



FISCAL YEAR 2024

EMPOWERING PROGRESS:

INVESTING IN EQUITY, TALENT, AND CULTURE

Annual Operating Budget



Eric D. Batista, City Manager

TABLE OF CONTENTS

I.	TABLE OF CONTENTS		I – 1
II.	GENERAL INFORMATION		
	1) City Manager’s Transmittal and Budget Overview		II – 1
	2) Urban Innovation: Strategic Plan and Performance Measurement	pg. 1	II – 2
	3) Budget Financial Plan—Revenue and Expenditure Summary	pg. 5	II – 3
	4) Revenue and Expenditure Summary Table	pg. 27	II – 4
	5) Fiscal 2024 Budget Procedure	pg. 29	II – 5
	6) Fiscal Policies	pg. 31	II – 6
	7) Citywide Organizational Chart	pg. 35	II – 7
III.	PUBLIC SAFETY		
	1) Police Department	pg. 37	III – 1
	2) Fire Department	pg. 51	III – 2
	3) Emergency Communications and Management	pg. 65	III – 3
	4) Inspectional Services	pg. 73	III – 4
IV.	PUBLIC WORKS & PARKS		
	1) Auditorium	pg. 85	IV – 1
	2) DPW Administration/Finance Division	pg. 87	IV – 2
	3) DPW Engineering Division	pg. 95	IV – 3
	4) DPW Streets & Sanitation Division	pg. 99	IV – 4
	5) DPW Fleet Management Division	pg. 103	IV – 5
	6) Parks, Recreation & Hope Cemetery Division	pg. 105	IV – 6
	7) Enterprise: Green Hill Golf Course	pg. 109	IV – 7
	8) Snow Removal	pg. 113	IV – 8
	9) Streetlights Division	pg. 115	IV – 9
	10) Enterprise: Sewer Division	pg. 117	IV – 10
	11) Enterprise: Water Division	pg. 123	IV – 11
V.	DEPARTMENT OF TRANSPORTATION & MOBILITY		
	1) Transportation & Mobility	pg. 129	V-1
	2) Enterprise: Off Street Parking	pg. 139	V-2

TABLE OF CONTENTS

VI. DEPARTMENT OF ECONOMIC DEVELOPMENT		
1) Economic Development	pg. 141	VI – 1
2) Worcester Redevelopment Authority / Union Station	pg. 151	VI – 2
3) MassHire Central Region Workforce Board	pg. 153	VI – 3
4) MassHire Central Career Center	pg. 157	VI – 4
VII. WORCESTER PUBLIC SCHOOLS		
1) Public Schools	pg. 161	VII – 1
VIII. PUBLIC LIBRARY		
1) Public Library	pg. 165	VIII – 1
IX. DEPARTMENT OF HEALTH AND HUMAN SERVICES		
1) Health and Human Services	pg. 175	IX – 1
· Administration		
· Veterans Services		
· Youth Services		
2) Public Health	pg. 185	IX – 2
3) Elder Affairs	pg. 193	IX – 3
X. INNOVATION & TECHNOLOGY		
1) Innovation & Technology	pg. 197	X – 1
XI. HUMAN RESOURCES		
1) Human Resources	pg. 207	XI – 1
2) Workers' Compensation & Public Safety IOD	pg. 215	XI – 2
3) Unemployment Compensation	pg. 219	XI – 3
4) Health Insurance	pg. 221	XI – 4
XII. LAW DEPARTMENT		
1) Law	pg. 227	XII – 1
2) Property & Casualty Insurance	pg. 233	XII – 2
3) Court Judgments	pg. 237	XII – 3
XIII. CITY AUDITOR		
1) Auditing	pg. 239	XIII – 1

TABLE OF CONTENTS

XIV. RETIREMENT		
1) Contributory Pensions	pg. 245	XIV – 1
XV. LEGISLATIVE OFFICES		
1) City Council	pg. 247	XV – 1
2) Mayor's Office	pg. 249	XV – 2
3) City Clerk	pg. 253	XV – 3
4) Election Commission	pg. 261	XV – 4
XVI. CITY MANAGER'S OFFICE		
1) City Manager's Office	pg. 269	XVI – 1
2) City Manager's Contingency	pg. 275	XVI – 2
3) Cable Services	pg. 277	XVI – 3
XVII. DIVERSITY, EQUITY, & INCLUSION	pg. 281	XVII – 1
XVIII. DEPARTMENT OF SUSTAINABILITY & RESILIENCE	pg. 287	XVIII – 1
XIX. DEPARTMENT OF PUBLIC FACILITIES		
1) Public Facilities	pg. 295	XIX – 1
2) DCU Center	pg. 303	XIX – 2
XX. ADMINISTRATION & FINANCE		
1) Finance		XX – 1
· Administration & Finance	pg. 305	
· Assessing	pg. 313	
· Treasurer and Collector	pg. 317	
· Purchasing	pg. 321	
2) Debt Service Principal & Interest	pg. 325	XX – 2
3) Pension Obligation Bonds	pg. 329	XX – 3
XXI. FINANCIAL INTEGRITY PLAN	pg. 331	XXI – 1
XXII. LINE ITEM BUDGET	pg. 335	XXII – 1



City Manager

CITY OF WORCESTER

Attachment for Item # 10.40 A

May 9, 2023

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully present the Fiscal 2024 Annual Operating Budget and Capital Improvement Plan for your review and consideration.

The Fiscal 2024 Operating and Capital budgets were developed to strategically manage public resources to ensure balanced revenues and expenses while continuing the City's forward momentum. Over the last few years, the City has enjoyed unprecedented investment, and has significantly expanded key services – fire and police, education, emergency communications, housing safety, city cleanliness, homeless and mental health services – to provide better support for residents, businesses, and visitors. To maintain these services requires careful and ongoing recalibration of priorities and budgets.

Yet Fiscal 2024 is a challenging budget year. While overall revenues increased by \$47M, the City's obligations to education under the foundation budget increased by \$51.7M. The result is a need to identify savings within municipal departments to ensure that the budget will balance. Additionally, we see increases in pension obligations, debt service, health insurance, and other fixed costs that require careful consideration of overall expenses to ensure that the City's budget is balanced and achievable. Therefore, the Fiscal 2024 budget carefully allocates funds to maintain core services while endeavoring, where possible, to move forward in accomplishing the goals outlined in our Strategic Plan. I offer my thanks to all the City departments for working diligently to consider their goals, objectives, and resources in an attempt to find savings while accomplishing critical work on behalf of the residents and businesses of Worcester.

Building the annual budget requires reviewing the capacity of the City's limited revenue streams. The Fiscal 2024 Operating Budget incorporates baseline numbers such as a 2.5% tax levy increase, anticipated New Growth, rising local revenue projections, and the Governor's most recent State Aid proposal. The funds raised from these revenue streams are then applied against fixed costs, including statutory obligations to education, obligated annual budget increases such as employee step increases and higher subscription costs, and then goals and objectives outlined by the departments working in tandem with the City Manager. As a result of limited revenue growth, compared with expanded expense obligations, the City Administration has had to work through an initial structural deficit by reducing expenses in ways that minimized, to the extent possible, the impact on City services. To be clear, while the total budget amount rises, as a result of mandated obligations and increased fixed costs, this budget represents a reduction in municipal funding.

Fiscal 2024 Annual Operating Budget

The Fiscal 2024 Annual Operating Budget recommendation totals approximately \$847.7M, building on State and local revenues, as detailed in the chart below. The chart compares the recommended Fiscal 2024 Operating Budget to the final Fiscal 2023 Operating Budget, which includes the appropriation of Free Cash and ARPA Revenue Recovery Funds. Overall, the annual budget increases by \$47M (6%) from the final Fiscal 2023 Operating Budget. The vast majority of the increase from the Fiscal 2023 Operating Budget is committed to Education (\$51.7M). While overall Fixed Costs decline, major increases in this category include pensions (\$1.6M), health insurance (\$1.5M), and debt service (\$1.5M).

In Fiscal 2024, under the Governor's Proposed Budget, State Aid for Education will be \$368.9M (an increase of \$46.5M or 14.4%) and State Aid for General Government is \$50.8M (an increase of \$800K or 1.6%). The budget projects local property tax revenues of \$375M, an increase of \$16.6M (including \$9.6M Proposition 2½ and \$6.5M New Growth) or 4.6% from the final Fiscal 2023 Operating Budget. We assume an approximately 4% increase in Local Receipts, driven in large part by investment income, licenses and permits, trash collection revenue, and hotel/meals taxes, compared to the original Fiscal 2023 budget, however due to fall budget adjustments which recognized

Free Cash and ARPA revenue recovery dollars the change appears relatively flat compared to the final Fiscal 2023 budget.

Revenues	Final FY23 Budget	Proposed FY24 Budget	FY23/24 Change	Percentage Change
Property Tax	358,436,132	375,061,918	16,625,786	4.6%
Local Receipts	52,993,193	52,827,468	(165,725)	-0.3%
State Aid Education	322,389,368	368,896,661	46,507,293	14.4%
State Aid General	49,979,352	50,763,513	784,161	1.6%
MSBA/Other Available Funds	699,930	178,519	(521,411)	-74.5%
Free Cash	16,180,010	-	(16,180,010)	-100.0%
Total Revenues	800,677,985	847,728,079	47,050,094	5.9%
Expenditures				
Education (WPS/Assessments)	455,757,916	507,436,102	51,678,186	11.3%
Fixed Costs	158,109,172	156,583,278	(1,525,894)	-1.0%
Contingency	9,008,507	4,186,285	(4,822,222)	-53.5%
Public Safety	108,851,835	108,440,758	(411,077)	-0.4%
Public Works & Parks	25,669,736	26,424,730	754,994	2.9%
Other Operational	43,280,818	44,656,926	1,376,108	3.2%
Total Expenditures	800,677,985	847,728,079	47,050,094	5.9%

The proposed Fiscal 2024 budget assures that we can fully fund our core financial obligations. It continues to meet all of our required obligations under Chapter 70 and the Financial Integrity Plan. However, it does reflect cost-cutting measures designed to ensure that our budget is balanced. Reductions were made in the three largest municipal departments – Police, Fire, and Public Works & Parks – as well as smaller departments such as Administration & Finance, Health & Human Services, and the City Manager’s Office. These reductions were created by leaving certain positions vacant, reducing ordinary maintenance funding, and identifying additional grant or non-tax levy sources. Overall, the City minimized regrades and the creation of new positions, unless a targeted effort to address a significant gap in services, improve pay equity, or ensure market competitiveness for critical positions. There are no major new initiatives or programs.

Key Investments

Education

The vast majority of the City’s increases were directed to Education. While State Aid for Education increased \$46.5M, increases via the foundation budget required the City to increase its local contribution by \$6.1M. This continues a trend that has seen the City’s local contribution to Education increase by \$16.4M over the past five years, and overall

Chapter 70 Aid to increase by approximately \$82M in that same time period. In Fiscal 2024, the Worcester Public Schools will receive \$462.7M, a \$44.9M increase over Fiscal 2023. To put that expansion into perspective, the increase in funding for the Worcester Public Schools is larger than the entire funding for every other City department except one. Funding for Charter Schools, School Choice, and Special Education is at \$44.7M, an increase of \$6.8M over Fiscal 2023.

Fixed Costs

While Fixed Costs decreased year over year by 1%, that is in part the result of the significant free cash that the City was able to budget in the fall of 2022. In many areas, the City's fixed obligations continue to rise. Pensions increased by \$1.6M (4.4%), health insurance increased by \$1.5M (4.9%), and debt service increased by \$1.5M (\$3.5%). Funding of nearly \$18.4M to various stabilization funds are important elements in our ongoing fulfillment of the City's Financial Integrity Plan. Notable contributions within these funds includes \$7.6M to high school construction funds for increasing debt service related to South High Community School and Doherty Memorial High School, as well as an approximately \$2.3M contribution to the Ballpark DIF funded by incremental taxes, permit fees, and hotel/meals taxes generated within the DIF district itself. We continue to increase our contributions to the OPEB Reserve Fund as we carry out our long-term goal of addressing the approximately \$1.2B liability that OPEB poses. One by-product of our need to reduce costs is the lack of an appropriation for the Fire Stabilization Fund in Fiscal 2024, however the fund currently has more than \$7M in reserves which are significant in light of the timeline for design and construction on the replacement South Division Fire Station.

Contingency

For Fiscal 2024, we are recommending a \$4.2M contribution to Contingency. This number primarily consists of funds retained for COLA obligations intended for various represented employees, as well as funds set aside for discussion of City Council staffing support.

Priorities

A priority for this budget, as illustrated on the cover, is empowering progress. While organizations can often do more with more, we are challenging ourselves to do more with less. That requires improving efficiency and focusing on outcomes. Importantly, it requires recognizing the critical role the City team plays in achieving success, and investing in

equity, talent, and culture to ensure that every employee is able to flourish and contribute to the organization and to each other. The Fiscal 2024 budget is a small step, but the first of many, in addressing and fulfilling the goals of the City's Equity Audits and empowering the Executive Office Diversity, Equity, & Inclusion. I am proposing a two-thirds growth in this department budget which recognizes the expansion of positions from HR and HHS approved in Fiscal 2023 as well as the anticipated appointment of a new Chief Equity Officer and associated staff. This is a priority of mine as we look to the new fiscal year. Additionally, I have worked to restructure the HHS Youth Division with a focus on both policy and practical missions, increasing resources for the WPD Cadet Program, and moving the Cultural Development Office back to Economic Development where it can work to help grow the creative talent of Worcester young people and adults. Finally, I am committed to providing a 3% cost of living adjustment (COLA) for Fiscal 2024. I recognize that the impact of inflation and rising costs has been difficult for everyone, especially those at the lower end of the pay scale. Striving for wages to keep pace with costs is foundational to ensuring equity and maintaining talent. I was unwilling to forego an across-the-board COLA, despite its \$4M+ impact on the Fiscal 2024 budget, knowing the hardship not providing one would cause many employees and their families.

One final element of the Fiscal 2024 budget has been a renewed look at the administrative foundations of City government. For many years, we have been focused on external services provided by the City. Unfortunately, that minimized the critical role that three departments in particular play in the City's ability to manage its resources – both human and capital – and its response to the myriad administrative and legal challenges a nearly billion dollar organization like the City experiences. This year, I made it a priority to work with Administration & Finance, Human Resources, and Law to make incremental changes that would improve operations (e.g., implementation of a new financial system and related technical support), management (strategic expansion of resources), and competitiveness (targeted pay grade changes and positions). While there is more work to be done, these improvements will ensure that every City department has access to the resources, talent, and legal support necessary to move key initiatives forward.

Capital Budget

The Fiscal 24 Capital Budget includes authorization for \$74M in additional borrowing, and anticipated borrowing of approximately \$160M. Of the amount to be borrowed,

approximately \$53.9M is related to Worcester Public Schools projects; \$39.8M is related to other tax levy initiatives like streets and sidewalks, parks, police and fire equipment, facility upgrades; \$12.7M for DCU Center improvements funded by the Special Tax District, \$5.9M for ESCo environmental resilience projects, and \$47.3M among Sewer, Water, Off Street Parking, and Golf enterprise accounts. The tax levy borrowing is aggressive and will require us to carefully consider future authorizations and borrowing requests. However, it incorporates and capitalizes savings from the prior fiscal year due to supply chain delays in the delivery of and payment for certain vehicles and equipment.

I appreciate the City Council's consideration of these proposed budgets, the first of my tenure as City Manager. I value the feedback we have received from you and the community as we identified priorities and managed pain. While I wish could promise the moon, I am more grateful to be able to promise a commitment to wise and careful stewardship of this City and its resources.

The Fiscal 2024 Operating Budget is available on the City's website at the link below:

<http://www.worcesterma.gov/finance/document-center/budget-fy24.pdf>

Respectfully submitted,



Eric D. Batista
City Manager

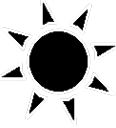



City of Worcester Municipal Strategic Plan

Mission:

To foster an open and interactive relationship between the community and its government to ensure a better quality of life for all.

Vision:

To be the country's most vibrant and livable mid-size city

Icon	Priority Goals
	Vibrant, Thriving City <ul style="list-style-type: none"> - Is dynamic and diverse. - Provides opportunities for business development, to learn, and to work. - Attracts residents and visitors to enjoy various amenities and activities. - Is conducive to multiple modes of transportation. - Is safe and a sense of place.
	Opportunities For All <ul style="list-style-type: none"> - All persons have equitable access to economic opportunities and enjoyment of the amenities the City has to offer. - All persons have equitable and active civic participation. - Includes all people, celebrates differences, and values partnerships.
	Strong Neighborhoods <ul style="list-style-type: none"> - Strong neighborhoods offer safe, affordable, and comfortable places to live. - Strong neighborhoods offer a sense of community and belonging. - Strong neighborhoods provide awareness and equitable access to the resources residents need and want. - Strong neighborhoods provide communication and a platform for engagement.
	Sound Fiscal & Operational Government <ul style="list-style-type: none"> - Sound fiscal and operational government maintains a focus on the delivery of services residents need and want in the most effective and efficient way possible. - Sound fiscal and operational government is responsive to the needs of residents.

The City of Worcester, through the introduction of the Municipal Strategic Plan, established key performance measures (KPI) correspondent to the four priority areas: Vibrant, Thriving City; Opportunities for All; Strong Neighborhoods; and Sound Fiscal and Operational Government. The strategic plan provides a significant framework and roadmap to help direct the City's activities and resources toward its articulated vision over the next three-to-five years. As part of the FY23 operational budget we have continued to measure KPI's in a number of departments ensuring alignment to our priority goals. These metrics will allow for the City to track progress and measure success in the areas identified by the Departmental Development Plans.

The following strategic plan and departmental plans include details for how the City will focus its:

- **Services and operations:** to prioritize actions and measures of government, resource allocation, and budget integration.
- **Goals and Initiatives:** to achieve its defined vision of success for each priority goal (measures of effectiveness and progress of City government) to drive vision and achieve longer-term objectives.

Doing so will help the City drive:

- **Performance and outcomes:** to integrate measures within the City budget, increasing use of data in management to deliver results.
- **Transparency and communication:** to publish performance measures, integrate feedback through surveys and focus groups, and provide a vehicle detailing the City's priorities and progress measures.

Vibrant, Thriving City

	Actual FY21	Actual FY22	Actual FY23 thru 12/31/2022
City-sponsored and hosted events dedicated to celebrating culture and the arts	23	61	14
Worcester Arts Council grant recipients	65	57	126
Amount of CDBG funds invested annually on community development, public facility & public safety projects	\$1,596,000	\$2,332,000	\$1,880,000
CDBG funding invested on low-moderate income clientele	95%	96%	96%
Quality of Life Task Force calls for service	1,973	4,406	4,359
Private investment leveraged from Economic Development (Small Business) CDBG recipients	\$1,988,000	\$75,000	\$400,000
Minority and woman owned businesses awarded Small Business CDBG financial assistance	33%	50%	57%
Pre-development consultations (IRT) etc., annually	60	61	46
New small business certificates	1,169	952	392
Businesses provided workforce development services through the region's career centers and Workforce Board	914	754	1,543

Opportunities For All

	Actual FY21	Actual FY22	Actual FY23 thru 12/31/2022
City government volunteer appointments	34	52	24
Youth employed by the City (<i>Youth Office, Parks Division</i>)	139	132	33
Library cards registered	80,040	85,085	92,609
Library programs offered	1,262	1,925	1,132
At-risk youth served through the MassHire Central Region's Workforce Innovation and Opportunity Act programs and YouthWorks subsidized youth employment programs	656	526	231
Clients served by the Worcester Jobs Fund with no job training, job search, or related services	77	128	48
Job seekers provided career development services through the region's career centers and workforce board	8,423	5,506	3,884

	Actual FY21	Actual FY22	Actual FY23 thru 12/31/2022
Registered voters	109,491	107,000	107,452
Petitions received by City Council	548	480	239

Strong Neighborhoods

	Actual FY21	Actual FY22	Actual FY23 thru 12/31/2022
City investment to create and preserve affordable housing (CDBG/HOME/WLAP funds)	\$3,314,300	\$2,629,200	\$1,921,400
Response time/closure rates to inspection-related violations	91%	94%	98%
Lead inspection requests and completed	23	53	18
Residents registered to receive notifications from ALERTWorcester	24,763	25,871	25,871
Residents registered to receive notifications from Smart911	944	1,139	1,139
Structures inspected annually	9,599	9,367	5,988
Emergency call responses within targeted response time (WFD)	90%	92%	91%
Violent crime rate per 1,000 residents	4.58	4.57	4.79
Police initiated actions	26,409	36,624	11,854
Calls for service to dispatch center	135,151	128,833	63,869
Neighborhood-based meetings attended by WPD	297	256	140

Sound Fiscal & Operational Government

	Actual FY21	Actual FY22	Actual FY23 thru 12/31/2022
Bond Rating (Upgraded to AA in FY17)	AA	AA	AA
Bonded debt as a % of assessed valuation	5.19%	5.15%	5.15%
Debt per capita, median value, total assessed value per capita	\$4,067	\$4,483	\$4,483
City department vendors paid within 30 days of invoice	79.66%	82.47%	78.65%
Capital projects vendors paid within 30 days of invoice	47.30%	47.71%	46.32%
Number of employees participating in wellness programs/events	890	869	327
Number of employees utilizing the tuition program	28	19	27
Public records requests filled	624	1,430	746
Staff hours spent on public records requests (Avg. 4 hrs/request)	2,496	5,720	2,984



The City of
WORCESTER

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CITIZEN’S GUIDE TO OUR CITY’S FINANCES

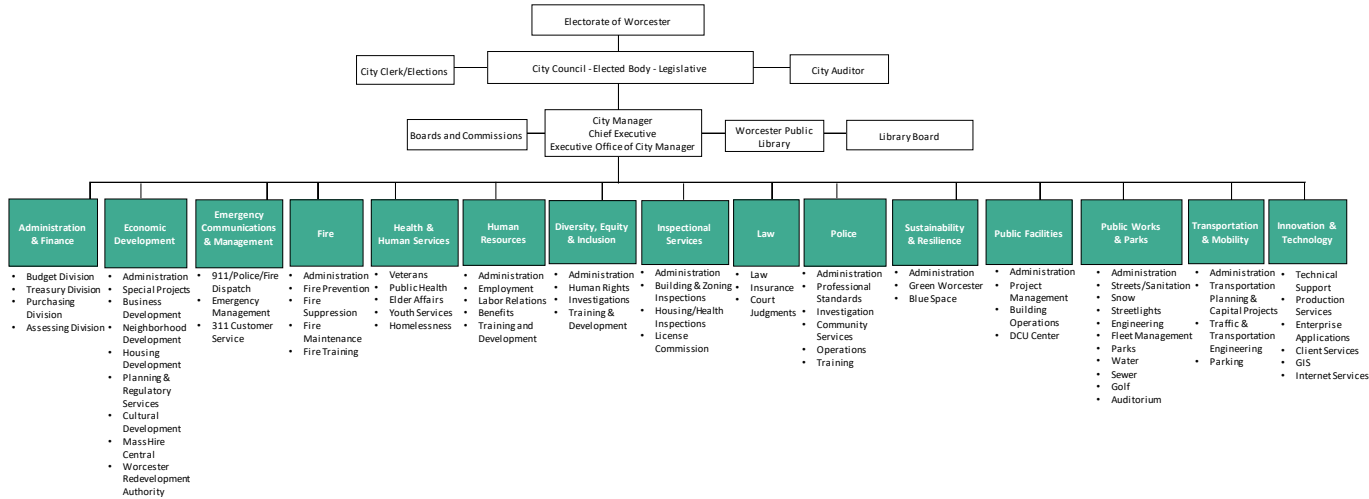
Introduction

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: \$56,746
- Median Home Value: \$324,800
- Total FY23 Equalized Valuation: \$18.7 billion
- Fiscal 2024 Operating Budget: \$778 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.

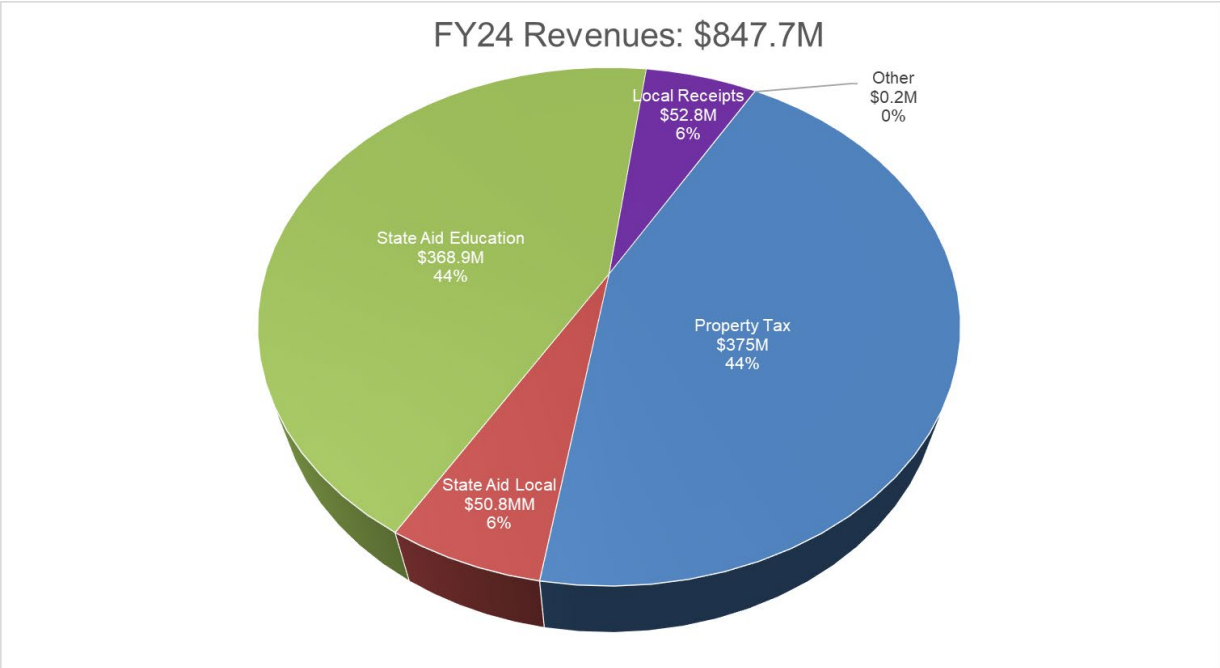
City of Worcester
Organizational Chart: FY24



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% of City revenue comes from property taxes, 50% in State Aid – inclusive of City and Education reimbursements, and 6% 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.

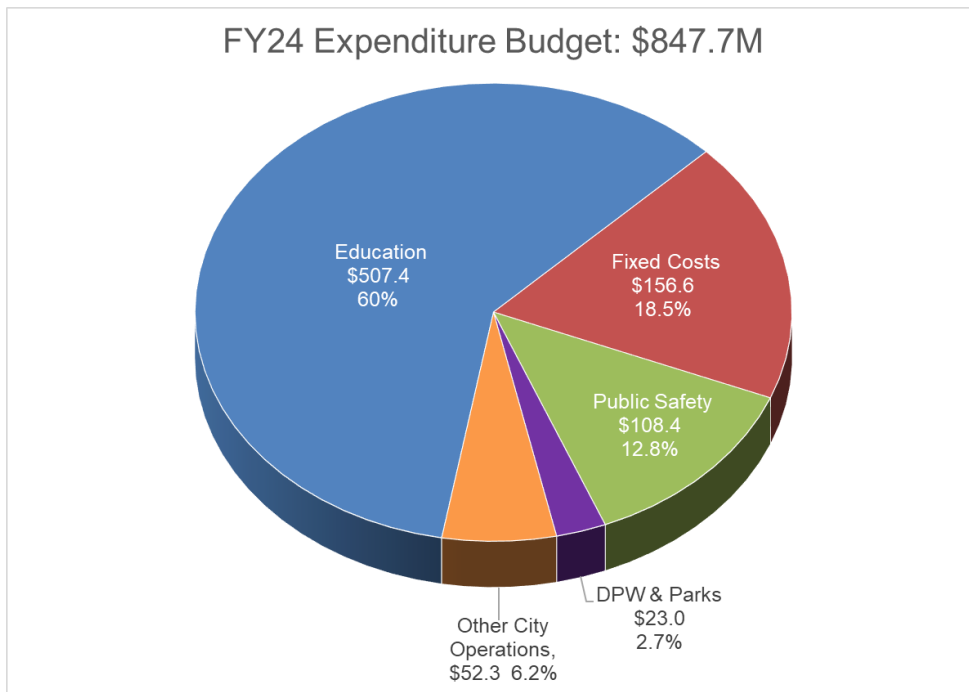


\$375M Property Tax 4.6% Increase	\$50.8M State Aid - City 1.6% Increase	\$368.9M Education Aid 14.4% Increase	\$52.8M Local Receipts 0.3% Decrease	\$178K Other Funding 74.5% Decrease
Real Estate Tax	Unrestricted State Aid	Chapter 70 Aid	Vehicle Excise Tax	Transfers In
Personal Property Tax	MSBA Construction	Charter Tuition	Hotel & Meal Tax	Reserve Funds
	Veterans Benefits	School Choice Tuition	Licenses & Permits	
	Elderly & Veterans Exemptions		Trash Fees	
			Fines & Forfeitures	
			Other Fees & Income	

REVENUE & EXPENDITURE SUMMARY

Expenditure Overview – Categories of Expenditures for City Services

Education remains the City’s largest expenditure at \$507.4M or 60% of the general fund expenditures. Fixed costs include pensions, debt, and health insurance and total \$156.6M, or 18.5%. This leaves \$108.4M or 12.8% for public safety, \$23M or 2.7%, for Public Works and Parks, and \$52.3M or 6.2% 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.



<p>\$507.4M Public Schools 60% of Budget</p> <p>Education Expenses</p>	<p>\$156.6M Fixed Costs 18.5% of Budget</p> <ul style="list-style-type: none"> Benefits Debt Inter-governmental Snow Streetlights Financial Plan Funds 	<p>\$108.4M Public Safety 12.8% of Budget</p> <ul style="list-style-type: none"> Police Fire Emergency Communications Inspectional Services 	<p>\$23M DPW & Parks 2.7% of Budget</p> <ul style="list-style-type: none"> DPW Streets Sanitation Fleet Mgmt. Engineering Parks Auditorium 	<p>\$52.3M All Other City Operations 6.2% of Budget</p> <ul style="list-style-type: none"> Public Library HHS Economic Development Finance General
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REVENUE & EXPENDITURE SUMMARY

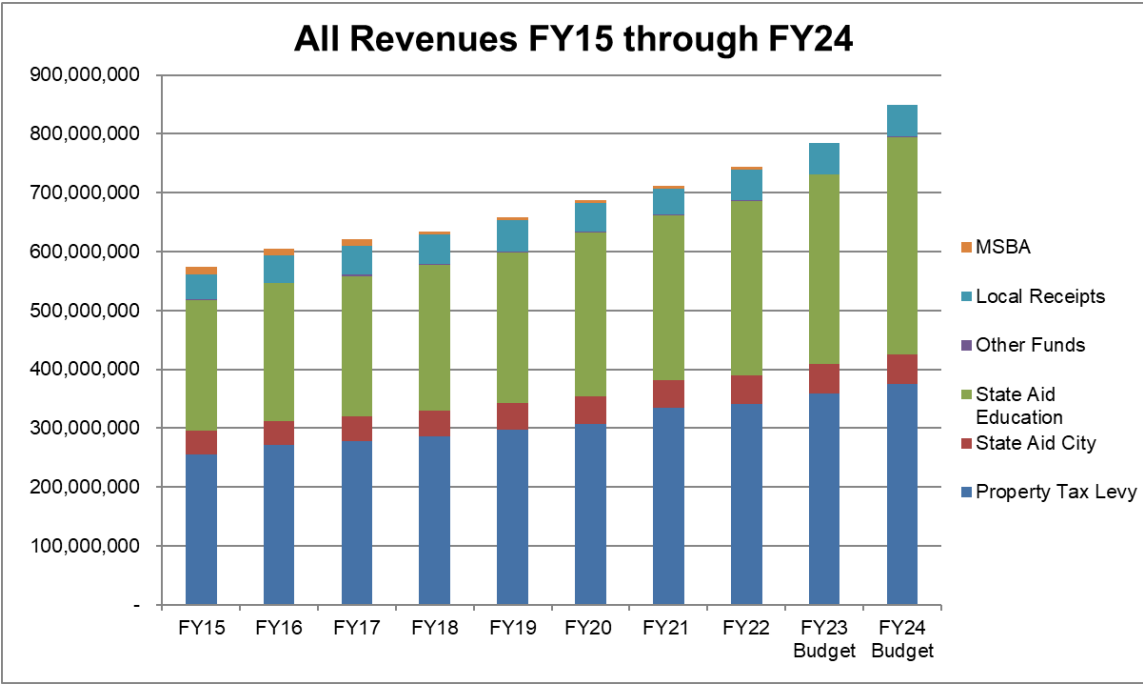
Fiscal 2024 Budget Financial Plan

Revenue and Expenditure Overview

The Fiscal 2024 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 2024 budget is funded through \$847.7M in revenues. This is comprised of \$375M in property taxes, \$50.8M in State Aid for City operations, \$368.9M in State Aid for Education. Other revenues include \$52.8M 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.

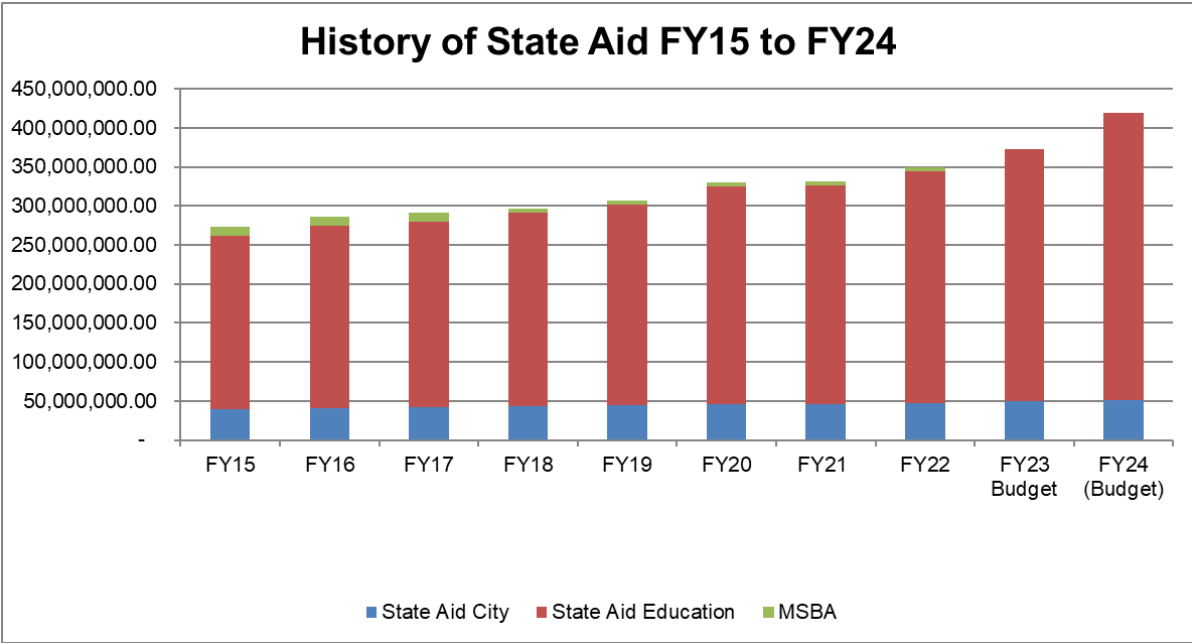


REVENUE & EXPENDITURE SUMMARY

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	FY23 Budget	FY24 Budget	FY23/24 Change	% Change
State Aid City	48,139,680	49,102,474	962,794	2%
State Owned Land	248,071	308,772	60,701	24%
State Exemptions	464,083	444,414	(19,669)	-4%
Veteran's Benefits	1,127,518	907,853	(219,665)	-19%
State Aid City Total	49,979,352	50,763,513	784,161	2%
State Aid Education	316,240,166	357,541,905	41,301,739	13%
State Aid Charter Schools	6,149,202	11,354,756	5,205,554	85%
State Aid Education Total	322,389,368	368,896,661	46,507,293	14%



REVENUE & EXPENDITURE SUMMARY

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 2024.

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 \$357,541,905. This is \$41.3M more than Fiscal 2023. 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 \$49,102,474 in Unrestricted General Government Aid, which represents a 2.1% increase over Fiscal 2023.

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 \$11,354,756. 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 2024 reimbursement estimate is \$907,853.

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 \$308,772.

Veterans, Elderly, and Disabled Tax Exemption

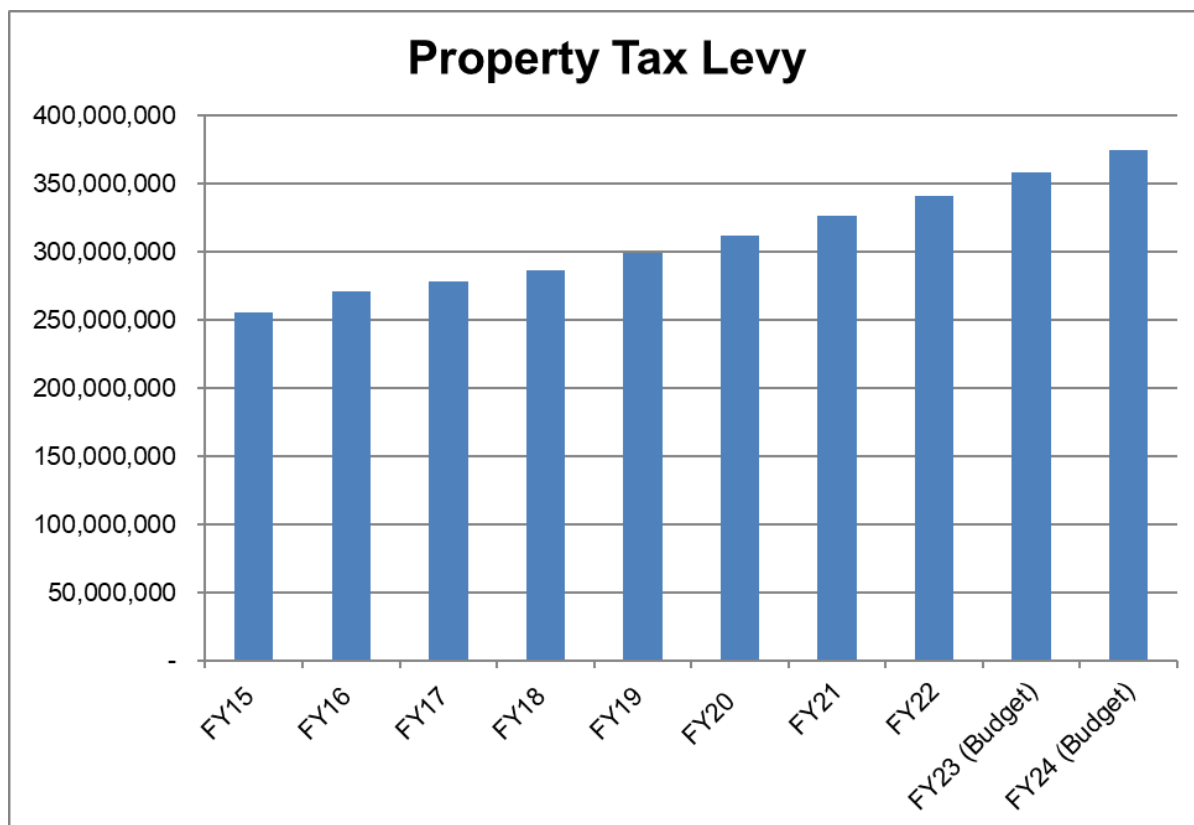
Under Chapter 59, Section 5, clause 41C of Massachusetts General Laws, as amended by Section 5 of Chapter 653 of the Acts of 1982, persons who meet statutory criteria including age, status, and income thresholds will receive a state-funded flat tax exemption of \$500-\$1,000. The Fiscal 2024 budget includes a Cherry Sheet allocation of \$444,414 for these exemptions.

Property Taxes

The Fiscal 2024 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 \$9.6M and new growth of \$6.5M. The gross tax levy of \$379M is reduced by an amount reserved for exemptions and abatements (Overlay Reserve - \$4M) to derive a net tax levy which is subject to appropriation. For Fiscal 2024 the net tax levy is projected to be \$375,041,148.

Property Tax Revenue	FY21	FY22	FY23	FY24
Prior Year Levy	316,125,865	330,817,261	346,631,783	362,936,132
Prior Year Levy Limit	335,601,504	351,294,265	367,273,954	384,200,627
Prior Year Amended New Growth	-	174,448	926,365	
2.5% Increase	8,390,038	8,786,718	9,205,008	9,605,016
New Growth	7,302,723	7,018,523	6,795,300	6,500,000
New Levy Limit	351,294,265	367,273,954	384,200,627	400,305,642
Remaining Unused Levy Capacity	20,477,005	20,642,171	21,264,494	21,264,494
New Total Levy	330,817,261	346,631,783	362,936,132	379,041,148
Less Overlay	(4,500,000)	(5,000,000)	(4,500,000)	(4,000,000)
Available Tax Levy	326,317,261	341,631,783	358,436,132	375,041,148

REVENUE & EXPENDITURE SUMMARY



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 2024 is set at \$4M.

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 2024 budget, the City has increased the Unused Levy Capacity to \$21.3M. Through the implementation of the City's Financial Integrity Plan, Unused Levy Capacity has increased from \$6M in FY16 to over \$21M in Fiscal 2024. This represents tax relief for both residential and commercial taxpayers in the City.

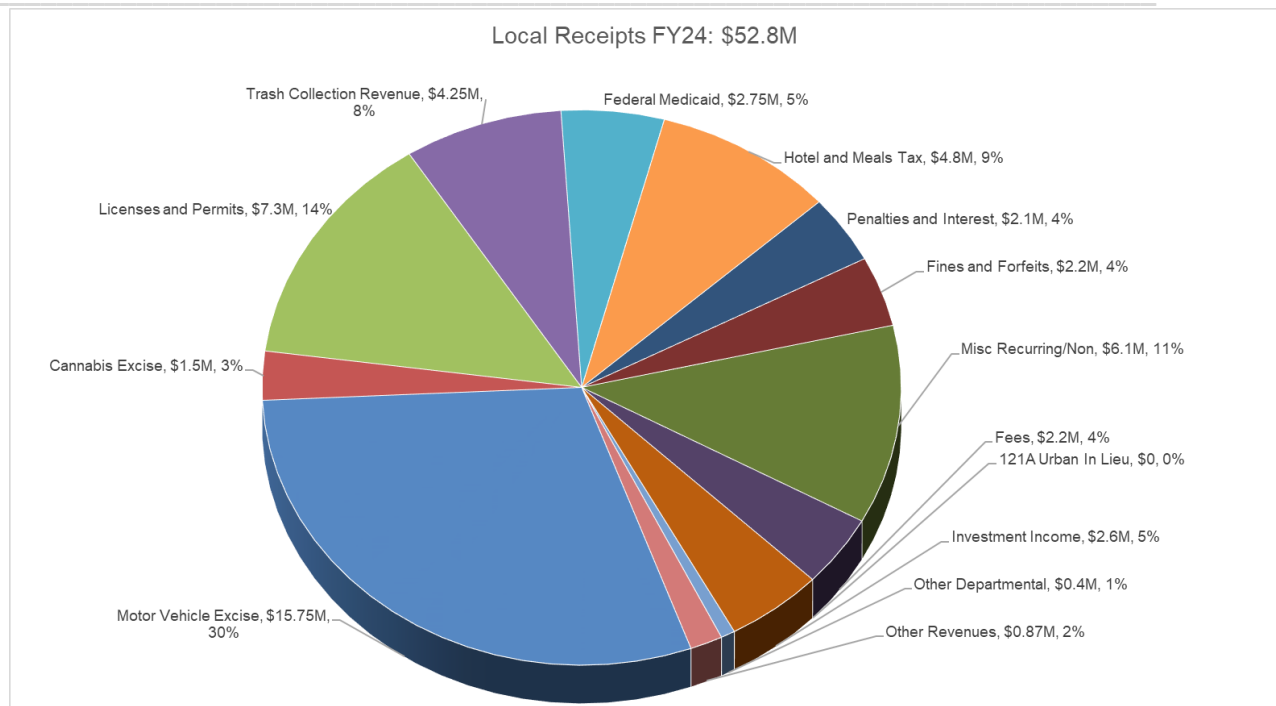
REVENUE & EXPENDITURE SUMMARY

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 2022 and 2023 budget amounts include additional appropriations made at budget recapitulation.

Revenue Summary	FY22 Budget	FY23 Budget	FY24 Budget	FY23 Change	% Change
Motor Vehicle Excise	15,500,000	15,750,000	15,750,000	-	0.00%
Cannabis Excise	700,000	1,500,000	1,500,000	-	0.00%
Licenses and Permits	6,472,450	6,801,450	7,301,450	500,000	7.35%
Trash Collection Revenue	3,750,000	3,750,000	4,250,000	500,000	13.33%
Federal Medicaid	3,200,000	2,750,000	2,750,000	-	0.00%
Hotel and Meals Tax	3,800,000	4,100,000	4,845,290	745,290	18.18%
Penalties and Interest	2,102,500	2,102,500	2,102,500	-	0.00%
Fines and Forfeits	2,400,000	2,158,000	2,158,000	-	0.00%
Misc Recurring/Non	10,096,459	9,695,393	6,118,378	(3,577,015)	-36.89%
Fees	1,947,350	2,201,350	2,201,350	-	0.00%
121A Urban In Lieu	700,000	80,000	-	(80,000)	-100.00%
Investment Income	1,000,000	750,000	2,600,000	1,850,000	246.67%
Other Departmental	434,500	384,500	380,500	(4,000)	-1.04%
Cemetery Revenue	460,000	460,000	460,000	-	0.00%
Special Assessments	400,000	400,000	300,000	(100,000)	-25.00%
Other Charges	110,000	110,000	110,000	-	0.00%
Local Receipts Total	53,073,259	52,993,193	52,827,468	(165,725)	-0.31%

REVENUE & EXPENDITURE SUMMARY



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 2024 revenue estimate for Motor Vehicle Excise is \$15.75M.

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 2024, this revenue source is estimated at \$1.5M.

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 \$7.3M based on estimated license and permit activity in Fiscal 2024.

REVENUE & EXPENDITURE SUMMARY

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 2024.

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. Additionally, the administrative indirect charges on federal and federal pass through grants are recognized in this category. For Fiscal 2024, the revenue estimate is \$2.75M.

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 \$4.8M in Fiscal 2024, an increase of \$745,290 from Fiscal 2023 in recognition of the likelihood of increased hotel and restaurant activity in Fiscal 2024.

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 \$2.1M.

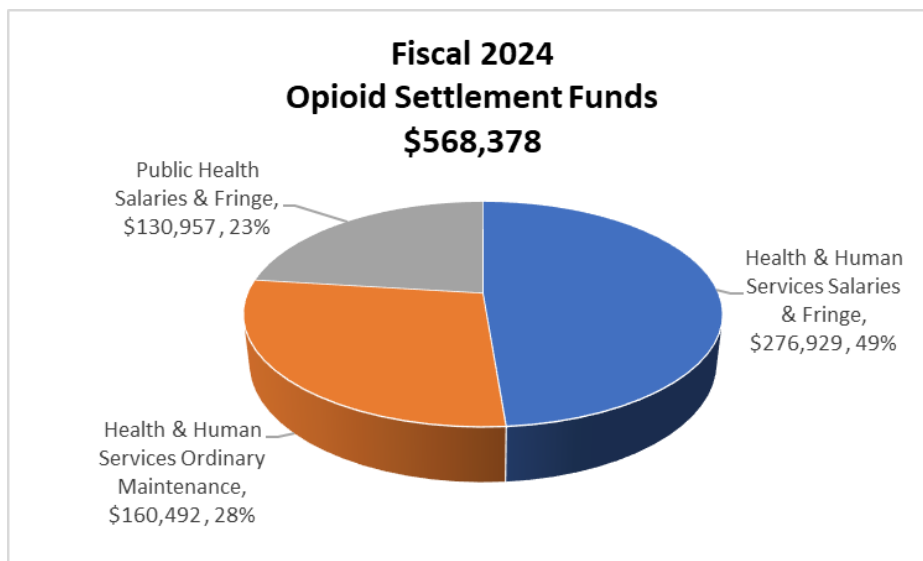
Fines and Forfeits

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 \$2.2M for Fiscal 2024.

REVENUE & EXPENDITURE SUMMARY

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. The estimate for this revenue stream is \$6.1M. Also included in this category are Opioid Settlement Funds, which are derived from financial settlement agreements with opioid distributors and disbursed to local communities through the MA Attorney General's Office. This Fiscal 2024 budget of \$568,378 is based on current settlements, but as more settlements are executed, this amount could increase. Below is a breakdown of how the Fiscal 2024 Opioid Settlement Fund revenues are budgeted:



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 \$2.2M.

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

REVENUE & EXPENDITURE SUMMARY

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, resulting in this budgeted line item being eliminated in Fiscal Year 2024.

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 \$2.6M.

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 \$380,500 in Fiscal 2024.

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.

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 2024.

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

REVENUE & EXPENDITURE SUMMARY

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 2024 Budget, however, should free cash be certified at year end, it will be recommended for appropriation according to the above breakdown.

Other Available Funds

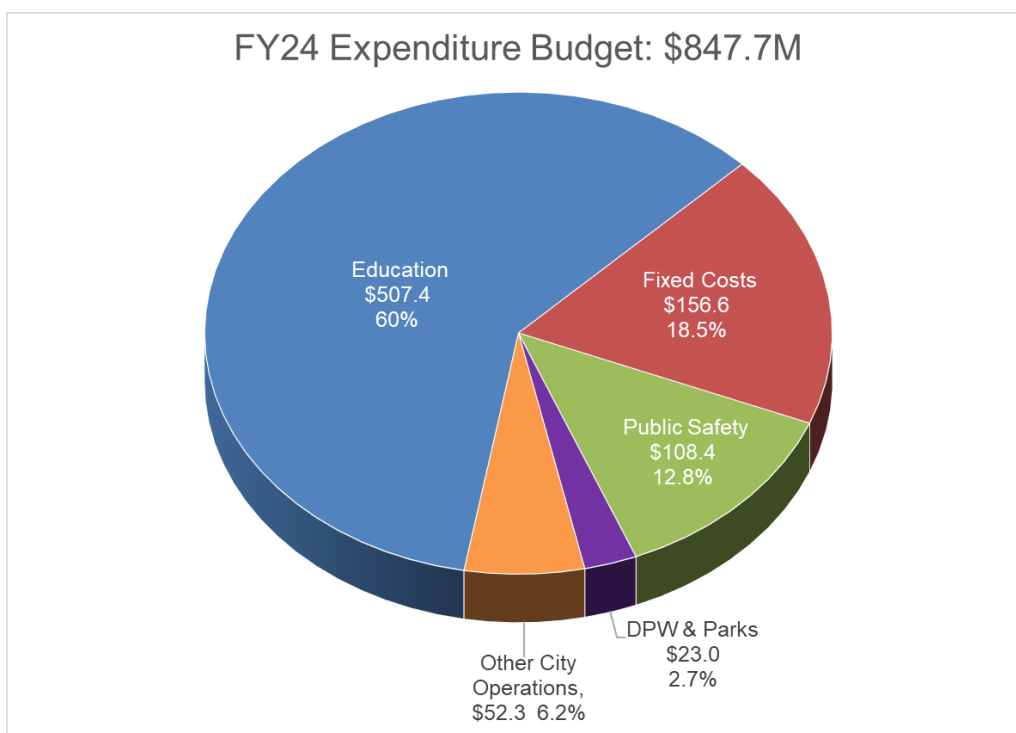
Other available funds consist of revenues transferred in from various reserve accounts that are classified as another available fund for the purposes of the Fiscal 2024 budget. The estimate for this revenue source is \$178,519.

Other Available Funds (Non Local Receipt)		FROM	TO	FY23	FY24
DPW Engineering	Reserve Funds		CC1054-600100	74,411	
DPW Engineering	Sewer Connection	FD317	CC1054-600100	118,930	118,930.00
DPW Streets	Reserve Funds		CC1055-600100	447,000	
Subtotal DPW Engineering Funding				640,341	118,930
Hope Cemetery Debt Principal Service			CC1069	48,714.00	48,714.00
Hope Cemetery Debt Interest Service			CC1070	10,875.00	10,875.00
Subtotal Other Funds				59,589	59,589
Total Other Available Funds (Non Local Receipts)				699,930	178,519

REVENUE & EXPENDITURE SUMMARY

Fiscal Year 2024 Expenditure Overview

The Fiscal 2024 budget appropriates \$847.7M 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 60% of all City expenditures, fixed costs account for 18.5%, Public Safety (including Police, Fire, Emergency Communications, and Inspectional Services) account for 12.8%, Public Works and Parks account for 2.7% and the remaining 6.2% funds other city operations. Each of the expenditure categories summarized below are presented in more detail in the following sections of this budget document.



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 2024 appropriation for education is \$507.4M, which represents an increase of \$32.3M from Fiscal 2023. Of that total amount, \$44.7M provides funding of Charter and Choice schools, leaving a Worcester Public Schools budget of \$462.7M.

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.

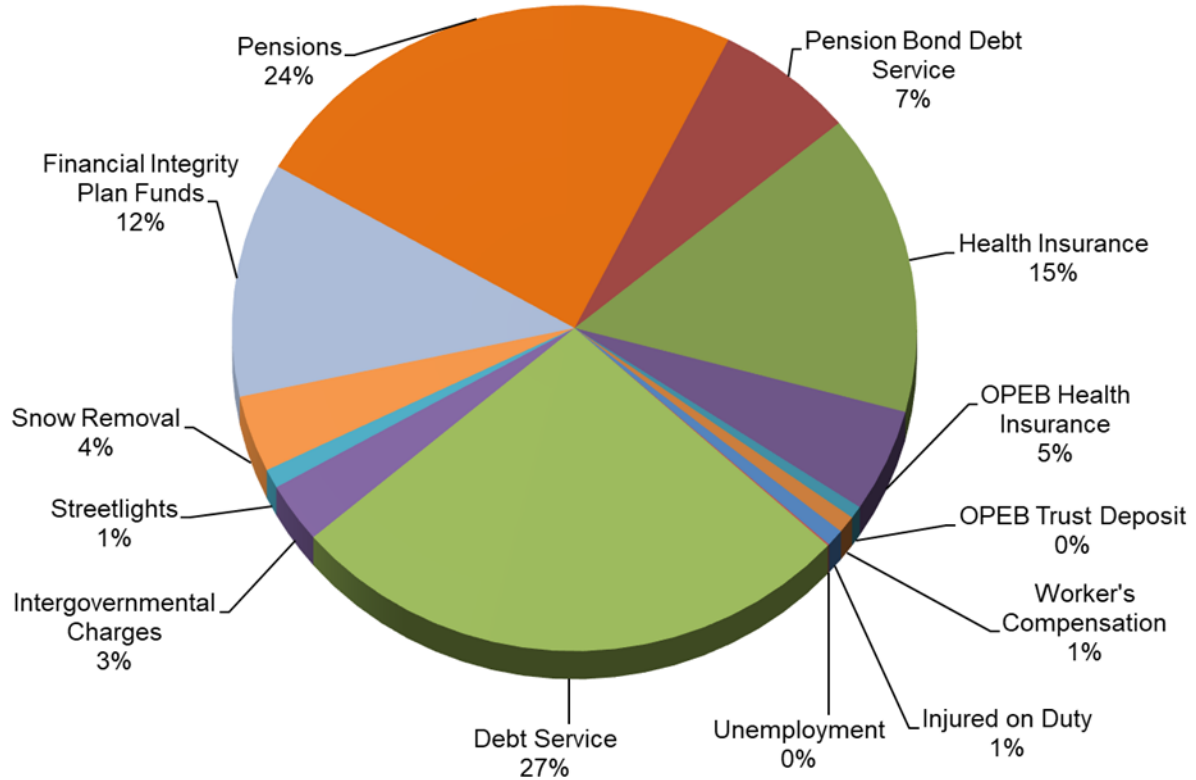
City Fixed Costs

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	FY23 Budget	FY24 Budget	FY23/24 Change	% Change
Pensions	36,108,457	37,713,980	1,605,523	4.4%
Pension Bond Debt Service	10,575,565	10,369,848	(205,717)	-1.9%
Health Insurance	30,325,822	31,804,844	1,479,022	4.9%
OPEB Trust Deposit	3,888,282	974,359	(2,913,923)	-74.9%
Worker's Compensation	1,197,000	1,335,759	138,759	11.6%
Injured on Duty	1,001,936	1,331,371	329,435	32.9%
Unemployment	119,840	119,840	-	0.0%
Debt Service	40,882,510	42,333,297	1,450,787	3.5%
Intergovernmental Charges	4,526,163	4,705,146	178,983	4.0%
Streetlights	1,495,490	1,495,490	-	0.0%
Snow Removal	6,000,000	6,000,000	-	0.0%
Financial Integrity Plan Funds	21,988,107	18,399,344	(3,588,763)	-16.3%
Total Fixed Costs	158,109,172	156,583,278	(1,525,894)	-1.0%

REVENUE & EXPENDITURE SUMMARY

FY24 Fixed Costs: \$156.6M



Health Insurance, Workers' Compensation, and Injured on Duty

The largest component 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 \$31.8M. Workers' Compensation is budgeted at \$1.3M, and Injured on Duty is budgeted at \$1.3M in Fiscal 2024.

Pensions

The combined pension contribution required for the City of Worcester is \$37.7M. In addition, the City must make a debt service payment of \$10.4M 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

municipal bond issues. Annual debt service payments meeting all City and enterprise fund obligations total \$93.7M. Principal and interest payments of \$42.3M 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 is set at \$6M. 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 2024 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 2024 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 \$4.7M.

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 \$4.3M 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, \$2.3M in the Ballpark DIF fund reserve for Polar Park. Additionally, contributions continue to build the New High School Construction Fund in the amount of \$7.1M. The total contributions to these reserves totals \$18.4M.

OPEB Reserve Fund

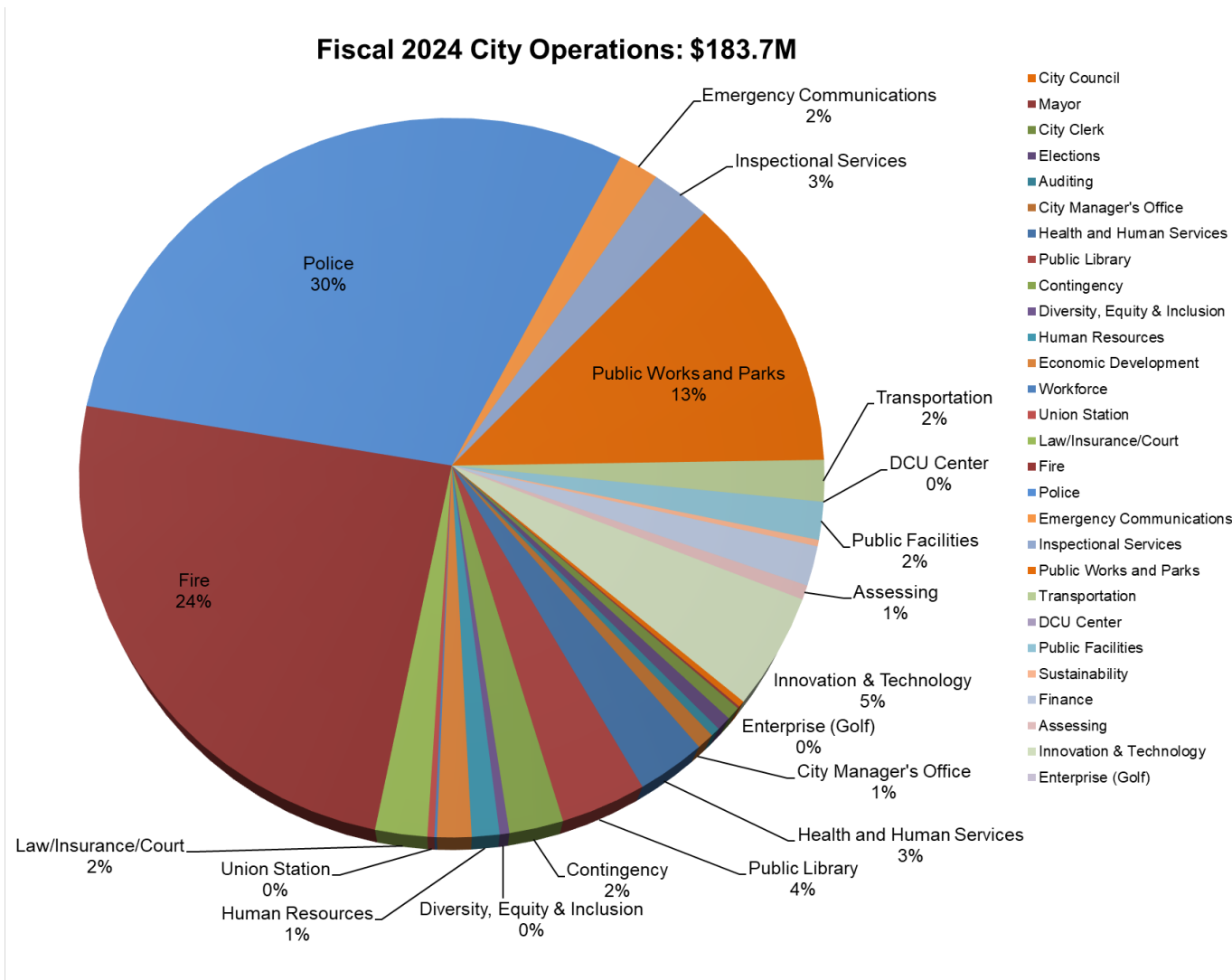
The Fiscal 2024 operational budget continues with the City's efforts to address the Other Post-Employment Benefits (OPEB) liability. Included in the operational budget is an allocation of \$974,359 to the OPEB Reserve fund to prefund the City's OPEB liability. In addition to this deposit, and per the

REVENUE & EXPENDITURE SUMMARY

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 2024, the amount available for operational budgets is \$183.7M. Details of each of the operational budgets are included in the subsequent budget sections of the budget document.



REVENUE & EXPENDITURE SUMMARY

Expenditure Summary	FY23 Budget	FY24 Budget	FY24 Change	% Change
City Council	491,126	501,768	10,642	2.2%
Mayor	173,410	177,208	3,798	2.2%
City Clerk	870,027	1,057,158	187,131	21.5%
Elections	852,909	1,135,742	282,833	33.2%
Auditing	671,696	736,442	64,746	9.6%
City Manager's Office	1,727,189	1,343,120	(384,069)	-22.2%
Health and Human Services	6,576,836	5,358,794	(1,218,042)	-18.5%
Public Library	6,431,310	6,624,195	192,885	3.0%
Contingency	9,008,507	4,186,285	(4,822,222)	-53.5%
Diversity, Equity & Inclusion	445,604	744,423	298,819	67.1%
Human Resources	2,011,226	2,132,106	120,880	6.0%
Economic Development	2,086,354	2,642,278	555,924	26.6%
Workforce	200,000	200,000	-	0.0%
Union Station	528,305	528,305	-	0.0%
Law/Insurance/Court	4,580,874	4,013,419	(567,455)	-12.4%
Fire	45,535,675	44,960,420	(575,255)	-1.3%
Police	55,189,137	55,226,214	37,077	0.1%
Emergency Communications	3,517,592	3,319,762	(197,830)	-5.6%
Inspectional Services	4,609,431	4,934,362	324,931	7.0%
Public Works and Parks	22,340,522	23,007,151	666,629	3.0%
Transportation	3,329,214	3,417,579	88,365	2.7%
DCU Center	-	-	-	0.0%
Public Facilities	3,239,897	3,110,450	(129,447)	-4.0%
Sustainability	520,003	527,214	7,211	1.4%
Finance	3,033,723	3,258,975	225,252	7.4%
Assessing	1,210,234	1,169,205	(41,029)	-3.4%
Innovation & Technology	7,530,095	9,396,124	1,866,029	24.8%
Enterprise (Golf)	100,000	-	(100,000)	-100.0%
Total City Services	186,810,896	183,708,699	(3,102,197)	-1.7%

Highlights of the Fiscal 2024 Budget include:

Revenue:

- City revenues are estimated to increase by \$47M, a 6% increase from Fiscal 2023.
- Property Tax revenues are estimated to increase \$16.6M
- State Aid – Education is estimated to increase by \$46.5M
- State Aid – City is estimated to increase by \$0.8M.
- Local Receipts are estimated to decrease by \$0.2M, as of Fiscal 2023 Recap when ARPA Revenue Recovery funds were appropriated.

REVENUE & EXPENDITURE SUMMARY

Expenditures:

- Citywide budget increases by \$47M, a 6% increase from Fiscal 2023.
- Education spending is anticipated to be \$507.4M, a \$51.7M increase from Fiscal 2023.
- Operational Budgets decreased by \$3.1M, a 1.7% decrease from Fiscal 2023
- The City contingency fund decreased 53.5% to \$4.2M

Enterprise Funds Revenue and Expenditure Summary

Enterprise Revenue	FY23 Budget	FY24 Budget	FY23/24 Change
Sewer	50,472,347	51,090,721	618,374
Water	28,489,135	29,425,128	935,993
Golf	2,128,650	1,807,555	(321,095)
Enterprise Expenditure	FY23 Budget	FY24 Budget	FY23/24 Change
Sewer	50,472,347	51,090,721	618,374
Water	28,489,135	29,425,128	935,993
Golf	2,128,650	1,807,555	(321,095)



The City of
WORCESTER

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REVENUE & EXPENDITURE SUMMARY

Revenue Summary	FY23 Budget	FY24 Budget
Property Tax Levy Total	358,436,132	375,061,918
State Aid City	48,139,680	49,102,474
State Owned Land	248,071	308,772
Urban Renewal		
State Exemptions	464,083	444,414
Veteran's Benefits	1,127,518	907,853
State Aid City Total	49,979,352	50,763,513
State Aid Education	316,240,166	357,541,905
State Aid Charter Schools	6,149,202	11,354,756
State Aid Education Total	322,389,368	368,896,661
MSBA Reimbursement Total	-	-
Motor Vehicle Excise	15,750,000	15,750,000
Cannabis Excise	1,500,000	1,500,000
Licenses and Permits	6,801,450	7,301,450
Trash Collection Revenue	3,750,000	4,250,000
Federal Medicaid	2,750,000	2,750,000
Hotel and Meals Tax	4,100,000	4,845,290
Penalties and Interest	2,102,500	2,102,500
Fines and Forfeits	2,158,000	2,158,000
Misc Recurring	9,695,393	6,118,378
Fees	2,201,350	2,201,350
121A Urban In Lieu	80,000	
Investment Income	750,000	2,600,000
Other Departmental	384,500	380,500
Cemetery Revenue	460,000	460,000
Special Assessments	400,000	300,000
Other Charges	110,000	110,000
Local Receipts Total	52,993,193	52,827,468
Other Funds Total	699,930	178,519
Free Cash*	16,180,010	-
Total Revenues	800,677,985	847,728,079

Expenditure Summary	FY23 Budget	FY24 Budget
Pensions	36,108,457	37,713,980
Pension Bond Debt Service	10,575,565	10,369,848
Health Insurance	30,325,822	31,804,844
OPEB Trust Deposit	3,888,282	974,359
Worker's Compensation	1,197,000	1,335,759
Injured on Duty	1,001,936	1,331,371
Unemployment	119,840	119,840
Debt Service	40,882,510	42,333,297
Intergovernmental Charges	4,526,163	4,705,146
Streetlights	1,495,490	1,495,490
Snow Removal	6,000,000	6,000,000
Financial Integrity Plan Funds	21,988,107	18,399,344
Total Fixed Costs	158,109,172	156,583,278
Worcester Public Schools	417,802,152	462,693,121
Charter, School Choice, & Special Education	37,955,764	44,742,981
Total Education	455,757,916	507,436,102
City Council	491,126	501,768
Mayor	173,410	177,208
City Clerk	870,027	1,057,158
Elections	852,909	1,135,742
Auditing	671,696	736,442
City Manager's Office	1,727,189	1,343,120
Health and Human Services	6,576,836	5,358,794
Public Library	6,431,310	6,624,195
Contingency	9,008,507	4,186,285
Diversity, Equity & Inclusion	445,604	744,423
Human Resources	2,011,226	2,132,106
Economic Development	2,086,354	2,642,278
Workforce	200,000	200,000
Union Station	528,305	528,305
Law/Insurance/Court	4,580,874	4,013,419
Fire	45,535,675	44,960,420
Police	55,189,137	55,226,214
Emergency Communications	3,517,592	3,319,762
Inspectional Services	4,609,431	4,934,362
Public Works and Parks	22,340,522	23,007,151
Transportation & Mobility	3,329,214	3,417,579
DCU Center	-	-
Public Facilities	3,239,897	3,110,450
Sustainability & Resilience	520,003	527,214
Finance	3,033,723	3,258,975
Assessing	1,210,234	1,169,205
Innovation & Technology	7,530,095	9,396,124
Enterprise (Golf)	100,000	-
Total City Services	186,810,896	183,708,699
Total Expenditures	800,677,985	847,728,079

FISCAL 2024 BUDGET PROCEDURE

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 2024 was initiated in August 2022, 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 2024 operating budget. The draft operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in March 2023.

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 2024 BUDGET PROCEDURE

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 2024 Annual Budget to the City Council was on May 9, 2023.

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 2024 Annual Budget becomes effective on July 1, 2023.

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 2024 budget:

Fall 2022: 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 2023 – March 2023: 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 2023 – April 2023: City Manager completes budget recommendations. Budget Office finalizes budget document for submission to City Council.

May 2023 – June 2023: City Council reviews final budget.

July 1, 2023: FY24 Budget goes into effect.

FISCAL 2024 FINANCE POLICIES

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.

(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

FISCAL 2024 FINANCE POLICIES

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 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

FISCAL 2024 FINANCE POLICIES

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.
- 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.

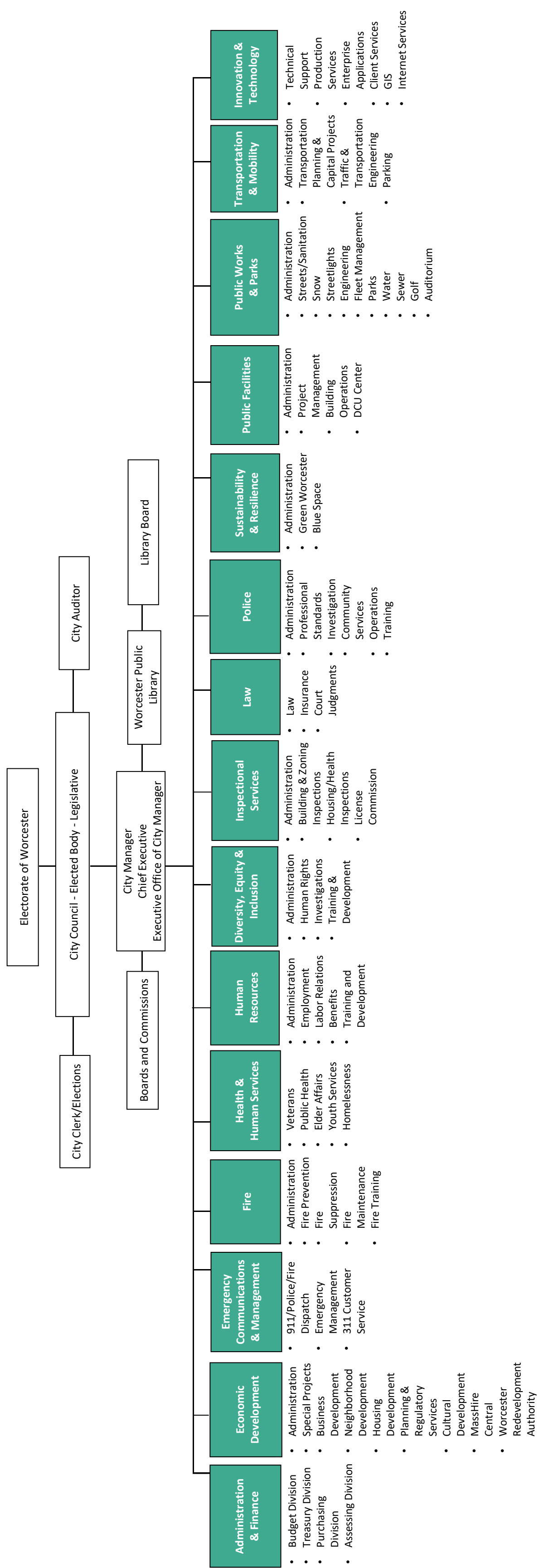
FISCAL 2024 FINANCE POLICIES

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: FY24





The City of
WORCESTER

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POLICE

Steven M. Sargent, 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

Goal 1: Meet with our community where they live and work

City Priority Area: Vibrant, Thriving City, Strong Neighborhoods

Objective 1: Build the neighborhood meetings program back better after COVID

Initiative(s)	Measure
Audit neighborhood meetings to identify opportunities to build the program back better, both internally and in partnership with our community.	<ul style="list-style-type: none"> ▪ Attendance at neighborhood meetings ▪ Number and type of issues raised at community meetings
Continue to promote in-person neighborhood meetings and encourage community participation	<ul style="list-style-type: none"> ▪ Attendance at neighborhood meetings ▪ Number and type of issues raised at community meetings

Objective 2: Continue engaging the community about quality of life issues and neighborhood safety initiatives

Initiative(s)	Measure
Continue to promote community policing efforts on social media and utilize specialized units like the Neighborhood Response and Mounted Patrol to generate relationships at community outreach events.	<ul style="list-style-type: none"> ▪ Attendance at community outreach events ▪ Engagement generated by social media

Goal 2: Recruit and promote a diverse WPD staff that reflects our community

City Priority Area: Opportunity for All

Objective 1: Recruit high-quality police candidates

Initiative(s)	Measure
Spread the word about Civil Service exam and a police career through word of mouth, social media, and job fairs to implement a cadet program and run an academy class of qualified recruits.	<ul style="list-style-type: none"> ▪ Number of civil service applicants
Direct recruitment resources to events focused on under-represented populations	<ul style="list-style-type: none"> ▪ Number of civil service applicants from under-represented populations

Initiative(s)	Measure
through recruiting in city high schools, at community events, and through social media	

Objective 2: Provide support and education to officers for career pipelines within department leadership

Initiative(s)	Measure
Where applicable, identify procedure and policy changes to remove career stumbling blocks for officers from underrepresented populations.	<ul style="list-style-type: none"> ▪ Percentage of open official positions filled within a given timeline ▪ Percentage of open official positions filled by under-represented populations within a given timeline

Goal 3: Implement major new technological initiatives

City Priority Area: Sound Fiscal & Operational Government

Objective 1: Implement new technology that will improve police capability and professionalism

Initiative(s)	Measure
Train entire department on proper use of body cameras. Finalize body camera policy, implement program.	<ul style="list-style-type: none"> ▪ Percentage of department trained in proper use of body cameras ▪ Percentage of community feedback on body camera program which is positive
Begin to integrate the drone into our operations and take advantage of its capabilities.	<ul style="list-style-type: none"> ▪ Percentage of community feedback on drone program which is positive

Objective 2: Begin initial phases of the implementation of new public safety Records Management System

Initiative(s)	Measure
Once a timeline is established with the vendor, meet all project deadlines during the FY23 portion of the implementation process.	<ul style="list-style-type: none"> • Number of projects undertaken as part of RMS implementation • Number of projects completed before deadline set per implementation timeline

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	Attended over 300 in-person neighborhood meetings, listened to the concerns of thousands of residents. WHA and business district meetings were held in addition to the standard neighborhood 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 86,000 and most posts

		reached tens of thousands of people and generated thousands of engagements. Twitter followers grew to over 49,000.
Recruit and promote a diverse WPD staff that reflects our community	<p>Recruit high-quality police candidates</p> <p>Provide support and education to officers for career pipelines within department leadership</p>	<p>118 Worcester residents took the 2022 WPD Civil Service test. 53% of test takers were people of color.</p> <p>Cadet program was successfully implemented with five cadets assisting with police functions</p> <p>The WPD Academy graduated a class of 28 new Worcester Police officers, who are currently in field training on the road.</p> <p>Based on the results of two recent assessment center promotional exams, we expect the command staff to be increasingly diverse with upcoming promotions.</p>
Implement major new technological initiatives	Implement new technology that will improve police capability and professionalism	A body-worn camera program was launched, with the majority of WPD officers wearing body cameras. Over 35,000 pieces of evidence are housed on evidence.com.
	Begin initial phases of the implementation of new public safety Records Management System	<p>Over 80,000 duplicated master cards have been merged in preparation for conversion to the new RMS</p> <p>Process mapping has identified inefficiencies in workflow that will be addressed by the new RMS</p>

Department Allocation Summary

		Approved	Actuals	Recommended
	Actual	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 48,086,359.13	\$ 47,045,732.00	\$ 33,441,334.44	\$ 47,119,850.00
Overtime	5,910,499.66	4,600,000.00	5,537,425.70	4,600,000.00
Ordinary Maintenance	2,960,276.09	3,513,405.00	1,745,371.81	3,476,364.00
Capital Outlay	1,531,369.70	30,000.00	14,202.33	30,000.00
Total	\$ 58,488,504.58	\$ 55,189,137.00	\$ 40,738,334.28	\$ 55,226,214.00
Total Positions	537	537	537	537

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$55,226,214, which is an increase of \$37,077 from the Fiscal 2023 amount of \$55,189,137. The salary increase is mainly due to step increases for employees that are not at maximum pay, a full year funding for Police Cadet Program, and 3% Cost of Living Adjustments (COLAs) 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 an increased vacancy factor to un-fund a Motor Equipment Repairman for Fiscal 2024 and leaving a Motor Equipment Repairman and a Deputy Director of Administration position vacant for twelve weeks. The Ordinary Maintenance decrease is a net result of transferring the copier lease funding to the Innovation and Technology Department and the funding increase transferred into the department for mileage expenses.

STEVEN M. SARGENT, CHIEF OF POLICE
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 TOTAL

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 213,835.00	55CM	CHIEF OF POLICE	1	\$ 238,925.00
4	715,628.00	50EM	DEPUTY POLICE CHIEF	4	734,244.00
8	1,086,778.00	98	POLICE CAPTAIN	8	1,052,140.00
24	2,892,779.00	97	POLICE LIEUTENANT	24	2,892,455.00
59	6,139,293.00	96	POLICE SERGEANT	59	6,176,817.00
361	29,437,680.00	95	POLICE OFFICERS	352	29,182,912.00
1	103,817.00	46M	SUPERVISOR OF ADMINISTRATION	1	106,521.00
1	100,149.00	45M	SENIOR STRESS COORDINATOR	1	102,750.00
1	96,501.00	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	99,022.00
1	96,544.00	44P	LABORATORY DIRECTOR	1	99,065.00
2	148,931.00	43P	CERTIFIED LATENT PRINT EXAMINER	2	158,312.00
1	68,525.00	42M	DEPUTY DIRECTOR OF ADMINISTRATION	1	70,314.00
1	87,791.00	42M	PRINCIPAL CRIME ANALYST	1	90,088.00
1	81,784.00	43P	FORENSIC SCIENTIST	1	87,153.00
3	221,560.00	38P	SENIOR CRIME ANALYST	3	229,796.00
1	54,580.00	37	BUILDING MAINTENANCE SUPERVISOR	1	63,566.00
2	135,784.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	143,750.00
1	60,302.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	63,253.00
1	65,050.00	35	STAFF ASSISTANT 2	1	57,288.00
4	230,872.00	35	ADMINISTRATIVE ASSISTANT 6	4	259,128.00
1	57,905.00	34	WORKING FOREMAN, MER	1	67,746.00
1	60,888.00	32	STAFF ASSISTANT I	1	62,473.00
1	54,330.00	32	HEAD CLERK	1	60,944.00
2	107,561.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	113,963.00
3	134,676.00	30	MOTOR EQUIPMENT REPAIRMAN	3	151,572.00
11	508,359.00	29	PRINCIPAL CLERK & TYPIST	11	578,726.00
1	50,969.00	28	SENIOR STOREKEEPER	1	56,992.00
2	91,580.00	25	BUILDING CUSTODIAN	2	96,096.00
3	104,582.00	24	DETENTION ATTENDANT	3	108,379.00
3	105,893.00	24	DETENTION ATTENDANT (PART-TIME)	3	108,224.00
10	390,087.00	24	SENIOR CLERK & TYPIST	10	441,966.00
516	\$ 43,705,013.00		TOTAL REGULAR SALARIES	507	\$ 43,754,580.00
21	\$ 1,085,868.00	95	POLICE CLASS	30	\$ 1,847,996.00
21	\$ 1,085,868.00		REGULAR SALARIES	30	\$ 1,847,996.00
537	\$ 44,790,881.00		REGULAR SALARIES	537	\$ 45,602,576.00
	2,375,491.00		HOLIDAY PAY - CONTRACTUAL		2,242,943.00
	212,136.00		SICK & VACATION BUYBACK		183,023.00
	536,920.00		MODEL CONTRACT COLA - OFFICIALS		-
	3,120.00		OTHER STIPENDS		3,120.00
	14,300.00		STIPEND- CHIEF		14,300.00
	36,877.00		EM INCENTIVE PAY		38,771.00
	3,178,844.00		CONTRACTUAL STIPENDS AND EXTRAS		2,482,157.00
537	\$ 47,969,725.00		TOTAL SALARIES	537	\$ 48,084,733.00
	7,300.00		LONGEVITY		7,300.00
	78,300.00		CADET PROGRAM - TEMPORARY STAFF		156,300.00
	(794,571.00)		VACANCY FACTOR		(913,461.00)
537	\$ 47,260,754.00		TOTAL RECOMMENDED PERSONAL SERVICES	537	\$ 47,334,872.00
	(215,022.00)		FUNDING SOURCES:		(215,022.00)
	(215,022.00)		GBV TASK FORCE		(215,022.00)
			TOTAL FUNDING SOURCES		(215,022.00)
537	\$ 47,045,732.00		TOTAL RECOMMENDED PERSONAL SERVICES	537	\$ 47,119,850.00

STEVEN M. SARGENT, CHIEF OF POLICE
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 TOTAL

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 1,319,778.00		REGULAR OVERTIME		\$ 1,319,778.00
	303,934.00		PROBLEM BARS OVERTIME		303,934.00
	383,360.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		383,360.00
	20,474.00		GANG INVESTIGATION OVERTIME		20,474.00
	28,787.00		VICE OVERTIME		28,787.00
	1,141,151.00		INVESTIGATIVE OVERTIME		1,141,151.00
	113,620.00		SWAT TRAINING OVERTIME		113,620.00
	454,784.00		SUMMER PATROLS OVERTIME		454,784.00
	808,508.00		COURT ATTENDANCE OVERTIME		808,508.00
	25,604.00		ANIMAL CONTROL OVERTIME		25,604.00
	<u>\$ 4,600,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 4,600,000.00</u>
	\$ 288,625.00		ELECTRICITY		\$ 288,625.00
	63,425.00		LEASES & RENTALS		41,384.00
	19,500.00		HIRED SERVICES		19,500.00
	205,259.00		TELEPHONE		205,259.00
	500.00		POSTAGE		500.00
	28,000.00		PHYSICIANS/SURGEONS		28,000.00
	108,000.00		VETERINARIANS		108,000.00
	572,877.00		SECURITY SERVICES		572,877.00
	500.00		NEWSPAPER ADVERTISING		500.00
	2,500.00		EXTERMINATOR SERVICES		2,500.00
	9,500.00		PRINTING		9,500.00
	13,406.00		RUBBISH REMOVAL		13,406.00
	60,985.00		MAINTENANCE SYSTEM SOFTWARE		60,985.00
	114,700.00		MAINTENANCE/REPAIR BUILDING		114,700.00
	15,000.00		MAINTENANCE/REPAIR EQUIPMENT		15,000.00
	2,000.00		TRAINING CERTIFICATIONS		2,000.00
	94,500.00		MAINTENANCE/REPAIR VEHICLE		94,500.00
	96,620.00		CONSULTANTS		81,620.00
	60,000.00		PREPARED MEALS		60,000.00
	6,355.00		MEMBERSHIP DUES		6,355.00
	228,000.00		AUTOMOTIVE SUPPLIES		228,000.00
	15,000.00		BUILDING SUPPLIES		15,000.00
	38,000.00		OFFICE SUPPLIES		38,000.00
	8,000.00		NATURAL GAS		8,000.00
	46,000.00		OTHER SUPPLIES		46,000.00
	1,000.00		SAND & GRAVEL SUPPLIES		1,000.00
	22,750.00		PRINTING SUPPLIES		22,750.00
	534,884.00		AUTO FUEL NO LEAD GAS		534,884.00
	11,454.00		MEDICAL SUPPLIES		11,454.00
	24,000.00		LABORATORY SUPPLIES		24,000.00
	9,414.00		PARTS/EQUIPMENT SUPPLIES		9,414.00
	738,321.00		SAFETY SUPPLIES		738,321.00
	3,439.00		SUBSCRIPTIONS		3,439.00
	15,000.00		CUSTODIAL SUPPLIES		15,000.00
	6,000.00		COPY PAPER		6,000.00
	7,500.00		UNIFORMS		7,500.00
	38,091.00		HARDWARE/DEVICES		38,091.00
	800.00		LANDSCAPING SUPPLIES		800.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	3,000.00		TRAVELING		3,000.00
	<u>\$ 3,513,405.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 3,476,364.00</u>
	\$ 30,000.00		CAPITAL OUTLAY		\$ 30,000.00
	<u>\$ 30,000.00</u>		TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 30,000.00</u>
	<u>\$ 55,189,137.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 55,226,214.00</u>

STEVEN M. SARGENT, CHIEF OF POLICE
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 TOTAL

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 178,907.00	50EM	DEPUTY POLICE CHIEF	1	\$ 183,561.00
1	136,530.00	98	POLICE CAPTAIN	1	136,012.00
3	370,674.00	97	POLICE LIEUTENANT	3	369,285.00
2	220,650.00	96	POLICE SERGEANT	2	219,816.00
17	1,431,434.00	95	POLICE OFFICERS	15	1,325,309.00
1	87,791.00	42P	PRINCIPAL CRIME ANALYST	1	90,088.00
3	221,560.00	38P	SENIOR CRIME ANALYST	3	229,796.00
1	60,302.00	35	ADMINISTRATIVE ASSISTANT 6	1	67,746.00
1	54,330.00	32	HEAD CLERK	1	60,944.00
5	225,277.00	29	PRINCIPAL CLERK & TYPIST	5	267,021.00
8	307,244.00	24	SENIOR CLERK & TYPIST	8	349,156.00
43	\$ 3,294,699.00		TOTAL REGULAR SALARIES	41	\$ 3,298,734.00
	128,579.00		HOLIDAY PAY - CONTRACTUAL		128,695.00
	23,512.00		SICK & VACATION BUYBACK		23,513.00
	37,029.00		MODEL CONTRACT COLA - OFFICIALS		-
	7,197.00		EM INCENTIVE PAY		7,413.00
	14,300.00		STIPEND- CHIEF		14,300.00
	210,617.00		CONTRACTUAL STIPENDS AND EXTRAS		173,921.00
43	\$ 3,505,316.00		TOTAL SALARIES	41	\$ 3,472,655.00
	-		VACANCY FACTOR		-
43	\$ 3,505,316.00		TOTAL RECOMMENDED PERSONAL SERVICES	41	\$ 3,472,655.00
	\$ 327,882.00		REGULAR OVERTIME		\$ 327,882.00
	\$ 327,882.00		TOTAL RECOMMENDED OVERTIME		\$ 327,882.00
	\$ 18,454.00		LEASES & RENTALS		\$ 2,454.00
	7,000.00		TELEPHONE		7,000.00
	1,000.00		PRINTING		1,000.00
	8,702.00		MAINTENANCE SYSTEM SOFTWARE		8,702.00
	6,705.00		MAINTENANCE/REPAIR EQUIPMENT		6,705.00
	21,000.00		CONSULTANTS		6,000.00
	450.00		MEMBERSHIP DUES		450.00
	5,000.00		OTHER SUPPLIES		5,000.00
	9,200.00		MEDICAL SUPPLIES		9,200.00
	1,790.00		PARTS/EQUIPMENT SUPPLIES		1,790.00
	670,996.00		SAFETY SUPPLIES		670,996.00
	3,439.00		SUBSCRIPTIONS		3,439.00
	2,764.00		HARDWARE/DEVICES		2,764.00
	\$ 756,500.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 725,500.00
	\$ 30,000.00		TOTAL RECOMMENDED CAPITAL OUTLAY		\$ 30,000.00
	\$ 4,619,698.00		TOTAL RECOMMENDED TAX LEVY		\$ 4,556,037.00

STEVEN M. SARGENT, CHIEF OF POLICE
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 TOTAL

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 121,124.00	96	POLICE LIEUTENANT	1	\$ 123,095.00
1	89,492.00	95	POLICE OFFICERS	1	90,938.00
1	57,905.00	34	WORKING FOREMAN, MER	1	67,746.00
3	134,676.00	29	MOTOR EQUIPMENT REPAIRMAN	3	151,572.00
2	89,868.00	29	PRINCIPAL CLERK & TYPIST	2	101,805.00
8	\$ 493,065.00		TOTAL REGULAR SALARIES	8	\$ 535,156.00
	12,104.00		HOLIDAY PAY - CONTRACTUAL		12,348.00
	4,873.00		SICK & VACATION BUYBACK		4,971.00
	6,171.00		MODEL CONTRACT COLA - OFFICIALS		-
	3,120.00		OTHER STIPENDS		3,120.00
	26,268.00		CONTRACTUAL STIPENDS AND EXTRAS		20,439.00
8	\$ 519,333.00		TOTAL SALARIES	8	\$ 555,595.00
	-		VACANCY FACTOR		(62,183.00)
8	\$ 519,333.00		TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 493,412.00
	\$ 80,667.00		REGULAR OVERTIME		\$ 80,667.00
	\$ 80,667.00		TOTAL RECOMMENDED OVERTIME		\$ 80,667.00
	\$ 4,110.00		LEASES & RENTALS		\$ 4,110.00
	1,300.00		RUBBISH REMOVAL		1,300.00
	8,200.00		MAINTENANCE SYSTEM SOFTWARE		8,200.00
	2,000.00		MAINTENANCE/REPAIR EQUIPMENT		2,000.00
	94,500.00		MAINTENANCE/REPAIR VEHICLE		94,500.00
	200.00		MEMBERSHIP DUES		200.00
	228,000.00		AUTOMOTIVE SUPPLIES		228,000.00
	534,884.00		AUTO FUEL NO LEAD GAS		534,884.00
	5,044.00		PARTS/EQUIPMENT SUPPLIES		5,044.00
	580.00		HARDWARE/DEVICES		580.00
	\$ 878,818.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 878,818.00
	\$ 1,478,818.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,452,897.00

STEVEN M. SARGENT, CHIEF OF POLICE
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 TOTAL

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 54,580.00	37	BUILDING MAINTENANCE SUPERVISOR	1	\$ 63,566.00
2	107,561.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	113,963.00
2	91,580.00	25	BUILDING CUSTODIAN	2	96,096.00
5	\$ 253,721.00		TOTAL SALARIES	5	\$ 273,625.00
5	\$ 253,721.00		TOTAL RECOMMENDED PERSONAL SERVICES	5	\$ 273,625.00
	\$ 123,279.00		REGULAR OVERTIME		\$ 123,279.00
	\$ 123,279.00		TOTAL RECOMMENDED OVERTIME		\$ 123,279.00
	\$ 288,625.00		ELECTRICITY		\$ 288,625.00
	2,136.00		LEASES & RENTALS		2,136.00
	1,722.00		TELEPHONE		1,722.00
	2,500.00		EXTERMINATOR SERVICES		2,500.00
	11,278.00		RUBBISH REMOVAL		11,278.00
	100.00		MAINTENANCE/REPAIR SOFTWARE		100.00
	114,700.00		MAINTENANCE/REPAIR BUILDING		114,700.00
	1,720.00		MAINTENANCE/REPAIR EQUIPMENT		1,720.00
	15,000.00		BUILDING SUPPLIES		15,000.00
	8,000.00		NATURAL GAS		8,000.00
	15,000.00		CUSTODIAL SUPPLIES		15,000.00
	800.00		LANDSCAPING SUPPLIES		800.00
	\$ 461,581.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 461,581.00
	\$ 838,581.00		TOTAL RECOMMENDED TAX LEVY		\$ 858,485.00

STEVEN M. SARGENT, CHIEF OF POLICE
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 TOTAL

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 178,907.00	50EM	DEPUTY POLICE CHIEF	1	\$ 183,561.00
1	136,530.00	98	POLICE CAPTAIN	1	136,012.00
5	617,790.00	97	POLICE LIEUTENANT	5	615,475.00
12	1,263,202.00	96	POLICE SERGEANT	12	1,258,471.00
74	6,355,844.00	95	POLICE OFFICERS	71	6,121,427.00
1	96,544.00	44P	LABORATORY DIRECTOR	1	99,065.00
2	148,931.00	43P	LATENT PRINT EXAMINER	2	158,312.00
1	81,784.00	43P	FORENSIC SCIENTIST III	1	87,153.00
1	60,888.00	32	STAFF ASSISTANT I	1	62,473.00
1	47,497.00	29	PRINCIPAL CLERK & TYPIST	1	54,655.00
<u>99</u>	<u>\$ 8,987,917.00</u>		TOTAL REGULAR SALARIES	<u>96</u>	<u>\$ 8,776,604.00</u>
	491,363.00		HOLIDAY PAY - CONTRACTUAL		474,733.00
	58,290.00		SICK & VACATION BUYBACK		47,317.00
	111,087.00		MODEL CONTRACT COLA - OFFICIALS		-
	7,197.00		EM INCENTIVE PAY		7,413.00
	<u>667,937.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>529,463.00</u>
<u>99</u>	<u>\$ 9,655,854.00</u>		TOTAL SALARIES	<u>96</u>	<u>\$ 9,306,067.00</u>
	1,600.00		LONGEVITY		1,600.00
	78,300.00		CADET PROGRAM - TEMPORARY STAFF		156,300.00
	(11,491.00)		VACANCY FACTOR		(13,617.00)
<u>99</u>	<u>\$ 9,724,263.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>96</u>	<u>\$ 9,450,350.00</u>
	\$ 20,474.00		GANG INVESTIGATION OVERTIME		\$ 20,474.00
	28,787.00		VICE OVERTIME		28,787.00
	950,351.00		INVESTIGATIVE OVERTIME		950,351.00
	371,914.00		COURT OVERTIME		371,914.00
	<u>\$ 1,371,526.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 1,371,526.00</u>
	\$ 13,114.00		LEASES & RENTALS		\$ 7,073.00
	80,952.00		TELEPHONE		80,952.00
	33,744.00		MAINTENANCE SYSTEM SOFTWARE		33,744.00
	1,000.00		TRAINING CERTIFICATIONS		1,000.00
	4,000.00		CONSULTANTS		4,000.00
	24,000.00		LABORATORY SUPPLIES		24,000.00
	16,235.00		HARDWARE/DEVICES		16,235.00
	<u>\$ 173,045.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 167,004.00</u>
	<u>\$ 11,268,834.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 10,988,880.00</u>

STEVEN M. SARGENT, CHIEF OF POLICE
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 TOTAL

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 213,835.00	55CM	CHIEF OF POLICE	1	\$ 238,925.00
1	178,907.00	50EM	DEPUTY POLICE CHIEF	1	183,561.00
2	273,060.00	98	POLICE CAPTAIN	2	272,024.00
4	476,057.00	97	POLICE LIEUTENANT	4	479,647.00
16	1,650,418.00	96	POLICE SERGEANT	16	1,672,627.00
68	5,565,691.00	95	POLICE OFFICERS	66	5,466,914.00
1	103,817.00	46M	SUPERVISOR OF ADMINISTRATION	1	106,521.00
1	100,149.00	45M	SENIOR STRESS COORDINATOR	1	102,750.00
1	96,501.00	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	99,022.00
1	68,525.00	42M	DEPUTY DIRECTOR OF ADMINISTRATION	1	70,314.00
1	65,050.00	35	STAFF ASSISTANT 2	1	57,288.00
3	170,570.00	35	ADMINISTRATIVE ASSISTANT 6	3	191,382.00
1	50,969.00	28	SENIOR STOREKEEPER	1	56,992.00
2	98,220.00	29	PRINCIPAL CLERK & TYPIST	2	100,590.00
2	82,843.00	24	SENIOR CLERK & TYPIST	2	92,810.00
3	104,582.00	23	DETENTION ATTENDANT	3	108,379.00
3	105,893.00	23	DETENTION ATTENDANT (PART-TIME)	3	108,224.00
111	\$ 9,405,087.00		TOTAL REGULAR SALARIES	109	\$ 9,407,970.00
	480,099.00		HOLIDAY PAY - CONTRACTUAL		441,146.00
	32,506.00		SICK & VACATION BUYBACK		46,118.00
	135,773.00		MODEL CONTRACT COLA - OFFICIALS		-
	15,286.00		EM INCENTIVE PAY		16,532.00
	663,664.00		CONTRACTUAL STIPENDS AND EXTRAS		503,796.00
111	\$ 10,068,751.00		TOTAL SALARIES	109	\$ 9,911,766.00
	2,200.00		LONGEVITY		2,200.00
	(49,140.00)		VACANCY FACTOR		(80,443.00)
111	\$ 10,021,811.00		TOTAL RECOMMENDED PERSONAL SERVICES	109	\$ 9,833,523.00
	-		FUNDING SOURCES:		
	-		PUBLIC SCHOOL INTERGOVT'L CHARGE		-
	-		TOTAL FUNDING SOURCES		-
111	\$ 10,021,811.00		TOTAL RECOMMENDED PERSONAL SERVICES	109	\$ 9,833,523.00
	\$ 406,945.00		REGULAR OVERTIME		\$ 406,945.00
	190,800.00		INVESTIGATIVE OVERTIME		190,800.00
	80,851.00		COURT ATTENDANCE OVERTIME		80,851.00
	\$ 678,596.00		TOTAL RECOMMENDED OVERTIME		\$ 678,596.00
	\$ 12,489.00		LEASES & RENTALS		\$ 12,489.00
	5,500.00		HIRED SERVICES		5,500.00
	40,954.00		TELEPHONE		40,954.00
	500.00		POSTAGE		500.00
	2,500.00		PHYSICIANS/SURGEONS		2,500.00
	500.00		NEWSPAPER ADVERTISING		500.00
	8,500.00		PRINTING		8,500.00
	828.00		RUBBISH REMOVAL		828.00
	7,349.00		MAINTENANCE SYSTEM SOFTWARE		7,349.00
	3,000.00		MAINTENANCE /REPAIR EQUIPMENT		3,000.00
	60,000.00		PREPARED MEALS		60,000.00
	5,180.00		MEMBERSHIP DUES		5,180.00
	38,000.00		OFFICE SUPPLIES		38,000.00
	2,500.00		OTHER SUPPLIES		2,500.00
	22,750.00		PRINTING SUPPLIES		22,750.00
	2,580.00		PARTS/EQUIPMENT SUPPLIES		2,580.00
	2,254.00		MEDICAL SUPPLIES		2,254.00
	6,000.00		COPY PAPER		6,000.00
	6,242.00		HARDWARE/DEVICES		6,242.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	3,000.00		TRAVELING		3,000.00
	\$ 231,126.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 231,126.00
	\$ 10,931,533.00		TOTAL RECOMMENDED TAX LEVY		\$ 10,743,245.00

STEVEN M. SARGENT, CHIEF OF POLICE
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 TOTAL

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 178,907.00	50EM	DEPUTY POLICE CHIEF	1	\$ 183,561.00
4	540,658.00	98	POLICE CAPTAIN	4	508,092.00
11	1,307,134.00	97	POLICE LIEUTENANT	11	1,304,953.00
29	3,005,023.00	96	POLICE SERGEANT	29	3,025,903.00
201	15,995,219.00	95	POLICE OFFICERS	199	16,178,324.00
2	135,784.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	143,750.00
1	60,302.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	63,253.00
1	47,497.00	29	PRINCIPAL CLERK & TYPIST	1	54,655.00
250	\$ 21,270,524.00		TOTAL REGULAR SALARIES	248	\$ 21,462,491.00
	1,200,170.00		HOLIDAY PAY - CONTRACTUAL		1,078,541.00
	92,955.00		SICK & VACATION BUYBACK		61,104.00
	246,860.00		MODEL CONTRACT COLA - OFFICIALS		-
	7,197.00		EM INCENTIVE PAY		7,413.00
	1,547,182.00		CONTRACTUAL STIPENDS AND EXTRAS		1,147,058.00
240	\$ 22,817,706.00		TOTAL SALARIES	248	\$ 22,609,549.00
	3,500.00		LONGEVITY		3,500.00
	(135,109.00)		VACANCY FACTOR		(135,399.00)
240	\$ 22,686,097.00		TOTAL RECOMMENDED PERSONAL SERVICES	248	\$ 22,477,650.00
	(215,022.00)		FUNDING SOURCES:		(215,022.00)
	(215,022.00)		GBV TASK FORCE		(215,022.00)
240	\$ 22,471,075.00		TOTAL RECOMMENDED PERSONAL SERVICES	248	\$ 22,262,628.00
	\$ 381,005.00		REGULAR OVERTIME		\$ 381,005.00
	303,934.00		PROBLEM BARS OVERTIME		303,934.00
	383,360.00		COMMUNITY IMPACT/ SPECIAL OPERATIONS OVERTIME		383,360.00
	113,620.00		SWAT TRAINING OVERTIME		113,620.00
	454,784.00		SUMMER PATROLS OVERTIME		454,784.00
	355,743.00		COURT ATTENDANCE OVERTIME		355,743.00
	25,604.00		ANIMAL CONTROL OVERTIME		25,604.00
	\$ 2,018,050.00		TOTAL RECOMMENDED OVERTIME		\$ 2,018,050.00
	\$ 13,122.00		LEASES & RENTALS		\$ 13,122.00
	14,000.00		HIRED SERVICES		14,000.00
	74,631.00		TELEPHONE		74,631.00
	108,000.00		VETERINARIANS		108,000.00
	572,877.00		SECURITY SERVICES		572,877.00
	2,890.00		MAINTENANCE SYSTEM SOFTWARE		2,890.00
	1,575.00		MAINTENANCE/REPAIR EQUIPMENT		1,575.00
	1,000.00		TRAINING CERTIFICATIONS		1,000.00
	52,500.00		CONSULTANTS		52,500.00
	525.00		MEMBERSHIP DUES		525.00
	38,500.00		OTHER SUPPLIES		38,500.00
	1,000.00		SAND & GRAVEL SUPPLIES		1,000.00
	12,500.00		SAFETY SUPPLIES		12,500.00
	7,500.00		UNIFORMS		7,500.00
	12,270.00		HARDWARE/DEVICES		12,270.00
	\$ 912,890.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 912,890.00
	\$ 25,402,015.00		TOTAL RECOMMENDED TAX LEVY		\$ 25,193,568.00

STEVEN M. SARGENT, CHIEF OF POLICE
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
WORCESTER POLICE DEPARTMENT- DEPARTMENT #CC1038 TOTAL

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
21	\$ 1,085,868.00	95	POLICE OFFICERS (RECRUITS)	30	\$ 1,847,996.00
21	\$ 1,085,868.00		TOTAL REGULAR SALARIES	30	\$ 1,847,996.00
	63,176.00		HOLIDAY PAY - CONTRACTUAL		107,480.00
	63,176.00		CONTRACTUAL STIPENDS AND EXTRAS		107,480.00
21	\$ 1,149,044.00		TOTAL SALARIES	30	\$ 1,955,476.00
	(598,831.00)		VACANCY FACTOR		(621,819.00)
21	\$ 550,213.00		TOTAL RECOMMENDED PERSONAL SERVICES	30	\$ 1,333,657.00
	\$ 25,500.00		PHYSICIANS/SURGEONS		\$ 25,500.00
	19,120.00		CONSULTANTS		19,120.00
	54,825.00		SAFETY SUPPLIES		54,825.00
	\$ 99,445.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 99,445.00
	\$ 649,658.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,433,102.00

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.

Goal 1: Foster a well-managed department and a culture of personal accountability in accordance with the mission, vision and values of the department.

City Priority Area: Sound Fiscal & Operational Government

Objective 1: Create a positive department culture.

Initiative(s)	Measure
Complete 100% of strategic planning objectives.	<ul style="list-style-type: none"> Percent of objectives completed according to the timeline.

Goal 2: Provide a highly trained and diverse workforce prepared to respond to the needs of the community

City Priority Area: Vibrant, Thriving City, Sound Fiscal & Operational Government

Objective 1: Develop and provide quality training programs that ensure members obtain and maintain required knowledge, skills, and abilities to safely, effectively, and efficiently perform their duties.

Initiative(s)	Measure
Provide proficiency training to all ranks ensuring that at least 92% of employees are meeting their minimum training requirements	<ul style="list-style-type: none"> Percent of employees satisfactorily completing monthly proficiency training and meeting minimum requirements.
Increase ability to deliver additional trainings for a total of at least 10 per month.	<ul style="list-style-type: none"> Number of trainings conducted per month as measured by training sessions detailed in Training Directives. Number of Training Division staff (including OT-funded adjunct trainers).

Objective 2: Engage the community in outreach opportunities to recruit a diverse workforce.

Initiative(s)	Measure
Offer at least 1 diversity and inclusion trainings to the department with at least 95% employees attending at least one session.	<ul style="list-style-type: none"> • Number of employees participating in diversity/inclusion trainings. • Number of diversity/inclusion trainings conducted in the last quarter.
Develop an engagement program for 200 high school students throughout the community.	<ul style="list-style-type: none"> • Increase in the number of qualified, diverse applicants to Civil Services • Number of students engaged

Objective 3: Rebuild the post-COVID Public Education and Community Risk Reduction Program.

Initiative(s)	Measure
Create Community Risk Reduction campaign and publish a minimum of 2 PSAs on social media outlets.	<ul style="list-style-type: none"> • Number of PSA published
Hold at least 2 events targeted to high risk populations per quarter.	<ul style="list-style-type: none"> • Number of events targeted to high-risk populations • Number of attendees

Goal 3: Provide professional development that inspires leadership throughout the ranks.

City Priority Area: Opportunity for All

Objective 1: Identify and engage in high quality professional development opportunities that support the best practices and standards of the modern fire department, bringing them to all ranks of the department.

Initiative(s)	Measure
Have at least 12 district chiefs attend a conference.	<ul style="list-style-type: none"> • Number of different conferences attended. • Number of District Chiefs attending conferences.
Enlist fire service professionals to provide no less than 5 training opportunities.	<ul style="list-style-type: none"> • Number of externally-provided professional training opportunities. • Number of members attending professional training opportunities.

Goal 4: Maintain a high quality fleet capable of serving and protecting the community.

City Priority Area: Vibrant, Thriving City, Sound Fiscal & Operational Government

Objective 1: Maintain a fleet management and replacement system

Initiative(s)	Measure
Ensure than no more than 22 vehicles are overdue for replacement.	<ul style="list-style-type: none"> • Number of vehicles overdue for replacement

Objective 2: Maintain service equipment to manufacturer's standards

Initiative(s)	Measure
Conduct preventative maintenance on all apparatus and vehicles to reduce down time by 25%	<ul style="list-style-type: none"> Reduction in down time of front line apparatus.

Goal 5: Procure and maintain equipment and technology that meets the needs of a 21st century fire department.**City Priority Area:** Sound Fiscal & Operational Government**Objective 1:** Identify and advocate for innovative and proven equipment and technology that promotes the safety, well-being and protection of both the members of the Fire Department and the community.

Initiative(s)	Measure
Adhere to the turn out gear replacement plan ensuring that no less than 100% of gear meets standards.	<ul style="list-style-type: none"> Percent of gear up to standards.
Participate in CAD/RMS implementation process and receive at least 1 progress report per quarter	<ul style="list-style-type: none"> Number of progress reports from CAD/RMS team

Goal 6: Provide safe and healthy fire stations, which serve as working and living quarters on a 24/7 basis. These 10 fire stations, as well as multiple support facilities, are crucial to the work of this department.**City Priority Area:** Sound Fiscal & Operational Government, Strong Neighborhoods**Objective 1:** Provide a healthy and safe living and working environment to our firefighters by providing regular building maintenance and upgrades to facilities.

Initiative(s)	Measure
Develop a building maintenance plan for the department's 13 multi-use buildings.	<ul style="list-style-type: none"> Number of buildings with an approved and distributed maintenance plan.

Previous Year DDP Highlights

Goal	Objective	Current Progress
Goal 1: Foster a well-managed department and a culture of personal accountability in accordance with the mission, vision, and values of the department.	Objective 1: Create a positive department culture	One hundred percent of objectives from the strategic planning process have been explored with the majority completed. Objectives are prioritized with some still being considered, and some did not meet the Department mission.
Goal 2: Provide a highly trained and diverse workforce prepared	Objective 1: Develop and provide quality training programs that ensure members	One hundred percent of members (who are currently working) of all ranks have completed proficiency

to respond to the needs of the community.	obtain and maintain required knowledge, skills, and abilities to perform their duties safely, effectively, and efficiently.	training, maintaining training requirements. The additional staff allocated to Training Division resulted in a significant increase in training division engagements with line companies.
Goal 2: Provide a highly trained and diverse workforce prepared to respond to the needs of the community.	Objective 2: Engage the community in outreach opportunities to recruit a diverse workforce.	Each department member participated in one of 36 DEI training sessions, in addition to a class held exclusively for new recruits and another for executive staff. Through a visitation event to WFD headquarters and frequent visits to schools, the department engaged with almost 2,700 students.
Goal 2: Provide a highly trained and diverse workforce prepared to respond to the needs of the community.	Objective 3: Rebuild the post-COVID Public Education and Community Risk Reduction Program.	With over 100 social media posts and almost 300 events/visits targeting high-risk populations, information is getting out to the communities that need it most. Our in-person events and visits have had almost 14,000 attendees.
Goal 3: Provide professional development that inspires leadership throughout the ranks.	Objective 1: Identify and engage in high quality professional development opportunities that support the best practices and standards of the modern fire department, bringing them to all ranks of the department. (Note: These trainings coincide with the mission and vision of the WFD and are designed to sustain the department's long-term goal of being a premier Department.)	Through externally provided trainings, both on- and off-site, members of the department of all ranks have taken advantage of professional development opportunities, including a recent program hosted by Eversource on natural gas emergencies (24 three-hour sessions conducted for companies).
Goal 4: Maintain a high quality fleet capable of serving and protecting the community.	Objective 1: Maintain a fleet management and replacement system.	With one apparatus received in November and another to be received within the next couple months, the number of vehicles needing replacement decreases each year. There are currently five apparatus set for delivery by December 2023.
	Objective 2: Maintain service equipment to manufacturer's standards.	While the Maintenance Division continuously aims for rapid repair of apparatus, there is currently no baseline for apparatus downtime.

Goal 4: Maintain a high quality fleet capable of serving and protecting the community.		This baseline needs to be determined in order for progress to be measured.
Goal 5: Procure and maintain equipment and technology that meets the needs of a 21st century fire department.	Objective 1: Identify and advocate for innovative and proven equipment and technology that promotes the safety, well-being, and protection of both the members of the Fire Department and the community.	The Safety Chief constantly reviews the age and condition of service gear to ensure it is properly rotated or replaced as necessary. The department is a proud partner on the Workday implementation and the GIS Migration and Modernization Project. Further, the department works with developers to optimize its use of current technologies, such as the Geoteamz dashboard.
Goal 6: Provide safe and healthy fire stations, which serve as working and living quarters on a 24/7 basis. These 10 fire stations, as well as multiple support facilities, are crucial to the work of this department.	Objective 1: Provide a healthy and safe living and working environment to our firefighters by providing regular building maintenance and upgrades to facilities.	With the Department of Public Facilities, the department commissioned a study of all WFD buildings. The new South Division project is underway with the selection of an OPM and the development of an RFQ for prospective designers and builders. Maintenance needs within the stations are addressed expediently, and all apparatus have passed ladder, pump, and State inspections.

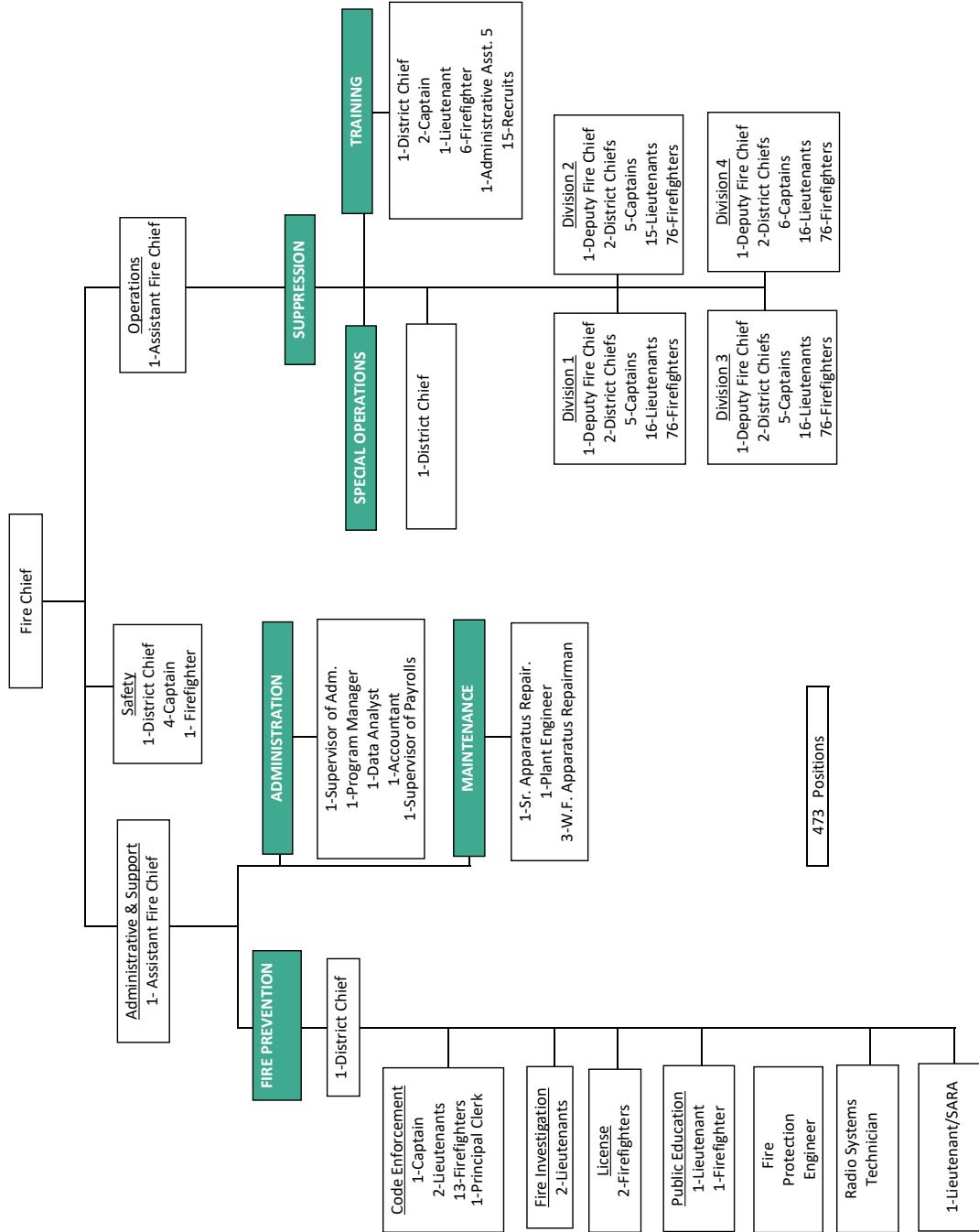
Department Allocation Summary

		Approved	Totals	Recommended
	Actual	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/22	Fiscal 2024
Salaries	\$ 39,357,741.81	\$ 41,162,323.00	\$ 29,507,254.09	\$ 40,592,756.00
Overtime	4,331,670.98	2,010,856.00	3,605,174.04	2,359,192.00
Ordinary Maintenance	2,002,133.91	2,219,496.00	1,108,440.29	1,865,472.00
Capital Outlay	41,437.78	143,000.00	100,804.00	143,000.00
Total	\$ 45,732,984.48	\$ 45,535,675.00	\$ 34,321,672.42	\$ 44,960,420.00
Total Positions	418	458	458	458

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$44,960,420, which is a decrease of \$575,255 from the Fiscal 2023 amount of \$45,535,675. The salary decrease is a net result of step increases for employees that are not at maximum pay, a position regrade, Contractual Stipends for Deputy Fire Chiefs, and 3% Cost of Living Adjustments (COLAs) 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 increasing the vacancy factor and un-funding a Program Manager and Administrative Assistant IV position. Also, the Firefighter class funding was reduced to support a class of fifteen. The Ordinary Maintenance decrease is a net result of transferring the copier lease funding to the Innovation and Technology Department and the reallocation of funding to fund Overtime operations. Overtime increased due to the allocation of funds from Ordinary Maintenance to support department operations.

FIRE DEPARTMENT ORGANIZATION CHART



MARTIN W. DYER, FIRE CHIEF
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1044 TOTAL

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 181,203.00	58CM	FIRE CHIEF	1	\$ 179,919.00
2	328,122.00	54EM	ASSISTANT FIRE CHIEF	2	358,960.00
4	484,420.00	50EM	DEPUTY FIRE CHIEF	4	613,414.00
12	1,404,345.00	93	DISTRICT FIRE CHIEF	12	1,491,292.00
28	2,949,436.00	92	CAPTAIN	28	3,152,435.00
70	6,704,012.00	91	LIEUTENANT	70	7,152,809.00
327	25,793,377.00	90	FIREFIGHTER	327	27,817,300.00
1	103,817.00	46M	SUPERVISOR OF ADMINISTRATION	1	93,538.00
1	87,266.00	42M	PROGRAM MANAGER	1	91,556.00
1	103,817.00	46P	FIRE PROTECTION ENGINEER	1	106,521.00
1	67,220.00	40P	DATA ANALYST/ COMPUTER SUPPORT	1	71,529.00
0	-	38P	RADIO SYSTEMS TECHNICIAN	1	79,741.00
1	100,685.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	91,527.00
1	55,207.00	35	PLANT ENGINEER	1	67,280.00
3	184,909.00	35	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	192,384.00
1	65,436.00	34	SIGNAL MAINTAINER FIRE	0	-
1	58,089.00	34	ACCOUNTANT	1	65,500.00
1	51,470.00	34	SUPERVISOR OF PAYROLLS	1	64,210.00
1	47,689.00	33	ADMINISTRATIVE ASSISTANT 5	1	61,392.00
1	44,662.00	29	PRINCIPAL CLERK	1	52,133.00
458	\$ 38,815,182.00		REGULAR SALARIES	458	\$ 41,803,440.00
60	1,990,774.00	90	FIREFIGHTER CLASS	15	388,489.00
60	\$ 1,990,774.00		REGULAR SALARIES	15	\$ 388,489.00
518	\$ 40,805,956.00		TOTAL REGULAR SALARIES	473	\$ 42,191,929.00
	8,700.00		EM INCENTIVE PAY		43,222.00
	215,513.00		OUT OF GRADE PAY		222,648.00
	-		CONTRACTUAL STIPENDS		100,800.00
	19,968.00		DRIVER STIPEND		19,968.00
	2,169,946.00		HOLIDAY PAY		2,241,911.00
	50,930.00		WELLNESS DAYS		50,941.00
	2,465,057.00		CONTRACTUAL OBLIGATIONS		2,679,490.00
518	\$ 43,271,013.00		TOTAL REGULAR SALARIES	473	\$ 44,871,419.00
-60	(2,108,690.00)		VACANCY FACTOR	-15	(596,538.00)
458	\$ 41,162,323.00		TOTAL SALARIES	458	\$ 44,274,881.00
			<u>FUNDING SOURCES:</u>		
	-		SAFER GRANT		(3,682,125.00)
	-		TOTAL FUNDING SOURCES		(3,682,125.00)
458	\$ 41,162,323.00		TOTAL RECOMMENDED PERSONAL SERVICES	458	\$ 40,592,756.00
	\$ 2,010,856.00		OVERTIME		\$ 2,359,192.00
	\$ 2,010,856.00		TOTAL RECOMMENDED OVERTIME		\$ 2,359,192.00

MARTIN W. DYER, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1044 TOTAL**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 185,000.00		ELECTRICITY		\$ 185,000.00
	7,500.00		LEASES & RENTALS		1,812.00
	62,400.00		HIRED SERVICES		62,400.00
	39,097.00		TELEPHONE		39,097.00
	79,950.00		PHYSICIAN/SURGEON		69,450.00
	1,500.00		NEWSPAPER ADVERTISING		1,500.00
	46,590.00		REGISTRATION FEES		44,489.00
	1,000.00		EXTERMINATOR SERVICES		1,000.00
	1,900.00		PRINTING		1,900.00
	9,000.00		RUBBISH REMOVAL		9,000.00
	14,300.00		MAINTENANCE SYSTEM SOFTWARE		4,916.00
	67,600.00		MAINTENANCE/REPAIR BUILDING		67,600.00
	64,500.00		MAINTENANCE/REPAIR EQUIPMENT		64,500.00
	7,200.00		TRAINING CERTIFICATIONS		4,099.00
	57,500.00		MAINTENANCE/REPAIR VEHICLE		57,500.00
	9,510.00		MEMBERSHIP DUES		9,510.00
	182,500.00		AUTOMOTIVE SUPPLIES		182,500.00
	50,728.00		BOOKS		26,014.00
	41,750.00		BUILDING SUPPLIES		41,750.00
	7,200.00		OFFICE SUPPLIES		7,200.00
	100,000.00		NATURAL GAS		100,000.00
	600.00		OTHER SUPPLIES		600.00
	8,000.00		PRINTING SUPPLIES		8,000.00
	34,000.00		AUTO FUEL NO LEAD GAS		34,000.00
	130,000.00		DIESEL FUEL		130,000.00
	15,000.00		MEDICAL SUPPLIES		15,000.00
	141,450.00		PARTS/EQUIPMENT SUPPLIES		126,450.00
	219,384.00		SAFETY SUPPLIES		199,384.00
	17,000.00		CHEMICAL SUPPLIES		17,000.00
	85,410.00		CONSULTANT		-
	29,699.00		CUSTODIAL SUPPLIES		29,699.00
	2,000.00		COPY PAPER		2,000.00
	433,881.00		UNIFORMS		255,755.00
	3,949.00		HARDWARE/DEVICES		3,949.00
	61,038.00		OTHER CHARGES & EXPENDITURES		61,038.00
	5,360.00		TRAVELING		5,360.00
	<u>\$ 2,223,496.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,869,472.00</u>
			FUNDING SOURCES:		
	\$ (4,000.00)		FROM RESERVE FUNDS		\$ (4,000.00)
	<u>\$ (4,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (4,000.00)</u>
	<u>\$ 2,219,496.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,865,472.00</u>
	\$ 143,000.00		SAFETY EQUIPMENT (CONTRACTUAL)		\$ 143,000.00
	<u>\$ 143,000.00</u>		TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 143,000.00</u>
	<u>\$ 45,535,675.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 44,960,420.00</u>

MARTIN W. DYER, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1044 ADMINISTRATION**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 181,203.00	58CM	FIRE CHIEF	1	\$ 179,919.00
1	164,061.00	54EM	ASSISTANT FIRE CHIEF	1	179,534.00
1	117,754.00	93	DISTRICT FIRE CHIEF	1	126,345.00
1	101,459.00	92	CAPTAIN	1	111,972.00
1	84,759.00	90	FIREFIGHTER	1	74,525.00
1	103,817.00	43M	SUPERVISOR OF ADMINISTRATION	1	93,538.00
1	87,266.00	42M	PROGRAM MANAGER	1	91,556.00
1	67,220.00	40P	DATA ANALYST	1	71,529.00
1	58,089.00	34	ACCOUNTANT	1	65,500.00
1	51,470.00	34	SUPERVISOR OF PAYROLLS	1	64,210.00
<u>10</u>	<u>\$ 1,017,098.00</u>		REGULAR SALARIES	<u>10</u>	<u>\$ 1,058,628.00</u>
	3,828.00		EM INCENTIVE PAY		13,481.00
	35,469.00		HOLIDAY PAY		36,729.00
	876.00		WELLNESS DAYS		843.00
	<u>40,173.00</u>		CONTRACTUAL OBLIGATIONS		<u>51,053.00</u>
<u>10</u>	<u>\$ 1,057,271.00</u>		TOTAL	<u>10</u>	<u>\$ 1,109,681.00</u>
	-		VACANCY		(91,556.00)
<u>10</u>	<u>\$ 1,057,271.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 1,018,125.00</u>
	\$ 516,327.00		OVERTIME		\$ 516,327.00
	<u>\$ 516,327.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 516,327.00</u>
	\$ 185,000.00		ELECTRICITY		\$ 185,000.00
	43,100.00		HIRED SERVICES		43,100.00
	5,300.00		LEASES & RENTALS		1,712.00
	39,097.00		TELEPHONE		39,097.00
	1,200.00		PHYSICIAN/SURGEON		1,200.00
	1,500.00		NEWSPAPER ADVERTISING		1,500.00
	16,590.00		REGISTRATION FEES		16,590.00
	1,000.00		PRINTING		1,000.00
	14,300.00		MAINTENANCE SYSTEM SOFTWARE		4,916.00
	10,000.00		MAINTENANCE/REPAIR EQUIPMENT		10,000.00
	7,400.00		MEMBERSHIP DUES		7,400.00
	7,200.00		OFFICE SUPPLIES		7,200.00
	100,000.00		NATURAL GAS		100,000.00
	7,500.00		PRINTING SUPPLIES		7,500.00
	23,450.00		PARTS/EQUIPMENT SUPPLIES		23,450.00
	97,100.00		SAFETY SUPPLIES		97,100.00
	85,410.00		CONSULTANT		-
	2,400.00		CUSTODIAL SUPPLIES		2,400.00
	2,000.00		COPY PAPER		2,000.00
	195,801.00		UNIFORMS		135,465.00
	3,949.00		HARDWARE/DEVICES		3,949.00
	61,038.00		OTHER CHARGES & EXPENDITURES		61,038.00
	4,360.00		TRAVELING		4,360.00
	<u>\$ 914,695.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 755,977.00</u>
	\$ (4,000.00)		FUNDING SOURCES: FROM RESERVE FUNDS		\$ (4,000.00)
	<u>\$ (4,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (4,000.00)</u>
	<u>\$ 910,695.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 751,977.00</u>
	<u>\$ 143,000.00</u>		TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 143,000.00</u>
	<u>\$ 2,627,293.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,429,429.00</u>

MARTIN W. DYER, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1042 MAINTENANCE**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 100,685.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	\$ 91,527.00
1	55,207.00	35	PLANT ENGINEER	1	67,280.00
3	184,909.00	35	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	192,384.00
5	<u>\$ 340,801.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>5</u>	<u>\$ 351,191.00</u>
	<u>\$ 16,316.00</u>		OVERTIME		<u>\$ 16,316.00</u>
	<u>\$ 16,316.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 16,316.00</u>
	\$ 19,300.00		HIRED SERVICES		\$ 19,300.00
	1,600.00		REGISTRATION FEES		1,600.00
	1,000.00		EXTERMINATOR SERVICES		1,000.00
	9,000.00		RUBBISH REMOVAL		9,000.00
	67,600.00		MAINTENANCE/REPAIR BUILDING		67,600.00
	26,400.00		MAINTENANCE/REPAIR EQUIPMENT		26,400.00
	57,500.00		MAINTENANCE/REPAIR VEHICLE		57,500.00
	182,500.00		AUTOMOTIVE SUPPLIES		182,500.00
	17,250.00		BUILDING SUPPLIES		17,250.00
	600.00		OTHER SUPPLIES		600.00
	34,000.00		AUTO FUEL NO LEAD GAS		34,000.00
	130,000.00		DIESEL FUEL		130,000.00
	15,000.00		MEDICAL SUPPLIES		15,000.00
	35,000.00		PARTS/EQUIPMENT SUPPLIES		35,000.00
	22,500.00		SAFETY SUPPLIES		22,500.00
	27,299.00		CUSTODIAL SUPPLIES		27,299.00
	2,500.00		UNIFORMS		2,500.00
	<u>\$ 649,049.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 649,049.00</u>
	<u>\$ 1,006,166.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,016,556.00</u>

MARTIN W. DYER, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1043 FIRE PREVENTION**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 119,157.00	93	DISTRICT FIRE CHIEF	1	\$ 118,607.00
1	109,445.00	92	CAPTAIN	1	109,026.00
5	476,719.00	91	LIEUTENANT	5	518,509.00
16	1,076,457.00	90	FIREFIGHTER	16	1,168,327.00
1	103,817.00	44P	FIRE PROTECTION ENGINEER	1	106,521.00
1	65,436.00	34	SIGNAL MAINTAINER FIRE	1	79,741.00
1	44,662.00	29	PRINCIPAL CLERK	1	52,133.00
26	\$ 1,995,693.00		REGULAR SALARIES	26	\$ 2,152,864.00
	97,342.00		HOLIDAY PAY		104,591.00
	2,405.00		WELLNESS DAYS		2,399.00
	99,747.00		CONTRACTUAL OBLIGATIONS		106,990.00
26	\$ 2,095,440.00		TOTAL	26	\$ 2,259,854.00
	-		VACANCY FACTOR		(34,962.00)
26	\$ 2,095,440.00		TOTAL RECOMMENDED PERSONAL SERVICES	26	\$ 2,224,892.00
	\$ 38,071.00		OVERTIME		\$ 38,071.00
	\$ 38,071.00		TOTAL RECOMMENDED OVERTIME		\$ 38,071.00
	\$ 2,200.00		LEASES & RENTALS		\$ 100.00
	11,600.00		REGISTRATION FEES		11,600.00
	900.00		PRINTING		900.00
	6,000.00		MAINTENANCE/REPAIR EQUIPMENT		6,000.00
	2,110.00		MEMBERSHIP DUES		2,110.00
	1,300.00		BOOKS		1,300.00
	500.00		PRINTING SUPPLIES		500.00
	1,000.00		TRAVELING		1,000.00
	\$ 25,610.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 23,510.00
	\$ 2,159,121.00		TOTAL RECOMMENDED TAX LEVY		\$ 2,286,473.00

MARTIN W. DYER, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1032 TRAINING**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 115,869.00	93	DISTRICT FIRE CHIEF	1	\$ 126,345.00
2	195,357.00	92	CAPTAIN	2	218,640.00
1	97,475.00	91	LIEUTENANT	1	97,101.00
1	47,689.00	33	ADMINISTRATIVE ASSISTANT 5	1	61,392.00
6	399,918.00	90	FIREFIGHTER	6	425,074.00
60	1,990,774.00	90	FIREFIGHTER- RECRUITS	15	388,489.00
<u>71</u>	<u>\$ 2,847,082.00</u>		REGULAR SALARIES	<u>26</u>	<u>\$ 1,317,041.00</u>
	155,542.00		HOLIDAY PAY		71,953.00
	<u>1,156.00</u>		WELLNESS DAYS		<u>1,164.00</u>
	<u>156,698.00</u>		CONTRACTUAL OBLIGATIONS		<u>73,117.00</u>
<u>71</u>	<u>\$ 3,003,780.00</u>		TOTAL	<u>26</u>	<u>\$ 1,390,158.00</u>
	-		VACANCY FACTOR		(169,878.00)
<u>71</u>	<u>\$ 3,003,780.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>26</u>	<u>\$ 1,220,280.00</u>
	<u>\$ 558,856.00</u>		OVERTIME		<u>\$ 338,856.00</u>
	<u>\$ 558,856.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 338,856.00</u>
	\$ 78,750.00		PHYSICIAN/SURGEON		\$ 68,250.00
	8,000.00		REGISTRATION FEES		5,899.00
	7,200.00		TRAINING CERTIFICATIONS		4,099.00
	49,428.00		BOOKS		24,714.00
	24,500.00		BUILDING SUPPLIES		24,500.00
	50,000.00		PARTS/EQUIPMENT SUPPLIES		35,000.00
	87,284.00		SAFETY SUPPLIES		67,284.00
	235,580.00		UNIFORMS		117,790.00
	<u>\$ 540,742.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 347,536.00</u>
	<u>\$ 4,103,378.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,906,672.00</u>

MARTIN W. DYER, FIRE CHIEF
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
WORCESTER FIRE DEPARTMENT - DEPARTMENT #CC1045 FIRE SUPPRESSION

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 164,061.00	54EM	ASSISTANT FIRE CHIEF	1	\$ 179,426.00
4	484,420.00	50EM	DEPUTY FIRE CHIEF	4	613,414.00
9	1,051,565.00	93	DISTRICT FIRE CHIEF	9	1,119,995.00
24	2,543,175.00	92	CAPTAIN	24	2,712,797.00
64	6,129,818.00	91	LIEUTENANT	64	6,537,199.00
304	24,232,243.00	90	FIREFIGHTER	304	26,149,374.00
406	\$ 34,605,282.00		REGULAR SALARIES	406	\$ 37,312,205.00
	4,872.00		EM INCENTIVE PAY		29,741.00
	215,513.00		OUT OF GRADE PAY		222,648.00
	19,968.00		DRIVER STIPEND		19,968.00
	-		CONTRACTUAL STIPENDS		100,800.00
	1,881,593.00		HOLIDAY PAY		2,028,638.00
	46,493.00		WELLNESS DAYS		46,535.00
	2,168,439.00		CONTRACTUAL OBLIGATIONS		2,448,330.00
			FUNDING SOURCES:		
	-		SAFER GRANT		(3,682,125.00)
	-		TOTAL FUNDING SOURCES		(3,682,125.00)
406	\$ 36,773,721.00		TOTAL	406	\$ 36,078,410.00
-60	(2,108,690.00)		VACANCY FACTOR	-15	(300,142.00)
346	\$ 34,665,031.00		TOTAL RECOMMENDED PERSONAL SERVICES	391	\$ 35,778,268.00
	\$ 881,286.00		OVERTIME		\$ 1,449,622.00
	\$ 881,286.00		TOTAL RECOMMENDED OVERTIME		\$ 1,449,622.00
	\$ 8,800.00		REGISTRATION FEES		\$ 8,800.00
	22,100.00		MAINTENANCE/REPAIR EQUIPMENT		22,100.00
	33,000.00		PARTS/EQUIPMENT SUPPLIES		33,000.00
	12,500.00		SAFETY SUPPLIES		12,500.00
	17,000.00		CHEMICAL SUPPLIES		17,000.00
	\$ 93,400.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 93,400.00
	\$ 35,639,717.00		TOTAL RECOMMENDED TAX LEVY		\$ 37,321,290.00

EMERGENCY COMMUNICATIONS & MANAGEMENT

Charles R. Goodwin, Commissioner

Department of Emergency Communications & Management
2 Copping 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.

Goal 1: Expand and enhance department engagement with BIPOC communities.

City Priority Area: Opportunity for All

Objective 1: Offer free First Aid/CPR/AED training program in communities that have a high number of racial and ethnically diverse populations.

Initiative(s)	Measure
Certify two employees as American Heart Association.	<ul style="list-style-type: none"> # of employees trained % of students from BIPOC populations.
Conduct four (4) free First Aid/CPR/AED training programs.	<ul style="list-style-type: none"> # of locations where trainings conducted # of overall participants % of new trainees from BIPOC populations.

Objective 2: Recruit members of BIPOC communities onto the Community Emergency Response Team and train them to help during crisis.

Initiative(s)	Measure
Attend 5 community events to provide information and materials on the benefits of joining the Worcester CERT.	<ul style="list-style-type: none"> # of community events attended # of citizens engaged during events
Conduct 5 Basic CERT trainings for new recruits, with 1-2 specifically designated for volunteers who speak languages other than English.	<ul style="list-style-type: none"> # of trainings conducted % of materials translated into additional languages.

Goal 2: Enhance and maintain high quality services to the citizens of the City of Worcester.

City Priority Area: Sound Fiscal and Operational Government

Objective 1: Apply for and process Accreditation for the Department of Emergency Communications.

Initiative(s)	Measure
Review and update current policy manual.	<ul style="list-style-type: none"> • # of policies reviewed per quarter • % of current policies reviewed and updated.
Submit policies and procedures for initial review towards accreditation.	<ul style="list-style-type: none"> • # of policies submitted to accreditation organization • % of policies approved by accreditation organization

Objective 2: Develop department strategy to ensure effective management span of control.

Initiative(s)	Measure
Hold five (5) staff meetings to formulate multi-year plan of achieving effective management span of control.	<ul style="list-style-type: none"> • # of meetings held • % of department participation in multi-year planning • # of staff per manager
Hold three (3) management and/or supervisor trainings to expand knowledge of current management staff.	<ul style="list-style-type: none"> • # of trainings hosted • % of management and supervision staff who completed training

Goal 3: Expand departmental support and collaboration with other city departments.

City Priority Area: Sound Fiscal and Operational Government

Objective 1: Develop annual training and exercise plan, resulting in one Citywide annual training plan per year.

Initiative(s)	Measure
Conduct one (1) planning session for annual training bi-monthly.	<ul style="list-style-type: none"> • # of planning sessions held • # of city employees who attended planning session
Conduct 16 hours of training per year aligned with annual training plan.	<ul style="list-style-type: none"> • # of hours trained • # of classes implemented • % of inter-departmental staff trained

Objective 2: Implement WebEOC software with 50% of city departments for use during emergency operations.

Initiative(s)	Measure
Develop and instruct two (2) training sessions per quarter.	<ul style="list-style-type: none"> • # of inter-departmental employees instructed. • % of departments who have received training
Develop five (5) processes for non-emergency use of system that is beneficial to City departments.	<ul style="list-style-type: none"> • # of processes created and implemented • % of departments utilizing system for non-emergency categories.

Goal 4: Create new departmental programs that add value and improve the livelihood of the citizens of Worcester.

City Priority Area: Opportunity for All

Objective 1: Engage 5% of city population to determine effectiveness of current department programs

Initiative(s)	Measure
Create survey tool and translate tool into five (5) alternate languages	<ul style="list-style-type: none"> • # of languages tool is translated into • # of surveys sent to community members • # of responses from community members
Attend five (5) community events and engage citizens to determine department service levels.	<ul style="list-style-type: none"> • # of community events attended • % of positive reviews of department services

Objective 2: Increase information provided to public by 10% over previous year.

Initiative(s)	Measure
Use social media to share 100 posts specific to educational and emergency information to citizens	<ul style="list-style-type: none"> • # of scheduled posts • # of emergency posts • Topics broken down by %
Develop four (4) informational dashboards for Emergency Communications/Emergency Management city webpages to share information on.	<ul style="list-style-type: none"> • # of Dashboards created • # of page visits • # of datasets published for public view.

Previous Year DDP Highlights

Goal	Objective	Current Progress
Expand and enhance department engagement with BIPOC communities.	Offer free First Aid/CPR/AED training program in communities that have a high number of racial and ethnically diverse populations.	25% complete. Staff turnover required department to certify a new member and start program again.
Expand and enhance department engagement with BIPOC communities.	Recruit members of BIPOC communities onto the Community Emergency Response Team and train them to help during crisis.	60% complete with on-going training being offered and additional class being offered in coming month.
Enhance and maintain high quality services to the citizens of the City of Worcester.	Apply for and process Accreditation for the Department of Emergency Communications.	0% complete. Objective held for FY24 due to staffing levels over previous year and department enhancements to better meet this goal.
Enhance and maintain high quality services to the citizens of the City of Worcester.	Develop department strategy to ensure effective management span of control.	50% complete with department strategy meetings continuing with addition of new projects and processes.

Expand departmental support and collaboration with other city departments.	Develop annual training and exercise plan, resulting in one Citywide annual training plan per year.	100% complete.
Expand departmental support and collaboration with other city departments.	Implement WebEOC software with 50% of city departments for use during emergency operations.	50% complete with on-going training for departments who may work in the EOC during activations.
Create new departmental programs that add value and improve the livelihood of the citizens of Worcester.	Engage 5% of city population to determine effectiveness of current department programs.	20% complete. Tools being finalized and tested to gather information and future use being planned.
Create new departmental programs that add value and improve the livelihood of the citizens of Worcester.	Increase information provided to public by 10% over previous year.	50% complete. Social media accounts for department combined with Worcester 311 and informational campaigns will continue under these accounts.

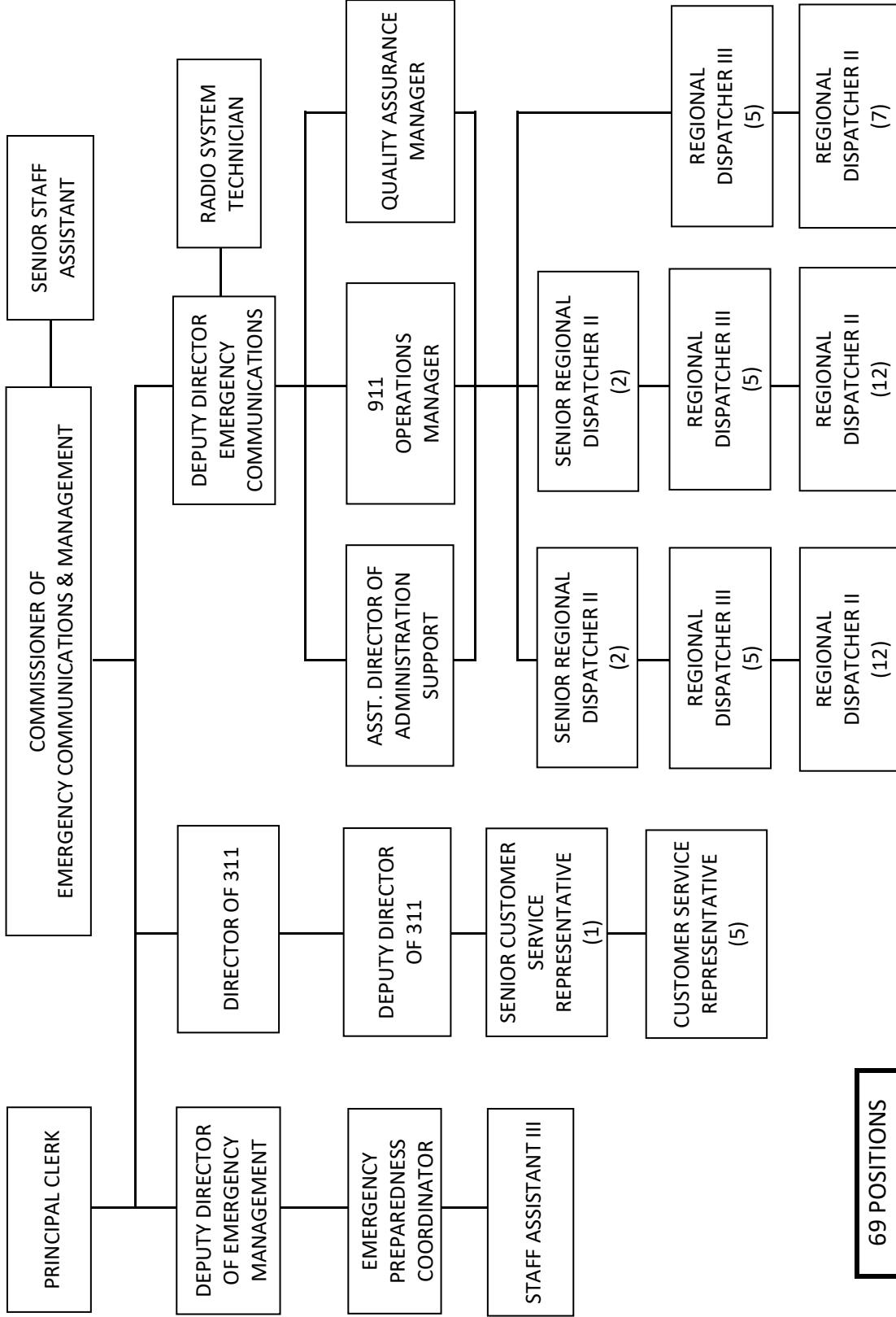
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2022	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 1,697,792.80	\$ 2,199,125.00	\$ 1,831,566.14	\$ 1,997,797.00
Overtime	328,286.71	182,318.00	510,576.18	182,318.00
Ordinary Maintenance	1,227,712.49	1,136,149.00	940,240.92	1,139,647.00
Capital Outlay	67,240.53	-	-	-
Total	\$ 3,321,032.53	\$ 3,517,592.00	\$ 3,282,383.24	\$ 3,319,762.00
Total Positions	69	76	76	69

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$3,319,762, which is a decrease of \$197,830 from the Fiscal 2023 amount of \$3,517,592. 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, merit pay increase, and 3% Cost of Living Adjustments (COLAs) 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. During Fiscal 2023, the table of organization was amended by eliminating 7 vacant emergency dispatcher positions and increasing the salary schedules for the remaining emergency dispatcher positions. The Ordinary Maintenance increase is due to funding allocated for annual See/Click/Fix application costs, 311 Contact Center Service Contract, and 311 phone system usage fees. These Ordinary Maintenance increases are offset by transferring the copier lease funding to the Innovation and Technology Department.

EMERGENCY COMMUNICATIONS & MANAGEMENT DEPARTMENT ORGANIZATIONAL CHART



69 POSITIONS

CHARLES R. GOODWIN, COMMISSIONER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
EMERGENCY COMMUNICATIONS & MANAGEMENT DEPARTMENT- DEPARTMENT #CC1017

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
EMERGENCY COMMUNICATIONS:					
1	\$ 107,660.00	58CM	COMMISSIONER OF EMERGENCY COMMUNICATIONS & MGMT.	1	\$ 137,585.00
1	61,531.00	47M	QUALITY ASSURANCE MANAGER	1	90,088.00
1	76,184.00	45M	DEPUTY DIRECTOR, EMERG. COMMUNICATIONS	1	88,869.00
1	79,292.00	42EM	DIRECTOR OF 311	1	87,518.00
1	83,436.00	40M	911 OPERATIONS MANAGER	1	85,611.00
1	83,436.00	40M	ASSISTANT DIRECTOR OF ADMINISTRATION	1	85,611.00
1	49,426.00	40M	DEPUTY DIRECTOR OF 311	1	66,442.00
1	66,144.00	39M	SENIOR STAFF ASSISTANT	1	75,456.00
1	77,493.00	38P	RADIO SYSTEM TECHNICIAN	1	79,741.00
1	37,188.00	29	PRINCIPAL CLERK	1	45,490.00
2	81,257.00	28	ASSISTANT CUSTOMER SERVICE MANAGER	0	-
0	-	28	SENIOR CUSTOMER SERVICE REP	1	43,020.00
4	152,275.00	24	CUSTOMER SERVICE REP	5	208,358.00
6	380,744.00	SD1	SENIOR REGIONAL DISPATCHER II	4	313,260.00
15	852,011.00	RD3	REGIONAL DISPATCHER III	15	1,012,792.00
36	1,776,207.00	RD2	REGIONAL DISPATCHER II	31	1,836,563.00
73	\$ 3,964,284.00		SALARIES	66	\$ 4,256,404.00
1	\$ 78,304.00	45M	DEPUTY DIRECTOR, EMERGENCY MANAGEMENT	1	\$ 85,635.00
1	64,991.00	40M	EMERGENCY PREPAREDNESS COORDINATOR	1	65,344.00
1	60,028.00	37	STAFF ASSISTANT III	1	62,569.00
3	\$ 203,323.00			3	\$ 213,548.00
76	\$ 4,167,607.00		TOTAL REGULAR SALARIES	69	\$ 4,469,952.00
	144,572.00		HOLIDAY PAY		141,126.00
	3,712.00		EM INCENTIVE PAY		3,175.00
	-		EMERGENCY MANAGEMENT STIPEND		-
	(151,300.00)		VACANCY FACTOR		(151,300.00)
76	\$ 4,164,591.00		TOTAL SALARIES	69	\$ 4,462,953.00
	(269,760.00)		FUNDING SOURCES: UMASS FUNDING		(269,760.00)
	(1,662,339.00)		9-1-1 SUPPORT GRANT FUNDING		(2,157,339.00)
	(33,367.00)		WRTA FUNDING		(38,057.00)
	(1,965,466.00)		TOTAL FUNDING SOURCES		(2,465,156.00)
76	\$ 2,199,125.00		TOTAL RECOMMENDED PERSONAL SERVICES	69	\$ 1,997,797.00
	\$ 220,676.00		REGULAR OVERTIME		\$ 220,676.00
	14,862.00		SUMMER IMPACT OVERTIME		14,862.00
	3,800.00		SNOW TOWING OVERTIME		3,800.00
	239,338.00		TOTAL OVERTIME		239,338.00
	(47,020.00)		FUNDING SOURCES: UMASS FUNDING		(47,020.00)
	(10,000.00)		9-1-1 SUPPORT GRANT FUNDING		(10,000.00)
	(57,020.00)		TOTAL FUNDING SOURCES		(57,020.00)
	\$ 182,318.00		TOTAL RECOMMENDED OVERTIME		\$ 182,318.00

CHARLES R. GOODWIN, COMMISSIONER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
EMERGENCY COMMUNICATIONS & MANAGEMENT DEPARTMENT- DEPARTMENT #CC1017

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 25,000.00		ELECTRICITY		\$ 25,000.00
	49,000.00		LEASES & RENTALS		47,079.00
	14,000.00		HIRED SERVICES		14,000.00
	12,518.00		TELEPHONE		47,668.00
	695,300.00		LONG TERM LEASE OVER \$100,000		695,300.00
	5,000.00		PRINTING		5,000.00
	252,731.00		MAINTENANCE SYSTEM SOFTWARE		213,000.00
	13,000.00		MAINTENANCE/REPAIR EQUIPMENT		13,000.00
	8,000.00		MAINTENANCE/REPAIR VEHICLE		8,000.00
	3,000.00		CONSULTANTS		3,000.00
	-		SOFTWARE LICENSE		10,000.00
	4,500.00		HARDWARE NETWORK SUPPORT		4,500.00
	15,000.00		OFFICE SUPPLIES		15,000.00
	3,000.00		AUTO FUEL NO LEAD GAS		3,000.00
	3,000.00		PARTS/EQUIPMENT SUPPLIES		3,000.00
	3,000.00		COPY PAPER		3,000.00
	8,400.00		HARDWARE/DEVICES		8,400.00
	15,700.00		OTHER CHARGES & EXPENDITURES		15,700.00
	6,000.00		TRAVELING		6,000.00
	<u>\$ 1,136,149.00</u>		TOTAL GENERAL ORDINARY MAINTENANCE		<u>\$ 1,139,647.00</u>
	\$ 6,800.00		ELECTRICITY		\$ 6,800.00
	1,600.00		LEASES & RENTALS		1,600.00
	5,600.00		HIRED SERVICES		5,600.00
	2,400.00		MAINTENANCE & REPAIR		2,400.00
	1,600.00		HARDWARE/DEVICES		1,600.00
	<u>\$ 18,000.00</u>		TOTAL ORDINARY MAINTENANCE		<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>\$ 1,136,149.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,139,647.00</u>
	<u>\$ 25,000.00</u>		CAPITAL OUTLAY		<u>\$ 25,000.00</u>
			<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>		TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ -</u>

CHARLES R. GOODWIN, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

EMERGENCY COMMUNICATIONS & MANAGEMENT DEPARTMENT- DEPARTMENT #CC1017

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 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>		TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 3,517,592.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 3,319,762.00</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 way that promotes economic investment in the City and ensures that the housing, rental properties, and businesses are the healthiest and safest in the Commonwealth.

Vision:

To be adequately and appropriately staffed in order 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.

Goal 1: Promote a more professional image for the department that instills pride in all employees and helps garner respect among the community.

City Priority Area: Sound Fiscal & Operational Government

Objective 1: Change the naming of the department for consistency and to avoid awkwardness in spoken or written references.

Initiative(s)	Measure	Progress
Reformat 100% of department forms, informational guides, web references, and office collateral to the new City branding, and ISD naming	<ul style="list-style-type: none"> Percentage of forms and informational guides reformatted Percentage of identified web references changed Percentage of office collateral changed. 	<ul style="list-style-type: none"> 100% of forms have been reformatted with new City branding. 100% of office collateral has been updated.

Objective 2: Provide uniform shirts, jackets, hats, and other materials utilizing the ISD naming as part of an overall dress / uniform policy.

Initiative(s)	Measure	Progress
Provide 100% of inspectors with branded uniform shirts, jackets, hats, and other materials	<ul style="list-style-type: none"> Percentage of inspectors given uniform 	<ul style="list-style-type: none"> 100% of inspectors given uniforms, designated by division. Additional uniforms being ordered for all new hires.

Objective 3: Provide and maintain vehicles for all inspectors and formulate vehicle replacement policy or guide.

Initiative(s)	Measure	Progress
Purchase or lease sufficient number of vehicles for 100% of inspectors to be able to have daily access.	<ul style="list-style-type: none"> Percentage of inspectors with daily access to city vehicles Number of inspectors without a city vehicle 	<ul style="list-style-type: none"> 100% of current inspectors have daily access to vehicles. 0% do not have access to a city vehicle.

Initiative(s)	Measure	Progress
Add "Inspectional Services" lettering on 100% of vehicles used by inspectors.	<ul style="list-style-type: none"> Percentage of vehicles with lettering added. 	<ul style="list-style-type: none"> New graphics matching City branding, Inspectional Services, and Division have been added to 90% of vehicles, or 100% of vehicles less than 10 years old.

Objective 4: Develop a vehicle fleet rotation or retirement spreadsheet, adjust during years with high retirement numbers.

Initiative(s)	Measure	Progress
Retire at least 80% of vehicles after 10 years of service.	<ul style="list-style-type: none"> Number of vehicles in fleet over 10 years of service 	<ul style="list-style-type: none"> Only 10% of vehicles have more than 10 years of service.

Objective 5: Provide a professional, clean, and safe work place that is welcoming to both employees and the public.

Initiative(s)	Measure	Progress
Install carpet tiles and paint interior of 1st and 2nd floor and install new flooring and paint interior of the ground floor hallway.	<ul style="list-style-type: none"> Number of rooms and spaces where new flooring is installed. 	<ul style="list-style-type: none"> Installed new underlayment, flooring, and painted all ISD offices, meeting rooms, main hallway, closets, etc.
Install key fob access with timer door lock system and video surveillance of all access points.	<ul style="list-style-type: none"> Percentage of access points with systems installed Percentage of employees with key fobs 	<ul style="list-style-type: none"> Waiting on bids for fob system.
Install approximately 70 new workstations that provide for future locations, and facilitate collaboration within working groups.	<ul style="list-style-type: none"> Number of workstations installed 	<ul style="list-style-type: none"> Installed 77 new workstations. Allowing for better natural light, organization, and collaborative work environment.

Goal 2: Inspect all residential rental dwelling units to determine that they are safe and meet the minimum housing standards as enumerated under the State Sanitary Code, 105 CMR 410.00.

City Priority Area: Strong Neighborhoods

Objective 1: Have a complete database of all rental property, including owner / manager phone and email contact information to facilitate communication.

Initiative(s)	Measure	Progress
Create a rental property registration which includes 100% of applicable properties and is up to date, containing all pertinent owner/manager contact information	<ul style="list-style-type: none"> Percentage of known rental properties that comply with registration requirements. 	<ul style="list-style-type: none"> Working with multiple vendors to develop online property registration and renewal system.

Initiative(s)	Measure	Progress
Notify 100% of property owners when their registration expires	<ul style="list-style-type: none"> Number of notices sent 	<ul style="list-style-type: none"> Will be complete when registry is activated.

Objective 2: Create a mandatory residential rental dwelling unit inspection program with a reasonable and achievable periodic inspection requirement that coincides with the 110 period inspection schedule.

Initiative(s)	Measure	Progress
Hire five (5) additional Sanitary Inspectors to ensure all rental dwelling units are inspected on a five (5) year cycle.	<ul style="list-style-type: none"> Number of inspectors hired Total inspections done (year to date) Average inspections per inspector (year to date) 	<ul style="list-style-type: none"> Recently hired 6 sanitary, and 2 food inspectors, although some were replacing other open positions. Still need to hire more inspectors to be at full capacity.
100% of inspectors will have the ability to complete reports in the field.	<ul style="list-style-type: none"> Percent of inspectors with access to in-field reporting software Percent of inspectors providing positive feedback to in-field reporting software 	<ul style="list-style-type: none"> For building inspectors, OpenGov is launching a new Mobile App. Requiring offline capabilities with all new inspecting software.
Prioritize residential rental inspections in high risk buildings in ARPA identified qualified census tracts with at least 60% of all inspections taking place in buildings fitting these criteria.	<ul style="list-style-type: none"> Percentage of inspections at high risk buildings in qualified census tract. 	<ul style="list-style-type: none"> Working on multiple metrics with Building Blocks to prioritize high risk buildings.

Objective 3: Undertake comprehensive campaign to educate building owners about the program, and what inspectors will be looking for during inspections.

Initiative(s)	Measure	Progress
Send notices to 100% of eligible property owners at launch and prior to inspections	<ul style="list-style-type: none"> Number of notices sent during previous quarter 	<ul style="list-style-type: none"> Will be complete when registry is activated.
Increase number of units passing during first inspection by 50%	<ul style="list-style-type: none"> Percent of units passing first inspection Number of failed inspections 	<ul style="list-style-type: none"> No data to report

Goal 3: Ensure that Inspectional Services has the resources, required ordinances, and expertise to adequately inspect and review site work on new developments and existing properties.

City Priority Area: Strong Neighborhoods

Objective 1: Hire a qualified Civil Site Inspector with a background and knowledge in building codes, local ordinances, and expertise in all potential site issues.

Initiative(s)	Measure	Progress
Fill open Civil Site Inspector position within 8 weeks of posting	<ul style="list-style-type: none"> Number of positions filled 	<ul style="list-style-type: none"> Civil Site Inspector has been hired and is active in the field on site issues.
Reduction in site issues not being identified prior to approval, or during construction by 65%.	<ul style="list-style-type: none"> Number of site issues identified in previous quarter 	<ul style="list-style-type: none"> Collecting data.
Reduction in site development complaints by 65%.	<ul style="list-style-type: none"> Number of complaints 	<ul style="list-style-type: none"> Dependent on above data.

Objective 2: Ensure that ordinances related to paving are understandable, and enforceable.

Initiative(s)	Measure	Progress
Review and rewrite paving and front yard paving ordinances.	<ul style="list-style-type: none"> Adoption of rewritten ordinance by City Council 	<ul style="list-style-type: none"> Proposed ordinance has been reviewed by a number of departments and is currently being reviewed and put into ordinance format by Law Department.
Require paving permits as a way to reduce complaints by at least 75%.	<ul style="list-style-type: none"> Number of permits issued Number of complaints received 	<ul style="list-style-type: none"> No data to report

Goal 4: 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.

City Priority Area: Strong Neighborhoods

Objective 1: Change ordinance to allow for nuisances to be quickly posted to properties, and abated by City crews or contracted crews to abate, and bill property owners. (Will require rental registration)

Initiative(s)	Measure	Progress
Reduce average time to abate nuisance issues by 70%	<ul style="list-style-type: none"> Change in average abatement time 	<ul style="list-style-type: none"> Changed ordinances to allow for a number of 24 hour and 5-day orders.
Increase number of property owners abating before the city issues an order by 50%	<ul style="list-style-type: none"> Number of owners abating before city action 	<ul style="list-style-type: none"> Contact information from rental registry needs to be in place.

Objective 2: Issue RFP or bids for a variety of contractor services related to nuisance abatement

Initiative(s)	Measure	Progress
Arrange access to at least 6 contractors and 3 types of services.	<ul style="list-style-type: none"> Number of different types of service department can access Total number of contractors available 	<ul style="list-style-type: none"> Current contractor able to meet all demands.
Meet response time requirements no less than 75% of the time	<ul style="list-style-type: none"> % of time requirements are met 	<ul style="list-style-type: none"> Contractor meeting response time close to 100% of the time.

Objective 3: Create a task force or working group to create problem properties list, as well as solutions to bring such properties into compliance as quickly as possible.

Initiative(s)	Measure	Progress
Identify at least 6 departments to participate in a working group and recruit 2 staff members from each	<ul style="list-style-type: none"> Number of departments identified Number of members in the working group 	<ul style="list-style-type: none"> In progress
Identify the top 100 problem properties in the city.	<ul style="list-style-type: none"> Number of problem properties identified 	<ul style="list-style-type: none"> Developing criteria
Facilitate the removal of no less than 25 properties from the list per quarter	<ul style="list-style-type: none"> Number of properties removed from the list. 	<ul style="list-style-type: none"> Nothing to report

Goal 5: 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.

City Priority Area: Vibrant Thriving City

Objective 1: Coordinate with the Fire Department to develop database of all warehouse / industrial and commercial properties including the uses, number of units within, and most recent inspections.

Initiative(s)	Measure	Progress
Utilize rental registration information, and make initial contact or visit to 100% of unregistered properties.	<ul style="list-style-type: none"> Percentage of properties registered Number of properties registered 	<ul style="list-style-type: none"> Rental information not yet available.
Notify 100% of owners that ISD and WFD will require inspections of all buildings, common spaces, and individual units.	<ul style="list-style-type: none"> Percentage of owners notified Number of notices sent out 	<ul style="list-style-type: none"> No data to report
Review and revise fee schedule to cover 75% of program cost.	<ul style="list-style-type: none"> Projected fees Projected program cost 	<ul style="list-style-type: none"> No data to report

Objective 2: Inspect all warehouse / industrial and commercial properties including the uses, number of units within if inventory shows out of inspection compliance.

Initiative(s)	Measure	Progress
Ensure 100% of properties are compliant with inspection requirements	<ul style="list-style-type: none"> Number of compliant properties Number of re-inspections required. Number of properties requiring vacate orders. 	<ul style="list-style-type: none"> No data to report

Initiative(s)	Measure	Progress
Coordinate with Economic Development on grants, redevelopment potential, investors, or buyers in 100% of situations where current property owner cannot afford to comply.	<ul style="list-style-type: none"> • Number of properties that are able to comply. • Number of property transfers. 	<ul style="list-style-type: none"> • No data to report

Goal 6: Provide adequate staffing levels for the various goals, objects, and initiatives as well as all existing programs and requirements. Ensure that ISD provides opportunities for employment and advancement for all.

City Priority Area: Sound Fiscal & Operational Government

Objective 1: Add additional staff and expertise to cover all program initiatives, along with revenue streams to pay for or supplement costs.

Initiative(s)	Measure	Progress
Hire a Deputy Sealer of Weights and Measures to increase inspection capacity by 33%	<ul style="list-style-type: none"> • Total number of inspections performed by the division • Change in revenue from previous quarter 	<ul style="list-style-type: none"> • Deputy sealer recently hired but not seated yet.

Objective 2: Review opportunities for advancement and provide additional training and mentoring to those that are seeking advancement.

Initiative(s)	Measure	Progress
Fill at least 75% of promotable positions internally	<ul style="list-style-type: none"> • Number of internal promotions 	<ul style="list-style-type: none"> • TBD
Offer additional training and mentoring to 100% of employees	<ul style="list-style-type: none"> • Percent of employees offered services • Number of employees utilizing offered services 	<ul style="list-style-type: none"> • Continue to identify and offer training opportunities. • Incomplete data on number of employees utilizing such opportunities

Objective 3: Work with the Office of Diversity, Equity, and Inclusion on strategies for reaching minorities and other underrepresented groups in job postings, job descriptions, and overall recruitment.

Initiative(s)	Measure	Progress
Make sure 100% of job opportunity notices are sent to CIRCA, the company providing diversity recruiting services to the City	<ul style="list-style-type: none"> • Percentage of job opportunity notices are sent to CIRCA • Number of candidates referred through CIRCA • Number of CIRCA candidates hired 	<ul style="list-style-type: none"> • TBD

Previous Year DDP Highlights

Goal	Objective	Current Progress
Automate permitting and inspection processes for the enhancement of the customer service experience.	Eliminate paper permit applications on web and in person.	<ul style="list-style-type: none"> Complete
Create collaborative communication with Public Safety network, such as Police and Fire.	<ul style="list-style-type: none"> Create interdepartmental monthly meetings with Fire. Train inspectors and Fire on the use of CSRS; how to view the activity logs and input issues associated with properties. Establish a log system to measure the number of times the properties are viewed. 	<ul style="list-style-type: none"> In progress
Create a collaborative process with Economic Development on land use issues and development projects.	Create Permit Advisory Task Force with multiple depts. to identify opportunities for efficiency and streamlining.	<ul style="list-style-type: none"> Holding bi-weekly meetings
Improve organizational efficacy to strengthen the development of staff through the establishment of operational standards.	<ul style="list-style-type: none"> Create "Idea Boards" to provide opportunities for sharing of ideas between divisions. Create a Standard of Operations Policy. Evaluate cross departmental relationships for stronger collaboration and operations. 	<ul style="list-style-type: none"> All items on idea boards have been accomplished SOPs completed for support staff, in progress for other divisions. Continue to work on cross-departmental relationships.
Provide career path for entry level employees.	Develop a professional development plan that outlines training and certifications needed to obtain for growth within the department.	<ul style="list-style-type: none"> Continue to identify professional, safety, and workplace training

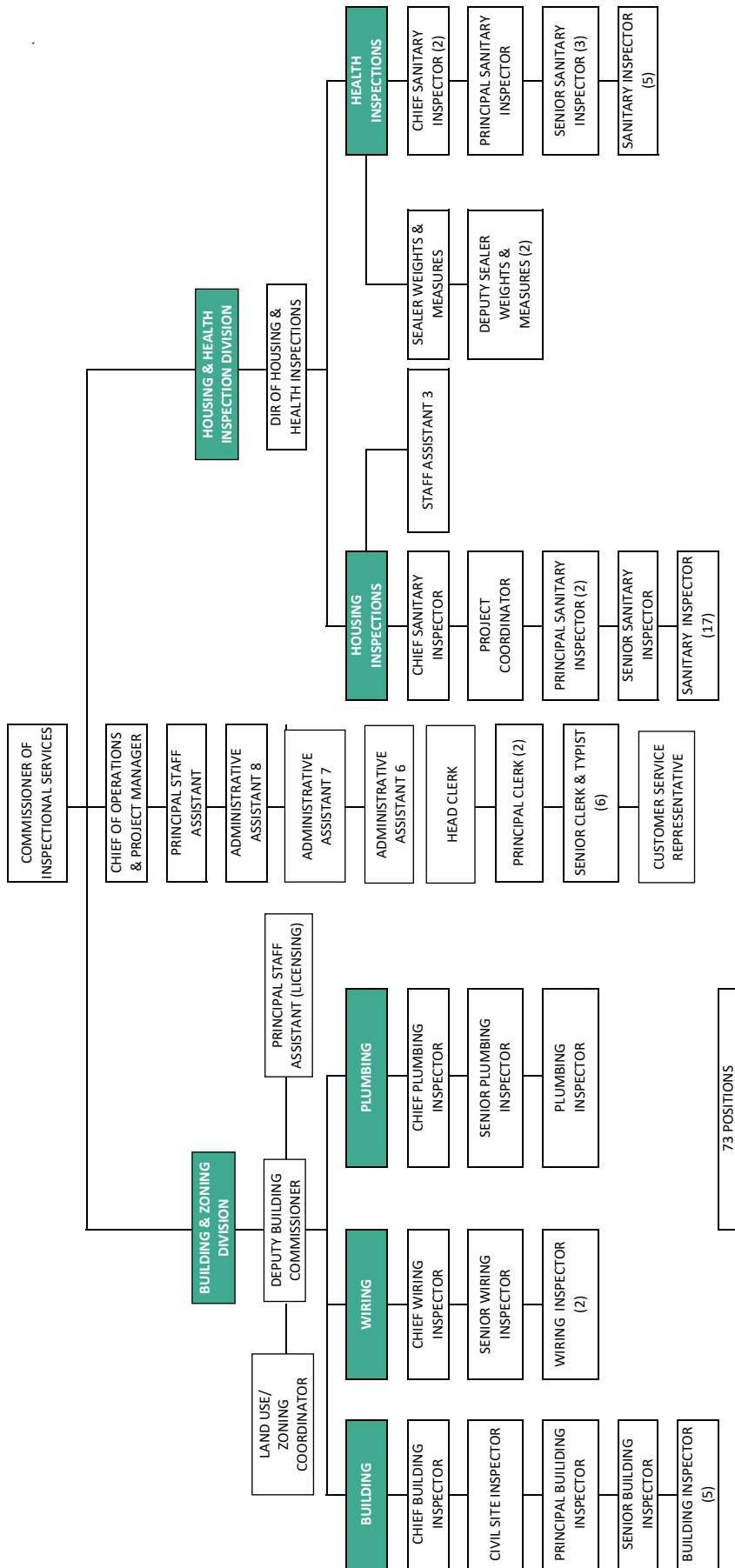
Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 3,742,850.74	\$ 4,299,525.00	\$ 2,840,045.81	\$ 4,628,210.00
Overtime	10,259.00	28,000.00	61,070.40	28,000.00
Capital Outlay		-	-	-
Ordinary Maintenance	263,336.76	281,906.00	190,108.62	278,152.00
Total	\$ 4,016,446.50	\$ 4,609,431.00	\$ 3,091,224.83	\$ 4,934,362.00
Total Positions	61	72	72	73

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$4,934,362, which is an increase of \$328,685 from the Fiscal 2023 amount of \$4,609,431. The salary increase is mainly due to an amendment to the table of organization to include a transfer of a Principal Staff Assistant position from Economic Development to align job duties within the department associated with licensing. Also included are step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustments (COLAs) 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 lease funding to the Innovation and Technology Department and the funding increase transferred into the department for mileage expenses.

DEPARTMENT OF INSPECTIONAL SERVICES ORGANIZATIONAL CHART



73 POSITIONS

CHRISTOPHER P. SPENCER, COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #CC1020

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
INSPECTIONAL SERVICES ADMINISTRATION DIVISION:					
1	\$ 134,089.00	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	\$ 137,583.00
1	91,159.00	44M	CHIEF OF OPERATIONS & PROJECT MANAGER	1	97,115.00
1	83,436.00	40M	PRINCIPAL STAFF ASSISTANT	1	85,611.00
1	55,731.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	64,354.00
4	\$ 364,415.00		REGULAR SALARIES	4	\$ 384,663.00
1	\$ 105,491.00	51EM	DEPUTY BUILDING COMMISSIONER	1	\$ 115,750.00
1	76,184.00	45M	LAND USE & ZONING COORDINATOR	1	78,177.00
1	100,149.00	45M	CHIEF WIRE INSPECTOR	1	102,750.00
1	100,149.00	45M	CHIEF PLUMBING & GASFITTING INSPECTOR	1	102,750.00
1	100,149.00	45M	CHIEF BUILDING INSPECTOR	1	96,414.00
1	84,418.00	41HC	PRINCIPAL BUILDING INSPECTOR	1	88,567.00
1	81,832.00	39HC	SENIOR BUILDING INSPECTOR	1	73,262.00
1	82,998.00	39HC	SENIOR WIRING INSPECTOR	1	87,069.00
1	82,998.00	39HC	SENIOR PLUMBING & GASFITTING INSPECTOR	1	82,614.00
5	293,899.00	35HC	BUILDING INSPECTOR	5	324,417.00
1	71,185.00	35HC	PLUMBING AND GASFITTING INSPECTOR	1	65,643.00
2	142,028.00	35HC	WIRING INSPECTOR	2	150,838.00
1	62,077.00	42HC	CIVIL SITE INSPECTOR	1	80,338.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	85,611.00
1	64,582.00	37	ADMINISTRATIVE ASSISTANT, GRADE 7	1	72,842.00
1	54,330.00	35	ADMINISTRATIVE ASSISTANT, GRADE 6	1	60,944.00
2	73,411.00	24	SENIOR CLERK AND TYPIST	2	79,490.00
1	35,826.00	24	CUSTOMER SERVICE REPRESENTATIVE	1	41,536.00
23	\$ 1,611,706.00		REGULAR SALARIES	24	\$ 1,789,012.00
1	\$ 112,378.00	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	\$ 115,306.00
1	100,149.00	45M	CHIEF SANITARIAN	1	102,750.00
1	66,144.00	41M	PROJECT COORDINATOR	1	84,702.00
2	145,263.00	36HC	PRINCIPAL SANITARY INSPECTOR	2	137,865.00
1	72,773.00	37	STAFF ASSISTANT 3	1	74,663.00
1	67,088.00	33HC	SENIOR SANITARY INSPECTOR	1	69,754.00
17	865,246.00	31HC	SANITARY INSPECTOR	17	890,587.00
1	51,470.00	32	HEAD CLERK	1	50,982.00
2	96,863.00	29	PRINCIPAL CLERK	2	109,900.00
4	146,025.00	24	SENIOR CLERK AND TYPIST	4	166,799.00
31	\$ 1,723,399.00		REGULAR SALARIES	31	\$ 1,803,308.00
2	\$ 185,856.00	45M	CHIEF SANITARIAN	2	\$ 196,128.00
1	81,211.00	45M	SEALER OF WEIGHTS AND MEASURES	1	86,506.00
1	73,705.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	78,250.00
3	154,208.00	33HC	SENIOR SANITARY INSPECTOR	3	208,369.00
2	101,917.00	32	DEPUTY SEALER OF WEIGHTS & MEASURES	2	101,526.00
5	264,755.00	31HC	SANITARY INSPECTOR	5	289,825.00
14	\$ 861,652.00		REGULAR SALARIES	14	\$ 960,604.00
72	\$ 4,561,172.00		TOTAL REGULAR SALARIES	73	\$ 4,937,587.00
	(107,688.00)		VACANCY FACTOR		(155,263.00)
	8,140.00		EM INCENTIVE PAY		7,583.00
	12,480.00		CONTRACTUAL STIPENDS		12,480.00
	\$ 4,474,104.00		TOTAL SALARIES		\$ 4,802,387.00
	\$ (145,475.00)		FUNDING SOURCES:		\$ (142,686.00)
	(23,649.00)		BOND FUNDS		(25,589.00)
	(5,455.00)		SEWER REVENUES		(5,902.00)
	\$ (174,579.00)		WATER REVENUES		\$ (174,177.00)
	\$ 4,299,525.00		TOTAL FUNDING SOURCES		\$ 4,628,210.00
			TOTAL RECOMMENDED PERSONNEL SERVICES		\$ 4,628,210.00

CHRISTOPHER P. SPENCER, COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #CC1020

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 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>
			<u>FUNDING SOURCES:</u>		
	\$ (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>		TOTAL RECOMMENDED OVERTIME		<u>\$ 28,000.00</u>
	\$ 20,000.00		LEASES & RENTALS		\$ 11,609.00
	54,000.00		TELEPHONES		54,000.00
	63,000.00		CONSTABLES		65,000.00
	5,000.00		NETWORK, HARDWARE, SOFTWARE		4,500.00
	1,300.00		NEWSPAPER ADVERTISING		-
	8,500.00		REGISTRATION FEES		6,000.00
	2,500.00		LEGAL FILING FEES		-
	20,000.00		EXTERMINATOR SERVICES		35,000.00
	6,600.00		PRINTING		4,000.00
	6,680.00		MAINTENANCE SYSTEM SOFTWARE		5,000.00
	46,675.00		MAINTENANCE/REPAIR VEHICLE		48,780.00
	2,450.00		MEMBERSHIP DUES		2,000.00
	1,000.00		BOOKS		1,500.00
	1,500.00		BUILDING SUPPLIES		1,000.00
	6,000.00		OFFICE SUPPLIES		5,000.00
	5,000.00		PRINTING SUPPLIES		2,000.00
	25,025.00		AUTO FUEL NO LEAD GAS		26,000.00
	4,000.00		PARTS/EQUIPMENT SUPPLIES		500.00
	2,000.00		COPY PAPER		1,500.00
	5,000.00		HARDWARE/DEVICES		5,000.00
	2,750.00		OTHER CHARGES & EXPENDITURES		3,400.00
	2,000.00		TRAVELING		6,000.00
	1,200.00		LICENSES		500.00
	<u>\$ 292,180.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 288,289.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (8,765.00)		SEWER REVENUES		\$ (8,648.00)
	(1,509.00)		WATER REVENUES		(1,489.00)
	<u>\$ (10,274.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (10,137.00)</u>
	<u>\$ 281,906.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 278,152.00</u>
	\$ 44,887.00		HEALTH INSURANCE		\$ 33,992.00
	19,382.00		RETIREMENT		19,091.00
	<u>\$ 64,269.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 53,083.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (64,269.00)		BONDS		\$ (53,083.00)
	<u>\$ (64,269.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (53,083.00)</u>
	<u>\$ -</u>		TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 4,609,431.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 4,934,362.00</u>



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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

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Ordinary Maintenance	\$ 124,948.23	\$ 90,200.00	\$ 39,016.83	\$ 90,200.00
Total	\$ 124,948.23	\$ 90,200.00	\$ 39,016.83	\$ 90,200.00

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be level funded at \$90,200.

COMMISSION FOR THE PRESERVATION OF HISTORIC ARTIFACTS, RELICS, & MILITARY MEMORIALS
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2024
WORCESTER MEMORIAL AUDITORIUM- #CC1067

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 40,000.00	NATURAL GAS	\$ 40,000.00
2,500.00	BUILDING MAINTENANCE SERVICES	2,500.00
30,000.00	ELECTRICITY	30,000.00
300.00	SECURITY SERVICES	300.00
400.00	MAINTENANCE SYSTEM SOFTWARE	400.00
16,500.00	MAINTENANCE & REPAIR BUILDING	16,500.00
500.00	BUILDING SUPPLIES	500.00
<u>\$ 90,200.00</u>	740-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 90,200.00</u>
<hr/>		
<u>\$ 90,200.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 90,200.00</u>

PUBLIC WORKS

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.

Goal 1: Establish consistent improvement in the cleanliness and perception of the City

City Priority Area: Vibrant Thriving City

Objective 1: Enhance measureable clean city programs

Initiative(s)	Measure
Expand scheduled cleaning details to clean 10 sites/wk	<ul style="list-style-type: none"> Total number of sites cleaned Average number of sites cleaned per week
Keep recycling contamination rate below 18%	<ul style="list-style-type: none"> Recycling contamination rate per contract.

Objective 2: Beautify neighborhoods with street, sidewalks, and trees

Initiative(s)	Measure
Resurface 10 miles of streets and sidewalks	<ul style="list-style-type: none"> Miles of streets and sidewalks resurfaced
Repair 100 defective sidewalk issues	<ul style="list-style-type: none"> Number of sidewalk complaints resolved in CSRS
Plant 200 street trees	<ul style="list-style-type: none"> Number of street trees planted

Objective 3: Maintain city cleanliness standards by filling out all unfilled positions with a qualified and diverse workforce

Initiative(s)	Measure
Make sure 100% of job opportunity notices are sent to CIRCA, the company providing diversity recruiting services to the City.	<ul style="list-style-type: none"> Percentage of job opportunity notices are sent to CIRCA Number of candidates referred through CIRCA Number of CIRCA candidates hired

Goal 2: Enhance community benefits from City technology including asset management, financial management, and customer service management

City Priority Area: Sound Fiscal and Operational Government

Objective 1: Expand deployment and benefits of Asset Management software

Initiative(s)	Measure
Deploy Asset Management system to all divisions	<ul style="list-style-type: none"> Number of divisions with assets and work orders in the asset management system

Objective 2: Improve Departmental efficiency through training in new ERP and utility billing software

Initiative(s)	Measure
Train 100% of relevant staff in new ERP and utility billing systems	<ul style="list-style-type: none"> • Number of relevant staff trained in new ERP system • Percent of relevant staff trained in new ERP system • Number of relevant staff trained in new utility billing system

Goal 3: Implement Integrated Water Resources Management Plan**City Priority Area:** Sound Fiscal & Operational Government, Vibrant, Thriving City**Objective 1:** Advance IP Sewer Capital Improvement Plan

Initiative(s)	Measure
Sewer Integrated Plan KPI—Keep Loss of Service complaints under 200	<ul style="list-style-type: none"> • Number of Loss of Service complaints in Customer Service system
Sewer Integrated Plan KPI—Keep non capacity sewer overflow events under 6 Citywide	<ul style="list-style-type: none"> • Number of SSOs recorded by Sewer Division
Sewer Integrated Plan KPI—Clean 50% of all catch basins each year (8,358)	<ul style="list-style-type: none"> • Number of catch basins cleaned each FY recorded by sewer division—Asset Management system.

Objective 2: Advance IP Water Capital Improvement Plan

Initiative(s)	Measure
Water Integrated Plan KPI—Maintain 100% compliance with Drinking Water Quality standards	<ul style="list-style-type: none"> • Percentage compliance with Maximum Contaminant Levels included in Water Division Reports.
Water Integrated Plan KPI 2—Maintain 100% compliance with surface water treatment standards	<ul style="list-style-type: none"> • Percent compliance with surface water treatment standards in Water Division Reports.
Water Integrated Plan KPI—Maintain all 15 water supply Dams with overall condition of fair or better	<ul style="list-style-type: none"> • Percentage of Dams with condition of fair or better per office of Dam Safety in Water Division Records.

Goal 4: Continuously improve park, playground, and green infrastructure maintenance**City Priority Area:** Strong Neighborhoods, Vibrant Thriving City**Objective 1:** Improve Park and playground experience for residents and visitors

Initiative(s)	Measure
Maintain an average customer response time of no less than 14 for parks complaints	<ul style="list-style-type: none"> • Average response time

Goal 5: Ensure that City streets are well maintained and safe for both drivers and pedestrians**City Priority Area:** Strong Neighborhoods, Vibrant Thriving City**Objective 1:** Respond to complaints regarding pot holes in a timely manner

Initiative(s)	Measure
Decrease the number of days needed to fill a pot hole after being notified of its existence.	<ul style="list-style-type: none"> • Number of pot holes filled • Number of pot hole related complaints received • Number of pot hole related complaints closed

Initiative(s)	Measure
	<ul style="list-style-type: none"> • Number of open pot hole complaints • Average time to fill a reported pot hole

Previous Year DDP Highlights

Goal	Objective	Current Progress
Establish consistent improvement in the cleanliness and perception of the City	Expand working group on City Cleanliness	Teams hired for Summer 2022
Establish consistent improvement in the cleanliness and perception of the City	Initiate measurable clean city Programs	In progress
Establish consistent improvement in the cleanliness and perception of the City	Reduce Litter and Recycling Contamination	In progress
Enhance community benefits from City technology including asset management, financial management, and customer service management	Expand deployment and benefits of Asset Management software	In progress
Enhance community benefits from City technology including asset management, financial management, and customer service management	Improve Customer experience CRM system and Data portal.	In progress
Enhance community benefits from City technology including asset management, financial management, and customer service management	Improve Departmental efficiency ERP and Utility Billing software	ERP Implementation underway. Utility Billing scheduled.
Implement Integrated Water Resources Management Plan	Implement long term capital investment plans in Water and Sewer	In progress
Implement Integrated Water Resources Management Plan	Continue negotiations with EPA to maximize local benefits from regulatory processes	In progress
Continuously Improve Park, Playground, Green Infrastructure Maintenance	Improve park and playground experience for residents and visitors	In progress
Continuously Improve Park, Playground, Green Infrastructure Maintenance	Enhance maintenance program for Green Infrastructure	In progress

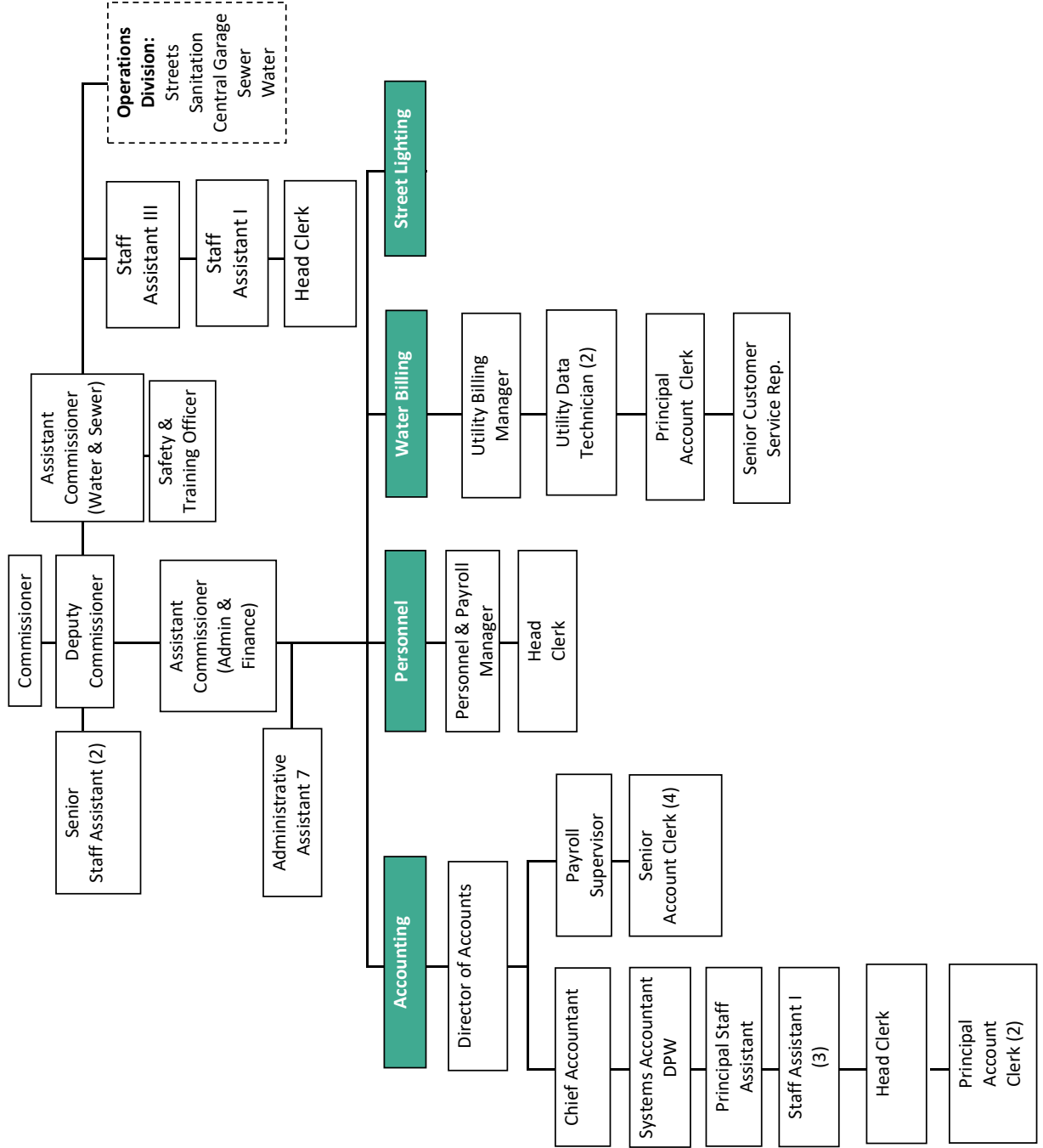
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Actual	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2022</u>	<u>Fiscal 2023</u>	<u>3/31/23</u>	<u>Fiscal 2024</u>
Salaries	\$ 4,741,743.42	\$ 5,298,298.00	\$ 2,774,683.71	\$ 6,016,813.00
Overtime	1,000,959.08	916,529.00	693,917.15	916,529.00
Ordinary Maintenance	9,488,444.48	8,579,040.00	5,090,282.01	8,631,162.00
Capital Outlay	6,844,026.84	-	-	-
Total	\$ 22,075,173.82	\$ 14,793,867.00	\$ 8,558,882.87	\$ 15,564,504.00
Total Positions	201	179	179	180

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$15,564,504, which is an increase of \$770,637 from the Fiscal 2023 amount of \$14,793,867. The salary increase is mainly due to the addition of one additional position during Fiscal 2023 and mid-year salary adjustments for union positions based on contract negotiations. In addition to Fiscal 2023 mid-year adjustments, increases include step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustments (COLAs) 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. Overtime for Fiscal 2024 is level funded at \$916,529. The Ordinary Maintenance increase is a result of increases in contractual obligations, offset by reductions based on prior year spending and transferring the copier lease funding to the Innovation and Technology Department.

**DEPARTMENT OF PUBLIC WORKS AND PARKS
ADMINISTRATION & FINANCE DIVISION
ORGANIZATIONAL CHART**



33 Positions

JAY J. FINK, P.E., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ADMINISTRATION/FINANCE- DIVISION #CC1053

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 192,530.00	58CM	COMMISSIONER PUBLIC WORKS	1	\$ 197,551.00
1	158,654.00	53EM	DEPUTY COMMISSIONER PUBLIC WORKS	1	162,780.00
1	129,884.00	51EM	ASSISTANT COMMISSIONER - WATER & SEWER	1	138,657.00
1	131,429.00	51EM	ASSISTANT COMMISSIONER- ADM. & FINANCE	1	134,843.00
1	103,517.00	43EM	ASSISTANT TO COMM.- SPECIAL PROJECTS	0	-
0	-	48M	COORDINATOR OF FINANCE AND ADMINISTRATION	1	112,434.00
1	106,027.00	48M	DIRECTOR OF ACCOUNTS, PUBLIC WORKS	0	-
1	86,993.00	46M	PERSONNEL & PAYROLL MANAGER	1	92,569.00
1	100,149.00	45M	UTILITY BILLING MANAGER	1	79,601.00
1	89,550.00	42P	CHIEF ACCOUNTANT	1	91,888.00
1	83,414.00	40P	SYSTEMS ACCOUNTANT (DPW)	1	85,589.00
1	89,517.00	42M	SAFETY & TRAINING OFFICER	1	91,888.00
1	63,677.00	40M	PRINCIPAL STAFF ASSISTANT	1	53,163.00
2	156,327.00	39M	SENIOR STAFF ASSISTANT	2	140,947.00
1	67,088.00	38	PUBLIC WORKS FOREMAN & INSPECTOR	0	-
1	67,689.00	37	STAFF ASSISTANT III	1	69,457.00
2	124,864.00	36	UTILITY DATA TECHNICIAN	2	140,776.00
1	55,824.00	35	ADMINISTRATIVE ASSISTANT 7	1	54,782.00
1	59,258.00	34	PAYROLL SUPERVISOR	1	65,500.00
4	224,334.00	32	STAFF ASSISTANT 1	4	225,591.00
2	103,554.00	32	HEAD CLERK	2	115,742.00
3	125,436.00	30	PRINCIPAL ACCOUNT CLERK	3	139,802.00
4	179,350.00	27	SENIOR ACCOUNT CLERK	4	189,224.00
2	64,728.00	24	SENIOR CLERK AND TYPIST	2	83,563.00
<u>35</u>	<u>2,563,793.00</u>		TOTAL REGULAR SALARIES	<u>33</u>	<u>2,466,347.00</u>
	7,608.00		EM INCENTIVE PAY		11,817.00
	(58,240.00)		VACANCY FACTOR		(58,240.00)
	5,005.00		METER REPAIR/INSTALLATION STIPEND		5,005.00
	<u>2,518,166.00</u>		TOTAL RECOMMENDED SALARIES		<u>2,424,929.00</u>
			FUNDING SOURCES:		
	(10,700.00)		GOLF REVENUES		(10,308.00)
	(756,581.00)		SEWER REVENUES		(728,861.00)
	(1,327,153.00)		WATER REVENUES		(1,278,528.00)
	(6,000.00)		PROJECT FUNDING		-
	<u>(2,100,434.00)</u>		TOTAL FUNDING SOURCES		<u>(2,017,697.00)</u>
<u>35</u>	<u>\$ 417,732.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>33</u>	<u>\$ 407,232.00</u>
	\$ 31,110.00		OVERTIME		\$ 31,110.00
	<u>\$ 31,110.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 31,110.00</u>
	\$ 60,632.00		ELECTRICITY		\$ 60,632.00
	10,000.00		LEASES & RENTALS		10,000.00
	254,500.00		TELEPHONE		254,500.00
	500.00		PRINTING		500.00
	15,000.00		MAINTENANCE SYSTEM SOFTWARE		15,000.00
	3,500.00		MAINTENANCE/REPAIR BUILDING		3,500.00
	1,000.00		TRAINING CERTIFICATIONS		1,000.00
	7,100.00		CLEANING SERVICES		7,100.00

JAY J. FINK, P.E., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ADMINISTRATION/FINANCE- DIVISION #CC1053

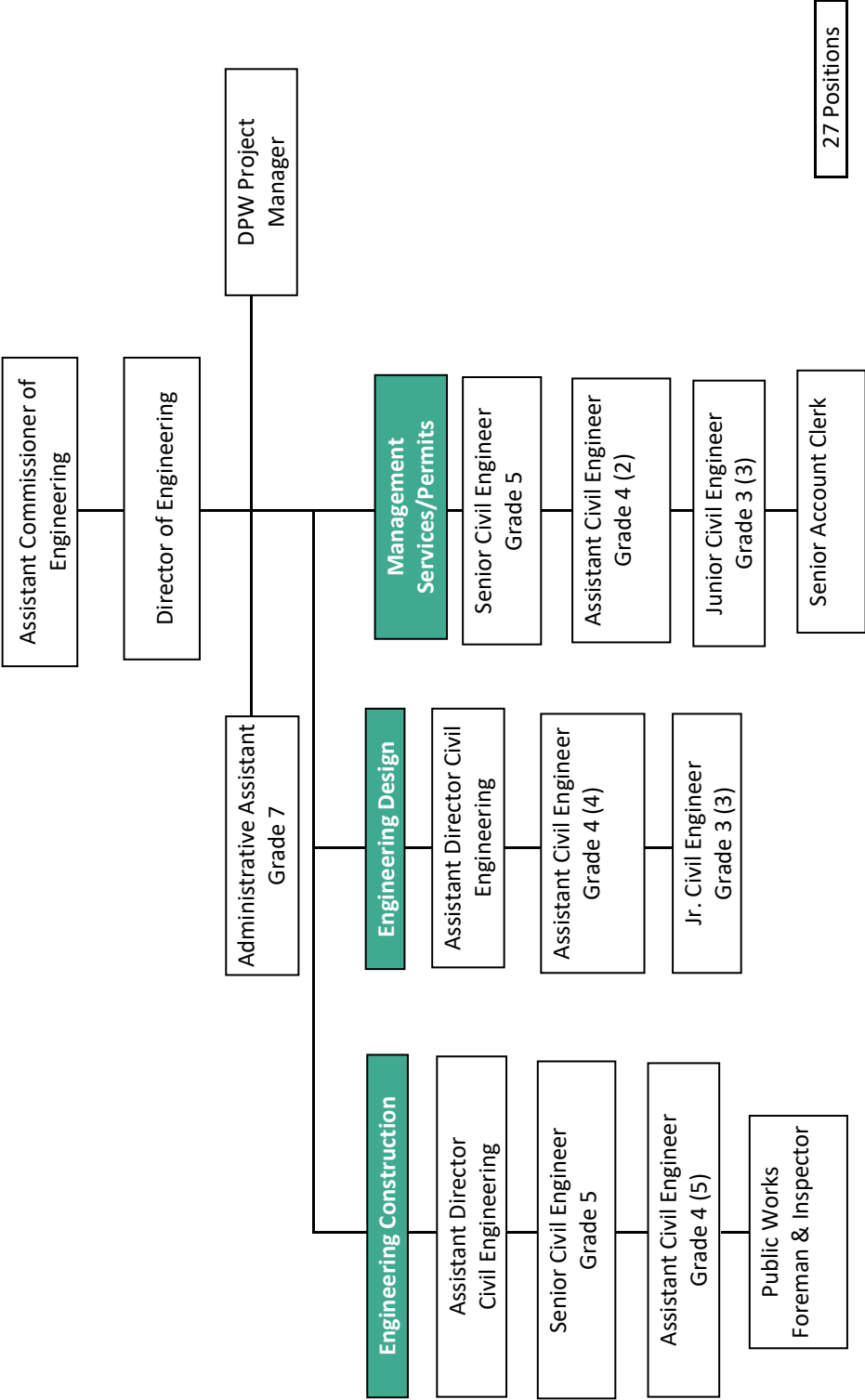
FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	2,000.00		HARDWARE NETWORK SUPPORT		2,000.00
	9,500.00		MEMBERSHIP DUES		9,500.00
	1,000.00		EDUCATIONAL SUPPLIES		1,000.00
	11,000.00		OFFICE SUPPLIES		11,000.00
	50,000.00		NATURAL GAS		50,000.00
	3,000.00		PRINTING SUPPLIES		3,000.00
	1,000.00		PARTS/EQUIPMENT SUPPLIES		1,000.00
	2,500.00		SUBSCRIPTIONS		2,500.00
	1,700.00		COPY PAPER		1,700.00
	17,300.00		HARDWARE/DEVICES		17,300.00
	10,450.00		OTHER CHARGES & EXPENDITURES		10,450.00
	120,000.00		CENTREX TELEPHONES		120,000.00
	<u>\$ 581,682.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 581,682.00</u>
			<u>FUNDING SOURCES:</u>		
	(56,868.00)		SEWER REVENUES		(56,868.00)
	(50,457.00)		WATER REVENUES		(50,457.00)
	<u>(107,325.00)</u>		TOTAL FUNDING SOURCES		<u>(107,325.00)</u>
	<u>\$ 474,357.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 474,357.00</u>
	<u>\$ 923,199.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 912,699.00</u>



The City of
WORCESTER

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**DEPARTMENT OF PUBLIC WORKS AND PARKS
ENGINEERING DIVISION
ORGANIZATIONAL CHART**



27 Positions

JAY J. FINK, P.E., COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ENGINEERING - DIVISION #CC1054

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
ENGINEERING SECTION					
0	\$ -	51EM	ASSISTANT COMMISSIONER OF ENGINEERING	1	\$ 128,309.00
1	113,515.00	47EM	DIRECTOR OF DPW ENGINEERING	1	118,047.00
2	169,876.00	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	2	188,112.00
0	-	44M	DPW PROJECT MANAGER	1	87,153.00
2	165,737.00	44M	SENIOR CIVIL ENGINEER, GRADE 5	2	174,478.00
11	728,741.00	43	ASSISTANT CIVIL ENGINEER, GRADE 4	11	942,497.00
6	398,439.00	39	JUNIOR CIVIL ENGINEER, GRADE 3	6	421,282.00
0	-	38	PUBLIC WORKS FOREMAN & INSPECTOR	1	75,629.00
1	58,463.00	35	ADMINISTRATIVE ASSISTANT 7	1	54,801.00
1	46,709.00	27	SENIOR ACCOUNT CLERK	1	51,522.00
<u>24</u>	<u>1,681,480.00</u>		REGULAR SALARIES	<u>27</u>	<u>2,241,830.00</u>
<u>24</u>	<u>1,681,480.00</u>		TOTAL REGULAR SALARIES	<u>27</u>	<u>2,241,830.00</u>
	4,817.00		EM INCENTIVE PAY		-
	(127,188.00)		VACANCY FACTOR		(288,493.00)
	31,000.00		TEMPORARY STAFF		31,000.00
	24,366.00		EDUCATIONAL STIPENDS- MEO		19,656.00
<u>24</u>	<u>1,614,475.00</u>			<u>27</u>	<u>2,003,993.00</u>
			<u>FUNDING SOURCES:</u>		
	(446,241.00)		SEWER REVENUES		(589,928.00)
	(67,760.00)		WATER REVENUES		(89,578.00)
	(253,439.00)		PROJECT FUNDING STREETS		(256,881.00)
	<u>(767,440.00)</u>		TOTAL FUNDING SOURCES		<u>(936,387.00)</u>
<u>24</u>	<u>\$ 847,035.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>27</u>	<u>\$ 1,067,606.00</u>
	34,473.00		OVERTIME ENGINEERING SECTION		34,473.00
	22,311.00		GREENWOOD STREET LANDFILL		22,311.00
	<u>\$ 56,784.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 56,784.00</u>

JAY J. FINK, P.E., COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF ENGINEERING - DIVISION #CC1054

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 50,000.00		ENGINEERS		\$ 50,000.00
	8,000.00		ELECTRICITY		-
	7,000.00		LEASES & RENTALS		2,622.00
	8,000.00		SPECIAL POLICE		-
	8,000.00		TELEPHONES		-
	5,000.00		NEWSPAPER ADVERTISING		-
	2,900.00		REGISTRATION FEES		2,900.00
	6,500.00		PRINTING		6,500.00
	38,000.00		MAINTENANCE SYSTEM SOFTWARE		10,000.00
	5,000.00		MAINTENANCE SYSTEM BUILDING		-
	101,000.00		MAINTENANCE/REPAIR EQUIPMENT		1,000.00
	2,000.00		ENVIRONMENTAL SERVICES		-
	2,000.00		HARDWARE NETWORK SUPPORT		-
	1,800.00		MEMBERSHIP DUES		1,800.00
	1,000.00		BUILDING SUPPLIES		-
	8,400.00		OFFICE SUPPLIES		8,400.00
	4,800.00		PRINTING SUPPLIES		-
	119,700.00		PARTS/EQUIPMENT SUPPLIES		-
	1,800.00		SAFETY SUPPLIES		1,800.00
	1,500.00		COPY PAPER		1,500.00
	2,000.00		HARDWARE/DEVICES		-
	5,300.00		OTHER CHARGES & EXPENDITURE		5,300.00
	<u>\$ 389,700.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 91,822.00</u>
	\$ -		CAPITAL OUTLAY		\$ -
	<u>\$ -</u>		TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ -</u>
	<u>\$ 1,293,519.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,216,212.00</u>



The City of
WORCESTER

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JAY J. FINK, P.E., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF STREETS & SANITATION- DIVISION #CC1055

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 115,252.00	51EM	DIRECTOR, STREETS & SANITATION	1	\$ 118,261.00
1	103,817.00	46M	ASSISTANT DIRECTOR, STREETS & SANITATION	1	106,521.00
1	80,497.00	41M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	88,889.00
2	151,124.00	40	GENERAL PUBLIC WORKS FOREMAN	2	151,190.00
8	489,906.00	36	PUBLIC WORKS FOREMAN	8	536,811.00
4	226,136.00	34	NUISANCE ORDINANCE INSPECTOR	4	256,740.00
1	58,089.00	34	TRAFFIC SIGNAL MAINTAINER	1	65,500.00
1	54,330.00	32	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	60,944.00
1	49,966.00	30	SENIOR STOREKEEPER	1	56,992.00
1	46,588.00	29	PAINTER	1	52,416.00
1	49,110.00	29	SIGN PAINTER	1	45,490.00
5	217,369.00	28	PUBLIC WORKS MAINTENANCE MAN	5	243,427.00
45	1,809,054.00	26	PUBLIC WORKS LABORER	45	2,084,284.00
2	72,169.00	24	TRAFFIC LABORER	2	82,702.00
74	3,523,407.00		REGULAR SALARIES	74	3,950,167.00
	2,070.00		EM INCENTIVE PAY		2,388.00
	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>3,802,841.00</u>		TOTAL RECOMMENDED SALARIES		<u>4,229,919.00</u>
	(1,142,779.00)		FUNDING SOURCES:		(1,267,722.00)
	(474,475.00)		SEWER REVENUES		(526,351.00)
	(1,617,254.00)		WATER REVENUES		(1,794,073.00)
			TOTAL FUNDING SOURCES		
74	\$ 2,185,587.00		TOTAL RECOMMENDED PERSONAL SERVICES	74	\$ 2,435,846.00
	\$ 40,160.00		SUNDAY YARD WASTE DROP OFF		\$ 40,160.00
	509,948.00		REGULAR OVERTIME		509,948.00
	<u>\$ 550,108.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 550,108.00</u>
	\$ 3,700.00		ELECTRICITY		\$ 3,700.00
	5,000.00		LEASES & RENTALS		5,000.00
	19,000.00		SPECIAL POLICE		19,000.00
	110,000.00		HIRED SERVICES		110,000.00
	7,800.00		TELEPHONES		7,800.00
	4,000.00		PRINTING		4,000.00
	15,000.00		MAINTENANCE/REPAIR BUILDING		15,000.00
	4,000.00		MAINTENANCE/REPAIR EQUIPMENT		4,000.00
	3,000.00		TRAINING CERTIFICATES		3,000.00
	6,000.00		MAINTENANCE/REPAIR VEHICLE		6,000.00
	1,500.00		CLEANING SERVICES		1,500.00
	3,800.00		AUTOMOTIVE SUPPLIES		3,800.00
	175,000.00		BUILDING SUPPLIES		175,000.00
	1,500.00		OFFICE SUPPLIES		1,500.00
	200.00		OTHER SUPPLIES		200.00
	4,800.00		PARTS/EQUIPMENT SUPPLIES		4,800.00
	4,800.00		SAFETY SUPPLIES		4,800.00
	1,500.00		CHEMICAL SUPPLIES		1,500.00
	2,200.00		CUSTODIAL SUPPLIES		2,200.00
	4,000.00		LANDSCAPING SUPPLIES		4,000.00
	<u>10,000.00</u>		OTHER CHARGES & EXPENDITURES		<u>10,000.00</u>
	<u>386,800.00</u>		ORDINARY MAINTENANCE		<u>386,800.00</u>
	(140,980.00)		FUNDING SOURCES:		(140,980.00)
	(140,980.00)		SEWER REVENUES		(140,980.00)
			TOTAL FUNDING SOURCES		(140,980.00)
	<u>\$ 245,820.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 245,820.00</u>
	\$ -		CAPITAL OUTLAY		\$ -
	<u>\$ -</u>		TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ -</u>

JAY J. FINK, P.E., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF STREETS & SANITATION- DIVISION #CC1055

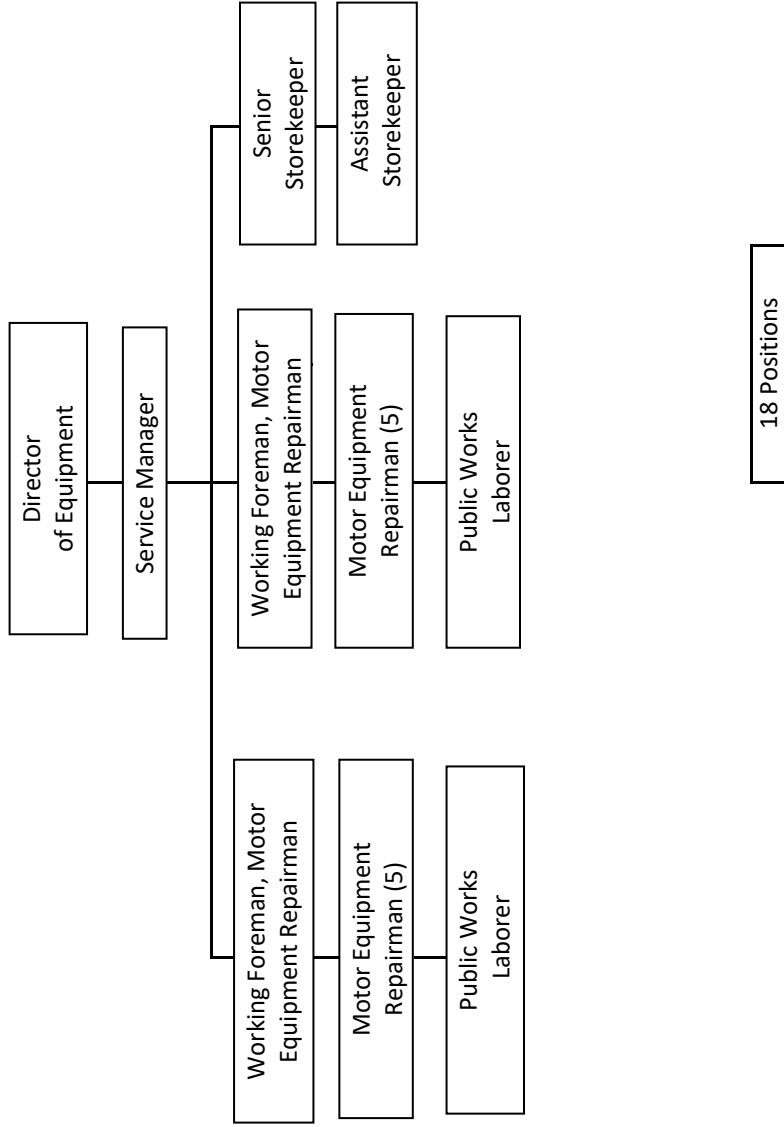
FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 80,497.00	41M	SUPERVISOR OF SANITATION	1	\$ 88,889.00
1	62,432.00	36	PUBLIC WORKS FOREMAN	1	70,388.00
1	55,207.00	34	PRINCIPAL STOREKEEPER	1	65,500.00
1	40,925.00	32	WORKING FOREMAN, CRAFTSMAN	1	60,944.00
18	751,924.00	28	SANITATION LABORER	18	853,159.00
6	254,362.00	26	PUBLIC WORKS LABORER	6	275,880.00
28	1,245,347.00		TOTAL REGULAR SALARIES	28	1,414,760.00
	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)
28	\$ 1,202,261.00		TOTAL RECOMMENDED PERSONAL SERVICES	28	\$ 1,371,674.00
	\$ 159,056.00		REGULAR OVERTIME		\$ 159,056.00
	57,358.00		MILLBURY STREET DROP OFF CENTER		57,358.00
	\$ 216,414.00		TOTAL RECOMMENDED OVERTIME		\$ 216,414.00
	\$ 18,500.00		ELECTRICITY		\$ 18,500.00
	2,500.00		LEASES & RENTALS		2,500.00
	60,000.00		ARCHITECTS		60,000.00
	27,200.00		HIRED SERVICES		27,200.00
	1,000.00		TELEPHONE		1,000.00
	5,762,440.00		RUBBISH REMOVAL		6,062,440.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	5,000.00		MAINTENANCE REPAIR BUILDING		5,000.00
	5,000.00		MAINTENANCE REPAIR EQUIPMENT		5,000.00
	3,000.00		BUILDING SUPPLIES		3,000.00
	1,500.00		EDUCATION SUPPLIES		1,500.00
	1,800.00		OFFICE SUPPLIES		1,800.00
	10,000.00		NATURAL GAS		10,000.00
	12,000.00		SAFETY SUPPLIES		12,000.00
	618,000.00		CUSTODIAL SUPPLIES		618,000.00
	5,700.00		OTHER CHARGES & EXPENDITURES		55,700.00
	\$ 6,534,640.00		TOTAL ORDINARY MAINTENANCE		\$ 6,884,640.00
	(300,000.00)		FUNDING SOURCES:		(300,000.00)
	(300,000.00)		RECYCLING REVOLVING FUND		(300,000.00)
			TOTAL FUNDING SOURCES		(300,000.00)
	\$ 6,234,640.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 6,584,640.00
	\$ -		CAPITAL OUTLAY		\$ -
			TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
102	\$ 10,634,830.00		TOTAL RECOMMENDED TAX LEVY	102	\$ 11,404,502.00



The City of
WORCESTER

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**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 2024

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF FLEET MANAGEMENT- DIVISION #CC1057

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 105,641.00	45EM	DIRECTOR- EQUIPMENT MAINTENANCE	1	\$ 108,385.00
1	80,497.00	39M	SERVICE MANAGER	1	82,590.00
2	119,224.00	37	WORK FOREMAN, MOTOR EQUIPMENT REPAIRMAN	2	135,737.00
10	529,781.00	33	MOTOR EQUIPMENT REPAIRMAN	10	604,213.00
1	50,969.00	30	SENIOR STORE KEEPER	1	56,992.00
1	43,187.00	27	ASSISTANT STOREKEEPER	1	50,322.00
2	80,827.00	26	PUBLIC WORKS LABORER	2	91,105.00
18	1,010,126.00		TOTAL REGULAR SALARIES	18	1,129,344.00
	14,908.00		CONTRACTUAL STIPENDS/MEO		14,908.00
	1,518.00		EM INCENTIVE PAY		3,126.00
	(108,530.00)		VACANCY FACTOR		(108,530.00)
	918,022.00		TOTAL RECOMMENDED SALARIES		1,038,848.00
			FUNDING SOURCES:		
	(196,390.00)		SEWER REVENUES		(219,505.00)
	(75,949.00)		WATER REVENUES		(84,888.00)
	(272,339.00)		TOTAL FUNDING SOURCES		(304,393.00)
18	\$ 645,683.00	4105-91000	TOTAL RECOMMENDED PERSONAL SERVICES	18	\$ 734,455.00
	\$ 62,113.00		OVERTIME		\$ 62,113.00
	\$ 62,113.00	4105-97000	TOTAL RECOMMENDED OVERTIME		\$ 62,113.00
	\$ 22,000.00		ELECTRICITY		\$ 22,000.00
	5,200.00		LEASES & RENTALS		5,200.00
	9,000.00		HIRED SERVICES		9,000.00
	2,000.00		TELEPHONES		2,000.00
	1,000.00		REGISTRATION FEES		1,000.00
	2,000.00		PRINTING		2,000.00
	7,100.00		MAINTENANCE SYSTEM SOFTWARE		7,100.00
	8,000.00		MAINTENANCE & REPAIR BUILDING		8,000.00
	14,000.00		MAINTENANCE & REPAIR EQUIPMENT		14,000.00
	890,000.00		MAINTENANCE & REPAIR VEHICLE		890,000.00
	400,000.00		AUTOMOTIVE SUPPLIES		400,000.00
	3,000.00		BUILDING SUPPLIES		3,000.00
	2,000.00		OFFICE SUPPLIES		2,000.00
	53,000.00		NATURAL GAS		53,000.00
	380,000.00		AUTO FUEL NO LEAD GAS		380,000.00
	347,000.00		DIESEL FUEL		347,000.00
	5,400.00		PARTS/EQUIPMENT SUPPLIES		5,400.00
	5,000.00		CHEMICAL SUPPLIES		5,000.00
	1,500.00		CUSTODIAL SERVICES		1,500.00
	7,100.00		OTHER CHARGES & EXPENDITURES		7,100.00
	\$ 2,164,300.00		ORDINARY MAINTENANCE		\$ 2,164,300.00
	(454,256.00)		CREDIT SEWER REVENUES		(454,256.00)
	(275,521.00)		CREDIT WATER REVENUES		(275,521.00)
	(200,000.00)		TRANSFER OF SERVICES		(200,000.00)
	(929,777.00)		TOTAL FUNDING SOURCES		(929,777.00)
	\$ 1,234,523.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,234,523.00
	\$ -		CAPITAL OUTLAY		\$ -
	\$ -		TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
	\$ 1,942,319.00		TOTAL RECOMMENDED TAX LEVY		\$ 2,031,091.00

PARKS, RECREATION & CEMETERY

Jay J. Fink, P.E., Commissioner

50 Skyline Drive
Worcester, Massachusetts 01605
(508) 799-1190

The mission of the Parks, Recreation, and Cemetery Division is 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, GAR Hall, and Auditorium Board of Trustees.

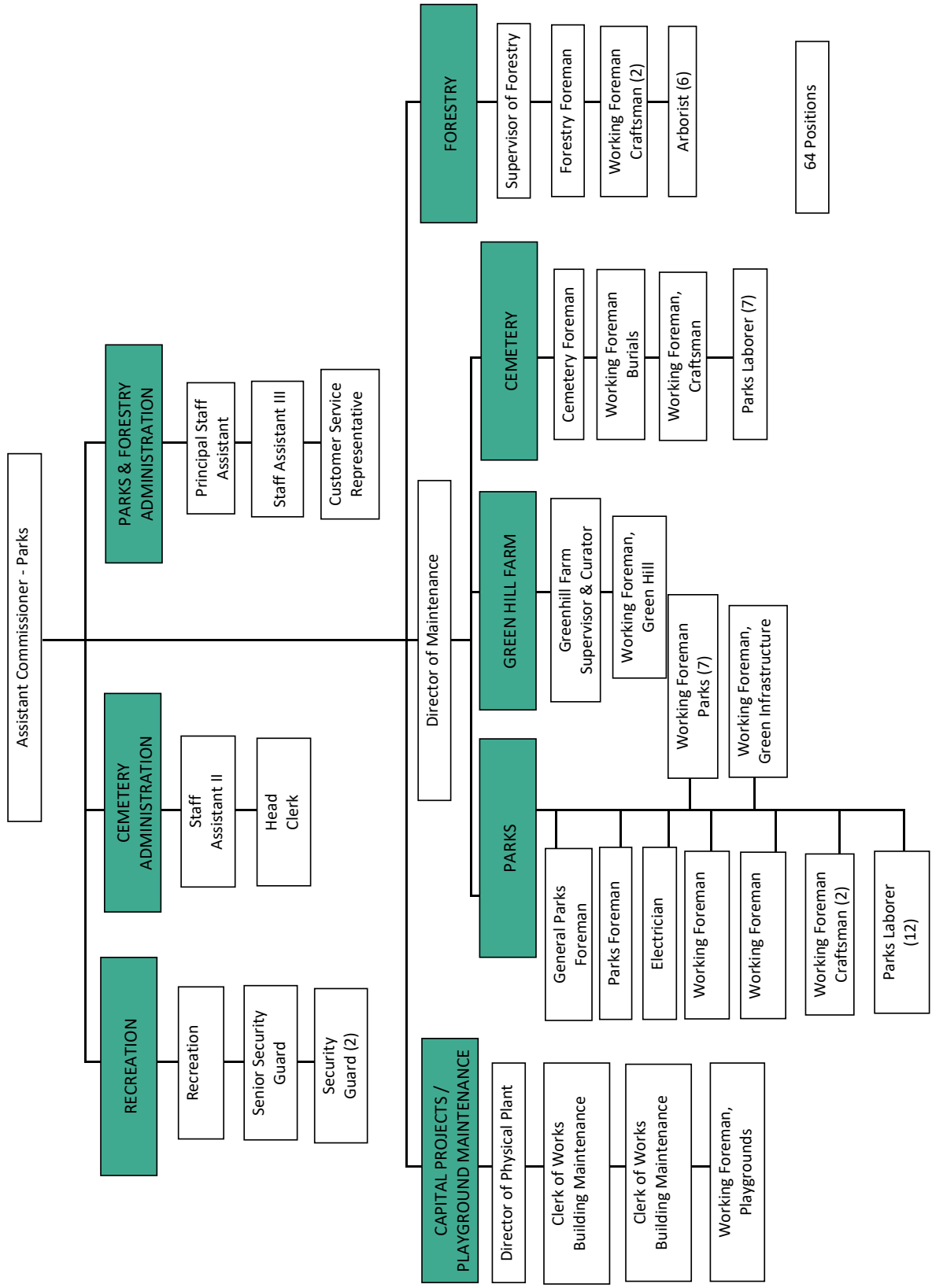
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 3,815,520.18	\$ 4,388,367.00	\$ 3,428,023.48	\$ 4,621,230.00
Overtime	642,631.32	529,062.00	413,947.59	529,062.00
Ordinary Maintenance	2,532,789.80	2,507,001.00	1,578,289.43	2,202,155.00
Capital Outlay	-	-	32,025.50	-
Total	\$ 6,990,941.30	\$ 7,424,430.00	\$ 5,452,286.00	\$ 7,352,447.00
Total Positions	62	64	64	64

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$7,352,477, which is a decrease of \$71,983 from the Fiscal 2023 amount of \$7,424,430. The salary increase is mainly due to step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustments (COLAs) 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 lease funding to the Innovation and Technology Department and removing the funding allocated mid-year in Fiscal 2023 to fund tree planting.

**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 2024

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION #CC706

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 135,141.00	51EM	ASSISTANT COMMISSIONER PARKS	1	\$ 138,657.00
1	86,289.00	46EM	DIRECTOR OF PHYSICAL PLANT	1	88,546.00
1	83,436.00	40M	RECREATION COORDINATOR	1	85,611.00
1	63,677.00	40M	PRINCIPAL STAFF ASSISTANT	1	65,344.00
1	80,990.00	40	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE D	1	83,104.00
1	78,158.00	39	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C	1	80,191.00
1	72,773.00	37	STAFF ASSISTANT 3	1	74,663.00
1	41,646.00	24	CUSTOMER SERVICE REP	1	46,405.00
1	49,966.00	4	SENIOR SECURITY GUARD	1	51,639.00
2	91,617.00	2	SECURITY GUARD	2	100,397.00
11	\$ 783,693.00		REGULAR SALARIES #7201	11	\$ 814,557.00
1	\$ 86,346.00	43EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	\$ 88,610.00
1	63,677.00	40M	GREENHILL FARM SUPERVISOR & CURATOR	1	71,601.00
1	70,679.00	40	ELECTRICIAN	1	81,079.00
1	75,562.00	40	GENERAL PARK FOREMAN	1	76,948.00
1	62,432.00	36	PARKS FOREMAN	1	70,388.00
2	116,178.00	34	WORKING FOREMAN, CRAFTSMAN	2	119,497.00
1	58,089.00	34	WORKING FOREMAN, GARDENER	1	65,500.00
1	58,089.00	34	WORKING FOREMAN PARKS (GREEN INFRASTRUCTURE)	1	41,481.00
10	521,956.00	34	WORKING FOREMAN PARKS	10	540,017.00
12	500,221.00	26	PARK LABORER	12	575,898.00
31	\$ 1,613,229.00		REGULAR SALARIES #7203	31	\$ 1,731,019.00
1	\$ 87,727.00	44EM	SUPERVISOR OF FORESTRY	1	90,003.00
1	62,432.00	36	FORESTRY FOREMAN	1	70,388.00
2	88,419.00	34	WORKING FOREMAN, CRAFTSMAN	2	131,000.00
6	261,796.00	28	ARBORIST	6	283,710.00
10	\$ 500,374.00		REGULAR SALARIES #7204	10	\$ 575,101.00
1	\$ 62,432.00	36	CEMETERY FOREMAN	1	\$ 70,388.00
1	67,689.00	35	STAFF ASSISTANT 2	1	69,457.00
1	58,089.00	34	WORKING FOREMAN BURIALS	2	131,000.00
1	40,195.00	34	WORKING FOREMAN, CRAFTSMAN	0	-
	-	32	HEAD CLERK	1	50,524.00
7	293,756.00	26	PARK LABORER	7	329,303.00
1	32,364.00	24	CUSTOMER SERVICE REP	0	-
12	\$ 554,525.00		REGULAR SALARIES #7206	12	\$ 650,672.00
64	\$ 3,451,821.00		TOTAL SALARIES - ALL DIVISIONS	64	\$ 3,771,349.00
	(26,300.00)		VACANCY FACTOR		(106,313.00)
	9,812.00		EM INCENTIVE PAY		7,389.00
	152,500.00		HOPE CEMETERY TEMPORARY LABORERS		152,500.00
	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		367,500.00
	252,909.00		CONTRACTUAL STIPENDS-MEO RATES		252,909.00
64	\$ 4,565,042.00		TOTAL RECOMMENDED SALARIES-ALL DIVISIONS	64	\$ 4,802,134.00
	\$ (162,267.00)		FUNDING SOURCES:		\$ (166,496.00)
	(14,408.00)		PROJECT FUNDS		(14,408.00)
	\$ (176,675.00)		CREDIT FROM GOLF COURSE		\$ (180,904.00)
			TOTAL FUNDING SOURCES		
64	\$ 4,388,367.00		TOTAL RECOMMENDED PERSONAL SERVICES	64	\$ 4,621,230.00

JAY J. FINK, P.E., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION #CC1076

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 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>		TOTAL RECOMMENDED OVERTIME		<u>\$ 529,062.00</u>
	\$ 156,000.00		ELECTRICITY		\$ 156,000.00
	94,450.00		LEASES & RENTALS		90,026.00
	5,000.00		ARCHITECTS		5,000.00
	13,300.00		SPECIAL POLICE		13,300.00
	851,701.00		HIRED SERVICES		551,279.00
	28,000.00		TELEPHONE		28,000.00
	10,000.00		VETERINARIANS		10,000.00
	7,000.00		SECURITY SERVICES		7,000.00
	9,100.00		NEWSPAPER ADVERTISING		9,100.00
	4,200.00		REGISTRATION FEES		4,200.00
	2,600.00		EXTERMINATOR SERVICES		2,600.00
	19,545.00		PRINTING		19,545.00
	2,400.00		RUBBISH REMOVAL		2,400.00
	35,000.00		MAINTENANCE & REPAIR		35,000.00
	22,000.00		MAINTENANCE SYSTEM SOFTWARE		22,000.00
	365,000.00		MAINTENANCE/REPAIR BUILDING		365,000.00
	40,955.00		MAINTENANCE/REPAIR EQUIPMENT		40,955.00
	4,800.00		TRAINING CERTIFICATIONS		4,800.00
	179,000.00		MAINTENANCE/REPAIR VEHICLE		179,000.00
	5,000.00		CLEANING SERVICES		5,000.00
	24,000.00		RECREATION PROGRAMS		24,000.00
	30,500.00		ENVIRONMENTAL SERVICES		30,500.00
	10,000.00		HARDWARE NETWORK SUPPORT		10,000.00
	2,000.00		PREPARED MEALS		2,000.00
	4,250.00		MEMBERSHIP DUES		4,250.00
	17,000.00		AUTOMOTIVE SUPPLIES		17,000.00
	93,500.00		BUILDING SUPPLIES		93,500.00
	800.00		FOOD SUPPLIES		800.00
	8,500.00		OFFICE SUPPLIES		8,500.00
	15,000.00		NATURAL GAS		15,000.00
	21,000.00		OTHER SUPPLIES		21,000.00
	10,600.00		SAND & GRAVEL SUPPLIES		10,600.00
	80,500.00		RECREATIONAL SUPPLIES		80,500.00
	20,000.00		AUTO FUEL NO LEAD GAS		20,000.00
	18,200.00		DIESEL FUEL		18,200.00
	114,250.00		PARTS/EQUIPMENT SUPPLIES		114,250.00
	12,000.00		SAFETY SUPPLIES		12,000.00
	5,500.00		CHEMICAL SUPPLIES		5,500.00
	23,500.00		CUSTODIAL SUPPLIES		23,500.00
	10,500.00		HARDWARE/DEVICES		10,500.00
	92,000.00		LANDSCAPING SUPPLIES		92,000.00
	10,000.00		OTHER CHARGES & EXPENDITURES		10,000.00
	25,000.00		TAG DAY		25,000.00
	3,350.00		LICENSES		3,350.00
	<u>\$ 2,507,001.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 2,202,155.00</u>
	\$ 32,025.50		CAPITAL OUTLAY		\$ -
	<u>\$ 32,025.50</u>		TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ -</u>
	<u>\$ 7,456,455.50</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 7,352,447.00</u>

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.

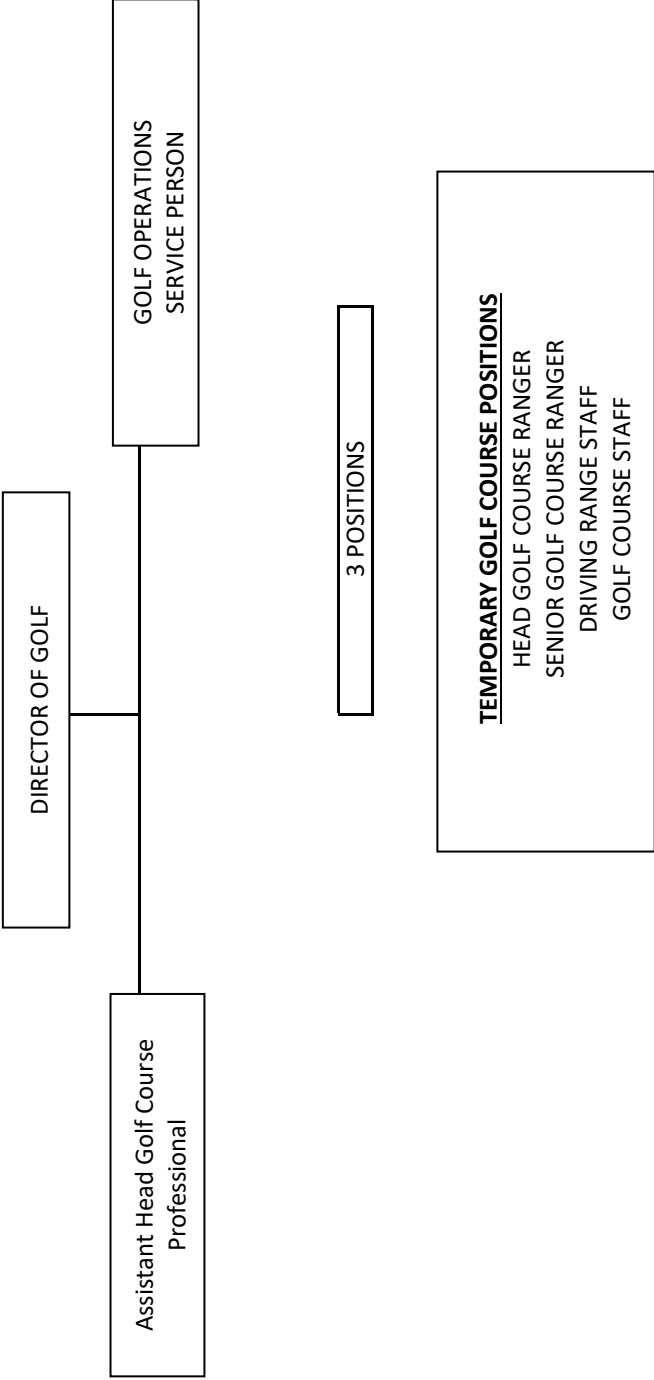
Department Allocation Summary

		Approved	Totals	Recommended
	Actual	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 340,977.37	\$ 361,308.00	\$ 252,444.67	\$ 370,068.00
Overtime	-	-	-	-
Ordinary Maintenance	961,474.19	1,015,820.00	685,963.61	1,015,820.00
Debt Service	402,932.91	401,555.00	395,021.82	226,923.00
Transfer of Services	39,151.00	198,496.00	40,943.00	42,527.00
Fringe Benefits	123,853.00	151,471.00	99,556.00	152,217.00
Total Expenditures	\$ 1,868,388.47	\$ 2,128,650.00	\$ 1,473,929.10	\$ 1,807,555.00
Total Positions	2	2	2	3

Operating Budget Highlights

The budget for Fiscal 2024 is recommended to be \$1,807,555 which is a decrease of \$321,095 from the Fiscal 2023 amount of \$2,128,650. This decrease is offset by one temporary position being regraded to a full-time position that is eligible for benefits, and 3% Cost of Living Adjustments (COLAs) for non-represented employees. Ordinary Maintenance in Fiscal 2024 is level funded at \$1,015,820. Debt Service decreased by \$174,632 due to certain debt being retired. Transfer of Services decreased by \$155,969 from Fiscal 2023.

**DEPARTMENT OF PUBLIC WORKS & PARKS
MUNICIPAL GOLF COURSE
ORGANIZATIONAL CHART**



JAY J. FINK, P.E., COMMISSIONER

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #CC1065**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 111,777.00	44EM	DIRECTOR OF GOLF	1	\$ 114,683.00
1	80,497.00	39M	GOLF OPERATIONS SERVICE PERSON	1	82,590.00
0	-	25	ASSISTANT HEAD GOLF COURSE PROFESSIONAL	1	41,049.00
2	\$ 192,274.00		REGULAR SALARIES	3	\$ 238,322.00
	4,497.00		EM INCENTIVE PAY		4,631.00
			<u>GOLF COURSE TEMPORARY STAFF:</u>		
	39,150.00	FLT	ASSISTANT HEAD GOLF COURSE PROFESSIONAL		-
	33,912.00	FLT	HEAD GOLF COURSE RANGER		35,640.00
	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
	164,537.00		TOTAL RECOMMENDED PERSONAL SERVICES		127,115.00
2	\$ 361,308.00		TOTAL RECOMMENDED PERSONAL SERVICES	3	\$ 370,068.00
	\$ 39,100.00		ELECTRICITY		\$ 39,100.00
	48,000.00		LEASES & RENTALS		48,000.00
	628,220.00		HIRED SERVICES		628,220.00
	9,000.00		OTHER PERSONAL SERVICES		9,000.00
	700.00		SECURITY SERVICES		700.00
	7,000.00		NEWSPAPER ADVERTISING		7,000.00
	69,000.00		WATER		69,000.00
	5,000.00		PRINTING		5,000.00
	5,100.00		MAINTENANCE SYSTEM SOFTWARE		5,100.00
	33,000.00		MAINTENANCE/REPAIR BUILDING		33,000.00
	3,000.00		MAINTENANCE/REPAIR EQUIPMENT		3,000.00
	4,500.00		CONSULTANTS		4,500.00
	10,000.00		PREPARED MEALS		10,000.00
	5,000.00		MEMBERSHIP DUES		5,000.00
	7,200.00		BUILDING SUPPLIES		7,200.00
	5,000.00		FOOD SUPPLIES		5,000.00
	2,200.00		OFFICE SUPPLIES		2,200.00
	6,500.00		NATURAL GAS		6,500.00
	2,500.00		HARDWARE SUPPLIES		2,500.00
	95,900.00		RECREATIONAL SUPPLIES		95,900.00
	6,700.00		AUTO FUEL NO LEAD GAS		6,700.00
	500.00		HARDWARE/DEVICES		500.00
	18,700.00		OTHER CHARGES & EXPENDITURES		18,700.00
	4,000.00		MEALS		4,000.00
	\$ 1,015,820.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,015,820.00
	\$ 327,348.00		DEBT PRINCIPAL		\$ 166,720.00
	74,207.00		DEBT INTEREST		60,203.00
	\$ 401,555.00		TOTAL RECOMMENDED DEBT SERVICE		\$ 226,923.00
	\$ 198,496.00		TOTAL RECOMMENDED TRANSFER OF SERVICES		\$ 42,527.00

JAY J. FINK, P.E., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2022

DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #CC1065

FY22 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
			FRINGE BENEFITS:		
	\$ 55,571.00		HEALTH INSURANCE		\$ 56,861.00
	11,000.00		UNEMPLOYMENT COMPENSATION		11,000.00
	65,776.00		CONTRIBUTORY PENSIONS		66,346.00
	92.00		EARLY RETIREMENT		-
	19,032.00		PENSION OBLIGATION BONDS		18,010.00
	<u>\$ 151,471.00</u>		TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 152,217.00</u>
			SUMMARY:		
	<u>\$ 2,128,650.00</u>		TOTAL BUDGET		<u>\$ 1,807,555.00</u>
			FUNDING SOURCES:		
	(2,028,650.00)		GOLF COURSE REVENUES		(1,807,555.00)
	(100,000.00)		TAX LEVY SUBSIDY		-
	<u>\$ (2,128,650.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (1,807,555.00)</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

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	3/31/23	Fiscal 2024
Regular Salaries	\$ 26,449.42	\$ 50,000.00	\$ 31,270.10	\$ 50,000.00
Overtime	587,360.70	1,150,000.00	562,026.14	1,150,000.00
Ordinary Maintenance	3,872,184.51	4,800,000.00	2,829,234.93	4,800,000.00
Total	\$ 4,485,994.63	\$ 6,000,000.00	\$ 3,422,531.17	\$ 6,000,000.00

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be leveled funded at \$6,000,000.

JAY J. FINK P.E., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF PUBLIC WORKS & PARKS - SNOW REMOVAL #CC1051

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 50,000.00	TOTAL RECOMMENDED PERSONAL SERVICES	\$ 50,000.00
\$ 1,150,000.00	TOTAL RECOMMENDED OVERTIME	\$ 1,150,000.00
\$ 85,000.00	SPECIAL POLICE	\$ 85,000.00
30,000.00	TELEPHONES	30,000.00
500.00	SECURITY SERVICES	500.00
17,000.00	NEWSPAPER ADVERTISING	17,000.00
3,156,850.00	SNOW REMOVAL	3,156,850.00
12,000.00	MAINTENANCE SYSTEM SOFTWARE	12,000.00
1,000.00	MAINT/REP EQUIPMENT	1,000.00
2,500.00	MAINTENANCE/REPAIR VEHICLE	2,500.00
150.00	OFFICE SUPPLIES	150.00
1,475,000.00	SAND & GRAVEL SUPPLIES	1,475,000.00
20,000.00	HARDWARE/DEVICES	20,000.00
\$ 4,800,000.00	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$ 4,800,000.00
\$ 6,000,000.00	TOTAL RECOMMENDED TAX LEVY	\$ 6,000,000.00

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

		Approved	Actuals	Recommended
	Actual	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Ordinary Maintenance	\$ 1,231,326.75	\$ 1,495,490.00	\$ 776,694.33	\$ 1,495,490.00
Capital Outlay	200,000.00	-	-	-
Total	\$ 1,431,326.75	\$ 1,495,490.00	\$ 776,694.33	\$ 1,495,490.00

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be leveled funded at \$1,495,490.

JAY J. FINK P.E., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF PUBLIC WORKS & PARKS - STREETLIGHTS #CC1052

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 640,000.00	ELECTRICITY	\$ 640,000.00
60,000.00	SPECIAL POLICE	60,000.00
64,000.00	MAINTENANCE/REPAIR BUILDING	64,000.00
716,000.00	MAINTENANCE/REPAIR EQUIPMENT	716,000.00
5,490.00	NATURAL GAS	5,490.00
10,000.00	SAFETY SUPPLIES	10,000.00
<u>\$ 1,495,490.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,495,490.00</u>
<hr/>		
<u>\$ 1,495,490.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,495,490.00</u>

SEWER

Jay J. Fink, P.E., Commissioner
 20 East Worcester Street
 Worcester, Massachusetts 01604
 (508) 929 -1300

The mission of the Sewer Division is 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

FY24	Budget
Category	FY24
Total Expenditures	\$51,090,721
Revenue	\$51,090,721
Budgeted Net Change in Reserves	\$ -
Est Begin Operating Reserve Balance	\$ 8,601,455
Est Ending Operating Reserve Balance	\$ 8,601,455
Reserve Target (3 Months)	\$ 7,217,652
End % of Target Reserve Balance	119%
Rate Calculation	FY23
Total Revenue Needed	\$51,090,721
Non Rate Revenue	3,000,000
Reserve Use	-
Net Worcester Revenue	\$48,090,721
Projected Worcester Usage	5,485,000
Worcester Calculated Rate	\$ 8.77
Rate Increase	0.12
% Rate increase	1.4%

The above table provides a breakdown of the proposed Fiscal Year 2023 sewer rate calculation of \$8.77, which is an increase of \$0.12, or 1.4%, over the Fiscal 2023 rate. This rate does not include the use of any reserves for Fiscal 2024.

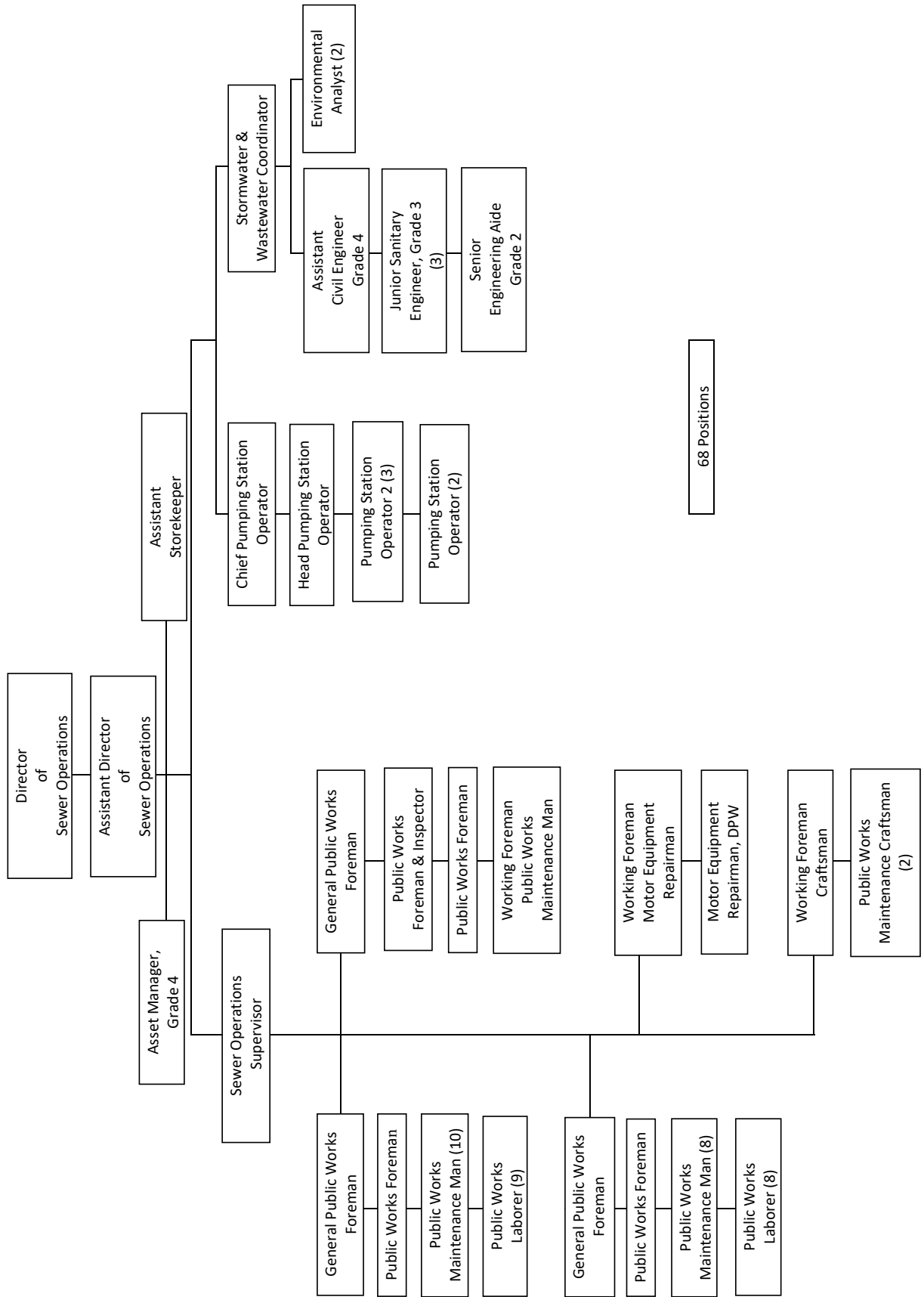
Department Allocation Summary

	Actual	Approved	Totals	Recommended
	Fiscal 2022	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 3,080,617.03	\$ 3,865,342.00	\$ 2,395,398.70	\$ 4,269,282.00
Overtime	405,483.26	360,000.00	307,363.21	360,000.00
Ordinary Maintenance	25,360,571.65	25,439,048.00	23,658,613.54	26,529,515.00
Capital Outlay	17,481.82	24,500.00	-	24,500.00
Debt Service	10,754,108.55	11,984,503.00	10,787,398.45	12,045,907.00
Transfer of Services	4,208,351.00	3,827,698.00	3,827,698.00	3,900,582.00
Fringe Benefits	3,403,889.83	4,336,132.00	2,797,353.62	3,960,935.00
Reserve	-	635,124.00	-	-
Total Expenditures	\$ 47,230,503.14	\$ 50,472,347.00	\$ 43,773,825.52	\$ 51,090,721.00
Total Positions	70	68	68	68

Operating Budget Highlights

The budget for Fiscal 2024 is recommended to be \$51,090,721, which is an increase of \$618,374 from the Fiscal 2023 amount of \$50,472,347. This increase is a result of step increases for employees that are not at maximum pay, position regrades, merit pay increase, and 3% Cost of Living Adjustments (COLAs) 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 City's Upper Blackstone required contribution as well as increases in catch basin disposal costs.

DEPARTMENT OF PUBLIC WORKS & PARKS SEWER DIVISION ORGANIZATIONAL CHART



JAY J. FINK, P.E., COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SEWER- DIVISION #CC1025

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 124,306.00	47EM	DIRECTOR OF SEWER	1	\$ 126,512.00
1	108,151.00	47M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	83,918.00
1	73,545.00	44M	STORMWATER & WASTEWATER COORDINATOR	1	87,925.00
1	80,497.00	41M	SEWER OPERATIONS SUPERVISOR	1	88,889.00
1	80,497.00	39M	CHIEF PUMPING STATION OPERATOR	1	82,590.00
1	76,141.00	43	ASSISTANT CIVIL ENGINEER, GRADE 4	1	85,807.00
0	-	43	ASSET MANAGER, GRADE 4	1	74,152.00
1	53,850.00	40	ELECTRICIAN	0	-
3	226,686.00	40	GENERAL PUBLIC WORKS FOREMAN	3	249,312.00
1	72,946.00	38	HEAD PUMPING STATION OPERATOR	1	76,902.00
3	190,927.00	39	JUNIOR SANITARY ENGINEER, GRADE 3	3	205,033.00
1	67,088.00	38	PUBLIC WORKS FOREMAN & INSPECTOR	1	62,026.00
1	64,582.00	37	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	72,842.00
3	184,954.00	36	PUBLIC WORKS FOREMAN	3	198,704.00
1	45,477.00	33	SENIOR ENGINEERING AIDE, GRADE 2	1	52,416.00
0	-	33	ENVIRONMENTAL ANALYST	2	104,832.00
1	57,847.00	34	WORKING FOREMAN, CRAFTSMAN	1	65,500.00
3	156,247.00	34	PUMPING STATION OPERATOR 2	3	191,944.00
2	93,377.00	33	MOTOR EQUIPMENT REPAIRMAN DPW	1	56,992.00
2	96,035.00	32	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	118,872.00
1	40,925.00	32	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN	1	50,524.00
2	108,660.00	32	PUMPING STATION OPERATOR	2	101,048.00
18	752,406.00	28	PUBLIC WORKS MAINTENANCE MAN	18	867,420.00
1	36,060.00	28	STOREKEEPER (DPW)	0	-
1	40,854.00	27	ASSISTANT STOREKEEPER (DPW)	1	47,240.00
17	730,107.00	26	PUBLIC WORKS LABORER	17	819,571.00
<u>68</u>	<u>3,562,165.00</u>			<u>68</u>	<u>3,970,971.00</u>
	353,696.00		CONTRACTUAL		353,696.00
	(50,519.00)		VACANCY FACTOR		(55,385.00)
<u>68</u>	<u>\$ 3,865,342.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>68</u>	<u>\$ 4,269,282.00</u>
	\$ 360,000.00		OVERTIME		\$ 360,000.00
	<u>\$ 360,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 360,000.00</u>
	\$ 320,000.00		BUILDING MAINTENANCE SERVICES		\$ 320,000.00
	550,000.00		ELECTRICITY		550,000.00
	145,000.00		LEASES & RENTALS		145,000.00
	125,000.00		ARCHITECTS		125,000.00
	40,000.00		LEGAL CONSULTANTS		40,000.00
	96,000.00		SPECIAL POLICE		96,000.00
	969,203.00		HIRED SERVICES		1,044,203.00
	29,000.00		TELEPHONE		29,000.00
	5,000.00		POSTAGE		5,000.00
	2,000.00		SECURITY SERVICES		2,000.00
	4,000.00		REGISTRATION SERVICES		4,000.00
	8,500.00		EXTERMINATOR SERVICES		8,500.00
	3,000.00		PRINTING		3,000.00
	300,000.00		RUBBISH REMOVAL		300,000.00
	8,400.00		MAINTENANCE SYSTEM SOFTWARE		8,400.00
	412,595.00		MAINTENANCE/REPAIR BUILDING		412,595.00
	20,000.00		MAINTENANCE/REPAIR EQUIPMENT		20,000.00
	8,000.00		TRAINING CERTIFICATES		8,000.00
	395,000.00		MAINTENANCE/REPAIR VEHICLE		395,000.00
	33,000.00		CLEANING SUPPLIES		33,000.00

JAY J. FINK, P.E., COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SEWER- DIVISION #CC1025

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 10,500.00		INSURANCE		\$ 10,500.00
	20,000.00		CONSULTANTS		20,000.00
	8,150.00		ENVIRONMENTAL SERVICES		8,150.00
	2,000.00		MEMBERSHIP DUES		2,000.00
	23,000.00		AUTOMOBILE SUPPLIES		23,000.00
	102,000.00		BUILDING SUPPLIES		102,000.00
	2,000.00		EDUCATIONAL SUPPLIES		2,000.00
	9,000.00		OFFICE SUPPLIES		9,000.00
	30,000.00		NATURAL GAS		30,000.00
	1,000.00		PRINTING SUPPLIES		1,000.00
	50,000.00		AUTO FUEL NO LEAD GAS		50,000.00
	140,000.00		DIESEL GAS		140,000.00
	2,000.00		MEDICAL SUPPLIES		2,000.00
	3,000.00		LABORATORY SUPPLIES		3,000.00
	100,000.00		PARTS/EQUIPMENT SUPPLIES		100,000.00
	20,000.00		SAFETY SUPPLIES		20,000.00
	210,000.00		CHEMICAL SUPPLIES		210,000.00
	10,000.00		CUSTODIAL SUPPLIES		10,000.00
	29,000.00		HARDWARE/DEVICES		29,000.00
	21,184,500.00		SEWAGE TREATMENT		22,199,967.00
	5,200.00		OTHER CHARGES & EXPENDITURES		5,200.00
	2,000.00		TRAVELING		2,000.00
	2,000.00		LICENSES		2,000.00
	<u>\$ 25,439,048.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 26,529,515.00</u>
	<u>\$ 24,500.00</u>		TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 24,500.00</u>
	\$ 6,710,363.00		DEBT SERVICE:		\$ 7,820,711.00
	5,274,140.00		REDEMPTION OF BONDS		4,225,196.00
	<u>\$ 11,984,503.00</u>		INTEREST ON BONDS		<u>\$ 12,045,907.00</u>
	<u>\$ 3,827,698.00</u>		TOTAL RECOMMENDED DEBT SERVICES		<u>\$ 3,900,582.00</u>
	\$ 1,979,849.00		HEALTH INSURANCE		\$ 1,601,811.00
	1,780,972.00		CONTRIBUTORY PENSIONS		1,808,264.00
	515,311.00		PENSION OBLIGATION BONDS		490,860.00
	60,000.00		WORKERS COMPENSATION		60,000.00
	<u>\$ 4,336,132.00</u>		TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 3,960,935.00</u>
	\$ 635,124.00		RESERVE FUNDING		\$ -
	<u>\$ 50,472,347.00</u>		TOTAL SEWER		<u>\$ 51,090,721.00</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

The mission of the Water Division is 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

Water Rate Calculation	Proposed
FY24	Budget for
Category	FY24
Total Expenditures	\$29,425,128
Revenue	\$29,425,128
Budgeted Net Change in Reserves	
Est Begin Operating Reserve Balance	\$ 9,646,030
Est Ending Operating Reserve Balance	\$ 9,646,030
Reserve Target (3 Months)	\$ 7,350,516
End % of Target Reserve Balance	131%
Rate Calculation	FY24
Total Revenue Needed	\$ 29,425,128
Non Rate Revenue	4,500,000
Reserve Use	-
Net Worcester Rate Revenue	\$ 24,925,128
Projected Worcester Usage	6,600,000
Worcester Calculated Rate	\$ 3.78
Rate Increase	0.10
% Rate increase	2.7%

The above table provides a breakdown of the proposed Fiscal 2024 water rate calculation of \$3.78, which is an increase of \$0.10, or 2.7%, over the Fiscal 2023 rate. This rate does not include the use of any reserves for Fiscal 2024.

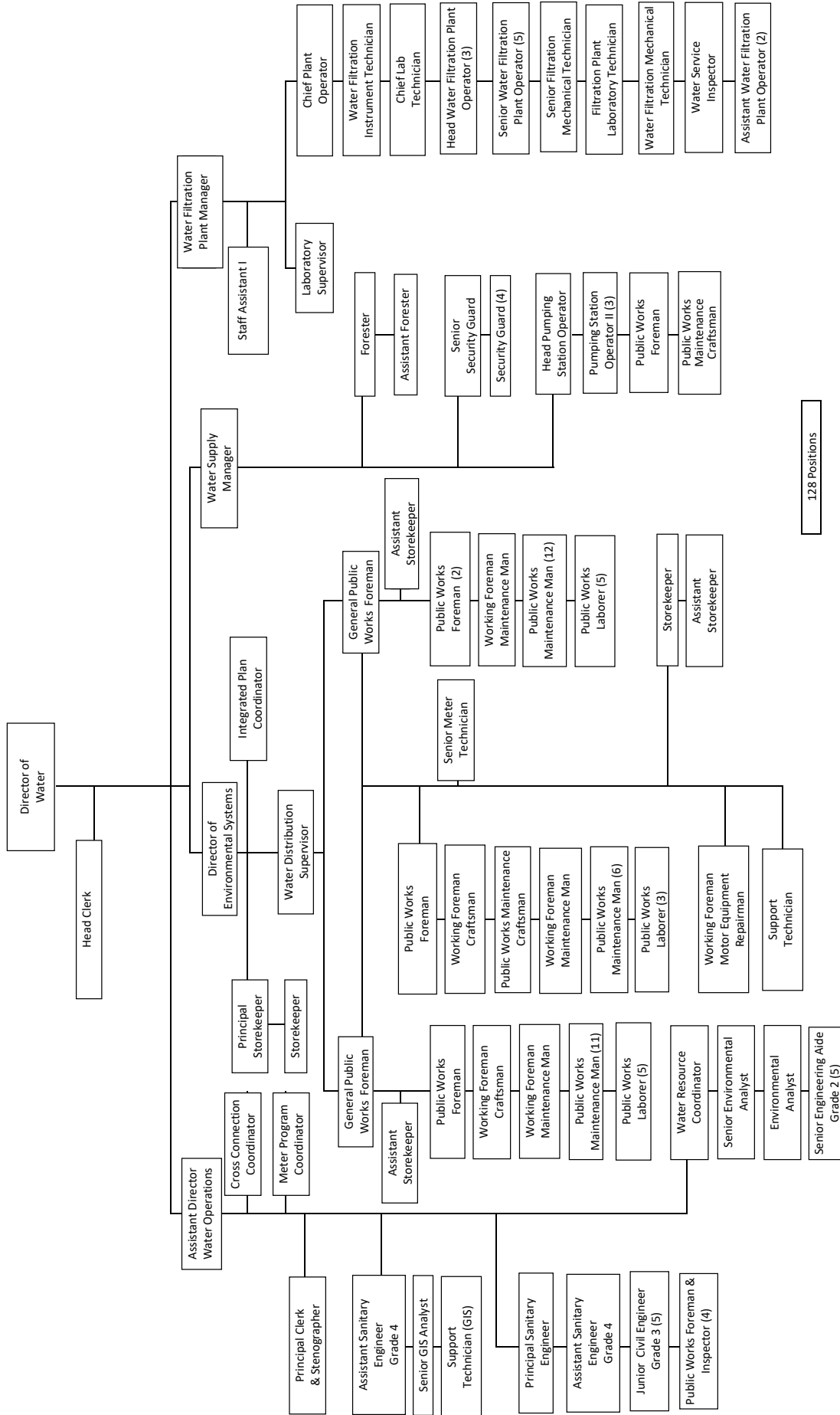
Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 5,488,495.59	\$ 7,317,827.00	\$ 4,391,217.48	\$ 8,062,881.00
Overtime	892,570.53	800,000.00	764,580.86	800,000.00
Ordinary Maintenance	4,737,101.00	4,466,129.00	3,346,979.81	4,751,129.00
Capital Outlay	19,017.98	25,000.00	9,100.00	25,000.00
Debt Service	7,440,121.50	7,516,395.00	6,627,016.16	7,348,374.00
Transfer of Services	2,913,594.00	2,815,377.00	2,972,930.00	3,153,873.00
Fringe Benefits	4,488,325.68	5,548,407.00	3,738,124.74	5,283,871.00
Total Expenditures	\$ 25,979,226.28	\$ 28,489,135.00	\$ 21,849,949.05	\$ 29,425,128.00
Total Positions	135	129	129	128

Operating Budget Highlights

The budget for Fiscal 2024 is recommended to be \$29,425,128, which is an increase of \$935,993 from the Fiscal 2023 amount of \$28,489,135. This increase is a result of step increases for employees that are not at maximum pay, position regrades, merit pay increase, and 3% Cost of Living Adjustments (COLAs) 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. This increase is offset by the elimination of one net position. The Ordinary Maintenance increase is due to increases in the cost of supplies and utilities.

**DEPARTMENT OF PUBLIC WORKS & PARKS
WATER DIVISION
ORGANIZATIONAL CHART**



128 Positions

JAY J. FINK P.E., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #CC1026

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 124,306.00	47EM	DIRECTOR OF WATER	1	\$ 129,172.00
1	111,777.00	48M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	87,153.00
1	78,909.00	46M	WATER FILTRATION PLANT MANAGER	1	106,521.00
1	78,909.00	46M	PRINCIPAL SANITARY ENGINEER	1	80,962.00
0	-	46M	DIRECTOR OF ENVIRONMENTAL SYSTEMS	1	100,758.00
1	96,501.00	44M	CHIEF PLANT OPERATOR	1	99,022.00
1	96,501.00	44M	ENVIRONMENTAL MANAGER	0	-
1	89,550.00	42M	WATER SUPPLY MANAGER	1	91,888.00
1	61,531.00	41M	WATER DISTRIBUTION SUPERVISOR	1	54,640.00
2	149,480.00	43	ASSISTANT SANITARY ENGINEER, GRADE 4	2	172,822.00
1	78,158.00	42	FORESTER	1	89,274.00
1	83,908.00	41	SENIOR GIS ANALYST	1	86,104.00
0	-	41	HEAD WATER FILTRATION PLANT OPERATOR	3	222,918.00
1	60,544.00	40	LABORATORY SUPERVISOR	1	68,086.00
1	60,544.00	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	67,937.00
2	151,124.00	40	GENERAL PUBLIC WORKS FOREMAN	2	166,208.00
0	-	39	INTEGRATED PLAN COORDINATOR	1	64,210.00
0	-	39	CROSS CONNECTION COORDINATOR, GRADE 3	1	64,210.00
0	-	39	METER PROGRAM COORDINATOR, GRADE 3	1	64,210.00
1	58,442.00	39	WATER RESOURCE COORDINATOR	1	71,290.00
8	542,607.00	39	SENIOR WATER FILTRATION PLANT OPERATOR	5	363,644.00
5	326,675.00	39	JUNIOR CIVIL ENGINEER, GRADE 3	5	375,974.00
1	75,562.00	38	CHIEF LAB TECHNICIAN	1	77,534.00
4	234,783.00	38	PUBLIC WORKS FOREMAN AND INSPECTOR	4	265,227.00
1	75,562.00	38	HEAD PUMPING STATION OPERATOR	1	71,934.00
1	50,560.00	37	WORKING FOREMAN, MOTOR EQUIP REPAIRMAN	1	56,690.00
1	60,976.00	37	SUPPORT TECHNICIAN	2	126,065.00
1	70,306.00	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	72,135.00
5	304,604.00	36	PUBLIC WORKS FOREMAN	5	348,094.00
1	55,155.00	35	ASSISTANT FORESTER	1	61,964.00
1	47,522.00	34	FILTRATION PLANT LABORATORY TECHNICIAN	1	47,491.00
1	43,828.00	34	PRINCIPAL STOREKEEPER	1	53,997.00
3	146,809.00	34	WORKING FOREMAN, CRAFTSMAN	2	115,462.00
3	174,267.00	34	PUMPING STATION OPERATOR II	3	196,500.00
1	65,772.00	33HC	SENIOR ENVIRONMENTAL ANALYST	1	70,388.00
6	285,474.00	33	SENIOR ENGINEERING AIDE, GRADE 2	5	262,080.00
1	46,728.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	0	-
2	81,850.00	33	MOTOR EQUIPMENT REPAIRMAN DPW	0	-
1	52,370.00	32	STAFF ASSISTANT 1	1	54,894.00
0	-	32	SENIOR METER TECHNICIAN	1	53,997.00
1	53,696.00	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	56,988.00
2	107,430.00	32	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	121,777.00
4	191,606.00	32	WORKING FOREMAN, MAINTENANCE MAN	3	161,992.00
1	50,969.00	32	HEAD CLERK	1	57,928.00
1	54,858.00	31HC	ENVIRONMENTAL ANALYST	1	54,779.00
1	42,408.00	29	PRINCIPAL CLERK & STENOGRAPHER	1	55,050.00
29	1,198,066.00	28	PUBLIC WORKS MAINTENANCE MAN	29	1,363,083.00
2	72,120.00	28	STOREKEEPER	2	88,026.00
3	128,496.00	27	ASSISTANT STOREKEEPER	3	149,371.00
1	47,419.00	26	WATER SERVICE INSPECTOR	1	49,754.00
13	520,826.00	26	PUBLIC WORKS LABORER	13	591,621.00
2	92,684.00	24	ASSISTANT FILTRATION PLANT OPERATOR	2	95,080.00
1	50,268.00	4	SENIOR SECURITY GUARD	1	56,717.00
4	155,743.00	1	SECURITY GUARD	4	169,438.00
129	6,888,183.00		REGULAR SALARIES	128	7,633,059.00

JAY J. FINK P.E., COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #CC1026

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	4,108.00		EM INCENTIVE PAY		4,286.00
	688,038.00		CONTRACTUAL		688,038.00
	(262,502.00)		VACANCY FACTOR		(262,502.00)
	<u>7,317,827.00</u>		TOTAL RECOMMENDED SALARIES		<u>8,062,881.00</u>
<u>129</u>	<u>\$ 7,317,827.00</u>	450-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>128</u>	<u>\$ 8,062,881.00</u>
	\$ 800,000.00		OVERTIME		\$ 800,000.00
	<u>\$ 800,000.00</u>	450-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 800,000.00</u>
	\$ 1,184,000.00		ELECTRICITY		\$ 1,309,000.00
	17,500.00		LEASES & RENTALS		17,500.00
	107,000.00		SPECIAL POLICE		107,000.00
	35,000.00		HIRED SERVICES		35,000.00
	45,000.00		TELEPHONE		45,000.00
	1,600.00		POSTAGE		1,600.00
	3,500.00		SECURITY SERVICES		3,500.00
	3,000.00		NEWSPAPER ADVERTISING		3,000.00
	1,600.00		REGISTRATION FEES		1,600.00
	265,000.00		WATER		265,000.00
	2,000.00		EXTERMINATOR SERVICES		2,000.00
	15,000.00		PRINTING		15,000.00
	5,000.00		RUBBISH REMOVAL		5,000.00
	42,000.00		MAINTENANCE SYSTEM SOFTWARE		42,000.00
	65,000.00		MAINTENANCE/REPAIR BUILDING		65,000.00
	69,000.00		MAINTENANCE/REPAIR EQUIPMENT		69,000.00
	3,000.00		TRAINING CERTIFICATES		3,000.00
	249,000.00		MAINTENANCE/REPAIR VEHICLE		249,000.00
	6,500.00		CLEANING SERVICES		6,500.00
	50,500.00		INSURANCE		50,500.00
	12,500.00		CONSULTANTS		12,500.00
	6,500.00		ENVIRONMENTAL SERVICES		6,500.00
	7,000.00		HARDWARE NETWORK SUPPORT		7,000.00
	9,500.00		MEMBERSHIP DUES		9,500.00
	1,000.00		AUTOMOTIVE SUPPLIES		1,000.00
	335,000.00		BUILDING SUPPLIES		335,000.00
	13,000.00		OFFICE SUPPLIES		13,000.00
	131,500.00		NATURAL GAS		131,500.00
	4,000.00		SAND & GRAVEL SUPPLIES		4,000.00
	7,500.00		PRINTING SUPPLIES		7,500.00
	80,000.00		AUTO FUEL NO LEAD GAS		80,000.00
	72,000.00		DIESEL FUEL		82,000.00
	90,000.00		LABORATORY SUPPLIES		90,000.00
	175,000.00		PARTS/EQUIPMENT SUPPLIES		175,000.00
	29,000.00		SAFETY SUPPLIES		29,000.00
	2,000.00		SUBSCRIPTIONS		2,000.00
	561,029.00		CHEMICAL SUPPLIES		711,029.00

JAY J. FINK P.E., COMMISSIONER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF WATER- DIVISION #CC1026

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 18,000.00		CUSTODIAL SUPPLIES		\$ 18,000.00
	2,000.00		COPY PAPER		2,000.00
	2,000.00		UNIFORMS		2,000.00
	2,500.00		HARDWARE/DEVICES		2,500.00
	3,400.00		LANDSCAPING SUPPLIES		3,400.00
	567,000.00		OTHER CHARGES & EXPENDITURES		567,000.00
	160,000.00		TAXES		160,000.00
	4,500.00		LICENSES		4,500.00
	<u>\$ 4,466,129.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 4,751,129.00</u>
	<u>\$ 25,000.00</u>		CAPITAL OUTLAY		<u>\$ 25,000.00</u>
	<u>\$ 25,000.00</u>		TOTAL RECOMMENDED CAPITAL OUTLAY		<u>\$ 25,000.00</u>
	\$ 4,864,796.00		DEBT SERVICES:		\$5,247,738.00
	2,651,599.00		REDEMPTION OF BONDS		2,100,636.00
	<u>\$ 7,516,395.00</u>		INTEREST ON BONDS		<u>\$ 7,348,374.00</u>
			TOTAL RECOMMENDED DEBT SERVICES		
	<u>\$ 2,815,377.00</u>		TOTAL RECOMMENDED TRANSFER OF SERVICES		<u>\$ 3,153,873.00</u>
	\$ 2,541,278.00		HEALTH INSURANCE		\$ 2,302,203.00
	2,236,899.00		CONTRIBUTORY PENSIONS		2,248,346.00
	-		EARLY RETIREMENT		-
	647,230.00		PENSION OBLIGATION BONDS		610,322.00
	120,000.00		WORKERS COMPENSATION		120,000.00
	3,000.00		UNEMPLOYMENT COMPENSATION		3,000.00
	<u>\$ 5,548,407.00</u>		TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 5,283,871.00</u>
	<u>\$ 28,489,135.00</u>		TOTAL WATER		<u>\$ 29,425,128.00</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.

Goal 1: Establish staffing to implement a comprehensive program integrating transportation planning, design and implementation.

City Priority Area: Sound Fiscal & Operational Government, Opportunity for All

Objective 1: Provide opportunities for employment and advancement.

Initiative(s)	Measure
Identify and provide for training and professional development opportunities for staff.	<ul style="list-style-type: none"> • % of staff offered training annually • % of staff completing training annually • Number of courses, seminars, webinars, conferences, etc. attended by DTM staff • Number of conference presentations or publications by DTM staff.
Ensure diversity in recruitment of candidates for positions advertised by DTM	<ul style="list-style-type: none"> • Percentage of job opportunity notices sent to CIRCA or other minority based organizations • Number of minority candidates interviewed • Number of minority candidates hired

Goal 2: Create safe streets and public spaces in which people travel, congregate, engage, and interact.

City Priority Area: Vibrant Thriving City, Strong Neighborhoods, Opportunity for All.

Objective 1: Establish a comprehensive program to proactively address traffic safety

Initiative(s)	Measure
Vision Zero	<ul style="list-style-type: none"> • Begin process of developing a Vision Zero/Safe Streets for All Policy for the City of Worcester • Apply for Vision Zero/Safe Streets for All grant funding for identified projects

Objective 2: Identify priority locations for traffic calming and safety improvements

Initiative(s)	Measure
Traffic Studies	<ul style="list-style-type: none"> • Number of Traffic Studies produced.
Expand and evaluate speed hump pilot program	<ul style="list-style-type: none"> • Number of locations installed.

Initiative(s)	Measure
	<ul style="list-style-type: none"> • Observed reduction in speeding (before/after). • Resident satisfaction (survey).
Traffic calming and safety program	<ul style="list-style-type: none"> • Development of a traffic calming toolkit. • Number of traffic calming and safety improvements planned. • Number of traffic calming and safety improvements implemented. • Implementation of Safe Routes to School improvements

Goal 3: Plan, design and implement accessible, convenient and sustainable transportation options available to all.

City Priority Area: Vibrant Thriving City, Strong neighborhoods, Opportunity for All

Objective 1: Establish planning, programming, and project tracking tools.

Initiative(s)	Measure
Transportation Plans	<ul style="list-style-type: none"> • Initiate a Mobility Action Plan that will identify specific projects and actions to implement the Green Worcester Plan and Worcester Now Next plans (co-led by DTM and DSR). • Prepare a scope of work for ADA Transition Plan (transportation system). • Prepare a scope of work for a Pavement Management Plan
Develop Project Prioritization Methodology	<ul style="list-style-type: none"> • Establish a 5-year Local Transportation Improvement Program (TIP) for Pavement Management, Safety Improvements and Sidewalks

Objective 2: Implementation of Complete Streets

Initiative(s)	Measure
MassDOT Complete Streets Funding Program	<ul style="list-style-type: none"> • Maintain list of prioritized projects • Construction funding applications submitted • Construction grant totals received from MassDOT • Construction grant totals received from other sources
City of Worcester Complete Streets Program	<ul style="list-style-type: none"> • Updated Complete Streets Policy reflecting new City organization & current best practices. • Redefine and clarify roles for Transportation Advisory Group
Complete Streets Improvements	<ul style="list-style-type: none"> • Number of street reconstruction/reconfiguration projects under development (planning/design) • Number of street reconstruction/reconfiguration projects completed. • Miles of sidewalks/pedestrian facilities improved (planned/constructed) • Miles of bicycle facilities improved (planned/constructed)

Initiative(s)	Measure
	<ul style="list-style-type: none"> • Number of bike racks installed

Objective 3: Operate Worcester's transportation system in an efficient and reliable manner

Initiative(s)	Measure
Traffic signal upgrades	<ul style="list-style-type: none"> • Inventory and assessment of existing traffic signals updated. • Improvements to traffic signal timing implemented. • Improvements to traffic signal equipment, including ADA, detection and communication. • Installation of pedestrian signal equipment.

Objective 4: Improve regional transportation coordination in a manner that reflects Worcester's role as the Commonwealth's second largest city.

Initiative(s)	Measure
Participate in regional transportation planning	<ul style="list-style-type: none"> • Participation in CMRPC/CMMPO/WRTA/MBTA Advisory Board meetings. • Participation in CMRPC long-range plan development. • Advocacy and recommendations for WRTA and MBTA service improvements. • Advocacy and recommendations for improved passenger bus, rail, and airline service to Worcester.
Partnerships with MassDOT	<ul style="list-style-type: none"> • Transportation project partnerships with MassDOT participation. • Projects added to the CMMPO TIP Program.

Goal 4: Enhance and improve municipal parking and curbside management programs

City Priority Area: Vibrant Thriving City, Strong Neighborhoods, Sound Fiscal & Operational Government

Objective 1: Accommodate a variety of curb management, parking and access needs

Initiative(s)	Measure
Reconcile and update parking regulation schedules	<ul style="list-style-type: none"> • Streets updated. • Number of parking zone changes implemented.
Improve Residential Parking Program	<ul style="list-style-type: none"> • Complete review and update to Residential Parking program.

Objective 2: Improve compliance with parking regulations

Initiative(s)	Measure
Update parking and loading signage	<ul style="list-style-type: none"> • Number of parking signs installed.
Expand enforcement capacity	<ul style="list-style-type: none"> • Total PCO-hours deployed. • Number of citations issued for each category • Parking meter transactions and revenue by payment method
Implement license plate reader technology	<ul style="list-style-type: none"> • Number of license plate readers deployed.

Objective 3: Maintain off-street lots and garages in good working condition

Initiative(s)	Measure
Off-street capital improvements	<ul style="list-style-type: none"> Number and value of planned capital projects completed.

Previous Year DDP Highlights

Goal	Objective	Current Progress
Establish staffing to implement a comprehensive program integrating transportation planning, design and implementation.	Hire highly capable staff with specific experience and backgrounds in transportation.	DTM has hired 10 new, well qualified staff members in its inaugural year, and presently has 21 of 24 positions filled. Four senior management positions filled with recognized experts in municipal and regional transportation and curbside management.
	Provide opportunities for employment and advancement	DTM staff have participated in numerous trainings and workshops to advance their knowledge and skills, including the 2022 National Association of City Transportation Officials (NACTO) conference, MassDOT Moving Together Conference, MassDOT Innovation Conference, Baystate Roads online trainings, New England Parking Council conference, and industry webinars. Two DTM employees will attend the 2023 NACTO conference on full scholarship.
Create safe streets and public spaces in which people travel, congregate, engage, and interact.	Establish a comprehensive program to proactively address traffic safety	<p>Applied for and awarded a Safe Streets for All (SS4A) federal grant to develop a Comprehensive Road Safety (Vision Zero) plan.</p> <p>Applied for a RISE grant from Federal Highway Administration for the redesign of Main South</p> <p>Secured local Congressional delegation support for earmark funding for redesign of Mill Street</p> <p>Obtained software licenses for data analysis to increase capacity for studies and evaluations of City</p>

		Manager, Council, and community requests related to traffic safety
	Identify priority locations for traffic calming and safety improvements	Transition Speed Hump Pilot program, and begin developing plans to expand into a permanent traffic calming program that includes pilot seasonal implementation and permanent installations of traffic calming elements.
Plan, design and implement accessible, convenient and sustainable transportation options available to all.	Establish planning, programming, and project tracking tools.	<p>Building from the Now Next planning effort, initiated Worcester Mobility Action Plan (MAP) in partnership with DSR.</p> <p>Began coordination with MassDOT, CMRPC, and WRTA relative to transit improvement projects .</p> <p>Began coordination with MassBIKE, Major Taylor, and other organizations to improve mobility by bike and micro-mobility devices.</p>
	Implement Complete Streets	<p>Completed and obtained MassDOT approval of Complete Streets Prioritization Plan.</p> <p>Became a Tier 3 community and submitted an application for funding of the complete streets project on County Club Road.</p> <p>Coordinated with DPW&P to incorporate complete streets improvements into upcoming arterial street resurfacing projects on Burncoat St, Grove St, Mill St., and Stafford St.</p>
	Operate Worcester's transportation system in an efficient and reliable manner	Transitioned curbside management/enforcement operations and management of pavement markings, traffic signals, and traffic signs from DPW&P.

	Improve regional transportation coordination in a manner that reflects Worcester's role as the Commonwealth's second largest city.	DTM staffed WRTA board, MBTA Advisory Board and various CMRPC/CMMPO boards. Supported MassDOT/Amtrak grant application for rail service improvements. Supported MassDOT/CMRPC FHWA Reconnecting Communities grant application
Enhance and improve municipal parking and curbside management programs	Accommodate a variety of on-street parking and access needs	Responded to 86 parking ordinance petitions (Aug- March 2023).
	Improve compliance with parking regulations	Expanded parking enforcement staffing to 10 PCOs. Completed citywide installation of parking pay stations.
	Maintain off-street lots and garages in good working condition	Reviewed conditions assessment for garage structure, fire alarm, elevators and stairwell. Two new elevator modernizations at Union Station Garage complete. Major Taylor Stairwell replacement project going out to bid before the end of the FY.

Department Allocation Summary

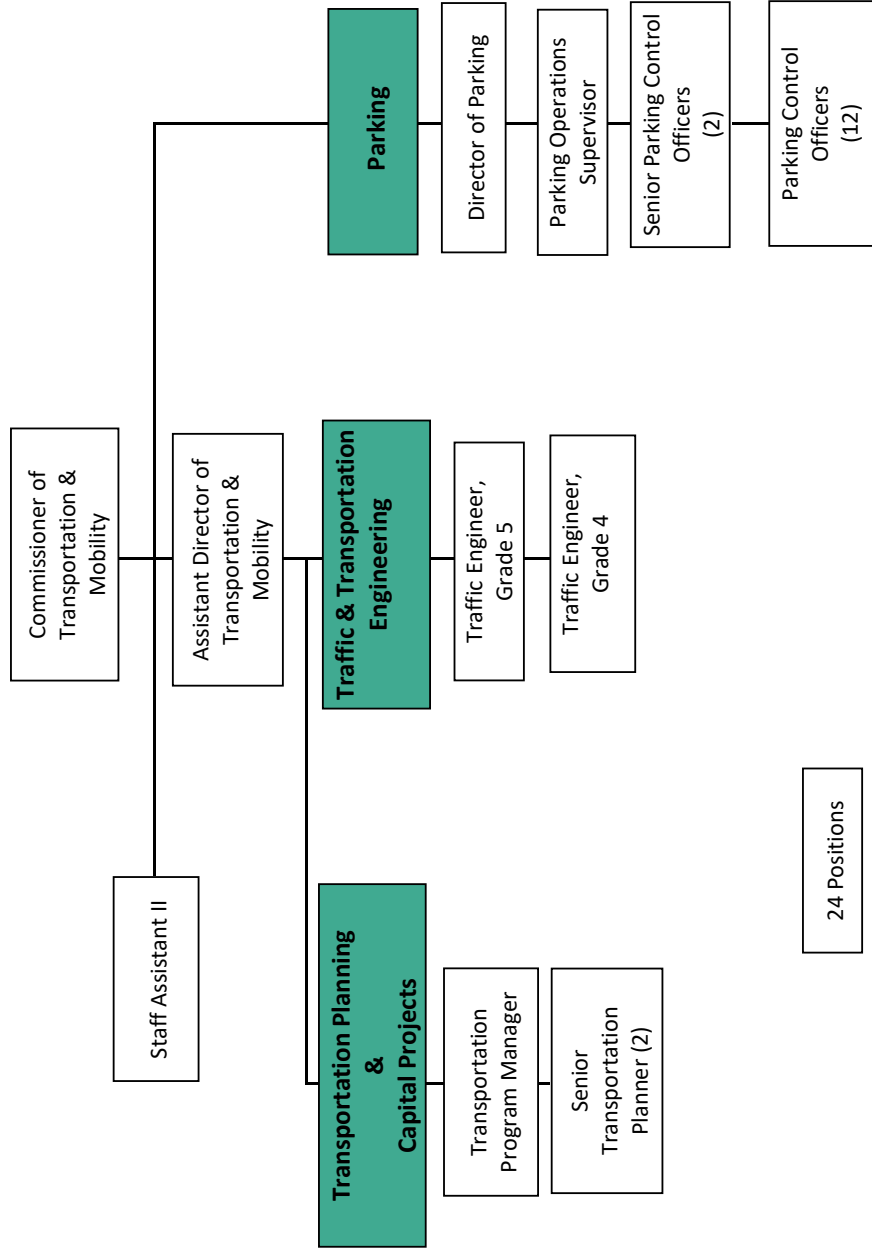
	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ -	\$ 1,420,414.00	\$ 539,696.15	\$ 1,593,779.00
Overtime	-	25,000.00	22,370.17	25,000.00
Ordinary Maintenance	-	1,633,800.00	885,200.51	1,548,800.00
Capital Outlay	-	250,000.00	-	250,000.00
Total	\$ -	\$ 3,079,214.00	\$ 1,447,266.83	\$ 3,417,579.00
Total Positions	0	24	24	24

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$3,417,579, which is an increase of \$338,365 from the Fiscal 2023 amount of \$3,079,214. The salary increase is mainly due to step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustments (COLAs) 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 removal of funding to the Maintenance System Software spend category for the purchase of analytical software tools that were allocated in Fiscal 2023 that are no longer required in Fiscal 2024.

DEPARTMENT OF TRANSPORTATION & MOBILITY ORGANIZATIONAL CHART



24 Positions

STEPHEN S. ROLLE, COMMISSIONER OF TRANSPORTATION & MOBILITY
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF TRANSPORTATION & MOBILITY
TRANSPORTATION & MOBILITY - DEPARTMENT #CC1081

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 130,000.00	58CM	COMMISSIONER TRANSPORTATION & MOBILITY	1	\$ 133,387.00
1	98,196.00	48M	ASSISTANT DIRECTOR TRANSPORTATION & MOBILITY	1	102,505.00
1	103,817.00	46M	DIRECTOR OF PARKING	1	106,521.00
1	84,938.00	45M	TRANSPORTATION PROGRAM MANAGER	1	98,572.00
1	96,501.00	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	1	83,918.00
1	76,184.00	42M	PROGRAM MANAGER		-
1	76,384.00	42M	SENIOR TRANSPORTATION PLANNER	2	160,105.00
1	80,054.00	43	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	90,335.00
1	66,358.00	39	PARKING OPERATIONS SUPERVISOR	1	80,191.00
1	61,960.00	35	STAFF ASSISTANT 2	1	64,855.00
2	161,029.00	34	SENIOR PARKING CONTROL OFFICER	2	178,650.00
12	501,863.00	26	PARKING CONTROL OFFICER	12	523,831.00
24	\$ 1,537,284.00		TOTAL REGULAR SALARIES	24	\$ 1,622,870.00
	-		EM INCENTIVE PAY		5,387.00
	(119,570.00)		VACANCY FACTOR		(45,008.00)
	2,700.00		STIPENDS		10,530.00
24	\$ 1,420,414.00		TOTAL RECOMMENDED PERSONAL SERVICES	24	\$ 1,593,779.00
	\$ 25,000.00		OVERTIME		\$ 25,000.00
	\$ 25,000.00		TOTAL RECOMMENDED OVERTIME		\$ 25,000.00
	\$ 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
	1,500.00		PRINTING		1,500.00
	111,000.00		SOFTWARE MAINTENANCE		26,000.00
	381,000.00		MAINTENANCE/REPAIR EQUIPMENT		381,000.00
	225,000.00		CONSULTANT SERVICES		225,000.00
	2,000.00		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
	11,000.00		OTHER SUPPLIES		-
	3,000.00		AUTO FUEL		3,000.00
	1,000.00		PARTS/EQUIPMENT SUPPLIES		1,000.00
	1,000.00		COPY PAPER		1,000.00
	10,500.00		HARDWARE DEVICES		10,500.00
	2,500.00		TRAVEL		2,500.00
	\$ 1,633,800.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,548,800.00
	\$ 250,000.00		CAPITAL OUTLAY		\$ 250,000.00
	\$ 250,000.00		TOTAL CAPITAL OUTLAY		\$ 250,000.00
	\$ 3,329,214.00		TOTAL RECOMMENDED TAX LEVY		\$ 3,417,579.00



The City of
WORCESTER

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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

		Approved	Totals	Recommended
	Actual	Budget for	as of	Appropriation
	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Expenditures				
Pearl Elm Garage	\$ 470,968.25	\$ 2,415,291.00	\$ 1,017,944.98	\$ 2,557,503.00
Federal Plaza Garage	170,809.77	662,264.00	691,390.32	767,299.00
Off Street Parking Lots	145,675.61	434,299.00	205,720.44	629,030.00
Parking Meters	1,463,954.65	395,721.00	1,863,531.05	727,110.00
Union Station Garage	583,690.57	741,933.00	568,569.30	729,891.00
Major Taylor Blvd Garage	434,421.73	778,713.00	502,951.88	765,197.00
Worcester Common Garage	516,153.46	517,000.00	328,310.59	517,000.00
Total Expenditures	\$ 3,785,674.04	\$ 5,945,221.00	\$ 5,178,418.56	\$ 6,693,030.00
Funding Sources				
Pearl Elm Garage	\$ 439,340.20	\$ 775,000.00	\$ 1,000,000.00	\$ 650,000.00
Federal Plaza Garage	203,988.00	662,264.00	450,000.00	855,000.00
Off Street Parking Lots	268,111.14	362,829.00	230,000.00	629,030.00
Parking Meters	1,463,954.65	395,721.00	1,044,107.00	727,110.00
Union Station Garage	199,054.00	575,000.00	570,095.00	525,000.00
Major Taylor Blvd Garage	766,148.69	2,789,407.00	1,724,216.56	2,906,890.00
Worcester Common Garage	445,077.36	385,000.00	160,000.00	400,000.00
Total Funding Sources	\$ 3,785,674.04	\$ 5,945,221.00	\$ 5,178,418.56	\$ 6,693,030.00

Operating Budget Highlights

The budget for Fiscal 2024 is recommended to be \$6,693,030 which is an increase of \$747,809 from the Fiscal 2023 amount of \$5,945,221. The majority of this increase is due to operating costs associated with the parking meter program and off-street parking lot maintenance. Revenues from parking operations continuing to fully fund operating and debt service costs.

STEPHEN S. ROLLE, COMMISSIONER OF TRANSPORTATION & MOBILITY
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF PUBLIC WORKS & PARKS
OFF STREET PARKING PROGRAM #CC1068

RECOMMENDED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 657,000.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	\$ 657,000.00
727,238.00	INTEREST ON BONDS	740,718.00
1,031,053.00	REDEMPTION ON BONDS	1,159,785.00
<u>\$ 2,415,291.00</u>	TOTAL PEARL ELM GARAGE	<u>\$ 2,557,503.00</u>
\$ 455,000.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	\$ 580,000.00
30,179.00	INTEREST ON BONDS	22,258.00
177,085.00	REDEMPTION ON BONDS	165,041.00
<u>\$ 662,264.00</u>	TOTAL FEDERAL PLAZA GARAGE	<u>\$ 767,299.00</u>
\$ 315,000.00	PARKING METERS ORDINARY MAINTENANCE	\$ 650,000.00
8,444.00	INTEREST ON BONDS	5,110.00
72,277.00	REDEMPTION ON BONDS	72,000.00
<u>\$ 395,721.00</u>	TOTAL PARKING METERS	<u>\$ 727,110.00</u>
\$ 225,000.00	OFF STREET PARKING LOTS ORDINARY MAINTENANCE	\$ 425,000.00
79,519.00	INTEREST ON BONDS	73,030.00
129,780.00	REDEMPTION ON BONDS	131,000.00
<u>\$ 434,299.00</u>	TOTAL OFF STREET PARKING LOTS	<u>\$ 629,030.00</u>
\$ 423,000.00	UNION STATION ORDINARY MAINTENANCE	\$ 423,000.00
43,129.00	INTEREST ON BONDS	29,532.00
275,804.00	REDEMPTION ON BONDS	277,359.00
<u>\$ 741,933.00</u>	TOTAL UNION STATION GARAGE	<u>\$ 729,891.00</u>
\$ 730,000.00	MAJOR TAYLOR BOULEVARD GARAGE ORDINARY MAINTENANCE	\$ 730,000.00
13,543.00	INTEREST ON BONDS	12,656.00
35,170.00	REDEMPTION ON BONDS	22,541.00
<u>\$ 778,713.00</u>	TOTAL MAJOR TAYLOR BOULEVARD GARAGE	<u>\$ 765,197.00</u>
\$ 517,000.00	WORCESTER COMMON GARAGE ORDINARY MAINTENANCE	\$ 517,000.00
<u>\$ 517,000.00</u>	TOTAL WORCESTER COMMON GARAGE	<u>\$ 517,000.00</u>
<u>\$ 5,945,221.00</u>	TOTAL OFF - STREET PARKING	<u>\$ 6,693,030.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (775,000.00)	PEARL ELM GARAGE	\$ (650,000.00)
(662,264.00)	FEDERAL PLAZA	(855,000.00)
(395,721.00)	PARKING METERS	(727,110.00)
(362,829.00)	OFF STREET PARKING LOTS	(629,030.00)
(575,000.00)	UNION STATION GARAGE	(525,000.00)
(2,789,407.00)	MAJOR TAYLOR BOULEVARD GARAGE	(2,906,890.00)
(385,000.00)	WORCESTER COMMON GARAGE	(400,000.00)
<u>\$ (5,945,221.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (6,693,030.00)</u>
<u>\$ -</u>	RECOMMENDED TAX LEVY	<u>\$ -</u>

ECONOMIC DEVELOPMENT

Peter Dunn, Chief Development Officer

City Hall, 4th 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.

Goal 1: Improve and increase organizational and process efficiency to better serve the community.

City Priority Area: Sound Fiscal and Operational Government

Objective 1: Expand technological capacity for all EOED staff.

Initiative(s)	Measure
Acquire extra set of monitors for 100% of EOED staff.	<ul style="list-style-type: none"> Percentage of EOED staff with extra monitor

Objective 2: Integrate administrative functions with new ERP system (HR, Financial management)

Initiative(s)	Measure
Ongoing training and implementation of Workday ERP system	<ul style="list-style-type: none"> Number of staff utilizing Workday ERP system

Objective 3: Efficiently administer the Community-Based ARPA Initiatives

Initiative(s)	Measure
90% of Community-Based ARPA Initiatives obligated by end of FY24	<ul style="list-style-type: none"> % of Community-Based ARPA Initiatives obligated
50% of Community-Based ARPA Initiatives disbursed by end of FY24	<ul style="list-style-type: none"> % of Community-Based ARPA Initiatives disbursed

Objective 4: Maintain adequate representation and quorum on the EOED boards and commissions

Initiative(s)	Measure
Maintain less than 15% vacancy on the boards and commissions staffed by EOED	<ul style="list-style-type: none"> % of vacancies

Goal 2: Advance diversity, equity and inclusion initiatives

City Priority Area: Opportunity for All

Objective 1: Hire highly qualified people from underrepresented demographics.

Initiative(s)	Measure
Work with HR and Executive Office of DEI to better reach and recruit candidates from underrepresented communities	<ul style="list-style-type: none"> • Increase in staffing from underrepresented demographics
Work with HR to include language in job descriptions such as multilingual abilities to better serve constituents	<ul style="list-style-type: none"> • Increase in multilingual staff members in Department

Objective 2: Provide education / professional development opportunities related to DEI

Initiative(s)	Measure
Coordinate with Executive Office of DEI to conduct at least three (3) education / professional development opportunities related to DEI	<ul style="list-style-type: none"> • Number of offerings

Goal 3: Foster neighborhood and business district revitalizations to attract new commercial users and enhance residential quality of life.

City Priority Area: Vibrant Thriving City, Strong Neighborhoods

Objective 1: Implement interdepartmental strategy to identify and make key investments in neighborhood districts

Initiative(s)	Measure
Implementation of Pleasant Street Transformative Development Initiative (TDI)	<ul style="list-style-type: none"> • Number of projects and initiatives implemented and/or supported
Continue the support of projects and initiatives in previously designated TDI Districts	<ul style="list-style-type: none"> • Number of projects and initiatives implemented and/or supported
Build community and business engagement along the lower Lincoln Street corridor in preparation for next TDI application	<ul style="list-style-type: none"> • Number of partners identified

Goal 4: Strengthen and diversify the local economy through business retention, expansion, and recruitment, utilizing resources from the American Rescue Plan Act and Community Development Block Grants

City Priority Area: Vibrant Thriving City, Strong Neighborhoods, Opportunities for All

Objective 1: Streamline and digitalize business financial assistance program applications and closing documents to enhance accessibility to small businesses.

Initiative(s)	Measure
Ensure that all program applications are available for digital completion and submission	<ul style="list-style-type: none"> • Number of program applications digitized
Ensure that 100% of department employees have access to and are using DocuSign to circulate documents	<ul style="list-style-type: none"> • Number of staff with access to DocuSign

Objective 2: Implement current small business development initiatives

Initiative(s)	Measure
Implement the MBE/WBE fund to break down barriers for minority- and women-owned	<ul style="list-style-type: none"> • Number of businesses benefiting from the fund

Initiative(s)	Measure
businesses to address inequities in public contracting opportunities with at least 100 businesses benefiting	
Implement the Technical Assistance for Small Businesses program to help underrepresented businesses thrive and succeed with at least 3 local organizations receiving funds and at least 100 small businesses being served	<ul style="list-style-type: none"> • Number of organizations receiving funds • Number of small businesses served
Grow the Diverse Business Directory by at least 100 new MBE/WBE businesses	<ul style="list-style-type: none"> • Number of new businesses in the directory

Objective 3: Create Permit Advisory Task Force with multiple depts. to identify opportunities for efficiency and streamlining.

Initiative(s)	Measure
Utilize and expand current Interdepartmental Review Team (IRT) format to collaborate among multiple departments to streamline permitting/licensing process to an average turnaround of 45 days	<ul style="list-style-type: none"> • Average turnaround on permitting/licensing

Goal 5: Create and preserve high quality, safe, affordable homeownership and rental housing.

City Priority Area: Opportunities for All, Strong Neighborhoods, Vibrant Thriving City

Objective 1: Support affordable rental housing opportunities and healthy homes

Initiative(s)	Measure
Leverage the Affordable Housing Trust Fund to stimulate new affordable housing creation and private investment	<ul style="list-style-type: none"> • Number of units • Private investment leveraged
Advance the Sustaining Housing First Solutions model to address the homelessness crisis with at least 75 units resulting from the effort.	<ul style="list-style-type: none"> • Number of units
Administer the Lead Abatement program targeting rental units between 50-80% AMI. At least 100 affordable housing rental units will be created/preserved and abated under this program	<ul style="list-style-type: none"> • Number of units

Objective 2: Develop new affordable housing for people that might not otherwise be able to achieve homeownership.

Initiative(s)	Measure
Support and create homeownership opportunities for low to moderate income households with at least 33 units created	<ul style="list-style-type: none"> • Number of first-time homeownership opportunities
Administer Down Payment Assistance to provide direct grants to at least 50 low to	<ul style="list-style-type: none"> • Number of homebuyers

Initiative(s)	Measure
moderate income homebuyers to make a down payment on a home	

Objective 3: Develop new mixed income housing to enable affordable housing that is not concentrated in certain geographic areas in the City.

Initiative(s)	Measure
Successfully implement the recently advertised Inclusionary Zoning policy	<ul style="list-style-type: none"> • Number of Inclusionary Zoning units permitted • Number of Inclusionary Zoning units constructed

Objective 4: Launch Affordable Housing Preservation Program

Initiative(s)	Measure
New program designed to preserve the affordable rent levels in properties that are not currently deed restricted	<ul style="list-style-type: none"> • Number of new deed restrictions preserving affordable rent levels.

Goal 6: Strengthen City's workforce to prepare for post-COVID Economy.

City Priority Area: Opportunities for All

Objective 1: Develop education/training inventory maps for priority occupations. Promote employer-school support online clearinghouse, and support workplace skills training for older job seekers/incumbent workers.

Initiative(s)	Measure
Advance the priorities identified in the Central Mass Regional Workforce Blueprint	<ul style="list-style-type: none"> • Number of priorities implemented

Objective 2: Develop strategic approach and programming for priority occupations. Work with employers to diversify workforce.

Initiative(s)	Measure
Provide career training and skill development for residents to access living wage career pathways	<ul style="list-style-type: none"> • Number of residents benefitting from programs

Goal 7: Strategically manage the City's built environment, balancing the need for opportunities, growth and tax base expansion with conservation and climate resiliency.

City Priority Area: Sound Fiscal and Operational Government, Strong Neighborhoods, Vibrant Thriving City

Objective 1: Develop and Implement the Now-Next Citywide Long-Range Plan.

Initiative(s)	Measure
Publish the recommendations of the plan and initiate zoning rewrite	<ul style="list-style-type: none"> • Initiation of zoning rewrite

Objective 2: Implement priorities of the Open Space & Recreation Plan within Planning or Conservation Commission jurisdiction.

Initiative(s)	Measure
Implement Open Space & Recreation Plan priorities	<ul style="list-style-type: none"> • Number of priorities implemented

Goal 8: Activate the City’s Cultural Plan, support equitable access to arts and culture opportunities, and provide assistance to cultural organizations and creatives.

City Priority Area: Vibrant Thriving City, Opportunities for All, Sound Fiscal and Operational Government

Objective 1: Re-engage the Cultural Plan Advisory Committee and activate the plan strategies.

Initiative(s)	Measure
Activate / implement the Cultural Plan	<ul style="list-style-type: none"> Number of strategies / objectives successfully implemented

Objective 2: Provide assistance to cultural organizations and creatives.

Initiative(s)	Measure
Administer the ARPA programs dedicated to the creative economy / arts and culture	<ul style="list-style-type: none"> Number of grantees supported
Administer the Worcester Arts Council grants	<ul style="list-style-type: none"> Number of grantees supported
Identify additional grant resources for the community	<ul style="list-style-type: none"> Number of new grant opportunities secured

Previous Year DDP Highlights

Goal	Objective	Current Progress
Improve and increase organizational and process efficiency to better serve the community.	Fill all three (3) budgeted administrative assistants to support five divisions.	Complete
Improve and increase organizational and process efficiency to better serve the community.	Acquire extra set of monitors for 100% of EOED staff.	Partially complete, in progress
Improve and increase organizational and process efficiency to better serve the community.	Assign one (1) administrative staff to be a Workday ambassador.	Complete
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 the Green Island neighborhood/Canal District upon Polar Park completion	<p>Partially complete, in progress</p> <p>Housing Development Approximately 1,500 new units of housing under construction or proposed, including market-rate and affordable units at various levels of Area Median Income.</p> <p>Neighborhood Development Resurfacing of roadways and sidewalks in Green Island Neighborhood</p> <p>Special Projects Three (3) major projects under construction in the District Improvement Financing (DIF) area. Completed Rockland Trust</p>

		Plaza with Tobias Boland Statue anticipated to be installed before the end of FY23
Strengthen and diversify the local economy through business retention, expansion, and recruitment. With help of American Rescue Plan Act.	Launch Small Business relief programs through the American Rescue Plan Act funds.	Partially complete, in progress Small Business Safety Net program launched with 230 grants awarded

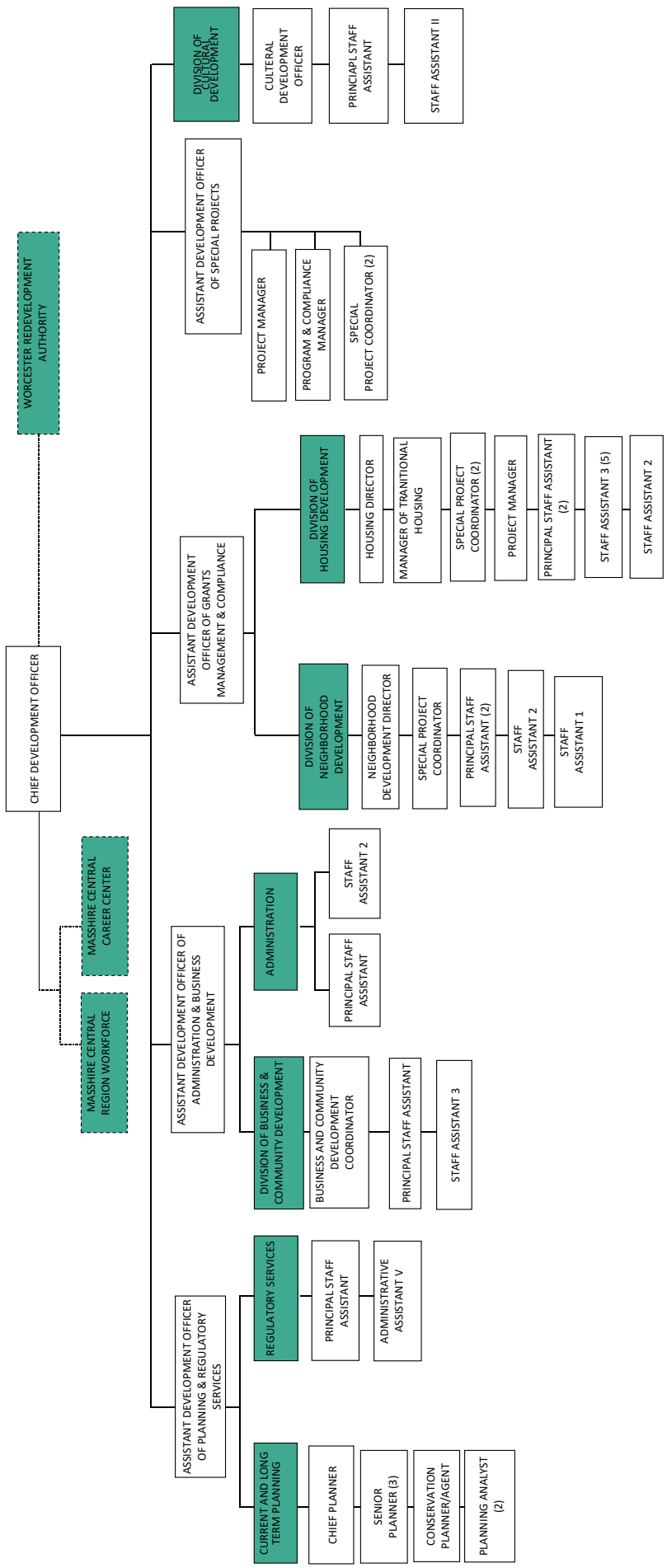
Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 1,413,349.56	\$ 1,686,560.00	\$ 1,316,601.25	\$ 2,083,769.00
Overtime	418.35	-	-	-
Ordinary Maintenance	409,487.67	399,794.00	214,950.09	558,509.00
Total Expenditures	\$ 1,823,255.58	\$ 2,086,354.00	\$ 1,531,551.34	\$ 2,642,278.00
Total Positions	37	42		45

Operating Budget Highlights

The Fiscal 2024 tax levy for the Executive Office of Economic Development Department is recommended to be funded at \$2,642,278, which is an increase of \$555,924 from Fiscal 2023. This increase is a result of a decrease in grant funding, the re-organization of three positions from the Cultural Division transferred from the City Manager's Office, an addition of a Special Project Coordinator to the table of organization to implement CPA and facilitate new committee, step increases for employees who are not at maximum pay, 3% Cost of Living Adjustments (COLAs) for non-represented employees. The increase in Ordinary Maintenance is associated with the transfer of funding from City Manager's Office to support the Cultural Division expenses, additional funding for Professional Development, and Consultants for the Utile Long-Range plan. These increases are offset by the elimination of funding for the Sustaining Housing First Pilot program.

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT ORGANIZATIONAL CHART



45 FUNDED POSITIONS

PETER DUNN, CHIEF DEVELOPMENT OFFICER

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2024
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #CC1004**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 128,437.00	58CM	CHIEF DEVELOPMENT OFFICER	1	\$ 139,321.00
1	103,066.00	48EM	ASSISTANT DEVELOPMENT OFFICER- GRANTS MGMT. & COMPLIANCE	1	105,749.00
2	\$ 231,503.00		REGULAR SALARIES	2	\$ 245,070.00
	9,314.00		EM INCENTIVE PAY		8,752.00
2	\$ 240,817.00		TOTAL SALARIES	2	\$ 253,822.00
			FUNDING SOURCES:		
	\$ (109,885.00)		FEDERAL GRANTS		\$ (107,581.00)
	\$ (109,885.00)		TOTAL FUNDING SOURCES		\$ (107,581.00)
2	\$ 130,932.00		TOTAL PERSONAL SERVICES	2	\$ 146,241.00
1	\$ 100,695.00	48EM	ASSISTANT DEVELOPMENT OFFICER- ADMINISTRATION & BUSINESS DEVELOPMENT	1	\$ 103,319.00
1	76,289.00	42M	BUSINESS & COMMUNITY DEVELOPMENT COORDINATOR	1	81,064.00
2	147,113.00	40M	PRINCIPAL STAFF ASSISTANT	2	155,446.00
1	72,773.00	37	STAFF ASSISTANT 3	1	74,663.00
1	59,393.00	35	STAFF ASSISTANT 2	1	60,556.00
6	\$ 456,263.00		TOTAL REGULAR SALARIES	6	\$ 475,048.00
1	\$ 101,028.00	48EM	ASSISTANT DEVELOPMENT OFFICER OF SPECIAL PROJECTS	1	\$ 103,650.00
1	76,184.00	45M	SPECIAL PROJECT COORDINATOR	2	165,330.00
1	71,164.00	42M	PROJECT MANAGER	1	76,492.00
1	83,436.00	40M	PROGRAM & COMPLIANCE MANAGER	1	71,124.00
4	\$ 331,812.00		TOTAL REGULAR SALARIES	5	\$ 416,596.00
1	\$101,908.00	42EM	NEIGHBORHOOD DEVELOPMENT DIRECTOR	1	\$ 104,571.00
1	67,689.00	45M	SPECIAL PROJECT COORDINATOR	1	69,457.00
2	127,354.00	40M	PRINCIPAL STAFF ASSISTANT	2	147,540.00
1	61,960.00	35	STAFF ASSISTANT 2	1	69,457.00
1	59,637.00	32	STAFF ASSISTANT 1	1	53,349.00
6	\$418,548.00		TOTAL REGULAR SALARIES	6	\$ 444,374.00
1	\$96,673.00	42EM	HOUSING DIRECTOR	1	\$ 99,194.00
2	185,036.00	45M	SPECIAL PROJECT COORDINATOR	2	188,853.00
1	68,525.00	42M	PROJECT MANAGER	1	73,746.00
2	166,005.00	40M	PRINCIPAL STAFF ASSISTANT	2	171,222.00
1	72,773.00	37	MANAGER OF TRANSITIONAL HOUSING	1	74,663.00
5	334,370.00	37	STAFF ASSISTANT 3	5	332,270.00
1	59,078.00	35	STAFF ASSISTANT 2	1	62,791.00
13	\$982,460.00		TOTAL REGULAR SALARIES	13	\$ 1,002,739.00
1	\$108,215.00	48EM	ASSISTANT DEVELOPMENT OFFICER- PLANNING & REGULATORY SERVICES	1	\$ 114,966.00
1	99,543.00	45M	CHIEF PLANNER	1	99,693.00
1	77,374.00	42M	CONSERVATION PLANNER/AGENT	1	82,247.00
3	195,561.00	42M	SENIOR PLANNER	3	228,872.00
2	147,113.00	40M	PRINCIPAL STAFF ASSISTANT	1	65,344.00
2	122,719.00	37	PLANNING ANALYST	2	124,807.00
1	44,454.00	31	ADMINISTRATIVE ASSISTANT V	1	52,900.00
11	\$794,979.00		REGULAR SALARIES	10	\$ 768,829.00
0	\$ -	45M	CULTURAL DEVELOPMENT OFFICER	1	\$ 102,750.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	84,231.00
0	-	35	STAFF ASSISTANT II	1	69,457.00
0	-		REGULAR SALARIES	3	\$ 256,438.00
40	\$2,984,062.00		REGULAR SALARIES	43	\$ 3,364,024.00
	(10,000.00)		VACANCY FACTOR		(104,988.00)
	-		WORCESTER CULTURAL COALITION STIPEND		20,000.00
	6,380.00		EM INCENTIVE PAY		6,894.00
40	\$2,980,442.00		TOTAL PERSONAL SERVICES	43	\$ 3,285,930.00
			FUNDING SOURCES:		
	\$ (1,389,367.00)		FEDERAL GRANTS		\$ (1,303,819.00)
	(35,447.00)		STATE GRANTS		(44,583.00)
	(1,424,814.00)		TOTAL FUNDING SOURCES		(1,348,402.00)
40	\$ 1,555,628.00		TOTAL PERSONAL SERVICES	43	\$ 1,937,528.00
42	\$ 1,686,560.00		TOTAL RECOMMENDED PERSONAL SERVICES	45	\$ 2,083,769.00

PETER DUNN, CHIEF DEVELOPMENT OFFICER

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2024
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #CC1004**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 1,110.00		BOOKS		\$ 1,110.00
	170,000.00		CONSULTANTS		245,000.00
	2,200.00		COPY PAPER		2,200.00
	12,317.00		ENVIRONMENTAL SERVICES		12,217.00
	100.00		EQUIPMENT INSURANCE		34,000.00
	10,950.00		HARDWARE/DEVICES		10,950.00
	1,200.00		LEASE & RENTALS		1,200.00
	50,000.00		LEGAL CONSULTANTS		50,000.00
	500.00		LEGAL FILING FEES		500.00
	1,200.00		LICENSE COMMISSION		1,200.00
	25,000.00		LIVE WORCESTER INCENTIVE PROGRAM		25,000.00
	5,440.00		MAINTENANCE SYSTEM SOFTWARE		5,440.00
	1,200.00		MEMBERSHIP DUES		1,200.00
	14,000.00		NEWSPAPER ADVERTISING		14,000.00
	4,000.00		OFFICE SUPPLIES		4,000.00
	-		OTHER PERSONAL SERVICES		36,100.00
	-		OTHER SUPPLIES		26,000.00
	-		PREPARED MEALS		2,000.00
	1,085.00		PRINTING		3,085.00
	14,000.00		PRINTING SUPPLIES		14,000.00
	1,885.00		RECREATION PROGRAMS		-
	500.00		REGISTRATION FEES		12,300.00
	1,100.00		SECURITY SERVICES		-
	25,000.00		SUSTAINING HOUSING FIRST SOLUTIONS PILOT PROGRAM		-
	5,067.00		TELEPHONES		5,067.00
	1,500.00		TRAVEL		1,500.00
	440.00		WATER		440.00
	50,000.00		LAND MANAGEMENT		50,000.00
	<u>\$ 399,794.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 558,509.00</u>
	<u>\$ 399,794.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 558,509.00</u>
	\$ 239,424.00		HEALTH INSURANCE		\$ 237,550.00
	138,123.00		RETIREMENT		131,038.00
	<u>\$ 377,547.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 368,588.00</u>
			<u>FUNDING SOURCES:</u>		
	<u>\$ (377,547.00)</u>		FUNDING SOURCES		<u>\$ (368,588.00)</u>
	<u>\$ (377,547.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (368,588.00)</u>
	<u>\$ -</u>		TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 2,086,354.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,642,278.00</u>

**FISCAL YEAR 2024
DEPARTMENT OF ECONOMIC DEVELOPMENT
FUNDING SOURCES**

DIVISION: ADMINISTRATION

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 82,837.00	\$ 27,597.00	\$ 110,434.00
LEAD	2,152.00	717.00	2,869.00
ARPA	4,303.00	1,434.00	5,737.00
HOME	6,455.00	2,150.00	8,605.00
EMERGENCY SOLUTIONS	11,834.00	3,943.00	15,777.00
	<u>\$ 107,581.00</u>	<u>\$ 35,841.00</u>	<u>\$ 143,422.00</u>

DIVISION: ADMINISTRATION & BUSINESS DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 24,319.00	\$ 4,908.00	\$ 29,227.00
ARPA	93,344.00	32,908.00	126,252.00
	<u>\$ 117,663.00</u>	<u>\$ 37,816.00</u>	<u>\$ 155,479.00</u>

DIVISION: SPECIAL PROJECTS

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
EPA	\$ 45,883.00	\$ 5,217.00	\$ 51,100.00
	<u>\$ 45,883.00</u>	<u>\$ 5,217.00</u>	<u>\$ 51,100.00</u>

DIVISION: NEIGHBORHOOD DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
ARPA	\$ 125,058.00	\$ 27,033.00	\$ 152,091.00
CDBG	246,677.00	66,000.00	312,677.00
	<u>\$ 371,735.00</u>	<u>\$ 93,033.00</u>	<u>\$ 464,768.00</u>

DIVISION: HOUSING DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 175,341.00	\$ 43,604.00	\$ 218,945.00
LEAD	222,955.00	52,840.00	275,795.00
ARPA	81,721.00	17,172.00	98,893.00
HOME	65,702.00	22,874.00	88,576.00
CLLP	44,582.00	4,659.00	49,241.00
AFFORDABLE HOUSING TRUST FUND	96,469.00	17,893.00	114,362.00
EMERGENCY SOLUTION	126,351.00	37,639.00	163,990.00
	<u>\$ 813,121.00</u>	<u>\$ 196,681.00</u>	<u>\$ 1,009,802.00</u>

DEPARTMENT TOTAL

	<u><u>\$ 1,455,983.00</u></u>	<u><u>\$ 368,588.00</u></u>	<u><u>\$ 1,824,571.00</u></u>
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UNION STATION / WORCESTER REDEVELOPMENT AUTHORITY

Peter Dunn, Chief Development Officer

Worcester Redevelopment Authority
 City Hall, 4th 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 is currently overseeing the construction of Polar Park, the home of the Triple-A Worcester Red Sox, and associated public projects in the Ballpark District Improvement Financing district. 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

	Actual	Approved	Actuals	Recommended
	Fiscal 2022	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/2023	Fiscal 2024
Ordinary Maintenance	\$ 1,555,041.34	\$ 1,854,519.00	\$ 1,468,537.05	\$ 1,854,519.00
Total Expenditures	\$ 1,555,041.34	\$ 1,854,519.00	\$ 1,468,537.05	\$ 1,854,519.00
Funding Sources				
Operating Revenue	\$ 403,305.00	\$ 594,214.00	\$ 528,305.00	\$ 537,394.00
FTA Preventative Maintenance	551,518.23	732,000.00	525,864.00	788,820.00
General Revenue Funds	600,218.11	528,305.00	528,635.15	528,305.00
Total Funding Sources	\$ 1,555,041.34	\$ 1,854,519.00	\$ 1,582,804.15	\$ 1,854,519.00

The tax levy appropriation for Fiscal 2024 is recommended to be \$528,305, which is level funded with Fiscal 2023. The total operating budget for Fiscal 2024 is recommended to be \$1,854,519, which is also level funded with Fiscal 2023. FTA Preventative Maintenance funding is expected to increase by \$56,820, which is offset by reduced operating revenues.

PETTER DUNN, CHIEF DEVELOPMENT OFFICER

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF ECONOMIC DEVELOPMENT

DIVISION OF UNION STATION- DIVISION #CC1058

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
	<u>UNION STATION AND BUSPORT OPERATIONS</u>	
\$ 325,500.00	JANITORIAL SERVICES	\$ 459,525.00
203,319.00	MAINTENANCE & REPAIR	199,000.00
354,000.00	SECURITY	328,500.00
335,500.00	SNOW REMOVAL & GROUNDS	250,000.00
75,000.00	UNION STATION PROPERTY MANAGEMENT	79,000.00
4,000.00	TENANT PARKING	4,000.00
1,700.00	OTHER ORDINARY MAINTENANCE	700.00
225,000.00	REAL ESTATE TAXES	225,000.00
28,500.00	INSURANCE	28,500.00
27,000.00	GENERAL & ADMINISTRATIVE	27,000.00
275,000.00	UTILITIES	253,294.00
<u>\$ 1,854,519.00</u>	ORDINARY MAINTENANCE UNION STATION	<u>\$ 1,854,519.00</u>
<u>-</u>	DOWNTOWN URBAN RENEWAL INITIATIVE	<u>-</u>
<u>\$ 1,854,519.00</u>	TOTAL WORCESTER REDEVELOPMENT AUTHORITY	<u>\$ 1,854,519.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (594,214.00)	TENANT REVENUE	\$ (537,394.00)
(732,000.00)	FTA PREVENTATIVE MAINTENANCE	(788,820.00)
<u>\$ (1,326,214.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,326,214.00)</u>
<u>\$ 528,305.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 528,305.00</u>
<u>\$ 528,305.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 528,305.00</u>

MASSHIRE CENTRAL REGION WORKFORCE BOARD

Jeffrey Turgeon, Director

340 Main Street
Worcester, MA 01608
(508) 799-1509

MassHire Central Region Workforce Board Mission Statement:

The mission of the MassHire Central Region Workforce Board is 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.

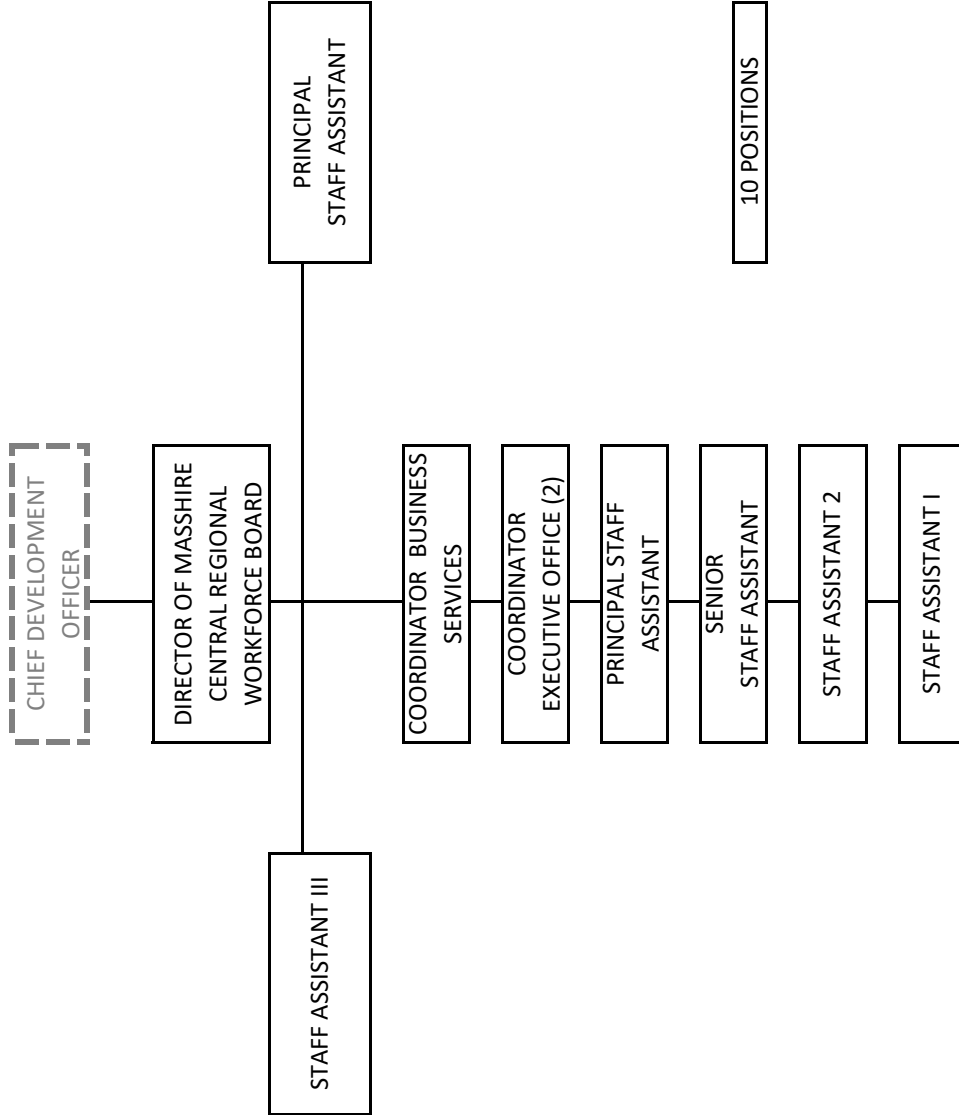
Department Allocation Summary

		Approved	Actuals	Recommended
	Actuals	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2022</u>	<u>Fiscal 2023</u>	<u>3/31/22</u>	<u>Fiscal 2024</u>
Salaries	\$ 500,564.52	\$ 615,379.00	\$ 550,381.81	\$ 656,066.00
Ordinary Maintenance	2,851,564.44	2,687,805.00	2,507,071.84	3,187,805.00
Capital Outlay	-	3,600.00		3,600.00
Fringe Benefits	118,580.75	165,233.00	55,957.44	165,986.00
Total	\$3,470,709.71	\$3,472,017.00	\$3,113,411.09	\$ 4,013,457.00
Federal & State Grants	(3,270,709.71)	(3,272,017.00)	(2,913,411.09)	(3,813,457.00)
Net Total Tax Levy	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00
Total Positions	10	10	10	10

Operating Budget Highlights

The total Fiscal 2024 Budget is recommended to be \$200,000, which is a level funded budget to Fiscal 2023. The increase in Salaries is due to step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustments (COLAs) 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 and Fringe Benefits increased due to anticipated costs and are offset with Federal & State Grants.

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT MASSHIRE CENTRAL REGION WORKFORCE BOARD



JEFFREY TURGEON - DIRECTOR
CITY OF WORCESTER - NET COST FISCAL 2024
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT
DIVISION OF MASSHIRE CENTRAL REGION WORKFORCE BOARD- DIVISION #CC1021

FY23 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 115,960.00	53EM	DIRECTOR OF MASSHIRE CENTRAL REGION WORKFORCE BOARD	1	\$ 118,989.00
1	70,786.00	40M	COORDINATOR OF BUSINESS SERVICES	1	72,744.00
2	183,434.00	42EM	COORDINATOR, EXECUTIVE OFFICE	2	188,211.00
2	150,397.00	40M	PRINCIPAL STAFF ASSISTANT	2	159,835.00
1	61,531.00	39M	SENIOR STAFF ASSISTANT	1	63,137.00
1	54,580.00	37	STAFF ASSISTANT 3	1	61,252.00
1	50,933.00	35	STAFF ASSISTANT 2	1	57,288.00
1	48,730.00	32	STAFF ASSISTANT 1	1	54,338.00
10	\$ 736,351.00		TOTAL REGULAR SALARIES	10	\$ 775,794.00
	8,870.00		EM INCENTIVE PAY		10,304.00
	(129,842.00)		VACANCY FACTOR		(130,032.00)
10	\$ 615,379.00		TOTAL RECOMMENDED PERSONAL SERVICES	10	\$ 656,066.00
	\$ 2,687,805.00		ORDINARY MAINTENANCE		\$ 3,187,805.00
	\$ 2,687,805.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 3,187,805.00
	\$ 3,600.00		CAPITAL PURCHASE		\$ 3,600.00
	\$ 3,600.00		TOTAL RECOMMENDED CAPITAL OUTLAY		\$ 3,600.00
	\$ 88,156.00		HEALTH INSURANCE		\$ 84,783.00
	77,077.00		RETIREMENT		81,203.00
	\$ 165,233.00		TOTAL RECOMMENDED FRINGE BENEFITS		\$ 165,986.00
	\$ 3,472,017.00		TOTAL MASSHIRE CENTRAL REGION WORKFORCE BOARD BUDGET		\$ 4,013,457.00
	\$ (3,272,017.00)		FUNDING SOURCES:		\$ (3,813,457.00)
	\$ (3,272,017.00)		FEDERAL AND STATE GRANTS		\$ (3,813,457.00)
	\$ 200,000.00		TOTAL FUNDING SOURCES		\$ (3,813,457.00)
	\$ 200,000.00		TOTAL RECOMMENDED TAX LEVY/WORCESTER JOBS FUND		\$ 200,000.00



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MASSHIRE CENTRAL CAREER CENTER

Janice Ryan Weekes, Director

340 Main St, Suite 400
Worcester, MA 01608
(508) 799-1600

MassHire Central Career Development Mission Statement:

The mission of the MassHire Central Career Center (MCCC) is 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.

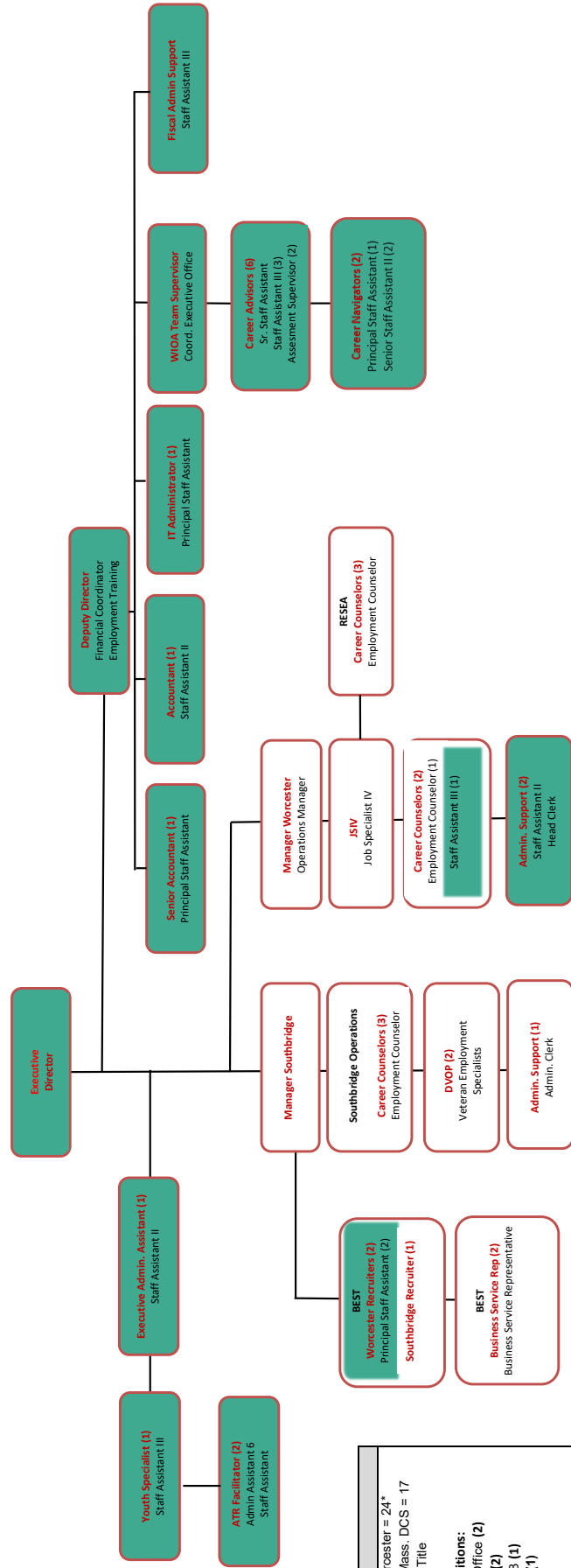
Department Allocation Summary

	Actuals	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2022</u>	<u>Fiscal 2023</u>	<u>3/31/23</u>	<u>Fiscal 2024</u>
Salaries	\$ 1,018,978.25	\$ 1,929,048.00	\$ 1,096,460.12	\$ 2,091,582.00
Ordinary Maintenance	1,071,256.54	1,745,550.00	937,681.81	1,895,550.00
Capital Outlay	-	-	-	-
Fringe Benefits	230,812.33	621,579.00	174,806.74	587,802.00
Total	\$ 2,321,047.12	\$ 4,296,177.00	\$ 2,208,948.67	\$ 4,574,934.00
Federal & State Grants	(2,321,047.12)	(4,296,177.00)	(2,208,948.67)	(4,574,934.00)
Net Total Tax Levy	\$ -	\$ -	\$ -	\$ -
Total Positions	35	35	35	35

Operating Budget Highlights

The total Fiscal 2024 Budget is recommended to be \$4,574,934, which is an increase of \$278,757 from the Fiscal 2023 amount of \$4,296,177. The salary increase is mainly due to step increases for employees that are not at maximum pay, a position regrade, and 3% Cost of Living Adjustments (COLAs) 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 increased due to Grant Award increases that include minimum training requirements plus a carry forward training budget balance from Fiscal 2023. The Fringe Benefit costs decrease due to the migration of plans for Fiscal Year 2023 at a lower cost or employees not enrolling in a health insurance plan. These budgets are fully supported by Federal and State grant funding.

MASSHIRE CENTRAL CAREER CENTERS
ORGANIZATION CHART



KEY	
City of Worcester = 24*	
Comm of Mass. DCS = 17	
Functional Title	
Above Line	
Below Line	
HR Title	
* There are 11 open positions:	
Coordinator, Executive Office (2)	
Principal Staff Assistant (2)	
Admin. Assistant Grade 6 (1)	
Assessment Supervisor (1)	
Staff Assistant 2 (2)	
Staff Assistant 1 (2)	
Head Clerk (1)	

JANICE RYAN WEEKES, DIRECTOR MASSHIRE CENTRAL CAREER CENTER

CITY OF WORCESTER - NET COST FISCAL 2024

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

DIVISION OF MASSHIRE CENTRAL CAREER CENTER- DIVISION #CC1022

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 115,642.00	48EM	DIRECTOR OF MASSHIRE CENTRAL CAREER CENTERS	1	\$ 118,647.00
1	91,331.00	45EM	COORDINATOR CAREER SERVICES	1	93,709.00
1	108,409.00	43EM	FINANCIAL COORDINATOR	1	111,234.00
3	197,361.00	42EM	COORDINATOR, EXECUTIVE OFFICE	3	192,659.00
7	478,371.00	40M	PRINCIPAL STAFF ASSISTANT	7	503,465.00
2	123,062.00	39M	SENIOR STAFF ASSISTANT	2	136,655.00
1	59,407.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	60,952.00
2	132,459.00	37	ASSESSMENT SUPERVISOR	2	140,478.00
5	288,891.00	37	STAFF ASSISTANT 3	5	343,042.00
7	400,576.00	35	STAFF ASSISTANT 2	7	416,503.00
1	29,458.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	59,569.00
2	111,349.00	32	STAFF ASSISTANT 1	2	103,564.00
2	85,774.00	30	HEAD CLERK	2	104,107.00
35	\$ 2,222,090.00		TOTAL REGULAR SALARIES	35	\$ 2,384,584.00
	1,312.00		EM INCENTIVE PAY		1,352.00
	(294,354.00)		VACANCY FACTOR		(294,354.00)
35	\$ 1,929,048.00		TOTAL RECOMMENDED PERSONAL SERVICES	35	\$ 2,091,582.00
	\$ 1,745,550.00		ORDINARY MAINTENANCE		\$ 1,895,550.00
	\$ 1,745,550.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,895,550.00
	\$ 389,352.00		HEALTH INSURANCE		\$ 338,593.00
	232,227.00		RETIREMENT		249,209.00
	\$ 621,579.00		TOTAL RECOMMENDED FRINGE BENEFITS		\$ 587,802.00
	\$ 4,296,177.00		TOTAL CENTRAL CAREER CENTER BUDGET		\$ 4,574,934.00
	\$ (4,296,177.00)		<u>FUNDING SOURCES:</u>		\$ (4,574,934.00)
	\$ (4,296,177.00)		FEDERAL GRANTS		\$ (4,574,934.00)
			TOTAL FUNDING SOURCES		\$ (4,574,934.00)
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -



The City of
WORCESTER

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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

	Actual	Approved	Actuals	Recommended
	Fiscal 2022	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 246,830,294.55	\$ 264,914,704	159,887,553.81	\$ 298,440,908
Overtime	\$ 404,992.39	1,600,000	1,811,836.54	1,660,000
Ordinary Maintenance	\$ 43,278,712.39	43,972,652	29,521,917.25	51,285,008
Capital Outlay	\$ 325,100.95	503,428	43,884.55	512,582
Fringe Benefits	\$ 73,307,148.92	81,745,194	59,364,051.68	86,020,220
Total Expenditures	\$ 364,146,249.20	\$ 392,735,978	250,629,243.83	\$ 437,918,718
Student Transportation Program				
Salaries	\$ 5,195,023.61	\$ 15,376,517	8,965,252.09	\$ 15,742,024
Overtime	\$ 791,994.71	907,348	1,289,377.96	943,641
Ordinary Maintenance	\$ 17,606,836.86	8,682,309	8,457,620.44	7,988,738
Capital Outlay	\$ 731,982.40	-	-	100,000
Total Expenditures	\$ 24,325,837.58	\$ 24,966,174	18,712,250.49	\$ 24,774,403
Total Worcester Public Schools Budget	\$ 388,472,086.78	\$ 417,702,152	269,341,494.32	\$ 462,693,121

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$462,693,121, which is an increase of \$44,990,969, or 10.77% from the Fiscal 2023 amount of \$417,702,152. The budget increase represents a \$46.5 million increase in Chapter 70 state aid and charter school reimbursement, \$6.1 million increase in City contribution, offset by a \$6.8 million net increase in charter school tuition, school choice and state special education assessments. The Fiscal 2024 budget includes the third year of funding under the Student Opportunity Act (SOA).

The Fiscal 2024 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

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 required mandatory local contributions toward educational purposes.

DR. RACHEL MONÁRREZ, SUPERINTENDENT**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2024****WORCESTER PUBLIC SCHOOLS - COST CENTER #CC5001 and #CC5204**

TEACHING & LEARNING DISTRICT-WIDE			
APPROVED FY23 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY24 AMOUNT
\$ 264,914,704.00		REGULAR SALARIES	\$ 298,440,908.00
<u>\$ 264,914,704.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>\$ 298,440,908.00</u>
\$ 1,600,000.00		OVERTIME	\$ 1,660,000.00
<u>\$ 1,600,000.00</u>		TOTAL RECOMMENDED OVERTIME	<u>\$ 1,660,000.00</u>
\$ 43,972,652.00		ORDINARY MAINTENANCE	\$ 51,285,008.00
<u>\$ 43,972,652.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 51,285,008.00</u>
\$ 503,428.00		TOTAL CAPITAL OUTLAY	<u>\$ 512,582.00</u>
\$ 81,745,194.00		TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 86,020,220.00</u>
\$ 392,735,978.00		TOTAL RECOMMENDED BUDGET TAX LEVY	<u>\$ 437,918,718.00</u>
STUDENT TRANSPORTATION PROGRAM			
APPROVED FY23 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY24 AMOUNT
\$ 15,376,517.00		REGULAR SALARIES	\$ 15,742,024.00
<u>\$ 15,376,517.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>\$ 15,742,024.00</u>
\$ 907,348.00		OVERTIME	\$ 943,641.00
<u>\$ 907,348.00</u>		TOTAL RECOMMENDED OVERTIME	<u>\$ 943,641.00</u>
\$ 8,682,309.00		ORDINARY MAINTENANCE	\$ 7,988,738.00
<u>\$ 8,682,309.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 7,988,738.00</u>
\$ 100,000.00		TOTAL CAPITAL OUTLAY	<u>\$ 100,000.00</u>
\$ 25,066,174.00		TOTAL RECOMMENDED BUDGET TAX LEVY	<u>\$ 24,774,403.00</u>
\$ 417,802,152.00			<u>\$ 462,693,121.00</u>



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PUBLIC LIBRARY

Jason Homer, Head Librarian

3 Salem Square
Worcester, MA 01608
(508) 799-1690

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.

Goal 1: Satisfy curiosity and stimulate learning and imagination

City Priority Area: *Opportunity for All; Vibrant, Thriving City*

Objective 1: Ensure library collections meet the intellectual and entertainment needs of the city.

Initiative(s)	Measure
Perform a diversity audit of library collections within community branches.	% of respective collections that depict characters of underrepresented groups. Compare the data vs. City of Worcester census data. % of American Library Association (ALA) "Inclusive Booklists" titles in respective collection.
Plan and budget eBook & eAudio lending to reduce wait times and increase readership.	# of average hold days reduced # of Circulated eBooks and eAudio increased at least 8% over current FY.

Objective 2: Expand programs and events to reflect the changing community

Initiative(s)	Measure
Budget and plan programs that directly address skills needed for residents to be more competitive in the job market.	# of programs dedicated to building marketable skills for employment vs. # of programs for entertainment.
Partner with host sites and community groups to address the growing needs of the city	# of programs conducted with a program partner organization.

Goal 2: Connect patrons with the technology

City Priority Area: *Opportunity for All; Vibrant, Thriving City*

Objective 1: Introduce new lending opportunities to the community

Initiative(s)	Measure
Plan and budget new materials for the library of things.	Number of check outs for non-traditional library materials.

Initiative(s)	Measure
Introduce new lending sources with library lending kiosks.	Number of items circulated at the three host sites for library lending kiosks.

Objective 2: Train library patrons on new technologies

Initiative(s)	Measure
Create slate of “maker” programs for people who want to learn about technology that can help them learn to be the creator and consumer of things.	Number of patrons attending maker programs. Amount of time “Open Lab” is occupied by patrons.
Convert Talking Book Library collection to “Duplication on Demand” model.	Number of TBL patrons using BARD mobile. Number of Duplication on Demand processed by staff.

Goal 3: Provide Community Space and Access

City Priority Area: *Opportunity for All; Vibrant, Thriving City; Strong Neighborhoods*

Objective 1: Provide professional librarian support for high-need interest groups

Initiative(s)	Measure
Create space and support for small business growth.	Number of bookings in study rooms. Number of wireless sessions. Number of business consulting sessions with Business Librarian.
Allocate resources to create new library department focused on the wrap around services individuals need when in crisis at the library.	Number of ESOL classes hosted by the library. Weekly visits from local non-profits addressing needs expressed by community members Number of library-staff run conversation circles. Number of visits with social services in the library.

Objective 2: Ensure equity of service at all library locations and neighborhoods of the city

Initiative(s)	Measure
Budget and plan Great Brook Valley renovation with Worcester Housing Authority.	Number of current visits to GBV branch, compared to branch visits of larger branches. % increase of staffing to meet needs of extrapolated GBV branch usage. Number of wireless sessions for GBV
Expand access to libraries through direct relationship with public schools.	Number of bookmobile visits. Number of public school visits for non-OCOL elementary schools Number of field trips from schools without a OCOL library.

Goal 4: Share Information with the Community**City Priority Area:** *Sound Fiscal and Operational Government, Opportunity for All***Objective 1:** Promote library services to all residents of the city

Initiative(s)	Measure
Implementation of new library digital presence and app.	Number of downloads of library app, once launched. Number of unique visitors to library website

Objective 2: Promote intellectual freedom

Initiative(s)	Measure
Create a series of programs and events designed to inform and educate the general public on issues of Intellectual Freedom, Digital Literacy, and Information Literacy.	Number of programs Number of attendees
Participate in local and national discussions and work on issues of Intellectual Freedom, Digital Literacy, and Information Literacy.	Staff participation in library conferences and journals of librarianship

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.	Inventory project update From calendar year 2021 to 2022, the WPL saw a 21.3% increase in eBook Circulation, 11.3% more than our goal of 10%.
Satisfy curiosity and stimulate learning and imagination	Expand programs and events to reflect the changing community	There have been 687 unique library programs for adults in the first three quarters of the fiscal year. 274 of those, or 40% of programs were dedicated to build marketable skills for employment, with the remaining 60% dedicated to entertainment. So far in 2023, the WPL Teen staff have held 70 programs at the 6 branches of the WPL, not including the Main Library. Year to date, the WPL has held 1,993 – With 13.8% of total in-person programs dedicated to teens. Compared to 2019 US population by age estimates, that puts residents 10-19 at 14.5%, we are closing in on our target of matching our efforts to the population size.

Connect patrons with the technology	Introduce new lending opportunities to the community	Start of FY to end of March, the WPL circulated 149,706 eBooks to City of Worcester residents, who also access 365,648 articles and research reports from our robust databases. WPL patrons checked out 1,202 museum passes in the first 9 months of the year, with our Library of Things items circulating above 70% of the time throughout the year, indicating a need to expand current “things” offerings.
Connect patrons with the technology	Train library patrons on new technologies	Year to Year, BARD downloads have increased 32%, bringing the year to date at 7,498 items downloaded by patrons and 503 items downloaded by staff and delivered to patron devices. Year to date, lending from Talking Books has surpassed the total of last FY, with 51,134 talking books circulated and 7,226 large type items circulated from the TBL.
Provide Community Space	Provide professional librarian support for high-need interest groups	Year to date, there were 181 individual appointments with a librarian. In addition, there were 1,214 uses of the career center computer and 1,990 email reference interactions. Throughout the first 9 months of the FY, there were 1,394 appointments in the study rooms at the Main Library.
Provide Community Space	Ensure equity of service at all library locations and neighborhoods of the city	In the first 9 months of the year, the WPL partnered with community organizations to host 211 programs. In OCOL branches, staff conducted 2,111 class visits directly circulating 35,437 items to public school students.
Share information with the community	Promote library services to all residents of the city	From July 1 to March 31, the WPL attended 100 events throughout the city, outside of the branches and regular bookmobile stops, answering 11,201 questions from community members. The success of this effort has led to a new WPL task force specifically focused on increasing our presence within the community at large.
Share information with the community	Promote intellectual freedom	The WPL staff presented 4 unique programs at the New England Library Association and 2 programs at the Massachusetts Library Association Conference, presenting to over 300 librarians in the region. WPL staff are actively involved on Intellectual Freedom and Legislative committees on the State Level, with professional staff attending 215

		programs throughout the year to hone their expertise.
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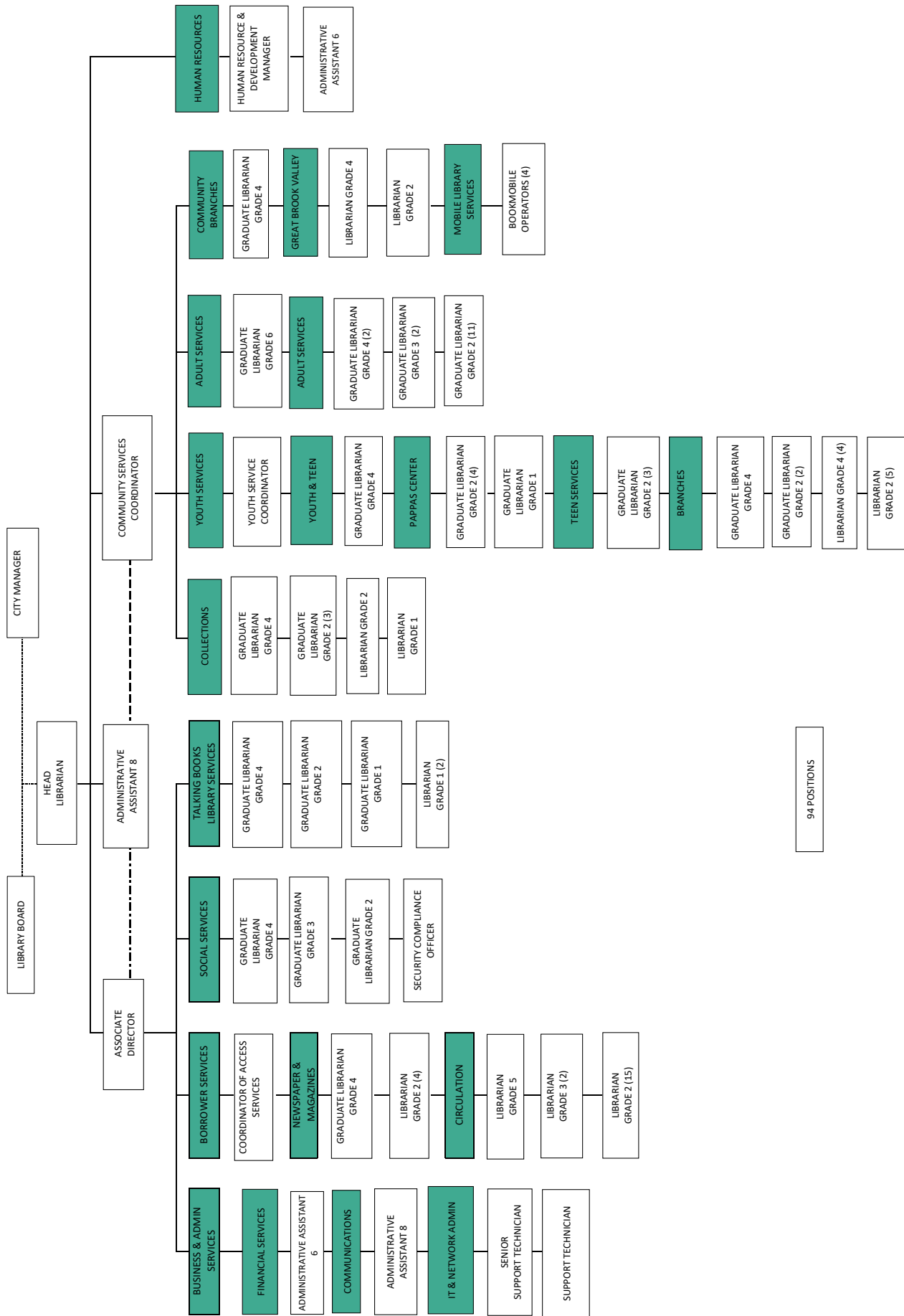
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Budget for	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 4,185,096.76	\$ 4,494,976.00	\$ 3,167,106.78	\$ 4,729,804.00
Overtime	123,412.68	123,795.00	63,926.73	123,795.00
Ordinary Maintenance	1,838,342.31	1,812,539.00	1,118,679.29	1,770,596.00
Capital Outlay	5,413.23	-		-
Total	\$ 6,152,264.98	\$ 6,431,310.00	\$ 4,349,712.80	\$ 6,624,195.00
Total Positions	93	94	94	94

Operating Budget Highlights

The tax levy budget for Fiscal 2024 for the Public Library is recommended to be funded at \$6,624,195, which is an increase of \$192,885 from the Fiscal 2023 amount of \$6,431,310. The salary increase is mainly due to step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustments (COLAs) 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 offset to these increases is regrades of 3 positions resulting in a reduction to salaries. The Ordinary Maintenance decrease is a net result of a funding increase transferred into the department for mileage expenses and the reduction to library material funding for the Preservation Green Collection that was transferred in mid Fiscal Year 2023.

WORCESTER PUBLIC LIBRARY ORGANIZATIONAL CHART



94 POSITIONS

JASON L. HOMER, HEAD LIBRARIAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

WORCESTER PUBLIC LIBRARY- DIVISION #CC1028

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 141,641.00	53EM	HEAD LIBRARIAN	1	\$ 145,331.00
1	111,777.00	48M	ASSOCIATE DIRECTOR	1	114,683.00
1	96,501.00	44M	YOUTH SERVICES COORDINATOR	1	99,022.00
1	96,501.00	44M	COMMUNITY SERVICES COORDINATOR	1	75,456.00
1	96,501.00	44M	PUBLIC SERVICE COORDINATOR	1	75,456.00
1	86,895.00	44M	COORDINATOR OF ACCESS SERVICES	1	92,810.00
6	473,036.00	40P	GRADUATE LIBRARIAN, GRADE 4	6	474,771.00
1	81,784.00	41M	HUMAN RESOURCE & DEVELOPMENT MANAGER	1	87,153.00
2	152,922.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	2	158,904.00
3	214,940.00	37P	GRADUATE LIBRARIAN, GRADE 3	3	225,821.00
21	1,294,386.00	36P	GRADUATE LIBRARIAN, GRADE 2	22	1,451,452.00
2	116,616.00	31P	GRADUATE LIBRARIAN, GRADE 1	1	63,253.00
1	80,990.00	40	SENIOR SUPPORT TECHNICIAN	1	83,104.00
1	72,773.00	37	SUPPORT TECHNICIAN	1	74,663.00
2	104,740.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	2	110,517.00
1	59,686.00	32	LIBRARIAN, GRADE 5	1	56,268.00
1	59,021.00	31	LIBRARIAN, GRADE 4	1	51,499.00
1	48,150.00	29	LIBRARIAN, GRADE 3	1	52,416.00
2	92,200.00	27	BOOKMOBILE OPERATOR	2	98,335.00
1	45,790.00	26	LIBRARIAN, GRADE 2A	1	48,048.00
18	657,353.00	25	LIBRARIAN, GRADE 2	20	848,060.00
3	115,040.00	21	LIBRARIAN, GRADE 1	1	42,183.00
1	47,050.00	28	LIBRARY SECURITY COMPLIANCE OFFICER	1	49,983.00
73	\$ 4,346,293.00		TOTAL REGULAR SALARIES WITHOUT PAGES	73	\$ 4,579,188.00
1	\$ 81,237.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 86,991.00
1	60,712.00	31P	GRADUATE LIBRARIAN, GRADE 2 (PG36P)	1	49,301.00
4	213,021.00	31	LIBRARIAN, GRADE 4	4	226,406.00
2	91,058.00	27	BOOKMOBILE OPERATOR	2	102,172.00
5	194,498.00	25	LIBRARIAN, GRADE 2	5	210,103.00
13	\$ 640,526.00		REGULAR SALARIES	13	\$ 674,973.00
86	\$ 4,986,819.00		REGULAR SALARIES	86	\$ 5,254,161.00
	116,816.00		TOTAL PAGES SALARIES		116,816.00
	2,254.00		EM INCENTIVE		3,864.00
	382,841.00		BUILDING OPERATION		404,638.00
	(20,712.00)		VACANCY FACTOR		(73,203.00)
86	\$ 5,468,018.00		TOTAL RECOMMENDED SALARIES	86	\$ 5,706,276.00
			FUNDING SOURCES:		
	(786,792.00)		PILOT		(784,124.00)
	(80,000.00)		BOOKMOBILE FUNDING		(80,000.00)
	(106,250.00)		LIBRARY RESOURCE FUNDING-SALARIES		(112,348.00)
	(973,042.00)		TOTAL FUNDING SOURCES		(976,472.00)
86	\$ 4,494,976.00		TOTAL RECOMMENDED PERSONAL SERVICES	86	\$ 4,729,804.00

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 22,658.00		REGULAR OVERTIME		\$ 22,658.00
	66,137.00		SUNDAY OVERTIME		66,137.00
	\$ 88,795.00		TOTAL OVERTIME		\$ 88,795.00
	\$ 35,000.00		BUILDING OPERATIONS		\$ 35,000.00
	\$ 123,795.00		TOTAL RECOMMENDED OVERTIME		\$ 123,795.00

JASON L. HOMER, HEAD LIBRARIAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

WORCESTER PUBLIC LIBRARY- DIVISION #CC1028

\$ 1,904.00	AUTO FUEL	\$ 1,500.00
3,382.00	BUILDING SUPPLIES	20,000.00
2,500.00	CLEANING SERVICES	-
1,888.00	COPY PAPER	2,000.00
5,178.00	CUSTODIAL SUPPLIES	6,000.00
4,200.00	FOOD SUPPLIES	4,000.00
22,400.00	HARDWARE NETWORK SUPPORT	48,000.00
50,766.00	HARDWARE/DEVICES	50,000.00
720.00	INSURANCE	720.00
11,200.00	LEASES & RENTALS	12,000.00
3,485.00	LICENSES	3,586.00
2,000.00	MAINTENANCE REPAIR EQUIPMENT	1,200.00
4,030.00	MAINTENANCE REPAIR VEHICLE	10,000.00
80,775.00	MAINTENANCE SYSTEM SOFTWARE	82,000.00
71,248.00	MEDIA/LIBRARY SUPPLIES	100,000.00
100.00	MEDICAL SUPPLIES	-
197,000.00	MEMBERSHIP DUES	204,000.00
4,200.00	NEWSPAPER ADVERTISEMENT	-
19,000.00	OFFICE SUPPLIES	15,000.00
5,300.00	OTHER CHARGES & EXPENDITURES	500.00
2,600.00	OTHER PERSONAL SERVICES	5,000.00
7,116.00	POSTAGE	500.00
11,850.00	PRINTING	12,000.00
21,000.00	PRINTING SUPPLIES	10,000.00
2,400.00	REGISTRATION FEES	2,400.00
7,130.00	RENTAL/NETWORK STORAGE	5,000.00
31,000.00	SECURITY SERVICES	12,000.00
20,354.00	TELEPHONE	24,000.00
-	TRAVEL	600.00
500.00	UNIFORMS	500.00
923,722.00	LIBRARY MATERIALS	881,179.00
<u>\$ 1,518,948.00</u>	ORDINARY MAINTENANCE	<u>\$ 1,513,685.00</u>
293,591.00	BUILDING OPERATIONS	256,911.00
<u>\$ 1,812,539.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 1,770,596.00</u>
<u>\$ 1,812,539.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,770,596.00</u>
\$ 52,987.00	HEALTH INSURANCE	\$ 38,820.00
9,215.00	RETIREMENT	7,236.00
<u>\$ 62,202.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 46,056.00</u>
	FUNDING SOURCES:	
\$ (62,202.00)	LIBRARY RESOURCE FUNDING-FRINGE BENEFITS	\$ (46,056.00)
<u>\$ -</u>	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ -</u>
<u>\$ 6,431,310.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 6,624,195.00</u>

JASON L. HOMER, HEAD LIBRARIAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

WORCESTER PUBLIC LIBRARY- DIVISION #CC1028

1	\$	81,925.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$	87,069.00
1		69,189.00	36P	GRADUATE LIBRARIAN, GRADE 2	1		74,783.00
1		44,892.00	29	LIBRARIAN, GRADE 3	1		47,682.00
3	\$	196,006.00		REGULAR SALARIES	3	\$	209,534.00
		36,488.00		FRINGE BENEFITS			28,917.00
	\$	232,494.00		TOTAL EXPENSES- LIBRARY RESOURCES		\$	238,451.00
		(196,006.00)		<u>FUNDING SOURCES-STATE REVENUES:</u>			
		(36,488.00)		SALARIES			(209,534.00)
		(232,494.00)		FRINGE BENEFITS			(28,917.00)
				TOTAL CREDITS- LIBRARY RESOURCES			(238,451.00)
	\$	-		TOTAL RECOMMENDED TAX LEVY		\$	-

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 80,972.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 86,833.00
1	40,872.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	58,402.00
1	60,302.00	31P	GRADUATE LIBRARIAN, GRADE 1	1	63,253.00
2	80,430.00	21	LIBRARIAN, GRADE 1	2	84,366.00
5	\$ 262,576.00		REGULAR SALARIES	5	\$ 292,854.00
	3,000.00		OVERTIME		3,000.00
	164,527.00		ORDINARY MAINTENANCE		187,689.00
	66,629.00		FRINGE BENEFITS		66,121.00
	\$ 496,732.00		TOTAL EXPENSES- TALKING BOOKS		\$ 549,664.00
	(262,576.00)		<u>FUNDING SOURCES-STATE REVENUES:</u>		
	(3,000.00)		SALARIES		(292,854.00)
	(164,527.00)		OVERTIME		(3,000.00)
	(66,629.00)		ORDINARY MAINTENANCE		(187,689.00)
	\$ (496,732.00)		FRINGE BENEFITS		(66,121.00)
			TOTAL CREDITS- TALKING BOOKS		\$ (549,664.00)
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -



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 mission of the Department of Health & Human Services is to:

- Provide coordination and management of the City's critical services in the areas of Public Health, Veterans' Services, Elder Affairs, and Youth Services.
- Maximize access to City programs and services by providing information and referral advocacy, outreach, and educational programs for all Worcester residents regardless of age, race, ability, or health condition.
- Ensure that all City residents are treated fairly and equally by reducing bias, bigotry, and prejudices.
- Promote ways to increase respect in our community and safeguard equal access and opportunity for all through outreach, educational programs, events, and advocacy.
- Provide eligible veterans and their families with immediate financial aid, medical assistance, and referral services such as housing, employment opportunities, health, and education.
- Advance the well-being of the City's youth, particularly in the areas of educational and employment opportunities.
- Oversee community coordination to address a wide array of homeless issues including triage/assessment/rapid re-housing, discharge planning, and street outreach.

Vision: Worcester will be a place where all voices contribute equitably to the creation of a vibrant, healthy community in which barriers to maintaining high quality of life are eliminated.

Goal 1: Center Equity

City Priority Area: Opportunity for All

Objective 1: Ensure consistent training and professional development for all staff related to DEI

Initiative(s)	Measure
Train all staff on health equity, anti-racism, and internalized bias	<ul style="list-style-type: none"> • Percent of staff trained • Number of trainings held
Hold at least monthly internal workshops to put trainings to practice	<ul style="list-style-type: none"> • Number of quality improvement projects implemented as a result • Number of workshops held
Integrate DEI objectives into individual development plans	<ul style="list-style-type: none"> • Number of staff with individual DEI goals identified
Hold annual Division/office specific training in addition to Department wide training	<ul style="list-style-type: none"> • Number of unique trainings held • Percent of staff trained

Objective 2: Implement a community-led process for allocating Opioid Settlement Dollars

Initiative(s)	Measure
Develop and implement a root-cause focused process that identifies areas for current and future investment to reduce the impacts of opioid use	<ul style="list-style-type: none"> • Number of individuals engaged in the process • Number of dollars allocated through process
Implement initiatives identified through process.	<ul style="list-style-type: none"> • Number of dollars spent on initiatives

Objective 3: Implement the Community Health Improvement Plan

Initiative(s)	Measure
Implement community crisis response model where 75% of calls are responded to within 1 hour and 75% of clients are connected to clinicians no later than the end of Q4.	<ul style="list-style-type: none"> • Number calls responded to • Percentage of calls responded to • Average call response time • Number of clients connected to services by clinicians • Percentage of clients connected to services by clinicians
Support mobile services for the unhoused and unstably housed.	<ul style="list-style-type: none"> • Percent increase client housing (RedCap)
All task forces will hold meetings no less than 1 time per quarter.	<ul style="list-style-type: none"> • Number of Mayor's Mental Health Task Force meetings held • Number of Reentry Task Force meetings held • Number of Opioid Task Force meetings held • Number of Equity Task Force meetings held • Number of Cabinet for Families and Children meetings held • Number of HUB, and Housing First Coordinating Council meetings held
Pilot municipal racial equity tools for Department processes	<ul style="list-style-type: none"> • Number of processes equity tools integrated into • Number of new hires hired under process integrating equity tools

Goal 2: Make data-driven decisions**City Priority Area: Sound Fiscal & Operational Government****Objective 1: Establish the Division of Data, Research & Epidemiology**

Initiative(s)	Measure
Set a data or research goal with every Division within HHS by Q3 FY24.	<ul style="list-style-type: none"> • Number of goals written
Use a community-informed process for setting some external goals of the Division.	<ul style="list-style-type: none"> • Number of external stakeholders engaged • Number of meetings held

Objective 2: Publish the 2024 Community Health Assessment

Initiative(s)	Measure
Engage local leaders in setting the scope of the CHA	<ul style="list-style-type: none"> • Number of individuals engaged in the Advisory Committee • Number of Advisory Committee meetings held

Publish and advertise the completion of the 2024 CHA through multiple means	<ul style="list-style-type: none"> • Number of individuals attending in-person launch • Number of people attending virtual launch • Number of downloads from City and partner websites
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Objective 3: Build internal and external health data dashboards

Initiative(s)	Measure
Launch Community Health Assessment data dashboard	<ul style="list-style-type: none"> • Number of quantitative measures published in the dashboard • Number of qualitative measures published
Establish a local healthcare data warehouse	<ul style="list-style-type: none"> • Number of MOUs signed • Number of internal measures defined • Number of external measures published

Goal 3: Improve internal processes

City Priority Area: Sound Fiscal & Operational Government, Opportunity for All

Objective 1: Better connected services and communication within HHS.

Initiative(s)	Measure
Hold one department-wide full staff meeting at least once per quarter.	<ul style="list-style-type: none"> • Percentage of quarters with at least one full staff meeting • Total number of full staff meetings held during FY23
Schedule monthly meetings with division heads during no less than 75% of weeks during FY24.	<ul style="list-style-type: none"> • Percentage of weeks with division head meetings scheduled • Percentage of division heads attending at least 80% of scheduled meetings
Create and distribute a contact sheet to 100 % of HHS employees no later than the end of Q2 of FY24.	<ul style="list-style-type: none"> • Percentage of employees who have received the contact sheet

Objective 2: Develop and implement HHS onboarding process.

Initiative(s)	Measure
Deputy Commissioner and Division Heads will review and improve 2 processes no later than the end of Q2 of FY24 to implement uniform onboarding process for HHS.	<ul style="list-style-type: none"> • Number of processes reviewed • Number of processes adjusted • Number of processes implemented
From the end of Q2 onwards, 75% of onboarding processes will be conducted using the new processes.	<ul style="list-style-type: none"> • Number of onboarding processes scheduled • Number of new employees attending sessions • Percentage of onboarding processes conducted using the new process

Objective 3: Realign Senior Staff Management.

Initiative(s)	Measure
Increase retention to 75%	Retention Rate
Hold one meeting with each division head each month	Number of meetings with Division Heads
Facilitate 4 collaborative projects between divisions during FY24	Number of collaborative projects between Divisions

Previous Year DDP Highlights

Goal	Objectives	Current Progress
1: Better Connected Services	1.1: Better connected services and communication within HHS 1.2: Increase Recovery Coach and Navigator Services 1.3: Better connected human services system	Building on the collaborations developed to robustly respond to the Covid-19 pandemic, HHS has continued to build bridges with local healthcare, social service, and public health organizations. More data is shared than ever and greater efforts to eliminate gaps for the residents of Worcester are occurring.
2: Assessment	2.1: Increase shared data across HHS Divisions	FY23 efforts around data will come to fruition in FY24, with a comprehensive Community Health Assessment being published that all Divisions can draw on, some cross-Division opportunities with data coming from the Youth Office, and a large project on the horizon with the healthcare facilities in Worcester.
3: Quality Improvement	3.1: Develop and implement HHS onboarding process 3.2: Recruit, support, retain, promote, and mentor BIPOC candidates and staff	Department recruitment and retention efforts have yielded a number of excellent candidates taking roles within HHS, an increased retention rate overall, and opportunities for staff development and growth moving forward.
Goal 4: Increase resources	4.1: Increase funding 4.2: Hire Deputy Commissioner 4.3: Realign Senior Management	Many Divisions of HHS went through a process of reprioritizing, aligning resources, creating administrative efficiencies, and strategic planning in FY23. This work needs to continue through FY24 with new leadership and structures within HHS.

Department Allocation Summary

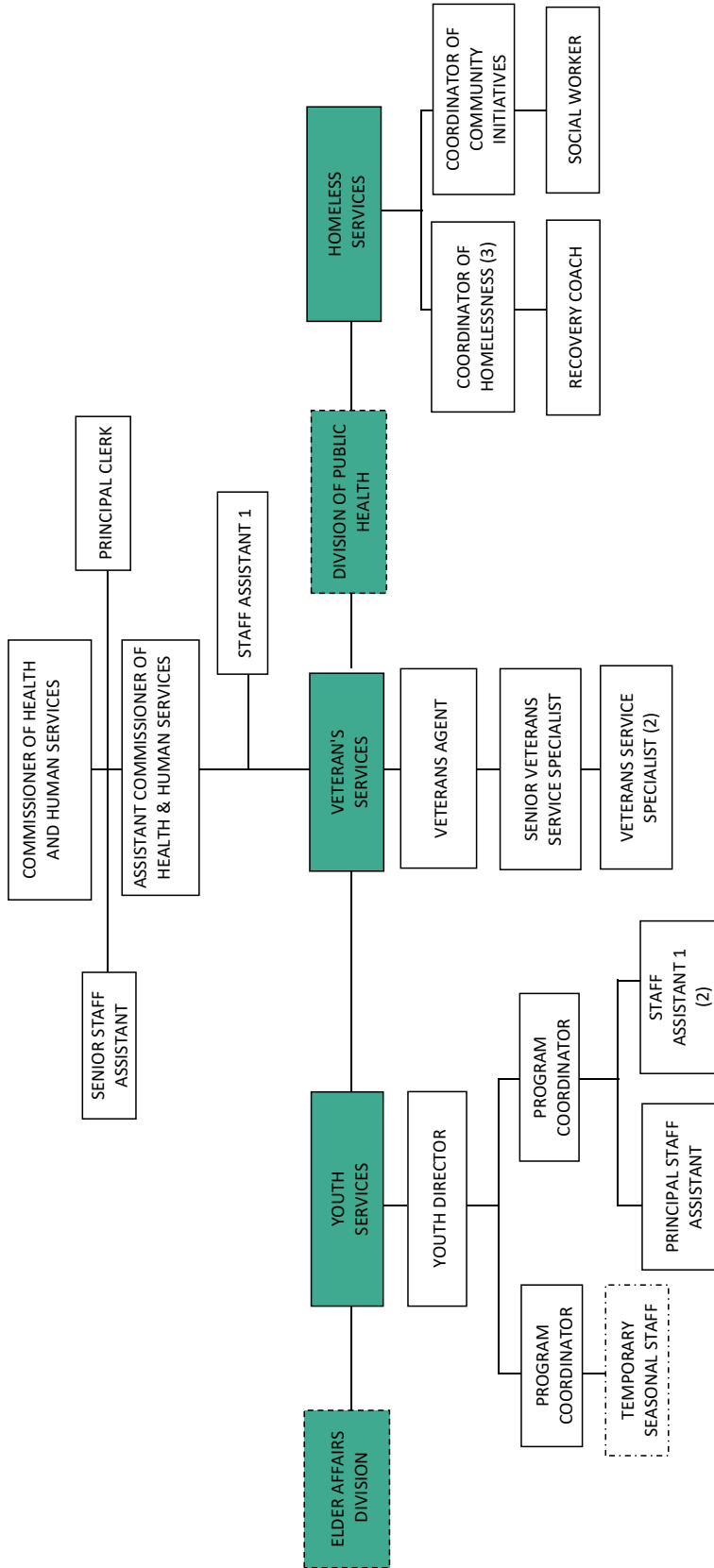
	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2022</u>	<u>Fiscal 2023</u>	<u>3/31/23</u>	<u>Fiscal 2024</u>
Salaries	\$ 983,005.08	\$ 1,607,272.00	\$ 1,169,178.87	\$ 1,392,926.00
Ordinary Maintenance	1,504,434.25	2,922,156.00	1,054,174.16	1,959,030.00
Overtime	-	-	-	-
Total	\$ 2,487,439.33	\$ 4,529,428.00	\$ 2,223,353.03	\$ 3,351,956.00
Total Positions	23	25	25	23

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$3,351,956, which is a decrease of \$1,177,472 from the Fiscal 2024 amount of \$4,529,428. This decrease is offset by step increases for employees who are not at maximum pay, regrades of existing positions within the Youth Division, and 3% Cost of Living Adjustments (COLAs) 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. In Fiscal 2023, the Division of Human Rights was transferred to the Executive Office of Diversity, Equity & Inclusion (DE&I). Two positions and the full Ordinary Maintenance allocation of the Human Rights division were transferred to DE&I. The Consumer Rights program is now under the Administrative division of Health & Human Services. The Ordinary Maintenance decrease is due to a shift in contracted services from tax levy to grant funding, a reduction in

Veteran's benefits based on prior year actuals, a reduction in youth operating costs based on anticipated programming in Fiscal 2024, as well as copier leases being transferred to the Department of Innovation & Technology. This decrease is offset by an increase in funding for Opioid Settlement Fund related costs.

DIVISION OF HEALTH AND HUMAN SERVICES ORGANIZATIONAL CHART



MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES
DIVISION OF ADMINISTRATION- DIVISION #CC1023

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
HEALTH AND HUMAN SERVICES					
1	\$ 146,392.00	58CM	COMMISSIONER OF HEALTH AND HUMAN SERVICES	1	\$ 150,206.00
1	75,377.00	48EM	ASSISTANT COMMISSIONER OF HEALTH AND HUMAN SERVICES	1	118,047.00
1	61,531.00	39M	SENIOR STAFF ASSISTANT	1	73,013.00
3	214,640.00	37P	COORDINATOR OF HOMELESSNESS	3	203,616.00
1	66,144.00	37P	COORDINATOR OF COMMUNITY INITIATIVES	1	70,314.00
1	69,738.00	38P	SOCIAL WORKER/CLINICIAN	1	74,131.00
1	25,093.00	33P	RECOVERY COACH	1	30,413.00
0	-	32	STAFF ASSISTANT 1	3	120,315.00
1	51,469.00	27	PRINCIPAL CLERK	1	52,811.00
10	\$ 710,384.00		TOTAL REGULAR SALARIES	13	\$ 892,866.00
	5,679.00		EM INCENTIVE PAY		6,066.00
	418,862.00		FREE CASH ADJUSTMENT		-
	1,134,925.00		TOTAL SALARIES		898,932.00
			FUNDING SOURCES:		
	\$ (118,128.00)		OPIOID SETTLEMENT FUND	\$	-
	(25,093.00)		REMILLARD GRANT		-
	(144,833.00)		EMERGENCY SHELTER GRANT		(52,063.00)
	-		WORCESTER FAIR HOUSING PROJECT		(3,926.00)
	-		CONSUMER AID PROGRAM		(88,076.00)
	\$ (288,054.00)		TOTAL HHS PERSONAL SERVICES	\$	(144,065.00)
10	\$ 846,871.00		TOTAL RECOMMENDED PERSONAL SERVICES- HHS	13	\$ 754,867.00
	\$ 500.00		COPY PAPER	\$	500.00
	1,000.00		HARDWARE DEVICES		1,000.00
	500.00		MAINTENANCE SYSTEM SOFTWARE		500.00
	300.00		NEWSPAPER ADVERTISEMENT		300.00
	1,000.00		OFFICE SUPPLIES		1,000.00
	800.00		PREPARED MEALS		800.00
	2,000.00		REGISTRATION FEES		2,000.00
	2,000.00		TELEPHONE		2,000.00
	1,500.00		TRAVEL		1,500.00
	1,000,000.00		CONSULTANTS		160,492.00
	500.00		WATER		500.00
	\$ 1,010,100.00		TOTAL ORDINARY MAINTENANCE	\$	170,592.00
	\$ 1,010,100.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE- HHS	\$	170,592.00
OFFICE OF HUMAN RIGHTS AND DISABILITIES					
1	\$ 80,582.00	42EM	EXECUTIVE DIRECTOR HUMAN RIGHTS COMMISSION	0	\$ -
4	161,289.00	32	STAFF ASSISTANT 1	0	-
5	\$ 241,871.00		TOTAL REGULAR SALARIES	0	\$ -
	1,852.00		EM INCENTIVE PAY		-
5	\$ 243,723.00		TOTAL SALARIES	0	\$ -
	\$ (42,972.00)		FUNDING SOURCES:		
	(75,000.00)		WORCESTER FAIR HOUSING PROJECT	\$	-
	(117,972.00)		CONSUMER AID PROGRAM		-
			TOTAL FUNDING SOURCES	\$	-
5	\$ 125,751.00		TOTAL RECOMMENDED PERSONAL SERVICES- HUMAN RIGHTS	0	\$ -

MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES
DIVISION OF ADMINISTRATION- DIVISION #CC1023

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 800.00		COPY PAPER		\$ -
	1,300.00		FOOD SUPPLIES		-
	100.00		HARDWARE DEVICES		-
	20,000.00		HUMAN RIGHTS EQUITY FUND		-
	2,000.00		HUMAN RIGHTS PROGRAMMING		-
	2,100.00		LEASE & RENTALS		-
	500.00		MAINENANCE SYSTEM SOFTWARE		-
	600.00		NEWSPAPER ADVERTISING		-
	2,000.00		OFFICE SUPPLIES		-
	100.00		OTHER SUPPLIES		-
	500.00		PREPARED MEALS		-
	500.00		PRINTING		-
	4,000.00		PRINTING SUPPLIES		-
	700.00		REGISTRATION FEES		-
	1,000.00		TELEPHONE		-
	43,445.00		TRANSLATION/INTERPRETATION		-
	100.00		TRAVELING		-
	\$ 79,745.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE- HUMAN RIGHTS		\$ -
OFFICE OF VETERANS SERVICES					
1	\$ 82,201.00	42EM	VETERANS AGENT	1	\$ 84,325.00
1	64,149.00	35	SENIOR VETERANS SERVICE SPECIALIST	1	68,086.00
2	75,528.00	30	VETERANS SERVICE SPECIALIST	2	80,973.00
4	\$ 221,878.00		TOTAL REGULAR SALARIES	4	\$ 233,384.00
	1,121.00		EM INCENTIVE PAY		-
4	\$ 222,999.00		TOTAL RECOMMENDED PERSONAL SERVICES- VETERANS	4	\$ 233,384.00
	\$ 100.00		COPY PAPER		\$ 100.00
	29,600.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		29,600.00
	500.00		HARDWARE DEVICES		500.00
	35,000.00		LEASE & RENTAL		32,773.00
	3,000.00		MAINTENANCE SYSTEM SOFTWARE		3,000.00
	200.00		MEMBERSHIP DUES		200.00
	4,100.00		OFFICE SUPPLIES		4,100.00
	4,000.00		OTHER PERSONAL SERVICES		4,000.00
	500.00		PRINTING		500.00
	1,500.00		TELEPHONE		1,500.00
	1,673,000.00		VETERAN'S BENEFITS		1,635,500.00
	\$ 1,751,500.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE- VETERANS		\$ 1,711,773.00
YOUTH SERVICES					
1	\$ 80,497.00	42EM	YOUTH DIRECTOR	1	\$ 82,590.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	67,872.00
1	59,407.00	38M	PROGRAM COORDINATOR	2	124,089.00
1	52,066.00	32	STAFF ASSISTANT 1	2	103,564.00
1	41,321.00	26	COMMUNITY ENGAGEMENT SPECIALIST	0	-
2	87,263.00	24	ASST. PROGRAM COORDINATOR	0	-
6	\$ 320,554.00		TOTAL REGULAR SALARIES	6	\$ 378,115.00
	897,403.00		YOUTH PROGRAM TEMPORARY STAFF		897,403.00
	(236,306.00)		YOUTH OFFICE & RECREATION WORCESTER VACANCY FACTOR		(304,178.00)
	-		EM INCENTIVE PAY		3,335.00
6	\$ 981,651.00		TOTAL SALARIES	6	\$ 974,675.00
FUNDING SOURCES:					
	\$ (450,000.00)		RECREATION WORCESTER STATE GRANT FUNDING		\$ (450,000.00)
	(120,000.00)		RECREATION WORCESTER SUMMER PROGRAM DONATIONS		(120,000.00)
	\$ (570,000.00)		TOTAL FUNDING SOURCES		\$ (570,000.00)
6	\$ 411,651.00		TOTAL RECOMMENDED PERSONAL SERVICES- YOUTH SERVICES	6	\$ 404,675.00

MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

DIVISION OF ADMINISTRATION- DIVISION #CC1023

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 15,481.00		LEASE & RENTALS		\$ 13,385.00
	8,000.00		OFFICE SUPPLIES		8,000.00
	300.00		PRINTING		300.00
	36,000.00		RECREATIONAL PROGRAMING		15,000.00
	49,500.00		RECREATIONAL SUPPLIES		29,500.00
	4,000.00		TELEPHONE		4,000.00
	1,980.00		TRAINING COSTS		1,980.00
	2,500.00		TRAVEL		2,500.00
	2,000.00		YOUTH COUNCIL		2,000.00
	<u>\$ 119,761.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 76,665.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (38,950.00)		RECREATION WORCESTER STATE GRANT FUNDING		\$ -
	<u>\$ (38,950.00)</u>		TOTAL FUNDING SOURCES		<u>\$ -</u>
	<u>\$ 80,811.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE- YOUTH SERVICES		<u>\$ 76,665.00</u>
	\$ 29,947.00		HEALTH INSURANCE		\$ 12,577.00
	19,810.00		RETIREMENT		38,294.00
	<u>\$ 49,757.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 50,871.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (49,757.00)		FEDERAL GRANTS		\$ (50,871.00)
	<u>\$ (49,757.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (50,871.00)</u>
	<u>\$ -</u>		TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
<u>25</u>	<u>\$ 4,529,428.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>23</u>	<u>\$ 3,351,956.00</u>



The City of
WORCESTER

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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 voice is valued and all people have the opportunity to be healthy.

Goal 1: Develop a well-trained, robust Public Health staff ready to tackle the challenges of a post-Covid world

City Priority Area: Sound Fiscal and Operational Government

Objective 1: Promote staff wellness in an ongoing basis and specifically following the pandemic

Initiative(s)	Measure
Hold semi-annual (2) full staff retreats off-site to promote team building, reflection, and quality improvement.	<ul style="list-style-type: none"> Percentage of staff participating in retreats Number of retreats held per year Number of quality improvement projects ID'd from retreats
Hold a series of 4 workshops to collectively process the personal impacts the pandemic had on staff.	<ul style="list-style-type: none"> Number of workshops held per year MBI scale score for Division
Conduct an annual staff wellness and satisfaction survey with 100% staff participation.	<ul style="list-style-type: none"> Percentage of staff participating in survey
Integrate explicit elements of personal development in Individual Development Plans (IDPs) and provide opportunities for personal as well as professional development.	<ul style="list-style-type: none"> Percentage of staff with personal development goals identified in their IDPs
Integrate findings of equity audit into planning for staff wellness.	<ul style="list-style-type: none"> Number of measures in performance management plan

Objective 2: Identify or establish an annual training fund and collective process for identifying staff-wide and office-wide trainings.

Initiative(s)	Measure
Hold no less than 4 staff wide training events per year	<ul style="list-style-type: none"> Number of staff trained through training fund Number of staff-wide trainings held

Objective 3: Create opportunities for cross-training and information sharing between WDPH offices

Initiative(s)	Measure
Reconfigure monthly staff meeting agendas to include dedicated time for cross-office sharing and collaboration where 100% of staff will present their roles.	<ul style="list-style-type: none"> Number of staff presenting their roles at staff meetings annually

Goal 2: Reduce health inequities and promote racial justice.

City Priority Area: Opportunity for All

Objective 1: Build capacity across the Division and CMRPHA for engaging in racial justice work.

Initiative(s)	Measure
Hold an annual Division-wide internal training on racial justice and health equity to be attended by 100% of the staff.	<ul style="list-style-type: none"> Number of staff attending annual training
Support annual external trainings on racial justice and health equity for CMRPHA governing bodies by having at least 15 partner staff (3 from each community) attend annual training events.	<ul style="list-style-type: none"> Number of partner staff attending annual training
Develop at least 3 office-specific goals related to health equity.	<ul style="list-style-type: none"> Number of goals established across the Division

Objective 2: Increase opportunities for directly engaging with populations with lived experience

Initiative(s)	Measure
Inventory staff involvement in partner organizations, groups, coalitions, etc. that represent under-resourced populations to ensure the participation of no less than 20 external groups.	<ul style="list-style-type: none"> Number of external groups staff participating in and degree of participation

Objective 3: Identify a process for prioritizing health equity and racial justice across all programs.

Initiative(s)	Measure
Set goals for at least 5 existing programs to identify new opportunities to integrate health equity and racial justice into their work plans.	<ul style="list-style-type: none"> Number of programs with new health equity goals

Goal 3: Foster collaboration and engagement internally and externally.

City Priority Area: Vibrant, Thriving City

Objective 1: Establish a communication and branding strategy to increase awareness of WDPH and the public health district.

Initiative(s)	Measure
Create and implement 100% of a branding strategy for the public health district as part of the communications plan.	<ul style="list-style-type: none"> Percentage of branding strategy complete

Initiative(s)	Measure
Gain approval from at least 100% of CMRPHA leadership on any new branding or verbiage.	<ul style="list-style-type: none"> Number of town administrators and BOH members approving new strategy

Objective 2: Increase community outreach to build understanding of Public Health roles and responsibilities

Initiative(s)	Measure
Create one master plan for ongoing community outreach across all partner municipalities	<ul style="list-style-type: none"> Percent of plan complete
Establish one outreach specific role for each WDPH office (e.g., nurses conduct blood pressure clinics at senior center, environmental health staff educate about public health district at farmers markets)	<ul style="list-style-type: none"> Number of roles established
Present to at least 5 governing bodies (board of selectmen and city council) annually about the roles, accomplishments, and future goals of the Division.	<ul style="list-style-type: none"> Number of governing bodies presented to Number of total attendees for presentations

Objective 3: Increase cross-department collaboration

Initiative(s)	Measure
WDPH leadership meet at least quarterly with equivalent DIS and HHS leadership.	<ul style="list-style-type: none"> Number of meetings annually Number of staff participating
Hold one workshop for DIS and HHS staff about their roles in Public Health.	<ul style="list-style-type: none"> Number of workshops held Number of staff participating
Develop one standard operating procedure per office that outline the roles of multiple departments in certain public health activities (e.g. hoarding, homelessness, etc.)	<ul style="list-style-type: none"> Number of SOPs written

Previous Year DDP Highlights

Goal	Objective	Current Progress
Develop a well-trained, robust Public Health staff ready to tackle the challenges of a post-Covid world	<ul style="list-style-type: none"> Promote staff wellness in an ongoing basis and specifically following the pandemic Create opportunities for cross-training and information sharing between WDPH offices 	Staff wellness was seriously prioritized in FY23, with greater efforts to engage staff in their work, build teamwork, and support professional development. Staff report significantly less burnout and greater engagement with the work through internal survey results and interviews. Retention has increased and the ability of the Division to recruit has led to some significant growth in staff competencies and expertise.

Reduce health inequities and promote racial justice	<ul style="list-style-type: none"> • Build capacity across the Division and CMRPHA for engaging in racial justice work • Increase opportunities for directly engaging with populations with lived experience 	In FY23, the Division grew its Trusted Messenger program focusing on Covid-19, leading to thousands of vaccinations through the Church Initiative, closer ties to communities of color, and a new way of working with the community. This work is going to be broadened beyond Covid to all Public Health programming in FY24.
Foster collaboration and engagement internally and externally	<ul style="list-style-type: none"> • Increase community outreach to build understanding of Public Health roles and responsibilities • Increase community outreach to build understanding of Public Health roles and responsibilities 	In addition to the Trusted Messenger work described above, a new Community Health Assessment process and data processes in general has led to increased collaborations within HHS and across the community, fulfilling WDPH's role as a resource for community partners.

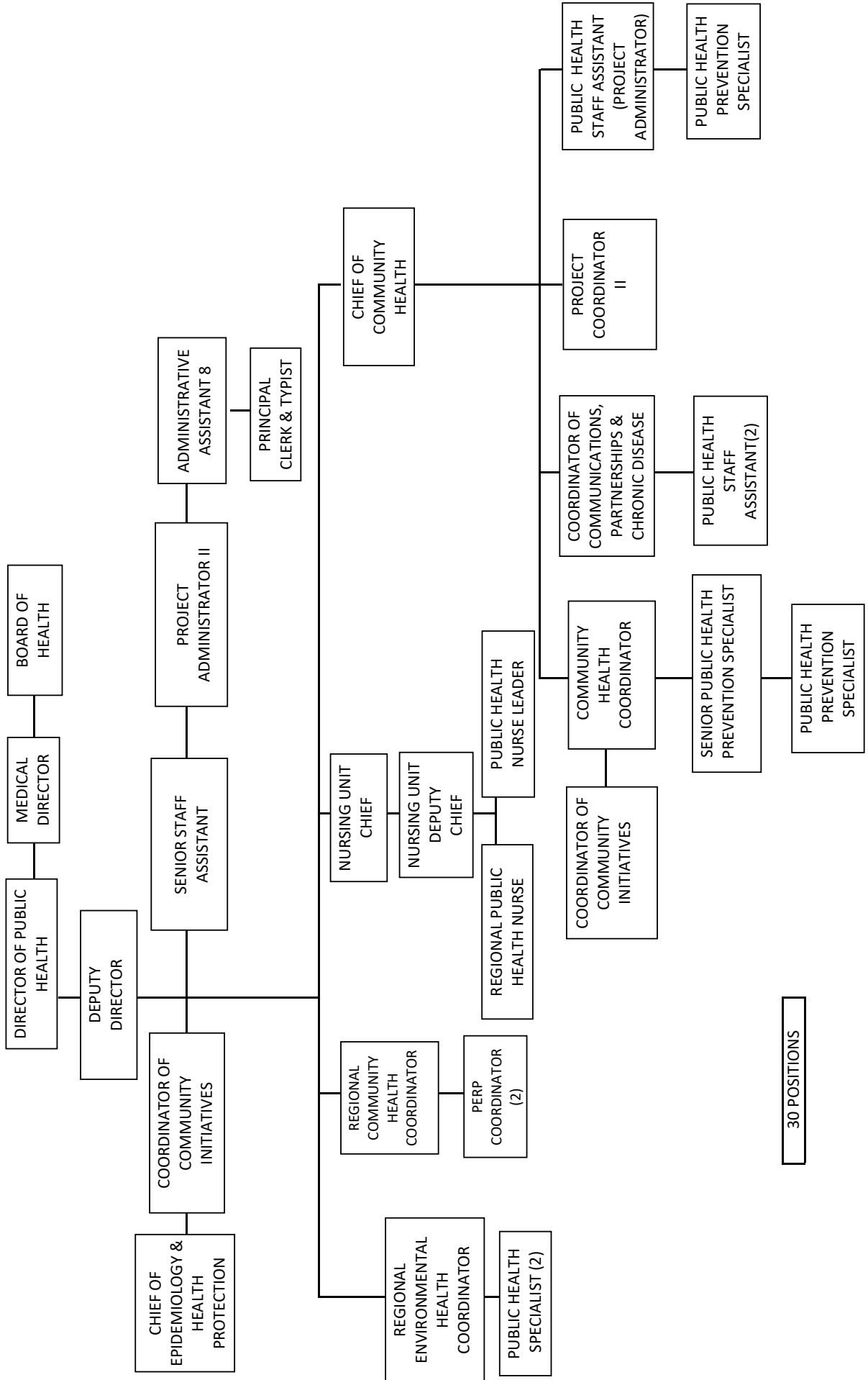
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 770,365.79	\$ 885,000.00	\$ 777,250.01	\$ 914,217.00
Overtime	1,068.98	500.00	1,151.36	500.00
Ordinary Maintenance	96,114.49	105,300.00	62,713.93	36,417.00
Total	\$ 867,549.26	\$ 990,800.00	\$ 841,115.30	\$ 951,134.00
Total Positions	28	30	30	30

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$951,134, which is a decrease of \$39,666 from the Fiscal 2023 amount of \$990,800. The salary increase is mainly due to 3% Cost of Living Adjustments (COLAs) 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. In addition to COLA increases, the Nursing Unit Chief and Nursing Unit Deputy Chief positions are regraded to higher paygrades. These salary increases are offset by an increase in grant funding from Fiscal 2023. The Fiscal 2024 overtime is level funded at \$500. The Ordinary Maintenance decrease is primarily due to a reduction in membership dues and consultant contracts. Other contributing factors are a re-alignment of funds based off actuals to multiple spend categories.

DIVISION OF PUBLIC HEALTH ORGANIZATIONAL CHART



30 POSITIONS

SOLOE DENNIS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DIVISION OF PUBLIC HEALTH - #CC1046

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 113,115.00	52EM	DIRECTOR OF PUBLIC HEALTH	1	\$ 112,862.00
1	69,721.00	50EM	MEDICAL DIRECTOR	1	71,537.00
1	100,149.00	45M	DEPUTY DIRECTOR OF PUBLIC HEALTH	1	78,177.00
1	83,436.00	43M	CHIEF OF EPIDEMIOLOGY & HEALTH PROTECTION	1	90,672.00
1	77,677.00	40M	PROJECT ADMINISTRATOR II	1	65,344.00
1	72,615.00	39M	SENIOR STAFF ASSISTANT	1	77,109.00
1	77,708.00	38M	ADMINISTRATIVE ASSISTANT 8	1	77,633.00
1	61,531.00	37P	COORDINATOR OF COMMUNITY INITIATIVES	1	76,064.00
1	41,879.00	29	PRINCIPAL CLERK & TYPIST	1	55,079.00
9	\$ 697,831.00		TOTAL REGULAR SALARIES	9	\$ 704,477.00
	\$ 61,531.00		FREE CASH ADJUSTMENT		\$ -
	\$ 759,362.00		TOTAL SALARIES		\$ 704,477.00
	\$ (241,423.00)		FUNDING SOURCES:		\$ (366,437.00)
	\$ (241,423.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (366,437.00)
	\$ 517,939.00		TOTAL FUNDING SOURCES		\$ (366,437.00)
			TOTAL RECOMMENDED PERSONAL SERVICES- PUBLIC HEALTH ADMINISTRATION OFFICE		\$ 338,040.00
1	\$ 91,532.00	43M	CHIEF OF COMMUNITY HEALTH	1	\$ 95,380.00
1	79,140.00	42M	COORD. OF COMMUNICATIONS, PARTNERSHIPS & CHRONIC DISEASE	1	84,167.00
1	77,416.00	41M	PROJECT COORDINATOR, PUBLIC HEALTH	1	67,872.00
1	78,909.00	40M	COMMUNITY HEALTH COORDINATOR	1	83,918.00
1	63,677.00	40M	PROJECT ADMINISTRATOR II	1	78,316.00
1	68,525.00	38M	SENIOR PUBLIC HEALTH PREVENTION SPECIALIST	1	79,730.00
1	61,531.00	37P	COORDINATOR OF COMMUNITY INITIATIVES	1	76,977.00
2	125,810.00	34	PUBLIC HEALTH STAFF ASSISTANT	2	129,525.00
2	118,635.00	33P	PUBLIC HEALTH PREVENTION SPECIALIST	2	132,610.00
11	\$ 765,175.00			11	\$ 828,495.00
	\$ (690,932.00)		FUNDING SOURCES:		\$ (532,031.00)
	\$ (690,932.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (532,031.00)
	\$ 74,243.00		TOTAL FUNDING SOURCES		\$ (532,031.00)
			TOTAL RECOMMENDED PERSONAL SERVICES- COMMUNITY HEALTH OFFICE		\$ 296,464.00
1	\$ 91,159.00	43M	REGIONAL COMMUNITY HEALTH COORDINATOR	1	\$ 95,380.00
1	76,284.00	38M	PERP COORDINATOR	1	79,741.00
1	66,021.00	43M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE (PERP COORDINATOR)	1	73,013.00
3	\$ 233,464.00		TOTAL SALARIES	3	\$ 248,134.00
	\$ (178,769.00)		FUNDING SOURCES:		\$ (189,265.00)
	\$ (178,769.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (189,265.00)
	\$ 54,695.00		TOTAL FUNDING SOURCES		\$ (189,265.00)
			TOTAL RECOMMENDED PERSONAL SERVICES- EMERGENCY PREPAREDNESS OFFICE		\$ 58,869.00
0	\$ -	45M	NURSING UNIT CHIEF	1	\$ 97,115.00
1	88,798.00	43M	NURSING UNIT CHIEF	0	-
0	-	43M	NURSING UNIT DEPUTY CHIEF	1	93,538.00
1	66,144.00	41M	NURSING UNIT DEPUTY CHIEF	0	-
1	71,336.00	40	REGIONAL PUBLIC HEALTH NURSE	1	82,647.00
1	71,529.00	80C	PUBLIC HEALTH NURSE LEADER	1	76,524.00
4	\$ 297,807.00		TOTAL SALARIES	4	\$ 349,824.00
	\$ (66,656.00)		FUNDING SOURCES:		\$ (220,489.00)
	\$ (66,656.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (220,489.00)
	\$ 231,151.00		TOTAL FUNDING SOURCES		\$ (220,489.00)
			TOTAL RECOMMENDED PERSONAL SERVICES- NURSING UNIT		\$ 129,335.00
0	\$ -	43M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE	0	\$ -
1	81,784.00	40M	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR	1	71,643.00
2	115,210.00	33P	REGIONAL PUBLIC HEALTH SPECIALIST	2	131,316.00
3	\$ 196,994.00		TOTAL SALARIES	3	\$ 202,959.00
	\$ (196,994.00)		FUNDING SOURCES:		\$ (104,472.00)
	\$ (196,994.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (104,472.00)
	\$ -		TOTAL FUNDING SOURCES		\$ (104,472.00)
			TOTAL RECOMMENDED PERSONAL SERVICES- REGIONAL PUBLIC HEALTH OFFICE		\$ 98,487.00
30	\$ 878,028.00		TOTAL SALARIES	30	\$ 921,195.00

SOLOE DENNIS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DIVISION OF PUBLIC HEALTH - #CC1046

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	522.00		PUBLIC HEALTH NURSE STIPENDS		522.00
	1,500.00		TOBACCO PROGRAM TEMPORARY EMPLOYEE STIPEND		1,500.00
	17,000.00		REGIONAL HEALTH STIPEND		17,000.00
	<u>19,022.00</u>		TOTAL CONTRACTUAL STIPENDS AND EXTRAS		<u>19,022.00</u>
	(5,000.00)		FUNDING SOURCES:		
	(5,000.00)		GRANT & REGIONAL FUNDING SOURCES		(17,000.00)
			TOTAL FUNDING SOURCES		<u>(17,000.00)</u>
	(10,000.00)		VACANCY FACTOR		(10,000.00)
	1,950.00		EM INCENTIVE PAY		-
	1,000.00		NURSE UNIFORM CONTRACTUAL ALLOWANCE		1,000.00
	<u>\$ 885,000.00</u>		TOTAL SALARIES		<u>\$ 914,217.00</u>
	<u>\$ 885,000.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES		<u>\$ 914,217.00</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>	
	(3,000.00)		FUNDING SOURCES:		
	(3,000.00)		GRANT & REGIONAL FUNDINGS SOURCES		(3,000.00)
			TOTAL FUNDING SOURCES		<u>(3,000.00)</u>
	<u>\$ 500.00</u>		TOTAL RECOMMENDED OVERTIME	<u>\$ 500.00</u>	
\$	1,100.00		AUTO FUEL	\$	1,100.00
	60,000.00		CONSULTANT		10,000.00
	400.00		COPY PAPER		400.00
	500.00		EDUCATIONAL SUPPLIES		500.00
	400.00		HARDWARE DEVICES		400.00
	3,000.00		LEASE & RENTALS		-
	300.00		LICENSES-NURSING		300.00
	2,500.00		MAINTENANCE REPAIR VEHICLE		2,500.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	2,000.00		MEDICAL SUPPLIES-NURSING		2,000.00
	20,400.00		MEMBERSHIP DUES		5,400.00
	400.00		NEWSPAPER ADVERTISEMENT		400.00
	1,500.00		NETWORK, HARDWARE, SOFTWARE		617.00
	950.00		OFFICE SUPPLIES-NURSING		950.00
	1,000.00		PRINTING		1,000.00
	400.00		PRINTING SUPPLIES		400.00
	650.00		REGISTRATION FEES-NURSING		650.00
	2,500.00		RUBBISH REMOVAL-NURSING		2,500.00
	6,000.00		TELEPHONE		6,000.00
	200.00		TRAVELING		200.00
	100.00		WATER		100.00
	<u>\$ 105,300.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$</u>	<u>36,417.00</u>
	<u>\$ 105,300.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$</u>	<u>36,417.00</u>
\$	172,969.00		HEALTH INSURANCE	\$	210,202.00
	123,731.00		RETIREMENT		127,142.00
	<u>\$ 296,700.00</u>		TOTAL FRINGE BENEFITS	<u>\$</u>	<u>337,344.00</u>
	(296,700.00)		FUNDING SOURCES:		
	(296,700.00)		GRANT & REGIONAL FUNDING SOURCES		(337,344.00)
			TOTAL FUNDING SOURCES		<u>(337,344.00)</u>
	<u>\$ -</u>		TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$</u>	<u>-</u>
\$	<u>990,800.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$</u>	<u>951,134.00</u>

**FISCAL YEAR 2024
DIVISION OF PUBLIC HEALTH
FUNDING SOURCES**

OFFICE: ADMIN

GRANT NAME	SALARY AMOUNT	OVERTIME AMOUNT	FRINGE AMOUNT	TOTAL
HMCC	\$ 22,572.00	\$ -	\$ 7,294.00	\$ 29,866.00
CONTACT TRACING	31,735.00	-	6,674.00	38,409.00
REACH	39,004.00	-	6,493.00	45,497.00
REGIONALIZATION	122,434.00	-	31,486.00	153,920.00
MDPH	162,692.00	-	32,130.00	194,822.00
	<u>\$ 378,437.00</u>	<u>\$ -</u>	<u>\$ 84,077.00</u>	<u>\$ 462,514.00</u>

OFFICE: COMMUNITY HEALTH

GRANT NAME	SALARY AMOUNT	OVERTIME AMOUNT	FRINGE AMOUNT	TOTAL
MASS CALL 3	\$ 100,413.00	\$ -	\$ 18,652.00	\$ 119,065.00
REGIONALIZATION	72,952.00	-	15,437.00	88,389.00
UMASS	33,315.00	-	13,914.00	47,229.00
REACH	132,587.00	-	23,253.00	155,840.00
HMCC	54,298.00	-	21,190.00	75,488.00
MDPH	79,730.00	-	14,373.00	94,103.00
CONTACT TRACING	58,737.00	-	13,274.00	72,011.00
	<u>\$ 532,032.00</u>	<u>\$ -</u>	<u>\$ 120,093.00</u>	<u>\$ 652,125.00</u>

OFFICE: EMERGENCY PREPARDNESS & NURSING

GRANT NAME	SALARY AMOUNT	OVERTIME AMOUNT	FRINGE AMOUNT	TOTAL
HMCC	\$ 87,638.00	\$ -	\$ 22,048.00	\$ 109,686.00
REGIONALIZATION	190,614.00	-	53,529.00	244,143.00
MDPH	64,708.00	-	21,479.00	86,187.00
CONTRACT TRACING	66,794.00	-	15,528.00	82,322.00
	<u>\$ 409,754.00</u>	<u>\$ -</u>	<u>\$ 112,584.00</u>	<u>\$ 522,338.00</u>

OFFICE: REGIONAL PUBLIC HEALTH

GRANT NAME	SALARY AMOUNT	OVERTIME AMOUNT	FRINGE AMOUNT	TOTAL
REGIONALIZATION	\$ 76,643.00	\$ 3,000.00	\$ 13,450.00	\$ 93,093.00
REACH	32,829.00	-	7,140.00	39,969.00
	<u>\$ 109,472.00</u>	<u>\$ 3,000.00</u>	<u>\$ 20,590.00</u>	<u>\$ 133,062.00</u>

DEPARTMENT TOTAL

	<u><u>\$ 1,429,695.00</u></u>	<u><u>\$ 3,000.00</u></u>	<u><u>\$ 337,344.00</u></u>	<u><u>\$ 1,770,039.00</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.

Goal 1: Promote and celebrate diverse and inclusive events and programs.

City Priority Area: Vibrant, Thriving City

Objective 1: Ensure a wide range of diverse and inclusive events and programs are offered at the Senior Center.

Initiative(s)	Measure
Hold at least 150 different events and programs at the Senior Center to address seniors' needs and varied interests.	211 different programs onsite 140% accomplished
Engage at least 200 participants in the brand new Fitness Center.	346 different participants 173% accomplished

Objective 2: Produce and air a wide range of remote programming accessible by various means.

Initiative(s)	Measure
Provide and disseminate at least 50 different videos that appeal to seniors' needs and varied interests.	158 different remote programs 316% accomplished
Reach seniors in their homes by making programs accessible utilizing at least 4 venues including Cable TV Channel 192, Senior Center website, Facebook and YouTube.	4 different remote venues 100% accomplished

Goal 2: Provide opportunities for all seniors to access the services and support that they need to live a healthy life.

City Priority Area: Opportunity for All

Objective 1: Provide culturally and linguistically responsive services for the city's under-served, diverse senior populations.

Initiative(s)	Measure
At least 35% of people registered at the Senior Center identify as non-Caucasian.	31% non-Caucasian participants registered 89% accomplished
At least 6 different cultures/ethnicities will benefit from regular programming responsive to elders who are African American, Albanian, Arabic, Chinese, Latino,	7 multicultural elder groups hosted including African American, African 1 st generation immigrant, Arabic, Chinese, Latino and Vietnamese population identities. 117% accomplished

Initiative(s)	Measure
Vietnamese, and/or other identified underserved populations.	

Objective 2: Attract city-wide participation in the programs and services at the Senior Center.

Initiative(s)	Measure
At least 70% of people registered at the Senior Center do not live in the 01604 zip code/senior center neighborhood.	77% non-neighborhood residents registered 110% accomplished

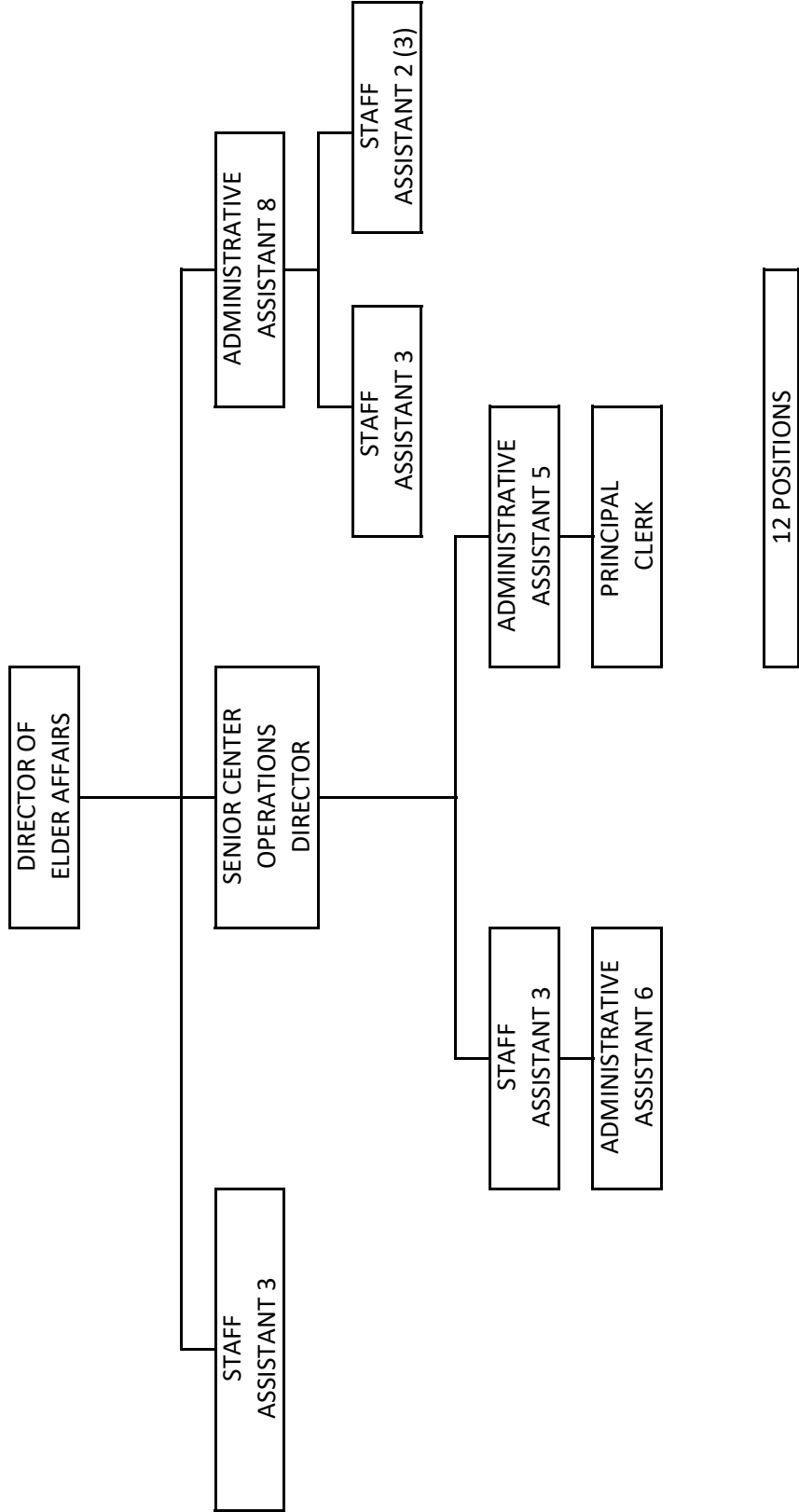
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 512,197.58	\$ 554,551.00	\$ 374,849.26	\$ 557,414.00
Ordinary Maintenance	222,006.99	502,057.00	386,996.81	498,290.00
Capital Outlay	-		-	-
Total	\$ 734,204.57	\$ 1,056,608.00	\$ 761,846.07	\$ 1,055,704.00
Total Positions	10	10	10	12

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$1,055,704 which is a decrease of \$904 from the Fiscal 2023 amount of \$1,056,608. This decrease is a result of an increase in grant funding, offset by the addition of two Staff Assistant 2 positions, which are both fully grant funded. These new positions were previously part-time grant funded positions through the City's personnel pool. In addition to these new positions, increases include step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustments (COLAs) for non-represented employees. The Ordinary Maintenance decrease is a net result of transferring the copier lease funding to the Department of Innovation and Technology and funding transferred into the department for mileage expenses.

DIVISION OF ELDER AFFAIRS ORGANIZATIONAL CHART



12 POSITIONS

AMY VOGEL WATERS, DIRECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF HEALTH & HUMAN SERVICES
DIVISION OF ELDER AFFAIRS - DIVISION #CC1050

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 102,938.00	44EM	DIRECTOR OF ELDER AFFAIRS	1	\$ 105,621.00
1	92,962.00	43M	SENIOR CENTER OPERATIONS DIRECTOR	1	95,380.00
1	77,708.00	38M	ADMINISTRATIVE ASSISTANT 8	1	79,741.00
3	217,570.00	37	STAFF ASSISTANT 3	3	213,687.00
1	67,689.00	35	STAFF ASSISTANT 2	3	184,033.00
1	48,845.00	33	ADMINISTRATIVE ASSISTANT 6	1	57,288.00
1	53,006.00	31	ADMINISTRATIVE ASSISTANT 5	1	59,380.00
1	40,160.00	27	PRINCIPAL CLERK	1	45,116.00
10	\$ 700,878.00		REGULAR SALARIES	12	\$ 840,246.00
	4,141.00		EM INCENTIVE PAY		2,894.00
10	\$ 705,019.00		TOTAL RECOMMENDED SALARIES	12	\$ 843,140.00
	\$ (150,468.00)		FUNDING SOURCES:		\$ (285,726.00)
	\$ (150,468.00)		STATE COUNCIL ON AGING GRANT		\$ (285,726.00)
			TOTAL FUNDING SOURCES		\$ (285,726.00)
10	\$ 554,551.00		TOTAL RECOMMENDED PERSONAL SERVICES	12	\$ 557,414.00
	\$ 100.00		BUILDING SUPPLIES		\$ 100.00
	500.00		COPY PAPER		500.00
	347,707.00		CONSULTANTS		347,707.00
	150.00		FOOD SUPPLIES		150.00
	3,000.00		HARDWARE/DEVICES		3,000.00
	1,000.00		HIRED SERVICES		633.00
	150.00		INSURANCE		150.00
	3,900.00		LEASES & RENTALS		-
	4,900.00		MAINTENANCE /REPAIR BUILDING		4,900.00
	2,500.00		MAINTENANCE SYSTEM SOFTWARE		2,500.00
	6,000.00		MAINTENANCE/REPAIR EQUIPMENT		6,000.00
	3,000.00		MARKETING		3,000.00
	500.00		NEWSPAPER ADVERTISEMENT		500.00
	5,500.00		OFFICE SUPPLIES		5,500.00
	1,000.00		OTHER SUPPLIES		1,000.00
	600.00		PRINTING		600.00
	1,500.00		PRINTING SUPPLIES		1,500.00
	92,900.00		PROGRAMS		92,900.00
	7,100.00		PROGRAMS-TRANSLATION/INTERPRETATION		7,100.00
	12,200.00		PROGRAMS-TRANSPORTATION		12,200.00
	3,400.00		RECREATION PROGRAMS		3,400.00
	150.00		SECURITY SERVICES		150.00
	600.00		SUBSCRIPTIONS		600.00
	3,500.00		TELEPHONES		3,500.00
	150.00		TRAVELING		650.00
	50.00		WATER		50.00
	\$ 502,057.00		ORDINARY MAINTENANCE		\$ 498,290.00
	\$ 502,057.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 498,290.00
	\$ 26,343.00		HEALTH INSURANCE		\$ 12,428.00
	15,724.00		RETIREMENT		29,858.00
	\$ 42,067.00		TOTAL FRINGE BENEFITS		\$ 42,286.00
	(42,067.00)		FUNDING SOURCES:		(42,286.00)
	(42,067.00)		STATE GRANTS		(42,286.00)
			TOTAL FUNDING SOURCES		(42,286.00)
	\$ -		TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ 1,056,608.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,055,704.00

INNOVATION AND 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.

Goal 1: Safeguard the City's technology infrastructure, assets, and data

City Priority Area: Sound Fiscal and Operational Government

Objective 1: Adopt and implement core components of an industry-accepted security controls framework

Initiative(s)	Measure
Begin to implement the recommendations of the cybersecurity assessment performed in FY23	<ul style="list-style-type: none"> Engage a vCISO to provide guidance around the implementation of recommendations of the cybersecurity assessment
Skill-up DoIT staff on cloud security	<ul style="list-style-type: none"> Offer cloud security training opportunities to all DoIT staff, and provide them with time to take advantage of training
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	<ul style="list-style-type: none"> Update Disaster Recovery and Continuity of Operations Plan

Goal 2: Modernize our core technology platforms to ensure consistent, high-quality, services

City Priority Area: Opportunity for All

Objective 1: Strengthen and improve hardware and infrastructure lifecycle processes

Initiative(s)	Measure
Develop a plan for hybrid infrastructure, and strategically moving infrastructure services to the cloud	<ul style="list-style-type: none"> Develop a plan for the replacement of critical infrastructure hardware that will reach end of life in FY25
Develop and begin implementation of an end-user 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	<ul style="list-style-type: none"> Transition 500 City employees to laptops by the end of FY24

Objective 3: Ensure that enterprise platforms remain current, secure and supported

Initiative(s)	Measure
Upgrade the enterprise document management system	<ul style="list-style-type: none"> The enterprise document management system is current, secure, and supported

Objective 4: Implement modern technology applications to support operations and provide excellent service to the public

Initiative(s)	Measure
Complete the migration of departmental network shares to a cloud-based collaboration suite	<ul style="list-style-type: none"> 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
Complete the implementation of a new mobile application for permitting and licensing	<ul style="list-style-type: none"> City Departments are able to use the permitting and license application from anywhere, securely
Complete the implementation of the City Council agenda management suite	<ul style="list-style-type: none"> The new City Council agenda management suite is fully implemented
Complete the implementation of the master addressing platform	<ul style="list-style-type: none"> The City of Worcester has a complete and accurate address database
Coordinate with Human Resources to begin the implementation of a new human capital management system	<ul style="list-style-type: none"> The implementation of a new human capital system is in progress, and on target to be implemented in FY25

Goal 3: Empower business users and support business process transformation

City Priority Area: Opportunity for All

Objective 1: Expand technology training opportunities across City departments

Initiative(s)	Measure
Provide resources and training to enable broader utilization of our upgraded enterprise GIS and data platforms	<ul style="list-style-type: none"> More City employees are using GIS and data platforms on a regular basis
Provide ongoing M365 training to end users	<ul style="list-style-type: none"> City employees are more skilled in using M365 tools, and communication and collaboration is enhanced

Objective 2: Mature the business analysis function

Initiative(s)	Measure
Formalize processes around business analysis and solution rationalization	<ul style="list-style-type: none"> At least two business analysis and solution rationalization processes are documented

Goal 4: Work to ensure that DoIT and its services better reflect the City we serve

City Priority Area: Opportunity for All

Objective 1: Increase diversity within the candidate pool for open DoIT positions

Initiative(s)	Measure
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.	<ul style="list-style-type: none"> Percentage of job postings reviewed by DoIT and the Chief Diversity Officer prior to posting

Objective 2: Consider diversity, equity, and accessibility when rolling out new technologies and enhancing existing ones

Initiative(s)	Measure
Identify and promote professional development activities related to diversity, equity, inclusion and belonging (DEIB) in FY24	<ul style="list-style-type: none"> Every employee has had the opportunity to participate in professional development activities related to DEIB

Goal 5: Implement standards and processes that position Technical Services for successful outcomes

City Priority Area: Sound Fiscal and Operational Government

Objective 1: Implement core components of the ITIL framework

Initiative(s)	Measure
Roll-out an ITSM platform to help follow core ITIL standards within DoIT	<ul style="list-style-type: none"> Consistently following change management procedures Consistently following incident management procedures

Objective 2: Improve Program and Portfolio Management to better prioritize projects

Initiative(s)	Measure
Continue to improve the Program and Portfolio Management processes, and leverage the ITSM platform	<ul style="list-style-type: none"> All DoIT projects are captured in a dashboard, and are appropriately prioritized

Objective 3: Enhance Governance across technologies and data

Initiative(s)	Measure
Establish an IT Governance Committee	<ul style="list-style-type: none"> At least one meeting is held by the end of FY24
Update the governance framework for the enterprise resource planning platform	<ul style="list-style-type: none"> City employees that support the enterprise resource planning platform understand the governance, production support, escalation, and change management activities
Implement a GIS governance framework aligned with the Geospatial Strategy	<ul style="list-style-type: none"> A GIS governance framework is developed and rolled out

Previous Year DDP Highlights

Goal	Objective	Current Progress
Safeguard the City's technology infrastructure, assets, and data	Ensure that cybersecurity policies are current and enforced	Working with a cybersecurity vendor to complete an assessment, including review of all cybersecurity policies by the end of FY23. Three cybersecurity policies have been updated following review to date. We have achieved 99.7% compliance with the City's password policy and all users supported by DoIT are compliant with our current multi-factor authentication policy, which

		will evolve in FY24 with the implementation of new technologies.
	Improve the City's ability to prevent and respond to cybersecurity incidents	85% of employees completed the cyberstrength assessment. Worcester significantly outperformed the state average with 73% of employees completing all assignments, while the statewide average was 44% in 2022. Given staffing turnover, we anticipate continuing to work with HR on a policy for non-compliance with cybersecurity awareness into FY24 as we work to recruit a new cybersecurity awareness lead. We have shifted our focus to incident response more broadly, while maintaining an open line of communication between DoIT and WPD around cybersecurity.
Modernize our core technology platforms to ensure consistent, high-quality, services	Improve the accessibility and user experience of technology platforms for the public and City staff	There are seven known accessibility issues on the worcesterma.gov platform; we are actively working on a project anticipated to launch in June 2023 that will transition worcesterma.gov to a modern content management system and address existing accessibility issues. All DoIT employees have transitioned to M365, and all City employees supported by DoIT will be transitioned by the end of FY23.
	Enhance the City's Open Data Portal	Datasets for seven inspectional services processes have been updated to refresh weekly, an additional seven datasets associated with operations in other departments are also being refreshed weekly. The draft open data governance framework will be completed by the end of FY23.
	Enhance the City's GIS Platform	The GIS Strategic Plan is complete. The master addressing solution has been developed, data work continues and deployment to end users is being planned. Work has begun to integrate with multiple

		critical business processes and additional business processes are being evaluated.
	Establishment of a GIS Steering Committee	Recruitment has started and the committee is expected to be in place by the end of FY23. We anticipate convening the first GIS Steering Committee Meeting in June 2023.
Enhance the City's IT Strategic Plan	Ensure that IT Operations are accounted for in the IT strategic plan	Physical assets have been reviewed and three IT Operations initiatives have been identified for inclusion in the IT Strategic Plan. Updates to the strategic plan will be completed by the end of FY23.
	Execute on the priorities identified within the strategic plan	The draft open data governance framework will be completed by the end of FY23. DoIT has not pursued a departmental-level staffing assessment given city-wide efforts underway.
Work to ensure that Technical Services better reflects the City we serve	Increase diversity within the candidate pool for open Technical Services positions	In the absence of a permanent Chief Diversity Officer, DoIT has worked to review and eliminate requirements that are not likely to impact a candidate's ability to deliver excellent, high-quality results. We identified eight places to promote positions, three in particular focus on diverse audiences. All open positions were posted to at least five places beyond the City website.
	Review departmental practices	In FY23 DoIT implemented a telework policy allowing staff to work remotely up to one day per week where appropriate and are currently evaluating the possibility of implementing additional work flexibility policies. In May 2023 DoIT will be promoting two online professional development courses, available through our current training platform, that are focused on diversity in the workplace.
Implement standards and processes that position Technical Services for successful outcomes	Improve our ability to prioritize technology initiatives	The draft change management policy will be formalized by the end of FY23. Infrastructure and

		availability monitoring is in place for Tier 1 applications.
	Improve project intake and assessment capabilities	The draft project intake process will be formalized and communicated to departments across the City in June 2023. Three process consultation templates have been created.
Improve access to and quality of broadband services available to the community	Explore opportunities to increase broadband availability	We have met with providers in the industry, reviewed studies from other communities, and spoken with communities what have pursued broadband competition. A summary of our findings is to be drafted.

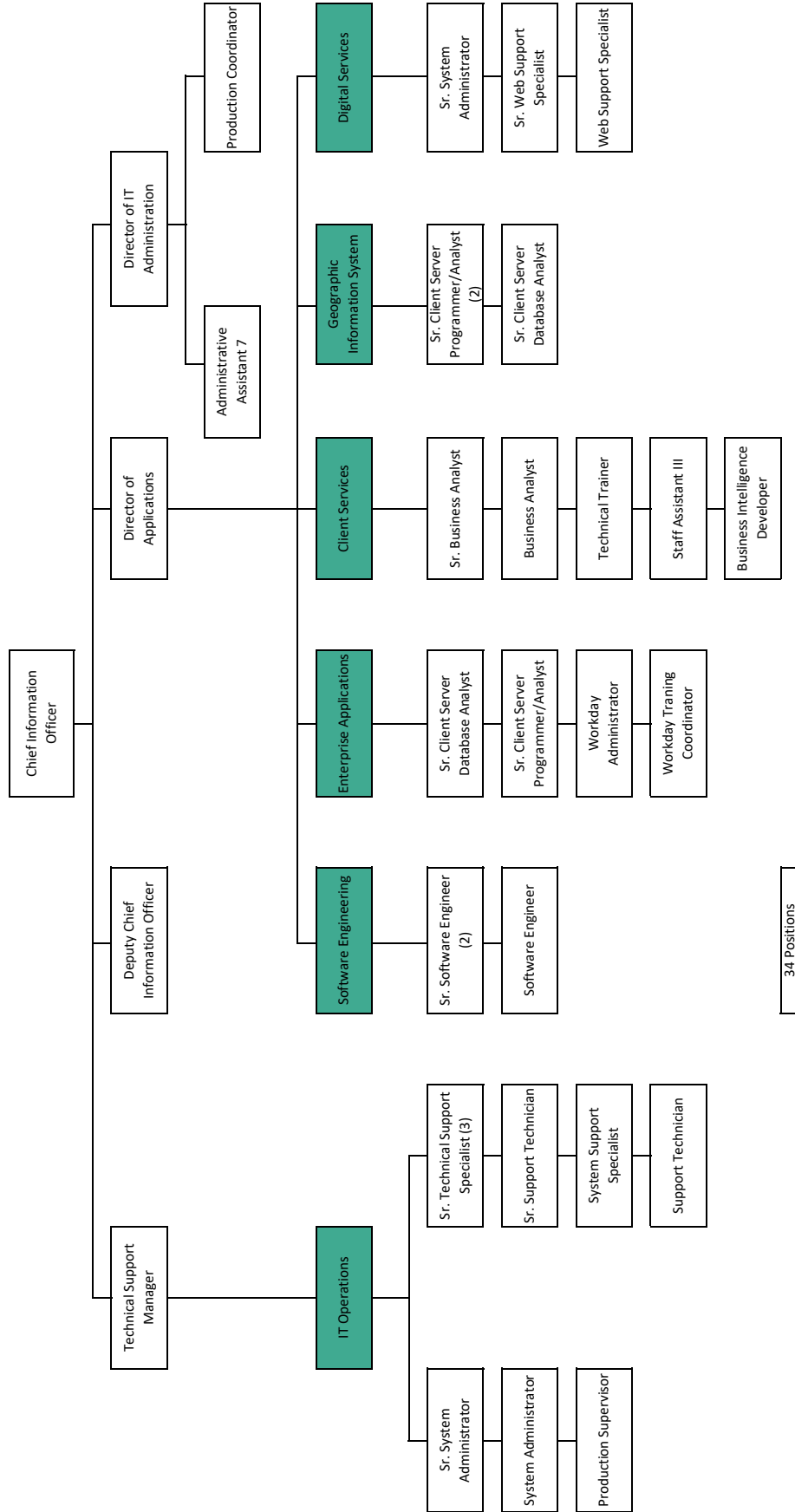
Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 2,528,963.67	\$ 3,083,778.00	\$ 1,892,827.60	\$ 3,094,877.00
Overtime	20,092.69	20,000.00	13,807.34	20,000.00
Ordinary Maintenance	3,552,364.57	4,426,317.00	5,194,697.32	6,281,247.00
Capital Outlay	300,000.00	-	-	-
Total	\$ 6,401,420.93	\$ 7,530,095.00	\$ 7,101,332.26	\$ 9,396,124.00
Total Positions	34	34	34	34

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$9,396,124, which is an increase of \$1,866,029 from the Fiscal 2023 amount of \$7,530,095. The salary increase is due to step increases for employees who are not at maximum pay, EM incentive pay, and 3% Cost of Living Adjustments (COLAs) 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 increasing the vacancy factor and un-funding a Workday Administrator position and increase in enterprise credits. In addition, the increase in Ordinary Maintenance of \$1,854,930 is due to increases in yearly subscription costs, and Maintenance System Software.

INNOVATION AND TECHNOLOGY DIVISION ORGANIZATIONAL CHART



34 Positions

MICHAEL P. HAMEL, CHIEF INFORMATION OFFICER**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****DEPARTMENT OF ADMINISTRATION & FINANCE****DIVISION OF INNOVATION AND TECHNOLOGY- DIVISION #CC1031**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 154,149.00	53EM	CHIEF INFORMATION OFFICER	1	\$ 158,174.00
1	131,579.00	48EM	DEPUTY CHIEF INFORMATION OFFICER	1	135,015.00
1	125,014.00	47EM	DIRECTOR OF APPLICATIONS	1	128,266.00
1	125,014.00	47EM	TECHNICAL SUPPORT MANAGER	1	128,266.00
2	240,846.00	50P	SENIOR SYSTEM ADMINISTRATOR	2	247,106.00
2	201,317.00	48P	SENIOR SOFTWARE ENGINEER	2	214,453.00
2	197,251.00	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	205,156.00
1	92,405.00	48P	SENIOR BUSINESS ANALYST	1	98,404.00
1	84,938.00	48P	DIRECTOR OF IT ADMINISTRATION	1	110,865.00
1	107,460.00	48P	SYSTEM ADMINISTRATOR	1	113,333.00
3	330,891.00	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	3	342,622.00
0	-	48P	SOFTWARE ENGINEER	1	85,897.00
4	395,223.00	48P	SENIOR CLIENT SERVER PROGRAMMER/ANALYST	3	321,617.00
1	96,544.00	44P	SENIOR WEB SUPPORT SPECIALIST	1	99,065.00
1	78,909.00	44P	WORKDAY ADMINISTRATOR	1	80,962.00
1	85,747.00	42P	WORKDAY TRAINING COORDINATOR	1	90,594.00
1	89,550.00	42P	BUSINESS ANALYST	1	78,573.00
1	80,506.00	42P	WEB SUPPORT SPECIALIST	1	85,710.00
1	89,550.00	42P	SYSTEM SUPPORT SPECIALIST	1	91,888.00
1	80,892.00	40P	BUSINESS INTELLIGENCE DEVELOPER	1	65,344.00
1	83,414.00	40P	JR. SYSTEM ADMINISTRATOR	1	79,880.00
1	76,184.00	40P	TECHNICAL TRAINER	1	65,344.00
1	66,358.00	40	SENIOR SUPPORT TECHNICIAN	1	74,914.00
1	64,657.00	38	PRODUCTION COORDINATOR	1	68,397.00
1	72,773.00	37	SUPPORT TECHNICIAN	1	74,663.00
1	66,773.00	37	STAFF ASSISTANT III	1	71,110.00
1	67,689.00	35	ADMINISTRATIVE ASSISTANT 7	1	69,457.00
34	\$ 3,285,633.00		REGULAR SALARIES	34	\$ 3,385,073.00
	13,877.00		EM INCENTIVE PAY		17,020.00
	(51,145.00)		VACANCY FACTOR		(136,925.00)
	20,000.00		TEMPORARY STAFF		20,000.00
34	\$ 3,268,365.00		TOTAL RECOMMENDED SALARIES	34	\$ 3,285,168.00
			FUNDING SOURCES:		
	\$ (3,596.00)		GOLF REVENUES		\$ (3,707.00)
	(71,945.00)		SEWER REVENUES		(74,168.00)
	(109,046.00)		WATER REVENUES		(112,416.00)
	\$ (184,587.00)		TOTAL FUNDING SOURCES		\$ (190,291.00)
34	\$ 3,083,778.00		TOTAL RECOMMENDED PERSONAL SERVICES	34	\$ 3,094,877.00
	\$ 20,000.00		OVERTIME		\$ 20,000.00
	\$ 20,000.00		TOTAL RECOMMENDED OVERTIME		\$ 20,000.00
	\$ 30,000.00		ELECTRICITY		\$ 30,000.00
	-		LEASES & RENTALS-COPIER LEASES		89,304.00
	710,000.00		LEASES & RENTALS-SHORT TERM RENTALS		710,000.00
	150,000.00		TELEPHONES		150,000.00
	300.00		POSTAGE		300.00
	5,000.00		NEWSPAPER ADVERTISEMENT		5,000.00
	500.00		SECURITY SERVICES		500.00
	8,000.00		REGISTRATION FEES & TRAINING CERTIFICATIONS		8,000.00
	10,000.00		OFFICE SUPPLIES		10,000.00
	800.00		OTHER SUPPLIES		800.00
	3,500.00		COPY PAPER		3,500.00
	4,300.00		PRINTING & PRINTING SUPPLIES		4,300.00
	37,000.00		MAINTENANCE/REPAIR BUILDINGS		37,000.00
	5,000.00		MEMBERSHIP DUES		5,000.00
	5,000.00		TRAVELING		9,000.00
	3,027,894.00		REGULAR SYSTEM MAINTENANCE		4,903,403.00
	261,578.00		MICROSOFT LICENSES--ASSURANCE AGREEMENT		261,578.00
	88,653.00		NETWORK HARDWARE		88,653.00
	48,395.00		NETWORK SOFTWARE SUPPORT		48,395.00
	94,229.00		EMC DATA STORAGE SUPPORT		94,229.00

MICHAEL P. HAMEL, CHIEF INFORMATION OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF ADMINISTRATION & FINANCE

DIVISION OF INNOVATION AND TECHNOLOGY- DIVISION #CC1031

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	96,420.00		EMC BACKUP HW/SW SUPPORT		96,420.00
	49,000.00		GIS HARDWARE/SOFTWARE		49,000.00
	26,500.00		VIDEO SURVEILLANCE SOFTWARE SUPPORT		26,500.00
	36,000.00		SQL ORDINARY MAINTENANCE		36,000.00
	<u>\$ 4,698,069.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 6,666,882.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (2,691.00)		CREDIT FROM GOLF	\$	(3,819.00)
	(108,817.00)		CREDIT FROM SEWER		(154,419.00)
	(160,244.00)		CREDIT FROM WATER		(227,397.00)
	<u>\$ (271,752.00)</u>		TOTAL FUNDING SOURCES	\$	<u>(385,635.00)</u>
	<u>\$ 4,426,317.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 6,281,247.00</u>
	<u>\$ 7,530,095.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 9,396,124.00</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.

Goal 1: Improve hiring and promotional processes to provide more efficient service to departments and candidates for open positions

City Priority Area: Sound Fiscal & Operational Government

Objective 1: Review, Revise and Align Hiring Policy Guide and Affirmative Action Policy

Initiative(s)	Measure
Review Hiring Guide internally, and externally with 100% of Hiring Managers & Departments within six months	The Hiring Guide has been reviewed, a workflow has been developed for the processing of hiring and promotional decisions, and the Hiring Team has been meeting with Departments to review the Guide and train them on new policy.
Review, revise and align 100% of the Hiring Guide and Affirmative Action Policy with Chief Diversity Officer ("CDO") within one year of CDO's appointment.	Chief Equity Officer has not yet been appointed. In the meantime, the Human Resources Department has been begun recentralizing hiring and promotions within the Department with the goal of implementing uniform policies related to these functions to ensure that decisions are equitable.

Objective 2: Provide greater communication/support to Departments/Hiring Managers

Initiative(s)	Measure
Staff liaison will meet with 100% of Departments/Hiring Managers within 6 months of appointment.	Staff liaison has engaged with 100% of Departments and Hiring Manager across the City.
For promotions, fill 75% of open non civil service positions within 12 weeks of the initial posting.	The overwhelming majority of positions that are filled through promotion are filled within the twelve week window, but many promotions are the result of regrading and reclassification which has made it difficult to quantify.

Initiative(s)	Measure
For new hires, for 75% of open non civil service individual positions (excluding classes such as communications dispatchers), to make offer of employment within 12 weeks of the initial job posting.	The average has been seventeen weeks, but this number is the result of several city positions that have remained open for prolonged periods of time, including one position that was open for sixty-three weeks. In these cases, the City is simply not competitive in the job market based on salary.
During the hiring process the staff liaison will meet with department hiring managers at least once every two weeks 75% of the time.	During the hiring process, the staff liaison is in constant contact with the hiring manager in all cases.

Goal 2: Maintain a classification structure that encourages career growth and flexibility.

City Priority Area: Opportunity for All, Sound Fiscal & Operational Government

Objective 1: Establish simplified and accurate salary book

Initiative(s)	Measure
Review and update 100% of the salary book within 6 months	The Department is engaged in a comprehensive review of the salary book, and plans to all eliminate obsolete positions as a part of the ERP project.

Objective 2: Conduct research to determine whether City's pay structure is competitive

Initiative(s)	Measure
Draft recommendations for no less than 5 departments based on the compensation study no later than the end of Q3 of FY23	Human Resources is preparing an RFP to bring in an outside vendor to conduct compensation study

Goal 3: Improve Efficiency of Employee Investigations

City Priority Area: Sound Fiscal & Operational Government

Objective 1: Establish Investigation Policy

Initiative(s)	Measure
Complete draft of the investigation policy within two months	The investigation policy has been drafted and reviewed. The policy will be finalized following the appointment of a Chief Equity Officer.
Review and finalize 100% investigation policy within two months of completed draft	The investigation policy has been drafted and reviewed. The policy will be finalized following the appointment of a Chief Equity Officer.
Communicate implementation of the new investigation policy to 100% of departments within 6 months of the document being finalized	The investigation policy has been drafted and reviewed. The policy will be finalized following the appointment of a Chief Equity Officer.

Objective 2: To complete all investigations of employee misconduct submitted to Human Resources within forty-five (45) days of the submission of the complaint.

Initiative(s)	Measure
Have no less than 1 staff meeting each month to review all pending investigations	Staff conducting and overseeing investigations meet monthly to review and discuss all pending investigations
Work with Department out of which complaint arises to ensure availability of witnesses and	The Investigations Division completed 27 investigations during FY23, which was significantly higher than anticipated. Many of

Initiative(s)	Measure
documentation needed to complete no less than 75% of investigations within 45 days.	the investigations proved to be complex and involved document review and multiple witness interviews. While simple investigations can be completed within the 45 day window, the majority of investigations are being completed withing 61 and 75 days. As such, the goal of 45 days will need to be adjusted.

Goal 4: Build an Accessible and Robust Training and Professional Development Plan

City Priority Area: Sound Fiscal & Operational Government

Objective 1: Increase Utilization of Online Portal for Compliance Training

Initiative(s)	Measure
50% of city employees will complete compliance training through the online training portal during FY23	The Department estimates that 60% of City employees completed the training.
2 Public Works divisions will complete the compliance training via online portal in FY23	The Department has not achieved this objective. The Training and Wellness Coordinator retired during FY23 and training has since been held pending the appointment of a Chief Equity Officer.

Objective 2: Increase Utilization of Online Portal for Skill Building Training

Initiative(s)	Measure
50% of employees will complete 4 skill building trainings online during FY23 (1 per quarter)	Training has been held pending the appointment of a Chief Equity Officer.
50% of managers will complete 4 skill building trainings online during FY23 (1 per quarter)	Training has been held pending the appointment of a Chief Equity Officer.

Goal 5: Build a Career Path to Management Positions

City Priority Area: Opportunity for All

Objective 1: Collect Data on Needs for Development

Initiative(s)	Measure
Complete needs assessment of 75% departments in FY 23	This objective has been held pending the appointment of a Chief Equity Officer.

Objective 2: Build Learning Plans

Initiative(s)	Measure
Create learning plan for 20 employees in FY 23	This objective has been held pending the appointment of a Chief Equity Officer.
Contract with 2 colleges to provide relative course work for learning plans during FY 23	This objective has been held pending the appointment of a Chief Equity Officer.
Award 10 merit prizes for completion of training sessions	This objective has been held pending the appointment of a Chief Equity Officer.

Goal 6: Implement Peer to Peer Program

City Priority Area: Vibrant, Thriving City

Objective 1: Engage Municipalities

Initiative(s)	Measure
Engage at least 1 other municipality during FY23 to participate in a Peer to Peer program so employees can spend a day watching how others do their jobs. (City Clerks, Assessors, Human Resources)	The Department is seeking a municipality to work with on this program.

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.	COVID made it difficult to engage in these types of activities during the previous fiscal year, but the Department is hopeful that such opportunities will be available as we move forward.
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.	Working on development of training, learning and development programs to offer to City employees.
Establish collaborative partnerships with the City's departments to plan, anticipate, and respond in a cost effective way to changes and priorities in classification, compensation, recruitment and selection, including staffing trends, City's initiatives, and succession management efforts.	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 officers & firefighters below the rank of chief, from Ch. 31 MGL.	Presently negotiating with NAGE, Local 495.
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.

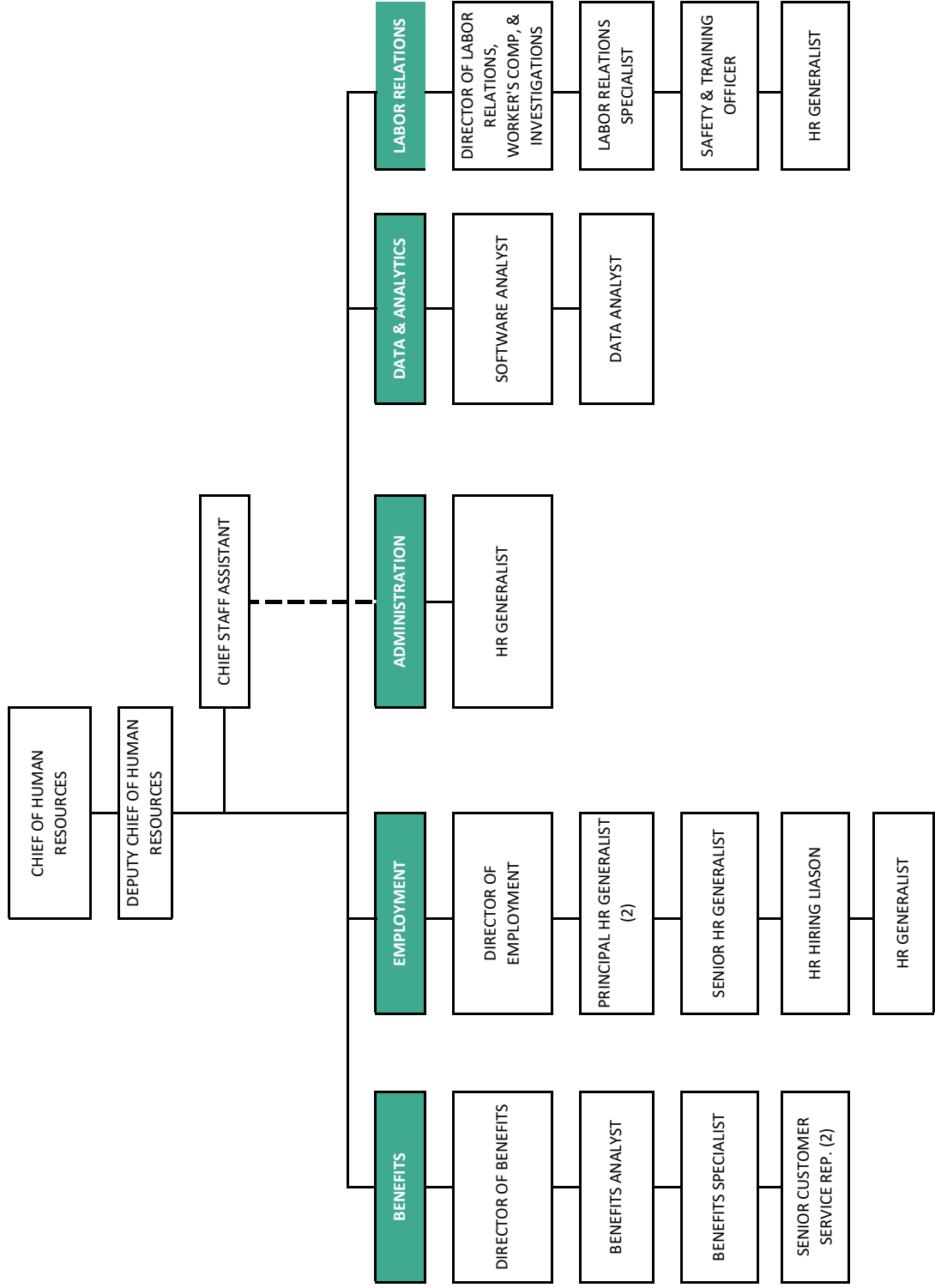
Department Allocation Summary

		Approved	Actuals	Recommended
	Actual	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 1,007,817.73	\$ 1,456,419.00	\$ 756,165.07	\$ 1,480,995.00
Overtime	11,228.47	5,000.00	11,071.38	5,000.00
Ordinary Maintenance	498,375.36	549,807.00	302,581.79	646,111.00
Total	\$ 1,517,421.56	\$ 2,011,226.00	\$ 1,069,818.24	\$ 2,132,106.00
Total Positions	17	22	22	21

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be funded at \$2,132,106, which is an increase of \$120,880 from Fiscal 2023. The salary increase is mainly due to the addition of a new Software Analyst, position regrades, step increases for employees who are not at maximum pay, and 3% Cost of Living Adjustments (COLAs) 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 two positions being transferred to the Department of Diversity, Equity, and Inclusion in Fiscal 2023. Also, Ordinary Maintenance is a net result of increased funding for employee parking cost for a full year which is offset by the transfer of funds to the Innovation & Technology Department for costs associated with copier lease agreements.

HUMAN RESOURCE DEPARTMENT ORGANIZATIONAL CHART



21 POSITIONS

WILLIAM BAGLEY JR., DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****HUMAN RESOURCES DEPARTMENT - DEPARTMENT #CC1012**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
ADMINISTRATION:					
1	\$ 135,784.00	58CM	CHIEF HUMAN RESOURCES OFFICER	1	\$ 139,321.00
1	118,621.00	47EM	DEPUTY CHIEF HUMAN RESOURCES OFFICER	1	121,710.00
1	89,550.00	42M	CHIEF STAFF ASSISTANT	1	90,109.00
0	-	35	HR GENERALIST	1	65,815.00
3	\$ 343,955.00			4	\$ 416,955.00
1	\$ 84,938.00	46M	DIRECTOR OF EMPLOYMENT	1	\$ 105,907.00
2	133,466.00	40M	PRINCIPAL HR GENERALIST	2	159,399.00
1	72,773.00	38M	SENIOR HR GENERALIST	1	79,590.00
1	52,272.00	42M	HR HIRING LIASON	1	70,314.00
1	50,933.00	35	HR GENERALIST	1	66,191.00
6	\$ 394,382.00			6	\$ 481,401.00
1	\$ 115,267.00	49M	DIRECTOR LABOR RELATIONS, WORKER'S COMP, & INVESTIGATIONS	1	\$ 119,011.00
1	76,184.00	45M	LABOR RELATIONS SPECIALIST	1	81,166.00
1	89,550.00	42M	SAFETY & TRAINING OFFICER	1	80,962.00
1	50,933.00	35	HR GENERALIST	1	66,723.00
4	\$ 331,934.00			4	\$ 347,862.00
1	\$ 95,674.00	44M	DIRECTOR OF BENEFITS	1	\$ 91,654.00
1	59,169.00	35	BENEFIT ANALYST	1	67,972.00
1	53,200.00	33	BENEFITS SPECIALIST	1	63,654.00
3	153,657.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	2	96,538.00
6	\$ 361,700.00			5	\$ 319,818.00
1	\$ 96,501.00	44M	COORD. OF TRAINING, DEVELOP. AND WELLNESS PROGRAMS	0	\$ -
0	-	45P	SOFTWARE ANALYST	1	93,538.00
1	63,677.00	40M	DATA ANALYST	1	80,630.00
2	\$ 160,178.00			2	\$ 174,168.00
1	\$ 89,262.00	45M	LEAD INVESTIGATOR	0	\$ -
1	\$ 89,262.00			0	\$ -
22	\$ 1,681,411.00		REGULAR SALARIES	21	\$ 1,740,204.00
	\$ 92,400.00		INTERNSHIP PROGRAM		\$ 92,400.00
	6,530.00		EM INCENTIVE PAY		11,691.00
	(26,592.00)		VACANCY FACTOR		(54,705.00)
	\$ 1,753,749.00		TOTAL RECOMMENDED SALARIES		\$ 1,789,590.00
	\$ (1,420.00)		FUNDING SOURCES:		\$ (1,474.00)
	(128,357.00)		CREDIT FROM GOLF COURSE		(133,220.00)
	(167,553.00)		CREDIT FROM SEWER		(173,901.00)
	\$ (297,330.00)		CREDIT FROM WATER		\$ (308,595.00)
			TOTAL FUNDING SOURCES		
22	\$ 1,456,419.00		TOTAL RECOMMENDED PERSONNEL SERVICES	21	\$ 1,480,995.00
	\$ 5,000.00		OVERTIME		\$ 5,000.00
	\$ 5,000.00		TOTAL RECOMMENDED OVERTIME		\$ 5,000.00

WILLIAM BAGLEY JR., DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****HUMAN RESOURCES DEPARTMENT - DEPARTMENT #CC1012**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 2,000.00		BOOKS		\$ 2,000.00
	2,000.00		CONSTABLES		1,000.00
	116,000.00		CONSULTANTS		16,000.00
	1,100.00		COPY PAPER		1,000.00
	1,000.00		HARDWARE/DEVICES		1,000.00
	-		HIRED SERVICES		150,000.00
	4,500.00		LEASES & RENTALS		2,400.00
	207,050.00		LEGAL CONSULTANTS		210,000.00
	6,000.00		LEGAL FILING FEES		10,000.00
	3,080.00		MAINTENANCE SYSTEM SOFTWARE		3,080.00
	1,400.00		MEMBERSHIP DUES		1,500.00
	64,740.00		NEWSPAPER ADVERTISING		63,535.00
	4,000.00		OFFICE SUPPLIES		7,000.00
	1,000.00		OTHER SUPPLIES		-
	12,000.00		PHYSICIANS/SURGEONS		40,000.00
	100.00		POSTAGE		100.00
	2,000.00		PREPARED MEALS		2,000.00
	6,000.00		PRINTING		15,000.00
	1,000.00		PRINTING SUPPLIES		2,000.00
	1,500.00		PROFESSIONAL DEVELOPMENT-RECREATIONAL PROGRAM		1,500.00
	6,000.00		PROFESSIONAL DEVELOPMENT-REGISTRATION FEES		36,000.00
	1,500.00		PROFESSIONAL DEVELOPMENT-SUBSCRIPTIONS		500.00
	48,000.00		PROFESSIONAL DEVELOPMENT-TRAINING CERTIFICATIONS		6,000.00
	12,000.00		PROFESSIONAL DEVELOPMENT-TRAVELING		12,000.00
	10,000.00		PROFESSIONAL DEVELOPMENT-TUITION		25,000.00
	5,000.00		PSYCHOLOGIST/BEHAVIORAL SERVICES		-
	1,500.00		RENTAL/NETWORK STORAGE		2,000.00
	4,345.00		SECURITY SERVICES		1,000.00
	8,000.00		TELEPHONE		6,000.00
	17,000.00		TRANSLATION/INTERPRETATION		30,000.00
	8,500.00		TRAVELING		8,500.00
	500.00		WATER		700.00
	100.00		LICENSES		-
	<u>\$ 558,915.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 656,815.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (4,126.00)		CREDIT FROM SEWER		\$ (4,849.00)
	<u>(4,982.00)</u>		CREDIT FROM WATER		<u>(5,855.00)</u>
	<u>\$ (9,108.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (10,704.00)</u>
	<u>\$ 549,807.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 646,111.00</u>
	<u>\$ 2,011,226.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,132,106.00</u>

WORKERS' COMPENSATION

William Bagley Jr., Director

City Hall - Room 109
 455 Main Street
 Worcester, Massachusetts 01608
 (508) 799-1030

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Budget for	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Ordinary Maintenance	\$ 45,227.50	\$ 91,359.00	\$ 67,841.24	\$ 91,359.00
Fringe Benefits	697,969.39	1,105,641.00	717,370.13	1,244,400.00
Total	\$ 743,196.89	\$ 1,197,000.00	\$ 785,211.37	\$ 1,335,759.00

Operating Budget Highlights

The total Workers' Compensation budget for Fiscal 2024 is recommended to be \$1,335,759, which is an increase of \$138,759 from the Fiscal 2023 amount of \$1,197,000. 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 2024****DEPARTMENT OF HUMAN RESOURCES****DIVISION OF WORKERS' COMPENSATION - DIVISION #CC1013**

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 91,359.00	ADMINISTRATIVE SERVICES	\$ 91,359.00
<u>\$ 91,359.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 91,359.00</u>
\$ 1,331,321.00	BASIC WORKERS' COMPENSATION	\$ 1,470,080.00
<u>\$ 1,331,321.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 1,470,080.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (120,000.00)	CREDIT FROM WATER	\$ (120,000.00)
(60,000.00)	CREDIT FROM SEWER	(60,000.00)
(45,680.00)	CREDIT FROM SCHOOLS	(45,680.00)
<u>\$ (225,680.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (225,680.00)</u>
<u>\$ 1,197,000.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,335,759.00</u>

INJURED ON DUTY CLAIMS

William Bagley Jr., Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1030

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Budget for	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2023
Ordinary Maintenance	\$ 41,062.50	\$ 98,550.00	\$ 73,912.50	\$ 98,550.00
Fringe Benefits	234,523.19	903,386.00	1,118,410.85	1,232,821.00
Total	\$ 275,585.69	\$ 1,001,936.00	\$ 1,192,323.35	\$ 1,331,371.00

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 2024 is recommended to be \$1,331,371, which is an increase of \$329,435 from Fiscal 2023 due to trend in actuals.

WILLIAM BAGLEY JR., DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****DIVISION OF PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS- DIVISION #CC1015**

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 98,550.00	ADMINISTRATIVE SERVICES	\$ 98,550.00
<u>\$ 98,550.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 98,550.00</u>
\$ 336,311.00	POLICE DEPARTMENT IOD CLAIMS	\$ 364,889.00
567,075.00	FIRE DEPARTMENT IOD CLAIMS	867,932.00
<u>\$ 903,386.00</u>	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,232,821.00</u>
<u>\$ 1,001,936.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,331,371.00</u>

UNEMPLOYMENT COMPENSATION

William Bagley Jr., Director

City Hall - Room 109
 455 Main Street
 Worcester, Massachusetts 01608
 (508) 799-1030

Department Allocation Summary

	Actual	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2022</u>	<u>Fiscal 2023</u>	<u>3/31/23</u>	<u>Fiscal 2024</u>
Ordinary Maintenance	\$ -	\$ 18,840.00	\$ 9,420.00	\$ 18,840.00
Fringe Benefits	105,450.09	101,000.00	61,426.57	101,000.00
Total	\$ 105,450.09	\$ 119,840.00	\$ 70,846.57	\$ 119,840.00

* 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 2024 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, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF HUMAN RESOURCES

DIVISION OF UNEMPLOYMENT COMPENSATION - DIVISION #CC1014

APPROVED FY23 AMOUNT	ACCOUNT NUMBER	TITLE	RECOMMENDED FY24 AMOUNT
\$ 18,840.00		ADMINISTRATIVE SERVICES	\$ 18,840.00
<u>\$ 18,840.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE	<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>
		FUNDING SOURCES:	
\$ (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>		TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 119,840.00</u>
<u><u>\$ 119,840.00</u></u>		TOTAL RECOMMENDED TAX LEVY	<u><u>\$ 119,840.00</u></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 FY24, the City will administer six (6) conventional and five (5) Medicare health plans.

Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2022</u>	<u>Fiscal 2023</u>	<u>3/31/23</u>	<u>Fiscal 2024</u>
Fringe Benefits	\$ 28,202,701.18	\$ 30,325,822.00	\$ 24,943,237.35	\$ 31,804,844.00
Total	\$ 28,202,701.18	\$ 30,325,822.00	\$ 24,943,237.35	\$ 31,804,844.00

Operating Budget Highlights

The Fiscal 2024 tax levy budget for Health Insurance and employee Fringe Benefit costs, excluding Worcester Public Schools, is recommended to be funded at \$31,804,844, which is an increase of \$1,479,022 from Fiscal 2023. The increase is primarily due to a 4.5% 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 3,092 of the 3,467 active and retired City employees that carry the Health Insurance benefit. The other 375 employees are funded by grants, projects, and 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 2024****HEALTH INSURANCE - DEPARTMENT #CC1063**

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 617,063.00	BC/ BS PREFERRED	\$ 835,166.00
6,785,443.00	NETWORK BLUE NEW ENGLAND	8,858,345.00
5,367,264.00	NETWORK BLUE SELECT	2,954,124.00
10,576,719.00	HPHC CHOICENET	11,787,194.00
3,076,288.00	HPHC FOCUS	2,722,993.00
418,383.00	HPHC HIGH DEDUCTIBLE PLAN	824,820.00
3,780,836.00	BC/ BS MEDEX	3,789,556.00
118,178.00	FALLON MEDICARE PLUS	140,688.00
34,689.00	FALLON MEDICARE CENTRAL	34,689.00
325,616.00	TUFTS MEDICARE PREFERRED	303,759.00
945,122.00	TUFTS MEDICARE SUPPLEMENT	1,009,393.00
76,500.00	HEALTH INSURANCE CONSULTANT	76,500.00
60,000.00	PBM ADMINISTRATIVE COSTS	60,000.00
<u>\$ 32,182,101.00</u>	TOTAL HEALTH INSURANCE	<u>\$ 33,397,227.00</u>
\$ 129,937.00	LIFE INSURANCE	\$ 131,337.00
2,532,245.00	MEDICARE INSURANCE	2,963,215.00
172,200.00	DIABETES CARE PROGRAM	172,200.00
26,500.00	EMPLOYEE ASSISTANCE PROGRAM	26,500.00
26,136.00	WELLNESS PROGRAM	26,136.00
<u>\$ 2,887,018.00</u>	TOTAL OTHER COSTS	<u>\$ 3,319,388.00</u>
-	RESERVE FOR SETTLEMENTS	-
<u>\$ 35,069,119.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 36,716,615.00</u>
	FUNDING SOURCES:	
\$ (1,469,293.00)	CREDIT FROM INDIRECT	\$ (1,438,710.00)
(34,472.00)	CREDIT ELDER AFFAIRS	(15,316.00)
(388,736.00)	CREDIT FROM WORKFORCE DEVELOPMENT	(436,498.00)
(433,081.00)	CREDIT GRANTS	(451,289.00)
(848,499.00)	CREDIT FROM SEWER	(866,625.00)
(1,482,203.00)	CREDIT FROM WATER	(1,607,545.00)
(46,775.00)	CREDIT FROM GOLF	(47,995.00)
(40,238.00)	CREDIT FROM AIRPORT	(47,793.00)
<u>\$ (4,743,297.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (4,911,771.00)</u>
<u>\$ 30,325,822.00</u>	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 31,804,844.00</u>
<u>\$ 30,325,822.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 31,804,844.00</u>

WILLIAM BAGLEY JR., DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
LIFE INSURANCE & FEDERAL MEDICARE PAYMENTS**

MEDICARE PAYMENTS				
DEPARTMENT	March 23 DEDUCTIONS	AVERAGE WEEKLY	YEARLY AMOUNT	BUDGET FY24
CITY OF WORCESTER	205,838.08	51,459.52	2,675,895.05	2,675,895.05
CABLE SERVICES	395.23	98.81	5,157.75	5,157.75
DIVERSITY & INCLUSION	-	-	-	-
REGIONAL LIBRARY	-	-	-	-
FINANCE (GRANTS)	145.20	36.30	1,894.86	1,894.86
ECONOMIC DEVELOPMENT (GRANTS)	1,593.28	398.32	20,792.30	20,792.30
HEALTH (GRANTS)	1,429.99	357.50	18,661.32	18,661.32
INSPECTIONAL SERVICES (GRANTS)	171.02	42.76	2,231.86	2,231.86
HUMAN SERVICES (GRANTS)	49.90	12.47	651.13	651.13
DPW (PROJECTS)	-	-	-	-
ELDER AFFAIRS	221.29	55.32	2,887.77	2,887.77
WORKFORCE DEVELOPMENT	2,997.52	749.38	39,117.64	39,117.64
AIRPORT	-	-	-	-
GOLF	306.64	76.66	4,001.65	4,001.65
SEWER	5,238.72	1,309.68	68,365.30	68,365.30
WATER	9,468.07	2,367.02	123,558.31	123,558.31
SUB TOTAL	22,016.85	5,504.21	287,319.89	287,319.89
TOTAL COST	227,854.93	56,963.73	2,963,214.94	2,963,214.94
PUBLIC SCHOOL	350,222.96	87,555.74	4,570,409.63	4,570,409.63
TOTAL	578,077.89	144,519.47	7,533,624.57	7,533,624.56

Comments:

Expenditures are extracted from the City's IFMS system displaying the actual Federal Medicare cost totals for the various citywide departments. FY24 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 weeks.

LIFE INSURANCE				
	ACTIVE March 23 ENROLLMENTS	RETIREES March 23 ENROLLMENTS	TOTAL ENROLLMENTS	ENROLLMENTS X RATE 77.76
CITY OF WORCESTER	730.43	761.00	1491.43	115,973.60
CABLE SERVICES	1.00	0.00	1.00	77.76
REGIONAL LIBRARY	0.00	0.00	0.00	-
FINANCE (GRANTS)	0.85	0.00	0.85	66.10
ECONOMIC DEVELOPMENT (GRANTS)	15.87	0.00	15.87	1,234.05
HEALTH (GRANTS)	9.00	0.00	9.00	699.84
HEALTH & HUMAN SERVICES	1.00	0.00	1.00	77.76
INSPECTIONAL SERVICES (GRANTS)	0.85	0.00	0.85	66.10
DPW (PROJECTS)	0.00	0.00	0.00	-
ELDER AFFAIRS (GRANTS)	0.00	0.00	0.00	-
WORKFORCE DEVELOPMENT	13.00	9.00	22.00	1,710.72
SEWER	29.00	23.00	52.00	4,043.52
WATER	38.00	52.00	90.00	6,998.40
AIRPORT	0.00	5.00	5.00	388.80
GOLF	0.00	0.00	0.00	-
SUB TOTAL	108.57	89.00	197.57	15,363.04
TOTAL COST	839.00	850.00	1689.00	131,336.64
PUBLIC SCHOOL	978.00	1296.00	2274.00	176,826.24
TOTAL	1817.00	2146.00	3963.00	308,162.88

Comments:

Expenditures are extracted from the City's IFMS system displaying the actual Life Insurance cost totals for the various citywide departments. FY24 projections are based on the total enrollments for March x the yearly insurance rate.



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.

Goal 1: Ensure quality and timely department responses to all Law Department customer service functions.

City Priority Area: Sound Fiscal and Operational Government

Objective 1: Improve turnaround time on major customer facing department functions

Initiative(s)	Measure
Review and respond to 80% of pothole claims within five business days with an acknowledgement letter, and within thirty-five days of loss with either approved or denied	<ul style="list-style-type: none"> Percentage of claims responded to within timeframes
Draft 75% of City-issued contracts within fifteen business days of requests to prepare, or request more information within five business days	<ul style="list-style-type: none"> Percentage of city issued contracts drafted, or additional information requested within applicable timeframes
Provide comments within fifteen business days for 60% of requests to review external contracts	<ul style="list-style-type: none"> Percentage of external contracts with comments within timeframe

Goal 2: Diversify the Law Department

City Priority Area: Opportunity for All

Objective 1: Create a more diverse workforce in the Law Department

Initiative(s)	Measure
Make sure 100% of job opportunity notices are sent to CIRCA, the company providing diversity recruiting services to the City	<ul style="list-style-type: none"> Percentage of job opportunity notices are sent to CIRCA Number of candidates referred through CIRCA Number of CIRCA candidates hired

Objective 2: Remove barriers to employment for diverse populations

Initiative(s)	Measure
Use of job descriptions/advertisements prepared and approved by Human Resources for 100% of job postings	<ul style="list-style-type: none"> Percentage of job posting meeting standard

Goal 3: Advance the use of technology in the management and delivery of legal services

City Priority Area: Sound Fiscal and Operational Government

Objective 1: Increase management and oversight of work product

Initiative(s)	Measure
Implement 100% software program designed by Tech Services to comprehensively track request for and delivery of legal work product by the end of Q2	<ul style="list-style-type: none"> Percentage of system functional Number of users trained in the system Number of reports able to be generated

Previous Year DDP Highlights

Goal	Objective	Current Progress
Make sure 100% of job opportunity notices are sent to CIRCA, the company providing diversity recruiting services to the City	<ul style="list-style-type: none"> Percentage of job opportunity notices are sent to CIRCA Number of candidates referred through CIRCA Number of CIRCA candidates hired 	All job opportunity notices were sent to CIRCA. No candidates were referred through CIRCA to our knowledge
Implement 100% software program designed by Tech Services to comprehensively track request for and delivery of legal work product by the end of Q2	<ul style="list-style-type: none"> Percentage of system functional Number of users trained in the system Number of reports able to be generated 	Due to competing priorities (Workday) the completion of the custom software was delayed. Litigation work is fully integrated into the program. Integration of the Advice & Counsel work is in progress
Ensure 100% of appropriate Department employees have ability to use DocuSign	<ul style="list-style-type: none"> Number of department employees using DocuSign 	All appropriate employees have the ability to use DocuSign

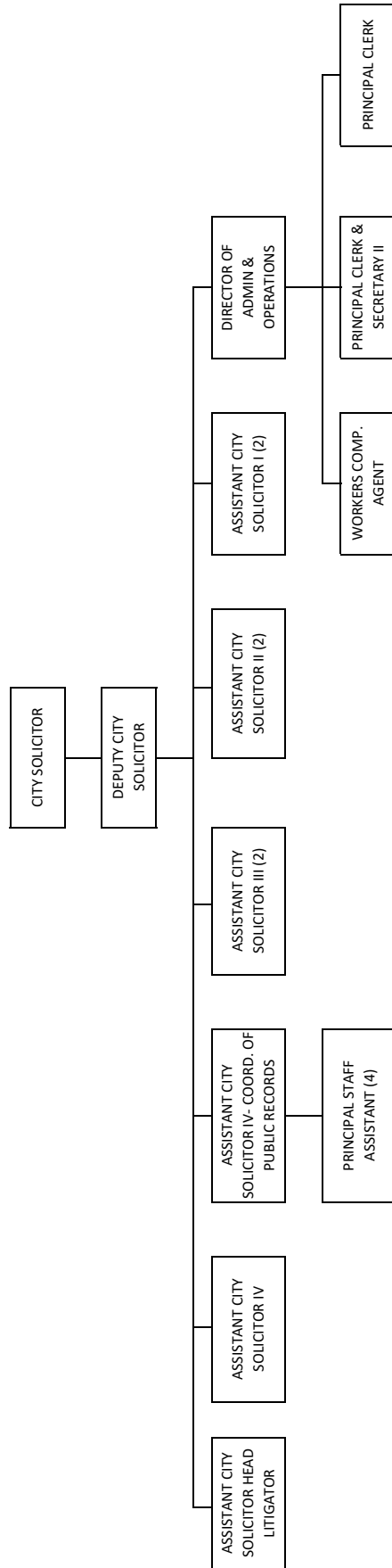
Department Allocation Summary

	Actual	Approved Budget for	Totals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2022</u>	<u>Fiscal 2023</u>	<u>3/31/23</u>	<u>Fiscal 2024</u>
Salaries	\$ 971,906.19	\$ 1,273,760.00	\$ 665,601.60	\$ 1,494,456.00
Ordinary Maintenance	361,272.96	470,290.00	349,687.25	165,298.00
Total	\$ 1,333,179.15	\$ 1,744,050.00	\$ 1,015,288.85	\$ 1,659,754.00
Total Positions	16	16	16	19

Operating Budget Highlights

The tax levy budget for Fiscal 2023 is recommended to be \$1,659,754, which is a decrease of \$84,296 from the Fiscal 2022 amount of \$1,744,050. The increase in salaries is a result of three Principal Staff Assistants positions added to the table of organization midyear, step increases for employees that are not at maximum pay, EM incentive pay, several positions regrade to re-align pay with job responsibilities, and 3% Cost of Living Adjustments (COLAs) 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 eliminating funds transferred in midyear for consultants and the transfer of copier lease cost to the Department of Innovation and Technology.

LAW DEPARTMENT ORGANIZATIONAL CHART



19 POSITIONS

MICHAEL E. TRAYNOR, CITY SOLICITOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
LAW DEPARTMENT- DEPARTMENT #CC1009**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 179,787.00	58CM	CITY SOLICITOR	1	\$ 184,461.00
1	128,962.00	50EM	DEPUTY CITY SOLICITOR	1	132,315.00
1	128,340.00	50EM	ASSISTANT CITY SOLICITOR HEAD LITIGATOR	1	120,529.00
1	106,027.00	52P	ASSISTANT CITY SOLICITOR 4	1	112,434.00
0	-	52M	ASSISTANT CITY SOLICITOR IV-COORD. OF PUBLIC RECORDS	1	112,434.00
3	289,266.00	48P	ASSISTANT CITY SOLICITOR 3	2	179,958.00
2	138,891.00	46P	ASSISTANT CITY SOLICITOR 2	2	174,500.00
2	177,772.00	44P	ASSISTANT CITY SOLICITOR 1	2	168,994.00
1	81,784.00	42M	DIRECTOR OF ADMINISTRATION & OPERATIONS	1	87,153.00
1	83,436.00	40M	PRINCIPAL STAFF ASSISTANT	4	296,553.00
1	77,708.00	38M	WORKER'S COMPENSATION AGENT	1	79,741.00
1	48,560.00	33	PRINCIPAL CLERK & SECRETARY 2	1	56,345.00
1	42,618.00	29	PRINCIPAL CLERK	1	49,610.00
16	\$ 1,483,151.00		REGULAR SALARIES	19	\$ 1,755,027.00
	8,148.00		EM INCENTIVE PAY		12,555.00
	(6,375.00)		VACANCY FACTOR		(29,648.00)
16	\$ 1,484,924.00		TOTAL RECOMMENDED SALARIES	19	\$ 1,737,934.00
	(2,308.00)		<u>FUNDING SOURCES:</u> GOLF COURSE REVENUES		(2,736.00)
	(70,093.00)		SEWER REVENUES		(83,079.00)
	(80,040.00)		WATER REVENUES		(94,868.00)
	(58,723.00)		CABLE LICENSE REVENUES		(62,795.00)
	\$ (211,164.00)		TOTAL FUNDING SOURCES		\$ (243,478.00)
16	\$ 1,273,760.00		TOTAL RECOMMENDED PERSONAL SERVICES	19	\$ 1,494,456.00
	\$ 3,800.00		LEASES & RENTALS		\$ -
	346,000.00		LEGAL CONSULTANTS		46,000.00
	32,000.00		CONSTABLES		32,000.00
	1,000.00		NEWSPAPER ADVERTISING		1,000.00
	6,000.00		REGISTRATION FEES		6,000.00
	30,000.00		LEGAL FILING FEES		30,000.00
	1,800.00		PRINTING		1,800.00
	6,040.00		MAINTENANCE SYSTEM SOFTWARE		4,848.00
	30,000.00		CONSULTANTS		30,000.00
	3,000.00		BOOKS		3,000.00
	5,000.00		OFFICE SUPPLIES		5,000.00
	1,500.00		COPY PAPER		1,500.00
	4,150.00		OTHER CHARGES & EXPENDITURES		4,150.00
	470,290.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 165,298.00
	\$ 1,744,050.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,659,754.00



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 a grand total of \$513M in insurance which includes the following:

- \$71.3M for buildings and contents for locations at the Department of Public Works & Parks (DPW&P), DCU Arena and Convention Center, Polar Park (various policy level limits), Libraries, Emergency Communications, City Hall and Union Station
- Blanket \$2.5M in coverage for business income excluding Polar Park
- \$5M in coverage for business income for Polar Park
- \$32.5M in insurance for EDP at Technical Services, City Hall, Police Headquarters and Cable Services
- \$5.2M in insurance for specific equipment floater for Cable Services, Emergency Communications, DCU Vault and Parks locations

Department Allocation Summary

	Actual	Approved	Totals	Recommended
	Fiscal 2022	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Ordinary Maintenance	\$ 325,484.80	\$ 336,824.00	\$ 130,775.53	\$ 353,665.00
Total	\$ 325,484.80	\$ 336,824.00	\$ 130,775.53	\$ 353,665.00

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$353,665, which is an increase of \$16,841 from the Fiscal 2023 amount of \$336,824. 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 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. 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 and covers locations for city departments such as Police, Fire, Schools, DPW&P, DCU, Emergency Communications and City Hall. These values have increased by approximately \$1.4M due to boiler replacements and upgrades. 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 2024

PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #CC1033

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 332,900.00	INSURANCE	\$ 349,741.00
<u>3,924.00</u>	LICENSES	<u>3,924.00</u>
<u>\$ 336,824.00</u>	TOTAL PROPERTY AND CASUALTY INSURANCE	<u>\$ 353,665.00</u>
<u>\$ 336,824.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 353,665.00</u>



The City of
WORCESTER

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COURT JUDGMENTS

Michael E. Traynor, Esq., City Solicitor

City Hall- Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	3/31/23	Fiscal 2024
Ordinary Maintenance	\$ 4,944,004.68	\$ 2,500,000.00	\$ 1,553,834.40	\$ 2,000,000.00
Total	\$ 4,944,004.68	\$ 2,500,000.00	\$ 1,553,834.40	\$ 2,000,000.00

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$2,000,000, which is a decrease of \$500,000 from the Fiscal 2023 amount of \$2,500,000. This decrease is based on anticipated claims and judgments for Fiscal 2024.

MICHAEL E. TRAYNOR, CITY SOLICITOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****COURT JUDGMENTS - DEPARTMENT #CC1033**

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
<u>\$ 2,545,614.00</u>	COURT CLAIMS AND JUDGMENTS	<u>\$ 2,045,614.00</u>
<u>\$ 2,545,614.00</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>\$ 2,500,000.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 2,000,000.00</u>
<u>\$ 2,500,000.00</u>	TOTAL RECOMMENDED TAX LEVY	<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.

Goal 1: Payments to vendors and employees are accurate and paid in a timely manner

City Priority Area: Strong Fiscal and Operational Government

Objective 1: Department payrolls are accurate and paid timely

Initiative(s)	Measure
100% of payroll warrants approved and submitted on time for payment.	<ul style="list-style-type: none"> • Percent of regularly scheduled payroll warrants approved on time
90% of payroll records meet pre-audit criteria and are not returned for correction.	<ul style="list-style-type: none"> • Percent of payroll timecard records that were submitted for pre-audit testing is error free
100% of payrolls paid are correct.	<ul style="list-style-type: none"> • Percent of payroll checks not voided after payroll run by determining number of voided payroll checks

Objective 2: Approve and enter vendor invoices for payment within 3 days of delivery from departments

Initiative(s)	Measure
80% of invoices are paid within 45 days of vendor invoice date.	<ul style="list-style-type: none"> • Percent of invoices paid within 45 days of invoice date
90% of invoices meet pre-audit criteria and are not returned for correction	<ul style="list-style-type: none"> • Percent of invoices returned to departments for correction

Goal 2: To produce timely and accurate financial reports for the public, city departments, and external users

City Priority Area: Strong Fiscal and Operational Government

Objective 1: Prepare and file year-end financial reports on time

Initiative(s)	Measure
Prepare year-end financial reports within 5 days of filing deadlines	<ul style="list-style-type: none"> Number of days preceding filing deadlines

Goal 3: To audit the books and records of departments

City Priority Area: Strong Fiscal and Operational Government

Objective 1: Schedule recurrent audits of departments with external audit firm

Initiative(s)	Measure
Select four departments for audit tests performed annually, by the external auditor	<ul style="list-style-type: none"> Four special projects tested during the year by the external auditor

Objective 2: Departments have implemented internal controls and no findings reported in the management letter

Initiative(s)	Measure
100% of findings reported in the management letter are corrected within two fiscal years	<ul style="list-style-type: none"> 100% of findings from management letter from two years prior have been corrected

Goal 4: The elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

City Priority Area: Opportunities for All

Objective 1: Incorporate inclusive language in all reports

Initiative(s)	Measure
100% of Auditor's Reports will incorporate inclusive language	<ul style="list-style-type: none"> Percent of Auditor's Reports incorporating inclusive language

Objective 2: Continuing Education

Initiative(s)	Measure
Include 1 course on diversity and inclusion in professional development studies offered through professional associations and other resources.	<ul style="list-style-type: none"> Number of courses on diversity and inclusion

Previous Year DDP Highlights

Goal	Objective	Results
100% of payroll warrants approved and submitted on time for payment.	Percent of regularly scheduled payroll warrants approved on time.	100%
90% of payroll records meet pre-audit criteria and are not returned for correction.	Percent of payroll timecard records submitted for pre-audit testing that is error free.	99.7%
100% of payrolls paid are correct.	Percent of payroll checks not voided after payroll run by determining number of voided payroll checks.	100%

80% of invoices are paid within 45 days of vendor invoice date.	Percent of invoices paid within 45 days of invoice date.	83%
90% of invoices meet pre-audit criteria and are not returned for correction.	Percent of invoices returned to departments for correction.	93%
Prepare year-end financial reports within 5 days of filing deadlines.	Number of days preceding filing deadlines.	9 (Average)
Select four departments for audit tests performed annually by external auditor.	Four special projects tested during the year by the external auditor.	Scheduled Spring 2023
100% of findings reported in the management letter are corrected within two fiscal years.	100% of findings from management letter from years prior have been corrected.	N/A in FY23
100% of Auditor's Reports will incorporate inclusive language.	Percent of Auditor's Reports incorporating inclusive language.	100%
Include 1 course on diversity and inclusion in professional development studies offered through professional associations and other resources.	Number of courses on diversity and inclusion.	Scheduled Spring 2023

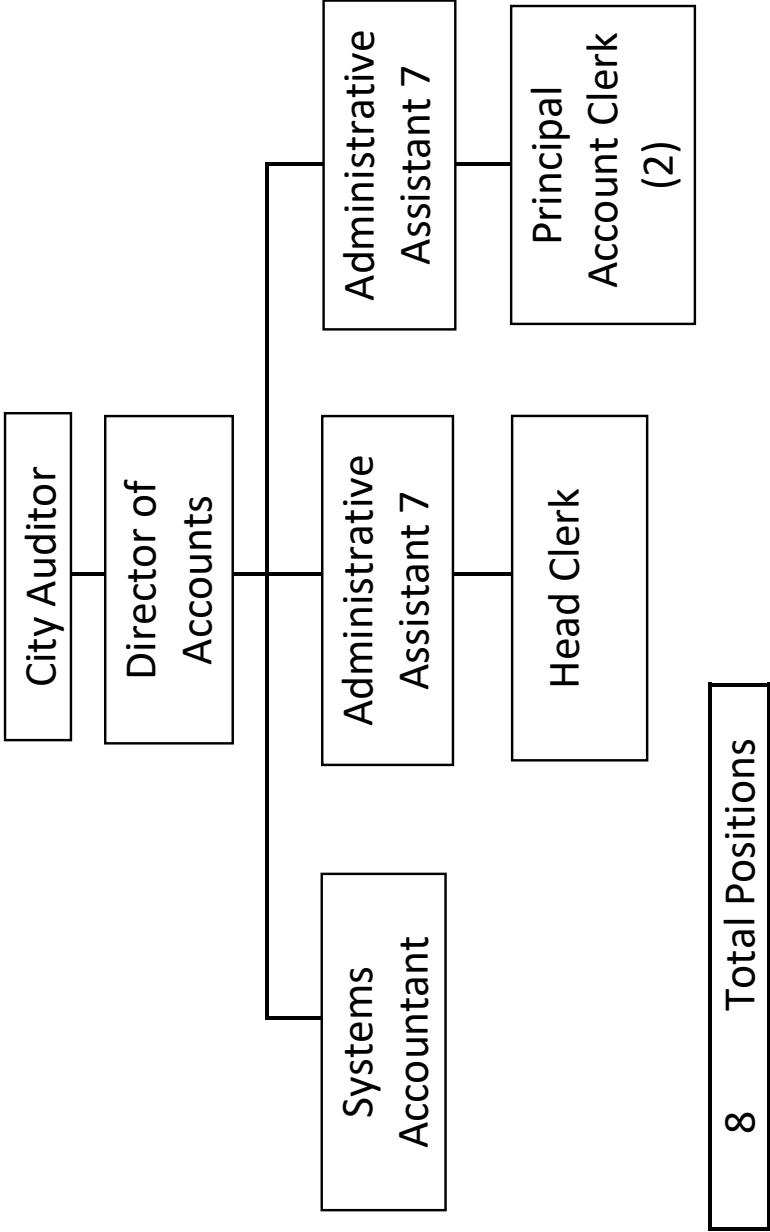
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2022	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 554,922.83	\$ 572,759.00	\$ 443,559.67	\$ 639,569.00
Overtime	4,568.99	5,000.00	1,899.86	5,000.00
Ordinary Maintenance	87,915.45	93,937.00	87,142.95	91,873.00
Total	\$ 647,407.27	\$ 671,696.00	\$ 532,602.48	\$ 736,442.00
Total Positions	8	8	8	8

Operating Budget Highlights

The tax levy budget for Fiscal Year 2024 is recommended to be \$736,442, which is an increase of \$64,746 from the Fiscal 2023 amount of \$671,696. This is mainly due to step increases for employees who are not at maximum pay, EM incentive pay, and 3% Cost of Living Adjustments (COLAs) 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 the transfer of funds to the Innovation & Technology Department in order to streamline copier lease payments.

**AUDITING DEPARTMENT
ORGANIZATIONAL CHART**



ROBERT V. STEARNS, CITY AUDITOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****AUDITING - DEPARTMENT #CC1030**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 147,391.00	56EM	CITY AUDITOR	1	\$ 174,499.00
1	100,149.00	45M	DIRECTOR OF ACCOUNTS	1	102,750.00
1	75,562.00	38	SYSTEMS ACCOUNTANT	1	77,534.00
2	128,100.00	37	ADMINISTRATIVE ASSISTANT 7	2	145,684.00
1	53,886.00	32	HEAD CLERK	1	60,944.00
2	98,582.00	30	PRINCIPAL ACCOUNT CLERK	2	113,552.00
<u>8</u>	<u>\$ 603,670.00</u>		REGULAR SALARIES	<u>8</u>	<u>\$ 674,963.00</u>
	765.00		CONTRACTUAL STIPENDS AND EXTRAS		762.00
	5,929.00		EM INCENTIVE PAY		6,544.00
	(300.00)		VACANCY FACTOR		(1,000.00)
<u>8</u>	<u>\$ 610,064.00</u>		TOTAL SALARIES	<u>8</u>	<u>\$ 681,269.00</u>
			<u>FUNDING SOURCES:</u>		
	(1,509.00)		CREDIT FROM GOLF COURSE		(1,687.00)
	(14,858.00)		CREDIT FROM SEWER		(16,608.00)
	<u>(20,938.00)</u>		CREDIT FROM WATER		<u>(23,405.00)</u>
	<u>(37,305.00)</u>		TOTAL FUNDING SOURCES		<u>(41,700.00)</u>
<u>8</u>	<u>\$ 572,759.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>8</u>	<u>\$ 639,569.00</u>
	5,000.00		OVERTIME		5,000.00
	<u>5,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>5,000.00</u>
	\$ 2,940.00		LEASES & RENTALS		\$ 840.00
	1,100.00		TELEPHONE		1,100.00
	1,500.00		MAINTENANCE SYSTEM SOFTWARE		1,500.00
	83,000.00		CONSULTANT- AUDIT		83,000.00
	3,100.00		OFFICE SUPPLIES		3,100.00
	800.00		COPY PAPER		800.00
	1,000.00		HARDWARE DEVICES		1,000.00
	<u>2,100.00</u>		OTHER CHARGES & EXPENDITURES		<u>2,100.00</u>
	<u>\$ 95,540.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 93,440.00</u>
			<u>FUNDING SOURCES:</u>		
	(40.00)		CREDIT FROM GOLF COURSE		(39.00)
	(582.00)		CREDIT FROM SEWER		(569.00)
	<u>(981.00)</u>		CREDIT FROM WATER		<u>(959.00)</u>
	<u>(1,603.00)</u>		TOTAL FUNDING SOURCES		<u>(1,567.00)</u>
	<u>\$ 93,937.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 91,873.00</u>
	<u>\$ 671,696.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 736,442.00</u>



The City of
WORCESTER

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CONTRIBUTORY PENSIONS

Lisa M. Poske, Executive Secretary

City Hall- Room 103

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1062

Department Allocation Summary

	Actual	Approved	Totals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	3/31/23	Fiscal 2024
Fringe Benefits	\$ 33,455,459.14	\$ 36,108,457.00	\$ 36,218,892.47	\$ 37,713,980.00
Total	\$ 33,455,459.14	\$ 36,108,457.00	\$ 36,218,892.47	37,713,980.00

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$37,713,980, which is an increase of \$1,605,523 from the Fiscal 2023 amount of \$36,108,457.

LISA M. POSKE, EXECUTIVE SECRETARY**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2024****CONTRIBUTORY PENSIONS- DEPARTMENT #CC1011**

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
<u>\$ 40,633,991.00</u>	CONTRIBUTORY PENSIONS	<u>\$ 42,324,090.00</u>
<u>\$ 40,633,991.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 42,324,090.00</u>
	FUNDING SOURCES:	
\$ (65,776.00)	CREDIT FROM GOLF	\$ (66,346.00)
(1,780,972.00)	CREDIT FROM SEWER	(1,808,264.00)
(2,236,899.00)	CREDIT FROM WATER	(2,248,346.00)
(12,097.00)	CREDIT FROM FINANCE GRANTS	(15,715.00)
(138,123.00)	CREDIT FROM ECONOMIC DEVELOPMENT GRANTS	(131,038.00)
(29,873.00)	CREDIT FROM CABLE SERVICES	(31,907.00)
(124,180.00)	CREDIT FROM HEALTH DEPARTMENT GRANTS	(128,672.00)
(13,542.00)	CREDIT FROM ELDER AFFAIRS GRANTS	(25,715.00)
(30,007.00)	CREDIT FROM MASSHIRE CENTRAL REGION WORKFORCE BOARD	(37,829.00)
(94,065.00)	CREDIT FROM WORKFORCE CAREER CENTER	(116,278.00)
<u>\$ (4,525,534.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (4,610,110.00)</u>
<u>\$ 36,108,457.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 37,713,980.00</u>

CITY COUNCIL

City Hall
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1049

Mayor Joseph M. Petty
Councilor Sean M. Rose *District 1*
Councilor Candice F. Mero-Carlson *District 2*
Councilor George J. Russell *District 3*
Councilor Sarai Rivera *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

	Actual	Approved	Actuals	Recommended
		Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 373,355.94	\$ 458,895.00	\$ 284,562.36	\$ 469,537.00
Ordinary Maintenance	23,874.94	32,231.00	22,219.38	32,231.00
Total	\$ 397,230.88	\$ 491,126.00	\$ 306,781.74	\$ 501,768.00
Total Positions	12	12	12	12

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$501,768 which is an increase of \$10,642 from the Fiscal 2023 amount of \$491,126. This increase is due to the staffing of the Chief of Staff position. Ordinary Maintenance remains level funded for Fiscal 2024.

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
CITY COUNCIL- DEPARTMENT #CC1001

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 40,811.00	FL	MAYOR	1	\$ 40,811.00
10	348,100.00	FL	COUNCILOR	10	348,100.00
1	69,984.00	45	CHIEF OF STAFF, CITY COUNCIL	1	80,626.00
<u>12</u>	<u>\$ 458,895.00</u>	010-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>12</u>	<u>\$ 469,537.00</u>
	\$ 10,100.00		TELEPHONE		\$ 10,100.00
	4,242.00		NEWSPAPER ADVERTISING		4,242.00
	1,500.00		PRINTING		1,500.00
	5,972.00		MAINTENANCE SYSTEM SOFTWARE		5,972.00
	3,107.00		TRANSLATION/INTERPRETATION		3,107.00
	1,400.00		OFFICE SUPPLIES		1,400.00
	500.00		OTHER SUPPLIES		500.00
	2,700.00		PRINTING SUPPLIES		2,700.00
	1,010.00		COPY PAPER		1,010.00
	1,700.00		HARDWARE/DEVICES		1,700.00
	<u>\$ 32,231.00</u>	010-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 32,231.00</u>
	<u>\$ 491,126.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 501,768.00</u>

MAYOR

Joseph M. Petty, Mayor

City Hall- Room 305
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1153

Department Allocation Summary

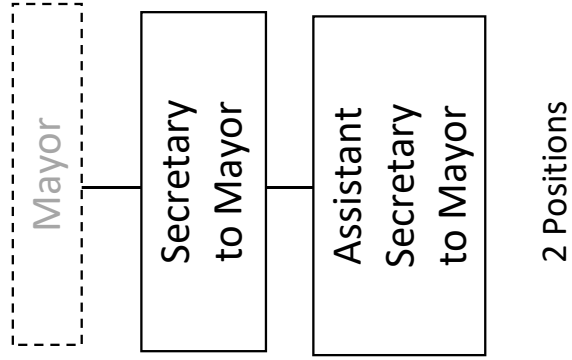
	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2022</u>	<u>Fiscal 2023</u>	<u>3/31/23</u>	<u>Fiscal 2024</u>
Salaries	\$ 149,482.23	\$ 163,310.00	\$ 115,623.76	\$ 169,208.00
Ordinary Maintenance	6,555.96	10,100.00	7,722.74	8,000.00
Total	\$ 156,038.19	\$ 173,410.00	\$ 123,346.50	\$ 177,208.00
Total Positions	2	2	2	2

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$177,208, which is an increase of \$3,798 from the Fiscal 2023 amount of \$173,410. The salary increase is due to a 3% Cost of Living Adjustments (COLAs) 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 re-alignment of funds based off prior year actuals.

MAYOR

ORGANIZATIONAL CHART



JOSEPH M. PETTY, MAYOR
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
OFFICE OF THE MAYOR- DEPARTMENT #CC1002**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 83,908.00	41	SECRETARY TO MAYOR	1	\$ 86,104.00
1	79,402.00	40	ASSISTANT SECRETARY TO MAYOR	1	83,104.00
<u>2</u>	<u>\$ 163,310.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>2</u>	<u>\$ 169,208.00</u>
	\$ 3,000.00		LEASES & RENTALS		\$ 900.00
	2,700.00		PRINTING		2,700.00
	3,600.00		OFFICE SUPPLIES		3,600.00
	300.00		COPY PAPER		300.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	<u>\$ 10,100.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 8,000.00</u>
	<u>\$ 173,410.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 177,208.00</u>



The City of
WORCESTER

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CITY CLERK

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 meet our 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.

Goal 1: Operational Excellence and Efficiency

City Priority Area: Sound Fiscal & Operational Government

Objective 1: Continue to design more streamlined organizational structure to provide clear direction to staff of roles, and responsibilities.

Initiative(s)	Measure	Current Progress
Review and revise 100% of the department organizational structure	<ul style="list-style-type: none"> Percentage of reviews and revisions complete 	<ul style="list-style-type: none"> 100%
Publish revised org chart to 100% of city departments within one month of completion.	<ul style="list-style-type: none"> Percentage of departments org chart is available to 	<ul style="list-style-type: none"> 100%

Objective 2: Re-evaluate and set clear job function, responsibilities and duties of present and future staff.

Initiative(s)	Measure	Current Progress
100% of current job descriptions to be revised during FY23/FY24	<ul style="list-style-type: none"> Percentage of job functions complete 	<ul style="list-style-type: none"> 100%

Objective 3: Improve staff retention rate.

Initiative(s)	Measure	Current Progress
Conduct at least 1 meeting and team building activity per quarter.	<ul style="list-style-type: none"> Number of meetings and team building activities held. 	<ul style="list-style-type: none"> 100% Ongoing activities and meetings

Goal 2: Legal Compliance**City Priority Area: Sound Fiscal & Operational Government****Objective 1: Continue establishing the City of Worcester archive division.**

Initiative(s)	Measure	Current Progress
Hire and train temporary Archive interns.	<ul style="list-style-type: none"> Number of positions filled 	<ul style="list-style-type: none"> 100%
Initiate archive digitization process.	<ul style="list-style-type: none"> Number of documents processed by Archive Employees Amount of grant funding secured 	<ul style="list-style-type: none"> Ongoing Secured \$100,000 in grant funding.

Objective 2: Continue the planning and building phase for the city archive space located at Becker Properties (61 Sever St).

Initiative(s)	Measure	Current Progress
Work with Department of Public Facilities to properly budget for renovation of Archive space.	<ul style="list-style-type: none"> Amount budgeted 	<ul style="list-style-type: none"> Ongoing
Catalogue 100% of archival materials to be delivered to the city archive	<ul style="list-style-type: none"> Percent of materials catalogued Percent of materials delivered 	<ul style="list-style-type: none"> Ongoing
Complete 100% of construction project to open the archive in 2024-2025.	<ul style="list-style-type: none"> Percentage of project completed 	<ul style="list-style-type: none"> Ongoing

Goal 3: Customer Service**City Priority Area: Strong Neighborhoods****Objective 1: Continue to offer Clerk services at Mini City Hall 801 Main Street. Service hours include Monday thru Friday 11 am – 7 pm.**

Initiative(s)	Measure	Current Progress
Offer 8 essential services including, business certificates, city council petitions, dog licensing, vital records searches, birth certificates, marriage certificates, death certificates, and voter registration on 100% of business days during FY24.	<ul style="list-style-type: none"> Percentage of business days all services was offered Number of business days one or more services could not be offered 	<ul style="list-style-type: none"> 5,800 dogs registered by April 1st Projected 8,000 dogs registered by May 1st

Objective 2: Continue working with the Department of Economic Development to provide multilingual business guides when residents register businesses with the Clerk Office.

Initiative(s)	Measure	Current Progress
Offer residents business guides	<ul style="list-style-type: none"> Number of business guides offered 	<ul style="list-style-type: none"> Ongoing
Offer 100% of business guides in multiple languages including Albanian, Twi, Vietnamese, Mandarin, and Spanish.	<ul style="list-style-type: none"> Percentage of business guides translated into multiple languages 	<ul style="list-style-type: none"> 100%

Objective 3: Continue to work with local Veterinarians clinics to update Clerk records in order to increase the number of registered dogs in the City of Worcester.

Initiative(s)	Measure	Current Progress
Increase the number of registered dogs to over 10,000 during FY24	<ul style="list-style-type: none"> Number of dogs registered 	<ul style="list-style-type: none"> Over 8,000 dogs registered as of 4/1/23

Goal 4: Increase accessibility, public awareness, and knowledge of city council process

City Priority Area: Opportunity for All

Objective 1: Continue creating public awareness campaigns

Initiative(s)	Measure	Current Progress
Work with the Cable Service Division to create City Council informational videos	<ul style="list-style-type: none"> Number of views 	<ul style="list-style-type: none"> 100% Continuing to promote previously recorded informational videos

Objective 2: Continue to replace the City Council Agenda Management System

Initiative(s)	Measure	Current Progress
Deploy 100% of system functions for daily use no later than 12/31/23.	<ul style="list-style-type: none"> Percentage of functions deployed Number of users in system 	<ul style="list-style-type: none"> Ongoing Staff undergoing building/training of updated system.

Objective 3: Continue to provide Limited English Proficiency assistance to residents looking to attend Council and Committee meetings.

Initiative(s)	Measure	Current Progress
Clerk employees will be able to offer translation services in languages including Albanian, Twi, Vietnamese, Mandarin, Spanish, and American Sign Language.	<ul style="list-style-type: none"> Number of languages offered Number of multi-lingual employees 	<ul style="list-style-type: none"> 100% Ongoing

Objective 4: Continue to offer an online petition function for residents to submit city council petitions.

Initiative(s)	Measure	Current Progress
Receive 100% of council petitions to streamline the petition filing process and build a Clerk contact	<ul style="list-style-type: none"> Number of petitions received Percentage of petitions properly processed 	<ul style="list-style-type: none"> 100% 350 petitions received and processed in FY23

Initiative(s)	Measure	Current Progress
directory for resident petitions.		

Objective 5: Continue to promote online sign up form for residents to receive Worcester City Council agendas, subcommittee agendas, and meeting notices.

Initiative(s)	Measure	Current Progress
Have residents sign up for agendas through the online function.	<ul style="list-style-type: none"> Number of residents who have signed up 	<ul style="list-style-type: none"> Ongoing

Objective 6: Continue to offer virtual public participation through the Zoom Webinar Platform.

Initiative(s)	Measure	Current Progress
Usage of Zoom Webinar Platform.	<ul style="list-style-type: none"> Number of residents using the service 	<ul style="list-style-type: none"> Ongoing Now a permanent feature and part of Worcester City Council meetings.

Objective 7: Continue to offer residents the ability to file Claims with the City Clerk's office via the online submission portal.

Initiative(s)	Measure	Current Progress
Receive 100% of claims through the online portal so the Law Department can streamline the response process and follow up.	<ul style="list-style-type: none"> Percentage of claims filed using the online portal Number of claims filed online Number of claims not filed online 	<ul style="list-style-type: none"> Ongoing

Objective 8: Host City Council Committee meetings in the Community

Initiative(s)	Measure	Current Progress
Host City Council Committee meetings in the community.	<ul style="list-style-type: none"> Number of meetings hosted 	<ul style="list-style-type: none"> 5 meetings in the community

Objective 9: 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

Initiative(s)	Measure	Current Progress
Work with the Technical Service Department to create an online registration portal with 100% of functions available by the end of FY24.	<ul style="list-style-type: none"> Percentage of functions online 	<ul style="list-style-type: none"> Awaiting Council approval
Have 100% of lobbyists utilize the online filing system once it is active.	<ul style="list-style-type: none"> Percentage of lobbyists using the online system 	<ul style="list-style-type: none"> Awaiting Council approval

Objective 10: 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.

Initiative(s)	Measure	Current Progress
Have residents utilize this function in FY24.	<ul style="list-style-type: none"> Number of residents using the application 	<ul style="list-style-type: none"> 2,000 searches on function

Objective 11: Building Blocks

Initiative(s)	Measure	Current Progress
Familiarize City Council members with the Building Blocks application to streamline constituent inquiries regarding specific properties.	<ul style="list-style-type: none"> Percentage of City Councilors familiarized with the program 	<ul style="list-style-type: none"> Ongoing Council members are trained as requested

Objective 12: Constituent Inquiry Tracking

Initiative(s)	Measure	Current Progress
Work with Office of the City Council to ensure Councilors are familiar with the Community Fluency Constituent Tracking program.	<ul style="list-style-type: none"> Percentage of functions available Number of constituent inquiries entered 	<ul style="list-style-type: none"> Ongoing Program has been established and utilized Council members have program available and are trained as requested
Allow residents the ability to reach out to City Councilors via Contact My Councilor Function.	<ul style="list-style-type: none"> Number of contacts received 	<ul style="list-style-type: none"> Ongoing 345 submissions in FY23

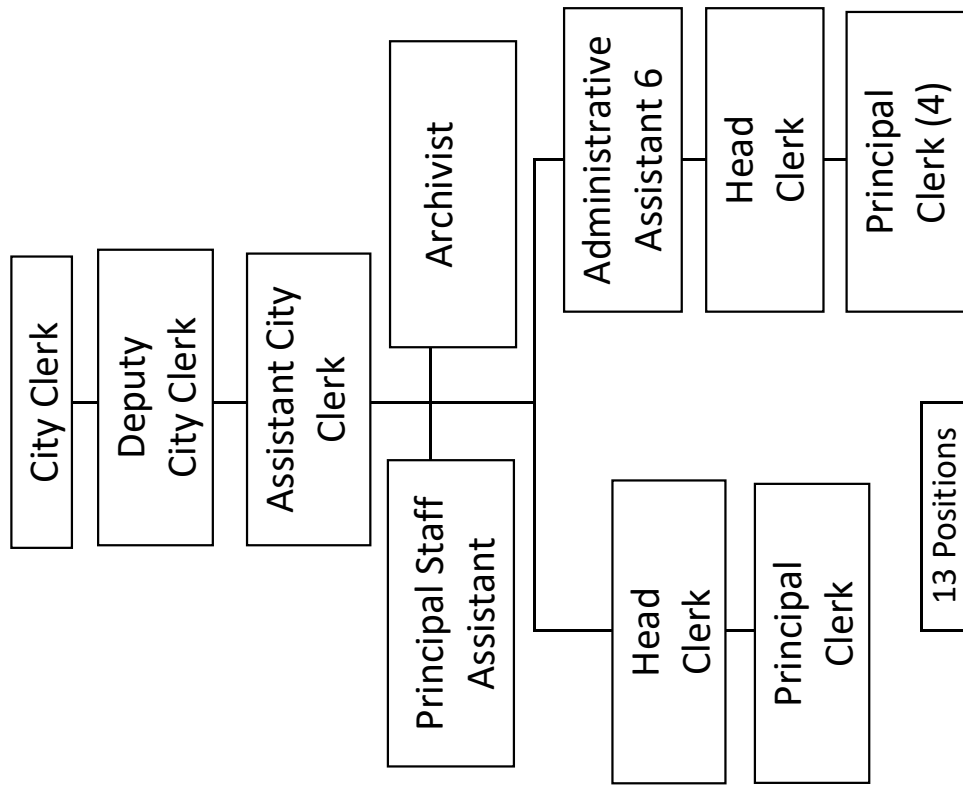
Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2022</u>	<u>Fiscal 2023</u>	<u>3/31/23</u>	<u>Fiscal 2024</u>
Salaries	\$ 740,773.72	\$ 792,127.00	669,169.38	\$ 981,640.00
Overtime	703.53	1,000.00	4,729.10	1,000.00
Ordinary Maintenance	50,454.01	76,900.00	50,269.45	74,518.00
Total	\$ 791,931.26	\$ 870,027.00	\$ 724,167.93	\$ 1,057,158.00
Total Positions	11	13	13	13

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$1,057,158, which is an increase of \$187,131 from the Fiscal 2023 amount of \$870,027. This is mainly due to step increases for employees who are not at maximum pay, EM incentive pay, and 3% Cost of Living Adjustments (COLAs) 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 the transfer of funds for the copier lease to Innovation and Technology offset by an increase of funding based on actuals and a grant closing.

CITY CLERK DEPARTMENT ORGANIZATIONAL CHART



NIKOLIN VANGJELI, CITY CLERK**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****CITY CLERK DEPARTMENT****CITY CLERK DIVISION #CC1006**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 138,981.00	56EM	CITY CLERK	1	\$ 188,372.00
1	117,570.00	50EM	DEPUTY CITY CLERK	1	120,639.00
1	84,575.00	45M	ASSISTANT CITY CLERK	1	89,750.00
1	68,343.00	40M	ARCHIVIST	1	72,806.00
1	68,849.00	40M	PRINCIPAL STAFF ASSISTANT	1	73,305.00
1	60,302.00	35	ADMINISTRATIVE ASSISTANT 6	1	67,746.00
2	99,358.00	32	HEAD CLERK	2	117,666.00
5	219,982.00	29	PRINCIPAL CLERK	5	249,281.00
13	\$ 857,960.00		TOTAL SALARIES	13	\$ 979,565.00
	5,160.00		EM INCENTIVE PAY		9,725.00
	4,000.00		STIPENDS - CITY CLERK, CLERK OF THE CITY COUNCIL		4,000.00
	(6,650.00)		VACANCY FACTOR		(11,650.00)
			<u>FUNDING SOURCES:</u>		
	\$ (68,343.00)		PROJECT FUNDING		\$ -
	(68,343.00)		TOTAL FUNDING SOURCES		-
13	\$ 792,127.00	100-91000	TOTAL RECOMMENDED PERSONAL SERVICES	13	\$ 981,640.00
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	\$ 1,000.00	100-97000	TOTAL RECOMMENDED OVERTIME		\$ 1,000.00
	\$ 34,500.00		LEASES & RENTALS		\$ 30,309.00
	600.00		TELEPHONE		600.00
	20,500.00		PRINTING		20,500.00
	4,700.00		MAINTENANCE SYSTEM SOFTWARE		4,700.00
	300.00		MAINTENANCE/REPAIR EQUIPMENT		300.00
	10,000.00		CONSULTANT		5,809.00
	200.00		MEMBERSHIP DUES		200.00
	2,800.00		OFFICE SUPPLIES		2,800.00
	3,000.00		PRINTING SUPPLIES		3,000.00
	500.00		HARDWARE/DEVICES		500.00
	300.00		TRAVELING		300.00
	1,800.00		LICENSES		1,800.00
	3,700.00		OTHER CHARGES & EXPENDITURES		3,700.00
	\$ 82,900.00		TOTAL ORDINARY MAINTENANCE		\$ 74,518.00
			<u>FUNDING SOURCES:</u>		
	\$ (6,000.00)		PRESERVATION GRANT		\$ -
	\$ (6,000.00)		TOTAL FUNDING SOURCES		\$ -
	\$ 76,900.00	100-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 74,518.00
	\$ 870,027.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,057,158.00



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 other duties defined in the City Charter and Mass. 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 through the compliance with all applicable municipal, state, and federal elections laws and regulations and a secure, modern, and accessible voting infrastructure.

Goal 1: Maintain an accurate and up-to-date voter registry

City Priority Area: Opportunity for All

Objective 1: Continue to provide all Worcester residents the opportunity to register to vote

Initiative(s)	Measure	Current Progress
Register at least 4,000 new voters during FY24	<ul style="list-style-type: none"> Number of new registered voters 	<ul style="list-style-type: none"> Increase of 8,435 voters in FY23 Ongoing for FY24
Offer voter registration drives in the community	<ul style="list-style-type: none"> Number of voter registration drives in the community 	<ul style="list-style-type: none"> 5 voter registration drives Ongoing

Objective 2: Continue to offer absentee voting to all qualified voters of the Worcester who request this service.

Initiative(s)	Measure	Current Progress
Have at least 2,000 voters vote through absentee ballots during FY24	<ul style="list-style-type: none"> Number of absentee ballots received 	<ul style="list-style-type: none"> 700 absentee voters in FY23 Ongoing for FY24

Objective 3: Continue to provide information to the public regarding the administration of elections in Worcester

Initiative(s)	Measure	Current Progress
Work with the Cable Services division to create election informational videos	<ul style="list-style-type: none"> Number of views 	<ul style="list-style-type: none"> Video published and being shared to City's website and social media.

Objective 4: Continue to offer Worcester voters online voter registration to all residents with a Massachusetts driver's license or state ID card

Initiative(s)	Measure	Current Progress
Register voters through the online registration function during FY24	<ul style="list-style-type: none"> Number of voters who register online 	<ul style="list-style-type: none"> Ongoing on daily basis 5,000 registered voters in FY23 through online/RMV

Objective 5: Offer an online annual census response function.

Initiative(s)	Measure	Current Progress
Receive at least 15,000 responses before 1/1/24	<ul style="list-style-type: none"> Number of online responses 	<ul style="list-style-type: none"> 9,000 responses as of 4/14/23

Goal 2: Recruit and train poll workers adequately to fulfill duties and provide multilingual customer service to voters

City Priority Area: Opportunity for All

Objective 1: Continue to work with the political parties to select names of poll workers for Election Day.

Initiative(s)	Measure	Current Progress
Recruit poll workers before Election Day	<ul style="list-style-type: none"> Number of poll workers recruited 	<ul style="list-style-type: none"> 450 poll workers recruited
Staff at least 1 bilingual translator per polling location on Election Day.	<ul style="list-style-type: none"> Percentage of polling locations with at least 1 bilingual translator Number of bilingual translators recruited 	<ul style="list-style-type: none"> Ongoing to reach 100%

Objective 2: Continue to open all polling places on time on Election Day

Initiative(s)	Measure	Current Progress
Open 100% of polling locations on time on Election day	<ul style="list-style-type: none"> Percentage of polling locations opened on time 	<ul style="list-style-type: none"> 100%

Objective 3: Continue to train poll workers on all Election Day procedures

Initiative(s)	Measure	Current Progress
Reach 100% training attendance	<ul style="list-style-type: none"> Percentage of poll workers trained 	<ul style="list-style-type: none"> 100%
Offer an online training portal to train at least 50% of poll workers	<ul style="list-style-type: none"> Percentage of poll workers trained using the online portal 	<ul style="list-style-type: none"> 60%

Objective 4: Continue to deliver precinct manuals on Election Day procedures to all precinct workers

Initiative(s)	Measure	Current Progress
Mail all workers training manuals two weeks before election day.	<ul style="list-style-type: none"> Percentage of poll workers who received a training manual 	<ul style="list-style-type: none"> 100%

Goal 3: Increase accessibility, public awareness, and knowledge of the electoral process

City Priority Area: Opportunity for All

Objective 1: Continue to Initiate public awareness campaigns

Initiative(s)	Measure	
Work with the Cable Services division to create election informational videos	<ul style="list-style-type: none"> Number of views 	<ul style="list-style-type: none"> Ongoing

Objective 2: Host voter registrations in partnership with the League of Women Voters and nonprofit organizations

Initiative(s)	Measure	Current Progress
Attend 10 voter registration events in the community throughout the election season.	<ul style="list-style-type: none"> Number of voter registration attended 	<ul style="list-style-type: none"> Ongoing Currently attending community registration events

Goal 4: Leverage technology to improve the efficiency on Election Day**City Priority Area:** Vibrant Thriving City**Objective 1:** Continue to utilize electronic poll books.

Initiative(s)	Measure	Current Progress
Train 100% of poll workers to use electronic poll books for inactive voter procedure and voter lookup on Election Day	<ul style="list-style-type: none"> Percentage of poll workers trained to use poll pads 	<ul style="list-style-type: none"> 100%

Objective 2: 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.

Initiative(s)	Measure	Current Progress
Deliver 100% of ballots to absentee voters 3 weeks before Election Day	<ul style="list-style-type: none"> Percentage of ballots delivered to absentee voters 	<ul style="list-style-type: none"> 100%
Program 100% of voting machines two weeks before Election Day for testing.	<ul style="list-style-type: none"> Percentage of voting machines programed 	<ul style="list-style-type: none"> 100%

Objective 3: Continue to offer translation services thru Ascentria language bank by using poll worker iPhone and iPad.

Initiative(s)	Measure	Current Progress
Train 100% of poll workers to use Ascentria language bank service.	<ul style="list-style-type: none"> Percentage of poll workers trained to use Ascentria language bank service. 	<ul style="list-style-type: none"> 100%

Goal 5: Plan and coordinate the growth of Election Operations for the 2022 Election Season from 50 to 62 precincts.**City Priority Area:** Vibrant Thriving City

Objective 1: Additional Poll worker recruitment

Initiative(s)	Measure	Current Progress
Work with the political parties to select an additional 50 poll workers prior to Election Day	<ul style="list-style-type: none"> Number of additional poll workers recruited 	<ul style="list-style-type: none"> Ongoing
Staff 1 or more bilingual translators per polling location on Election Day	<ul style="list-style-type: none"> % of new polling locations with a bilingual translator 	<ul style="list-style-type: none"> 75%

Objective 2: Continue to offer visible and accessible voting locations.

Initiative(s)	Measure	Current Progress
Work with organizations to find 12 accessible polling locations	<ul style="list-style-type: none"> Number of new polling locations established Total number of polling locations 	<ul style="list-style-type: none"> 100%

Objective 3: Ensure sufficient staffing to have new polling locations set up and operating smoothly on Election Day

Initiative(s)	Measure	Current Progress
Set up all polling locations on time.	<ul style="list-style-type: none"> Number of polling locations set up on time. 	<ul style="list-style-type: none"> 100%
Ensure all polling locations have sufficient police coverage on Election Day.	<ul style="list-style-type: none"> Number of polling locations with police coverage. 	<ul style="list-style-type: none"> 100%

Goal 6: Offer Mail-in Voting and Early Voting in person for the 2023 Election Season**City Priority Area: Opportunity for All****Objective 1: Mail all voters a vote by mail application.**

Initiative(s)	Measure	Current Progress
Mail a vote by mail application to all registered voters for the September, November, and March elections.	<ul style="list-style-type: none"> Percentage of voters who have been sent a vote by mail notice Number of vote by mail notices mailed out 	<ul style="list-style-type: none"> 100%

Objective 2: Mail vote by mail ballots to all registered voters that request an Early Vote by mail ballot.

Initiative(s)	Measure	Current Progress
Mail 100% of requested ballots to voters at least 3 weeks before the September, November, and March Elections.	<ul style="list-style-type: none"> Percentage of requested ballots mailed 	<ul style="list-style-type: none"> Ongoing effort

Initiative(s)	Measure	Current Progress
Offer 100% of voters prepaid return mail envelopes	<ul style="list-style-type: none"> Percentage of voters offered prepaid return mail envelopes 	<ul style="list-style-type: none"> Ongoing effort
Offer voters the option of utilizing the vote by mail drop boxes at the 10 fire stations and City Hall.	<ul style="list-style-type: none"> Number of drop box locations set up 	<ul style="list-style-type: none"> Ongoing effort
10,000 Worcester voters utilize the voter by mail voting option during FY24.	<ul style="list-style-type: none"> Number of voters using vote by mail 	<ul style="list-style-type: none"> 21,000 early vote applications received in FY23

Objective 3: Offer in person early voting in the 5 city council districts for September, November, and March Elections.

Initiative(s)	Measure	Current Progress
Offer 7 days of early voting including one weekend for all elections.	<ul style="list-style-type: none"> Number of early ballots cast. 	<ul style="list-style-type: none"> Ongoing

Goal 7: Administer 2023 Local Elections with new School Committee district lines

Objective 1: Limit Voter Confusion

Initiative(s)	Measure	Current Progress
Send a direct mailing to all residents explaining the School Committee Districts and lines	<ul style="list-style-type: none"> Percentage of voters who receive the direct mailing 	<ul style="list-style-type: none"> Ongoing
Update "Where do I Vote?" function for residents to include results with both District City Council and School Committee District information.	<ul style="list-style-type: none"> Number of residents who access the Where Do I Vote? Voter lookup function. 	<ul style="list-style-type: none"> 100%
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	<ul style="list-style-type: none"> Number of residents who access the online function. 	<ul style="list-style-type: none"> Ongoing

Initiative(s)	Measure	Current Progress
and School Committee district.		

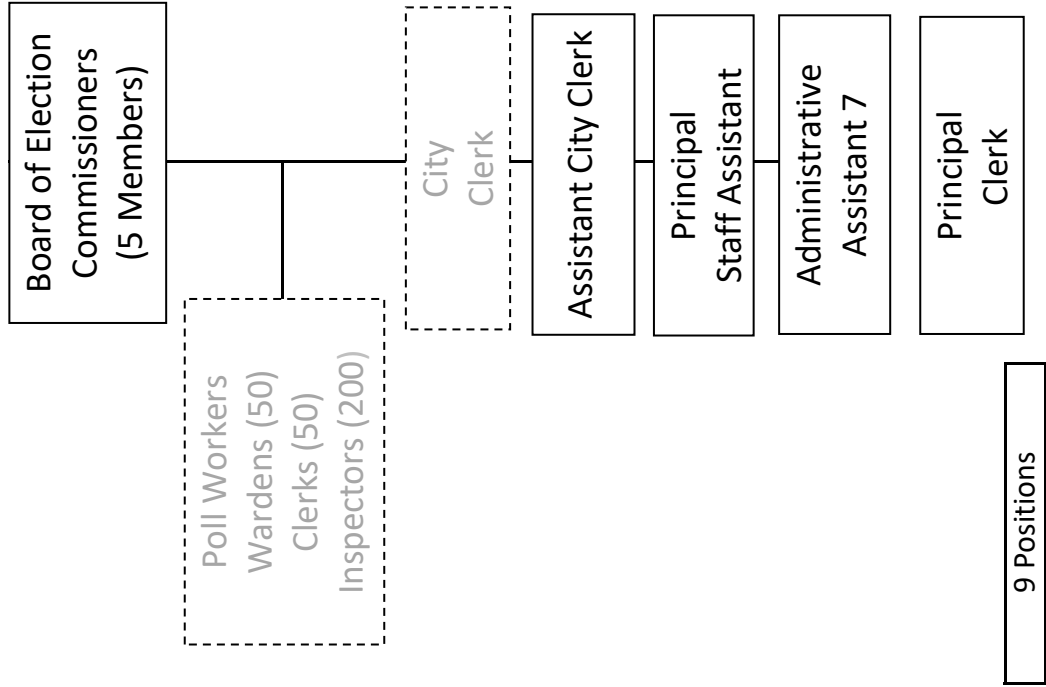
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 598,392.90	\$ 655,984.00	589,057.56	\$ 940,913.00
Overtime	12,114.64	10,000.00	24,963.85	10,000.00
Ordinary Maintenance	208,164.62	186,925.00	154,197.42	184,829.00
Capital Outlay	116,900.20	-	-	-
Total	\$ 935,572.36	\$ 852,909.00	\$ 768,218.83	\$ 1,135,742.00
Total Positions	10	9	9	9

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$1,135,742, which is an increase of \$282,833 from the Fiscal 2023 amount of \$852,909. This is mainly due to step increases for employees who are not at maximum pay, EM incentive pay, and 3% Cost of Living Adjustments (COLAs) for non-represented employees. Also, there was funding added to miscellaneous salaries for one additional election. The Ordinary Maintenance decrease is due to the transfer of funds to the Innovation & Technology Department to streamline copier lease payments.

ELECTIONS DIVISION ORGANIZATIONAL CHART



NIKOLIN VANGJELI, CITY CLERK
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
CITY CLERK DEPARTMENT
ELECTIONS DIVISION #CC1010

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
5	\$ 4,500.00	FL	ELECTION COMMISSIONER	5	\$ 4,500.00
1	76,184.00	45M	ASSISTANT CITY CLERK	1	80,512.00
1	80,682.00	40M	PRINCIPAL STAFF ASSISTANT	1	84,960.00
1	64,582.00	37	ADMINISTRATIVE ASSISTANT 7	1	72,842.00
1	49,110.00	29	PRINCIPAL CLERK	1	55,079.00
9	\$ 275,058.00		REGULAR SALARIES	9	\$ 297,893.00
	479,020.00		MISCELLANEOUS SALARIES		694,020.00
	(1,000.00)		VACANCY FACTOR		(1,000.00)
9	\$ 753,078.00		TOTAL SALARIES	9	\$ 990,913.00
	(97,094.00)		FUNDING SOURCES:		(50,000.00)
	(97,094.00)		STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		\$ (50,000.00)
			TOTAL FUNDING SOURCES		\$ (50,000.00)
9	\$ 655,984.00		TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 940,913.00
	\$ 10,000.00		OVERTIME		\$ 10,000.00
	\$ 10,000.00		TOTAL RECOMMENDED OVERTIME		\$ 10,000.00
	\$ 31,200.00		LEASES & RENTALS		\$ 29,104.00
	4,200.00		TELEPHONE		4,200.00
	59,000.00		POSTAGE		59,000.00
	31,350.00		PRINTING		31,350.00
	40,000.00		MAINTENANCE SYSTEM SOFTWARE		40,000.00
	1,000.00		MAINT/REP VEHICLE		1,000.00
	7,500.00		OFFICE SUPPLIES		7,500.00
	2,300.00		OTHER SUPPLIES		2,300.00
	5,650.00		PRINTING SUPPLIES		5,650.00
	1,000.00		COPY PAPER		1,000.00
	3,725.00		OTHER CHARGES & EXPENDITURES		3,725.00
	\$ 186,925.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 184,829.00
	\$ 852,909.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,135,742.00

EXECUTIVE OFFICE OF THE CITY MANAGER

Eric D. Batista, City Manager

City Hall- Room 309
455 Main Street, 2nd 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.

Goal 1: To foster a vibrant, thriving City.

Objective 1: Partner with communities to honor and celebrate diverse and inclusive cultural events

Initiative(s)	Measure
Engage with new cloud based permitting software system to review and design special events permitting process workflows.	Launch a new equitable online permitting application that can serve diverse organizations, both seasoned and new.

Objective 2: Maintain a safe and appealing infrastructure

Initiative(s)	Measure
Lead the Department of Transportation and Mobility to study and design safe street infrastructure and sidewalks; that will last.	At least 3 major arterial streets will be designed using the City's Complete Street policy; ensuring safe access to all users, including pedestrians, bicyclists and motorists in FY24.

Goal 2: To foster strong neighborhoods.

Objective 1: Support safe and affordable housing options

Initiative(s)	Measure
Work with the Executive Office of Economic Development to implement the City's first Inclusionary Zoning ordinance to produce more affordable housing units.	The Executive Office of Economic Development will identify and work with at least 3 housing development projects that will increase our Affordable housing unit stock within FY24.

Objective 2: To build a strong Quality of Life taskforce that is well equipped to ensure clean neighborhoods.

Initiative(s)	Measure
To expand the Quality of Life taskforce to focus on safe and clean neighborhood throughout the City.	To expand the Quality of Life team to 2 Inspectional Services inspectors, 4 DPW nuisance inspectors, and 4 Worcester Police officers.

Initiative(s)	Measure
	To conduct at least 4 neighborhood clean team events.

Goal 3: To ensure there is opportunity for all.

Objective 1: 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.

Initiative(s)	Measure
To work with the Executive Office of DEI and HR to accelerate representation within the City workforce and leadership.	Significantly increase the number of people in the City workforce from underrepresented communities, including leaders and managers by end of 2026.

Objective 2: Provide opportunities to diverse vendors who conduct business with the City

Initiative(s)	Measure
Work with both the Executive Office of DEI and Administration & Finance to centralize all buying to the Purchasing division.	Develop a purchasing centralization plan that includes budgeting plan for required staff and resources.

Goal 4: To manage a strong fiscal and operational Government.

Objective 1: Improve the efficiency of all City permitting and licensing, including permits related to Inspectional Services, DPW, and Special Events, improve its processes, technologies, and integrated systems.

Initiative(s)	Measure
Coordinate with IS, DPW, Cultural and Innovation & Technology to integrate all City permitting & licenses.	Licenses, special events, building applications will be automated by end of FY25.

Objective 2: Centralize all recruitment and hiring processes to the Department of Human Resources and Executive Office of Diversity, Equity and Inclusion.

Initiative(s)	Measure
Coordinate with the Dept. of Human Resources and Executive Office of DEI to create a centralized recruitment / hiring work flow	Implement a fully standardized, centralized, and equitable hiring process by the end of FY24. Amount of time to hire an open position to reduce to one – two months, depending on market of position.

Previous Year DDP Highlights

Goal	Objective	Current Progress
The creation of a new Transportation & Mobility Department.	To create a department to lead the City's Street resurfacing program. To implement City's Complete Street Policy.	The Department was launched in FY23. The City has hired Commissioner, Assistant Commissioner to lead a Department of 25 staff. By utilizing new data and design software, the Department is proactively designing streets with complete street concepts.
To execute the reorganization of the Executive Office of Diversity, Equity and Inclusion	<p>Coordinate with Department of Human Resources and Executive Office of Health & Human Services to transition appropriate divisions into the Executive Office of DEI. Divisions include:</p> <ul style="list-style-type: none"> • Human Rights & Accessibility • Investigations • Training & Development 	City Council voted to approve reorganization plan. City Manager's office currently leading implementation of the reorganization. The reorganization should be completed in FY24.
Creation of a comprehensive 311 program.	<p>To create a single point of entry for city services, expand the avenues of engagement, improve access to information off-hours, improve city operations, and recognize the increasingly diverse population we serve.</p> <p>Reorganization by eliminating the public works customer service team, and creating a city-wide 311 customer service team, which was collocated with our 911 emergency operations team, in a built for purpose space, to act as the single point of entry for non-emergency engagement.</p>	Reorganization completed. Soft launch in FY23 completed. Residents can download 311 app for Android and iPhone.

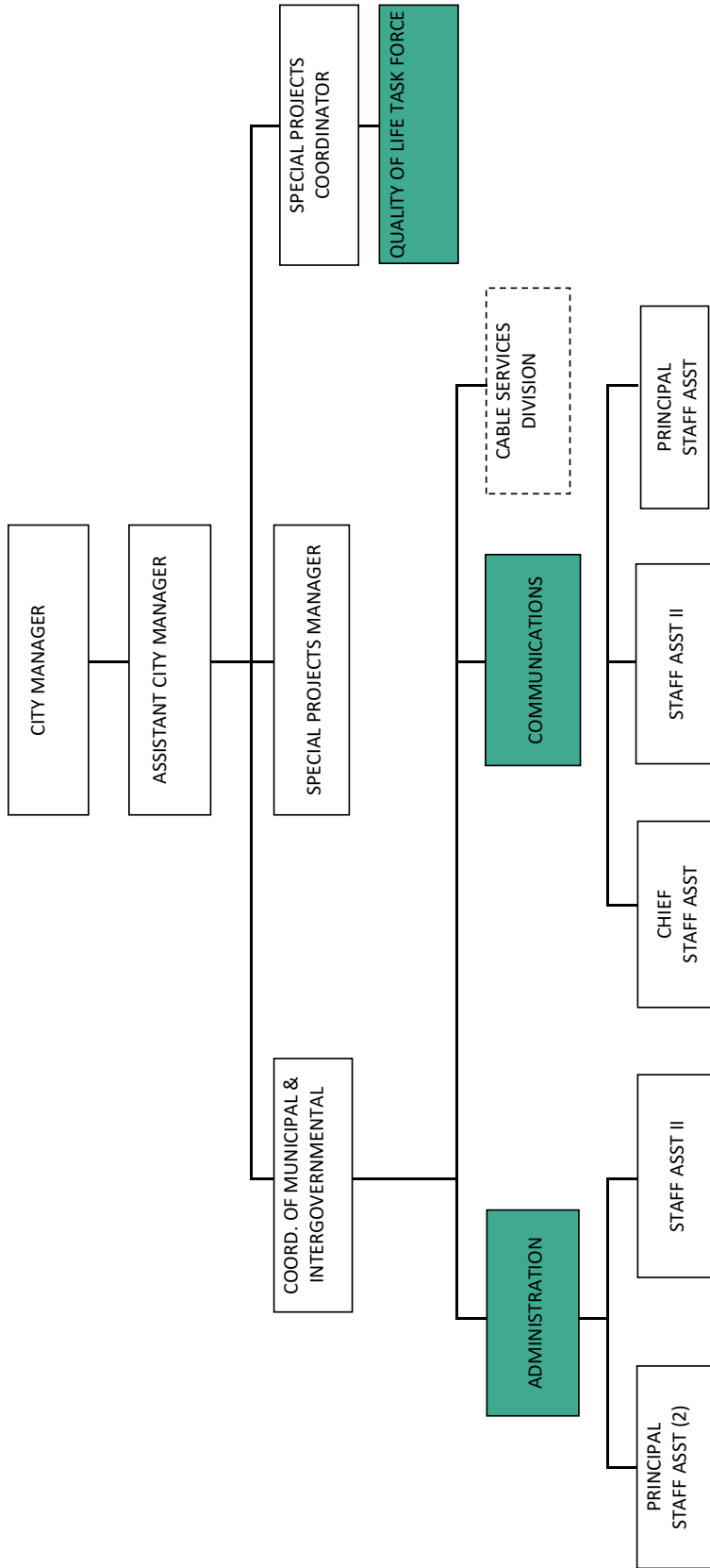
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2022	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 1,548,412.45	\$ 1,469,837.00	\$ 925,212.86	\$ 1,211,868.00
Overtime	755.84	-	1,977.00	-
Ordinary Maintenance	210,251.74	257,352.00	73,494.55	131,252.00
Capital Outlay	-	-	-	-
Total	\$ 1,759,420.03	\$ 1,727,189.00	\$ 1,000,684.41	\$ 1,343,120.00
Total Positions	14	14	14	11

Operating Budget Highlights

The Fiscal 2024 operating budget for the Executive Office of the City Manager is recommended to be \$1,343,120, which is a decrease of \$384,069 from Fiscal 2023 amount of \$1,727,189. This decrease is a net result of salary increases due to step increases for employees that are not at maximum pay, 3% Cost of Living Adjustments (COLAs) for non-represented employees offset by the re-organization of three positions from the Cultural Division transferred to the Economic Development Department. The Ordinary Maintenance decrease of \$126,100 in Fiscal 2023 is associated with the transfer of funds to Economic Development that support the Cultural Division and reallocation of funds to the Innovation and Technology Department for copier lease costs.

EXECUTIVE OFFICE OF THE CITY MANAGER



11 POSITIONS

ERIC D. BATISTA., CITY MANAGER**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2024****THE EXECUTIVE OFFICE OF THE CITY MANAGER****DIVISION OF ADMINISTRATION- DIVISION #CC1003**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
EXECUTIVE OFFICE OF CITY MANAGER					
1	\$ 228,917.00	FL	CITY MANAGER	1	\$ 288,052.00
2	308,254.00	58CM	ASSISTANT CITY MANAGER	1	153,911.00
1	99,763.00	47EM	COORD. OF MUNICIPAL & INTERGOVERNMENTAL INITIATIVES	1	114,512.00
0	-	45M	SPECIAL PROJECT COORDINATOR	1	93,978.00
1	97,288.00	45M	SPECIAL PROJECT MANAGER	1	85,212.00
1	83,453.00	42M	CHIEF STAFF ASSISTANT	1	76,366.00
3	218,237.00	40M	PRINCIPAL STAFF ASSISTANT	3	236,600.00
2	131,207.00	35	STAFF ASSISTANT II	2	126,354.00
11	\$ 1,167,119.00		TOTAL REGULAR SALARIES	11	\$ 1,174,985.00
	\$ 1,167,119.00		TOTAL PERSONAL SERVICES- ADMINISTRATION OFFICE		\$ 1,174,985.00
1	\$ 100,149.00	45M	CULTURAL DEVELOPMENT OFFICER	0	\$ -
1	79,449.00	40M	PRINCIPAL STAFF ASSISTANT	0	-
1	66,358.00	35	STAFF ASSISTANT II	0	-
3	245,956.00		TOTAL REGULAR SALARIES	0	\$ -
	\$ 245,956.00		TOTAL PERSONAL SERVICES- CULTURAL DEVELOPMENT		\$ -
	-		VACANCY FACTOR		(5,000.00)
	\$ 26,000.00		RETIREMENT FUND		\$ 29,000.00
	7,000.00		DISABILITY AND LIFE INSURANCE EXPENSES		7,500.00
	15,600.00		AUTOMOBILE REIMBURSEMENT		-
	20,000.00		WORCESTER CULTURAL COALITION STIPEND		-
	\$ 68,600.00		TOTAL STIPENDS		\$ 36,500.00
	\$ 10,652.00		EM INCENTIVE PAY		\$ 7,873.00
	\$ 1,492,327.00		TOTAL SALARIES		\$ 1,214,358.00
			FUNDING SOURCES:		
	\$ (2,490.00)		CABLE REVENUES		\$ (2,490.00)
	(20,000.00)		WORCESTER CULTURAL COALITION REVENUES		-
	\$ (22,490.00)		TOTAL FUNDING SOURCES		\$ (2,490.00)
14	\$ 1,469,837.00	040-91000	TOTAL RECOMMENDED PERSONAL SERVICES	11	\$ 1,211,868.00
	\$ 8,000.00		LEASES AND RENTALS		\$ 5,900.00
	7,500.00		SPECIAL POLICE		7,500.00
	11,500.00		TELEPHONE		11,500.00
	2,300.00		POSTAGE		2,300.00
	500.00		NETWORK, HARDWARE, SOFTWARE		500.00
	36,100.00		OTHER PERSONAL SERVICES		-
	300.00		NEWSPAPER ADVERTISING		300.00
	3,000.00		REGISTRATION FEES		3,000.00
	700.00		WATER		700.00
	6,000.00		PRINTING		4,000.00
	6,952.00		MAINTENANCE SYSTEM SOFTWARE		6,952.00
	20,000.00		CONSULTANTS		20,000.00
	4,000.00		PREPARED MEALS		2,000.00
	35,000.00		MEMBERSHIP DUES		35,000.00
	500.00		FOOD SUPPLIES		500.00
	7,200.00		OFFICE SUPPLIES		7,200.00
	29,100.00		OTHER SUPPLIES		3,100.00
	4,300.00		PRINTING SUPPLIES		4,300.00
	1,800.00		SUBSCRIPTIONS		1,800.00
	1,000.00		COPY PAPER		1,000.00
	65,600.00		OTHER CHARGES AND EXPENDITURES		7,700.00
	6,000.00		TRAVELING		6,000.00
	\$ 257,352.00	040-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 131,252.00
	\$ 1,727,189.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,343,120.00

CONTINGENCY

Eric D. Batista, City Manager

City Hall- Room 309

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

		Approved	Totals	Recommended
	Actual	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Ordinary Maintenance		\$ 9,008,507.00	\$ -	\$ 4,186,285.00
Total	\$ -	\$ 9,008,507.00	\$ -	\$ 4,186,285.00

Operating Budget Highlights

The Fiscal 2024 Budget includes \$4,186,285 for the City Manager’s Contingency account. This is a decrease of \$4,822,222 compared to the Fiscal 2023 amount of \$9,008,507. These funds have been identified to provide funding for cost of living (COLA) increases for represented City employees (\$3,321,385), ongoing union negotiations for stipends related to the Worcester Police Department’s body worn camera program (\$614,900), and other City-wide contingency funds as required throughout the fiscal year, inclusive of staffing support for the City Council Office (\$250,000).

ERIC D. BATISTA, CITY MANAGER

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
CITY MANAGER'S CONTINGENCY - DEPARTMENT #CC1072**

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 9,008,507.00	CONTINGENCY	\$ 4,186,285.00
<u>\$ 9,008,507.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 4,186,285.00</u>
<hr/>		
<u>\$ 9,008,507.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 4,186,285.00</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.

Goal 1: 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.

City Priority Area: Vibrant, Thriving City, Sound Fiscal & Operational Government

Objective 1: Produce high quality video productions

Initiative(s)	Measure
To create more original high quality videos about government services and city related issues.	<ul style="list-style-type: none"> Percentage increase overall from last year

Objective 2: Increase accessibility of government videos

Initiative(s)	Measure
Ensure video programming can be accessible via closed- or open- captioning.	<ul style="list-style-type: none"> Percentage of government access programming with closed- or open- captioning.

Objective 3: Utilize new and innovative equipment to keep up with changing technologies in the industry

Initiative(s)	Measure
Install new master control system to increase capabilities in ease of use, IP streaming and OTT App availability.	<ul style="list-style-type: none"> Percentage of master control implemented.

Previous Year DDP Highlights

Goal	Objective	Current Progress
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.	Produce high quality video productions	Completed installation of new microphone system. Upgraded audio components. Created more versatile field package for location meetings. Collaborated with City Manager's Social Media Coordinator to create and/or share videos for social media platforms.

Goal	Objective	Current Progress
	Increase accessibility of government videos	Applied open-captions to in-house productions and used WebEx captioning for live, virtual meeting coverage.
	Utilize new and innovative equipment to accommodate COVID-19 safety for a return to in-person meetings	Remote meetings all have full capabilities to integrate remote users into in-person meeting.

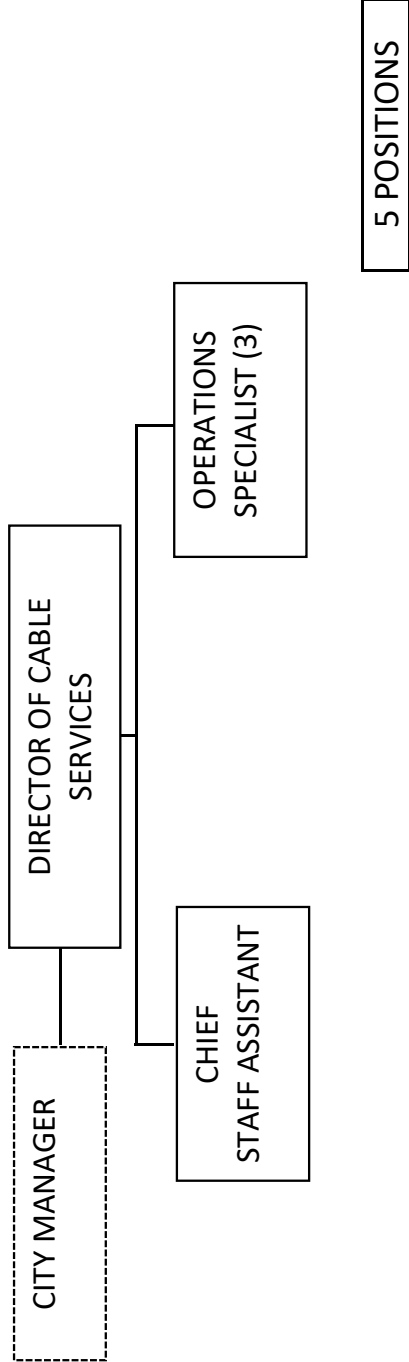
Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2022</u>	<u>Fiscal 2023</u>	<u>3/31/2023</u>	<u>Fiscal 2024</u>
Salaries	\$ 326,804.84	\$ 331,920.00	\$ 226,242.37	\$ 354,521.00
Overtime	5,384.28	3,500.00	2,612.22	3,500.00
Ordinary Maintenance	815,769.06	831,000.00	435,163.94	831,000.00
Capital Outlay		-	-	-
Fringe Benefits	77,097.69	124,507.00	-	128,706.00
Total	\$ 1,225,055.87	\$ 1,290,927.00	\$ 664,018.53	\$ 1,317,727.00
Cable Revenues	(1,225,055.87)	(1,290,927.00)	(664,018.53)	(1,317,727.00)
Net Total	\$ -	\$ -	\$ -	\$ -
Total Positions	4	5	5	5

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$1,317,727, which is an increase of \$26,800 from the Fiscal 2023 amount of \$1,290,927. The salary increase is due to a 3% Cost of Living Adjustments (COLAs) 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 will remain level funded for Fiscal 2024.

**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 2024
EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF CABLE SERVICES- DIVISION #CC1005

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 101,779.00	49M	DIRECTOR OF CABLE SERVICES	1	\$ 108,792.00
1	84,938.00	42M	CHIEF STAFF ASSISTANT	1	90,088.00
3	145,203.00	29	OPERATIONS SPECIALIST	3	155,641.00
5	\$ 331,920.00		TOTAL RECOMMENDED SALARIES	5	\$ 354,521.00
			<u>FUNDING SOURCES:</u>		
	\$ (331,920.00)		CABLE LICENSE REVENUES		\$ (354,521.00)
	\$ (331,920.00)		TOTAL FUNDING SOURCES		\$ (354,521.00)
5	\$ -	04S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	5	\$ -
	\$ 3,500.00		REGULAR OVERTIME		\$ 3,500.00
	\$ 3,500.00		TOTAL RECOMMENDED OVERTIME		\$ 3,500.00
			<u>FUNDING SOURCES:</u>		
	\$ (3,500.00)		CABLE LICENSES REVENUES		\$ (3,500.00)
	\$ (3,500.00)		TOTAL FUNDING SOURCES		\$ (3,500.00)
	\$ -	04S-97000	TOTAL RECOMMENDED OVERTIME		\$ -
	\$ 831,000.00		ORDINARY MAINTENANCE		\$ 831,000.00
	\$ 831,000.00		TOTAL ORDINARY MAINTENANCE		\$ 831,000.00
			<u>FUNDING SOURCES:</u>		
	\$ (831,000.00)		CABLE LICENSE REVENUES		\$ (831,000.00)
	\$ (831,000.00)		TOTAL FUNDING SOURCES		\$ (831,000.00)
	\$ -	04S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ -
	\$ 44,373.00		FRINGE BENEFITS:		
	34,084.00		HEALTH INSURANCE		\$ 46,296.00
	23,785.00		RETIREMENT		36,360.00
	22,265.00		CONTRIBUTORY PENSIONS		23,785.00
	\$ 124,507.00		PENSION OBLIGATION BONDS		22,265.00
			TOTAL FRINGE BENEFITS		\$ 128,706.00
			<u>FUNDING SOURCES:</u>		
	\$ (124,507.00)		CABLE LICENSE REVENUES		\$ (128,706.00)
	\$ (124,507.00)		TOTAL FUNDING SOURCES		\$ (128,706.00)
	\$ -	04S-94000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -

EXECUTIVE OFFICE OF DIVERSITY, EQUITY, AND INCLUSION

City Hall - Room 109
455 Main Street
Worcester, Massachusetts 01608
(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.

Goal 1: To accelerate representation within City workforce and leadership

Objective 1: To hire and retain a City workforce and leadership that reflects the diverse Community.

Initiative(s)	Measure
Centralize recruitment, hiring, and promotions process to the Human Resources Department and Executive Office of DEI to ensure processes uphold DEI values.	CMO, HR, and EODEI will ensure we meet our goals of significantly increasing the number of people in the City workforce from underrepresented communities, including leaders and managers by end of 2026.
To build an internship program with strong partnerships with Worcester Public Schools and universities to identify underrepresented minority candidates.	To have signed memorandums of understanding (MOUs) with Worcester Public Schools and higher education institutions by end of FY24.

Goal 2: To provide DEI trainings and professional development opportunities

Objective 1: Provide educational opportunities to City workforce on cultural competency and unconscious bias trainings.

Initiative(s)	Measure
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.	Develop training program for Department heads, mid-level managers, and entry-level staff.

Goal 3: To foster an environment where people with disabilities are included, empowered, and have access to support

Objective 1: To ensure that colleagues who have a disability deserve to be treated with the same respect and consideration that provided to everyone else.

Initiative(s)	Measure
Provide education and support for disability awareness.	Through partnership between EODEI and the Accessibility Advisory Commission, a training framework for disability awareness will be developed for all staff.

Goal 4: Advance Equal pay for equal work.

Objective 1: To ensure pay equity, compensating employees who have similar job functions with comparable equal pay regardless of gender, race, and ethnicity.

Initiative(s)	Measure
Conduct a pay equity analysis that looks deeply into whether there are pay gaps within the City; including updating job descriptions and pay structures.	EODEI, in partnership with HR, will hire a consultant with advanced experience on pay equity, to study the City's current pay structure and job descriptions.

Goal 5: Provide opportunities to diverse vendors who do business with City.

Objective 1: To build supplier relationships with our local, women and minority owned businesses.

Initiative(s)	Measure
Centralize all buying of goods and services in the City, to ensure equity is at the center of purchasing.	Build a tracking infrastructure, through Workday, to monitor spending and recruitment of our diverse suppliers.

Previous Year DDP Highlights

Goal	Objective	Current Progress
To execute the reorganization of Executive Office of DEI.	To provide additional staff to the Department to ensure Chief Equity Officer has adequate resources to fulfill City DEI goals.	City Council voted to approve reorganization plan, which increases the staff from 2 to 9.
	Coordinate with Department of Human Resources and Executive Office of Health & Human Services to transition appropriate divisions	City Manager's office currently leading implementation of the reorganization. The reorganization should be completed in FY24.

	into the Executive Office of DEI. Divisions include: •Human Rights & Accessibility •Investigations •Training & Development	
Work with DEI consultant to conduct racial equity audits on Human Resources Department and Health & Human Services	To assess obstructions to the City's commitment to dismantling institutional racism and building a more equitable and inclusive municipality.	At least 3 cabinet meetings have been dedicated to discussing the results of the Equity audits, as well as collaborating to determine DEI values and mission statement.
Work with DEI consultant to conduct racial equity audits on Worcester Police Department.	To assess and address institutional norms, systems, policies and practices that obstruct the effectiveness of the City's commitment to dismantling institutional racism and building a more equitable municipality.	The racial equity audit and recommendations are expected to be completed by end of July 2023.

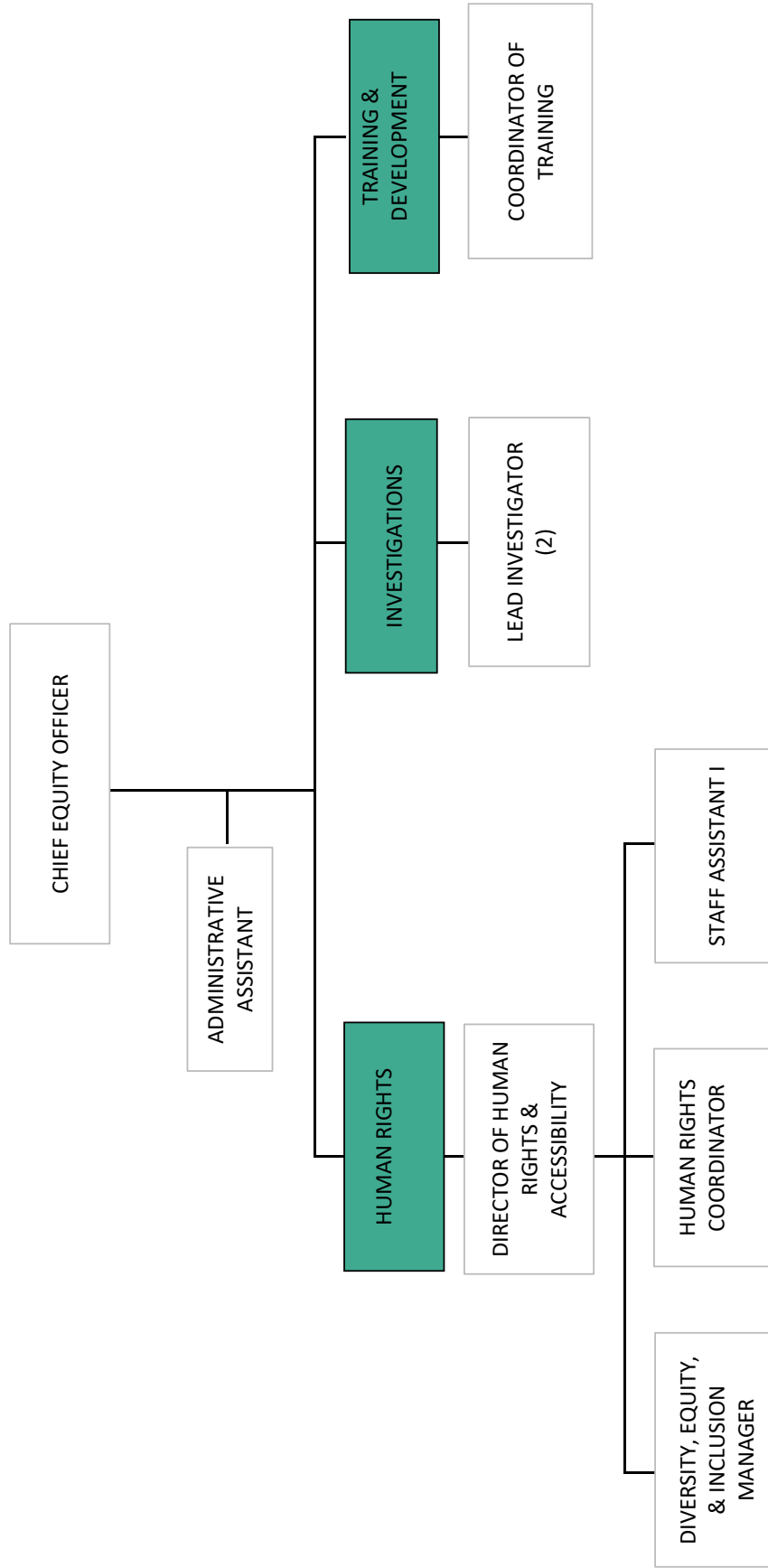
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 90,456.24	\$ 121,804.00	\$ -	\$ 491,978.00
Ordinary Maintenance	347,836.18	323,800.00	205,101.94	252,445.00
Total	\$ 438,292.42	\$ 445,604.00	\$ 205,101.94	\$ 744,423.00
Total Positions	0	2		9

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$744,423, which is an increase from the Fiscal 2023 amount of \$298,819. The salary increase is mainly due to the addition of three positions added to the table of organization during Fiscal Year 2023, the transfer of two positions from the Human Resource Department, and the transfer of two positions from Health & Human Services. Also contributing to the increase is step increases for employees that are not at maximum pay, and 3% Cost of Living Adjustments (COLAs) for non-represented employees. The Ordinary Maintenance decrease is a net result of decreasing the consultant spend category and the transfer of funds from Health & Human Services to fund the cost associated with the programs that were moved to the department.

EXECUTIVE OFFICE OF DIVERSITY, EQUITY & INCLUSION ORGANIZATIONAL CHART



9 POSITIONS

ERIC D. BATISTA, ACTING CHIEF EQUITY OFFICER**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****EXECUTIVE OFFICE OF DIVERSITY, EQUITY, & INCLUSION - DEPARTMENT #CC1016**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
ADMINISTRATION:					
1	\$ 115,000.00	58CM	CHIEF EQUITY OFFICER	1	\$ 117,996.00
0	-	45EM	EXECUTIVE DIRECTOR HUMAN RIGHTS COMMISSION	1	82,676.00
0	-	45M	LEAD INVESTIGATOR	2	185,181.00
0	-	44M	COORDINATOR OF TRAINING, DEVELOPMENT AND WELLNESS PROGRAMS	1	50,585.00
0	-	40M	HUMAN RIGHTS COORDINATOR	1	75,456.00
1	61,531.00	40M	DIVERSITY, EQUITY, & INCLUSION MANAGER	1	65,344.00
0	-	35	ADMINISTRATIVE ASSISTANT 7	1	65,815.00
0	-	32	STAFF ASSISTANT I	1	26,866.00
2	\$ 176,531.00		REGULAR SALARIES DIVERSITY & INCLUSION	9	\$ 669,919.00
	-		EM INCENTIVE PAY		-
	(54,727.00)		VACANCY FACTOR		(177,941.00)
	\$ (54,727.00)		TOTAL REGULAR SALARIES DIVERSITY & INCLUSION		\$ (177,941.00)
2	\$ 121,804.00		TOTAL RECOMMENDED PERSONNEL SERVICES	9	\$ 491,978.00
	\$ 275,000.00		CONSULTANTS		\$ 139,000.00
	200.00		COPY PAPER		1,000.00
	-		FOOD SUPPLIES		1,300.00
	700.00		LEASE & RENTALS		2,800.00
	25,100.00		MEMBERSHIP DUES		10,000.00
	1,000.00		NETWORK, HARDWARE, SOFTWARE		1,100.00
	-		NEWSPAPER ADVERTISING		600.00
	-		NON-NETWORK SOFTWARE & SUPPORT		500.00
	1,150.00		OFFICE SUPPLIES		3,150.00
	20,000.00		OTHER CHARGES & EXPENDITURES		20,100.00
	-		OTHER PERSONAL SERVICES		22,000.00
	50.00		POSTAGE		50.00
	-		PREPARED MEALS		500.00
	-		PRINTING		500.00
	-		PRINTING SUPPLIES		4,000.00
	200.00		REGISTRATION FEES		900.00
	300.00		TELEPHONE		1,300.00
	100.00		TRAVELING		200.00
	-		TRANSLATION/INTERPRETATION		43,445.00
	\$ 323,800.00		TOTAL ORDINARY MAINTENANCE		\$ 252,445.00
	\$ 323,800.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 252,445.00
	\$ 445,604.00		TOTAL RECOMMENDED TAX LEVY		\$ 744,423.00



The City of
WORCESTER

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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.

City's Fiscal Year 2024 Theme: Organizational Strength through investment in equity, human capital, technology, and efficiencies.

Goal 1: Reduce Carbon Emissions

City Priority Area: Sound Fiscal and Operational Government; Vibrant, Thriving City

Objective 1: Advance Buildings' Sustainability and Energy Use Reduction via Policy, Planning, Projects & Advocacy

Initiative(s)	Measure
Policy: Lead Review, Revisions and Adoption of the Specialized Stretch Building Code	<ul style="list-style-type: none"> Lead community and stakeholder engagement and buy-in If Council approved, submit ordinance amendment to the State
Building Energy Efficiency: Implementing Energy Efficiency projects in existing municipal building stock	<ul style="list-style-type: none"> Implement Energy Savings Performance Contract (Phase 6)
Community Buildings - Triple-Deckers: Develop a strategic plan and draft zoning ordinance amendment for transforming triple-decker neighborhoods, most of which are home to Environmental Justice (EJ) areas, with an integrated approach related to zoning, energy efficiency, sustainability, and more.	<ul style="list-style-type: none"> Draft the Ordinance for submission to the City Council
Community Carbon Emissions: Continue to increase the percentage of green electricity in the supply of the Aggregation Program, advancing to a goal of 100% renewable electricity by 2030.	<ul style="list-style-type: none"> Increase percentage of green energy with every new contract
Community Education and Outreach: Implement Smart Energy Advice Program	<ul style="list-style-type: none"> Launch Energy Advocates and Energy Coach pilots

Objective 2: Manage Municipal Renewable Energy Systems

Initiative(s)	Measure
Renewable Systems: Maintain greater than 90% potential electricity output across all municipally-owned solar arrays.	<ul style="list-style-type: none"> Potential electricity output

Goal 2: Advance Climate Change Resilience

City Priority Area: Vibrant, Thriving City; Opportunity for All; Sound Fiscal and Operational Government

Objective 1: Urban Heat: Implement recommendations of the “Neighborhood-Based Urban Heat Risk Assessment” project (by Dr. Brian Stone and Evan Mallen), with a focus on EJ areas.

Initiative(s)	Measure
Tree Canopy: Increase total tree canopy across Worcester over 15 years by 30,000 – 35,000 trees, prioritizing investments based on Heat Island Report. Work across departments to implement this project, including Parks Division, DTM, DPRS, and more.	<ul style="list-style-type: none"> Develop a plan for systematic investments in tree plantings over the next 15 years and begin implementation Pursue grant opportunities to offset municipal costs and advance the goals more effectively

Objective 2: Flooding: Facilitate and collaborate with DPW&P on a Drainage & Green Infrastructure Master Plan.

Initiative(s)	Measure
Develop a pipeline of 3 green infrastructure projects with a beneficial Benefit/Cost ratio per EPA guidelines	<ul style="list-style-type: none"> Number of projects

Goal 3: Advance Mobility Transformation

City Priority Area: Sound Fiscal and Operational Government

Objective 1: In collaboration with the DTM, manage Mobility Action Plan development and ensure meaningful involvement of the community, GWAC, and city staff, and especially historically underserved communities.

Initiative(s)	Measure
Publish Mobility Action Plan to the city website including GIS Maps with proposed bikeway and sidewalk networks, and enhanced Blue Spaces Access.	<ul style="list-style-type: none"> 1 plan published Number of desired features included in plan
Work collaboratively with other departments on public street improvement projects with a focus on sustainability and resilience features	<ul style="list-style-type: none"> 1 collaborative project

Objective 2: Promote, Facilitate and Manage Expansion and Operation of Vehicles’ Electrification

Initiative(s)	Measure
Install EVCS in public parking areas	<ul style="list-style-type: none"> 12 public EVCS per year
Implement recommendations of the municipal fleet electrification study, which will provide information on municipal fleet charging infrastructure	<ul style="list-style-type: none"> x Municipal fleet EVCS per year, grant/incentives funding dependent
Assist with purchasing electric vehicles for municipal fleets when they become available	<ul style="list-style-type: none"> 5 EVs purchased

Goal 4: Support and Grow Lakes and Ponds Program**City Priority Area:** Vibrant, Thriving City; Strong Neighborhoods**Objective 1. Monitor and Continuously Improve Water Quality for the Habitat and Recreation**

Initiative(s)	Measure
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.	<ul style="list-style-type: none"> Number of lakes being monitored
Conduct cyanobacteria and invasive aquatic plant treatments as needed.	<ul style="list-style-type: none"> Number of treatments performed
Participate in stormwater biofiltration projects (planning & design).	<ul style="list-style-type: none"> Number of projects

Objective 2. Education and Outreach: Engage the community by creating opportunities to learn and play

Initiative(s)	Measure
Conduct Woo Angler Series	<ul style="list-style-type: none"> Number of events held
Work with local groups to identify and pilot litter solutions	<ul style="list-style-type: none"> Number of groups engaged Number of solutions identified
Manage Worcester Cyanobacteria Monitoring Collaborative - 22 lakes, 35 trained volunteers	<ul style="list-style-type: none"> Number of lakes Number of volunteers
Develop and air 3 Blue Space Minute videos	<ul style="list-style-type: none"> Number of videos aired
Hold 1 Annual State of the Lakes annual report and presentation	<ul style="list-style-type: none"> Number of presentations

Goal 5: Educate, Effectively Communicate and Facilitate Action at the Community Level**City Priority Areas:** Vibrant, Thriving City; Strong Neighborhoods**Objective 1: Foster community engagement**

Initiative(s)	Measure
Maintain and regularly update the Green Worcester Dashboard	<ul style="list-style-type: none"> Minimum once a month update
Communicate monthly on green initiatives of interest via media and social media channels.	<ul style="list-style-type: none"> Number of communications made
Organize annual Green Worcester Event, with assistance of the Green Worcester Advisory Committee and community partners and stakeholders	<ul style="list-style-type: none"> Number of community events
Create Building Energy and Renewable Energy Resource Hub on-line to assist private property owners to navigate resources, incentives, and other considerations	<ul style="list-style-type: none"> Launch On-line Resource Hub

Goal 6: Maintain Structural Support for ongoing GWP Implementation**City Priority Area:** Sound Fiscal and Operational Government; Vibrant, Thriving City; Strong Neighborhoods**Objective 1:** Establish Municipal Organizational Structure to advance GWP goals

Initiative(s)	Measure
Administer GWAC meetings (~monthly) and follow-up on requests as needed.	<ul style="list-style-type: none"> Number of GWAC meetings held Number of requested followed up
Provide and present annual reports to the GWAC.	<ul style="list-style-type: none"> Number of reports presented

Goal 7: Work Toward with Zero Waste Goal of the GWP**City Priority Area:** Vibrant, Thriving City; Strong Neighborhoods**Objective 1:** Communicate and encourage waste reduction by city's residents and businesses

Initiative(s)	Measure
Develop 1 Zero Waste Master Plan.	<ul style="list-style-type: none"> Number of plans developed
Implement Priorities of the Zero Waste Master Plan in collaboration with the DPW&P	<ul style="list-style-type: none"> Work on top 3 priorities

Previous Year DDP Highlights

- Year 2 of the Department of Sustainability & Resilience
- Hired 3 new staff, growing analytical, project management, and energy management capacity of the Department
- Staffed 9 meetings of the Green Worcester Advisory Committee
- Goal 1: Reduce Carbon Emissions
 - Existing Buildings: Conducted feasibility study of City Hall as a net zero building.
 - Existing Buildings: Leading electrification work of Frances Perkins Library
 - Existing Buildings: Started implementation of the 6th phase of the municipal Energy Savings Performance Contract, which includes 56 buildings, 100 energy efficient projects, and 27,000 tons of carbon dioxide avoided per year.
 - Solar Systems: Ongoing management and maintenance of the 8,521 kW of solar electrical capacity on 10 Worcester schools, a solar farm, and other municipal buildings.
- Goal 2: Advance Climate Change Resilience
 - Extreme Heat: Completed and released the "Neighborhood-Based Urban Heat Risk Assessment" project, with a focus on EJ areas, which informed goal setting for other plans, and upcoming resilience projects.
 - Urban Flooding: Continue to work with DPW&P on implementation of the Stormwater and Green Infrastructure Master Plan (using a state grant to offset 75% of the costs)
- Goal 3: Advance Mobility Transformation
 - Planning:
 - Kicked off the Mobility Action Plan, in collaboration with the DTM
 - Funded 2019 sidewalks inventory, which is an integral piece of the Mobility Action Plan
 - Led the Complete Streets Pilot of the Endicott and Bigelow Streets, with a focus on multi-modal mobility, and reduction of heat and flooding
 - Vehicle Electrification:
 - Installed 9 electric vehicle charging stations in 3 public garages
 - Assisted with purchase of electric vehicles for the municipal fleet

- Oversaw a study of the feasibility of municipal fleet electrification and charging stations expansion
 - Ongoing management and maintenance of all existing municipally-owned charging stations
- Goal 4: Support and Grow Lakes and Ponds Program
 - Leveraged Remote Monitoring Technology: Deployed 2 solar powered continuous monitoring buoys at Lake Quinsigamond in 2021, and an additional/3rd buoy at Indian Lake in 2022. Collected 28 community generated lake level reports at Bell Pond as part of the Lake Observations by Citizen Scientists and Satellites (LOCSS Project) in 2021, as well as 18 in 2022.
 - Cyanobacteria Management & Invasive Plant Management: Performed cyanobacteria treatments at six lakes and nuisance aquatic plant treatments at seven lakes, individually as well as in collaboration with other organizations.
 - Science by the Community: Through the Worcester Cyanobacteria Monitoring Collaborative, trained over 30 community scientists volunteers in 2021 and over 50 in 2022 on how to collect and analyze lake water samples.
 - Goal 5: Educate, Effectively Communicate and Facilitate Action at the Community Level
 - Launched Green Worcester Dashboard, updating it regularly
 - Conducted in-depth community engagement on the Complete Streets pilot project for Endicott and Bigelow Streets
 - Conducted Flood Watch community engagement project, assisting with community scientists contributing data for the municipal flood modeling project.
 - Ongoing outreach and educational campaigns following internal communication plan, using a wide variety of platforms and mediums.

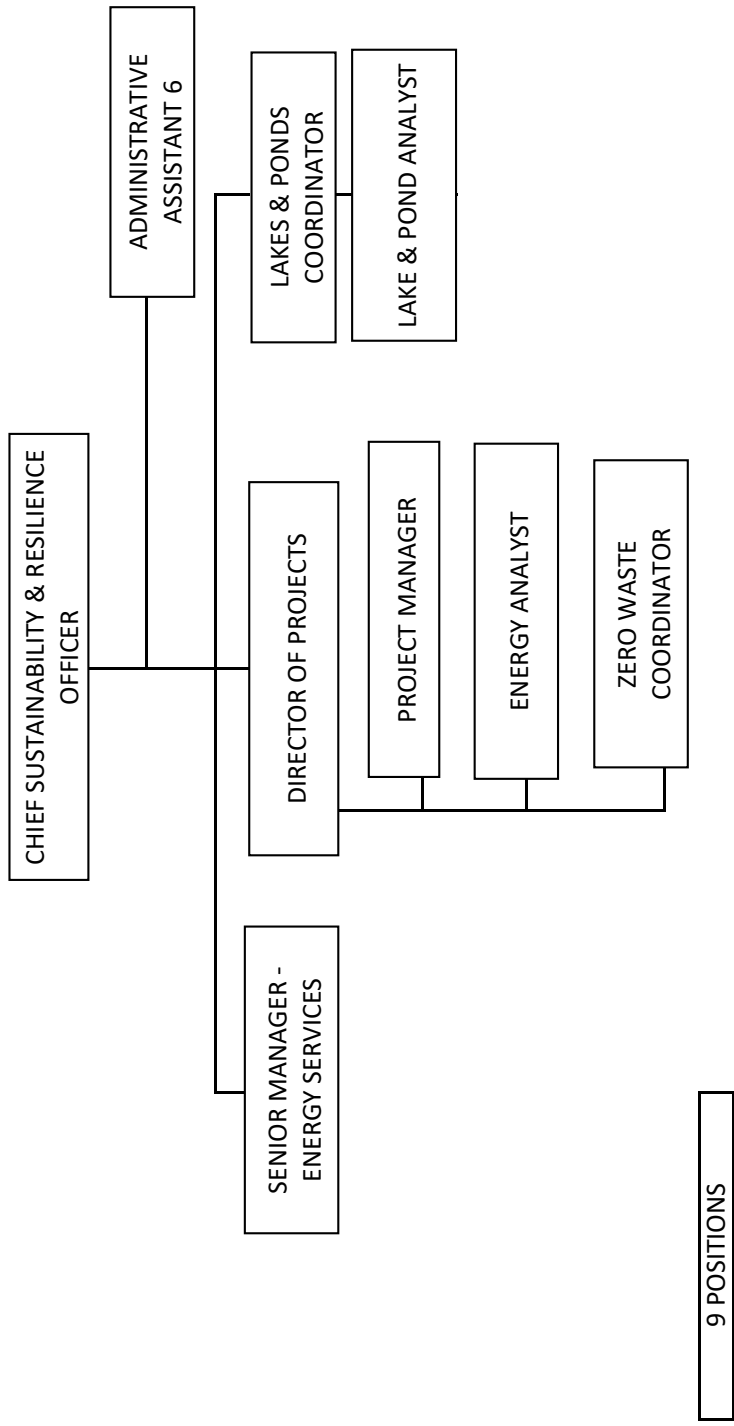
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 171,228.40	\$ 219,382.00	\$ 193,069.14	\$ 278,867.00
Overtime	21,997.86	12,500.00	3,075.34	12,500.00
Capital Outlay	38,295.80	-	-	-
Ordinary Maintenance	223,611.38	288,121.00	126,311.48	235,847.00
Total Expenditures	\$ 455,133.44	\$ 520,003.00	\$ 322,455.96	\$ 527,214.00
Total Positions	7	8		9

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$527,214, which is an increase of \$7,211 from the Fiscal 2023 amount of \$520,003. 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, a position regrade, the addition of an Administrative Assistant 6 added to the table of organization, and 3% Cost of Living Adjustments (COLAs) 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 increasing Carbon Mitigation Revolving funds credits to support consultant work.

DEPARTMENT OF SUSTAINABILITY & RESILIENCE ORGANIZATIONAL CHART



9 POSITIONS

JOHN W. ODELL, CHIEF SUSTAINABILITY OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF SUSTAINABILITY & RESILIENCE - #CC1008

FY23 TOTAL POSITIONS	APPROVED FY22 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 133,553.00	58CM	CHIEF SUSTAINABILITY OFFICER	1	\$ 137,033.00
1	106,027.00	50M	SENIOR MANAGER-ENERGY SERVICES	1	111,089.00
1	100,149.00	45M	DIRECTOR OF PROJECTS	1	102,750.00
1	84,938.00	44M	LAKES & PONDS COORDINATOR	1	90,088.00
1	78,909.00	42M	ZERO WASTE COORDINATOR	1	80,962.00
1	70,074.00	39	ENERGY ANALYST	1	77,561.00
1	70,019.00	39	PROJECT MANAGER	1	78,627.00
0	-	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	59,366.00
1	63,309.00	35HC	LAKE & POND ANALYST	1	66,415.00
8	\$ 706,978.00		REGULAR SALARIES	9	\$ 803,891.00
	(34,372.00)		VACANCY FACTOR		(24,549.00)
	1,535.00		EM INCENTIVE PAY		4,200.00
	10,179.00		INTERNS		10,179.00
	2,610.00		EDUCATION STIPENDE		2,610.00
	300.00		CLOTHING ALLOWANCE		300.00
8	\$ 687,230.00		TOTAL SALARIES	9	\$ 796,631.00
			FUNDING SOURCES:		
	\$ (11,685.00)		POWER AGGREGATION FUNDS	\$	(38,781.00)
	(59,182.00)		RECYCLING/SOLID WASTE REVOLVING FUND		(60,722.00)
	(322,857.00)		CARBON MITIGATION REVOLVING FUND		(333,908.00)
	(74,124.00)		WATER REVENUES		(84,353.00)
	\$ (467,848.00)		TOTAL FUNDING SOURCES	\$	(517,764.00)
8	\$ 219,382.00		TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 278,867.00
	\$ 12,500.00		OVERTIME	\$	12,500.00
	\$ 12,500.00		TOTAL RECOMMENDED OVERTIME	\$	12,500.00
	\$ 190,000.00		CONSULTANTS	\$	190,000.00
	200.00		COPY PAPER		200.00
	5,000.00		EDUCATIONAL SUPPLIES		5,000.00
	236,000.00		ENVIRONMENTAL SERVICES		236,000.00
	2,000.00		HARDWARE/DEVICES		2,000.00
	2,000.00		LEASE & RENTALS		-
	1,500.00		MAINTENANCE & REPAIR		1,112.00
	9,330.00		MAINTENANCE SYSTEM SOFTWARE		9,330.00
	1,000.00		MEMBERSHIP DUES		1,000.00
	1,000.00		OFFICE SUPPLIES		1,000.00
	6,000.00		LABORATORY SUPPLIES		6,000.00
	1,000.00		OTHER CHARGES & EXPENDITURES		1,000.00
	500.00		PRINTING		500.00
	1,000.00		REGISTRATION FEES		1,000.00
	50.00		TRAVEL		50.00
	100.00		WATER		100.00
	\$ 456,680.00		TOTAL ORDINARY MAINTENANCE	\$	454,292.00
			FUNDING SOURCES:		
	\$ (141,779.00)		CARBON MITIGATION REVOLVING FUND	\$	(191,779.00)
	(5,000.00)		MTC GRANT		(5,000.00)
	(21,780.00)		WATER CREDITS		(21,666.00)
	\$ (168,559.00)		TOTAL FUNDING SOURCES	\$	(218,445.00)
	\$ 288,121.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	235,847.00

JOHN W. ODELL, CHIEF SUSTAINABILITY OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF SUSTAINABILITY & RESILIENCE - #CC1008

\$	93,404.00	<u>FRINGE BENEFITS:</u>	
	45,583.00	HEALTH INSURANCE	\$ 68,609.00
\$	<u>138,987.00</u>	RETIREMENT	<u>53,470.00</u>
		TOTAL FRINGE BENEFITS	\$ <u>122,079.00</u>
		<u>FUNDING SOURCES:</u>	
\$	(3,331.00)	POWER AGGREGATION FUNDS	\$ (11,565.00)
	(99,889.00)	CARBON MITIGATION REVOLVING FUND	(80,866.00)
	(20,184.00)	RECYCLING/SOLID WASTER REVOLVING	(13,481.00)
	(15,583.00)	WATER CREDITS	(16,167.00)
\$	<u>(138,987.00)</u>	TOTAL FUNDING SOURCES	\$ <u>(122,079.00)</u>
\$	-	TOTAL RECOMMENDED FRINGE BENEFITS	\$ -
\$	<u>520,003.00</u>	TOTAL RECOMMENDED TAX LEVY	\$ <u>527,214.00</u>

PUBLIC FACILITIES

Julie A. Lynch, Chief of Public Facilities

50 Officer Manny Familia Way
Worcester, MA 01605
(508) 799-8588

Mission: The mission of the Department of Public Facilities (DPF) is to oversee operations, capital projects, maintenance, and sustainability of some of the largest and most visited City buildings, including City Hall, Main Library, Union Station, Senior Center and the DCU Center. DPF is responsible for building operations, as well as timely and appropriate capital and maintenance projects at 13 City facilities over 1.03M square feet, supporting public services, ensuring the work environment for employees maximizes productivity, and maintains healthy, safe, energy efficient, and sustainable facilities. Additionally, DPF provides Owners Representation services to Worcester Public Schools for new school and accelerated repair projects.

Vision: The vision of the Department of Public Facilities is to provide timely, effective customer service and maximize value to the City, as custodians of capital investments.

Goal 1: Create staffing capacity and expertise to implement projects, and maintain operations, which are aligned with Green Worcester Plan goals, and Department and City Master Planning.

City Priority Area: Sound Fiscal & Operational Government, Opportunity for All

Objective 1: Hire capable and enthusiastic people to train in existing open and new positions.

Initiative(s)	Measure	Outcomes
Hire 100% of posted positions within six months of funding availability.	<ul style="list-style-type: none"> Number of positions opened Number of positions opened Number of positions filled in 6 months or less 	<ul style="list-style-type: none"> 1 of 5 position posted within 6 months 1 of 5 positions filled within 6 months
Make sure 100% of job opportunity notices are sent to CIRCA, the company providing diversity recruiting services to the City.	<ul style="list-style-type: none"> Percentage of job opportunity notices are sent to CIRCA Number of candidates referred through CIRCA Number of CIRCA candidates hired 	<ul style="list-style-type: none"> 100% positions distributed via CIRCA Unknown number of candidates referred through CIRCA 0 CIRCA candidates hired.

Goal 2: Provide greater energy efficiency of public buildings.

City Priority Area: Sound Fiscal & Operational Government, Vibrant Thriving City

Objective 1: Develop accessible and simple framework for use by project managers to evaluate building interventions and subsequent building performance in order to inform current and future project decisions with regard to sustainability goals.

Initiative(s)	Measure	Outcome
Track performance of 100% of HVAC energy efficiency upgrades.	<ul style="list-style-type: none"> Number of energy efficiency improvement projects Analyze baseline use and adjusted energy use following 	<ul style="list-style-type: none"> 0 HVAC projects initiated.

Initiative(s)	Measure	Outcome
	energy efficiency intervention project.	
Hire Maintenance Manager with experience in HVAC to support efficient operation of equipment, resulting in approximately 15% energy use reduction after one year across all buildings.	<ul style="list-style-type: none"> • Measure emergency repair costs for HVAC baseline and one year after hire. • Measure energy savings by comparing baseline and one year after hire. 	<ul style="list-style-type: none"> • 0 positions filled.

Goal 3: Develop pipeline staffing positions to broaden diversity in capital project management.

City Priority Area: Opportunity for all, Vibrant Thriving City,

Objective 1: Develop positions for Assistant Project managers and interns for pipeline positions for women and minorities.

Initiative(s)	Measure	Outcomes
Request funding two (2) assistant project manager positions to build diversity in staffing by training for a range of responsibilities including design, bidding assistance, and asst. project management skills.	<ul style="list-style-type: none"> • Number of assistant project manager positions filled 	<ul style="list-style-type: none"> • 0 positions filled.
Outreach to a minimum of 8 local high schools and universities.	<ul style="list-style-type: none"> • Number of high schools outreached • Number of colleges/universities outreached 	<ul style="list-style-type: none"> • 0 positions posted in high schools. • 0 positions posted in colleges/universities

Goal 4: Provide greater access to public bidding for all.

City Priority Area: Opportunity for all, Sound Fiscal & Operational Government

Objective 1: Train staff and develop a framework for public procurement and administration of projects.

Initiative(s)	Measure	Outcomes
Provide Massachusetts Certified Public Purchasing Official (MCPPO) training to both administrative staff and project managers.	<ul style="list-style-type: none"> • Number of staff trained 	<ul style="list-style-type: none"> • 2 staff trained; 6 staff partially trained.
DPF Project Managers to independently administer contracts based on best practice and state requirements.	<ul style="list-style-type: none"> • Number of contracts managed independently by PMs. 	<ul style="list-style-type: none"> • Evaluation upon completion of training.

Goal 5: Develop flexibility, cross-training and support in building operations.

City Priority Area: Opportunity for all, Vibrant Thriving City

Objective 1: Train staff on building systems operations, building management and knowledge of multiple DPF buildings.

Initiative(s)	Measure	Outcomes
Train 100% of existing and new staff on the Alerton Building Monitoring System to insure building HVAC performance and minimize occupant work orders.	<ul style="list-style-type: none"> Percentage of staff trained 	<ul style="list-style-type: none"> 1 staff trained; 9 staff partially trained.
Provide key boxes in 100% of custodial areas in DPF buildings for access by all operations staff.	<ul style="list-style-type: none"> Percentage of buildings with a key box installed Number of key boxes installed 	<ul style="list-style-type: none"> 83% of DPF managed buildings have installed key boxes. 5 buildings have installed key boxes.
Provide fob access to 100% of buildings at doors requiring access by multiple occupants.	<ul style="list-style-type: none"> Percentage of buildings with some perimeter key fob access installed Percentage of buildings with complete perimeter and critical spaces key fob access installed Percentage of buildings 100% of doors access by multiple users with key fobs 	<ul style="list-style-type: none"> 54% of buildings have some perimeter key fob access 15% of buildings have 100% perimeter and critical spaces with key fob access controls 0% of buildings have key fob access on doors with multiple users.

Department Allocation Summary

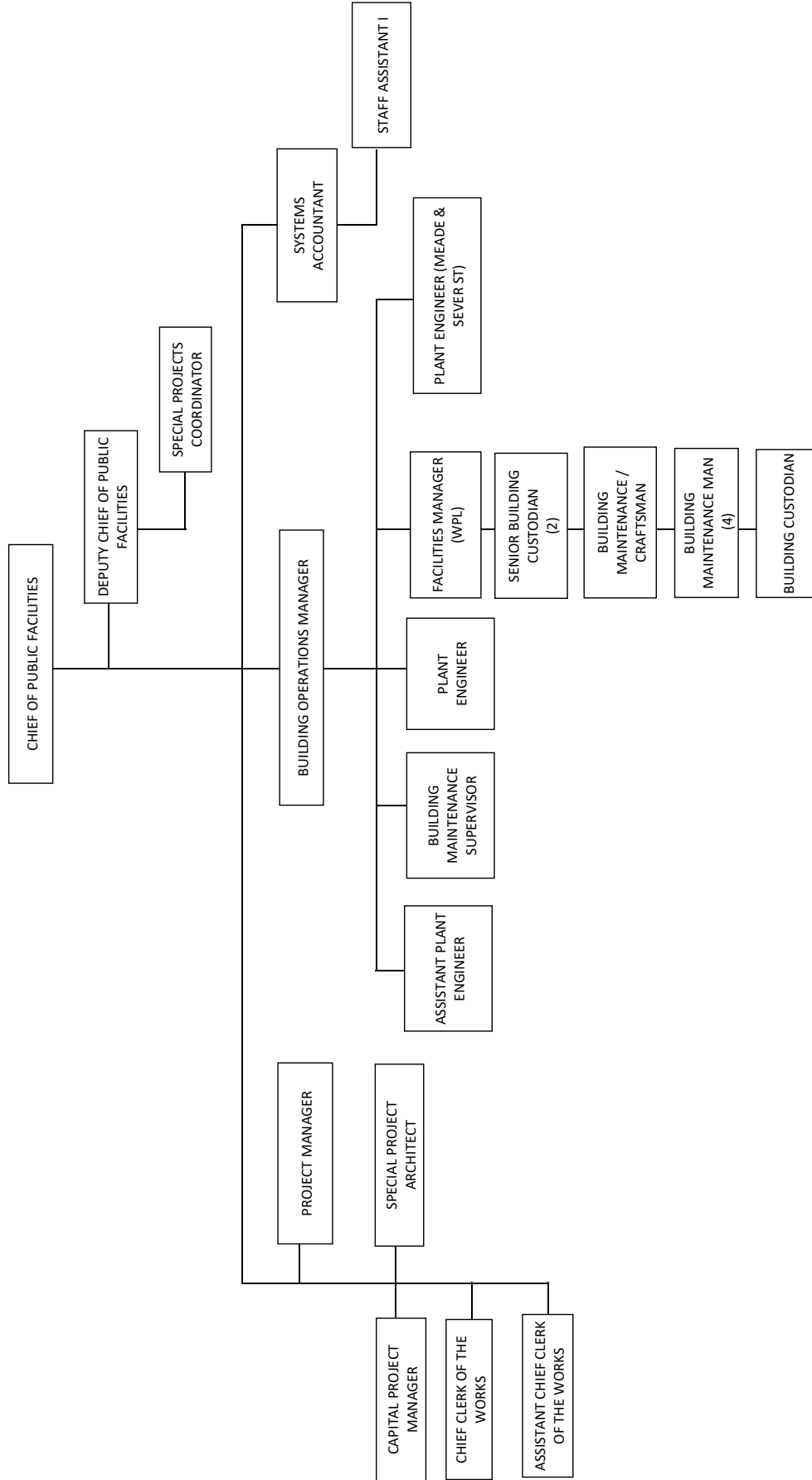
	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
<u>Expenditures</u>	<u>Fiscal 2022</u>	<u>Fiscal 2023</u>	<u>3/31/23</u>	<u>Fiscal 2024</u>
Salaries	\$ 757,577.10	\$ 1,258,130.00	\$ 772,569.37	\$ 1,429,883.00
Overtime	34,305.80	17,100.00	46,387.28	17,100.00
Ordinary Maintenance	1,627,085.48	1,564,667.00	973,612.94	1,563,467.00
Capital Outlay	219,268.28	400,000.00	46,987.93	100,000.00
Total Expenditures	\$ 2,638,236.66	\$ 3,239,897.00	\$ 1,839,557.52	\$ 3,110,450.00
Total Positions	17	24	24	24

Operating Budget Highlights

The tax levy budget for Fiscal 2024 for Public Facilities is recommended to be funded at \$3,110,450, which is a decrease of \$129,447 from the Fiscal 2023 amount of \$3,239,897. The salary increase is mainly due to step increases for employees that are not at maximum pay, funding an Assistant Chief Clerk of the Works position that

previously was part of the vacancy factor, and 3% Cost of Living Adjustments (COLAs) 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 lease funding to the Innovation and Technology Department. Capital Outlay was decreased by \$300,000 that was transferred in mid-year for various projects that are completed in Fiscal 2023.

DEPARTMENT OF PUBLIC FACILITIES ORGANIZATIONAL CHART



24 POSITIONS

JULIE A. LYNCH, CHIEF OF PUBLIC FACILITIES

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
DEPARTMENT OF PUBLIC FACILITIES #CC1007**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 138,723.00	58CM	CHIEF OF PUBLIC FACILITIES	1	\$ 142,342.00
1	132,480.00	51EM	DEPUTY CHIEF OF PUBLIC FACILITIES	1	135,936.00
1	120,401.00	50M	CAPITAL PROJECT MANAGER	1	123,531.00
1	106,027.00	50M	CHIEF CLERK OF THE WORKS	1	123,531.00
1	106,027.00	50M	BUILDING OPERATIONS MANAGER	1	123,531.00
1	96,501.00	44M	FACILITIES MANAGER	1	99,022.00
1	84,380.00	45M	ASSISTANT CHIEF CLERK OF THE WORKS	1	90,088.00
1	96,664.00	45M	SPECIAL PROJECTS COORDINATOR	1	101,884.00
1	74,587.00	38P	SYSTEMS ACCOUNTANT	1	78,790.00
1	87,791.00	42M	SPECIAL PROJECT ARCHITECT	1	91,888.00
1	84,938.00	42M	PROJECT MANAGER	1	90,088.00
1	71,336.00	37	BUILDING MAINTENANCE SUPERVISOR	1	74,663.00
1	61,960.00	35	PLANT ENGINEER	1	65,815.00
1	64,149.00	35	PLANT ENGINEER-MEADE & SEAVER ST.	1	64,210.00
1	53,265.00	34	ASSISTANT PLANT ENGINEER	1	55,890.00
1	60,888.00	32	STAFF ASSISTANT I	1	62,186.00
2	108,660.00	30	SENIOR BUILDING CUSTODIAN	2	113,984.00
1	50,692.00	30	BUILDING MAINTENANCE/CRAFTSMAN	1	55,140.00
4	181,318.00	26	BUILDING MAINTENANCE MAN	4	193,484.00
1	41,948.00	25	BUILDING CUSTODIAN	1	40,374.00
24	\$ 1,822,735.00		REGULAR SALARIES	24	\$ 1,926,377.00
	(123,392.00)		VACANCY FACTOR		(32,336.00)
	-		STIPENDS		2,600.00
	3,588.00		EM INCENTIVE PAY		3,695.00
24	\$ 1,702,931.00		TOTAL SALARIES	24	\$ 1,900,336.00
	\$ (61,960.00)		<u>FUNDING SOURCES:</u> FTA PREVENTATIVE MAINTENANCE		\$ (65,815.00)
	(382,841.00)		LIBRARY INTERGOVERNMENTAL CHARGE		(404,638.00)
	\$ (444,801.00)		TOTAL FUNDING SOURCES		\$ (470,453.00)
24	\$ 1,258,130.00		TOTAL RECOMMENDED PERSONAL SERVICES	24	\$ 1,429,883.00
	\$ 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		TOTAL RECOMMENDED OVERTIME		\$ 17,100.00
	\$ 1,700.00		AUTO FUEL		\$ 1,700.00
	200.00		AUTOMOTIVE SUPPLIES		200.00
	75,000.00		BUILDING MAINTENANCE SERVICES		75,000.00
	19,000.00		BUILDING SUPPLIES		19,000.00
	6,000.00		CHEMICAL SUPPLIES		6,000.00
	311,626.00		CLEANING SERVICES		311,626.00
	200.00		COPY PAPER		200.00
	26,000.00		CUSTODIAL SUPPLIES		26,000.00
	560,100.00		ELECTRICITY		560,100.00
	8,200.00		EXTERMINATOR SERVICES		8,200.00
	3,100.00		HARDWARE/DEVICES		3,100.00
	6,000.00		HIRED SERVICES		6,000.00
	6,300.00		LEASE & RENTALS		5,100.00
	4,500.00		MAINTENANCE /REPAIR EQUIPMENT		4,500.00
	58,500.00		MAINTENANCE SYSTEM SOFTWARE		58,500.00
	1,000.00		MAINTENANCE VEHICLE		1,000.00
	387,800.00		MAINTENANCE/REPAIR BUILDING		387,800.00
	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 CHARGES & EXPENDITURES		3,500.00
	2,500.00		PARTS/EQUIPMENT SUPPLIES		2,500.00
	1,500.00		PRINTING		1,500.00
	3,000.00		REGISTRATION FEES		3,000.00
	15,500.00		RUBBISH REMOVAL		15,500.00
	1,000.00		SAFETY SUPPLIES		1,000.00

JULIE A. LYNCH, CHIEF OF PUBLIC FACILITIES

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

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	TRAVEL	50.00
500.00	UNIFORMS	500.00
100.00	WATER	100.00
<u>\$ 1,858,258.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 1,857,058.00</u>
	FUNDING SOURCES:	
<u>\$ (293,591.00)</u>	LIBRARY INTERGOVERNMENTAL CHARGE	<u>\$ (293,591.00)</u>
<u>\$ (293,591.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (293,591.00)</u>
<u>\$ 1,564,667.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,563,467.00</u>
<u>\$ 400,000.00</u>	CAPITAL OUTLAY	<u>\$ 100,000.00</u>
<u>\$ 400,000.00</u>	TOTAL CAPITAL OUTLAY	<u>\$ 100,000.00</u>
<u>\$ 400,000.00</u>	TOTAL RECOMMENDED TAX LEVY CAPITAL OUTLAY	<u>\$ 100,000.00</u>
<u>\$ 3,239,897.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 3,110,450.00</u>



The City of
WORCESTER

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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 facilities' management group, all third party vendors, and contractors.

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2022	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	2/27/23	Fiscal 2024
Ordinary Maintenance	\$ 523,682.33	\$ 1,105,166.00	\$ 497,534.32	\$ 1,122,608.00
Debt Service Arena	127,079.30	141,433.00	139,618.45	77,463.00
Debt Service Special District	3,156,366.78	2,931,836.00	2,912,728.54	3,374,350.00
Debt Service Scoreboard	149,043.13	116,635.00	116,797.25	67,232.00
Total Arena	\$ 3,956,171.54	\$ 4,295,070.00	\$ 3,666,678.56	\$ 4,641,653.00
Funding Sources:				
DCU Arena Naming Rights	\$ 150,000.00	\$ 145,000.00	\$ 145,000.00	\$ -
DCU Arena Operating Revenue	500,761.63	1,218,234.00	492,152.77	1,267,303.00
Facility Fee Surcharge	149,043.13	-	116,797.25	-
DCU Special District Available Funds	3,156,366.78	2,931,836.00	2,912,728.54	3,374,350.00
DCU Capital Contract Fund	-	-	-	-
General Fund Revenue	-	-	-	-
Total Funding Sources	\$ 3,956,171.54	\$ 4,295,070.00	\$ 3,666,678.56	\$ 4,641,653.00

Operating Budget Highlights

The budget for Fiscal 2024 is recommended to be \$4,641,653, which is an increase of \$346,583 from the Fiscal 2023 amount of \$4,295,070. This budget does not require a tax levy appropriation for Fiscal 2024.

JOHN BRISSETTE, COMMISSION CHAIRMAN

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2024

DCU CENTER- DIVISION #FD310

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 369,000.00	MANAGEMENT FEES	\$ 369,000.00
450,000.00	MANAGEMENT INCENTIVE FEES/CASH FLOW	450,000.00
61,158.00	PROPERTY INSURANCE	65,439.00
2,201.00	BUSINESS INTERRUPTION INSURANCE	2,355.00
3,876.00	BOILER INSURANCE	4,147.00
1,022.00	VAULT INSURANCE	1,094.00
180,909.00	LIABILITY INSURANCE	193,573.00
22,000.00	ACCOUNTING CONSULTANT	22,000.00
15,000.00	ORDINARY MAINTENANCE & SUPPLIES	15,000.00
<u>\$ 1,105,166.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 1,122,608.00</u>
	FUNDING SOURCES:	
(145,000.00)	DCU ARENA NAMING RIGHTS	-
<u>(960,166.00)</u>	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	<u>(1,122,608.00)</u>
<u>(1,105,166.00)</u>	TOTAL AVAILABLE REVENUES	<u>(1,122,608.00)</u>
<u>\$ -</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ -</u>
\$ 132,886.00	DEBT BUILDING PRINCIPAL	\$ 73,716.00
8,547.00	DEBT BUILDING INTEREST	3,747.00
2,063,754.00	DEBT- SPECIAL DISTRICT PRINCIPAL	2,494,575.00
868,082.00	DEBT- SPECIAL DISTRICT INTEREST	879,775.00
105,212.00	DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	59,491.00
11,423.00	DEBT - SCOREBOARD/SIGNAGE INTEREST	7,741.00
<u>\$ 3,189,904.00</u>	TOTAL DEBT SERVICE	<u>\$ 3,519,045.00</u>
	FUNDING SOURCES:	
-	SCOREBOARD TICKET SURCHARGE REVENUES	-
(2,931,836.00)	DCU SPECIAL DISTRICT FINANCING	(3,374,350.00)
-	DCU ARENA NAMING RIGHTS	-
<u>(258,068.00)</u>	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	<u>(144,695.00)</u>
<u>(3,189,904.00)</u>	TOTAL AVAILABLE REVENUES	<u>(3,519,045.00)</u>
<u>\$ -</u>	TOTAL RECOMMENDED DEBT SERVICE	<u>\$ -</u>
<u>\$ -</u>	RECOMMENDED TAX LEVY BUDGET	<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.

Goal 1: To strategically plan and manage the City’s revenues and expenditures to ensure a solid financial condition now and in the future.

City Priority Area: Sound Fiscal and Operational Government

Objective 1: Identify and track key indicators of fiscal condition and embrace new technologies for managing and reporting on financial status.

Initiative(s)	Measure
Implement and engage with new Enterprise Resource Planning (ERP) system to improve tracking and reporting capabilities.	Implemented in March 2023. Development of 10 new reports for tracking key data points of municipal fiscal health.

Objective 2: Evaluate and realign resource allocations to strengthen organization and further City priorities.

Initiative(s)	Measure
Manage reduced resources and strengthen planning for future strategic budgeting.	Complete analysis of key budget drivers and 10-year budget expectations.

Goal 2: To advantageously manage municipal resources through the transparent and competitive procurement of goods and services and disposition of municipal assets.

City Priority Area: Sound Fiscal and Operational Government

Objective 1: Update systems for managing procurement and cataloguing receipt and inventory of goods and services.

Initiative(s)	Measure
Complete procurement set-up within new Enterprise Resource Planning (ERP) system to allow for transparent, competitive, and equitable procurement of goods and services and disposition of municipal assets.	Complete review of Strategic Sourcing module and determine appropriateness for City of Worcester.

Objective 2: To work with City Departments to expand efforts to identify and promote opportunities for diverse communities to engage with the City including minority, women, veteran, and local business enterprises.

Initiative(s)	Measure
Coordinate with City Manager, Economic Development, DPWP, and other City Departments on the implementation of a new diversity initiative for vendors.	Increased capacity of Purchasing Division to work with Economic Development's diverse business initiative and support City and WPS department efforts to engage and promote MWBE vendors.

Goal 3: To fairly, accurately, and equitably value all real and tangible personal property while providing the highest level of customer support.

City Priority Area: Sound Fiscal and Operational Government

Objective 1: 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.

Initiative(s)	Measure
Improve and update of valuations with specific focus on tax-exempt and personal property.	# of Properties Updated

Objective 2: Improve and standardize operations to ensure transparency and an improved customer experience.

Initiative(s)	Measure
Update technologies to ensure more accurate and timely assessments.	Implementation of Data Cloud Solutions.

Objective 3: Promote the awareness and utilization of targeted municipal tax exemptions and other tax-based programs.

Initiative(s)	Measure
Enhance communication around available tax relief programs.	# of events or activities to promote direct communication with eligible households.

Goal 4: To securely manage the collection, investment, and disbursement of municipal funds.

City Priority Area: Sound Fiscal and Operational Government

Objective 1: Improve the efficiency of collecting, managing, and disbursing (payroll and vendor) funds through improved processes, technologies, and integrated systems.

Initiative(s)	Measure
Ensure that a new Enterprise Resource Planning (ERP) system allows for improved management and tracking of revenues and expenses.	Implemented in March 2023. Development of 10 new reports for tracking key data points of municipal fiscal health.

Objective 2: Evaluate and improve financial internal controls, particularly with regard to security of cash transactions.

Initiative(s)	Measure
Further the improvement of internal controls for cash and credit payments and enhance the security of transactions.	Implemented in March 2023. Initiate department-level tracking and management of deposits.

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.
	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.
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.
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. 15% decrease in abatement requests.
	Improve and standardize operations to ensure transparency and an improved customer experience.	Workday Financials implemented in March 2023. Data Cloud Solutions contract nearing completion. Tyler/Munis in process for FY25.
	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.

	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 anticipated for FY25.
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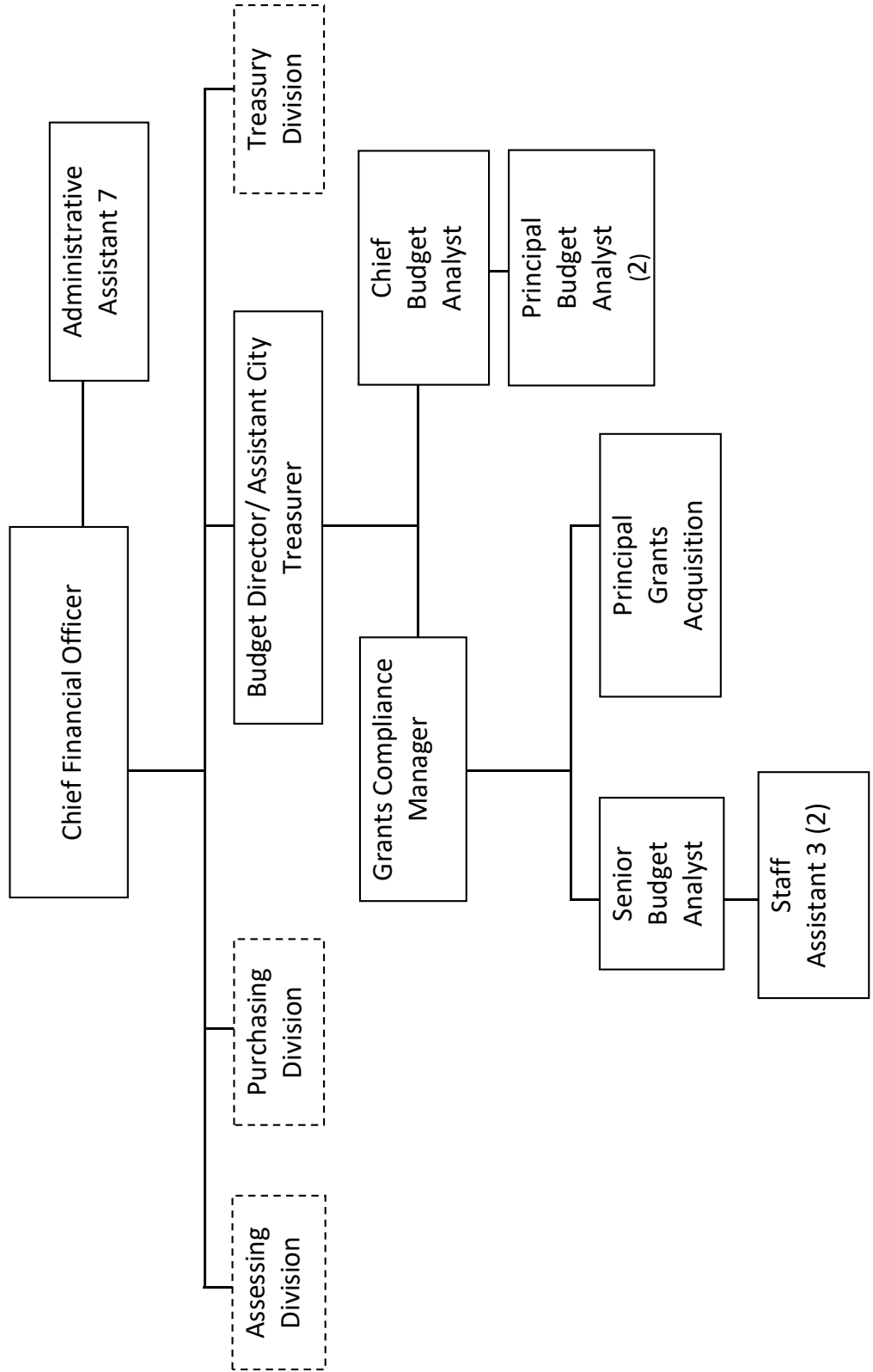
Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 638,879.57	\$ 631,630.00	\$ 453,075.89	\$ 734,047.00
Ordinary Maintenance	136,406.50	136,900.00	101,787.53	123,490.00
Total	\$ 775,286.07	\$ 768,530.00	\$ 554,863.42	\$ 857,537.00
Total Positions	11	11	11	11

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$857,537, which is an increase of \$89,007 from the Fiscal 2023 amount of \$768,530. This increase is a result of a slight decrease in grant funding, salaries increase due to step increases for employees that are not at maximum pay, a position regrade, and 3% Cost of Living Adjustments (COLAs) 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 increasing the vacancy factor and un-funding a Principal Grants Acquisition position to fulfill the operational needs of the Department. Also, the Ordinary Maintenance decrease is associated with the transfer of mileage expenses to appropriate department for mileage usage and re-align actuals.

ADMINISTRATION & FINANCE BUDGET OFFICE ORGANIZATIONAL CHART



11 Positions

TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
ADMINISTRATION AND FINANCE- DEPARTMENT #CC1061

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 162,623.00	58CM	CHIEF FINANCIAL OFFICER	1	\$ 166,851.00
1	105,699.00	47EM	BUDGET DIRECTOR/ASSISTANT CITY TREASURER	1	113,871.00
1	92,328.00	44M	GRANTS COMPLIANCE MANAGER	1	98,150.00
1	84,938.00	42M	CHIEF BUDGET ANALYST	1	90,088.00
2	156,568.00	40M	PRINCIPAL BUDGET ANALYST	2	163,895.00
1	66,144.00	39M	PRINCIPAL GRANTS ACQUISITION	1	63,137.00
1	59,686.00	39M	SENIOR BUDGET ANALYST	1	75,456.00
2	132,063.00	37	STAFF ASSISTANT 3	2	131,507.00
1	67,689.00	35	ADMINISTRATIVE ASSISTANT 7	1	69,457.00
<u>11</u>	<u>\$ 927,738.00</u>		REGULAR SALARIES ADMIN & FINANCE	<u>11</u>	<u>\$ 972,412.00</u>
	10,794.00		EM INCENTIVE PAY		9,694.00
	-		VACANCY FACTOR		63,137.00
	2,500.00		WRA FINANCIAL MANAGER STIPEND		2,500.00
	<u>\$ 941,032.00</u>		TOTAL REGULAR SALARIES FINANCE & BUDGET		<u>\$ 1,047,743.00</u>
	\$ (134,413.00)		<u>FUNDING SOURCES:</u> FEDERAL & STATE GRANTS		\$ (133,181.00)
	(42,060.00)		PUBLIC HEALTH GRANTS		(41,430.00)
	(726.00)		GOLF REVENUES		(760.00)
	(87,736.00)		SEWER REVENUES		(91,799.00)
	(44,467.00)		WATER REVENUES		(46,526.00)
	<u>\$ (309,402.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (313,696.00)</u>
<u>11</u>	<u>\$ 631,630.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>11</u>	<u>\$ 734,047.00</u>
	\$ 4,500.00		LEASES & RENTALS		\$ 2,400.00
	1,200.00		TELEPHONE		1,200.00
	500.00		POSTAGE		500.00
	100.00		REGISTRATION FEES		100.00
	500.00		WATER		500.00
	2,000.00		PRINTING		2,000.00
	1,140.00		MAINTENANCE & SYSTEM SOFTWARE		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		PRINTING SUPPLIES		1,000.00
	1,200.00		COPY PAPER		1,200.00
	300.00		HARDWARE DEVICES		300.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	11,500.00		TRAVEL		-
	<u>\$ 138,840.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 125,240.00</u>
	\$ (268.00)		<u>FUNDING SOURCES:</u> SEWER REVENUES		\$ (242.00)
	(1,672.00)		WATER REVENUES		(1,508.00)
	<u>\$ (1,940.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (1,750.00)</u>
	<u>\$ 136,900.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 123,490.00</u>

TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
ADMINISTRATION AND FINANCE- DEPARTMENT #610

FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
			<u>FRINGE BENEFITS:</u>		
	\$ 47,408.00		HEALTH INSURANCE		\$ 26,301.00
	<u>18,441.00</u>		RETIREMENT		<u>18,247.00</u>
	<u>\$ 65,849.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 44,548.00</u>
			<u>FUNDING SOURCES:</u>		
	<u>(65,849.00)</u>		FEDERAL & STATE GRANTS		<u>(44,548.00)</u>
	<u>(65,849.00)</u>		TOTAL FUNDING SOURCES		<u>(44,548.00)</u>
	<u>\$ -</u>		TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 768,530.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 857,537.00</u>



The City of
WORCESTER

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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.

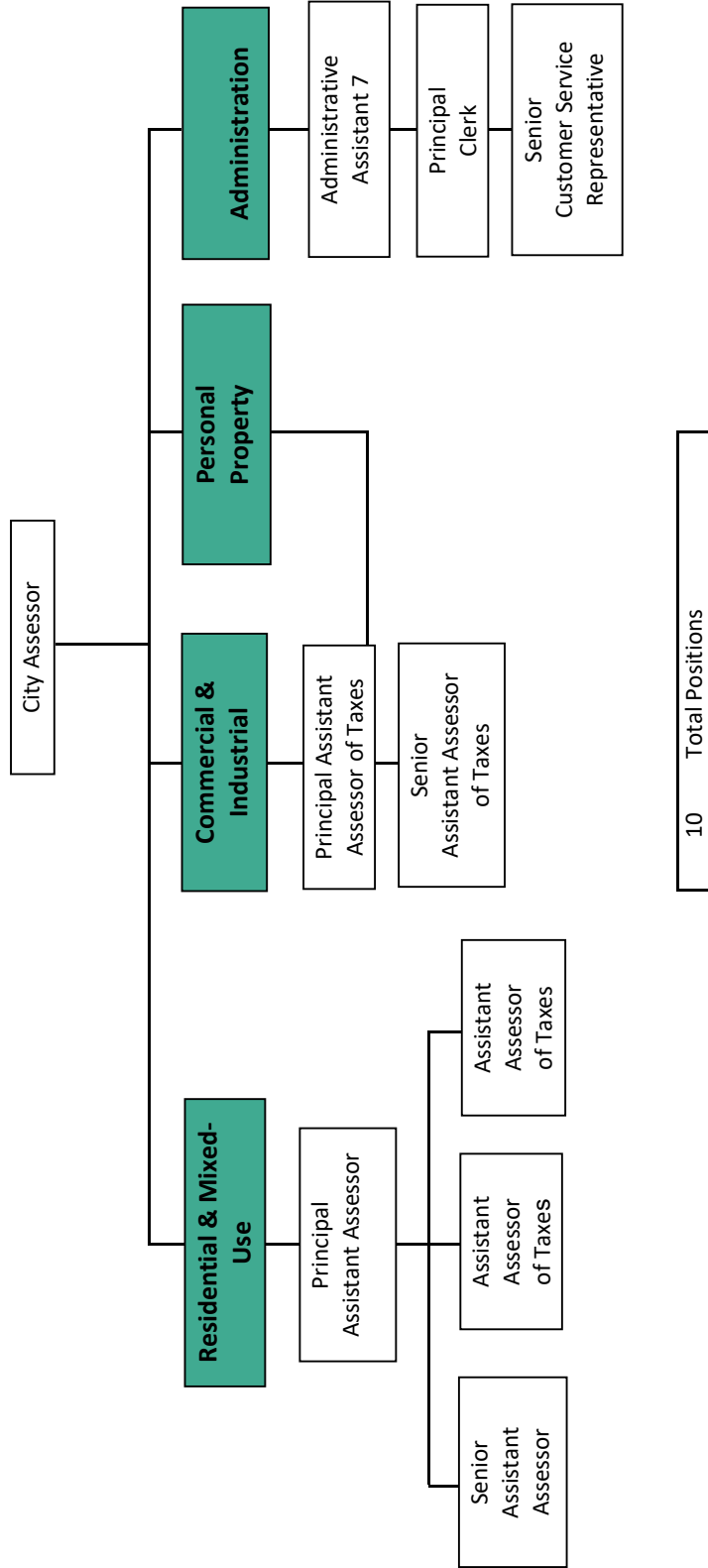
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 462,940.08	\$ 655,894.00	\$ 358,814.41	\$ 717,465.00
Overtime	-	1,000.00	-	500.00
Ordinary Maintenance	443,295.64	553,340.00	237,508.59	451,240.00
Total	\$ 906,235.72	\$ 1,210,234.00	\$ 596,323.00	\$ 1,169,205.00
Total Positions	10	10	10	10

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$1,169,205, which is a decrease of \$41,029 from the Fiscal 2023 amount of \$1,210,234. The salary increase is mainly due to 3% Cost of Living Adjustments (COLAs) 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 completed projects from consultants offset by an increase in Maintenance System Software. Other contributing factors are a re-alignment of funds based off actuals to multiple spend categories.

**DEPARTMENT OF ADMINISTRATION & FINANCE
ASSESSING DIVISION
ORGANIZATIONAL CHART**



10 Total Positions

SAMUEL E. KONIECZNY, CITY ASSESSOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****DEPARTMENT OF ADMINISTRATION & FINANCE****ASSESSING DIVISION - DIVISION #CC1064**

FY23 TOTAL POSITIONS	RECOMMENDED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 130,571.00	53EM	CITY ASSESSOR	1	\$ 137,992.00
2	152,368.00	45M	PRINCIPAL ASSISTANT ASSESSOR OF TAXES	2	156,354.00
2	131,601.00	41	SENIOR ASSISTANT ASSESSOR OF TAXES	2	125,512.00
2	120,596.00	37	ASSISTANT ASSESSOR OF TAXES	2	131,652.00
1	55,898.00	37	ADMINISTRATIVE ASSISTANT 7	1	71,775.00
1	48,716.00	29	PRINCIPAL CLERK	1	73,481.00
1	46,479.00	30	SR. CUSTOMER SERVICE REPRESENTATIVE	1	53,997.00
<u>10</u>	<u>\$ 686,229.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 750,763.00</u>
	5,253.00		EM INCENTIVE PAY		2,786.00
	(35,588.00)		VACANCY FACTOR		(36,084.00)
<u>10</u>	<u>\$ 655,894.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 717,465.00</u>
	\$ 1,000.00		OVERTIME		\$ 500.00
	<u>\$ 1,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 500.00</u>
	\$ 2,700.00		LEASES & RENTALS		\$ 1,000.00
	500.00		TELEPHONE		4,200.00
	2,938.00		OTHER PERSONAL SERVICES		-
	500.00		NEWSPAPER ADVERTISING		-
	500.00		REGISTRATION FEES		5,200.00
	200.00		WATER		200.00
	9,000.00		PRINTING		8,000.00
	182,413.00		SOFTWARE MAINTENANCE		97,062.00
	3,989.00		MAINTENANCE/REPAIR VEHICLES		3,940.00
	71,033.00		PERSONAL PROPERTY VALUATION		52,971.00
	193,483.00		RESIDENTIAL PROPERTY VALUATION		193,483.00
	23,484.00		UTILITY VALUATION SERVICES		23,484.00
	5,000.00		MEMBERSHIP DUES		5,500.00
	500.00		BOOKS		200.00
	2,500.00		OFFICE SUPPLIES		2,500.00
	3,000.00		PRINTING SUPPLIES		3,000.00
	600.00		AUTO FUEL		1,500.00
	42,000.00		SUBSCRIPTIONS		28,000.00
	500.00		COPY PAPER		500.00
	8,000.00		HARDWARE DEVICES		20,000.00
	500.00		TRAVELING		500.00
	<u>\$ 553,340.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 451,240.00</u>
	<u>\$ 1,210,234.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,169,205.00</u>



The City of
WORCESTER

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TREASURY

Shaun W. Strobel, 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.

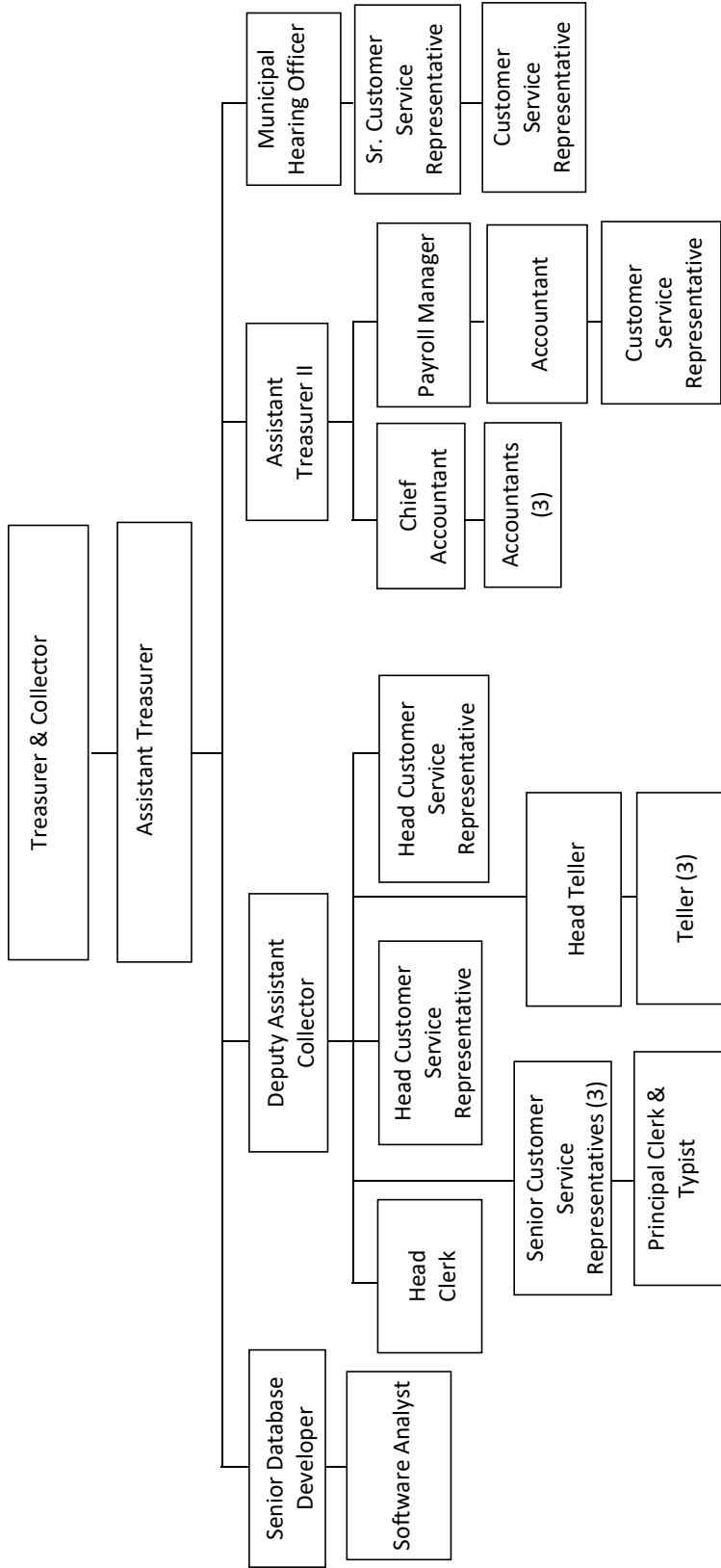
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
	Fiscal 2022	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Salaries	\$ 1,037,051.53	\$ 1,251,980.00	\$ 648,163.46	\$ 1,336,373.00
Overtime	25,416.73	30,500.00	18,676.95	25,500.00
Ordinary Maintenance	1,457,322.07	719,605.00	829,745.37	690,317.00
Total	\$ 2,519,790.33	\$ 2,002,085.00	\$ 1,496,585.78	\$ 2,052,190.00
Total Positions	27	26	26	27

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$2,052,190, which is an increase of \$50,105 from the Fiscal 2023 amount of \$2,002,085. The salary increase is due to a Software Analyst being added to the table of organization, step increases for employees who are not at maximum pay, EM incentive pay, and 3% Cost of Living Adjustments (COLAs) 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 increasing the vacancy factor and un-funding a Customer Service Representative and Head Clerk position in order to fulfill the operational needs of the Department. The Ordinary Maintenance decrease is due to re-alignment of funds based off actuals to multiple spend categories.

TREASURY ORGANIZATIONAL CHART



27 Positions

SHAUN W. STROBEL CITY TREASURER & COLLECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
TREASURY- DEPARTMENT #CC1062

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 118,212.00	53EM	CITY TREASURER & COLLECTOR	1	\$ 133,442.00
1	92,919.00	47EM	ASSISTANT TREASURER	1	100,104.00
1	111,777.00	51P	SENIOR DATABASE DEVELOPER	1	121,132.00
1	96,501.00	48M	DEPUTY ASSISTANT COLLECTOR	1	108,792.00
1	89,550.00	42M	MUNICIPAL HEARING OFFICER	1	91,888.00
1	81,431.00	42M	ASSISTANT TREASURER II	1	87,153.00
0	-	45P	SOFTWARE ANALYST	1	93,538.00
1	71,602.00	44P	CHIEF ACCOUNTANT	1	75,456.00
1	68,492.00	44M	PAYROLL MANAGER	1	78,177.00
2	134,176.00	38	HEAD CUSTOMER SERVICE REPRESENTATIVE	2	151,258.00
1	56,396.00	35	HEAD TELLER	1	65,720.00
4	228,023.00	34	ACCOUNTANT	4	258,526.00
3	148,680.00	32	TELLER	3	170,564.00
1	49,966.00	32	HEAD CLERK	0	50,524.00
4	199,502.00	30	SR. CUSTOMER SERVICE REPRESENTATIVE	4	214,097.00
1	41,573.00	29	PRINCIPAL CLERK & TYPIST	2	46,170.00
2	73,206.00	24	CUSTOMER SERVICE REPRESENTATIVE	2	87,330.00
<u>26</u>	<u>\$ 1,662,006.00</u>		REGULAR SALARIES	<u>27</u>	<u>\$ 1,933,871.00</u>
	3,992.00		EM INCENTIVE PAY		3,946.00
	-		VACANCY FACTOR		(118,291.00)
	3,500.00		MUNICIPAL HEARING OFFICER STIPEND		3,500.00
	<u>\$ 1,669,498.00</u>		TOTAL SALARIES		<u>\$ 1,823,026.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (2,533.00)		GOLF REVENUES		\$ (2,952.00)
	(196,906.00)		SEWER REVENUES		(229,511.00)
	(218,079.00)		WATER REVENUES		(254,190.00)
	<u>\$ (417,518.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (486,653.00)</u>
<u>26</u>	<u>\$ 1,251,980.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>27</u>	<u>\$ 1,336,373.00</u>
	\$ 30,500.00		OVERTIME		\$ 25,500.00
	<u>\$ 30,500.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 25,500.00</u>

SHAUN W. STROBEL CITY TREASURER & COLLECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
TREASURY- DEPARTMENT #CC1062

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
	\$ 600.00		LEASES & RENTALS		\$ 600.00
	34,000.00		OTHER PERSONAL SERVICES- TREASURY		24,000.00
	11,500.00		OFFICE SUPPLIES & COPY PAPER- TREASURY		11,500.00
	3,500.00		HARDWARE/DEVICES - TREASURY		3,500.00
	5,200.00		CONSTABLES/LEGAL FILING FEES - TREASURY		5,200.00
	1,200.00		NETWORK, HARDWARE, SOFTWARE- TREASURY		1,200.00
	2,000.00		MAINTENANCE SYSTEM SOFTWARE- TREASURY		2,000.00
	1,500.00		MAINTENANCE REPAIR EQUIPMENT- TREASURY		1,500.00
	12,200.00		PRINTING & PRINTING SUPPLIES - TREASURY		12,200.00
	2,600.00		REGISTRATION/MEMBERSHIP/LICENSES- TREASURY		2,600.00
	3,500.00		LEASES & RENTALS- COLLECTORS		3,500.00
	75,180.00		OFFICE SUPPLIES & OTHER CHARGES- COLLECTORS		65,180.00
	2,000.00		TELEPHONE - COLLECTORS		2,000.00
	4,400.00		LEASES & RENTALS- MAILING		2,300.00
	450,000.00		POSTAGE- MAILING		440,000.00
	5,000.00		OTHER PERSONAL SERVICES- MAILING		5,000.00
	48,800.00		PRINTING - MAILING		48,800.00
	4,500.00		OFFICE SUPPLIES- MAILING		4,500.00
	1,000.00		OTHER PERSONAL SERVICES - TAX TITLE		1,000.00
	5,000.00		NEWSPAPER ADVERTISING - TAX TITLE		5,000.00
	7,000.00		MAINTENANCE REPAIR BUILDING- TAX TITLE		7,000.00
	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		TRAVELING		1,000.00
	<u>\$ 788,680.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 756,580.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (30,701.00)		SEWER REVENUES		\$ (29,451.00)
	(38,374.00)		WATER REVENUES		(36,812.00)
	<u>\$ (69,075.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (66,263.00)</u>
	<u>\$ 719,605.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 690,317.00</u>
	<u>\$ 2,002,085.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,052,190.00</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.

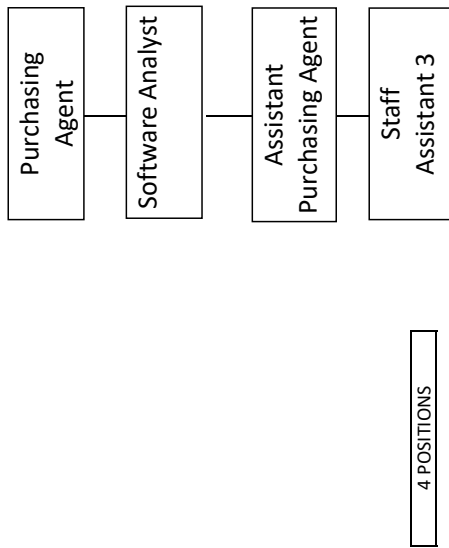
Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	03/31/23	Fiscal 2024
Salaries	\$ 183,968.93	\$ 242,020.00	\$ 170,897.00	\$ 328,160.00
Ordinary Maintenance	7,024.16	21,088.00	6,450.96	21,088.00
Total	\$ 190,993.09	\$ 263,108.00	\$ 177,347.96	\$ 349,248.00
Total Positions	3	3	3	4

Operating Budget Highlights

The tax levy budget for Fiscal Year 2024 is recommended to be \$349,248, which is an increase of \$86,140 from the Fiscal 2023 amount of \$263,108. This is mainly due to a Software Analyst being added to the table of organization, step increases for employees who are not at maximum pay, EM incentive pay, and 3% Cost of Living Adjustments (COLAs) 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 is level funded for Fiscal 2024.

**PURCHASING
ORGANIZATIONAL CHART**



CHRISTOPHER GAGLIASTRO, PURCHASING AGENT**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024****PURCHASING- DEPARTMENT #CC1060**

FY23 TOTAL POSITIONS	APPROVED FY23 AMOUNT	PAY GRADE	TITLE	FY24 TOTAL POSITIONS	RECOMMENDED FY24 AMOUNT
1	\$ 119,365.00	50EM	PURCHASING AGENT	1	\$ 126,156.00
0	-	45P	SOFTWARE ANALYST	1	93,538.00
1	76,184.00	43M	ASSISTANT PURCHASING AGENT	1	83,793.00
1	64,335.00	37	STAFF ASSISTANT 3	1	68,299.00
3	\$ 259,884.00		REGULAR SALARIES	4	\$ 371,786.00
	4,802.00		EM INCENTIVE PAY		5,095.00
	-		VACANCY FACTOR		(17,988.00)
	\$ 264,686.00		TOTAL SALARIES		\$ 358,893.00
			FUNDING SOURCES:		
	\$ (470.00)		GOLF REVENUES		\$ (637.00)
	(8,339.00)		SEWER REVENUES		(11,307.00)
	(13,857.00)		WATER REVENUES		(18,789.00)
	\$ (22,666.00)		TOTAL FUNDING SOURCES		\$ (30,733.00)
3	\$ 242,020.00		TOTAL RECOMMENDED PERSONAL SERVICES	4	\$ 328,160.00
	\$ 1,200.00		TELEPHONE		\$ 1,200.00
	500.00		POSTAGE		500.00
	500.00		PREPARED MEALS		500.00
	2,290.00		NEWSPAPER ADVERTISEMENT		2,290.00
	1,800.00		PRINTING		1,800.00
	500.00		MAINTENANCE SYSTEM SOFTWARE		500.00
	560.00		MEMBERSHIP DUES		560.00
	8,500.00		OFFICE SUPPLIES		8,500.00
	3,500.00		PRINTING SUPPLIES		3,500.00
	1,218.00		SUBSCRIPTIONS		1,218.00
	1,500.00		COPY PAPER		1,500.00
	200.00		TRAVELING		200.00
	500.00		TRAINING CERTIFICATE		500.00
	\$ 22,768.00		TOTAL ORDINARY MAINTENANCE		\$ 22,768.00
			FUNDING SOURCES:		
	\$ (753.00)		SEWER REVENUES		\$ (753.00)
	(927.00)		WATER REVENUES		(927.00)
	\$ (1,680.00)		TOTAL FUNDING SOURCES		\$ (1,680.00)
	\$ 21,088.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 21,088.00
	\$ 263,108.00		TOTAL RECOMMENDED TAX LEVY		\$ 349,248.00



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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

	Actual	Approved	Actuals	Recommended
	Fiscal 2022	Budget for	as of	Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Debt Principal	\$ 49,896,815.89	\$ 58,853,797.00	\$ 55,182,568.49	\$ 62,547,488.00
Total Principal	\$ 49,896,815.89	\$ 58,853,797.00	\$ 55,182,568.49	\$ 62,547,488.00
Funding Sources				
CREDIT WATER ENTERPRISE	\$ 5,041,425.06	\$ 5,130,535.00	\$ 4,767,535.00	\$ 5,247,738.00
CREDIT SEWER ENTERPRISE	6,769,924.83	7,727,965.00	7,438,965.49	7,820,711.00
STABILIZATION-BUILDING CAMPAIGN	4,950,157.00	4,478,200.00	4,478,200.00	4,095,000.00
STABILIZATION-NORTH HIGH SCHOOL	853,400.00	850,729.00	850,729.00	857,881.00
STABILIZATION-NEW HIGH SCHOOL	1,131,384.00	2,435,653.00	2,905,653.00	3,593,483.00
MAJOR TAYLOR BOULEVARD GARAGE	33,956.00	35,170.00	35,170.00	22,541.00
CREDIT AIRPORT FUNDS	4,700.00	4,800.00	4,800.00	4,800.00
CREDIT OFF STREET PARKING	1,098,277.00	1,412,322.00	1,404,322.00	1,417,371.00
CREDIT UNION STATION GARAGE	273,585.00	273,677.00	273,677.00	274,814.00
CREDIT DCU CENTER SPECIAL DISTRICT	2,453,341.51	2,306,632.00	2,305,632.00	2,627,782.00
CREDIT LIBRARY PILOT	12,223.00	-	12,712.00	-
CREDIT CITY SQUARE FUND	2,000,026.00	2,099,118.00	1,615,037.00	2,185,306.00
CREDIT GOLF REVENUES	314,807.00	327,348.00	327,348.00	166,720.00
CREDIT INSTITUTE PARK PROJECTS	115,319.00	116,156.00	116,156.00	121,885.00
CREDIT CSX PARKS PROJECTS	84,742.00	85,919.00	-	86,646.00
CREDIT UNIVERSITY PARK PROJECTS	105,150.00	114,407.00	114,407.00	114,214.00
CREDIT SOLAR NET METERING	864,229.00	864,229.00	-	864,229.00
CREDIT HUD 108	97,000.00	102,000.00	-	102,000.00
CREDIT BALLPARK	177,000.00	470,000.00	-	1,553,000.00
Sub-Total Self Supporting Debt	26,380,646.40	28,834,860.00	26,650,343.49	31,156,121.00
GENERAL FUND	23,516,169.49	30,018,937.00	28,532,225.00	31,391,367.00
Total	\$ 49,896,815.89	\$ 58,853,797.00	\$ 55,182,568.49	\$ 62,547,488.00

Operating Budget Highlights

The total budget for Debt Principal for Fiscal 2024 is recommended to be \$62,547,488 which is an increase of \$3,693,691 from the Fiscal 2023 amount of \$58,853,797. Of the Fiscal 2024 allocation, \$31,156,121 is funded through Self Supporting Credits, and \$31,391,367 is General Fund tax levy, an increase of \$1,372,430 from the Fiscal 2023 tax levy allocation.

DEBT SERVICE OBLIGATIONS

Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2022	Budget for	as of	Appropriation
		Fiscal 2023	3/31/23	Fiscal 2024
Debt Interest	\$ 28,245,358.78	\$ 31,129,154.00	\$ 26,679,643.29	\$ 31,214,604.00
Total Interest	\$ 28,245,358.78	\$ 31,129,154.00	\$ 26,679,643.29	\$ 31,214,604.00
Funding Sources				
Credit Water Enterprise	\$ 2,398,696.44	\$ 2,255,948.00	\$ 1,859,481.16	\$ 2,100,636.00
Credit Sewer Enterprise	3,984,183.72	4,116,643.00	3,348,432.96	4,225,196.00
Stabilization- Building Campaign	611,821.61	405,132.00	248,567.50	227,813.00
Stabilization- North High School	379,316.46	347,117.00	317,905.91	314,850.00
Stabilization-New High School	1,975,715.16	4,334,790.00	2,852,423.92	4,918,026.00
Major Taylor Boulevard Garage	14,994.54	13,543.00	7,385.94	12,656.00
Credit Airport Funds	901.26	664.00	34,179.38	424.00
Credit Off-Street Parking	824,404.60	954,196.00	824,650.25	789,591.00
Credit Union Station Garage	55,344.45	41,663.00	24,252.41	27,951.00
Credit DCU Center Special District	979,147.71	928,693.00	625,116.24	916,467.00
Credit Library PILOT	12,880.08	-	12,391.16	-
Credit City Square Funds	2,086,283.96	1,996,830.00	1,510,981.04	1,918,775.00
Credit Golf Revenues	88,125.91	74,207.00	67,673.82	60,203.00
Credit Institute Park Credits	21,107.08	15,531.00	14,227.81	10,555.00
Credit CSX Parks Projects	25,894.28	21,657.00	21,657.18	17,361.00
Credit University Park Projects	9,356.80	6,082.00	3,846.00	5,122.00
Credit HUD 108	41,746.75	39,358.00	-	39,358.00
Credit Ballpark		-	3,784,561.30	4,687,690.00
Credit Baseball Capitalized Interest	4,465,886.30	4,713,527.00	-	-
Sub-Total Self Supporting Debt	17,975,807.11	20,265,581.00	15,557,733.98	20,272,674.00
General Fund	10,269,551.67	10,863,573.00	11,121,909.31	10,941,930.00
Total	\$ 28,245,358.78	\$ 31,129,154.00	\$ 26,679,643.29	\$ 31,214,604.00

Operating Budget Highlights

The total budget for Debt Interest for Fiscal 2024 is recommended to be \$31,214,604, which is an increase of \$85,450 from the Fiscal 2023 amount of \$31,129,154. Of the Fiscal 2024 allocation, \$20,272,674 is funded through Self Supporting Credits, and \$10,941,930 is General Fund tax levy, an increase of \$78,357 from the Fiscal 2023 tax levy allocation. Bond Anticipated Note (BAN) interest for Fiscal 2024 is calculated on one anticipated BAN sale in Fiscal Year 2024. 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 2024
FINANCE - DEBT SERVICE PRINCIPAL- #CC1069

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 58,853,797.00	REDEMPTION ON BONDS	\$ 62,547,488.00
<u>\$ 58,853,797.00</u>	TOTAL PRINCIPAL	<u>\$ 62,547,488.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (5,130,535.00)	CREDIT WATER ENTERPRISE	\$ (5,247,738.00)
(7,727,965.00)	CREDIT SEWER ENTERPRISE	(7,820,711.00)
(4,478,200.00)	STABILIZATION-BUILDING CAMPAIGN	(4,095,000.00)
(850,729.00)	STABILIZATION-NORTH HIGH SCHOOL	(857,881.00)
(2,435,653.00)	STABILIZATION-NEW HIGH SCHOOL	(3,593,483.00)
(35,170.00)	MAJOR TAYLOR BOULEVARD GARAGE	(22,541.00)
(4,800.00)	CREDIT AIRPORT FUNDS	(4,800.00)
(1,412,322.00)	CREDIT OFF STREET PARKING	(1,417,371.00)
(273,677.00)	CREDIT UNION STATION GARAGE	(274,814.00)
(2,306,632.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(2,627,782.00)
(2,099,118.00)	CREDIT CITY SQUARE FUND	(2,185,306.00)
(327,348.00)	CREDIT GOLF REVENUES	(166,720.00)
(116,156.00)	CREDIT INSTITUTE PARK PROJECTS	(121,885.00)
(85,919.00)	CREDIT CSX PARKS PROJECTS	(86,646.00)
(114,407.00)	CREDIT UNIVERSITY PARK PROJECTS	(114,214.00)
(864,229.00)	CREDIT SOLAR NET METERING	(864,229.00)
(102,000.00)	CREDIT HUD 108	(102,000.00)
(470,000.00)	CREDIT BASEBALL	(1,553,000.00)
<u>\$ (28,834,860.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (31,156,121.00)</u>
<u>\$ 30,018,937.00</u>	TOTAL RECOMMENDED PRINCIPAL PAYMENT	<u>\$ 31,391,367.00</u>
<u>\$ 30,018,937.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 31,391,367.00</u>

TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024
FINANCE - DEBT SERVICE INTEREST - #CC1070

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 28,625,912.00	EXISTING LONG TERM DEBT	\$ 29,955,590.00
2,503,242.00	BAN INTEREST	1,259,014.00
<u>\$ 31,129,154.00</u>	TOTAL INTEREST	<u>\$ 31,214,604.00</u>
	FUNDING SOURCES:	
\$ (2,255,948.00)	CREDIT WATER ENTERPRISE	\$ (2,100,636.00)
(4,116,643.00)	CREDIT SEWER ENTERPRISE	(4,225,196.00)
(405,132.00)	STABILIZATION-BUILDING CAMPAIGN	(227,813.00)
(347,117.00)	STABILIZATION-NORTH HIGH SCHOOL	(314,850.00)
(4,334,790.00)	STABILIZATION-NEW HIGH SCHOOL	(4,918,026.00)
(13,543.00)	MAJOR TAYLOR BOULEVARD GARAGE	(12,656.00)
(664.00)	CREDIT AIRPORT FUNDS	(424.00)
(954,196.00)	CREDIT OFF STREET PARKING	(789,591.00)
(41,663.00)	CREDIT UNION STATION GARAGE	(27,951.00)
(928,693.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(916,467.00)
(1,996,830.00)	CREDIT CITY SQUARE FUND	(1,918,775.00)
(74,207.00)	CREDIT GOLF REVENUES	(60,203.00)
(15,531.00)	CREDIT INSTITUTE PARK PROJECTS	(10,555.00)
(21,657.00)	CREDIT CSX PARKS PROJECTS	(17,361.00)
(6,082.00)	CREDIT UNIVERSITY PARK PROJECTS	(5,122.00)
(39,358.00)	CREDIT HUD 108	(39,358.00)
(4,713,527.00)	CREDIT BASEBALL	(4,687,690.00)
<u>\$ (20,265,581.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (20,272,674.00)</u>
<u>\$ 10,863,573.00</u>	TOTAL RECOMMENDED INTEREST PAYMENT	<u>\$ 10,941,930.00</u>
<u>\$ 10,863,573.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 10,941,930.00</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 Budget	Totals as of	Recommended Appropriation
Expenditures	Fiscal 2022	Fiscal 2023	3/31/23	Fiscal 2024
Fringe Benefits	\$16,639,062.50	\$ 11,527,955.00	\$ 11,757,138.00	\$ 11,489,040.00
Credits	(5,111,420.00)	(1,196,903.00)	(1,181,573.00)	\$ (1,119,192.00)
Total	\$11,527,642.50	\$ 10,331,052.00	\$ 10,575,565.00	\$ 10,369,848.00

Operating Budget Highlights

The tax levy budget for Fiscal 2024 is recommended to be \$10,369,848, which is an increase of \$38,796 from the Fiscal 2023 amount of \$10,331,052.

TIMOTHY J. MCGOURTHY, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

DEPARTMENT OF ADMINISTRATION & FINANCE

DIVISION OF PENSION OBLIGATION BONDS- DIVISION #CC1071

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 11,527,955.00	DEBT SERVICE	\$ 11,489,040.00
<u>\$ 11,527,955.00</u>	TOTAL DEBT SERVICE	<u>\$ 11,489,040.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (18,108.00)	CREDIT FROM GOLF	\$ (18,010.00)
(506,007.00)	CREDIT FROM SEWER	(490,860.00)
(672,788.00)	CREDIT FROM WATER	(610,322.00)
<u>\$ (1,196,903.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,119,192.00)</u>
<u>\$ 10,331,052.00</u>	TOTAL RECOMMENDED DEBT SERVICE	<u>\$ 10,369,848.00</u>
<u>\$ 10,331,052.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 10,369,848.00</u>

FINANCIAL INTEGRITY PLAN FUNDS

Eric D. Batista

City Manager

City Hall Room 309

Worcester, Massachusetts 01608

(508) 799-1175

FY24 Budget Overview

	Actuals	Approved	Totals	Account Number	Recommended
	Fiscal 2022	Budget for Fiscal 2023	as of 3/31/2023		Appropriation Fiscal 2024
Financial Plan Funds					
Bond Rating Stabilization Fund	9,681,956.00	-	5,004,168.43	FD102	-
Capital Campaign Stabilization	3,581,508.50	4,883,332.00	4,883,332.00	FD104	4,322,813.00
CitySquare DIF Reserve Fund	4,134,293.00	4,095,948.00	4,095,948.00	FD105	4,104,081.00
North High Construction Fund	484,441.89	480,000.00	484,274.79	FD106	480,000.00
New High School Fund	4,595,873.70	5,719,141.00	5,908,541.06	FD107	7,148,926.00
Fire Stabilization Fund	5,853,885.88	1,500,000.00	1,500,000.00	FD108	-
Ballpark DIF Reserve	488,485.00	305,518.00	1,099,823.00	FD109	2,343,524.00
OPEB Reserve Fund	5,096,379.95	3,888,282.00	3,899,782.76	FD901	974,359.00
Total Transfers to Funds	\$ 33,916,823.92	\$ 20,872,221.00	\$ 26,875,870.04		\$ 19,373,703.00

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.

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 2024 is \$4,322,813, which represents the Fiscal Year 2024 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 2024 is \$4,104,081 an increase of \$8,133 based on the Fiscal Year 2024 debt service for this project.

FINANCIAL INTEGRITY PLAN FUNDS

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 2024, \$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 2024 of \$7,148,926 is 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 2024 due to delays in the project timeline and the substantial fund balance from prior year contributions. As of March 31, 2023, the fund balance totals \$7,353,856.

Ballpark DIF Reserve Fund:

The Ballpark DIF reserve was established to capture the tax revenues associated with the increased value of the parcels in the Ballpark District. These funds will then be used to support the debt service of the publicly funded portions of the Ballpark project. The deposit for Fiscal Year 2024 is \$2,343.524, which represents incremental property taxes, meals & use taxes, and permit fees collected or anticipated by the City by the end of the Fiscal Year 2024.

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 benefits provided to current employees upon retirement. The largest liability among these is health insurance. The deposit for Fiscal 2024 is funded at \$974,359, a 10% increase as called for in the Financial Integrity Plan.

ERIC D. BATISTA, CITY MANAGER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2024

FINANCIAL INTEGRITY PLAN FUNDS

APPROVED FY23 AMOUNT	TITLE	RECOMMENDED FY24 AMOUNT
\$ 4,883,332.00	CAPITAL CAMPAIGN STABILIZATION	FD104 \$ 4,322,813.00
4,095,948.00	CITY SQUARE DIF RESERVE FUND	FD105 4,104,081.00
5,719,141.00	NEW HIGH SCHOOL FUND	FD107 7,148,926.00
480,000.00	NORTH HIGH SCHOOL CONSTRUCTION FUND	FD106 480,000.00
1,500,000.00	FIRE STABILIZATION	FD108 -
305,518.00	BALLPARK DIF RESERVE FUND	FD109 2,343,524.00
3,888,282.00	OPEB TRUST FUND	FD901 974,359.00
<u>\$ 20,872,221.00</u>	TOTAL FINANCIAL INTEGRITY PLAN FUNDS	<u>\$ 19,373,703.00</u>
<u>\$ 20,872,221.00</u>	TOTAL FINANCIAL INTEGRITY PLAN FUNDS	<u>\$ 19,373,703.00</u>



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CITY OF WORCESTER
FISCAL 2024
LINE ITEM BUDGET

DEPARTMENT NAME	COST CENTER	SALARIES	ORDINARY MAINTENANCE	CAPITAL OUTLAY	DEBT	TRANSFER	BENEFITS	OVERTIME	TOTAL
CITY COUNCIL	CC1001	469,537.00	32,231.00						501,768.00
MAYOR	CC1002	169,208.00	8,000.00						177,208.00
CITY MANAGER	CC1003	1,211,868.00	131,252.00						1,343,120.00
ECONOMIC DEVELOPMENT	CC1004	2,083,769.00	558,509.00						2,642,278.00
CABLE SERVICES	CC1005								-
CITY CLERK	CC1006	981,640.00	74,518.00					1,000.00	1,057,158.00
PUBLIC FACILITIES	CC1007	1,429,883.00	1,563,467.00	100,000.00				17,100.00	3,110,450.00
SUSTAINABILITY & RESILIENCE	CC1008	278,867.00	235,847.00	0.00			0.00	12,500.00	527,214.00
LAW	CC1009	1,494,456.00	165,298.00						1,659,754.00
COURT JUDGMENTS	CC1033		2,000,000.00						2,000,000.00
PROPERTY & CASUALTY	CC1034		353,665.00						353,665.00
ELECTIONS	CC1010	940,913.00	184,829.00					10,000.00	1,135,742.00
CONTRIBUTORY PENSIONS	CC1011						37,713,980.00	5,000.00	37,713,980.00
HUMAN RESOURCES	CC1012	1,480,995.00	646,111.00						2,132,106.00
DIVERSITY, EQUITY, & INCLUSION	CC1016	491,978.00	252,445.00						744,423.00
WORKERS COMPENSATION	CC1013		91,359.00				1,244,400.00		1,335,759.00
UNEMPLOYMENT COMPENSATION	CC1014		18,840.00				101,000.00		119,840.00
PUBLIC SAFETY IOD	CC1015		98,550.00				1,232,821.00		1,331,371.00
POLICE	CC1038	47,119,850.00	3,476,364.00	30,000.00				4,600,000.00	55,226,214.00
FIRE	CC1044	40,592,756.00	1,865,472.00	143,000.00				2,359,192.00	44,960,420.00
EMERGENCY COMMUNICATIONS & MGMT.	CC1017	1,997,797.00	1,139,647.00					182,318.00	3,319,762.00
INSPECTORIAL SERVICES	CC1020	4,628,210.00	278,152.00					28,000.00	4,934,362.00
PUBLIC HEALTH	CC1046	914,217.00	36,417.00					500.00	951,134.00
HEALTH & HUMAN SERVICES	CC1023	1,392,926.00	1,959,030.00						3,351,956.00
ELDER AFFAIRS	CC1050	557,414.00	498,290.00						1,055,704.00
DPW ADMINISTRATION	CC1053	407,232.00	474,357.00					31,110.00	912,699.00
DPW ENGINEERING	CC1054	1,067,606.00	91,822.00					56,784.00	1,216,212.00
DPW STREETS/SANITATION	CC1055	3,807,520.00	6,830,460.00					766,522.00	11,404,502.00
DPW FLEET MANAGEMENT	CC1057	734,455.00	1,234,523.00					62,113.00	2,031,091.00
SNOW REMOVAL	CC1051	50,000.00	4,800,000.00					1,150,000.00	6,000,000.00
STREET LIGHTS	CC1052		1,495,490.00						1,495,490.00
UNION STATION	CC1058		528,305.00						528,305.00
TRANSPORTATION	CC1081	1,593,779.00	1,548,800.00	250,000.00				25,000.00	3,417,579.00
PUBLIC SCHOOLS TEACHING & LEARNING	CC5001	298,440,908.00	51,285,008.00	512,582.00			86,020,220.00	1,660,000.00	437,918,718.00
STUDENT TRANSPORTATION PROGRAM	CC5204	15,742,024.00	7,988,738.00	100,000.00				943,641.00	24,774,403.00
PUBLIC LIBRARY	CC1028	4,729,804.00	1,770,596.00	0.00				123,795.00	6,624,195.00
PURCHASING	CC1060	328,160.00	21,088.00						349,248.00
BUDGET	CC1061	734,047.00	123,490.00						857,537.00
AUDITING	CC1030	639,569.00	91,873.00					5,000.00	736,442.00
TREASURY	CC1062	1,336,373.00	690,317.00					25,500.00	2,052,190.00
DEBT PRINCIPAL	CC1069				31,391,367.00				31,391,367.00
DEBT INTEREST	CC1070				10,941,930.00				10,941,930.00

Cont...

CITY OF WORCESTER
FISCAL 2024
LINE ITEM BUDGET

DEPARTMENT NAME	COST CENTER	SALARIES	ORDINARY MAINTENANCE	CAPITAL OUTLAY	DEBT	TRANSFER	BENEFITS	OVERTIME	TOTAL
HEALTH INSURANCE	CC1063						31,804,844.00		31,804,844.00
PENSION OBLIGATION BONDS	CC1071				10,369,848.00				10,369,848.00
ASSESSING	CC1064	717,465.00	451,240.00					500.00	1,169,205.00
INNOVATION & TECHNOLOGY	CC1031	3,094,877.00	6,281,247.00	0.00				20,000.00	9,396,124.00
PARKS	CC1077	4,621,230.00	2,202,155.00					529,062.00	7,352,447.00
AUDITORIUM	CC1067		90,200.00						90,200.00
DCU	CC1061		-						-
MASSHIRE CENTRAL	CC1022	109,000.00	91,000.00						200,000.00
CONTINGENCY	CC1072		4,186,285.00						4,186,285.00
TOTAL TAX LEVY APPROPRIATION		446,390,333.00	107,945,287.00	1,135,582.00	52,703,145.00	0.00	158,117,265.00	12,614,637.00	778,906,249.00
TUITION ASSESSMENTS									44,742,981.00
OTHER INTERGOVERNMENTAL									4,705,146.00
FIVE POINT PLAN TRANSFERS OUT									18,399,344.00
OPEB RESERVE									974,359.00
GOLF COURSE									-
TOTAL TRANSFERS AND INTERGOVERNMENTAL									68,821,830.00
SEWER	CC1025	4,269,282.00	26,529,515.00	24,500.00	12,045,907.00	3,900,582.00	3,960,935.00	360,000.00	51,090,721.00
WATER	CC1026	8,062,881.00	4,751,129.00	25,000.00	7,348,374.00	3,153,873.00	5,283,871.00	800,000.00	29,425,128.00
GOLF COURSE	CC1065	370,068.00	1,015,820.00		226,923.00	42,527.00	152,217.00		1,807,555.00
TOTAL ENTERPRISE APPROPRIATION		12,702,231.00	32,296,464.00	49,500.00	19,621,204.00	7,096,982.00	9,397,023.00	1,160,000.00	82,323,404.00