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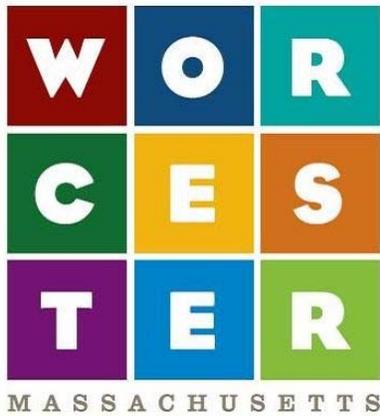
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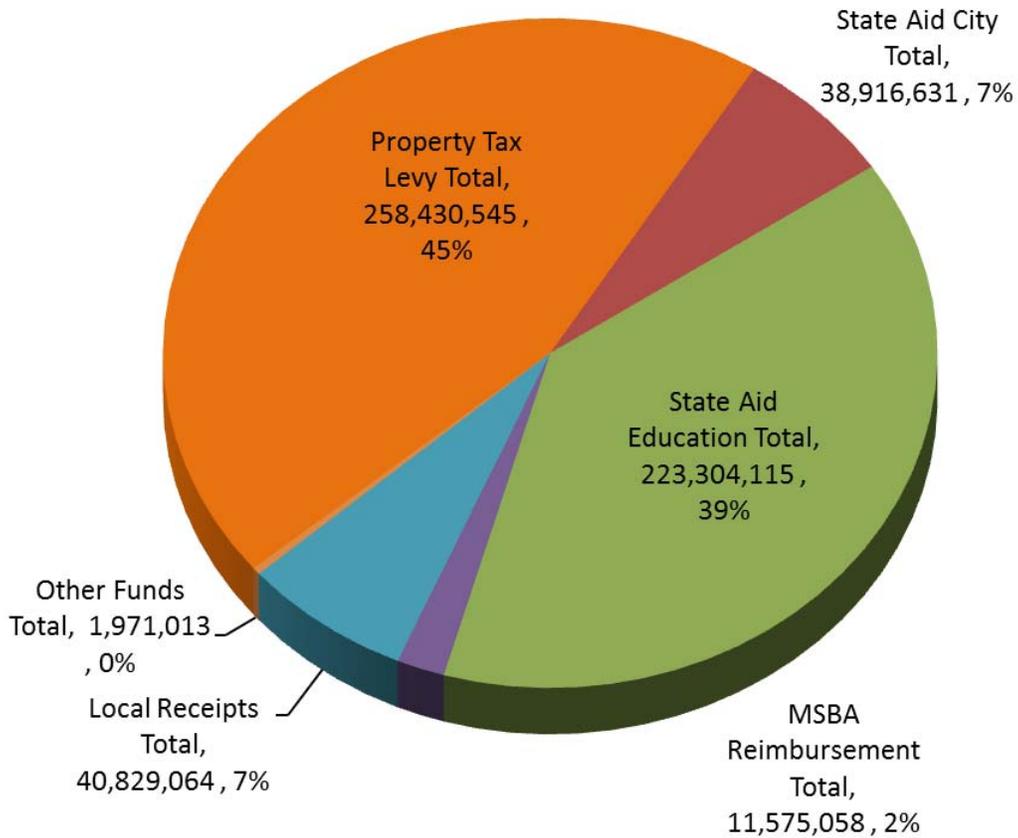
Fiscal Year 2015 Budget Financial Plan Revenue and Expenditure Overview

The Fiscal Year 2015 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 recommendation 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 2015 budget is funded through \$575M in revenues. This is comprised of \$258.4 in property taxes, and \$38.9M in State Aid for City operations, \$223.3M in State Aid for Education, including \$2.7M in Charter School reimbursements. These amounts are based on the Local Aid proposal included in the House Ways and Means budget and recommended by a joint resolution of both houses of the Legislature. Other revenues include \$11.5M in MSBA reimbursements for schools construction, \$40.8M in local receipts, and \$1.9M in other available funds. The revenue projection retains \$10M in unused tax levy capacity.

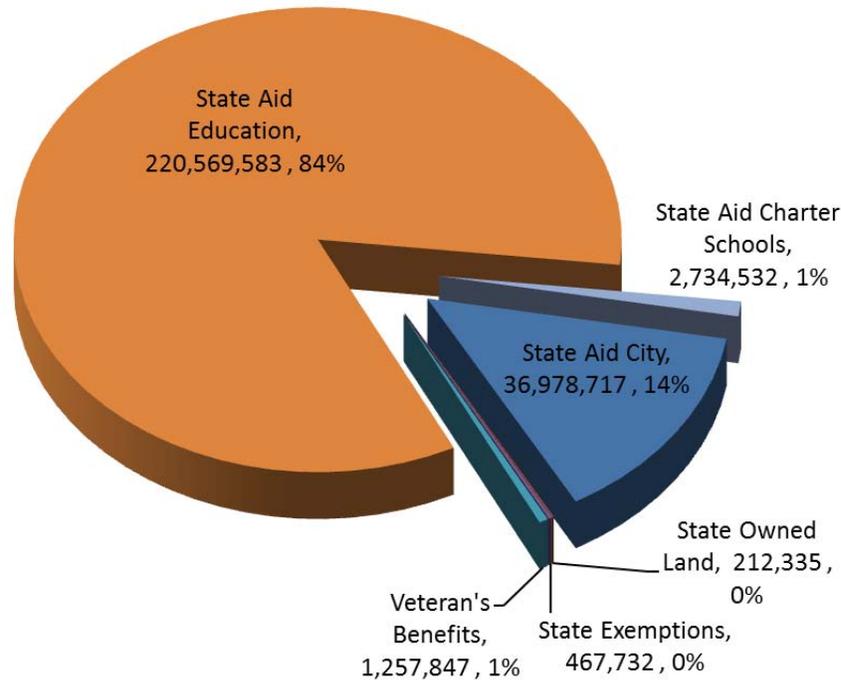
FY15 Budget



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 some anticipated intergovernmental charges, for instance the charges for support of regional transit and charges for Charter School tuition. These amounts are subject to change based on the final budget for the Commonwealth. The following table and chart illustrates the breakdown in categories of State Aid Funding.

State Aid Totals



State Aid Overview and trends

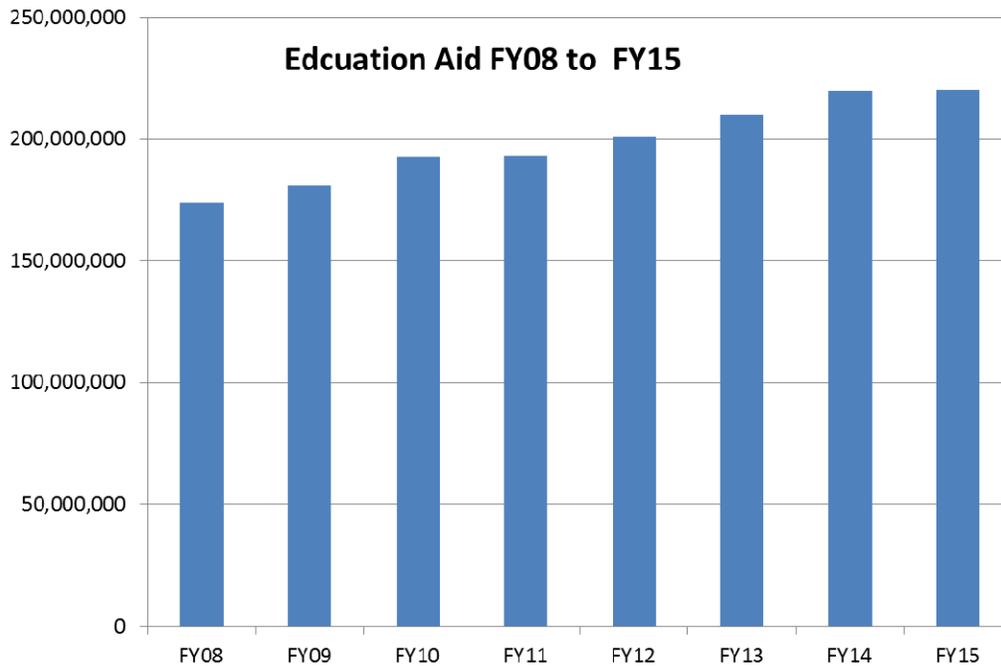
The chart above indicates the breakdown of state funding among the aid categories for Fiscal 2015. 84% of the City’s aid from the state is directed toward public education. 14% is allocated for direct general government aid. The table below shows the trend in support from the Commonwealth for education and City services. Education aid has increased 25% while support for City services has been reduced by 33%.

State Aid Category	FY08 Actual	FY15 Budget	FY08 to FY15 %
Education Chapter 70	174,025,314	220,569,583	26.7%
Education Charter School	5,082,267	2,734,532	-46.2%
Education Aid	179,107,581	223,304,115	24.7%
State Aid City Services	FY08 Actual	fy15 Budget	FY08 to FY15 %
General Revenue Sharing	51,721,578	36,978,717	-28.5%
Urban Renewal	2,410,000	0	-100.0%
Veteran's Benefits	347,564	1,257,847	261.9%
Vet/Eld Abatements	668,998	467,732	-30.1%
State Owned Land	615,428	212,335	-65.5%
Regional Lib	119,655	0	-100.0%
Quinn Bill	2,190,117	0	-100.0%
Total State Aid City Services	58,073,340	38,916,631	-33.0%

State Aid Categories—The following describes each of the line items on the Cherry Sheet, the state aid amounts anticipated by the City for Fiscal 2015.

Education Aid—Chapter 70

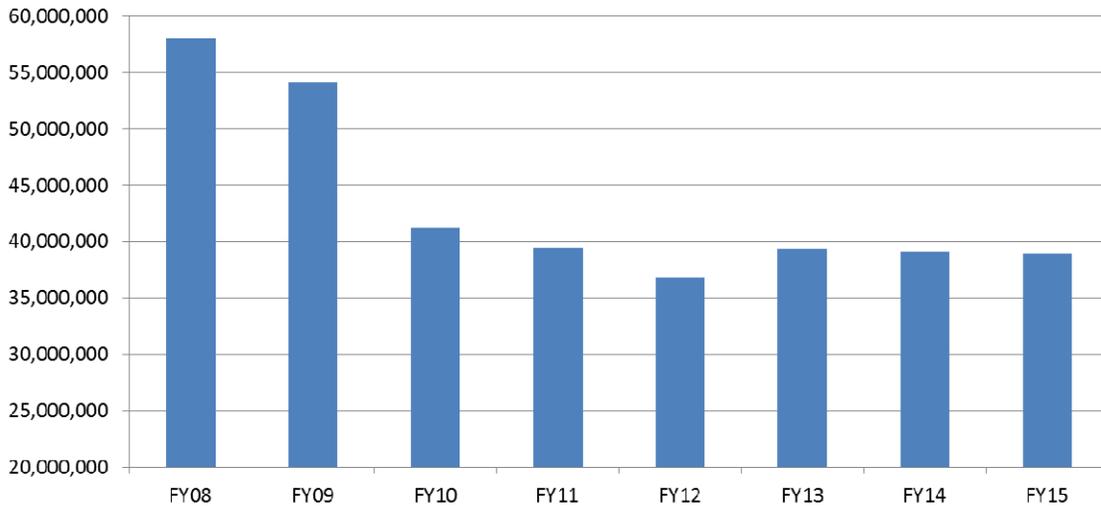
Massachusetts General Laws Chapter 70 Education Aid provides financial assistance to cities and towns in order to promote the equalization of the burden of school costs across the state. Chapter 70 School Aid is based on a formula that generates a “foundation budget” representing the per pupil funding required to provide education per 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. Education Aid for the Worcester Public Schools is projected to be \$220,569,583 for Fiscal 2015.



General Government Aid

This aid category represents the bulk of non-educational aid to cities and towns in the Commonwealth. The City of Worcester, by formula, receives approximately 3.9% of the total state appropriation for this aid category. The City of Worcester relies heavily on this revenue source which comprised more than 20% of the City’s non-educational budget in Fiscal 2008. Recent budget reductions have increased the percentage of the City budget that is funded through property taxes and reduced the percent of the City’s budget funded through this aid category. This revenue source has been reduced by 33% since Fiscal 2008.

State Aid for City Services FY08 to FY15



Urban Renewal

Worcester receives, through the Cherry Sheet, aid from the state as a reimbursement for a percentage of our costs on a completed urban renewal project. Authorization of this category of revenue falls under Chapter 121 of the Massachusetts General Laws. This allotment is the state’s share to pay for half net costs of the urban renewal project that included “Medical City”. The amount for this revenue source falls from \$2,410,000 in Fiscal 2013 to \$945,856 in Fiscal 2014 and has ended so no funding is recognized in Fiscal 2015 due to the conclusion of the repayment agreement with the Commonwealth.

Charter School Reimbursement

The Commonwealth provides a declining reimbursement amount to cities and towns for each student that chooses to attend a Charter School. The state provides full reimbursement of any new charter school costs each year based upon the tuition formula, but gradually phases out the level of reimbursement over a three-year period. The purpose of the reimbursement is to reduce the impact of the lost revenue on the sending district’s operating budget. In Fiscal 2015 the Charter Tuition Reimbursement is budgeted at \$2,734,532. This amount is subject to change as final enrollments in the City’s public charter schools are tabulated.

Veterans Benefits

The Commonwealth of Massachusetts reimburses the City of Worcester 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 Veteran’s benefits for the past 12 months, not an estimate of the coming twelve months. Benefits are paid consistent with Massachusetts General Laws Chapter 115 and have been escalating in recent years. The Fiscal 2015 revenue estimate is \$1,257,847.

State Owned Land

The Commonwealth provides a reimbursement to cities and town 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 at \$212,335 for Fiscal 2015.

Public Libraries

Under Chapter 78, Section 19A, of the Massachusetts General Laws, each municipality which is certified by the Board of Library Commissions, and meets certain requirements or standards for free public library service, receives Cherry Sheet revenues. This amount also appears as a Cherry Sheet Offset and is not subject to appropriation. As a result it is not shown in the above summary or included in the tax levy budget.

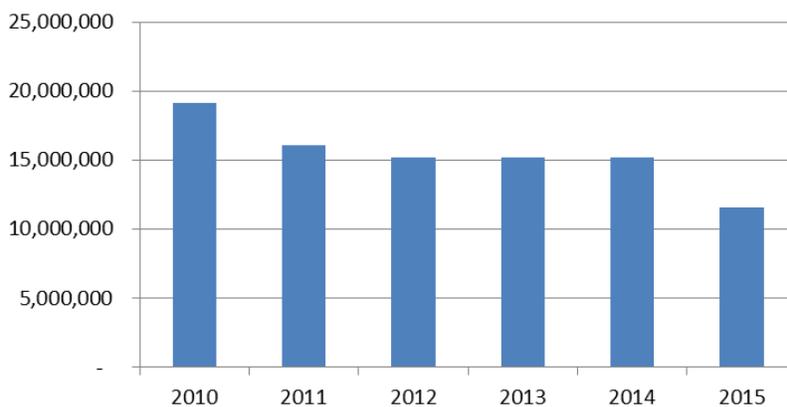
Veterans, Elderly and Disabled Tax Exemption aid

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 over the age of seventy with a yearly maximum earnings of \$13,000 for a single person, or \$15,000 for a married person, minus minimum social security exclusions, residing in their property for five years and in the state for ten years with an estate, not in excess of \$28,000 if single, or in excess of \$30,000 if married, with any income producing portion which exceeds one dwelling unit of the domicile being included in the total of the estate, will receive a flat tax exemption of \$500-\$1,000. The Fiscal 2015 budget includes a Cherry Sheet allocation of \$467,732 for these state funded exemptions.

School Construction Reimbursement

Massachusetts School Building Authority (MSBA) reimbursements are based on city expenditures associated with school construction costs and interest payments. The MSBA now uses a different model for the funding of school construction projects that includes progress payments during construction rather than reimbursements at the conclusion of a project. As a result, this funding source will be reduced and eventually eliminated. The following chart shows the recent history and future of school building reimbursements. In FY15, this reimbursement falls from \$15.2M to \$11.5M as reimbursements will have been completed for Gates Lane and Quinsigamond school projects.

MSBA Reimbursements



Property Taxes

The Fiscal 2015 budget includes property tax revenue increases consistent with the provisions of Proposition 2 1/2, 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 new growth of \$4.1M, a reduction from the Fiscal 2014 new growth amount of \$4.49M. The total tax levy is \$261.4M, which is reduced by the required overlay deposit of \$3.0M for a net tax levy available for appropriation of \$258.4M in Fiscal 2015. This tax levy amount maintains \$10M in unused levy capacity.

Property Tax Statutes

Proposition 2 1/2 was established by voter referendum in 1980. It is formally known as Chapter 580 of the Massachusetts Acts of 1980. It established limits upon the amount of revenue that a city or town can raise from property taxes, an amount referred to as the “tax levy.” There are two ways in which the tax levy is limited—by means of the “Levy Limit” and by means of the “Levy Ceiling.”

The Levy Limit restricts the amount by which the tax levy can increase from year to year. Each year, the city may only increase the tax levy by 2 1/2% over the previous year’s levy limit, plus, it may increase the levy by the amount of new taxes generated by new construction in the community (“New Construction Growth”).

The “Levy Ceiling” is the upper limit of the two separate means to restrict the tax levy to be raised. Proposition 2 1/2 provides that a community’s tax levy cannot exceed 2.5% of the total taxable assessed value of the community. The “Levy Ceiling” is the absolute limit to how much tax levy a community may raise. The Levy Ceiling would be reached when a community has a single tax rate of \$25.00 per \$1,000, or 2.5% of the assessed valuation. The valuation for all taxable real and personal property is determined annually by the City Assessor. Once determined, it must be reviewed and certified by the Massachusetts Commissioner of Revenue before tax bills are issued.

Any community may choose to “override” the levy limit. This is accomplished by scheduling an override vote to approve or reject the proposed override, but in no event may the increase exceed the “Levy Ceiling”.

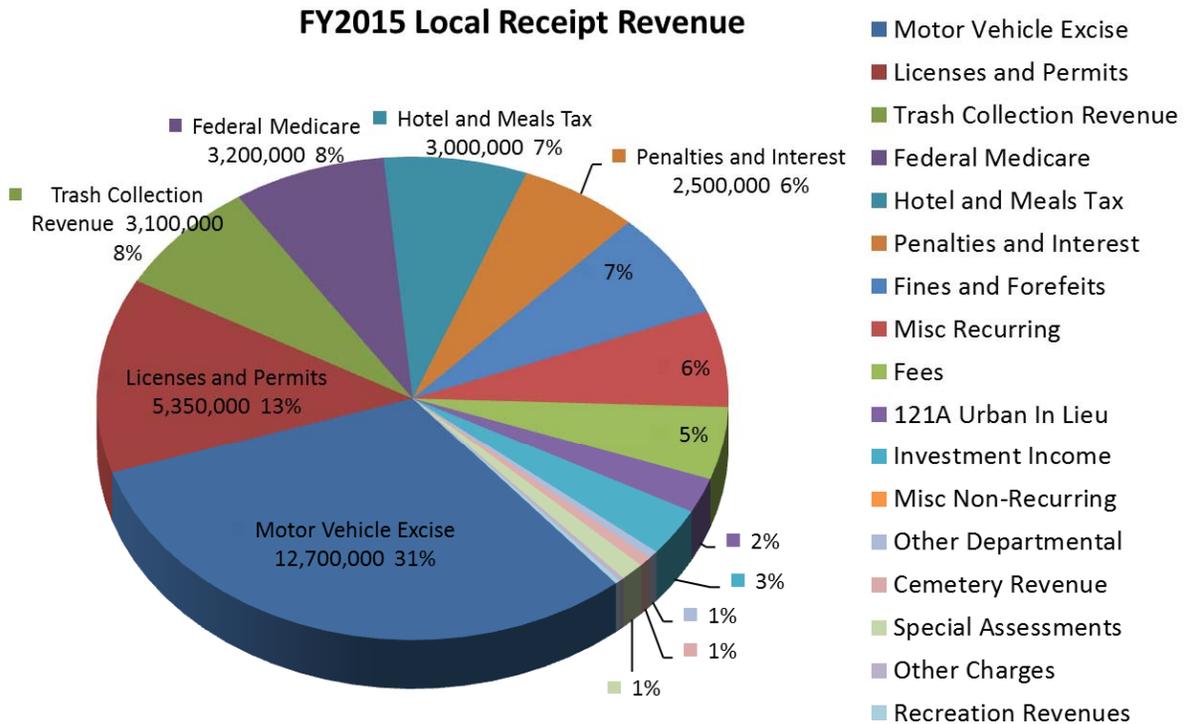
Overlay Reserve for Abatements and Exemptions

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 2014 is set at \$3.0M. The following table includes all elements of the City’s property tax revenue estimate for Fiscal 2015.

Property Tax Revenues	2013	2014	2015
Prior Year Levy	229,216,023	239,690,683	250,808,527
Levy Limit	239,679,558	250,134,943	260,880,706
2.5% Increase	5,991,989	6,253,374	6,522,018
New Growth	4,463,396	4,492,389	4,100,000
New Limit	250,134,943	260,880,706	271,502,724
Remaining Unused Capacity	10,444,260	10,072,179	10,072,179
New Total Levy	239,690,683	250,808,527	261,430,545
Less Overlay	(3,018,741)	(3,202,509.00)	(3,000,000)
Available Tax Levy	236,671,942	247,606,018	258,430,545

Local Receipts

The last major category of City revenues is local receipts, comprised of locally generated taxes, fees, and charges. These include Motor Vehicle Excise taxes, building and other permits, licenses, as well as various fines and fees. The following table summarizes all local receipt categories and shows results for the last two years.



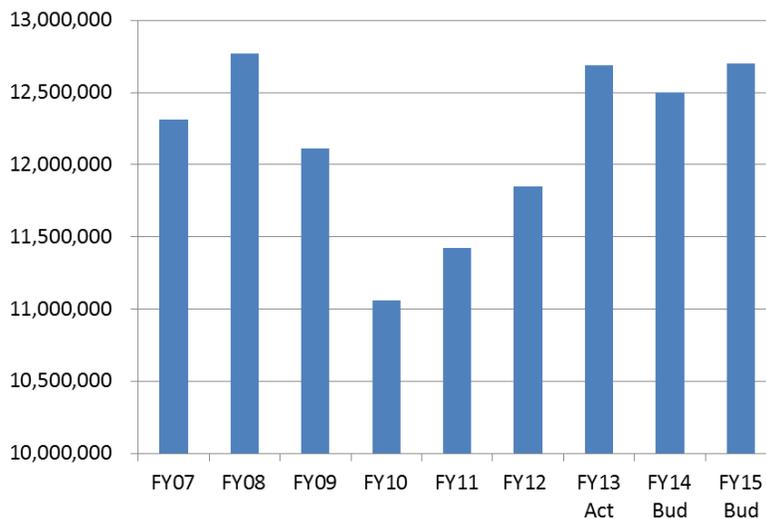
Revenue and Expenditure Summary

Revenue Summary	FY13 Actual	FY14 Budget	FY15 Budget
Motor Vehicle Excise	12,689,898	12,500,000	12,700,000
Licenses and Permits	4,991,676	4,831,000	5,350,000
Trash Collection Revenue	3,208,329	3,200,000	3,100,000
Federal Medicare	2,884,776	3,200,000	3,200,000
Hotel and Meals Tax	3,020,784	3,000,000	3,000,000
Penalties and Interest	2,532,024	2,700,000	2,500,000
Fines and Forefeits	2,594,179	2,610,000	2,901,000
Misc Recurring	3,159,000	2,892,732	2,637,064
Fees	1,824,666	1,830,000	2,000,000
121A Urban In Lieu	951,722	1,050,000	952,000
Investment Income	3,012,635	1,100,000	1,300,000
Misc Non-Recurring	-	-	-
Other Departmental	358,314	279,500	211,000
Cemetery Revenue	269,362	249,500	270,000
Special Assessments	440,360	350,000	500,000
Other Charges	108,378	100,000	108,000
Recreation Revenues	56,403	73,000	100,000
Local Receipts Total	42,102,507	39,965,732	40,829,064

Motor Vehicle Excise Taxes

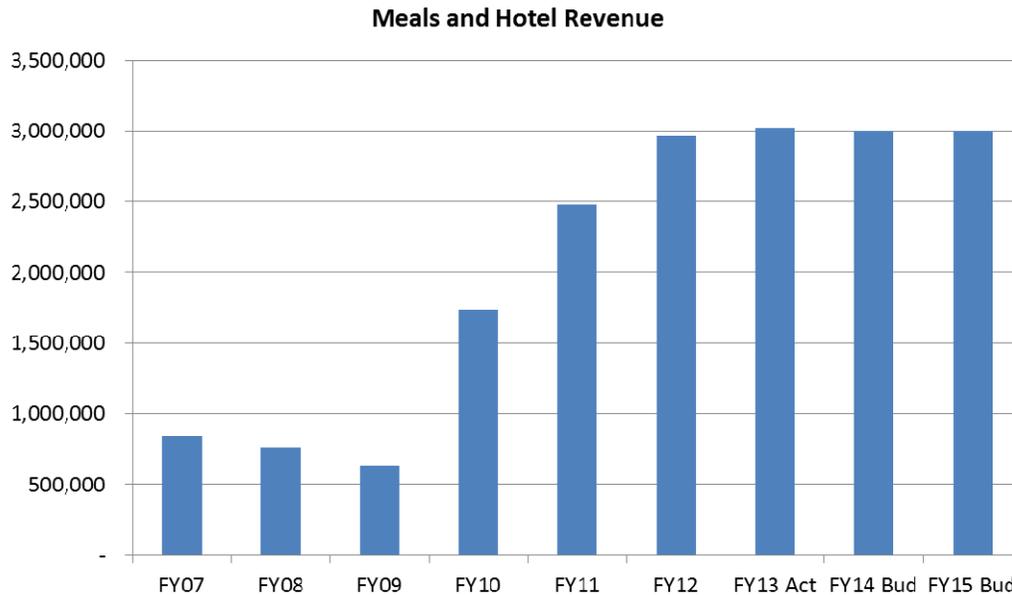
The Motor Vehicle Excise Tax is billed annually through the Assessor's Office with payments being received through the Treasurer's Office. The city or town in which a vehicle is garaged at the time of registration collects the excise tax. Chapter 6A, Section 1, of the Massachusetts General Laws sets 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 2015 revenue estimate for Motor Vehicle Excise has been increased from \$12.5M in Fiscal 2014 to \$12.7M for Fiscal 2015 based on current collection trends.

Motor Vehicle Excise Revenue



Other Excise: Hotel and Meals Taxes

Hotel taxes of 6% are collected by the Commonwealth and disbursed to the City of Worcester quarterly. Meals taxes of 0.75% are also collected by the Commonwealth and distributed to the City quarterly. This local option revenue source was first enacted by the legislature in Fiscal 2010 and implemented during the last three quarters of Fiscal 2010. The hotel and meals tax is estimated to be \$3.0M in Fiscal 2015.



Penalties and Interest

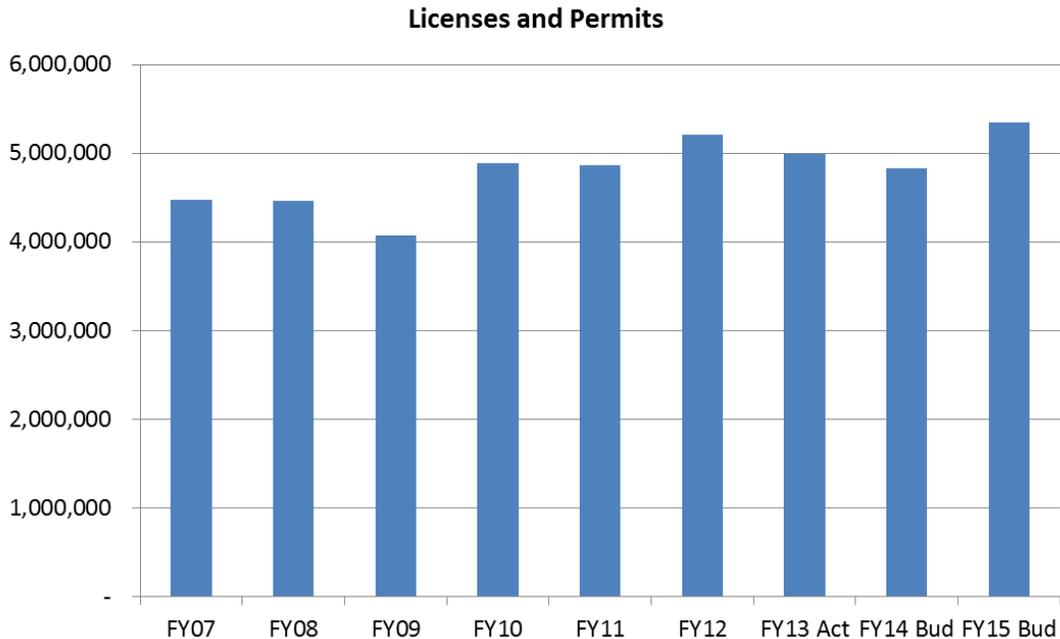
State law dictates the interest rate on delinquent taxes, while city ordinance sets the rate for water and sewer late charges. Penalties and fees are incurred for delinquency of tax payment, serving notice and issuance of warrants, recording instruments of taking and other miscellaneous fees. \$2.5M is estimated from this revenue source in Fiscal 2015.

Trash Fees

In 1993 the City instituted a "pay as you throw" trash collection program. The City of Worcester Pay as You Throw trash program 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 \$7.50 per pack of 5 large or 10 small bags. The revenues offset some of the cost of trash collection and the City's recycling operation. The revenue estimate has been reduced by \$100,000 for Fiscal 2015, to a level of \$3.1M.

Licenses and Permits

Revenues are collected associated with licenses and permits issued by the city. These include building permits, electrical and plumbing permits. This category also includes charges for weights and measures, liquor licenses, and other City licenses. This category is budgeted at \$5.35M based on estimated license and permit activity in Fiscal 2015.



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 \$2.9M for Fiscal 2015.

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. This category of revenues has taken a significant negative turn since the Great Recession hit as interest rates have been maintained at historic lows. This revenue source has fallen from a high of \$4.5M in Fiscal 2005 to its current level of \$1,300,000 for Fiscal 2015 inclusive of anticipated premiums on bonds.

Payment In Lieu of Taxes

The City of Worcester collects payments in lieu of taxes from certain tax exempt properties within the city. In addition, the city generates 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 forty years of the corporation's existence in the municipality, and is composed of the following: an amount equal to five percent of its gross income in the preceding year and an amount equal to \$10 per \$1,000 of valuation. This revenue source is estimated at \$952,000 for Fiscal 2015.

Federal Reimbursements (Medicaid)

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 per day for various categories of special education students. Recent changes to the Federal Medicaid Reimbursement Program will allow the City to increase the population pool the City can seek reimbursement for by increasing eligibility thresholds, obtaining eligibility information from the state, and expanding the number of activities considered eligible for Federal Medicaid reimbursement. Administrative Costs incurred by the School System to provide these health-based services are also captured and incorporated into claims and submitted for reimbursement. The Fiscal 2015 budget includes \$3.2M for this revenue source.

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 \$270,000 from this revenue source in Fiscal 2015.

Recreation Fees

The City charges various organizations and individuals for the use of City parks through the department of Parks and Recreations. Other revenue is generated from tennis permits, concession receipts from various parks throughout the City, picnicking, woodcutting, wedding permits, and miscellaneous receipts that are estimated to total \$100,000 in Fiscal 2015.

Other Fees:

Other Fees include the charges for birth and death records, fire inspection fees, police detail administrative fees, planning board fees, and other departmental fees for services provided. The Fiscal 2014 estimate for this revenue source is \$2.0M in Fiscal 2015.

Other Revenues

The City collects revenue from the sale of surplus properties (usually equipment) sold to the highest bidder. Contained within this category are revenues received from the Federal Emergency Management Services, and towing contract revenues estimated at \$211,000 in Fiscal 2014.

Charges for Services

This category represents the annual rental amount collected for the tenants leasing space on properties owned by the City of Worcester. Based on current leases for space, this revenue category is estimated to generate \$108,000 in Fiscal 2015.

Special Assessments

Special assessments are collected from property owners to provide funds to implement capital improvement projects such 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 at \$500,000 for Fiscal 2015.

Miscellaneous Recurring—Federal Grants and Prior Year Receipts/Reversions

Revenue and Expenditure Summary

The City is authorized under Federal regulations to charge 3% of grant funds for administrative overhead costs. This assessment is based on the costs associated with certain financial and administrative departments for the services provided for financial, legal, and human resource related services. This assessment of 3% is included in the Fiscal 2015 revenue estimate at \$1.51M with the balance of \$1,127,064 from other miscellaneous revenues including prior year receipts and reversions.

Other Revenue/ Funding Sources

Free Cash

Free cash represents the city amount available fund balance as certified by the Department of Revenue including the result of the current fiscal year's revenues less expenditures net of all transfers in and out of the General Fund. 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 Five Point Financial 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 reserve, and 20% is available for appropriation in the city's budget. No free cash is assumed in the Fiscal 2015 Budget. 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 2015 budget. These are recurring revenue sources and not one time transfers in to the operating budget and total \$1,971,013 for Fiscal 2015. The increase from Fiscal 2014 is due primarily to the recognition of FEMA reimbursements of \$800,000, paid to the City for extraordinary expenditures for major snow events.

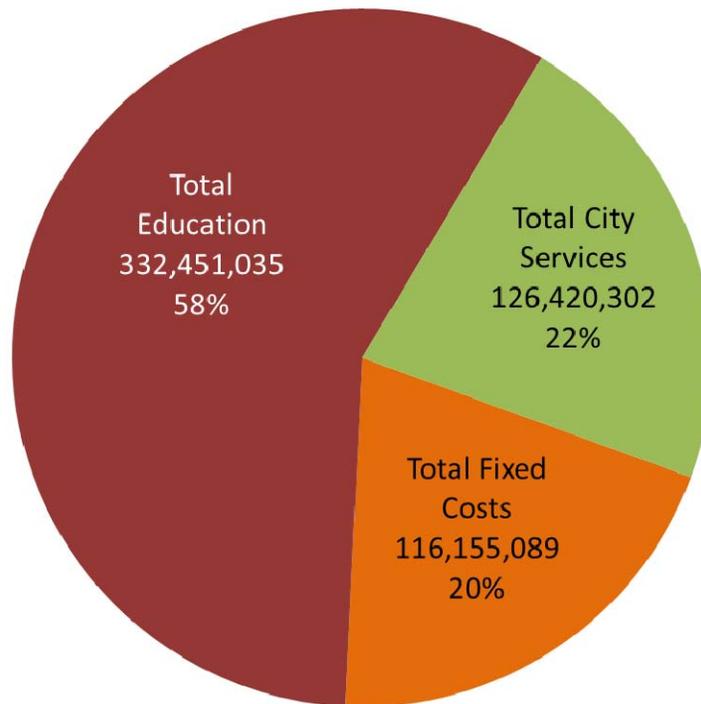
Other Available Funds (Non Local Receipt)		FROM	FY14	FY15
DPW Engineering	Chapter 90 Funds		79,460	73,000
DPW Engineering	Conservation Commission	330-15	-	-
DPW Engineering	Construction Inspection Fee	330-12	147,900	145,000
DPW Engineering	Sewer Connection	330-10	126,223	117,930
DPW Engineering	Off Street Parking	330-03	169,442	169,442
DPW Engineering	Parking Meters	330-04	183,562	183,562
DPW Streets	Chapter 90 Funds		349,883	344,691
Subtotal DPW Engineering Funding			1,056,470	1,033,625
		FROM		
Treasury Parking Ticket Processing		330-04	10,000	10,000
Treasury Parking Ticket Processing		330-03	90,000	90,000
Treasury Parking Ticket Processing		330-01	20,934	20,934
Hope Cemtery Debt Princ. Service			32,300	11,366
Hope Cemtery Debt Interest Service			5,088	5,088
Subtotal Other Funds			158,322	137,388
FEMA Reimbursements Prior Year				800,000
Total Other Available Funds (Non Local Receipts)			1,214,792	1,971,013

Fiscal Year 2015 Expenditure Overview

The Fiscal 2015 budget appropriates \$575M in revenues to fund the following services. The City’s expenditure budget is broken into three large categories—Education (Including Worcester Public Schools and Charter and Choice School Tuition), City Operations (operating 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 in those three categories.

Education costs account for 58% of all city expenditures. Fixed costs, including debt service, pensions, health benefits, and snow removal, account for 20% of the overall budget. The remaining 22% is available to fund city departmental operations, including the salary and ordinary maintenance costs of all non school departments.

FY2015 Budget



Education Funding

Education Costs are driven by the state’s calculation of the foundation budget for the Worcester Public Schools. The state determines a local contribution level and funds the balance with State Aid. The Fiscal 2015 budget for the Worcester Public Schools is \$332.4M , which represents an increase of \$6.6M from Fiscal 2014. The City’s budget includes \$27.2M for the funding of Public Charter and Choice schools, included in the \$332.4M of the total budget identified above. The Worcester Public Schools appropriation is recommended at \$305.2M

Foundation Budget:

Chapter 70 of the Massachusetts General Laws—known once as “Ed Reform”—defines the terms of 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 supposed to represent adequate funding for that district. The amount of the Foundation Budget is based on Enrollment. A dollar amount is associated with each kind of student, elementary, middle, and high school. Additional amount per pupil are provided for low income students, English language Learners, and Special education students. The formula is designed to provide additional funding to those areas with additional challenges. The Worcester Public Schools is a net beneficiary of this formula at the state level, as our school system has a disproportionately high percentage of students who are low income, English language learners and special education. As a result, the city of Worcester’s per-pupil foundation budget is significantly higher than other communities with fewer students enrolled that fall in to those categories.

Local Required Contribution

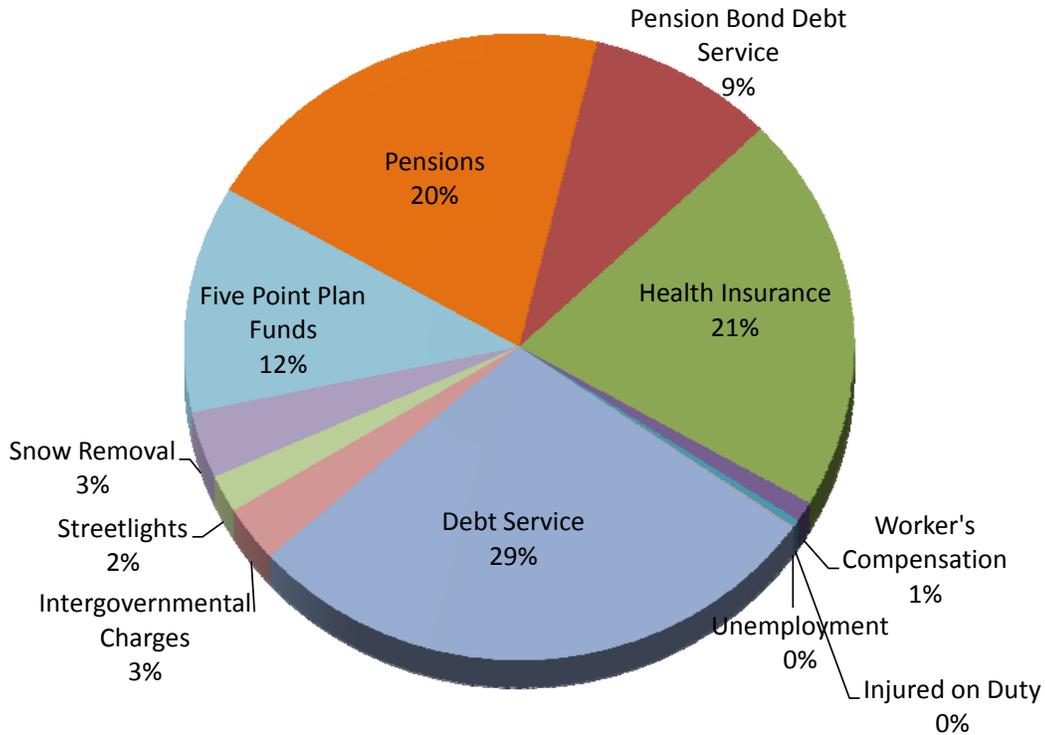
The Local Required contribution is the amount of school funding that must be provided by the local government for the support of education, per the terms of Chapter 70 of the Massachusetts General Laws. This amount is calculated by the Department of Elementary and Secondary Education and increased each year based on the Municipal Revenue Growth Factor. The DESE calculates an annual “Target” contribution for each municipality in the commonwealth. The Target contribution is calculated as a factor of the City’s equalized property valuation and the City’s income. Until Communities have achieved this “target” contribution, their current required contribution is increased by 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 it is a way for schools to be assured of sharing in the revenue growth in any given fiscal year.

City Fixed Costs

City side fixed costs are comprised of Health Insurance, Pensions, Debt Service, Snow Removal and Snow Carryover, Street lighting, and Intergovernmental charges.

Total City Fixed Costs



Health Insurance, Worker’s Compensation, and Injured on Duty

The biggest component of the city’s fixed costs is Health Insurance. This cost is split between the City and Worcester Public Schools budgets. The combined health insurance cost for Fiscal 2015 is estimated at \$73.2M. City side health insurance costs are budgeted at \$27.8M of which \$23.8 is funded through the tax levy budget, the balance funded by grants, projects, and enterprise funds.

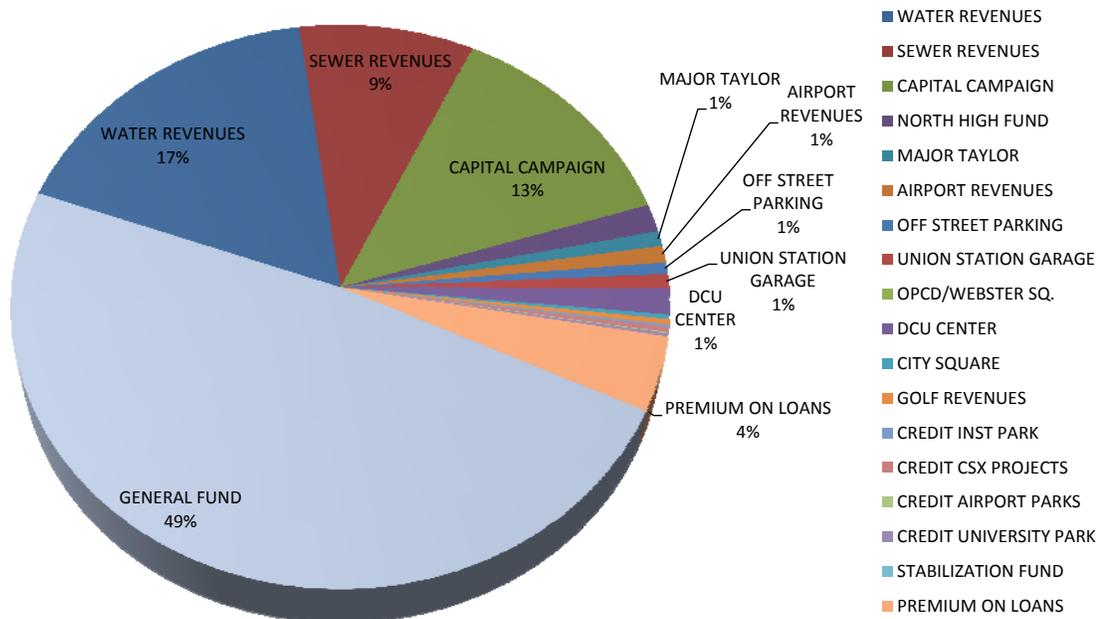
Pensions

The combined pension contribution required for the City of Worcester is \$37.7M. In addition the City must make a debt service payment of \$16M on the Pension Obligation Bonds issued to fund the City’s unfunded pension liability in 1998. Some of these obligations are funded through the City’s enterprise funds and the Worcester Public Schools. The combined tax levy obligation for pension assessment is \$23.6M and pension obligation bond debt service payment is \$10.5M for Fiscal 2015. This reflects a pension funding schedule that is extended out to June 30, 2032, requiring 19 more years of payments. The Debt Service on the Pension Obligation Bond will cease after Fiscal 2028.

Debt Service

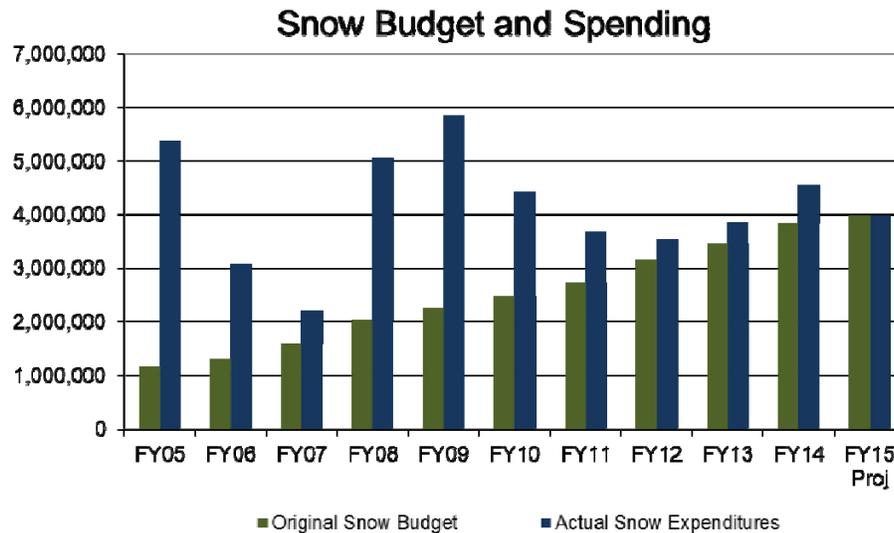
The City’s borrowing for equipment, infrastructure improvements including streets and sidewalks, public buildings including the construction and rehabilitation of public schools are funded through municipal bond issues. Debt Service payments meeting all City and enterprise fund obligations for these borrowings totals \$71.8M. In Fiscal 2015, \$33.2M in principal and interest payments are to be paid by the City’s tax levy budget and the remainder is funded through enterprise funds and grant programs. The following chart illustrates the breakdown of Fiscal 2015 debt principal cost by funding source.

FY14 Debt Principal



Snow Removal/Snow Carryover

Per the City’s Five Point Plan, the Snow Removal budget has increased each year by 10% with the goal of achieving adequate funding for an average snowfall, approximately \$4M. The Snow budget for Fiscal 2015 is set at \$4M, a 4% increase that brings the snow removal budget up to the level established by Five Point Financial Plan. \$4M is the net expenditure for snowfall over the last five years.



Unemployment

The City must fund unemployment benefits for workers who have lost their jobs. The Fiscal 2015 budget for unemployment is estimated at \$50,000, a reduction to make the budget consistent with actual expenditures in the last 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. With the City’s completed takeover of the streetlight system, this budget is funded in Fiscal 2015 at \$2.25M, a decrease from Fiscal 2014 recognizing that the final payment for associated with the acquisition of the citywide system was made and can be reduced from the current budget.

Intergovernmental Charges

The Commonwealth of Massachusetts mandates certain intergovernmental charges, including charges for the Regional Transit Authority, and Registry of Motor Vehicle fees. This also includes the City’s funding for the Central Mass Regional Planning Commission. These are projected to be \$3.36M in Fiscal 2015, based intergovernmental charges listed on the Cherry Sheet based on the House Budget.

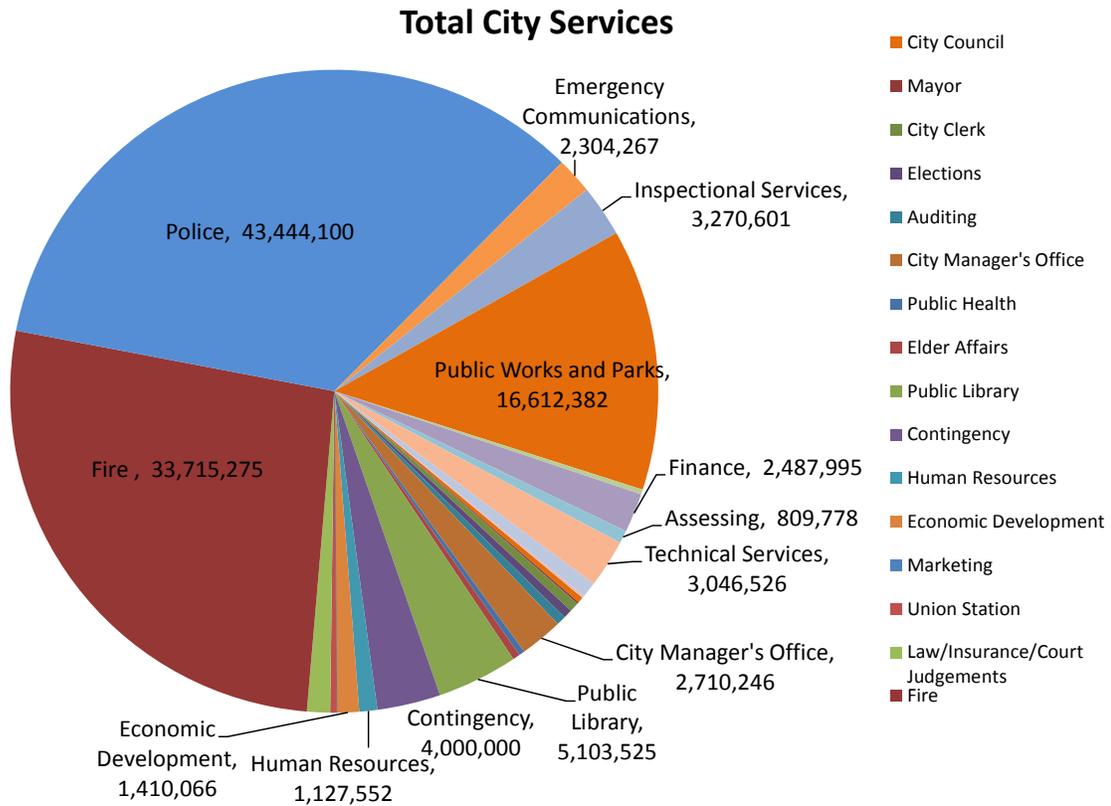
Five Point Plan Funds

The City continues to make deposits to designate reserve funds per the terms of the City’s Five Point Financial Plan. This includes a deposit of \$9.6M to the Capital Campaign fund which is used to fund ongoing debt service payments associated with the Worcester Technical High School, Library Renovations and other completed school projects. It also includes \$1,000,000 deposited into the DIF fund reserve for payments for the public investments in CitySquare. It also includes \$3.0M in deposits into the North High Construction Fund to fund the future debt service obligations associated with the construction of North High School. In FY13 audited

financial results, the City achieved the general fund reserve targets identified in the Five Point Plan, and as a result, the Fiscal 2015 budget of \$13.65M suspends the general fund deposit into the Bond Rating Stabilization Fund, for a budgetary savings of \$950,000. Per the terms of the Five Point Plan, a deposit of 50% of net Free Cash will be recommended for deposit into the Bond Rating Stabilization Fund, to continue to build general fund reserves. Similarly, a deposit of 30% of net Free Cash will be recommended for deposit into the City’s OPEB Trust fund which is not funded in this budget recommendation.

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 2015, the amount available for operational budgets is \$126.4M. Details of each of the operational budgets are included in the subsequent budget sections for each Department. The proposed tax levy appropriation totals are listed in the summary table at the conclusion of this overview. The line item budget can be found at the end of the budget book, indicating each individual tax levy line item appropriation for each legal appropriation account including salaries, overtime, ordinary maintenance, debt service, capital outlay, and fringe benefits for every organization in the City budget.



Gross Revenue and Expenditure Overview Fiscal Year 2014 to Fiscal Year 2015

Revenue Category	FY13 Actual	FY14 Budget	FY15 Budget	Change	%
Property Tax	233.7	247.6	258.4	10.8	4.4%
Local Receipts	42.1	40.0	40.8	0.9	2.2%
State Aid Ed	213.9	222.3	223.3	1.0	0.5%
State Aid Other	54.7	54.3	50.5	-3.8	-7.0%
Other Funds	1.2	1.2	2.0	0.8	62.3%
Free Cash	4.3	9.1	0.0	-9.1	-100.0%
Total	549.8	574.5	575.0	0.6	0.1%
Budget Area	FY13 Actual	FY14 Budget	FY15 Budget	Change	%
Education	313.4	325.9	332.5	6.5	2.0%
Fixed	96.3	99.7	102.5	2.8	2.8%
Five Point Plan	20.5	24.1	13.7	-10.5	-43.4%
Contingency	0.0	0.9	4.0	3.1	336.7%
Operations	118.4	123.8	122.4	-1.4	-1.1%
Total	548.6	574.5	575.0	0.6	0.1%
In Millions of Dollars					

In total, City revenues increased \$552,253, a 0.1% increase from Fiscal 2014 to Fiscal 2015. This increase was the net effect of an increase of \$10.8M in Property Tax revenues, an increase of \$1M in State Aid for Education, a decrease of \$3.8M in State Aid for City services, and increase of \$800,000 in other available funds and a decrease of \$9.1M in Free Cash.

Overall expenditures increased \$600,000. This increase was the net effect of the following changes in major expenditure categories:

Fixed Costs including, Health, Debt and Pension, Snow and Streetlights increased \$2.8M.

These increases are offset Five Point Plan fund deposits which were increased with the use of Free Cash in Fiscal 2014 for a net decrease to Five Point Plan Deposits of \$10.5M, leaving a deposit in FY15 of \$13.7M

Education costs increased \$6.5M due to an increase in Charter School assessments of \$0.37M and an increase in the Worcester Public Schools appropriation of \$6.15M for a total Fiscal 2015 budget of \$332.5M.

Revenue and Expenditure Summary

The City's contingency fund, primarily used for funding of collective bargaining agreements was increased from \$0.916M in FY14 to \$4M in FY15 as all city contracts are open dating back to June 30, 2013.

Operational departmental budgets were reduced by \$1.4M to a total Fiscal 2015 appropriation of \$122.4M primarily through the defunding of vacant positions, overtime reductions, and other cuts.

Enterprise Fund Overview

Enterprise Revenue and Expenditure Summary			
	Water	Sewer	Golf
Total Estimated Revenue	\$ 28,642,961	\$ 38,190,267	\$ 1,222,983
Tax Levy	\$ -	\$ -	\$ 150,000
Total Funding Sources	\$ 28,642,961	\$ 38,190,267	\$ 1,372,983
Expenditure	Water	Sewer	Golf
Salary	\$ 5,953,505	\$ 2,835,735	\$ 222,382
Overtime	\$ 630,000	\$ 230,000	\$ -
OM	\$ 3,559,023	\$ 20,720,652	\$ 778,513
Capital	\$ 25,000	\$ 24,500	\$ -
Debt	\$ 11,576,472	\$ 7,892,868	\$ 225,671
Benefits	\$ 4,826,189	\$ 3,282,668	\$ 115,918
Transfer of Services	\$ 2,072,772	\$ 3,203,844	\$ 30,499
Total	\$ 28,642,961	\$ 38,190,267	\$ 1,372,983

Water Revenues

Water revenues are projected to increase consistent with the rate escalation required to meet anticipated expenditures for Fiscal 2015. These revenue sources are expected to cover operational costs for Fiscal 2015, requiring no tax levy subsidy for this enterprise division. The total appropriation for the Water department is \$28.6M for all operations, inclusive of debt service and other fixed costs.

Sewer

Sewer revenues associated with fees for use of the system (billed at 80% of water usage) are estimated to increase to \$38.19M in Fiscal 2015. These revenues are expected to cover 100% of operational costs in Fiscal 2015, requiring no tax levy subsidy for this enterprise division. The total appropriation for the Sewer Department is \$38.19M for all operations, inclusive of debt service and other fixed costs.

Golf

Revenues associated with the Worcester Municipal Golf Course at Green Hill are projected to be \$1.222M inclusive of concessions and merchandise. The Fiscal 2015 budget for the golf course includes an anticipated transfer in from the general fund of \$150,000 to fund a total appropriation of \$1.372M for the operations of the Golf Course.

Revenue and Expenditure Summary

General Fund Revenue Overview

Revenue Summary	FY13 Actual	FY14 Budget	FY15 Budget	\$ Change	% Change
Property Tax Levy Total	233,738,612	247,606,018	258,430,545	10,824,527	4.4%
State Aid City	35,150,026	35,980,899	36,978,717	997,818	2.8%
State Owned Land	417,839	426,102	212,335	(213,767)	-50.2%
Urban Renewal	2,410,000	945,856	-	(945,856)	-100.0%
State Exemptions	247,113	594,684	467,732	(126,952)	-21.3%
Veteran's Benefits	1,032,948	1,170,374	1,257,847	87,473	7.5%
State Aid City Total	39,481,818	39,117,915	38,916,631	(201,284)	-0.5%
State Aid Education	210,364,137	219,897,733	220,569,583	671,850	0.3%
State Aid Charter Schools	3,496,804	2,366,405	2,734,532	368,127	15.6%
State Aid Education Total	213,860,941	222,264,138	223,304,115	1,039,977	0.5%
MSBA Reimbursement Total	15,203,374	15,203,377	11,575,058	(3,628,319)	-23.9%
Motor Vehicle Excise	12,689,898	12,500,000	12,700,000	200,000	1.6%
Licenses and Permits	4,991,676	4,831,000	5,350,000	519,000	10.7%
Trash Collection Revenue	3,208,329	3,200,000	3,100,000	(100,000)	-3.1%
Federal Medicare	2,884,776	3,200,000	3,200,000	-	0.0%
Hotel and Meals Tax	3,020,784	3,000,000	3,000,000	-	0.0%
Penalties and Interest	2,532,024	2,700,000	2,500,000	(200,000)	-7.4%
Fines and Forefeits	2,594,179	2,610,000	2,901,000	291,000	11.1%
Misc Recurring	3,159,000	2,892,732	2,637,064	(255,668)	-8.8%
Fees	1,824,666	1,830,000	2,000,000	170,000	9.3%
121A Urban In Lieu	951,722	1,050,000	952,000	(98,000)	-9.3%
Investment Income	3,012,635	1,100,000	1,300,000	200,000	18.2%
Other Departmental	358,314	279,500	211,000	(68,500)	-24.5%
Cemetery Revenue	269,362	249,500	270,000	20,500	8.2%
Special Assessments	440,360	350,000	500,000	150,000	42.9%
Other Charges	108,378	100,000	108,000	8,000	8.0%
Recreation Revenues	56,403	73,000	100,000	27,000	37.0%
Local Receipts Total	42,102,507	39,965,732	40,829,064	863,332	2.2%
Other Funds Total	1,171,014	1,214,792	1,971,013	756,221	62.3%
Free Cash Total	4,284,511	9,102,201	-	(9,102,201)	-100.0%
Total Revenues	549,842,777	574,474,173	575,026,426	552,253	0.1%

Revenue and Expenditure Summary

General Fund Expenditure Overview

Expenditure Summary	FY13 Actual	FY14 Budget	FY15 Budget	FY15 Change	%
Pensions	20,235,617	22,111,465	23,624,927	1,513,462	6.8%
Pension Bond Debt Service	11,929,920	10,559,121	10,531,115	(28,006)	-0.3%
Health Insurance	21,559,917	23,021,923	23,825,925	804,002	3.5%
Worker's Compensation	794,039	1,210,657	1,194,560	(16,097)	-1.3%
Injured on Duty	487,518	406,681	432,550	25,869	6.4%
Unemployment	70,686	100,000	50,000	(50,000)	-50.0%
Debt Service	30,871,646	32,170,288	33,227,075	1,056,787	3.3%
Intergovernmental Charges	3,425,304	3,422,465	3,364,510	(57,955)	-1.7%
Streetlights	2,349,151	2,852,828	2,252,828	(600,000)	-21.0%
Snow Removal	4,590,477	3,846,639	4,000,000	153,361	4.0%
Five Point Plan Funds	20,460,906	24,107,995	13,651,599	(10,456,396)	-43.4%
Total Fixed Costs	116,775,180	123,810,062	116,155,089	(7,654,973)	-6.2%
Worcester Public Schools	285,570,702	299,045,854	305,201,911	6,156,057	2.1%
Charter Schools	27,817,996	26,872,210	27,249,124	376,914	1.4%
Total Education	313,388,698	325,918,064	332,451,035	6,532,971	2.0%
City Council	350,523	353,767	357,347	3,580	1.0%
Mayor	110,858	153,459	123,662	(29,797)	-19.4%
City Clerk	584,616	589,315	595,949	6,634	1.1%
Elections	508,898	604,053	564,187	(39,866)	-6.6%
Auditing	603,373	778,262	598,625	(179,637)	-23.1%
City Manager's Office	2,583,776	2,609,130	2,705,085	95,955	3.7%
Public Health	331,773	362,394	363,795	1,401	0.4%
Elder Affairs	581,825	408,119	451,670	43,551	10.7%
Public Library	4,513,600	4,912,632	5,103,525	190,893	3.9%
Contingency	-	916,000	4,000,000	3,084,000	336.7%
Human Resources	950,321	1,091,347	1,127,552	36,205	3.3%
Economic Development	1,288,198	1,494,129	1,442,217	(51,912)	-3.5%
Marketing	350,000	-	-	-	0.0%
Union Station	414,540	385,667	407,005	21,338	5.5%
Law/Insurance/Court	1,363,695	1,435,744	1,446,704	10,960	0.8%
Fire	32,939,179	33,671,776	33,715,275	43,499	0.1%
Police	42,242,505	43,924,334	43,444,100	(480,234)	-1.1%
Emergency Communications	1,952,210	2,245,167	2,304,267	59,100	2.6%
Inspectional Services	3,278,536	3,252,980	3,270,601	17,621	0.5%
Public Works and Parks	15,594,663	16,917,439	16,612,382	(305,057)	-1.8%
DCU Center	760,102	1,051,885	317,684	(734,201)	-69.8%
Finance	2,960,811	2,488,021	2,487,995	(26)	0.0%
Assessing	852,437	835,966	809,778	(26,188)	-3.1%
Technical Services	2,782,903	3,031,429	3,046,526	15,097	0.5%
Energy/Asset Management	291,967	1,083,032	974,371	(108,661)	-10.0%
Enterprise (Golf)	244,239	150,000	150,000	-	0.0%
Total City Services	118,435,547	124,746,047	126,420,302	1,674,255	1.3%
Total Expenditures	548,599,426	574,474,173	575,026,426	552,253	0.1%

FISCAL 2015 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 2015 was initiated in August 2013, and at that time, the budget staff met with the City Manager to establish the general budgetary guidelines and expectations for the coming year and to finalize the five year forecast for FY15 through FY19.

Following this session, the Administration and Finance Department Budget Division updated the City's Five Year Fiscal forecast after budget meetings with City Departments and Divisions. In conjunction with the City's budget staff, each department then prepared a Fiscal 2015 operating budget. The operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in April 2014.

Throughout April, 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. The Budget Division staff, in cooperation with departments and divisions, then finalized the budget documents for submission to the 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 Five Point Financial 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:

- 1) Policy Document: The City's annual budget includes key financial policies.
- 2) Financial Plan: The city's budget indicates all revenue sources to be employed to sustain the identified appropriations.
- 3) Operations Guide: The budget document shows the organization and operational divisions of each city department including tables of organization and divisional breakdowns.
- 4) Communications Device: The budget document includes clear and comprehensible revenue and expenditure overviews which describe the overall budget including historical information as well as current year projections and explanations of year over year changes in major revenue and expenditure categories. The entire budget is available online as a soon as it is available for public review by the City Council.

By statute, the budget must be submitted to the City Council within 170 days after the council organizes in early January. The submission of the Fiscal 2015 Annual Budget to the City Council was on May 6, 2014.

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 2015 Annual Budget becomes effective on July 1, 2014.

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 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, subtracting all known revenue sources other than property taxes. The balance 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 2015 budget:

July - August 2013: Current year budget status meetings are held with departments to address current fiscal year issues and identify implications for Fiscal Years 15 through FY19 for the City's five year forecast. The Budget Office develops initial budget projections and finalizes a complete Five Year Forecast, establishing initial revenue and expenditure estimates for the coming fiscal year.

November 2013: Department meetings begin formal budget process, assessing needs and budgetary issues citywide.

December 2013 – March 2014: 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.

April 2014 - May 2014: City Manager completes budget recommendations. Budget Office finalizes budget document for submission to City Council.

FISCAL 2015 FINANCE POLICIES

City Charter Article Five—Financial Policies (Operating Budget)

Section 5-1. SUBMISSION OF BUDGET

(a) 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.

(b) 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 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.

(c) 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, 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

(a) 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.

(b) 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 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.

Five Point Financial Plan:

In November of 2006, the City Council adopted policies intend 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 and ongoing monitoring. In summary, the action adopting the Five Point Plan accomplishes 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 constructions costs incurred by the city in years past.

Established an annual borrowing cap

As amended below and until reserve targets are met, the plan established a reserve policy that places a limit on the appropriation of net free cash for operations at no more than 20%. The remaining free cash must be appropriated to the Bond Rating Stabilization Fund to build reserves to 5% of City Revenues.

In October 2012, the Five Point Plan reserve policy was amended to include the requirement that 30% of net free cash be deposited into the City’s Other Post Employment Benefits (OPEB) Liability Trust Fund to begin to prefund the City’s OPEB liability.

Fund Balance: Actual results and budget projections:

The City’s fund balances include stabilization fund balances that are being set aside for specific debt service expenses. The balances do not include the funds held within the City’s health claims trust fund nor funds held as grants or donations. The following summary reflects the actual results from the Fiscal Years ending June 30, 2013 and as presented in the City’s audited financial statements. The amounts shown for Fiscal Years 2014 and 2015 are budgeted levels. Actual year end results will determine what changes in fund balance for the Fiscal Year. Increases in fund balance for FY14 and FY15 are due to budgeted appropriations into general fund reserve accounts with the specific intent of building overall City reserves. Similarly for the City’s enterprise funds, only those funds in the enterprise operating fund are considered for the calculation of fund balance. Grant funds, capital funds, or other reserves for appropriation—including the Sewer Connection Fee account are not shown in this summary.

Summary Actual/Budgeted Changes in Fund Balance: FY12 through FY15				
General Fund	Actual FY12	Actual FY13	Budget FY14	Budget FY15
Revenue	526,813,346	541,690,705	574,474,173	575,026,426
Expenditure	(506,172,263)	(527,134,181)	(550,366,178)	(561,374,827)
Transfer In	7,555,385	6,529,912.00		
Transfer Out	(15,411,358)	(19,924,054)	(18,606,894)	(13,651,599)
Beginning Fund Balance	14,259,081	27,044,191	28,206,573	33,707,674
Ending Fund Balance	27,044,191	28,206,573	33,707,674	33,707,674
Change in Fund Balance	12,785,110	1,162,382	5,501,101	-
Enterprise Golf	Actual FY12	Actual FY13	Budget FY14	Budget FY15
Revenue	1,126,816	1,058,041	1,201,373	1,222,983
Expenditure	(1,261,119)	(1,281,827)	(1,351,373)	(1,372,983)
Transfer In	157,861	244,239	150,000	150,000
Transfer Out	(23,558)	(20,453)		
Beginning Fund Balance	-	-		
Ending Fund Balance	-	-	-	-
Change in Fund Balance	-	-	-	-
Enterprise Sewer	Actual FY12	Actual FY13	Budget FY14	Budget FY15
Revenue	33,811,165	33,704,814	36,453,748	38,190,267
Expenditure	(32,029,414)	(32,711,709)	(36,453,748)	(38,190,267)
Transfer In	-			
Transfer Out	(641,032)	(864,811)		
Beginning Fund Balance	1,020,980	2,161,699	2,289,993	2,289,993
Ending Fund Balance	2,161,699	2,289,993	2,289,993	2,289,993
Change in Fund Balance	1,140,719	128,294	-	-
Enterprise Water	Actual FY12	Actual FY13	Budget FY14	Budget FY15
Revenue	27,465,533	27,111,662	28,380,236	28,642,961
Expenditure	(25,093,907)	(25,804,458)	(28,380,236)	(28,642,961)
Transfer In	-			
Transfer Out	(1,644,557)	(1,051,751)		
Beginning Fund Balance	1,646,999	2,374,068	2,629,521	2,629,521
Ending Fund Balance	2,374,068	2,629,521	2,629,521	2,629,521
Change in Fund Balance	727,069	255,453	-	-

WORCESTER CITY COUNCIL

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

Mayor Joseph M. Petty
Councilor Anthony J. Economou-District 1
Councilor Philip P. Palmieri - District 2
Councilor George J. Russell - District 3
Councilor Sarai Rivera - District 4
Councilor Gary Rosen- District 5

Councilor Morris A. Bergman
Councilor Michael T. Gaffney
Councilor Konstantina B. Lukes
Councilor Frederick C. Rushton
Councilor Kathleen M. Toomey

Divisional Overview:

The City Council is elected by the registered voters of the City of Worcester. The City Council consists of eleven individual persons, six members elected At-Large and five District members, each of whom is elected from one of the five election districts. The City Council is the governing body and 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.

All candidates nominated in the preliminary election for the office of City Councilor-At-Large appear on the ballot as a candidate for Mayor, unless the individual withdraws his or her name from nomination to the office of Mayor. The Mayor, under the City Charter, is recognized as the official head of the City for ceremonial purposes. This individual serves as the Chair of the City Council and Chair of the School Committee.

The City Council meets every Tuesday evening, except during the months of July and August when it meets only at the request of the Mayor, the Vice Chairman, or any five members of the City Council. The City Council is organized into eleven committees, providing much of the research and legislative analysis for major policy issues before the Council.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2014		Fiscal 2015
SALARIES	\$ 323,999.96	\$ 326,900.00	91000	\$ 330,480.00
ORDINARY MAINTENANCE	26,522.75	26,867.00	92000	26,867.00
TOTAL	\$ 350,522.71	\$ 353,767.00		\$ 357,347.00
TOTAL POSITIONS	11	11		11

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The Fiscal 2015 budget for the Office of the City Council is recommended to be \$357,347 which is an increase of \$3,580 from the Fiscal 2014 budget of \$353,767.

The recommended personal services tax levy budget for Fiscal 2015 is \$330,480 which is an increase of \$3,580 from the Fiscal 2014 amount of \$326,900. The increase is a result of a mid-year salary adjustment for the Mayor & Councilors in Fiscal 2014.

The Ordinary Maintenance budget for Fiscal 2015 is recommended to be level funded at \$26,867.



CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
CITY COUNCIL- DEPARTMENT #010

FY14				FY15	
TOTAL	APPROVED	PAY		TOTAL	RECOMMENDED
POSITIONS	FY14 AMOUNT	GRADE	TITLE	POSITIONS	FY15 AMOUNT
1	\$ 34,000.00	FL	MAYOR	1	\$ 34,680.00
10	292,900.00	FL	COUNCILOR	10	295,800.00
11	\$ 326,900.00	010-91000	TOTAL RECOMMENDED PERSONAL SERVICES	11	\$ 330,480.00
<hr/>					
	\$ 10,800.00		LEASES & RENTALS		\$ 10,800.00
	1,900.00		MAINTENANCE & REPAIR		1,900.00
	1,000.00		TELEPHONE		1,000.00
	200.00		POSTAGE		200.00
	8,867.00		OTHER PERSONAL SERVICES		8,867.00
	3,600.00		OFFICE SUPPLIES		3,600.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	\$ 26,867.00	010-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 26,867.00
<hr/>					
	\$ 353,767.00		TOTAL RECOMMENDED TAX LEVY		\$ 357,347.00

OFFICE OF THE MAYOR

Joseph M. Petty, Mayor

City Hall - Room 305

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1153

Departmental Overview:

The Mayor's Office is the official core of government for the City of Worcester. The office serves the City of Worcester as the most visible hub for constituent service and problem solving. The Mayor's Office handles constituent complaints and provides access to City government for community and civic groups. The Mayor's staff organizes numerous special events, public celebrations, and receives distinguished visitors. The Mayor's Office consists of a secretary to the mayor and one assistant secretary to the mayor. Those candidate's nominated in the preliminary election for the Office of Councilor at Large appear on the ballot as a candidate for Mayor, unless the candidate withdraws their name from nomination to the Office of Mayor. The candidate elected Councilor-At-Large and receiving the largest number of votes for the Office of Mayor is elected to be the Mayor. The Mayor, under the provision set forth with the City's Charter, is recognized as the highest ranking elected political official. The Mayor is recognized as the official head of the City for all ceremonial purposes, by the courts for serving civil process, and by the governor for military purpose.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
SALARIES	\$ 104,035.20	\$ 108,682.00	91000	\$ 115,885.00
ORDINARY MAINTENANCE	6,822.50	44,777.00	92000	7,777.00
TOTAL	\$ 110,857.70	\$ 153,459.00		\$ 123,662.00
TOTAL POSITIONS	2	2		2

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total Fiscal 2015 budget for the Office of the Mayor is recommended to be \$123,662 which is a decrease of \$29,797 from the Fiscal 2014 budget amount of \$153,459.

Total Personal Services budget for Fiscal 2015 is recommended to be \$115,885 which is an increase of \$7,203 from the Fiscal 2014 amount of \$108,682. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance and the hiring of the Assistant Secretary at a higher step than the previous employee.

The Ordinary Maintenance budget for Fiscal 2015 is recommended to be \$7,777 which is a decrease of \$37,000 from the Fiscal 2014 amount of \$44,777. The Fiscal 2014 included \$37,000 for costs associated with the search for a new City Manager.



JOSEPH M. PETTY, MAYOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF MAYOR- DEPARTMENT #030**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 61,063.00	39	SECRETARY TO MAYOR	1	\$ 62,098.00
1	47,619.00	35	ASSISTANT SECRETARY TO MAYOR	1	53,787.00
<u>2</u>	<u>\$ 108,682.00</u>	030-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>2</u>	<u>\$ 115,885.00</u>
	\$ 750.00		LEASES & RENTALS		\$ 750.00
	727.00		MAINTENANCE & REPAIR		727.00
	37,800.00		OTHER PERSONAL SERVICES		800.00
	200.00		PRINTING		200.00
	5,300.00		OFFICE SUPPLIES		5,300.00
	<u>\$ 44,777.00</u>	030-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 7,777.00</u>
	<u>\$ 153,459.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 123,662.00</u>

OFFICE OF THE CITY CLERK

David J. Rushford
City Clerk
City Hall - Room 206
455 Main Street
Worcester, Massachusetts 01608
(508) 799 - 1121

Departmental Mission Statement:

The mission of the Office of the City Clerk is to:

- Facilitate the operations of the City of Worcester as a municipal corporation.
- Act as the official keeper and archivist of City records.

Departmental Overview:

The City Clerk is elected by the City Council and is the keeper of the City records entrusted to his care. The Clerk, when requested, attests to the validity of City records. The City Clerk has an assistant who exercises the Clerk's authority when delegated by the City Clerk or in his absence. The City Clerk's Office prepares agendas for the City Council and the Standing Committees. The signature of the City Clerk is needed for all actions of the City as to orders, ordinances, and appropriations.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget for	Number	Appropriation
		Fiscal 2014		Fiscal 2015
EXPENDITURES				
SALARIES	\$ 527,567.47	\$ 550,291.00	91000	\$ 558,925.00
OVERTIME	22,358.26	3,000.00	97000	1,000.00
ORDINARY MAINTENANCE	34,689.51	36,024.00	92000	36,024.00
TOTAL	\$ 584,615.24	\$ 589,315.00		\$ 595,949.00
TOTAL POSITIONS	10	10		10

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

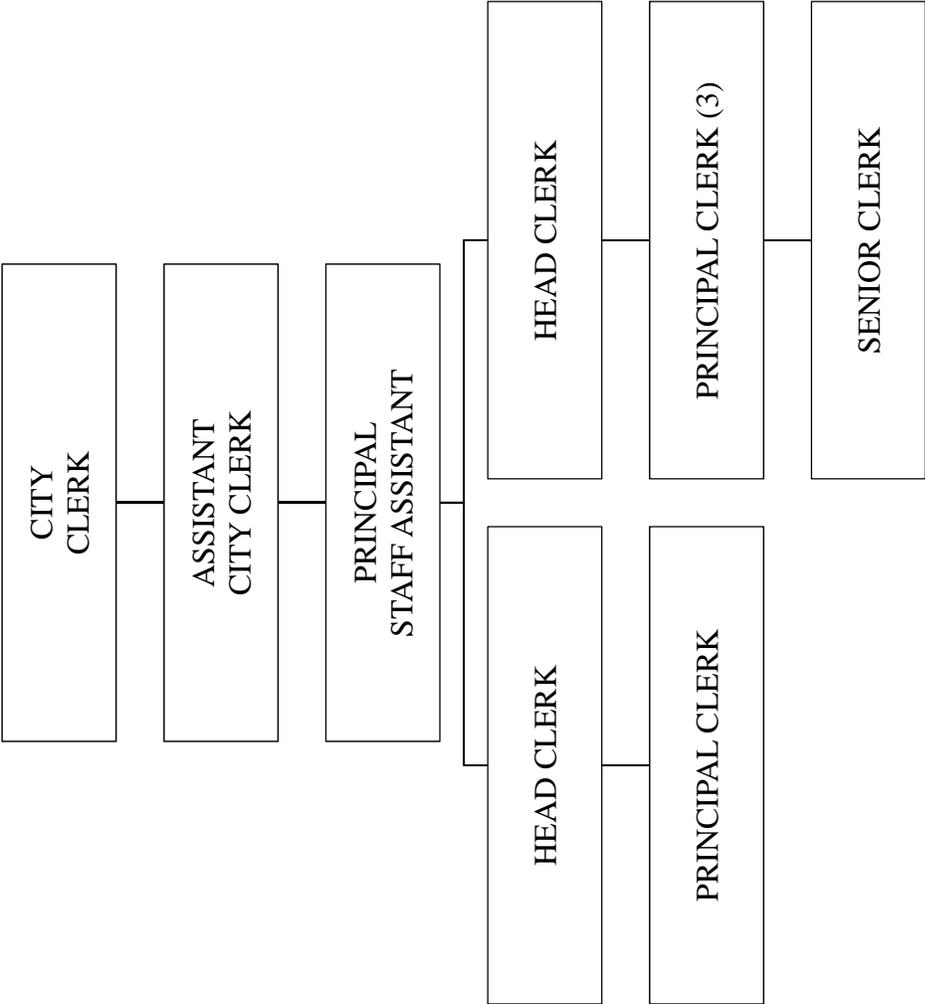
The City Clerk’s tax levy budget for Fiscal 2015 is recommended to be \$595,949 which is an increase of \$6,634 from the budget for Fiscal 2014 of \$589,315.

The Personal Services budget for Fiscal 2015 is recommended to be \$558,925 which is an increase of \$8,634 from the Fiscal 2014 budget amount of \$550,291. This increase is a result of an increase in the EM incentive pay which was based on prior year buyback for an additional cost of \$3,081, step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$1,750 and a salary increase for the Assistant City Clerk of \$6,744. This increase is offset by a position being filled at a lower step totaling \$2,941.

The Overtime budget for Fiscal 2015 is recommended to be \$1,000 which is a decrease of \$2,000 from the Fiscal 2014 budget of \$3,000.

The Ordinary Maintenance budget for Fiscal 2015 is recommended to be level funded at \$36,024.

CITY OF WORCESTER
DEPARTMENT OF CITY CLERK
CITY CLERK DIVISION



10 POSITIONS



DAVID J. RUSHFORD, CITY CLERK
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF THE CITY CLERK
DIVISION OF THE CITY CLERK - DIVISION #100

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 139,672.00	56EM	CITY CLERK	1	\$ 139,672.00
1	71,871.00	44EM	ASSISTANT CITY CLERK	1	78,615.00
1	52,869.00	40M	PRINCIPAL STAFF ASSISTANT	1	54,619.00
2	90,454.00	30	HEAD CLERK	2	90,454.00
4	156,375.00	27	PRINCIPAL CLERK & TYPIST	4	153,434.00
1	34,599.00	22	SENIOR CLERK TYPIST	1	34,599.00
<u>10</u>	<u>\$ 545,840.00</u>		TOTAL SALARIES	<u>10</u>	<u>\$ 551,393.00</u>
	5,701.00		EM INCENTIVE PAY		8,782.00
	4,000.00		STIPENDS - CITY CLERK, CLERK OF THE CITY COUNCIL		4,000.00
	(5,250.00)		VACANCY FACTOR		(5,250.00)
<u>10</u>	<u>\$ 550,291.00</u>	100-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 558,925.00</u>
	\$ 3,000.00		OVERTIME		\$ 1,000.00
	<u>\$ 3,000.00</u>	100-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 1,000.00</u>
	\$ 5,104.00		MAINTENANCE & REPAIR		\$ 5,104.00
	23,291.00		OTHER PERSONAL SERVICES		23,291.00
	5,778.00		OFFICE SUPPLIES		5,778.00
	1,500.00		OTHER SUPPLIES		1,500.00
	351.00		OTHER CHARGES & EXPENDITURES		351.00
	<u>\$ 36,024.00</u>	100-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 36,024.00</u>
	<u>\$ 589,315.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 595,949.00</u>

BOARD OF ELECTION COMMISSIONERS

David J. Rushford

City Clerk

455 Main Street, Room 208

Worcester, Massachusetts 01608

(508) 799-1134

Divisional Mission Statement:

The mission of the Office of the Election Commission is threefold:

- to conduct state and municipal elections in accordance with the Massachusetts Election Laws and Regulations as well as Worcester's Home Rule Charter
- to register all voters and inform them of their polling location
- to communicate annually with the residents of every building in the City and make a true list containing, as nearly as ascertainable, the name, date of birth, occupation, nationality, and residence of every person three years of age or older

Divisional Overview:

The majority of this office's efforts is in the conduct of elections, beginning in January with the preparation of nomination papers, and continuing through the certification of signatures, filing, ballot design and bid, servicing of voting equipment and setting up, staffing, and operating the City's fifty voting precincts. Over 300 citizens are recruited and trained as poll workers in advance of elections. On Election Day, poll workers and officers assigned by the Chief of Police are deployed to all fifty polling locations.

Throughout the year, the Elections Office diligently maintains voter registration record accuracy utilizing the annual street listing as well as vital records maintained by the City Clerk and the Secretary of the Commonwealth. Other documents filed and/or processed in the Elections Office include ballot initiative petition papers, non-depository campaign finance records, election results, absentee requests, and residency verification certificates.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2013	Budget for	Account	Appropriation
		Fiscal 2014	Number	Fiscal 2015
EXPENDITURES				
SALARIES	\$ 365,459.13	\$ 493,168.00	91000	\$ 453,302.00
OVERTIME	2,898.42	-	97000	-
ORDINARY MAINTENANCE	140,540.31	110,885.00	92000	110,885.00
TOTAL	\$ 508,897.86	\$ 604,053.00		\$ 564,187.00
TOTAL POSITIONS	7	7		9
NEW POSITIONS	0	2		0
TOTAL FUNDED POSITIONS	7	9		9

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The departmental tax levy budget for Fiscal 2015 is recommended to be \$564,187 which is a decrease of \$39,866 from the Fiscal 2014 amount of \$604,053.

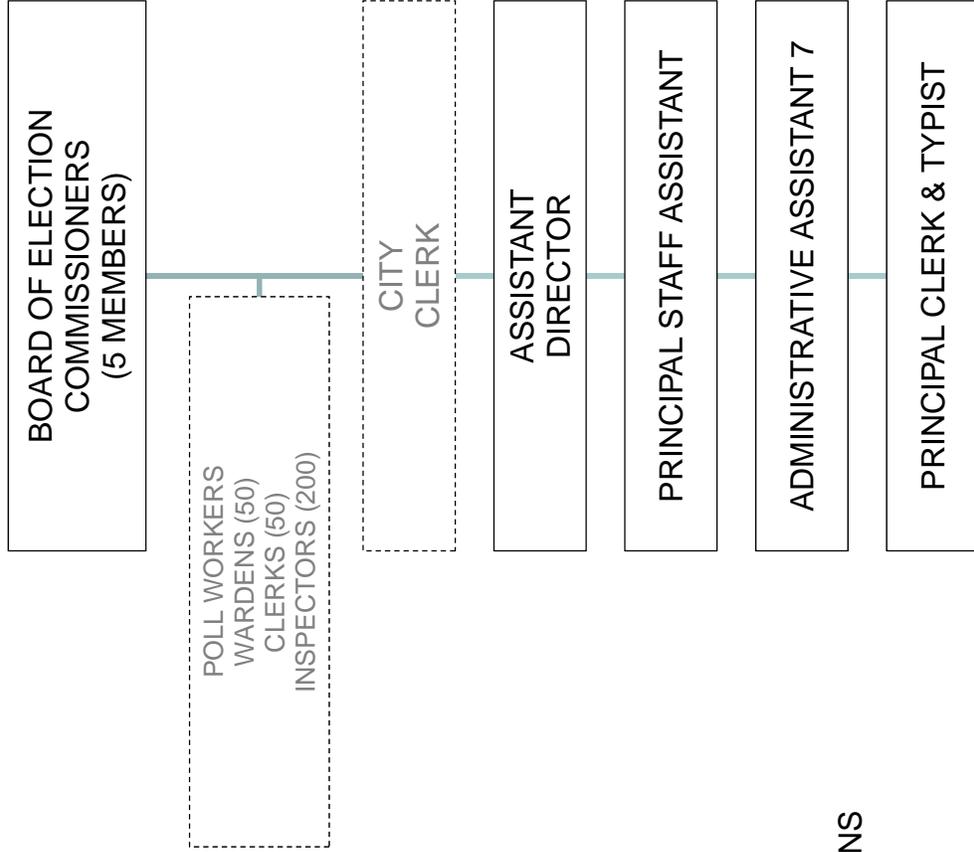
The recommended personal services tax levy budget for Fiscal 2015 is \$453,302 which is a decrease of \$39,866 from the Fiscal 2014 amount of \$493,168. The decrease is a result of a reimbursement from the State in Fiscal 2015 in the amount of \$36,000 and a reduction in miscellaneous salaries as a result of anticipated reduction in police overtime in the amount of \$10,000 which is offset by step increases for employees that have not achieved the maximum step per the salary ordinance in the amount of \$6,134.

The Fiscal 2015 tax levy Ordinary Maintenance budget is recommended to be level funded at \$110,885.

CITY OF WORCESTER

DEPARTMENT OF CITY CLERK

ELECTION COMMISSION DIVISION



9 FUNDED POSITIONS



DAVID J. RUSHFORD, CITY CLERK
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF THE CITY CLERK
DIVISION OF ELECTION COMMISSION - DIVISION #150

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
5	\$ 4,500.00	FL	ELECTION COMMISSIONER	5	\$ 4,500.00
1	65,543.00	45M	ASSISTANT DIRECTOR OF ELECTIONS	1	67,944.00
1	52,869.00	40M	PRINCIPAL STAFF ASSISTANT	1	54,651.00
1	46,855.00	35	ADMINISTRATIVE ASSISTANT 7	1	48,323.00
1	40,401.00	27	PRINCIPAL CLERK & TYPIST	1	40,884.00
9	\$ 210,168.00		REGULAR SALARIES	9	\$ 216,302.00
	284,000.00		MISCELLANEOUS SALARIES		274,000.00
	(1,000.00)		VACANCY FACTOR		(1,000.00)
9	\$ 493,168.00		TOTAL RECOMMENDED SALARIES	9	\$ 489,302.00
	-		FUNDING SOURCES:		
	-		STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		(36,000.00)
	-		TOTAL FUNDING SOURCES		(36,000.00)
9	\$ 493,168.00	150-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 453,302.00
	\$ 2,250.00		LEASES & RENTALS		\$ 2,250.00
	10,500.00		MAINTENANCE & REPAIR		10,500.00
	26,000.00		POSTAGE		26,000.00
	12,000.00		OTHER PERSONAL SERVICES		12,000.00
	28,935.00		PRINTING		28,935.00
	1,200.00		OFFICE SUPPLIES		1,200.00
	3,500.00		OTHER SUPPLIES		3,500.00
	26,500.00		OTHER CHARGES & EXPENDITURES		26,500.00
	\$ 110,885.00	150-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 110,885.00
	\$ 604,053.00		TOTAL RECOMMENDED TAX LEVY		\$ 564,187.00



DAVID J. RUSHFORD, CITY CLERK
CITY OF WORCESTER ELECTIONS COMMISSION
MISCELLANEOUS SALARY STATISTICS REPORT FY10 - FY15

Breakout of Miscellaneous Salary Costs:		FY10		FY11		FY12	
		September 2009 City Preliminary November 2009 City Election		September 2010 State Primary November 2010 State Election		September 2011 City Preliminary November 2011 City Election March 2012 Presidential Primary	
		Budget	Actual	Budget	Actual	Budget	Actual
Primary	Police	\$ 63,464.00	\$ -	\$ 63,464.00	\$ 62,217.90	\$ 63,000.00	\$ 67,274.01
	Parks	13,000.00	-	13,000.00	16,613.75	15,000.00	19,144.08
	City Messenger	325.00	-	325.00	-	-	-
	Technical Services	500.00	-	500.00	506.04	500.00	507.84
	WHA	2,500.00	-	2,500.00	2,216.67	2,300.00	2,429.21
	Senior Center	75.00	-	75.00	218.40	200.00	199.61
	Poll Workers (Wardens, Clerks, Inspectors)	30,000.00	-	30,000.00	37,080.00	39,000.00	36,000.00
		\$ 109,864.00	\$ -	\$ 109,864.00	\$ 118,852.76	\$ 120,000.00	\$ 125,554.75
General	Police	\$ 63,464.00	\$ 62,991.83	\$ 63,464.00	\$ 63,816.78	\$ 63,000.00	\$ 69,974.86
	Parks	13,000.00	10,725.24	13,000.00	13,207.68	15,000.00	16,784.61
	City Messenger	325.00	-	325.00	-	-	-
	Technical Services	500.00	569.30	500.00	506.04	500.00	823.30
	WHA	2,500.00	2,430.56	2,500.00	2,438.21	2,300.00	2,283.62
	Senior Center	75.00	197.78	75.00	245.70	200.00	228.12
	Poll Workers (Wardens, Clerks, Inspectors)	30,000.00	28,960.24	30,000.00	39,040.00	39,000.00	43,550.00
		\$ 109,864.00	\$ 105,874.95	\$ 109,864.00	\$ 119,254.41	\$ 120,000.00	\$ 133,644.51
Presidential Primary	Police	\$ -	\$ -	\$ -	\$ -	\$ 63,000.00	\$ 67,890.39
	Parks	-	-	-	-	15,000.00	18,562.35
	Technical Services	-	-	-	-	500.00	507.84
	WHA	-	-	-	-	2,300.00	2,340.09
	Library	-	-	-	-	200.00	236.76
	Poll Workers (Wardens, Clerks, Inspectors)	-	-	-	-	32,000.00	37,980.00
	\$ -	\$ -	\$ -	\$ -	\$ 113,000.00	\$ 127,517.43	
Pool Workers (temporary employees; who work two weeks before and 1 week after every election; as well as for other miscellaneous election projects as needed)	\$ 5,300.00		\$ 5,300.00		\$ -		
Miscellaneous Salary Costs-Total	\$ 225,028.00	\$ 105,874.95	\$ 225,028.00	\$ 238,107.17	\$ 353,000.00	\$ 386,716.69	

Breakout of Miscellaneous Salary Costs:		FY13		FY14		FY15	
		September 2012 State Primary November 2012 State Election		Special State Preliminary & Election (August & September 2013) September 2013 City Preliminary November 2013 City Election		September 2014 State Primary November 2014 State Election	
		Budget	Actual	Budget	Actual	Budget	Projected
Special	Police			\$ -	\$ 43,547.82		\$ -
	Parks			-	5,815.32		-
	Technical Services			-	523.20		-
	Law			-	-		-
	Inspectional Services			-	-		-
	WHA			-	1,192.74		-
	Senior Center			-	-		-
	Poll Workers (Wardens, Clerks, Inspectors)			-	17,120.00		-
	\$ -	\$ -	\$ -	\$ 68,199.08	\$ -	\$ -	\$ -
Primary	Police	\$ 78,900.00	\$ 70,563.36	\$ 82,000.00	\$ -	\$ 77,000.00	\$ -
	Parks	18,000.00	32,322.74	18,000.00	-	18,000.00	-
	Technical Services	500.00	518.04	500.00	-	500.00	-
	Law	-	378.27	-	-	-	-
	Inspectional Services	-	231.98	-	-	-	-
	WHA	2,300.00	2,421.97	2,300.00	-	2,300.00	-
	Senior Center	200.00	241.44	200.00	-	200.00	-
	Poll Workers (Wardens, Clerks, Inspectors)	51,000.00	37,590.00	51,000.00	-	51,000.00	-
	\$ 150,900.00	\$ 144,267.80	\$ 154,000.00	\$ -	\$ 149,000.00	\$ -	
General	Police	\$ 70,000.00	\$ 89,676.34	\$ 70,000.00	\$ 72,514.60	\$ 65,000.00	\$ -
	Parks	18,000.00	25,920.57	18,000.00	16,738.98	18,000.00	-
	Technical Services	500.00	518.04	500.00	523.20	500.00	-
	Energy Assessment Management	-	-	-	1,922.80	-	-
	WHA	2,300.00	2,807.14	2,300.00	2,418.17	2,300.00	-
	Senior Center	200.00	241.44	200.00	-	200.00	-
	Poll Workers (Wardens, Clerks, Inspectors)	39,000.00	53,915.00	39,000.00	49,560.00	39,000.00	-
		\$ 130,000.00	\$ 173,078.53	\$ 130,000.00	\$ 143,677.75	\$ 125,000.00	\$ -
Miscellaneous Salary Costs-Total	\$ 280,900.00	\$ 317,346.33	\$ 284,000.00	\$ 211,876.83	\$ 274,000.00	\$ -	

AUDITING DEPARTMENT

Robert V. Stearns

City Auditor

City Hall - Room 102

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1053

Departmental Mission Statement:

The mission of the Auditing Department is to:

- Perform pre-audits of all invoices and payrolls submitted for payment by the City departments.
- Audit the books and accounts of the City departments.
- Produce timely and accurate financial reports.
- Enforce the budget as approved by the City Council.

Departmental Overview:

The City Auditor and employees of the Auditing Department act as the fiscal "watchdog" for the City Council for whom the Auditor is an employee. The City Auditor is the "ex-officio" member of the Worcester Retirement Board. The Auditing Department has three primary function areas: Accounting, Accounts Payable, and Payroll.

The *Accounting Section* maintains and analyzes the City's financial records and prepares the City's Comprehensive Annual Financial Report and State required Schedule A. The office coordinates the City's annual participation in the Federal "Single Audit" performed by an independent public accounting firm. The department prepares various reports in response to City Council requests, maintains a perpetual inventory of the City's fixed assets and performs the statutory requirements as described in Chapter 41 of the Massachusetts General Laws. Additionally, the department participates in bond rating reviews of the City.

The responsibilities of the *Accounts Payable* section are to pre-audit every invoice paid by the City for accuracy and propriety as well as to ensure that funds are available for payment. It also verifies that funds are available before the City enters into various contracts and monitors payments against those contracts. Further, this section data enters the City's expenditures, journal entries, and cash receipts and disbursements packages into City ledgers. This section also stores vendor invoices and accounting journals.

The *Payroll Section* is responsible for the pre-audit of all City payroll; storage of payroll registers to disc by document imaging, and enforcement of the budget for payroll statutory accounts.

The Auditing Department standards are demonstrated by such benchmarks as receiving an unqualified "clean" audit opinion and the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget for	Number	Appropriation
		Fiscal 2014		Fiscal 2015
EXPENDITURES				
SALARIES	\$ 509,956.02	\$ 616,544.00	91000	\$ 505,903.00
OVERTIME	1,931.34	2,193.00	97000	2,000.00
ORDINARY MAINTENANCE	85,612.42	159,525.00	92000	90,722.00
CAPITAL OUTLAY	5,440.00	-	93000	-
TOTAL	\$ 602,939.78	\$ 778,262.00		\$ 598,625.00
TOTAL POSITIONS	9	9		9

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

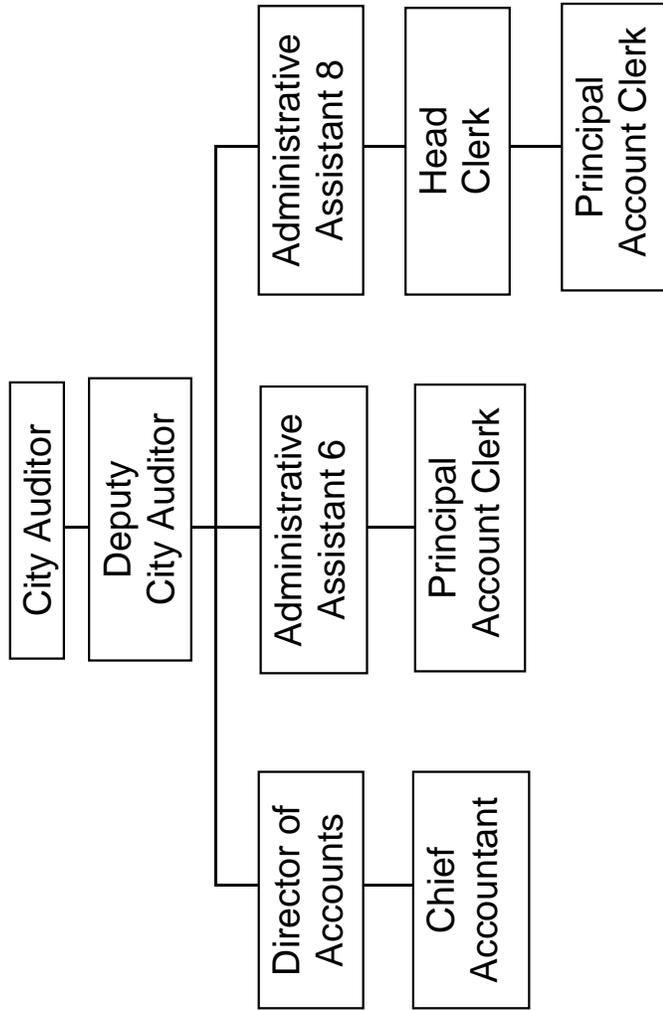
The Auditing Department’s tax levy budget for Fiscal 2015 is recommended to be \$598,625 which is a decrease of \$179,637 from the Fiscal 2014 amount of \$778,262.

The recommended Personal Services tax levy budget for Fiscal 2015 is \$505,903 which is a decrease of \$110,641 from the Fiscal 2014 budget of \$616,544. This decrease is a result of the Auditor, Deputy Auditor & a Principal Account Clerk being budgeted at a lower rate totaling \$50,575, the elimination of the Professional Services budget totaling \$30,000, a reduction in the EM incentive pay totaling \$1,497 and an increase in the vacancy factor of \$46,226 which represents the savings associated with the anticipation of hiring a Deputy mid-year. This decrease is offset by step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$12,559, an increase in contractual stipends totaling \$764 and a decrease in enterprise funding totaling \$4,334.

The recommended tax levy Overtime budget for Fiscal 2015 is \$2,000 which is a decrease of \$193 from the Fiscal 2014 amount of \$2,193.

The tax levy Ordinary Maintenance budget for Fiscal 2015 is recommended to be \$90,722 which is a decrease of \$68,803 from the Fiscal 2014 amount of \$159,525. This decrease is a result of the elimination of the School Audit budget totaling \$75,000 which is offset by an increase of the Personal Services budget totaling \$5,000 to purchase fixed asset software and the decrease in enterprise funding totaling \$1,197.

AUDITING DEPARTMENT ORGANIZATIONAL CHART



9 FUNDED POSITIONS



ROBERT V. STEARNS, CITY AUDITOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
AUDITING DEPARTMENT - DEPARTMENT #650

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 157,241.00	56EM	CITY AUDITOR	1	\$ 120,040.00
1	102,000.00	48EM	DEPUTY AUDITOR	1	95,000.00
1	75,711.00	44M	DIRECTOR OF ACCOUNTS	1	78,614.00
1	61,074.00	39M	CHIEF ACCOUNTANT	1	65,543.00
1	62,217.00	38M	ADMINISTRATIVE ASSISTANT 8	1	63,267.00
1	43,311.00	33	ADMINISTRATIVE ASSISTANT 6	1	44,738.00
1	43,744.00	30	HEAD CLERK	1	45,227.00
2	78,634.00	28	PRINCIPAL ACCOUNT CLERK	2	73,487.00
<u>9</u>	<u>\$ 623,932.00</u>		REGULAR SALARIES	<u>9</u>	<u>\$ 585,916.00</u>
	30,000.00		PROFESSIONAL SERVICES		-
	765.00		CONTRACTUAL STIPENDS AND EXTRAS		1,529.00
	6,326.00		EM INCENTIVE PAY		4,829.00
	(2,809.00)		VACANCY FACTOR		(49,035.00)
<u>9</u>	<u>\$ 658,214.00</u>		TOTAL SALARIES	<u>9</u>	<u>\$ 543,239.00</u>
			FUNDING SOURCES:		
	(1,684.00)		GOLF COURSE REVENUES		(1,509.00)
	(16,596.00)		SEWER REVENUES		(14,870.00)
	(23,390.00)		WATER REVENUES		(20,957.00)
	<u>(41,670.00)</u>		TOTAL FUNDING SOURCES		<u>(37,336.00)</u>
<u>9</u>	<u>\$ 616,544.00</u>	650-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>9</u>	<u>\$ 505,903.00</u>
	2,193.00		OVERTIME		2,000.00
	<u>2,193.00</u>	650-97000	TOTAL RECOMMENDED OVERTIME		<u>2,000.00</u>
	\$ 75,000.00		SCHOOL AUDIT		\$ -
	78,000.00		CITY AUDIT		78,000.00
	2,150.00		OTHER PERSONAL SERVICES		7,150.00
	1,000.00		MAINTENANCE & REPAIR		1,000.00
	5,250.00		OFFICE SUPPLIES		5,250.00
	900.00		OTHER SUPPLIES		900.00
	<u>\$ 162,300.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 92,300.00</u>
			FUNDING SOURCES:		
	(68.00)		CREDIT FROM GOLF COURSE		(39.00)
	(1,008.00)		CREDIT FROM SEWER		(573.00)
	(1,699.00)		CREDIT FROM WATER		(966.00)
	<u>(2,775.00)</u>		TOTAL FUNDING SOURCES		<u>(1,578.00)</u>
<u>\$ 159,525.00</u>	650-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 90,722.00</u>	
<u>\$ 778,262.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 598,625.00</u>	

CONTRIBUTORY PENSIONS

Elizabeth A. Early
Executive Secretary
 City Hall - Room 103
 455 Main Street
 Worcester, Massachusetts 01608
 (508) 799-1062

Departmental Overview:

The City’s retirement system is a contributory defined benefit plan that covers employees of the City. The System is administered by a five member Retirement Board consisting of the Auditor (ex-officio), two elected members who are also members of the system, a member appointed by the City Manager, and a member selected by the other four members.

In August 1998, the City of Worcester was granted special legislation to issue Pension Obligation Bonds in an effort to fully fund the City’s actuarial accrued unfunded pension liability. On December 8, 1998, the City issued \$212 million in bonds to fully fund its unfunded pension liability at that time.

In accordance with the provisions of Chapter 32, it has been determined that the City of Worcester will need to appropriate \$27.43 million for its normal retirement costs (retirement costs for existing city employees and amortization of the unfunded actuarial accrued liability) and early retirement incentive liabilities for Fiscal 2015. This amount is exclusive of any payments to be made by the Worcester Public Schools system and the Worcester Housing Authority.

	Actual Budget for Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
CONTRIBUTORY	\$ 20,095,735.20	\$ 21,978,336.00	96000	\$ 23,500,773.00
TOTAL	\$ 20,095,735.20	\$ 21,978,336.00		\$ 23,500,773.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The City of Worcester’s tax levy pension assessment for Contributory retirement cost for Fiscal 2015 is recommended to be \$23,500,773 which is an increase of \$1,522,437 from the Fiscal 2014 amount of \$21,978,336.



CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2015
CONTRIBUTORY PENSIONS- DEPARTMENT #161

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
\$ 22,963,641.00	CONTRIBUTORY PENSIONS	\$ 25,951,504.00
<u>\$ 22,963,641.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 25,951,504.00</u>
	FUNDING SOURCES:	
\$ (35,177.00)	CREDIT FROM GOLF	\$ (43,634.00)
(1,100,463.00)	CREDIT FROM SEWER	(1,233,178.00)
(1,455,038.00)	CREDIT FROM WATER	(1,723,109.00)
(16,994.00)	CREDIT FROM FINANCE GRANTS	(15,467.00)
(68,319.00)	CREDIT FROM ECONOMIC DEVELOPMENT GRANTS	(70,106.00)
(11,833.00)	CREDIT FROM CABLE SERVICES	(12,236.00)
(62,296.00)	CREDIT FROM HEALTH DEPARTMENT GRANTS	(90,947.00)
(36,944.00)	CREDIT FROM INSPECTIONAL SERVICES GRANTS	(28,046.00)
(11,786.00)	CREDIT FROM ELDER AFFAIRS GRANTS	(12,302.00)
(47,867.00)	CREDIT FROM WORKFORCE INVESTMENT BOARD	(46,516.00)
(201,181.00)	CREDIT FROM WORKFORCE CAREER CENTER	(202,478.00)
<u>\$ (3,047,898.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (3,478,019.00)</u>
<u>\$ 19,915,743.00</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 22,473,485.00</u>
<u>\$ 19,915,743.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 22,473,485.00</u>



CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2015
CONTRIBUTORY PENSIONS- DEPARTMENT #161
EARLY RETIREMENT COSTS

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
\$ 1,052,724.00	EARLY RETIREMENT CONTRIBUTIONS- FY03	\$ 1,040,523.00
449,812.00	EARLY RETIREMENT CONTRIBUTIONS- FY11	446,070.00
<u>\$ 1,502,536.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 1,486,593.00</u>
	FUNDING SOURCES:	
\$ (20,929.00)	CREDIT FROM AIRPORT	\$ (20,755.00)
(110.00)	CREDIT FROM GOLF	(543.00)
(172,140.00)	CREDIT FROM SEWER	(178,355.00)
(259,347.00)	CREDIT FROM WATER	(259,652.00)
<u>\$ (452,526.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (459,305.00)</u>
<u>\$ 1,050,010.00</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,027,288.00</u>
<u>\$ 1,050,010.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,027,288.00</u>



CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2015
CONTRIBUTORY PENSIONS- DEPARTMENT #161
SECTION 90 PENSIONS

TITLE

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
<u>\$ 1,064,938.00</u>	SECTION 90 CONTRIBUTORY PAYMENTS	<u>\$ -</u>
<u>\$ 1,064,938.00</u>	TOTAL FRINGE BENEFITS	<u>\$ -</u>
	FUNDING SOURCES:	
\$ (471.00)	CREDIT FROM AIRPORT	\$ -
(13.00)	CREDIT FROM GOLF	-
(20,709.00)	CREDIT FROM SEWER	-
<u>(31,162.00)</u>	CREDIT FROM WATER	<u>-</u>
<u>\$ (52,355.00)</u>	TOTAL FUNDING SOURCES	<u>\$ -</u>
<u>\$ 1,012,583.00</u>	161-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ -</u>
<u>\$ 1,012,583.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ -</u>



CITY OF WORCESTER- ALLOCATION OF PENSION COSTS BY DEPARTMENT
CONTRIBUTORY PENSIONS- DEPARTMENT #161

<u>DEPARTMENT</u>	<u>FY15 NORMAL</u>	<u>FY15 2003 ERI</u>	<u>FY15 2004 ERI</u>	<u>FY15 2011 ERI</u>	<u>FY15 SECTION 90</u>	<u>FY15 UNFUNDED LIABILITY</u>	<u>FY15 NEW NORMAL</u>
<u>LEGISLATIVE OFFICES:</u>							
COUNCIL	71,020.19	-	-	-	-	-	71,020.19
MAYOR	14,402.25	1,489.00	-	-	-	-	15,891.25
AUDITING	149,898.88	15,333.00	-	20,291.00	-	-	185,522.88
CITY CLERK	179,028.23	1,689.00	-	5,476.00	-	-	186,193.23
ELECTION COMMISSION	-	-	-	-	-	-	-
TOTAL	414,349.55	18,511.00	-	25,767.00	-	-	458,627.55
<u>CITY MANAGER'S OFFICE:</u>							
CITY MANAGER	212,134.51	4,735.00	-	-	-	-	216,869.51
TOTAL	212,134.51	4,735.00	-	-	-	-	216,869.51
<u>HUMAN RESOURCES:</u>							
HUMAN RESOURCES	216,290.24	14,249.00	-	-	-	-	230,539.24
TOTAL	216,290.24	14,249.00	-	-	-	-	230,539.24
<u>OFFICE OF ECONOMIC DEVELOPMENT:</u>							
ECONOMIC DEVELOPMENT	414,362.11	-	-	-	-	-	414,362.11
NEIGHBORHOOD SERVICES	-	-	-	-	-	-	-
PLANNING & REGULATORY SERVICES	-	-	-	-	-	-	-
CABLE SERVICES	32,238.85	-	-	-	-	-	32,238.85
AIRPORT	-	-	-	20,755.00	-	-	20,755.00
WORKFORCE DEVELOPMENT	498,118.09	-	-	-	-	-	498,118.09
TOTAL	944,719.05	-	-	20,755.00	-	-	965,474.05
<u>LAW DEPARTMENT:</u>							
LAW	226,035.43	-	-	-	-	-	226,035.43
TOTAL	226,035.43	-	-	-	-	-	226,035.43
<u>PUBLIC SAFETY:</u>							
POLICE	8,314,398.04	111,651.00	-	13,390.00	-	-	8,439,439.04
FIRE	7,166,581.30	293,661.00	-	-	-	-	7,460,242.30
COMMUNICATIONS	614,353.64	5,434.00	-	-	-	-	619,787.64
TOTAL	16,095,332.98	410,746.00	-	13,390.00	-	-	16,519,468.98
<u>INSPECTIONAL SERVICES:</u>							
INSPECTIONAL SERVICES	708,764.27	-	-	31,372.00	-	-	740,136.27
TOTAL	708,764.27	-	-	31,372.00	-	-	740,136.27
<u>HEALTH & HUMAN SERVICES:</u>							
ELDER AFFAIRS	85,217.79	5,128.00	-	-	-	-	90,345.79
HEALTH	235,799.67	43,347.00	-	6,621.00	-	-	285,767.67
LIBRARY	834,740.51	71,426.00	-	51,200.00	-	-	957,366.51
TOTAL	1,155,757.97	119,901.00	-	57,821.00	-	-	1,333,479.97
<u>PUBLIC WORKS & FACILITIES:</u>							
ADMINISTRATION	437,383.49	28,743.00	-	-	-	-	466,126.49
ENGINEERING	651,801.80	60,251.00	-	37,908.85	-	-	749,961.65
STREETS	631,950.83	58,227.00	-	37,908.85	-	-	728,086.68
CENTRAL GARAGE	154,710.90	10,221.00	-	18,954.92	-	-	183,886.82
SANITATION	230,783.26	72,060.00	-	28,432.38	-	-	331,275.64
TRAFFIC ENGINEERING	-	-	-	-	-	-	-
PARKS	567,938.25	48,469.00	-	11,617.00	-	-	628,024.25
CITY ENERGY & ASSET MANAGEMENT	172,557.35	1,417.00	-	-	-	-	173,974.35
SEWER	600,733.79	73,740.00	-	32,713.00	-	-	707,186.79
WATER	1,271,015.29	97,905.00	-	125,042.00	-	-	1,493,962.29
GOLF	37,551.01	-	-	-	-	-	37,551.01
TOTAL	4,756,425.97	451,033.00	-	292,577.00	-	-	5,500,035.97
<u>ADMINISTRATION & FINANCE:</u>							
ASSESSOR	130,717.09	3,177.00	-	-	-	-	133,894.09
BUDGET	150,918.33	-	-	-	-	-	150,918.33
PURCHASING	64,739.02	18,171.00	-	-	-	-	82,910.02
TECHNICAL SERVICES	434,704.85	-	-	-	-	-	434,704.85
TREASURY	361,730.70	-	-	4,388.00	-	-	366,118.70
TOTAL	1,142,809.99	21,348.00	-	4,388.00	-	-	1,168,545.99
<u>OTHER DEPARTMENTS:</u>							
RETIREMENT	78,883.57	-	-	-	-	-	78,883.57
CITY HOSPITAL	-	-	-	-	-	-	-
BELMONT HOME	-	-	-	-	-	-	-
TOTAL	78,883.57	-	-	-	-	-	78,883.57
TOTAL CITY DEPARTMENTS	25,951,503.53	1,040,523.00	-	446,070.00	-	-	27,438,096.53
PUBLIC SCHOOL	10,309,737.46	352,181.00	-	105,649.00	-	-	10,767,567.46
WHA	2,848,044.00	146,870.00	-	-	-	-	2,994,914.00
TOTAL WITH SCHOOL & WHA	39,109,284.99	1,539,574.00	-	551,719.00	-	-	41,200,577.99

NON-CONTRIBUTORY PENSIONS

Elizabeth A. Early
Executive Secretary
 City Hall - Room 103
 455 Main Street
 Worcester, Massachusetts 01608
 (508) 799-1062

Departmental Overview:

The City provides retirement benefits to those employees who are Veterans, who were employed by the City prior to 1939, and have a minimum of thirty years service under the retirement system. These employees, at their own request, and with the approval of the retiring authority, shall be retired at seventy-two percent of their highest annual rate of compensation. Disability benefits are also available to those employees with veteran status, pre 1939 service and a minimum of 10 years of service in the retirement system.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Budget for	Budget for	Number	Appropriation
	Fiscal 2013	Fiscal 2014		Fiscal 2015
EXPENDITURES				
NON-CONTRIBUTORY	\$ 139,881.38	\$ 133,129.00	96000	\$ 124,154.00
TOTAL	\$ 139,881.38	\$ 133,129.00		\$ 124,154.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total tax levy budget in Fiscal 2015 for Non-Contributory pensions is projected to be \$124,154 which is a decrease of \$8,975 from the Fiscal 2014 budget of \$133,129. This decrease is a result of fewer retired city employees and retiree's spouses receiving pension benefits which is offset by a projected 3% increase for retirees on the first \$13,000 salary.



**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2015
NON-CONTRIBUTORY PENSIONS- DEPARTMENT #162**

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
<u>\$ 142,916.00</u>	NON-CONTRIBUTORY PENSIONS	<u>\$ 134,234.00</u>
<u>\$ 142,916.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 134,234.00</u>
	FUNDING SOURCES:	
<u>\$ (9,787.00)</u>	CREDIT FROM SEWER	<u>\$ (10,080.00)</u>
<u>\$ (9,787.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (10,080.00)</u>
<u>\$ 133,129.00</u>	162-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 124,154.00</u>
<u>\$ 133,129.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 124,154.00</u>

OFFICE OF THE CITY MANAGER

Edward M. Augustus, Jr.
City Manager
City Hall Room 309
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1175

Department Mission Statement:

The mission of the Department of the Executive Office of the City Manager is to:

- Protect the health, safety and welfare of all citizens.
- Encourage economic development that will broaden the tax base and expand employment opportunities.
- Become the most livable medium sized City in the northeast by providing municipal standards both effectively and efficiently.
- Work with educational and cultural institutions to enrich the lives of all members of our community.
- Embrace cultural diversity.
- Promote civic pride and civility.
- Promote equal opportunity.
- Encourage citizens to participate in the democratic process.
- 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.
- Ensure that all Worcester residents and visitors with disabilities have access to City programs and services by providing information and referral, advocacy, outreach and educational programs.
- Advocate to meet the needs of homeless individuals and families by coordinating local, state, and federal resources to implement the strategies outlined in the City Manager's Three Year Plan to End Homelessness in Worcester.
- Provide eligible veterans and their families with immediate financial aid, medical assistance and referral services such as housing, employment opportunities, health and education.

Department Overview:

The City Manager is appointed by the Worcester City Council to be the chief executive and administrative officer of the City. The City Manager, under the powers and duties of the Worcester City Charter, shall be responsible to the City Council for the proper administration of

EXECUTIVE OFFICE OF THE CITY MANAGER

all City affairs properly entrusted to the City Manager by the City Council or under the City Charter. The powers and duties of the City Manager include, but are not limited to, the following: to act as the chief conservator of the peace within the City, as conferred under Massachusetts General Laws; to supervise the administration of the affairs of the City; to ensure that, within the City, the general laws and ordinances, resolutions, and regulations of the City Council are faithfully executed; to make such recommendations to the City Council concerning the affairs of the City as deemed necessary and desirable; to make reports to the City Council from time to time upon the affairs of the City; to keep the City Council fully advised of the City’s financial condition and its future needs; to prepare and submit to the City Council budgets as required by general law and the City Charter.

In Fiscal Year 2010, the Office of the City Manager was reconfigured to include the Human Services Divisions as direct reports to the Office of the City Manager. The Human Services Divisions of the Office of the City Manager interacts with the most vulnerable segment of our community. These divisions provide a comprehensive portfolio of client outreach, service assistance, referral opportunities, and citizen support to those who are least able to help themselves. This matrix of citizen assistance serves as critical support to individuals in an effort to improve the resident’s quality of life.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2013	Budget for	Account	Appropriation
EXPENDITURES		Fiscal 2014	Number	Fiscal 2015
SALARIES	\$ 773,775.01	\$ 909,850.00	91000	\$ 912,002.00
ORDINARY MAINTENANCE	1,810,001.23	1,699,280.00	92000	1,793,083.00
TOTAL	\$ 2,583,776.24	\$ 2,609,130.00		\$ 2,705,085.00
TOTAL POSITIONS	12	14		15

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

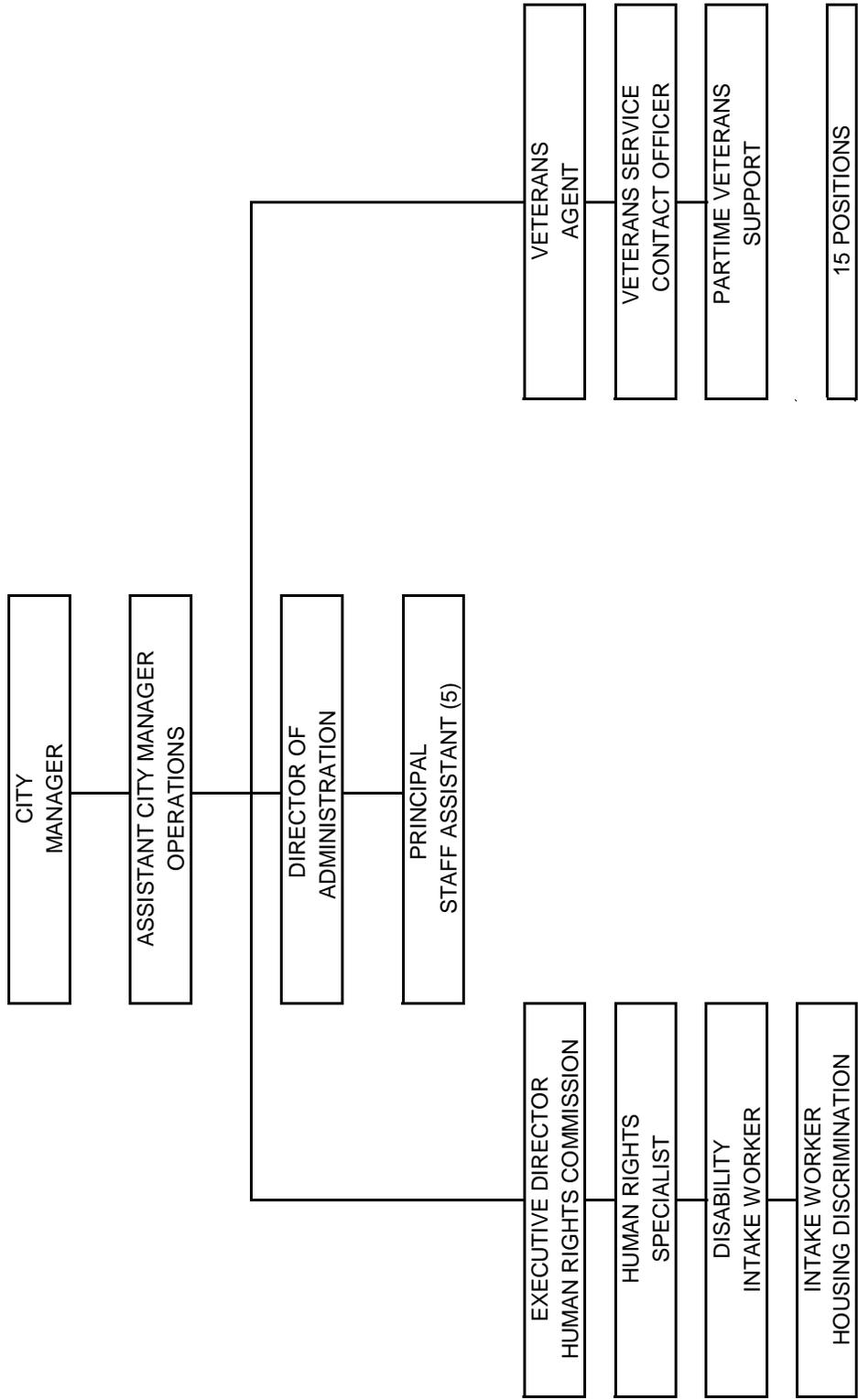
The tax levy budget for the office of the City Manager for Fiscal 2015 is recommended to be \$2,705,085 which is an increase of \$95,955 compared to the Fiscal 2014 amount of \$2,609,130.

The Personal Service tax levy budget for Fiscal 2015 is recommended to be \$912,002, representing a net increase of \$2,152 compared to the Fiscal 2014 budget of \$909,850. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance in the amount of \$28,100, and an Intake Worker Housing Discrimination will be added to the table of organization in the amount of \$30,001, which is fully funded with grant proceeds. Also the Director of Administration will be filled in class rather than out of class. The offset to these increases are a decrease in Principal Staff Assistant being funded at a lower step than the previous incumbent, an additional funding source to fully fund the new Intake Worker position, a decrease in Deferred Compensation and EM Incentive Pay.

The tax levy Ordinary Maintenance budget for the City Manager's Office for Fiscal 2015 is recommended to be \$1,793,083 which is an increase of \$93,803 compared to Fiscal 2014 amount of \$1,699,280. This represents \$100,000 to fund increased requirements in the Veteran Services Ordinary Maintenance. The Commonwealth reimburses the City of Worcester at a rate of 75% for Veteran's Benefits which are received approximately 12 months after benefits are paid to veterans. There is a decrease in Other Personal Services and Office Supplies off set by an increase in Massachusetts Association Dues for a net decrease of \$6,197.

The Ordinary Maintenance budget is also used to fund the City Manager and Human Rights office and other programs to include association dues, neighborhood sponsored events and seasonal wreath installation.

EXECUTIVE OFFICE OF THE CITY MANAGER





EDWARD M. AUGUSTUS JR., CITY MANAGER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF ADMINISTRATION- DIVISION #040

FY14					FY15	
TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT	
EXECUTIVE OFFICE OF CITY MANAGER						
1	\$ 191,189.00	FL	CITY MANAGER	1	\$ 193,955.00	
1	146,035.00	58CM	ASSISTANT CITY MANAGER FOR OPERATIONS	1	149,292.00	
1	76,434.00	47M	DIRECTOR OF ADMINISTRATION	1	84,544.00	
5	291,173.00	40M	PRINCIPAL STAFF ASSISTANT	5	283,200.00	
8	704,831.00		TOTAL REGULAR SALARIES	8	710,991.00	
	(36,750.00)		VACANCY FACTOR		(36,750.00)	
	-		OTHER CM STIPENDS		4,114.00	
	12,978.00		EM INCENTIVE PAY		8,425.00	
	16,500.00		DEFERRED COMPENSATION		-	
8	\$ 697,559.00	0401-91000	TOTAL RECOMMENDED PERSONAL SERVICES	8	\$ 686,780.00	
	\$ 18,100.00		LEASES AND RENTALS		\$ 18,100.00	
	400.00		MAINTENANCE AND REPAIR		400.00	
	8,000.00		TELEPHONE		8,000.00	
	200.00		POSTAGE		200.00	
	7,800.00		NETWORK, HARDWARE, SOFTWARE		6,480.00	
	11,000.00		OFFICE SUPPLIES		8,401.00	
	3,000.00		OTHER SUPPLIES		3,000.00	
	21,500.00		OTHER PERSONAL SERVICES		18,902.00	
	10,000.00		OTHER CHARGES AND EXPENDITURES		10,000.00	
	25,680.00		MASSACHUSETTS MUNICIPAL ASSOCIATION DUES		27,000.00	
	25,000.00		SEASONAL WREATH INSTALLATION		25,000.00	
	5,000.00		NEIGHBORHOOD EVENT SPONSORSHIP		5,000.00	
	50,000.00		OUTREACH HOMELESSNESS & HEALTH		50,000.00	
	\$ 185,680.00	0401-92000	TOTAL CITY MANAGER'S ORDINARY MAINTENANCE		\$ 180,483.00	
OFFICE OF HUMAN RIGHTS AND DISABILITIES						
1	\$ 56,544.00	42EM	EXECUTIVE DIRECTOR HUMAN RIGHTS COMM.	1	\$ 56,544.00	
1	37,814.00	31	HUMAN RIGHTS SPECIALIST	1	45,113.00	
1	9,396.00	FL	DISABILITY INTAKE WORKER	1	9,396.00	
0	-	FL	INTAKE WORKER HOUSING DISCRIMINATION	1	30,001.00	
3	103,754.00		TOTAL RECOMMENDED PERSONAL SERVICES	4	141,054.00	
	(1,750.00)		VACANCY FACTOR		(1,750.00)	
	3,455.00		EM INCENTIVE PAY		2,419.00	
	105,459.00		TOTAL SALARIES		141,723.00	
FUNDING SOURCES:						
	(10,000.00)		MASS. COMMISSION AGAINST DISCRIMINATION		(10,000.00)	
	-		WORCESTER FAIR HOUSING PROJECT		(30,001.00)	
	(10,000.00)		TOTAL FUNDING SOURCES		(40,001.00)	
	\$ 95,459.00	0406-91000	TOTAL RECOMMENDED PERSONAL SERVICES		\$ 101,722.00	
	\$ 60,000.00		ADA TRANSITION PLAN		\$ 60,000.00	
	-		TELEPHONE		700.00	
	2,000.00		OTHER PERSONAL SERVICES		1,300.00	
	1,500.00		OFFICE SUPPLIES		1,500.00	
	1,000.00		OTHER SUPPLIES		1,000.00	
	950.00		OTHER CHARGES AND EXPENDITURES		950.00	
	\$ 65,450.00	0406-92000	TOTAL HUMAN RIGHTS ORDINARY MAINTENANCE		\$ 65,450.00	



EDWARD M. AUGUSTUS JR., CITY MANAGER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF ADMINISTRATION- DIVISION #040

FY14				FY15	
TOTAL	APPROVED	PAY		TOTAL	RECOMMENDED
POSITIONS	FY14 AMOUNT	GRADE	TITLE	POSITIONS	FY15 AMOUNT
OFFICE OF VETERANS SERVICE					
1	63,705.00	42EM	VETERANS AGENT	1	63,705.00
1	38,127.00	30	VETERANS SERVICE CONTACT OFFICER	1	44,795.00
1	15,000.00	FL	PARTIME VETERAN SUPPORT	1	15,000.00
3	\$ 116,832.00	0407-91000	TOTAL VETERANS PERSONAL SERVICES	3	\$ 123,500.00
	3,000.00		MAINTENANCE AND REPAIR		3,000.00
	4,000.00		OTHER PERSONAL SERVICES		1,000.00
	150.00		BOOKS		150.00
	1,000.00		OFFICE SUPPLIES		3,000.00
	20,000.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		20,000.00
	1,420,000.00		VETERAN'S BENEFITS		1,520,000.00
	\$ 1,448,150.00	0407-92000	TOTAL VETERAN'S ORDINARY MAINTENANCE		\$ 1,547,150.00
<u>\$ 2,609,130.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,705,085.00</u>	

CITY MANAGER'S CONTINGENCY

Edward M. Augustus Jr.
City Manager
City Hall Room 309
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1175

Departmental Overview:

The Fiscal 2015 Budget includes a gross amount of \$4,000,000 for the City Manager's Contingency Account. This is an increase of \$3,084,000 compared to the total appropriation into contingency in Fiscal 2014. These funds have been identified primarily to provide a funding source for possible contract settlements in Fiscal 2015. City contracts with employee groups concluded on June 30, 2013.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2013	Budget for	Account	Appropriation
		Fiscal 2014	Number	Fiscal 2015
EXPENDITURES				
SALARIES	\$ 34,486.88	\$ 916,000.00	92000	\$ 4,000,000.00
TOTAL	\$ 34,486.88	\$ 916,000.00		\$ 4,000,000.00



Edward M. Augustus, Jr., City Manager

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
CITY MANAGER'S CONTINGENCY - DEPARTMENT #900**

<u>RECOMMENDED FY14 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY15 AMOUNT</u>
\$ 916,000.00	TOTAL CONTINGENCY	\$ 4,000,000.00
<u>\$ 916,000.00</u>	91000 TOTAL CONTINGENCY SALARIES	<u>\$ 4,000,000.00</u>
<hr/>		
<u>\$ 916,000.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 4,000,000.00</u>

OFFICE OF ELDER AFFAIRS

Amy Vogel Waters

Director

128 Providence Street

Worcester, Massachusetts 01604

(508) 799-1232

Divisional Mission Statement:

The mission of the Division of Elder Affairs is to enhance the well-being of the senior population by optimizing services on behalf of mature adults and their families. This includes the Worcester Senior Center Campus, where participation in community life is encouraged by providing advocacy, programs, services and activities that promote health, wellness, fitness, education and independence.

Divisional Overview:

The Commission and Division of Elder Affairs, established in 1970, enhances the quality of life of Worcester's elders age 60 and over by providing a wide range of services. A small paid staff is augmented by senior aides, interns, volunteers and community partners. In addition to tax levy funding, grants are secured from federal, state and private sources. The division provides a continuum of direct services to elders through the Worcester Senior Center, which opened in June 2000, as well as through sub-contracted programs operated by agencies in the community.

Located at 128 Providence Street, the Worcester Senior Center is a bright, welcoming place for all seniors, their families and caregivers, elder service providers and the community at large. There is a strong emphasis on health and wellness programming, in addition to fitness, intergenerational events, support groups, arts & crafts classes, multi-cultural programs, computer classes and various other educational and recreational activities. Lunch is provided every day, as well as light fare at the diner. In addition to scheduled programs, elders enjoy a spacious library, computer lab practice, games, art exhibits and landscaped grounds. They also come to the Senior Center for assistance with personal matters, obtaining information and support from the staff of Elder Affairs as well as partnering organizations providing such services such as, veterans' assistance, health insurance counseling, food stamps, tax return preparation, legal assistance and individual client advocacy.

The consistent growth and success of the Senior Center is a tribute to the level of services provided, as well as the creative partnerships developed with over 250 instructors and organizations that provide over 300 different programs. Leasing space to elder service providers generates income as well as enhances service delivery. Continual attention to diversity issues maintain a lively multi-cultural atmosphere in which thousands of seniors take charge of their health and thrive. The City's most vulnerable seniors are identified by the Division's innovative collaboration, the Senior Support Team, which provides follow up services to emergency response calls involving seniors in an effort to prevent further calls to

911 and to improve their quality of life. The demographic combination of people living longer and the “baby boomers” turning 60, indicate a growing need for support for seniors and their caregivers. The Division utilizes ‘state of the art’ approaches to help meet this need, including the provision of evidence-based programs at the Worcester Senior Center which are proven effective to promote healthy aging. Such innovations ensure the ongoing viability and value of the Division’s Senior Center as a community resource.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
SALARIES	\$ 309,347.22	\$ 269,278.00	91000	\$ 312,829.00
OVERTIME	1,743.44	-	97000	-
ORDINARY MAINTENANCE	270,734.60	138,841.00	92000	138,841.00
TOTAL	\$ 581,825.26	\$ 408,119.00		\$ 451,670.00
TOTAL POSITIONS	7	7		8

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total recommended tax levy budget for Fiscal 2015 for the Division of Elder Affairs is \$451,670 which is an increase of \$43,551 from the Fiscal 2014 amount of \$408,119.

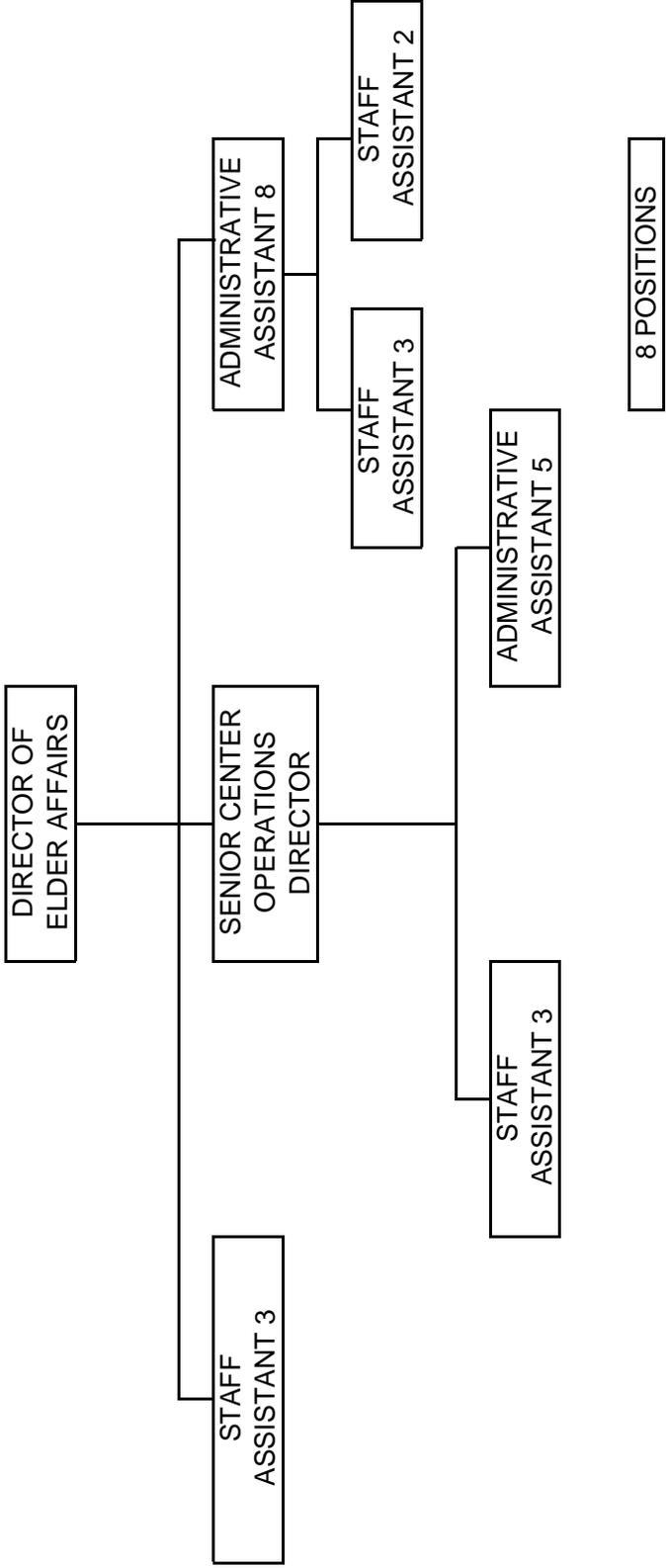
The Personal Service tax levy budget is recommended to be \$312,829 which is an increase of \$43,551 from the Fiscal 2014 amount of \$269,278. The increase is a result of a new Administrative Assistant 5 being added to the table of organization for a cost of \$37,814 and step increases for employees that have not achieved the maximum step per the salary ordinance in the amount of \$11,538. Offsetting the step increase is the decrease in EM Incentive Pay of \$73 and the funding from the State Council on Aging increasing by \$5,728.

The tax levy Ordinary Maintenance budget for Fiscal 2015 is recommended to be level funded at \$138,841.

CITY OF WORCESTER

EXECUTIVE OFFICE OF THE CITY MANAGER

ELDER AFFAIRS DIVISION





AMY VOGEL WATERS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER

DIVISION OF ELDER AFFAIRS - DIVISION #340

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 79,460.00	44EM	DIRECTOR OF ELDER AFFAIRS	1	\$ 79,470.00
1	70,533.00	43M	SENIOR CENTER OPERATIONS DIRECTOR	1	72,913.00
1	52,869.00	38M	ADMINISTRATIVE ASSISTANT 8	1	54,936.00
3	152,467.00	37	STAFF ASSISTANT 3	3	158,230.00
1	43,347.00	35	STAFF ASSISTANT 2	1	44,665.00
0	-	31	ADMINISTRATIVE ASSISTANT 5	1	37,814.00
<u>7</u>	<u>\$ 398,676.00</u>		REGULAR SALARIES	<u>8</u>	<u>\$ 448,028.00</u>
	(1,250.00)		VACANCY FACTOR		(1,250.00)
	2,813.00		EM INCENTIVE PAY		2,740.00
<u>7</u>	<u>\$ 400,239.00</u>		TOTAL RECOMMENDED SALARIES	<u>8</u>	<u>\$ 449,518.00</u>
			FUNDING SOURCES:		
	\$ (130,961.00)		STATE COUNCIL ON AGING GRANT		\$ (136,689.00)
	<u>\$ (130,961.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (136,689.00)</u>
<u>7</u>	<u>\$ 269,278.00</u>	340-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>8</u>	<u>\$ 312,829.00</u>
	\$ 109,959.00		PROGRAMS		\$ 109,959.00
	5,000.00		MAINTENANCE & REPAIR		5,000.00
	7,700.00		TELEPHONES		7,700.00
	2,500.00		OFFICE SUPPLIES		2,500.00
	5,000.00		OTHER SUPPLIES		5,000.00
	8,682.00		OTHER CHARGES & EXPENDITURES		8,682.00
	<u>\$ 138,841.00</u>		ORDINARY MAINTENANCE		<u>\$ 138,841.00</u>
	<u>\$ 138,841.00</u>	340-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 138,841.00</u>
			FRINGE BENEFITS:		
	\$ 28,644.00		HEALTH INSURANCE		\$ 29,487.00
	13,685.00		RETIREMENT		14,284.00
	<u>\$ 42,329.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 43,771.00</u>
			FUNDING SOURCES:		
	(42,329.00)		STATE GRANTS		(43,771.00)
	<u>(42,329.00)</u>		TOTAL FUNDING SOURCES		<u>(43,771.00)</u>
	<u>\$ -</u>	340-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 408,119.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 451,670.00</u>

WORCESTER PUBLIC LIBRARY

Christopher J. Korenowsky

Head Librarian

3 Salem Square

Worcester, Massachusetts 01608

(508) 799-1655

Divisional Mission Statement:

The mission of the Worcester Public Library is to:

- a. Serve as a gathering place that actively promotes the free exchange of ideas in our democratic society
- b. Make information and services available to all people while fostering intellectual freedom, protecting privacy, encouraging personal growth and enrichment, and celebrating our diverse community heritage

Divisional Overview:

In an information rich and culturally diverse society, the Worcester Public Library (WPL) is a source of civic activity and pride, offering opportunities for the development of a literate and informed citizenry. The Library is no longer a passive repository of books and information, but is an active and responsive part of the community and an agent for change. It is determined to design and implement new approaches and promising services that are viable, relevant and valuable with successful impact on our user community.

The WPL is committed to using technology as a strategic resource to increase staff productivity, focus its effort on value-added services, and enhance its overall customer service. The Library seeks a suite of products and services that are useful today and invaluable tomorrow. Toward those goals, the library is to re-think, re-purpose and re-align its limited labor force and to utilize the labor saving services. An RFID (Radio-frequency identification) and AMH (Automated Materials Handling) were implemented as a solution to redirect its labor force to increased valuable contact with its customers.

The Library has the opportunity to develop an economically sustainable model of library service that best applies library resources to meet the needs and interests of Worcester's residents. Therefore, the Library's organizational structure must shift in order to visibly align itself with the City. The alignment must direct and empower library staff to focus on critical areas of importance. It must also reflect the budget and staffing to improve the transparency of library contributions to the City and to potential funders.

The City Manager believes that the community can strengthen student outcomes with an unprecedented partnership and collaboration between the Library and the Schools. We are pleased to have incorporated three new One City, One Library branches into the system since October of 2013. One City, One Library locations offer full-service public library offerings to

the public via three elementary schools across the city – Roosevelt, Tatnuck Magnet, and Goddard. The WPL created an initiative that leveraged public and private resources to assist students, educators, customers, and residents in equitably accessing literature, information, and technology. To date, the three new branches circulated a total of 22,024 items, assisted 32,227 customers, issued 791 WPL cards, and hosted 1,544 individuals in 98 programs. The funds of \$292,260 allowed the WPL to add 8 new positions to make these branches come alive within the neighborhoods of the City.

Today's library is a vital and vibrant place of information and learning, used and valued by people of all ages, backgrounds and abilities. From the new branches to the Main Library to the two Library Express vans to Talking Books to a dynamic online presence, the Worcester Public Library is a system on the move.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Budget for Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
SALARIES	\$ 3,045,256.35	\$ 3,326,854.00	91000	\$ 3,442,192.00
OVERTIME	82,109.43	114,534.00	97000	114,534.00
ORDINARY MAINTENANCE	1,386,233.88	1,471,244.00	92000	1,546,799.00
TOTAL	\$ 4,513,599.66	\$ 4,912,632.00		\$ 5,103,525.00
TOTAL POSITIONS	94	97		97

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The budget for the Worcester Public Library for Fiscal 2015 is recommended to be \$5,103,525 which is an increase of \$190,893 from the Fiscal 2014 amount of \$4,912,632.

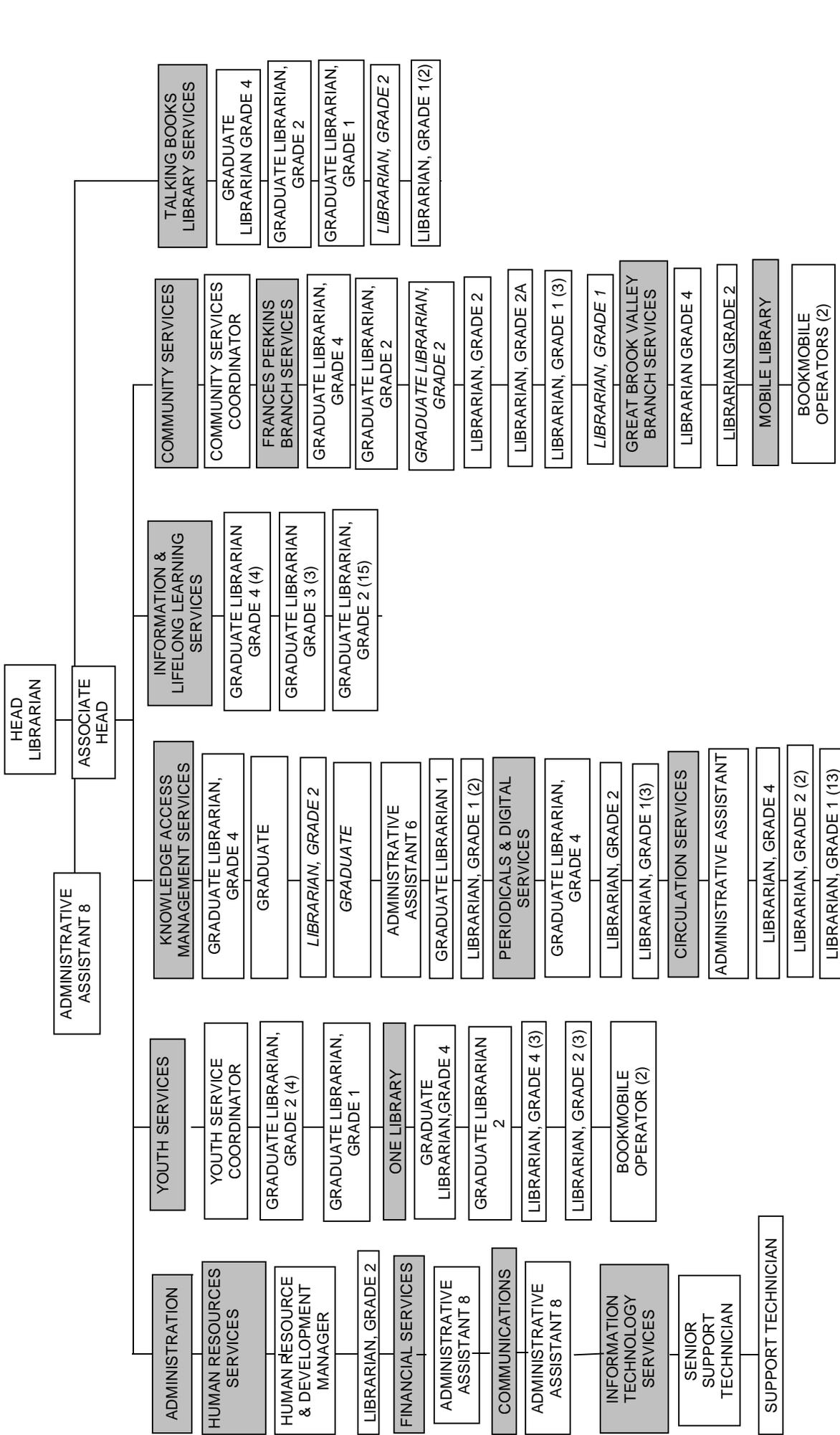
The total recommended Personal Services tax levy budget for Fiscal 2015 is recommended to be \$3,442,192, which is an increase of \$115,338 from the Fiscal 2014 amount of \$3,326,854. Personal Services increases are reflective of step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$66,976, two new Bookmobile operator's added to the table of organization in the amount of \$63,217, for the One City One Library Little Lily Program, EM incentive pay increase of \$102, and the decrease in vacancy factor of \$6,422. This increase is offset by a decrease of \$21,379 for hiring a Graduate Librarian Grade 2, Youth Service Coordinator, and Librarian Grade 1 at a lower pay grade than the previous occupant.

The recommended Overtime tax levy budget for Fiscal 2015 is recommended to be level funded at \$114,534.

WORCESTER PUBLIC LIBRARY

The tax levy Ordinary Maintenance for Fiscal 2015 is recommended to be \$1,546,799, which is an increase of \$75,555 from the Fiscal 2014 amount of \$1,471,244. This increase is due to the library's obligation to acquire library materials consistent with state requirements as well as increased costs for CW/MARs network membership and the support for the four new library branches in the Worcester Public Schools.

CITY OF WORCESTER WORCESTER PUBLIC LIBRARY



92	POSITIONS
5	VACANT UNFUNDED
97	TOTAL POSITIONS



CHRISTOPHER J. KORENOWSKY, HEAD LIBRARIAN
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF PUBLIC LIBRARY- DIVISION #550

FY14					FY15	
TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT	
1	\$ 108,493.00	53EM	HEAD LIBRARIAN	1	\$ 112,043.00	
1	85,558.00	48M	ASSOCIATE HEAD LIBRARIAN	1	88,924.00	
1	78,614.00	44M	YOUTH SERVICES COORDINATOR	1	64,159.00	
1	69,571.00	44M	COMMUNITY SERVICES COORDINATOR	1	72,029.00	
6	361,377.00	40P	GRADUATE LIBRARIAN, GRADE 4	6	378,470.00	
1	65,543.00	39M	HUMAN RESOURCE & DEVELOPMENT MANAGER	1	65,543.00	
4	220,454.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	4	226,216.00	
3	190,992.00	37P	GRADUATE LIBRARIAN, GRADE 3	3	190,992.00	
20	1,013,231.00	36P	GRADUATE LIBRARIAN, GRADE 2	20	1,006,593.00	
2	92,597.00	31P	GRADUATE LIBRARIAN, GRADE 1	2	95,888.00	
1	60,051.00	40	SENIOR SUPPORT TECHNICIAN	1	62,098.00	
1	48,400.00	37	SUPPORT TECHNICIAN	1	50,259.00	
1	50,259.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	50,259.00	
2	93,710.00	31	LIBRARIAN, GRADE 4	2	93,710.00	
2	66,258.00	27	BOOKMOBILE OPERATOR	2	67,793.00	
1	39,088.00	26	LIBRARIAN, GRADE 2A	1	39,088.00	
4	156,352.00	25	LIBRARIAN, GRADE 2	4	156,352.00	
18	578,765.00	21	LIBRARIAN, GRADE 1	18	578,479.00	
70	\$ 3,379,313.00		TOTAL REGULAR SALARIES WITHOUT PAGES	70	\$ 3,398,895.00	

AUTHORIZED POSITIONS WITHOUT FUNDING:

1	\$ -	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ -
1	-	36P	GRADUATE LIBRARIAN, GRADE 2	1	-
1	-	25	LIBRARIAN, GRADE 2	1	-
1	-	21	LIBRARIAN, GRADE 1	1	-
4	\$ -		REGULAR SALARIES	4	\$ -

ONE CITY, ONE LIBRARY

1	\$ 48,588.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 56,584.00
1	42,282.00	0	GRADUATE LIBRARIAN, GRADE 2	1	43,351.00
3	113,442.00	31	LIBRARIAN, GRADE 4	3	115,529.00
2	-	27	BOOKMOBILE OPERATOR	2	63,217.00
3	87,948.00	25	LIBRARIAN, GRADE 2	3	89,587.00
10	\$ 292,260.00		REGULAR SALARIES	10	\$ 368,268.00

84	\$ 3,671,573.00		REGULAR SALARIES	84	\$ 3,767,163.00
	66,560.00		TOTAL PAGES SALARIES		66,560.00
	3,118.00		EM INCENTIVE		3,220.00
	292,784.00		BUILDING OPERATION		306,008.00
	(98,663.00)		VACANCY FACTOR		(92,241.00)
84	\$ 3,935,372.00		TOTAL RECOMMENDED SALARIES	84	\$ 4,050,710.00

FUNDING SOURCES:

	(542,260.00)	PILOT	(542,260.00)
	(66,258.00)	BOOKMOBILE FUNDING	(66,258.00)
	(608,518.00)	TOTAL FUNDING SOURCES	(608,518.00)

84	\$ 3,326,854.00	550-91000	TOTAL RECOMMENDED PERSONAL SERVICES	84	\$ 3,442,192.00
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CHRISTOPHER J. KORENOWSKY, HEAD LIBRARIAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER

DIVISION OF PUBLIC LIBRARY- DIVISION #550

\$ 21,658.00	REGULAR OVERTIME	\$ 21,658.00
64,137.00	SUNDAY OVERTIME	64,137.00
<u>\$ 85,795.00</u>	TOTAL OVERTIME	<u>\$ 85,795.00</u>
\$ 28,739.00	BUILDING OPERATIONS	\$ 28,739.00
<u>\$ 114,534.00</u>	550-97000 TOTAL RECOMMENDED OVERTIME	<u>\$ 114,534.00</u>

2,939.00	AUTO FUEL	7,798.00
15,000.00	DIESEL FUEL	15,300.00
3,068.00	LEASES & RENTALS	3,068.00
73,281.00	MAINTENANCE & REPAIR	73,281.00
30,105.00	TELEPHONE	30,105.00
12,934.00	POSTAGE	12,934.00
157,034.00	OTHER PERSONAL SERVICES	177,034.00
500.00	AUTOMOTIVE SUPPLIES	500.00
48,689.00	BUILDING SUPPLIES	48,689.00
6,297.00	OFFICE SUPPLIES	16,297.00
144,644.00	OTHER SUPPLIES	144,644.00
662,387.00	LIBRARY MATERIALS	687,094.00
<u>\$ 1,156,878.00</u>	ORDINARY MAINTENANCE	<u>\$ 1,216,744.00</u>

328,108.00	BUILDING OPERATIONS	343,797.00
<u>\$ 1,484,986.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 1,560,541.00</u>

	FUNDING	
(13,742.00)	BOOKMOBILE FUNDING	(13,742.00)

<u>\$ 1,471,244.00</u>	550-92000 RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,546,799.00</u>
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<u>\$ 4,912,632.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 5,103,525.00</u>
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CHRISTOPHER J. KORENOWSKY, HEAD LIBRARIAN
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF THE EXECUTIVE OFFICE OF THE CITY MANAGER
DIVISION OF PUBLIC LIBRARY- DIVISION #550

FY14 TOTAL POSITIONS	PROPOSED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	PROPOSED FY15 AMOUNT
LIBRARY RESOURCES					
1	\$ 50,906.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 53,089.00
1	42,282.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	42,282.00
2	73,771.00	25	LIBRARIAN, GRADE 2	2	71,454.00
3	101,905.00	21	LIBRARIAN, GRADE 1	3	76,923.00
8	\$ 268,864.00		REGULAR SALARIES	7	\$ 243,748.00
8	\$ 268,864.00		TOTAL RECOMMENDED PERSONAL SERVICES	7	\$ 243,748.00
	69,682.20		FRINGE BENEFITS		48,974.80
	\$ 338,546.20		TOTAL EXPENSES- LIBRARY RESOURCES		\$ 292,722.80
	(268,864.00)		FUNDING SOURCES-STATE REVENUES:		
	(69,682.20)		SALARIES		(243,748.00)
	(338,546.20)		FRINGE BENEFITS		(48,974.80)
	\$ -		TOTAL CREDITS- LIBRARY RESOURCES		(292,722.80)
			TOTAL RECOMMENDED TAX LEVY		\$ -

TALKING BOOK SERVICES

1	\$ 70,846.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 70,846.00
1	61,534.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	61,534.00
1	51,491.00	31P	GRADUATE LIBRARIAN, GRADE 1	1	51,491.00
2	68,612.00	21	LIBRARIAN, GRADE 1	2	68,612.00
5	\$ 252,483.00		REGULAR SALARIES	5	\$ 252,483.00
VACANT UNFUNDED POSITIONS:					
1	\$ -	25	LIBRARIAN, GRADE 2	1	\$ -
1	-		REGULAR SALARIES	1	-
6	\$ 252,483.00		TOTAL REGULAR SALARIES	6	\$ 252,483.00
6	\$ 252,483.00		TOTAL RECOMMENDED PERSONAL SERVICES	6	\$ 252,483.00
	3,000.00		TOTAL OVERTIME		3,000.00
	119,203.58		ORDINARY MAINTENANCE		119,203.58
	52,553.88		FRINGE BENEFITS		55,527.48
	\$ 427,240.46		TOTAL EXPENSES- TALKING BOOKS		\$ 430,214.06
	(252,483.00)		FUNDING SOURCES-STATE REVENUES:		
	(3,000.00)		SALARIES		(252,483.00)
	(119,203.58)		OVERTIME		(3,000.00)
	(52,553.88)		ORDINARY MAINTENANCE		(119,203.58)
	\$ (427,240.46)		FRINGE BENEFITS		(55,527.48)
			TOTAL CREDITS- TALKING BOOKS		\$ (430,214.06)
			TOTAL RECOMMENDED TAX LEVY		\$ -

DEPARTMENT OF ECONOMIC DEVELOPMENT

Michael E. Traynor
Acting Chief Development Officer

455 Main Street, 4th Floor
Worcester, Massachusetts 01608
(508) 799-1400

Department Mission Statement:

The mission of the City of Worcester Economic Development Department is to:

- Coordinate with and facilitate other public and private entities to envision and build a city that attracts new businesses and residents
- Encourage the creation of residential, commercial, industrial, retail, entertainment, and cultural opportunities for residents, workers, and visitors
- Generate land value that draws private investment to vacant and underutilized properties
- Procure funds for, administer, and otherwise facilitate the provision of effective programs and efficient delivery of services to Worcester's diverse neighborhood areas, thereby enhancing an improved quality of life for all City residents and promoting individual and family economic stability and advancement
- Provide credible, timely, and accessible data and analysis for decision-making and problem solving that effectively brings the organization's interdisciplinary analytic capacity to bear on significant planning problems

Departmental Overview:

The Department of Economic Development's goal is to create an environment within Worcester conducive to both business and residential activity. The Department stands ready to assist in all elements of the development process, including identifying a site, securing financing, and obtaining permits. Our highly professional and motivated staff has access to financial and technical programs available through local, state and federal government, as well as through public/private collaborative efforts of the City, local banking institutions and other business assistance agencies.

Divisions of Administration, Business Assistance & Cultural Development

The priorities of the Divisions of Administration, Business Assistance & Cultural Development include:

- Building the vitality of the downtown core and neighborhood centers through the creation of new business, retail, real estate, cultural, and entertainment opportunities
- Connecting entrepreneurs and property owners with public financing opportunities
- Improving connections between and among the City's many economic generators
- Marketing Worcester's assets to the region and beyond
- Facilitating small- and large-scale development projects and disposition of City-owned surplus land

Office activities to support these priorities include: the promotion of enterprises through financial and site search assistance; outreach to key property owners to encourage and support revitalizing opportunities for land redevelopment; the attraction of new residents and visitors through the promotion of cultural offerings and activities; and, engagement in planning initiatives to create new places for Worcester's growth and expansion.

Divisions of Neighborhood Development & Housing Development

The Divisions of Neighborhood Development & Housing Development provide neighborhood-based Public Services and Housing Development that focus on the provision of enhanced physical and human infrastructure systems in Worcester's most challenged neighborhood areas. In addition to coordinating intergovernmental programs and projects in these areas, the Divisions facilitate neighborhood redevelopment in collaboration with the neighborhood-based non-profit organizations, numerous neighborhood institutions and stakeholders, regulatory authorities, and other City Departments to address neighborhood needs and concerns. The Divisions of Neighborhood Development and Housing Development secure, manage, and monitor millions in intergovernmental grant programs that provide for family and individual safety-net services each year. These include workforce readiness, skills and employment training programs, affordable quality housing production, and the implementation of comprehensive neighborhood stabilization and revitalization initiatives.

Division of Planning & Regulatory Services

The Division of Planning & Regulatory Services (P&RS) provides board support and development assistance, as well as program and policy analysis and development. The Division also manages the City's Green Energy program, and the Division's Director serves as Chairman of the City Manager's Energy Task Force.

The Division strives to demonstrate the value of good planning and its impact on the long-term vitality of the City of Worcester by: building the capacity to answer important tradeoff and impact questions; coordinating interdepartmental analytical efforts; evaluating land use choices; and program development and management. The Division's efforts in these areas play an important role in the City's future development by balancing quality-of-life, long-term sustainability, and economic competitive advantage.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget for	Number	Appropriation
		Fiscal 2014		Fiscal 2015
EXPENDITURES				
SALARIES	\$ 1,248,906.00	\$ 1,322,839.00	91000	\$ 1,340,927.00
ORDINARY MAINTENANCE	144,190.00	170,090.00	92000	100,090.00
TOTAL	\$ 1,393,096.00	\$ 1,492,929.00		\$ 1,441,017.00
TOTAL POSITIONS	34	36		36

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

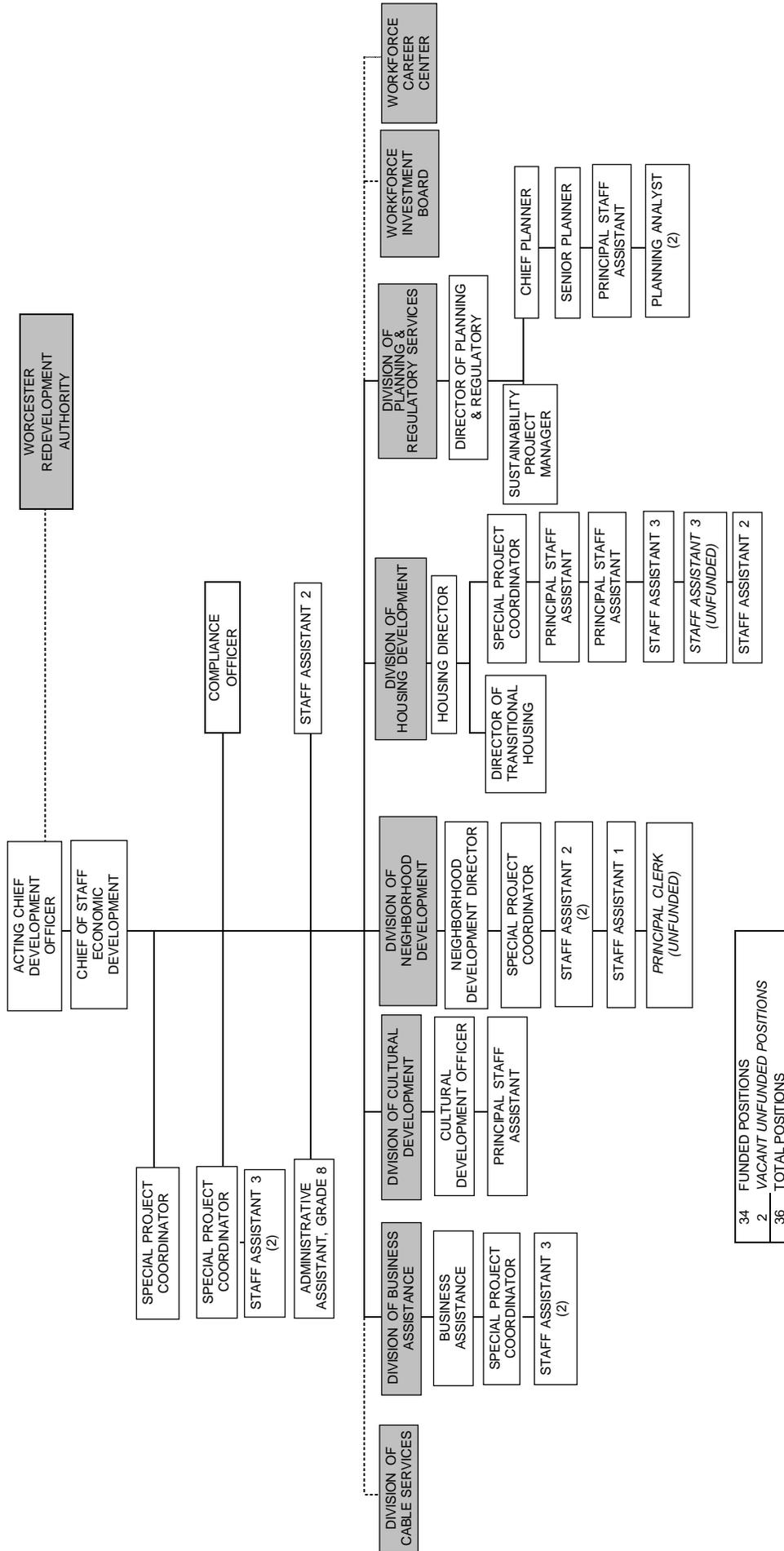
The Department of Economic Development’s tax levy budget for Fiscal 2015 is recommended to be \$1,441,078, which is a decrease of \$51,912 from the Fiscal 2014 amount of \$1,492,929.

The recommended Fiscal 2015 tax levy Personal Services budget is \$1,340,927, an increase of \$18,088 from the Fiscal 2014 amount of \$1,322,839. This increase is reflective of staffing upgrades within the Division of Neighborhood Development and the Division of Housing Development. Salary amounts include wage and step increases for employees that have not reached the maximum salary step per the salary ordinance. This increase is offset by staffing vacancies during Fiscal 2014 which were filled at lower rates. Other factors offsetting this increase include a reduction in executive management incentive pay and the addition of mortgage mediation funding for a position within the Division of Neighborhood Development.

The tax levy Ordinary Maintenance account for Fiscal 2015 is recommended to be \$100,090, a reduction of \$70,000 from the Fiscal 2014 amount of \$170,090. This decrease is attributable to Fiscal 2014 mid-year increases totaling \$100,000 for one-time expenses within the Executive Office of Economic Development. This decrease is offset by an increase of \$30,000 for Conservation Commission operating expenses which were transferred from the Department of Public Works in Fiscal 2015. A total of \$50,000 is included in the Fiscal 2015 Ordinary Maintenance account to provide funding for mortgage mediation activities, and is offset by a credit of \$50,000 from the Mortgage Mediation Fund.

CITY OF WORCESTER

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT



34	FUNDED POSITIONS
2	VACANT UNFUNDED POSITIONS
36	TOTAL POSITIONS



MICHAEL E. TRAYNOR, ACTING CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2015
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043

FY14		FY15			
TOTAL	APPROVED	PAY	TOTAL	RECOMMENDED	
POSITIONS	FY14 AMOUNT	GRADE	POSITIONS	FY15 AMOUNT	TITLE
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT - ADMINISTRATION:					
1	\$ 125,270.00	58CM	1	\$ 120,060.00	CHIEF DEVELOPMENT OFFICER
1	81,558.00	48EM	1	81,558.00	CHIEF OF STAFF ECONOMIC DEVELOPMENT
2	138,456.00	45M	2	138,034.00	SPECIAL PROJECT COORDINATOR
1	70,533.00	42M	1	72,913.00	COMPLIANCE OFFICER
1	63,267.00	38M	1	63,267.00	ADMINISTRATIVE ASSISTANT, GRADE 8
2	98,096.00	37	2	101,395.00	STAFF ASSISTANT 3
1	53,787.00	35	1	53,787.00	STAFF ASSISTANT 2
9	\$ 630,967.00		9	\$ 631,014.00	TOTAL REGULAR SALARIES
	4,431.00			4,056.00	EM INCENTIVE PAY
9	\$ 635,398.00		9	\$ 635,070.00	TOTAL RECOMMENDED SALARIES
	\$ (124,721.00)			\$ (122,915.00)	FUNDING SOURCES:
	(36,457.00)			-	FEDERAL GRANTS
	(11,607.00)			(8,900.00)	CAPITAL PROJECTS
	(23,213.00)			(22,692.00)	CABLE REVENUES
	(195,998.00)			(154,507.00)	WORKFORCE DEVELOPMENT FUNDS
9	\$ 439,400.00		9	\$ 480,563.00	TOTAL FUNDING SOURCES
					TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES
DIVISION OF BUSINESS ASSISTANCE:					
1	\$ 81,558.00	42EM	1	\$ 81,558.00	BUSINESS ASSISTANCE DIRECTOR
1	46,135.00	45M	1	46,135.00	SPECIAL PROJECT COORDINATOR
2	115,676.00	37	2	105,995.00	STAFF ASSISTANT 3
4	\$ 243,369.00		4	\$ 233,688.00	TOTAL REGULAR SALARIES
DIVISION OF CULTURAL DEVELOPMENT:					
1	\$ 81,558.00	45M	1	\$ 81,558.00	CULTURAL DEVELOPMENT OFFICER
1	50,958.00	40M	1	59,451.00	PRINCIPAL STAFF ASSISTANT
2	\$ 132,516.00		2	\$ 141,009.00	TOTAL REGULAR SALARIES
DIVISION OF NEIGHBORHOOD DEVELOPMENT:					
1	80,308.00	42EM	1	80,308.00	NEIGHBORHOOD DEVELOPMENT DIRECTOR
1	81,558.00	45M	1	81,558.00	SPECIAL PROJECT COORDINATOR
2	75,259.00	35	2	95,339.00	STAFF ASSISTANT 2
0	-	32	1	39,171.00	STAFF ASSISTANT 1
1	34,889.00	27	0	-	PRINCIPAL CLERK
5	272,014.00		5	296,376.00	TOTAL REGULAR SALARIES
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	-	35	0	-	STAFF ASSISTANT 1
0	-	27	1	-	PRINCIPAL CLERK
1	-		1	-	REGULAR SALARIES
DIVISION OF HOUSING DEVELOPMENT:					
1	\$ 81,163.00	42EM	1	\$ 81,161.00	HOUSING DIRECTOR
1	66,316.00	45M	1	66,619.00	SPECIAL PROJECT COORDINATOR
1	67,944.00	40M	2	127,035.00	PRINCIPAL STAFF ASSISTANT
1	55,023.00	37	1	47,334.00	MANAGER OF TRANSITIONAL HOUSING
2	101,839.00	37	1	46,354.00	STAFF ASSISTANT 3
1	53,787.00	35	1	53,787.00	STAFF ASSISTANT 2
7	426,072.00		7	422,290.00	TOTAL REGULAR SALARIES
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	-	40M	0	-	PRINCIPAL STAFF ASSISTANT
0	-	37	1	-	STAFF ASSISTANT 3
1	-		1	-	REGULAR SALARIES



MICHAEL E. TRAYNOR, ACTING CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2015
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043

FY14				FY15	
TOTAL	APPROVED	PAY	TITLE	TOTAL	RECOMMENDED
POSITIONS	FY14 AMOUNT	GRADE		POSITIONS	FY15 AMOUNT
DIVISION OF PLANNING & REGULATORY SERVICES:					
1	\$ 96,195.00	48EM	DIRECTOR OF PLANNING & REGULATORY SERVICES	1	\$ 85,045.00
1	67,567.00	45M	CHIEF PLANNER	1	63,267.00
1	63,267.00	42M	SUSTAINABILITY PROJECT MANAGER	1	65,543.00
1	56,335.00	42M	SENIOR PLANNER	1	59,091.00
1	67,944.00	40M	PRINCIPAL STAFF ASSISTANT	1	67,944.00
2	94,433.00	37	PLANNING ANALYST	2	97,811.00
7	\$ 445,741.00		TOTAL REGULAR SALARIES	7	\$ 438,701.00
27	1,519,712.00		TOTAL REGULAR SALARIES	27	1,532,064.00
	(8,303.00)		VACANCY FACTOR		(8,303.00)
	6,718.00		EM INCENTIVE PAY		3,839.00
27	\$ 1,518,127.00		TOTAL RECOMMENDED SALARIES	27	\$ 1,527,600.00
	(634,688.00)		FUNDING SOURCES:		
	-		FEDERAL GRANTS		(623,889.00)
	(634,688.00)		MORTGAGE MEDIATION FUND		(43,347.00)
			TOTAL FUNDING SOURCES		(667,236.00)
27	\$ 883,439.00		TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	27	\$ 860,364.00
36	\$ 1,322,839.00	043-91000	TOTAL RECOMMENDED TAX LEVY PERSONAL SERVICES	36	\$ 1,340,927.00
	-		LEASES & RENTALS		-
	2,500.00		MAINTENANCE & REPAIR		2,500.00
	4,000.00		TELEPHONES		4,000.00
	1,000.00		POSTAGE		1,000.00
	4,500.00		NETWORK, HARDWARE, SOFTWARE		4,500.00
	132,750.00		OTHER PERSONAL SERVICES		112,750.00
	10,700.00		NEWSPAPER ADVERTISING		10,700.00
	2,750.00		REGISTRATION FEES		2,750.00
	6,190.00		PRINTING		6,190.00
	500.00		BOOKS		500.00
	7,000.00		OFFICE SUPPLIES		7,000.00
	6,700.00		SUBSCRIPTIONS		6,700.00
	3,000.00		OTHER CHARGES & EXPENDITURES		3,000.00
	500.00		TRAVEL		500.00
	\$ 182,090.00		TOTAL ORDINARY MAINTENANCE		\$ 162,090.00
	(12,000.00)		FUNDING SOURCES:		
	-		FEDERAL GRANTS		(12,000.00)
	(12,000.00)		MORTGAGE MEDIATION FUND		(50,000.00)
			TOTAL FUNDING SOURCES		(62,000.00)
	\$ 170,090.00	043-92000	TOTAL RECOMMENDED TAX LEVY ORDINARY MAINTENANCE		\$ 100,090.00
	\$ 105,189.00		FRINGE BENEFITS:		
	71,625.00		HEALTH INSURANCE		\$ 126,292.00
	176,814.00		RETIREMENT		72,585.00
			TOTAL FRINGE BENEFITS		198,877.00
	(166,266.00)		FUNDING SOURCES:		
	(10,548.00)		FEDERAL GRANTS		(179,867.00)
	(176,814.00)		CAPITAL PROJECTS		(19,010.00)
			TOTAL FUNDING SOURCES		(198,877.00)
	\$ -	043-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ 1,492,929.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,441,017.00

**FISCAL YEAR 2015
DEPARTMENT OF ECONOMIC DEVELOPMENT
FUNDING SOURCES**

DIVISION: ADMINISTRATION

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 105,554.00	\$ 25,173.00	\$ 130,727.00
2012 LEAD HAZARD GRANT	2,187.00	661.00	2,848.00
HOME	8,849.00	1,647.00	10,496.00
SUSTAINABLE COMMUNITIES	1,458.00	440.00	1,898.00
WORCESTER GREE ENERGY	2,142.00	228.00	2,370.00
EMERGENCY SHELTER	1,458.00	440.00	1,898.00
EPA GRANTS	1,266.00	422.00	1,688.00
	\$ 122,914.00	\$ 29,011.00	\$ 151,925.00

DIVISION: BUSINESS ASSISTANCE

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 46,366.00	\$ 11,542.00	\$ 57,908.00
EPA GRANTS	15,763.00	4,440.00	20,203.00
	\$ 62,129.00	\$ 15,982.00	\$ 78,111.00

DIVISION: NEIGHBORHOOD DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 234,379.00	\$ 56,844.00	\$ 291,223.00
	\$ 234,379.00	\$ 56,844.00	\$ 291,223.00

DIVISION: HOUSING DEVELOPMENT

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 99,151.00	\$ 22,700.00	\$ 121,851.00
2012 LEAD HAZARD GRANT	159,986.00	40,620.00	200,606.00
HOME	48,347.00	10,704.00	59,051.00
SUSTAINABLE COMMUNITIES	9,703.00	2,000.00	11,703.00
EMERGENCY SHELTER	7,573.00	1,732.00	9,305.00
	\$ 324,760.00	\$ 77,756.00	\$ 402,516.00

DIVISION: PLANNING & REGULATORY

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
WORCESTER GREEN ENERGY	\$ 2,622.00	\$ 274.00	\$ 2,896.00
	\$ 2,622.00	\$ 274.00	\$ 2,896.00

DEPARTMENT TOTAL

\$ 746,804.00	\$ 179,867.00	\$ 926,671.00
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Michael E. Traynor
Acting Chief Development Officer
City Hall, 4th Floor
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1400

Departmental Overview:

Continued investment in Union Station has solidified its standing as an emblem of the city and a centerpiece of downtown development. The Worcester Redevelopment Authority (WRA) oversees operational and management of the Station.

In Fiscal Year 2015, continued emphasis will focus on the management and maintenance of this historic facility, as well as the courtship of new tenants for the few remaining leasable areas in the Station. In recent years, the WRA has marketed this majestic building both directly and indirectly through brokers to secure a complementary mixed-use tenant base. Due to the diligence of the WRA, Union Station is now home to the Central Massachusetts Regional Planning Commission (CMRPC), Vanasse Hangen Brustlin (VHB), Maxwell Silverman's Banquet & Conference Center, Luciano's Café, Goodies by the Tracks, Byblos Lounge, Amtrak, the Massachusetts Bay Transportation Authority (MBTA) and Greyhound and Peter Pan Bus Lines.

The 500-space Union Station parking garage has been fully operational for five years, while the Massachusetts Department of Transportation completed the Washington Square roundabout project four years ago. The roundabout has enhanced access to Union Station, access to and egress from the downtown, and has reinforced the link from Washington Square to Shrewsbury Street and the Canal District. It has also created opportunities to assemble additional development parcels in Washington Square. Implementation of the redevelopment strategy for potential reuse of those parcels is underway in conjunction with the tenant initiatives for Union Station and the surrounding area.

The Worcester Regional Transit Authority (WRTA) has completed a state-of-the-art \$13 million bus terminal and transfer facility. This groundbreaking was the culmination of a multi-year joint effort between the WRA and the WRTA to better integrate intra-city bus activity as part of the region's premier intermodal complex. The new WRTA facility, completed in June 2013, includes a three-story office building housing WRTA administration, customer service operations, and amenities such as an indoor public waiting area and restroom facilities. The development includes a transfer platform with eight bus slips. In addition, bicycle amenities are offered at the site. As a part of the Innovation District (as defined within the City of Worcester Design Guidelines), great care has been taken to ensure the new facility's design is unique, but

complementary to and respectful of the historic significance and architectural presence of Union Station.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2013	Budget for	Account	Appropriation
		Fiscal 2014	Number	Fiscal 2015
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 904,065.54	\$ 866,048.00	92000	\$ 909,130.00
DOWNTOWN URBAN RENEWAL	-	500,000.00		500,000.00
TOTAL EXPENDITURES	\$ 904,065.54	\$ 1,366,048.00		\$ 1,409,130.00
FUNDING SOURCES				
OPERATING REVENUE	\$ 489,525.54	\$ 480,381.00		\$ 502,125.00
URBAN RENEWAL BONDS	-	500,000.00		500,000.00
GENERAL REVENUE FUNDS	414,540.00	385,667.00		407,005.00
TOTAL FUNDING SOURCE	\$ 904,065.54	\$ 1,366,048.00		\$ 1,409,130.00

FISCAL 2015 BUDGET OVERVIEW

The total Fiscal 2015 tax levy appropriation is \$407,005, which is an increase of \$21,338 from the Fiscal 2014 City Council approved tax levy budget of \$385,667.

Ordinary Maintenance: Union Station

The recommended Fiscal 2015 Ordinary Maintenance Budget for Union Station totals \$909,130, which is an increase of \$43,082 from the Fiscal 2014 City Council approved budget of \$866,048. The increase is primarily due to additional maintenance and repair expenses associated with the operation of Union Station.

Revenues: Union Station

The projected operating revenue to fund Union Station operations during Fiscal 2015 is \$502,125. This amount is derived from the following existing retail leases and special event revenues:

Tenant Leases:	<u>Annual Revenue</u>
CMRPC	\$136,272
VHB	\$149,844
Maxwell Silverman’s Banquet Center	\$ 90,230
Byblos Lounge	\$ 47,455
Amtrak	\$ 12,360
Healthy Foods	\$ 3,000
Greyhound	\$ 57,964
Misc.	<u>\$ 5,000</u>
Total Tenant Lease and Special Event Revenue:	\$502,125

Downtown Urban Renewal Initiative: Worcester Redevelopment Authority

The WRA looks to undertake a new effort to support the City's economic development activities in the Downtown, focusing primarily on the Theatre District Area.

The recommended Fiscal Year 2015 Budget for the Downtown Urban Renewal Initiative totals \$500,000, which was previously authorized in Fiscal Year 2014, and will be fully financed with Urban Renewal Bonds. This funding will be used for consultant services and staffing relative to Downtown Urban Renewal efforts.



MICHAEL E. TRAYNOR, ACTING CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF ECONOMIC DEVELOPMENT #043
DIVISION OF UNION STATION- DIVISION #480

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
<u>UNION STATION AND BUSPORT OPERATIONS</u>		
\$ 117,768.00	JANITORIAL SERVICES	\$ 116,750.00
84,080.00	MAINTENANCE & REPAIR	122,000.00
160,880.00	SECURITY	160,880.00
110,000.00	SNOW REMOVAL & GROUNDS	120,000.00
50,000.00	UNION STATION PROPERTY MANAGEMENT	50,000.00
75,600.00	TENANT PARKING	76,800.00
1,500.00	OTHER ORDINARY MAINTENANCE	1,500.00
15,800.00	INSURANCE	15,200.00
15,420.00	GENERAL & ADMINISTRATIVE	16,000.00
235,000.00	UTILITIES	230,000.00
<u>\$ 866,048.00</u>	ORDINARY MAINTENANCE UNION STATION	<u>\$ 909,130.00</u>
<u>500,000.00</u>	DOWNTOWN URBAN RENEWAL INITIATIVE	<u>500,000.00</u>
<u>\$ 1,366,048.00</u>	TOTAL WORCESTER REDEVELOPMENT AUTHORITY	<u>\$ 1,409,130.00</u>
FUNDING SOURCES:		
(480,381.00)	TENANT REVENUE	(502,125.00)
<u>(500,000.00)</u>	URBAN RENEWAL INITIATIVE BONDS	<u>(500,000.00)</u>
<u>\$ (980,381.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,002,125.00)</u>
<u>\$ 385,667.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE- UNION STATION AND BUSPORTS	<u>\$ 407,005.00</u>
<u>\$ 385,667.00</u>	480-92000 TOTAL RECOMMENDED TAX LEVY	<u>\$ 407,005.00</u>

WORKFORCE INVESTMENT BOARD

Jeffrey Turgeon

Director

44 Front Street

Worcester, Massachusetts 01608

(508) 799-1590

Workforce Investment Board Mission Statement:

The Central Massachusetts Workforce Investment Board is a public/private partnership serving needs of both employers and employees. The Board collaboratively develops and implements strategies for job readiness and skills advancement while leveraging community resources that promote economic wellness within the region's 38 cities and towns.

Central Massachusetts Workforce Investment Board assists the City Manager 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. In order to accomplish its mission, the Workforce Investment Board establishes policy and oversees the operations of the workforce development system.
- The Board strives to:
 - Provide an employment, education and training system which is efficient, effective and adaptable to the needs of the changing environment.
 - Service the employment needs of private industry and the economically disadvantaged by providing the private sector with pertinent information and qualified personnel to meet global competition and individual customers with increased access to useful training leading to self-sufficiency and meaningful jobs.
 - Develop a genuine partnership between public and private sectors based upon common goals, trust and determination to succeed.

Workforce Investment Board Overview:

The Workforce Investment Board further exercises leadership throughout the region by developing appropriate policies and responsive programs. Specifically, it functions as:

- An active partner in the economic development of the region
- An information clearinghouse for the entire range of employment, education and training programs in the region
- A policy advocacy group for the development of more effective local, state and federal policy on employment, education and training

BUDGET SUMMARY INFORMATION

	Actuals	Approved		Recommended
	Fiscal 2013	Budget for	Account	Appropriation
		Fiscal 2014	Number	Fiscal 2015
EXPENDITURES				
SALARIES	\$ 546,066.00	\$ 531,859.00	91000	\$ 515,807.00
ORDINARY MAINTENANCE	186,800.00	186,800.00	92000	169,000.00
CAPITAL OUTLAY	3,600.00	3,600.00	93000	3,600.00
FRINGE BENEFITS	142,503.00	149,537.00	96000	149,178.00
TOTAL	\$ 878,969.00	\$ 871,796.00		\$ 837,585.00
TOTAL TAX LEVY	\$ -	\$ -		\$ -
TOTAL POSITIONS	9	9		9

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The recommended departmental budget for Fiscal 2015 is \$837,585, which is a decrease of \$34,211 from the Fiscal 2014 amount of \$871,796.

The recommended Personal Services budget for Fiscal 2015 is \$515,807 which is a decrease of \$16,052 from the Fiscal 2014 amount of \$531,859. This decrease is reflective of positions being vacated during Fiscal 2014 and remaining vacant or being hired at a lower step in Fiscal 2015. Also contributing to this decrease is a reduction in the Interdepartmental Credit line item. This decrease is offset by step increases for employees that have not reached the maximum salary step per the salary ordinance.

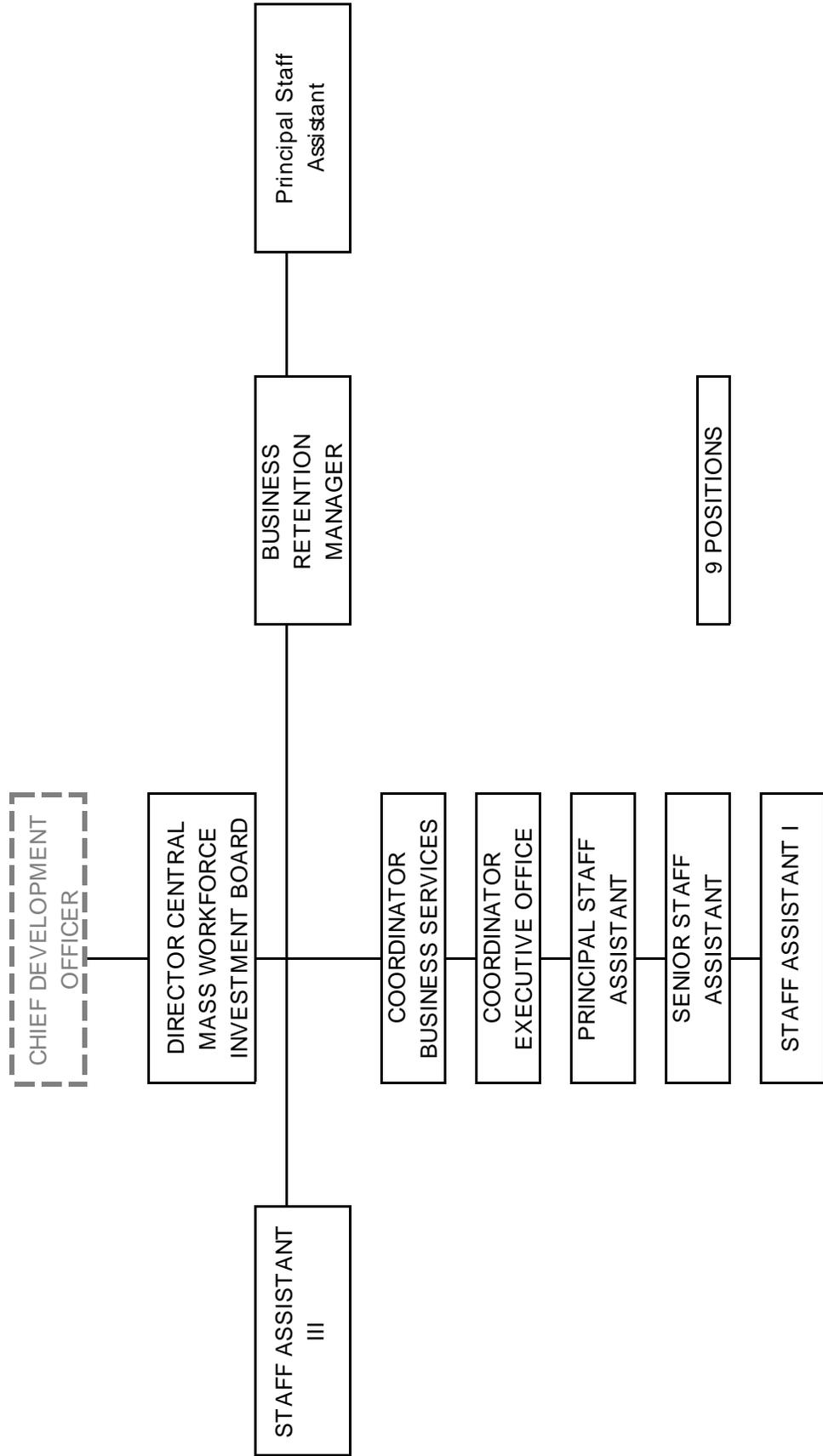
The total Ordinary Maintenance budget for Fiscal 2015 is \$169,000, a decrease of \$17,800 from the Fiscal 2014 amount of \$186,800. This decrease is reflective of the elimination of the Parks Steward Program funding in the amount of \$25,000, which was transferred to the Parks Division in Fiscal 2015. This decrease is offset by an increase in lease and rental expenses anticipated in Fiscal 2015.

The recommended fringe benefits budget for Fiscal 2015 is \$149,179 which is a decrease of \$359 from the Fiscal 2014 amount of \$149,178.

The recommended Capital Outlay budget for Fiscal 2015 is level funded at \$3,600.

CITY OF WORCESTER

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT WORKFORCE INVESTMENT BOARD DIVISION





TURGEON, JEFFREY - DIRECTOR

CITY OF WORCESTER - NET COST FISCAL 2015

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

DIVISION OF CENTRAL MASS. WORKFORCE INVESTMENT BOARD- DIVISION #31S

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
CENTRAL MASSACHUSETTS WORKFORCE INVESTMENT BOARD (CMWIB):					
1	\$ 89,678.00	53EM	DIRECTOR CENTRAL MASS WORKFORCE INVESTMENT BOARD	1	\$ 89,680.00
1	58,821.00	43EM	COORDINATOR OF BUSINESS SERVICES	1	58,821.00
1	64,425.00	42EM	COORDINATOR, EXECUTIVE OFFICE	1	64,425.00
1	46,135.00	46EM	BUSINESS RETENTION MANAGER	1	46,135.00
1	67,944.00	40M	PRINCIPAL STAFF ASSISTANT	1	52,869.00
1	52,869.00	40M	PRINCIPAL STAFF ASSISTANT	1	52,869.00
1	51,115.00	39M	SENIOR STAFF ASSISTANT	1	56,673.00
1	51,334.00	37	STAFF ASSISTANT 3	1	46,354.00
1	39,171.00	32	STAFF ASSISTANT 1	1	39,171.00
9	\$ 521,492.00		REGULAR SALARIES	9	\$ 506,997.00
9	\$ 521,492.00		TOTAL REGULAR SALARIES	9	\$ 506,997.00
	11,607.00		INTERDEPARTMENTAL CHARGE		11,346.00
	(8,000.00)		VACANCY FACTOR		(8,000.00)
9	\$ 531,859.00	31S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 515,807.00
	\$ 161,800.00		ORDINARY MAINTENANCE		\$ 169,000.00
	\$ 25,000.00		YOUTH PARKS STEWARD PROGRAM		-
	\$ 186,800.00	31S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 169,000.00
	\$ 3,600.00		CAPITAL PURCHASE		\$ 3,600.00
	\$ 3,600.00	31S-93000	TOTAL RECOMMENDED CAPITAL		\$ 3,600.00
	\$ 100,644.00		HEALTH INSURANCE		\$ 101,819.00
	48,893.00		RETIREMENT		47,359.00
	\$ 149,537.00	31S-96000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ 149,178.00
	\$ 871,796.00		TOTAL CENTRAL MASS. WORKFORCE INVESTMENT BOARD BUDGET		\$ 837,585.00
	\$ (771,751.00)		FUNDING SOURCES:		\$ (737,585.00)
	(100,045.00)		FEDERAL GRANTS		-
	-		UMASS MEMORIAL HEALTHCARE		(100,000.00)
	\$ (871,796.00)		WORCESTER JOBS FUND		\$ (837,585.00)
	\$ -	031-91000	TOTAL RECOMMENDED TAX LEVY		\$ -

WORKFORCE CENTRAL CAREER CENTER

Carlene Campanale

Interim Director

44 Front Street

Worcester, Massachusetts 01608

(508) 799-8000

Workforce Development Mission Statement:

The mission of the Workforce Central Career Centers in Worcester, Southbridge and Milford is:

- To be the leading resource in Southern Worcester County for easily accessible, high quality workforce development services and provide information for all job, training and education seekers, employers and community partners
- To provide planning, grant and contract management in support of the Division's activities
- Provide oversight and coordination of the region's workforce development resources
- Support state and federal workforce development policies advantageous to the region
- Coordinate workforce development with regional economic development initiatives

Workforce Development Overview:

Workforce Central Career Center assists the City Manager to:

- Provide access to training, education and related workforce development services to job and training seekers through the Workforce Central One Stop Career Centers.
- Serve as the administrative entity for the Federal Workforce Investment Act and other federal and state workforce development initiatives. This includes planning, procuring and monitoring federally funded programs as well as submitting proposals for new funding.
- Provide employer services including listing job openings, referring qualified applicants, assisting with recruitment, as well as providing information on workforce development grants, credits and programs.
- Provide assistance to laid-off workers and employers implementing layoffs or closings.

BUDGET SUMMARY INFORMATION

	Actuals Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
SALARIES	\$ 2,175,567.00	\$ 2,235,342.00	91000	\$ 2,210,210.00
ORDINARY MAINTENANCE	774,517.00	774,517.00	92000	1,103,320.00
CAPITAL OUTLAY	15,000.00	15,000.00	93000	15,000.00
FRINGE BENEFITS	489,750.00	540,009.00	96000	568,476.00
TOTAL	\$ 3,454,834.00	\$ 3,564,868.00		\$ 3,897,006.00
TOTAL POSITIONS	37	37		37

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The recommended departmental budget for Fiscal 2015 is \$3,897,006, which is an increase of \$332,138 from the Fiscal 2014 amount of \$3,564,868.

The recommended Personal Services budget for Fiscal 2015 is \$2,210,210, which is a decrease of \$25,132 from the Fiscal 2014 amount of \$2,235,342. This decrease is reflective of positions being vacated during Fiscal 2014 and remaining vacant or being rehired at lower steps in Fiscal 2015, as well as a decrease in EM Incentive Pay. This decrease is offset by step increases for employees that have not reached the maximum salary step per the salary ordinance, as well as an increase in interdepartmental charges.

The total Ordinary Maintenance budget for Fiscal 2015 is \$1,103,320, an increase of \$328,803 from the Fiscal 2014 amount of \$774,517. This increase is due to expenses associated with the anticipated office move of the Career Center in Worcester as well as various technology increases.

The recommended fringe benefits budget for Fiscal 2015 is \$568,926 which is an increase of \$28,917 from the Fiscal 2014 amount of \$540,009.

The recommended Capital Outlay budget for Fiscal 2015 is recommended to be level funded at \$15,000.



CARLENE A. CAMPANALE, INTERIM DIRECTOR

CITY OF WORCESTER - NET COST FISCAL 2015

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

DIVISION OF WORKFORCE CENTRAL CAREER CENTER- DIVISION #31S

FY14 TOTAL POSITIONS	APPROVED FY14	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15
WORKFORCE CENTRAL CAREER CENTER (WFCCC):					
1	\$ 94,566.00	48EM	DIRECTOR WORKFORCE CENTRAL CAREER CENTER	1	\$ 87,000.00
1	87,070.00	45EM	COORDINATOR CAREER SERVICE	1	87,070.00
1	83,249.00	43EM	FINANCIAL COORDINATOR	1	88,281.00
4	305,557.00	42EM	COORDINATOR, EXECUTIVE OFFICE	4	305,557.00
7	442,029.00	40M	PRINCIPAL STAFF ASSISTANT	7	443,764.00
2	131,086.00	39M	SENIOR STAFF ASSISTANT	2	131,086.00
1	63,267.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	49,382.00
1	57,838.00	37	ASSESSMENT SUPERVISOR	1	57,838.00
5	256,791.00	37	STAFF ASSISTANT 3	5	258,656.00
8	390,227.00	35	STAFF ASSISTANT 2	8	385,008.00
1	47,714.00	32	STAFF ASSISTANT 1	1	48,400.00
2	73,302.00	30	HEAD CLERK	2	73,122.00
1	48,479.00	37	ASSESSMENT SUPERVISOR	1	50,338.00
1	42,459.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	43,784.00
1	47,714.00	32	STAFF ASSISTANT 1	1	39,171.00
<u>37</u>	<u>\$ 2,171,348.00</u>		REGULAR SALARIES	<u>37</u>	<u>\$ 2,148,457.00</u>
<u>37</u>	<u>\$ 2,171,348.00</u>		TOTAL REGULAR SALARIES	<u>37</u>	<u>\$ 2,148,457.00</u>
	8,676.00		EM INCENTIVE PAY		5,182.00
	87,318.00		INTERDEPARTMENTAL CHARGE		88,571.00
	(32,000.00)		VACANCY FACTOR		(32,000.00)
<u>37</u>	<u>\$ 2,235,342.00</u>	31S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>37</u>	<u>\$ 2,210,210.00</u>
	\$ 774,517.00		ORDINARY MAINTENANCE		\$ 1,103,320.00
	<u>\$ 774,517.00</u>	31S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,103,320.00</u>
	\$ 15,000.00		CAPITAL PURCHASE		\$ 15,000.00
	<u>\$ 15,000.00</u>	31S-93000	TOTAL RECOMMENDED CAPITAL		<u>\$ 15,000.00</u>
	\$ 317,823.00		HEALTH INSURANCE		\$ 348,370.00
	222,186.00		RETIREMENT		220,106.00
	<u>\$ 540,009.00</u>	31S-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ 568,476.00</u>
	<u>\$ 3,564,868.00</u>		TOTAL CENTRAL CAREER CENTER BUDGET		<u>\$ 3,897,006.00</u>
	\$ (3,564,868.00)		FUNDING SOURCES:		\$ (3,897,006.00)
	<u>\$ (3,564,868.00)</u>		FEDERAL GRANTS		<u>\$ (3,897,006.00)</u>
			TOTAL FUNDING SOURCES		
	<u>\$ -</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ -</u>

WORCESTER'S MARKETING CAMPAIGN

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 350,000.00	\$ 500,000.00	92000	\$ 500,000.00
FUNDING SOURCE	-	(500,000.00)		(500,000.00)
TOTAL EXPENDITURES	\$ 350,000.00	\$ -		\$ -

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The Fiscal 2015 budget recommends no tax levy funding for the Marketing Campaign. DCU Special District Financing will fund \$500,000 in anticipated Fiscal 2015 expenditures.



MICHAEL E. TRAYNOR, ACTING CHIEF DEVELOPMENT OFFICER
CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF ECONOMIC DEVELOPMENT
WORCESTER'S MARKETING CAMPAIGN- DIVISION #041

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
\$ 500,000.00	DESTINATION WORCESTER FY15	\$ 500,000.00
<u>\$ 500,000.00</u>	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 500,000.00</u>
FUNDING SOURCES:		
\$ (500,000.00)	DCU SPECIAL DISTRICT FINANCING ZONE	\$ (500,000.00)
<u>\$ (500,000.00)</u>	041-92000 TOTAL FUNDING SOURCES	<u>\$ (500,000.00)</u>
<hr/>		
<u>\$ -</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ -</u>

CABLE SERVICES

Judith A. Warren

Director

City Hall

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1175

Divisional Mission Statement:

The mission of the Cable Services Division is to:

- Administer the cable television franchise agreement and disburse funds received by that agreement
- Operate the government access channel
- Process customer inquiries, discounts and complaints with the cable operator
- Monitor activities of the cable operator and assist the Cable Television Advisory Committee
- Provide oversight to all cable operations including public television, education, and government access

Divisional Overview:

The Cable Services Division is responsible for monitoring the cable operator, administering the cable franchise agreement, overseeing Public, Educational and Government Access agreements, and providing customer service to cable subscribers, including the processing of complaints and discount applications.

This Division is also responsible for operating the City's government access channel. This includes, but is not limited to, providing live coverage of all City Council, School Committee and City Council subcommittee meetings; covering City events; producing in-studio programs; producing original programming in cooperation with other departments; coordinating and producing information during emergency situations; and managing the day-to-day operation of the government channel. Staff also provides other media and/or technical assistance as needed.

Additional responsibilities of the Cable Services Division include making recommendations annually as to the disbursement of funds received under the cable franchise agreement among the public, education and government channel operations. These recommendations are made by the Director of Cable Services after consultation with the Cable Television Advisory Committee. The Cable Services Division is also responsible for coordinating with the Director of Technical Services to ensure that any institutional network provided under any cable franchise agreement operates properly and meets the technical requirements of the City for the internal transmission of data.

The Division of Cable Services also serves as the staff liaison to the Cable Television Advisory Committee and administers and keeps the records of the committee.

CABLE SERVICES

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
SALARIES	\$ 119,981.00	\$ 131,483.00	91000	\$ 167,439.00
OVERTIME	5,000.00	-	97000	2,500.00
ORDINARY MAINTENANCE	166,979.00	148,503.00	92000	110,239.00
FRINGE BENEFITS	47,582.00	48,907.00	96000	62,005.00
TOTAL	\$ 339,542.00	\$ 328,893.00		\$ 342,183.00
CABLE REVUES	\$ (339,542.00)	\$ (328,893.00)		\$ (342,183.00)
NET TOTAL	\$ -	\$ -		\$ -
TOTAL POSITIONS	2	2		3

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

Cable Service’s recommended Fiscal 2015 budget is \$342,183, a \$13,290 increase over the approved budget for Fiscal 2014 of \$328,893. The recommended budget for Personal Services for Fiscal 2015 is \$167,439, which is an increase of \$35,956 from the Fiscal 2014 amount of \$131,483. The personal services increase reflects the addition of one Production Assistant position and wage and step increases for employees that have not reached the maximum salary step per the salary ordinance.

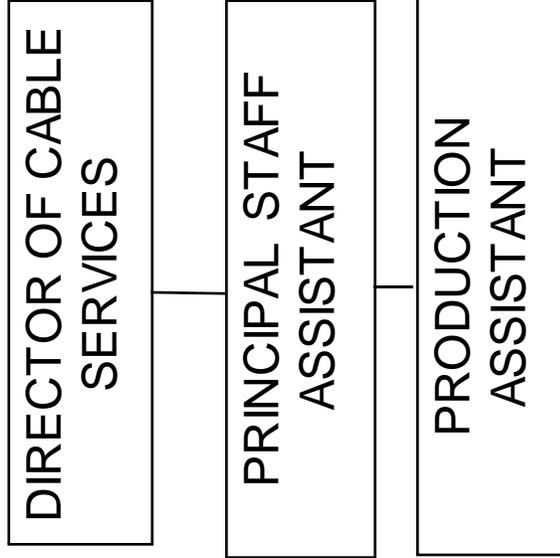
The recommended budget for Overtime for Fiscal 2015 is \$2,500.

The recommended budget for Ordinary Maintenance for Fiscal 2015 is \$110,239, which is a decrease of \$38,264 from the Fiscal 2014 amount of \$148,503.

The recommended budget for fringe benefits for Fiscal 2015 is \$62,005, which is an increase of \$13,098 from the Fiscal 2014 amount of \$48,907.

The Cable Services Division is 100% funded through the Cable License Revenues.

CITY OF WORCESTER
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT
CABLE SERVICES DIVISION



3 POSITIONS



JUDITH A. WARREN, DIRECTOR OF CABLE SERVICES

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

DIVISION OF CABLE SERVICES- DIVISION #04S616

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 78,614.00	45M	DIRECTOR OF CABLE SERVICES	1	\$ 81,558.00
1	52,869.00	40M	PRINCIPAL STAFF ASSISTANT	1	54,393.00
0	-	25	PRODUCTION ASSISTANT	1	31,488.00
2	\$ 131,483.00		TOTAL RECOMMENDED SALARIES	3	\$ 167,439.00
2	\$ 131,483.00		TOTAL RECOMMENDED SALARIES	3	\$ 167,439.00
	(131,483.00)		FUNDING SOURCES:		(167,439.00)
	\$ (131,483.00)		CABLE LICENSE REVENUES		\$ (167,439.00)
			TOTAL FUNDING SOURCES		\$ (167,439.00)
2	\$ -	04S-91000	TOTAL RECOMMENDED PERSONAL SERVICES	3	\$ -
	\$ -		REGULAR OVERTIME		\$ 2,500.00
	\$ -		TOTAL RECOMMENDED OVERTIME		\$ 2,500.00
			FUNDING SOURCES:		
	\$ -		CABLE LICENSES REVENUES		\$ (2,500.00)
	\$ -		TOTAL FUNDING SOURCES		\$ (2,500.00)
	\$ -	04S-97000	TOTAL RECOMMENDED OVERTIME		\$ -
	\$ 148,503.00		ORDINARY MAINTENANCE		\$ 110,239.00
	\$ 148,503.00		TOTAL ORDINARY MAINTENANCE		\$ 110,239.00
			FUNDING SOURCES:		
	\$ (148,503.00)		CABLE LICENSE REVENUES		\$ (110,239.00)
	\$ (148,503.00)		TOTAL FUNDING SOURCES		\$ (110,239.00)
	\$ -	04S-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ -
	\$ 10,789.00		FRINGE BENEFITS:		
	13,740.00		HEALTH INSURANCE		\$ 17,480.00
	10,894.00		RETIREMENT		17,497.00
	13,484.00		CONTRIBUTORY PENSIONS		12,236.00
	\$ 48,907.00		PENSION OBLIGATION BONDS		14,792.00
			TOTAL FRINGE BENEFITS		\$ 62,005.00
			FUNDING SOURCES:		
	\$ (48,907.00)		CABLE LICENSE REVENUES		\$ (62,005.00)
	\$ (48,907.00)		TOTAL FUNDING SOURCES		\$ (62,005.00)
	\$ -	04S-94000	TOTAL RECOMMENDED FRINGE BENEFITS		\$ -
	\$ -		TOTAL RECOMMENDED TAX LEVY		\$ -

LICENSE COMMISSION

Karon Shea

Chairman

City Hall - Room 404
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1400

Departmental Mission Statement:

The mission of the License Commission is to:

- Serve as a regulatory board for various licenses issued by the City
- Strive to issue licenses that will be an asset to the community and to ensure that all rules and regulations pertaining to licenses are complied with in order to protect the safety of the public.

Departmental Overview:

The License Commission issued over 2,500 renewal and new licenses in Fiscal 2013, including: Automatic Amusements, Carnival, Club, Common Victualer All Alcoholic, Common Victualer Malt and Wine, General on Premises, Inn-holder, Package Store All Alcoholic, Package Store Malt & Wine, Restaurant and Commercial Club, Tavern, Common Victualer-Food only, Entertainment, Gas Station, Lodging House, Parking Lot, Pool Table, Shooting Galleries, News-racks. The Commission promotes, cooperates, and interacts with licensing authorities and licensees for compliance with license laws.

During Fiscal 2013 the Commission held twenty-four meetings to review applications and hold violation hearings. The following liquor applications were processed by the Commission: fourteen new licenses, eleven change of managers, eleven alteration of premises, nine transfer of licenses, one transfer of stock, four change of officers/directors, one change of location, four change of DBA and one hundred and thirty one special one day liquor permit. A total of twenty-four violation hearings on items ranging from sale to a minor to cessation of business were heard.

During Fiscal 2013 the License Commission amended the rules to include a special one day multiple event application to streamline the process for customers with multiple, one-day liquor needs; amended the rules that allowed local restaurants to extend the hours they can have outdoor seating and dining as well as the time of year it can be offered; and worked with the Department of Human Rights to update posting guidelines to ensure that all public meetings comply with the Americans with Disabilities Act (ADA). This has resulted in increased cost for legal advertisements.

BUDGET SUMMARY

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2014		Fiscal 2015
ORDINARY MAINTENANCE	\$ 1,010.51	\$ 1,200.00	92000	\$ 1,200.00
TOTAL	\$ 1,010.51	\$ 1,200.00		\$ 1,200.00
TOTAL POSITIONS	3	3		3

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The Fiscal 2015 budget for the License Commission is recommended to be level funded at \$1,200.



KARON SHEA, CHAIRMAN

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

LICENSE COMMISSION- DEPARTMENT #190

APPROVED FY14 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY15 AMOUNT
\$ 700.00		OTHER PERSONAL SERVICES	\$ 700.00
500.00		OFFICE SUPPLIES	500.00
<u>\$ 1,200.00</u>	190-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,200.00</u>
<u>\$ 1,200.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,200.00</u>

DEREK S. BRINDISI
DIRECTOR OF PUBLIC HEALTH

25 Meade Street
Worcester, Massachusetts 01610
(508) 799-8531

Division Mission Statement:

The mission of the Worcester Division of Public Health/Central Massachusetts Regional Public Health Alliance is to improve, promote, and protect the health and safety of residents in participating Massachusetts municipalities through the formation of strong community and academic partnerships, data-driven decision-making and delivery of high quality public health services.

Division Overview:

The National Public Health Accreditation Board (PHAB) has developed standards for local and county health divisions to become nationally accredited, much like their hospital counterparts. In order to seek, achieve and maintain national accreditation, the City of Worcester's Division of Public Health (WDPH) developed a four year Strategic Plan which sets the course for the Division through a common understanding of its mission, vision, values, goals and objectives. This plan defines the direction of the Division and provides a template for City and elected officials to understand the principles and rationale behind decision making. The Strategic Plan was developed using a rigorous, nationally accepted process developed by the National Association of City & County Health Officials (NACCHO). It contains five strategic goals: 1) Build a strong, accredited regional public health department, 2) Develop a sustainable regional public health service delivery model, 3) Mobilize community and academic partnerships, 4) Play a leadership role in the development of healthy communities, and 5) Assure conditions for safe and prepared communities. The Strategic Plan brings together information contained in the 2012 Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) with the goals and objectives of the other key public health services areas: Emergency Preparedness, Epidemiology, Nursing and Environmental Health. It also incorporates cross-cutting organizational objectives.

An integral part of the Strategic Plan will address the value and need of engaging new community partners while sustaining and enhancing existing partnerships with all stakeholders and academic institutions. The creation of an Academic Health Department will greatly assist with this work by providing an opportunity to combine public health practice with academia. This will ensure the mission of the Division is realized while, at the same time, providing an enhanced environment for research, collaboration, internships and workforce development for Division staff.

Progress toward the goals and objectives contained in the Strategic Plan will be monitored by a formal Performance Management System (see FY15 Goals and Objectives). The Division received a grant through NACCHO to provide training and technical assistance for this project. The Performance Management System will identify several key measures for each service area that reflects the efficiency and quality of programming. These measures will be reported to Division management on a regular basis, which will allow for timely identification of areas in need of improvement, and initiate a formal Quality Improvement cycle. A strong Performance Management System and Quality Improvement Plan are required in order to achieve accreditation and will ensure that continuous development remains a high priority of the Division.

REGIONALIZED PUBLIC HEALTH SERVICES

Central Massachusetts Regional Public Health Alliance

This seven community partnership, including Worcester, Grafton, Holden, Leicester, West Boylston, Millbury and Shrewsbury, is collectively known as the Central Massachusetts Regional Public Health Alliance (CMRPHA), with the City's Division of Public Health acting as the lead agency. Collaborations with the medical school, local colleges and local health systems will allow the Division to bring a level of service to the region that the smaller towns would not otherwise have access to. Further, by pooling resources and accessing grants, we create economies of scale. In FY 14, the CMRPHA continued to strengthen its service delivery model. The Town of Grafton requested to join the Alliance and was unanimously approved by the CMRPHA partner municipalities. The Division began providing services to Grafton in March 2014. The success of the CMRPHA's public health sharing model is gaining interest at both the state and national level, with Division staff presenting on this model at two meetings in FY14. The first, a conference of Cross-Jurisdictional Sharing grantees in San Diego, CA, and the second was at the CDC's annual Public Health Improvement Training in Atlanta, GA.

In addition to the aforementioned services, other regulatory public health services, including inspections for housing, pools, beaches, recreational camps, food protection, septic, tobacco control, body art, tanning and lead poisoning prevention are delivered through the Division as part of these inter-municipal agreements. These regulatory public health service programs are inspectional in nature and are mandated by the Massachusetts Department of Public Health (MDPH) and the Massachusetts Department of Environmental Protection (MDEP). These mandates result in hundreds of inspections and re-inspections that must be conducted in order to ensure compliance with MDPH State Sanitary Codes and MDEP regulations. During this past year, public health staff (consisting primarily of 4 Regional Specialists) completed 953 food inspections, 190 housing inspections, 275 follow-up on nuisance complaints, 42 seasonal public pool/spa inspections, 19 recreational camp inspections, 10 tanning facility inspections, 34 animal complaint investigations and 308 Title V inspections.

Regional Public Health Specialists are required to provide ongoing educational training for the regulated community, assist permit holders with plan review requirements, draft enforcement order letters when needed, prepare cases for court and attend necessary public health training conferences and seminars in order to stay current with evolving science and regulatory requirements of these

programs. This work is completed by trained specialists, with assistance from consultants and Board of Health agents.

COMMUNITY HEALTH IMPROVEMENT

It has been suggested that this generation could be the first in history to live shorter lives than the previous generation. Heart disease, cancer, cardiovascular disease, chronic obstructive lung disease, and unintentional injuries (accidents) are now the leading causes of death in the United States. In 2013, the Division laid the ground work to be the Healthiest City/Region in New England by 2020. This vision has mobilized community partnerships from the healthcare sector to non-profit organizations to institutions of higher education. All recognize the importance of healthy communities that support vibrant and safe neighborhoods. The Division works with these community partners to make the places people live, work, and learn safer and healthier in all respects, promoting health through environmental and policy change. The Division also builds community capacity by addressing systemic health problems through training and promotional activities.

During Fiscal Year 2014, numerous organizations came together through each one of the five CHIP Domains in order to advance the suggested evidence based strategies outlined within each one of the priority areas; Healthy Eating and Active Living, Behavioral Health (Substance Abuse and Mental Health), Primary Care and Wellness, Violence and Injury Prevention and Health Equity and Health Disparities. In February 2014, the 1st annual CHIP community gathering and report out was held at City Hall as a means to keep the conversation going about advancing our community's health. With some 100 stakeholders in attendance, the [Greater Worcester Community Health Improvement Plan 2013 Amendment & Annual Report](#) was released, providing a comprehensive strategy update along with a list of supporting partners. This document can be found on the City's website at <http://www.worcesterma.gov/uploads/4d/a4/4da4fc5c6460990490334c1f5d255471/chip-report-2013.pdf> and will continue to serve as the community's road map to better health.

The Division has proven its ability to target resource opportunities to support these identified public health priority areas by receiving grants to address prescription and opiate drug use, Joint Use Agreements (opening school playgrounds to the public during non-school hours to promote exercise) and the much heralded multi-million dollar Prevention and Wellness Trust Fund award. Recognized for this work, Division staff presented the CHIP at the American Public Health Associations Annual conference in November 2013. One staff member also completed a national public health official fellowship through NACCHO. This year long professional development opportunity provided a unique insight into best practices in other health departments across the country.

COMMUNICABLE DISEASES AND EPIDEMIOLOGY

The Public Health Nursing program is responsible for infectious disease surveillance, enabling the Division to interrupt the transmission of communicable diseases to susceptible persons, thereby preventing outbreaks and reducing morbidity and mortality. As of April 30, 2014, the Division received notice of 1,308 reportable disease cases in Worcester and 376 more in the

CMRPHA communities (incl. Suspect, Confirmed, Probable, Revoked, Contact) through the Massachusetts Virtual Epidemiological Network (MAVEN). Additionally, Division staff responded to 31 Tuberculosis (TB) cases in the City as well as 8 cases in the CMRPHA towns. These 39 TB cases tallied 1,185 Directly Observed Therapy (DOT) home visits for the Division Nurses. In addition to these services, the program offers influenza immunization clinics to those who are uninsured and under-insured. Division Nurses, with the support of other staff and Worcester Regional Medical Reserve Corps volunteers, conducted a total of 57 flu vaccination clinics, in Worcester (50 clinics, 1,019 vaccinations) and the CMRPHA towns (7 clinics, 474 vaccinations).

The Division's Epidemiology program is charged with monitoring the health of the community through comprehensive disease surveillance and data analysis. Division staff members collect, analyze, interpret and prepare data for dissemination to the appropriate audience. Epidemiology personnel are integral in researching health data for City Council reports, CHIP priorities, communicable disease surveillance and reports, surveillance of health-related conditions (e.g. opioid abuse, injuries), and monitoring emerging illnesses that may threaten our community. Epidemiology staff are finalizing a data dashboard page for the Division website, collaborating with John's Hopkins Applied Physics Laboratory for acquisition of a syndromic surveillance program, and streamlining routine health data collection from local healthcare and community partners for public health surveillance.

HEALTH AND MEDICAL PREPAREDNESS

The City of Worcester Division of Public Health coordinates three emergency preparedness grants funded from the Massachusetts Department of Public Health (MDPH), including Public Health Emergency Preparedness (PHEP), Medical Reserve Corps (MRC), and the Partnership for the Enhancement of Regional Preparedness (PERP) programs. The Division manages these on behalf of 74 cities and towns in Worcester and Central Massachusetts (Region 2); an area with a population of nearly 1 million and home to several hundred health and medical related organizations.

In FY15, MDPH will be reorganizing regional grants and emergency preparedness planning statewide into regional Health and Medical Coordinating Coalitions (HMCC). MDPH is using the Division's PERP grant program as a model for the other Massachusetts regions to follow. This model was exemplified in April 2014 when Division staff presented a poster at the annual NACCHO Preparedness Summit, the premier health and medical preparedness conference in the United States. MDPH will merge Hospital Preparedness Program (HPP) with PHEP funds, deliverables and planning into one HMCC. The Division anticipates continuing to lead regional coordination and act as host agent for Health and Medical Preparedness in Central MA after the creation of the HMCCs.

During local, regional, or statewide disasters, Division staff members are designated as liaisons between local municipalities or healthcare providers and MDPH and Emergency Management officials during the response and recovery. Additionally, staff continuously participate in planning and updates to municipal and healthcare facility emergency preparedness plans and mutual aid agreements.

The Worcester Regional Medical Reserve Corps (WRMRC) has 306 active volunteers who are eligible for deployment. During the past fiscal year, members have volunteered a total of 215 hours at events including flu vaccination clinics, health screenings, community education events and trainings. The WRMRC conducts orientation sessions and trainings each month including CPR/AED training, sheltering operations, personal protective equipment (PPE) and the mental health aspects of disasters.

In April 2014, several Division staff were requested by the MDPH Office of Preparedness and Emergency Management to support the 2014 Boston Marathon. Staff were positioned at the start/finish line in Hopkinton and along the route at enhanced medical tents to provide situational awareness to the MDPH Department Operations Center (DOC), City of Boston Medical Intelligence Center (MIC), Massachusetts Emergency Management Agency (MEMA), and the Emergency Operations Center (EOC).

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
SALARIES	\$ 302,931.19	\$ 322,394.00	91000	\$ 322,795.00
OVERTIME	\$ 281.93	\$ -	97000	\$ 1,000.00
ORDINARY MAINTENANCE	28,559.52	40,000.00	92000	40,000.00
TOTAL	\$ 331,772.64	\$ 362,394.00		\$ 363,795.00
TOTAL POSITIONS	14	18		19
ADDED POSITIONS	3	0		5
UNFUNDED POSITIONS	1	2		0
TOTAL POSITIONS	18	20		24

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total recommended Fiscal 2015 tax levy budget for the Division of Public Health is \$363,795, which represents an increase of \$1,401 from the Fiscal 2014 amount of \$362,394.

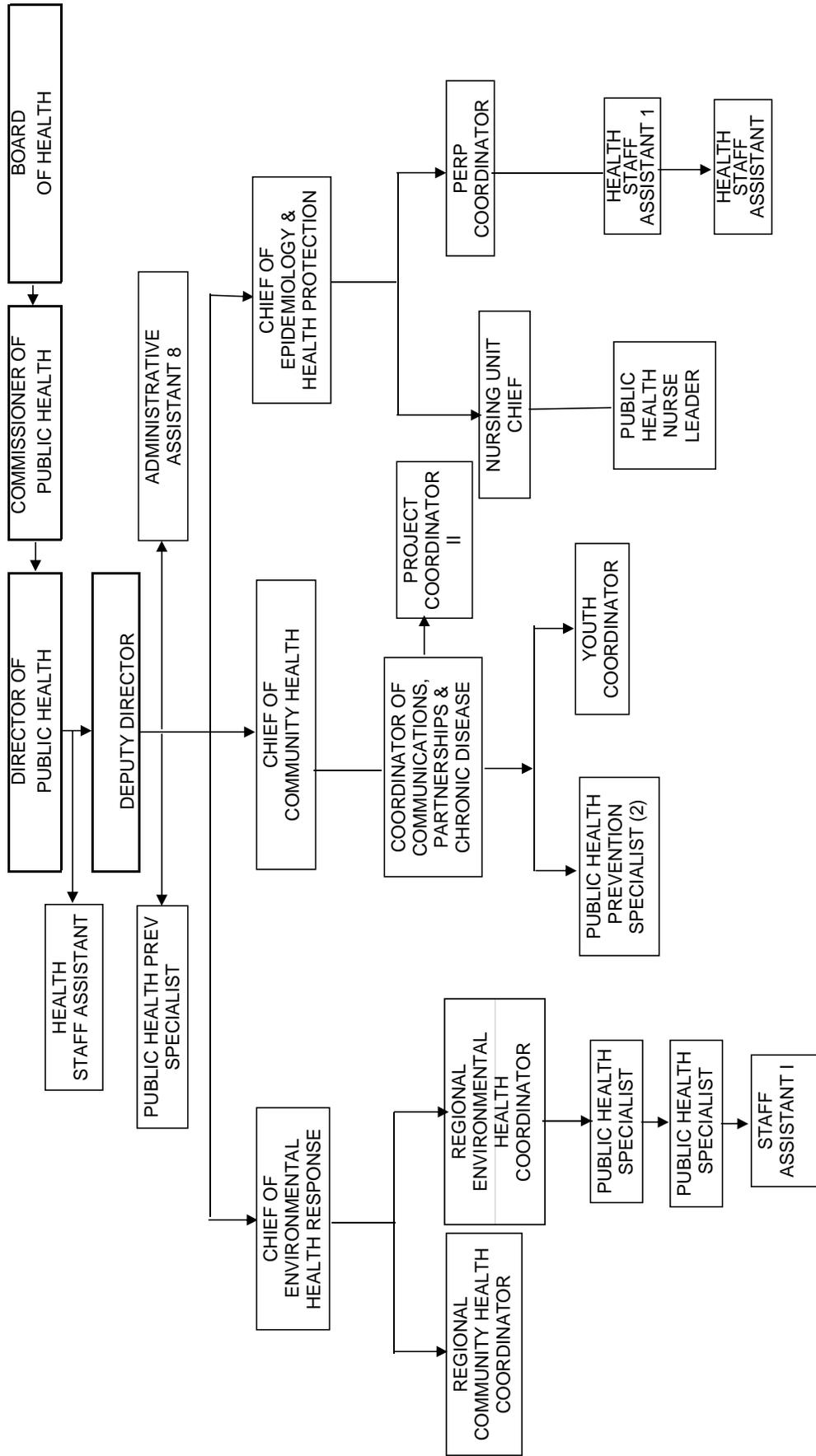
The Division’s recommended tax levy budget for Personnel Services in Fiscal 2015 is \$322,795, an increase of \$401 from the Fiscal 2014 amount of \$322,394. This increase is due to step increases for employees that have not achieved the maximum step per the salary ordinance in the amount of \$24,214, five new positions are added to the table of organization totaling \$236,924, and a Youth Office Coordinator was added in Fiscal 2014 and is fully funded by the UMASS Youth Grant in the amount of \$55,124. Other factors contributing to the increase is an increase

to stipends by \$678, and EM incentive pay increased by \$547. The offset to the increases is the increase in grant funding by \$317,086.

The recommended tax levy overtime budget for Fiscal 2015 is \$1,000 which is an increase from the Fiscal 2014 to provide funding for nurse services.

The Division's total tax levy Ordinary Maintenance budget for Fiscal 2015 is recommended to be level funded at \$40,000.

CITY OF WORCESTER DIVISION OF PUBLIC HEALTH



25 FUNDED POSITIONS
0 VACANT UNFUNDED
25 TOTAL POSITIONS



DEREK S. BRINDISI, DIRECTOR OF PUBLIC HEALTH

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DIVISION OF PUBLIC HEALTH -#330**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
PUBLIC HEALTH DIVISION:					
1	\$ 94,162.00	52EM	DIRECTOR OF PUBLIC HEALTH	1	\$ 94,169.00
1	40,892.00	57EM	COMMISSIONER OF PUBLIC HEALTH	1	41,301.00
1	75,711.00	45M	DEPUTY DIRECTOR	1	81,558.00
1	63,267.00	38M	ADMINISTRATIVE ASSISTANT 8	1	63,267.00
0	-	33P	PUBLIC HEALTH PREVENTION SPECIALIST	1	42,992.00
1	41,886.00	34	HEALTH STAFF ASSISTANT	1	42,697.00
5	\$ 315,918.00		TOTAL PUBLIC HEALTH SALARIES	6	\$ 365,984.00
	\$ (208,031.00)		FUNDING SOURCES:		\$ (211,019.00)
	\$ (208,031.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (211,019.00)
	\$ 107,887.00		TOTAL FUNDING SOURCES		\$ (211,019.00)
			TOTAL PERSONAL SERVICES PUBLIC HEALTH DIVISION		\$ 154,965.00
COMMUNITY HEALTH DIVISION					
1	\$ 75,711.00	43M	CHIEF OF COMMUNITY HEALTH	1	\$ 75,711.00
1	48,049.00	42M	COORD. OF COMMUNICATIONS, PARTNERSHIPS & CHRONIC DISEASE	1	49,813.00
0	-	41M	PROJECT COORDINATOR	1	54,936.00
0	-	37P	YOUTH OFFICE COORDINATOR	1	55,124.00
1	48,321.00	33P	PUBLIC HEALTH PREVENTION SPECIALIST	1	50,079.00
0	-	33P	PUBLIC HEALTH PREVENTION SPECIALIST	1	41,760.00
3	\$ 172,081.00		TOTAL PUBLIC HEALTH SALARIES	6	\$ 327,423.00
	\$ (138,688.00)		FUNDING SOURCES:		\$ (299,885.00)
	\$ (138,688.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (299,885.00)
	\$ 33,393.00		TOTAL FUNDING SOURCES		\$ (299,885.00)
			TOTAL PERSONAL SERVICES COMMUNITY HEALTH DIVISION		\$ 27,538.00
EPIDMIOLOG & HEALTH/MEDICAL PROTECTION DIVISION:					
1	\$ 70,533.00	43M	CHIEF OF EPIDEMIOLOGY & HEALTH PROTECTION SERVICES	1	\$ 70,533.00
1	75,711.00	43M	NURSING UNIT CHIEF	1	75,711.00
1	54,936.00	38M	PERP COORDINATOR	1	56,898.00
1	41,886.00	34	HEALTH STAFF ASSISTANT	2	85,509.00
1	54,431.00	80B	PUBLIC HEALTH NURSE LEADER	1	56,564.00
5	\$ 297,497.00		TOTAL PUBLIC HEALTH NURSING SALARIES	6	\$ 345,215.00
	\$ (138,688.00)		FUNDING SOURCES:		\$ (198,304.00)
	\$ (138,688.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (198,304.00)
	\$ 158,809.00		TOTAL FUNDING SOURCES		\$ (198,304.00)
			TOTAL PERSONAL SERVICES EPIDMIOLOG/MEDICAL DIVISION		\$ 146,911.00
REGIONAL PUBLIC HEALTH DIVISION:					
1	\$ 72,913.00	43M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE	1	\$ 75,711.00
0	-	40M	REGIONAL COMMUNITY HEALTH COORDINATOR	1	53,613.00
1	59,082.00	40M	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR (P.G. 40M)	1	61,074.00
2	90,683.00	33P	PUBLIC HEALTH SPECIALIST	2	93,856.00
1	28,434.00	32	STAFF ASSISTANT 1	1	29,994.00
5	\$ 251,112.00		TOTAL REGIONAL PUBLIC HEALTH SALARIES	6	\$ 314,248.00
	\$ (208,031.00)		FUNDING SOURCES:		\$ (301,316.00)
	\$ (208,031.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (301,316.00)
	\$ 43,081.00		TOTAL FUNDING SOURCES		\$ (301,316.00)
			TOTAL PERSONAL SERVICES REGIONAL HEALTH DIVISION		\$ 12,932.00
18	\$ 343,170.00		TOTAL SALARIES	24	\$ 342,346.00
	1,044.00		PUBLIC HEALTH NURSE STIPENDS		522.00
	-		BOARD OF HEALTH STIPEND		1,200.00
	17,000.00		REGIONAL HEALTH STIPEND		17,000.00
	18,044.00		TOTAL CONTRACTUAL STIPENDS AND EXTRAS		18,722.00



DEREK S. BRINDISI, DIRECTOR OF PUBLIC HEALTH

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DIVISION OF PUBLIC HEALTH -#330**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
	(41,250.00)		VACANCY FACTOR		(41,250.00)
	2,430.00		EM INCENTIVE PAY		2,977.00
	<u>\$ 322,394.00</u>		TOTAL SALARIES		<u>\$ 322,795.00</u>
	<u>\$ 322,394.00</u>	330-91000	TOTAL RECOMMENDED PERSONAL SERVICES		<u>\$ 322,795.00</u>
	-		OVERTIME		\$ 1,000.00
	<u>\$ -</u>	330-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 1,000.00</u>
\$	15,000.00		CITYWIDE GEESE PROGRAMS	\$	15,000.00
	3,964.00		TOBACCO ORDINARY MAINTENANCE		3,964.00
	54,820.00		REGIONAL HEALTH ORDINARY MAINTENANCE		54,820.00
	1,000.00		AUTOMOTIVE SUPPLIES		1,000.00
	1,000.00		OFFICE SUPPLIES		1,000.00
	1,000.00		OTHER SUPPLIES		1,000.00
	1,000.00		AUTO FUEL		1,000.00
	1,000.00		OTHER CHARGES & EXPENDITURES		1,000.00
	<u>\$ 78,784.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 78,784.00</u>
			FUNDING SOURCES:		
\$	(3,964.00)		TOBACCO GRANT	\$	(3,964.00)
	(34,820.00)		DIG GRANT		(34,820.00)
	<u>\$ (38,784.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (38,784.00)</u>
	<u>\$ 40,000.00</u>	330-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 40,000.00</u>
			FRINGE BENEFITS:		
\$	57,008.00		HEALTH INSURANCE	\$	123,000.00
	72,465.00		RETIREMENT		105,600.00
	<u>\$ 129,473.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 228,600.00</u>
			FUNDING SOURCES:		
\$	(46,972.00)		REGIONAL PARTNERSHIP	\$	(55,291.00)
	(82,501.00)		GRANT FUNDING		(173,310.00)
	<u>\$ (129,473.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (228,600.00)</u>
	<u>\$ -</u>	330-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 362,394.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 363,795.00</u>

**FISCAL YEAR 2015
DIVISION OF PUBLIC HEALTH
FUNDING SOURCES**

DIVISION: PUBLIC HEALTH

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
HEALTH/MEDICAL PRED	\$ 17,491.00	\$ 2,773.00	\$ 20,264.00
PERP GRANT	8,026.00	1,078.00	9,104.00
TOBACCO CONTROL	30,775.00	5,923.00	36,698.00
UNDER AGE DRINKING	10,161.00	1,591.00	11,752.00
PRESCRIPTION DRUG	13,413.00	2,343.00	15,756.00
OPIOID	10,588.00	1,693.00	12,281.00
REGIONLIZATION SHREWSBURY	16,576.00	2,852.00	19,428.00
REGIONLIZATION MILLBURY	4,393.00	870.00	5,263.00
REGIONLIZATION LEICESTER	10,249.00	1,603.00	11,852.00
REGIONLIZATION HOLDEN	13,763.00	2,208.00	15,971.00
REGIONLIZATION WEST BOYLSTON	2,597.00	448.00	3,045.00
REGIONLIZATION GRAFTON	11,880.00	1,775.00	13,655.00
DIG	5,195.00	896.00	6,091.00
ROBERT WOOD JOHNSON	10,203.00	1,770.00	11,973.00
MEDICAL SCHOOL	20,880.00	9,381.00	30,261.00
CLARK	20,880.00	9,381.00	30,261.00
MASS IN MOTION	3,948.00	649.00	4,597.00
	\$ 211,018.00	\$ 47,234.00	\$ 258,252.00

DIVISION: COMMUNITY HEALTH

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
TOBACCO CONTROL	\$ 45,173.00	\$ 9,646.00	\$ 54,819.00
UNDER AGE DRINKING	23,837.00	4,663.00	28,500.00
PRESCRIPTION DRUG	54,616.00	9,329.00	63,945.00
OPIOID	42,145.00	8,751.00	50,896.00
DIG	1,514.00	448.00	1,962.00
ROBERT WOOD JOHNSON	1,514.00	448.00	1,962.00
UMASS YOUTH	55,124.00	20,159.00	75,283.00
MASS IN MOTION	21,026.00	3,645.00	24,671.00
WELLNESS TRUST	54,936.00	20,139.00	75,075.00
	\$ 299,885.00	\$ 77,228.00	\$ 377,113.00

DIVISION: EPIDMIOLOG & HEALTH/MEDICAL PROTECTION

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
HEALTH/MEDICAL PRED	\$ 113,431.00	\$ 24,544.00	\$ 137,975.00
PERP GRANT	52,098.00	10,442.00	62,540.00
TOBACCO CONTROL	3,527.00	1,093.00	4,620.00
UNDER AGE DRINKING	2,116.00	656.00	2,772.00
PRESCRIPTION DRUG	2,116.00	656.00	2,772.00
OPIOID	2,116.00	656.00	2,772.00
REGIONLIZATION SHREWSBURY	7,519.00	2,226.00	9,745.00
REGIONLIZATION MILLBURY	705.00	219.00	924.00
REGIONLIZATION LEICESTER	2,977.00	888.00	3,865.00
REGIONLIZATION HOLDEN	3,734.00	1,111.00	4,845.00
REGIONLIZATION WEST BOYLSTON	1,462.00	442.00	1,904.00
REGIONLIZATION GRAFTON	2,977.00	888.00	3,865.00
DIG	705.00	219.00	924.00
ROBERT WOOD JOHNSON	705.00	219.00	924.00
MASS IN MOTION	2,116.00	656.00	2,772.00
	\$ 198,304.00	\$ 44,915.00	\$ 243,219.00

DIVISION: REGIONAL PUBLIC HEALTH

GRANT NAME	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
HEALTH/MEDICAL PRED	\$ 33,338.00	\$ 9,475.00	\$ 42,813.00
REGIONLIZATION SHREWSBURY	58,086.00	12,258.00	70,344.00
REGIONLIZATION MILLBURY	24,016.00	3,462.00	27,478.00
REGIONLIZATION LEICESTER	34,584.00	5,204.00	39,788.00
REGIONLIZATION HOLDEN	38,004.00	7,663.00	45,667.00
REGIONLIZATION WEST BOYLSTON	26,574.00	3,014.00	29,588.00
REGIONLIZATION GRAFTON	40,199.00	8,161.00	48,360.00
DIG	8,414.00	1,856.00	10,270.00
ROBERT WOOD JOHNSON	9,433.00	2,144.00	11,577.00
CLPPP	28,669.00	5,986.00	34,655.00
	\$ 301,317.00	\$ 59,223.00	\$ 360,540.00
DEPARTMENT TOTAL	\$ 1,010,524.00	\$ 228,600.00	\$ 1,239,124.00

DEPARTMENT OF HUMAN RESOURCES

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1030

Departmental Mission Statement:

The mission of the Human Resources Department is to enhance personnel administration for the purpose of advancing the delivery of exemplary service to the organization and the citizens of the City of Worcester.

Departmental Overview:

The goal of the Human Resources Department is to enhance service to the citizens of Worcester by hiring and retaining the best City employees, increasing productivity and job satisfaction through the planning and administering of personnel programs, wellness initiatives, and quality benefits. The main function of the department is to ensure that the City has a skilled, competent and diverse workforce that will work to meet the City's organizational goals.

The Human Resources Department serves the public and City employees through outreach and recruitment which provides information about City employment opportunities. The department also supports City employees and managers by implementing policies and procedures, ensuring that fair labor practices are followed, and fostering good relations among employees to create an environment where employees can work productively, develop their skills, and maintain job satisfaction. The following is an outline of the Department's essential functions:

EMPLOYMENT

The Employment division provides oversight of all hiring and recruitment processes to ensure that City positions are filled with qualified people of diverse backgrounds. Understanding and complying with statutory and contractual obligations, following civil service requirements, testing, screening, and interviewing of candidates are part of the employment process. Policy development, Unemployment Compensation, Equal Employment Opportunity, and DOT drug testing, are integral functions of the employment division.

BENEFITS

Benefits administration is an essential function performed by the division to supply City and Worcester Public School employees and retirees with quality benefits in health insurance, dental insurance, vision insurance, life insurance, disability insurance, flexible spending accounts, employee assistance programs, and tuition reimbursement.

DEPARTMENT OF HUMAN RESOURCES

LABOR RELATIONS

The Labor Relations division encompasses collective bargaining, employee relations, and at-work injury management to ensure that employees are treated fairly and that managers and supervisors have the tools and ability to oversee the work and job performance of their staff. The division performs case management for City and Worcester Public School employee injury claims by carefully monitoring treatment for a safe and efficient return to work.

TRAINING AND DEVELOPMENT

The Training Division assures that employees in the workforce have the knowledge, skills, and abilities to perform well in their positions. This includes general skills development, management and supervisory development, health & safety courses, as well as technical training geared towards particular subject matter expertise. The division provides recruitment, training, and support for the City of Worcester’s many board and commission volunteers.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
SALARIES	\$ 695,798.29	\$ 840,889.00	91000	\$ 872,996.00
OVERTIME	2,121.62	3,000.00	97000	3,000.00
ORDINARY MAINTENANCE	252,401.52	247,458.00	92000	251,556.00
TOTAL	\$ 950,321.43	\$ 1,091,347.00		\$ 1,127,552.00
TOTAL POSITIONS	15	16		16
NEW POSITIONS	1	0		0
TOTAL FUNDED POSITIONS	16	16		16

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total Fiscal 2015 recommended tax levy budget for the Human Resources Department is \$1,127,552 which is an increase of \$36,205 from the Fiscal 2014 budget of \$1,091,347.

The recommended personal services tax levy budget for Fiscal 2015 is \$902,996 which is an increase of \$62,107 from the Fiscal 2014 amount of \$840,889. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$7,796, an increase for the City Physician amounting to \$7,536 and a decrease in the vacancy factor in the amount of \$20,000. This increase is offset by a decrease in the EM incentive pay totaling \$785 and a decrease in the enterprise credits totaling \$2,440.

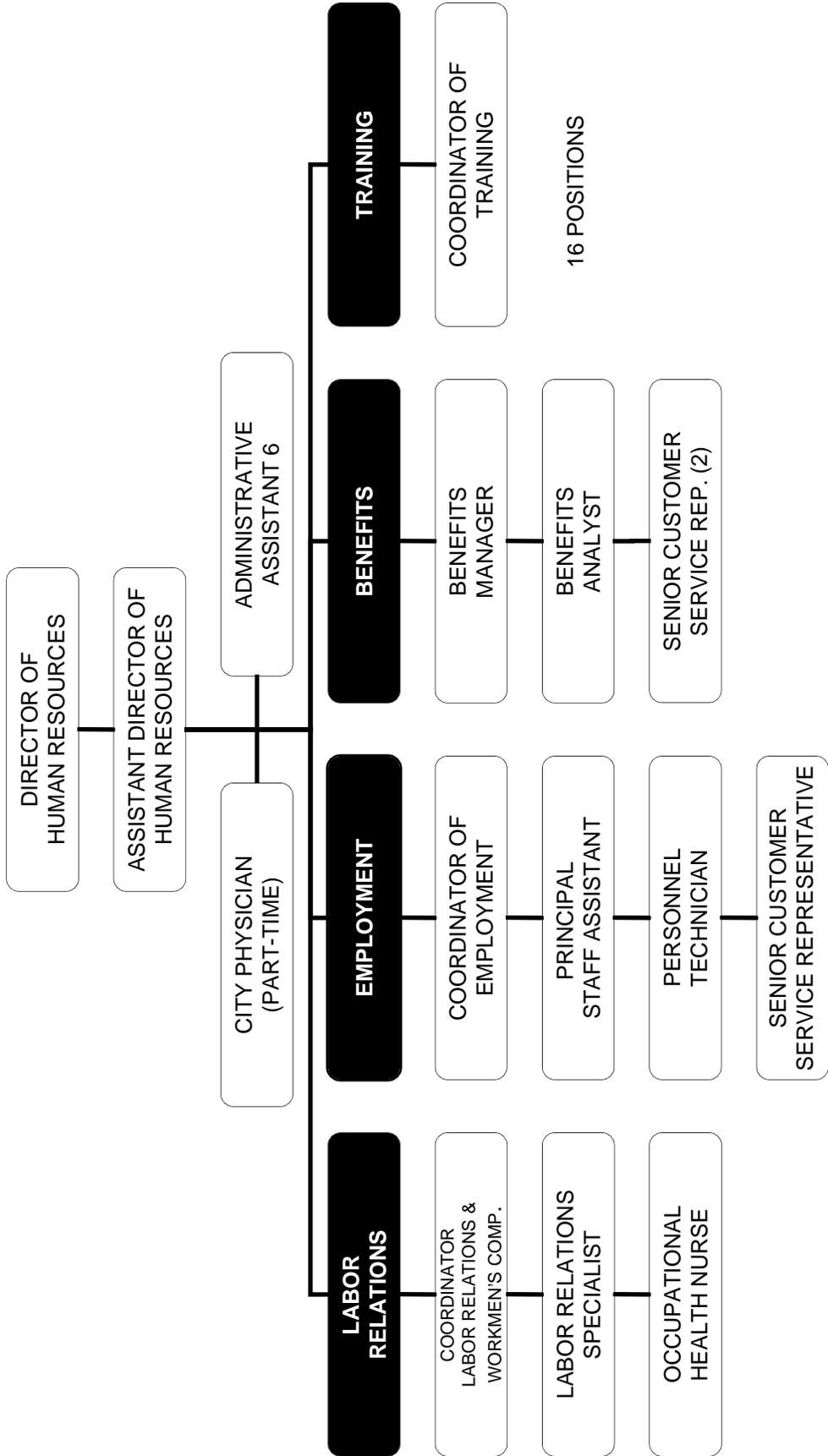
DEPARTMENT OF HUMAN RESOURCES

The recommended Overtime tax levy budget for Fiscal 2015 is recommended to be level funded at \$3,000.00.

The tax levy Ordinary Maintenance budget for Fiscal 2015 is recommended to be \$251,556 which is an increase of \$4,098 from the Fiscal 2014 budget of \$247,458. This increase is a result of added costs associated with the Physician's expenses totaling \$4,200 which is offset by an increase in enterprise credits of \$102.

CITY OF WORCESTER

DEPARTMENT OF HUMAN RESOURCES





KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
ADMINISTRATION:					
1	\$ 110,694.00	58CM	DIRECTOR HUMAN RESOURCES	1	\$ 110,694.00
1	91,037.00	46EM	ASSISTANT DIRECTOR HUMAN RESOURCES	1	91,037.00
1	22,464.00	FL	CITY PHYSICIAN	1	30,000.00
1	36,055.00	33	ADMINISTRATIVE ASSISTANT 6	1	37,291.00
<u>4</u>	<u>\$ 260,250.00</u>			<u>4</u>	<u>\$ 269,022.00</u>
EMPLOYMENT:					
1	\$ 84,544.00	46M	COORDINATOR OF EMPLOYMENT	1	\$ 84,544.00
1	67,944.00	40M	PRINCIPAL STAFF ASSISTANT	1	67,944.00
1	50,889.00	38M	PERSONNEL TECHNICIAN	1	52,645.00
1	33,670.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	1	34,599.00
<u>4</u>	<u>\$ 237,047.00</u>			<u>4</u>	<u>\$ 239,732.00</u>
LABOR RELATIONS:					
1	\$ 91,037.00	48M	COORD. LABOR RELATIONS & WORKER'S COMP.	1	\$ 91,037.00
1	81,558.00	45M	LABOR RELATIONS SPECIALIST	1	81,558.00
1	59,851.00	42M	OCCUPATIONAL NURSE	1	61,914.00
<u>3</u>	<u>\$ 232,446.00</u>			<u>3</u>	<u>\$ 234,509.00</u>
BENEFITS:					
1	\$ 78,614.00	44M	BENEFITS MANAGER	1	\$ 78,614.00
1	49,077.00	35	BENEFIT ANALYST	1	50,889.00
2	84,858.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	2	84,858.00
<u>4</u>	<u>\$ 212,549.00</u>			<u>4</u>	<u>\$ 214,361.00</u>
TRAINING & DEVELOPMENT:					
1	\$ 72,913.00	42M	COORDINATOR OF TRAINING	1	\$ 72,913.00
1	72,913.00			1	72,913.00
<u>16</u>	<u>\$ 1,015,205.00</u>		REGULAR SALARIES	<u>16</u>	<u>\$ 1,030,537.00</u>
	50,000.00		INTERNSHIP PROGRAM		50,000.00
	2,616.00		EM INCENTIVE PAY		1,831.00
	(56,200.00)		VACANCY FACTOR		(36,200.00)
	<u>\$ 1,011,621.00</u>		TOTAL RECOMMENDED SALARIES		<u>\$ 1,046,168.00</u>
	\$ (73,705.00)		FUNDING SOURCES:		\$ (74,758.00)
	(96,211.00)		CREDIT FROM SEWER		(97,586.00)
	(816.00)		CREDIT FROM WATER		(828.00)
	<u>\$ (170,732.00)</u>		CREDIT FROM GOLF COURSE		<u>\$ (173,172.00)</u>
			TOTAL FUNDING SOURCES		
<u>16</u>	<u>\$ 840,889.00</u>	170-91000	TOTAL RECOMMENDED PERSONNEL SERVICES	<u>16</u>	<u>\$ 872,996.00</u>
	\$ 3,000.00		OVERTIME		\$ 3,000.00
	<u>\$ 3,000.00</u>	170-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 3,000.00</u>

KATHLEEN G. JOHNSON, DIRECTOR**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015****DEPARTMENT OF HUMAN RESOURCES - DEPARTMENT #170**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	PROPOSED FY15 AMOUNT
	\$ 3,600.00		LEASES & RENTALS		\$ 3,600.00
	201,700.00		LEGAL CONSULTANTS		201,700.00
	2,400.00		MAINTENANCE & REPAIR		2,400.00
	500.00		TELEPHONE		500.00
	31,095.00		OTHER PERSONAL SERVICES		35,295.00
	24,000.00		NEWSPAPER ADVERTISING		24,000.00
	3,800.00		BOOKS		3,800.00
	8,305.00		OFFICE SUPPLIES		8,305.00
	300.00		OTHER SUPPLIES		300.00
	2,500.00		OTHER CHARGES & EXPENDITURES		2,500.00
	<u>\$ 278,200.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 282,400.00</u>
			FUNDING SOURCES:		
	\$ (3,055.00)		CREDIT FROM SEWER		\$ (3,101.00)
	(3,687.00)		CREDIT FROM WATER		(3,743.00)
	<u>(24,000.00)</u>		INTERDEPARTMENTAL CREDIT		<u>(24,000.00)</u>
	<u>(30,742.00)</u>		TOTAL FUNDING SOURCES		<u>(30,844.00)</u>
	<u>\$ 247,458.00</u>	170-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 251,556.00</u>
	<u>\$ 1,091,347.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,127,552.00</u>

WORKERS' COMPENSATION

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1030

Divisional Overview:

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. The workers' compensation statute, M.G.L. Chapter 152, as most recently amended, provides for payment of 60% of an employee's pre-injury average weekly wage for the period during which the employee remains temporarily, or totally disabled, as a result of the injury. These benefits are available for a maximum of three years with an additional potential entitlement to temporary partial disability benefits where the maximum period of entitlement varies, based on the severity of the injury. The most severely injured claimants may seek permanent and total disability benefits that are potentially available for the life of the employee.

Approximately forty-four percent of the workers' compensation budget is spent on the payment of weekly workers' compensation benefits. These include temporary, partial and total disability benefits, and dependents and widows benefits. Medical expenses account for approximately forty-four percent of the overall budget. These services include doctors, nurses, hospitals, prescriptions and medical supplies. The remaining twelve percent is spent on administrative, investigative and court costs.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Budget for	Budget for	Account	Appropriation
	Fiscal 2013	Fiscal 2014	Number	Fiscal 2015
EXPENDITURES				
FRINGE BENEFITS	\$ 794,039.39	\$ 1,210,657.00	96000	\$ 1,194,560.00
TOTAL	\$ 794,039.39	\$ 1,210,657.00		\$ 1,194,560.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total Worker's Compensation budget for Fiscal 2015 is recommended to be \$1,194,560 which is a decrease of \$16,097 from the Fiscal 2014 amount of \$1,210,657. The reduction is due to a decreasing trend in claims over the past fiscal year.



KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF HUMAN RESOURCES

DIVISION OF WORKERS' COMPENSATION - DIVISION #171

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
\$ 1,256,767.00	BASIC WORKERS' COMPENSATION	\$ 1,240,670.00
<u>104,700.00</u>	ADMINISTRATIVE SERVICES	<u>104,700.00</u>
<u>\$ 1,361,467.00</u>	TOTAL WORKERS' COMPENSATION	<u>\$ 1,345,370.00</u>
	FUNDING SOURCES:	
\$ (98,460.00)	CREDIT FROM WATER	\$ (98,460.00)
<u>(52,350.00)</u>	CREDIT FROM SCHOOLS	<u>(52,350.00)</u>
<u>\$ (150,810.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (150,810.00)</u>
<u>\$ 1,210,657.00</u>	171-96000 TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 1,194,560.00</u>

INJURED ON DUTY CLAIMS

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1030

Divisional Overview:

Chapter 41, Section 111F of the General Laws provides injured-on-duty wage and medical benefits to police and fire employees injured in the line of duty. The Human Resources Department reviews injured-on-duty claims, performs medical case management, monitors treatment and expected outcomes, processes and accounts for payment of medical expenses, and works closely with the employees and the public safety departments to ensure a safe and efficient return to work.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Budget for Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
FRINGE BENEFITS	\$ 487,518.02	\$ 406,681.00	96000	\$ 432,550.00
TOTAL	\$ 487,518.02	\$ 406,681.00		\$ 432,550.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

This account pays for all non-salary costs of uniformed police and fire personnel who are injured in the line of duty. The total recommended tax levy appropriation for Fiscal 2015 is recommended to be \$432,550 which is an increase of \$25,869 from the Fiscal 2014 amount of \$406,681

INJURED ON DUTY CLAIMS

Please note that the City incurs salary expenses for uniformed police officers and firefighters when they have been injured in the line of duty. The salary accounts for both the Police and Fire Departments pay the applicable salary amounts for the respective uniformed police and fire personnel who are injured while working. The following table depicts the actual obligations for medical costs incurred from Fiscal 2009 through Fiscal 2013, as well as the projected expenses for Fiscal 2014.

IOD Medical Claims History

	Actual FY09	Actual FY10	Actual FY11	Actual FY12	Actual FY13	Projected FY14	Budget FY15
Police	175,979	178,240	152,764	230,821	267,000	206,562	228,578
Fire	402,913	138,636	149,564	158,253	220,518	257,263	203,972
Total	578,892	316,875	302,328	389,074	487,518	463,825	432,550



KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DIVISION OF PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS- DIVISION #174

APPROVED FY14 AMOUNT		TITLE	RECOMMENDED FY15 AMOUNT
\$ 226,536.00	1741	POLICE DEPARTMENT IOD CLAIMS	\$ 228,578.00
180,145.00	17412	FIRE DEPARTMENT IOD CLAIMS	203,972.00
<u>\$ 406,681.00</u>	174-96000	TOTAL INJURED ON DUTY	<u>\$ 432,550.00</u>

UNEMPLOYMENT COMPENSATION

Kathleen G. Johnson

Director

City Hall - Room 109

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1030

Departmental Overview:

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.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget for	Number	Appropriation
		Fiscal 2014		Fiscal 2015
EXPENDITURES				
FRINGE BENEFITS	\$ 70,685.63	\$ 100,000.00	96000	\$ 50,000.00
TOTAL	\$ 70,685.63	\$ 100,000.00		\$ 50,000.00

* Note: Worcester Public School pays unemployment costs from their budget. Human Resources administers the program and charges the Public Schools for their expenses.

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total tax levy budget for Fiscal 2015 is recommended to be \$50,000 which is \$50,000 less than the Fiscal 2014 amount of \$100,000. The reduction is due to a decreasing trend in claims over the past fiscal year.



KATHLEEN G. JOHNSON, DIRECTOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF HUMAN RESOURCES
DIVISION OF UNEMPLOYMENT COMPENSATION - DIVISION #172**

APPROVED FY14 AMOUNT	ACCOUNT NUMBER	TITLE	RECOMMENDED FY15 AMOUNT
\$ 130,000.00		REGULAR UNEMPLOYMENT COMPENSATION	\$ 80,000.00
<u>\$ 130,000.00</u>		TOTAL UNEMPLOYMENT COMPENSATION	<u>\$ 80,000.00</u>
		FUNDING SOURCES:	
\$ (10,000.00)		CREDIT FROM SEWER	\$ (10,000.00)
(10,000.00)		CREDIT FROM WATER	(10,000.00)
<u>(10,000.00)</u>		CREDIT FROM GOLF	<u>(10,000.00)</u>
\$ (30,000.00)		TOTAL FUNDING CREDITS	\$ (30,000.00)
<u>\$ 100,000.00</u>	172-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$ 50,000.00</u>

HEALTH INSURANCE

Kathleen G. Johnson

Director

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

Divisional Overview:

The Human Resources Department is responsible for the planning, administering and direction of all phases of the health insurance program for City of Worcester employees. The health insurance account within the City's budget comprises the largest component of benefits offered to our employees. The amount budgeted is derived from the number of active and retired employees within each specific plan by the cost of the health plan being offered. Each health insurance program offered provides benefits to individuals, families, retirees and surviving spouses. The amount recommended for appropriation is the City's portion for providing these benefits to its employees. This account excludes health insurance benefits for the Worcester Public Schools, which is budgeted within their respective department.

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. The City of Worcester is obligated to match this payment. Earnings subject to this tax have increased from \$51,300 to over \$125,000 per year per individual, effective January 1, 1991.

Life Insurance & Disability Coverage:

The City of Worcester offers \$5,000 basic term insurance coverage to interested employees and retirees. The City contributes 50% of the premium cost to 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. 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 the LifeScope 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 counseling to employees who test positive for drug and/or alcohol abuse through the City's DOT testing program.

Health Insurance Consultant:

Since Fiscal 2000, the City has contracted with Group Benefits Strategies (GBS) for consulting services. This company, located in Auburn, 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.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2013	Budget for	Account	Appropriation
		Fiscal 2014	Number	Fiscal 2015
EXPENDITURES				
FRINGE BENEFITS	\$ 21,559,916.67	\$ 23,021,923.00	96000	\$ 23,825,925.00
TOTAL	\$ 21,559,916.67	\$ 23,021,923.00		\$ 23,825,925.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total recommended tax levy Health Insurance budget and employee's fringe benefit costs, excluding fringe benefit cost for Worcester Public Schools for Fiscal 2015 is \$23,825,925 which is an increase of \$804,002 from the Fiscal 2014 amount of \$23,021,923 for tax levy funded employees.

This increase is due to the increase in Health Insurance premiums from the Fiscal 2014 rates totaling \$1,063,219 and Medicare premiums increased by \$8,044. This increase was offset by the Life Insurance premiums decreasing by \$83, an increase in funding sources of \$67,178 and migration savings due to anticipated retirements and plan selection totaling \$200,000.

The recommended Health Insurance tax levy budget will fund employee and retiree health insurance premiums, and other fringe benefit costs for 3,173 of the 3,559 active and retired city employees that carry the Health Insurance benefit. The other 386 employees are funded by grants, projects and enterprise funds. This enrollment figure excludes active and retired employees of the Worcester Public Schools.



KATHLEEN G. JOHNSON, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

HEALTH INSURANCE - DEPARTMENT #663

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
\$ 546,819.00	BC/ BS PREFERRED	\$ 615,596.00
5,196,510.00	NETWORK BLUE NEW ENGLAND	5,474,482.00
1,956,282.00	CITY OF WORCESTER DIRECT	2,220,579.00
12,828,743.00	CITY OF WORCESTER ADVANTAGE	13,679,334.00
3,129,650.00	BC/ BS MEDEX	2,906,412.00
880,479.00	FALLON SENIOR	182,682.00
650,975.00	TUFTS MEDICARE COMPLEMENT	694,827.00
6,742.00	TUFTS MEDICARE PREFERRED	485,507.00
60,000.00	HEALTH INSURANCE CONSULTANT	60,000.00
20,000.00	ACTUARIAL VALUATION	20,000.00
20,000.00	OPEB ACTUARIAL VALUATION	20,000.00
20,000.00	FEDERAL HEALTH LAW IMPACT STUDY	20,000.00
50,000.00	PBM ADMINISTRATIVE COSTS	50,000.00
<u>\$ 25,366,200.00</u>	TOTAL HEALTH INSURANCE	<u>\$ 26,429,419.00</u>
\$ 156,864.00	LIFE INSURANCE	\$ 156,781.00
1,409,738.00	MEDICARE INSURANCE	1,417,782.00
25,200.00	EMPLOYEE ASSISTANCE PROGRAM	25,200.00
<u>\$ 1,591,802.00</u>	TOTAL OTHER COSTS	<u>\$ 1,599,763.00</u>
-	MIGRATION SAVINGS	(200,000.00)
<u>\$ 26,958,002.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 27,829,182.00</u>
	FUNDING SOURCES:	
\$ (981,499.00)	CREDIT FROM INDIRECT	\$ (1,006,670.00)
(36,865.00)	CREDIT ELDER AFFAIRS	(46,074.00)
(338,041.00)	CREDIT FROM WORKFORCE DEVELOPMENT	(327,529.00)
(85,869.00)	CREDIT DPW- PROJECTS	(91,311.00)
(150,563.00)	CREDIT GRANTS	(188,379.00)
(721,431.00)	CREDIT FROM SEWER	(694,849.00)
(1,507,245.00)	CREDIT FROM WATER	(1,535,061.00)
(32,819.00)	CREDIT FROM GOLF	(34,699.00)
(81,747.00)	CREDIT FROM AIRPORT	(78,685.00)
<u>\$ (3,936,079.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (4,003,257.00)</u>
<u>\$ 23,021,923.00</u>	663-96000 TOTAL FRINGE BENEFITS	<u>\$ 23,825,925.00</u>
<u>\$ 23,021,923.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 23,825,925.00</u>



KATHLEEN G. JOHNSON, ACTING DIRECTOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
HEALTH INSURANCE ENROLLMENT

FISCAL 2015	IND. BLUE CARE		FAM. BLUE CARE		IND. NETWORK		FAM. NETWORK		IND. C. OF W. ADVANTAGE		FAM. C. OF W. ADVANTAGE		MEDEX (NEW)		TUFTS MEDICARE COMPLEMENT		TUFTS MEDICARE FALLOTTOTAL	
	IND. PREFERRED	IND. BLUE N.E.	FAM. PREFERRED	FAM. BLUE N.E.	IND. DIRECT	IND. BLUE N.E.	FAM. DIRECT	FAM. BLUE N.E.	IND. ADVANTAGE	IND. BLUE N.E.	FAM. ADVANTAGE	FAM. BLUE N.E.	MEDEX (NEW)	TUFTS COMPLEMENT	TUFTS MEDICARE	FALLOTTOTAL		
CITY OF WORCESTER	29	185	20	194	109	106	331	709	997	245	191	57	3173					
CABLE SERVICES	0	0	0	0	0	0	2	0	0	0	0	0	2	0	0	0	2	
REGIONAL LIBRARY	0	0	0	0	1	1	4	0	0	0	0	0	0	0	0	0	7	
FINANCE (GRANTS)	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	2	
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	0	4	0	1	3	0	0	0	0	0	0	0	0	9	
HEALTH (GRANTS)	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	2	
INSPECTIONAL SERVICES (GRANTS)	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	
CITY MANAGER (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
DPW (PROJECTS)	0	0	0	1	1	0	3	3	0	0	0	0	0	0	0	0	8	
ELDER AFFAIRS	0	0	0	0	1	0	1	1	0	0	0	0	0	0	0	0	4	
WORKFORCE DEVELOPMENT	0	0	0	3	5	5	7	1	1	3	1	2	35	3	1	2	35	
SEWER	0	0	0	4	11	4	12	20	16	7	10	2	91	10	16	7	202	
WATER	0	0	0	11	14	10	27	47	51	10	16	7	202	10	16	7	202	
GOLF	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	
AIRPORT	0	0	0	0	1	3	1	0	3	4	5	1	18	4	5	1	18	
SUB TOTAL	29	204	21	215	148	130	390	793	1068	269	223	69	3559	269	223	69	3559	
WORC PUBLIC SCHOOL	37	486	13	465	246	251	705	1193	1417	430	287	84	5614	430	287	84	5614	
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SUB TOTAL	37	486	13	465	246	251	705	1193	1417	430	287	84	5614	430	287	84	5614	
GRAND TOTAL	66	690	34	680	394	381	1095	1986	2485	699	510	153	9173	699	510	153	9173	

FISCAL 2014	IND. BLUE CARE		FAM. BLUE CARE		IND. NETWORK		FAM. NETWORK		IND. C. OF W. ADVANTAGE		FAM. C. OF W. ADVANTAGE		MEDEX (NEW)		TUFTS MEDICARE COMPLEMENT		TUFTS MEDICARE FALLOTTOTAL	
	IND. PREFERRED	IND. BLUE N.E.	FAM. PREFERRED	FAM. BLUE N.E.	IND. DIRECT	IND. BLUE N.E.	FAM. DIRECT	FAM. BLUE N.E.	IND. ADVANTAGE	IND. BLUE N.E.	FAM. ADVANTAGE	FAM. BLUE N.E.	MEDEX (NEW)	TUFTS COMPLEMENT	TUFTS MEDICARE	FALLOTTOTAL		
CITY OF WORCESTER	33	186	18	197	105	97	316	719	989	200	3	313	3176	200	3	313	3176	
CABLE SERVICES	0	0	0	0	0	0	2	0	0	0	0	0	2	0	0	0	2	
REGIONAL LIBRARY	0	0	0	0	3	2	3	0	0	0	0	0	9	0	0	0	9	
FINANCE (GRANTS)	0	0	0	0	1	0	2	0	0	0	0	0	3	0	0	0	3	
ECONOMIC DEVELOPMENT (GRANTS)	0	0	0	1	2	0	0	3	0	0	0	0	6	0	0	0	6	
HEALTH (GRANTS)	0	0	0	0	1	0	1	2	0	0	0	0	4	0	0	0	4	
HHS ADMINISTRATION (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	
CODE (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
DPW (PROJECTS)	0	0	0	1	1	0	3	3	0	0	0	0	8	0	0	0	8	
ELDER AFFAIRS	0	0	0	0	1	0	1	1	0	0	0	0	3	0	0	0	3	
WORKFORCE DEVELOPMENT	0	0	0	3	4	4	7	8	3	3	3	36	3	3	3	36	36	
SEWER	0	0	0	4	11	5	12	22	17	5	16	97	10	5	16	97	197	
WATER	0	0	0	10	12	11	24	49	47	10	23	197	10	10	23	197	197	
GOLF	0	0	0	0	0	0	0	1	0	0	0	2	0	0	0	2	2	
AIRPORT	0	0	0	0	1	3	1	0	4	4	6	19	4	4	6	19	19	
SUB TOTAL	33	204	18	221	143	122	372	808	1057	222	3	361	3564	222	3	361	3564	
WORC PUBLIC SCHOOL	28	507	15	457	225	259	704	1198	1296	353	16	437	5495	353	16	437	5495	
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SUB TOTAL	28	507	15	457	225	259	704	1198	1296	353	16	437	5495	353	16	437	5495	
GRAND TOTAL	61	711	33	678	368	381	1076	2006	2353	575	19	798	9059	575	19	798	9059	

Comments:
All enrollment for the various Health Insurance programs are extracted from the City's IFMS system.



KATHLEEN G. JOHNSON, ACTING DIRECTOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
LIFE INSURANCE & FEDERAL MEDICARE PAYMENTS**

<u>MEDICARE PAYMENTS</u>				
<u>DEPARTMENT</u>	<u>MARCH 14 DEDUCTIONS</u>	<u>AVERAGE WEEKLY</u>	<u>YEARLY AMOUNT</u>	<u>BUDGET FY15</u>
CITY OF WORCESTER	97,887.42	24,471.86	1,272,536.46	1,272,536.46
CABLE SERVICES	142.73	35.68	1,855.49	1,855.49
REGIONAL LIBRARY	330.95	82.74	4,302.35	4,302.35
FINANCE (GRANTS)	136.67	34.17	1,776.71	1,776.71
ECONOMIC DEVELOPMENT (GRANTS)	792.82	198.21	10,306.66	10,306.66
HEALTH (GRANTS)	464.47	116.12	6,038.11	6,038.11
INSPECTIONAL SERVICES (GRANTS)	96.45	24.11	1,253.85	1,253.85
HUMAN SERVICES (GRANTS)	-	-	-	-
DPW (PROJECTS)	541.32	135.33	7,037.16	7,037.16
ELDER AFFAIRS	194.20	48.55	2,524.60	2,524.60
WORKFORCE DEVELOPMENT	1,767.65	441.91	22,979.45	22,979.45
AIRPORT	-	-	-	-
GOLF	161.00	40.25	2,093.00	2,093.00
SEWER	2,254.85	563.71	29,313.05	29,313.05
WATER	4,289.62	1,072.41	55,765.06	55,765.06
SUB TOTAL	11,172.73	2,793.18	145,245.49	145,245.49
TOTAL COST	109,060.15	27,265.04	1,417,781.95	1,417,781.95
PUBLIC SCHOOL	245,732.34	61,433.09	1,597,260.21	1,597,260.21
TOTAL	354,792.49	88,698.12	3,015,042.16	3,015,042.16

Comments:

Expenditures are extracted from the City's IFMS system displaying the actual Federal Medicare cost totals for the various citywide departments. FY 2015 projections are based on the total cost for March divided by the # of weeks in that month to get a weekly cost. Take the weekly cost x 52.2 weeks.

<u>LIFE INSURANCE</u>				
<u>DEPARTMENT</u>	<u>ACTIVE MARCH 14 ENROLLMENTS</u>	<u>RETIRES MARCH 14 ENROLLMENTS</u>	<u>TOTAL ENROLLMENTS</u>	<u>ENROLLMENTS X RATE 82.56</u>
CITY OF WORCESTER	715	957	1672	138,040.32
CABLE SERVICES	1	0	1	82.56
REGIONAL LIBRARY	3	0	3	247.68
FINANCE (GRANTS)	2	0	2	165.12
ECONOMIC DEVELOPMENT (GRANTS)	5	0	5	412.80
HEALTH (GRANTS)	5	0	5	412.80
INSPECTIONAL SERVICES (GRANTS)	1	0	1	82.56
DPW (PROJECTS)	5	0	5	412.80
ELDER AFFAIRS (GRANTS)	1	0	1	82.56
WORKFORCE DEVELOPMENT	15	6	21	1,733.76
SEWER	31	29	60	4,953.60
WATER	56	57	113	9,329.28
AIRPORT	0	10	10	825.60
GOLF	0	0	0	-
SUB TOTAL	125	102	227	18,741.12
TOTAL COST	840	1059	1899	156,781.44
PUBLIC SCHOOL	1120	1457	2577	212,757.12
TOTAL	1960	2516	4476	369,538.56

Comments:

Expenditures are extracted from the City's IFMS system displaying the actual Life Insurance cost totals for the various citywide departments. FY 2015 projections are based on the total enrollments for March x the yearly insurance rate.

LAW DEPARTMENT

David M. Moore
City Solicitor
City Hall - Room 301
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1161

Departmental Mission Statement:

The mission of the Law Department is to provide legal advice and representation to the City Manager, City Council and the officers, employees, boards, and commissions of the City of Worcester.

Departmental Overview:

The City Solicitor is the chief legal officer of the City and is generally responsible for providing legal advice and representation to the City Manager, City Council, and the officers, employees, boards, and commissions of the City. The department operates through four sections: Advice & Counsel, Litigation & Claims, Insurance, and Administrative Support.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2014		Fiscal 2015
SALARIES	\$ 733,809.66	\$ 799,854.00	91000	\$ 810,814.00
ORDINARY MAINTENANCE	223,307.95	137,842.00	92000	137,842.00
TOTAL	\$ 957,117.61	\$ 937,696.00		\$ 948,656.00
TOTAL POSITIONS	15	15		15

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The Law Department's recommended Fiscal 2015 budget is \$948,656, compared to the approved budget amount of \$937,696 for Fiscal 2014.

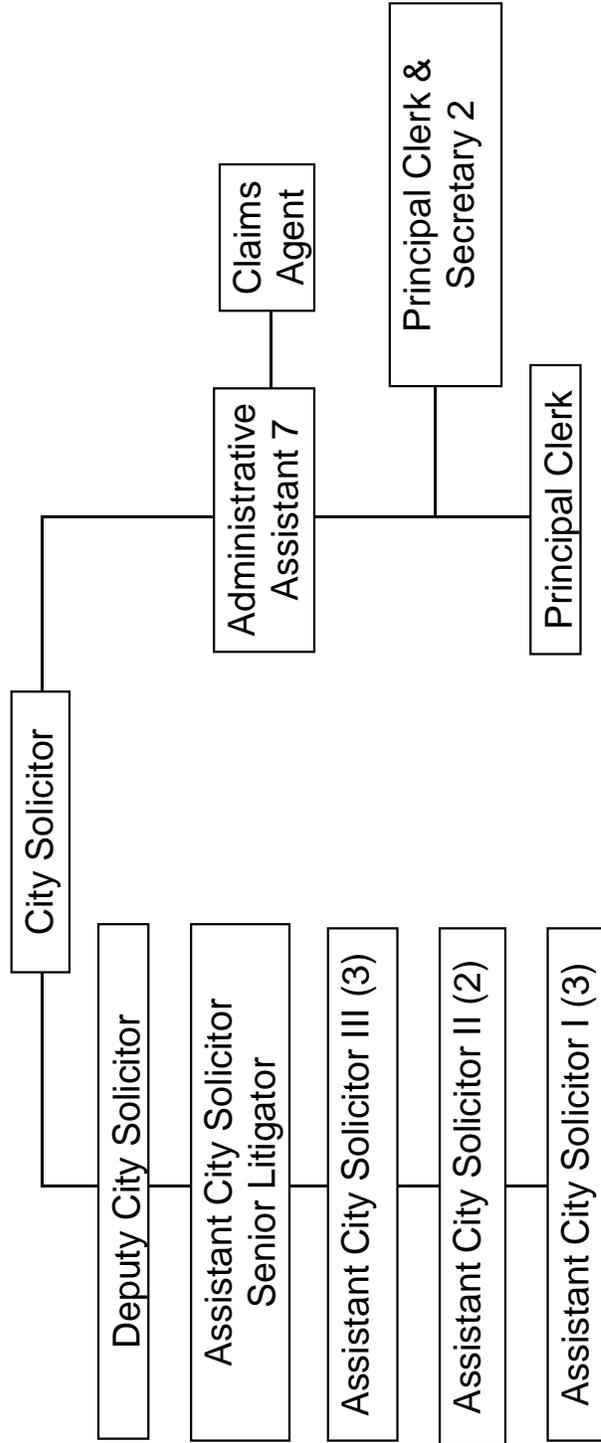
The recommended Personal Services budget is \$810,814 which is an increase of \$10,960 from the Fiscal 2014 approved budget amount of \$799,854. This increase is a result of step increases for employees that

LAW DEPARTMENT

have not achieved the maximum step per the salary ordinance. Also contributing to this increase is the additional funding allocated to EM Incentive Pay. This recommended budget amount is offset by various funding sources that include Cable License Revenues, District Improvement Financing and Enterprise Credits.

The Law Department's recommended Ordinary Maintenance budget is level funded at \$137,842 for Fiscal 2015, compared to the Fiscal 2014 budget of \$137,842.

LAW DEPARTMENT ORGANIZATIONAL CHART



15 POSITIONS



DAVID M. MOORE, CITY SOLICITOR

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
LAW DEPARTMENT- DEPARTMENT #120**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 137,022.00	57EM	CITY SOLICITOR	1	\$ 146,351.00
1	109,208.00	50EM	DEPUTY CITY SOLICITOR	1	109,208.00
1	89,288.00	50M	ASSISTANT CITY SOLICITOR SENIOR LITIGATOR	1	91,037.00
3	166,420.00	46M	ASSISTANT CITY SOLICITOR 3	3	170,414.00
2	141,881.00	44M	ASSISTANT CITY SOLICITOR 2	2	144,157.00
3	181,764.00	42M	ASSISTANT CITY SOLICITOR 1	3	179,801.00
1	61,318.00	38M	CLAIMS AGENT	1	63,267.00
1	53,787.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	53,787.00
1	46,855.00	31	PRINCIPAL CLERK & SECRETARY 2	1	46,855.00
1	36,169.00	27	PRINCIPAL CLERK	1	35,191.00
<u>15</u>	<u>\$ 1,023,712.00</u>		REGULAR SALARIES	<u>15</u>	<u>\$ 1,040,068.00</u>
	9,944.00		EM INCENTIVE PAY		5,888.00
	(6,375.00)		VACANCY FACTOR		(6,375.00)
<u>15</u>	<u>\$ 1,027,281.00</u>		TOTAL RECOMMENDED SALARIES	<u>15</u>	<u>\$ 1,039,581.00</u>
	(38,092.00)		DISTRICT IMPROVEMENT FINANCING (DIF)		(38,092.00)
	(1,706.00)		GOLF COURSE REVENUES		(1,726.00)
	(51,807.00)		SEWER REVENUES		(52,423.00)
	(59,158.00)		WATER REVENUES		(59,862.00)
	(76,664.00)		CABLE LICENSE REVENUES		(76,664.00)
	<u>\$ (227,427.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (228,767.00)</u>
<u>15</u>	<u>\$ 799,854.00</u>	120-91000	TOTAL PERSONAL SERVICES	<u>15</u>	<u>\$ 810,814.00</u>
	\$ 2,450.00		REGULAR ORDINARY MAINTENANCE		\$ 2,450.00
	1,657.00		MAINTENANCE & REPAIR		1,657.00
	1,250.00		LEGAL FILING FEES		1,250.00
	5,000.00		OFFICE SUPPLIES		5,000.00
	3,812.00		OTHER CHARGES & EXPENDITURES		3,812.00
	11,990.00		CONSTABLES		11,990.00
	42,762.00		LAW BOOKS/DATA BASES		42,762.00
	68,921.00		EXPERTS AND FEES		68,921.00
	<u>\$ 137,842.00</u>	120-92000	TOTAL ORDINARY MAINTENANCE		<u>\$ 137,842.00</u>
	<u>\$ 937,696.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 948,656.00</u>

LAW DEPARTMENT - PROPERTY AND CASUALTY INSURANCE

David M. Moore

City Solicitor

City Hall - Room 301

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1161

Departmental Overview:

Building Insurance: The City continues to obtain only limited building and liability insurance policies. On January 1, 2003, the City began operating without calamity insurance on its buildings. This means the city assumes the risk of damage to buildings. Only the DCU Center, Library, and data processing computer equipment are insured with a \$500,000 deductible for damages caused by weather, fire, floods, earthquakes and vandalism. All buildings are still covered by boiler & machinery insurance.

Comprehensive General Liability Insurance: The City obtains limited liability insurance coverage claims for personal injuries in amounts between \$100,000 and \$1,000,000 that occur at six facilities or operations. These facilities are: Public Library; Senior Center; Pearl-Elm Parking Garage; Federal Plaza Parking Garage; City Hall, Garage and Common; and, all polling places. The DCU Center is covered by policies obtained directly by SMG as operator and charged as an expense of the operation under the lease and management agreement, respectively. Claims by third parties under \$100,000 are handled out of the court judgments/claims account.

BUDGET SUMMARY INFORMATION

PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122

TAX LEVY BUDGET				
EXPENDITURES	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
ORDINARY MAINTENANCE	\$ 97,520.60	\$ 119,948.00	92000	\$ 119,948.00
TOTAL	\$ 97,520.60	\$ 119,948.00		\$ 119,948.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The Fiscal 2015 tax levy budget for property and casualty insurance is recommended to be level funded at \$119,948. In Fiscal 2013, the actual costs associated with property insurance were \$97,520.60.



DAVID M. MOORE, CITY SOLICITOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122

<u>APPROVED FY14 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY15 AMOUNT</u>
<u>\$ 119,948.00</u>	REGULAR INSURANCE EXPENSES	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	TOTAL PROPERTY AND CASUALTY INSURANCE	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	122-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 119,948.00</u>
<u>\$ 119,948.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 119,948.00</u>

LAW DEPARTMENT - COURT JUDGMENTS

David M. Moore
City Solicitor
City Hall - Room 301
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1161

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 309,055.96	\$ 378,100.00	92000	\$ 378,100.00
TOTAL	\$ 309,055.96	\$ 378,100.00		\$ 378,100.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The gross Fiscal 2015 budget for Court Judgments is recommended to be level funded at \$421,600. Included in this budget are funding sources from the Sewer Department (\$31,000), and Water Department (\$12,500) enterprise accounts for a tax levy budget amounting to \$378,100. In Fiscal 2013, actual net costs with Court Judgments were \$309,055.96.



DAVID M. MOORE, CITY SOLICITOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
COURT JUDGMENTS - DEPARTMENT #121

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
\$ 421,600.00	COURT CLAIMS AND JUDGMENTS	\$ 421,600.00
<u>\$ 421,600.00</u>	TOTAL CLAIMS AND JUDGMENTS	<u>\$ 421,600.00</u>
	FUNDING SOURCES:	
\$ (31,000.00)	SEWER DEPARTMENT REVENUES	\$ (31,000.00)
(12,500.00)	WATER DEPARTMENT REVENUES	(12,500.00)
<u>\$ (43,500.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (43,500.00)</u>
<u>\$ 378,100.00</u>	121-92000 RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 378,100.00</u>
<u>\$ 378,100.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 378,100.00</u>

WORCESTER POLICE DEPARTMENT

Gary J. Gemme

Chief of Police

9-11 Lincoln Square

Worcester, Massachusetts 01608

(508) 799-8606

Departmental Mission Statement:

The mission of the Worcester Police Department is to:

Promote the highest level of public safety and quality of life in the City of Worcester, through exceptional police services to the City's residents, businesses and visitors.

- Focusing, first and foremost on crime prevention, protection of people and property, and the preservation of peace and order within the community, through fair and equitable enforcement of laws, while carefully safeguarding the dignity of all who are touched by the process.
- Promoting an atmosphere of community wide partnership in public safety, fostering trust and confidence of the citizenry by examining their concern about crime, and collectively working on solutions to the root causes.
- Allowing for the safe and expeditious movement of vehicular and pedestrian traffic over the network of City streets and crossings.
- Providing rapid emergency response to incidents, as needed.
- Channeling feedback from investigations and crime statistics into continuous ideas for improved police procedures and proactive efforts to reduce future crime.

Departmental Overview:

The Worcester Police Department's primary goals are to reduce crime, reduce the fear and perception of crime and improve the quality of community life through "broken windows" policing. These outcomes must be achieved within acceptable costs to citizens and taxpayers. If we are to achieve our goals, the department needs to maximize the efficient and effective use of taxpayer monies and minimize the cost of policing on individual liberty and privacy. We accomplish our goals through improved use of technology, sharing of information, embracing innovation, and forming partnership, with the broadest base of stakeholders.

The Police Department is comprised of three hundred fifty-seven (357) budgeted police officers, eighty-nine (88) budgeted officials and fifty-two (52) budgeted civilian personnel. These personnel are assigned to the various units in order to capably provide police services on a twenty-four hour a day basis.

WORCESTER POLICE DEPARTMENT

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Budget for	Budget for	Number	Appropriation
	Fiscal 2013	Fiscal 2014		Fiscal 2015
EXPENDITURES				
SALARIES	\$ 36,376,435.58	\$ 38,006,993.00	91000	\$ 37,701,214.00
OVERTIME	3,714,771.62	3,487,546.00	97000	3,280,296.00
ORDINARY MAINTENANCE	2,113,302.29	2,355,045.00	92000	2,432,590.00
CAPITAL OUTLAY	37,995.96	74,750.00	93000	30,000.00
TOTAL	\$ 42,242,505.45	\$ 43,924,334.00		\$ 43,444,100.00
TOTAL POSITIONS	464	491		508
ADDED/ DELETED POSITIONS	27	17		-11
TOTAL FUNDED POSITIONS	491	508		497

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

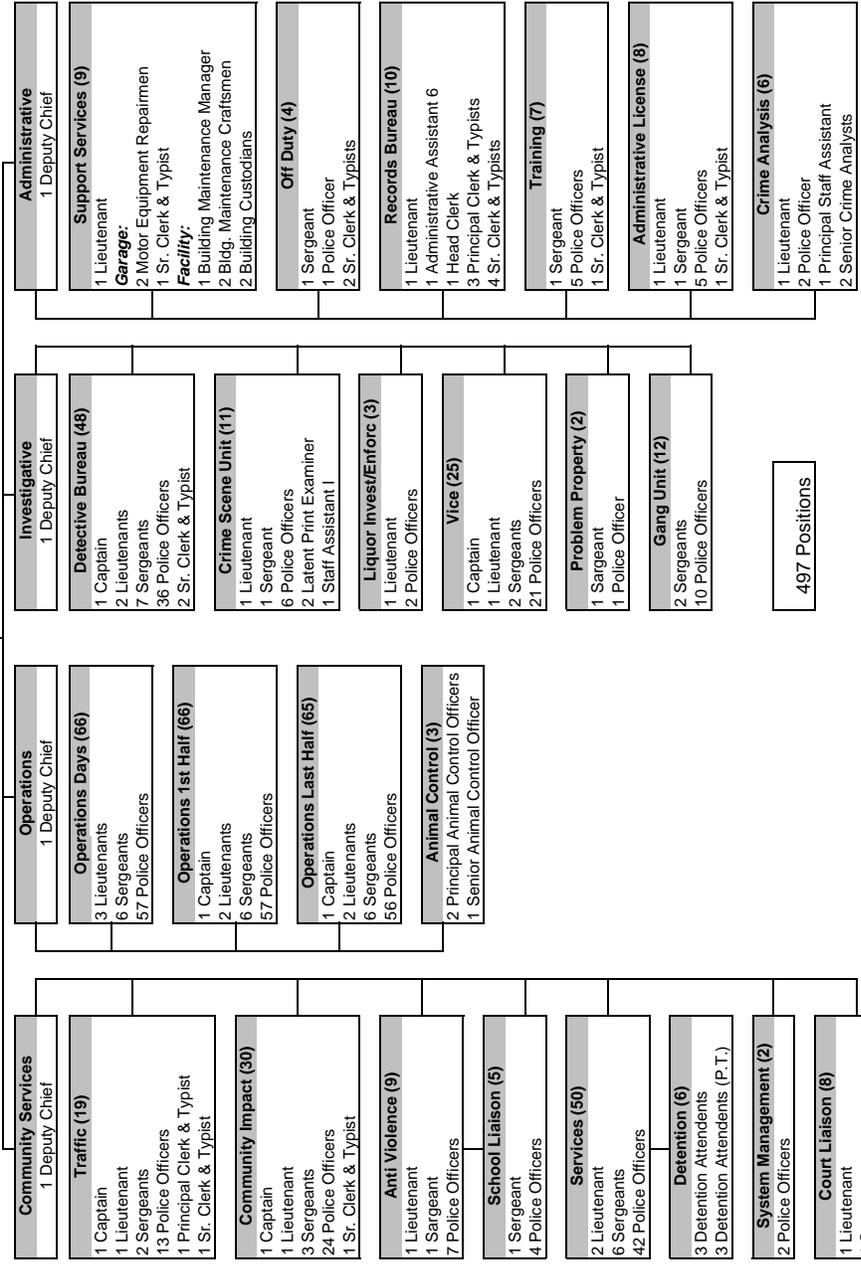
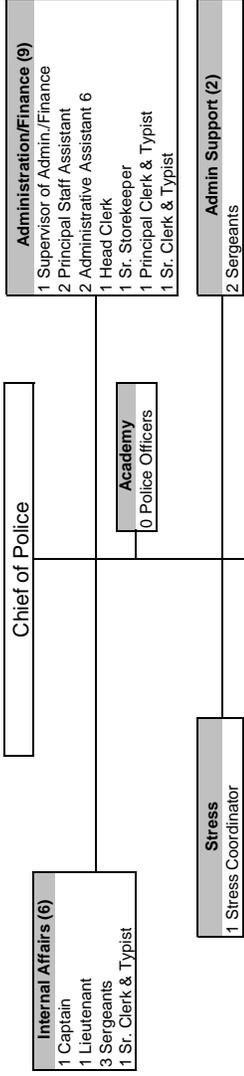
The Fiscal 2015 tax levy budget for the Worcester Police Department is recommended to be \$43,444,100 which is a decrease of \$480,234 from Fiscal 2014 tax levy budget of \$43,924,334.

The recommended tax levy personal services budget for Fiscal 2015 is \$37,701,214 which is a decrease of \$305,779 from the Fiscal 2014 tax levy budget of \$38,006,993. The decrease is the result of the realignment of the table of organization by eliminating 10 Police Officer positions which were added temporarily in Fiscal 2014 pending projected retirements for a savings of \$555,078, the elimination of a vacant Laboratory Technician position saving \$49,382, uniformed personnel being promoted at a lower step for a net saving of \$29,189, and a decrease in sick & vacation buyback based on previous years' time for a savings of \$80,000. This decrease was offset by two positions being upgraded for a cost of \$10,290, an increase in holiday pay of \$34,097, an increase in the educational stipend of \$73,750, an increase in the EM Incentive pay of \$3,088, an increase in longevity pay of \$2,625, step increases for civilian employees that have not achieved the maximum step per the salary ordinance totaling \$8,020 and a decrease in the vacancy factor of \$276,000 which was increased last year as a result of an anticipated later start date for the new recruits.

The recommended tax levy Overtime budget for Fiscal 2015 is \$3,280,296 which is a decrease of \$207,250 from the Fiscal 2014 amount of \$3,487,546

The recommended tax levy Ordinary Maintenance budget for Fiscal 2015 is \$2,432,590 which is a decrease of \$77,545 from the Fiscal 2014 budget of \$2,355,045.

The recommended tax levy Capital Outlay budget for Fiscal 2015 is \$30,000 which is a decrease of \$44,750 from the Fiscal 2014 budget of \$74,750. This decrease is a result of costs associated with the recruit class in Fiscal 2014.



497 Positions

Community Services	2 Captain 6 Lieutenant 14 Sergeant 98 Police Officers 9 Civilians 129 Total	Investigative	2 Captain 5 Lieutenant 13 Sergeant 76 Police Officers 5 Civilians 101 Total	Administrative	1 Chief 3 Deputy 1 Captain 4 Lieutenant 8 Sergeant 13 Police Officers 27 Civilians 57 Total
Operations	1 Deputy 2 Captain 7 Lieutenant 18 Sergeant 170 Police Officers 3 Civilians 201 Total	Garage	1 Lieutenant 3 Civilians 4 Total	Building	5 Civilians 5 Total
Academy	0 Police Officers	Academy	0 Police Officers 0 Civilians 0 Total		



GARY J. GEMME, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL

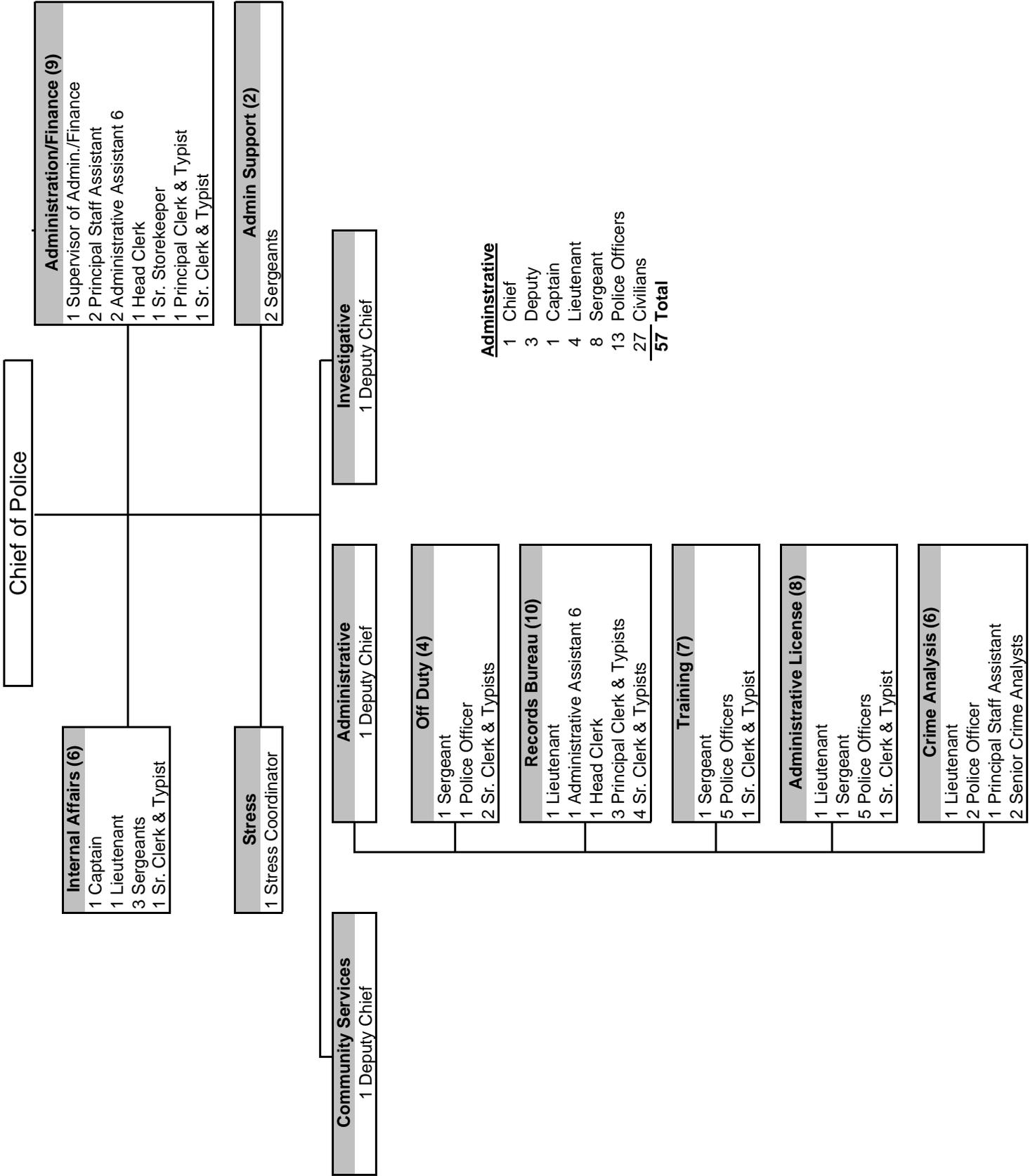
FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 186,235.00	55CM	CHIEF OF POLICE	1	\$ 186,229.00
4	569,610.00	50EM	DEPUTY POLICE CHIEF	4	569,608.00
7	764,772.00	98	POLICE CAPTAIN	7	764,838.00
23	2,279,973.00	97	POLICE LIEUTENANT	23	2,264,502.00
53	4,695,625.00	96	POLICE SERGEANT	53	4,681,849.00
344	24,848,991.00	95	POLICE OFFICERS	357	25,360,630.00
23	1,066,717.00	95	POLICE OFFICERS (RECRUITS FY14)	0	-
1	84,544.00	46M	SUPERVISOR OF ADMINISTRATION	1	84,544.00
1	78,614.00	44M	STRESS COORDINATOR	1	78,614.00
0	-	43P	CERTIFIED LATENT PRINT EXAMINER	1	67,944.00
2	119,611.00	42P	LATENT PRINT EXAMINER	1	58,721.00
3	179,958.00	40M	PRINCIPAL STAFF ASSISTANT	3	185,009.00
1	65,543.00	39M	BUILDING MAINTENANCE MANAGER	1	65,543.00
2	107,409.00	38P	SENIOR CRIME ANALYST	2	111,458.00
1	49,382.00	38P	LABORATORY TECHNICIAN	0	-
2	127,328.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	127,328.00
1	42,282.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	44,708.00
0	-	33	WORKING FOREMAN, MER	1	48,045.00
3	147,286.00	33	ADMINISTRATIVE ASSISTANT 6	3	142,320.00
1	48,400.00	32	STAFF ASSISTANT I	1	48,400.00
2	92,792.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	92,792.00
2	90,454.00	30	HEAD CLERK	2	90,454.00
2	89,618.00	29	MOTOR EQUIPMENT REPAIRMAN	1	44,809.00
1	43,494.00	28	SENIOR STOREKEEPER	1	43,494.00
5	196,129.00	27	PRINCIPAL CLERK & TYPIST	5	195,341.00
2	78,176.00	25	BUILDING CUSTODIAN	2	78,176.00
3	109,560.00	23	DETENTION ATTENDANT	3	109,560.00
3	39,366.00	23	DETENTION ATTENDANT (PART-TIME)	3	39,366.00
15	512,470.00	22	SENIOR CLERK & TYPIST	15	514,718.00
508	\$ 36,714,339.00		TOTAL REGULAR SALARIES	497	\$ 36,099,000.00
	1,806,948.00		HOLIDAY PAY - CONTRACTUAL		1,841,045.00
	280,000.00		SICK & VACATION BUYBACK		200,000.00
	53,750.00		EDUCATIONAL STIPEND		127,500.00
	27,319.00		EM INCENTIVE PAY		30,407.00
	<u>2,168,017.00</u>		<u>CONTRACTUAL STIPENDS AND EXTRAS</u>		<u>2,198,952.00</u>
508	\$ 38,882,356.00		TOTAL SALARIES	497	\$ 38,297,952.00
	30,000.00		LONGEVITY		32,625.00
	(640,000.00)		VACANCY FACTOR		(364,000.00)
508	\$ 38,272,356.00		TOTAL RECOMMENDED PERSONAL SERVICES	497	\$ 37,966,577.00
	(145,363.00)		FUNDING SOURCES: GBV TASK FORCE		(145,363.00)
	(120,000.00)		PUBLIC SCHOOL INTERGOV'TL CHARGE		(120,000.00)
	<u>(265,363.00)</u>		<u>TOTAL FUNDING SOURCES</u>		<u>(265,363.00)</u>
508	\$ 38,006,993.00	250-91000	TOTAL RECOMMENDED PERSONAL SERVICES	497	\$ 37,701,214.00

GARY J. GEMME, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
	\$ 1,332,043.00		REGULAR OVERTIME		\$ 732,043.00
	185,436.00		PROBLEM BARS OVERTIME		185,436.00
	123,624.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		123,624.00
	30,906.00		VICE PROSTITUTION OVERTIME		30,906.00
	30,906.00		GANG PATROL OVERTIME		30,906.00
	645,935.00		INVESTIGATIVE OVERTIME		1,038,685.00
	45,963.00		SWAT TRAINING OVERTIME		45,963.00
	412,080.00		SUMMER PATROLS OVERTIME		412,080.00
	669,630.00		COURT ATTENDANCE OVERTIME		669,630.00
	11,023.00		ANIMAL CONTROL OVERTIME		11,023.00
	<u>\$ 3,487,546.00</u>	250-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 3,280,296.00</u>
	\$ 289,000.00		ELECTRICITY		\$ 289,000.00
	18,200.00		LEASES & RENTALS		19,830.00
	110,000.00		MAINTENANCE & REPAIR		116,250.00
	160,800.00		TELEPHONE		227,410.00
	334,675.00		OTHER PERSONAL SERVICES		223,500.00
	134,770.00		AUTOMOTIVE SUPPLIES		157,000.00
	22,500.00		BOOKS		17,000.00
	25,000.00		FOOD SUPPLIES		34,000.00
	30,000.00		OFFICE SUPPLIES		40,000.00
	7,500.00		NATURAL GAS		10,500.00
	468,100.00		OTHER SUPPLIES		285,000.00
	748,000.00		AUTO FUEL NO LEAD GAS		840,000.00
	6,500.00		OTHER CHARGES & EXPENDITURES		173,100.00
	<u>\$ 2,355,045.00</u>	250-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 2,432,590.00</u>
	<u>\$ 74,750.00</u>	250-93000	CAPITAL OUTLAY		<u>\$ 30,000.00</u>
	<u>\$ 43,924,334.00</u>	250	TOTAL RECOMMENDED TAX LEVY		<u>\$ 43,444,100.00</u>



Administrative

- 1 Chief
- 3 Deputy
- 1 Captain
- 4 Lieutenant
- 8 Sergeant
- 13 Police Officers
- 27 Civilians
- 57 Total**



GARY J. GEMME, CHIEF OF POLICE

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
WORCESTER POLICE DEPARTMENT- ADMINISTRATION**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 186,235.00	55CM	CHIEF OF POLICE	1	\$ 186,229.00
3	426,480.00	50EM	DEPUTY POLICE CHIEF	3	426,475.00
1	109,881.00	98	POLICE CAPTAIN	1	109,892.00
4	404,968.00	97	POLICE LIEUTENANT	4	404,992.00
8	723,286.00	96	POLICE SERGEANT	8	723,332.00
14	1,050,271.00	95	POLICE OFFICERS	13	973,267.00
1	84,544.00	46M	SUPERVISOR OF ADMINISTRATION	1	84,544.00
1	78,614.00	44M	STRESS COORDINATOR	1	78,614.00
3	179,958.00	40M	PRINCIPAL STAFF ASSISTANT	3	185,009.00
2	107,409.00	38P	SENIOR CRIME ANALYST	2	111,458.00
3	147,286.00	33	ADMINISTRATIVE ASSISTANT 6	3	142,320.00
2	90,454.00	30	HEAD CLERK	2	90,454.00
1	43,494.00	28	SENIOR STOREKEEPER	1	43,494.00
4	155,245.00	27	PRINCIPAL CLERK & TYPIST	4	154,457.00
10	339,475.00	22	SENIOR CLERK & TYPIST	10	341,723.00
<u>58</u>	<u>\$ 4,127,600.00</u>		TOTAL REGULAR SALARIES	<u>57</u>	<u>\$ 4,056,260.00</u>
	152,836.00		HOLIDAY PAY - CONTRACTUAL		148,783.00
	105,430.00		SICK & VACATION BUYBACK		73,568.00
	24,649.00		EM INCENTIVE PAY		24,649.00
	<u>282,915.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>247,000.00</u>
<u>58</u>	<u>\$ 4,410,515.00</u>		TOTAL SALARIES	<u>57</u>	<u>\$ 4,303,260.00</u>
	1,625.00		LONGEVITY		3,250.00
	(49,467.00)		VACANCY FACTOR		(40,900.00)
<u>58</u>	<u>\$ 4,362,673.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>57</u>	<u>\$ 4,265,610.00</u>
	\$ 60,000.00		REGULAR OVERTIME		\$ 60,000.00
	70,052.00		SUMMER PATROLS OVERTIME		70,052.00
	<u>\$ 130,052.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 130,052.00</u>
	\$ 13,200.00		LEASES & RENTALS		\$ 14,300.00
	26,000.00		MAINTENANCE & REPAIR		26,700.00
	3,380.00		TELEPHONE		17,250.00
	29,600.00		OTHER PERSONAL SERVICES		10,000.00
	22,500.00		BOOKS		10,000.00
	30,000.00		OFFICE SUPPLIES		40,000.00
	226,215.00		OTHER SUPPLIES		113,000.00
	3,575.00		OTHER CHARGES & EXPENDITURES		3,575.00
	<u>\$ 354,470.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 234,825.00</u>
	<u>\$ 4,847,195.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 4,630,487.00</u>

Chief of Police

Administrative
1 Deputy Chief

Support Services (4)
1 Lieutenant
Garage:
1 Working Foreman, MER
2 Motor Equipment Repairmen
1 Sr. Clerk & Typist

Garage
1 Lieutenant
3 Civilians
4 Total



GARY J. GEMME, CHIEF OF POLICE

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
WORCESTER POLICE DEPARTMENT- GARAGE**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 101,242.00	97	POLICE LIEUTENANT	1	\$ 101,248.00
	-	33	WORKING FOREMAN, MER	1	48,045.00
2	89,618.00	29	MOTOR EQUIPMENT REPAIRMAN	1	44,809.00
1	34,599.00	22	SENIOR CLERK & TYPIST	1	34,599.00
<u>4</u>	<u>\$ 225,459.00</u>		TOTAL REGULAR SALARIES	<u>4</u>	<u>\$ 228,701.00</u>
	5,334.00		HOLIDAY PAY - CONTRACTUAL		5,334.00
	1,554.00		SICK & VACATION BUYBACK		4,700.00
	<u>6,888.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>10,034.00</u>
<u>4</u>	<u>\$ 232,347.00</u>		TOTAL SALARIES	<u>4</u>	<u>\$ 238,735.00</u>
	(2,702.00)		VACANCY FACTOR		(2,306.00)
<u>4</u>	<u>\$ 229,645.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>4</u>	<u>\$ 236,429.00</u>
	\$ 150,000.00		REGULAR OVERTIME		\$ 150,000.00
	<u>\$ 150,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 150,000.00</u>
	\$ 500.00		LEASES & RENTALS		\$ 1,300.00
	27,000.00		MAINTENANCE & REPAIR		10,000.00
	15,000.00		OTHER PERSONAL SERVICES		2,000.00
	134,770.00		AUTOMOTIVE SUPPLIES		157,000.00
	748,000.00		AUTO FUEL NO LEAD GAS		840,000.00
	-		OTHER CHARGES & EXPENDITURES		1,600.00
	<u>\$ 925,270.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,011,900.00</u>
	<u>\$ 1,304,915.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 1,398,329.00</u>

Chief of Police

Administrative
1 Deputy Chief

Building (5)
1 Building Maintenance Manager
2 Bldg. Maintenance Craftsmen
2 Building Custodians

Building
5 Civilians

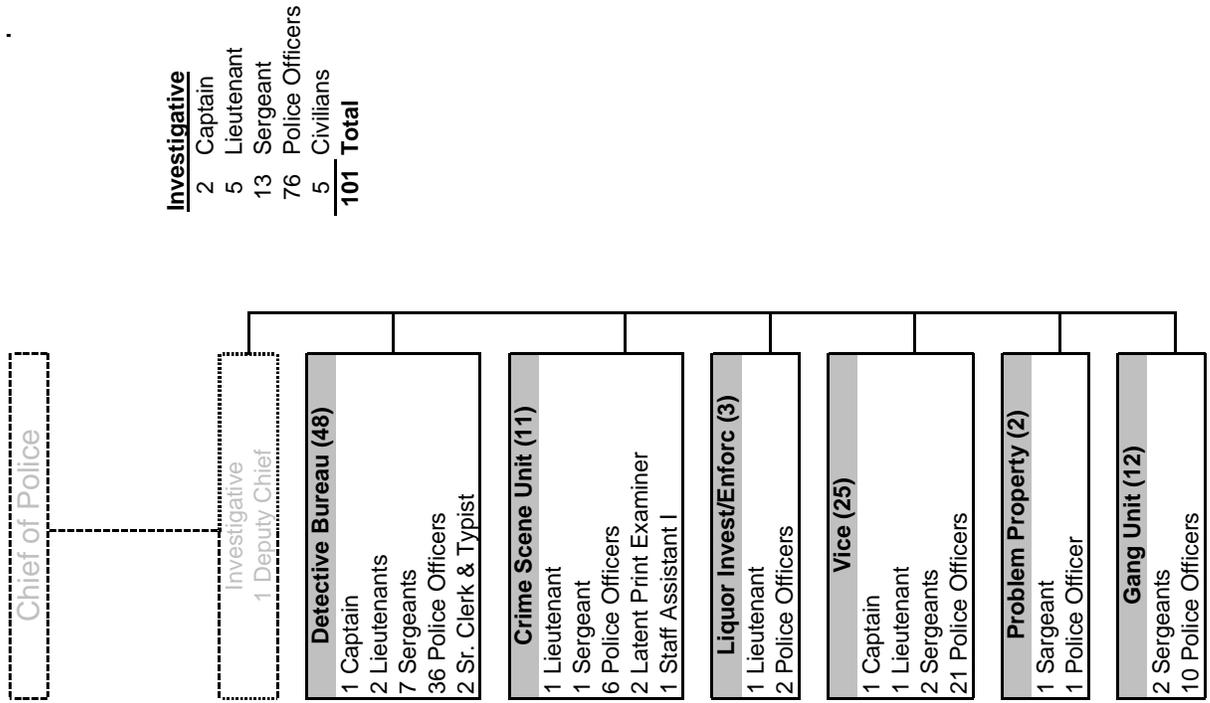
5 Total



GARY J. GEMME, CHIEF OF POLICE

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
WORCESTER POLICE DEPARTMENT- BUILDING**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 65,543.00	39M	BUILDING MAINTENANCE MANAGER	1	\$ 65,543.00
2	92,792.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	92,792.00
2	78,176.00	25	BUILDING CUSTODIAN	2	78,176.00
<u>5</u>	<u>\$ 236,511.00</u>		TOTAL SALARIES	<u>5</u>	<u>\$ 236,511.00</u>
	(2,834.00)		VACANCY FACTOR		(2,385.00)
<u>5</u>	<u>\$ 233,677.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>5</u>	<u>\$ 234,126.00</u>
	<u>\$ 100,000.00</u>		REGULAR OVERTIME		<u>\$ 100,000.00</u>
	<u>\$ 100,000.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 100,000.00</u>
	\$ 289,000.00		ELECTRICITY		\$ 289,000.00
	53,000.00		MAINTENANCE & REPAIR		60,150.00
	33,100.00		TELEPHONE		28,000.00
	15,000.00		OTHER PERSONAL SERVICES		67,250.00
	7,500.00		NATURAL GAS		10,500.00
	45,000.00		OTHER SUPPLIES		40,000.00
	<u>\$ 442,600.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 494,900.00</u>
	<u>\$ 776,277.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 829,026.00</u>





GARY J. GEMME, CHIEF OF POLICE

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
WORCESTER POLICE DEPARTMENT- INVESTIGATIVE**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
2	\$ 219,762.00	98	POLICE CAPTAIN	2	\$ 219,784.00
5	502,161.00	97	POLICE LIEUTENANT	5	496,701.00
13	1,172,600.00	96	POLICE SERGEANT	13	1,172,674.00
79	5,944,499.00	95	POLICE OFFICERS	76	5,687,241.00
0	-	43P	CERTIFIED LATENT PRINT EXAMINER	1	67,944.00
2	119,611.00	42P	LATENT PRINT EXAMINER	1	58,721.00
1	49,382.00	38P	LABORATORY TECHNICIAN	0	-
1	48,400.00	32	STAFF ASSISTANT I	1	48,400.00
2	69,198.00	22	SENIOR CLERK & TYPIST	2	69,198.00
<u>105</u>	<u>\$ 8,125,613.00</u>		TOTAL REGULAR SALARIES	<u>101</u>	<u>\$ 7,820,663.00</u>
	415,625.00		HOLIDAY PAY - CONTRACTUAL		398,834.00
	<u>75,733.00</u>		SICK & VACATION BUYBACK		<u>54,856.00</u>
	<u>491,358.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>453,690.00</u>
<u>105</u>	<u>\$ 8,616,971.00</u>		TOTAL SALARIES	<u>101</u>	<u>\$ 8,274,353.00</u>
	8,500.00		LONGEVITY		5,625.00
	(97,381.00)		VACANCY FACTOR		(78,859.00)
<u>105</u>	<u>8,528,090.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>101</u>	<u>8,201,119.00</u>
	-		FUNDING SOURCES:		
	-		COVERDELL GRANT		-
	-		TOTAL FUNDING SOURCES		-
<u>105</u>	<u>\$ 8,528,090.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>101</u>	<u>\$ 8,201,119.00</u>
	\$ 527,000.00		REGULAR OVERTIME		\$ 127,000.00
	30,906.00		VICE PROSTITUTION OVERTIME		30,906.00
	30,906.00		GANG PATROL OVERTIME		30,906.00
	645,935.00		INVESTIGATIVE OVERTIME		1,038,685.00
	148,350.00		SUMMER PATROLS OVERTIME		148,350.00
	<u>308,030.00</u>		COURT OVERTIME		<u>308,030.00</u>
	<u>\$ 1,691,127.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 1,683,877.00</u>
	\$ 4,500.00		LEASES & RENTALS		\$ 4,230.00
	4,000.00		MAINTENANCE & REPAIR		6,700.00
	78,700.00		TELEPHONE		116,880.00
	182,835.00		OTHER SUPPLIES		50,000.00
	<u>2,275.00</u>		OTHER CHARGES & EXPENDITURES		<u>167,275.00</u>
	<u>\$ 272,310.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 345,085.00</u>
	<u>\$ 10,491,527.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 10,230,081.00</u>

Chief of Police

Community Services
1 Deputy Chief

Traffic (19)
1 Captain
1 Lieutenant
2 Sergeants
13 Police Officers
1 Principal Clerk & Typist
1 Sr. Clerk & Typist

Community Impact (30)
1 Captain
1 Lieutenant
3 Sergeants
24 Police Officers
1 Sr. Clerk & Typist

Anti Violence (9)
1 Lieutenant
1 Sergeant
7 Police Officers

School Liaison (5)
1 Sergeant
4 Police Officers

Services (50)
2 Lieutenant
6 Sergeants
42 Police Officers

Detention (6)
3 Detention Attendants
3 Detention Attendants (P.T.)

System Management (2)
2 Police Officers

Court Liaison (8)
1 Lieutenant
1 Sergeant
6 Police Officers

Community Services

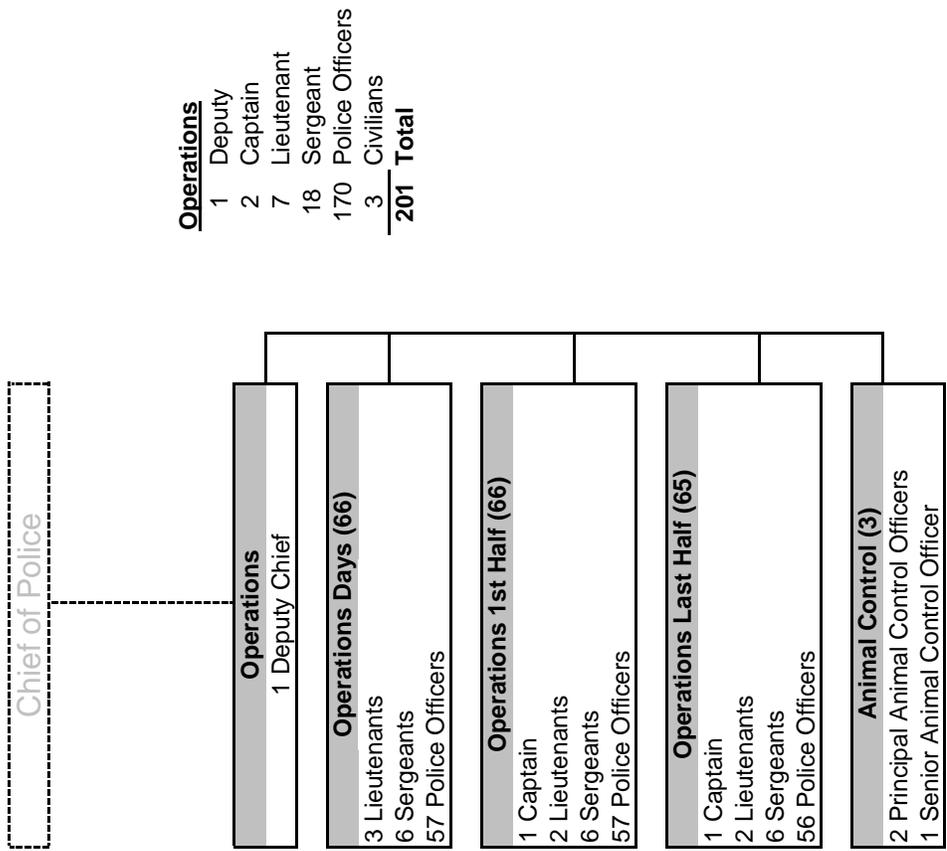
2 Captain
6 Lieutenant
14 Sergeant
98 Police Officers
9 Civilians
129 Total



GARY J. GEMME, CHIEF OF POLICE

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
WORCESTER POLICE DEPARTMENT- COMMUNITY SERVICES**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
2	\$ 215,367.00	98	POLICE CAPTAIN	2	\$ 215,378.00
6	571,006.00	97	POLICE LIEUTENANT	6	571,030.00
14	1,237,327.00	96	POLICE SERGEANT	14	1,238,426.00
95	6,840,397.00	95	POLICE OFFICERS	98	6,987,142.00
3	109,560.00	23	DETENTION ATTENDANT	3	109,560.00
3	39,366.00	23	DETENTION ATTENDANT (PART-TIME)	3	39,366.00
1	40,884.00	27	PRINCIPAL CLERK & TYPIST	1	40,884.00
2	69,198.00	22	SENIOR CLERK & TYPIST	2	69,198.00
<u>126</u>	<u>\$ 9,123,105.00</u>		TOTAL REGULAR SALARIES	<u>129</u>	<u>\$ 9,270,984.00</u>
	465,952.00		HOLIDAY PAY - CONTRACTUAL		474,744.00
	61,126.00		SICK & VACATION BUYBACK		41,414.00
	-		EDUCATIONAL STIPEND		15,000.00
	<u>527,078.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>531,158.00</u>
<u>126</u>	<u>\$ 9,650,183.00</u>		TOTAL SALARIES	<u>129</u>	<u>\$ 9,802,142.00</u>
	10,500.00		LONGEVITY		16,500.00
	(109,335.00)		VACANCY FACTOR		(93,483.00)
<u>126</u>	<u>9,551,348.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>129</u>	<u>9,725,159.00</u>
	(120,000.00)		FUNDING SOURCES:		(120,000.00)
	<u>(120,000.00)</u>		PUBLIC SCHOOL INTERGOVTL CHARGE		<u>(120,000.00)</u>
			TOTAL FUNDING SOURCES		<u>(120,000.00)</u>
<u>126</u>	<u>\$ 9,431,348.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>129</u>	<u>\$ 9,605,159.00</u>
	\$ 110,000.00		REGULAR OVERTIME		\$ 110,000.00
	185,436.00		PROBLEM BARS OVERTIME		185,436.00
	123,624.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		123,624.00
	168,953.00		SUMMER PATROLS OVERTIME		168,953.00
	66,963.00		COURT ATTENDANCE OVERTIME		66,963.00
	<u>\$ 654,976.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 654,976.00</u>
	\$ -		MAINTENANCE & REPAIR		\$ 3,200.00
	5,130.00		TELEPHONE		9,540.00
	12,000.00		OTHER PERSONAL SERVICES		8,000.00
	25,000.00		FOOD SUPPLIES		34,000.00
	2,835.00		OTHER SUPPLIES		4,000.00
	<u>\$ 44,965.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 58,740.00</u>
<u>\$ 10,131,289.00</u>			TOTAL RECOMMENDED TAX LEVY		<u>\$ 10,318,875.00</u>



Operations

1	Deputy
2	Captain
7	Lieutenant
18	Sergeant
170	Police Officers
3	Civilians
201	Total



GARY J. GEMME, CHIEF OF POLICE

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

WORCESTER POLICE DEPARTMENT- OPERATIONS

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 143,130.00	50EM	DEPUTY POLICE CHIEF	1	\$ 143,133.00
2	219,762.00	98	POLICE CAPTAIN	2	219,784.00
7	700,596.00	97	POLICE LIEUTENANT	7	690,531.00
18	1,562,412.00	96	POLICE SERGEANT	18	1,547,417.00
156	11,013,824.00	95	POLICE OFFICERS	170	11,712,980.00
2	127,328.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	127,328.00
1	42,282.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	44,708.00
<u>187</u>	<u>\$ 13,809,334.00</u>		TOTAL REGULAR SALARIES	<u>201</u>	<u>\$ 14,485,881.00</u>
	710,950.00		HOLIDAY PAY - CONTRACTUAL		753,300.00
	36,157.00		SICK & VACATION BUYBACK		25,462.00
	12,500.00		EDUCATIONAL STIPEND		112,500.00
	2,670.00		EM INCENTIVE PAY		5,758.00
	<u>762,277.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>897,020.00</u>
<u>187</u>	<u>\$ 14,571,611.00</u>		TOTAL SALARIES	<u>201</u>	<u>\$ 15,382,901.00</u>
	9,375.00		LONGEVITY		7,250.00
	(165,497.00)		VACANCY FACTOR		(146,067.00)
<u>187</u>	<u>14,415,489.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>201</u>	<u>15,244,084.00</u>
	(145,363.00)		FUNDING SOURCES:		(145,363.00)
	<u>(145,363.00)</u>		GBV TASK FORCE		<u>(145,363.00)</u>
			TOTAL FUNDING SOURCES		<u>(145,363.00)</u>
<u>187</u>	<u>\$ 14,270,126.00</u>		TOTAL RECOMMENDED PERSONAL SERVICES	<u>201</u>	<u>\$ 15,098,721.00</u>
	\$ 380,000.00		REGULAR OVERTIME		\$ 180,000.00
	45,963.00		SWAT TRAINING OVERTIME		45,963.00
	24,725.00		SUMMER PATROLS OVERTIME		24,725.00
	294,637.00		COURT ATTENDANCE OVERTIME		294,637.00
	11,023.00		ANIMAL CONTROL OVERTIME		11,023.00
	<u>\$ 756,348.00</u>		TOTAL RECOMMENDED OVERTIME		<u>\$ 556,348.00</u>
	\$ -		MAINTENANCE & REPAIR		\$ 9,500.00
	40,490.00		TELEPHONE		55,740.00
	140,000.00		OTHER PERSONAL SERVICES		116,250.00
	11,215.00		OTHER SUPPLIES		28,000.00
	650.00		OTHER CHARGES & EXPENDITURES		650.00
	<u>\$ 192,355.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 210,140.00</u>
<u>\$ 15,218,829.00</u>			TOTAL RECOMMENDED TAX LEVY		<u>\$ 15,865,209.00</u>

Chief of Police

Academy
0 Police Officers

Academy
0 Police Officers
0 Total



GARY J. GEMME, CHIEF OF POLICE

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
 WORCESTER POLICE DEPARTMENT- DIVISION #250V ACADEMY**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
23	\$ 1,066,717.00	95	POLICE OFFICERS (RECRUITS FY14)	0	\$ -
23	\$ 1,066,717.00		TOTAL REGULAR SALARIES	0	\$ -
	\$ 56,251.00		HOLIDAY PAY - CONTRACTUAL		\$ 60,050.00
	41,250.00		EDUCATIONAL STIPEND		-
	\$ 97,501.00		CONTRACTUAL STIPENDS AND EXTRAS		\$ 60,050.00
23	\$ 1,164,218.00		TOTAL SALARIES	0	\$ 60,050.00
	(212,784.00)		VACANCY FACTOR		-
23	\$ 951,434.00		TOTAL RECOMMENDED PERSONAL SERVICES	0	\$ 60,050.00
	\$ 5,043.00		REGULAR OVERTIME		\$ 5,043.00
	\$ 5,043.00		TOTAL RECOMMENDED OVERTIME		\$ 5,043.00
	\$ 123,075.00		OTHER PERSONAL SERVICES		\$ 20,000.00
	-		BOOKS		7,000.00
	-		OTHER SUPPLIES		50,000.00
	\$ 123,075.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 77,000.00
	\$ 74,750.00		CAPITAL OUTLAY		\$ 30,000.00
	\$ 1,154,302.00		TOTAL RECOMMENDED TAX LEVY		\$ 172,093.00

WORCESTER FIRE DEPARTMENT

Gerard A. Dio

Fire Chief

Fire Department Headquarters

141 Grove Street

Worcester, Massachusetts 01605

(508) 799-1822

Departmental Mission Statement:

The mission of the Worcester Fire Department is to:

- Improve the quality of life within the city by providing a high quality emergency fire and rescue service, an excellent fire prevention program, including public education and arson investigation, a fire fighting force capable of handling emergencies which may include structural fire fighting, hazardous material emergency response, all types of rescues, and miscellaneous emergencies and catastrophes.

Support Services Bureau:

The mission of the Support Services Bureau is to:

- Provide direct oversight of the Administrative Division, Fire Prevention Division, Facilities /Maintenance Division, and Training Division
- Manage the internal and public information systems

Administrative Division:

The mission of the Fire Administrative Division is to:

- Provide personnel, payroll, and budgetary support through the administrative staff
- Process grant applications
- Provide computer/technical support for the department, as well as statistical data collection and analysis

Fire Prevention Division:

The mission of the Fire Prevention Division is to:

- Help prevent the occurrence of fire, in order to protect lives and to preserve property through education, enforcement, and engineering
- Education: to create safety awareness, promote fire and life safety skills, and provide fire and injury prevention education and training throughout the community
- Enforcement: enforce all requirements of M.G.L. Ch. 148, CMR 527, all adopted city fire codes and ordinances, and administer all permits and licenses along with the necessary inspections to issue the same
- Engineering: review and approve all fire protection documents and witness a satisfactory functional test of all fire protection systems prior to the issuance of a Certificate of Occupancy

- Provide a comprehensive investigation of all significant fires identified under Chapter 148 MGL and provide a report of the same to the Office of the State Fire Marshall

Facilities/Maintenance Division:

The mission of the Facilities/Maintenance Division is to:

- Be responsible for WFD apparatus and equipment acquisition, maintenance, and repair
- Maintain all WFD buildings
- Prepare and allocate resources to deal with any natural or man-made disaster within the City of Worcester

Training Division:

The mission of the Training Division is to:

- Provide the highest quality professional development training sessions to all personnel allowing for the safe and efficient discharge of duties by members of the Worcester Fire Department
- House and support Emergency Operations Center (EOC) functions
- Provide oversight and support to numerous public safety departments at the WFD training facility and burn building

Operations Bureau:

The mission of the Operations Bureau is to:

- Provide direct oversight of all personnel and equipment assigned to the Operations Bureau in the areas of suppression services and technical rescue
- Protect all of the City's citizens and visitors and their property, during emergencies, by extinguishing all fires, responding to emergency medical calls and the mitigation of all hazardous conditions

Special Operations:

The mission of the Special Operations Division is to:

- Stabilize and mitigate critical incidents outside of ordinary emergencies such as ice and water rescue, technical rescue, including confined space rescue, collapse rescue, high-angle rescue and trench rescue as well as operational response to hazardous materials incidents
- Provide communications support for the department
- Maintain the City's radio masterbox alarm system

Health & Safety Division:

The mission of the Health & Safety Division is to:

- Monitor all aspects of the operation of the Fire Department that impact the health and safety of its members
- Identify the predictable risks encountered and develop/implement plans to manage those risks
- Ensure the education of firefighters in the areas of fitness and wellness in order to increase the effectiveness of the force by adding to a better quality of life

WORCESTER FIRE DEPARTMENT

Departmental Overview:

The Worcester Fire Department provides fire protection and life safety services to an area encompassing 39 square miles, and a population of 182,000. The diversity in scope of protection in this area ranges from densely populated multi-family dwellings; to office high rise buildings and a mixture of manufacturing and industrial complexes. Also, several major state highways pass through the City, producing potential hazards of undetermined proportions, due to the nature of the materials traveling along the highways.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		
	Fiscal 2013	Budget for	Account	Appropriation
		Fiscal 2014	Number	Fiscal 2015
EXPENDITURES				
SALARIES	\$ 31,325,842.56	\$ 31,739,223.00	91000	\$ 32,017,888.00
OVERTIME	535,024.73	806,689.00	97000	606,689.00
ORDINARY MAINTENANCE	1,037,757.41	1,053,828.00	92000	1,065,698.00
CAPITAL OUTLAY	40,554.63	72,036.00	93000	25,000.00
TOTAL	\$ 32,939,179.33	\$ 33,671,776.00		\$ 33,715,275.00
TOTAL POSITIONS	411	425		433
ADDED/DELETED POSITIONS	14	8		-14
TOTAL FUNDED POSITIONS	425	433		419

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The tax levy budget for the Fire Department for Fiscal 2015 is \$33,715,275 which is an increase of \$43,499 from the Fiscal 2014 tax levy budget of \$33,671,776.

The tax levy Personal Services budget for Fiscal 2015 is recommended to be \$32,017,888 which is an increase of \$278,665 from the Fiscal 2014 tax levy budget of \$31,739,223. This increase is the result of step increases for civilian employees that have not achieved the maximum step per the salary ordinance totaling \$3,818, an increase in EM Incentive pay totaling \$2,131 and a decrease in the Safer Grant which expires in September 2014 totaling \$900,873. The increase is offset by a net savings for officials step increases due to promotions at a lower pay step totaling \$3,825, a savings for the firefighters budget as a result of the table of organization being increased in Fiscal 2014 for the new recruits in anticipation of attrition due to retirements totaling \$574,332 and the vacancy factor increasing by \$50,000 as a result of anticipated retirements.

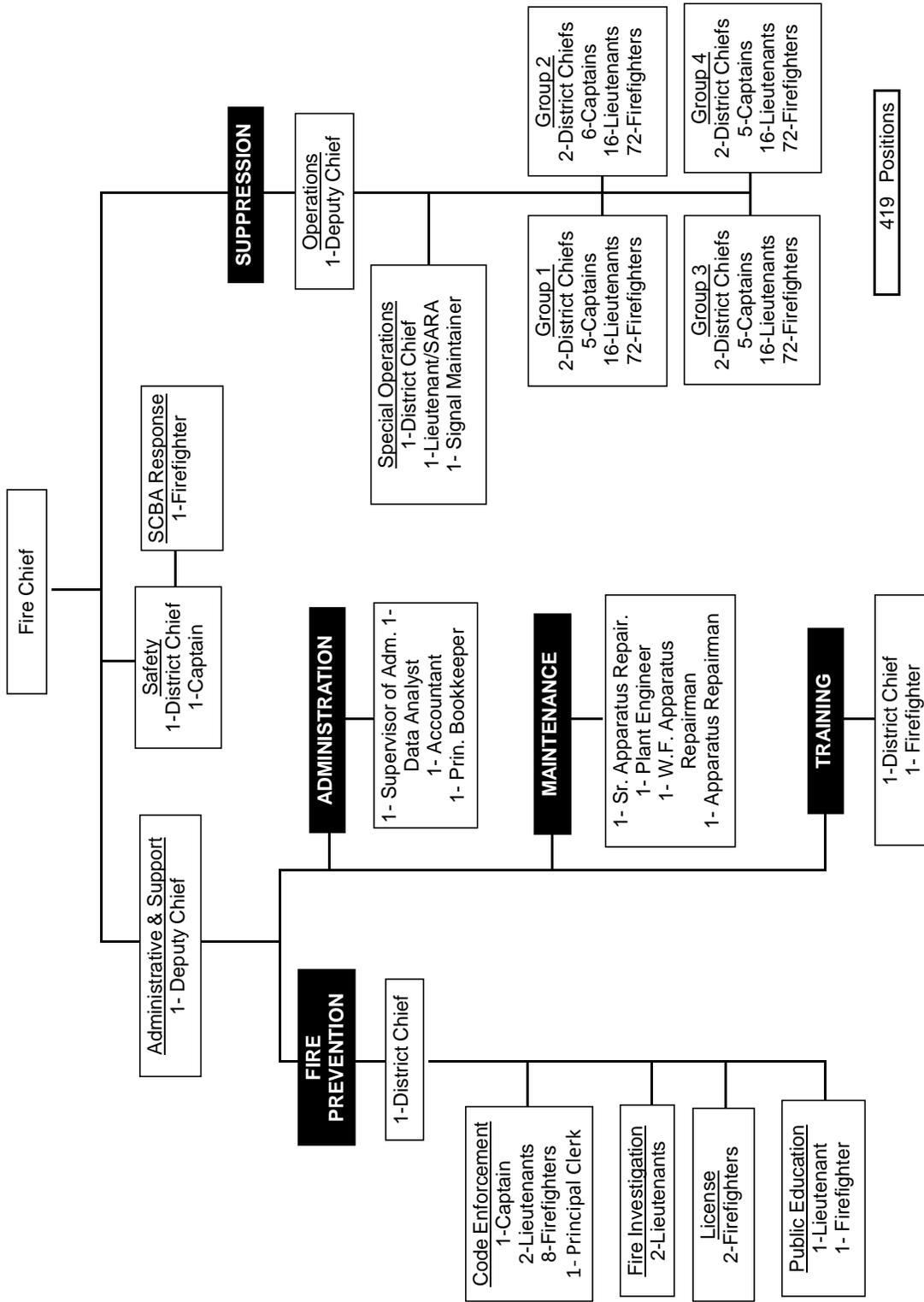
The tax levy Overtime budget for Fiscal 2015 is recommended to be \$606,689 which is a decrease of \$200,000 from the Fiscal 2014 tax levy budget of \$806,689. This decrease is the result of the manpower levels being low in Fiscal 2014 as the result of retirements.

WORCESTER FIRE DEPARTMENT

The tax levy Ordinary Maintenance budget for Fiscal 2015 is recommended to be \$1,065,698 which is an increase of \$11,870 from the Fiscal 2014 amount of \$1,053,828. This increase is the result of costs associated with the cell phone & I-Pad service.

The Capital Outlay budget for Fiscal 2015 is recommended to be \$25,000 which is a decrease of \$47,036 from the Fiscal 2014 amount of \$72,036. This decrease is a result of costs associated with the Fiscal 2014 recruit class.

WORCESTER FIRE DEPARTMENT ORGANIZATION CHART





GERARD A. DIO, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 155,636.00	58CM	FIRE CHIEF	1	\$ 155,640.00
2	255,893.00	50EM	DEPUTY FIRE CHIEF	2	256,177.00
12	1,225,142.00	93	DISTRICT FIRE CHIEF	12	1,223,612.00
23	2,117,722.00	92	CAPTAIN	23	2,117,100.00
70	5,815,625.00	91	LIEUTENANT	70	5,813,664.00
295	20,889,012.00	90	FIREFIGHTER	301	21,237,667.00
20	871,285.00	90	FIREFIGHTER- RECRUITS	0	-
1	75,711.00	43M	SUPERVISOR OF ADMINISTRATION	1	75,711.00
1	71,723.00	43	SENIOR FIRE APPARATUS REPAIRMAN	1	71,723.00
1	53,740.00	40P	DATA ANALYST	1	55,763.00
1	51,992.00	35	PLANT ENGINEER	1	53,787.00
1	51,992.00	34	SIGNAL MAINTAINER FIRE	1	51,992.00
1	48,400.00	34	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	1	48,400.00
1	48,400.00	32	FIRE APPARATUS REPAIRMAN	1	48,400.00
1	48,400.00	32	ACCOUNTANT	1	48,400.00
1	42,429.00	28	PRINCIPAL BOOKKEEPER	1	42,429.00
1	40,884.00	27	PRINCIPAL CLERK	1	40,884.00
433	\$ 31,863,986.00		REGULAR SALARIES	419	\$ 31,341,349.00
	14,436.00		EM INCENTIVE PAY		16,567.00
	146,957.00		OUT OF GRADE PAY		146,957.00
	1,732,056.00		HOLIDAY PAY		1,680,354.00
	1,893,449.00		CONTRACTUAL OBLIGATIONS		1,843,878.00
433	\$ 33,757,435.00		TOTAL	419	\$ 33,185,227.00
	(900,000.00)		VACANCY FACTOR		(950,000.00)
433	\$ 32,857,435.00		TOTAL SALARIES	419	\$ 32,235,227.00
	(1,118,212.00)		FUNDING SOURCES:		(217,339.00)
	(1,118,212.00)		SAFER GRANT (17 RECRUITS)		(217,339.00)
			TOTAL FUNDING SOURCES		(217,339.00)
433	\$ 31,739,223.00	260-91000	TOTAL RECOMMENDED PERSONAL SERVICES	419	\$ 32,017,888.00
	\$ 806,689.00		OVERTIME		\$ 606,689.00
	\$ 806,689.00	260-97000	TOTAL RECOMMENDED OVERTIME		\$ 606,689.00
\$	119,850.00		ELECTRICITY	\$	119,850.00
	2,385.00		LEASES & RENTALS		2,385.00
	105,346.00		MAINTENANCE & REPAIR		113,676.00
	27,500.00		TELEPHONE		39,370.00
	140,980.00		OTHER PERSONAL SERVICES		140,980.00
	140,690.00		AUTOMOTIVE SUPPLIES		140,690.00
	1,230.00		BOOKS		1,230.00
	12,000.00		BUILDING SUPPLIES		12,000.00
	11,100.00		OFFICE SUPPLIES		11,100.00
	117,300.00		NATURAL GAS		117,300.00
	176,485.00		OTHER SUPPLIES		168,155.00
	51,000.00		AUTO FUEL NO LEAD GAS		51,000.00
	148,962.00		DIESEL FUEL		148,962.00
	3,000.00		OTHER CHARGES & EXPENDITURES		3,000.00
	\$ 1,057,828.00		TOTAL ORDINARY MAINTENANCE	\$	1,069,698.00
	\$ (4,000.00)		FUNDING SOURCES:	\$	(4,000.00)
	\$ (4,000.00)		FROM RESERVE FUNDS	\$	(4,000.00)
			TOTAL FUNDING SOURCES	\$	(4,000.00)
\$	1,053,828.00	260-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	1,065,698.00
\$	72,036.00	260-93000	SAFETY EQUIPMENT (CONTRACTUAL)	\$	25,000.00
\$	33,671,776.00	260	TOTAL RECOMMENDED TAX LEVY	\$	33,715,275.00

GERARD A. DIO, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015****WORCESTER FIRE DEPARTMENT - DIVISION #2601 ADMINISTRATION**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 155,636.00	58CM	FIRE CHIEF	1	\$ 155,640.00
2	255,893.00	50EM	DEPUTY FIRE CHIEF	2	256,177.00
2	201,570.00	93	DISTRICT FIRE CHIEF	2	201,570.00
1	84,072.00	91	LIEUTENANT	0	-
1	75,711.00	43M	SUPERVISOR OF ADMINISTRATION	1	75,711.00
1	53,740.00	40P	DATA ANALYST	1	55,763.00
1	48,400.00	32	ACCOUNTANT	1	48,400.00
1	42,429.00	28	PRINCIPAL BOOKKEEPER	1	42,429.00
10	\$ 917,451.00		REGULAR SALARIES	9	\$ 835,690.00
	14,436.00		EM INCENTIVE PAY		16,567.00
	34,004.00		HOLIDAY PAY		33,460.00
	48,440.00		CONTRACTUAL OBLIGATIONS		50,027.00
10	\$ 965,891.00	2601-91000	TOTAL RECOMMENDED PERSONAL SERVICES	9	\$ 885,717.00
	\$ 51,327.00		OVERTIME		\$ 51,327.00
	\$ 51,327.00	2601-97000	TOTAL RECOMMENDED OVERTIME		\$ 51,327.00
\$	119,850.00		ELECTRICITY	\$	119,850.00
	2,385.00		LEASES & RENTALS		2,385.00
	13,990.00		MAINTENANCE & REPAIR		13,990.00
	27,500.00		TELEPHONE		35,925.00
	106,580.00		OTHER PERSONAL SERVICES		106,580.00
	130.00		BOOKS		130.00
	11,100.00		OFFICE SUPPLIES		11,100.00
	117,300.00		NATURAL GAS		117,300.00
	69,663.00		OTHER SUPPLIES		69,663.00
\$	468,498.00		TOTAL ORDINARY MAINTENANCE	\$	476,923.00
\$	(4,000.00)		FUNDING SOURCES:	\$	(4,000.00)
\$	(4,000.00)		FROM RESERVE FUNDS	\$	(4,000.00)
\$	464,498.00	2601-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$	472,923.00
\$	30,836.00	2601-93000	SAFETY EQUIPMENT (CONTRACTUAL)	\$	25,000.00
\$	1,512,552.00	2601	TOTAL RECOMMENDED TAX LEVY	\$	1,434,967.00

GERARD A. DIO, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

WORCESTER FIRE DEPARTMENT - DIVISION #2602 MAINTENANCE

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 71,723.00	43	SENIOR FIRE APPARATUS REPAIRMAN	1	\$ 71,723.00
1	51,992.00	35	PLANT ENGINEER	1	53,787.00
1	51,992.00	34	SIGNAL MAINTAINER FIRE	1	51,992.00
1	48,400.00	34	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	1	48,400.00
1	48,400.00	32	FIRE APPARATUS REPAIRMAN	1	48,400.00
<u>5</u>	<u>\$ 272,507.00</u>	2602-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>5</u>	<u>\$ 274,302.00</u>
<hr/>					
	\$ 16,316.00		OVERTIME		\$ 16,316.00
	<u>\$ 16,316.00</u>	2602-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 16,316.00</u>
<hr/>					
	\$ 60,000.00		MAINTENANCE & REPAIR		\$ 68,330.00
	11,600.00		OTHER PERSONAL SERVICES		11,600.00
	140,690.00		AUTOMOTIVE SUPPLIES		140,690.00
	10,000.00		BUILDING SUPPLIES		10,000.00
	36,882.00		OTHER SUPPLIES		28,552.00
	51,000.00		AUTO FUEL NO LEAD GAS		51,000.00
	148,962.00		DIESEL FUEL		148,962.00
	<u>\$ 459,134.00</u>	2602-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 459,134.00</u>
<hr/>					
	<u>\$ 747,957.00</u>	2602	TOTAL RECOMMENDED TAX LEVY		<u>\$ 749,752.00</u>
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GERARD A. DIO, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015****WORCESTER FIRE DEPARTMENT - DIVISION #2603 FIRE PREVENTION**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 102,671.00	93	DISTRICT FIRE CHIEF	1	\$ 101,141.00
1	85,285.00	92	CAPTAIN	1	90,688.00
5	416,844.00	91	LIEUTENANT	6	501,756.00
11	816,258.00	90	FIREFIGHTER	12	889,660.00
1	40,884.00	27	PRINCIPAL CLERK	1	40,884.00
19	\$ 1,461,942.00		REGULAR SALARIES	21	\$ 1,624,129.00
	73,928.00		HOLIDAY PAY		86,366.00
	73,928.00		CONTRACTUAL OBLIGATIONS		86,366.00
19	\$ 1,535,870.00	2603-91000	TOTAL RECOMMENDED PERSONAL SERVICES	21	\$ 1,710,495.00
	\$ 38,071.00		OVERTIME		\$ 38,071.00
	\$ 38,071.00	2603-97000	TOTAL RECOMMENDED OVERTIME		\$ 38,071.00
	\$ 916.00		MAINTENANCE & REPAIR		\$ 916.00
	-		TELEPHONE		2,756.00
	1,000.00		BOOKS		1,000.00
	9,813.00		OTHER SUPPLIES		9,813.00
	2,500.00		OTHER CHARGES & EXPENDITURES		2,500.00
	\$ 14,229.00	2603-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 16,985.00
	\$ 1,588,170.00	2603	TOTAL RECOMMENDED TAX LEVY		\$ 1,765,551.00

GERARD A. DIO, FIRE CHIEF

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

WORCESTER FIRE DIVISION - DIVISION #2604 TRAINING

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 100,873.00	93	DISTRICT FIRE CHIEF	1	\$ 100,873.00
1	73,950.00	90	FIREFIGHTER	1	73,402.00
20	871,285.00	90	FIREFIGHTER- RECRUITS	0	-
22	\$ 1,046,108.00		REGULAR SALARIES	2	\$ 174,275.00
	57,833.00		HOLIDAY PAY		9,507.00
	57,833.00		CONTRACTUAL OBLIGATIONS		9,507.00
22	\$ 1,103,941.00	2604-91000	TOTAL RECOMMENDED PERSONAL SERVICES	2	\$ 183,782.00
	\$ 125,962.00		OVERTIME		\$ 10,000.00
	\$ 125,962.00	2604-97000	TOTAL RECOMMENDED OVERTIME		\$ 10,000.00
	\$ 4,000.00		MAINTENANCE & REPAIR		\$ 4,000.00
	-		TELEPHONE		689.00
	22,400.00		OTHER PERSONAL SERVICES		22,400.00
	2,000.00		BUILDING SUPPLIES		2,000.00
	23,958.00		OTHER SUPPLIES		23,958.00
	\$ 52,358.00	2604-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 53,047.00
	\$ 41,200.00	2601-93000	SAFETY EQUIPMENT (CONTRACTUAL)		\$ -
	\$ 1,323,461.00	2604	TOTAL RECOMMENDED TAX LEVY		\$ 246,829.00

GERARD A. DIO, FIRE CHIEF**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015****WORCESTER FIRE DEPARTMENT - DIVISION #2605 FIRE SUPPRESSION**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
8	\$ 820,028.00	93	DISTRICT FIRE CHIEF	8	\$ 820,028.00
22	2,032,437.00	92	CAPTAIN	22	2,026,412.00
64	5,314,709.00	91	LIEUTENANT	64	5,311,908.00
283	19,998,804.00	90	FIREFIGHTER	288	20,274,605.00
377	\$ 28,165,978.00		REGULAR SALARIES	382	\$ 28,432,953.00
	146,957.00		OUT OF GRADE PAY		146,957.00
	1,566,291.00		HOLIDAY PAY		1,551,021.00
	1,713,248.00		CONTRACTUAL OBLIGATIONS		1,697,978.00
377	\$ 29,879,226.00		TOTAL	382	\$ 30,130,931.00
	(900,000.00)		VACANCY FACTOR		(950,000.00)
377	\$ 28,979,226.00		TOTAL SALARIES	382	\$ 29,180,931.00
	(1,118,212.00)		FUNDING SOURCES:		(1,118,212.00)
	(1,118,212.00)		SAFER GRANT (17 RECRUITS)		(1,118,212.00)
			TOTAL FUNDING SOURCES		(1,118,212.00)
377	\$ 27,861,014.00	2605-91000	TOTAL RECOMMENDED PERSONAL SERVICES	382	\$ 28,062,719.00
	\$ 575,013.00		OVERTIME		\$ 490,975.00
	\$ 575,013.00	2605-97000	TOTAL RECOMMENDED OVERTIME		\$ 490,975.00
	\$ 26,440.00		MAINTENANCE & REPAIR		\$ 26,440.00
	400.00		OTHER PERSONAL SERVICES		400.00
	100.00		BOOKS		100.00
	36,169.00		OTHER SUPPLIES		36,169.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	\$ 63,609.00	2605-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 63,609.00
	\$ 28,499,636.00	2605	TOTAL RECOMMENDED TAX LEVY		\$ 28,617,303.00



GERARD A. DIO, FIRE CHIEF

**CITY OF WORCESTER
 WORCESTER FIRE DEPARTMENT
 HOLIDAY PAY STATISTICS FY12 - FY14
 OUT OF GRADE PAY STATISTICS FY12 - FY14**

HOLIDAY	Actual FY12	Actual FY13	Projected FY14	Budget FY15	% of Budget
July 4th	\$ 139,030.61	\$ 146,039.18	\$ 141,159.04	\$ 145,574.00	8.66%
Labor Day	137,050.01	140,741.73	138,538.33	141,858.00	8.44%
Columbus Day	135,504.32	142,173.93	136,083.92	141,800.00	8.44%
Veterans Day	133,793.74	141,376.57	135,578.44	140,519.00	8.36%
* Thanksgiving	165,699.98	176,349.84	190,880.06	174,672.00	10.39%
* Christmas	182,183.56	190,325.64	165,570.81	190,226.00	11.32%
* New Year's	168,899.92	179,112.63	189,921.09	177,717.00	10.58%
MLK day	135,113.19	142,801.40	138,011.75	141,921.00	8.45%
President's Day	134,923.45	142,100.47	139,091.47	141,466.00	8.42%
Patriots Day **	138,694.89	137,015.09	152,759.43	140,795.00	8.38%
Memorial Day **	141,546.39	140,061.49	152,759.43	143,806.00	8.56%
TOTAL	\$ 1,612,440.06	\$ 1,678,097.97	\$ 1,680,353.78	\$ 1,680,354.00	100.00%

Budget Amount \$ 1,567,435.20 \$ 1,658,433.00 \$ 1,732,056.00 \$ 1,680,354.00

* Includes Super Holiday Amounts

** Estimated

Out of Grade Pay	Actual FY12	Actual FY13	Actual FY14***	Budget FY15
Out of Grade Pay (OOG)	\$ 123,460.12	\$ 144,925.08	\$ 146,957.16	\$ 146,957.00

***2014 OOG Includes a projection to the fiscal year end

DEPARTMENT OF EMERGENCY COMMUNICATIONS

David W. Clemons, Director

9-11 Lincoln Street

Worcester, Massachusetts 01608

(508) 799-1776

Emergency Communications Division Mission Statement:

The mission of the Division of Emergency Communications is to enhance the quality of life of every person in Worcester by receiving and processing 9-1-1 emergency calls and non-emergency calls by dispatching the appropriate emergency responder units in a prompt, efficient, courteous and professional manner, to help save lives, protect property and assist the public.

Emergency Management Division:

The mission of the Emergency Management Division is to develop, coordinate, and lead the City's emergency management program, enabling effective preparation for, and efficient response to, emergencies and disasters in order to save lives, reduce human suffering and reduce property loss. To accomplish this mission, the Emergency Management Department:

- Develops plans and procedures to ensure the highest levels of mitigation, preparedness, response, and recovery
- Maintains a comprehensive, risked-based, multi-hazard emergency management and training program
- Coordinates federal, state, and local resources for mitigation, preparedness, response and recovery operations

Department Overview:

The Department is responsible for operating the Emergency Communications Center which answers all 9-1-1 calls, complaint calls, switchboard calls, and dispatches fire and police emergency responses. All requests for emergency assistance pass through the communications center and result in more than one hundred and twenty thousand emergency call responses per year. It is estimated that five hundred thousand emergency and non-emergency telephone calls are answered each year.

In Fiscal 2011, the Department pursued regionalization of emergency communications services. As the largest community in Central Massachusetts, the department will be able to provide dispatch services, using a subscriber model, to smaller local communities. In conjunction with the Commonwealth, through a Public Safety Answering Point Development Grant, the Department was able to establish a location within the city for a regional dispatch center. This 12,000 sq/ft location is currently being renovated to become the leading regional dispatch center in Central Massachusetts. In March, the City executed an Inter-Municipal Agreement (IMA) with the Town of Leicester. With this IMA we are now classified as a Regional Emergency Communications Center.

DEPARTMENT OF EMERGENCY COMMUNICATIONS

The Department is the agency that maintains the city-wide radio network backbone, used by all of the other City Departments' communications functions. There are over 2,300 radio units on the system, creating in excess of 28,000 radio transmissions per day.

The Emergency Management Division is an expanded office consisting of the Metropolitan Medical Response System (MMRS) program which is designed to integrate public health programming and surveillance into the healthcare network of the regional hospitals, community health centers, and EMS services in the event of bioterrorism, pandemic, or other public health emergencies.

DEPARTMENT OF EMERGENCY COMMUNICATIONS

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2013	Budget for	Account	Appropriation
		Fiscal 2014	Number	Fiscal 2015
EXPENDITURES				
SALARIES	\$ 1,396,389.67	\$ 1,737,110.00	91000	\$ 1,796,530.00
OVERTIME	232,194.36	153,943.00	97000	153,623.00
ORDINARY MAINTENANCE	291,631.87	354,114.00	92000	354,114.00
CAPITAL	31,994.00	-	93000	-
TOTAL	\$ 1,952,209.90	\$ 2,245,167.00		\$ 2,304,267.00
TOTAL POSITIONS	79	78		78
UNFUNDED POSITIONS	-1	0		0
TOTAL FUNDED POSITIONS	78	78		78

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

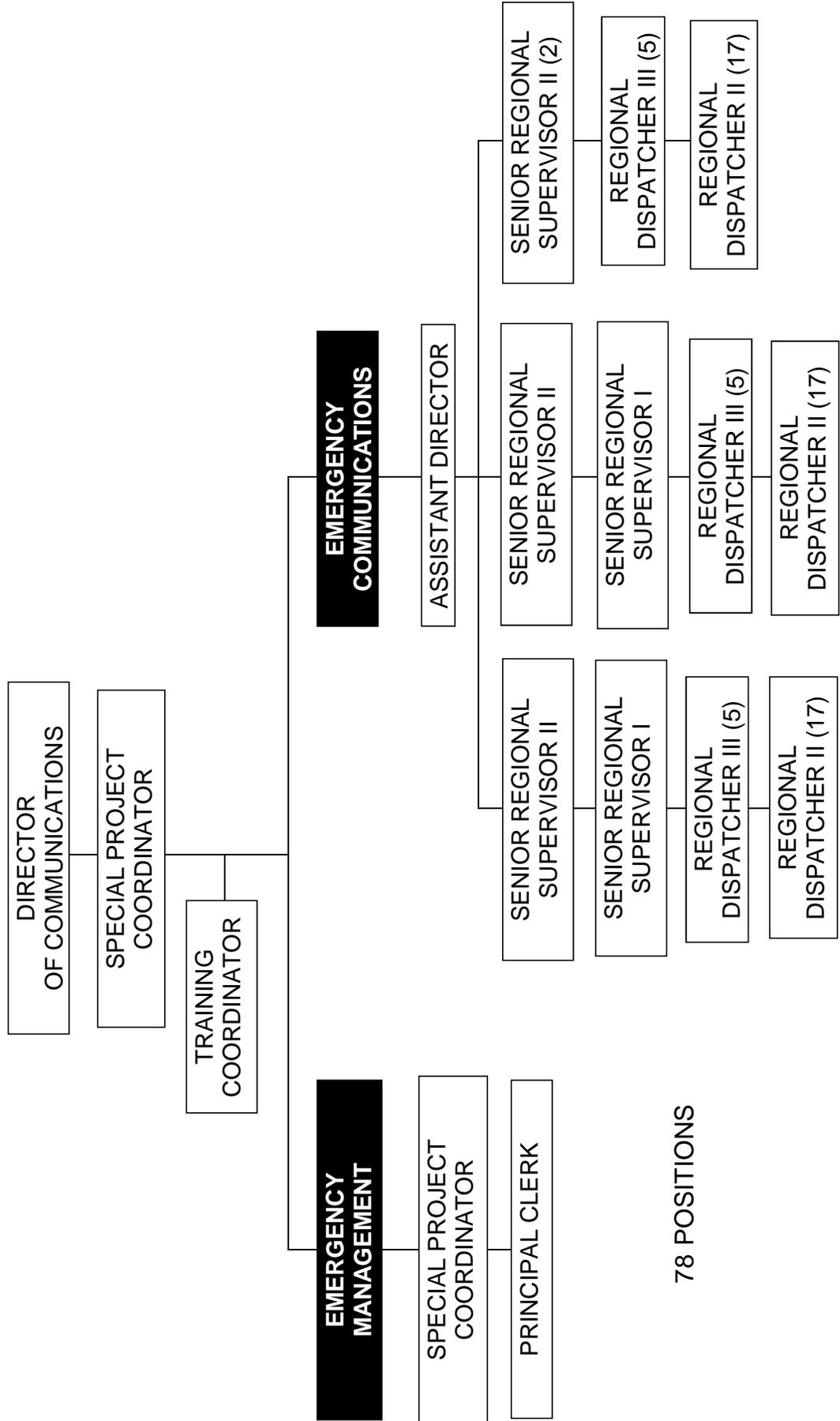
The total recommended tax levy Emergency Communications budget for Fiscal 2015 is \$2,304,267 which is an increase of \$59,100 from the Fiscal 2014 budget amount of \$2,245,167.

The total Personal Services tax levy budget for Fiscal 2015 is recommended to be \$1,796,530 which is an increase of \$59,420 from the Fiscal 2014 budget of \$1,737,110. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$42,190, an increase in EM incentive pay totaling \$541 and a decrease in funding sources totaling \$17,052. This increase is offset by a decrease in holiday pay of \$363.

The Overtime budget for Fiscal 2015 is recommended to be \$153,623 which is a decrease of \$320 from the Fiscal 2014 budget of \$153,943. This decrease is a result of an increase in EMS funding of \$320.

The tax levy Ordinary Maintenance budget for Fiscal 2015 is recommended to be level funded at \$354,114.

EMERGENCY COMMUNICATIONS DEPARTMENT ORGANIZATION CHART



78 POSITIONS



DAVID W. CLEMONS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
COMMUNICATIONS:					
1	\$ 94,232.00	48EM	DIRECTOR OF COMMUNICATIONS	1	\$ 94,232.00
1	63,267.00	38M	ASSISTANT DIRECTOR	1	63,267.00
1	63,267.00	38M	TRAINING COORDINATOR	1	63,267.00
4	189,002.00	33	SENIOR REGIONAL SUPERVISOR II	4	194,993.00
2	97,110.00	32	SENIOR REGIONAL SUPERVISOR I	2	99,222.00
0	-	31	REGIONAL DISPATCHER III	15	665,423.00
51	2,019,935.00	29	REGIONAL DISPATCHER II	36	1,408,686.00
1	35,234.00	27	PRINCIPAL CLERK	1	36,360.00
61	\$ 2,562,047.00		SALARIES	61	\$ 2,625,450.00
REGIONAL COMMUNICATIONS:					
15	\$ 502,380.00	29	REGIONAL DISPATCHER II	15	\$ 502,380.00
15	\$ 502,380.00		SALARIES	15	\$ 502,380.00
EMERGENCY MANAGEMENT:					
2	\$ 144,825.00	45M	SPECIAL PROJECT COORDINATOR	2	\$ 123,612.00
2	\$ 144,825.00			2	\$ 123,612.00
78	\$ 3,209,252.00		TOTAL REGULAR SALARIES	78	\$ 3,251,442.00
	119,990.00		HOLIDAY PAY		119,627.00
	2,708.00		EM INCENTIVE PAY		3,249.00
	10,000.00		EMERGENCY MANAGEMENT STIPEND		10,000.00
	(75,000.00)		VACANCY FACTOR		(75,000.00)
78	\$ 3,266,950.00		TOTAL SALARIES	78	\$ 3,309,318.00
FUNDING SOURCES:					
	(180,321.00)		EMS FUNDING		(184,038.00)
	(659,180.00)		9-1-1 SUPPORT GRANT FUNDING		(659,180.00)
	(523,553.00)		REGIONAL FUNDING		(523,553.00)
	(81,558.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(55,470.00)
	(63,267.00)		EMERGENCY MANAGEMENT GRANT		(68,142.00)
	(21,961.00)		WRTA FUNDING		(22,405.00)
	(1,529,840.00)		TOTAL FUNDING SOURCES		(1,512,788.00)
78	\$ 1,737,110.00	270-91000	TOTAL RECOMMENDED PERSONAL SERVICES	78	\$ 1,796,530.00
	196,134.00		OVERTIME		196,134.00
	8,000.00		SUMMER IMPACT		8,000.00
	204,134.00		TOTAL OVERTIME		204,134.00
FUNDING SOURCES:					
	(15,476.00)		EMS FUNDING		(15,796.00)
	(34,715.00)		REGIONAL FUNDING		(34,715.00)
	(50,191.00)		TOTAL FUNDING SOURCES		(50,511.00)
	\$ 153,943.00	270-97000	TOTAL RECOMMENDED OVERTIME		\$ 153,623.00

DAVID W. CLEMONS, DIRECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF EMERGENCY COMMUNICATIONS - DEPARTMENT #270

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
	\$ 27,500.00		ELECTRICITY		\$ 27,500.00
	49,638.00		TOWER SITE LEASE		49,638.00
	21,116.00		MAINTENANCE & REPAIR		21,116.00
	8,950.00		TELEPHONE		8,950.00
	63,710.00		OTHER PERSONAL SERVICES		63,710.00
	47,600.00		REVERSE 9-1-1 SYSTEM		47,600.00
	60,000.00		SYSTEM MAINTENANCE		60,000.00
	60,000.00		SYSTEM MAINTENANCE-SOFTWARE		60,000.00
	72,000.00		SYSTEM MAINTENANCE-BACKBONE		72,000.00
	5,000.00		OFFICE SUPPLIES		5,000.00
	7,500.00		NATURAL GAS		7,500.00
	13,500.00		OTHER SUPPLIES		13,500.00
	4,000.00		AUTO FUEL		4,000.00
	3,600.00		DIESEL FUEL		3,600.00
	3,000.00		OTHER CHARGES & EXPENDITURES		3,000.00
	<u>\$ 447,114.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 447,114.00</u>
			FUNDING SOURCES:		
	(93,000.00)		REGIONAL FUNDING		(93,000.00)
	<u>(93,000.00)</u>		TOTAL FUNDING SOURCES		<u>(93,000.00)</u>
	<u>\$ 354,114.00</u>	270-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 354,114.00</u>
			FRINGE BENEFITS:		
	\$ 32,205.00		HEALTH INSURANCE		\$ 53,925.00
	27,366.00		RETIREMENT		25,029.00
	<u>\$ 59,571.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 78,954.00</u>
			FUNDING SOURCES:		
	(50,991.00)		EMS FUNDING		(67,276.00)
	(8,580.00)		METROPOLITAN MEDICAL RESPONSE SYSTEM GRANT		(11,678.00)
	<u>(59,571.00)</u>		TOTAL FUNDING SOURCES		<u>(78,954.00)</u>
	<u>\$ -</u>	330-96000	TOTAL RECOMMENDED FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 2,245,167.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,304,267.00</u>

INSPECTIONAL SERVICES

John R. Kelly
Commissioner
25 Meade Street
Worcester, Massachusetts 01610
(508) 799-1198

Inspectional Services Department Mission Statement:

The mission of the Department of Inspectional Services is to improve the safety and quality of life in the City through the provision of building, housing, sanitary inspections and approved permitting documentation.

Inspectional Services Departmental Overview:

The Department of Inspectional Services is responsible for both maintaining and enhancing public safety, enforcing construction codes, improving community environmental health, ensuring decent, safe and sanitary housing conditions, performing regulatory functions, inspections, and permitting, to support development in the community.

The Department of Inspectional Services works to provide exemplary customer service, streamline permitting, and enhance technology throughout all operations. The Department is responsible for the provision and oversight of safe building construction from permitting to occupancy, as well as environmental and sanitary code inspectional services in accordance with Massachusetts' State Building, Environmental, and Sanitary Codes.

Building & Zoning Divisional Overview:

The Division of Building and Zoning is responsible for improving public safety and enforcing construction codes. Performing state mandated regulatory functions and requisite permitting to support development in the community is a fundamental role of the department.

The Building and Zoning Division enforces rigorous construction and safety codes including the Massachusetts State Building, Electrical, Plumbing and Gas Codes. Adherence to these building regulations improves the living conditions of residents in existing dwellings, and assures safety and quality in new construction.

The division is responsible for the interpretation and enforcement of the City of Worcester Zoning Ordinance. Senior management attends all Zoning Board of Appeals and Planning Board meetings in an advisory capacity. At the public's request, research and analysis of zoning compliance enables zoning determination letters to be rendered, which is often the initial response to most development projects within the city.

Staff also participates in the weekly Interdepartmental Review Team meetings with representatives from several key departments, including Planning, Law, Public Works, and the Fire Department.

Weekly meetings take place to review all new and proposed applications to the Planning Board and Zoning Board of Appeals, prior to application submittals. This review service expedites permitting, reduces redundancy, and increases the overall efficiency of Board reviews.

Housing & Health Inspections Divisional Overview:

The **Division of Housing and Health Inspections** is responsible for providing a wide range of community based public health, and environmental inspectional services. Federal, State, and City ordinances require the division to enforce all public health and environmental regulations.

All food establishments receive mandatory inspections to determine compliance with the provisions contained within the Massachusetts Sanitary Code. Division personnel monitor food offered for consumption to ensure that it is free from adulteration, properly labeled, identifiable, and manufactured at an approved source. The Air, Water, and Hazardous Material Division inspect the air and water quality of the community. The division inspects public swimming pools, natural bathing areas, responds to hazardous materials spills, and addresses complaints regarding air, noise, and odor pollution.

The **Housing Program** is designed to achieve and uphold compliance with the Massachusetts Sanitary Code, Minimum Standards of Fitness for Human Habitation. Inspectors perform systematic inspections, respond to complaints, issue orders, cite violations, address illegal dumping, dirty yards, housing violations, rodent control issues, as well as any violation of the City's nuisance ordinance.

Upon request of the owner or tenant, the Lead Poisoning Prevention Program conducts environmental assessments to identify possible lead paint hazards and violations. Proactively, medical case management and family lead counseling is provided to prevent elevated blood lead levels in children under the age of six.

The Weights & Measures program ensures all weighing or measuring devices in the city are inspected and sealed to ensure accurate exchange of commodities purchased.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2014		Fiscal 2015
SALARIES	\$ 2,868,799.89	\$ 2,952,949.00	91000	\$ 2,970,570.00
OVERTIME	62,406.20	69,579.00	97000	69,579.00
CAPITAL OUTLAY	-	-	93000	-
ORDINARY MAINTENANCE	347,329.48	230,452.00	92000	230,452.00
TOTAL	\$ 3,278,535.57	\$ 3,252,980.00		\$ 3,270,601.00
TOTAL POSITIONS	64	62		61

FISCAL 2015 BUDGET OVERVIEW**Expenditures:**

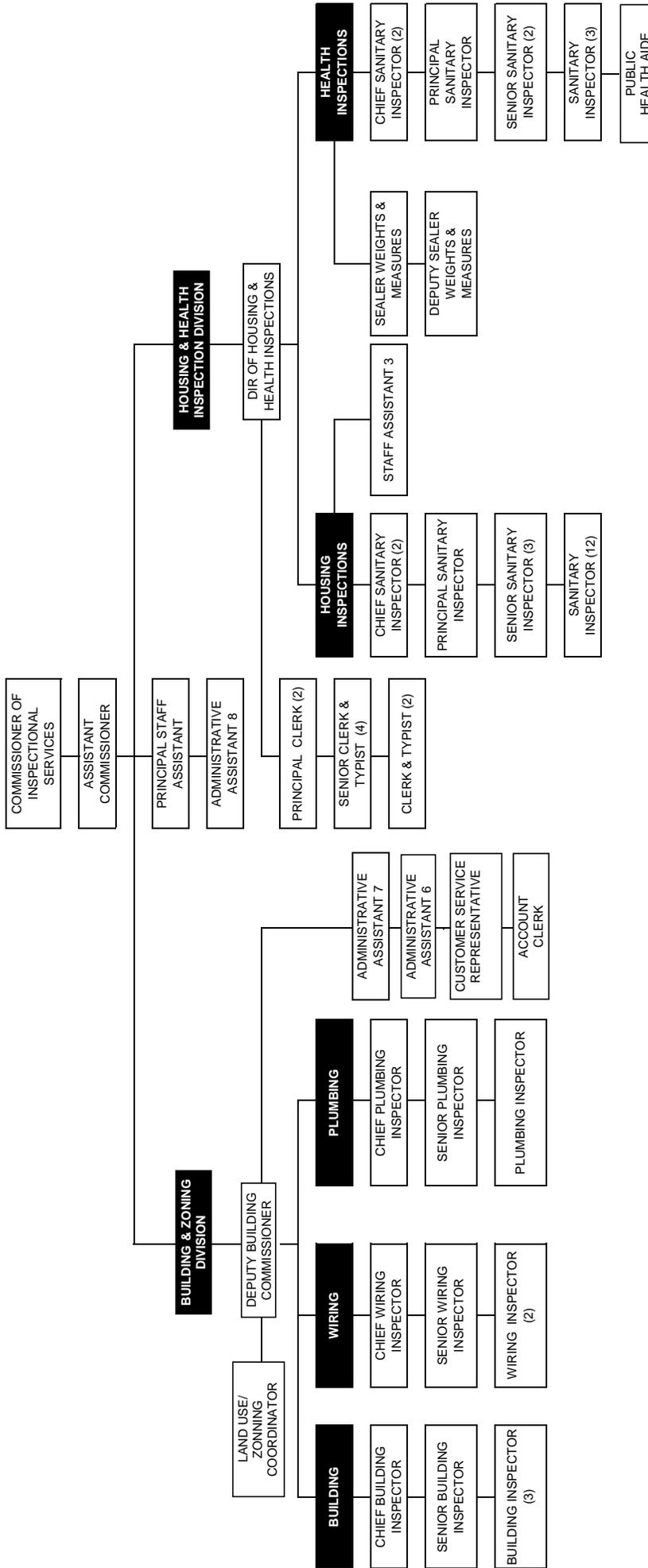
The total Fiscal 2015 tax levy budget is recommended to be \$3,270,601 which represents an increase of \$17,621 from the Fiscal 2014 budget amount of \$3,252,980.

The tax levy budget for Personal Services for Fiscal 2015 is recommended to be \$2,970,570 which is an increase of \$17,621 from the Fiscal 2014 budget amount of \$2,952,949. The increase is a result of step increases for employees that have not reached the maximum salary step per the salary ordinance in the amount of \$17,843, the decrease in funding sources totaling \$98,864 and the addition of an Account Clerk position at \$30,256. This increase is offset by an increase in the vacancy factor in the amount \$64,771, a decrease in EM Incentive pay based on the previous year amount totaling \$7,672, a reduction in the contractual stipends of \$1,670 and the elimination of two Clerk & Typist positions totaling \$55,229.

The tax levy Overtime budget for Fiscal 2015 is recommended to be level funded at \$69,579.

The tax levy Ordinary Maintenance budget is recommended to be level funded at \$230,452

CITY OF WORCESTER
Department of Inspectional Services



[61 FUNDED POSITIONS]



JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
INSPECTIONAL SERVICES ADMINISTRATION DIVISION:					
1	\$ 104,865.00	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	\$ 104,881.00
1	82,515.00	51EM	ASSISTANT COMMISSIONER	1	82,727.00
1	58,310.00	40M	PRINCIPAL STAFF ASSISTANT	1	60,368.00
3	\$ 245,690.00		REGULAR SALARIES	3	\$ 247,976.00
BUILDING & ZONING DIVISION:					
1	\$ 79,018.00	51EM	DEPUTY BUILDING COMMISSIONER	1	\$ 81,558.00
1	75,711.00	45M	LAND USE & ZONING COORDINATOR	1	78,614.00
1	68,470.00	43M	CHIEF WIRE INSPECTOR	1	71,016.00
1	51,015.00	43M	CHIEF PLUMBING & GAS FITTING INSPECTOR	1	74,714.00
1	75,711.00	43M	CHIEF BUILDING INSPECTOR	1	75,711.00
1	70,846.00	39HC	SENIOR BUILDING INSPECTOR	1	65,274.00
1	51,776.00	39HC	SENIOR WIRING INSPECTOR	1	60,941.00
1	70,846.00	39HC	SENIOR PLUMBING & GAS FITTING INSPECTOR	1	64,966.00
3	176,968.00	35HC	BUILDING INSPECTOR	3	170,382.00
1	61,534.00	35HC	PLUMBING AND GAS FITTING INSPECTOR	1	48,345.00
2	109,969.00	35HC	WIRING INSPECTOR	2	92,361.00
1	51,992.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	43,351.00
1	42,429.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	50,259.00
2	69,198.00	22	SENIOR CLERK AND TYPIST	2	69,198.00
1	28,084.00	22	CUSTOMER SERVICE REPRESENTATIVE	1	36,096.00
19	\$ 1,083,567.00		REGULAR SALARIES	19	\$ 1,082,786.00
HOUSING INSPECTIONS DIVISION:					
1	\$ 84,774.00	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	\$ 84,773.00
2	160,059.00	45M	CHIEF SANITARIAN	2	163,116.00
1	61,220.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	63,370.00
1	55,854.00	37	STAFF ASSISTANT 3	1	57,838.00
1	54,936.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	56,898.00
3	171,343.00	33HC	SENIOR SANITARY INSPECTOR	3	171,759.00
12	597,615.00	31HC	SANITARY INSPECTOR	12	604,426.00
2	81,768.00	27	PRINCIPAL CLERK	2	77,295.00
4	137,815.00	22	SENIOR CLERK AND TYPIST	4	136,224.00
0	-	21	ACCOUNT CLERK	1	30,256.00
2	55,229.00	18	CLERK AND TYPIST	0	-
29	\$ 1,460,613.00		REGULAR SALARIES	28	\$ 1,445,955.00
HEALTH INSPECTIONS DIVISION:					
2	\$ 162,980.00	45M	CHIEF SANITARIAN	2	\$ 163,116.00
1	69,244.00	43M	SEALER OF WEIGHTS AND MEASURES	1	71,728.00
1	59,258.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	59,258.00
2	114,506.00	33HC	SENIOR SANITARY INSPECTOR	2	114,506.00
1	41,282.00	1034310	DEPUTY SEALER OF WEIGHTS & MEASURES	1	43,062.00
3	152,335.00	31HC	SANITARY INSPECTOR	3	153,958.00
1	33,241.00	20	PUBLIC HEALTH AIDE	1	33,241.00
11	\$ 632,846.00		REGULAR SALARIES	11	\$ 638,869.00
62	\$ 3,422,716.00		TOTAL REGULAR SALARIES	61	\$ 3,415,586.00
	(55,229.00)		VACANCY FACTOR		(120,000.00)
	14,238.00		EM INCENTIVE PAY		6,566.00
	5,220.00		CONTRACTUAL STIPENDS		3,550.00
	\$ 3,386,945.00		TOTAL SALARIES		\$ 3,305,702.00



JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
			FUNDING SOURCES:		
	\$ (269,985.00)		CDBG GRANT	\$	(200,000.00)
	(125,196.00)		BOND FUNDS		(111,622.00)
	(15,310.00)		LEAD GRANT		-
	(19,170.00)		SEWER REVENUES		(19,175.00)
	(4,335.00)		WATER REVENUES		(4,335.00)
	<u>\$ (433,996.00)</u>		TOTAL FUNDING SOURCES	<u>\$</u>	<u>(335,132.00)</u>
	<u>\$ 2,952,949.00</u>	280-91000	TOTAL RECOMMENDED PERSONNEL SERVICES	<u>\$</u>	<u>2,970,570.00</u>
	\$ 64,454.00		REGULAR OVERTIME	\$	64,454.00
	5,125.00		SEWER INSPECTIONS		5,125.00
	<u>\$ 69,579.00</u>	280-97000	TOTAL RECOMMENDED OVERTIME	<u>\$</u>	<u>69,579.00</u>
	\$ 2,000.00		LEASES & RENTALS	\$	2,000.00
	30,737.00		MAINTENANCE & REPAIR		41,941.00
	45,000.00		TELEPHONES		35,000.00
	-		POSTAGE		500.00
	50,000.00		CONSTABLES		50,000.00
	2,500.00		NETWORK, HARDWARE, SOFTWARE		35,000.00
	106,244.00		OTHER PERSONAL SERVICES		60,000.00
	-		NEWSPAPER ADVERTISING		1,000.00
	-		BOOKS		1,200.00
	10,500.00		OFFICE SUPPLIES		9,000.00
	8,000.00		OTHER SUPPLIES		8,000.00
	33,660.00		AUTO FUEL		45,000.00
	5,000.00		OTHER CHARGES & EXPENDITURES		5,000.00
	<u>\$ 293,641.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$</u>	<u>293,641.00</u>
			FUNDING SOURCES:		
	\$ (50,000.00)		CDBG GRANT	\$	(50,000.00)
	(11,252.00)		SEWER REVENUES		(11,252.00)
	(1,937.00)		WATER REVENUES		(1,937.00)
	<u>\$ (63,189.00)</u>		TOTAL FUNDING SOURCES	<u>\$</u>	<u>(63,189.00)</u>
	<u>\$ 230,452.00</u>	280-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$</u>	<u>230,452.00</u>
			FRINGE BENEFITS:		
	\$ 55,268.00		HEALTH INSURANCE	\$	41,126.00
	51,983.00		RETIREMENT		11,577.00
	<u>\$ 107,251.00</u>		TOTAL FRINGE BENEFITS	<u>\$</u>	<u>52,703.00</u>
			FUNDING SOURCES:		
	\$ (50,015.00)		CDBG GRANT	\$	-
	(14,690.00)		LEAD GRANT		-
	(42,545.00)		BONDS		(52,703.00)
	<u>\$ (107,251.00)</u>		TOTAL FUNDING SOURCES	<u>\$</u>	<u>(52,703.00)</u>
	<u>\$ -</u>	280-96000	TOTAL RECOMMENDED FRINGE BENEFITS	<u>\$</u>	<u>-</u>
	<u>\$ 3,252,980.00</u>		TOTAL RECOMMENDED TAX LEVY	<u>\$</u>	<u>3,270,601.00</u>

WORCESTER PUBLIC SCHOOLS

Dr. Melinda Boone, ED. D.
Superintendent
 Durkin Administration Building
 20 Irving Street
 Worcester, Massachusetts 01609
 (508) 799-3116

Departmental Mission Statement:

The Worcester Public Schools provides learners with a quality education in a safe and healthy environment. We believe that all students can achieve at high levels as they prepare to become productive citizens in our changing technological world. We are committed to supporting students, parents, educators, and citizens in their pursuit of learning.

FISCAL 2015 BUDGET OVERVIEW

The FY15 budget presents the Worcester Public Schools budget in two separate 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 toward the state’s mandated foundation budget spending levels. The final allocation of these appropriations to these two organizations is complete by the School Committee which has appropriating authority of the budget of the Worcester Public Schools.

TAX LEVY BUDGET				
	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
Net School Spending				
SALARIES	\$182,291,357	\$191,527,764	91000	\$193,726,629
OVERTIME	\$1,539,738	\$1,561,746	97000	\$1,239,705
ORDINARY MAINTENANCE	\$34,775,516	\$34,284,187	92000	\$34,043,988
CAPITAL OUTLAY	\$143,948	\$850,000	93000	\$250,000
FRINGE BENEFITS	\$50,465,193	\$53,851,244	96000	\$58,743,457
TOTAL EXPENDITURES	\$269,215,752	\$282,074,941		\$288,003,779
Non Net School Spending				
SALARIES	\$2,782,961	\$3,192,889	91000	\$3,256,747
OVERTIME	\$519,933	\$565,340	97000	\$464,447
ORDINARY MAINTENANCE	\$13,052,056	\$13,212,684	92000	\$13,476,938
TOTAL EXPENDITURES	\$16,354,950	\$16,970,913		\$17,198,132
TOTAL WPS BUDGET	\$285,570,702	\$299,045,854		\$305,201,911

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The amount budgeted for expenditures that are recognized by the Commonwealth as Net School Spending is recommended to be \$288,003,779. This funding level represents an increase of \$5,928,838 or 2.1%. This includes a salary increase of \$2,198,865, 1.1%. Also included is a reduction in overtime of \$322,041, 20%. Fringe Benefits costs increase at \$4.9M, 9.1% and the Ordinary Maintenance budget is reduced by \$240,199, less than one percent.

The amount budgeted for non educational expenditure is recommended to be \$17,198,132, an increase of \$227,219, or 1.3%. This majority of this increase is due to the cost of student transportation which is the primary reason for the increase of \$264,254 in Ordinary Maintenance, a 2.0% increase. The budget also includes an increase in non net school spending salaries of \$63,858, or 2% and an decrease in non net school spending overtime of \$100,893, or 17.8%.

The total Worcester Public School Fiscal 2015 general fund budget is recommended to be \$305,201,911, an increase of \$6.156M, or 2.1% from Fiscal 2014.

The following table illustrates the estimated calculation of Net School Spending based on this budget for Fiscal 2015. This table is based on the format prepared by the City Auditor during Fiscal Year 2013 and shows the full calculation of the City's contribution to the Worcester Public Schools as it is related to the calculation of Net Schools Spending.

The first section of the table calculates the total excess contribution of the City of Worcester toward education in Worcester.

	Actual	Budget	Recommended
	2013	2014	FY15
Calculation of Required Contribution:			
Foundation budget	298,950,312	311,832,465	314,854,113
Less:			
Chapter 70 aid	210,364,137	219,897,733	220,569,583
Federal Stimulus funds	-	-	
Calculated Required Contribution (foundation - CH 70)	88,586,175	\$ 91,934,732	94,284,530
Additional Required Contribution			2,361,019
Total Required Contribution			96,645,549
Calculation of Actual Contribution:			
School expenditures:			
School budget	285,570,702	\$ 299,045,854	305,201,911
Add state charges:			
Charter schools	25,526,265	24,548,854	24,539,972
School Choice	2,291,731	2,323,356	2,709,152
Special Education	132,274	134,920	164,231
Total	313,520,972	326,052,984	332,615,266
Less School Local Aid:			
Chapter 70 aid	210,364,137	219,897,733	220,569,583
Charter school tuition reimbursement	3,496,804	2,366,405	2,734,532
Charter Carryover		307,742	
Total School Local Aid	213,860,941	222,571,880	223,304,115
Actual contribution	99,660,031	103,481,104	109,311,151
Required contribution	88,586,175	91,934,732	96,645,549
Excess contribution	11,073,856	\$ 11,546,372	12,665,602
Calculations of total excess contributions:			
Excess contribution from above schedule	11,073,856	11,546,372	12,665,602
Additional contributions (city services):			
City Administration (1)	3,722,888	4,019,255	4,057,135
Police(1)	467,166	467,786	472,464
Water/Sewer	529,671	497,361	521,929
Total excess contributions	15,793,581	16,530,774	17,717,130

The second section of the table reduces the excess contribution by non educational spending in the Worcester Public Schools. These categories of spending are excluded from the state's calculation of Net School Spending. As these spending areas increase, the amount available to meet Net School Spending is reduced. The resulting deficit is the amount under Net School Spending anticipated for Fiscal 2015.

	Actual	Budget	Recommended
	2013	2014	FY15
School expenditures not eligible for net school spending:			
Transportation	15,353,759	15,797,797	16,113,753
Crossing Guards	506,251	521,294	531,720
Equipment	11,360		
Building Rentals	285,363	400,931	408,950
Adult Education	95,358	140,891	143,709
Prior year unexpended encumbrances	122,821		
	16,374,912	16,860,913	17,198,132
Excess (deficient) contribution	(581,331)	(330,139)	518,998
NSS Shortfall in prior fiscal year	(1,350,982)	(1,932,313)	(2,262,452)
NSS Shortfall Carryover*	(1,932,313)	(2,262,452)	(1,743,454)
<p>*FY14 Carryover based on the City's budget for FY14 with Charter school assesment of \$24,548,854, school choice assessment of \$2,323,356, and charter reimbursement of \$2,366,405. DESE calculation currently carries \$23,696,228, \$2,709,152, and \$2,381,771 for these amounts respectively.</p>			



DR. MELINDA BOONE, ED.D., SUPERINTENDENT
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2015
WORCESTER PUBLIC SCHOOLS - DEPARTMENT #500 and #540

Net School Spending Funding

APPROVED FY14 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY15 AMOUNT
\$ 191,527,764.00		REGULAR SALARIES	\$ 193,726,629.00
\$ 191,527,764.00	500-91000	TOTAL RECOMMENDED PERSONAL SERVICES	\$ 193,726,629.00
\$ 1,561,746.00		OVERTIME	\$ 1,239,705.00
\$ 1,561,746.00	500-97000	TOTAL RECOMMENDED OVERTIME	\$ 1,239,705.00
\$ 34,284,187.00		ORDINARY MAINTENANCE	\$ 34,043,988.00
\$ 34,284,187.00	500-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$ 34,043,988.00
\$ 850,000.00	500-93000	TOTAL CAPITAL OUTLAY	\$ 250,000.00
\$ 53,851,244.00	500-96000	TOTAL RECOMMENDED FRINGE BENEFITS	\$ 58,743,457.00
\$ 282,074,941.00		TOTAL RECOMMENDED BUDGET TAX LEVY	\$ 288,003,779.00

Non Net School Spending Funding

RECOMMENDED FY14 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY15 AMOUNT
\$ 3,192,889.00		REGULAR SALARIES	\$ 3,256,747.00
\$ 3,192,889.00	540-91000	TOTAL RECOMMENDED PERSONAL SERVICES	\$ 3,256,747.00
\$ 565,340.00		OVERTIME	\$ 464,447.00
\$ 565,340.00	540-97000	TOTAL RECOMMENDED OVERTIME	\$ 464,447.00
\$ 13,212,684.00		ORDINARY MAINTENANCE	\$ 13,476,938.00
\$ 13,212,684.00	540-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	\$ 13,476,938.00
\$ 16,970,913.00		TOTAL RECOMMENDED BUDGET TAX LEVY	\$ 17,198,132.00
\$ 299,045,854.00			\$ 305,201,911.00

WORCESTER MEMORIAL AUDITORIUM

Ken Capurso

Chairman

Lincoln Square

Worcester, Massachusetts 01605

(508) 799-1190

Divisional Overview:

The Worcester Memorial Auditorium, under the authority of Article Six of the Home Rule Charter, was established as a Board of Trustee - Memorial Auditorium, a Department of the City, under the jurisdiction of the City Manager. It shall function as a department, through the Board of Trustees, to establish and maintain memorials in accordance with the law for the inhabitants of the City who served in the Armed Forces in time of war.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget for	Number	Appropriation
		Fiscal 2014		Fiscal 2015
EXPENDITURES				
ORDINARY MAINTENANCE	\$ 105,665.84	\$ 121,506.00	92000	\$ 121,506.00
TOTAL	\$ 105,665.84	\$ 121,506.00		\$ 121,506.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The recommended tax levy budget for the Worcester Memorial Auditorium is level funded compared with the Fiscal 2014 budget amount of \$121,506. The ordinary maintenance budget of \$121,506 will be used for utility expenses as well as very minor maintenance functions including mechanical work, cleaning, and supplies.



KEN CAPURSO, CHAIRMAN

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2015
WORCESTER MEMORIAL AUDITORIUM- #740**

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
\$ 69,000.00	NATURAL GAS	\$ 69,000.00
28,430.00	ELECTRICITY	28,430.00
11,500.00	MAINTENANCE & REPAIR	11,500.00
12,576.00	ORDINARY MAINTENANCE/OTHER SUPPLIES	12,576.00
<u>\$ 121,506.00</u>	740-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 121,506.00</u>
<hr/>		
<u>\$ 121,506.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 121,506.00</u>

DEPARTMENT OF PUBLIC WORKS & PARKS

PUBLIC WORKS SUMMARY

Paul J. Moosey

Commissioner

20 East Worcester Street

Worcester, Massachusetts 01604

(508) 929-1300

Departmental Mission Statement:

The mission of the Department of Public Works & Parks is to:

- Maintain the City's water, sewer and street and traffic systems for the protection of the public's safety.
- Maintain and manage all aspects of the City's urban forest.
- Maintain the cemetery and public buildings so as to improve the quality of life for all the citizens of Worcester.
- Provide effective street maintenance and traffic control.
- Deliver safe, potable drinking water.
- Provide well maintained, parks, pools, recreational facilities, beaches and playgrounds.
- Provide effective building management oversight and structural expertise.
- Assure proper disposal of sewerage and collect and dispose of residential solid waste.

Departmental Overview:

The Department of Public Works and Parks tax levy divisions provide services for street and highway maintenance, parks & recreation, cemetery and building maintenance, solid waste collection and disposal, nuisance inspections, equipment services, traffic and civil engineering, architectural services and general administration. The department is comprised of the four following divisions:

Administration and Finance Division:

This division is responsible for all finances of the department, including three enterprise funds (Water, Sewer, and Golf Course). The division monitors grants, tracks and requests reimbursements of Chapter 90 Highway Funds, oversees and monitors departmental programs, administers the Customer Service Center, Water and Sewer Billing, capital project cash flows, personnel, payroll, accounts payable and receivables, and all other administrative & financial activities related to this department. Other responsibilities include, management and administration of landfill and solid waste issues, Worcester City Council/Manager correspondence and various reporting to other City departments and outside entities.

PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY

Operations Division:

This area of Public Works and Parks is responsible for Water and Sewer Operations, Central Garage activities, Streets and Sanitation, including winter snow plowing operations. Services that are part of Operations include street sweeping, the abandoned vehicle program, traffic signs maintenance, pavement marking, street resurfacing, long patch and pothole repairs, streetscape and the Keep Worcester Clean Program. Solid waste collection, the Millbury Street Drop-Off Center and Yard Waste are also aligned with Operations.

Engineering and Architectural Services Division:

This division is responsible for civil engineering, traffic engineering, and architectural services. The division is comprised of engineers working on projects for streets and sidewalks, parking control management, sewer programs, private street conversion, conservation commission issues, traffic studies, traffic signal maintenance, bridge construction, permitting, and other public works issues. Another component of this division is the architectural services section which is responsible for architectural design and support, including construction management and administration services for many of the City's public construction projects, including construction and renovations of Public Schools.

Parks Division:

This division is responsible for services provided by forestry, recreation programs, parks, Hope Cemetery, public building maintenance, and the Green Hill Golf Course. Services include maintenance and management of over 1,250 acres of the City's 60 parks and playgrounds, as well as 19 miles of grass median strips, 44 grass islands and squares. Boarding up buildings for security purposes is completed by Parks personnel; trees are planted, trimmed, and removed as needed and as scheduling allows. Hope Cemetery provides for public and private interments, lot sales, marker and monument installation and proper cemetery maintenance. The programming and permitting of all parks and playground facilities is performed by the Parks Division. This includes permitting for baseball, softball, soccer, rugby, tennis, basketball, street and field hockey, and other events. Staff and technical support is also given to the Hope Cemetery Commission, the G.A.R. Board of Trustees, and the Parks and Recreation Commission.

PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
SALARIES	\$ 4,362,945.32	\$ 4,847,433.00	91000	\$ 4,788,623.00
OVERTIME	642,949.13	615,038.00	97000	615,038.00
ORDINARY MAINTENANCE	6,635,094.38	6,890,009.00	92000	6,868,111.00
TOTAL EXPENDITURES	\$ 11,640,988.83	\$ 12,352,480.00		\$ 12,271,772.00
TOTAL POSITIONS	193	195		194

FISCAL 2015 BUDGET OVERVIEW

The Department of Public Works total tax levy recommended Fiscal 2015 budget is \$12,271,772 which is a net decrease of \$80,708 compared to the Fiscal 2014 budget of \$12,352,480. The net Personal Services salary budget for Fiscal 2015 is recommended to be \$4,788,623. This represents a decrease of \$58,810 compared to Fiscal 2014 budget of \$4,847,433. This decrease is the net result of various upgrades within the divisions, the elimination of a Deputy Commissioner position in DPW Administration and step increases for employees that have not achieved the maximum step per the salary ordinance.

The Personal Service budget, net of Water and Sewer enterprise credits; vacancy factor and project funds total \$4,666,717. These funding sources are used to support the department's operations. This total does not include the Parks, Forestry, and Hope Cemetery Divisions which are included in a separate summary.

The Department of Public Works net personal services overtime salary budget for Fiscal 2015 is level funded at \$615,038. This will be used to fund general overtime requirements for the various Divisions to include Ballard Street and Sunday Yard Drop-Off, and holiday trash collection. The department's net ordinary maintenance budget excluding street lighting and snow removal is recommended to be \$6,868,111 a net decrease of \$21,898 compared to the Fiscal 2014 budget of \$6,890,009. In Fiscal 2015, the Conservation Land Management program which was administered by DPW Administration will be transferred to the Department of Economic Development. The funding for this program in the amount of \$30,000 is reflected as a reduction in Administration.

The following chart illustrates the various Ordinary Maintenance categories and programs within the various divisions in the Department of Public Works.

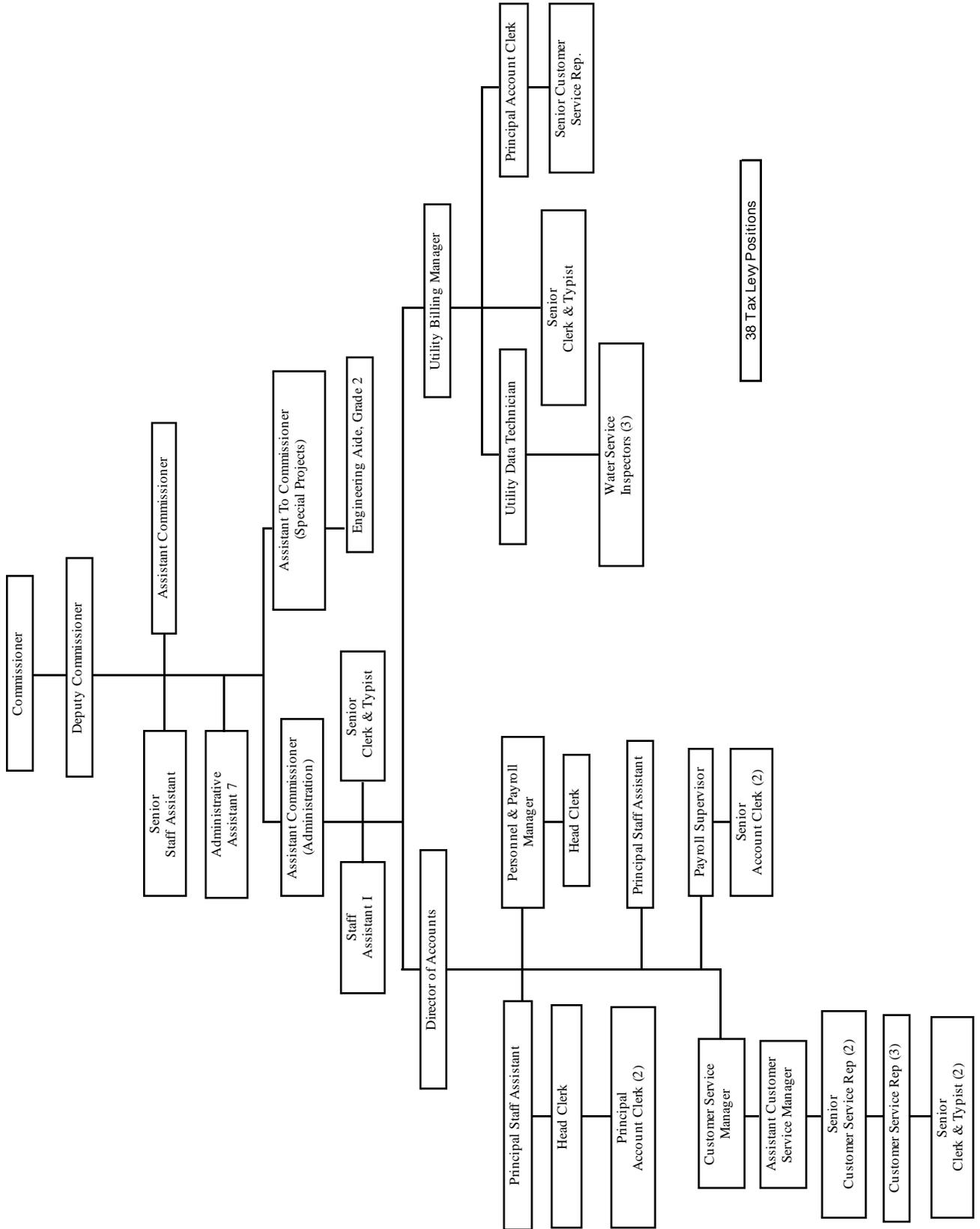
PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY

FISCAL 2014			FISCAL 2015	
BUDGET	DEPARTMENT OF PUBLIC WORKS		BUDGET	CHANGE
	ADMINISTRATION DIVISION			
3,500.00	OTHER PERSONAL SERVICES		3,500.00	0
650.00	BOOKS		650.00	0
1,000.00	BUILDING SUPPLIES		1,000.00	0
600.00	FUEL OIL		600.00	0
6,611.00	OTHER SUPPLIES		6,611.00	0
2,700.00	OTHER CHARGES & EXPENDITURES		2,700.00	0
10,000.00	MAINTNANCE & REPAIR		10,000.00	0
15,100.00	OFFICE SUPPLIES		15,100.00	0
66,450.00	ELECTRICITY		66,450.00	0
71,680.00	NATURAL GAS		71,680.00	0
11,600.00	TELEPHONE		11,600.00	0
120,000.00	CENTREX TELEPHONES		120,000.00	0
30,000.00	CONSERVATION LAND MANAGEMENT		-	(30,000)
339,891	TOTAL ADMINISTRATION		309,891	(30,000)
	ENGINEERING/ARCHITECTURAL DIVISION			
152,358	ELECTRICITY - TRAFFIC SIGNALS		152,358	0
1,400	LEASES & RENTALS		1,400	0
15,850	SPECIAL POLICE		15,850	0
10,150	HIRED SERVICES		10,150	0
186,394	MAINTENANCE & REPAIR		186,394	0
7,800	TELEPHONES		7,800	0
3,550	OTHER PERSONAL SERVICES		3,550	0
9,750	AUTOMOTIVE SUPPLIES		9,750	0
300	BOOKS		300	0
1,615	BUILDING SUPPLIES		1,615	0
7,000	OFFICE SUPPLIES		7,000	0
4,175	OTHER SUPPLIES		4,175	0
2,000	OTHER CHARGES & EXPENDITURE		2,000	0
402,342	TOTAL STREETS		402,342	0
	STREET DIVISION			
417,080	STREET SWEEPING		417,080	0
5,000	TELEPHONES		5,000	0
10,000	SIDEWALKS & GUARDRAIL REPAIRS		10,000	0
34,540	HIGHWAY MAINTENANCE & BRIDGE REPAIR		34,540	0
105,102	POTHOLE REPAIR		105,102	0
55,620	YARD MAINTENANCE		55,620	0
5,492	YARD MAINTENANCE ELECTRICITY		5,492	0
10,000	DOWNTOWN STREETScape		10,000	0
3,000	CLOTHING & UNIFORM SERVICE		3,000	0
349,385	STREET SIGN & PAVEMENT MARKING		349,385	0
25,000	GODDARD MEMORIAL MEDIAN MAINTENANCE		25,000	0
4,900	NUISANCE ORDINANCE ORDINARY MAINTENANCE		4,900	0
2,517	GRIME WATCH ORDINARY MAINTENANCE		2,517	0
1,027,636	TOTAL STREETS		1,027,636	0

PUBLIC WORKS & PARKS - PUBLIC WORKS SUMMARY

FISCAL 2014							FISCAL 2015	
BUDGET	DEPARTMENT OF PUBLIC WORKS					BUDGET	CHANGE	
	SANITATION DIVISION							
1,697,104	REFUSE DISPOSAL					1,697,104	0	
2,147,785	RECYCLING					2,147,785	0	
400,000	TRASH BAGS					400,000	0	
31,412	NATURAL GAS & FUEL					31,412	0	
11,608	ELECTRICITY					11,608	0	
20,000	EDUCATION					20,000	0	
1,500	MAINTENANCE & REPAIRS					1,500	0	
500	TELEPHONES					500	0	
1,000	OTHER - FORMS (STICKERS) & LICENSES					1,000	0	
60,000	LANDFILL - MONITORING					60,000	0	
3,200	CLOTHING & UNIFORM SERVICE					3,200	0	
4,374,109	TOTAL SANITATION					4,374,109	0	
	CENTRAL GARAGE DIVISION							
401,619	AUTOMOTIVE PARTS					401,619	0	
11,120	TELEPHONES					11,120	0	
280,500	MAINTENANCE & REPAIR					280,500	0	
30,811	GARAGE SUPPLIES					30,811	0	
588,000	FUEL - NO LEAD GAS					588,000	0	
573,500	FUEL - DIESEL					573,500	0	
10,000	GARAGE HIRED SERVICES					10,000	0	
48,720	ELECTRICITY					48,720	0	
136,400	NATURAL GAS & FUEL					136,400	0	
54,043	OTHER CHARGES & EXPENDITURES					54,043	0	
2,134,713	TOTAL CENTRAL GARAGE					2,134,713	0	
8,278,691	TOTAL PUBLIC WORKS					8,248,691	(30,000)	
(1,388,682)	TOTAL ORDINARY MAINTENACE CREDITS					(1,380,580)	8,102	
6,890,009	TOTAL ORDINARY MAINTENACE BUDGET					6,868,111	(21,898)	

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



38 Tax Levy Positions



PAUL J. MOOSEY, COMMISSIONER

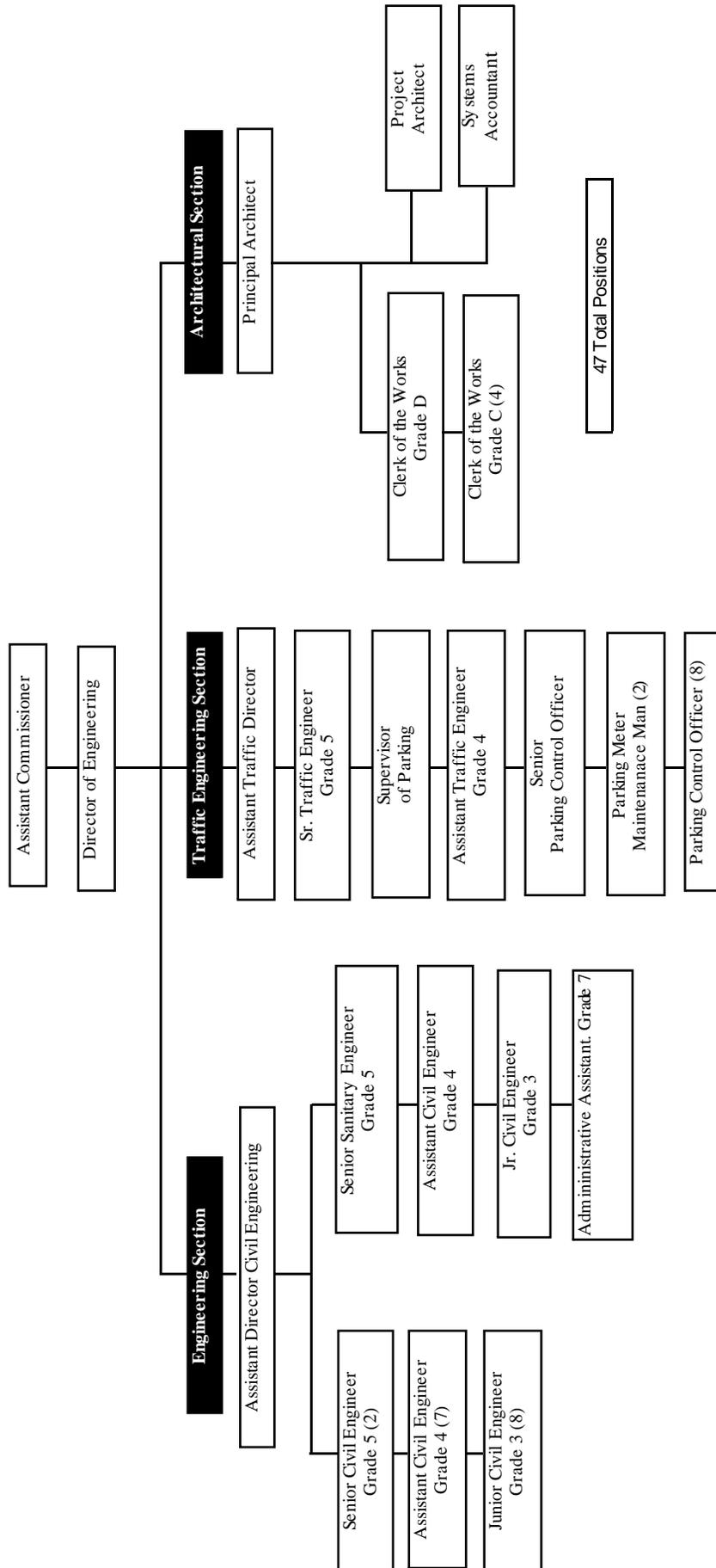
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 186,417.00	58CM	COMMISSIONER DPW	1	\$ 147,559.00
1	117,000.00	53EM	DEPUTY COMMISSIONER	1	110,038.00
2	217,000.00	51EM	ASSISTANT COMMISSIONER	1	107,031.00
1	84,293.00	43EM	ASSISTANT TO COMM. SPECIAL PROJECTS	1	84,293.00
1	91,037.00	48M	DIRECTOR OF ACCOUNT	1	91,037.00
1	84,544.00	46M	PERSONNEL & PAYROLL MANAGER	1	84,544.00
1	71,472.00	45P	UTILITY BILLING MANAGER	1	75,711.00
1	67,944.00	40M	PRINCIPAL STAFF ASSISTANT	2	135,888.00
1	64,174.00	39M	SENIOR STAFF ASSISTANT	1	65,543.00
1	65,543.00	39M	CHIEF ACCOUNTANT	0	-
1	55,854.00	38	CUSTOMER SERVICE MANAGER	1	55,854.00
1	53,787.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,787.00
1	39,589.00	34	UTILITY DATA TECHNICIAN	1	46,649.00
1	44,784.00	34	ASSISTANT CUSTOMER SERVICE MANAGER	1	46,368.00
1	46,901.00	33	SENIOR ENGINEERING AIDE GR 2	1	48,525.00
1	42,352.00	32	PAYROLL SUPERVISOR	1	44,744.00
1	42,429.00	32	STAFF ASSISTANT 1	1	39,736.00
2	90,454.00	30	HEAD CLERK	2	90,454.00
3	118,997.00	28	PRINCIPAL ACCOUNT CLERK	3	118,279.00
3	102,346.00	28	SENIOR CUSTOMER SERVICE REP.	3	105,497.00
3	123,333.00	26	WATER SERVICE INSPECTOR	3	123,820.00
2	76,254.00	25	SENIOR ACCOUNT CLERK	2	76,254.00
3	93,633.00	22	CUSTOMER SERVICE REP.	3	94,885.00
4	113,728.00	22	SENIOR CLERK AND TYPIST	4	114,624.00
<u>38</u>	<u>2,093,865.00</u>		TOTAL REGULAR SALARIES	<u>37</u>	<u>1,961,120.00</u>
	19,696.00		EM INCENTIVE PAY		13,875.00
	3,322.00		METER REPAIR/INSTALLATION STIPEND		3,322.00
	(109,383.00)		VACANCY FACTOR		(50,000.00)
	<u>2,007,500.00</u>		TOTAL RECOMMENDED SALARIES		<u>1,928,317.00</u>
	(598,160.00)		FUNDING SOURCES:		
	(1,009,407.00)		SEWER REVENUES		(559,006.00)
	(6,000.00)		WATER REVENUES		(943,334.00)
	(1,613,567.00)		PROJECT FUNDING		(6,000.00)
			TOTAL FUNDING SOURCES		<u>(1,508,340.00)</u>
<u>38</u>	<u>\$ 393,933.00</u>	4101-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>37</u>	<u>\$ 419,977.00</u>
	<u>\$ 31,110.00</u>	4101-97000	REGULAR OVERTIME		<u>\$ 31,110.00</u>
	3,500.00		OTHER PERSONAL SERVICES		3,500.00
	650.00		BOOKS		650.00
	1,000.00		BUILDING SUPPLIES		1,000.00
	600.00		FUEL OIL		600.00
	6,611.00		OTHER SUPPLIES		6,611.00
	2,700.00		OTHER CHARGES & EXPENDITURES		2,700.00
	10,000.00		MAINTNANCE & REPAIR		10,000.00
	15,100.00		OFFICE SUPPLIES		15,100.00
	66,450.00		ELECTRICITY		66,450.00
	71,680.00		NATURAL GAS		71,680.00
	11,600.00		TELEPHONE		11,600.00
	120,000.00		CENTREX TELEPHONES		120,000.00
	30,000.00		CONSERVATION LAND MANAGEMENT		-
	<u>339,891.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>309,891.00</u>
	(48,642.00)		FUNDING SOURCES:		
	(43,159.00)		SEWER REVENUES		(44,349.00)
	(91,801.00)		WATER REVENUES		(39,350.00)
			TOTAL FUNDING SOURCES		<u>(83,699.00)</u>
	<u>\$ 248,090.00</u>	4101-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 226,192.00</u>
	<u>\$ 673,133.00</u>		TOTAL TAX LEVY		<u>\$ 677,279.00</u>

**DEPARTMENT OF PUBLIC WORKS AND PARKS
ENGINEERING & ARCHITECTURAL DIVISION**





PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2015

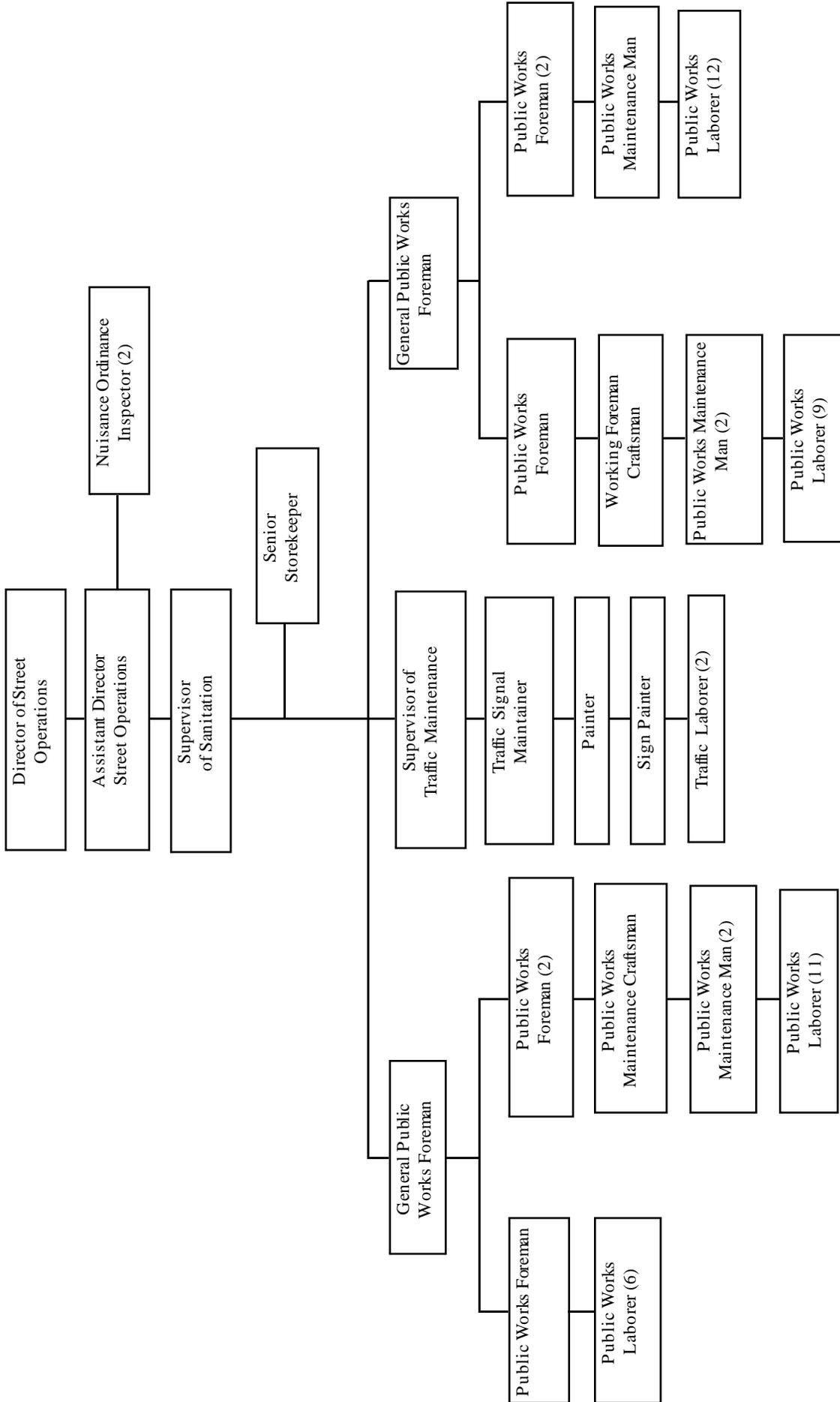
DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
ENGINEERING SECTION					
1	\$ 103,732.00	51EM	ASSISTANT COMMISSIONER	1	\$ 103,042.00
1	91,037.00	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	1	91,037.00
1	81,558.00	46M	PRINCIPAL CIVIL ENGINEER, GRADE 6	0	-
2	151,154.00	44M	SENIOR CIVIL ENGINEER, GRADE 5	2	153,886.00
1	68,341.00	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	68,341.00
7	469,304.00	41	ASSISTANT CIVIL ENGINEER, GRADE 4	8	526,307.00
9	531,034.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	9	525,860.00
1	43,347.00	35	ADMINISTRATIVE ASSISTANT 7	1	50,292.00
23	1,539,507.00		REGULAR SALARIES	23	1,518,765.00
ARCHITECTURAL SECTION					
1	\$ 89,701.00	48EM	PRINCIPAL ARCHITECT	1	\$ 89,701.00
1	67,944.00	46M	PROJECT ARCHITECT	1	70,533.00
1	64,353.00	40	CLERK OF WORKS - BLD. MAINT. GRADE D	1	64,353.00
4	248,392.00	39	CLERK OF WORKS - BLD. MAINT. GRADE C	4	248,392.00
1	63,267.00	38P	SYSTEMS ACCOUNTANT	1	63,267.00
8	533,657.00		REGULAR SALARIES	8	536,246.00
TRAFFIC ENGINEERING SECTION					
1	101,248.00	47EM	DIRECTOR OF DPW ENGINEERING	1	101,248.00
1	91,037.00	48M	ASSISTANT TRAFFIC DIRECTOR	1	91,037.00
1	78,614.00	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	1	78,614.00
1	75,711.00	46M	SUPERVISOR OF PARKING	1	75,711.00
1	58,382.00	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	59,258.00
1	48,045.00	32	SENIOR PARKING CONTROL OFFICER	1	49,611.00
2	72,048.00	26	PARKING METER MAINTENANCE MAN	2	73,264.00
8	279,499.00	22	PARKING CONTROL OFFICER	8	274,874.00
16	804,584.00		REGULAR SALARIES	16	803,617.00
47	2,877,748.00		TOTAL REGULAR SALARIES	47	2,858,628.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	41	ASSISTANT TRAFFIC ENGINEER GRADE 4	1	-
1	-	37	JUNIOR CIVIL ENGINEER, GRADE 3	1	-
1	-	27	PRINCIPAL CLERK AND TYPIST	1	-
3	-		REGULAR SALARIES	3	-
	11,901.00		EM INCENTIVE PAY		9,791.00
	28,113.00		EDUCATIONAL STIPENDS- MEO		28,113.00
	(35,500.00)		VACANCY FACTOR		(35,500.00)
50	2,882,262.00			50	2,861,032.00
FUNDING SOURCES:					
	(757,543.00)		SEWER REVENUES		(752,031.00)
	(115,148.00)		WATER REVENUES		(114,310.00)
	(331,228.00)		PROJECT FUNDING STREETS		(331,511.00)
	(533,657.00)		PROJECT FUNDING ARCHITECTURAL SERVICES		(536,246.00)
	(1,737,576.00)		TOTAL FUNDING SOURCES		(1,734,098.00)
50	\$ 1,144,686.00	4102-91000	TOTAL RECOMMENDED PERSONAL SERVICES	50	\$ 1,126,934.00
	45,473.00		OVERTIME ENGINEERING SECTION		45,473.00
	22,311.00		GREENWOOD STREET LANDFILL		22,311.00
	14,009.00		OVERTIME TRAFFIC ENGINEERING SECTION		14,009.00
	\$ 81,793.00	4102-97000	TOTAL RECOMMENDED OVERTIME		\$ 81,793.00
	\$ 152,358.00		ELECTRICITY - TRAFFIC SIGNALS		\$ 152,358.00
	1,400.00		LEASES & RENTALS		1,400.00
	15,850.00		SPECIAL POLICE		15,850.00
	10,150.00		HIRED SERVICES		10,150.00
	186,394.00		MAINTENANCE & REPAIR		186,394.00
	7,800.00		TELEPHONES		7,800.00
	3,550.00		OTHER PERSONAL SERVICES		3,550.00
	9,750.00		AUTOMOTIVE SUPPLIES		9,750.00
	300.00		BOOKS		300.00
	1,615.00		BUILDING SUPPLIES		1,615.00
	7,000.00		OFFICE SUPPLIES		7,000.00
	4,175.00		OTHER SUPPLIES		4,175.00
	2,000.00		OTHER CHARGES & EXPENDITURE		2,000.00
	\$ 402,342.00	4102-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 402,342.00
	\$ 1,628,821.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,611,069.00

DEPARTMENT OF PUBLIC WORKS AND PARKS

STREET DIVISION



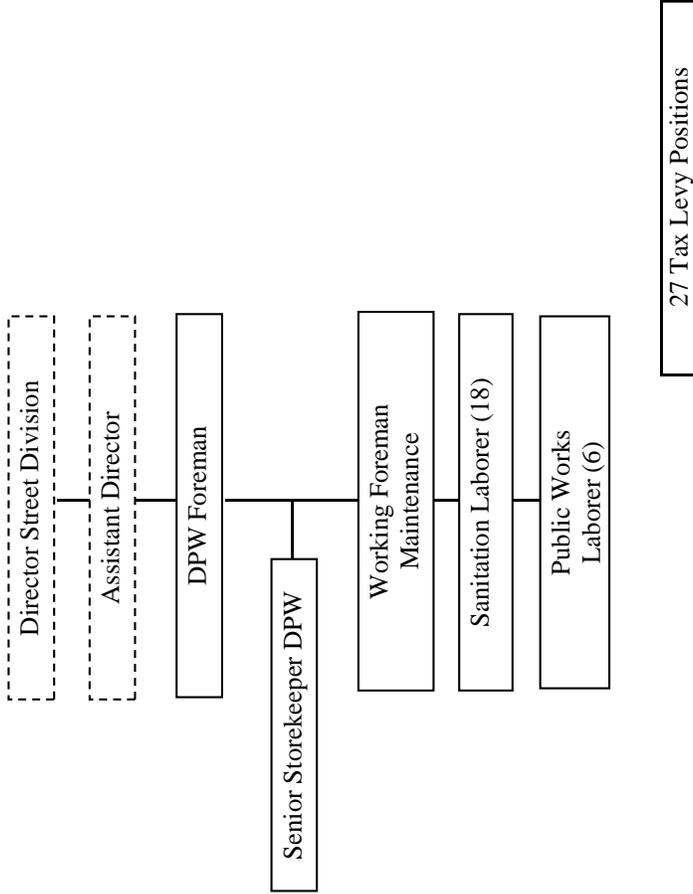
65 Tax Levy Positions



PAUL J. MOOSEY, COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF STREETS- DIVISION #4103

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 98,400.00	51EM	DIRECTOR, STREET OPERATIONS	1	\$ 98,429.00
1	84,544.00	46M	ASSISTANT DIRECTOR STREET OPERATIONS	1	84,544.00
1	65,543.00	39M	SUPERVISOR OF SANITATION	1	65,543.00
1	58,175.00	39M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	60,246.00
2	115,404.00	38	GENERAL PUBLIC WORKS FOREMAN	2	115,404.00
6	313,738.00	34	PUBLIC WORKS FOREMAN	6	315,630.00
2	93,728.00	32	NUISANCE ORDINANCE INSPECTOR	2	96,960.00
1	46,396.00	32	WORKING FOREMAN, CRAFTSMAN	1	36,916.00
1	38,557.00	32	TRAFFIC SIGNAL MAINTAINER	1	40,252.00
1	46,396.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	46,396.00
1	39,088.00	28	SENIOR STOREKEEPER	1	39,088.00
1	31,383.00	27	PAINTER	1	31,383.00
1	41,928.00	27	SIGN PAINTER	1	41,928.00
5	184,301.00	26	PUBLIC WORKS MAINTENANCE MAN	5	185,814.00
38	1,282,415.00	24	PUBLIC WORKS LABORER	38	1,297,822.00
2	75,462.00	24	TRAFFIC LABORER	2	75,462.00
65	2,615,458.00		REGULAR SALARIES	65	2,631,817.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	24	PUBLIC WORKS LABORER	1	-
1	-			1	-
	3,974.00		EM INCENTIVE PAY		3,960.00
	236,061.00		CONTRACTUAL STIPENDS - MEO		236,061.00
	35,000.00		DOWNTOWN STREETScape - POOL LABOR		35,000.00
	(37,625.00)		VACANCY FACTOR		(75,000.00)
	2,852,868.00		TOTAL RECOMMENDED SALARIES		2,831,838.00
	(847,613.00)		FUNDING SOURCES: SEWER REVENUES		(852,406.00)
	(351,646.00)		WATER REVENUES		(353,634.00)
	(1,199,259.00)		TOTAL FUNDING SOURCES		(1,206,040.00)
66	\$ 1,653,609.00	4103-91000	TOTAL RECOMMENDED PERSONAL SERVICES	66	\$ 1,625,798.00
	\$ 40,160.00		SUNDAY YARD WASTE DROP OFF		\$ 40,160.00
	309,948.00		REGULAR OVERTIME		309,948.00
	\$ 350,108.00	4103-97000	TOTAL RECOMMENDED OVERTIME		\$ 350,108.00
	\$ 417,080.00		STREET SWEEPING		\$ 417,080.00
	5,000.00		TELEPHONES		5,000.00
	10,000.00		SIDEWALKS & GUARDRAIL REPAIRS		10,000.00
	34,540.00		HIGHWAY MAINTENANCE & BRIDGE REPAIR		34,540.00
	105,102.00		POTHOLE REPAIR		105,102.00
	55,620.00		YARD MAINTENANCE		55,620.00
	5,492.00		YARD MAINTENANCE ELECTRICITY		5,492.00
	10,000.00		DOWNTOWN STREETScape		10,000.00
	3,000.00		CLOTHING & UNIFORM SERVICE		3,000.00
	349,385.00		STREET SIGN & PAVEMENT MARKING		349,385.00
	25,000.00		GODDARD MEMORIAL MEDIAN MAINTENANCE		25,000.00
	4,900.00		NUISANCE ORDINANCE ORDINARY MAINTENANCE		4,900.00
	2,517.00		GRIME WATCH ORDINARY MAINTENANCE		2,517.00
	1,027,636.00		ORDINARY MAINTENANCE		1,027,636.00
	(377,080.00)		FUNDING SOURCES: SEWER REVENUES		(377,080.00)
	(377,080.00)		TOTAL FUNDING SOURCES		(377,080.00)
	\$ 650,556.00	4103-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 650,556.00
	\$ 2,654,273.00		TOTAL RECOMMENDED TAX LEVY		\$ 2,626,462.00

**DEPARTMENT OF PUBLIC WORKS AND PARKS
SANITATION DIVISION**



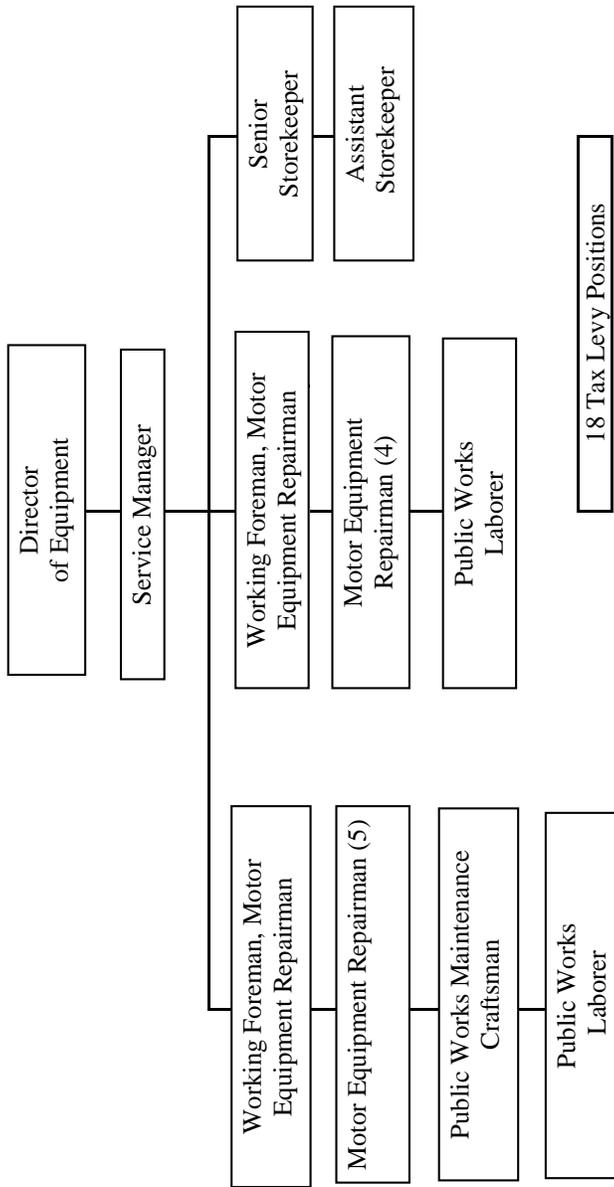


PAUL J. MOOSEY, COMMISSIONER

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SANITATION- DIVISION #4104**

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 50,511.00	34	DPW FOREMAN	1	\$ 52,361.00
1	46,396.00	30	WORKING FOREMAN, MAINTENANCE	1	46,396.00
1	43,494.00	28	SENIOR STOREKEEPER	1	41,729.00
18	643,493.00	26	SANITATION LABORER	18	629,032.00
6	226,386.00	24	PUBLIC WORKS LABORER	6	226,386.00
<u>27</u>	<u>1,010,280.00</u>		TOTAL REGULAR SALARIES	<u>27</u>	<u>995,904.00</u>
AUTHORIZED POSITIONS WITHOUT FUNDING:					
1	-	26	SANITATION LABORER	1	-
<u>1</u>	<u>-</u>			<u>1</u>	<u>-</u>
	108,682.00		CONTRACTUAL STIPENDS/MEO		108,682.00
	20,000.00		POOL LABOR		20,000.00
	(22,950.00)		VACANCY FACTOR		(50,000.00)
<u>28</u>	<u>\$ 1,116,012.00</u>	4104-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>28</u>	<u>\$ 1,074,586.00</u>
	\$ 84,056.00		REGULAR OVERTIME		\$ 84,056.00
	37,358.00		BALLARD STREET DROP OFF CENTER		37,358.00
	<u>\$ 121,414.00</u>	4104-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 121,414.00</u>
	\$ 1,697,104.00		REFUSE DISPOSAL		\$ 1,697,104.00
	2,147,785.00		RECYCLING		2,147,785.00
	400,000.00		TRASH BAGS		400,000.00
	31,412.00		NATURAL GAS & FUEL		31,412.00
	11,608.00		ELECTRICITY		11,608.00
	20,000.00		EDUCATION		20,000.00
	1,500.00		MAINTENANCE & REPAIRS		1,500.00
	500.00		TELEPHONES		500.00
	1,000.00		OTHER - FORMS - STICKERS & LICENSES		1,000.00
	60,000.00		LANDFILL - MONITORING		60,000.00
	3,200.00		CLOTHING & UNIFORM SERVICE		3,200.00
	<u>\$ 4,374,109.00</u>	4104-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 4,374,109.00</u>
	<u>\$ 5,611,535.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 5,570,109.00</u>

**DEPARTMENT OF PUBLIC WORKS AND PARKS
CENTRAL GARAGE DIVISION**



18 Tax Levy Positions



PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF CENTRAL GARAGE- DIVISION #4105

FY14				FY15	
TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 86,000.00	45EM	DIRECTOR OF EQUIPMENT	1	\$ 86,026.00
1	59,440.00	39M	SERVICE MANAGER	1	61,461.00
2	92,896.00	34	WORK FOREMAN, MOTOR EQUIP. REPAIRMAN	2	92,896.00
8	303,687.00	30	MOTOR EQUIPMENT REPAIRMAN	9	382,461.00
1	34,452.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	39,088.00
1	39,571.00	28	SENIOR STORE KEEPER	1	40,973.00
1	29,474.00	25	ASSISTANT STOREKEEPER	1	30,345.00
2	64,444.00	24	PUBLIC WORKS LABORER	2	66,612.00
1	28,084.00	22	SENIOR CLERK AND TYPIST	0	-
<u>18</u>	<u>738,048.00</u>		TOTAL REGULAR SALARIES	<u>18</u>	<u>799,862.00</u>
	17,975.00		CONTRACTUAL STIPENDS/MEO		17,975.00
	3,473.00		EM INCENTIVE PAY		1,730.00
	(18,060.00)		VACANCY FACTOR		(60,000.00)
	<u>741,436.00</u>		TOTAL RECOMMENDED SALARIES		<u>759,567.00</u>
			FUNDING SOURCES:		
	(145,843.00)		SEWER REVENUES		(157,378.00)
	(56,400.00)		WATER REVENUES		(60,861.00)
	(202,243.00)		TOTAL FUNDING SOURCES		(218,239.00)
<u>18</u>	<u>\$ 539,193.00</u>	4105-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>18</u>	<u>\$ 541,328.00</u>
	<u>\$ 30,613.00</u>	4105-97000	REGULAR OVERTIME		<u>\$ 30,613.00</u>
\$ 401,619.00			AUTOMOTIVE PARTS	\$ 401,619.00	
11,120.00			TELEPHONES	11,120.00	
280,500.00			MAINTENANCE & REPAIR	280,500.00	
30,811.00			GARAGE SUPPLIES	30,811.00	
588,000.00			FUEL - NO LEAD GAS	588,000.00	
573,500.00			FUEL - DIESEL	573,500.00	
10,000.00			GARAGE HIRED SERVICES	10,000.00	
48,720.00			ELECTRICITY	48,720.00	
136,400.00			NATURAL GAS & FUEL	136,400.00	
54,043.00			OTHER CHARGES & EXPENDITURES	54,043.00	
<u>2,134,713.00</u>			ORDINARY MAINTENANCE	<u>2,134,713.00</u>	
			FUNDING SOURCES:		
(448,046.00)			CREDIT SEWER REVENUES	(448,046.00)	
(271,755.00)			CREDIT WATER REVENUES	(271,755.00)	
(200,000.00)			TRANSFER OF SERVICES	(200,000.00)	
(919,801.00)			TOTAL FUNDING SOURCES	(919,801.00)	
<u>\$ 1,214,912.00</u>	4105-92000		TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 1,214,912.00</u>	
<u>\$ 1,784,718.00</u>			TOTAL RECOMMENDED TAX LEVY	<u>\$ 1,786,853.00</u>	

DEPARTMENT OF PUBLIC WORKS & PARKS

PARKS, RECREATION, HOPE CEMETERY

Paul J. Moosey

Commissioner

50 Skyline Drive

Worcester, Massachusetts 01605

(508) 799-1190

Divisional Mission Statement:

The mission of the Parks, Recreation, and Cemetery Division is to:

- Provide efficient and effective municipal services (operations, programs, and management) relative to parks, recreation, cemetery, forestry, and public building maintenance.
- Provide efficient and effective grounds maintenance for over sixty parks and playgrounds.
- Manage comprehensive summer recreation programs.
- Complete maintenance and management of a one hundred sixty plus acre cemetery
- Complete the physical set up for all National, State and Local elections.
- Maintain and manage the City's urban forest (street trees).
- Provide staff and technical support to the Parks and Recreation Commission, Hope Cemetery Commission, GAR Hall, and Auditorium Board of Trustees.
- Maintain and repair public buildings.

Divisional Overview:

This Division consists of three distinct Sections: Parks and Recreation, Hope Cemetery, and Forestry.

The Parks and Recreation Section provides for the maintenance and management of 1250 + acres of the 60 City's parks and playgrounds, along with 19 miles of grass median strips and 44 islands and squares. It is also responsible for: the coordination and support for special events: concerts, road races, first night, parades, Fourth of July, etc.; the maintenance and management of the opening of two spray facility, one pool/ four beaches as part of the summer program; the sponsorship and management of the Elm Park Concert Series, permitting, managing, and supervising of event, festivals and gatherings at all City parks as well as the Common. This includes activities at the Ice Rink and all permitting and management of field space for High School Sports Teams, College Sports Teams and others.

The Hope Cemetery Section is responsible for the maintenance and management of 160 + acres of Hope Cemetery including, but not limited to interment, monumentation, and grounds maintenance.

DEPARTMENT OF PUBLIC WORKS & PARKS

The Forestry Section is responsible for the maintenance and management of the City's urban forest through services such as trimming, clean up of storm damage, condemned tree removals, contracted forestry services, tree plantings, and stump grindings.

The Division shall continue to strive to achieve the goals of the Strategic Plan by: Improving the physical appearance of the parks, playgrounds and Cemetery; increasing the use and enjoyment of the parks and recreation facilities and programs by all citizens; improving the condition of the urban forest throughout the City; and providing a much cleaner City through cooperative efforts with the Nuisance abatement and environmental and civic groups.

Administration–Operational Overview:

The Commissioner provides the vision, management, and technical support in order to continue to build on the successes of the various diverse operations of this Division of the Department of Public Works and Parks. This Section shall provide all the necessary technical and clerical services to assist the Commissioner and the administrative staff in the efficient day-to-day management of this division. These services shall include: all interaction with the general public (telephone responses), general accounting and record keeping, permit allocation, facility management, personnel management, grant preparation and management, and other tasks. This Section is solely responsible for the overall management of all Department resources relative to FY budgets and general fixed assets. It is important to note that this Division also provides staff and technical support to the Hope Cemetery Commission, the G.A.R. Hall Board of Trustees, the Worcester Memorial Auditorium Board of Trustees as well as the Parks and Recreation Commission for all commission meetings, correspondence, programs, etc. This Section is also responsible for the complete management and accounting of capital programs (project, financial, and otherwise) for the Parks, Recreation, and Cemetery Section, the Memorial Auditorium and the Green Hill Municipal Golf Course.

Recreation– Operational Overview:

Recreation operates the City's Crompton Park Pool, spray parks and four (4) beaches which include Bell Hill, Coes Pond, Indian Lake and Shore Park. Fundraising initiatives will continue to secure the funds required to maintain the collaboration with Worcester Public Schools for recreation programs at four sites. The Section looks forward to a collaborative relationship with the City's AHL team, the Worcester Sharks on City events and fundraising opportunities. Parks shall also continue to pursue grants and donations to restore/ expand/ enhance and/ or to create new recreational programs.

Maintenance-Operational Overview:

Parks Maintenance and Construction shall provide services in as much as funding and staffing will allow, for the complete year-round maintenance and management of 1250 + acres of the City's 60 parks and playgrounds, of which 525 acres are categorized as active/ passive recreation areas, as well as 19 miles of grass median strips, 44 grass islands and squares, and a variety of park support buildings. Additionally personnel may be assigned to maintain and to manage the grounds of Hope Cemetery for the two weeks prior to Memorial Day. The Section shall also provide for a primary and general election set up for various City and statewide elections.

DEPARTMENT OF PUBLIC WORKS & PARKS

Forestry – Operational Overview:

Forestry shall provide for the maintenance and the management of all City owned street and park trees in a cost effective manner. This is accomplished by providing effective leadership and services to the taxpayers and local agencies. This shall include planting, trimming, removing dead/ dying trees and stump grinding when funded, inspecting suspect trees, conducting public tree hearings (state law Chapter 87), and providing storm “clean-up” of all public tree damage (street, park, and cemetery) during the fiscal year. Forestry shall also secure and manage any contracts related to services associated with all trees and stumps in the city. Forestry will expand the use of the newly implemented street tree management and GIS software system to manage this important natural resource. Additionally, Forestry shall continue to work as a collaborative partner with the United States Department of Agriculture and Commonwealth DCR on the eradication of the Asian Longhorned Beetle

Cemetery Operational Overview:

Hope Cemetery shall provide for the public and private interments (as per all applicable laws and statutes), the sale of lots, the installment of markers and monuments, and the proper overall maintenance and management of the Cemetery’s one hundred sixty plus acres. If funding is available special emphasis shall be placed on ensuring the grounds are in excellent condition for Memorial Day. All activity associated with public and private interments, the sale of lots, the installment of markers and monuments, etc., have an associated fee, which is charged and collected by activity during the fiscal year.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
SALARIES	\$2,453,232.87	\$ 2,761,083.00	91000	\$ 2,748,984.00
OVERTIME	347,548.06	307,679.00	97000	307,679.00
ORDINARY MAINTENANCE	1,047,227.08	1,124,691.00	92000	1,162,441.00
TOTAL EXPENDITURES	\$3,848,008.01	\$ 4,193,453.00		\$ 4,219,104.00
TOTAL POSITIONS	50	53		53

FISCAL 2014 BUDGET OVERVIEW

Expenditures:

The total recommended budget for Fiscal 2015 for the Parks, Recreation, Hope Cemetery and Forestry is \$4,219,104 compared to the approved budget of \$4,193,453 for Fiscal 2014. This represents an increase of \$25,651. The following analysis identifies the variances within the Fiscal 2015 budget accounts:

DEPARTMENT OF PUBLIC WORKS & PARKS

FISCAL 2014		FISCAL 2015	
BUDGET	REGULAR SALARIES	BUDGET	CHANGE
480,165	ADMINISTRATION	487,197	7,032
1,188,924	PARKS MAINTENANCE	1,220,992	32,068
404,808	FORESTRY	406,560	1,752
317,253	HOPE CEMETERY	334,212	16,959
2,391,150	TOTAL ADMINISTRATION	2,448,961	57,811
	OTHER PERSONAL SERVICES		
(26,300)	VACANCY FACTOR	(26,300)	0
13,065	EM INCENTIVE PAY	8,107	(4,958)
70,000	HOPE CEMETERY TEMPORARY LABORERS	70,000	0
40,000	TEMPORARY PARKS STAFF	40,000	0
150,000	AQUATICS PROGRAM / TEMPORARY STAFF	150,000	0
257,513	CONTRACTUAL STIPENDS-MEO RATES	198,861	(58,652)
(134,345)	FUNDING SOURCES	(140,645)	(6,300)
369,933	TOTAL OTHER PERSONAL SERVICES	300,023	(69,910)
2,761,083	TOTAL PERSONAL SERVICE SALARIES	2,748,984	(12,099)
FISCAL 2014		FISCAL 2015	
BUDGET	OVERTIME SALARIES	BUDGET	CHANGE
40,000	RECREATION DIVISION OVERTIME	40,000	0
93,623	MAINTENANCE DIVISION OVERTIME	93,623	0
88,726	FORESTRY DIVISION OVERTIME	88,726	0
41,226	HOPE CEMETERY DIVISION OVERTIME	41,226	0
44,104	SNOW REMOVAL OVERTIME	44,104	0
307,679	TOTAL OVERTIME SALARIES	307,679	0
FISCAL 2014		FISCAL 2015	
BUDGET	ORDINARY MAINTENANCE	BUDGET	CHANGE
263,230	ADMINISTRATION - ORDINARY MAINTENANCE	263,230	0
329,385	MAINTENANCE - ORDINARY MAINTENANCE	329,385	0
114,600	FORESTRY ORDINARY MAINTENANCE	114,600	0
118,476	HOPE CEMETERY ORDINARY MAINTENANCE	118,476	0
249,000	RECREATIONAL ORDINARY MAINTENANCE	286,750	37,750
50,000	STUMP REMOVAL PROGRAM	50,000	0
1,124,691	TOTAL ADMINISTRATION	1,162,441	37,750
4,193,453	TOTAL PARKS /RECREATION/HOPE CEMETERY	4,219,104	25,651

Total Personal Service Salaries account for Fiscal 2015 is \$2,761,083 compared to the Fiscal 2014 budget amount of \$2,748,984 a net decrease of \$12,099. This increase is a result of step increases for employees that have not achieved the maximum step per the salary ordinance and a vacant position filled at minimum.

DEPARTMENT OF PUBLIC WORKS & PARKS

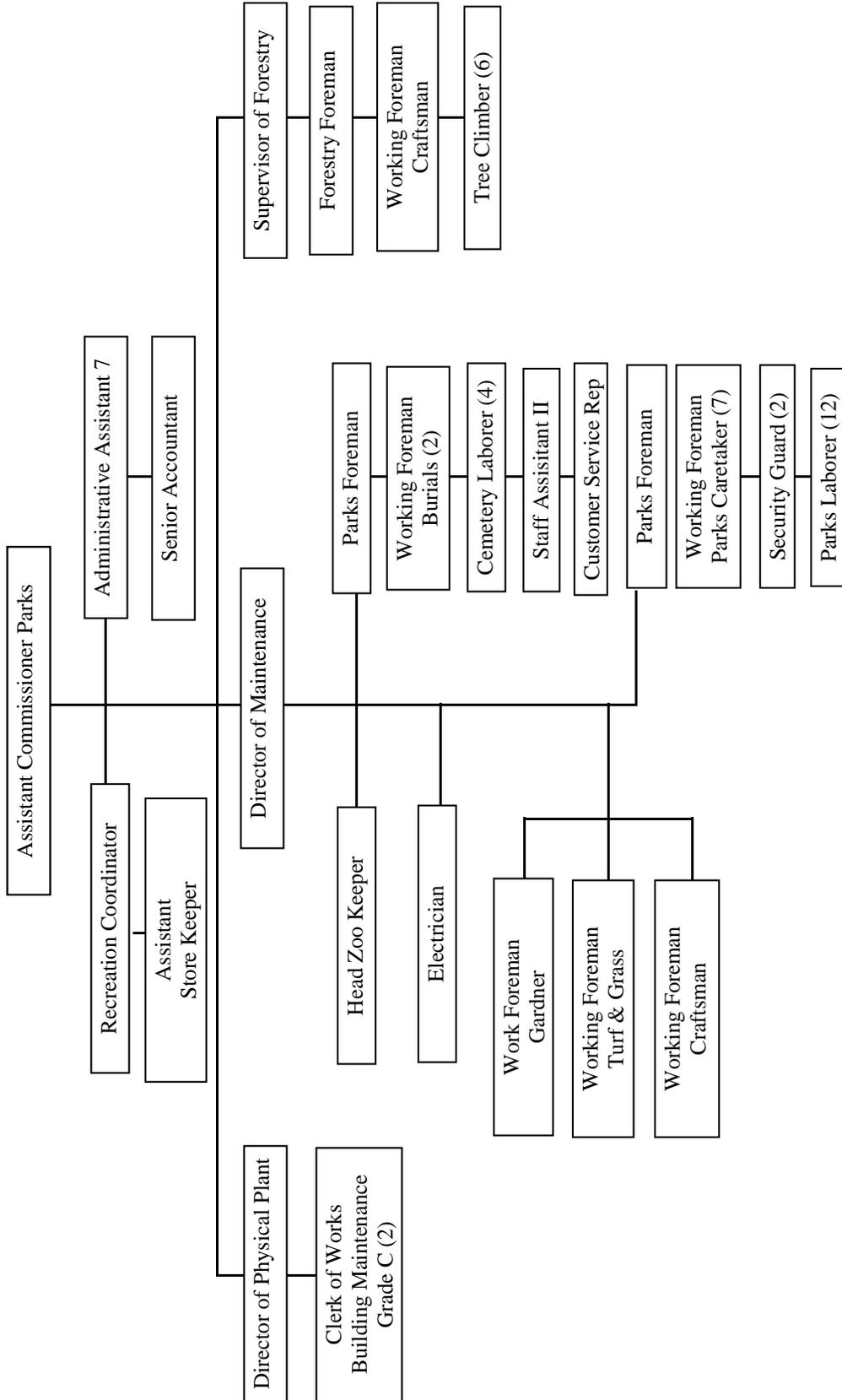
The Fiscal 2015 Overtime budget is level funded at \$307,679 compared to the Fiscal 2014 budget. This funding is to cover all programs to include snow removal by Park employees.

The tax levy Ordinary Maintenance budget for Fiscal 2015 is recommended to be \$1,124,691 a net increase of \$37,750 compared to the approved Fiscal 2014 budget of \$1,162,441. This increase is allocated to continue funding for aquatics which will allow for the opening of Crompton Park Pool and Greenwood Spray Park Facility. This new aquatic funding will allow the Department to operate Crompton Park Pool and Greenwood Park Spray Facility in Fiscal 2015. It includes all seasonal staff including lifeguards and maintenance staff. Additionally, this funding will include the cost of the Massachusetts General Law (MGL) required Certified Pool Operators (CPO) for both facilities. This budget allows for the complete and full operation at maximum available occupancy of both facilities.

In Fiscal 2014, \$50,000 was allocated for the reinstatement of the Parks Stewardship Program. Neighborhood jobs for neighborhood youth. Teaching the habits of paid work so as to build a lasting legacy of caring for public space. The Worcester Park Stewards program hires youth from low income communities for the summer to help maintain and improve Worcester's public parks. The program is a great way to learn about our parks and neighborhoods, good work ethic and civic engagement. Work is performed at various Park locations throughout the City during the summer months, allowing for the participating youths to both, see the fruits of their hard work, as well as enjoy the outdoors and all that these park facilities bring to our way of life in an urban environment. This program is being continued in Fiscal 2015.

The Ordinary Maintenance budget for Administration, Maintenance, Forestry and Hope Cemetery is \$1,162,441. This amount is \$37,750 more than the Fiscal 2014 budget of \$1,124,691 compared to the Fiscal 2014 budget. The maintenance of pools and spray parks has been performed by a hired contractor in the past few years. With a new spray park coming on line and a longer beach scheduled season for aquatics, the additional \$37,750 will be needed to provide all other technical and inspection requirements.

**DEPARTMENT OF PUBLIC WORKS & PARKS
PARKS / RECREATION / HOPE CEMETERY DIVISION**



53 Tax Levy Positions



PAUL J. MOOSEY, COMMISSIONER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
PARKS DEPARTMENT/HOPE CEMETERY- ADMINISTRATION DIVISION #7201					
1	\$ 110,000.00	51EM	ASSISTANT COMMISSIONER PARKS	1	\$ 110,038.00
1	70,283.00	46EM	DIRECTOR OF PHYSICAL PLANT	1	70,283.00
1	52,869.00	40M	RECREATION COORDINATOR	1	52,869.00
2	111,918.00	39	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C	2	118,218.00
1	53,787.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,787.00
1	51,992.00	34	SENIOR ACCOUNTANT	1	51,992.00
1	29,316.00	25	ASSISTANT STORE KEEPER	1	30,010.00
8	\$ 480,165.00		REGULAR SALARIES #7201	8	\$ 487,197.00
1	\$ 72,705.00	45EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	\$ 72,705.00
1	61,534.00	38	ELECTRICIAN	1	61,534.00
1	61,534.00	38	HEAD ZOO KEEPER	1	61,534.00
1	53,307.00	34	PARKS FOREMAN	1	53,307.00
1	49,611.00	32	WORKING FOREMAN, CRAFTSMAN	1	49,611.00
1	49,611.00	32	WORKING FOREMAN, TURF & GRASS	1	49,611.00
1	49,611.00	32	WORKING FOREMAN, GARDENER	1	49,611.00
7	295,061.00	32	WORKING FOREMAN PARKS	7	344,062.00
2	66,400.00	2	SECURITY GUARD	2	66,400.00
12	429,550.00	24	PARK LABORER	12	412,617.00
28	\$ 1,188,924.00		REGULAR SALARIES #7203	28	\$ 1,220,992.00
1	\$ 70,533.00	42EM	SUPERVISOR OF FORESTRY	1	\$ 70,533.00
1	53,307.00	34	FORESTRY FOREMAN	1	53,307.00
1	40,445.00	32	WORKING FOREMAN, CRAFTSMAN	1	40,445.00
6	240,523.00	26	TREE CLIMBER	6	242,275.00
9	\$ 404,808.00		REGULAR SALARIES #7204	9	\$ 406,560.00
1	\$ 46,855.00	35	STAFF ASSISTANT 2	1	\$ 47,720.00
1	39,589.00	34	PARKS FOREMAN	1	53,307.00
1	49,611.00	32	WORKING FOREMAN BURIALS	1	49,611.00
4	146,599.00	24	CEMETERY LABORER	4	148,975.00
1	34,599.00	22	CUSTOMER SERVICE REP	1	34,599.00
8	\$ 317,253.00		REGULAR SALARIES #7206	8	\$ 334,212.00
53	\$ 2,391,150.00		TOTAL SALARIES - ALL DIVISIONS	53	\$ 2,448,961.00
	(26,300.00)		VACANCY FACTOR		(26,300.00)
	13,065.00		EM INCENTIVE PAY		8,107.00
	70,000.00		HOPE CEMETERY TEMPORARY LABORERS		70,000.00
	40,000.00		PARKS TEMPORARY STAFF		40,000.00
	150,000.00		AQUATICS PROGRAM/TEMPORARY STAFF		150,000.00
	257,513.00		CONTRACTUAL STIPENDS-MEO RATES		198,861.00
53	\$ 2,895,428.00		TOTAL RECOMMENDED SALARIES-ALL DIVISIONS	53	\$ 2,889,629.00



DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
			FUNDING SOURCES:		
	\$ (114,845.00)		PROJECT FUNDS		\$ (121,145.00)
	(19,500.00)		CREDIT FROM GOLF COURSE		(19,500.00)
	<u>\$ (134,345.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (140,645.00)</u>
<u>53</u>	<u>\$ 2,761,083.00</u>	720-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>53</u>	<u>\$ 2,748,984.00</u>
	\$ 40,000.00		RECREATION DIVISION OVERTIME		\$ 40,000.00
	93,623.00		MAINTENANCE DIVISION OVERTIME		93,623.00
	88,726.00		FORESTRY DIVISION OVERTIME		88,726.00
	41,226.00		HOPE CEMETERY DIVISION OVERTIME		41,226.00
	44,104.00		SNOW REMOVAL OVERTIME		44,104.00
	<u>\$ 307,679.00</u>	720-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 307,679.00</u>
	\$ 26,300.00		ADMINISTRATION - REGULAR ORDINARY MAINTENANCE		\$ 26,300.00
	109,935.00		ADMINISTRATION - ELECTRICITY		109,935.00
	50,000.00		ADMINISTRATION - PARKS STEWARDS PROGRAM		50,000.00
	9,000.00		ADMINISTRATION - NATURAL GAS		9,000.00
	12,495.00		ADMINISTRATION - FUEL OIL		12,495.00
	35,000.00		ADMINISTRATION - LANDFILL MONITORING		35,000.00
	20,500.00		ADMINISTRATION - LEASES & RENTALS		20,500.00
	10,500.00		MAINTENANCE - REGULAR ORDINARY MAINTENANCE		10,500.00
	50,000.00		MAINTENANCE - REPAIR		50,000.00
	12,000.00		MAINTENANCE - POND TREATMENT		12,000.00
	23,385.00		MAINTENANCE - FENCE/LOCKS/SIGNS/OTHER MISC.		23,385.00
	15,000.00		MAINTENANCE - CLEANING		15,000.00
	82,500.00		MAINTENANCE - AUTOMOTIVE SUPPLIES		82,500.00
	13,000.00		MAINTENANCE - UNLEADED/DIESEL FUEL		13,000.00
	28,000.00		MAINTENANCE - LUMBER/HARDWARE/PAINT		28,000.00
	20,000.00		MAINTENANCE - ELECTRICAL/PLUMBING SUPPLIES		20,000.00
	50,000.00		MAINTENANCE - LANDSCAPE/BALLFIELDS		50,000.00
	11,000.00		MAINTENANCE - BARNYARD SUPPLIES		11,000.00
	14,000.00		MAINTENANCE - CUSTODIAL SUPPLIES		14,000.00
	12,800.00		FORESTRY REGULAR ORDINARY MAINTENANCE		12,800.00
	50,000.00		FORESTRY HIRED SERVICES - STUMP REMOVAL		50,000.00
	37,000.00		FORESTRY MAINTENANCE & REPAIR		37,000.00
	19,800.00		FORESTRY AUTOMOTIVE SUPPLIES		19,800.00
	45,000.00		FORESTRY TREE MAINTENANCE		45,000.00
	1,930.00		HOPE CEMETERY - ORDINARY MAINTENANCE		1,930.00
	10,350.00		HOPE CEMETERY - ELECTRICITY		10,350.00
	20,500.00		HOPE CEMETERY - MAINTENANCE & REPAIR		20,500.00
	11,396.00		HOPE CEMETERY FUEL OIL/NATURAL GAS		11,396.00
	21,800.00		HOPE CEMETERY - NO LEAD		21,800.00
	10,000.00		HOPE CEMETERY - DIESEL FUEL		10,000.00
	30,000.00		HOPE CEMETERY - AUTOMOTIVE		30,000.00
	12,500.00		HOPE CEMETERY - OTHER SUPPLIES		12,500.00
	1,400.00		RECREATION AQUATICS - ORDINARY MAINTENANCE		1,400.00
	80,000.00		RECREATION OTHER		80,000.00
	96,000.00		RECREATION AQUATICS - HIRED SERVICES		133,750.00
	31,600.00		RECREATION AQUATICS PROGRAM		31,600.00
	40,000.00		RECREATION YOUTH ATLECTICS		40,000.00
	<u>\$ 1,124,691.00</u>	720-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 1,162,441.00</u>
	<u>\$ 250,000.00</u>	720-93000	CAPITAL OUTLAY ELM PARK BRIDGE MATERIAL		<u>\$ -</u>
	<u>\$ 4,443,453.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 4,219,104.00</u>

WORCESTER MUNICIPAL GOLF COURSE AT GREEN HILL PARK

Paul J. Moosey

Commissioner

1929 Skyline Drive

Worcester, Massachusetts 01605

(508) 799-1359

Departmental Mission Statement:

The mission of the Green Hill Golf Course is to provide a first class municipal golf experience fully funded through its revenues by efficiently and innovatively managing the City's 18-hole municipal golf course

Departmental Overview:

This Division of the Parks, Recreation, and Cemetery maintains and manages a par 72, 18-hole municipal golf course offering City residents and visitors alike an exciting and challenging round of golf along with providing the industry standard amenities and services to these golfers. Through management and operational changes, the course continues to expand the facilities and player base, by offering golf skill training classes as well as events. This season Valley Crest Golf Course Maintenance will again maintain Green Hill Municipal Golf Course. Valley Crest continues to improve the overall operation and appearance of the facility through a set preventative and scheduled maintenance programs. These investments focus on continued improvement to the image, playability, and overall golf experience of Green Hill.

The newly renovated club house is a magnificent complement to the golf course. The multifunctional facility is a perfect centerpiece for the Green Hill Golf Course. The club house is a great place for members and guests to relax, socialize, dine and entertain while enjoying the beautiful vistas. Throughout the clubhouse, there are many impeccable details that add to the warm character. The Grill on the Hill offers members and guests a chance to unwind in a casual atmosphere and reminisce after their round. The menu includes simple selections and signature delights that will please everyone.

Green Hill Golf Course is one of the oldest courses in the area situated on acres of beautiful park land, capturing the natural beauty of New England. Whether you are in a cart winding down a path or setting out on foot, it is hard not to admire the beauty or be impressed with the character that makes up The Green Hill Golf Course. The climate in New England allows our members and guests to enjoy three distinct seasons of golf. In April the first golfers anxiously take to the course, as the surroundings quickly come into bloom with color and life. The warmth, bright sunshine, and long lazy days of summer make for excellent golfing. Some members say the fall presents some of the best golfing experiences they have, with Indian summer-like days with brilliant foliage colors.

WORCESTER MUNICIPAL GOLF COURSE AT GREEN HILL PARK

All these new improvements have been made to sustain memberships, draw in new daily players, add new members, and attract tournaments to bring in additional revenue.

Green Hill Golf Course is an asset to the City and can be enjoyed by all. With the food and beverage component, a large deck with beautiful New England vistas, excellent course conditions that exceed many other courses, it's a place in the City to visit from March through November.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
SALARIES	\$ 216,395.31	\$ 222,279.00	91000	\$ 222,382.00
ORDINARY MAINTENANCE	723,732.68	778,513.00	92000	778,513.00
DEBT SERVICE	225,732.36	221,781.00	94000	225,671.00
TRANSFER OF SERVICES	29,803.00	30,607.00	95000	30,499.00
FRINGE BENEFITS	86,163.00	98,193.00	96000	115,918.00
TOTAL EXPENDITURES	\$1,281,826.35	\$1,351,373.00		\$1,372,983.00
TOTAL POSITIONS	2	2		2

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total recommended Fiscal 2015 budget for the Worcester Municipal Golf Course at Green Hill Park is \$1,372,983 a net increase of \$21,610 compared to the Fiscal 2014 budget amount of \$1,351,373. The Fiscal 2015 budget for the Golf Course operations is funded through golf course revenues in the amount of \$1,222,983 and a projected level funded tax levy subsidy of \$150,000.

The Fiscal 2015 Personal Services budget is recommended to be \$222,382. There are only (2) full time employees at the Golf Course. All others are temporary employees. This increase of \$103 is a result of step increases for employees that have not achieved the maximum step per the salary ordinance.

The Ordinary Maintenance budget for Fiscal 2015 is level funded at \$778,513. The budget includes \$478,937 for the maintenance contract of the golf course; \$64,000 for the cost of watering tees and fairways with the state-of-the-art turf irrigation system; \$68,576 for pro-shop supplies; \$40,000 for electricity; \$6,000 for food and beverage service, along with the \$37,000 for the cart lease program and the remaining \$84,000 for other necessary ordinary maintenance necessary supplies and services for the operation of the Golf Course.

The recommended budget for debt service in Fiscal 2015 is \$225,671, an increase of \$3,890. This allocation will be used to fund the repayment of principal and interest costs for bonded debt

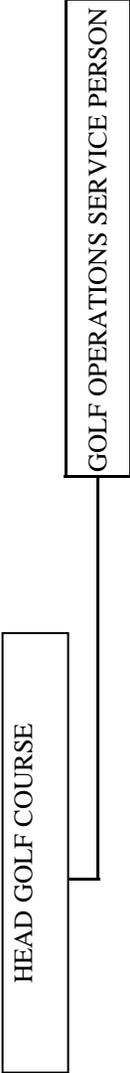
WORCESTER MUNICIPAL GOLF COURSE AT GREEN HILL PARK

authorized for improvements to the Golf Course, Green Hill Park and the debt service cost for the Golf Access Road. It also includes short term interest and ½ year Bond interest cost for an additional \$120,000 in new debt to be issued on December 7, 2014. In order to address debt service costs at the Golf Course, a tax levy subsidy \$150,000 is included in Fiscal 2015 Golf budget.

Total Transfer of Services cost in Fiscal 2015 is funded at \$30,499, a decrease of (\$108). This amount is used to fund Public Works and Parks, and other City departments providing administrative services for the Golf Course.

The recommended budget for fringe benefits for Fiscal 2015 is \$115,918, a net increase of \$17,725 compared to the Fiscal 2014 budget of \$98,193. This amount reflects costs of benefits including pensions and health insurance.

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



TOTAL GOLF COURSE POSITIONS = 2

- TEMPORARY GOLF COURSE POSITIONS**
- ASSISTANT HEAD GOLF COURSE PROFESSIONAL
 - HEAD GOLF COURSE RANGER
 - SENIOR GOLF COURSE RANGER
 - GOLF COURSE STAFF



PAUL J. MOOSEY, COMMISSIONER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710

FY14				FY15	
TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 91,031.00	44EM	HEAD GOLF COURSE PROFESSIONAL	1	\$ 91,031.00
1	65,543.00	39M	GOLF OPERATIONS SERVICE PERSON	1	65,543.00
2	\$ 156,574.00		REGULAR SALARIES	2	\$ 156,574.00
	3,036.00		EM INCENTIVE PAY		3,139.00
	9,000.00	FLT	GOLF COURSE TEMPORARY STAFF: ASSISTANT HEAD GOLF COURSE PROFESSIONAL		9,000.00
	8,094.00	FLT	HEAD GOLF COURSE RANGER		8,094.00
	8,818.00	FLT	SENIOR GOLF COURSE RANGER		8,818.00
	36,757.00		GOLF COURSE TEMPORARY STAFF		36,757.00
	62,669.00		TOTAL RECOMMENDED PERSONAL SERVICES		62,669.00
2	\$ 222,279.00	710-91000		2	\$ 222,382.00
	\$ 478,937.00		GOLF MAINTENANCE CONTRACT		\$ 478,937.00
	50,000.00		CART LEASE		37,000.00
	12,000.00		FOOD & BEVERAGE		6,000.00
	71,000.00		PRO-SHOP SUPPLIES		68,576.00
	64,000.00		WATER USAGE		64,000.00
	26,500.00		ORDINARY MAINTENANCE		26,500.00
	25,000.00		ELECTRICITY		40,000.00
	14,150.00		NATURAL GAS		14,150.00
	12,000.00		UNLEADED FUEL		12,500.00
	10,850.00		ADVERTISING		10,850.00
	13,076.00		CREDIT CARD SERVICE CHARGE		20,000.00
	1,000.00		SOLID WASTE REMOVAL		-
	\$ 778,513.00	710-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 778,513.00
	\$ -	710-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
	\$ 155,800.00		DEBT PRINCIPAL		\$ 162,400.00
	65,981.00		DEBT INTEREST		63,271.00
	\$ 221,781.00		DEBT SERVICE		\$ 225,671.00
	\$ 221,781.00	710-94000	TOTAL RECOMMENDED DEBT SERVICE		\$ 225,671.00
	\$ 30,607.00	710-95000	INDIRECT COSTS - TRANSFER OUT		\$ 30,499.00
	\$ 34,471.00		FRINGE BENEFITS: HEALTH INSURANCE		\$ 41,720.00
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	35,177.00		CONTRIBUTORY PENSIONS		43,634.00
	110.00		EARLY RETIREMENT		543.00
	13.00		SECTION 90 PENSIONS		-
	18,422.00		PENSION OBLIGATION BONDS		20,021.00
	\$ 98,193.00	710-96000	FRINGE BENEFITS		\$ 115,918.00
	\$ 1,351,373.00		SUMMARY: TOTAL BUDGET		\$ 1,372,983.00
	(1,201,373.00)		FUNDING SOURCES: GOLF COURSE REVENUES		(1,222,983.00)
	(150,000.00)		TAX LEVY SUBSIDY		(150,000.00)
	\$ (1,351,373.00)		TOTAL FUNDING SOURCES		\$ (1,372,983.00)

**DEPARTMENT OF PUBLIC WORK & PARKS
SNOW REMOVAL**

Paul J. Moosey, Commissioner

20 East Worcester Street
Worcester, Massachusetts 01604
(508) 929 -1300

Divisional Mission Statement:

Snow operations provided 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 whenever weather warrants the service.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2014		Fiscal 2015
OVERTIME	\$ 714,446.23	\$ 431,065.00	97000	\$ 481,065.00
ORDINARY MAINTENANCE	3,876,031.17	3,415,574.00	92000	3,518,935.00
TOTAL	\$ 4,590,477.40	\$ 3,846,639.00		\$ 4,000,000.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The city's snow removal account is projected to increase to \$4,000,000 an increase of \$153,361 compared to the Fiscal 2014 budget of \$3,846,639. Thru Fiscal 2014, the City's Five Point Plan included a policy to increase the Snow Removal budget by over 10% annually to achieve adequate funding for an average winter. In Fiscal 2015 this increase is approximately 4%. The total recommended Ordinary Maintenance budget is \$3,518,935 compared to the Fiscal 2014 budget of \$3,415,574.

The balance of \$481,065 is earmarked for Snow Removal overtime expenditures for this City Service. During the course of the year, Public Works will charge this account for overtime related services to monitor and evaluate the overall cost of overtime on snow removal operations.

DEPARTMENT OF PUBLIC WORKS – SNOW REMOVAL

Omitted from this amount is the estimated annual cost of overtime incurred by the enterprise divisions. The overtime incurred is charged to the hired services account as if Water and Sewer were private contractors. This process has taken place annually to make sure the enterprises are not incurring the expense for snow operations.

Snow Removal expenditures for Fiscal Year 2014 have exceeded the budget by approximately \$716,668. It is expected that the Fiscal Year 2014 snow deficit will be eliminated through a transfer or will be carried over to fiscal year 2015. There have been 21 winter/snow related events and over 78.6 inches of snow and ice.

The following charts illustrate the actual fiscal 2014 snow related events/expenditures and a comparison of snow removal costs from fiscal 2010 through 2014.

SNOW REMOVAL COSTS BUDGET VS ACTUAL - FISCAL 2010-2014					
	2010	2011	2012	2013	2014 YTD
EXPENDITURES	4,434,077	4,874,827	3,546,355	4,607,800	4,563,307
Total Snow Budget	2,485,027	2,733,529	3,199,109	3,472,571	3,846,639
Budget Transfers	1,949,050	2,160,063	347,246	1,117,906	0
TOTAL BUDGET	4,434,077	4,893,592	3,546,355	4,590,477	3,846,639
SNOW DEFICIT	0	18,765	0	(17,322.75)	(716,668)
Snow Fall in Inches	60.9	91.1	35.05	108.3	78.6
Cost per Inch	72,809.15	53,510.72	101,179.89	42,546.63	58,057.34



PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF PUBLIC WORKS & PARKS - SNOW REMOVAL #411

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
<u>\$ 431,065.00</u>	411-97000 SNOW REMOVAL DPW OVERTIME	<u>\$ 481,065.00</u>
16,500.00	SPECIAL POLICE	16,500.00
31,900.00	TELEPHONES	31,900.00
2,358,916.00	SNOW HIRED SERVICES - & EQUIPMENT	2,462,277.00
9,438.00	BUILDING SUPPLIES	9,438.00
963,377.00	OTHER SUPPLIES	963,377.00
30,000.00	CITY PROPERTY SIDEWALK SNOW REMOVAL	30,000.00
5,443.00	OTHER ORDINARY MAINTENANCE	5,443.00
<u>\$ 3,415,574.00</u>	411-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 3,518,935.00</u>
<u>\$ -</u>	411-94000 DEBT SERVICE	<u>\$ -</u>
<u>\$ 3,846,639.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 4,000,000.00</u>

**DEPARTMENT OF PUBLIC WORKS & PARKS
STREETLIGHTS #412**

Paul J. Moosey
Commissioner
 20 East Worcester Street
 Worcester, Massachusetts 01604
 (508) 929 -1300

Divisional Mission Statement:

The mission of the Division of Public Works Streetlights is to:

- Provide effective management of approximately 13,783 street, bridge, tunnel, and gaslights.
- Provide timely maintenance and repairs to ensure efficient lighting for public safety, pedestrian and vehicle traffic.
- Conduct citywide lighting surveys to address any problems or needs regarding streetlights for both citizens and businesses in the City.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
EXPENDITURES	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
ORDINARY MAINTENANCE	\$ 2,349,150.66	\$ 2,852,828.00	92000	\$ 2,252,828.00
TOTAL	\$ 2,349,150.66	\$ 2,852,828.00		\$ 2,252,828.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total recommended budget for Fiscal 2015 is \$2,252,828 compared to the Fiscal 2014 budget amount of \$2,852,828. This is a net decrease of \$600,000 compared to the Fiscal 2014 budget due to final implementation of the electricity purchase. In Fiscal 2014, \$400,000 was earmarked to settle the final electricity transfer purchase costs with NGrid.

The cost of electricity is estimated to be \$1,202,000 which represents an increase of \$100,000 compared to the Fiscal 2014 budget of \$1,102,000. The annual maintenance and repair cost budget is recommended to be level funded at \$1,022,978, a reduction of \$300,000 compared to the Fiscal 2014 budget of \$1,322,978. This reduction will be funded with Capital Improvement funds. The balance of \$27,850 will be used to fund other related streetlight operational costs.



PAUL J. MOOSEY, COMMISSIONER

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF PUBLIC WORKS & PARKS - STREET LIGHTS #412**

RECOMMENDED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
\$ 1,102,000.00	PURCHASE OF SERVICE - ELECTRICITY	\$ 1,202,000.00
1,322,978.00	MAINTENANCE & REPAIR	1,022,978.00
1,600.00	HIRED SERVICES & EQUIPMENT	1,600.00
11,250.00	SUBDIVISION STREET LIGHTS	11,250.00
15,000.00	ORDINARY MAINTENANCE - NATURAL GAS	15,000.00
400,000.00	FINAL ELECTRICITY PURCHASE	-
<u>\$ 2,852,828.00</u>	412-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 2,252,828.00</u>
<hr/>		
<u>\$ 2,852,828.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 2,252,828.00</u>

DEPARTMENT OF PUBLIC WORKS & PARKS

SEWER DIVISION

Paul J. Moosey
Commissioner

20 East Worcester Street
Worcester, Massachusetts 01604
(508) 929 -1300

Mission Statement:

The mission of the Sewer Division is to provide the citizens of Worcester with a properly functioning and well maintained conveyance system for sanitary and storm water flows as measured by the number of days without system bypass.

Divisional Overview:

The Sewer Division is an Enterprise operation, meaning its operations are supported by the revenues collected for services provided. The Division is responsible for the collection and conveyance of all sanitary sewage and stormwater throughout the City of Worcester. The sanitary, combined stormwater systems are made-up of approximately 750 miles of various sized mains, 28 sewage-pumping stations and a Combined Sewage Overflow Treatment Facility.

The Sewer Division is responsible for catch basin cleaning, sewage pumping station maintenance, inspection and diagnosis of sewer systems, general infrastructure maintenance, easement clearing and flood control, including street drainage. The Sewer Division is funded entirely from revenues provided through a user fee. The sewer user fee for Fiscal 2015 is recommended to be \$6.29 per hundred cubic feet (approximately 748 gallons).

This year's sewer rate is \$6.29 or 5.9% above the Fiscal Year 2014 rate. The net increase in the sewer rate is \$0.35 per ccf.s. The most significant impact on the rate, as in the past few years, is associated with the continued upgrades at the Upper Blackstone Treatment Plant. This year's increase of approximately \$919,547 dollars to the City's annual assessment adds \$0.15 to the sewer rate just this year.

Debt service is another cost center adding to the rate increase, an important example of the sustained effort and focus to modernize an older infrastructure. This is the cost of existing debt as well as anticipated new borrowings (principal and interest) for the Fiscal 2015 Sewer Capital Programs. Investments in the City's infrastructure through borrowing (debt service) pay great dividends both for today and far into the future.

This is accomplished by maintaining a systematic capital plan. Continually investing in the infrastructure results in an environmentally sound system benefiting all those living and doing business in the city.

These investments will allow for an improved and more reliable wastewater system. These new rates, in part, contribute to the Sewer Division's ability to reduce negative environmental impacts in the city, resulting in a better quality of life for all citizens.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
SALARIES	\$ 2,563,286.75	\$ 2,820,393.00	91000	\$ 2,835,735.00
OVERTIME	252,415.46	230,000.00	97000	230,000.00
ORDINARY MAINTENANCE	17,918,598.49	19,801,105.00	92000	20,720,652.00
CAPITAL OUTLAY	18,079.28	24,500.00	93000	24,500.00
DEBT SERVICE	6,226,667.19	7,145,668.00	94000	7,892,868.00
TRANSFER OF SERVICES	3,267,580.00	3,243,300.00	95000	3,203,844.00
FRINGE BENEFITS	2,465,082.06	3,188,782.00	96000	3,282,668.00
TOTAL EXPENDITURES	\$ 32,711,709.23	\$ 36,453,748.00		\$ 38,190,267.00
TOTAL POSITIONS	68	68		68

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total recommended FY15 budget for the Sewer Division is \$38,190,267, a net increase of \$1,736,519 over the Fiscal 2014 approved budget of \$36,453,748. The following analysis identifies the net activity within the various budget accounts.

The total recommended Personal Services budget for FY15 is projected to be \$2,835,735 a net increase of \$15,342, compared to the Fiscal 2014 budget amount of \$2,820,393. This increase is the net result of step increases for employees that have not achieved the maximum step per the salary ordinance.

The total recommended overtime budget for FY15 is level funded at \$230,000.

The recommended FY15 budget for ordinary maintenance expenses is \$20,720,652, an increase of \$919,547. This increase is related to the costs that will be assessed to the City of Worcester by the 2015 Upper Blackstone Water Pollution Abatement Treatment processing. This increase is for the capital improvement program to the 28 year old facility. In Fiscal 2015, \$17,036,240 will be expensed for the Upper Blackstone Water Pollution Treatment processing. The following illustrates the ten year cost schedule for the Upper Blackstone Water Pollution Abatement Treatment facility.

	Previous <u>Year</u>	Current <u>Year</u>	<u>Variance</u>
Fiscal 2015	15,116,693	17,036,240	919,547
Fiscal 2014	15,182,546	16,116,693	934,129
Fiscal 2013	14,696,098	15,182,546	486,466
Fiscal 2012	14,100,026	14,696,098	596,072
Fiscal 2011	12,858,774	14,100,026	1,241,252
Fiscal 2010	12,503,373	12,858,774	553,401
Fiscal 2009	11,570,918	12,305,373	743,455
Fiscal 2008	10,825,269	11,570,918	745,649
Fiscal 2007	9,145,075	10,825,269	1,680,194
Fiscal 2006	6,497,134	9,145,075	2,647,941
Fiscal 2005	2,971,474	6,497,134	3,525,660

The balance of \$3,684,412 in Ordinary Maintenance will be used for various expenditures that include Stormwater Treatment, Quinsigamond Avenue Plant, Catch Basin Disposal, Sewer Pumping Electricity and other recurring costs. This amount is level funded compared to the Fiscal 2014 budget.

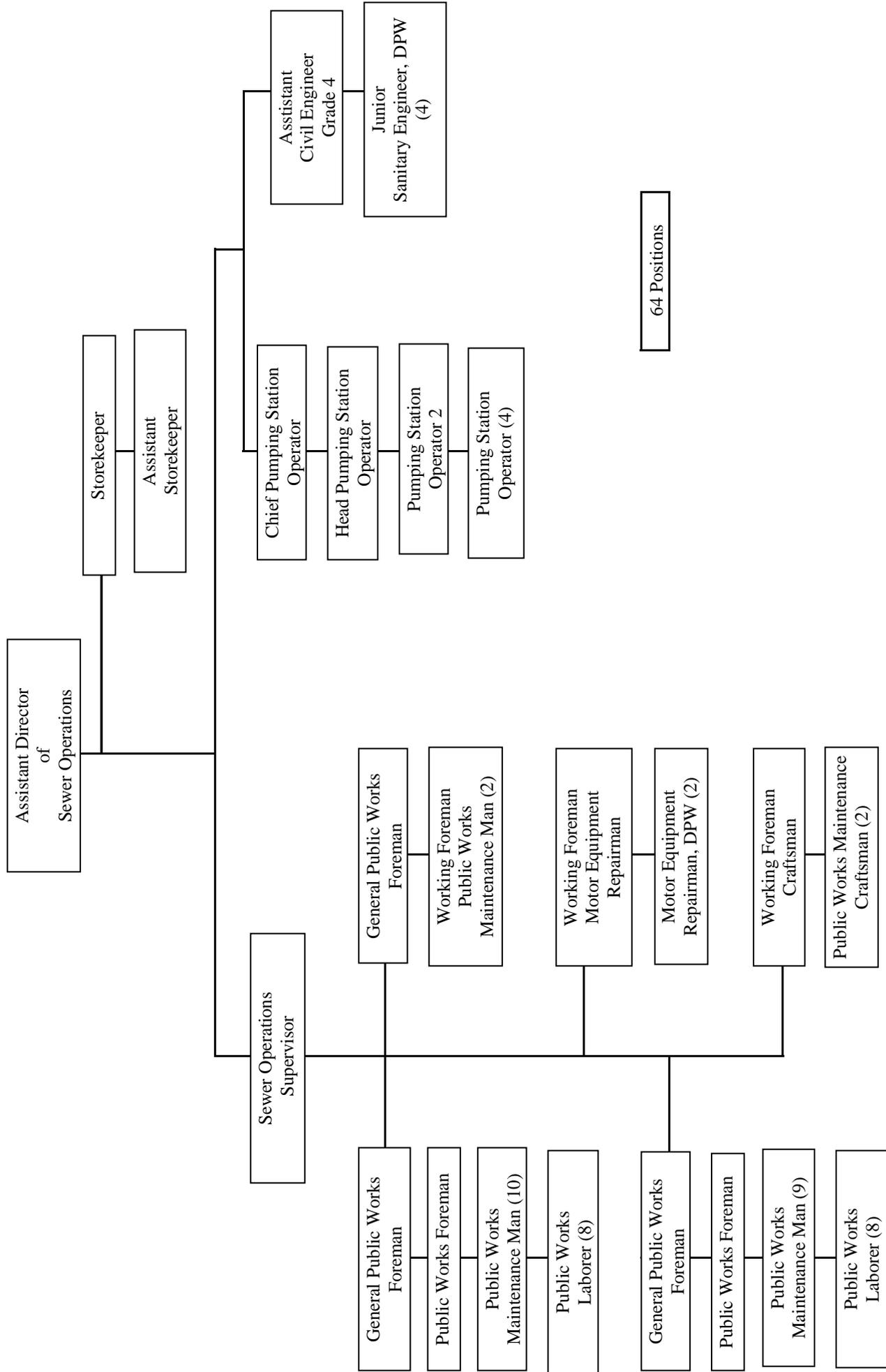
The recommended budget for FY15 Debt Service is \$7,892,868 compared to the Fiscal 2014 budget of \$7,145,668, a net increase of \$747,200 (an increase of \$319,601 in interest and \$427,599 in principal respectively). The projected debt service will be used to fund \$7,538,622 in existing principal and interest debt outstanding as well as pay for \$354,256 of BAN interest and ½ year Bond interest on \$11,970,000 of new Sewer projects to be completed in Fiscal 2014.

The recommended budget for FY15 Indirect Service is funded at \$3,200,187 compared to the Fiscal 2014 budget of \$3,203,844. This represents a decrease of \$39,456. This account is used to pay for a portion of salary and ordinary maintenance costs of other departments that provide services to this enterprise operation.

The recommended budget for FY15 Fringe Benefits is at \$3,282,668 compared to the Fiscal 2014 budget of \$3,188,782. This represents an increase of \$93,886 compared to the Fiscal 2014 budget. The largest portion of this increase, \$132,715 in Contributory Pensions and \$6,215 in Early Retirement charges. The balance of \$45,337 reflects reductions in Health Insurance, Section 90 and Pension Obligation Bonds.

DEPARTMENT OF PUBLIC WORKS & PARKS

SEWER DIVISION



64 Positions



PAUL J. MOOSEY, COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SEWER- DIVISION #440

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDE FY15 AMOUNT
1	\$ 84,544.00	46M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	\$ 84,544.00
1	68,341.00	41	ASSISTANT CIVIL ENGINEER, GRADE 4	1	68,341.00
1	65,543.00	39M	SEWER OPERATIONS SUPERVISOR	1	65,543.00
1	51,115.00	39M	CHIEF PUMPING STATION OPERATOR	1	65,543.00
3	180,153.00	38	GENERAL PUBLIC WORKS FOREMAN	3	180,153.00
1	60,051.00	38	HEAD PUMPING STATION OPERATOR	1	60,051.00
4	219,899.00	37	JUNIOR SANITARY ENGINEER, DPW	4	225,903.00
2	106,614.00	34	PUBLIC WORKS FOREMAN	2	106,614.00
1	53,307.00	34	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	53,307.00
1	36,916.00	32	WORKING FOREMAN, CRAFTSMAN	1	49,611.00
1	44,164.00	32	PUMPING STATION OPERATOR 2	1	45,618.00
2	81,132.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	84,076.00
2	92,792.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	75,712.00
2	86,841.00	30	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN	2	80,848.00
4	185,584.00	30	PUMPING STATION OPERATOR	4	185,584.00
19	708,003.00	26	PUBLIC WORKS MAINTENANCE MAN	19	698,934.00
1	29,143.00	26	STOREKEEPER (DPW)	1	29,857.00
1	39,088.00	25	ASSISTANT STOREKEEPER (DPW)	1	39,088.00
16	534,243.00	24	PUBLIC WORKS LABORER	16	543,488.00
64	2,727,473.00		TOTAL REGULAR SALARIES	64	2,742,815.00
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	34	PUBLIC WORKS FOREMAN	1	-
1	-	33	SENIOR ENGINEERING AIDE, GRADE 2	1	-
1	-	26	PUBLIC WORKS MAINTENANCE MAN	1	-
1	-	24	PUBLIC WORKS LABORER	1	-
4	-		TOTAL REGULAR SALARIES	4	-
	143,439.00		CONTRACTUAL STIPENDS - MEO		143,439.00
	(50,519.00)		VACANCY FACTOR		(50,519.00)
68	\$ 2,820,393.00	440-91000	TOTAL RECOMMENDED PERSONAL SERVICES	68	\$ 2,835,735.00
	\$ 230,000.00	440-97000	TOTAL OVERTIME		\$ 230,000.00
\$	25,620.00		TELEPHONE	\$	25,620.00
	39,496.00		CHANNEL DIVERSION		39,496.00
	6,000.00		UBWPAD PROCESSING		6,000.00
	114,650.00		SEWER ORDINARY MAINTENANCE		114,650.00
	38,545.00		YARD ORDINARY MAINTENANCE		38,545.00
	162,003.00		SEWER / YARD ORDINARY MAINTENANCE - GAS & OIL		162,003.00
	102,424.00		SEWAGE PUMPING - ORDINARY MAINTENANCE		102,424.00
	410,576.00		SEWAGE PUMPING - ELECTRICITY		410,576.00
	8,000.00		SEWAGE PUMPING - NATURAL GAS		8,000.00
	16,000.00		SEWAGE PUMPING - FUEL & OIL		16,000.00
	9,450.00		CATCH BASINS		9,450.00
	255,420.00		QUINSIGAMOND PLANT - ORDINARY MAINTENANCE		255,420.00
	34,580.00		QUINSIGAMOND PLANT - ELECTRICITY		34,580.00
	10,000.00		QUINSIGAMOND PLANT - NATURAL GAS		10,000.00
	250,000.00		CATCH BASIN DISPOSAL		250,000.00
	1,795,000.00		STORM WATER MANAGEMENT		1,795,000.00
	401,000.00		VEHICLE SERVICE		401,000.00
	16,116,693.00		UPPER BLACKSTONE ASSESSMENT		17,036,240.00
	5,648.00		CLOTHING & UNIFORM SERVICE		5,648.00
	\$ 19,801,105.00	440-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 20,720,652.00

PAUL J. MOOSEY, COMMISSIONER
CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF PUBLIC WORKS & PARKS
DIVISION OF SEWER- DIVISION #440

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	PROPOSED FY15 AMOUNT
	<u>\$ 24,500.00</u>	440-93000	TOTAL OTHER CAPITAL OUTLAY		<u>\$ 24,500.00</u>
			DEBT SERVICE:		
	\$ 4,302,500.00		REDEMPTION OF BONDS		\$ 4,730,099.00
	2,843,168.00		INTEREST ON BONDS		3,162,769.00
	<u>\$ 7,145,668.00</u>	440-94000	TOTAL DEBT SERVICES		<u>\$ 7,892,868.00</u>
	<u>\$ 3,243,300.00</u>	440-95000	TRANSFER OF SERVICES		<u>\$ 3,203,844.00</u>
			FRINGE BENEFITS:		
	\$ 1,309,311.00		HEALTH INSURANCE		\$ 1,285,223.00
	9,787.00		NON CONTRIBUTORY PENSIONS		10,080.00
	1,100,463.00		CONTRIBUTORY PENSIONS		1,233,178.00
	172,140.00		EARLY RETIREMENT		178,355.00
	20,709.00		SECTION 90 PENSIONS		-
	566,372.00		PENSION OBLIGATION BONDS		565,832.00
	10,000.00		UNEMPLOYMENT COMPENSATION		10,000.00
	<u>\$ 3,188,782.00</u>	440-96000	TOTAL FRINGE BENEFITS		<u>\$ 3,282,668.00</u>
	<u>\$ 36,453,748.00</u>		TOTAL SEWER		<u>\$ 38,190,267.00</u>

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

**Paul J. Moosey
Commissioner**

20 East Worcester Street
Worcester, Massachusetts 01604
(508) 929 -1300

Division Mission Statement:

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.

Divisional Overview:

The Water Division is an Enterprise operation, meaning its operations are supported by the revenues collected for the services provided. This Division is responsible for the supply and conveyance of potable water throughout the City. Water Division provides an average of 24 million gallons per day (mgd) for both in-city use and sale to towns and water districts adjacent to Worcester. The supply system consists of 10 reservoirs located in five neighboring towns. Worcester's complex distribution system includes over 592 miles of water mains ranging in size from 3/4 to 54-inch diameter pipes, 6,100 fire hydrants and over 40,000 service connections. Emergency response to system failures is provided 24 hours a day throughout the year.

The in-city water user fee for Fiscal 2015 is recommended to be \$3.54 per 100 cubic feet (CCF) of water used. This year's rate is \$0.03 or 0.9% higher than the Fiscal 2014 rate. The water rate for out of town users will remain at \$3.80 per 100 cubic feet.

Water use for Fiscal 2011 was the lowest recorded in nearly three decades. Water use has declined not just in Worcester, but across the entire state. Usage decline is due to many factors, including improved water system maintenance, new metering, low-flow plumbing fixtures, a better educated consumer, etc. This year continues to show a slight decline in usage. The projected water use figure has been kept level for Fiscal 2015. This usage total will generate sufficient funding to cover the Water Enterprise projected revenue figures.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
SALARIES	\$ 5,135,850.71	\$ 5,932,037.00	91000	\$ 5,953,505.00
OVERTIME	541,766.09	630,000.00	97000	630,000.00
ORDINARY MAINTENANCE	3,412,833.87	3,559,023.00	92000	3,559,023.00
CAPITAL OUTLAY	19,693.00	25,000.00	93000	25,000.00
DEBT SERVICE	11,220,287.70	11,574,442.00	94000	11,576,472.00
TRANSFER OF SERVICES	2,055,599.00	2,139,586.00	95000	2,072,772.00
FRINGE BENEFITS	3,418,427.18	4,520,148.00	96000	4,826,189.00
TOTAL EXPENDITURES	\$ 25,804,457.55	\$ 28,380,236.00		\$ 28,642,961.00
TOTAL POSITIONS	132	132		132

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total recommended budget for the Water Division is \$28,642,961 an increase of \$262,725 compared to the Fiscal 2014 budget amount of \$28,380,236.

The net recommended Personal Services salaries budget is recommended to be \$5,953,505 an increase of \$21,468 compared to the Fiscal 2014 amount of \$5,932,037. This increase is the net result of step increases for employees that have not achieved the maximum step.

Included in the net salary budget is an upgrade for the Director of Sewer Operations and a Water MEO Repair Man. The MEO adjustment reflects the same pay as employees in the Central Garage Division.

The recommended Overtime budget is funded for Fiscal 2015 is level funded at \$630,000.

The recommended budget for Ordinary Maintenance is recommended to be level funded at \$3,559,023. This budget will continue to facilitate the Leak Detection program and support the Water Filtration and Conservation Ordinary Maintenance programs.

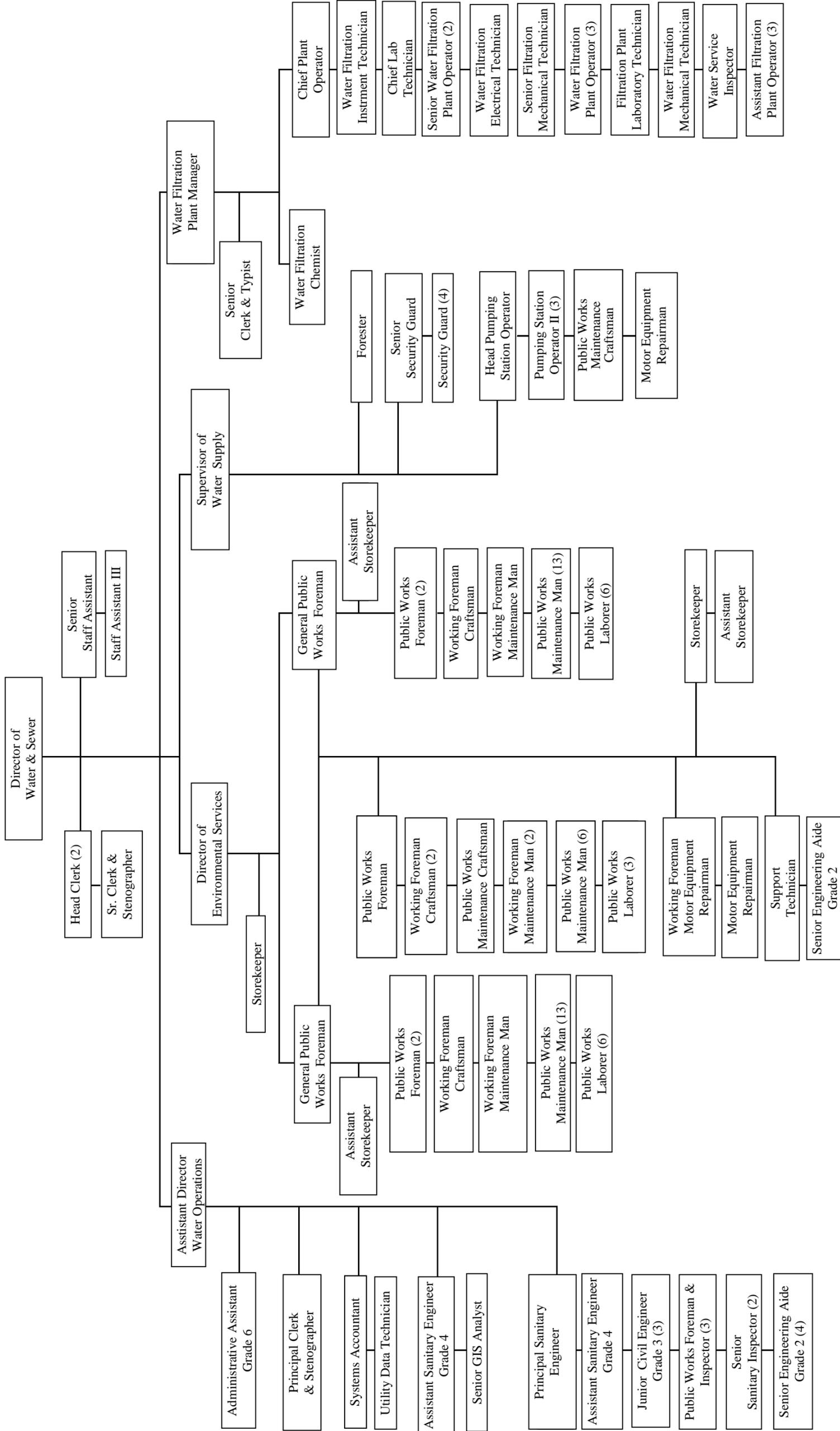
The recommended budget for Debt Service is \$11,576,472 a net increase of \$2,030 compared to fiscal 2014 budget of \$11,574,422. The projected debt service will be used to fund \$11,361,669 in existing principal and interest debt outstanding of Water Enterprise loans and additional new debt in the amount of \$214,804 for BAN and ½ year Bond Interest cost for \$6,630,000 in new Water projects to be completed in Fiscal 2014.

The recommended budget for Fringe Benefits is \$4,826,189, a net increase of \$306,041 or 6.34% compared to the Fiscal 2014 budget of \$4,520,148. The Health Insurance portion of this account

is projected to increase by \$45,124; an increase of \$268,071 for Contributory Pensions; \$23,703 for Pension Obligation Bonds and \$302 in Early Retirement costs. The Section 90 Pensions reflect a decrease of \$31,162.

The recommended Fiscal 15 budget for Transfer of Services is funded at \$2,072,772 a decrease of \$66,814 compared to the Fiscal 2014 budget of \$2,139,586. This account is used to pay for salary and ordinary maintenance costs of other departments that provide service to this enterprise.

DEPARTMENT OF PUBLIC WORKS & PARKS WATER DIVISION



132 Positions



PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 101,248.00	47EM	DIRECTOR, WATER & SEWER OPERATIONS	1	\$ 103,216.00
1	90,000.00	45EM	DIRECTOR OF ENVIROMENTAL SYSTEMS	1	90,035.00
1	88,072.00	47M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	88,072.00
1	84,544.00	46M	WATER FILTRATION PLANT MANAGER	1	84,544.00
1	84,075.00	46M	PRINCIPAL SANITARY ENGINEER	1	84,544.00
1	65,543.00	44M	CHIEF PLANT OPERATOR	1	73,460.00
1	65,543.00	39M	SUPERVISOR OF WATER SUPPLY	1	65,543.00
1	63,720.00	39M	SENIOR STAFF ASSISTANT	1	65,543.00
1	52,869.00	38M	CHIEF LAB TECHNICIAN	1	54,936.00
1	63,267.00	38P	SYSTEMS ACCOUNTANT	1	63,267.00
2	122,866.00	41	ASSISTANT SANITARY ENGINEER, GRADE 4	2	124,893.00
1	66,649.00	41	SENIOR GIS ANALYST (DPW)	1	66,649.00
1	66,649.00	41	WATER FILTRATION CHEMIST	1	66,649.00
1	64,353.00	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	64,353.00
1	62,098.00	39	FORESTER	1	62,098.00
2	124,196.00	39	SENIOR WATER FILTRATION PLANT OPERATOR	2	124,196.00
2	119,309.00	38	GENERAL PUBLIC WORKS FOREMAN	2	119,309.00
1	48,150.00	38	HEAD PUMPING STATION OPERATOR	1	52,267.00
1	51,992.00	38	WATER FILTRATION ELECTRICAL TECHNICIAN	1	51,992.00
3	173,041.00	37	JUNIOR CIVIL ENGINEER, GRADE 3 (DPW)	3	175,068.00
1	53,787.00	37	STAFF ASSISTANT III	1	53,787.00
1	46,354.00	37	SUPPORT TECHNICIAN	1	46,354.00
1	55,854.00	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	55,854.00
3	146,580.00	36	PUBLIC WORKS FOREMAN AND INSPECTOR	3	149,780.00
1	47,603.00	34	UTILITY DATA TECHNICIAN	1	49,191.00
5	252,121.00	34	PUBLIC WORKS FOREMAN	5	252,817.00
3	154,973.00	34	WATER FILTRATION PLANT OPERATOR	3	155,976.00
1	51,992.00	34	FILTRATION PLANT LABORATORY TECHNICIAN	1	51,992.00
1	60,051.00	34	WORKING FOREMAN, MOTOR EQUIP REPAIRMAN	1	60,051.00
2	96,807.00	33HC	SENIOR SANITARY INSPECTOR	2	99,415.00
5	215,361.00	33	SENIOR ENGINEERING AIDE, GRADE 2 (DPW)	5	218,541.00
1	50,259.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	50,259.00
4	165,701.00	32	WORKING FOREMAN, CRAFTSMAN	4	176,417.00
1	39,171.00	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	41,026.00
3	136,138.00	32	PUMPING STATION OPERATOR II	3	142,403.00
2	68,904.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	73,540.00
2	80,848.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	80,848.00
4	183,329.00	30	WORKING FOREMAN, DPW MAINTENANCE MAN	4	184,415.00
2	86,696.00	30	HEAD CLERK	2	88,187.00
1	40,884.00	27	PRINCIPAL CLERK & STENOGRAPHER	1	40,884.00
32	1,092,018.00	26	PUBLIC WORKS MAINTENANCE MAN	32	1,089,033.00
1	40,445.00	26	WATER SERVICE INSPECTOR	1	40,445.00
2	75,900.00	26	STOREKEEPER (DPW)	2	69,156.00
3	112,775.00	25	ASSISTANT STOREKEEPER (DPW)	3	112,775.00
3	110,436.00	24	ASSISTANT FILTRATION PLANT OPERATOR	3	110,436.00
1	34,599.00	24	SENIOR CLERK AND STENOGRAPHER	1	29,796.00
15	496,374.00	24	PUBLIC WORKS LABORER	15	493,669.00
1	34,599.00	22	SENIOR CLERK AND TYPIST	1	34,599.00
1	51,115.00	4	SENIOR SECURITY GUARD (DPW)	1	41,912.00
4	131,470.00	1	SECURITY GUARD	4	124,037.00
132	5,871,328.00		REGULAR SALARIES	132	5,898,229.00

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
AUTHORIZED POSITIONS WITHOUT FUNDING					
1	-	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	-
1	-	39M	WATER DISTRIBUTION SUPERVISOR	1	-
1	-	38	GENERAL PUBLIC WORKS FOREMAN	1	-
1	-	37	JUNIOR CIVIL ENGINEER, GRADE 3 (DPW)	1	-
1	-	36	PUBLIC WORKS FOREMAN AND INSPECTOR	1	-
1	-	34	PUBLIC WORKS FOREMAN	1	-
1	-	32	WORKING FOREMAN, CRAFTSMAN	1	-
1	-	32	STAFF ASSISTANT I	1	-
1	-	27	PRINCIPAL CLERK AND TYPIST	1	-
1	-	26	PUBLIC WORKS MAINTENANCE MAN	1	-
<u>10</u>	<u>-</u>		REGULAR SALARIES	<u>10</u>	<u>-</u>
	7,723.00		EM INCENTIVE PAY		2,408.00
	191,785.00		CONTRACTUAL STIPENDS - MEO		191,785.00
	(105,502.00)		VACANCY FACTOR		(105,502.00)
	<u>5,965,334.00</u>		TOTAL RECOMMENDED SALARIES		<u>5,986,920.00</u>
	(33,297.00)		FUNDING SOURCES: CREDIT SEWER REVENUES		(33,415.00)
	<u>(33,297.00)</u>				<u>(33,415.00)</u>
<u>142</u>	<u>\$ 5,932,037.00</u>	450-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>142</u>	<u>\$ 5,953,505.00</u>
	<u>\$ 630,000.00</u>	450-97000	TOTAL OVERTIME		<u>\$ 630,000.00</u>
\$ 307,537.00			WATER ORDINARY MAINTENANCE	\$ 307,537.00	
28,865.00			YARD ORDINARY MAINTENANCE	28,865.00	
13,050.00			WATER / YARD OM - NATURAL GAS	13,050.00	
33,821.00			WATER / YARD OM - ELECTRICITY	33,821.00	
162,500.00			WATER / YARD OM - GAS & OIL	162,500.00	
27,000.00			TELEPHONE	27,000.00	
51,000.00			WATER CONSERVATION	51,000.00	
153,000.00			VEHICLE SERVICE	153,000.00	
470,665.00			RESERVOIRS ORDINARY MAINTENANCE	470,665.00	
738,335.00			RESERVOIR - ELECTRICITY	738,335.00	
6,401.00			RESERVOIR - NATURAL GAS	6,401.00	
10,000.00			WATER PUMPING	10,000.00	
297,000.00			TRENCH REPAIRS	297,000.00	
716,400.00			WATER FILTRATION - OM	716,400.00	
338,000.00			WATER FILTRATION - ELECTRICITY	338,000.00	
97,601.00			WATER FILTRATION - NATURAL GAS	97,601.00	
7,848.00			UNIFORM & CLOTHING SERVICE	7,848.00	
100,000.00			WATER LEAK DETECTION	100,000.00	
<u>\$ 3,559,023.00</u>		450-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 3,559,023.00</u>	
	<u>\$ 25,000.00</u>	450-93000	TOTAL OTHER CAPITAL OUTLAY		<u>\$ 25,000.00</u>

PAUL J. MOOSEY, COMMISSIONER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF PUBLIC WORKS & PARKS

DIVISION OF WATER- DIVISION #450

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
	\$ 2,726,636.00		DEBT SERVICES:		
	8,847,806.00		INTEREST ON BONDS		\$ 2,638,837.00
	<u>\$ 11,574,442.00</u>	450-94000	REDEMPTION OF BONDS		<u>8,937,635.00</u>
			TOTAL RECOMMENDED DEBT SERVICES		<u>\$ 11,576,472.00</u>
	<u>\$ 2,139,586.00</u>	450-95000	TRANSFER OF SERVICES		<u>\$ 2,072,772.00</u>
	\$ 1,899,212.00		FRINGE BENEFITS		
	1,455,038.00		HEALTH INSURANCE		\$ 1,944,336.00
	259,347.00		CONTRIBUTORY PENSIONS		1,723,109.00
	31,162.00		EARLY RETIREMENT		259,652.00
	766,929.00		SECTION 90 PENSIONS		-
	98,460.00		PENSION OBLIGATION BONDS		790,632.00
	10,000.00		WORKERS COMPENSATION		98,460.00
	<u>\$ 4,520,148.00</u>	450-96000	UNEMPLOYMENT COMPENSATION		<u>10,000.00</u>
			TOTAL FRINGE BENEFITS		<u>\$ 4,826,189.00</u>
	<u>\$ 28,380,236.00</u>		TOTAL WATER		<u>\$ 28,642,961.00</u>

DEPARTMENT OF PUBLIC WORKS & PARKS OFF STREET PARKING PROGRAM

Paul J. Moosey

Commissioner

20 East Worcester Street

Worcester, Massachusetts 01604

(508) 929 -1300

Divisional Mission Statement:

The mission of the Off-Street Parking Board is to:

- Provide a safe and economical parking supply program, which maintains and supports economic development in the City.
- Supplement the City's curbside parking and the private sector's parking supply at no cost to the taxpayer.

Divisional Overview:

The Off-Street Parking Program presently consists of four municipal parking garages and fourteen open-air parking lots. Two garages located in the Central Business District, Pearl Elm and Federal Plaza, supply 1,330 parking spaces for workers and visitors. The Major Taylor Boulevard Garage supplies 983 spaces and the Union Station Garage supplies an additional 500 spaces. The total number of parking garage spaces is 2,813. The thirteen open-air parking lots are located throughout the City.

The Off-Street Parking Program maintains all of its services by means of the income generated at the garages and open-air lots. No tax levy funds are required for this program.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
Pearl Elm Municipal Garage	\$ 509,328.85	\$ 514,859.00		\$ 517,464.00
Federal Plaza Garage	656,951.09	659,433.00		663,068.00
Off Street Parking Lots	171,985.18	141,250.00		141,250.00
City-Wide Parking Meters	92,396.43	95,804.00		122,258.00
Union Station Garage	1,019,834.41	1,000,961.00		999,530.00
Major Taylor Blvd Garage	1,113,644.76	1,090,649.00		1,126,635.00
Total Expenditures	\$3,564,140.72	\$ 3,502,956.00		\$ 3,570,205.00
FUNDING SOURCES				
Pearl Elm Garage	\$ 509,328.85	\$ 1,545,902.00		\$ 1,446,697.00
Federal Plaza Garage	656,951.09	480,000.00		500,000.00
Parking Meters Income	92,396.43	95,804.00		122,258.00
Off Street Parking Garage	171,985.18	141,250.00		141,250.00
Union Station Garage	1,019,834.41	330,000.00		370,000.00
Major Taylor Blvd Garage	1,113,644.76	910,000.00		990,000.00
Total Funding Source	\$3,564,140.72	\$ 3,502,956.00		\$ 3,570,205.00

FISCAL 2015 BUDGET OVERVIEW**Expenditures:**

The operational budget for the Off Street Parking Program is recommended to be \$3,570,205 compared to the Fiscal 2014 budget of \$3,502,956 an increase of \$67,249 or 1.92%. The net operational increase is attributable to \$59,830 in ordinary maintenance expenditures and the renewal of the parking garage management contracts. The balance of \$7,419 is for the increased debt service costs for equipping and rehabilitation improvements of the garages. The following is breakdown of costs associated with the various garages:

Federal Plaza Garage:

Fiscal 2015 operational budget for the Federal Plaza Garage is projected at \$663,068 compared to the Fiscal 2014 budget of \$659,433, a net increase of \$3,635 or 0.55%. Ordinary Maintenance expenditure is funded at \$347,385 and \$315,683 for principal and interest payments for debt service cost.

Pearl Elm Garage:

Fiscal 2015 operational budget for the Pearl Elm Garage is projected at \$517,464 compared to the Fiscal 2014 budget of \$514,859, an increase of \$2,605 or 0.50%. Ordinary Maintenance expenditure is funded at \$382,520 and \$134,944 for principal and interest payments for debt service cost.

Parking Meter Program:

Fiscal 2015 operational budget for the Parking Meter Program is projected is \$122,258 compared to the Fiscal 2014 budget of \$95,804, an increase of \$26,454 or 27.7%. Ordinary Maintenance expenditure is level funded at \$60,415 and \$61,843 for principal and interest payments for debt service cost.

Off Street Parking Lots:

The Ordinary Maintenance budget for Off Street Parking Lots Program is level funded at \$141,250 compared to the Fiscal 2014 budget.

Union Station Garage:

Fiscal 2015, the total operational budget for the Union Station Garage is \$999,530 a decrease of \$1,431. Ordinary Maintenance expenditure is funded at \$360,740. The cost of debt is projected at \$638,790 compared to the Fiscal 2014 budget of \$655,396.

Major Taylor Boulevard Garage:

Fiscal 2015 operational budget for Major Taylor Boulevard Garage is \$1,126,635, an increase of \$35,986 or 3.30%. Ordinary Maintenance expenditure is funded at \$528,290. The cost of debt is projected at \$598,345 compared to the Fiscal 2014 budget of \$579,079. This increase is attributable to Principal and Interest charges for existing debt building rehabilitation improvements through Fiscal 2013.



PAUL J. MOOSEY, COMMISSIONER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF PUBLIC WORKS & PARKS
OFF STREET PARKING PROGRAM #46S

RECOMMENDED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
\$ 368,810.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	\$ 382,520.00
50,649.00	INTEREST ON BONDS	46,944.00
95,400.00	REDEMPTION ON BONDS	88,000.00
<u>\$ 514,859.00</u>	<u>TOTAL PEARL ELM GARAGE</u>	<u>\$ 517,464.00</u>
\$ 333,160.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	\$ 347,385.00
106,759.00	INTEREST ON BONDS	97,575.00
219,514.00	REDEMPTION ON BONDS	218,108.00
<u>\$ 659,433.00</u>	<u>TOTAL FEDERAL PLAZA GARAGE</u>	<u>\$ 663,068.00</u>
\$ 60,415.00	PARKING METERS ORDINARY MAINTENANCE	\$ 60,415.00
4,589.00	INTEREST ON BONDS	20,643.00
30,800.00	REDEMPTION ON BONDS	41,200.00
<u>\$ 95,804.00</u>	<u>TOTAL PARKING METERS</u>	<u>\$ 122,258.00</u>
\$ 141,250.00	OFF STREET PARKING LOT ORDINARY MAINTENANCE	\$ 141,250.00
<u>\$ 141,250.00</u>	<u>TOTAL OFF STREET PARKING LOT</u>	<u>\$ 141,250.00</u>
\$ 345,565.00	UNION STATION ORDINARY MAINTENANCE	\$ 360,740.00
238,396.00	INTEREST ON BONDS	221,790.00
417,000.00	REDEMPTION ON BONDS	417,000.00
<u>\$ 1,000,961.00</u>	<u>TOTAL UNION STATION GARAGE</u>	<u>\$ 999,530.00</u>
\$ 511,570.00	MAJOR TAYLOR BOULEVARD GARAGE	\$ 528,290.00
162,079.00	INTEREST ON BONDS	153,345.00
417,000.00	REDEMPTION ON BONDS	445,000.00
<u>\$ 1,090,649.00</u>	<u>TOTAL WORCESTER CENTER BOULEVARD GARAGE</u>	<u>\$ 1,126,635.00</u>
<u>\$ 3,502,956.00</u>	<u>TOTAL OFF - STREET PARKING</u>	<u>\$ 3,570,205.00</u>
FUNDING SOURCES		
\$ (1,545,902.00)	PEARL ELM GARAGE	\$ (1,446,697.00)
(480,000.00)	FEDERAL PLAZA	(500,000.00)
(95,804.00)	PARKING METERS	(122,258.00)
(141,250.00)	OFF STREET PARKING LOTS	(141,250.00)
(330,000.00)	UNION STATION GARAGE	(370,000.00)
(910,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(990,000.00)
<u>\$ (3,502,956.00)</u>	<u>TOTAL FUNDING SOURCES</u>	<u>\$ (3,570,205.00)</u>
<u>\$ -</u>	<u>RECOMMENDED TAX LEVY</u>	<u>\$ -</u>

ADMINISTRATION & FINANCE

Thomas F. Zidelis
Chief Financial Officer
City Hall – Room 203
455 Main Street
Worcester, Massachusetts 01608
(508) 799 – 1180

Departmental Mission Statement:

The Department of Administration and Finance is comprised of the Budget Division, Purchasing Division and Treasurer and Collection Division. The mission of the Department is to:

- Oversee all aspects of Worcester’s financial functions and to achieve and complete the missions of the Assessing, Technical Services, and Treasury Divisions.
- Act as the City’s receipting and disbursing agent of public financial assets in order to maximize the utilization and safekeeping of City funds.
- Prepare and monitor each fiscal year’s capital, grant, and tax levy budgets.
- Perform financial analyses on various projects and annual City programs.
- Perform all appropriate grant administration services.
- Coordinate grants acquisition to design and assist to identify and prioritize critical areas for state and federal funding; research legislation that furthers the departments’ long-range goals and mission; write proposals; and secure funds for programmatic, capital, and operational needs.
- Procure materials, supplies, equipment, and services at the lowest possible cost consistent with the quality necessary for the proper operation of various City organizations, thereby attaining the maximum value for each public dollar spent.

Departmental Overview:

The department manages all operating revenues, expenses, and financial planning decisions for the City of Worcester. Emphasis is placed on using technology to streamline financial and operational information flow.

The Budget Division provides the coordination between the financial divisions of Administration and Finance as well as all departments/divisions throughout the City. With the formulation and implementation of the City’s Five Point Financial Plan, the Budget Division ensures both short and long term financial planning and adherence to the City’s budget. This Division is responsible for the identification and crafting of grant proposals for the majority of City departments as well as oversight of grant programs with respect to municipal finance.

The Treasurer and Collector Division is responsible for the timely billing and collection of all of the City’s revenues as well as being the source of disbursing all of the payments by the City and the Worcester Retirement System. The Treasurers division functions as the disbursing agent for

ADMINISTRATION & FINANCE DEPARTMENT

the City, issuing over 300,000 paychecks, direct deposit vouchers and vendor checks annually. This division is also responsible for the administration, withholding and disbursement of all payroll liabilities (inclusive of voluntary retirement plans) in compliance with Federal and State laws (inclusive of I.R.S. and D.O.R. regulations) and local contracts. The final major responsibility of this division is long-term debt management. The Treasurers division is responsible for the coordination and issuance of short term and long term debt obligations required to fund the City's capital improvement program. The Collectors Division issues and receipts more than 600,000 tax, utility, and departmental bills annually. This division is also responsible for adherence to Federal (bankruptcy) and Massachusetts General Laws regarding these obligations due to the City.

The Parking Ticket division is responsible for the administration of the collection of parking ticket and abandoned vehicle violations as well as the City's resident parking program. The Tax Title Foreclosure division is charged with the prosecution of Land Court foreclosure complaints, the preparation and filing of legal documents effecting property owner's title and the disposition of tax foreclosed properties in compliance with Chapter 60 of the Massachusetts General Laws. This division is also responsible for compiling and conducting tax liens for assignment sales.

The Treasurer and Collectors Office maximizes City revenues and pays the City's obligation while providing the highest level of customer service possible while safeguarding all public assets. The Office has continued to offer additional office hours to accommodate tax and rate payer as well as employees of the City. For the convenience of individuals making payment to the City, online options for the payment of tax and utility bills as well as city services have been added to the methods in which payments can be made to the City.

Finally, this office is charged with the oversight of all outgoing mail issued by the City. This encompasses over one million pieces of mail being issued to taxpayers, residents and employees of the City.

The Purchasing Division serves as the conduit for all City department procurements in addition to the contact with the local business community and the Commonwealth. This is done by procuring materials, supplies, equipment, or services at the lowest possible price consistent with the quality necessary for the proper operation of the various departments, thereby attaining the maximum value for each public dollar spent.

The compression of these three divisions provides a distinct opportunity to achieve operational efficiencies through cross training of personnel. Furthermore, the shared resources, both financial and technical, shall provide additional operational efficiencies.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2013	Budget for	Account	Appropriation
		Fiscal 2014	Number	Fiscal 2015
EXPENDITURES				
SALARIES	\$ 1,698,215.22	\$ 1,661,086.00	91000	\$ 1,682,815.00
CAPITAL OVERLAY	3,500.00	-	93000	-
OVERTIME	30,545.72	30,000.00	97000	30,000.00
ORDINARY MAINTENANCE	115,308.00	796,935.00	92000	775,180.00
TOTAL	\$ 1,847,568.94	\$ 2,488,021.00		\$ 2,487,995.00
TOTAL POSITIONS	42	43		43

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

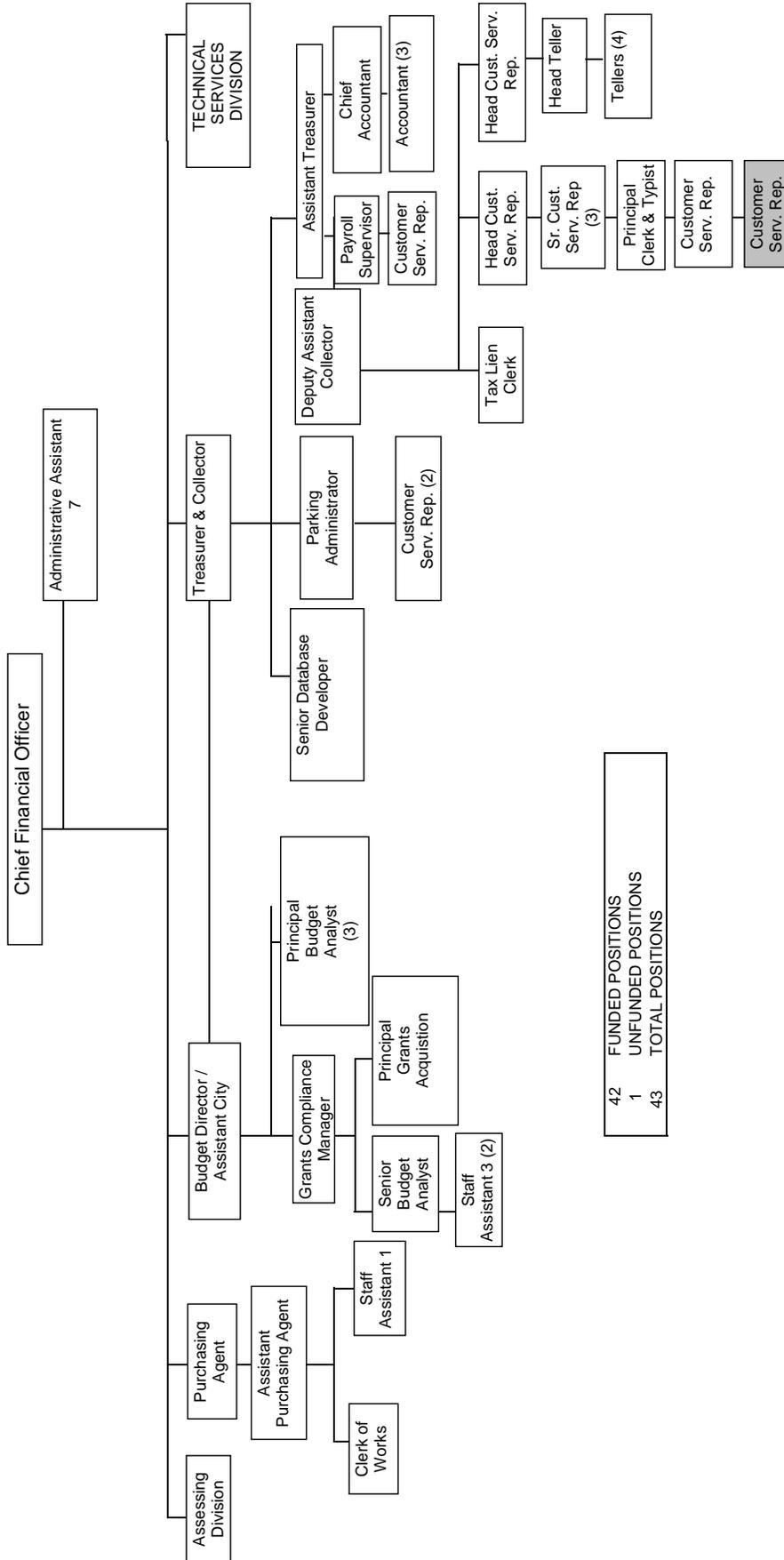
The Department of Administration & Finance’s total tax levy budget for Fiscal 2015 is recommended to be \$2,487,995, a net decrease of (\$26) from the approved tax levy budget for Fiscal 2014 of \$2,488,021.

The tax levy Personal Services budget for Fiscal 2015 is recommended to be \$1,682,815, which is an increase of \$21,729 from the Fiscal 2014 budget of \$1,661,086. This increase is net the result of the various components in the Personal Services account which includes step increases for employees that have not achieved the maximum step per the salary ordinance.

The tax levy Overtime budget for Fiscal 2015 is level funded at \$30,000.00 a decrease from \$40,000 in Fiscal 2013 due to the transfer of staff to the new City Energy and Asset Management Division.

The tax levy Ordinary Maintenance budget for Fiscal 2015 is recommended to be level funded at \$775,180 a decrease of (\$21,755), compared to the Fiscal 2014 budget of \$796,935.

**DEPARTMENT OF ADMINISTRATION & FINANCE
ORGANIZATIONAL CHART**



42	FUNDED POSITIONS
1	UNFUNDED POSITIONS
43	TOTAL POSITIONS



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF PURCHASING, FINANCE & TREASURY

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
<u>ADMINISTRATION & FINANCE</u>					
1	\$ 137,036.00	58CM	CHIEF FINANCIAL OFFICER	1	\$ 137,036.00
3	187,843.00	40M	PRINCIPAL BUDGET ANALYST	3	189,747.00
1	70,533.00	42M	GRANTS COMPLIANCE MANAGER	1	72,913.00
1	65,543.00	39M	SENIOR BUDGET ANALYST	1	65,543.00
1	61,074.00	39M	PRINCIPAL GRANTS ACQUISITION	1	63,267.00
2	108,097.00	37	STAFF ASSISTANT 3	2	111,625.00
9	\$ 630,126.00	610-91000	REGULAR SALARIES	9	\$ 640,131.00
<u>FINANCE & TREASURY</u>					
1	\$ 108,543.00	53EM	CITY TREASURER & COLLECTOR	1	\$ 108,543.00
1	100,111.00	47EM	BUDGET DIRECTOR/ASSISTANT CITY TREASURER	1	100,099.00
1	68,156.00	47EM	ASSISTANT TREASURER	1	72,036.00
1	84,544.00	48P	SENIOR DATABASE DEVELOPER	1	88,072.00
1	78,614.00	44M	DEPUTY ASSISTANT COLLECTOR	1	78,614.00
1	72,913.00	42M	PARKING ADMINISTRATOR	1	72,913.00
1	65,543.00	39M	CHIEF ACCOUNTANT	1	51,115.00
2	111,708.00	36	HEAD CUSTOMER SERVICE REPRESENTATIVE	2	111,708.00
1	53,787.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,787.00
1	50,259.00	33	HEAD TELLER	1	50,259.00
1	47,710.00	32	SUPERVISOR OF PAYROLL	1	48,400.00
3	127,431.00	32	ACCOUNTANT	3	134,836.00
1	48,400.00	32	TAX-LIEN CLERK	1	48,400.00
4	180,908.00	30	TELLER	4	180,908.00
3	127,287.00	28	SR. CUSTOMER SERVICE REPRESENTATIVE	3	127,287.00
1	40,884.00	27	PRINCIPAL CLERK & TYPIST	2	40,884.00
5	133,331.00	22	CUSTOMER SERVICE REPRESENTATIVE	4	134,261.00
29	\$ 1,500,129.00	660-91000	REGULAR SALARIES	29	\$ 1,502,122.00
<u>PURCHASING DIVISION</u>					
1	\$ 101,874.00	50EM	PURCHASING AGENT	1	\$ 101,874.00
1	70,533.00	41M	ASST. PURCHASING AGENT	1	70,533.00
1	53,787.00	35	CLERK OF WORKS, BUILDING	1	53,787.00
1	43,744.00	32	STAFF ASSISTANT 1	1	45,227.00
4	\$ 269,938.00	600-91000	REGULAR SALARIES	4	\$ 271,421.00
0	\$ -	47EM	BUDGET DIRECTOR/ASSISTANT CITY TREASURER	0	\$ -
1	-	27	CUSTOMER SERVICE REPRESENTATIVE	1	-
1	\$ -		REGULAR SALARIES	1	\$ -
	(58,000.00)		VACANCY FACTOR		(58,000.00)
	20,000.00		TEMPORARY STAFF		20,000.00
	2,500.00		MUNICIPAL HEARING OFFICER STIPEND		2,500.00
	11,317.00		EM INCENTIVE PAY		9,678.00
43	\$ 2,376,010.00		TOTAL RECOMMENDED SALARIES	43	\$ 2,387,852.00
<u>FUNDING SOURCES:</u>					
	\$ (138,832.00)		FEDERAL & STATE GRANTS		\$ (112,647.00)
	(49,987.00)		PUBLIC HEALTH GRANTS		(59,208.00)
	(53,787.00)		PROJECT ACCOUNTS		(53,787.00)
	(3,103.00)		GOLF REVENUES		(3,143.00)
	(241,663.00)		SEWER REVENUES		(246,257.00)
	(227,552.00)		WATER REVENUES		(229,995.00)
	\$ (714,924.00)		TOTAL FUNDING SOURCES		\$ (705,037.00)
43	\$ 1,661,086.00		TOTAL PERSONAL SERVICES	43	\$ 1,682,815.00
	\$ 30,000.00	660-97000	TREASURER & COLLECTOR OVERTIME		\$ 30,000.00
	\$ 30,000.00		TOTAL RECOMMENDED OVERTIME		\$ 30,000.00

THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF ADMINISTRATION & FINANCE

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
	\$ 2,000.00		MAINTENANCE & REPAIR		\$ 2,000.00
	400.00		TELEPHONE		400.00
	3,000.00		OTHER PERSONAL SERVICES		3,000.00
	5,000.00		OFFICE SUPPLIES		5,000.00
	400.00		OTHER SUPPLIES		400.00
	3,000.00		FORMS SUPPLIES		3,000.00
	2,000.00		OTHER CHARGES & EXPENDITURES		2,000.00
	<u>\$ 15,800.00</u>	600-92000	SUBTOTAL PURCHASING ORDINARY MAINTENANCE		<u>\$ 15,800.00</u>
	\$ 4,000.00		LEASES & RENTALS		\$ 4,000.00
	1,000.00		MAINTENANCE & REPAIR		1,000.00
	2,500.00		TELEPHONES		2,500.00
	28,685.00		OTHER PERSONAL SERVICES		6,685.00
	3,000.00		OFFICE SUPPLIES		3,000.00
	2,500.00		OTHER SUPPLIES		2,500.00
	20,000.00		OTHER CHARGES & EXPENDITURES		20,000.00
	30,000.00		TRAVEL		30,000.00
	<u>\$ 91,685.00</u>	610-92000	SUBTOTAL BUDGET ORDINARY MAINTENANCE		<u>\$ 69,685.00</u>
	\$ 700.00		MAINTENANCE & REPAIR- TREASURY		\$ 700.00
	3,000.00		POSTAGE- TREASURY		3,000.00
	900.00		NETWORK, HARDWARE, SOFTWARE- TREASURY		900.00
	87,000.00		OTHER PERSONAL SERVICES- TREASURY		87,000.00
	25,300.00		OFFICE SUPPLIES- TREASURY		25,300.00
	1,600.00		OTHER SUPPLIES- TREASURY		1,600.00
	700.00		OTHER CHARGES & EXPENDITURES- TREASURY		700.00
	100.00		TRAVEL- TREASURY		100.00
	7,000.00		LEASES & RENTALS- COLLECTORS		7,000.00
	2,500.00		OTHER PERSONAL SERVICES- COLLECTORS		2,500.00
	2,500.00		OFFICE SUPPLIES- COLLECTORS		2,500.00
	1,000.00		OTHER CHARGES & EXPENDITURES- COLLECTORS		1,000.00
	2,200.00		LEASES & RENTALS- MAILING		2,200.00
	2,600.00		MAINTENANCE & REPAIR- MAILING		2,600.00
	245,000.00		POSTAGE- MAILING		245,000.00
	249,000.00		OTHER PERSONAL SERVICES- MAILING		249,000.00
	1,000.00		OFFICE SUPPLIES- MAILING		1,000.00
	30,200.00		OTHER PERSONAL SERVICES- TAX TITLE		30,200.00
	97,000.00		OTHER PERSONAL SERVICES- PARKING		97,000.00
	1,600.00		OFFICE SUPPLIES- PARKING		1,600.00
	100.00		TRAVEL- PARKING		100.00
	<u>\$ 761,000.00</u>	660-92000	SUBTOTAL TREASURY ORDINARY MAINTENANCE		<u>\$ 761,000.00</u>
			FUNDING SOURCES:		
	\$ (31,493.00)		SEWER REVENUES		\$ (31,459.00)
	(40,057.00)		WATER REVENUES		(39,846.00)
	<u>\$ (71,550.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (71,305.00)</u>
	<u>\$ 796,935.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 775,180.00</u>
			FRINGE BENEFITS:		
	\$ 8,696.00		HEALTH INSURANCE		\$ 11,742.00
	14,508.00		RETIREMENT		17,959.00
	<u>\$ 23,204.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 29,701.00</u>
			FUNDING SOURCES:		
	(23,204.00)		FEDERAL & STATE GRANTS		(29,701.00)
	<u>(23,204.00)</u>		TOTAL FUNDING SOURCES		<u>(29,701.00)</u>
	<u>\$ -</u>		TOTAL FRINGE BENEFITS		<u>\$ -</u>
	<u>\$ 2,488,021.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 2,487,995.00</u>

**FISCAL YEAR 2015
DEPARTMENT OF ADMINISTRATION & FINANCE
FUNDING SOURCES**

ECONOMIC DEVELOPMENT GRANTS	SALARY AMOUNT	FRINGE AMOUNT	TOTAL
CDBG	\$ 81,999.00	\$ 15,517.00	\$ 97,516.00
2012 LEAD HAZARD GRANT	13,767.00	2,560.00	16,327.00
HOME	5,465.00	1,037.00	6,502.00
SUSTAINABLE COMMUNITIES	3,351.00	641.00	3,992.00
WORCESTER GREEN ENERGY	3,483.00	647.00	4,130.00
EMERGENCY SHELTER	3,425.00	649.00	4,074.00
EPA 2002 GRANT	1,157.00	215.00	1,372.00
SUB-TOTAL ECONOMIC DEVELOPMENT GRANTS	112,647.00	21,266.00	133,913.00
PUBLIC HEALTH GRANTS			
UNDERAGE DRINKING	\$ 4,148.00	\$ 556.00	\$ 4,704.00
OPIOID	4,148.00	556.00	4,704.00
PERP	6,490.00	861.00	7,351.00
HEALTH/MED PRED	11,331.00	1,375.00	12,706.00
MASS IN MOTION	1,996.00	327.00	2,323.00
PREVENTION & WELLNESS TRUST	11,678.00	1,354.00	13,032.00
REGIONALIZATION	2,534.00	384.00	2,918.00
DISTRICT IMPROVEMENT GRANT	5,761.00	726.00	6,487.00
PERSCRIPTION DRUG ABUSE	3,765.00	399.00	4,164.00
TOBACCO CONTROL	7,357.00	1,897.00	9,254.00
SUB-TOTAL PUBLIC HEALTH GRANTS	\$ 59,208.00	\$ 8,435.00	\$ 67,643.00
TOTAL GRANTS	\$ 171,855.00	\$ 29,701.00	\$ 201,556.00

ASSESSING DIVISION

William J. Ford

City Assessor

City Hall - Room 209

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1098

Divisional Mission Statement:

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 members of the public professionally, quickly and courteously.

- Apply Assessing Division practices to the appraisal of real and personal property and to maintain the level of assessment at its full and fair cash value as required by the laws of the Commonwealth of Massachusetts.
- Develop and maintain 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.
- Periodically review and inspect all City of Worcester property and update electronic data files.
- Administer motor vehicle excise tax programs that include commitment of excise tax bills and the abatement /appeal process related to individual taxpayer's excise bills.

Divisional Overview:

The Assessing Division is responsible for the administration of all laws and regulations regarding property tax assessment. The assessors, as required by chapters 59, 60A, 61, 61B, 121A of the Massachusetts General Laws and various acts of the Legislature, perform the appraisal of approximately 47,500 real property (residential, commercial, industrial, tax exempt) and 5,200 personal property (business and utility tangible assets) accounts, and process 101,500 excise tax accounts on motor vehicles.

The Assessing Division provides information to the City Council for the Tax Classification Hearing annually so that a tax rate(s) can be established. The Assessing Division then commits to the Treasurer/Collector the annual real and personal property taxes to be collected, including betterments – sewer, street, sidewalk; and liens – sewer, water; handles requests for real estate abatements and personal exemptions (elderly, surviving spouse, blind, infirm, hardship, disabled) through the avenues prescribed by the Legislature and processes thousands of abatements on motor vehicle excise.

This Division also prepares and defends property values before the Massachusetts Appellate Tax Board and reports all sales within the City to the Massachusetts Department of Revenue, as required by law.

The Assessing Division works daily to answer the inquiries of taxpayers, planners, developers, builders, government officials, etc.; prepares presentations for various representative taxpayer groups within the City and provides information for the public on the City’s web site to achieve full disclosure of the assessment/appraisal process; coordinates the revaluation process to comply with the laws of the Commonwealth and achieve a sound base for fiscal planning within the City.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget for	Number	Appropriation
		Fiscal 2014		Fiscal 2015
EXPENDITURES				
SALARIES	\$ 526,728.64	\$ 540,466.00	91000	\$ 558,778.00
OVERTIME	3,040.93	1,000.00	97000	1,000.00
ORDINARY MAINTENANCE	322,667.12	294,500.00	92000	250,000.00
TOTAL	\$ 852,436.69	\$ 835,966.00		\$ 809,778.00
TOTAL POSITIONS	10	10		10

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

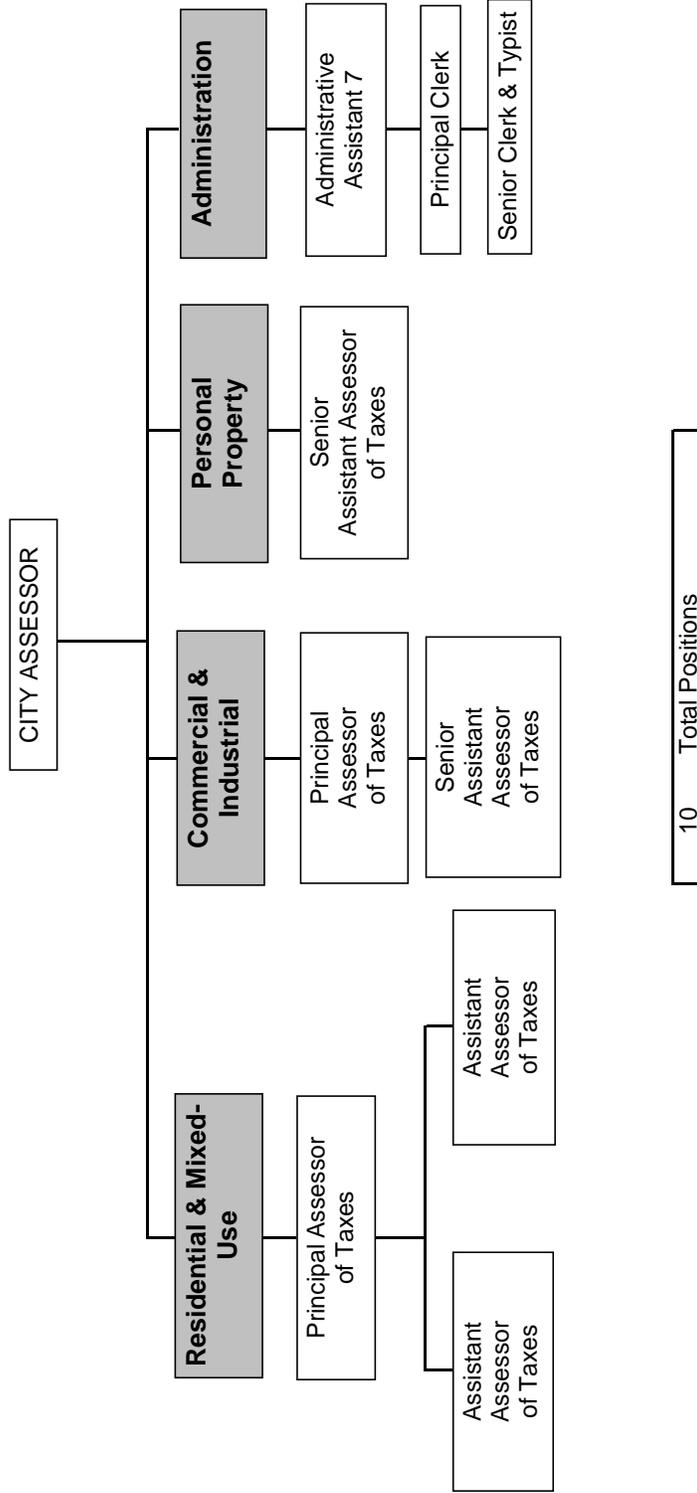
The Fiscal 2015 budget for the Assessing division is recommended to be \$809,778 which is a decrease of \$63,812 from the Fiscal 2014 budget of \$835,966.

The recommended Personal Services budget for Fiscal 2015 is \$558,778 which is an increase of \$18,312 from the Fiscal 2014 amount of \$540,466. This increase is a result step increases for employees that have not achieved the maximum step per the salary ordinance an increase in the EM Incentive pay of \$915.

The recommended Overtime budget for Fiscal 2015 is recommended to be level funded at \$1,000.

The recommended Ordinary Maintenance budget for Fiscal 2015 is recommended to be \$250,000 which is a (\$44,500) decrease from the Fiscal 2014 amount of \$294,500. This decrease is a result of various inspection & re-evaluation contracts coming to a close.

**DEPARTMENT OF ADMINISTRATION & FINANCE
ASSESSING DIVISION
ORGANIZATIONAL CHART**





WILLIAM J. FORD, CITY ASSESSOR
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF ADMINISTRATION & FINANCE
ASSESSING DIVISION - DIVISION #670

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 106,134.00	54EM	CITY ASSESSOR	1	\$ 106,134.00
2	124,399.00	40M	PRINCIPAL ASSESSOR OF TAXES	2	129,018.00
2	103,163.00	37	SENIOR ASSISTANT ASSESSOR OF TAXES	2	111,625.00
1	53,787.00	35	ADMINISTRATIVE ASSISTANT 7	1	53,787.00
2	85,022.00	32	ASSISTANT ASSESSOR OF TAXES	2	88,276.00
1	37,507.00	27	PRINCIPAL CLERK	1	38,569.00
1	34,599.00	22	SENIOR CLERK AND TYPIST	1	34,599.00
<u>10</u>	<u>\$ 544,611.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 562,008.00</u>
	3,355.00		EM INCENTIVE PAY		4,270.00
	(7,500.00)		VACANCY FACTOR		(7,500.00)
<u>10</u>	<u>\$ 540,466.00</u>	670-91000	TOTAL RECOMMENDED PERSONAL SERVICES	<u>10</u>	<u>\$ 558,778.00</u>
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	<u>\$ 1,000.00</u>	670-97000	TOTAL RECOMMENDED OVERTIME		<u>\$ 1,000.00</u>
	\$ 1,650.00		LEASES & RENTALS		\$ 1,650.00
	3,000.00		MAINTENANCE & REPAIR		3,000.00
	49,500.00		OTHER PERSONAL SERVICES		39,500.00
	62,500.00		PERSONAL PROPERTY VALUATION		45,000.00
	60,000.00		RESIDENTIAL PROPERTY VALUATION		43,000.00
	100,000.00		UTILITY VALUATION SERVICES		100,000.00
	8,000.00		SOFTWARE MAINTENANCE		8,000.00
	2,000.00		AUTOMOTIVE SUPPLIES		2,000.00
	3,000.00		OFFICE SUPPLIES		3,000.00
	1,000.00		OTHER SUPPLIES		1,000.00
	2,123.00		AUTO FUEL		2,123.00
	1,727.00		OTHER CHARGES & EXPENDITURES		1,727.00
	<u>\$ 294,500.00</u>	670-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 250,000.00</u>
	<u>\$ 835,966.00</u>		TOTAL RECOMMENDED TAX LEVY		<u>\$ 809,778.00</u>

TECHNICAL SERVICES DIVISION

Paul R. Covello

Chief Information Officer

1 Skyline Drive, Building A

Worcester, Massachusetts 01605

(508) 799-1272

Divisional Mission Statement:

The mission of the Technical Services Division is to provide quality information technology systems and services, efficiently and effectively, to City departments and users.

Divisional Overview:

The Technical Services Division provides a wide-range of support services to City departments, including networks and systems management, production and financial operations, application support and development, geographic information system, office automation, desktop support, document imaging and Internet services.

During the past year, Technical Services has continued to build upon the existing platforms and develop applications that automate manual functions and/or streamline existing processes in City departments, thereby improving services to the public. By utilizing technology, departments have increased productivity, are able to do more with less and deliver more effective municipal services to the public.

The Programming Services Division develops applications to meet the needs of City departments. The Division enhances and supports client/server financial applications such as payroll, purchasing, fund accounting, budget, human resources, tax billing and collections, water/sewer and elections. The Division also develops and supports PC-based applications for departments such as the City Manager, City Clerk, Police, Fire, Communications, Public Works, Health and Code, Purchasing, Human Resources, Law, Economic Development, Human Rights and Auditing. As a result of these programming efforts, business processes have been automated in many City departments. In most cases, significant reductions have been realized in the overall time to process business transactions. New applications developed over the past year include:

DPW Customer Service Center – Mobile Application

Enhanced the Customer Service Center mobile application, used by plow inspectors during storms, to include:

- Real time viewing of sand and salt active routes.
- Real time viewing and processing of sand/salt complaints by sand/salt section.
- Tracking plow route sub-section assignments by plow truck to assist the Law Department with plow damage claim research.
- In addition, remotely process route assignments and invoicing of hired equipment under contract for sweeping, paving and leaf collection.

Vacant Buildings Application

- Migrated the vacant building processing from its own older application and database into Property Analysis. In addition to providing a map-based user interface, the migration eliminated the need for double data-entry that was needed to flag vacant properties in Property Analysis with an appropriate status for reporting.

Commonwealth Connect Interface

- Working with SeeClickFix to establish an automated interface between the Customer Service application (CSRS) and the Commonwealth Connect program so that requests logged by citizens through the SeeClickFix mobile applications (iPhone and Android) will flow through electronically to CSRS, eliminating the need for Customer Service to manually retrieve the data and re-enter into CSRS.

Boards and Commissions Module

- Developed the Boards and Commissions module in the Council Calendar application.

City-wide Work Schedules/Payroll System

- Added 16 City departments to the Work Schedules/Payroll System.

Human Resources Alcohol and Drug Testing

- Rewrote the Random Alcohol and Drug Testing application used by Human Resources.

Additional Medicare Tax Statute

- Modified over 60 payroll programs/tables/forms to meet the new Federal tax statute requiring employers to withhold additional Medicare Tax on wages and compensation over \$200,000.

Additional applications/programs developed during Fiscal 2014:

- Optional Life Insurance annual age recalculation
- HR Benefits – enhanced various carrier screens, programs, forms and reports
- Digital approval/signoff of all batch files to fund accounting
- PDF format print conversation for Utility Billing, Miscellaneous Receivables statement of account and Real Estate warrant attestation report
- Miscellaneous Receivables automatic application of unapplied credits
- Created utility for merging bank escrow payments into one data file
- Created utility for automatic creation of warning reports for real estate escrow payment data received from all banks
- Enhanced the Technical Services PC Inventory application
- Created the Pre-1978 Death Certificates module
- WPD Confiscated Evidence
- WPD License to Carry

In addition, the following applications have been modified, upgraded and/or maintained over the past year:

- Miscellaneous Receivables
- Real Estate
- Utility Billing
- Fund Accounting
- Payroll
- Purchasing
- Benefits
- W2's/1099's
- OBRA
- Labor Services Registration
- Vacant Buildings
- Work Orders
- Customer Services Request System (CSRS)
- DPW Engineering Permits
- Housing Court
- Property Analysis
- City Council Agenda
- Property Analysis
- Auditing Fixed Assets
- DPW Wheelabrator Bill Verification
- WPD Towing
- Animal Licensing
- PC Inventory
- ED Initiatives
- WPD and WFD Journals
- WPD Paid Detail
- WFD Abatements, Quarterly Billing
- WPD Court Attendance
- WPD Bureau of Professional Standards
- WPD Sexual Offender Tracking
- WPD Sexual Assault Case Characteristics
- WPD Domestic Violence
- Workers Compensation for WPD and WFD

Technical Services continues to focus its efforts on citizen-centric services such as expanding its e-government offerings on the City's website. Value-added services include a 24x7 online customer service request system, online bill payments, vendor check register, public records search, certificate requests and various license renewals, live and archived video streaming of City Council and Committee meetings, City Council/City Manager calendar attachments, Assessing Property Valuation search with links to GIS maps, Tax Title property listing with accompanying maps, Winter Parking Ban and Street Sweeping notifications.

In addition, the following services are included on the City website: an on-line calendar of events, a “Where Do I Vote?” search for the Election Commission, submission of anonymous crime tips, crime statistics and various forms and reports available for downloading. The City’s website is now available with translation services for many languages.

New website features during the past year include:

- Applicant Tracking System; job seekers may now apply for municipal job openings and submit their cover letter/resume online. “Hiring Managers” from various Departments/Divisions can review job applicants and information that has been submitted from each applicant online.
- In coordination with Cable Services, the Live Stream and Video Archive software was updated. Live Streaming Video can now be viewed on mobile devices (iPhone, iPad, Android, Blackberry, etc.). Additionally, archived videos dated on or after November 1, 2013 may be viewed on mobile devices and can be shared via Social Media or email with one click of a button.
- Website visitors now have the ability to search the City of Worcester Bids database by Bid Number, Bid Title, Industry or Date Range.
- Added all new content for the Youth Opportunities Office and Youth Council, including a new Community Resources Database, which replaces their separate website.
- Integrated Social Media feeds from the City of Worcester Official account, the Worcester Common Oval and the DPW&P’s Winter Parking Ban.
- Added a List of Pending Items for each Standing Committee, allowing citizens to see what outstanding issues remain for each Committee.
- Integrated Dog License renewal information into the City Census Confirmation form. Upon confirming “no change” for a City Census, homeowners who have dogs licensed through the Clerk’s Office will be notified to renew their license(s).
- Created the WPD Citizen Comment; an online form for commending, lodging a complaint against, or making a suggestion regarding a member of the Worcester Police Department.
- Added a new Online Payment option for Hope Cemetery bills (burial costs, lot purchases, etc.).
- Added a new page and content under Living & Working entitled, “Healthy Living” that includes information and resources to help maintain a healthy lifestyle, including the new WOO MOVES Program.
- Added new page and images under Parks, Recreation & Cemetery for the WWII Memorial.
- Implemented a mobile-friendly display for the Voter Search function of our website.
- Added historical Election Results files back to 1938 for informational/educational purposes.

- Created a new online form, “Schedule a Voter Registration Drive,” where an organizer may submit information related to their event. The intent of this event is to assist attendees to register to vote in the City of Worcester.
- Added new section under Public Health for the Greater Worcester Community Health Improvement Plan. Included in this area is a new Data and Statistics section related to various CHIP topics.
- Created a new online form, “CERT Questionnaire,” where individuals can begin the application process to become a volunteer for the local Community Emergency Response Team.
- Responded to and/or forwarded to the appropriate Department/Division approximately 3,400 emails sent to the City’s Webmaster email account
- Performed approximately 700 website updates as requested by various Departments/Divisions

The Production Services Division supports the operational processes of the City’s financial systems such as payroll, budget, auditing, purchasing, miscellaneous receivables, utility billing, tax billing and collections and the corresponding procedural documentation. Staff members also manage the printing requirements for payrolls, year-end tax forms, purchase orders, Elections and many customized reports. This group manages system security and system management of the City’s integrated financial management system’s Unix-based IBM platform.

The Technical Support Division provides support to more than 1,700 computer users, 1,000 personal computers and laptops, 200 printers, smart phones and 50 Windows servers. The staff resolves and troubleshoots problems that require extensive knowledge of networks, operating systems, desktops, hardware, software, document imaging and system security. This Division supports remote system access of laptops in police cruisers as well as inspectors in the field. The responsibility for data back-ups, disaster recovery, off-site storage and media retention lies with the Division. Through the Help Desk, staff members respond to more than 7,500 annual user requests for both on-site and remote assistance. This division also supports the City’s extensive, wide-area network and provides system management services for various operating system platforms such as Windows, Oracle and Linux. These platforms consist of systems such as:

- Public Safety (Police, Fire, Communications)
- Office Automation
- Geographic Information System
- Internet
- Document Imaging
- Customer Service
- City-wide security system
- Health and Code Permits
- Golf Course Point of Sale

- Parks/Recreation Reservation System
- Remote Access System
- Assessing Appraisal System
- Video surveillance

Key projects completed during the past year include:

City-Wide Video Surveillance: Continued to expand upon the City-wide, scalable video surveillance solution by integrating additional video cameras.

- Deployed the Spotshotter system
- Started the process of migrating the Division of Workforce Development offices, located in Southbridge and Milford to the City network. In addition, the Technical Services Departments will manage and support all the technical functions of the Workforce Division at all locations including Worcester.
- AutoCAD Upgrade: Upgraded the AutoCAD software in the DPW&P used by the Division's architects.
- Upgraded the FORE! Golf Reservations System at the Greenhill Golf Course
- Upgraded the Petrovend Fuel Management software for both DPW and WPD garages.
- Installed the Spotshotter application on 175 desktops at the WPD
- Installed a new ten-finger print scanner in the WPD License Division which is required for all individuals applying for various licenses issues by the City of Worcester including hand gun permits.
- Coordinated data wiring upgrades at various Fire stations
- Provided ongoing support for the FireServer RMS
- Property Analysis – trained Fire Prevention to update documents for the Vacant Buildings application.

The Department's Geographic Information System Division manages and supports the GIS needs of the City. Key responsibilities include: geodatabase management, intranet viewer maintenance and enhancements, intern training and supervision, data edits and various mapping and data requests. In addition, the division provides GIS support for application integration with many applications including ViewPermit, the Customer Service Request System and Property Analysis. In addition, GIS also supports City departments such as Administration & Finance – Assessing, Budget, Treasury; Inspectional Services - Building/Zoning, Housing/Health Inspections; DPW - Administration, Engineering, Parks, Sewer, Traffic, Water; Economic

Development; Election Commission; Emergency Communications; City Manager; Fire; Planning & Regulatory Services; Police; Public Health; Public Schools.

Primary GIS accomplishments for FY2014 include:

- Level 3 Standardized Parcels were implemented in support of the MassGIS statewide addressing project. GIS database feature classes were updated and current processes were adjusted to integrate with the new schema.
- A regional consortium of municipal GIS staff collaborated to secure a flyover in spring 2014. Worcester is participating in this project which will provide high quality orthophotography and LiDAR at a cost savings. Planning has begun for basemap GIS data layer development from these new products.
- The ArcGIS Online platform was utilized to meet the need for field access for Fire, Emergency Communications and DPW&P Water Operations. The subscription allowed creation of internet accessible maps which replaced a Google map used by Emergency Communications, provided a prototype for Fire and field data access for Water employees. <https://worcesterma.maps.arcgis.com/>
- Progress was made toward providing public access to GIS data and applications. Infrastructure was established for testing GIS applications used by City employees in the field and improving information available to citizens. This project will continue in FY2015.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget for	Number	Appropriation
EXPENDITURES		Fiscal 2014		Fiscal 2015
SALARIES	\$ 1,580,176.65	\$ 1,711,110.00	91000	\$ 1,726,207.00
OVERTIME	54,225.30	36,593.00	97000	36,593.00
ORDINARY MAINTENANCE	1,148,501.10	1,283,726.00	92000	1,283,726.00
TOTAL	\$ 2,782,903.05	\$ 3,031,429.00		\$ 3,046,526.00
TOTAL POSITIONS	26	26		26

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

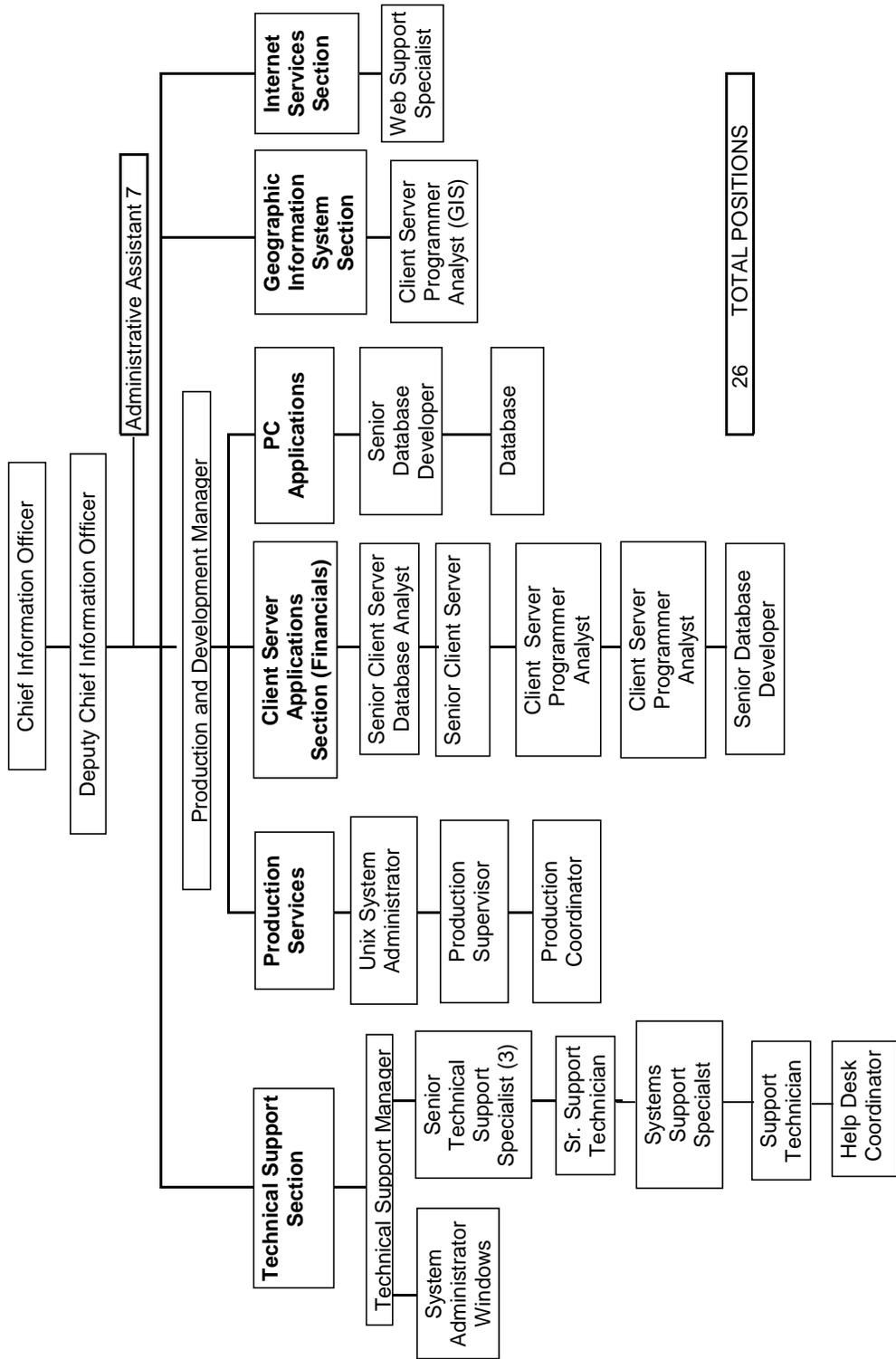
The total recommended budget for the Technical Services Department for Fiscal 2015 is \$3,046,526 which is an increase of \$15,097 from the approved budget for Fiscal 2014 of \$3,031,429.

The Fiscal 2015 Personal Services budget is recommended to be \$1,726,207 which is an increase of \$15,907 from Fiscal 2014 budget of \$1,711,110. This increase in personal services is attributable to the upgrade of Client Server Programmer to a senior position. Other factors to the increase include step increases for employees that have not achieved the maximum step per the salary ordinance and a small increase in the EM incentive pay. These increases are offset by an increase in the departmental, cable and enterprise credits in the amount of \$4,368.

The Fiscal 2015 Overtime budget is recommended to be level funded at \$36,593.

The Fiscal 2015 tax levy Ordinary Maintenance budget is recommended to be level funded at \$1,238,467.

TECHNICAL SERVICES DIVISION ORGANIZATIONAL CHART





PAUL R. COVELLO, CHIEF INFORMATION OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF TECHNICAL SERVICES- DIVISION #680

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	\$ 112,886.00	53EM	CHIEF INFORMATION OFFICER	1	\$ 112,899.00
1	103,386.00	48EM	DEPUTY CHIEF INFORMATION OFFICER	1	103,398.00
1	102,201.00	47EM	PRODUCTION AND DEVELOPMENT MANAGER	1	102,208.00
1	96,887.00	47EM	TECHNICAL SUPPORT MANAGER	1	99,306.00
2	182,074.00	48P	SENIOR DATABASE DEVELOPER	2	182,074.00
2	182,074.00	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	182,074.00
2	182,074.00	48P	SYSTEM ADMINISTRATOR	2	182,074.00
3	242,459.00	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	3	244,339.00
0	-	48P	SENIOR CLIENT SERVER PROGRAMMER/ANALYST	1	75,711.00
3	196,559.00	42P	CLIENT SERVER PROGRAMMER/ANALYST	2	126,290.00
2	145,826.00	42P	DATABASE DEVELOPER	2	145,826.00
1	56,898.00	42P	SYSTEM SUPPORT SPECIALIST	1	58,259.00
1	72,065.00	42P	WEB SUPPORT SPECIALIST	1	72,913.00
1	67,944.00	40P	PRODUCTION SUPERVISOR	1	67,944.00
1	64,353.00	40	SENIOR SUPPORT TECHNICIAN	1	64,353.00
1	56,257.00	38	PRODUCTION COORDINATOR	1	58,288.00
1	48,614.00	37	SUPPORT TECHNICIAN	1	50,458.00
1	45,176.00	35	PRODUCTION SUPPORT SPECIALIST	1	46,812.00
1	45,339.00	35	ADMINISTRATIVE ASSISTANT 7	1	46,962.00
26	\$ 2,003,072.00		REGULAR SALARIES	26	\$ 2,022,188.00
	16,459.00		EM INCENTIVE PAY		16,808.00
	(67,398.00)		VACANCY FACTOR		(67,398.00)
	20,000.00		TEMPORARY STAFF		20,000.00
26	\$ 1,972,133.00		TOTAL RECOMMENDED SALARIES	26	\$ 1,991,598.00
			FUNDING SOURCES:		
	\$ (2,478.00)		GOLF REVENUES		\$ (2,502.00)
	(49,576.00)		SEWER REVENUES		(50,049.00)
	(75,126.00)		WATER REVENUES		(75,843.00)
	(75,711.00)		WORKFORCE DEVELOPMENT FUNDS		(77,413.00)
	(58,132.00)		CABLE REVENUES		(59,584.00)
	\$ (261,023.00)		TOTAL FUNDING SOURCES		\$ (265,391.00)
23	\$ 1,711,110.00	680-91000	TOTAL RECOMMENDED PERSONAL SERVICES	26	\$ 1,726,207.00
	\$ 36,593.00		OVERTIME		\$ 36,593.00
	\$ 36,593.00	680-97000	TOTAL RECOMMENDED OVERTIME		\$ 36,593.00
	\$ 38,000.00		ELECTRICITY		\$ 38,000.00
	160,639.00		LEASE AND RENTALS		205,898.00
	12,000.00		MAINTENANCE & REPAIR		12,000.00
	15,586.00		TELEPHONES		15,586.00
	127,900.00		OTHER PERSONAL SERVICES		127,900.00
	12,500.00		OFFICE SUPPLIES		12,500.00
	80,000.00		OTHER SUPPLIES		80,000.00
	1,000.00		OTHER CHARGES & EXPENDITURES		1,000.00
	395,016.00		REGULAR SYSTEM MAINTENANCE		395,016.00
	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
	96,420.00		EMC BACKUP HW/SW SUPPORT		96,420.00
	49,000.00		GIS HARDWARE/SOFTWARE		49,000.00
	36,000.00		SQL ORDINARY MAINTENANCE		36,000.00
	45,259.00		BUDGET SUPPLEMENT		-
	\$ 1,562,175.00		TOTAL ORDINARY MAINTENANCE		\$ 1,562,175.00
			FUNDING SOURCES:		
	\$ (151,983.00)		CREDIT INET		\$ (151,983.00)
	(1,252.00)		CREDIT FROM GOLF		(1,252.00)
	(50,640.00)		CREDIT FROM SEWER		(50,640.00)
	(74,574.00)		CREDIT FROM WATER		(74,574.00)
	\$ (278,449.00)		TOTAL FUNDING SOURCES		\$ (278,449.00)
	\$ 1,283,726.00	680-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 1,283,726.00
	\$ 3,031,429.00		TOTAL RECOMMENDED TAX LEVY		\$ 3,046,526.00

**DEPARTMENT ADMINISTRATION & FINANCE
CITY ENERGY AND ASSET MANAGEMENT**

Thomas F. Zidelis
Chief Financial Officer
 City Hall
 455 Main Street
 Worcester, Massachusetts 01608
 (508) 799-1255

Divisional Mission Statement:

The mission of the City Energy and Asset Management Division is to maximize energy and asset efficiencies while enhancing the beauty and functionality of five of the most publically frequented City facilities: City Hall, Main Library, Union Station, Senior Center, and Inspectional Services.

Divisional Overview:

The City Energy and Asset Management Division is under the direction of the Chief Financial Officer and falls under the Department of Administration & Finance. The Department's maintenance staff performs day-to-day operations and maintenance for these facilities. These tasks include general custodial work, event setup & takedown, general oversight of the mechanical systems and building security.

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved		Recommended
	Fiscal 2013	Budget for	Account	Appropriation
		Fiscal 2014	Number	Fiscal 2015
EXPENDITURES				
SALARIES	\$ -	\$ 178,950.00	91000	\$ 231,676.00
OVERTIME	-	15,171.00	97000	15,171.00
ORDINARY MAINTENANCE	291,966.69	888,911.00	92000	727,524.00
TOTAL	\$ 291,966.69	\$ 1,083,032.00		\$ 974,371.00
TOTAL POSITIONS	0	15		14

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The tax levy budget for the City Energy and Asset Management for Fiscal 2015 is \$974,371 which is a decrease of \$108,661 from Fiscal 2014 tax levy budget of \$1,083,032.

The tax levy Personal Services budget for Fiscal 2015 is recommended to be \$231,676 which is an increase of \$52,726 from the Fiscal 2014 tax levy budget of \$178,950. The increase is due to step increases for employees that have not achieved the maximum step per the salary ordinance totaling \$17,547, the decrease in Esco funding of \$125,717, and the EM incentive pay increase of \$4,103. The offset to these increases are the vacancy factor increase of \$1,209, increased funding for library custodian step increases of \$13,224, elimination of a clerk of the works position of \$51,532, and filling positions at a lower pay grade than the previous occupant in Fiscal 2014 totaling \$28,676.

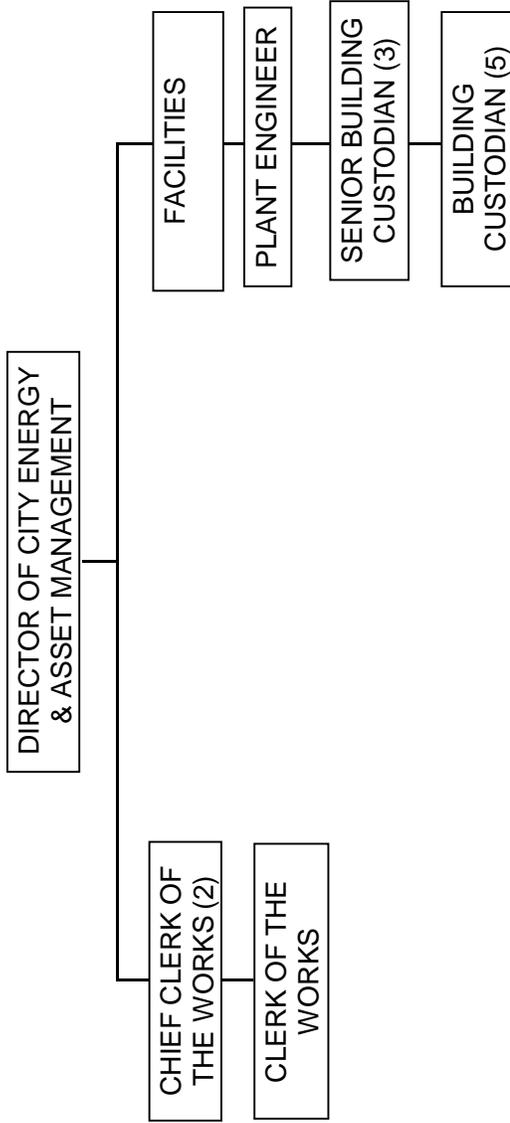
The recommended Overtime tax levy budget for Fiscal 2015 is recommended to be level funded at \$15,171.

The tax levy Ordinary Maintenance budget for Fiscal 2015 is recommended to be \$727,524, which is a decrease of \$161,387 from the Fiscal 2014 amount of \$888,911. This decrease is due to the reduction of expenditures based on actual results from Fiscal 2014 showing efficiency within the City Energy and Asset Management Department.

CITY OF WORCESTER

EXECUTIVE OFFICE OF THE CITY MANAGER

CITY ENERGY AND ASSET MANAGEMENT



14 POSITIONS



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

DEPARTMENT OF ADMINISTRATION & FINANCE

CITY ENERGY AND ASSET MANAGEMENT-DIVISION#110

FY14 TOTAL POSITIONS	APPROVED FY14 AMOUNT	PAY GRADE	TITLE	FY15 TOTAL POSITIONS	RECOMMENDED FY15 AMOUNT
1	102,001.00	47EM	DIRECTOR OF CITY ENERGY & ASSET MANAGEMEN	1	101,999.00
2	\$ 191,339.00	50M	CHIEF CLERK OF THE WORKS	2	\$ 176,646.00
1	70,533.00	42M	FACILITIES MANAGER	1	72,913.00
2	111,024.00	40	CLERK OF THE WORKS	1	51,532.00
1	46,855.00	35	PLANT ENGINEER - CITY HALL	1	51,491.00
3	124,957.00	30	SENIOR BUILDING CUSTODIAN	3	135,488.00
5	196,420.00	25	BUILDING CUSTODIAN	5	190,399.00
15	\$ 843,129.00		REGULAR SALARIES	14	\$ 780,468.00
	(67,048.00)		VACANCY FACTOR		(68,257.00)
	-		EM INCENTIVE PAY		4,103.00
15	\$ 776,081.00		TOTAL SALARIES	14	\$ 716,314.00
	\$ (292,784.00)		FUNDING SOURCES: LIBRARY INTERGOVERNMENTAL CHARGE		\$ (306,008.00)
	(253,347.00)		ESCO PROJECT		(127,630.00)
	(51,000.00)		UNION STATION		(51,000.00)
	\$ (597,131.00)		TOTAL FUNDING SOURCES		\$ (484,638.00)
15	\$ 178,950.00	110-91000	TOTAL RECOMMENDED PERSONAL SERVICES	14	\$ 231,676.00
	\$ 43,910.00		OVERTIME		\$ 43,910.00
	\$ 43,910.00		RECOMMENDED OVERTIME		\$ 43,910.00
	(28,739.00)		FUNDING SOURCES: LIBRARY INTERGOVERNMENTAL CHARGE		(28,739.00)
	(28,739.00)		TOTAL FUNDING SOURCES		(28,739.00)
	\$ 15,171.00	110-97000	TOTAL RECOMMENDED OVERTIME		\$ 15,171.00
	\$ 358,000.00		ELECTRICITY		\$ 365,160.00
	210,000.00		HIRED SERVICES		145,000.00
	214,157.00		MAINTENANCE & REPAIR		204,157.00
	1,600.00		TELEPHONE		1,800.00
	211,338.00		OTHER PERSONAL SERVICES		103,204.00
	800.00		OFFICE SUPPLIES		2,500.00
	124,123.00		NATURAL GAS		181,000.00
	11,000.00		OTHER SUPPLIES		34,000.00
	85,000.00		HEATING FUEL & OIL		-
			FUEL OIL		1,500.00
	1,000.00		OTHER CHARGES & EXPENDITURES		33,000.00
	\$ 1,217,018.00		TOTAL ORDINARY MAINTENANCE		\$ 1,071,321.00
	(328,107.00)		FUNDING SOURCES: LIBRARY INTERGOVERNMENTAL CHARGE		(343,797.00)
	(328,107.00)		TOTAL FUNDING SOURCES		(343,797.00)
	\$ 888,911.00	110-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 727,524.00
	\$ 1,083,032.00		TOTAL RECOMMENDED TAX LEVY		\$ 974,371.00

FINANCE - DEBT SERVICE OBLIGATIONS

Mariann Castelli-Hier

Treasurer

City Hall Room 203

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1075

Divisional Overview:

Massachusetts General Law rigorously defines the scope and intent of municipal finance. Section 7 and Section 8 of Chapter 44. Section 7 deals primarily with debt considered to be inside the debt ceiling as provided by statute. This section describes the types of capital projects which are controlled under the debt limit, as well as the length of amortization for the particular project being implemented. Capital projects falling under this section include building rehabilitation, land acquisition, additions to or construction of specific buildings, departmental equipment, traffic signal installation, fire alarm and police communications.

Section 8 of Chapter 44 delineates certain specific capital projects which are excluded from the statutorily prescribed Debt Limit as specified in Section 7 of Chapter 44. Capital projects which fall under the jurisdiction of this section are considered to be “Outside the Debt Limit”. The majority of projects within this category are major public works projects and deal with such categories as sewerage systems, treatment plants, water filtration plants, and memorials.

Cities and towns within the Commonwealth are restricted to the maximum amount of debt authorized for certain defined purposes, at any one time. Massachusetts General Law (M.G.L.), Chapter 44, Section 10 defines the “debt limit” for cities at 2 1/2% of the total Equalized Valuation of all property subject to local taxation. Following the provisions set forth within M.G.L. Chapter 8B, the Commissioner of the State Department of Revenue determines the equalized valuation of all municipalities every two years. Worcester’s last equalized valuation was completed and effective in January of 2012. At that time the actual value and limits were set and exist as of the time of this budget submission. The Equalized Valuation for Worcester is \$12,173,645,100.

DEBT SERVICE OBLIGATIONS

BUDGET SUMMARY INFORMATION

DEBT SERVICE INTEREST - #662

	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
DEBT INTEREST	\$19,088,684.21	\$19,599,436.00		\$20,293,712.00
TOTAL INTEREST	\$19,088,684.21	\$19,599,436.00	94000	\$20,293,712.00
FUNDING SOURCES				
WATER REVENUES	2,978,566.63	2,726,636.00	94972	2,638,837.00
SEWER REVENUES	2,673,636.83	2,843,168.00	94938	3,162,769.00
CAPITAL CAMPAIGN	3,228,502.55	2,933,234.00	94903	2,640,415.00
NORTH HIGH FUND	559,419.94	625,210.00	94909	600,498.00
MAJOR TAYLOR	175,906.89	162,079.00	94904	153,345.00
WORCESTER AIRPORT	47,210.60	35,715.00	94973	23,630.00
OFF STREET PARKING	156,739.30	161,997.00	94944	165,162.00
UNION STATION GARAGE	255,181.57	238,396.00	94980	221,790.00
OPCD/WEBSTER SQUARE	153,896.16	140,855.00	94976	0.00
DCU CENTER	683,098.40	879,079.00	94975	1,299,588.00
CITY SQUARE	699,530.18	754,228.00	94910	959,403.00
GOLF REVENUES	72,732.36	65,981.00	94970	63,271.00
INSTITUTE PARK	32,050.82	13,333.00	94929	50,523.00
PARKS CSX PROJECTS	24,665.71	57,618.00	94928	68,836.00
LIBRARY EQUIPMENT	0.00	1,988.00	94955	0.00
AIRPORT PARK PROJECTS	10,801.25	12,711.00	94969	11,611.00
UNIVERSITY PARK	0.00	28,513.00	94929	53,533.00
STABILIZATION FUND	0.00	150,000.00	94999	0.00
GENERAL FUND	7,336,745.02	7,768,695.00		8,180,501.00
TOTAL	\$19,088,684.21	\$19,599,436.00		20,293,712.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total recommended Fiscal 2015 budget for both long-term debt interest and short term borrowing interest is \$20,293,712 compared to the Fiscal 2014 budget of \$19,599,436. Of this amount, \$18,102,633 is for long-term bond interest for debt issued through Fiscal 2013 which is still outstanding. It also includes \$28,736 for Foley Stadium and an additional \$1,351,191 to account for short-term interest incurred by the City as well as \$70,063,500 in capital projects projected to be implemented in Fiscal 2014 and an additional budget recommendation of \$811,150 for ½ year of interest on long term debt to be issued on December 17, 2014.

DEBT SERVICES - OBLIGATIONS

Short Term Borrowing \$70,063,500:

The \$70,063,500 of BANS borrowed includes \$26,983,500 in tax levy funded projects. The tax levy funded projects are made up of the following; \$2,765,000 for Capital Equipment, \$3,180,000 for Citywide Building Rehabilitation, \$2,826,000 for Worcester Public School MSBA Accelerated Repair Projects, \$600,000 for Pilot support programs for CSX and University Park, \$14,110,000 for Street Infrastructure, \$3,502,500 for Park Improvements.

The balance of \$43,610,000 in borrowings consists of: \$11,970,000 for Sewer Enterprise infrastructure, equipment and rehabilitation improvements; \$6,630,000 for Water Enterprise infrastructure, equipment and rehabilitation improvements; \$1,025,000 for Off Street Parking projects that include Off Street Garage Improvements and Parking Meters; \$5,830,000 for City Square projects; \$18,035,000 for the Special District Financing rehabilitation projects for the DCU Center; \$120,000 for Golf Course infrastructure.

Funding Sources for Debt Interest Payment:

The gross interest expense for Fiscal 2015 is anticipated to be in the amount of \$20,293,712. Funding from non tax levy is estimated in the amount of \$12,113,211 to include Water, Sewer Enterprise accounts, Golf Course, Off Street Parking revenues, as well as other financial sources listed. The remaining balance of \$8,180,501 is recommended to be financed with tax levy funds. This represents an increase of \$411,806 compared to the approved Fiscal 2014 tax levy debt service interest budget of \$7,768,695.

Short-Term Financing for Capital Projects:

The City periodically borrows money to fund capital improvements of the City. The instrument through which the money is borrowed is called a Bond Anticipation Note (BAN). A BAN is a short-term obligation, ranging from three to sixteen months in term, which the City utilizes to generate a cash flow for the various capital projects. The BAN Issuances are typically timed quarterly to fund project cash flow requirements. When the term of the BAN expires, the City is obligated to repay the original BAN amount as well as any accrued interest expense. The interest rate on the BAN is usually lower than that of the long term General Obligation Bond issuances of the City. Upon the maturity date of the BAN, the City has two options for repayment: rollover or conversion to long term debt.

Issuance of Bonds: A Bond Issuance is long term debt. The proceeds of the bond are used to repay the original BAN(s) with a long-term obligation, which will be paid back over time. If the City elects to issue a long-term bond, the City then will issue an official statement of its intent. This statement provides financial and demographic information about the City, which investors utilize to determine how much they are willing to bid on the bond. Upon acceptance of the bids, the City will receive the proceeds on the bond sale. These proceeds will be used to pay back the BAN obligation. The City then recognizes a long-term obligation in which annual interest and principal must be paid to the bondholders until the entire debt is satisfied. To meet this obligation the City must annually budget for these expenses, called debt service.



MARIANN CASTELLI-HIER, TREASURER & COLLECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

FINANCE - DEBT SERVICE INTEREST - #662

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
\$ 19,599,436.00	INTEREST ON LONG TERM BONDS	\$ 20,293,712.00
<u>\$ 19,599,436.00</u>	TOTAL INTEREST	<u>\$ 20,293,712.00</u>
	FUNDING SOURCES:	
\$ (2,726,636.00)	CREDIT WATER ENTERPRISE	\$ (2,638,837.00)
(2,843,168.00)	CREDIT SEWER ENTERPRISE	(3,162,769.00)
(2,933,234.00)	STABILIZATION - CAPITAL CAMPAIGN	(2,640,415.00)
(625,210.00)	STABILIZATION - NORTH HIGH SCHOOL	(600,498.00)
(162,079.00)	MAJOR TAYLOR BOULEVARD GARAGE	(153,345.00)
(35,715.00)	CREDIT AIRPORT FUNDS	(23,630.00)
(161,997.00)	CREDIT OFF STREET PARKING	(165,162.00)
(238,396.00)	CREDIT UNION STATION GARAGE	(221,790.00)
(140,855.00)	CREDIT OPCD/WEBSTER SQ. FIRE STATION	0.00
(879,079.00)	CREDIT DCU CENTER REVOLVING	(1,299,588.00)
(754,228.00)	CREDIT CITY SQUARE CAPITALIZED INTEREST	(959,403.00)
(65,981.00)	CREDIT GOLF REVENUES	(63,271.00)
(13,333.00)	CREDIT INSTITUTE PARK	(50,523.00)
(57,618.00)	CREDIT CSX PARK PROJECTS	(68,836.00)
(1,988.00)	CREDIT LIBRARY EQUIPMENT	0.00
(12,711.00)	CREDIT AIRPORT PARK PROJECTS	(11,611.00)
(28,513.00)	CREDIT UNIVERSITY PARK PROJECT	(53,533.00)
(150,000.00)	CREDIT STABILIZATION FUND	-
<u>\$ (11,830,741.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (12,113,211.00)</u>
<u>\$ 7,768,695.00</u>	662-94000 TOTAL RECOMMENDED INTEREST PAYMENT	<u>\$ 8,180,501.00</u>
<u>\$ 7,768,695.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 8,180,501.00</u>

DEBT SERVICES - OBLIGATIONS

DEBT SERVICE PRINCIPAL - #661

	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
DEBT PRINCIPAL	\$45,599,278.02	\$48,435,809.00		\$51,625,288.00
TOTAL PRINCIPAL	\$45,599,278.02	\$48,435,809.00	94000	\$51,625,288.00
FUNDING SOURCES				
WATER REVENUES	8,241,721.07	8,847,806.00	94972	8,937,635.00
SEWER REVENUES	3,553,030.36	4,302,500.00	94938	4,730,099.00
CAPITAL CAMPAIGN	6,760,294.17	6,778,812.00	94903	6,791,076.00
NORTH HIGH FUND	623,334.00	808,333.00	94909	814,333.00
MAJOR TAYLOR	395,000.00	417,000.00	94904	445,000.00
AIRPORT REVENUES	485,026.14	484,012.00	94973	491,964.00
OFF STREET PARKING	296,564.86	345,714.00	94944	347,308.00
UNION STATION GARAGE	416,000.00	417,000.00	94980	417,000.00
OPCD/WEBSTER SQ.	383,463.00	367,300.00	94976	0.00
DCU CENTER	663,179.10	718,374.00	94975	769,760.00
CITY SQUARE	20,000.00	21,000.00	94910	127,000.00
GOLF REVENUES	153,000.00	155,800.00	94970	162,400.00
CREDIT INST PARK	56,764.71	77,765.00	94929	77,765.00
CREDIT CSX PROJECTS	0.00	107,800.00	94928	144,374.00
CREDIT AIRPORT PARKS	17,000.00	29,000.00	94969	29,000.00
CREDIT UNIVERSITY PARK	0.00	6,000.00	94983	94,000.00
STABILIZATION FUND	0.00	150,000.00	94999	0.00
PREMIUM ON LOANS	0.00	0.00	33008	2,200,000.00
GENERAL FUND	23,534,900.61	24,401,593.00		25,046,574.00
TOTAL	\$45,599,278.02	\$48,435,809.00		\$51,625,288.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The amount of principal payments the City of Worcester will make on long-term debt for Fiscal 2015 is \$51,625,288. Of this \$51,625,288 in anticipated payments, it is recommended that \$24,378,714 be repaid from sources other than tax levy funds to include Water, Sewer, Airport, Off Street Parking, Capital Campaign Stabilization Funds, Golf Course, Major Taylor Boulevard Garage and \$2,200,000 from Premium on Loans. The remaining balance of \$25,046,574 is recommended to be financed with tax levy funds in Fiscal 2015, compared to the Fiscal 2014 approved amount of \$24,401,593, an increase of \$644,981.



MARIANN CASTELLI-HIER, TREASURER & COLLECTOR

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

FINANCE - DEBT SERVICE PRINCIPAL- #661

RECOMMENDED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
\$ 48,435,809.00	REDEMPTION ON BONDS	\$ 51,625,288.00
<u>\$ 48,435,809.00</u>	TOTAL PRINCIPAL	<u>\$ 51,625,288.00</u>
FUNDING SOURCES:		
\$ (8,847,806.00)	CREDIT WATER ENTERPRISE	\$ (8,937,635.00)
(4,302,500.00)	CREDIT SEWER ENTERPRISE	(4,730,099.00)
(6,778,812.00)	STABILIZATION-BUILDING CAMPAIGN	(6,791,076.00)
(808,333.00)	STABILIZATION-NORTH HIGH SCHOOL	(814,333.00)
(417,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(445,000.00)
(484,012.00)	CREDIT AIRPORT FUNDS	(491,964.00)
(345,714.00)	CREDIT OFF STREET PARKING	(347,308.00)
(417,000.00)	CREDIT UNION STATION GARAGE	(417,000.00)
(367,300.00)	CREDIT OPCD/WEBSTER SQ. FIRE STATION	-
(718,374.00)	CREDIT DCU CENTER REVOLVING	(769,760.00)
(21,000.00)	CREDIT CITY SQUARE CAPITALIZED PRINCIPAL	(127,000.00)
(155,800.00)	CREDIT GOLF REVENUES	(162,400.00)
(77,765.00)	CREDIT INSITUTE PARK PROJECTS	(77,765.00)
(107,800.00)	CREDIT CSX PARKS PROJECTS	(144,374.00)
(29,000.00)	CREDIT AIRPORT PARKS PROJECTS	(29,000.00)
(6,000.00)	CREDIT UNIVERSITY PARK PROJECTS	(94,000.00)
(150,000.00)	CREDIT PREMIUM ON LOANS	(2,200,000.00)
<u>\$ (24,034,216.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (26,578,714.00)</u>
<u>\$ 24,401,593.00</u>	661-94000 TOTAL RECOMMENDED PRINCIPAL PAYMENT	<u>\$ 25,046,574.00</u>
<u>\$ 24,401,593.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 25,046,574.00</u>

DEBT SERVICES - OBLIGATIONS

The tight fiscal controls inclusive of the borrowing caps contained within the Five Point Plan, have mitigated the aggregate amount of debt service to be paid in Fiscal 2015 Debt service obligations. The City has been able to reduce its obligations within \$14,999,500 for Fiscal 2010 and \$19,000,000 in Fiscal 2011. In Fiscal 2012, the borrowing capacity reached \$38,925 million due the continued rehabilitation for Citywide ESCO, Public School Rehabilitation projects and the \$20 Million Street Infrastructure and Resurfacing Program. In Fiscal 2014, the capacity for Tax Levy funded projects has been reduced considerably to \$26,983,500. The following two charts identify the summary of bonded debt and illustrate of specific projects issued by the City of Worcester from Fiscal 2010 through Fiscal 2014.

CITY OF WORCESTER						
FISCAL YEAR 2010 - 2014						
CASH FLOW ANALYSIS SUMMARY						
DESCRIPTION	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL
CAPITAL EQUIPMENT	\$ 1,553,500	\$ 3,034,000	\$ 2,375,000	\$ 2,810,000	\$ 2,765,000	\$ 12,537,500
BUILDING REHABILITATION	\$ 3,144,000	\$ 2,850,000	\$ 2,425,000	\$ 2,285,000	\$ 3,180,000	\$ 13,884,000
BUILDING REHABILITATION SCHOOLS			\$ 5,500,000			\$ 5,500,000
ACCELERATED MSBA REPAIR PROG.				\$ 695,000	\$ 2,826,000	\$ 3,521,000
BUILDING REHABILITATION ESCO			\$ 8,430,000	\$20,590,000		\$ 29,020,000
BLACKSTONE VALLEY GATEWAY	\$ 120,000					\$ 120,000
INFRASTRUCTURE IMP & PARKS	\$10,182,000	\$12,116,000	\$ 9,920,000	\$ 9,525,000	\$14,110,000	\$ 55,853,000
DAM IMPROVEMENT				\$ 300,000		\$ 300,000
INFRASTRUCTURE IMP/ \$20M PROG.		\$ 1,000,000	\$ 8,275,000	\$ 6,250,000		\$ 15,525,000
PARK IMPROVEMENT				\$ 4,742,500	\$ 3,502,500	\$ 8,245,000
CSX / UNIVERSITY PARK			\$ 2,000,000	\$ 1,550,000	\$ 600,000	\$ 4,150,000
TOTAL TAX LEVY	\$14,999,500	\$19,000,000	\$38,925,000	\$48,747,500	\$26,983,500	\$ 148,655,500
EMERGENCY COMMUNICATION		\$ 750,000				\$ 750,000
SCHOOL CONSTRUCTION	\$ 1,800,000		\$ 7,150,000			\$ 8,950,000
ECONOMIC DEVELOPMENT	\$ 1,950,000					\$ 1,950,000
CITY SQUARE	\$ 2,695,000	\$ 4,410,000	\$ 180,000	\$ 1,825,000	\$ 5,830,000	\$ 14,940,000
DCU CENTER	\$ 6,350,000	\$ 2,045,000	\$ 1,810,000	\$ 8,075,000	\$18,035,000	\$ 36,315,000
OFFSTREET PARKING	\$ 1,620,000	\$ 855,000	\$ 265,000	\$ 235,000	\$ 1,025,000	\$ 4,000,000
GOLF ENTERPRISE	\$ 770,000	\$ 155,000	\$ 25,000	\$ 100,000	\$ 120,000	\$ 1,170,000
SEWER ENTERPRISE	\$ 7,716,000	\$ 7,110,000	\$14,135,000	\$10,140,000	\$11,970,000	\$ 51,071,000
WATER ENTERPRISE	\$ 4,319,000	\$ 3,705,000	\$ 9,823,000	\$ 5,155,000	\$ 6,630,000	\$ 29,632,000
GRAND TOTAL	\$42,219,500	\$38,030,000	\$72,313,000	\$74,277,500	\$70,593,500	\$ 297,433,500
BONDED DEBT						
CITY SQUARE DIF	\$ (2,695,000)					\$ (2,695,000)
TOTAL BONDED DEBT	\$39,524,500	\$38,030,000	\$72,313,000	\$74,277,500	\$70,593,500	\$ 294,738,500

The amounts illustrated in the following tables are the actual projected borrowings for the various entities for Fiscal 2014. These amounts will be used to pay for approved capital projects through Fiscal 2014.

DEBT SERVICES - OBLIGATIONS

PURPOSE	Q1 FY14	Q2 FY14	Q3 FY14	Q4 FY14	TOTAL
	2014 BAN	2014 BAN	2014 BAN	2014 BAN	
PUBLIC IMPROVEMENT BONDS (CITY SQ)	1,500,000		4,270,000		5,770,000
PUBLIC IMPROVEMENT BONDS (CITY SQ)			60,000		60,000
TOTAL CITY SQUARE	1,500,000	0	4,330,000	0	5,830,000
DCU SPECIAL DISTRICT IMPROVEMENTS	11,470,000	4,735,000			14,735,000
DCU BUILDING REHAB			2,600,000	700,000	3,300,000
TOTAL DCU CENTER	11,470,000	4,735,000	2,600,000	700,000	18,035,000
CAPITAL EQUIPMENT		500,000			500,000
CAPITAL EQUIPMENT		285,000			285,000
CITY WIDE CAPITAL EQUIPMENT		300,000	450,000		750,000
CITY WIDE CAPITAL EQUIPMENT		500,000	730,000		1,230,000
TOTAL GENERAL EQUIPMENT	0	1,585,000	1,180,000	0	2,765,000
WORCESTER COMMON REHAB	155,000				155,000
PARK IMPROVEMENT - LAKE PARK		50,000			50,000
PARK IMPROVEMENT - EAST PARK & HOLMES FIELD		300,000			300,000
PARK IMPROVEMENT - GREENWOOD PARK			200,000	25,000	225,000
PARK IMPROVEMENT - BEAVER BROOK		100,000	35,000		135,000
PARK IMPROVEMENT - DUFFY		50,000			50,000
PARK IMPROVEMENT - CASTLE PARK	25,000			15,000	40,000
PARK IMPROVEMENT - NORTHAMPTON ST. PLAYGROUND	15,000	27,500			42,500
PARK IMPROVEMENT - HOLLAND RINK		50,000		25,000	75,000
PARK IMPROVEMENT - NEWTON HILL SHED				25,000	25,000
PARK IMPROVEMENT - SHORE PARK		25,000		40,000	65,000
PARK IMPROVEMENT - UNIVERSITY PARK		100,000		200,000	300,000
PARKS BLITHEWOOD		30,000			30,000
PARKS CROMPTON				50,000	50,000
LOGAN FIELD				30,000	30,000
OPEN SPACE		50,000	50,000		100,000
PLAYGROUND ASSESSMENT		50,000		75,000	125,000
TY COOB		40,000		25,000	65,000
GREENWOOD		150,000		400,000	550,000
BURNCOAT				30,000	30,000
INSTITUTE PARK	500,000				500,000
BLITHEWOOD				300,000	300,000
CROMPTON		10,000			10,000
GREENHILL PARK			50,000		50,000
ELM PARK	100,000	100,000	100,000	500,000	800,000
TOTAL GENERAL FUND PARKS IMPROVEMENT	795,000	1,132,500	435,000	1,740,000	4,102,500
BUILDING REHAB		635,000	145,000		780,000
CITY WIDE BUILDING REHABILITATION		80,000			80,000
BUILDING REHABILITATION - POLICE		215,000			215,000
BUILDING REHABILITATION		155,000			155,000
BUILDING REHABILITATION NELSON PLACE SCHOOL MSBA		120,000	405,000		525,000
BUILDING REHABILITATION PUBLIC SCHOOL (MSBA)		400,000	1,850,000		2,250,000
BUILDING REHAB MSBA - DOH/COL/TAT/EAST/ARTS MAG.			1,650,000		1,650,000
BUILDING REHABILITATION CITY WIDE			300,000		300,000
BUILDING REHABILITATION NELSON PLACE SCHOOL MSBA			51,000		51,000
TOTAL GENERAL FUND REHABILITATION	0	1,605,000	4,401,000	0	6,006,000

DEBT SERVICES - OBLIGATIONS

PURPOSE	Q1 FY14	Q2 FY14	Q3 FY14	Q4 FY14	TOTAL
	2014 BAN	2014 BAN	2014 BAN	2014 BAN	
SIDEWALK BONDS ADA				200,000	200,000
STREET CONSTRUCTION SIDEWALKS				200,000	200,000
STREET - SIDEWALK/Construction	1,500,000			310,000	1,810,000
STREET CONSTRUCTION		1,150,000	1,000,000	500,000	2,650,000
BRIDGE REHABILITATION			50,000		50,000
STREET CONSTRUCTION - RESURFACING	980,000				980,000
STREET CONSTRUCTION / CENTRAL BUSINESS DISTRICT	75,000	150,000			225,000
STREET CONSTRUCTION / LINCOLN				130,000	130,000
STREET CONSTRUCTION / NORTH LAKE AVE	50,000	70,000		400,000	520,000
STREET CONSTRUCTION /SIDEWALK/ADA/RESURFACING	900,000				900,000
STREET CONSTRUCTION -CANAL-SHREWBURY-GRAFTON			250,000		250,000
STREET CONSTRUCTION ADA SIDEWALKS			100,000	90,000	190,000
STREET CONSTRUCTION LINCOLN STREET				25,000	25,000
STREET CONSTRUCTION MCKEON ROAD	10,000				10,000
STREET CONSTRUCTION NORTH LAKE LINEAR PARK	370,000				370,000
STREET CONSTRUCTION RESURFACING MAIN SOUTH				10,000	10,000
STREET CONSTRUCTION SIDEWALKS	400,000	150,000	1,200,000	1,500,000	3,250,000
STREET CONSTRUCTION SIDEWALKS & RESURFACING	370,000				370,000
TRAFFIC IMPROVEMENT- SIGNAL INSTALLATION		200,000			200,000
TRAFFIC IMPROVEMENT- STREET LIGHT REPLACEMENT	100,000		50,000		150,000
STREET CONSTRUCTION VARIOUS STREETS	60,000	0	410,000	25,000	495,000
TRAFFIC SIGNAL IMPROVEMENT		100,000	250,000	150,000	500,000
STREET CONST GUARD RAILS			25,000		25,000
STREET CONST PRIVATE STREET	250,000		250,000	100,000	600,000
TOTAL GENERAL FUND STREETS	5,065,000	1,820,000	3,585,000	3,640,000	14,110,000
GOLF FACILITIES IMPROVEMENT		20,000		100,000	120,000
TOTAL GOLF	0	20,000	0	100,000	120,000
GARAGE IMPROVEMENTS		140,000			140,000
OFF STREET PARKING METERS				25,000	25,000
MAJOR TAYLOR GARAGE		270,000			270,000
OFF STREET PARKING EQUIPMENT		50,000	375,000	25,000	450,000
MAJOR TAYLOR GARAGE		140,000			140,000
TOTAL OFF STREET	0	600,000	375,000	50,000	1,025,000
SEWER BONDS (I & I REMEDIATION)	150,000			150,000	300,000
INFILTRATION /INFLOW				250,000	250,000
SEWER PUMP STATION - LAKE AVE PUMP				450,000	450,000
SEWER CONSTRUCTION LAKE AVE PUMP/BELMONT FORCE			2,300,000	210,000	2,510,000
SEWER RECONSTRUCTION	60,000				60,000
SEWER STORMWATER PERMIT (cso)	25,000				25,000
LAKE AVENUE PUMP STATION				500,000	500,000
NEW SEWER CONSTRUCTION				500,000	500,000
SEWER CAPITAL EQUIPMENT		705,000			705,000
SEWER GENERATOR REHABILITATION		75,000			75,000
SEWER GREEN ISLAND FLOOD STUDY	150,000				150,000
SEWER INTERCEPTORS	300,000		200,000		500,000
SEWER RECONSTRUCTION	190,000		500,000	555,000	1,245,000
SURFACE DRAINAGE				300,000	300,000
INFILTRATION/INFLOWLAKE AVENUE PUMP STATION	350,000				350,000
SEWER PUMP STATION REHABILITATION		200,000	50,000	100,000	350,000
SEWER INTERCEPTORS CAMBRIDGE STREET				1,000,000	1,000,000
STORMWATER PERMIT		250,000			250,000

DEBT SERVICES - OBLIGATIONS

PURPOSE	Q1 FY14	Q2 FY14	Q3 FY14	Q4 FY14	TOTAL
	2014 BAN	2014 BAN	2014 BAN	2014 BAN	
COMBINED SEWER CONTROL OVERFLOW				50,000	50,000
INFILTRATION/INFLOWLAKE AVENUE PUMP STATION			100,000	920,000	1,020,000
SEWER RECONSTRUCTION				195,000	195,000
SEWER CAPACITY MANAGEMENT OPERATIONS (CMOM)		150,000		50,000	200,000
SEWER GREEN ISLAND FLOOD STUDY		100,000		250,000	350,000
SEWER BUILDING REHABILITATION			175,000	100,000	275,000
SEWER CAPITAL EQUIPMENT		235,000			235,000
SEWER MILLBURY STREET STORAGE	125,000				125,000
TOTAL SEWER	1,350,000	1,715,000	3,325,000	5,580,000	11,970,000
WATER DEPARTMENT BUILDING	150,000	150,000			300,000
RESERVOIR REHABILITATION				110,000	110,000
WATER BUILDING REHABILITATION			100,000	250,000	350,000
WATER CROSS CONNECTION SURVEY				100,000	100,000
WATER MAIN & GATES	240,000				240,000
FILTRATION PLANT MODIFICATION			50,000		50,000
RESERVOIR REHABILITATION				190,000	190,000
WATER ACCOUNTABILITY ANALYSIS/LEAK DETECTION				35,000	35,000
WATER CAPITAL EQUIPMENT		265,000			265,000
WATER MAIN & GATES	1,310,000	320,000	700,000	270,000	2,600,000
WATER FILTRATION PLANT MODIFICATION	150,000			100,000	250,000
WATER HYDRANTS	100,000				100,000
WATER TRANSMISSION MAINS	100,000	250,000		150,000	500,000
WATER METERS	50,000		50,000		100,000
WATER PUMP STATION REHAB	100,000			25,000	125,000
WATER ACCOUNTABILITY ANALYSIS/LEAK DETECTION	35,000	15,000		15,000	65,000
WATER MILLBURY STREET STORAGE FACILITY			50,000	75,000	125,000
WATER CAPITAL EQUIPMENT		145,000			145,000
WATER MAIN GATES			50,000	930,000	980,000
TOTAL WATER	2,235,000	1,145,000	1,000,000	2,250,000	6,630,000
TOTALS	22,415,000	14,357,500	21,231,000	14,060,000	70,593,500

PENSION OBLIGATION BONDS

Thomas F. Zidelis
Chief Financial Officer
City Hall Room 203
455 Main Street
Worcester, Massachusetts 01608
(508) 799-1075

Departmental Overview:

Pension Obligation Bonds are a method of funding a system's unfunded liability. This method of funding has been used over the last twenty years in other parts of the country, but it is relatively new in Massachusetts. The City of Worcester was the first municipality in Massachusetts to issue pension obligation bonds. Authorized legislation (Chapter 191 of the state laws) for the bonds was passed on July 30, 1998. Chapter 191 requires that debt service for bonds be level and that the City of Worcester also obtains approval for its funding and debt payment plans from the state's Secretary of Finance and Administration. The bonds allow the system to maximize investment returns over time, reducing the long term costs of funding the City's Pension System. The bonds expose the City to risk should the investment returns not exceed the interest cost of the funds. This method of funding is generally beneficial for pension funds in that they fully fund the system immediately and not at some point in the future. In addition they do not introduce any additional liabilities to the system.

Introduction:

Since 1990, Massachusetts Public Funds have been allowed to set their appropriations from their member units according to the requirements of actuarial funding schedules. These schedules are set up according to the dictates of Chapter 32 usually 22D or 22 (6)a. The calculations are usually made in two main components. First it takes into consideration the Normal Cost, which evaluates the present value of future benefits earned by the members of the system. Secondly, it evaluates the Amortization Scheduled payments due to the underfunded status of most Massachusetts Public Funds. These schedules recognize that regular payments over and above the Normal cost must be made in order for the Retirement system to fund their unfunded liability. The payments are made using either level dollar, or accelerating payment methods and are designed to treat the unfunded amount as a debt to be paid over a stated number of years.

Unfunded Pension Obligation:

The City of Worcester unfunded pension liability as of December 1, 1998 was \$217,399,984. The unfunded actuarial liability was 56% at Jan 1, 1998. After selling the Pension Obligation Bonds at a true interest cost of 6.31%, the proceeds of the bonds have funded the liability, generating present value savings of \$53.4 million compared with the present pension-funding schedule. To produce this savings for the city investment would have to exceed this projected interest rate over the 29-year period.

DEBT SERVICE OBLIGATIONS

Administration:

The Worcester Retirement System is administered by a five member board and has more than 7,809 members. The Massachusetts General Laws, Chapter 32, governs investment restrictions. Worcester benefits from strong oversight from the state's Public Employee Retirement Administration Committee, which provides continuing surveillance of the pension fund, its performance, and asset allocation.

AMORTIZATION SCHEDULE – EXISTING VRS REFUNDING #665

Year	Current Principal	Current Interest	Accretion	Total Net Debt Service	Existing Amortization	Savings
1999	\$ 0.00	\$ 0.00		\$(1,212,122.05)	\$ 0.00	\$1,212,122.05
2000	2,870,000.00	13,903,752.96		16,773,752.96	17,511,851.67	738,098.72
2001	4,100,000.00	12,689,298.50		16,789,298.50	17,773,033.74	983,735.24
2002	4,100,000.00	12,483,478.50		16,583,478.50	18,042,039.83	1,458,561.33
2003	4,315,000.00	12,271,508.50		16,586,508.50	18,319,192.55	1,732,684.05
2004	4,545,000.00	12,042,382.00		16,587,382.00	18,604,828.80	2,017,446.80
2005	4,790,000.00	11,794,679.50		16,584,679.50	18,899,300.44	2,314,620.94
2006	5,060,000.00	11,529,792.50		16,589,792.50	19,202,974.92	2,613,182.42
2007	5,340,000.00	11,251,492.50		16,591,492.50	19,516,236.00	2,924,743.50
2008	5,640,000.00	10,957,792.50		16,597,792.50	19,839,484.50	3,241,692.00
2009	5,960,000.00	10,639,132.50		16,599,132.50	20,173,139.01	3,574,006.51
2010	6,305,000.00	10,299,412.50		16,604,412.50	20,517,636.78	3,913,224.28
2011	6,700,000.00	9,936,875.00		16,636,875.00	20,873,434.44	4,236,559.44
2012	3,209,268.80	9,518,125.00	3,910,731.20	16,638,125.00	21,241,009.00	4,602,884.00
2013	2,981,642.40	9,518,125.00	4,138,357.80	16,638,125.00	21,620,858.64	4,982,733.64
2014	2,773,453.60	9,518,125.00	4,346,546.40	16,638,125.00	22,013,503.75	5,375,329.27
2015	7,120,000.00	9,518,125.00		16,638,125.00	22,353,685.90	5,715,560.90
2016	7,565,000.00	9,073,125.00		16,638,125.00	22,773,576.87	6,135,451.87
2017	8,040,000.00	8,600,312.50		16,640,312.50	23,207,967.74	6,567,655.24
2018	8,540,000.00	8,097,812.50		16,637,812.50	23,657,478.06	7,019,665.56
2019	9,075,000.00	7,564,062.50		16,639,062.50	24,122,754.97	7,483,692.47
2020	9,640,000.00	6,996,875.00		16,636,875.00	24,604,474.53	7,967,599.53
2021	10,245,000.00	6,394,375.00		16,639,375.00	25,103,342.93	8,463,967.93
2022	10,885,000.00	5,754,062.50		16,639,062.50	25,620,097.92	8,981,035.42
2023	11,565,000.00	5,073,750.00		16,638,750.00	26,155,510.16	9,516,760.16
2024	12,290,000.00	4,350,937.50		16,640,937.50	26,710,384.76	10,069,447.26
2025	13,055,000.00	3,582,812.50		16,637,812.50	27,285,562.80	10,647,750.30
2026	13,870,000.00	2,766,875.00		16,636,875.00	27,881,922.92	11,245,047.92
2027	14,740,000.00	1,900,000.00		16,640,000.00	28,500,383.08	11,860,383.08
2028	15,660,000.00	978,750.00		16,638,750.00	29,141,902.24	12,503,152.24
	220,979,364.80	249,005,847.46	12,395,635.40	481,168,725.41	651,267,568.95	170,098,843.57

PENSION OBLIGATION BONDS - ORGANIZATION #665

BUDGET SUMMARY INFORMATION

TAX LEVY BUDGET				
	Actual	Approved	Account	Recommended
	Fiscal 2013	Budget	Number	Appropriation
		Fiscal 2014		Fiscal 2015
EXPENDITURES				
FRINGE BENEFITS	\$ 11,929,920.11	\$ 10,559,121.00	96000	\$ 10,531,115.00
TOTAL	\$ 11,929,920.11	\$ 10,559,121.00		\$ 10,531,115.00

FISCAL 2015 BUDGET OVERVIEW

Expenditures:

The total tax levy Pension Obligation budget for Fiscal 2015 is recommended to be \$10,531,115 which is a decrease of \$28,006 from the Fiscal 2014 amount of \$10,559,121.



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015
DEPARTMENT OF ADMINISTRATION & FINANCE
DIVISION OF PENSION OBLIGATION BONDS- DIVISION #665

APPROVED FY14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
\$ 11,910,844.00	665-94100 PENSION OBLIGATION DEBT SERVICE	\$ 11,907,600.00
<u>\$ 11,910,844.00</u>		<u>\$ 11,907,600.00</u>
	FUNDING SOURCES:	
\$ (18,422.00)	CREDIT FROM GOLF	\$ (20,021.00)
(566,372.00)	CREDIT FROM SEWER	(565,832.00)
<u>(766,929.00)</u>	CREDIT FROM WATER	<u>(790,632.00)</u>
<u>\$ (1,351,723.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,376,485.00)</u>
<u>\$ 10,559,121.00</u>	665-94000 TOTAL RECOMMENDED PAYMENT	<u>\$ 10,531,115.00</u>
<u><u>\$ 10,559,121.00</u></u>	TOTAL RECOMMENDED TAX LEVY	<u><u>\$ 10,531,115.00</u></u>



THOMAS F. ZIDELIS, CHIEF FINANCIAL OFFICER
CITY OF WORCESTER - ALLOCATION OF PENSION COSTS BY DEPARTMENT
PENSION OBLIGATION BONDS DEPARTMENT #665

<u>DEPARTMENT</u>	<u>FY15 PRINCIPAL</u>	<u>FY15 INTEREST</u>	<u>TOTAL PENSION OBLIGATION</u>
<u>EXECUTIVE OFFICE OF THE CITY MANAGER:</u>			
MANAGER	41,653.23	55,682.67	97,335.90
TOTAL	41,653.23	55,682.67	97,335.90
<u>HUMAN RESOURCES:</u>			
HUMAN RESOURCES	42,469.22	56,773.50	99,242.72
TOTAL	42,469.22	56,773.50	99,242.72
<u>OFFICE OF EXECUTIVE & NEIGHBORHOOD DEVELOPMENT:</u>			
CABLE SERVICES	6,330.19	8,462.30	14,792.49
ECONOMIC DEVELOPMENT	81,361.20	108,764.90	190,126.10
WORKFORCE DEVELOPMENT	97,806.93	130,749.81	228,556.74
TOTAL	185,498.32	247,977.01	433,475.33
<u>ADMINISTRATION & FINANCE:</u>			
BUDGET	29,633.25	39,614.18	69,247.43
ASSESSOR	25,666.68	34,311.61	59,978.29
PURCHASING	12,711.69	16,993.19	29,704.88
TECHNICAL SERVICES	85,355.56	114,104.62	199,460.18
TREASURY	71,026.87	94,949.81	165,976.68
TOTAL	224,394.05	299,973.41	524,367.46
<u>PUBLIC WORKS & FACILITIES:</u>			
ADMINISTRATION	85,881.52	114,807.73	200,689.25
ENGINEERING	127,983.18	171,089.87	299,073.05
STREETS	124,085.38	165,879.24	289,964.62
CENTRAL GARAGE	30,377.93	40,609.69	70,987.62
SANITATION	45,314.96	60,577.74	105,892.70
PARKS	118,006.33	149,076.73	267,083.06
CITY MESSENGER	33,882.14	45,294.16	79,176.30
SEWER	117,955.82	157,685.15	275,640.97
WATER	249,567.54	333,625.71	583,193.25
GOLF	883.25	9,856.67	10,739.92
TOTAL	933,938.05	1,248,502.69	2,182,440.74
<u>PUBLIC SAFETY:</u>			
POLICE	1,632,556.21	2,182,426.13	3,814,982.34
FIRE	1,407,179.05	1,881,138.50	3,288,317.55
COMMUNICATIONS	120,630.12	161,260.19	281,890.31
TOTAL	3,160,365.38	4,224,824.82	7,385,190.20
<u>INSPECTIONAL SERVICES:</u>			
INSPECTIONAL SERVICES	139,167.92	186,041.81	325,209.73
TOTAL	139,167.92	186,041.81	325,209.73
<u>HEALTH & HUMAN SERVICES:</u>			
ELDER AFFAIRS	16,732.76	22,368.61	39,101.37
HEALTH	46,299.95	61,894.48	108,194.43
LIBRARY	163,903.72	219,109.01	383,012.73
TOTAL	226,936.43	303,372.10	530,308.53
<u>LEGISLATIVE OFFICES:</u>			
COUNCIL	13,945.02	18,641.92	32,586.94
MAYOR	2,827.92	3,780.41	6,608.33
AUDITING	29,433.08	39,346.59	68,779.67
LAW	44,382.71	59,331.49	103,714.20
CITY CLERK	35,152.71	46,992.69	82,145.40
TOTAL	125,741.44	168,093.10	293,834.54
RETIREMENT	15,489.02	20,705.96	36,194.98
TOTAL CITY DEPARTMENTS	5,095,653.06	6,811,947.07	11,907,600.13
PUBLIC SCHOOL	2,024,346.90	2,706,177.92	4,730,524.82
TOTAL WITH SCHOOL	7,119,999.96	9,518,124.99	16,638,124.95

Scott Najarian
Commission Chairman
50 Foster Street
Worcester, Massachusetts 01608
(508) 791-0947

Divisional Mission Statement:

The mission of the Civic Center Commission is to:

- Oversee the operation of the DCU Center Arena and Convention Center facility.
- Protect the interests of the City of Worcester in its business dealings with the facilities' management group, all third party vendors, and contractors.

Divisional Overview:

The general function of the Civic Center Commission is to serve as the liaison between SMG and the City of Worcester. The Commission oversees the operation of the DCU Center Arena and Convention Center. They monitor and evaluate the performance of the city's contract to include the review of financial statements and to ensure that a financial audit is implemented and the auditor's findings are presented to the City of Worcester under separate report, and to enforce the receipt of all funds due to the city. The Commission will continue to promote the complex as a host for regional and national conventions, meetings, and events.

BUDGET SUMMARY INFORMATION

	Actual Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
EXPENDITURES				
ARENA				
ORDINARY MAINTENANCE	\$ 460,136.89	\$ 746,554.00	92000	\$ 760,537.00
DEBT SERVICE ARENA	342,062.62	352,030.00	94000	306,868.00
DEBT SERVICE SPECIAL DIST.	776,200.00	1,023,240.00	94000	1,397,105.00
DEBT SERVICE SCOREBOARD	233,093.11	222,183.00	94000	216,932.00
TOTAL ARENA	\$1,811,492.62	\$ 2,344,007.00		\$ 2,681,442.00
CONVENTION CENTER				
ORDINARY MAINTENANCE	\$ 32,647.00	\$ 82,312.00	92000	\$ 82,312.00
TOTAL CONVENTION CENTER	\$ 32,647.00	\$ 82,312.00		\$ 82,312.00
TOTAL EXPENDITURES	\$1,844,139.62	\$ 2,426,319.00		\$ 2,763,754.00
FUNDING SOURCES:				
DCU ARENA NAMING RIGHTS	\$ -	\$ -		\$ 460,000.00
DCU ARENA OPERATING REV.	335,480.00	129,011.00		372,033.00
FACILITY FEE SURCHARGE	233,093.11	222,183.00		216,932.00
SPECIAL DISTRICT FINANCING	776,200.00	1,023,240.00		1,397,105.00
GENERAL FUND REVENUES	499,366.51	1,051,885.00		317,684.00
TOTAL FUNDING SOURCE	\$1,844,139.62	\$ 2,426,319.00		\$ 2,763,754.00

FISCAL 2015 BUDGET OVERVIEW

The DCU Center's Arena and Convention Center projected revenues include the following: \$372,033 from Arena/Convention Center Lease income; \$460,000 from DCU Arena Naming Rights; \$216,932 in facility surcharge revenues; \$1,397,105 in Special District Financing funds for costs associated with improvement design and system upgrades. The debt service for the Special District Financing is attributed to \$15,625,000 in Bonds issued and \$19,505,000 in Short Term Notes outstanding to be bonded on December 17, 2014.

To finance the balance it is recommended that approximately \$317,684, from General Fund Tax Levy be budgeted to pay for the cost of operations. This recommendation is \$734,201 less than the Fiscal 2014 amount of \$1,051,885.

Expenditures:**Arena Operating Costs:**

In Fiscal 2015, \$760,537 will be used to finance the operating costs of the DCU Center Arena. These operating costs are as follows: Worcester Management Contract for both the Arena and Convention Center will be \$318,377. \$311,576 is budgeted for Management Incentive Fee; \$73,787 for Building Insurance; \$13,534 for Accounting Consultants; \$6,185 will be used for

ordinary maintenance expenses and lastly, \$37,078 will be used for property business interruption insurance and boiler insurance.

Convention Center (City required) Operating Expenses:

In Fiscal 2015, \$82,312 is budgeted for operating costs of the Convention Center. These operating costs are as follows: Building Insurance \$21,862; Accountant Consultant \$9,023; Liability insurance will be \$49,192; and \$2,235 for Boiler insurance. The Management fee for the Convention Center has been combined with Arena.

Arena Debt Service and Score Board Debt Service:

DCU Center revenues will be used to pay for the existing debt service for the Arena facility and for recent capital improvements made to the complex respectively, for the building in the amount of \$2,064,955 in principal and interest payments. Included in this amount is a total of \$216,932 needed to account for the scoreboard and exterior signage, \$1,541,155 for debt associated with the Special District Financing Improvements; and lastly \$306,868 for all other associated debt for the Center.

DCU Center Fund - FY 2011 - 2014					
Arena/Convention Center - Schedule of Adjusted Gross Revenues					
	Estimated	Actual	Actual	Actual	
	2014	2013	2012	2011	
Net Event Direct Income	1,743,079	1,669,860	1,943,708	1,580,175	
Event ancillary income					
Net food and beverage	2,330,122	2,262,821	2,685,544	1,887,974	
Net novelty revenue	71,109	51,533	62,002	241,990	
Event Income	4,144,310	3,984,214	4,691,254	3,710,139	
Other income					
Advertising	339,772	345,237	450,348	524,730	
New service fees	260,916	200,477	215,044	220,256	
Ticket service fees	750,607	568,341	955,577	442,683	
Other	77,752	85,633	(37,082)	134,367	
Other Income	1,429,047	1,199,688	1,583,887	1,322,036	
Adjusted Gross Revenue	5,573,357	5,183,902	6,275,141	5,032,175	
Indirect expenses	5,201,324	4,848,422	5,568,411	4,909,766	
Net income per lease	\$ 372,033	\$ 335,480	\$ 706,730	\$ 122,409	
Commission Expenses				30,000	
Audit Fee Expenses				24,500	
Net income / to City	\$ 372,033	\$ 335,480	\$ 706,730	\$ 176,909	
Projected Loss			\$ -	\$ -	
Net Proceed DCU/Convention Center	\$ 372,033	\$ 335,480	\$ 706,730	\$ 176,909	
* Source document for this information is the DCU Center Arena Fund Audited Financial Statements					



SCOTT NAJARIAN, COMMISSION CHAIRMAN

CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2015

DCU CENTER- DIVISION #750

APPROVED F14 AMOUNT	TITLE	RECOMMENDED FY15 AMOUNT
DCU ARENA-ORGANIZATION #7502		
\$ 312,134.00	MANAGEMENT FEES	\$ 318,377.00
303,858.00	MANAGEMENT INCENTIVE FEES	311,576.00
32,346.00	PROPERTY INSURANCE	32,346.00
1,414.00	BUSINESS INTERRUPTION INSURANCE	1,414.00
3,318.00	BOILER INSURANCE	3,318.00
73,787.00	LIABILITY INSURANCE	73,787.00
13,534.00	ACCOUNTING CONSULTANT	13,534.00
6,163.00	ORDINARY MAINTENANCE & SUPPLIES	6,185.00
<u>\$ 746,554.00</u>	7502-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 760,537.00</u>

CONVENTION CENTER - ORGANIZATION #7501

\$ 9,023.00	ACCOUNTING CONSULTANT	\$ 9,023.00
21,862.00	PROPERTY INSURANCE	21,862.00
2,235.00	BOILER INSURANCE	2,235.00
49,192.00	LIABILITY INSURANCE	49,192.00
<u>\$ 82,312.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 82,312.00</u>
<u>\$ 82,312.00</u>	7501-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 82,312.00</u>

<u>\$ 828,866.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ 842,849.00</u>
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FUNDING SOURCES:

-	DCU ARENA NAMING RIGHTS	(460,000.00)
(129,011.00)	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	(372,033.00)
<u>(129,011.00)</u>	TOTAL AVAILABLE REVENUES	<u>(832,033.00)</u>
<u>\$ 699,855.00</u>	7502-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 10,816.00</u>

DCU ORGANIZATION DEBT SERVICE

\$ 275,874.00	DEBT BUILDING PRINCIPAL	\$ 241,260.00
76,156.00	DEBT BUILDING INTEREST	65,608.00
291,500.00	DEBT- SPECIAL DISTRICT PRINCIPAL	376,500.00
731,740.00	DEBT- SPECIAL DISTRICT INTEREST	1,020,605.00
151,000.00	DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	152,000.00
71,183.00	DEBT - SCOREBOARD/SIGNAGE INTEREST	64,932.00
<u>\$ 1,597,453.00</u>	TOTAL DEBT SERVICE	<u>\$ 1,920,905.00</u>

FUNDING SOURCES:

(222,183.00)	SCOREBOARD TICKET SURCHARGE REVENUES	(216,932.00)
(1,023,240.00)	DCU SPECIAL DISTRICT FINANCING	(1,397,105.00)
<u>(1,245,423.00)</u>	TOTAL AVAILABLE REVENUES	<u>(1,614,037.00)</u>
<u>\$ 352,030.00</u>	7502-94000 TOTAL RECOMMENDED DEBT SERVICE	<u>\$ 306,868.00</u>

<u>\$ 1,051,885.00</u>	RECOMMENDED GENERAL FUND TAX LEVY BUDGET	<u>\$ 317,684.00</u>
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FIVE POINT PLAN FUNDS

Edward M. Augustus Jr.
City Manager
City Hall Room 309
Worcester, Massachusetts 01608
(508) 799-1175

BUDGET SUMMARY INFORMATION

	Actuals Fiscal 2013	Approved Budget for Fiscal 2014	Account Number	Recommended Appropriation Fiscal 2015
Five Point Plan Funds				
Capital Campaign Stabilization	\$ 9,989,296.72	\$ 9,708,794.00	04D802	\$ 9,604,599.00
CitySquare DIF Reserve Fund	719,530.18	1,000,000.00	04D803	1,000,000.00
Bond Rating Reserve Fund	3,092,256.00	5,501,101.00	359-21	-
North High Construction Fund	3,047,000.00	3,047,000.00	04D806	3,047,000.00
Prior Year Overlay Deficit	-	500,000.00	01-221	-
OPEB Trust Fund	-	4,351,100.00	04T803	-
Total Transfers to Funds	\$16,848,082.90	\$24,107,995.00		\$13,651,599.00

FY 2015 Budget Overview

Five Point Plan Funds

The City of Worcester's Five Point Financial Plan, 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.

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 Forrest Grove Middle School. The combined debt service for these projects is \$9,558,053 and is now fully funded through tax levy appropriations to this 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 2015 is \$1,000,000.

The North High Construction Fund was established for the purpose of funding future debt service associated with the construction of a new North High School. Each year debt service costs associated with the construction of North High School are charged to this fund. The deposit for Fiscal Year 2015 is level funded at \$3,047,000.



Edward M. Augustus, Jr., CITY MANAGER

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2015

FIVE POINT PLAN FUNDS

RECOMMENDED FY14 AMOUNT	TITLE		RECOMMENDED FY15 AMOUNT
\$ 9,708,794.00	CAPITAL CAMPAIGN STABILIZATION	04D802	\$ 9,604,599.00
1,000,000.00	CITY SQUARE DIF RESERVE FUND	04D803	1,000,000.00
5,501,101.00	BOND RATING STABILIZATION FUND	359-21	-
3,047,000.00	NORTH HIGH SCHOOL CONSTRUCTION FUND	04D806	3,047,000.00
500,000.00	PRIOR YEAR OVERLAY DEFICIT	01-221	-
4,351,100.00	OPEB TRUST FUND	04T803	-
<u>\$ 24,107,995.00</u>	TOTAL FIVE POINT PLAN FUNDS		<u>\$ 13,651,599.00</u>
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<u>\$ 24,107,995.00</u>	TOTAL FIVE POINT PLAN FUNDS		<u>\$ 13,651,599.00</u>

CITY OF WORCESTER
FISCAL 2015
LINE ITEM BUDGET

DEPT NAME	DEPT NO.	91000 Salaries	92000 OM	93000 Capital Outlay	94000 Debt	95000 Transfer	96000 Benefits	97000 Overtime	TOTAL
CITY COUNCIL	010	330,480.00	26,867.00						357,347.00
MAYOR	030	115,885.00	7,777.00						123,662.00
CITY MANAGER	040	912,002.00	1,793,083.00						2,705,085.00
PROMOTION OF TOURISM	041								0.00
ECONOMIC DEVELOPMENT	043	1,340,927.00	100,090.00					1,000.00	1,441,017.00
CITY CLERK	100	558,925.00	36,024.00					15,171.00	595,949.00
CITY MESSENGER	110	231,676.00	727,524.00						974,371.00
LAW	120	810,814.00	137,842.00						948,656.00
COURT JUDGMENTS	121		378,100.00						378,100.00
PROPERTY & CASUALTY	122		119,948.00						119,948.00
ELECTIONS	150	453,302.00	110,885.00						564,187.00
CONTRIBUTORY PENSIONS	161				23,500,773.00				23,500,773.00
NON CONTRIBUTORY PENSIONS	162				124,154.00				124,154.00
HUMAN RESOURCES	170	872,996.00	251,556.00					3,000.00	1,127,552.00
WORKERS COMPENSATION	171		104,700.00						1,194,560.00
UNEMPLOYMENT COMPENSATION	172						1,089,860.00		50,000.00
PUBLIC SAFETY IOD	174						432,550.00		432,550.00
LICENSE COMMISSION	190		1,200.00						1,200.00
POLICE	250	37,701,214.00	2,432,590.00	30,000.00				3,280,296.00	43,444,100.00
FIRE	260	32,017,888.00	1,065,698.00	25,000.00				606,689.00	33,715,275.00
COMMUNICATIONS	270	1,796,530.00	354,114.00					153,623.00	2,304,267.00
INSPECTONAL SERVICES	280	2,970,570.00	230,452.00					69,579.00	3,270,601.00
PUBLIC HEALTH	330	322,795.00	40,000.00					1,000.00	363,795.00
ELDER AFFAIRS	340	312,829.00	138,841.00					0.00	451,670.00
DPW ADMINISTRATION	4101	419,977.00	226,192.00					31,110.00	677,279.00
DPW ENGINEERING	4102	1,126,934.00	402,342.00					81,793.00	1,611,069.00
DPW STREETS	4103	1,625,798.00	650,556.00					350,108.00	2,626,462.00
DPW SANITATION	4104	1,074,586.00	4,374,109.00					121,414.00	5,570,109.00
DPW CENTRAL GARAGE	4105	541,328.00	1,214,912.00					30,613.00	1,786,853.00
SNOW REMOVAL	411		3,518,935.00					481,065.00	4,000,000.00
STREET LIGHTS	412		2,252,828.00						2,252,828.00
UNION STATION	480		407,005.00						407,005.00
PUBLIC SCHOOLS NET SCHOOL	500	193,726,629.00	34,043,988.00	250,000.00			58,743,457.00	1,239,705.00	288,003,779.00
PUBLIC SCHOOLS NON NET SCHOOL	540	3,256,747.00	13,476,938.00					464,447.00	17,198,132.00
PUBLIC LIBRARY	550	3,442,192.00	1,546,799.00					114,534.00	5,103,525.00
REGIONAL LIBRARY	560								0.00
ADMINISTRATION/FINANCE	600/610/660	1,682,815.00	775,180.00					30,000.00	2,487,995.00
AUDITING	650	505,903.00	90,722.00					2,000.00	598,625.00
DEBT PRINCIPAL	661				25,046,574.00				25,046,574.00
DEBT INTEREST	662				8,180,501.00				8,180,501.00

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**CITY OF WORCESTER
FISCAL 2015
LINE ITEM BUDGET**

DEPT NAME	DEPT NO.	91000 Salaries	92000 OM	93000 Capital Outlay	94000 Debt	95000 Transfer	96000 Benefits	97000 Overtime	TOTAL
HEALTH INSURANCE	663				10,531,115.00		23,825,925.00		23,825,925.00
PENSION OBLIGATION BONDS	665							1,000.00	10,531,115.00
ASSESSING	670	558,778.00	250,000.00						809,778.00
TECHNICAL SERVICES	680	1,726,207.00	1,283,726.00					36,593.00	3,046,526.00
PARKS	720	2,748,984.00	1,162,441.00					307,679.00	4,219,104.00
AUDITORIUM	740		121,506.00						121,506.00
DCU	750		10,816.00		306,868.00				317,684.00
WORKFORCE DEVELOPMENT	31S								0.00
CONTINGENCY	900		4,000,000.00						4,000,000.00
TOTAL TAX LEVY APPROPRIATION		293,185,711.00	77,866,286.00	305,000.00	44,065,058.00	0.00	107,766,719.00	7,422,419.00	530,611,193.00
CHARTER SCHOOLS									27,249,124.00
OTHER INTERGOVERNMENTAL									3,364,510.00
FIVE POINT PLAN TRANSFERS OUT									13,651,599.00
GOLF COURSE									150,000.00
TOTAL TRANSFERS AND INTERGOVERNMENTAL									44,415,233.00
SEWER	440	2,835,735.00	20,720,652.00	24,500.00	7,892,868.00	3,203,844.00	3,282,668.00	230,000.00	38,190,267.00
WATER	450	5,953,505.00	3,559,023.00	25,000.00	11,576,472.00	2,072,772.00	4,826,189.00	630,000.00	28,642,961.00
GOLF COURSE	710	222,382.00	778,513.00		225,671.00	30,499.00	115,918.00		1,372,983.00
TOTAL ENTERPRISE APPROPRIATION		9,011,622.00	25,058,188.00	49,500.00	19,695,011.00	5,307,115.00	8,224,775.00	860,000.00	68,206,211.00