CLERK OF THE WORKS	1	129,587.00
1	123,531.00	50M	BUILDING OPERATIONS MANAGER	1	129,587.00
1	99,022.00	44M	FACILITIES MANAGER	1	103,884.00
1	90,088.00	45M	ASSISTANT CHIEF CLERK OF THE WORKS	1	94,501.00
1	101,884.00	45M	SPECIAL PROJECTS COORDINATOR	1	107,789.00
1	78,790.00	38P	SYSTEMS ACCOUNTANT	1	83,657.00
1	91,888.00	42M	SPECIAL PROJECT ARCHITECT	1	96,399.00
1	90,088.00	42M	PROJECT MANAGER	1	79,162.00
1	74,663.00	37	BUILDING MAINTENANCE SUPERVISOR	1	78,333.00
1	65,815.00	35	PLANT ENGINEER	1	69,041.00
1	64,210.00	35	PLANT ENGINEER-MEADE & SEAVER ST.	1	68,984.00
1	55,890.00	34	ASSISTANT PLANT ENGINEER	1	63,704.00
1	62,186.00	32	STAFF ASSISTANT I	1	65,525.00
2	113,984.00	30	SENIOR BUILDING CUSTODIAN	2	113,978.00
1	55,140.00	30	BUILDING MAINTENANCE/CRAFTSMAN	1	57,212.00
4	193,484.00	26	BUILDING MAINTENANCE WORKER	7	323,907.00
1	40,374.00	25	BUILDING CUSTODIAN	0	-
24	\$ 1,926,377.00		REGULAR SALARIES	26	\$ 2,084,597.00
	(32,336.00)		VACANCY FACTOR		(21,131.00)
	2,600.00		STIPENDS		2,600.00
	3,695.00		EM INCENTIVE PAY		7,969.00
24	\$ 1,900,336.00		TOTAL SALARIES	26	\$ 2,074,035.00
	\$ (65,815.00)		<u>FUNDING SOURCES:</u> FTA PREVENTATIVE MAINTENANCE		\$ (69,041.00)
	(404,638.00)		LIBRARY INTERGOVERNMENTAL CHARGE		(412,145.00)
	\$ (470,453.00)		TOTAL FUNDING SOURCES		\$ (481,186.00)
24	\$ 1,429,883.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	26	\$ 1,592,849.00
	\$ 52,100.00		OVERTIME		\$ 52,100.00
	\$ 52,100.00		RECOMMENDED OVERTIME		\$ 52,100.00
	\$ (35,000.00)		<u>FUNDING SOURCES:</u> LIBRARY INTERGOVERNMENTAL CHARGE		\$ (35,000.00)
	\$ (35,000.00)		TOTAL FUNDING SOURCES		\$ (35,000.00)
	\$ 17,100.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 17,100.00
	\$ 1,700.00		AUTO FUEL		\$ 1,700.00
	200.00		AUTOMOTIVE SUPPLIES		200.00
	19,000.00		BUILDING SUPPLIES		19,000.00
	6,000.00		CHEMICAL SUPPLIES		6,000.00
	411,626.00		CLEANING SERVICES		311,626.00
	200.00		PRINT & COPY SUPPLIES		200.00
	51,000.00		CUSTODIAL SUPPLIES		26,000.00
	630,100.00		ELECTRICITY		700,100.00
	8,200.00		EXTERMINATOR SERVICES		8,200.00
	3,100.00		IT HARDWARE SUPPLIES		3,100.00
	6,000.00		HIRED SERVICES & EQUIPMENT		6,000.00
	-		LANDSCAPING SERVICES		33,300.00
	5,100.00		LEASE & RENTALS-COPIER LEASES		5,100.00
	58,500.00		NON-NETWORK SOFTWARE & SUPPORT		58,500.00
	3,500.00		PARTS/EQUIPMENT SUPPLIES		7,000.00
	657,300.00		MAINTENANCE/REPAIR		451,800.00
	-		MAINTENANCE REPAIR VEHICLE		1,000.00
	1,600.00		MEMBERSHIP DUES		1,600.00
	214,682.00		NATURAL GAS		214,682.00
	1,600.00		OFFICE SUPPLIES		1,600.00
	3,500.00		OTHER PROFESSIONAL SERVICES		3,500.00
	1,500.00		PRINTING SERVICES		-
	3,000.00		REGISTRATION FEES		3,000.00
	15,500.00		RUBBISH REMOVAL		21,673.00
	16,000.00		SAFETY SUPPLIES		-

**JULIE A. LYNCH, CHIEF OF PUBLIC FACILITIES**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF PUBLIC FACILITIES #CC1007**

2,500.00	SAND & GRAVEL SUPPLIES	2,500.00
18,000.00	SECURITY SERVICES	18,000.00
117,000.00	SNOW REMOVAL	117,000.00
50.00	TRANSPORTATION	50.00
500.00	UNIFORMS	500.00
100.00	BOTTLED WATER	100.00
<u>\$ 2,257,058.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 2,023,031.00</u>
	<b>FUNDING SOURCES:</b>	
<u>\$ (293,591.00)</u>	LIBRARY INTERGOVERNMENTAL CHARGE	<u>\$ (256,911.00)</u>
<u>\$ (293,591.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (256,911.00)</u>
<u>\$ 1,963,467.00</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 1,766,120.00</u>
<u>\$ 100,000.00</u>	CAPITAL OUTLAY	<u>\$ 100,000.00</u>
<u>\$ 100,000.00</u>	TOTAL CAPITAL OUTLAY	<u>\$ 100,000.00</u>
<u>\$ 100,000.00</u>	<b>TOTAL RECOMMENDED TAX LEVY CAPITAL OUTLAY</b>	<u>\$ 100,000.00</u>
<u>\$ 3,510,450.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 3,476,069.00</u>

## DCU CENTER

### John Brissette, Commission Chairman

50 Foster Street  
Worcester, Massachusetts 01608  
(508) 755-6800

The mission of the Civic Center Commission is to oversee the operation of the DCU Center Arena and Convention Center facility, and protect the interests of the City of Worcester in its business dealings with the facility's management group, all third party vendors, and contractors.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Ordinary Maintenance	\$ 701,721.87	\$ 1,122,608.00	\$ 1,553,435.81	\$ 1,271,695.00
Debt Service Arena	145,369.95	77,463.00	77,463.00	72,221.00
Debt Service Special District	2,937,155.56	3,374,350.00	3,374,349.51	3,204,772.00
Debt Service Scoreboard	116,634.90	67,232.00	67,232.00	48,568.00
<b>Total Arena</b>	<b>\$ 3,900,882.28</b>	<b>\$ 4,641,653.00</b>	<b>\$ 5,072,480.32</b>	<b>\$ 4,597,256.00</b>
<b>Funding Sources:</b>				
DCU Arena Operating Revenue	847,091.82	1,267,303.00	1,630,898.81	1,392,484.00
Facility Fee Surcharge	116,634.90	-	67,232.00	-
DCU Special District Available Funds	2,937,155.56	3,374,350.00	3,374,349.51	3,204,772.00
DCU Capital Contract Fund	-	-	-	-
General Fund Revenue	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 3,900,882.28</b>	<b>\$ 4,641,653.00</b>	<b>\$ 5,072,480.32</b>	<b>\$ 4,597,256.00</b>

### Operating Budget Highlights

The budget for Fiscal 2025 is recommended to be \$4,597,256, which is a decrease of \$44,397 from the Fiscal 2024 amount of \$4,641,653. This budget does not require a tax levy appropriation for Fiscal 2025.

**JOHN BRISSETTE, COMMISSION CHAIRMAN**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DCU CENTER- DIVISION #FD310**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 369,000.00	MANAGEMENT FEES	\$ 393,349.00
450,000.00	MANAGEMENT INCENTIVE FEES/CASH FLOW	423,184.00
65,439.00	PROPERTY INSURANCE	61,190.00
2,355.00	BUSINESS INTERRUPTION INSURANCE	-
4,147.00	BOILER INSURANCE	3,894.00
1,094.00	VAULT INSURANCE	1,149.00
193,573.00	LIABILITY INSURANCE	351,929.00
22,000.00	ACCOUNTING CONSULTANT	22,000.00
15,000.00	ORDINARY MAINTENANCE & SUPPLIES	15,000.00
<u>\$ 1,122,608.00</u>	<b>TOTAL ORDINARY MAINTENANCE</b>	<u>\$ 1,271,695.00</u>
	<b>FUNDING SOURCES:</b>	
(1,122,608.00)	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	(1,271,695.00)
<u>(1,122,608.00)</u>	<b>TOTAL AVAILABLE REVENUES</b>	<u>(1,271,695.00)</u>
<u>\$ -</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ -</u>
\$ 73,716.00	DEBT BUILDING PRINCIPAL	\$ 71,012.00
3,747.00	DEBT BUILDING INTEREST	1,209.00
2,494,575.00	DEBT- SPECIAL DISTRICT PRINCIPAL	2,453,273.00
879,775.00	DEBT- SPECIAL DISTRICT INTEREST	751,499.00
59,491.00	DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	43,158.00
7,741.00	DEBT - SCOREBOARD/SIGNAGE INTEREST	5,410.00
<u>\$ 3,519,045.00</u>	<b>TOTAL DEBT SERVICE</b>	<u>\$ 3,325,561.00</u>
	<b>FUNDING SOURCES:</b>	
(3,374,350.00)	DCU SPECIAL DISTRICT FINANCING	(3,204,772.00)
(144,695.00)	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	(120,789.00)
<u>(3,519,045.00)</u>	<b>TOTAL AVAILABLE REVENUES</b>	<u>(3,325,561.00)</u>
<u>\$ -</u>	<b>TOTAL RECOMMENDED DEBT SERVICE</b>	<u>\$ -</u>
<u>\$ -</u>	<b>RECOMMENDED TAX LEVY BUDGET</b>	<u>\$ -</u>



## ADMINISTRATION & FINANCE

### Timothy J. McGourthy, Chief Financial Officer

City Hall – Room 201  
455 Main Street  
Worcester, MA 01609  
(508) 799-1180

**Mission:** To securely raise, manage, and oversee the collection and expenditure of public funds to ensure efficient and cost-effective municipal operations and the strategic fulfillment of long-term City priorities.

**Vision:** To be recognized as a modern and secure municipal financing arm that provides transparent and high-quality services to the City and the public.

### Previous Year DDP Highlights

Goal	Objective	Current Progress
To strategically plan and manage the City's revenues and expenditures to ensure a solid financial condition now and in the future.	Identify and track key indicators of fiscal condition and embrace new technologies for managing and reporting on financial status.	Workday Financials implemented in March 2023. Staff creating new systems, processes, and reporting within Workday. Monthly City Council updates reinstated.
	Evaluate and realign resource allocations to strengthen organization and further City priorities.	Workday Financials implemented in March 2023. Staff creating new systems, processes, and reporting within Workday. Actively working to fill new Workday-focused positions. Community Preservation Act billing initiated.
To advantageously manage municipal resources through the transparent and competitive procurement of goods and services and disposition of municipal assets.	To advantageously manage municipal resources through the transparent and competitive procurement of goods and services and disposition of municipal assets.	Workday Financials implemented in March 2023. Staff creating new systems, processes, and reporting within Workday. Strategic Sourcing anticipated in Phase III.
To fairly, accurately, and equitably value all real and tangible personal property while providing the highest level of customer support.	To ensure conformity with Massachusetts Department of Revenue standards and Massachusetts General Law regarding the valuation of all real estate and personal property within the City.	Successful establishment of values for the fiscal year. Three-year low for abatement requests.
	Improve and standardize operations to ensure transparency and an improved customer experience.	Workday Financials implemented in March 2023. Data Cloud Solutions to be implemented in FY24. Tyler/Munis in process for FY26.

	Promote the awareness and utilization of targeted municipal tax exemptions and other tax-based programs.	New methods of communication and application adopted including online applications and direct outreach to key communities including seniors and veterans to promote utilization of tax-exemption programs.
To securely manage the collection, investment, and disbursement of municipal funds.	Improve the efficiency of collecting, managing, and disbursing (payroll and vendor) funds through improved processes, technologies, and integrated systems.	Workday Financials implemented in March 2023. Workday HCM anticipated for FY25 completion. Tyler/Munis and Vertex One in process for FY25/FY26.
	Evaluate and improve financial internal controls, particularly with regard to security of cash transactions.	Workday Financials implemented in March 2023. Tyler/Munis, together with Tyler Cashiering and Tyler Payments anticipated for FY26. Improved security measures implemented on accounts in FY24.

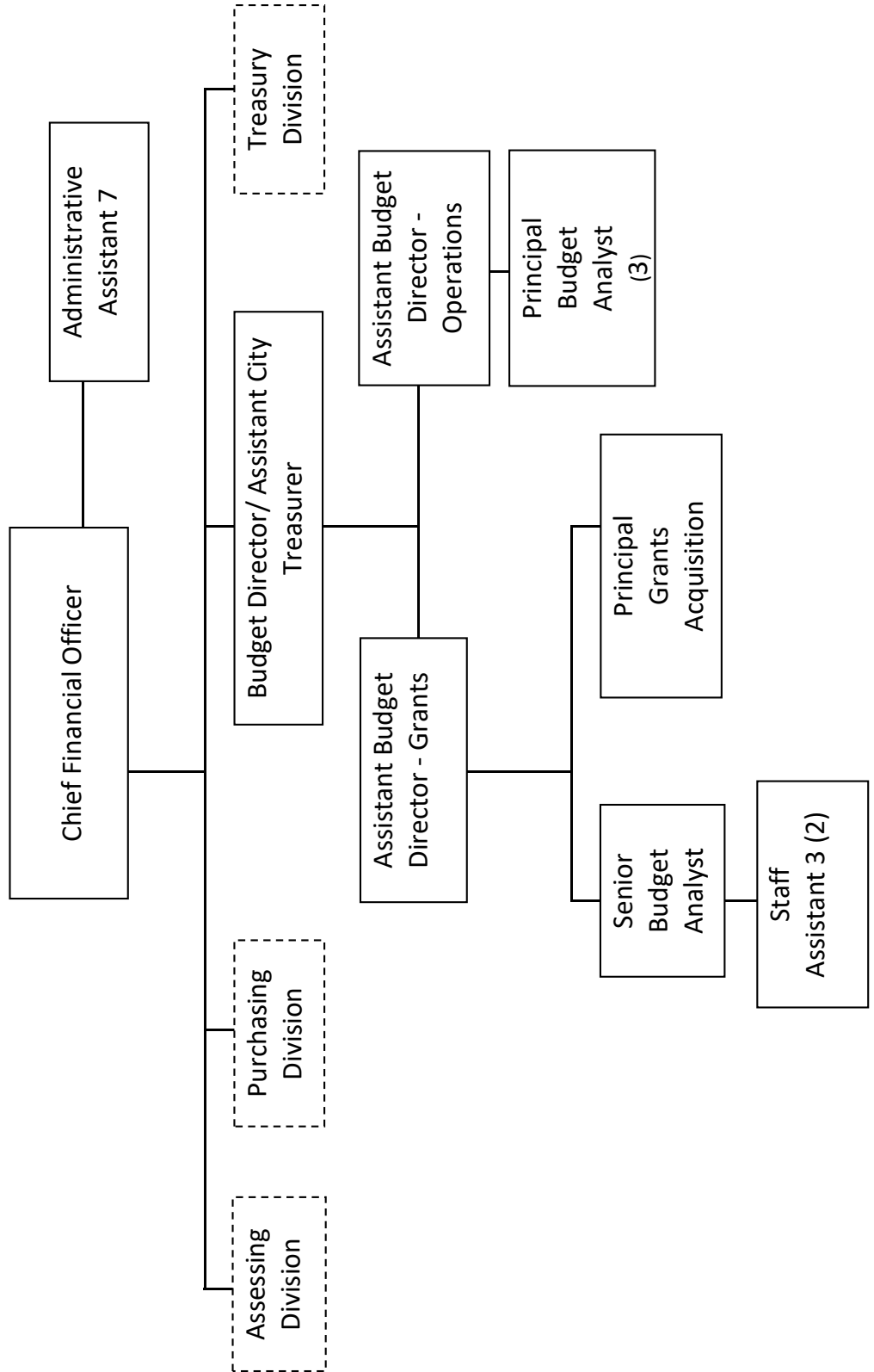
### Department Allocation Summary

		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 619,474.14	\$ 734,047.00	\$ 369,297.00	\$ 749,807.00
Ordinary Maintenance	119,056.03	123,490.00	94,656.00	126,251.00
<b>Total</b>	<b>\$ 738,530.17</b>	<b>\$ 857,537.00</b>	<b>\$ 463,953.00</b>	<b>\$ 876,058.00</b>
<b>Total Positions</b>	11	11	11	12

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$876,058, which is an increase of \$18,521 from the Fiscal 2024 amount of \$857,537. This increase is due to step increases for employees that are not at maximum pay, two position regrades, a new Principal Budget Analyst position added to the table of organization, funding the Principal Grant Acquisition that was previously un-funded in Fiscal 2024, a 3% Cost of Living Adjustments (COLAs), and a 1.5% Market Adjustment for non-represented employees. The Ordinary Maintenance increase is a net result of increasing technology hardware for new equipment associated with the added position and is offset with the transfer of funds to the Innovation and Technology Department for copier count costs.

# ADMINISTRATION & FINANCE BUDGET OFFICE ORGANIZATIONAL CHART



12 Positions

**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**ADMINISTRATION AND FINANCE- DEPARTMENT #CC1061**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 166,851.00	58CM	CHIEF FINANCIAL OFFICER	1	\$ 187,000.00
1	113,871.00	47EM	BUDGET DIRECTOR/ASSISTANT CITY TREASURER	1	119,463.00
0	-	45M	ASSISTANT BUDGET DIRECTOR-GRANTS	1	105,695.00
0	-	45M	ASSISTANT BUDGET DIRECTOR-OPERATIONS	1	101,876.00
1	98,150.00	44M	GRANTS COMPLIANCE MANAGER	0	-
1	90,088.00	42M	CHIEF BUDGET ANALYST	0	-
2	163,895.00	40M	PRINCIPAL BUDGET ANALYST	3	225,020.00
1	63,137.00	39M	PRINCIPAL GRANTS ACQUISITION	1	71,198.00
1	75,456.00	39M	SENIOR BUDGET ANALYST	1	81,999.00
2	131,507.00	37	STAFF ASSISTANT 3	2	145,027.00
1	69,457.00	35	ADMINISTRATIVE ASSISTANT 7	1	72,856.00
11	\$ 972,412.00		REGULAR SALARIES ADMIN & FINANCE	12	\$ 1,110,134.00
	9,694.00		EM INCENTIVE PAY		10,613.00
	63,137.00		VACANCY FACTOR		(22,648.00)
	2,500.00		WRA FINANCIAL MANAGER STIPEND		2,500.00
	\$ 1,047,743.00		TOTAL REGULAR SALARIES FINANCE & BUDGET		\$ 1,100,599.00
			<u>FUNDING SOURCES:</u>		
	\$ (133,181.00)		FEDERAL & STATE GRANTS		\$ (147,228.00)
	(41,430.00)		PUBLIC HEALTH GRANTS		(44,895.00)
	(760.00)		GOLF REVENUES		(867.00)
	(91,799.00)		SEWER REVENUES		(104,725.00)
	(46,526.00)		WATER REVENUES		(53,077.00)
	\$ (313,696.00)		TOTAL FUNDING SOURCES		\$ (350,792.00)
11	\$ 734,047.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	12	\$ 749,807.00
	\$ 2,400.00		LEASES & RENTALS		\$ 2,400.00
	1,200.00		TELEPHONE & CABLE		1,700.00
	500.00		POSTAGE		500.00
	100.00		REGISTRATION FEES		100.00
	500.00		BOTTLED WATER RENTAL & SUPPLIES		500.00
	2,000.00		PRINTING SERVICES		2,000.00
	1,140.00		NON-NETWORK SOFTWARE & SUPPORT		1,140.00
	112,500.00		CONSULTANTS		112,500.00
	400.00		MEMBERSHIP DUES		400.00
	1,500.00		OFFICE SUPPLIES		1,500.00
	1,000.00		PRINT & COPY SUPPLIES		-
	1,200.00		COPY PAPER		-
	300.00		IT HARDWARE SUPPLIES- OTHER IT SUPPLIES		5,300.00
	500.00		OTHER CHARGES & EXPENDITURES		-
	\$ 125,240.00		TOTAL ORDINARY MAINTENANCE		\$ 128,040.00
			<u>FUNDING SOURCES:</u>		
	\$ (242.00)		SEWER REVENUES		\$ (247.00)
	(1,508.00)		WATER REVENUES		(1,542.00)
	\$ (1,750.00)		TOTAL FUNDING SOURCES		\$ (1,789.00)
	\$ 123,490.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 126,251.00

**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**ADMINISTRATION AND FINANCE- DEPARTMENT #CC1061**

FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
			<u>FRINGE BENEFITS:</u>		
	\$ 26,301.00		HEALTH INSURANCE		\$ 11,474.00
	<u>18,247.00</u>		RETIREMENT		<u>15,880.00</u>
	<u>\$ 44,548.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 27,354.00</u>
			<u>FUNDING SOURCES:</u>		
	<u>(44,548.00)</u>		FEDERAL & STATE GRANTS		<u>(27,354.00)</u>
	<u>(44,548.00)</u>		TOTAL FUNDING SOURCES		<u>(27,354.00)</u>
	<u>\$ -</u>		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 857,537.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 876,058.00</u>



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## ASSESSING

### Samuel E. Konieczny, City Assessor

City Hall- Room 209  
455 Main Street, Worcester, MA 01608  
(508) 799-1098

#### Mission:

The mission of the Assessing Division is to value real and personal property efficiently, fairly and accurately, in accordance with the laws of the Commonwealth of Massachusetts; to administer motor vehicle excise, exemption, and abatement programs; and to address concerns of the public professionally, quickly, and courteously. The Division:

- Applies best practices in assessing to the appraisal of real and personal property and maintains the level of assessment at its full and fair cash value, as required by the laws of the Commonwealth of Massachusetts, in conformance with the regulations of the Department of Revenue;
- Develops and maintains accurate records of all real estate parcels and personal property accounts within the City, including property record folders, electronic databases, tax maps, deed references, etc.;
- Maintains an accurate personal property database by continuing a five-year data collection cycle for existing personal property accounts, and inspection and review of new accounts contributing to new growth;
- Administers motor vehicle excise tax programs that include commitment of excise tax bills, and the exemption, abatement, and appeal processes related to individual taxpayer's excise bills.

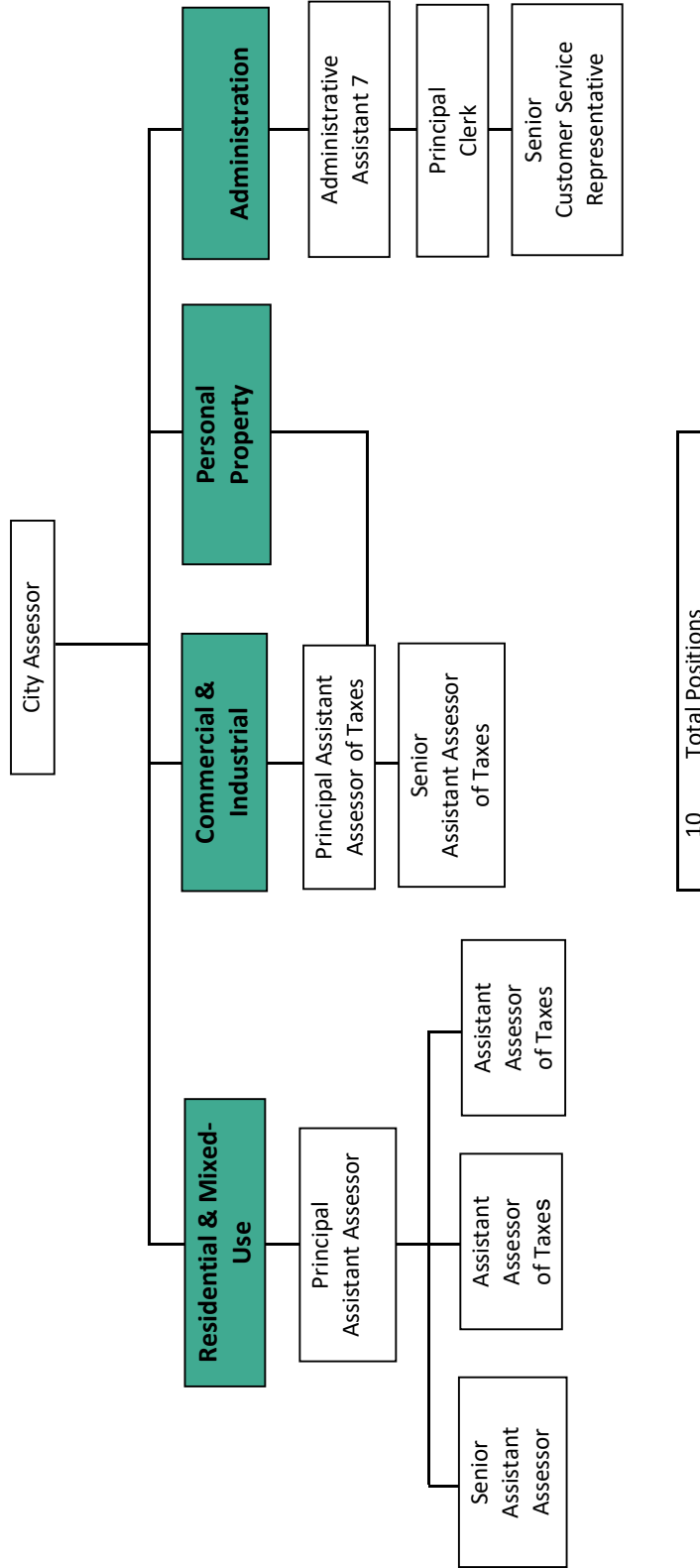
#### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 491,032.54	\$ 717,465.00	\$ 393,877.00	\$ 744,396.00
Overtime	-	500.00	-	500.00
Ordinary Maintenance	428,583.70	451,240.00	255,427.00	449,240.00
<b>Total</b>	<b>\$ 919,616.24</b>	<b>\$ 1,169,205.00</b>	<b>\$ 649,304.00</b>	<b>\$ 1,194,136.00</b>
<b>Total Positions</b>	10	10	10	10

#### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$1,194,136, which is an increase of \$24,931 from the Fiscal 2024 amount of \$1,169,205. The salary increase is mainly due to 3% Cost of Living Adjustments (COLAs), and a 1.5% Market Adjustment for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. The Ordinary Maintenance decrease of \$2,000 in Fiscal 2025 is associated with the transfer of funds to the Innovation and Technology Department for copier count costs.

**DEPARTMENT OF ADMINISTRATION & FINANCE  
ASSESSING DIVISION  
ORGANIZATIONAL CHART**



10 Total Positions



**SAMUEL E. KONIECZNY, CITY ASSESSOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****DEPARTMENT OF ADMINISTRATION & FINANCE****ASSESSING DIVISION - DIVISION #CC1064**

FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 137,992.00	53EM	CITY ASSESSOR	1	\$ 144,752.00
2	156,354.00	45M	PRINCIPAL ASSISTANT ASSESSOR OF TAXES	2	170,657.00
2	125,512.00	41	SENIOR ASSISTANT ASSESSOR OF TAXES	2	136,396.00
2	131,652.00	37	ASSISTANT ASSESSOR OF TAXES	2	133,989.00
1	71,775.00	37	ADMINISTRATIVE ASSISTANT 7	1	68,040.00
1	73,481.00	29	PRINCIPAL CLERK	1	52,618.00
1	53,997.00	30	SR. CUSTOMER SERVICE REPRESENTATIVE	1	56,105.00
10	\$ 750,763.00		TOTAL REGULAR SALARIES	10	\$ 762,557.00
	2,786.00		EM INCENTIVE PAY		4,991.00
	(36,084.00)		VACANCY FACTOR		(23,152.00)
10	\$ 717,465.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	10	\$ 744,396.00
	\$ 500.00		OVERTIME		\$ 500.00
	\$ 500.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 500.00
	\$ -		ASSESSING SOFTWARE		\$ 91,000.00
	1,500.00		AUTO FUEL		1,000.00
	200.00		BOOKS		100.00
	200.00		BOTTLED WATER & SUPPLIES		200.00
	-		CLEANING SERVICES		100.00
	-		COPIER COUNTS		-
	500.00		COPY PAPER		3,000.00
	20,000.00		HARDWARE DEVICES		15,000.00
	1,000.00		LEASES & RENTALS		1,800.00
	3,940.00		MAINTENANCE/REPAIR VEHICLES		2,500.00
	5,500.00		MEMBERSHIP DUES		-
	-		MILEAGE		200.00
	2,500.00		OFFICE SUPPLIES		4,000.00
	52,971.00		PERSONAL PROPERTY VALUATION		20,404.00
	-		POSTAGE		1,000.00
	8,000.00		PRINTING SERVICES		-
	3,000.00		PRINTING SUPPLIES		-
	5,200.00		REGISTRATION FEES		5,200.00
	193,483.00		RESIDENTIAL PROPERTY VALUATION		193,483.00
	-		SHREDDING SERVICES		1,200.00
	-		SOFTWARE LICENSE		1,000.00
	97,062.00		SOFTWARE MAINTENANCE		43,769.00
	28,000.00		SUBSCRIPTIONS		27,000.00
	4,200.00		TELEPHONE		3,500.00
	-		TRAINING CERTIFICATIONS		9,200.00
	500.00		TRAVELING		100.00
	-		TUITION-PROFESSIONAL DEVELOPMENT		-
	-		UNIFORMS		1,000.00
	23,484.00		UTILITY VALUATION SERVICES		23,484.00
	\$ 451,240.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 449,240.00
	\$ 1,169,205.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,194,136.00



The City of  
**WORCESTER**

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## TREASURY

### Timothy J. McGourthy, Acting City Treasurer & Collector

City Hall- Room 203  
455 Main Street, Worcester, MA 01608  
(508) 799-1095

The mission of the Office of Treasurer and Collector is to act as the receipting and disbursing agent of public financial assets in order to maximize the utilization and safekeeping of City funds.

The Division timely and accurately bills and collects all City revenues, including taxes on real estate, personal property and vehicles, as well as water, sewer, and all other City services including parking, parks, and public safety. The Division safeguards financial assets and controls disbursement of payroll and warrant payments by the City and the Worcester Retirement System. The Division issues and manages all indebtedness authorized by the City to support capital acquisitions.

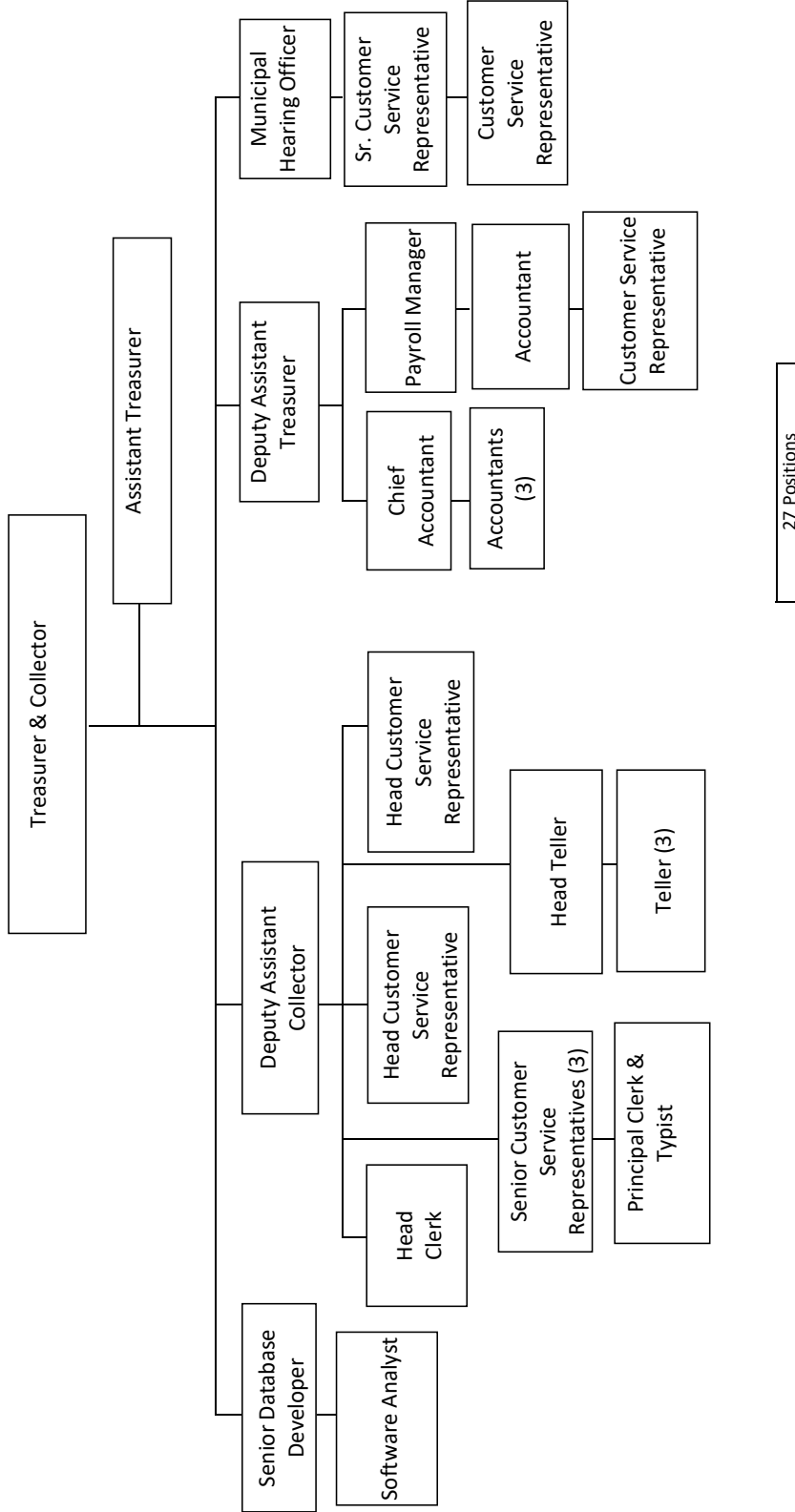
### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2023</b>	<b>Fiscal 2024</b>	<b>3/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 1,033,553.25	\$ 1,336,373.00	\$ 682,883.00	\$ 1,446,035.00
Overtime	32,675.78	25,500.00	15,431.00	25,500.00
Ordinary Maintenance	1,097,421.62	690,317.00	1,144,080.00	941,657.00
Capital Outlay	3,355.00	-		-
<b>Total</b>	<b>\$ 2,167,005.65</b>	<b>\$ 2,052,190.00</b>	<b>\$ 1,842,394.00</b>	<b>\$ 2,413,192.00</b>
<b>Total Positions</b>	27	27	27	27

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$2,413,192, which is an increase of \$361,002 from the Fiscal 2024 amount of \$2,052,190. The Salary increase is due to step increases for employees who are not at maximum pay, a Customer Service Representative being funded part time, a 3% Cost of Living Adjustments (COLAs), and a 1.5% Market increase for non-represented employees. For unions without settled contracts, funding for a similar COLA adjustment has been appropriated to the Contingency budget and will be transferred to departments upon execution of union contracts. These increases are offset by deleting the Municipal Hearing Officer Stipend funding. The Ordinary Maintenance increase is due to providing funding for the Tyler Technologies tax billing software and is offset with the transfer of funds to the Innovation and Technology Department for copier count costs.

# TREASURY ORGANIZATIONAL CHART



27 Positions

**TIMOTHY J. MCGOURTHY, ACTING CITY TREASURER & COLLECTOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**TREASURY- DEPARTMENT #CC1062**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 133,442.00	53EM	CITY TREASURER & COLLECTOR	1	\$ 139,995.00
1	100,104.00	47EM	ASSISTANT TREASURER	1	105,018.00
1	121,132.00	51P	SENIOR DATABASE DEVELOPER	1	127,078.00
1	108,792.00	48M	DEPUTY ASSISTANT COLLECTOR	1	114,117.00
0	-	45M	DEPUTY ASSISTANT TREASURER	1	98,123.00
1	91,888.00	44M	MUNICIPAL HEARING OFFICER	1	98,123.00
1	87,153.00	44M	ASSISTANT TREASURER II	0	-
1	93,538.00	45P	SOFTWARE ANALYST	1	98,123.00
1	75,456.00	44P	CHIEF ACCOUNTANT	1	91,425.00
1	78,177.00	44M	PAYROLL MANAGER	1	93,181.00
2	151,258.00	38	HEAD CUSTOMER SERVICE REPRESENTATIVE	2	151,840.00
1	65,720.00	35	HEAD TELLER	1	67,582.00
4	258,526.00	34	ACCOUNTANT	4	262,526.00
3	170,564.00	32	TELLER	3	173,250.00
0	50,524.00	32	HEAD CLERK	0	-
4	214,097.00	30	SR. CUSTOMER SERVICE REPRESENTATIVE	4	218,378.00
2	46,170.00	29	PRINCIPAL CLERK & TYPIST	2	55,291.00
2	87,330.00	24	CUSTOMER SERVICE REPRESENTATIVE	2	64,794.00
<u>27</u>	<u>\$ 1,933,871.00</u>		REGULAR SALARIES	<u>27</u>	<u>\$ 1,958,844.00</u>
	3,946.00		EM INCENTIVE PAY		3,319.00
	(118,291.00)		VACANCY FACTOR		(24,248.00)
	3,500.00		MUNICIPAL HEARING OFFICER STIPEND		-
	<u>\$ 1,823,026.00</u>		TOTAL SALARIES		<u>\$ 1,937,915.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (2,952.00)		GOLF REVENUES		\$ (2,984.00)
	(229,511.00)		SEWER REVENUES		(231,976.00)
	(254,190.00)		WATER REVENUES		(256,920.00)
	<u>\$ (486,653.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (491,880.00)</u>
<u>27</u>	<u>\$ 1,336,373.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>27</u>	<u>\$ 1,446,035.00</u>
	\$ 25,500.00		OVERTIME		\$ 25,500.00
	<u>\$ 25,500.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 25,500.00</u>

**TIMOTHY J. MCGOURTHY, ACTING CITY TREASURER & COLLECTOR**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**TREASURY- DEPARTMENT #CC1062**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY25 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
	\$ 600.00		OTHER SHORT TERM RENTAL		\$ 600.00
	24,000.00		OTHER PROFESSIONAL SERVICES- TREASURY		24,000.00
	11,500.00		OFFICE SUPPLIES & PRINT & COPY SUPPLIES- TREASURY		22,500.00
	3,500.00		IT HARDWARE SUPPLIES-OTHER IT SUPPLIES - TREASURY		3,500.00
	5,200.00		CONSTABLES/LEGAL FILING FEES - TREASURY		5,200.00
	1,200.00		NETWORK SOFTWARE & SUPPORT- TREASURY		1,200.00
	2,000.00		NON-NETWORK SOFTWARE & SUPPORT- TREASURY		279,466.00
	1,500.00		MAINTENANCE & REPAIR- TREASURY		-
	12,200.00		PRINTING SERVICES - TREASURY		1,200.00
	2,600.00		REGISTRATION/MEMBERSHIP/LICENSES- TREASURY		2,600.00
	3,500.00		LEASES & RENTALS- COLLECTORS		3,500.00
	65,180.00		OFFICE SUPPLIES & OTHER CHARGES- COLLECTORS		65,180.00
	2,000.00		TELEPHONE - COLLECTORS		2,000.00
	2,300.00		LEASES & RENTALS- MAILING		2,300.00
	440,000.00		POSTAGE- MAILING		440,000.00
	5,000.00		OTHER PERSONAL SERVICES- MAILING		5,000.00
	48,800.00		PRINTING - MAILING		46,800.00
	4,500.00		OFFICE SUPPLIES- MAILING		4,500.00
	1,000.00		OTHER PROFESSIONAL SERVICES - TAX TITLE		1,000.00
	5,000.00		NEWSPAPER ADVERTISING - TAX TITLE		5,000.00
	7,000.00		MAINTENANCE REPAIR BUILDING- TAX TITLE		8,500.00
	16,500.00		LEGAL FILING FEES - TAX TITLE		16,500.00
	90,000.00		PARKING VIOLATION PROCESSING		90,000.00
	500.00		OFFICE SUPPLIES- PARKING		500.00
	1,000.00		TRANSPORTATION		1,000.00
	<u>\$ 756,580.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,032,046.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (29,451.00)		SEWER REVENUES		\$ (40,174.00)
	(36,812.00)		WATER REVENUES		\$ (50,215.00)
	<u>\$ (66,263.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (90,389.00)</u>
	<u>\$ 690,317.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 941,657.00</u>
	<u>\$ 2,052,190.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 2,413,192.00</u>

## PURCHASING

### Christopher J. Gagliastro, Purchasing Agent

City Hall- Room 201  
455 Main Street, Worcester, MA 01608  
(508) 799-1220

#### Mission:

The mission of the Purchasing Division is to procure materials, supplies, equipment, and services at the lowest possible cost (through open and fair competition) consistent with the quality necessary for the proper operation of various City organizations, thereby attaining the maximum value for each public dollar spent. The division:

- Maintains the City's reputation for fairness and integrity by promoting impartial, equal treatment to all who wish to conduct business with the City.
- Encourages a mutually cooperative relationship with all City departments, recognizing successful purchasing is a result of team planning and effort.
- Promotes social and economic goals such as encouraging small, minority and women-owned businesses to participate in bidding of City business activities.

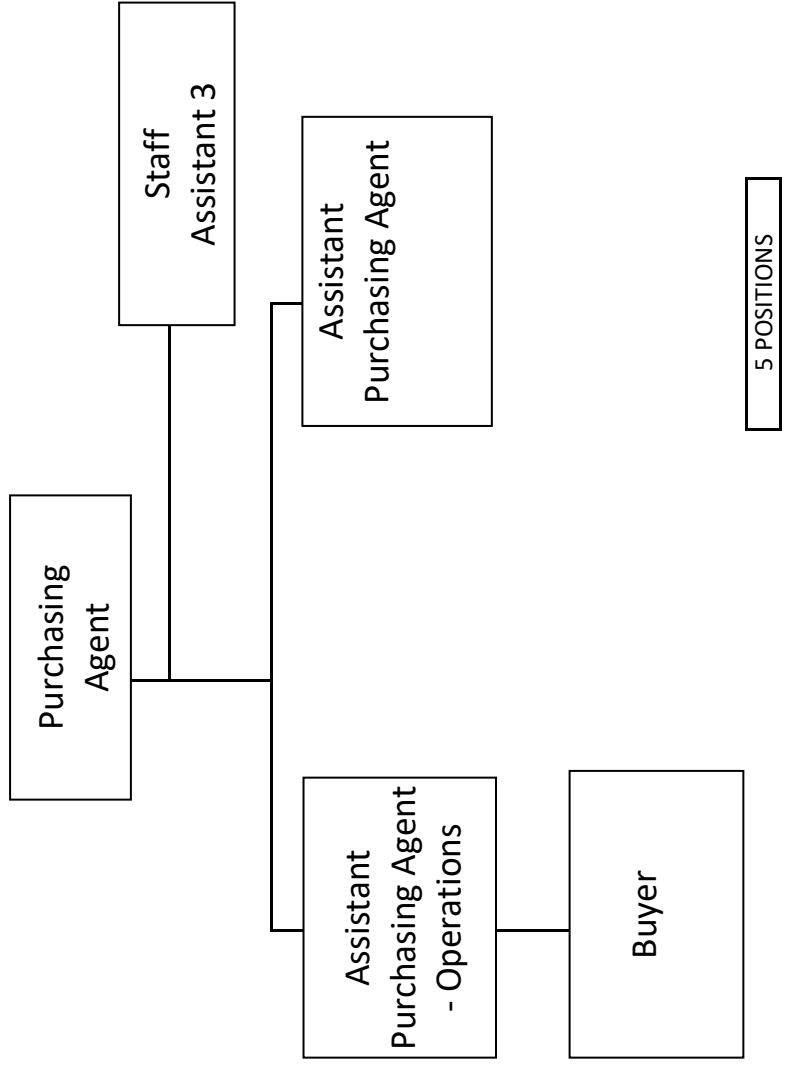
#### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2023</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2024</b>	<b>03/31/24</b>	<b>Fiscal 2025</b>
Salaries	\$ 241,464.39	\$ 328,160.00	\$ 158,057.00	\$ 398,562.00
Ordinary Maintenance	8,816.55	21,088.00	6,298.00	21,088.00
<b>Total</b>	<b>\$ 250,280.94</b>	<b>\$ 349,248.00</b>	<b>\$ 164,355.00</b>	<b>\$ 419,650.00</b>
<b>Total Positions</b>	3	4	4	5

#### Operating Budget Highlights

The tax levy budget for Fiscal Year 2025 is recommended to be \$419,650, which is an increase of \$70,402 from the Fiscal 2024 amount of \$349,248. This is mainly due to a Buyer being added to the table of organization, two position regrades, step increases for employees who are not at maximum pay, 3% Cost of Living Adjustments (COLAs), and a 1.5% Market Adjustment for non-represented employees. Ordinary Maintenance is level funded for Fiscal 2025.

# PURCHASING ORGANIZATIONAL CHART



5 POSITIONS



**CHRISTOPHER GAGLIASTRO, PURCHASING AGENT****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****PURCHASING- DEPARTMENT #CC1060**

FY24 TOTAL POSITIONS	APPROVED FY24 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY25 AMOUNT
1	\$ 126,156.00	50EM	PURCHASING AGENT	1	\$ 132,336.00
1	93,538.00	45P	SOFTWARE ANALYST	0	-
0	-	45M	ASSISTANT PURCHASING AGENT-OPERATIONS	1	88,043.00
0	-	45M	ASSISTANT PURCHASING AGENT	1	91,425.00
1	83,793.00	43M	ASSISTANT PURCHASING AGENT	0	-
0	-	40	BUYER	1	68,558.00
1	68,299.00	37	STAFF ASSISTANT 3	1	74,394.00
<u>4</u>	<u>\$ 371,786.00</u>		REGULAR SALARIES	<u>5</u>	<u>\$ 454,756.00</u>
	5,095.00		EM INCENTIVE PAY		5,324.00
	(17,988.00)		VACANCY FACTOR		(24,000.00)
	<u>\$ 358,893.00</u>		TOTAL SALARIES		<u>\$ 436,080.00</u>
			FUNDING SOURCES:		
	\$ (637.00)		GOLF REVENUES		\$ (778.00)
	(11,307.00)		SEWER REVENUES		(13,803.00)
	(18,789.00)		WATER REVENUES		(22,937.00)
	<u>\$ (30,733.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (37,518.00)</u>
<u>4</u>	<u>\$ 328,160.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>5</u>	<u>\$ 398,562.00</u>
	\$ 1,500.00		COPY PAPER		\$ -
	560.00		MEMBERSHIP DUES		1,060.00
	2,290.00		NEWSPAPER ADVERTISEMENT		2,290.00
	500.00		NON-NETWORK SOFTWARE & SUPPORT		500.00
	8,500.00		OFFICE SUPPLIES		7,500.00
	500.00		POSTAGE		-
	500.00		PREPARED MEALS		-
	3,500.00		PRINT & COPY SUPPLIES		5,000.00
	1,800.00		PRINTING SERVICES		1,800.00
			SOFTWARE LICENSE		500.00
	1,218.00		SUBSCRIPTIONS		2,218.00
	1,200.00		TELEPHONE		1,200.00
	500.00		TRAINING CERTIFICATE		500.00
	200.00		TRANSPORTATION		200.00
	<u>\$ 22,768.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 22,768.00</u>
			FUNDING SOURCES:		
	\$ (753.00)		SEWER REVENUES		\$ (753.00)
	(927.00)		WATER REVENUES		(927.00)
	<u>\$ (1,680.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (1,680.00)</u>
	<u>\$ 21,088.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 21,088.00</u>
	<u>\$ 349,248.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 419,650.00</u>



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## DEBT SERVICE OBLIGATIONS

**Timothy J. McGourthy, Chief Financial Officer**

City Hall- Room 203  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1180

### Department Allocation Summary

Expenditures	Actual	Approved	Actuals	Recommended
	Fiscal 2023	Budget for Fiscal 2024	as of 3/31/24	Appropriation Fiscal 2025
Debt Principal	\$ 58,226,964.49	\$ 62,547,488.00	\$ 58,826,259.46	\$ 67,054,473.00
<b>Total Principal</b>	<b>\$ 58,226,964.49</b>	<b>\$ 62,547,488.00</b>	<b>\$ 58,826,259.46</b>	<b>\$ 67,054,473.00</b>
<b>Funding Sources</b>				
CREDIT WATER ENTERPRISE	\$ 4,766,535.00	\$ 5,247,738.00	\$ 5,247,738.00	\$ 5,335,483.00
CREDIT SEWER ENTERPRISE	7,727,965.50	7,820,711.00	7,820,711.13	8,123,510.00
STABILIZATION-BUILDING CAMPAIGN	4,478,200.00	4,095,000.00	4,095,000.00	2,505,000.00
STABILIZATION-NORTH HIGH SCHOOL	850,729.00	857,881.00	857,881.00	874,350.00
STABILIZATION-NEW HIGH SCHOOL	2,435,653.00	3,593,483.00	3,593,483.00	6,363,239.00
STABILIZATION-FIRE	-	-	-	22,619.00
MAJOR TAYLOR BOULEVARD GARAGE	35,170.00	22,541.00	22,541.00	23,747.00
CREDIT AIRPORT FUNDS	4,800.00	4,800.00	4,800.00	4,800.00
CREDIT OFF STREET PARKING	1,162,200.98	1,417,371.00	1,614,231.50	1,564,658.00
CREDIT UNION STATION GARAGE	273,677.00	274,814.00	276,982.50	272,266.00
CREDIT DCU CENTER SPECIAL DISTRICT	2,306,632.01	2,627,782.00	2,627,782.00	2,622,404.00
CREDIT LIBRARY PILOT	-	-	249,319.00	-
CREDIT CITY SQUARE FUND	2,099,118.00	2,185,306.00	2,185,306.00	2,299,203.00
CREDIT GOLF REVENUES	327,348.00	166,720.00	166,720.00	172,040.00
CREDIT INSTITUTE PARK PROJECTS	116,156.00	121,885.00	-	121,846.00
CREDIT CSX PARKS PROJECTS	85,919.00	86,646.00	86,646.00	85,917.00
CREDIT UNIVERSITY PARK PROJECTS	114,407.00	114,214.00	-	111,286.00
CREDIT SOLAR NET METERING	864,229.00	864,229.00	-	864,229.00
CREDIT HUD 108	102,000.00	102,000.00	-	37,000.00
CREDIT BALLPARK	470,000.00	1,553,000.00	1,619,204.00	1,820,067.00
<b>Sub-Total Self Supporting Debt</b>	<b>28,220,739.49</b>	<b>31,156,121.00</b>	<b>30,468,345.13</b>	<b>33,223,664.00</b>
GENERAL FUND	30,006,225.00	31,391,367.00	28,357,914.33	33,830,809.00
<b>Total</b>	<b>\$ 58,226,964.49</b>	<b>\$ 62,547,488.00</b>	<b>\$ 58,826,259.46</b>	<b>\$ 67,054,473.00</b>

### Operating Budget Highlights

The total budget for Debt Principal for Fiscal 2025 is recommended to be \$67,054,473 which is an increase of \$4,506,985 from the Fiscal 2024 amount of \$62,547,488. Of the Fiscal 2025 allocation, \$33,223,664 is funded through Self Supporting Credits, and \$33,830,809 is General Fund tax levy, an increase of \$2,439,442 from the Fiscal 2024 tax levy allocation.

**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**FINANCE - DEBT SERVICE PRINCIPAL- #CC1069**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 62,547,488.00	REDEMPTION ON BONDS	\$ 67,054,473.00
<u>\$ 62,547,488.00</u>	TOTAL PRINCIPAL	<u>\$ 67,054,473.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (5,247,738.00)	CREDIT WATER ENTERPRISE	\$ (5,335,483.00)
(7,820,711.00)	CREDIT SEWER ENTERPRISE	(8,123,510.00)
(4,095,000.00)	STABILIZATION-BUILDING CAMPAIGN	(2,505,000.00)
(857,881.00)	STABILIZATION-NORTH HIGH SCHOOL	(874,350.00)
(3,593,483.00)	STABILIZATION-NEW HIGH SCHOOL	(6,363,239.00)
-	STABILIZATION-FIRE	(22,619.00)
(22,541.00)	MAJOR TAYLOR BOULEVARD GARAGE	(23,747.00)
(4,800.00)	CREDIT AIRPORT FUNDS	(4,800.00)
(1,417,371.00)	CREDIT OFF STREET PARKING	(1,564,658.00)
(274,814.00)	CREDIT UNION STATION GARAGE	(272,266.00)
(2,627,782.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(2,622,404.00)
(2,185,306.00)	CREDIT CITY SQUARE FUND	(2,299,203.00)
(166,720.00)	CREDIT GOLF REVENUES	(172,040.00)
(121,885.00)	CREDIT INSTITUTE PARK PROJECTS	(121,846.00)
(86,646.00)	CREDIT CSX PARKS PROJECTS	(85,917.00)
(114,214.00)	CREDIT UNIVERSITY PARK PROJECTS	(111,286.00)
(864,229.00)	CREDIT SOLAR NET METERING	(864,229.00)
(102,000.00)	CREDIT HUD 108	(37,000.00)
(1,553,000.00)	CREDIT BALLPARK	(1,820,067.00)
<u>\$ (31,156,121.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (33,223,664.00)</u>
<u>\$ 31,391,367.00</u>	<b>TOTAL RECOMMENDED PRINCIPAL PAYMENT</b>	<u>\$ 33,830,809.00</u>
<u>\$ 31,391,367.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 33,830,809.00</u>

## DEBT SERVICE OBLIGATIONS

### Department Allocation Summary

Expenditures	Actual	Approved	Actuals	Recommended
	Fiscal 2023	Budget for Fiscal 2024	as of 3/31/24	Appropriation Fiscal 2025
Debt Interest	\$ 29,659,050.40	\$ 31,214,604.00	\$ 30,434,800.24	\$ 35,655,152.00
<b>Total Interest</b>	<b>\$ 29,659,050.40</b>	<b>\$ 31,214,604.00</b>	<b>\$ 30,434,800.24</b>	<b>\$ 35,655,152.00</b>
<b>Funding Sources</b>				
Credit Water Enterprise	\$ 2,198,886.76	\$ 2,100,636.00	\$ 2,025,019.63	\$ 2,288,388.00
Credit Sewer Enterprise	4,002,419.92	4,225,196.00	4,099,168.56	4,306,793.00
Stabilization- Building Campaign	405,131.88	227,813.00	227,813.13	90,780.00
Stabilization- North High School	347,117.16	314,850.00	314,850.36	282,126.00
Stabilization-New High School	3,373,681.15	4,918,026.00	4,161,861.28	7,160,339.00
Stablization-Fire	-	-	-	22,909.00
Major Taylor Boulevard Garage	13,542.98	12,656.00	12,655.64	12,530.00
Credit Airport Funds	424.00	424.00	423.75	212.00
Credit Off-Street Parking	653,720.11	789,591.00	819,850.73	747,854.00
Credit Union Station Garage	41,662.90	27,951.00	29,321.94	15,947.00
Credit DCU Center Special District	1,117,797.25	916,467.00	891,261.11	811,509.00
Credit Library PILOT	12,957.51	-	27,560.41	-
Credit City Square Funds	1,996,829.70	1,918,775.00	1,918,774.87	1,836,485.00
Credit Golf Revenues	74,206.94	60,203.00	60,202.60	53,052.00
Credit Institute Park Credits		10,555.00	-	6,454.00
Credit CSX Parks Projects	21,657.00	17,361.00	17,361.22	13,029.00
Credit University Park Projects		5,122.00	-	4,418.00
Credit HUD 108		39,358.00	-	528.00
Credit Ballpark	-	4,687,690.00	4,687,690.48	4,618,382.00
Credit Ballpark Capitalized Interest	4,713,526.73	-	-	-
<b>Sub-Total Self Supporting Debt</b>	<b>18,973,561.99</b>	<b>20,272,674.00</b>	<b>19,293,815.71</b>	<b>22,271,735.00</b>
General Fund	10,685,488.41	10,941,930.00	11,140,984.53	13,383,417.00
<b>Total</b>	<b>\$ 29,659,050.40</b>	<b>\$ 31,214,604.00</b>	<b>\$ 30,434,800.24</b>	<b>\$ 35,655,152.00</b>

### Operating Budget Highlights

The total budget for Debt Interest for Fiscal 2025 is recommended to be \$35,655,152, which is an increase of \$4,440,548 from the Fiscal 2024 amount of \$31,214,604. Of the Fiscal 2025 allocation, \$22,271,735 is funded through Self Supporting Credits, and \$13,383,417 is General Fund tax levy, an increase of \$2,441,487 from the Fiscal 2024 tax levy allocation. Bond Anticipated Note (BAN) interest for Fiscal 2025 is calculated on one anticipated BAN sale in Fiscal Year 2025. If additional BAN sales occur, interest expenses will increase and may require an additional appropriation.

**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**FINANCE - DEBT SERVICE INTEREST - #CC1070**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 29,955,590.00	EXISTING LONG TERM DEBT	\$ 34,187,058.00
1,259,014.00	BAN INTEREST	1,468,094.00
<u>\$ 31,214,604.00</u>	TOTAL INTEREST	<u>\$ 35,655,152.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (2,100,636.00)	CREDIT WATER ENTERPRISE	\$ (2,288,388.00)
(4,225,196.00)	CREDIT SEWER ENTERPRISE	(4,306,793.00)
(227,813.00)	STABILIZATION-BUILDING CAMPAIGN	(90,780.00)
(314,850.00)	STABILIZATION-NORTH HIGH SCHOOL	(282,126.00)
(4,918,026.00)	STABILIZATION-NEW HIGH SCHOOL	(7,160,339.00)
-	STABILIZATION-FIRE	(22,909.00)
(12,656.00)	MAJOR TAYLOR BOULEVARD GARAGE	(12,530.00)
(424.00)	CREDIT AIRPORT FUNDS	(212.00)
(789,591.00)	CREDIT OFF STREET PARKING	(747,854.00)
(27,951.00)	CREDIT UNION STATION GARAGE	(15,947.00)
(916,467.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(811,509.00)
(1,918,775.00)	CREDIT CITY SQUARE FUND	(1,836,485.00)
(60,203.00)	CREDIT GOLF REVENUES	(53,052.00)
(10,555.00)	CREDIT INSTITUTE PARK PROJECTS	(6,454.00)
(17,361.00)	CREDIT CSX PARKS PROJECTS	(13,029.00)
(5,122.00)	CREDIT UNIVERSITY PARK PROJECTS	(4,418.00)
(39,358.00)	CREDIT HUD 108	(528.00)
(4,687,690.00)	CREDIT BALLPARK	(4,618,382.00)
<u>\$ (20,272,674.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (22,271,735.00)</u>
<u>\$ 10,941,930.00</u>	<b>TOTAL RECOMMENDED INTEREST PAYMENT</b>	<u>\$ 13,383,417.00</u>
<u>\$ 10,941,930.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 13,383,417.00</u>

## PENSION OBLIGATION BONDS

### Timothy J. McGourthy, Chief Financial Officer

City Hall- Room 201  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1180

Pension Obligation Bonds are a method of funding the system's unfunded liability. In December 1998, the City issued \$221M in Debt to establish a funding source for the City's pension obligation. Since that time, these funds have been part of the funding addressing the City's pension liability. As such, they have been invested consistently with the Retirement System's investment policies with the intent of improving the system's funded status over time.

### Department Allocation Summary

	Actual	Approved	Totals	Recommended
	Fiscal 2023	Budget	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2023</u>	<u>Fiscal 2024</u>	<u>3/31/24</u>	<u>Fiscal 2025</u>
Fringe Benefits	\$11,757,138.00	\$ 10,369,848.00	\$ 11,489,041.00	\$ 10,140,583.00
<b>Total</b>	<b>\$11,757,138.00</b>	<b>\$ 10,369,848.00</b>	<b>\$ 11,489,041.00</b>	<b>\$ 10,140,583.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2025 is recommended to be \$10,140,583, which is a decrease of \$229,265 from the Fiscal 2024 amount of \$10,369,848.

**TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**

**DEPARTMENT OF ADMINISTRATION & FINANCE**

**DIVISION OF PENSION OBLIGATION BONDS- DIVISION #CC1071**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 11,489,040.00	DEBT SERVICE	\$ 11,296,744.00
<u>\$ 11,489,040.00</u>	TOTAL DEBT SERVICE	<u>\$ 11,296,744.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (18,010.00)	CREDIT FROM GOLF	\$ (17,757.00)
(490,860.00)	CREDIT FROM SEWER	(492,681.00)
(610,322.00)	CREDIT FROM WATER	(645,723.00)
<u>\$ (1,119,192.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,156,161.00)</u>
<u>\$ 10,369,848.00</u>	<b>TOTAL RECOMMENDED DEBT SERVICE</b>	<u>\$ 10,140,583.00</u>
<u>\$ 10,369,848.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 10,140,583.00</u>



## FINANCIAL INTEGRITY PLAN FUNDS

**Eric D. Batista**

**City Manager**

City Hall Room 309

Worcester, Massachusetts 01608

(508) 799-1175

### FY25 Budget Overview

	Actuals	Approved	Totals	Account Number	Recommended
	Fiscal 2023	Budget for Fiscal 2024	as of 3/31/2024		Appropriation Fiscal 2025
<b>Financial Plan Funds</b>					
Bond Rating Stabilization Fund	5,044,168.43	9,467,442.00	9,467,442.00	FD102	-
Capital Campaign Stabilization	4,883,332.00	4,322,813.00	4,322,813.00	FD104	2,595,780.00
CitySquare DIF Reserve Fund	4,095,948.00	4,104,081.00	4,104,081.00	FD105	4,135,688.00
North High Construction Fund	484,441.89	480,000.00	484,274.79	FD106	480,000.00
New High School Fund	5,719,141.00	7,867,181.00	7,867,181.00	FD107	9,833,976.00
Fire Stabilization Fund	1,500,000.00	1,000,000.00	1,500,000.00	FD108	-
School Capital Maintenance Fund		1,000,000.00	1,000,000.00	FD114	-
OPEB Reserve Fund	5,823,000.14	6,654,825.00	6,654,824.20	FD901	1,071,795.00
<b>Total Transfers to Funds</b>	<b>\$ 27,550,031.46</b>	<b>\$ 34,896,342.00</b>	<b>\$ 35,400,615.99</b>		<b>\$ 18,117,239.00</b>

### Financial Integrity Plan Funds

The City of Worcester's Five Point Financial Plan, originally adopted in 2007, established a long term plan for the financing of known debt obligations and the building of reserves to maintain and improve the City's bond rating over time. This plan was updated in 2017 to improve reserves and expand long term capital planning and debt management. An update to the plan is being recommended in Fiscal Year 2025 to further improve reserves and capital planning.

#### **Capital Campaign for Worcester Technical High School/other projects:**

The Capital Campaign fund exists to meet the current debt service obligations for major construction projects that have been completed: Worcester Technical High School, Worcester Public Library Renovation, Worcester Senior Center, and Forest Grove Middle School. This fund is also the fund where future projects can be prepared for in advance. The deposit for Fiscal Year 2025 is \$2,595,780, which represents the Fiscal Year 2025 debt service for projects associated with this reserve fund.

#### **CitySquare DIF Reserve:**

The CitySquare DIF reserve was established to capture the tax revenues associated with the increased value of the parcels of the CitySquare project. These funds will then be used to support the debt service of the publicly funded portions of the CitySquare project. The deposit for Fiscal Year 2025 is \$4,135,688 an increase of \$31,607 based on the Fiscal Year 2025 debt service for this project.

## FINANCIAL INTEGRITY PLAN FUNDS

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**The North High Construction Fund:**

This fund was established for the purpose of funding future debt service associated with the construction of a new North High School. In Fiscal Year 2025, \$480,000 is being allocated to this fund and the debt service is paid from the reserve built up to date.

**The New High School Construction Fund:**

This fund was established for anticipated debt service arising from construction of South High and Doherty High Schools. The deposit for Fiscal Year 2025 of \$9,833,976 is a 25% increase from Fiscal Year 2024, based on the Financial Integrity Plan.

**Fire Stabilization Fund:**

This fund was established in Fiscal Year 2022 for anticipated debt service arising from construction of a new South Division Firehouse. There is no recommended appropriation in Fiscal Year 2025 due to delays in the project timeline and the substantial fund balance from prior year contributions. As of March 31, 2024, the fund balance totals \$8,353,886.

**OPEB Reserve Fund:**

The OPEB Reserve Fund provides a fund where the City can prepare to address the future costs of retiree health insurance. OPEB, which stands for Other Post Employment Benefits, includes all fringe benefits provided to employees upon retirement. The largest liability among these is health insurance. The deposit for Fiscal 2025 is funded at \$1,071,795, a 10% increase as called for in the Financial Integrity Plan.

**ERIC D. BATISTA, CITY MANAGER**
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025**
**FINANCIAL INTEGRITY PLAN FUNDS**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 9,467,442.00	BOND RATING STABILIZATION	FD102 \$ -
4,322,813.00	CAPITAL CAMPAIGN STABILIZATION	FD104 2,595,780.00
4,104,081.00	CITY SQUARE DIF RESERVE FUND	FD105 4,135,688.00
7,867,181.00	NEW HIGH SCHOOL FUND	FD107 9,833,976.00
480,000.00	NORTH HIGH SCHOOL CONSTRUCTION FUND	FD106 480,000.00
1,000,000.00	FIRE STABILIZATION	FD108 -
1,000,000.00	SCHOOL CAPITAL MAINTENANCE FUND	FD114 -
6,654,825.00	OPEB TRUST FUND	FD901 1,071,795.00
<u>\$ 34,896,342.00</u>	TOTAL FINANCIAL INTEGRITY PLAN FUNDS	<u>\$ 18,117,239.00</u>
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<u>\$ 34,896,342.00</u>	TOTAL FINANCIAL INTEGRITY PLAN FUNDS	<u>\$ 18,117,239.00</u>



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## BALLPARK DIF RESERVE

**Eric D. Batista**

**City Manager**

City Hall Room 309

Worcester, Massachusetts 01608

(508) 799-1175

The Ballpark District Improvement Financing (DIF) Reserve was established in FY23 to meet the current debt service obligations for Polar Park and associated improvements in the Canal District. The Fund includes certain revenues that are either budgeted (DIF General Fund revenues: net real & personal property taxes, meals & use taxes, permit fees), transferred (parking revenues), or receipted (team lease payments, ballpark activities) into the fund. In certain years, the DIF reserve (originally established with proceeds from surplus land sales within the DIF and capitalized interest from initial borrowings) itself provides revenue (a draw on the reserve) or an expense (replenishment of the reserve) within the budget.

### FY25 Budget Overview

	Approved		Actuals	Recommended
	Actuals	Budget for	as of	Appropriation
<u>Expenditures</u>	Fiscal 2023	Fiscal 2024	3/31/2024	Fiscal 2025
<b>Total Debt Service</b>	\$ 5,183,526.73	\$ 6,240,690.00	\$ 6,240,690.00	\$ 6,438,449.00
<b>Funding Sources:</b>				
Team Lease Payments	\$ 1,118,587.80	\$ 2,414,687.00	\$ 1,029,770.16	\$ 2,796,023.00
Parking Revenues	539,202.00	1,047,085.00	590,740.65	774,736.00
DIF Receipts	1,259,093.00	2,343,524.00	2,343,524.00	2,886,384.00
Ballpark Activities	163,231.00	116,200.00	163,357.00	116,200.00
DIF Reserve	2,103,412.93	319,194.00	-	(134,894.00)
<b>Total Funding Sources</b>	\$ 5,183,526.73	\$ 6,240,690.00	\$ 4,127,391.81	\$ 6,438,449.00

### Ballpark DIF Reserve Fund:

The budget for Fiscal 2025 is recommended to be \$2,886,384, which is an increase of \$542,860 from the Fiscal 2024 amount of \$2,343,524. This budget is derived from anticipated net new revenues within the DIF boundaries, including real and personal property tax revenues, sales & use taxes received from the Commonwealth, and anticipated permit fees. No additional funding is anticipated in Fiscal 2025; we anticipate a slight increase in the Reserve Fund over the course of the year.

**ERIC D. BATISTA, CITY MANAGER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2025****BALLPARK DIF RESERVE FUND - FD109**

APPROVED FY24 AMOUNT	TITLE	RECOMMENDED FY25 AMOUNT
\$ 1,553,000.00	DEBT PRINCIPAL	\$ 1,820,067.00
4,687,690.00	DEBT INTEREST	4,618,382.00
<b><u>\$ 6,240,690.00</u></b>	<b>TOTAL DEBT SERVICE</b>	<b><u>\$ 6,438,449.00</u></b>
	<u>NON-TAX LEVY FUNDING SOURCES:</u>	
\$ (2,414,687.00)	TEAM LEASE PAYMENTS	\$ (2,796,023.00)
(1,047,085.00)	PARKING REVENUES	(774,736.00)
(116,200.00)	BALLPARK ACTIVITIES	(116,200.00)
(319,194.00)	RESERVE FUND	134,894.00
<b><u>\$ (3,897,166.00)</u></b>	<b>RECOMMENDED NON-TAX LEVY FUNDING</b>	<b><u>\$ (3,552,065.00)</u></b>
	<u>DIF TAX LEVY TRANSFERS:</u>	
\$ 1,719,422.00	REAL ESTATE TAXES	\$ 2,524,558.00
43,943.00	PERSONAL PROPERTY TAXES	71,349.00
80,159.00	MEALS & USE TAXES	81,762.00
500,000.00	PERMITS	208,715.00
<b><u>\$ 2,343,524.00</u></b>	<b>RECOMMENDED DIF TAX LEVY BUDGET</b>	<b><u>\$ 2,886,384.00</u></b>

CITY OF WORCESTER  
FISCAL 2025  
LINE ITEM BUDGET

DEPARTMENT NAME	COST CENTER	SALARIES	ORDINARY MAINTENANCE	CAPITAL OUTLAY	DEBT	TRANSFER	BENEFITS	OVERTIME	TOTAL
CITY COUNCIL	CC1001	601,278.00	40,731.00						642,009.00
MAYOR	CC1002	172,034.00	14,700.00						186,734.00
CITY MANAGER	CC1003	1,666,655.00	129,552.00						1,796,207.00
ECONOMIC DEVELOPMENT	CC1004	2,244,919.00	1,047,509.00						3,292,428.00
CABLE SERVICES	CC1005								-
CITY CLERK	CC1006	982,747.00	67,518.00					1,000.00	1,051,265.00
PUBLIC FACILITIES	CC1007	1,592,849.00	1,766,120.00	100,000.00				17,100.00	3,476,069.00
SUSTAINABILITY & RESILIENCE	CC1008	302,816.00	272,629.00					12,500.00	587,945.00
LAW	CC1009	1,496,662.00	190,298.00						1,686,960.00
COURT JUDGMENTS	CC1033		2,000,000.00						2,000,000.00
PROPERTY & CASUALTY	CC1034		365,160.00						365,160.00
ELECTIONS	CC1010		173,129.00						1,042,037.00
CONTRIBUTORY PENSIONS	CC1011	633,908.00					38,764,693.00		38,764,693.00
HUMAN RESOURCES	CC1012	1,885,282.00	690,448.00						2,580,730.00
DIVERSITY, EQUITY, & INCLUSION	CC1016	598,034.00	252,445.00						850,479.00
WORKERS COMPENSATION	CC1013		93,186.00				1,243,487.00		1,336,673.00
UNEMPLOYMENT COMPENSATION	CC1014		18,840.00				101,000.00		119,840.00
PUBLIC SAFETY IOD	CC1015		98,550.00				1,235,217.00		1,333,767.00
POLICE	CC1038	51,715,061.00	4,122,623.00	40,000.00				4,600,000.00	60,477,684.00
FIRE	CC1044	39,667,217.00	1,922,072.00	143,000.00				2,359,192.00	44,091,481.00
EMERGENCY COMMUNICATIONS & MGMT.	CC1017	2,019,326.00	1,137,647.00					232,318.00	3,389,291.00
INSPECTORIAL SERVICES	CC1020	4,745,410.00	207,623.00					28,000.00	4,981,033.00
PUBLIC HEALTH	CC1046	922,717.00	46,417.00					500.00	969,634.00
HEALTH & HUMAN SERVICES	CC1023	1,256,653.00	1,798,088.00						3,054,741.00
ELDER AFFAIRS	CC1050	590,725.00	496,190.00						1,086,915.00
DPW ADMINISTRATION	CC1053	394,213.00	246,143.00					21,110.00	661,466.00
DPW ENGINEERING	CC1054	1,203,279.00	115,022.00					125,000.00	1,443,301.00
DPW STREETS/SANITATION	CC1055	3,831,073.00	6,945,437.00					850,000.00	11,626,510.00
DPW FLEET MANAGEMENT	CC1057	733,612.00	940,573.00					62,113.00	1,736,298.00
SNOW REMOVAL	CC1051	50,000.00	3,450,000.00	1,000,000.00				1,000,000.00	5,500,000.00
STREET LIGHTS	CC1052		1,495,490.00						1,495,490.00
UNION STATION	CC1058		678,305.00						678,305.00
TRANSPORTATION	CC1081	1,728,785.00	1,591,800.00	225,000.00				25,000.00	3,570,585.00
PUBLIC SCHOOLS TEACHING & LEARNING	CC5001	307,996,160.00	58,654,429.00	515,771.00			91,107,398.00	1,643,243.00	459,917,001.00
NON-NET SCHOOL SPENDING	CC5204	16,428,341.00	8,302,856.00	100,000.00					25,793,711.00
PUBLIC LIBRARY	CC1028	4,867,710.00	1,808,083.00					123,795.00	6,799,588.00
PURCHASING	CC1060	398,562.00	21,088.00						419,650.00
BUDGET	CC1061	749,807.00	126,251.00						876,058.00
AUDITING	CC1030	733,656.00	95,707.00					5,000.00	834,363.00
TREASURY	CC1062	1,446,035.00	941,657.00					25,500.00	2,413,192.00
DEBT PRINCIPAL	CC1069				33,830,809.00				33,830,809.00
DEBT INTEREST	CC1070				13,383,417.00				13,383,417.00

Cont...

CITY OF WORCESTER  
FISCAL 2025  
LINE ITEM BUDGET

DEPARTMENT NAME	COST CENTER	SALARIES	ORDINARY MAINTENANCE	CAPITAL OUTLAY	DEBT	TRANSFER	BENEFITS	OVERTIME	TOTAL
HEALTH INSURANCE	CC1063						32,855,439.00		32,855,439.00
PENSION OBLIGATION BONDS	CC1071				10,140,583.00				10,140,583.00
ASSESSING	CC1064	744,396.00	449,240.00					500.00	1,194,136.00
INNOVATION & TECHNOLOGY	CC1031	3,283,136.00	6,697,432.00					20,000.00	10,000,568.00
PARKS	CC1077	4,511,823.00	3,150,956.00					529,062.00	8,191,841.00
AUDITORIUM	CC1067		90,200.00						90,200.00
DCU	CC1061								
MASSHIRE CENTRAL	CC1021	109,000.00	91,000.00						200,000.00
CONTINGENCY	CC1072		6,677,731.00						6,677,731.00
<b>TOTAL TAX LEVY APPROPRIATION</b>		<b>462,303,881.00</b>	<b>119,520,875.00</b>	<b>2,123,771.00</b>	<b>57,354,809.00</b>	<b>0.00</b>	<b>165,307,234.00</b>	<b>12,883,447.00</b>	<b>819,494,017.00</b>
TUITION ASSESSMENTS									47,250,108.00
OTHER INTERGOVERNMENTAL									5,255,191.00
FIVE POINT PLAN TRANSFERS OUT									19,931,828.00
OPEB RESERVE									1,071,795.00
GOLF COURSE									-
<b>TOTAL TRANSFERS AND INTERGOVERNMENTAL</b>									<b>73,508,922.00</b>
SEWER	CC1025	4,339,048.00	27,749,513.00	24,500.00	12,430,303.00	3,967,984.00	4,131,595.00	460,000.00	53,102,943.00
WATER	CC1026	8,296,267.00	4,947,929.00	25,000.00	7,623,871.00	3,152,899.00	5,641,338.00	800,000.00	30,487,304.00
GOLF COURSE	CC1065	395,533.00	1,052,720.00		225,092.00	43,006.00	156,822.00		1,873,173.00
<b>TOTAL ENTERPRISE APPROPRIATION</b>		<b>13,030,848.00</b>	<b>33,750,162.00</b>	<b>49,500.00</b>	<b>20,279,266.00</b>	<b>7,163,889.00</b>	<b>9,929,755.00</b>	<b>1,260,000.00</b>	<b>85,463,420.00</b>





Eric D. Batista  
City Manager

CITY OF WORCESTER

cm2024may03114307

Attachment for Item # 10.39 B

May 7, 2024

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully request the review, deliberation, and approval of the Fiscal Year 2025 Capital Budget, submitted for the consideration of your Honorable Body.

Respectfully submitted,

Eric D. Batista  
City Manager



The City of  
**WORCESTER**

**Fiscal Year 2025**

**Capital Budget**

**Eric D. Batista, City Manager**

# Fiscal 2025 CAPITAL IMPROVEMENT PLAN

## Budget Message

This comprehensive, five-year Capital Improvement Plan for Fiscal Years 2025-2029 takes into account the collective priorities of our community, City Council, and my administration following the vision of the City Strategic Plan. As we continue to implement a long-term strategy, we also consider the need for flexibility during a time of rising capital borrowing costs.

Many of the capital projects proposed in this Capital Improvement Plan will have a positive impact during Fiscal 2025, whereas some are multi-year programs that will yield results in the coming years. In the table below, projects with prior year loan authorization depict ongoing facility and infrastructure programs for which City Council has previously approved loan orders. Projects with new authorization in Fiscal 2025 represent new projects and/or ongoing projects that require increased loan authority.

Funding Source	Remaining Prior Year Authorization	FY25 New Authorization	FY25 Borrowing	Other Funding (Grants, etc.)
Tax Levy	\$ 38,273,858	\$ 46,371,444	\$ 41,755,302	\$ 32,573,981
ESCo	-	1,200,000	1,200,000	-
Golf Enterprise	150,000	-	75,000	-
Off Street Parking	2,950,000	150,000	1,200,000	-
Water Enterprise	3,700,000	18,070,000	19,655,000	-
Sewer Enterprise	15,296,000	20,430,000	21,266,000	4,500,000
DCU	9,606,708	-	9,606,708	-
WPS - MSBA	41,250,000	-	41,250,000	28,000,000
<b>Grand Total</b>	<b>\$ 111,226,566</b>	<b>\$ 86,221,444</b>	<b>\$ 136,008,010</b>	<b>\$ 65,073,981</b>

In total, this Fiscal 2025 CIP recommends a total annual borrowing of \$136M, \$41.25M or 30% of which is related to Worcester Public Schools – Massachusetts School Building Authority (MSBA) projects. The Fiscal 2025 CIP also includes a total tax levy capital borrowing of \$41.75M, approximately \$3.9M below Fiscal 2024 recommendations; enterprise and self-funded borrowing of \$51.8M, and \$65M in potential grant funding to be invested in the City. I am recommending \$86.2M in new loan authorization for Fiscal 2025 to be approved by City Council. These recommendations include mission critical equipment like new public safety vehicles in Police, and Fire; investments in cloud data transfers and backups through the Department of Innovation & Technology; investments in core assets like our public schools, police headquarters, fire stations, and City Hall; the design of safer, more inclusive streets through the Department of Transportation and Mobility, as well as the maintenance of our streets and parks through the Department of Public Works. Additionally, we are recommending key investments in our Water, Sewer, and Off-Street Parking enterprise accounts.

# Fiscal 2025 CAPITAL IMPROVEMENT PLAN

## Allocation by Category and Funding Source

Category	FY25 Tax Levy Borrowing	FY25 Self Supporting Debt	Other Funding (Grants, etc.)	FY25 Total Project Investment
Equipment	\$ 8,015,302	\$ 4,206,708	\$ -	\$ 12,222,010
WPS Equipment	500,000	-	-	500,000
Facility Improvements	8,965,000	11,280,000	200,000	20,445,000
WPS Facility Improvement	3,500,000	-	11,000,000	14,500,000
WPS - MSBA Facility Improvement	41,250,000	-	28,000,000	69,250,000
Infrastructure	20,775,000	36,316,000	25,873,981	82,964,981
ESCo Infrastructure	1,200,000	-	-	1,200,000
<b>Grand Total</b>	<b>\$ 84,205,302</b>	<b>\$ 51,802,708</b>	<b>\$ 65,073,981</b>	<b>\$ 201,081,991</b>

### Equipment

For Fiscal 2025, I am recommending a total investment of \$12.7M in new equipment borrowing, of which \$8.5M is tax levy supported. Notable purchases include \$3.9M in public safety radio systems, \$745K in Police Cruisers, and \$1.2M in cloud transition related costs.

Other major equipment purchases include:

- \$1.6M in Fire Prevention vehicles
- \$1M in DCU related equipment
- \$750K in both DPW and Parks equipment
- \$2.9M total between Water and Sewer equipment

### Facility Improvement

I am recommending an investment of \$104.2M in facility improvements, \$53.7M of which is tax levy supported. The major contributor to this category is MSBA-related projects totaling \$41.25M in anticipated Fiscal 2025 borrowing. Projects include the construction of Doherty Memorial High School, as well as ongoing roof, ADA, and code compliance upgrades at Worcester Arts Magnet Elementary School.

Other facility improvement projects include:

- \$3.5M for non-MSBA school rehabilitation
- \$1.65M for City Hall related improvements
- \$1.2M for Police headquarters HVAC replacement and electrical improvements
- \$920K for the South Division Firehouse replacement project design and other station work
- \$8.6M for DCU renovations
- \$1.6M for Union Station as a match to Federal Transit Authority funding
- \$500K each for both DPW and Parks building projects
- \$1M for the roof of the Worcester Memorial Auditorium
- \$2.7M in total Water & Sewer investments

# Fiscal 2025 CAPITAL IMPROVEMENT PLAN

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## Infrastructure

Of the \$84.2M recommended in infrastructure upgrades, we recommend \$11M in borrowing for resurfacing be allocated to the Department of Public Works, \$1M be allocated to the Department of Transportation for street design and traffic signals, and \$1.2M to Sustainability and Resilience for an audit of our municipal buildings' energy efficiency.

Other infrastructure projects include:

- \$7.3M for various park improvement efforts
- \$19.3M for various sewer infrastructure projects including interceptor rehabilitation and reconstruction projects
- \$15.75M for various water projects including improvements to water mains, as well as repairs and replacement of water meters

## WPS Equipment and Facility Improvement

I am recommending a total of \$15M for various equipment purchases and facility repairs at our Worcester Public Schools. This includes \$4.5M for general building rehabilitation, \$1M of which will come from Community Development Block Grant funds and the remainder from Tax Levy; \$10M of ARPA funding for ADA and code compliance projects, and \$500K in capital equipment funding. In addition, as referenced above, I am recommending approximately \$69.25M, including State contributions, for Massachusetts School Building Authority-related projects, primarily to continue the construction of Doherty Memorial High School and complete roof, ADA, and code compliance upgrades at Worcester Arts Magnet Elementary School.

## Budget Process

Putting fiscal responsibility first and foremost, the Budget Office developed an analytical budget process ensuring all capital requests are assessed and prioritized to formulate a sound, long-term Capital Improvement Plan. As we evaluate the City's short- and long-term capital needs, our current resources and expectations, and the potential of grant funds, we believe the current proposed Fiscal 2025 Capital Improvement Plan represents a solid investment in the City and will assist in maintaining our capacity to respond to present conditions while setting a foundation for continued growth and expansion.

## Capital & Debt Policy

- The City will maintain a multi-year approach for the Capital Improvement Plan
- A capital asset is defined as an asset that has a useful life of one year or more
- Any capital asset to be financed shall have a minimal unit cost of \$5,000, and a useful life of five years or more
- Capital assets with a unit cost of less than \$5,000 and/or a useful life of less than 5 years are to be purchased with cash thru the Operating Budget in the Capital Outlay account
- The City will obtain financing only when necessary
- Debt financing will not be considered appropriate for recurring costs such as operating and maintenance expenditures
- The City will utilize external bond counsel for all debt issues

# Fiscal 2025 CAPITAL IMPROVEMENT PLAN

- Continual review of all outstanding debts will be undertaken to determine refunding opportunities
- Refunding will be considered if and when there is an economic benefit of the refunding
- The City will seek to amortize general obligation bonds with level principal and interest costs over the life of the issue
- The City will seek to issue its general bond obligations in a competitive sale unless determined that such a sale method will not produce the best results for the City.

## Five Year Debt Service Projection

The following table illustrates the current debt service obligations of the City of Worcester before any of the borrowing included in the Fiscal 2025 Capital Improvement Plan. This table shows the amount of debt retired each year as well as a breakdown of the debt obligations by funding source.

Funding Source	FY25 Total Debt	FY26 Total Debt	FY27 Total Debt	FY28 Total Debt	FY29 Total Debt
Tax Levy	\$45,721,035	\$40,591,494	\$36,832,669	\$33,801,662	\$29,981,428
Water	7,623,870	7,254,498	6,470,965	5,979,830	5,257,828
Sewer	12,429,910	11,602,601	10,906,531	10,100,735	9,744,360
Building Campaign	2,595,780	748,931	224,400	-	-
North High School	1,156,476	1,134,737	1,117,124	980,391	971,429
New High School	13,523,578	15,579,768	13,603,918	13,188,358	12,795,938
Off Street Parking	2,312,511	2,191,315	2,097,956	1,898,954	1,778,341
Airport	5,012	2,783	1,723	-	-
DCU Center	3,433,913	3,200,413	3,063,537	3,003,819	2,366,308
City Square	4,135,688	4,150,678	4,177,879	4,164,973	4,185,008
Golf	225,091	221,099	208,698	187,839	168,657
PILOT Parks	244,003	176,560	155,846	131,100	20,708
CSX Parks	98,946	95,412	92,381	-	-
HUD	37,528	-	-	-	-
Major Taylor Blvd	36,277	56,914	56,234	54,665	52,266
Solar: Net Metering Credits	864,229	864,229	864,229	864,229	864,229
Union Station Garage	288,212	238,729	205,464	-	-
Library Building	25,103	25,103	25,103	25,103	25,103
Fire Stabilization	45,528	44,500	43,400	42,300	41,200
Baseball	6,438,448	6,554,152	7,127,615	7,224,906	7,327,722
<b>Total</b>	<b>\$101,241,138</b>	<b>\$94,733,916</b>	<b>\$87,275,671</b>	<b>\$81,648,864</b>	<b>\$75,580,523</b>

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Emergency Communications	Equipment	Radio/Phone Recording Logger	\$ 320,000	\$ -	\$ 320,000	\$ -	\$ -
Emergency Communications	Equipment	Radio System Replacements	\$ 3,599,650	\$ -	\$ 255,792	\$ 3,343,858	\$ -
<b>Emergency Communications Sub-Total:</b>			<b>\$ 3,919,650</b>	<b>\$ -</b>	<b>\$ 575,792</b>	<b>\$ 3,343,858</b>	<b>\$ -</b>

**Radio/Phone Recording Logger** - Required upgrades to comply with MA State Police COMIRS radio system. Scope includes upgrades to all radios including 20 spares, replacement of Verint recorder and management servers, and dispatch systems & consoles.

**Radio System Replacements** - Replacing out-of-date, non-supported phone recording/logging system, which would record all required 911 calls, non-emergency business lines, and radio channels.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Police	Equipment	Faro Accident Scene Mapping System	\$ 80,000	\$ -	\$ 80,000	\$ -	\$ -
Police	Equipment	Marked Vehicles (14)	\$ 745,000	\$ -	\$ 745,000	\$ -	\$ -
Police	Capital Outlay	Miscellaneous Building Improvements and Radar Units	\$ -	\$ 40,000	\$ -	\$ -	\$ -
<b>Police Sub-Total:</b>			<b>\$ 825,000</b>	<b>\$ 40,000</b>	<b>\$ 825,000</b>	<b>\$ -</b>	<b>\$ -</b>

**Faro Accident Scene Mapping System** - Replacing out-of-date, non-supported automotive accident mapping system.

**Marked Vehicles (14)** - Purchase and replacement of 14 marked police cruisers.

**Miscellaneous Building Improvements and Radar Units** - Funding for Police headquarter repairs and the purchase of new radar units

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Fire	Equipment	Fire Engine (1) & Ladder (1) Replacements	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -
Fire	Equipment	Replacement Vehicles (4)	\$ 160,000	\$ -	\$ 160,000	\$ -	\$ -
Fire	Facility	General Improvements to Stations	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -
Fire	Capital Outlay	Safety Equipment	\$ -	\$ 143,000	\$ -	\$ -	\$ -
<b>Fire Sub-Total:</b>			<b>\$ 460,000</b>	<b>\$ 143,000</b>	<b>\$ 3,460,000</b>	<b>\$ -</b>	<b>\$ -</b>

**Fire Engine & Ladder Replacements** - Authorization for one new engine and one new ladder, to be ordered in FY 25, and delivered in FY 27 and FY 28 respectively.

**Replacement Vehicles** - Replacing 4 Fire Prevention vehicles that have eclipsed their useful life span.

**General Improvements to Fire Stations** - Maintenance to various stations throughout the city to improve station functionality and safety.

**Safety Equipment** - contractual funding for safety equipment.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPF	Facility	Union Station - FTA Projects Grant Match	\$ 1,600,000	\$ -	\$ -	\$ 1,900,000	\$ -
DPF	Facility	25 Meade St. Renovations	\$ 100,000	\$ -	\$ -	\$ 700,000	\$ -
DPF	Facility	WPD Renovation	\$ 1,200,000	\$ -	\$ 2,000,000	\$ 5,000,000	\$ -
DPF	Facility	South Division Fire Station Replacement	\$ 620,000	\$ -	\$ -	\$ 2,500,000	\$ -
DPF	Facility	2 Coppage Dr. (RECC)	\$ 195,000	\$ -	\$ 95,000	\$ 100,000	\$ -
DPF	Capital Outlay	Miscellaneous Repairs, Improvements, and Equipment	\$ -	\$ 100,000	\$ -	\$ -	\$ -
<b>DPF Sub-Total:</b>			<b>\$ 3,715,000</b>	<b>\$ 100,000</b>	<b>\$ 2,095,000</b>	<b>\$ 10,200,000</b>	<b>\$ -</b>

**Union Station - FTA Projects Grant Match** - City match funding for Federal Transit Authority grant, which provides funding for approved building improvements at Union Station.

**25 Meade St. Renovations** - Railing replacements and other ADA related safety improvements.

**WPD Renovation** - Completion of roof, HVAC, and electrical work at the Police Headquarters.

**2 Coppage Dr. (RECC)** - Completion of HVAC upgrades to Regional Emergency Communications Center.

**Capital Outlay** - Miscellaneous repairs, improvements, and equipment purchases.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPF - City Hall	Facility	City Hall - Envelope Improvements	\$ 1,050,000	\$ -	\$ -	\$ 5,000,000	\$ -
DPF - City Hall	Facility	City Hall - Law Renovations	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -
DPF - City Hall	Facility	City Hall - Fire Alarm	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ -
<b>DPF - City Hall Sub-Total:</b>			<b>\$ 1,650,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,600,000</b>	<b>\$ -</b>

**City Hall - Envelope Improvements** - Continued improvements to the roof and front stairs of City Hall.

**City Hall - Law Renovations** - Continued design and construction of the Law Department offices at City Hall.

**City Hall - Fire Alarm** - Continued replacement of the City Hall fire alarm system.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPF - DCU	Equipment	DCU - Equipment	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	\$ -
DPF - DCU	Equipment	DCU - Wireless VOIP/Switches	\$ 6,708	\$ -	\$ -	\$ 6,708	\$ -
DPF - DCU	Facility	DCU - Facility Improvements	\$ 8,600,000	\$ -	\$ -	\$ 8,600,000	\$ -
<b>DPF - DCU Sub-Total:</b>			<b>\$ 9,606,708</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,606,708</b>	<b>\$ -</b>

**DCU - Equipment** - Miscellaneous equipment related purchases necessary to the operation of the DCU center.

**DCU - Wireless VOIP/Switches** - Carryover costs related to the purchase of wireless VOIP/Switches for the DCU Center.

**DCU - Roof Repairs** - Continued repairs related to the DCU Center roof, project management and design work related to ongoing DCU Center construction/repair projects, and other miscellaneous DCU facility related improvements.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPF - MSBA	Facility	MSBA - Doherty	\$ 41,000,000	\$ -	\$ -	\$ 41,000,000	\$ 28,000,000
DPF - MSBA	Facility	MSBA - Worcester Arts Magnet	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -
<b>DPF - MSBA Sub-Total:</b>			<b>\$ 41,250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 41,250,000</b>	<b>\$ 28,000,000</b>

**MSBA - Doherty** - Continued construction of the new Doherty High School.

**MSBA - Worcester Arts Magnet** - Continued roof and ADA code compliance related upgrades.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Transportation and Mobility	Infrastructure	Traffic and Signal Engineering	\$ 250,000	\$ -	\$ 500,000	\$ -	\$ -
Transportation and Mobility	Infrastructure	Annual Street Improvement Program	\$ 300,000	\$ -	\$ 500,000	\$ 800,000	\$ 3,980,000
Transportation and Mobility	Infrastructure	Complete Streets Improvements	\$ 250,000	\$ -	\$ 500,000	\$ 500,000	\$ 743,981
Transportation and Mobility	Infrastructure	Transportation Improvement Program	\$ 200,000	\$ -	\$ 500,000	\$ 200,000	\$ -
Transportation and Mobility	Capital Outlay	Speed Bumps	\$ -	\$ 225,000	\$ -	\$ -	\$ -
<b>Transportation and Mobility Sub-Total:</b>			<b>\$ 1,000,000</b>	<b>\$ 225,000</b>	<b>\$ 2,000,000</b>	<b>\$ 1,500,000</b>	<b>\$ 4,723,981</b>

**Traffic and Signal Engineering** - Replacement and reprogramming of the city's traffic and pedestrian signal system.

**Annual Street Improvement Program** - Development and design of street improvements to be incorporated into street reconstruction and resurfacing projects to ensure that reconstructed streets comply with Federal and State design requirements and incorporate accessibility, safety and complete streets improvements consistent with the city's Complete Streets policy and industry best practices.

**Complete Streets Improvements** - Design costs related to the city's Vision Zero efforts, dedicated to redesigning our street network in order to eliminate fatalities and serious injuries related to automobile collisions, with an emphasis on protecting pedestrians, cyclists, and other micro-mobility users.

**Transportation Improvement Program** - Project identification, development and design as it relates to improving the city's transportation network.

**Speed Bumps** - Funding for temporary speed bumps throughout the city.



Eric D. Batista  
City Manager

Budget Office Division

FY25 CAPITAL BUDGET

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Off Street Parking	Infrastructure	Parking Garages	\$ 750,000	\$ -	\$ -	\$ 2,500,000	\$ -
Off Street Parking	Infrastructure	Parking Lots	\$ 50,000	\$ -	\$ 150,000	\$ -	\$ -
Off Street Parking	Infrastructure	Union Station Garage	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -
Off Street Parking	Infrastructure	Off Street Equipment	\$ -	\$ -	\$ -	\$ 50,000	\$ -
<b>Off Street Parking Sub-Total:</b>			<b>\$ 1,200,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 2,950,000</b>	<b>\$ -</b>

**Parking Garages** - Waterproofing work at Major Taylor Boulevard Garage.

**Parking Lots** - Costs related to general improvements to municipal parking lots.

**Union Station Garage** - Continued work supported by grant (20% match requirement). Improvements to include deck waterproofing, restriping, fire alarm system, and sprinkler upgrade.

**Off Street Equipment** - Equipment related to off-street parking enforcement.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW	Infrastructure	Resurfacing , Streets, and Sidewalks	\$ 11,000,000	\$ -	\$ 15,000,000	\$ -	\$ 4,000,000
DPW	Infrastructure	Streetlights	\$ 600,000	\$ -	\$ 600,000	\$ -	\$ -
DPW	Equipment	DPW Capital Equipment	\$ 750,000	\$ -	\$ 1,500,000	\$ 500,000	\$ -
DPW	Infrastructure	Bridges	\$ 500,000	\$ -	\$ -	\$ 1,500,000	\$ -
DPW	Infrastructure	Guardrails	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -
DPW	Infrastructure	Private Streets	\$ 250,000	\$ -	\$ -	\$ 400,000	\$ -
DPW	Infrastructure	Dams	\$ -	\$ -	\$ -	\$ 200,000	\$ -
DPW	Facility	DPW Building Improvements	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ -
DPW	Capital Outlay	Snow Equipment	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -
<b>DPW Sub-Total:</b>			<b>\$ 13,700,000</b>	<b>\$ 1,000,000</b>	<b>\$ 17,700,000</b>	<b>\$ 2,600,000</b>	<b>\$ 4,000,000</b>

**Resurfacing , Streets, and Sidewalks** - Construction costs for annual street and sidewalk reconstruction programs. Grant support from Chapter 90.

**Streetlights** - Design, replacement, and construction for the City's streetlight system.

**DPW Capital Equipment** - Various equipment purchases necessary for DPW operations.

**Bridges** - Design and construction of needed improvements to City bridges.

**Guardrails** - Installation/replacement of various guardrails throughout the city.

**Private Streets** - Design and construction for the completion of ongoing private street conversion program.

**Dams** - Construction, repairs, and improvements of dams which are not associated with the city's drinking water supply.

**DPW Building Improvements**- Design, construction, and repairs associated with various buildings managed by DPW.

**Snow Equipment** - Capital outlay funding for snow equipment purchases.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW - Water	Equipment	Water Equipment	\$ 1,600,000	\$ -	\$ 600,000	\$ 1,000,000	\$ -
DPW - Water	Facility	Water Filtration Plant	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -
DPW - Water	Infrastructure	Water Mains	\$ 9,000,000	\$ -	\$ 9,000,000	\$ -	\$ -
DPW - Water	Infrastructure	Water Meters	\$ 2,420,000	\$ -	\$ 3,035,000	\$ -	\$ -
DPW - Water	Infrastructure	Water Reservoirs/Dams	\$ 825,000	\$ -	\$ 1,025,000	\$ -	\$ -
DPW - Water	Infrastructure	Water Transmission Mains	\$ 3,180,000	\$ -	\$ 1,680,000	\$ 1,500,000	\$ -
DPW - Water	Facility	Water Pump Station Rehabilitation	\$ 900,000	\$ -	\$ 1,200,000	\$ 500,000	\$ -
DPW - Water	Facility	Water Building Rehabilitation	\$ 430,000	\$ -	\$ 430,000	\$ -	\$ -
DPW - Water	Infrastructure	Water Land Acquisition	\$ 200,000	\$ -	\$ -	\$ 700,000	\$ -
DPW - Water	Infrastructure	Water System Security	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -
<b>DPW - Water Sub-Total:</b>			<b>\$ 19,655,000</b>	<b>\$ -</b>	<b>\$ 18,070,000</b>	<b>\$ 3,700,000</b>	<b>\$ -</b>

**Water Equipment** - Various equipment purchases necessary for Water Department related operations.

**Water Filtration Plant** - Ongoing projects related to various water filtration plants.

**Water Mains** - Necessary improvements to the city's water main network.

**Water Meters** - Replacement of water meters at residential, commercial, industrial, and other buildings across the city.

**Water Reservoirs/Dams** - Improvements to the reservoirs and associated dams that form the source of the city's water supply.

**Water Transmission Mains** - Necessary improvements to the city's water transmission main network.

**Water Pump Station Rehabilitation** - Ongoing projects at various water pumping stations.

**Water Building Rehabilitation** - Design, construction, and repairs associated with the main building for the Water Department.

**Water Land Acquisition** - Ongoing funding related to land acquisitions and preservation adjacent to reservoirs in order to maintain a quality water supply.

**Water System Security** - Measures taken to secure the city's water supply, and other Water Department related infrastructure.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW - Sewer	Infrastructure	Sewer Reconstruction	\$ 3,000,000	\$ -	\$ 1,000,000	\$ 6,000,000	\$ -
DPW - Sewer	Infrastructure	Sewer Control Plan	\$ 4,000,000	\$ -	\$ 3,720,000	\$ 280,000	\$ -
DPW - Sewer	Infrastructure	Sewer Interceptor Rehab	\$ 5,000,000	\$ -	\$ 7,000,000	\$ -	\$ 4,500,000
DPW - Sewer	Infrastructure	Sewer Pump Stations	\$ 3,250,000	\$ -	\$ 5,000,000	\$ 6,200,000	\$ -
DPW - Sewer	Infrastructure	Sewer Surface Drain	\$ 1,660,000	\$ -	\$ 1,660,000	\$ -	\$ -
DPW - Sewer	Equipment	Sewer Equipment	\$ 1,300,000	\$ -	\$ 1,300,000	\$ -	\$ -
DPW - Sewer	Equipment	Storage Shelters at Upper Blackstone	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -
DPW - Sewer	Facility	Sewer Building Rehab	\$ 350,000	\$ -	\$ 350,000	\$ -	\$ -
DPW - Sewer	Infrastructure	Sewer Green Island Flooding	\$ 240,000	\$ -	\$ -	\$ 750,000	\$ -
DPW - Sewer	Infrastructure	Sewer Generators	\$ 500,000	\$ -	\$ 100,000	\$ 400,000	\$ -
DPW - Sewer	Infrastructure	Flow Metering Program	\$ 1,666,000	\$ -	\$ -	\$ 1,666,000	\$ -
<b>DPW - Sewer Sub-Total:</b>			<b>\$ 21,266,000</b>	<b>\$ -</b>	<b>\$ 20,430,000</b>	<b>\$ 15,296,000</b>	<b>\$ 4,500,000</b>

Eric D. Batista  
City Manager

Budget Office Division

FY25 CAPITAL BUDGET

<b>Sewer Reconstruction</b> - Design and reconstruction of the city's sewer system.
<b>Sewer Control Plan</b> - Costs related to the implementation of the sewer control plan.
<b>Sewer Interceptor Rehab</b> - Continued improvements to sewer interceptors.
<b>Sewer Pump Stations</b> - Ongoing projects at various sewage pumping stations.
<b>Sewer Surface Drain</b> - Design and construction related to surface level sewer drains.
<b>Sewer Equipment</b> - Various equipment purchases necessary for Sewer Department related operations.
<b>Storage Shelters at Upper Blackstone</b> - Replacement of damaged covers for the Upper Blackstone storage shelters.
<b>Sewer Building Rehab</b> - Design, construction, and repairs associated with the main building for the Sewer Department.
<b>Sewer Green Island Flooding</b> - Review and implementation of strategies to reduce flooding in the Green Island neighborhood.
<b>Sewer Generators</b> - Continuing investment in generator repair and replacement in sewer pump stations.
<b>Flow Metering Program</b> - Review and installation of flow meters, groundwater gauges, and rainfall gauges; as well as data analysis/reporting efforts.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW - Parks	Facility	Auditorium	\$ 1,000,000	\$ -	\$ 3,000,000	\$ -	\$ -
DPW - Parks	Infrastructure	Lakeview Park	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 1,000,000
DPW - Parks	Infrastructure	Bennett Field	\$ 500,000	\$ -	\$ 1,000,000	\$ 3,000,000	\$ -
DPW - Parks	Infrastructure	Dog Parks	\$ 150,000	\$ -	\$ 100,000	\$ 100,000	\$ -
DPW - Parks	Infrastructure	Great Brook Valley Park	\$ 800,000	\$ -	\$ 2,150,000	\$ 150,000	\$ 1,000,000
DPW - Parks	Infrastructure	Lincoln Square Memorial	\$ 250,000	\$ -	\$ 1,750,000	\$ 2,000,000	\$ -
DPW - Parks	Infrastructure	University Park	\$ 1,000,000	\$ -	\$ 600,000	\$ 400,000	\$ 1,000,000
DPW - Parks	Equipment	Parks Capital Equipment	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ -
DPW - Parks	Infrastructure	Tacoma Street Park Improvements	\$ -	\$ -	\$ -	\$ -	\$ 9,650,000
DPW - Parks	Infrastructure	Sports Courts	\$ 250,000	\$ -	\$ 250,000	\$ 55,000	\$ -
DPW - Parks	Infrastructure	Playground Safety Surfacing	\$ 1,375,000	\$ -	\$ 1,455,000	\$ 45,000	\$ -
DPW - Parks	Infrastructure	Security camera installation at various park locations	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -
DPW - Parks	Infrastructure	East Park	\$ 1,000,000	\$ -	\$ 750,000	\$ 250,000	\$ -
DPW - Parks	Facility	East Park Little League Building	\$ 500,000	\$ -	\$ 500,000	\$ 1,500,000	\$ -
DPW - Parks	Infrastructure	Green Hill Park	\$ 1,500,000	\$ -	\$ 1,400,000	\$ 100,000	\$ -
<b>DPW - Parks Sub-Total:</b>			<b>\$ 9,575,000</b>	<b>\$ -</b>	<b>\$ 14,205,000</b>	<b>\$ 7,600,000</b>	<b>\$ 12,650,000</b>

<b>Auditorium</b> - Design and construction for the roof of the Worcester Memorial Auditorium.
<b>Lakeview Park</b> - Complete renovation to the existing basketball court, playground and surrounding grass area based on the approved Master Plan.
<b>Bennett Field</b> - Department of Environmental Protection required contaminated soil removal.
<b>Dog Parks</b> - Water access and obstacle purchases.
<b>Great Brook Valley Park</b> - Softball field renovation and parking improvements.
<b>Lincoln Square Memorial</b> - Memorial layout will be moved to the original location on the opposite side of the property to facilitate Boys Club housing project, along with a complete refurbishing of the memorial.
<b>University Park</b> - Completion of ongoing project to construct spray park.
<b>Parks Capital Equipment</b> - Various equipment purchases necessary for department related operations.
<b>Tacoma Street Park Improvements</b> - Completion of current project that includes spray park, rectangle field, playground and dog park.
<b>Sports Courts</b> - The repair and repainting of existing sports courts.
<b>Playground Safety Surfacing</b> - Replacement to the Blithewood & Elm Park playground safety surfaces.
<b>Security camera install various park locations</b> - Installation & upgrades to camera systems which are tied into WPD real time crime center with a focus on public safety in parks.
<b>East Park</b> - Completion of Little League Field renovations.
<b>East Park Little League Building</b> - Construction of a new support building at the newly renovated little league field.
<b>Green Hill Park</b> - Replacement of 20 year old lighting system with a new LED sports lighting system.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW - Parks - Golf	Infrastructure	Golf Improvements	\$ 75,000	\$ -	\$ -	\$ 150,000	\$ -
<b>DPW - Parks - Golf Sub-Total:</b>			<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>
<b>Golf Improvements</b> - Overall improvements to tees, pathways and irrigation system.							

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Sustainability and Resilience	Infrastructure	ESCo	\$ 1,200,000	\$ -	\$ 1,200,000	\$ -	\$ -
Sustainability and Resilience	Facility	Frances Perkins Library HVAC	\$ 300,000	\$ -	\$ -	\$ 530,000	\$ 200,000
<b>Sustainability and Resilience Sub-Total:</b>			<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>	<b>\$ 530,000</b>	<b>\$ 200,000</b>
<b>ESCo</b> - Energy use audit on city buildings to identify future high-priority energy efficiency projects.							
<b>Frances Perkins Library HVAC</b> - Installation of a new HVAC unit at Francis Perkins Library. Upon completion this will be the city's first building to achieve net-zero emissions under the Green Worcester Plan.							

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Innovation and Technology	Equipment	Datacenter Hybrid Cloud Transition	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -
Innovation and Technology	Equipment	Hyperscale Backup Appliance	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ -
Innovation and Technology	Equipment	Switches	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ -
Innovation and Technology	Equipment	HVAC and UPS updates for data room	\$ 260,652	\$ -	\$ 160,652	\$ 100,000	\$ -
<b>Innovation and Technology Sub-Total:</b>			<b>\$ 1,610,652</b>	<b>\$ -</b>	<b>\$ 1,510,652</b>	<b>\$ 100,000</b>	<b>\$ -</b>
<b>Datacenter Hybrid Cloud Transition</b> - Transition expiring datacenter to the cloud.							
<b>Hyperscale Backup Appliance</b> - Equipment necessary to backup data that will now be stored in the cloud. Will also provide an extra layer of data security.							
<b>Switches</b> - Replacement of switches reaching end of useful life in FY25.							
<b>HVAC and UPS updates for data room</b> - Ongoing work on the HVAC unit at the Worcester Technical High School data room.							

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Economic Development	Facility	WRA Denholm Redevelopment	\$ 1,000,000	\$ -	\$ -	\$ 6,800,000	\$ -
<b>Public Schools Sub-Total:</b>			<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,800,000</b>	<b>\$ -</b>
<b>WRA Denholm Redevelopment</b> - Costs associated with the redevelopment of the Denholm building.							

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Public Schools	Equipment	WPS Equipment	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ -
Public Schools	Facility	WPS Building Improvements	\$ 3,500,000	\$ -	\$ 3,500,000	\$ -	\$ 1,000,000
Public Schools	Facility	WPS Accessibility Improvements	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
<b>Public Schools Sub-Total:</b>			<b>\$ 4,000,000</b>	<b>\$ -</b>	<b>\$ 4,000,000</b>	<b>\$ -</b>	<b>\$ 11,000,000</b>
<b>WPS Equipment</b> - Various equipment purchases necessary for Worcester Public School related operations.							
<b>WPS Building Improvements</b> - Various building improvement projects needed to keep Worcester Public School facilities in good condition.							
<b>WPS Accessibility Improvements</b> - Various Accessibility and Code compliance projects currently contracted through federal ARPA funds.							

<b>EQUIPMENT</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>
Emergency Communications	\$ 3,919,650	\$ 50,000	\$ -	\$ 60,000	\$ -
Police	\$ 825,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
Fire	\$ 160,000	\$ 240,000	\$ 800,000	\$ 2,200,000	\$ -
DPF	\$ -	\$ -	\$ -	\$ -	\$ -
DPF - City Hall	\$ -	\$ -	\$ -	\$ -	\$ -
DPF - DCU	\$ 1,006,708	\$ -	\$ -	\$ -	\$ -
DPF - MSBA	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation and Mobility	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -
Off Street Parking	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -
DPW	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
DPW - Water	\$ 1,600,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
DPW - Sewer	\$ 1,600,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
DPW - Parks	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
DPW - Parks - Golf	\$ -	\$ -	\$ -	\$ -	\$ -
Sustainability and Resilience	\$ -	\$ -	\$ -	\$ -	\$ -
Innovation and Technology	\$ 1,610,652	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Economic Development	\$ -	\$ -	\$ -	\$ -	\$ -
Public Schools	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>Total Equipment</b>	<b>\$ 12,722,010</b>	<b>\$ 6,990,000</b>	<b>\$ 7,400,000</b>	<b>\$ 8,960,000</b>	<b>\$ 6,600,000</b>
<b>Facility Improvements</b>					
Emergency Communications	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	\$ 300,000	\$ -	\$ -	\$ -	\$ -
DPF	\$ 3,715,000	\$ 8,580,000	\$ 6,000,000	\$ 10,000,000	\$ 10,000,000
DPF - City Hall	\$ 1,650,000	\$ (50,000)	\$ 4,000,000	\$ -	\$ -
DPF - DCU	\$ 8,600,000	\$ -	\$ -	\$ -	\$ -
DPF - MSBA	\$ 41,250,000	\$ -	\$ -	\$ -	\$ -
Transportation and Mobility	\$ -	\$ -	\$ -	\$ -	\$ -
Off Street Parking	\$ -	\$ -	\$ -	\$ -	\$ -
DPW	\$ 500,000	\$ -	\$ -	\$ -	\$ -
DPW - Water	\$ 2,330,000	\$ 800,000	\$ -	\$ -	\$ -
DPW - Sewer	\$ 350,000	\$ -	\$ -	\$ -	\$ -
DPW - Parks	\$ 1,500,000	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
DPW - Parks - Golf	\$ -	\$ -	\$ -	\$ -	\$ -
Sustainability and Resilience	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Innovation and Technology	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Public Schools	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000
<b>Total Facility Improvements</b>	<b>\$ 64,695,000</b>	<b>\$ 15,080,000</b>	<b>\$ 14,750,000</b>	<b>\$ 14,750,000</b>	<b>\$ 14,750,000</b>
<b>Infrastructure</b>					
Emergency Communications	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	\$ -	\$ -	\$ -	\$ -	\$ -
DPF	\$ -	\$ -	\$ -	\$ -	\$ -
DPF - City Hall	\$ -	\$ -	\$ -	\$ -	\$ -
DPF - DCU	\$ -	\$ -	\$ -	\$ -	\$ -
DPF - MSBA	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation and Mobility	\$ 1,000,000	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Off Street Parking	\$ 1,200,000	\$ 2,500,000	\$ 3,500,000	\$ 2,000,000	\$ 3,000,000
DPW	\$ 12,450,000	\$ 12,350,000	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000
DPW - Water	\$ 15,725,000	\$ 15,315,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000
DPW - Sewer	\$ 19,316,000	\$ 19,460,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000
DPW - Parks	\$ 7,325,000	\$ 7,730,000	\$ 6,500,000	\$ 6,500,000	\$ 6,500,000
DPW - Parks - Golf	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -
Sustainability and Resilience	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Innovation and Technology	\$ -	\$ -	\$ -	\$ -	\$ -
Public Schools	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Infrastructure</b>	<b>\$ 57,091,000</b>	<b>\$ 61,930,000</b>	<b>\$ 61,000,000</b>	<b>\$ 59,500,000</b>	<b>\$ 60,500,000</b>
<b>Total Credit Funding Sources</b>	<b>\$ (93,052,708)</b>	<b>\$ (40,550,000)</b>	<b>\$ (39,900,000)</b>	<b>\$ (38,400,000)</b>	<b>\$ (39,400,000)</b>
<b>FY25 - FY29 TOTAL:</b>	<b>\$ 41,455,302</b>	<b>\$ 43,450,000</b>	<b>\$ 43,250,000</b>	<b>\$ 44,810,000</b>	<b>\$ 42,450,000</b>

The above does not include the borrowing implications of a new Burncoat Middle & High School project.



Eric D. Batista  
City Manager

CITY OF WORCESTER

Attachment for Item #10.39 C      10.39  
C

May 7, 2024

TO THE WORCESTER CITY COUNCIL

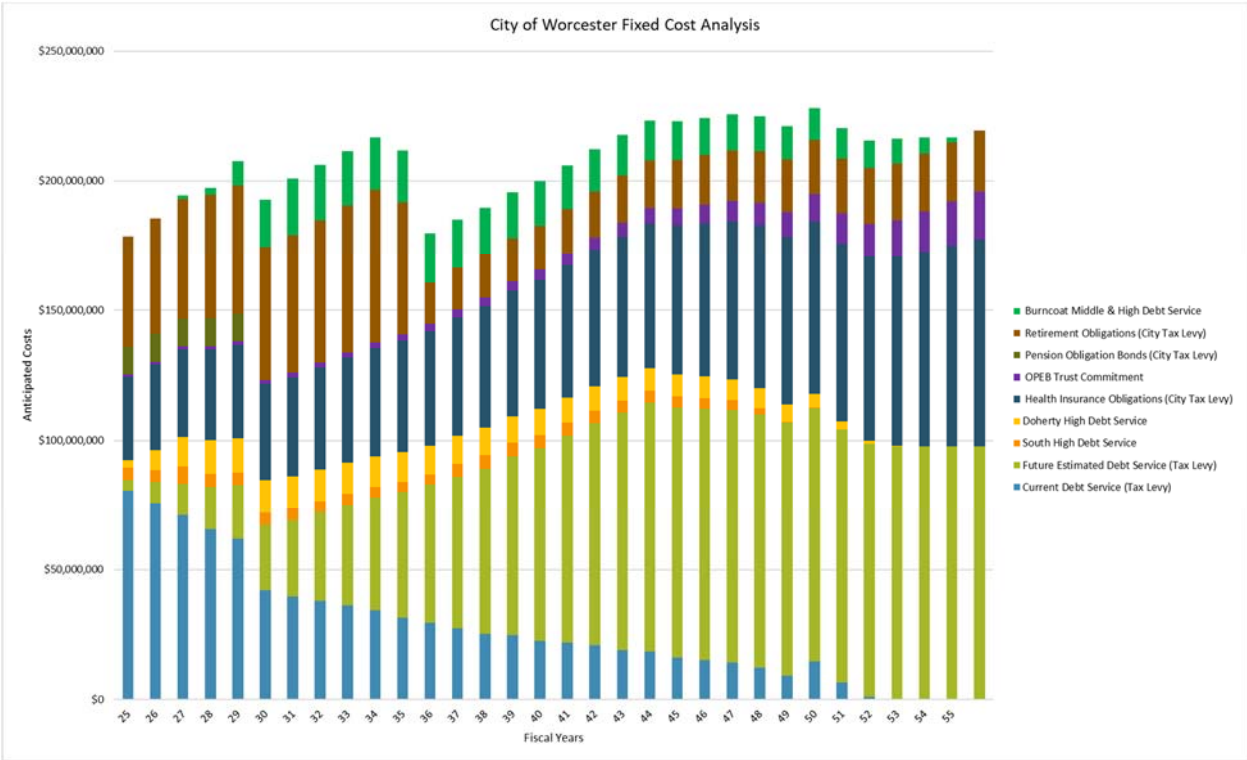
COUNCILORS:

In 2006, the City of Worcester adopted the Five Point Plan (now Financial Integrity Plan) which has served as the basis of the City's long-term financial strategy for nearly two decades. The Plan has guided fiscal decision-making while evolving to address new challenges and needs. Over the years, we have begun confronting post-employment benefit liabilities (OPEB), increased our reserve objectives to ten percent (10%) of the annual budget, updated our fixed costs assumptions, redefined our borrowing capacity, and strengthened our financial transparency and reporting. The result of these efforts is highlighted annually by the three rating agencies and reflected in four increases to the City's bond rating.

As shared with the City Council, the next ten years will bring challenges as the City navigates significant increases in debt service, pension obligations, and other fixed costs. Anticipated new capital investments in city and school buildings, our parks, our streets and sidewalks, and our rolling stock will grow our liabilities and constrain our budgets. Critically, we recognize that the proposed Burncoat Middle & High School Project portends the largest single increase in borrowing in the City's history – an estimated \$250M of municipal debt matched by an anticipated \$250M in Massachusetts School Building Authority (MSBA) support. This equates to one-quarter of our current debt liability. We recognize that it is imperative that the City plan now for the more than \$20M per year such a debt will impose on our annual budget.

Chart 1 illustrates our expected increases in fixed costs, not including annual education operating obligations, and the pressure those increases will place on the annual operating budget.

Chart 1: City of Worcester Fixed Cost Analysis



As City Council has directed, now is the time to increase our reserves in order to avoid increasing the burden on our taxpayers. To do so, we must manage spending, increase revenues, and put monies aside so that they're available to reduce the burden on our annual budgets. Therefore, at the request of City Council, we offer certain amendments to the Financial Integrity Plan that will improve our ability to address future challenges and protect the taxpayer from future tax increases.

- 1) **Free Cash Policy** – The current Free Cash Policy dictates that 50% of Free Cash is committed to the Bond Rating Stabilization Fund, 30% is committed to OPEB, and 20% is retained for Operations. This approach has allowed us to put significant sums toward reserves, resulting in an unassigned general fund balance of approximately 10.6% at the beginning of FY24. While achieving our 10% goal is significant, we know that every year additional monies will need to be put aside to maintain that percentage against ever increasing budgets. However, we can now annually review our status and potentially direct some percentage of Free Cash to other reserves that will help address future debt service obligations. *I am recommending that the Free Cash Policy be updated so that in years where the unassigned general fund balance is solidly above 10% a Free Cash Policy alternative is implemented where the 50% committed to the Bond Rating*

*Stabilization Fund is redirected so that the greater of \$1M or 30% of Free Cash is committed to the Bond Rating Stabilization Fund while the remaining 20% is committed to the New High School Construction Stabilization Fund (New High School Fund). This retains the 30% contribution to OPEB and the 20% contribution to Operations.*

- 2) **New High School Fund** – The Financial Integrity Plan increases the annual operating budget contribution to the New High School Fund by 25% through FY25 to accommodate South and Doherty high schools. With the recent submission of the Burncoat Middle and High School Project to the MSBA for consideration, we recognize that the New High School Fund will quickly become depleted by debt service obligations for this estimated \$500 million project. *I am recommending that the City continue to increase its annual contribution to the New High School Fund by 25% until actual debt service exceeds the New High School Fund reserve.* With Burncoat, we currently estimate that debt service obligations will deplete the New High School Fund around FY30, at which point we will necessarily budget the actual annual debt service amount to address yearly obligations.
- 3) **Debt Service Coverage** – The Financial Integrity Plan creates a target debt service between 8% and 10% of the annual budget. Under this metric, considering only tax levy borrowing, the City is well below its allowance at 6.2% in FY24. It is an inappropriate marker, however. The City’s budget has increased significantly over the last five years – \$150M – due in large part to State Aid for Education increases triggered by the Student Opportunity Act (SOA). The growth in SOA revenues, and therefore the corresponding growth in the City budget, belie the fact that the City’s discretionary funds (those not committed to fixed costs like education, debt service, pension, etc.) are an increasingly small percentage of the overall budget. Therefore, using a baseline of the entire budget creates a false sense of capacity for debt service that ignores the fact that the funds to pay that debt service are legally or financially committed to other purposes. *Instead, a more appropriate metric is a “City-Only Budget” that removes (at a minimum) mandated education contributions.* Using that more limited base for debt service opportunities, a more realistic percentage for debt service is between 15% and 20% of the City-Only Budget, acknowledging that near-term approval of a project like Burncoat will put severe pressure on remaining within that limit.
- 4) **New Growth Above Budget** – Each year, the City budgets for some increase in taxes generated by new investment in properties – new buildings, renovations,



additions, etc. This is called “new growth” and is outside the 2.5% increase in the tax base anticipated annually. Under the Financial Integrity Plan, the City commits new growth above the original budget to the unused tax levy capacity, thereby providing taxpayers some relief from the total tax levy allowed under the law. This effort has raised the City’s unused tax levy capacity to more than \$23M, ninth highest in the Commonwealth in FY24 (See Table 1). While this has been good for taxpayers, and good for our bond rating as a potential source of funds in an emergency situation, it has meant that the City’s budget is reduced by that same amount on an annual basis. As we review upcoming obligations like debt service related to Burncoat, South, and Doherty, pensions, and OPEB, we recognize that those foregone funds are more important than ever. *The City can continue to offer some tax relief to offset high tax rates or increased valuations, but begin capturing additional revenues by committing a portion of future new growth over budget to reserves. We are proposing 30% remain committed to tax relief, while 50% of excess be committed to the New High School Fund and 20% to the School Capital Maintenance Fund.* While this is an inconsistent and unpredictable source of funding, it will offer potential new revenues to our reserves, providing for future debt service obligations and mitigating the potential that the City must ultimately increase taxes or reduce services in order afford the new borrowing demanded by Burncoat.

Table 1: Unused Tax Levy Capacity – Top Ten Communities

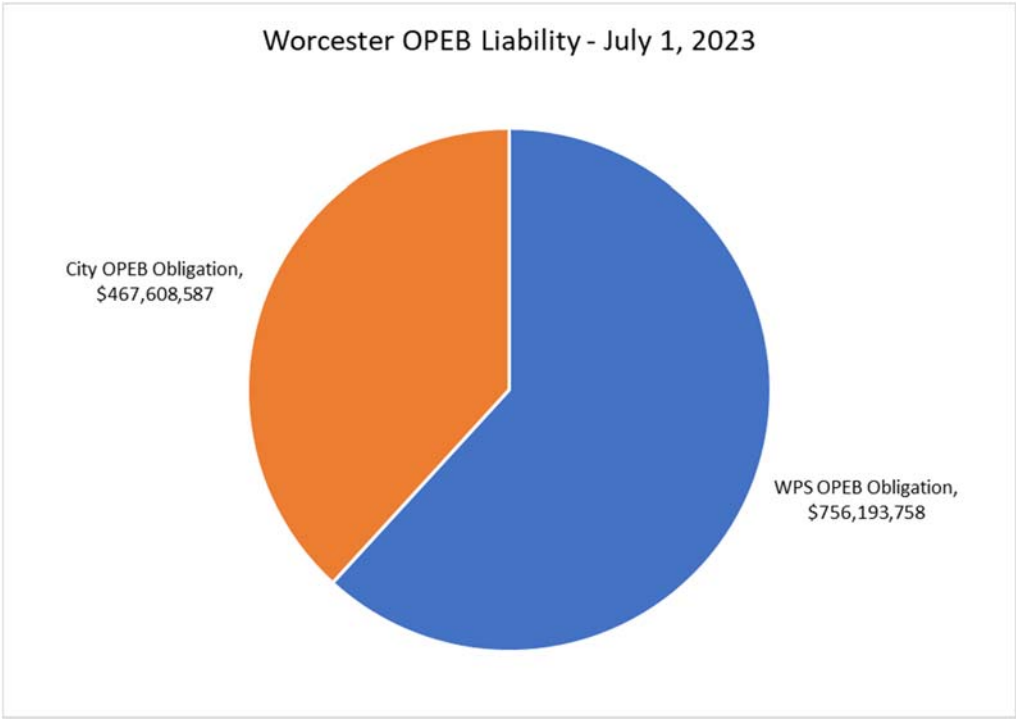
#	Community	Unused Tax Levy
1	Cambridge	\$ 198,544,445
2	Marlborough	64,819,169
3	Everett	61,687,373
4	Waltham	58,059,478
5	Framingham	40,886,133
6	Woburn	39,737,798
7	Quincy	37,322,409
8	Billerica	28,766,749
9	Worcester	23,747,424
10	Somerset	20,230,489

5) **Pension Obligation Bonds** - In FY28, the City will make final payments on its Pension Obligation Bonds, releasing for new expenditure approximately \$10M annually in previously committed funds. This is an opportunity to provide additional

funding to the New High School Fund without impacting other budgetary commitments. *We are proposing that the City increase its New High School Fund contribution by \$10M beginning in FY29.*

- 6) **Pension** – In addition to the Pension Obligation Bonds, pensions themselves are a significant onus on the City through FY34, peaking at an annual contribution of nearly \$100M across tax levy, enterprise, and other accounts. At that point, pensions will be fully funded for all retirees and the City’s annual obligation will decrease to current employees only, estimated at about \$25M in FY35. This will free up significant sums for the City and enable us to confidently address existing outstanding debt obligations. *Therefore, we are proposing that the City commit an additional \$10M annually to its OPEB obligations at that point, reducing our unfunded liability and ensuring that we are well-prepared for any changes in state law or accounting requirements while also improving our overall financial condition in the view of the bond rating agencies.*
- 7) **OPEB** – A budgeted increase in OPEB contributions is only one element of the effort to address the current \$1.2B unfunded OPEB liability. In 2017, the City Council adopted “An Ordinance Establishing the Other Post-Employment Benefits Liability Trust Fund of the City of Worcester,” which fund was ultimately constituted under Section 20 of Chapter 32B of the General Laws as an irrevocable trust fund whose sole purpose is to support the City’s retirees with health insurance costs. This Trust currently holds more than \$40M. *One proposed change to the Financial Integrity Plan is to eliminate the clause calling for the creation of the irrevocable OPEB Trust, as said Trust now exists. We also propose to include within the Financial Integrity Plan the current policy of both City and Schools of securing a 1% payroll contribution to the OPEB Trust from all newly hired staff.* The City has negotiated such a contribution with all but one of its unions while the WPS is currently negotiating with a number of unions. This contribution, like the payroll contributions to pensions, ensures that employees are assisting with funding the benefits that they may ultimately enjoy in retirement.

Chart 2: City of Worcester Other Post-Employment Benefit (OPEB) Liability



8) **Loan Authorizations** – Loan authorizations are a critical tool to allow the City to fund and undertake capital projects, especially those that cross fiscal years. Yet once approved, loan authorizations exist in perpetuity unless used or rescinded. Too many extant loan authorizations are a risk in the eyes of the bond rating agencies as they can allow for unbudgeted borrowings that increase the City’s debt liability. *We would like to codify our current policy of limiting loan authorizations, to the extent feasible recognizing certain timing requirements of certain borrowings, to the annual capital budget process. If a loan authorization must occur outside of the capital budget process, we are proposing that an offset via rescindment is provided unless the borrowing is significant and unique (i.e., a loan authorization required for an MSBA approval or for a specialized project or grant).* In this way, the City will limit its exposure from outstanding loan authorizations and ensure strategic consideration of authorization and borrowing needs as part of the annual capital budget process.

While amending the Financial Integrity Plan should always be carefully considered and cautiously done, we are confident that the above proposals will strengthen our ability to weather financial headwinds. These amendments show the rating agencies and our bond holders that the City is committed to sound financial practices. These proposals represent both good governance and good finance – moving forward while taking ownership of our

obligations for today and tomorrow. I respectfully request your approval of these amendments to the Financial Integrity Plan and your support as we work to maintain a robust financial framework for decision-making.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "E. Batista", with a stylized flourish at the end.

Eric D. Batista  
City Manager

**Proposed Updates to Financial Integrity Plan**

<b>Policy</b>	<b>Proposal</b>
Establish & Maintain an Irrevocable OPEB Trust	Retire (Complete)
General Fund Reserve at 10% of Operating Budget	Maintain
Free Cash Policy of 50% Bond Rating Stabilization Fund, 30% OPEB Trust, 20% Operations	Amend, so that when GFR is at or above 10% of Operating Budget: greater of \$1M or 30% to Bond Rating Stabilization Fund; 30% to OPEB; 20% to New High School Construction Stabilization Fund; 20% to Operations.
New High School Construction Stabilization Fund	Continue 25% increases annually, or minimum required for annual debt service.
Debt Service Coverage between 8% and 10% of Annual Budget	Amend, so that tax levy debt service coverage is no more than 15% to 20% of non-education budget.
New Growth above Budget to Unused Tax Levy.	Amend, so that New Growth over Budget is divided 50% to New High School Construction Stabilization Fund; 20% to School Capital Maintenance Fund; and 30% to tax relief.
In 2029, when Pension Obligation Bonds (POBs) are retired, commit additional \$10M to New High School Construction Stabilization Fund annually.	New
When Retirement fully funded, commit additional \$10M to OPEB Trust annually.	New
Implement 1% Employee OPEB contribution for all new employees at City and WPS.	New
Loan Authorizations outside the Capital Budget (excepting MSBA-related authorizations or priority construction or land acquisition projects) will be offset by a reduction in or redirection of existing loan authorization.	New

CITY OF WORCESTER

**Whereas**, the City Manager presented to the City Council the original Five Year Plan on October 24, 2006, designed to “...improve our financial foundation and long term fiscal health and thereby our bond rating”; and,

**Whereas**, said Five Year Plan has gone through various updates and iterations over the years, after consultation with City Council, most recently as outlined by City Council memo dated March 14, 2017, in which the then-Financial Integrity Plan was amended to include a renewed focus on reserves, post-employment benefits, and financial policies for budgeting, new growth, reserves, and debt management; and,

**Whereas**, the City Council and the City Manager agree that as the City looks forward to significant operating and capital needs over the next decade, an update of the Financial Integrity Plan is both prudent and necessary;

**Now, Therefore, Be It Ordered** that, the City of Worcester, by vote of its City Council, hereby endorses the updates to the Worcester Financial Integrity Plan as presented by the City Manager and authorizes them to craft budgets and establish reserves in order to prepare for and support future investment in schools, municipal buildings, pension and post-employment benefits, and all other fixed annual obligations to ensure that the City is prepared for and has worked to mitigate future impacts on both the operating budget and the tax levy; and,

**Be It Further Ordered** that the City Council agrees when the unassigned general fund balance exceeds 10% the City Manager may implement an alternative Free Cash Policy whereby the greater of \$1M or 30% of Free Cash is committed to the Bond Rating Stabilization Fund; 30% is committed to Other Post-Employment Benefits (OPEB); 20% is committed to the New High School Construction Stabilization Fund; and 20% is retained for Operations; and,

**Be It Further Ordered** that the City Council agrees that annual budget allocations to the New High School Construction Stabilization Fund continue to increase by 25% until FY34 or the point at which anticipated new high school debt service exceeds the annual contribution or has peaked and begun to decline; and,

**Be It Further Ordered** that the City Council approves that the target debt service for the City is amended to 15% to 20% of the City budget, excluding Chapter 70 obligations, in order to ensure that annual debt service spending goals are based on funding available for debt service purposes; and,

**Be It Further Ordered** that the City Council agrees that New Growth Above Budget shall be directed 50% to the New High School Construction Stabilization Fund; 20% to the School Capital Maintenance Fund; and 30% to tax relief; and,

**Be It Further Ordered** that the City Council commits to increasing the New High School Stabilization Fund annual budget allocation by \$10M in FY29 with the fulfillment of debt service obligations for Pension Obligation Bonds; and,

**Be It Further Ordered** that the City Council commits to increasing its OPEB contributions by \$10M in FY35 or the year following full funding of pension obligations for retirees; and,

**Be It Further Ordered** that the City Council acknowledges the creation of an irrevocable OPEB Trust and supports and encourages continued efforts to ensure that all new staff at the City and within the Worcester Public Schools contribute 1% of salary annually to the OPEB Trust upon hire; and,

**Be It Further Ordered** that the City Council approves a policy to offset new loan authorization requests outside the annual budget process with the rescindment of an equivalent loan authorization amount, unless said request is of a level of importance and amount that such rescindment is infeasible or undesirable.