



The City of  
**WORCESTER**

**FISCAL YEAR 2021  
ANNUAL OPERATING BUDGET**

***Edward M. Augustus, Jr. City Manager***



# TABLE OF CONTENTS

<b>I.</b>	<b>TABLE OF CONTENTS</b>		<b>I – 1</b>
<b>II.</b>	<b>GENERAL INFORMATION</b>		
	1) City Manager’s Transmittal and Budget Overview		<b>II – 1</b>
	2) Urban Innovation: Strategic Plan and Performance Measurement		<b>II – 2</b>
	3) Budget Financial Plan—Revenue and Expenditure Summary		<b>II – 3</b>
	4) Revenue and Expenditure Summary Table		<b>II – 4</b>
	5) Fiscal 2021 Budget Procedure		<b>II – 5</b>
	6) Fiscal Policies		<b>II – 6</b>
	7) Citywide Organizational Chart		<b>II – 7</b>
<b>III.</b>	<b>PUBLIC SAFETY</b>		
	1) Police Department	pg. 1	<b>III – 1</b>
	2) Fire Department	pg. 15	<b>III – 2</b>
	3) Emergency Communications	pg. 25	<b>III – 3</b>
	4) Inspectional Services	pg. 31	<b>III – 4</b>
<b>IV.</b>	<b>PUBLIC WORKS &amp; PARKS</b>		
	1) Auditorium	pg. 37	<b>IV – 1</b>
	2) DPW Administration/Finance Division	pg. 39	<b>IV – 2</b>
	3) DPW Engineering & Architectural Division	pg. 45	<b>IV – 3</b>
	4) DPW Streets Division	pg. 49	<b>IV – 4</b>
	5) DPW Sanitation Division	pg. 53	<b>IV – 5</b>
	6) DPW Central Garage Division	pg. 55	<b>IV – 6</b>
	7) Parks, Recreation & Hope Cemetery Division	pg. 57	<b>IV – 7</b>
	8) Enterprise: Green Hill Golf Course	pg. 63	<b>IV – 8</b>
	9) Snow Removal	pg. 69	<b>IV – 9</b>
	10) Streetlights Division	pg. 71	<b>IV – 10</b>
	11) Enterprise: Sewer Division	pg. 73	<b>IV – 11</b>
	12) Enterprise: Water Division	pg. 79	<b>IV – 12</b>
	13) Enterprise: Off Street Parking	pg. 85	<b>IV – 13</b>

# TABLE OF CONTENTS

<b>V. DEPARTMENT OF ECONOMIC DEVELOPMENT</b>		
1) Economic Development	pg. 87	<b>V – 1</b>
2) Worcester Redevelopment Authority / Union Station	pg. 93	<b>V – 2</b>
3) MassHire Central Regional Workforce Board	pg. 97	<b>V – 3</b>
4) MassHire Central Career Center	pg. 101	<b>V – 4</b>
5) Marketing Campaign	pg. 107	<b>V – 5</b>
<b>VI. WORCESTER PUBLIC SCHOOLS</b>		
1) Public Schools	pg. 109	<b>VI-1</b>
<b>VII. PUBLIC LIBRARY</b>		
1) Public Library	pg. 113	<b>VII-1</b>
<b>VIII. DEPARTMENT OF HEALTH AND HUMAN SERVICES</b>		
1) Health and Human Services	pg. 121	<b>VIII – 1</b>
· Administration		
· Veterans Services		
· Human Rights and Disabilities		
· Youth Services		
2) Public Health	pg. 127	<b>VIII – 2</b>
3) Elder Affairs	pg. 135	<b>VIII – 3</b>
<b>IX. TECHNICAL SERVICES</b>		
1) Technical Services Department	pg. 141	<b>IX – 1</b>
<b>X. HUMAN RESOURCES</b>		
1) Human Resources	pg. 147	<b>X – 1</b>
2) Workers’ Compensation & Public Safety IOD	pg. 151	<b>X – 2</b>
3) Unemployment Compensation	pg. 155	<b>X – 3</b>
4) Health Insurance	pg. 157	<b>X – 4</b>
<b>XI. LAW DEPARTMENT</b>		
1) Law Department	pg. 163	<b>XI – 1</b>
2) Property & Casualty Insurance	pg. 167	<b>XI – 2</b>
3) Court Judgments	pg. 171	<b>XI – 3</b>
<b>XII. CITY AUDITOR</b>		
1) Auditing Department	pg. 173	<b>XII – 1</b>

# TABLE OF CONTENTS

<b>XIII. RETIREMENT</b>		
1) Contributory Pensions & Non-Contributory Pensions	pg. 177	<b>XIII – 1</b>
<b>XIV. LEGISLATIVE OFFICES</b>		
1) City Council	pg. 183	<b>XIV – 1</b>
2) Mayor's Office	pg. 185	<b>XIV – 2</b>
3) City Clerk	pg. 189	<b>XIV – 3</b>
4) Election Commission	pg. 193	<b>XIV – 4</b>
<b>XV. CITY MANAGER'S OFFICE</b>		
1) City Manager's Office	pg. 197	<b>XV – 1</b>
2) City Manager's Contingency	pg. 203	<b>XV – 2</b>
3) Cable Services	pg. 205	<b>XV – 3</b>
<b>XVI. ADMINISTRATION &amp; FINANCE</b>		
1) Finance	pg. 209	<b>XVI – 1</b>
· Administration		
· Budget & Treasurer and Collector		
· Purchasing		
2) Assessing	pg. 221	<b>XVI – 2</b>
3) City Energy and Asset Management	pg. 225	<b>XVI – 3</b>
4) Debt Service Principal & Interest	pg. 233	<b>XVI – 4</b>
5) Pension Obligation Bonds	pg. 237	<b>XVI – 5</b>
6) DCU Center	pg. 241	<b>XVI – 6</b>
<b>XVII. FIVE POINT PLAN FUNDS</b>	pg. 243	<b>XVII – 1</b>
<b>XVIII. LINE ITEM BUDGET</b>	pg. 247	<b>XVIII – 1</b>



Edward M. Augustus, Jr.  
City Manager

CITY OF WORCESTER

cm2020may04091046

Attachment for Item # 11.36 A

May 12, 2020

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully present to you the FY21 budget for your review and consideration.

The FY21 operational budget has been built while navigating through the unprecedented and uncertain times that Covid-19 has presented our City. Given the many unknowns of the economic impacts of the current crisis and the speed with which they may resolve, our financial planning for the coming year must be conservative and flexible to allow us to adapt quickly and decisively as more concrete financial information is known. We have prepared a budget that is consistent with these realities.

We have incorporated the typical baseline numbers such as a 2.5% tax levy increase, moderate New Growth, conservative local revenue projections, and current State Aid figures. The Fiscal 2021 Annual Operating Budget before you provides for a level service budget and includes increases in ordinary maintenance expenses only where necessary to continue essential services and improve safety. As the fiscal year unfolds, we will maintain the current hiring freeze, hiring on a case by case basis as needed to maintain crucial operations and programs. In addition, we allocate a significant amount of operating funds to the Contingency account, specifically to build in budgetary flexibility. These will act as a relief valve if the financial environment becomes more constrained, allowing us to preserve jobs and core services. This budget recognizes that while we all hope for a quick and robust recovery, we simply do not know what the future holds.

Based on local and state revenues, the FY21 budget recommendation totals \$721,821,171, which is detailed in the chart below. Overall, the annual budget increases by \$31M (4.5%), the majority of which is committed to the Education (\$21M) and Fixed



OFFICE OF THE CITY MANAGER, CITY HALL, WORCESTER, MA 01608  
TELEPHONE (508) 799-1175 | FAX (508) 799-1208  
EMAIL: [citymanager@worcesterma.gov](mailto:citymanager@worcesterma.gov)



Costs (\$5.5M). In FY21, State Aid for the Education will be \$298M. State Aid for General government is \$47.5M. The budget projects local tax revenues of \$325M, an increase of \$13.5M (\$8.3M Proposition 2½; \$5.25M New Growth). General State Aid increases by \$1.3M based on the Governor’s FY21 budget presented in January. In all likelihood, State Aid numbers will be revised after the fiscal year begins, and we will adjust accordingly. This budget assumes a reduced Local Revenues projection of - 5.3%, decreasing it by \$2.5M. MSBA reimbursements continue to phase out as planned, decreasing by \$926K in FY21.

	Fiscal Year 2020 Budget	Proposed Fiscal Year 2021 Budget	Fiscal Year 2020/2021 Change	Percentage Change
<b><u>REVENUES</u></b>				
Property Tax	311,708,053	325,229,687	13,521,635	4.3%
Local Receipts	48,183,147	45,633,147	(2,550,000)	(5.3%)
State Aid Education	278,188,970	297,994,242	19,805,272	7.1%
State Aid General	46,257,734	47,527,948	1,270,214	2.7%
MSBA/Other Available Funds	6,427,192	5,436,147	(991,046)	(14.6%)
<b>Total Revenues</b>	<b>690,765,096</b>	<b>721,821,171</b>	<b>31,056,075</b>	<b>4.5%</b>
<b><u>EXPENDITURES</u></b>				
Education	400,382,511	421,322,217	20,939,706	5.3%
Fixed	131,737,098	137,265,214	5,528,116	4.2%
Contingency	1,935,000	3,940,000	2,005,000	81%
Public Safety	100,759,309	101,823,637	1,064,328	1.1%
Public Works & Parks	21,266,016	22,042,055	776,039	3.6%
Other Operational	34,685,162	35,428,048	742,886	2.1%
<b>Total Expenditures</b>	<b>690,765,096</b>	<b>721,821,171</b>	<b>31,056,075</b>	<b>4.5%</b>

The budget assures we can maintain our core services. It reflects our shared priorities for public health, public safety, and youth programming and incorporates the basic components to continue to move our city forward. It is important to note that this budget continues to meet all of our required obligations under the Financial Integrity Plan.

#### Public Safety and Public Health

The Worcester Police Department (WPD) and the Worcester Fire Department (WFD) are budgeted to maintain full staffing complements. The WFD’s recent recruit class will graduate in FY21. The WFD is also pursuing a federal SAFER grant that would allow for 20 additional Firefighter positions if awarded. Funding is included to move forward with the WFD’s strategic planning and community assessment, with a 3-5 year goal towards the rigorous process to achieve accreditation, a clear demonstration of our commitment to the safety, effectiveness, and professionalism of our Fire Department.

The Worcester Police Department will hold a recruit class during FY21 based on the number of vacancies projected in the department at that time. A clerical position is added in the Records Division to assist with citizens requests, and the overtime budget increases by \$500K, which is closer to actual expenditures in recent years.

Given the current circumstances, we will add 2 positions to the Division of Public Health for capacity building, one grant funded Public Health Staff Assistant and one Public Health Nursing Unit Deputy Chief. Funds are also included for the Division to go through the re-accreditation process in FY21.

#### Youth and Parks Programming

Although we will need special protocols to hold our summer youth programs, we are hopeful that our summer recreation programs will proceed. We have recommended allocations to hold Recreation Worcester programs using donation and block grant funding, which allows for children to have supervised activities in our parks and creates summer job opportunities for teens and young adults. This is an area where our programs may grow in cost in order to operate consistent with regulations. Nonetheless, to the degree we are able to do so, we plan to advance summer programs for youth and build on our years of success with these valuable programs.

#### Other Departmental Needs

The Department of Public Works and Parks budget increases \$785K driven mainly by the increase in recycling costs. This is a recognition of the global reality of a drastic drop in demand for - and value of - recycled materials driving the net cost of recycling higher each year.

Other departmental needs in FY21 include increases for Technical Services system maintenance and technology improvements, as well as consultant costs to start the process to select a new Financial Management System. The Senior Center's new fitness center is funded for initial startup. In addition, multiple department's seasonal staff salary costs are increased to reflect the updated minimum wage.

#### Contingency

As noted above, the FY21 budget puts more operating funds into a reserve to be ready for the unknown. The account will increase by \$2M to a total of \$3.94M for planning purposes. This reserve can be reduced during the year in the event of State Aid cuts or lower than expected local revenues or deployed to address the increased costs of operations that may result from the City's pandemic response protocols.

### Fixed Costs and Financial Planning

In FY21, fixed costs increase by 4.2%, as we see expected increases in fixed costs of pension and health insurance. Importantly, the FY21 budget remains true to our long term financial plan, which was adopted in 2007 to establish a long term plan for the financing of known debt obligations and the building of reserves to maintain and improve financial resilience and the City's bond rating over time. This plan was updated in 2017 to improve reserve building and expand long term capital planning and debt management. Under the plan, the deposit for the High School stabilization fund is \$4.3M and the OPEB reserve increases the required 10% to \$732K. In FY21, the Capital Campaign fund which exists to meet the current debt service obligations for major construction projects that have been completed also includes \$1.5M to prepare for the upcoming costs of a new city-wide Financial Management System, a new South Division Fire Station, and athletic fields to support the Worcester Public Schools.

We must admit there is a larger degree of uncertainty facing the FY21 budget than any budget in recent memory. It is simply unknown at this time the magnitude of the economic downturn we may be facing. In these unprecedented and uncertain times, we must govern with resiliency. By creating an operating budget with the flexibility to adapt to a changing financial landscape, we will be able to make mid-year adjustments as needed while also maintaining the City's financial stability long-term.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Edward M. Augustus, Jr.", written over a horizontal line.

Edward M. Augustus, Jr.  
City Manager

The City of Worcester through the introduction of the Municipal Strategic Plan, established key performance measures (KPI) correspondent to the four priority areas; Vibrant, Thriving City, Opportunities for All, Strong Neighborhoods, Sound Fiscal and Operational Government. This led us to a process of strategic planning with multiple partners, key stakeholders, residents, and others. We listened, shared in open discussion, analyzed survey data, and established a plan that will serve as the vision for the City. The environmental scan was informed through a combination of data and community engagement.

As part of the FY21 operational budget, we are continuing with the KPIs from last year, ensuring alignment to our priority areas. These metrics allow for the City to track progress and measure success in the areas identified by the departments.

Through this process, we continue to encounter multiple challenges in gathering data. Manual processes, inconsistent tracking, and disparate data sets are challenges that need to be overcome in coming years. In FY21, a large push will be made to streamline and automate data collection where possible, and to work with departments to increase the integrity of their data. Therefore, we are working to establish data availability and formalize processes to track, manage, and share data to support departments and to help deliver accurate, transparent information to the City’s residents and visitors.

*Due to the COVID-19 pandemic, we will experience decreases in many metrics. The inability to operate in close quarters with members of the public can inhibit some functions until measures are put in place to protect employees and residents.*

Icon	Priority Area
	<p><b>Vibrant, Thriving City</b></p> <ul style="list-style-type: none"> <li>- Honor and celebrate diverse and inclusive cultural events</li> <li>- Provide opportunities for business development and employment growth</li> <li>- Maintain a safe and appealing infrastructure</li> </ul>
	<p><b>Opportunities For All</b></p> <ul style="list-style-type: none"> <li>- Support opportunities for skill development, employment, and educational advancement for all residents</li> <li>- Provide opportunities for all residents to access the services and support the need to live a healthy life</li> <li>- Support civic engagement and provide all residents with equitable access to information and communication with City leadership</li> </ul>
	<p><b>Strong Neighborhoods</b></p> <ul style="list-style-type: none"> <li>- Support safe and affordable housing options</li> <li>- Maintaining appealing neighborhoods with high-quality infrastructure and green spaces</li> <li>- Promote a sense of safety and security for all residents</li> </ul>
	<p><b>Sound Fiscal &amp; Operational Government</b></p> <ul style="list-style-type: none"> <li>- Prudent steward of municipal services</li> <li>- Attractive employer of high-performing, talented workforce</li> <li>- Transparent and regular engagement</li> </ul>

**VIBRANT, THRIVING CITY**

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	12/31/2019 Actual FY20	Projected FY21
	<b>Objective: Honor and celebrate diverse culture and inclusivity through events</b> City-sponsored and hosted events dedicated to celebrating culture and the arts Worcester Arts Council Grant Recipients * (based on FY20 applications and funding from the MCC) DPW&P permits for parks (new permitting software FY19)	41	41	35	31
	<b>Objective: Maintain a safe and appealing infrastructure</b> Amount of CDBG funds invested annually on community development, public facility & public safety projects CDBG funding invested on low-moderate income clientele Quality of Life Task Force calls for service	\$1,565,909 98.4% 1,716	\$1,565,909 98.4% 1,796	\$1,500,000 92.1% 859	\$1,500,000 95% 1,700
	<b>Objective: Provide opportunities for business development and employment growth</b> Private investment leveraged from City TIFs or TIEs Private investment leveraged from Economic Development (Small Business) CDBG recipients Minority and woman owned businesses awarded Small Business CDBG Financial Assistance Pre-development consultations (IRT), etc., annually New small business certificates Businesses provided Workforce Development services through the region's career centers and Workforce Board	\$75,930,000 \$2,150,000 71% 84 870 882	\$53,100,000 \$1,520,000 80% 81 870 807	\$34,630,000 \$432,000 33% 42 940 317	\$50,000,000 \$2,000,000 60% 80 1,000 874

**STRONG NEIGHBORHOODS**

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	12/31/2019 Actual FY20	Projected FY21
	<b>Objective: Support safe and affordable housing options</b>				
	City investment to create and preserve affordable housing (CDBG/Home/WLAP funds)	\$2,571,446	\$3,695,196	\$2,771,134	\$4,674,475
	Response time/closure rates to inspection-related violations	94.4%	94.5%	85.4%	90%
	Lead inspection requests and completed	198	123	25	150
	<b>Objective: Maintain appealing neighborhoods with high-quality infrastructure and green spaces</b>				
	Parks complaints -Addressed within defined timeline	97%	78.9%	74%	85%
	Parks Playground Complaints- Addressed within defined timeline	100%	62.5%	85%	90%
	Parks Trash Complaints- Addressed within defined timeline	90%	97%	60%	85%
	Public Works requests closed within designated time (only includes CSRS categories with defined timelines)	83.7%	83%	81%	85%
	<b>Objective: Promote a sense of safety and security for all residents</b>				
	Residents registered to receive notifications from ALERTWorcester	11,776	15,551	17,464	19,000
	Residents registered to receive notifications from Smart911	498	858	863	1,000
	Structures inspected annually	6,481	8,741	4,400	5,000
	Emergency call responses within targeted response time (WFD)	96%	91%	90.3%	90%
	Community outreach events attended staff (WPD/WFD)	390	691	319	400
Violent crime rate per 1,000 residents	6.3	6.8	2.9	6	
Police initiated actions	40,545	37,829	21,721	40,000	
Calls for service to dispatch center	166,000	163,000	87,000	165,000	
Registered cameras through Camera Collaborative	-	1,600	1,600	1,700	
Neighborhood-based meetings attended by WPD	400	400	400	400	

**OPPORTUNITIES FOR ALL**

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	12/31/2019 Actual FY20	Projected FY21
	<b>Objective: Support opportunities for skill development, employment, and educational advancement for all residents and employees</b>				
	City government volunteer appointments	29	26	31	40
	Jobs created or retained by business entities in Worcester that received City TIFs or TIEs	432	64	35	100
	Youth employed by the City ( <i>Youth Office, Parks Division</i> )	229	307	20	320
	Library cards registered	102,726	104,819	106,268	110,000
	Library Programs offered	2,763	2,076	1,071	2,110
	At-risk youth served through the MassHire Central Region's Workforce Innovation and Opportunity Act programs and YouthWorks subsidized youth employment programs	442	469	402	420
	Clients served by the Worcester Jobs Fund with no job training, job search or related services	46	77	43	77
	Job seeker provided career development services through the region's career centers and workforce board	9,372	8,885	4,151	8,200
	<b>Objective: Provide opportunities for all residents to access the services and support they need to live a healthy life</b>				
	Hours of programming offered at the senior center	-	22,166	12,824	22,000
	Informational calls fielded by Senior Center	-	5,991	3,158	5,500
	Ethnic diversity of seniors served by, enrolled in, and attending Health and Wellness programs ( <i>non-Caucasian</i> )	36.1%	37%	40.8%	35%
	Geographic diversity of seniors served by, enrolled in, and attending Health and Wellness programs ( <i>outside 01604</i> )	77%	76.1%	76.8%	76%
	<b>Objective: Support civic engagement and provide all residents with equitable access to information and communication with City leadership</b>				
	Registered voters	92,687	98,000	105,350	110,000
	Petitions received by City Council	557	464	265	500
	Customer Service Center Service Quality Calls Made	7,562	9,605	4,724	10,000
	Customer Service Center calls received	83,669	83,809	43,795	84,500



**SOUND FISCAL AND OPERATIONAL GOVERNMENT**

Goal	Departmental Strategic Objectives & Performance Measures	Actual FY18	Actual FY19	12/31/2019 Actual FY20	Projected FY21
	<b>Objective: Prudent steward of municipal services</b>				
	Bond Rating ( <i>Upgraded to AA in FY2017</i> )	AA	AA	AA	AA
	Bonded debt as a % of Assessed Valuation	5.27%	5.27%	5.16%	5.16%
	Debt per capita, median value, total assessed value per capita	\$3,632	\$3,632	\$3,774	\$3,775
	City department vendors paid within 30 days of invoice	85%	86%	82%	85%
	Capital projects vendors paid within 30 days of invoice	40%	51%	50%	53%
	<b>Objective: Attractive employer of high-performing talented workforce</b>				
	Business days to fill a vacant position	67.5	54	51	45
	Workforce attending annual professional development trainings	839	663	320	550
	Number of employees participating in wellness programs/events	-	2,300	1,870	2,400
	<b>Objective: Transparent and regular engagement</b>				
	Public records requests fulfilled	269	490	352	850
	Staff hours spent on public records requests ( <i>Avg. 4hrs/request</i> )	1,076	1,960	1,408	3,400





The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# CITIZEN’S GUIDE TO OUR CITY’S FINANCES

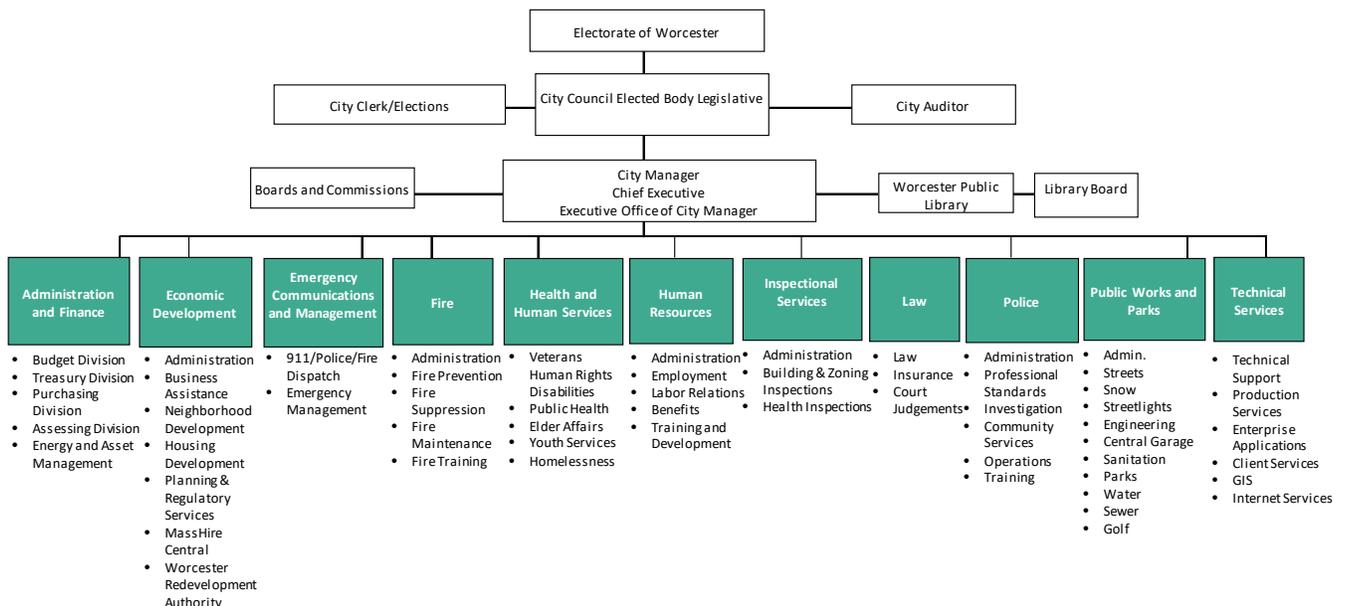
## Introduction

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

- Population 185,877
- Land Area 38.57 square miles
- Median Household Income \$46,407
- Median Home Value \$220,000
- Total FY21 Equalized Valuation \$13.366 billion
- Fiscal 2021 Operating Budget \$721.8 million

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

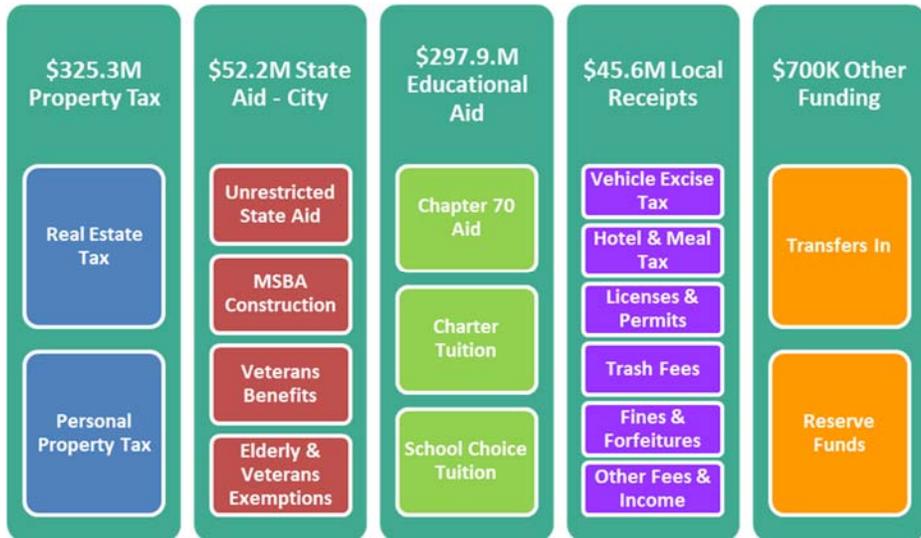
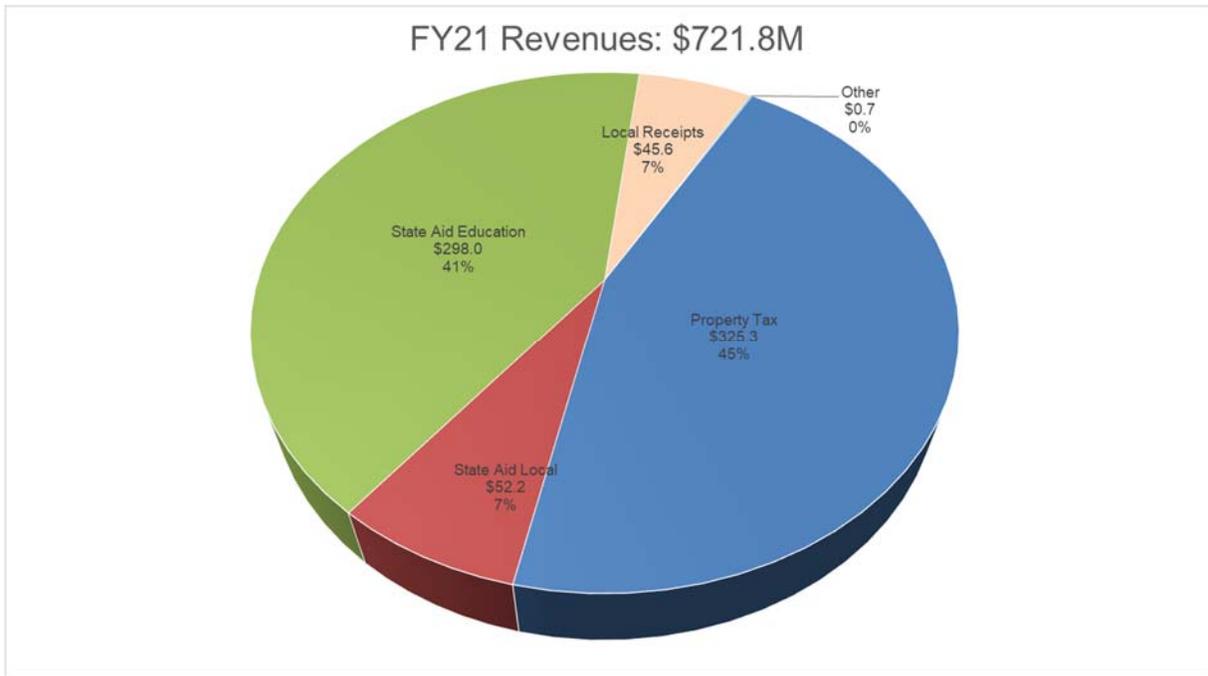
**City of Worcester  
Organizational Chart: FY21**



# CITIZEN’S GUIDE TO OUR CITY’S FINANCES

## Revenue Overview – Sources of Funding for City Services

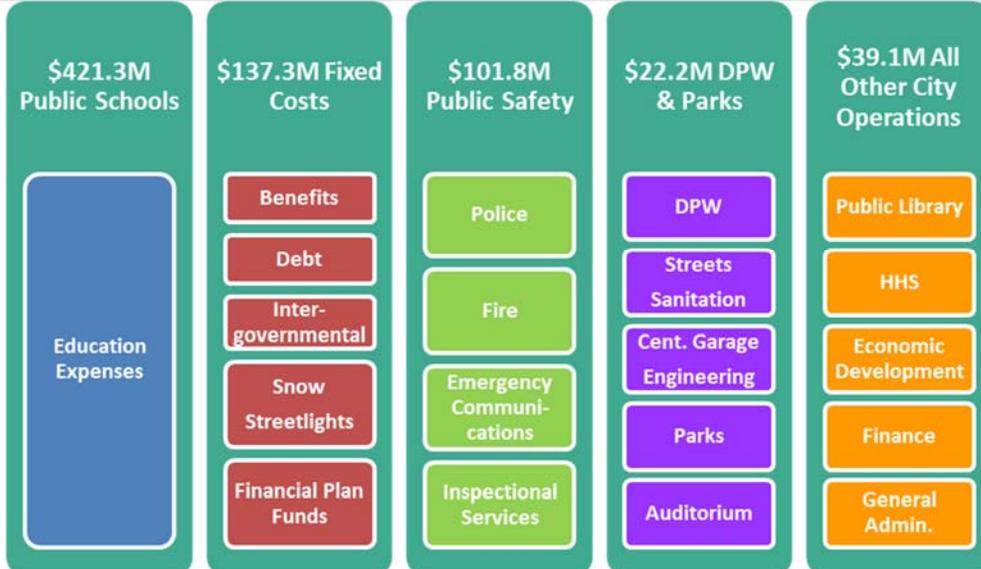
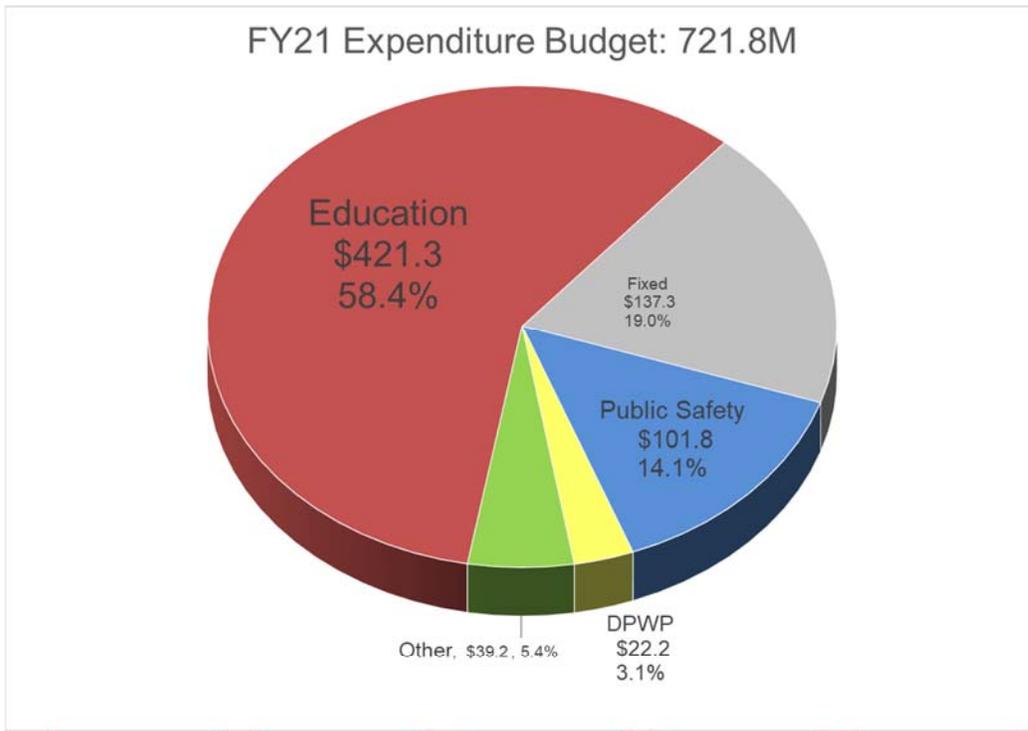
General fund revenues come in three main forms: property taxes, state aid, and local receipts. As depicted in the graphics below, 45% of City revenue comes from through property taxes, 48% in State Aid – inclusive of City and Education reimbursements, and 8% comes from local receipts such as vehicle excise, licenses, permits, and other charges. Detail on each area of the City’s revenues are provided in the line item summary the follows.



# REVENUE & EXPENDITURE SUMMARY

## Expenditure Overview – Categories of Expenditures for City Services

Education remains the City’s largest expenditure at \$421.3 or 58.4% of the general fund expenditures. Fixed costs include pensions, debt, and health insurance and total \$137.3, or 19%. This leaves \$101.8M, 14% for public safety, \$22.2M, 3.1%, for Public Works and Parks, and 5.4%, \$39.2M for all other City operations. A detailed discussion of each spending area is provided in the following introduction as well as in each of the departmental budget sections in the document that follows.



# REVENUE & EXPENDITURE SUMMARY

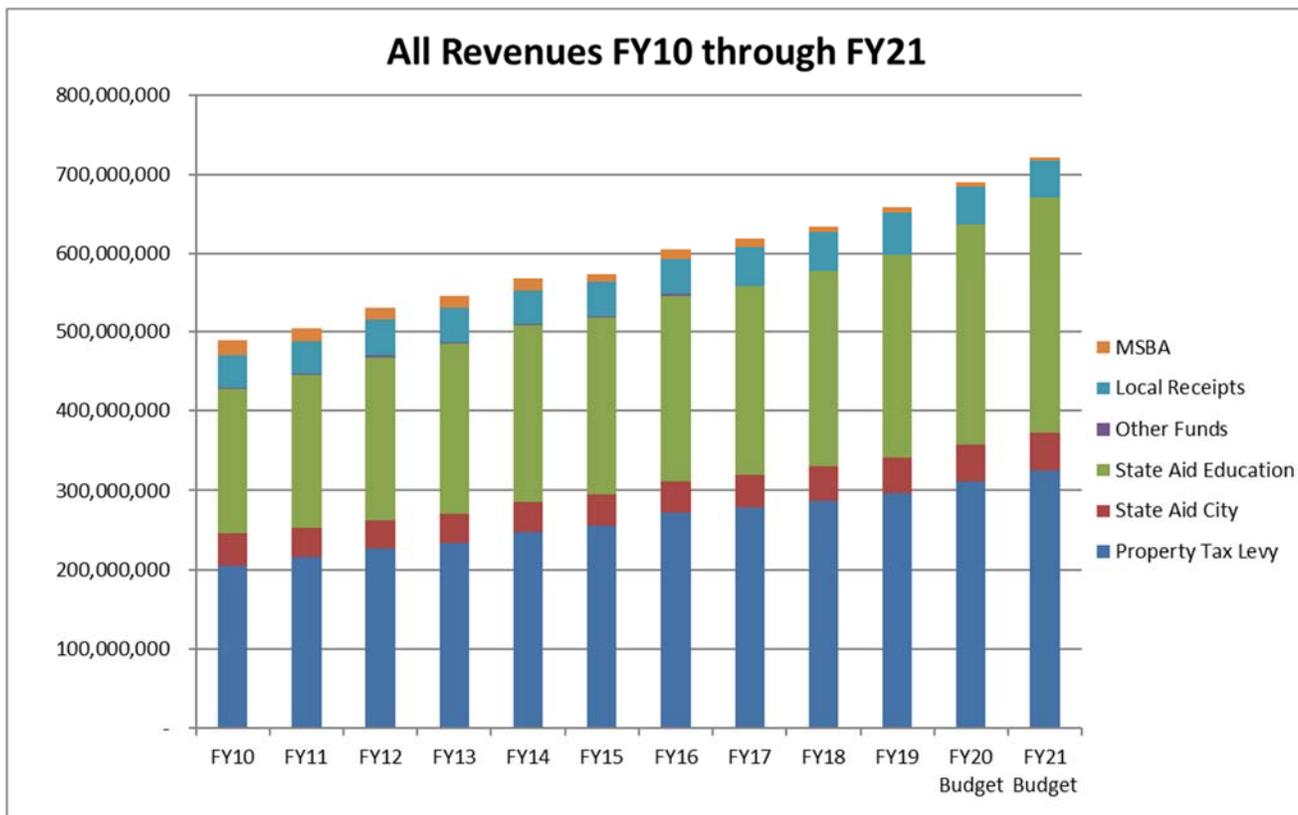
## Fiscal 2021 Budget Financial Plan

### Revenue and Expenditure Overview

The Fiscal 2021 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 2021 budget is funded through \$721.8M in revenues. This is comprised of \$324.7M in property taxes, \$52.2M in State Aid for City operations, \$297.9M in State Aid for Education. Other revenues include \$48.1M in local receipts, and \$700K in other available funds. The following describes each revenue category in detail and provides data from the last ten years to put current revenue estimated in perspective.

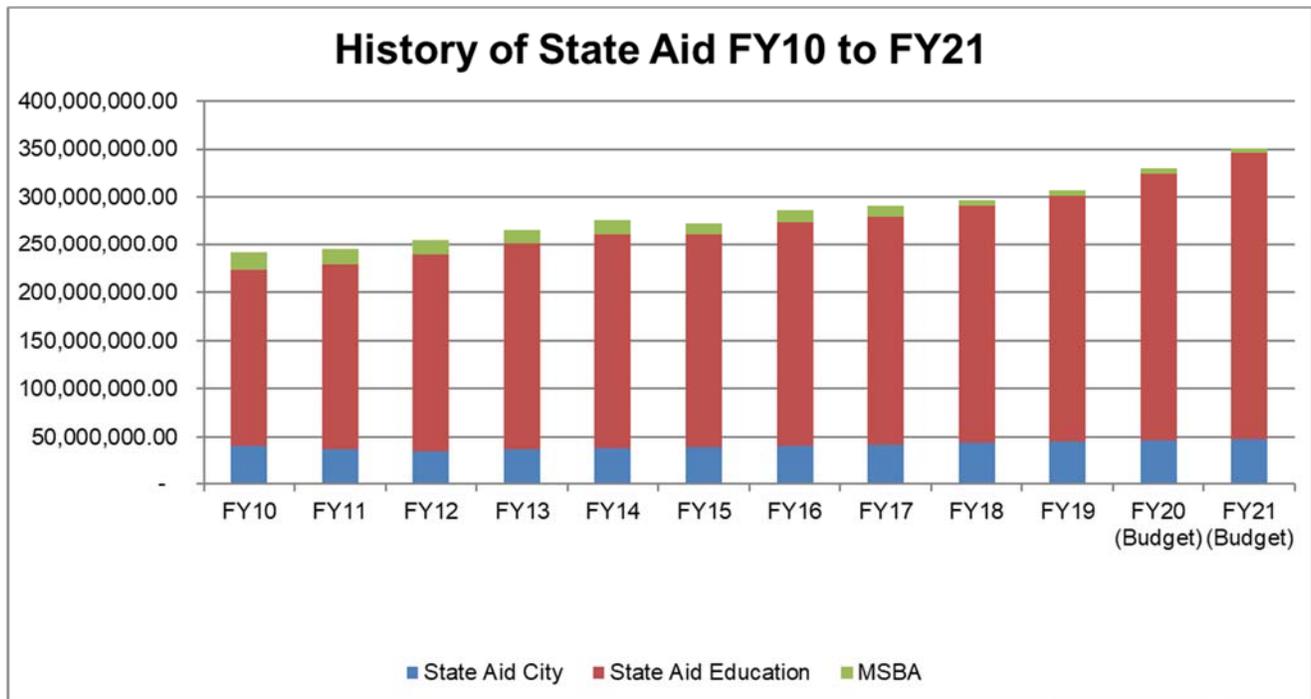


## REVENUE & EXPENDITURE SUMMARY

### State Aid (Cherry Sheet)

The Cherry Sheet is the name of the official document used by the Commonwealth of Massachusetts to inform cities and towns of the estimated receipts from the Commonwealth for Unrestricted General Government Aid, Education Aid and other state-determined revenue categories. It also informs cities and towns of anticipated intergovernmental charges, including the charges for regional transit and charter school tuition. These amounts are all subject to change based on the final budget for the Commonwealth. The estimates included here are based on the Governor’s proposed budget for FY21. The following illustrates the breakdown in categories of State Aid funding as well as a ten year history.

State Aid Summary	FY20 Budget	FY21 Budget	FY20/21 Change	% Change
State Aid City	44,128,813	45,364,420	1,235,607	3%
State Owned Land	193,960	192,930	(1,030)	-1%
State Exemptions	500,849	555,577	54,728	11%
Veteran's Benefits	1,434,112	1,415,021	(19,091)	-1%
MSBA Reimbursements	5,662,262	4,736,217	(926,045)	-16%
<b>State Aid City Total</b>	<b>51,919,996</b>	<b>52,264,165</b>	<b>344,169</b>	<b>1%</b>
State Aid Education	275,454,036	293,503,420	18,049,384	7%
State Aid Charter Schools	2,734,934	4,490,822	1,755,888	39%
<b>State Aid Education Total</b>	<b>278,188,970</b>	<b>297,994,242</b>	<b>19,805,272</b>	<b>7%</b>



## REVENUE & EXPENDITURE SUMMARY

---

### State Aid Categories

The following describes each of the line items on the Cherry Sheet and the state aid amounts anticipated by the City for Fiscal 2021.

#### 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. Chapter 70 Aid for the Worcester Public Schools is projected to be \$293,503,420. This is nearly \$19M more than FY20 and more than \$40M more than FY19. These increases reflect the implementation of the Student Opportunity Act that increases the Foundation Budget each year until FY27.

#### Unrestricted General Government Aid

This State Aid category represents the bulk of the non-educational aid received by cities and towns. The City of Worcester, by formula, receives approximately 4% of the total State appropriation of this category and anticipates receiving \$45,364,420 in Unrestricted General Government Aid, which represents a 2.8% increase over the FY20 estimate.

#### 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 Charter Tuition Reimbursement is estimated to be \$4,490,822. This amount is subject to change as final enrollments in the City’s charter schools are tabulated.

#### Veterans Benefits

The Commonwealth of Massachusetts reimburses the City 75% of the cost of veterans’ benefits. As a result of the timing for reimbursements from the State, this revenue source represents 75% of the City’s spending on Veteran’s benefits for the past 12 months, not an estimate of the coming 12 months. Benefits are paid consistent with Massachusetts General Laws Chapter 115. The Fiscal Year 2021 reimbursement estimate is \$1,415,021.

## REVENUE & EXPENDITURE SUMMARY

### State Owned Land

The Commonwealth provides a reimbursement to cities and towns for tax revenues lost due to state owned land. The reimbursement is based on state calculated values and is based solely on the value of the land itself, not the structures on the property. This receipt is estimated to be \$192,930.

### 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 who meet statutory criteria including age, status, and Income thresholds will receive a state-funded flat tax exemption of \$500-\$1,000. The Fiscal 2021 budget includes a Cherry Sheet allocation of \$555,577 for these exemptions.

### School Construction MSBA Reimbursements

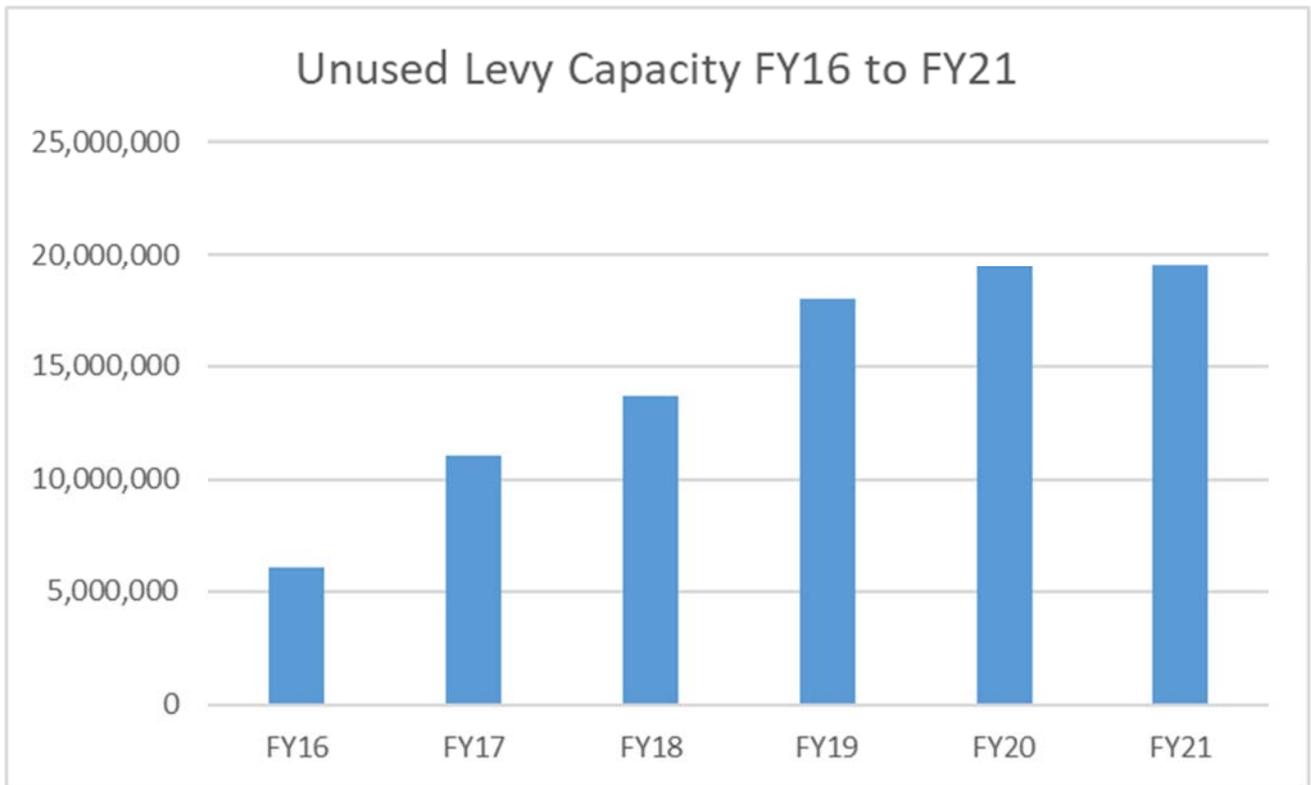
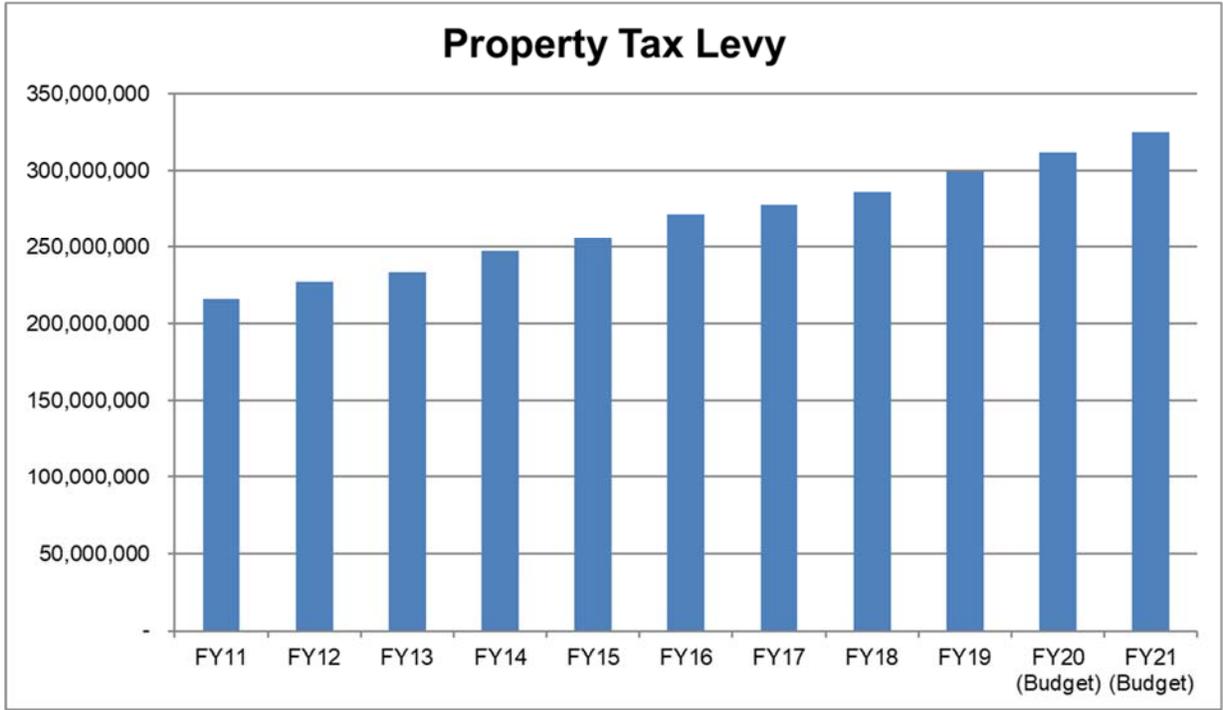
Massachusetts School Building Authority (MSBA) reimbursements are based on city expenditures associated with school construction costs and interest payments. The MSBA now uses a different model for the funding of school construction projects that includes progress payments during construction rather than reimbursements at the conclusion of a project. As a result, this funding source will be reduced and eventually eliminated. For FY21, reimbursements have fallen from 5,662,262 to 4,736,217, a reduction of \$926,045. FY22 will be the last year for these reimbursements, so the FY23 budget will have to absorb a revenue reduction of \$4.7M.

### Property Taxes

The Fiscal 2021 budget includes property tax revenue increases consistent with the provisions of Proposition 2½, recognizing a 2.5% increase in the property tax levy as well as the value of new construction growth projected to be certified by the Commonwealth. The budget assumes a Proposition 2 ½ increase in the amount of \$8.4M and new growth of \$5.25M. The gross tax levy of \$329.7M is reduced by an amount reserved for exemptions and abatements (Overlay Reserve - \$4.5M) to derive a net tax levy which is subject to appropriation. For Fiscal 2021 the net tax levy is projected to be \$325,229,687.

Property Tax Revenue	FY19	FY20	FY21
<b>Prior Year Levy</b>	<b>293,545,315</b>	<b>303,062,642</b>	<b>316,125,865</b>
Prior Year Levy Limit	307,195,432	321,080,317	335,601,503
2.5% Increase	7,680,055	8,027,007	8,390,038
New Growth	6,204,830	6,494,179	5,250,000
New Levy Limit	321,080,317	335,601,503	349,241,541
Remaining Unused Levy Capacity	18,017,675	19,475,638	19,511,854
<b>New Total Levy</b>	<b>303,062,642</b>	<b>316,125,865</b>	<b>329,729,687</b>
Less Overlay	(3,801,906)	(4,417,812)	(4,500,000)
<b>Available Tax Levy</b>	<b>299,260,736</b>	<b>311,708,053</b>	<b>325,229,687</b>

# REVENUE & EXPENDITURE SUMMARY



## REVENUE & EXPENDITURE SUMMARY

### Overlay Reserve for Abatements and Exemptions

The overlay reserve is raised by the City Assessor in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions. Abatements are granted in circumstances where real or personal property has been overvalued or disproportionately valued and appropriate adjustments are made to the original assessed value. The overlay for Fiscal 2021 is set at \$4.5M.

### Unused Levy Capacity

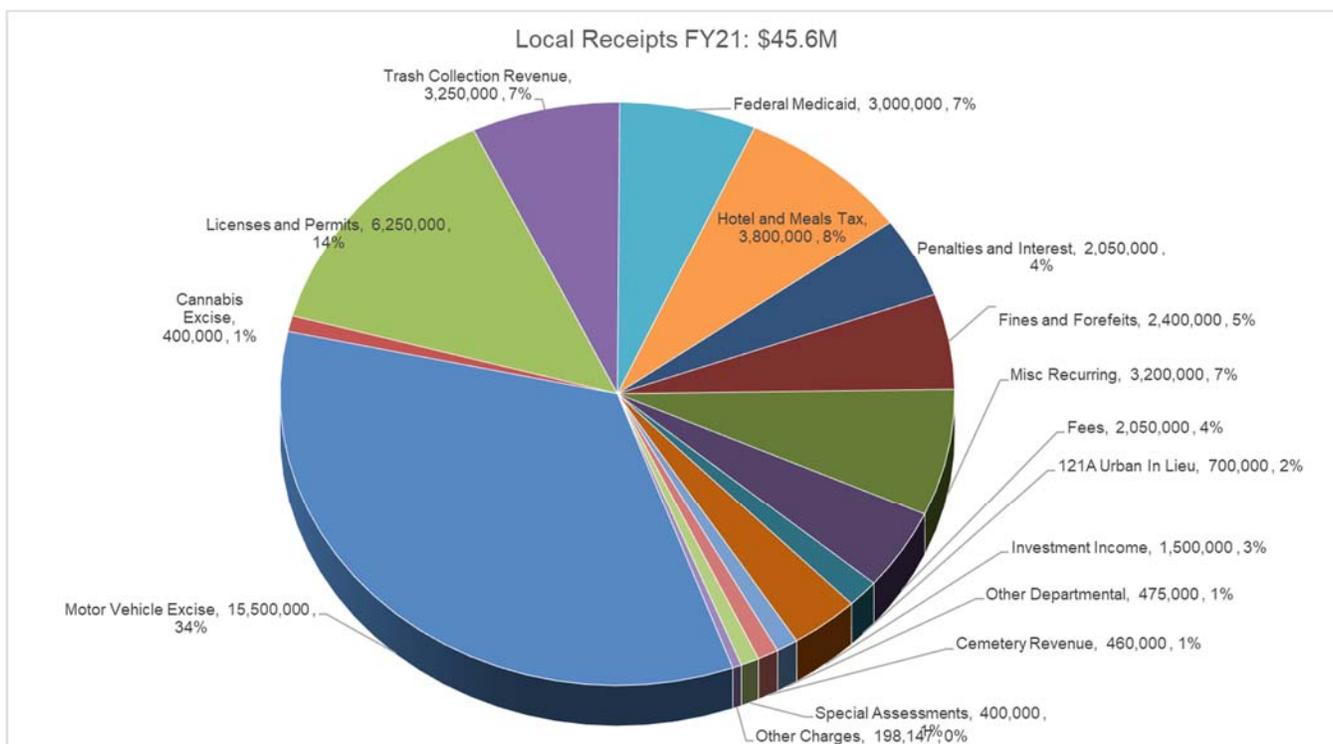
Unused levy capacity is the amount of property tax allowed under the proposition 2 1/2 Levy Limit that is not appropriated as part of the fiscal year budget. This amount could be raised through taxation without an override or debt exclusion vote. With the Fiscal Year 2021 budget, the City has maintained Unused Levy Capacity in the amount of \$19.5M, the same amount as FY20. Through the implementation of the City's Financial Plan, Unused Levy Capacity has increased from \$6M in FY16 to over \$19M in FY20. This represents tax relief for both resident and commercial taxpayers in the City.

### Local Receipts

The last major category of City revenues is local receipts, comprised of locally generated taxes, fees, and charges. The major contributors include Motor Vehicle Excise taxes, building and other permits, licenses, trash collection fees, as well as various other fines and charges.

City of Worcester Fiscal Year 2021 Budget Summary - Revenues					
Revenue Summary	FY19 Actual	FY20 Budget	FY21 Budget	FY21 Change	% Change
Motor Vehicle Excise	16,576,408	15,850,000	15,500,000	(350,000)	-2.21%
Cannabis Excise	-	500,000	400,000	(100,000)	-20.00%
Licenses and Permits	6,736,148	6,500,000	6,250,000	(250,000)	-3.85%
Trash Collection Revenue	3,329,928	3,250,000	3,250,000	-	0.00%
Federal Medicaid	3,642,052	3,220,000	3,000,000	(220,000)	-6.83%
Hotel and Meals Tax	4,942,455	4,350,000	3,800,000	(550,000)	-12.64%
Penalties and Interest	2,328,519	2,150,000	2,050,000	(100,000)	-4.65%
Fines and Forfeits	2,387,587	2,550,000	2,400,000	(150,000)	-5.88%
Misc Recurring/Non	4,830,056	3,455,000	3,200,000	(255,000)	-7.38%
Fees	3,136,174	2,300,000	2,050,000	(250,000)	-10.87%
121A Urban In Lieu	604,965	725,000	700,000	(25,000)	-3.45%
Investment Income	3,471,181	1,800,000	1,500,000	(300,000)	-16.67%
Other Departmental	490,429	475,000	475,000	-	0.00%
Cemetery Revenue	408,248	460,000	460,000	-	0.00%
Special Assessments	564,136	400,000	400,000	-	0.00%
Other Charges	165,089	198,147	198,147	-	0.00%
<b>Local Receipts Total</b>	<b>53,613,375</b>	<b>48,183,147</b>	<b>45,633,147</b>	<b>(2,550,000)</b>	<b>-5.29%</b>

## REVENUE & EXPENDITURE SUMMARY



### Motor Vehicle Excise Tax

The Motor Vehicle Excise Tax is assessed annually through the Assessor's Office, with bills and payments processed through the Treasurer's Office. The city or town in which a vehicle is garaged at the time of registration assesses the associated excise tax. Chapter 6A, Section 1, of the Massachusetts General Laws sets the rate of this tax at \$25 per \$1,000 valuation. The City issues bills based on data provided by the Massachusetts Registry of Motor Vehicles. The Registry determines valuation using a statutory formula based on the manufacturer's list price and year of manufacture. The Fiscal Year 2021 revenue estimate for Motor Vehicle Excise is \$15.5M.

**Cannabis Excise:** Sale of recreational marijuana is taxed at an additional 3% per the local option tax which is distributed to the City after being collected by the Commonwealth. In FY21, this revenue source is estimated at \$400,000.

### 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 and is budgeted at \$6.25M based on estimated license and permit activity in Fiscal 2021.

## REVENUE & EXPENDITURE SUMMARY

---

### **Trash Fees**

In 1993 the City instituted a "Pay As You Throw" trash collection program, which partially funds the cost of curbside garbage pickup through the collection of a fee attached to the sale of official, City trash bags. These bags are \$7.50 per pack of five large or 10 small bags. The revenues offset some of the cost of trash collection and the City's recycling operation. The revenue estimate is \$3.25M.

### **Federal Reimbursements**

Medicaid reimbursements for school based health services is the source for this revenue estimate. The City, through the public school system, is eligible to file for federal reimbursement for health related services provided to special education students with Medicaid benefits. With the approval of the Massachusetts Division of Medical Assistance, the Worcester Public Schools is now a "Medicaid Eligible Provider", and is enrolled in the Medicaid program. The Medicaid reimbursement program allows for the submission of claims, on a per diem rate per day, for various categories of special education students. Administrative costs incurred by the school system to provide these health-based services are also captured and incorporated into claims and submitted for reimbursement. Additionally, the administrative indirect charges on federal and federal pass through grants are recognized in this category. For Fiscal 2021, the revenue estimate is \$3.0M.

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

Hotel taxes of 6% And Meals taxes of 0.75% are collected by the Commonwealth and distributed to the City quarterly. The hotel and meals tax is estimated to be \$3.8M in Fiscal 2021, a reduction of \$550,000 from FY20 in recognition of the possibility of reduced hotel activity early in FY21.

### **Penalties and Interest**

State law dictates the interest rate on delinquent taxes, while City Ordinance sets the rate for water and sewer late charges. Penalties and fees are incurred for delinquency of tax payment, serving notice and issuance of warrants, recording instruments of taking and other miscellaneous fees. The revenue estimate for this stream is estimated to be \$2.05M.

### **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 \$2.4M for Fiscal Year 2021.

## REVENUE & EXPENDITURE SUMMARY

---

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

Miscellaneous recurring and non-recurring revenues are derived primarily from prior year receipts, reversions of prior year's purchase orders, and solar renewable energy credits. The estimate for this revenue stream is \$3.2M.

### **Fees:**

Other fees include charges for birth and death records, fire inspection fees, police detail administrative fees, planning board fees, and other departmental fees for services provided. The estimate for this revenue source is \$2.05M.

### **121A – In Lieu of**

The City of Worcester collects payments in lieu of taxes from certain tax exempt properties within the city. In addition, the City 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 40 years of the corporation's existence in the municipality, and is composed of the following: an amount equal to five percent of its gross income in the preceding year and an amount equal to \$10 per \$1,000 of valuation. This revenue source is estimated to be \$700,000 in FY21.

### **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. In addition to the interest income, bond premiums have been recognized in this account. The estimated revenue is \$1.5M.

### **Other Departmental Revenues**

The City collects revenue from the sale of surplus property (usually equipment) sold to the highest bidder. Contained within this category are revenues received from the City's towing contract as well certain other revenues all estimated to total \$475,000 in FY21.

### **Cemetery Fees**

Hope Cemetery generates most of its revenue from burial fees and services provided. Other revenues include fees charged for foundations, repair orders, canopy tents, liner boxes, and other miscellaneous receipts. The general fund budget is built on an estimate of \$460,000.

## REVENUE & EXPENDITURE SUMMARY

### Special Assessments

Special assessments are collected from property owners to provide funds to implement capital improvement projects such as street betterments. The special assessment rates are set by the City Council, and are paid in full or financed over a period of years. This revenue category is estimated to be \$400,000.

### Other Charges for Services

This category represents the annual rental amount collected for tenants leasing space on properties owned by the City of Worcester and certain recreation fees. This revenue category is estimated to generate \$198,147 in FY21.

### Other Revenue/Funding Sources

#### Free Cash

Free cash represents the City’s amount of available “fund balance,” as certified by the Department of Revenue, including the result of the current fiscal year’s revenues, less expenditures net of all transfers in and out of the General Fund, and less any other reductions and amounts identified by the Commonwealth. The amount is certified by the Commonwealth of Massachusetts Department of Revenue and then available for appropriation. The City of Worcester follows the City’s Financial 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 2021 Budget, however, should free cash be certified at year end, it will be recommended for appropriation according to the above breakdown.

#### Other Available Funds

Other available funds consist of revenues transferred in from various reserve accounts that are classified as another available fund for the purposes of the Fiscal 2021 budget. The estimate for this revenue source is \$699,930.

Other Available Funds (Non Local Receipt)		FROM	TO	FY20	FY21
DPW Engineering	Reserve Funds		4102-91000	74,411	74,411
DPW Engineering	Sewer Connection	330-10	4102-91000	118,930	118,930
DPW Streets	Reserve Funds		4103-91000	447,000	447,000
<b>Subtotal DPW Engineering Funding</b>				<b>640,341</b>	<b>640,341</b>
Hope Cemetery Debt Princ. Service			661-94000	48,714	48,714
Hope Cemetery Debt Interest Service			662-94000	10,875	10,875
<b>Subtotal Other Funds</b>				<b>59,589</b>	<b>59,589</b>
<b>Total Other Available Funds (Non Local Receipts)</b>				<b>699,930</b>	<b>699,930</b>

## REVENUE & EXPENDITURE SUMMARY

---

### Fiscal Year 2021 Expenditure Overview

The Fiscal 2021 budget appropriates \$721.8M in revenue to fund the following expenditure areas. The City's expenditure budget is broken into three large categories—Education (Including Worcester Public Schools, Charter, and Choice School Tuition), City Operations (broken into Public Safety, Public Works and Parks, and Other Departments), and City Fixed Costs (debt, pensions, health Insurance, required reserve deposits, street lighting and snow removal). The following chart shows the breakdown by percentage of these expenditures. Education costs account for 58.4% of all City expenditures, fixed costs account for 19%, Public Safety (including Police, Fire, Emergency Communications and Inspectional Services account for 14%, Public Works and Parks account for 3% and the remaining 5% funds other city operations. Each of the expenditure categories summarize below are presented in more detail in the following budget document.

### Education Funding

Education Costs are driven by the state's calculation of the foundation budget for Public Schools. The Commonwealth determines a local contribution level and funds the balance with State Aid. The Fiscal 2021 appropriation for education is \$421.3M, which represents an increase of \$20.9M from Fiscal 2020. Of that increase, \$32.8M provides funding of Charter and Choice schools, leaving a Worcester Public Schools budget of \$388.4M.

### Foundation Budget

Chapter 70 of the Massachusetts General Laws—known once as “Ed Reform”—defines the terms for education funding in Massachusetts, as implemented by the Department of Elementary and Secondary Education (DESE). Under Chapter 70, each year the state calculates a “Foundation Budget” for each school district that is 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 amounts per pupil are provided for low income students, English Language Learners, and Special Education students. The formula is designed to provide more funding to those areas with additional challenges. The Worcester Public Schools are a net beneficiary of this formula at the state level, as our school system has a disproportionately high percentage of students who are low income, English Language Learners and Special Education students.

### 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

## REVENUE & EXPENDITURE SUMMARY

Laws. This amount is calculated by the Department of Elementary and Secondary Education (DESE) and increased each year based on the Municipal Revenue Growth Factor. The Municipal Revenue Growth Factor is designed to capture the net increase in municipal revenues from year to year. The formula includes property tax growth due to Proposition 2.5, new growth, local receipts and state aid. In this way, the percentage increase of the required contribution is consistent with revenue increases in the City, and is a way for schools to share in revenue growth in any given fiscal year.

### City Fixed Costs

The City’s fixed costs are comprised of health insurance, pensions, debt service, snow removal and snow carryover, street lighting, and intergovernmental charges.

Expenditure Summary	FY20 Budget	FY21 Budget	FY20/21 Change	% Change
Pensions	30,023,995	31,906,400	1,882,405	6.3%
Pension Bond Debt Service	10,441,092	10,536,728	95,636	0.9%
Health Insurance	26,769,946	28,157,580	1,387,634	5.2%
OPEB Trust Deposit	665,500	732,050	66,550	10.0%
Worker's Compensation	1,246,826	1,189,660	(57,166)	-4.6%
Injured on Duty	738,659	801,936	63,277	8.6%
Unemployment	100,000	101,000	1,000	1.0%
Debt Service	35,617,875	36,270,698	652,823	1.8%
Intergovernmental Charges	3,964,327	4,088,776	124,449	3.1%
Streetlights	1,489,647	1,489,647	-	0.0%
Snow Removal	6,000,000	6,000,000	-	0.0%
Financial Plan Funds	14,679,231	15,990,739	1,311,508	8.9%
<b>Total Fixed Costs</b>	<b>131,737,098</b>	<b>137,265,214</b>	<b>5,528,116</b>	<b>4.2%</b>

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

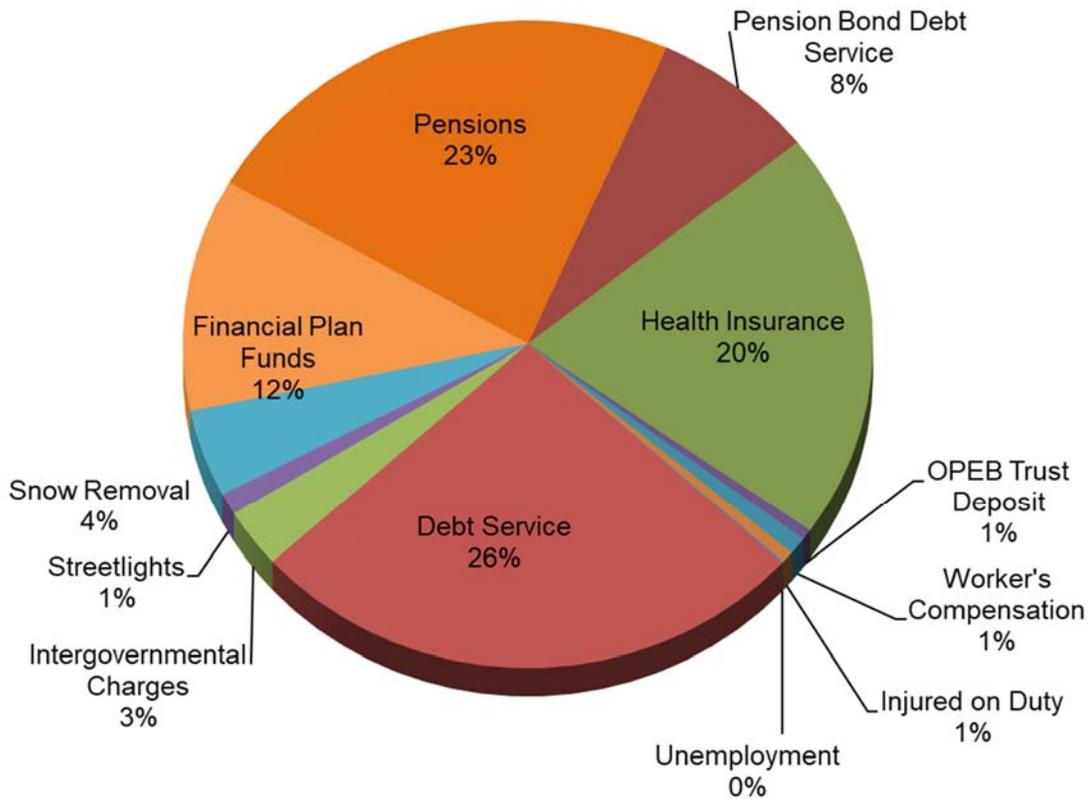
The biggest component of the City’s fixed costs is health insurance. This cost is split between the City and Public Schools budgets. City health insurance costs are budgeted at \$28.1M.

### Pensions

The combined pension contribution required for the City of Worcester is \$31.9M. In addition, the City must make a debt service payment of \$10.5M on the Pension Obligation Bonds issued to fund the City’s unfunded pension liability. The Debt Service on the Pension Obligation Bond will cease after Fiscal 2028.

# REVENUE & EXPENDITURE SUMMARY

## FY21 Fixed Costs: \$137.3M



### Debt Service

The City's borrowing for equipment, infrastructure improvements, including streets and sidewalks, public buildings, as well as the construction and rehabilitation of public schools are funded through municipal bond issues. Annual debt service payments meeting all City and enterprise fund obligations totals \$75.9M. Principal and interest payments of \$36.27M are to be paid by the City's tax levy budget, and the remainder through enterprise funds and grant programs.

### Snow Removal/Snow Carryover

Per the City Manager's proposed Long Term Financial Plan, the Snow Removal budget is set at \$6.0M. This amount is adequate to fund the City's average annual snowfall.

### Unemployment

The City must fund unemployment benefits for workers who have lost their jobs. The Fiscal 2021 budget for unemployment is estimated to be \$101,000, which is an increase of \$1,000 from the previous fiscal year.

## REVENUE & EXPENDITURE SUMMARY

---

### **Street lighting**

The City has acquired ownership and maintenance control of the City's street lighting network. The costs of the electricity and maintenance contracts for the street lighting network are a fixed cost and known at the beginning of the fiscal year. The Fiscal 2020 budget is funded at \$1.5M, level funds from FY20.

### **Intergovernmental Charges**

The Commonwealth of Massachusetts mandates certain intergovernmental charges, including charges for the Regional Transit Authority, Registry of Motor Vehicle fees, and funding for the Central Mass Regional Planning Commission, which are projected to be \$4.1M.

### **Long Term Financial Plan Funds**

The City continues to make deposits to designated reserve funds, per the terms of the City's Long Term Financial Plan. This includes a deposit of \$8.1M to the Capital Campaign fund, which is used to fund ongoing debt service payments associated with the Worcester Technical High School, Library renovations, Forest Grove Middle school as well as other upcoming capital projects. This category also includes \$3.5M in the District Improvement Financing fund reserve, for payments for the public investments in City Square. Additionally, contributions continue to build the New High School Construction Fund in the amount of \$4.3M. The total contributions to these reserves totals \$15.9M

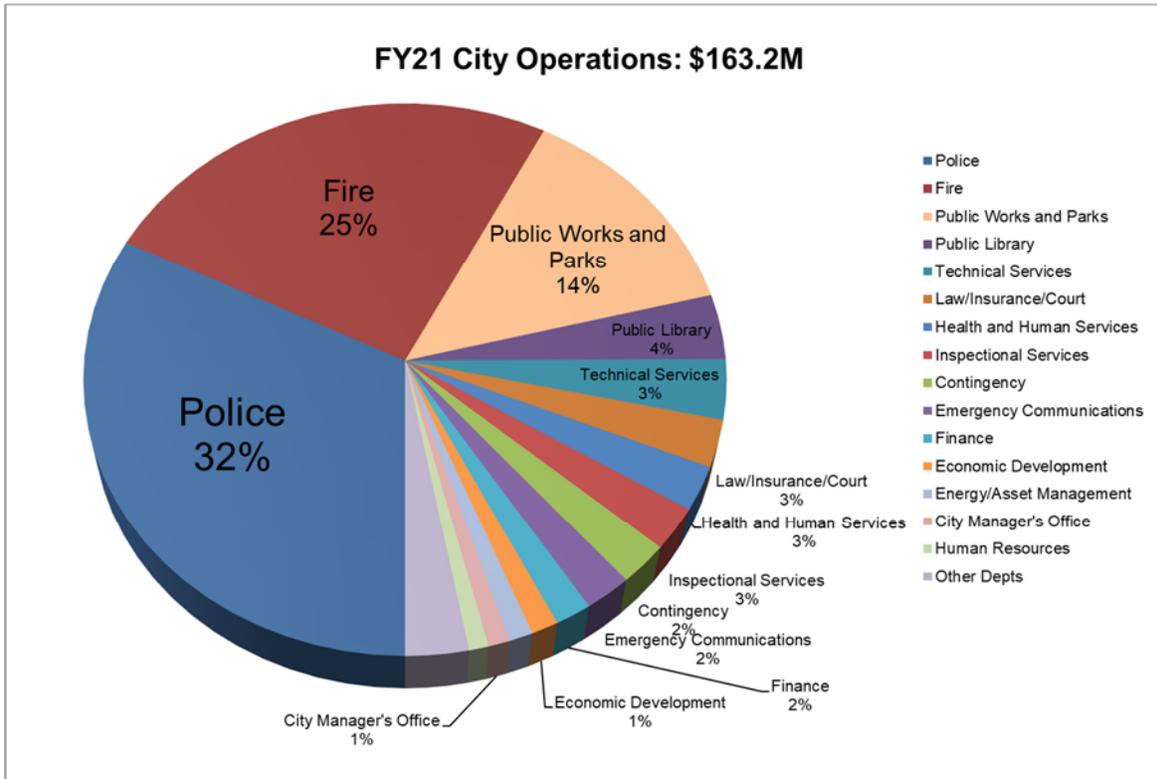
### **OPEB Reserve Fund**

The FY21 operational budget continues with the City's efforts to address the Other Post-Employment Benefits (OPEB) liability. Included in the operational budget is an allocation of \$732,050 to the OPEB Reserve fund to prefund the City's OPEB liability. In addition to this deposit, and per the City's Long Term Financial Plan, 30% of Free Cash will be appropriated into this account when Free Cash is certified in the fall.

### **Operational Budgets**

The City's budget for operational departments is based on the funds remaining after all education costs and other fixed costs have been funded. In Fiscal 2021, the amount available for operational budgets is \$163.2M. Details of each of the operational budgets are included in the subsequent budget sections of the budget document.

# REVENUE & EXPENDITURE SUMMARY



Expenditure Summary	FY20 Budget	FY21 Budget	FY21 Change	% change
City Council	435,765	448,211	12,446	2.9%
Mayor	147,053	148,849	1,796	1.2%
City Clerk	673,546	645,317	(28,229)	-4.2%
Elections	931,583	739,011	(192,572)	-20.7%
Auditing	622,523	623,870	1,347	0.2%
City Manager's Office	1,694,344	1,659,820	15,476	0.9%
Health and Human Services	4,212,495	4,219,437	6,942	0.2%
Public Library	6,210,612	6,201,170	5,558	0.1%
Contingency	1,935,000	3,940,000	2,005,000	103.6%
Human Resources	1,534,781	1,526,069	(2,738)	-0.2%
Economic Development	2,116,606	2,098,828	(17,778)	-0.8%
Workforce	200,000	200,000	-	0.0%
Union Station	496,071	403,305	(92,766)	-18.7%
Law/Insurance/Court	4,385,337	4,476,971	91,634	2.1%
Fire	40,531,070	41,261,167	730,097	1.8%
Police	52,512,294	52,766,614	254,320	0.5%
Emergency Communications	3,643,917	3,668,368	24,451	0.7%
Inspectional Services	4,072,028	4,127,488	55,460	1.4%
Public Works and Parks	21,266,016	22,042,055	784,618	3.7%
DCU Center	-	500,000	500,000	0.0%
Finance	2,859,293	2,832,995	(26,298)	-0.9%
Assessing	778,389	952,091	173,702	22.3%
Technical Services	5,358,920	5,711,094	352,174	6.6%
Energy/Asset Management	1,827,844	1,841,010	13,166	0.7%
Enterprise (Golf)	200,000	200,000	-	0.0%
<b>Total City Services</b>	<b>158,645,487</b>	<b>163,233,740</b>	<b>4,667,806</b>	<b>2.9%</b>

## REVENUE & EXPENDITURE SUMMARY

---

### Highlights of the Fiscal 2021 Budget include:

#### Revenue:

- City revenues are estimated to increase by \$31.05M, a 4.5% increase from Fiscal 2020. Property Tax revenues are estimated to increase \$13.5M
- State Aid – Education is estimated to increase by \$19.8M
- State Aid – City is estimated to increase by \$1.27M.
- Local Receipts are estimated to decrease by \$2.55M.

#### Expenditures:

- Citywide budget increases by \$31.05M, a 4.5% increase from Fiscal 2020.
- Education spending is anticipated to be \$421.3M, a \$20.9M increase from Fiscal 2020.
- Operational Budgets increased 1.65%
- The City contingency fund increased 100% to \$3.9M

### Enterprise Funds Revenue and Expenditure Summary

Enterprise Revenue	FY20 Budget	FY21 Budget	FY20/21 Change
Sewer	45,754,410	46,917,385	1,162,975
Water	27,240,806	27,264,251	23,445
Golf	1,487,492	1,617,104	129,612
Enterprise Expenditure	FY20 Budget	FY21 Budget	FY20/21 Change
Sewer	45,754,410	46,917,385	1,162,975
Water	27,240,806	27,264,251	23,445
Golf	1,687,492	1,817,104	129,612



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

## REVENUE & EXPENDITURE SUMMARY

City of Worcester Fiscal Year 2021 Budget Summary - Revenues		
Revenue Summary	FY20 Budget	FY21 Budget
<b>Property Tax Levy Total</b>	<b>311,708,053</b>	325,229,687
State Aid City	44,128,813	45,364,420
State Owned Land	193,960	192,930
Urban Renewal		
State Exemptions	500,849	555,577
Veteran's Benefits	1,434,112	1,415,021
<b>State Aid City Total</b>	<b>46,257,734</b>	<b>47,527,948</b>
State Aid Education	275,454,036	293,503,420
State Aid Charter Schools	2,734,934	4,490,822
<b>State Aid Education Total</b>	<b>278,188,970</b>	<b>297,994,242</b>
<b>MSBA Reimbursement Total</b>	<b>5,662,262</b>	<b>4,736,217</b>
Motor Vehicle Excise	15,850,000	15,500,000
Cannabis Excise	500,000	400,000
Licenses and Permits	6,500,000	6,250,000
Trash Collection Revenue	3,250,000	3,250,000
Federal Medicaid	3,220,000	3,000,000
Hotel and Meals Tax	4,350,000	3,800,000
Penalties and Interest	2,150,000	2,050,000
Fines and Forefeits	2,550,000	2,400,000
Misc Recurring	3,455,000	3,200,000
Fees	2,300,000	2,050,000
121A Urban In Lieu	725,000	700,000
Investment Income	1,800,000	1,500,000
Other Departmental	475,000	475,000
Cemetery Revenue	460,000	460,000
Special Assessments	400,000	400,000
Other Charges	198,147	198,147
<b>Local Receipts Total</b>	<b>48,183,147</b>	<b>45,633,147</b>
<b>Other Funds Total</b>	<b>699,930</b>	<b>699,930</b>
<b>Free Cash*</b>	<b>65,000</b>	-
<b>Total Revenues</b>	<b>690,765,096</b>	<b>721,821,171</b>

\* Does not include free cash transferred in to reserve funds or capital outlay

<b>City of Worcester Fiscal Year 2021 Budget Summary - Expenditures</b>		
<b>Expenditure Summary</b>	<b>FY20 Budget</b>	<b>FY21 Budget</b>
Pensions	30,023,995	31,906,400
Pension Bond Debt Service	10,441,092	10,536,728
Health Insurance	26,769,946	28,157,580
OPEB Trust Deposit	665,500	732,050
Worker's Compensation	1,246,826	1,189,660
Injured on Duty	738,659	801,936
Unemployment	100,000	101,000
Debt Service	35,617,875	36,270,698
Intergovernmental Charges	3,964,327	4,088,776
Streetlights	1,489,647	1,489,647
Snow Removal	6,000,000	6,000,000
Five Point Plan Funds*	14,679,231	15,990,739
<b>Total Fixed Costs</b>	<b>131,737,098</b>	<b>137,265,214</b>
Worcester Public Schools	369,535,329	388,455,204
Charter Schools	30,847,182	32,867,013
<b>Total Education</b>	<b>400,382,511</b>	<b>421,322,217</b>
City Council	435,765	448,211
Mayor	147,053	148,849
City Clerk	673,546	645,317
Elections	931,583	739,011
Auditing	622,523	623,870
City Manager's Office	1,694,344	1,659,820
Health and Human Services	4,212,495	4,219,437
Public Library	6,210,612	6,201,170
Contingency	1,935,000	3,940,000
Human Resources	1,534,781	1,526,069
Economic Development	2,116,606	2,098,828
Workforce	200,000	200,000
Union Station	496,071	403,305
Law/Insurance/Court	4,385,337	4,476,971
Fire	40,531,070	41,261,167
Police	52,512,294	52,766,614
Emergency Communications	3,643,917	3,668,368
Inspectional Services	4,072,028	4,127,488
Public Works and Parks	21,266,016	22,042,055
DCU Center	-	500,000
Finance	2,859,293	2,832,995
Assessing	778,389	952,091
Technical Services	5,358,920	5,711,094
Energy/Asset Management	1,827,844	1,841,010
Enterprise (Golf)	200,000	200,000
<b>Total City Services</b>	<b>158,645,487</b>	<b>163,233,740</b>
<b>Total Expenditures</b>	<b>690,765,096</b>	<b>721,821,171</b>

## FISCAL 2021 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 2021 was initiated in August 2019, and at that time, the budget staff met with the City Manager to establish the general budgetary guidelines and expectations for the coming fiscal year.

Following this session, the Administration and Finance Department Budget Division 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 2021 operating budget. The operating budgets, including expenditure and revenue estimates, were submitted to the City Manager in March 2020.

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 Financial Integrity Plan. The budget is also developed in a manner that seeks to achieve excellence in the following areas recommended by the Government Finance Officers Association:

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

## FISCAL 2021 BUDGET PROCEDURE

---

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 2021 Annual Budget to the City Council was on May 12, 2020.

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 2021 Annual Budget becomes effective on July 1, 2020.

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 and 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 2021 budget:

**July - August 2019:** Current year budget status meetings are held with departments to address current fiscal year issues and identify implications for future fiscal years.

**Fall 2019:** Department meetings begin formal budget process, assessing needs and budgetary issues citywide.

**January 2020 – March 2020:** Formal budget materials are distributed and collected for review. Follow up meetings with departments are held to finalize budget requests. City Manager reviews requests and makes recommendations for inclusion in the final budget recommendation.

**March 2020 - May 2020:** City Manager completes budget recommendations. Budget Office finalizes budget document for submission to City Council.

## FISCAL 2021 FINANCE POLICIES

---

### City Charter Article Five—Financial Policies (Operating Budget)

#### Section 5-1. SUBMISSION OF BUDGET

Within the period prescribed by general law, the city manager shall submit to the city council an annual budget which shall be a statement of the amounts recommended by him/her for proposed expenditures of the city for the next fiscal year. The annual budget shall be classified and designated so as to show separately with respect to each city agency or undertaking for which an appropriation is recommended as follows:

(1) Ordinary maintenance, which shall also include debt and interest charges matured and maturing during the next fiscal year, and shall be subdivided as follows:

(a) Salaries and wages of officers, officials and employees other than laborers or persons performing the duties of laborers; and

(b) Ordinary maintenance not included under sub-section (a); and,

(2) Proposed expenditures for other than ordinary maintenance, including additional equipment, the estimated cost of which exceeds one thousand dollars.

The foregoing shall not prevent the city, upon recommendation of the city manager and with approval, by majority vote, of the city council, from adopting additional classifications and designations.

#### Section 5-2. ACTION ON THE BUDGET

##### (a) Public hearing:

The city council may, and upon written request of at least ten registered voters shall, give notice of a public hearing to be held on the annual budget, prior to final action thereon, but not less than seven days after publication of such notice in a local newspaper. At the time and place so advertised, or at any time or place to which such public hearing may from time to time be adjourned, the city council shall hold a public hearing on the annual budget as submitted by the city manager, at which all interested persons shall be given an opportunity to be heard for or against the proposed expenditures or any item thereof.

##### (b) Adoption:

The city council may, by majority vote, make appropriations for the purposes recommended and may reduce or reject any amount recommended in the annual budget, but except on 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

## FISCAL 2021 FINANCE POLICIES

---

law or by this charter, all amounts appropriated by the city council, as provided in this section, shall be for the purposes specified. In setting up an appropriation order or orders based on the annual budget, the city council shall use, so far as possible, the same classifications required for the annual budget. If the city council fails to take action with respect to any amount recommended in the annual budget, either by approving, reducing or rejecting the same, within forty-five days after its receipt of the budget, such amount shall, without any action by the city council, become a part of the appropriations for the year, and shall be available for the purposes specified.

### **Failure to submit budget recommendations:**

If the city manager shall fail to submit the annual budget to the city council within the period prescribed by general law, the city council shall within thirty days upon its own initiative prepare the annual budget, as far as apt. Within fifteen days after such preparation of the annual budget, the city council shall proceed to act by voting thereon and all amounts so voted shall thereupon be valid appropriations for the purposes stated therein to the same extent as though based upon a city manager's annual budget, but subject, however, such requirements, if any, as may be imposed by law. If the city council fails to take action with respect to any amount recommended in the annual budget, either by approving, reducing, or rejecting the same, within fifteen days after such preparation, such amount shall, without further action by the city council, become a part of the appropriations for the year, and be available for the purposes specified.

### **Section 5-3. SUPPLEMENTARY APPROPRIATIONS**

Nothing in this section shall prevent the city council, acting upon the written recommendation of the city manager, from voting appropriations, not in excess of the amount so recommended, either prior or subsequent to the passage of the annual budget.

In case of the failure of the city manager to transmit to the city council a written recommendation for an appropriation for any purpose not included in the annual budget, which is deemed necessary by the city council, after having been so requested by majority vote thereof, the city council, after the expiration of seven days from such vote, upon its own initiative may make such appropriation by a vote of at least two thirds of its members, and shall in all cases clearly specify the 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.

## FISCAL 2021 FINANCE POLICIES

---

### Section 5-4. TRANSFER OF APPROPRIATIONS

On recommendation of the city manager, the city council may, by majority vote, transfer any amount appropriated for the use of any department to another appropriation to the same department, but no transfer shall be made of any amount appropriated for the use of any department to the appropriation for any other department except by a two-thirds vote of the city council on recommendation of the city manager and with the written approval of the amount of such transfer by the department having control of the appropriation from which the transfer is proposed to be made. No approval other than that expressly provided herein shall be required for any transfer under the provisions of this section

#### **Financial Integrity Plan:**

In November of 2006, the City Council adopted policies 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 as well as ongoing monitoring. In summary, the action of adopting the Five Point Plan has accomplished the following:

Created the North High Construction Fund and the Bond Rating Stabilization Fund.

Established a dedicated reserve building funding source associated with ten years of Massachusetts School Building Authority reimbursements for 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.

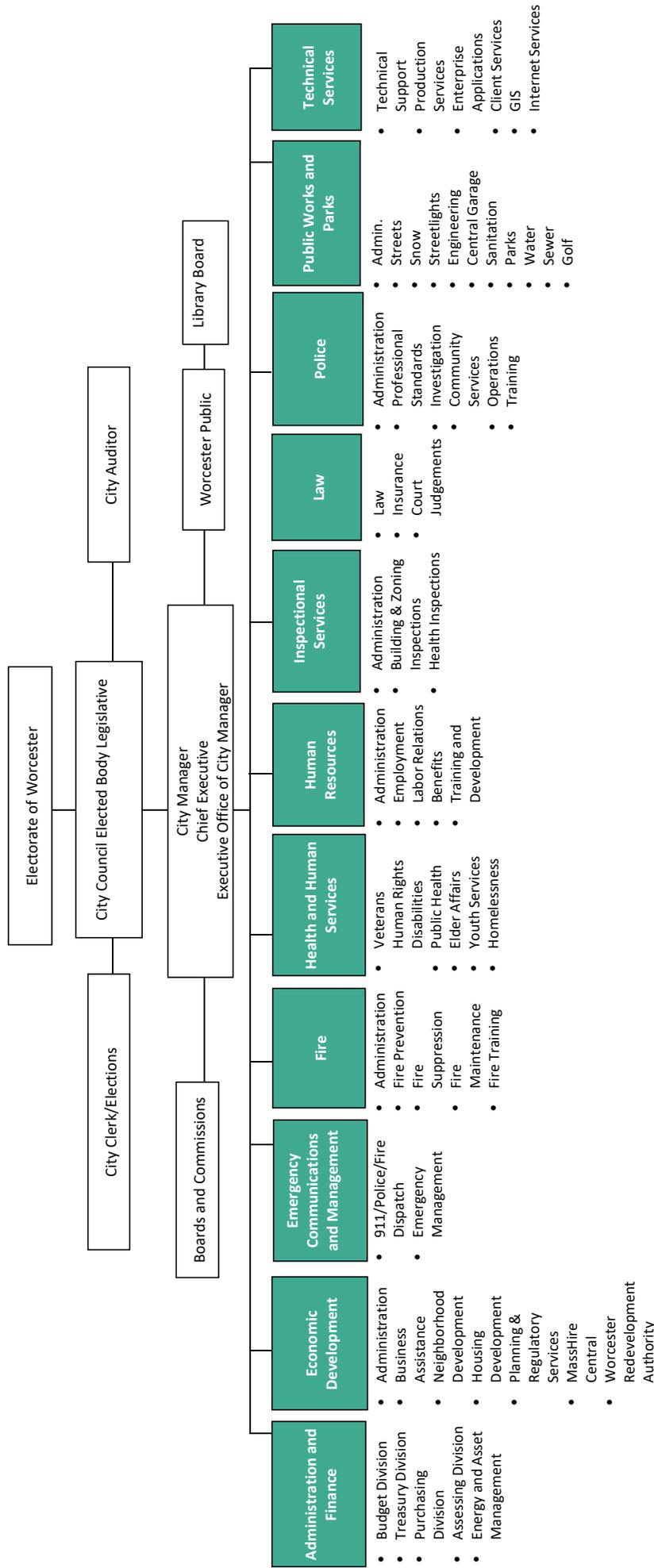
On March 28, 2017, the City Manager recommended to the Worcester City Council an update to the City's Long Term Financial Plan and renamed it the Financial Integrity Plan. The recommended Long Term Financial Plan adheres to prudent financial doctrine and practices as follows:

## FISCAL 2021 FINANCE POLICIES

---

- Created a new High School Construction stabilization account for the construction of two (2) high school replacement projects, South and Doherty High
- Increased the General Fund reserve level target from 5% to 10% of General Fund Revenues
- Updated the City's annual tax levy supported debt from a fixed amount (adjusted for inflation) to subsequent debt issues being tied to debt service coverage (8-10% of the operating budget)
- Established an OPEB Trust Fund and Commission consistent with the Government Accounting Standards Board's (GASB) promulgation, GASB 45
- Memorialized the budgetary assumptions and methodology
- Recommended a practice where any Proposition 2 ½ new growth above the budget estimate shall be added to the unused levy capacity at the time of the tax rate recap.
- Enhanced financial reporting and transparency

# City of Worcester Organizational Chart: FY21





The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# POLICE

## Steven M. Sargent- Chief of Police

9-11 Lincoln Square  
 Worcester, Massachusetts 01608  
 (508) 799-8600

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 concerns 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.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 43,382,057.98	\$ 45,250,339.00	\$ 32,484,461.88	\$ 44,819,582.00
Overtime	5,463,106.81	4,100,000.00	3,985,185.45	4,600,000.00
Ordinary Maintenance	2,717,106.13	2,719,650.00	1,519,248.82	2,709,727.00
Capital Outlay	92,324.55	442,305.00	6,047.49	637,305.00
<b>Total</b>	<b>\$ 51,654,595.47</b>	<b>\$ 52,512,294.00</b>	<b>\$ 37,994,943.64</b>	<b>\$ 52,766,614.00</b>
<b>Total Positions</b>	525	525	525	526

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$52,766,614, which is an increase of \$254,320 from the Fiscal 2020 amount of \$52,512,294. The salary budget decreased by \$430,757, which is a result of vacant positions budgeted at a lower step; the elimination of funding for the Gang Camp temporary staff; and Fiscal 2021 having 52.2 weeks whereas in Fiscal 2020 there were 52.4 weeks. There are currently seventeen vacant uniformed personnel and the FY21 budget plans for a new recruit class to fill these and future vacancies. This decrease in salaries offset by the addition of a Principal Clerk & Typist to the table of organization.

The increase in overtime is based on spending history; there is a small decrease in ordinary maintenance due to a decrease in telephone costs; and capital outlay increased due to the purchase of marked cruisers from the operational budget (partially carried over from Fiscal 2020).

# POLICE

---

## Major Accomplishments of FY20

- **ASHER Training-** The Worcester Police Department (WPD) focused attention and resources on a citywide and department wide Active Shooter Hostile Event Response (ASHER). The department collaborated with other City agencies to prepare and develop an inter-agency citywide ASHER Protocol. Officers participated in many planning meetings and conducted numerous practical exercises with Emergency Management, Communications, Worcester Fire, Emergency Medical Services, and others partners. Some of the main topics discussed included: response, responsibility, communication, and building rescue task forces.
- The entire department participated in the in-depth Asher training - all officers, sergeants and lieutenants. All participants received two separate training sessions for a total of five hours of instructions. Each session consisted of classroom PowerPoint instructions, a practical portion and two realistic scenarios based training. Overall, the training focused on preparing personnel to respond and mitigate life threatening injuries during a hostile related environment.

Some of the skills the officers have learned include: communicating, responding, approaching, scene size up, situation awareness, deployment into the crisis site, solo and multiple officer entry, identifying hot, warm and cold zones, interior tactical movements, pace of movement, linking up, searching, threshold clearing, setting up and making room entry, making contact, target identification, neutralizing the threat, post priority of work after eliminating the threat, treating the wounded, creating a casualty collection point, establishing a security corridor, creating rescue task forces, providing force protection, staging, and the role of the tactical commander and the Incident Command System. Officials also created and established an Active Shooter Policy. The new policy will be introduced In Service Training Session (IST).

- **Body Camera Program-** On May 1, 2019 the WPD began a six-month Body Worn Camera (BWC) Pilot Program. The pilot ran from May 1, 2019 to October 31, 2019 and consisted of 46 WPD volunteers. WPD had twenty police officers wearing a camera, twenty sergeants assigned to assist the twenty officers, along with the BWC Unit, comprised of two lieutenants and four officers to oversee and evaluate the entire program.

The twenty BWC officers were assigned to the following divisions or units: sixteen from Operations Division, two from Traffic Division, and two from the Neighborhood Response Team. The BWC officers were required to wear the BWC every regularly scheduled work day throughout their entire shift. The BWC officers did not wear the BWC at any other time, such as off-duty assignments or assignments outside the standard 40-hour work week.

# POLICE

---

The sergeants were required to assist the officers with compliance of the BWC Pilot Program Policy, but more specifically to audit the officer's activation of the BWC in accordance with the policy. Once a week the sergeants would compare two random incidents within our Records Management System (RMS) to Axon's Evidence.com account.

The BWC Unit was responsible for identifying which BWC company to utilize. This was done through research and communications with other police departments who previously conducted their own research and pilots with various companies to determine the best product. The BWC Unit chose AXON. Next, the BWC Unit was tasked with creating a policy for the BWC Pilot Program and developing a department-wide training program. The participating officers also received training on the BWC equipment's hardware/software and participated in numerous practical exercises. The remainder of the WPD officers (approximately 300) received four hours of training, focused on the policies and the BWC equipment.

Once the six-month BWC Pilot Program began, the BWC Unit was responsible for the overall implementation and day-to-day operations. The BWC Officers created approximately 7,707 videos while performing their law enforcement duties. These videos equaled approximately 1,100 hours of recorded video and amounted to over 4,000 Gigabytes of data. When broken down per day, the twenty officers created 43 videos, amounting to six hours of video and 22 Gigabytes of data. The BWC Officers were provided nine categories in which to catalog and identify their 7,707 videos. Those categories were, (1) use of force, (2) arrest, (3) reports, (4) criminal summons/warrants, (5) traffic stops, (6) investigative stops, (7) no report/code 160 (8) assisting officer/no report, and (9) training.

## New and Continued Initiatives

- **Launched Eyes Up, Phones Down Worcester campaign-** Worcester Police launched a public safety awareness campaign that encourages residents to avoid both distracted driving and distracted walking in order to reduce motor vehicle crashes and increase pedestrian safety. Eyes Up, Phones Down Worcester was created by a partnership that includes the City of Worcester, the Worcester County District Attorney's office, the Worcester Public Schools and the Safe Roads Alliance. These groups work together to spread this message on social media, within the schools and by partnering with other businesses and organizations throughout the city.
- **Established the School Safety Assessment Team-** The School Safety Assessment Team has formed to identify potential safety conflicts and offer a number of recommended traffic and parking improvements for all Worcester Public Schools. The team is composed of experts from the Worcester Police Department, Department of Public Works & Parks, Worcester Public Schools Department, and the Office of Economic

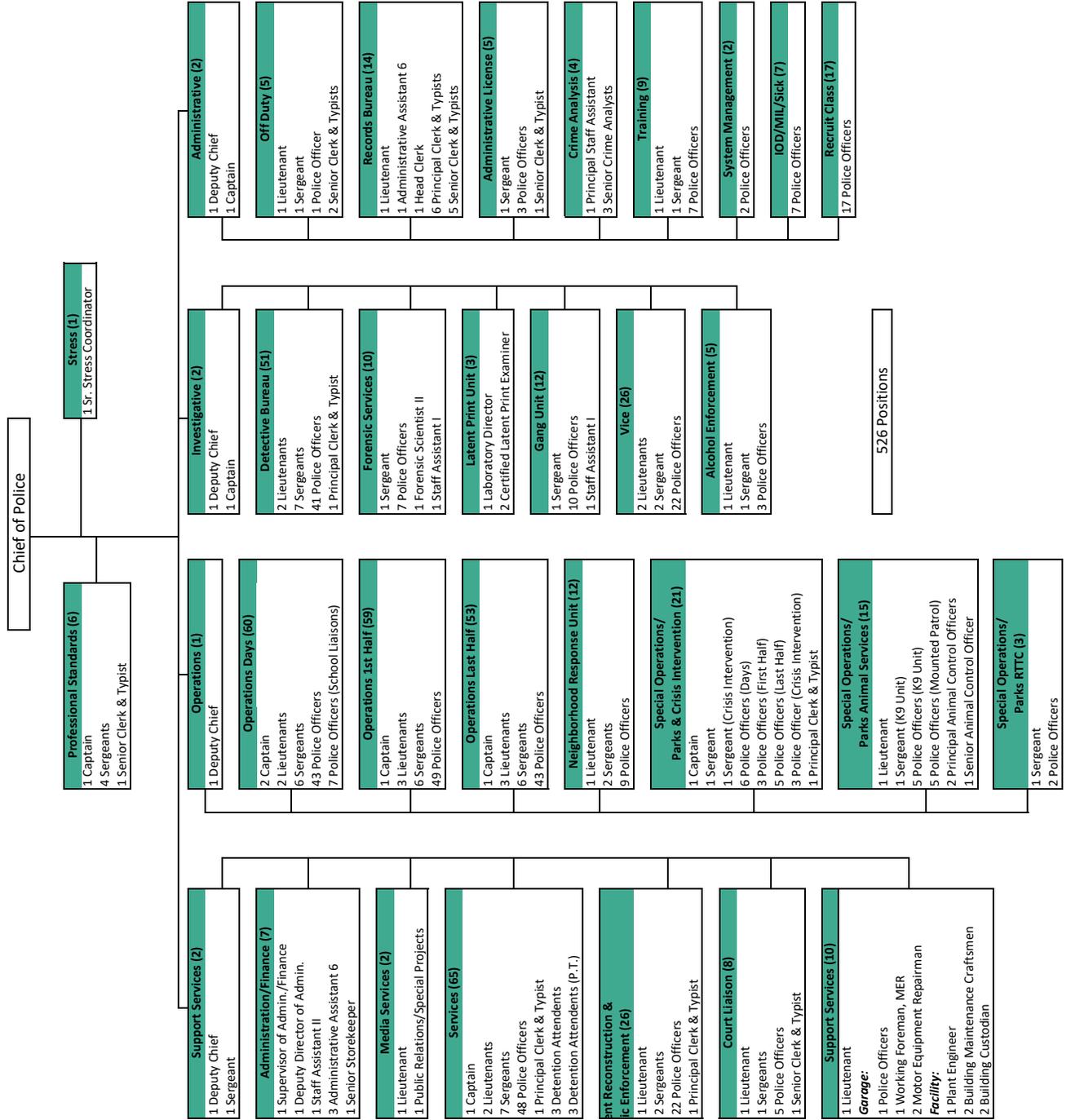
## POLICE

---

Development. Each school in the city will be evaluated by the team in order to assess safety issues that may exist, and to devise remedies to improve those issues. In each evaluation, the team provides observations for the city's consideration regarding a safer environment for students, parents, teachers and motorists. The goal of the School Safety Assessment Team is to improve safety for everyone in the school zone.

- **Enhanced Mounted Patrol Unit-** The department enhanced the Worcester Police Mounted Unit by adding a horse and an officer. The horse was donated by the Friends of the Mounted Police Unit. The Friends of the Mounted Police Unit is a nonprofit organization established by citizens to support the ongoing and future needs of the Worcester Police Department's MPU. The newly acquired seven-year-old horse was trained by the officers in the Mounted Unit and joined the four other horses. The department also added an officer to the specialized unit consisting of six officers and a lieutenant. The unit attends more than 100 community events per year including parades, rallies and festivals.

**POLICE DEPARTMENT  
ORGANIZATIONAL CHART**



**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 200,794.00	55CM	CHIEF OF POLICE	1	\$ 200,031.00
4	650,486.00	50EM	DEPUTY POLICE CHIEF	4	651,319.00
8	956,173.00	98	POLICE CAPTAIN	8	947,871.00
24	2,464,319.00	97	POLICE LIEUTENANT	24	2,583,843.00
55	5,320,704.00	96	POLICE SERGEANT	55	5,185,516.00
376	30,629,675.00	95	POLICE OFFICERS	359	29,491,734.00
1	93,852.00	46M	SUPERVISOR OF ADMINISTRATION	1	96,138.00
1	94,027.00	45M	SENIOR STRESS COORDINATOR	1	93,668.00
1	87,985.00	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	89,808.00
1	90,652.00	44P	LABORATORY DIRECTOR	1	90,306.00
2	140,661.00	43P	CERTIFIED LATENT PRINT EXAMINER	2	145,036.00
1	69,064.00	42M	DEPUTY DIRECTOR OF ADMINISTRATION	1	79,756.00
1	78,349.00	40M	PRINCIPAL STAFF ASSISTANT	1	79,611.00
1	67,745.00	40P	FORENSIC SCIENTIST II	1	68,800.00
3	201,720.00	38P	SENIOR CRIME ANALYST	3	202,935.00
2	124,650.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	128,956.00
1	60,081.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	59,112.00
0	-	35	PLANT ENGINEER	1	47,628.00
1	75,582.00	35	BUILDING MAINTENANCE MANAGER	0	-
1	63,551.00	35	STAFF ASSISTANT 2	1	63,309.00
1	53,273.00	34	WORKING FOREMAN, MER	1	54,882.00
4	230,031.00	33	ADMINISTRATIVE ASSISTANT 6	4	232,304.00
2	114,316.00	32	STAFF ASSISTANT I	2	113,880.00
2	98,533.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	89,083.00
1	52,941.00	30	HEAD CLERK	1	53,265.00
2	102,181.00	30	MOTOR EQUIPMENT REPAIRMAN	2	104,946.00
1	50,158.00	28	SENIOR STOREKEEPER	1	49,966.00
4	191,436.00	27	PRINCIPAL CLERK & TYPIST	10	445,634.00
2	87,718.00	25	BUILDING CUSTODIAN	2	87,383.00
3	121,024.00	24	DETENTION ATTENDANT	3	108,346.00
3	58,008.00	24	DETENTION ATTENDANT (PART-TIME)	3	66,945.00
15	579,983.00	22	SENIOR CLERK & TYPIST	10	388,051.00
525	\$ 43,209,672.00		TOTAL REGULAR SALARIES	509	\$ 42,100,062.00
AUTHORIZED VACANT POSITIONS WITH FUNDING					
10	\$ 234,987.00	95	POLICE CLASS	17	\$ 923,950.00
10	\$ 234,987.00		REGULAR SALARIES	17	\$ 923,950.00
535	\$ 43,444,659.00		REGULAR SALARIES	526	\$ 43,024,012.00
	2,119,950.00		HOLIDAY PAY - CONTRACTUAL		2,087,794.00
	194,767.00		SICK & VACATION BUYBACK		189,524.00
	3,120.00		OTHER STIPENDS		3,120.00
	14,300.00		STIPEND- CHIEF		14,300.00
	34,116.00		EM INCENTIVE PAY		33,794.00
	2,366,253.00		CONTRACTUAL STIPENDS AND EXTRAS		2,328,532.00
535	\$ 45,810,912.00		TOTAL SALARIES	526	\$ 45,352,544.00
	7,000.00		LONGEVITY		7,300.00
	3,000.00		GANG CAMP- TEMPORARY STAFF		-
-10	(235,551.00)		VACANCY FACTOR		(205,240.00)
525	\$ 45,585,361.00		TOTAL RECOMMENDED PERSONAL SERVICES	526	\$ 45,154,604.00
	(215,022.00)		FUNDING SOURCES:		(215,022.00)
	(120,000.00)		GBV TASK FORCE		(120,000.00)
	(335,022.00)		PUBLIC SCHOOL INTERGOV'T'L CHARGE		(335,022.00)
			TOTAL FUNDING SOURCES		
525	\$ 45,250,339.00	250-91000	TOTAL RECOMMENDED PERSONAL SERVICES	526	\$ 44,819,582.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
 WORCESTER POLICE DEPARTMENT- DEPARTMENT #250 TOTAL

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	\$ 976,891.00		REGULAR OVERTIME		\$ 1,319,778.00
	301,434.00		PROBLEM BARS OVERTIME		303,934.00
	271,360.00		COMMUNITY IMPACT/ CRIME WATCH OVERTIME		383,360.00
	-		GANG INVESTIGATION OVERTIME		20,474.00
	25,000.00		VICE PROSTITUTION OVERTIME		28,787.00
	1,125,903.00		INVESTIGATIVE OVERTIME		1,141,151.00
	111,120.00		SWAT TRAINING OVERTIME		113,620.00
	454,784.00		SUMMER PATROLS OVERTIME		454,784.00
	808,508.00		COURT ATTENDANCE OVERTIME		808,508.00
	25,000.00		ANIMAL CONTROL OVERTIME		25,604.00
	<u>\$ 4,100,000.00</u>	<b>250-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 4,600,000.00</u>
	\$ 281,789.00		ELECTRICITY		\$ 288,625.00
	53,164.00		LEASES & RENTALS		63,425.00
	21,000.00		HIRED SERVICES		19,500.00
	205,259.00		TELEPHONE		205,259.00
	500.00		POSTAGE		500.00
	17,500.00		PHYSICIANS/SURGEONS		28,000.00
	126,678.00		VETERINARIANS		108,000.00
	328,187.00		SECURITY SERVICES		344,597.00
	500.00		NEWSPAPER ADVERTISING		500.00
	2,500.00		EXTERMINATOR SERVICES		2,500.00
	6,500.00		PRINTING		9,500.00
	12,900.00		RUBBISH REMOVAL		13,406.00
	65,623.00		MAINTENANCE SYSTEM SOFTWARE		53,283.00
	114,700.00		MAINTENANCE/REPAIR BUILDING		114,700.00
	16,521.00		MAINTENANCE/REPAIR EQUIPMENT		15,000.00
	3,000.00		TRAINING CERTIFICATIONS		2,000.00
	94,500.00		MAINTENANCE/REPAIR VEHICLE		94,500.00
	89,500.00		CONSULTANTS		76,620.00
	60,000.00		PREPARED MEALS		60,000.00
	6,500.00		MEMBERSHIP DUES		6,355.00
	228,000.00		AUTOMOTIVE SUPPLIES		228,000.00
	2,370.00		BOOKS		-
	20,000.00		BUILDING SUPPLIES		15,000.00
	44,000.00		OFFICE SUPPLIES		38,000.00
	8,000.00		NATURAL GAS		8,000.00
	46,000.00		OTHER SUPPLIES		46,000.00
	1,000.00		SAND & GRAVEL SUPPLIES		1,000.00
	19,825.00		PRINTING SUPPLIES		22,750.00
	534,884.00		AUTO FUEL NO LEAD GAS		534,884.00
	3,000.00		MEDICAL SUPPLIES		5,254.00
	24,000.00		LABORATORY SUPPLIES		24,000.00
	5,000.00		PARTS/EQUIPMENT SUPPLIES		9,414.00
	210,350.00		SAFETY SUPPLIES		202,325.00
	2,600.00		SUBSCRIPTIONS		3,439.00
	20,000.00		CUSTODIAL SUPPLIES		15,000.00
	7,500.00		COPY PAPER		6,000.00
	2,000.00		UNIFORMS		2,000.00
	30,000.00		HARDWARE/DEVICES		38,091.00
	800.00		LANDSCAPING SUPPLIES		800.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	3,000.00		TRAVELING		3,000.00
	<u>\$ 2,719,650.00</u>	<b>250-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 2,709,727.00</u>
	\$ 442,305.00		CAPITAL OUTLAY		\$ 637,305.00
	<u>\$ 442,305.00</u>	<b>250-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 637,305.00</u>
	<u>\$ 52,512,294.00</u>	<b>250</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 52,766,614.00</u>

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
WORCESTER POLICE DEPARTMENT- ADMINISTRATION**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	165,048.00	50EM	DEPUTY POLICE CHIEF	1	164,410.00
1	120,604.00	98	POLICE CAPTAIN	1	120,144.00
1	106,687.00	97	POLICE LIEUTENANT	3	324,715.00
3	287,960.00	96	POLICE SERGEANT	2	199,698.00
20	1,775,742.00	95	POLICE OFFICERS	20	1,779,157.00
1	78,349.00	40M	PRINCIPAL STAFF ASSISTANT	1	79,611.00
3	201,720.00	38P	SENIOR CRIME ANALYST	3	202,935.00
1	58,747.00	33	ADMINISTRATIVE ASSISTANT 6	1	59,112.00
1	52,941.00	30	HEAD CLERK	1	53,265.00
3	143,577.00	27	PRINCIPAL CLERK & TYPIST	5	221,674.00
9	340,786.00	22	SENIOR CLERK & TYPIST	8	309,101.00
44	\$ 3,332,161.00		TOTAL REGULAR SALARIES	46	\$ 3,513,822.00
	128,880.00		HOLIDAY PAY - CONTRACTUAL		136,353.00
	16,625.00		SICK & VACATION BUYBACK		20,679.00
	6,614.00		EM INCENTIVE PAY		6,614.00
	14,300.00		STIPEND- CHIEF		14,300.00
	166,419.00		CONTRACTUAL STIPENDS AND EXTRAS		177,946.00
44	\$ 3,498,580.00		TOTAL SALARIES	46	\$ 3,691,768.00
	-		LONGEVITY		-
	-		VACANCY FACTOR		(19,887.00)
44	\$ 3,498,580.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	46	\$ 3,671,881.00
	\$ 237,882.00		REGULAR OVERTIME		\$ 327,882.00
	-		SUMMER PATROLS OVERTIME		-
	\$ 237,882.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 327,882.00
	\$ 8,880.00		LEASES & RENTALS		\$ 18,454.00
	7,000.00		TELEPHONE		7,000.00
	-		PRINTING		1,000.00
	8,300.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	9,306.00		MAINTENANCE/REPAIR EQUIPMENT		6,705.00
	12,000.00		CONSULTANTS		6,000.00
	-		MEMBERSHIP DUES		450.00
	-		OTHER SUPPLIES		5,000.00
	3,000.00		MEDICAL SUPPLIES		3,000.00
	2,500.00		PARTS/EQUIPMENT SUPPLIES		1,790.00
	140,200.00		SAFETY SUPPLIES		135,000.00
	-		SUBSCRIPTIONS		3,439.00
	1,100.00		HARDWARE/DEVICES		2,764.00
	\$ 192,286.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 191,602.00
	\$ 30,000.00		<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ 30,000.00
	\$ 3,958,748.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 4,221,365.00

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
WORCESTER POLICE DEPARTMENT- GARAGE**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 111,109.00	96	POLICE LIEUTENANT	1	\$ 110,685.00
2	179,670.00	95	POLICE OFFICERS	1	89,492.00
1	53,273.00	34	WORKING FOREMAN, MER	1	54,882.00
2	102,181.00	29	MOTOR EQUIPMENT REPAIRMAN	2	104,946.00
0	-	27	PRINCIPAL CLERK & TYPIST	1	40,820.00
1	40,513.00	22	SENIOR CLERK & TYPIST	0	-
7	\$ 486,746.00		TOTAL REGULAR SALARIES	6	\$ 400,825.00
	15,260.00		HOLIDAY PAY - CONTRACTUAL		10,546.00
	4,453.00		SICK & VACATION BUYBACK		4,453.00
	3,120.00		OTHER STIPENDS		3,120.00
	22,833.00		CONTRACTUAL STIPENDS AND EXTRAS		18,119.00
7	\$ 509,579.00		TOTAL SALARIES	6	\$ 418,944.00
	-		VACANCY FACTOR		-
7	\$ 509,579.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	6	\$ 418,944.00
	\$ 75,000.00		REGULAR OVERTIME		\$ 80,667.00
	\$ 75,000.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 80,667.00
	\$ 4,500.00		LEASES & RENTALS		\$ 4,110.00
	1,100.00		RUBBISH REMOVAL		1,300.00
	7,982.00		MAINTENANCE SYSTEM SOFTWARE		8,200.00
	2,900.00		MAINTENANCE/REPAIR EQUIPMENT		2,000.00
	94,500.00		MAINTENANCE/REPAIR VEHICLE		94,500.00
	-		MEMBERSHIP DUES		200.00
	228,000.00		AUTOMOTIVE SUPPLIES		228,000.00
	534,884.00		AUTO FUEL NO LEAD GAS		534,884.00
	-		PARTS/EQUIPMENT SUPPLIES		5,044.00
	-		HARDWARE/DEVICES		580.00
	\$ 873,866.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 878,818.00
	\$ 407,305.00		CAPITAL OUTLAY		\$ 607,305.00
	\$ 407,305.00	250-93000	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ 607,305.00
	\$ 1,865,750.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 1,985,734.00

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
WORCESTER POLICE DEPARTMENT- BUILDING**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 75,582.00	39M	BUILDING MAINTENANCE MANAGER	0	\$ -
0	-	35	PLANT ENGINEER	1	47,628.00
2	98,533.00	30	BUILDING MAINTENANCE CRAFTSMAN	2	89,083.00
2	87,718.00	25	BUILDING CUSTODIAN	2	87,383.00
5	\$ 261,833.00		TOTAL SALARIES	5	\$ 224,094.00
	-		VACANCY FACTOR		-
5	\$ 261,833.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	5	\$ 224,094.00
	\$ 120,564.00		REGULAR OVERTIME		\$ 123,279.00
	\$ 120,564.00		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 123,279.00
	\$ 281,789.00		ELECTRICITY		\$ 288,625.00
	2,200.00		LEASES & RENTALS		2,136.00
	26,722.00		TELEPHONE		1,722.00
	2,500.00		EXTERMINATOR SERVICES		2,500.00
	10,800.00		RUBBISH REMOVAL		11,278.00
	100.00		MAINTENANCE/REPAIR SOFTWARE		100.00
	114,700.00		MAINTENANCE/REPAIR BUILDING		114,700.00
	1,720.00		MAINTENANCE/REPAIR EQUIPMENT		1,720.00
	20,000.00		BUILDING SUPPLIES		15,000.00
	8,000.00		NATURAL GAS		8,000.00
	20,000.00		CUSTODIAL SUPPLIES		15,000.00
	300.00		HARDWARE/DEVICES		-
	800.00		LANDSCAPING SUPPLIES		800.00
	\$ 489,631.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 461,581.00
	\$ 872,028.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 808,954.00

**STEVEN M. SARGENT, CHIEF OF POLICE**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
WORCESTER POLICE DEPARTMENT- INVESTIGATIVE**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 167,998.00	50EM	DEPUTY POLICE CHIEF	1	\$ 170,701.00
1	118,489.00	98	POLICE CAPTAIN	1	120,144.00
5	549,262.00	97	POLICE LIEUTENANT	5	551,407.00
12	1,160,273.00	96	POLICE SERGEANT	12	1,154,983.00
80	6,964,315.00	95	POLICE OFFICERS	83	7,176,921.00
1	90,652.00	44P	LABORATORY DIRECTOR	1	90,306.00
2	140,661.00	43P	LATENT PRINT EXAMINER	2	145,036.00
1	67,745.00	40P	FORENSIC SCIENTIST II	1	68,800.00
2	114,316.00	32	STAFF ASSISTANT I	2	113,880.00
0	-	27	PRINCIPAL CLERK & TYPIST	1	43,420.00
1	40,513.00	22	SENIOR CLERK & TYPIST	0	-
<u>106</u>	<u>\$ 9,414,224.00</u>		TOTAL REGULAR SALARIES	<u>109</u>	<u>\$ 9,635,598.00</u>
	470,148.00		HOLIDAY PAY - CONTRACTUAL		483,254.00
	53,569.00		SICK & VACATION BUYBACK		53,197.00
	6,733.00		EM INCENTIVE PAY		6,867.00
	<u>530,450.00</u>		CONTRACTUAL STIPENDS AND EXTRAS		<u>543,318.00</u>
<u>106</u>	<u>\$ 9,944,674.00</u>		TOTAL SALARIES	<u>109</u>	<u>\$ 10,178,916.00</u>
	1,600.00		LONGEVITY		1,600.00
	3,000.00		GANG CAMP- TEMPORARY STAFF		-
	(19,646.00)		VACANCY FACTOR		(38,949.00)
<u>106</u>	<u>\$ 9,929,628.00</u>		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>109</u>	<u>\$ 10,141,567.00</u>
	\$ -		GANG INVESTIGATION OVERTIME		\$ 20,474.00
	25,000.00		VICE PROSTITUTION OVERTIME		28,787.00
	953,591.00		INVESTIGATIVE OVERTIME		950,351.00
	371,914.00		COURT OVERTIME		371,914.00
	<u>\$ 1,350,505.00</u>		<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 1,371,526.00</u>
	\$ 14,750.00		LEASES & RENTALS		\$ 13,114.00
	80,952.00		TELEPHONE		80,952.00
	21,501.00		MAINTENANCE SYSTEM SOFTWARE		33,744.00
	3,000.00		TRAINING CERTIFICATIONS		1,000.00
	4,000.00		CONSULTANTS		4,000.00
	24,000.00		LABORATORY SUPPLIES		24,000.00
	2,600.00		SUBSCRIPTIONS		-
	17,575.00		HARDWARE/DEVICES		16,235.00
	<u>\$ 168,378.00</u>		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 173,045.00</u>
	<u>\$ 11,448,511.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 11,686,138.00</u>

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
WORCESTER POLICE DEPARTMENT- SUPPORT SERVICES**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 200,794.00	55CM	CHIEF OF POLICE	1	\$ 200,031.00
1	158,720.00	50EM	DEPUTY POLICE CHIEF	1	158,104.00
2	239,093.00	98	POLICE CAPTAIN	2	240,288.00
7	742,288.00	97	POLICE LIEUTENANT	4	434,984.00
15	1,429,738.00	96	POLICE SERGEANT	16	1,473,837.00
65	5,414,046.00	95	POLICE OFFICERS	75	6,154,776.00
1	93,852.00	46M	SUPERVISOR OF ADMINISTRATION	1	96,138.00
1	94,027.00	45M	SENIOR STRESS COORDINATOR	1	93,668.00
1	87,985.00	44M	PUBLIC RELATIONS/SPECIAL PROJECTS	1	89,808.00
1	69,064.00	42M	DEPUTY DIRECTOR OF ADMINISTRATION	1	79,756.00
1	63,551.00	35	STAFF ASSISTANT 2	1	63,309.00
3	171,284.00	33	ADMINISTRATIVE ASSISTANT 6	3	173,192.00
1	50,158.00	28	SENIOR STOREKEEPER	1	49,966.00
1	47,859.00	27	PRINCIPAL CLERK & TYPIST	2	96,300.00
3	121,024.00	23	DETENTION ATTENDANT	3	108,346.00
3	58,008.00	23	DETENTION ATTENDANT (PART-TIME)	3	66,945.00
3	117,658.00	22	SENIOR CLERK & TYPIST	2	78,950.00
110	\$ 9,159,149.00		TOTAL REGULAR SALARIES	118	\$ 9,658,398.00
	429,620.00		HOLIDAY PAY - CONTRACTUAL		456,335.00
	48,053.00		SICK & VACATION BUYBACK		29,082.00
	14,408.00		EM INCENTIVE PAY		13,953.00
	492,081.00		CONTRACTUAL STIPENDS AND EXTRAS		499,370.00
110	\$ 9,651,230.00		TOTAL SALARIES	118	\$ 10,157,768.00
	2,200.00		LONGEVITY		2,200.00
	(112,445.00)		VACANCY FACTOR		(42,076.00)
110	\$ 9,540,985.00		TOTAL RECOMMENDED PERSONAL SERVICES	118	\$ 10,117,892.00
	(120,000.00)		FUNDING SOURCES:		(120,000.00)
	(120,000.00)		PUBLIC SCHOOL INTERGOV'T'L CHARGE		(120,000.00)
			TOTAL FUNDING SOURCES		(120,000.00)
110	\$ 9,420,985.00		TOTAL RECOMMENDED PERSONAL SERVICES	118	\$ 9,997,892.00
	\$ 274,440.00		REGULAR OVERTIME		\$ 406,945.00
	172,312.00		INVESTIGATIVE OVERTIME		190,800.00
	80,851.00		COURT ATTENDANCE OVERTIME		80,851.00
	\$ 527,603.00		TOTAL RECOMMENDED OVERTIME		\$ 678,596.00
	\$ 11,900.00		LEASES & RENTALS		\$ 12,489.00
	6,000.00		HIRED SERVICES		5,500.00
	15,954.00		TELEPHONE		40,954.00
	500.00		POSTAGE		500.00
	2,500.00		PHYSICIANS/SURGEONS		2,500.00
	500.00		NEWSPAPER ADVERTISING		500.00
	6,500.00		PRINTING		8,500.00
	1,000.00		RUBBISH REMOVAL		828.00
	13,915.00		MAINTENANCE SYSTEM SOFTWARE		7,349.00
	2,595.00		MAINTENANCE /REPAIR EQUIPMENT		3,000.00
	60,000.00		PREPARED MEALS		60,000.00
	6,500.00		MEMBERSHIP DUES		5,180.00
	44,000.00		OFFICE SUPPLIES		38,000.00
	2,500.00		OTHER SUPPLIES		2,500.00
	19,825.00		PRINTING SUPPLIES		22,750.00
	2,500.00		PARTS/EQUIPMENT SUPPLIES		2,580.00
	-		MEDICAL SUPPLIES		2,254.00
	7,500.00		COPY PAPER		6,000.00
	2,000.00		UNIFORMS		-
	2,300.00		HARDWARE/DEVICES		6,242.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	3,000.00		TRAVELING		3,000.00
	\$ 211,989.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 231,126.00
	\$ 5,000.00		CAPITAL OUTLAY		\$ -
	\$ 5,000.00	250-93000	TOTAL RECOMMENDED CAPITAL OUTLAY		\$ -
	\$ 10,165,577.00		TOTAL RECOMMENDED TAX LEVY		\$ 10,907,614.00

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
WORCESTER POLICE DEPARTMENT- OPERATIONS**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 158,720.00	50EM	DEPUTY POLICE CHIEF	1	\$ 158,104.00
4	477,987.00	98	POLICE CAPTAIN	4	467,295.00
10	1,066,082.00	97	POLICE LIEUTENANT	11	1,162,052.00
25	2,331,624.00	96	POLICE SERGEANT	25	2,356,998.00
209	16,295,902.00	95	POLICE OFFICERS	180	14,291,388.00
2	124,650.00	36HC	PRINCIPAL ANIMAL CONTROL OFFICER	2	128,956.00
1	60,081.00	33HC	SENIOR ANIMAL CONTROL OFFICER	1	59,112.00
0	-	27	PRINCIPAL CLERK & TYPIST	1	43,420.00
1	40,513.00	22	SENIOR CLERK & TYPIST	0	-
253	\$ 20,555,559.00		TOTAL REGULAR SALARIES	225	\$ 18,667,325.00
	1,064,647.00		HOLIDAY PAY - CONTRACTUAL		970,968.00
	72,067.00		SICK & VACATION BUYBACK		82,113.00
	6,361.00		EM INCENTIVE PAY		6,360.00
	1,143,075.00		CONTRACTUAL STIPENDS AND EXTRAS		1,059,441.00
253	\$ 21,698,634.00		TOTAL SALARIES	225	\$ 19,726,766.00
	3,200.00		LONGEVITY		3,500.00
	(103,460.00)		VACANCY FACTOR		(19,316.00)
253	\$ 21,598,374.00		TOTAL RECOMMENDED PERSONAL SERVICES	225	\$ 19,710,950.00
	(215,022.00)		FUNDING SOURCES:		(215,022.00)
	(215,022.00)		GBV TASK FORCE		(215,022.00)
			TOTAL FUNDING SOURCES		(215,022.00)
253	\$ 21,383,352.00		TOTAL RECOMMENDED PERSONAL SERVICES	225	\$ 19,495,928.00
	\$ 269,005.00		REGULAR OVERTIME		\$ 381,005.00
	301,434.00		PROBLEM BARS OVERTIME		303,934.00
	271,360.00		COMMUNITY IMPACT/ SPECIAL OPERATIONS OVERTIME		383,360.00
	111,120.00		SWAT TRAINING OVERTIME		113,620.00
	454,784.00		SUMMER PATROLS OVERTIME		454,784.00
	355,743.00		COURT ATTENDANCE OVERTIME		355,743.00
	25,000.00		ANIMAL CONTROL OVERTIME		25,604.00
	\$ 1,788,446.00		TOTAL RECOMMENDED OVERTIME		\$ 2,018,050.00
	\$ 10,934.00		LEASES & RENTALS		\$ 13,122.00
	15,000.00		HIRED SERVICES		14,000.00
	74,631.00		TELEPHONE		74,631.00
	126,678.00		VETERINARIANS		108,000.00
	328,187.00		SECURITY SERVICES		344,597.00
	13,825.00		MAINTENANCE SYSTEM SOFTWARE		2,890.00
	-		MAINTENANCE/REPAIR EQUIPMENT		1,575.00
	-		TRAINING CERTIFICATIONS		1,000.00
	55,500.00		CONSULTANTS		47,500.00
	-		MEMBERSHIP DUES		525.00
	43,500.00		OTHER SUPPLIES		38,500.00
	1,000.00		SAND & GRAVEL SUPPLIES		1,000.00
	12,500.00		SAFETY SUPPLIES		12,500.00
	-		UNIFORMS		2,000.00
	8,725.00		HARDWARE/DEVICES		12,270.00
	\$ 690,480.00		TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 674,110.00
	\$ 23,862,278.00		TOTAL RECOMMENDED TAX LEVY		\$ 22,188,088.00

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
 WORCESTER POLICE DEPARTMENT- DIVISION #250V ACADEMY**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
10	\$ 234,987.00	95	POLICE OFFICERS (RECRUITS)	17	\$ 923,950.00
10	\$ 234,987.00		TOTAL REGULAR SALARIES	17	\$ 923,950.00
	11,395.00		HOLIDAY PAY - CONTRACTUAL		30,338.00
	11,395.00		CONTRACTUAL STIPENDS AND EXTRAS		30,338.00
10	\$ 246,382.00		TOTAL SALARIES	17	\$ 954,288.00
	-		VACANCY FACTOR		(85,012.00)
10	\$ 246,382.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	17	\$ 869,276.00
	\$ -		REGULAR OVERTIME		\$ -
	\$ -		<b>TOTAL RECOMMENDED OVERTIME</b>		\$ -
	\$ 15,000.00		PHYSICIANS/SURGEONS		\$ 25,500.00
	18,000.00		CONSULTANTS		19,120.00
	2,370.00		BOOKS		-
	57,650.00		SAFETY SUPPLIES		54,825.00
	\$ 93,020.00		<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 99,445.00
	\$ -		<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ -
	\$ 339,402.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 968,721.00

# FIRE

## Michael J. Lavoie - Fire Chief

Fire Department Headquarters  
 141 Grove Street  
 Worcester, Massachusetts 01605  
 (508) 799-1821

The mission of the Fire Department is to protect the lives and property of the residents, businesses and visitors of Worcester from the adverse effects of fire, medical emergencies, or any other hazardous condition, whether natural or caused by people.

### Department Allocation Summary

		Approved	Totals	Recommended
	Actual	Budget for	as of	Appropriation
<u>Expenditures</u>	<u>Fiscal 2019</u>	<u>Fiscal 2020</u>	<u>3/31/20</u>	<u>Fiscal 2021</u>
Salaries	\$ 36,507,114.99	\$ 37,900,014.00	\$ 27,474,709.05	\$ 38,409,033.00
Overtime	1,401,068.73	1,152,176.00	1,344,730.23	1,152,176.00
Ordinary Maintenance	1,646,846.41	1,335,880.00	1,139,140.13	1,556,958.00
Capital Outlay	221,452.40	143,000.00	38,191.82	143,000.00
<b>Total</b>	<b>\$ 39,776,482.53</b>	<b>\$ 40,531,070.00</b>	<b>\$ 29,996,771.23</b>	<b>\$ 41,261,167.00</b>
<b>Total Positions</b>	418	421	421	422

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$41,261,167 which is an increase of \$730,097 from the Fiscal 2020 amount of \$40,531,070. The salary increase is mainly due to a Program Manager position being added to the table of organization, salary upgrade for the Supervisor of Administration, EM incentive pay, Holiday pay, and step increases for employees who are not at maximum pay. These costs are offset by Fiscal 2021 having 52.2 weeks, whereas in Fiscal 2020 there were 52.4 weeks. The increase in Ordinary Maintenance is a result of new turnout gear, contractual agreement for the Community Risk Assessment, AFG grant match of 10%, building maintenance, and fuel. The Overtime and Capital Outlay are level funded in Fiscal 2021.

### Major Accomplishments of FY20

- Took delivery of two new Aerial Ladders and one Engine, significantly upgrading the quality of our fleet and providing the residents of Worcester with the latest technology in firefighting equipment.
- Converted the departments Self Contained Breathing Apparatus (SCBA). This conversion significantly upgrades the situational awareness of our firefighters and provides a major improvement in fire-ground communications.
- A 28 member recruit class was carefully vetted and is currently underway at the WFD's Training Division.

# FIRE

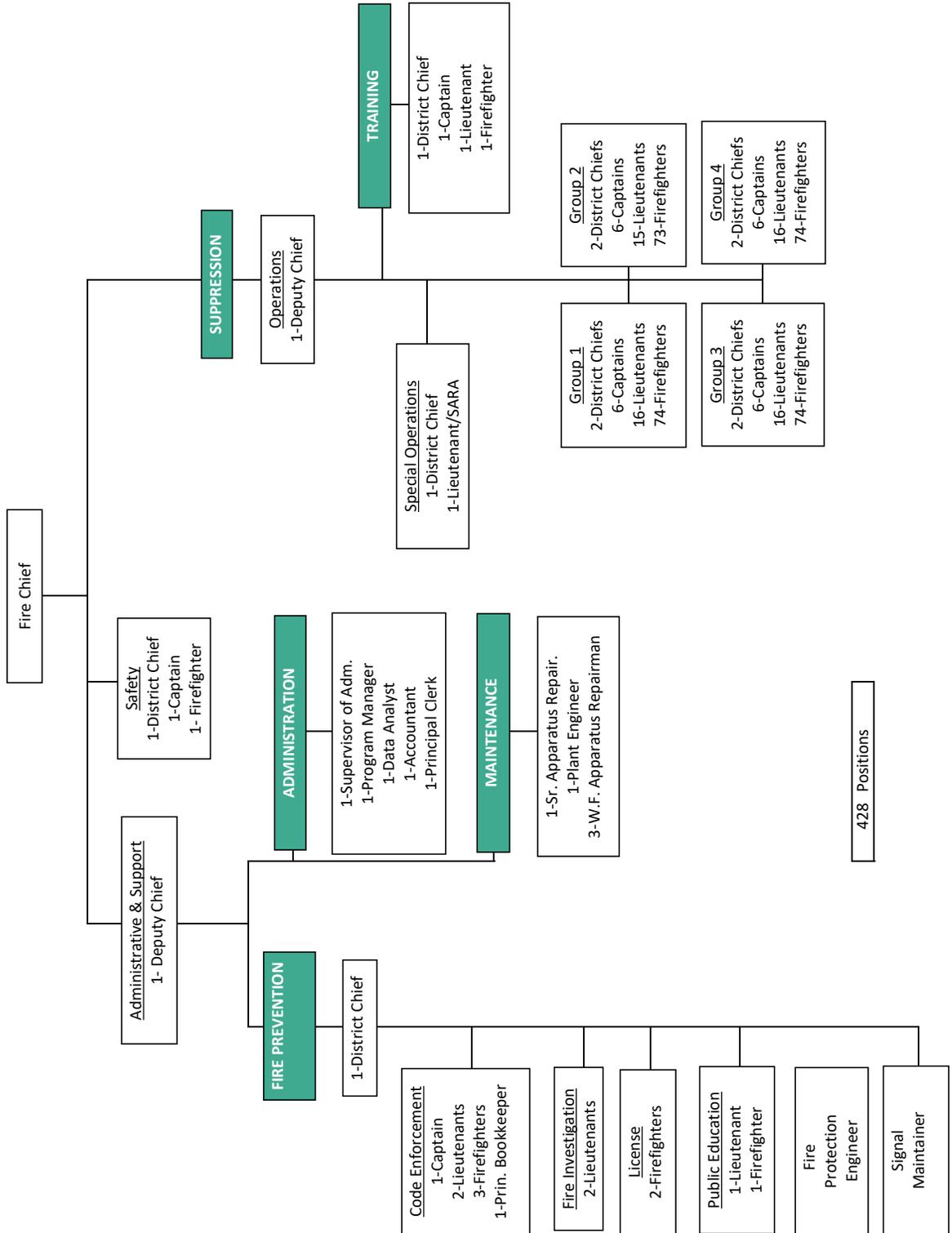
---

- Worcester Fire Department Public Educators were recognized and presented programs at 3 national conferences.
- The department was successful in obtaining an Assistance to Firefighters grant for thermal imaging cameras for every apparatus. Previously, only aerial ladder trucks and the rescue had thermal imaging cameras. This is a strong enhancement in Firefighter safety and situational awareness.
- The Department implemented the 24-hour Incident Safety Officer Program. This program ensures that an incident safety officer (ISO) is available for immediate dispatch for any serious call including all structure fires. The ISO is the one firefighter on scene who has no tactical responsibility. Their sole focus is to work with the incident commander to ensure the safety of the firefighters working on scene. This is a major safety enhancement to our operations.
- The Public Education Division in conjunction with the Worcester Housing Authority converted the majority of the WHA residences to Smart Burners. This stove top element has almost eliminated cooking fires at WHA properties.
- The addition of the Fire Protection Engineer in fire prevention has resulted in a 25% increase in site inspections by the Captain of Fire Prevention. 100% of plans received are now reviewed within the 10 day window imposed by code.

## New and Continued Initiatives

- The Department has hired the services of a professional Fire Service Consulting firm to study the operations, deployment and administration of the Department.
- The Department continues its mission to increase professional development at all ranks. Several training initiatives regarding tactics and strategies, situational awareness and fire behavior have been delivered and more programs are being developed.
- The Department continues to work collaboratively with our regional partners in Fire District 7 and beyond to maintain and develop our special operations capabilities.
- The Department continues to work with our community partners to address dangerous building conditions and to develop tools to communicate known conditions to responding companies.
- In September 2020, the Department had approximately 40 members take part in the O2X Human Performance Workshop. This is the third year the Department has offered this workshop, designed to reduce work-related injuries through nutrition, exercise and mindfulness.
- In FY21, the department will be applying for the SAFER grant through FEMA for additional staffing for Adequate Fire & Emergency Response. If awarded, we anticipate funding for 20 firefighter positions with a recruit class to be held in the spring of 2021.

# FIRE DEPARTMENT ORGANIZATION CHART



**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 170,158.00	58CM	FIRE CHIEF	1	\$ 169,504.00
2	280,668.00	50EM	DEPUTY FIRE CHIEF	2	280,892.00
12	1,384,441.00	93	DISTRICT FIRE CHIEF	12	1,409,761.00
27	2,806,572.00	92	CAPTAIN	27	2,837,013.00
70	6,566,346.00	91	LIEUTENANT	70	6,689,045.00
299	23,782,368.00	90	FIREFIGHTER	303	24,299,484.00
1	87,299.00	46M	SUPERVISOR OF ADMINISTRATION	1	91,852.00
0	-	42M	PROGRAM MANAGER	1	64,102.00
1	84,719.00	44P	FIRE PROTECTION ENGINEER	1	87,621.00
1	59,799.00	40P	DATA ANALYST/ COMPUTER SUPPORT	1	61,622.00
1	94,551.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	94,190.00
1	57,025.00	35	PLANT ENGINEER	1	58,893.00
3	171,064.00	35	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	173,541.00
1	61,434.00	34	SIGNAL MAINTAINER FIRE	1	61,200.00
1	53,669.00	32	ACCOUNTANT	1	55,722.00
1	49,661.00	28	PRINCIPAL BOOKKEEPER	1	49,966.00
1	41,161.00	27	PRINCIPAL CLERK	1	42,807.00
<u>423</u>	<u>\$ 35,750,935.00</u>		REGULAR SALARIES	<u>428</u>	<u>\$ 36,527,215.00</u>
AUTHORIZED VACANT POSITIONS WITH FUNDING					
19	324,702.00	90	FIREFIGHTER CLASS	0	-
19	\$ 324,702.00		REGULAR SALARIES	0	\$ -
<u>442</u>	<u>\$ 36,075,637.00</u>		TOTAL REGULAR SALARIES	<u>428</u>	<u>\$ 36,527,215.00</u>
	13,887.00		EM INCENTIVE PAY		18,119.00
	191,057.00		OUT OF GRADE PAY		193,061.00
	19,968.00		DRIVER STIPEND		19,968.00
	1,929,343.00		HOLIDAY PAY		1,949,582.00
	51,088.00		WELLNESS DAYS		51,088.00
	<u>2,205,343.00</u>		CONTRACTUAL OBLIGATIONS		<u>2,231,818.00</u>
<u>442</u>	<u>\$ 38,280,980.00</u>		TOTAL REGULAR SALARIES	<u>428</u>	<u>\$ 38,759,033.00</u>
-21	(380,966.00)		VACANCY FACTOR	-6	(350,000.00)
<u>421</u>	<u>\$ 37,900,014.00</u>		TOTAL SALARIES	<u>422</u>	<u>\$ 38,409,033.00</u>
<u>421</u>	<u>\$ 37,900,014.00</u>	<b>260-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>422</u>	<u>\$ 38,409,033.00</u>
	\$ 1,152,176.00		OVERTIME		\$ 1,152,176.00
	<u>\$ 1,152,176.00</u>	<b>260-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 1,152,176.00</u>

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**WORCESTER FIRE DEPARTMENT - DEPARTMENT #260 TOTAL**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	\$ 165,000.00		ELECTRICITY		\$ 185,000.00
	6,500.00		LEASES & RENTALS		7,500.00
	4,200.00		HIRED SERVICES		19,300.00
	49,100.00		TELEPHONE		39,097.00
	11,700.00		PHYSICIAN/SURGEON		27,415.00
	1,500.00		NEWSPAPER ADVERTISING		1,500.00
	34,000.00		REGISTRATION FEES		16,590.00
	20,800.00		OTHER PERSONAL SERVICES		-
	26,000.00		REGISTRATION FEES		26,000.00
	980.00		EXTERMINATOR SERVICES		1,000.00
	1,300.00		PRINTING		1,900.00
	5,500.00		RUBBISH REMOVAL		9,000.00
	17,400.00		MAINTENANCE SYSTEM SOFTWARE		14,300.00
	48,000.00		MAINTENANCE/REPAIR BUILDING		67,600.00
	27,800.00		MAINTENANCE/REPAIR EQUIPMENT		48,500.00
	1,200.00		TRAINING CERTIFICATIONS		1,800.00
	53,000.00		MAINTENANCE/REPAIR VEHICLE		46,500.00
	4,300.00		MEMBERSHIP DUES		4,510.00
	205,000.00		AUTOMOTIVE SUPPLIES		177,500.00
	5,200.00		BOOKS		3,605.00
	15,000.00		BUILDING SUPPLIES		29,500.00
	14,000.00		EDUCATIONAL SUPPLIES		-
	7,000.00		OFFICE SUPPLIES		7,200.00
	85,000.00		NATURAL GAS		100,000.00
	900.00		OTHER SUPPLIES		600.00
	8,000.00		PRINTING SUPPLIES		8,000.00
	34,000.00		AUTO FUEL NO LEAD GAS		34,000.00
	130,000.00		DIESEL FUEL		130,000.00
	14,500.00		MEDICAL SUPPLIES		15,000.00
	85,500.00		PARTS/EQUIPMENT SUPPLIES		116,450.00
	27,100.00		SAFETY SUPPLIES		49,334.00
	13,200.00		CHEMICAL SUPPLIES		13,500.00
	-		CONSULTANT		85,410.00
	22,700.00		CUSTODIAL SUPPLIES		29,699.00
	2,000.00		COPY PAPER		2,000.00
	184,400.00		UNIFORMS		198,301.00
	3,800.00		HARDWARE/DEVICES		3,949.00
	900.00		OTHER CHARGES & EXPENDITURES		34,038.00
	3,400.00		TRAVELING		5,360.00
	<u>\$ 1,339,880.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 1,560,958.00</u>
			FUNDING SOURCES:		
	\$ (4,000.00)		FROM RESERVE FUNDS		\$ (4,000.00)
	<u>\$ (4,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (4,000.00)</u>
	<u>\$ 1,335,880.00</u>	<b>260-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,556,958.00</u>
	\$ 143,000.00		SAFETY EQUIPMENT (CONTRACTUAL)		\$ 143,000.00
	<u>\$ 143,000.00</u>	<b>260-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 143,000.00</u>
	<u>\$ 40,531,070.00</u>	<b>260</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 41,261,167.00</u>

**MICHAEL J. LAVOIE, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**WORCESTER FIRE DEPARTMENT - DIVISION #2601 ADMINISTRATION**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 170,158.00	58CM	FIRE CHIEF	1	\$ 169,504.00
1	140,676.00	50EM	DEPUTY FIRE CHIEF	1	141,434.00
1	113,008.00	93	DISTRICT FIRE CHIEF	1	116,929.00
1	103,482.00	92	CAPTAIN	1	101,224.00
1	83,411.00	90	FIREFIGHTER	1	84,759.00
1	87,299.00	43M	SUPERVISOR OF ADMINISTRATION	1	91,852.00
0	-	42M	PROGRAM MANAGER	1	64,102.00
1	59,799.00	40P	DATA ANALYST	1	61,622.00
1	53,669.00	32	ACCOUNTANT	1	55,722.00
1	41,161.00	27	PRINCIPAL CLERK	1	42,807.00
9	\$ 852,663.00		REGULAR SALARIES	10	\$ 929,955.00
	11,483.00		EM INCENTIVE PAY		12,509.00
	33,366.00		HOLIDAY PAY		33,536.00
	891.70		WELLNESS DAYS		879.00
	45,740.70		CONTRACTUAL OBLIGATIONS		46,924.00
9	\$ 898,403.70	2601-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	10	\$ 976,879.00
	\$ 56,327.00		OVERTIME		\$ 56,327.00
	\$ 56,327.00	2601-97000	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 56,327.00
\$	165,000.00		ELECTRICITY	\$	185,000.00
	4,300.00		LEASES & RENTALS		5,300.00
	49,100.00		TELEPHONE		39,097.00
	1,200.00		PHYSICIAN/SURGEON		1,200.00
	16,800.00		OTHER PERSONAL SERVICES		-
	1,500.00		NEWSPAPER ADVERTISING		1,500.00
	34,000.00		REGISTRATION FEES		16,590.00
	700.00		PRINTING		1,000.00
	17,400.00		MAINTENANCE SYSTEM SOFTWARE		14,300.00
	10,000.00		MAINTENANCE/REPAIR EQUIPMENT		10,000.00
	2,400.00		MEMBERSHIP DUES		2,400.00
	7,000.00		OFFICE SUPPLIES		7,200.00
	85,000.00		NATURAL GAS		100,000.00
	7,500.00		PRINTING SUPPLIES		7,500.00
	17,500.00		PARTS/EQUIPMENT SUPPLIES		23,450.00
	3,100.00		SAFETY SUPPLIES		3,100.00
	-		CONSULTANT		85,410.00
	2,400.00		CUSTODIAL SUPPLIES		2,400.00
	2,000.00		COPY PAPER		2,000.00
	140,000.00		UNIFORMS		195,801.00
	3,800.00		HARDWARE/DEVICES		3,949.00
	900.00		OTHER CHARGES & EXPENDITURES		34,038.00
	3,000.00		TRAVELING		4,360.00
\$	574,600.00		TOTAL ORDINARY MAINTENANCE	\$	745,595.00
	\$ (4,000.00)		FUNDING SOURCES: FROM RESERVE FUNDS	\$	(4,000.00)
	\$ (4,000.00)		TOTAL FUNDING SOURCES	\$	(4,000.00)
\$	570,600.00	2601-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$	741,595.00
\$	143,000.00	2601-93000	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>	\$	143,000.00
\$	1,668,330.70	2601	<b>TOTAL RECOMMENDED TAX LEVY</b>	\$	1,917,801.00

**MICHAEL J. LAVOIE, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**WORCESTER FIRE DEPARTMENT - DIVISION #2602 MAINTENANCE**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 94,551.00	46	SENIOR FIRE APPARATUS REPAIRMAN	1	\$ 94,190.00
1	57,025.00	35	PLANT ENGINEER	1	58,893.00
3	171,064.00	35	FIRE APPARATUS REPAIRMAN, WORKING FOREMAN	3	173,541.00
<u>5</u>	<u>\$ 322,640.00</u>	<b>2602-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>5</u>	<u>\$ 326,624.00</u>
	\$ 16,316.00		OVERTIME		\$ 16,316.00
	<u>\$ 16,316.00</u>	<b>2602-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 16,316.00</u>
	\$ 4,200.00		HIRED SERVICES		\$ 19,300.00
	1,600.00		REGISTRATION FEES		1,600.00
	980.00		EXTERMINATOR SERVICES		1,000.00
	5,500.00		RUBBISH REMOVAL		9,000.00
	48,000.00		MAINTENANCE/REPAIR BUILDING		67,600.00
	5,700.00		MAINTENANCE/REPAIR EQUIPMENT		26,400.00
	53,000.00		MAINTENANCE/REPAIR VEHICLE		46,500.00
	205,000.00		AUTOMOTIVE SUPPLIES		177,500.00
	10,000.00		BUILDING SUPPLIES		17,250.00
	900.00		OTHER SUPPLIES		600.00
	34,000.00		AUTO FUEL NO LEAD GAS		34,000.00
	130,000.00		DIESEL FUEL		130,000.00
	14,500.00		MEDICAL SUPPLIES		15,000.00
	25,000.00		PARTS/EQUIPMENT SUPPLIES		35,000.00
	10,500.00		SAFETY SUPPLIES		22,500.00
	20,300.00		CUSTODIAL SUPPLIES		27,299.00
	2,500.00		UNIFORMS		2,500.00
	<u>\$ 571,680.00</u>	<b>2602-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 633,049.00</u>
	<u>\$ 910,636.00</u>	<b>2602</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 975,989.00</u>

**MICHAEL J. LAVOIE, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**WORCESTER FIRE DEPARTMENT - DIVISION #2603 FIRE PREVENTION**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 117,237.00	93	DISTRICT FIRE CHIEF	1	\$ 119,114.00
1	107,752.00	92	CAPTAIN	1	109,445.00
5	465,098.00	91	LIEUTENANT	5	470,841.00
6	511,953.00	90	FIREFIGHTER	6	520,151.00
1	84,719.00	44P	FIRE PROTECTION ENGINEER	1	87,621.00
1	61,434.00	34	SIGNAL MAINTAINER FIRE	1	61,200.00
1	49,661.00	28	PRINCIPAL BOOKKEEPER	1	49,966.00
<u>16</u>	<u>\$ 1,397,854.00</u>		REGULAR SALARIES	<u>16</u>	<u>\$ 1,418,338.00</u>
	65,670.00		HOLIDAY PAY		66,627.00
	1,755.04		WELLNESS DAYS		1,746.00
	<u>67,425.04</u>		CONTRACTUAL OBLIGATIONS		<u>68,373.00</u>
<u>16</u>	<u>\$ 1,465,279.04</u>	<b>2603-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>16</u>	<u>\$ 1,486,711.00</u>
	\$ 38,071.00		OVERTIME		\$ 38,071.00
	<u>\$ 38,071.00</u>	<b>2603-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 38,071.00</u>
	\$ 2,200.00		LEASES & RENTALS		\$ 2,200.00
	11,600.00		REGISTRATION FEES		11,600.00
	600.00		PRINTING		900.00
	1,900.00		MEMBERSHIP DUES		2,110.00
	1,300.00		BOOKS		1,300.00
	14,000.00		EDUCATIONAL SUPPLIES		-
	500.00		PRINTING SUPPLIES		500.00
	400.00		TRAVELING		1,000.00
	<u>\$ 32,500.00</u>	<b>2603-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 19,610.00</u>
	<u>\$ 1,535,850.04</u>	<b>2603</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,544,392.00</u>

**MICHAEL J. LAVOIE, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**WORCESTER FIRE DIVISION - DIVISION #2604 TRAINING**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 113,826.00	93	DISTRICT FIRE CHIEF	1	\$ 115,869.00
1	105,331.00	92	CAPTAIN	1	107,231.00
1	95,317.00	91	LIEUTENANT	1	97,475.00
1	87,328.00	90	FIREFIGHTER	1	88,705.00
19	324,702.00	90	FIREFIGHTER- RECRUITS	0	-
23	\$ 726,504.00		REGULAR SALARIES	4	\$ 409,280.00
	39,690.00		HOLIDAY PAY		22,360.00
	586.65		WELLNESS DAYS		586.00
	40,276.65		CONTRACTUAL OBLIGATIONS		22,946.00
23	\$ 766,780.65	2604-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	4	\$ 432,226.00
	\$ 160,176.00		OVERTIME		\$ 160,176.00
	\$ 160,176.00	2604-97000	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 160,176.00
	\$ 10,500.00		PHYSICIAN/SURGEON		\$ 26,215.00
	4,000.00		OTHER PERSONAL SERVICES		-
	4,000.00		REGISTRATION FEES		4,000.00
	1,200.00		TRAINING CERTIFICATIONS		1,800.00
	3,900.00		BOOKS		2,305.00
	5,000.00		BUILDING SUPPLIES		12,250.00
	19,000.00		PARTS/EQUIPMENT SUPPLIES		25,000.00
	11,000.00		SAFETY SUPPLIES		21,234.00
	41,900.00		UNIFORMS		-
	\$ 100,500.00	2604-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 92,804.00
	\$ -	2604-93000	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ -
	\$ 1,027,456.65	2604	<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 685,206.00

**MICHAEL J. LAVOIE, FIRE CHIEF**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**WORCESTER FIRE DEPARTMENT - DIVISION #2605 FIRE SUPPRESSION**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 139,992.00	50EM	DEPUTY FIRE CHIEF	1	\$ 139,458.00
9	1,040,370.00	93	DISTRICT FIRE CHIEF	9	1,057,849.00
24	2,490,007.00	92	CAPTAIN	24	2,519,113.00
64	6,005,931.00	91	LIEUTENANT	64	6,120,729.00
291	23,099,676.00	90	FIREFIGHTER	295	23,605,869.00
<u>389</u>	<u>\$ 32,775,976.00</u>		REGULAR SALARIES	<u>393</u>	<u>\$ 33,443,018.00</u>
	2,404.00		EM INCENTIVE PAY		5,610.00
	191,057.00		OUT OF GRADE PAY		193,061.00
	19,968.00		DRIVER STIPEND		19,968.00
	1,790,617.00		HOLIDAY PAY		1,827,059.00
	47,854.60		WELLNESS DAYS		47,877.00
	<u>2,051,900.60</u>		CONTRACTUAL OBLIGATIONS		<u>2,093,575.00</u>
<u>389</u>	<u>\$ 34,827,876.60</u>		TOTAL	<u>393</u>	<u>\$ 35,536,593.00</u>
-21	(380,966.00)		VACANCY FACTOR	-6	(350,000.00)
<u>368</u>	<u>\$ 34,446,910.60</u>	<b>2605-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>387</u>	<u>\$ 35,186,593.00</u>
	\$ 881,286.00		OVERTIME		\$ 881,286.00
	<u>\$ 881,286.00</u>	<b>2605-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 881,286.00</u>
	\$ 8,800.00		REGISTRATION FEES		\$ 8,800.00
	12,100.00		MAINTENANCE/REPAIR EQUIPMENT		12,100.00
	24,000.00		PARTS/EQUIPMENT SUPPLIES		33,000.00
	2,500.00		SAFETY SUPPLIES		2,500.00
	13,200.00		CHEMICAL SUPPLIES		13,500.00
	<u>\$ 60,600.00</u>	<b>2605-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 69,900.00</u>
	<u>\$ 35,388,796.60</u>	<b>2605</b>	<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 36,137,779.00</u>

# EMERGENCY COMMUNICATIONS

**Michael Shanley- Acting Director**

Emergency Communications  
 2 Coppage Drive  
 Worcester, Massachusetts 01603  
 (508) 799-8606

The mission of the Emergency Communications Department 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 response units in a prompt, efficient, courteous and professional manner, to save lives, protect property, and assist the public.

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. The Emergency Management Division is responsible for:

- Developing plans and procedures to ensure the highest levels of mitigation, preparedness, response, and recovery;
- Maintaining a comprehensive, risked-based, multi-hazard emergency management and training program; and
- Coordinating federal, state, and local resources for mitigation, preparedness, response and recovery operations.

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 1,257,947.01	\$ 2,345,364.00	\$ 1,162,347.16	\$ 2,355,668.00
Overtime	198,661.64	204,435.00	163,123.91	204,482.00
Ordinary Maintenance	1,164,240.07	1,094,118.00	1,013,315.29	1,108,218.00
<b>Total</b>	<b>\$ 2,620,848.72</b>	<b>\$ 3,643,917.00</b>	<b>\$ 2,338,786.36</b>	<b>\$ 3,668,368.00</b>
<b>Total Positions</b>	<b>68</b>	<b>69</b>	<b>69</b>	<b>69</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$3,668,368, which is an increase of \$24,451 from the Fiscal 2020 amount of \$3,643,917. The salary increase is due to step increases for employees that are not at maximum pay which is offset by Fiscal 2021 having 52.2 weeks, whereas in Fiscal 2020 there were 52.4 weeks. The increase in ordinary maintenance is a result of radio site replacement; radio site generator fuel polishing; and radio site tower work.

# EMERGENCY COMMUNICATIONS

---

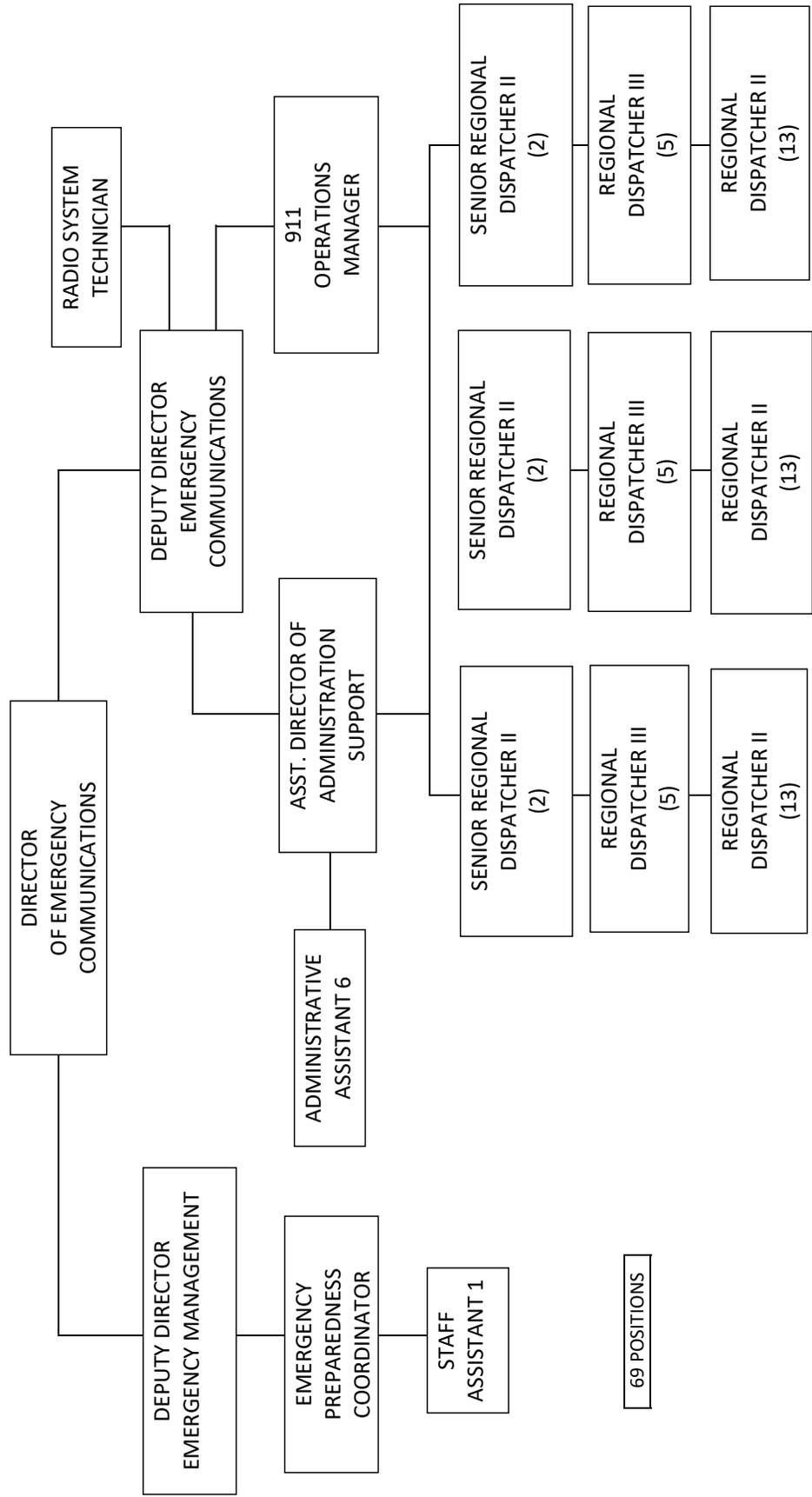
## Major Accomplishments of FY20

- Developed a citywide Active Shooter Hostile Event Response (ASHER) plan with the Worcester Fire Department, Worcester Police Department, and UMASS EMS.
- Hosted and facilitated a number of drills and exercises to build the plan based on real world scenarios.
- Continued and strengthened the Public Safety Task Force working group for coordination of emergency situations in the City.
- Coordinated with City departments to create an updated Hazardous Materials Response Plan.
- Contracted with Rave to add another layer to Smart911 to address tracking the locations and conducting outreach to people with access and functional needs.
- Coordinated the City response to COVID-19, including Emergency Operations Center operation, and resiliencies built to ensure the Emergency Communications Center remains operational.

## New and Continued Initiatives

- Facilitating workshops and exercises for the build out of a new Comprehensive Emergency Management Plan and Emergency Operations Center Plan.
- Increase public outreach for various division programs we manage (AlertWorcester and Smart911).
- Coordinate with Fire, Police, and Technical Services for the implementation of a new Computer Aided Dispatch/ Records Management System software.

# EMERGENCY COMMUNICATIONS DEPARTMENT ORGANIZATIONAL CHART



**MICHAEL SHANLEY, ACTING DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**EMERGENCY COMMUNICATIONS DEPARTMENT- DEPARTMENT #270**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
<b>EMERGENCY COMMUNICATIONS:</b>					
1	\$ 92,145.00	48EM	DIRECTOR OF EMERGENCY COMMUNICATIONS	1	\$ 91,789.00
1	72,318.00	45M	DEPUTY DIRECTOR, EMERG. COMMUNICATIONS	1	83,076.00
1	76,798.00	40M	911 OPERATIONS MANAGER	1	78,050.00
1	76,798.00	40M	ASSISTANT DIRECTOR OF ADMINISTRATION	1	78,050.00
1	69,724.00	38P	RADIO SYSTEM TECHNICIAN	1	71,639.00
1	51,904.00	33	ADMINISTRATIVE ASSISTANT 6	1	53,160.00
6	354,495.00	SD1	SENIOR REGIONAL DISPATCHER II	6	357,316.00
15	828,349.00	RD3	REGIONAL DISPATCHER III	15	827,109.00
39	1,850,964.00	RD2	REGIONAL DISPATCHER II	39	1,841,790.00
66	\$ 3,473,495.00		SALARIES	66	\$ 3,481,979.00
<b>EMERGENCY MANAGEMENT:</b>					
1	\$ 71,537.00	45M	DEPUTY DIRECTOR, EMERGENCY MANAGEMENT	1	\$ 81,384.00
1	77,656.00	40M	EMERGENCY PREPAREDNESS COORDINATOR	1	75,266.00
1	56,048.00	32	STAFF ASSISTANT I	1	48,237.00
3	\$ 205,241.00			3	\$ 204,887.00
69	\$ 3,678,736.00		TOTAL REGULAR SALARIES	69	\$ 3,686,866.00
	126,973.00		HOLIDAY PAY		121,961.00
	-		EM INCENTIVE PAY		3,693.00
	10,000.00		EMERGENCY MANAGEMENT STIPEND		10,000.00
	(133,000.00)		VACANCY FACTOR		(131,300.00)
69	\$ 3,682,709.00		TOTAL SALARIES	69	\$ 3,691,220.00
	(289,048.00)		<b>FUNDING SOURCES:</b>		(288,502.00)
	(1,015,743.00)		UMASS FUNDING		(1,015,743.00)
	(32,554.00)		9-1-1 SUPPORT GRANT FUNDING		(31,307.00)
	(1,337,345.00)		WRTA FUNDING		(1,335,552.00)
			TOTAL FUNDING SOURCES		
69	\$ 2,345,364.00	<b>270-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	69	\$ 2,355,668.00
	220,676.00		REGULAR OVERTIME		220,676.00
	14,862.00		SUMMER IMPACT OVERTIME		14,862.00
	3,800.00		SNOW TOWING OVERTIME		3,800.00
	239,338.00		TOTAL OVERTIME		239,338.00
	(24,903.00)		<b>FUNDING SOURCES:</b>		(24,856.00)
	(10,000.00)		UMASS FUNDING		(10,000.00)
	(34,903.00)		9-1-1 SUPPORT GRANT FUNDING		(34,856.00)
			TOTAL FUNDING SOURCES		
	\$ 204,435.00	<b>270-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 204,482.00

**MICHAEL SHANLEY, ACTING DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**EMERGENCY COMMUNICATIONS DEPARTMENT- DEPARTMENT #270**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
<b>GENERAL ORDINARY MAINTENANCE</b>					
	\$ 32,200.00		ELECTRICITY		\$ 25,000.00
	36,400.00		LEASES & RENTALS		49,000.00
	15,000.00		HIRED SERVICES		14,000.00
	9,000.00		TELEPHONE		12,518.00
	695,300.00		LONG TERM LEASE OVER \$100,000		695,300.00
	3,200.00		PRINTING		5,000.00
	212,068.00		MAINTENANCE SYSTEM SOFTWARE		201,000.00
	1,500.00		MAINTENANCE/REPAIR BUILDING		15,600.00
	12,000.00		MAINTENANCE/REPAIR EQUIPMENT		13,000.00
	11,000.00		MAINTENANCE/REPAIR VEHICLE		8,000.00
	8,200.00		CLEANING SUPPLIES		8,200.00
	3,000.00		CONSULTANTS		3,000.00
	4,500.00		HARDWARE NETWORK SUPPORT		4,500.00
	10,000.00		OFFICE SUPPLIES		15,000.00
	3,000.00		AUTO FUEL NO LEAD GAS		3,000.00
	10,000.00		PARTS/EQUIPMENT SUPPLIES		3,000.00
	3,000.00		COPY PAPER		3,000.00
	8,400.00		HARDWARE/DEVICES		8,400.00
	10,350.00		OTHER CHARGES & EXPENDITURES		15,700.00
	6,000.00		TRAVELING		6,000.00
	<u>\$ 1,094,118.00</u>		<b>TOTAL GENERAL ORDINARY MAINTENANCE</b>		<u>\$ 1,108,218.00</u>
<b>RECC CENTER ORDINARY MAINTENANCE</b>					
	\$ 70,800.00		ELECTRICITY		\$ 65,000.00
	1,600.00		LEASES & RENTALS		1,600.00
	8,400.00		HIRED SERVICES		11,600.00
	-		MAINTENANCE & REPAIR		2,400.00
	2,400.00		TELEPHONE		-
	41,000.00		SNOW REMOVAL		40,000.00
	700.00		EXTERMINATOR SERVICES		700.00
	2,300.00		RUBBISH REMOVAL		3,000.00
	18,500.00		MAINTENANCE/REPAIR BUILDING		21,400.00
	39,000.00		CLEANING SERVICES		39,000.00
	8,000.00		NATURAL GAS		8,000.00
	1,600.00		HARDWARE/DEVICES		1,600.00
	<u>\$ 194,300.00</u>		<b>TOTAL ORDINARY MAINTENANCE</b>		<u>\$ 194,300.00</u>
			<b>FUNDING SOURCES:</b>		
	(194,300.00)		9-1-1 SUPPORT GRANT FUNDING		(194,300.00)
	<u>(194,300.00)</u>		<b>TOTAL FUNDING SOURCES</b>		<u>(194,300.00)</u>
	<u>\$ -</u>		<b>TOTAL RECC ORDINARY MAINTENANCE</b>		<u>\$ -</u>
	<u>\$ 1,094,118.00</u>	<b>270-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,108,218.00</u>
	\$ 25,000.00		CAPITAL OUTLAY		\$ 25,000.00
			<b>FUNDING SOURCES:</b>		
	(25,000.00)		9-1-1 SUPPORT GRANT FUNDING		(25,000.00)
	<u>(25,000.00)</u>		<b>TOTAL FUNDING SOURCES</b>		<u>(25,000.00)</u>
	<u>\$ -</u>	<b>270-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ -</u>

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**EMERGENCY COMMUNICATIONS DEPARTMENT- DEPARTMENT #270**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
			<u>FRINGE BENEFITS:</u>		
	\$ 55,393.00		HEALTH INSURANCE		\$ 46,113.00
	30,206.00		RETIREMENT		30,148.00
	<u>\$ 85,599.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 76,261.00</u>
			<u>FUNDING SOURCES:</u>		
	<u>(85,599.00)</u>		UMASS FUNDING		<u>(76,261.00)</u>
	<u>(85,599.00)</u>		TOTAL FUNDING SOURCES		<u>(76,261.00)</u>
	<u>\$ -</u>	<b>270-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 3,643,917.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 3,668,368.00</u>

# INSPECTIONAL SERVICES

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

The mission of the Department of Inspectional Services is to improve the quality of life for all who come to live, work and play in the City of Worcester by protecting the health, safety and environmental stability of Worcester’s business and residential community.

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 3,293,898.34	\$ 3,729,974.00	\$ 2,682,013.40	\$ 3,785,434.00
Overtime	24,114.52	28,000.00	22,507.03	28,000.00
Ordinary Maintenance	322,760.45	314,054.00	215,271.46	314,054.00
<b>Total</b>	<b>\$ 3,640,773.31</b>	<b>\$ 4,072,028.00</b>	<b>\$ 2,919,791.89</b>	<b>\$ 4,127,488.00</b>
<b>Total Positions</b>	61	63	63	63

## Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$4,127,488, which is an increase of \$55,460 from the Fiscal 2020 amount of \$4,072,028. The salary increase is due increases for employees that are not at maximum pay. This is offset by a Chief Sanitarian position being replaced by a Project Coordinator position at a lower pay grade; and Fiscal 2021 having 52.2 weeks whereas in Fiscal 2020 there were 52.4 weeks.

## Major Accomplishments of FY20

- Issued over 16,200 permits and licenses, and conducted over 49,000 inspections which reflects an 8% overall increase from FY19.
- Increased 780 CMR 110.7 inspections by 55%.
- Responded to approximately 12,000 work orders for Building, Housing, and Health permits received through the Customer Service Response System an increase of 30% from FY19, and over 18,000 inspections an increase of 20% from FY19.
- Over 10,275 violations of Federal, State Code and Local Ordinances were ordered to be corrected by Building, Health and Housing inspectors. As has been the historical trend, 85% are corrected within 30 days, 95% within 60 days and 99% within 90 days.
- In those instances where appropriate corrective action leading to compliance was not achieved, the Department sought relief with the assistance of the Law Department for adjudication within the Worcester Housing Court. Approximately 700 cases were brought before the court and over 99% were adjudicated in the City’s favor.
- Digitized building permit rolled plans back to 2011 eliminating the need to store paper plans.

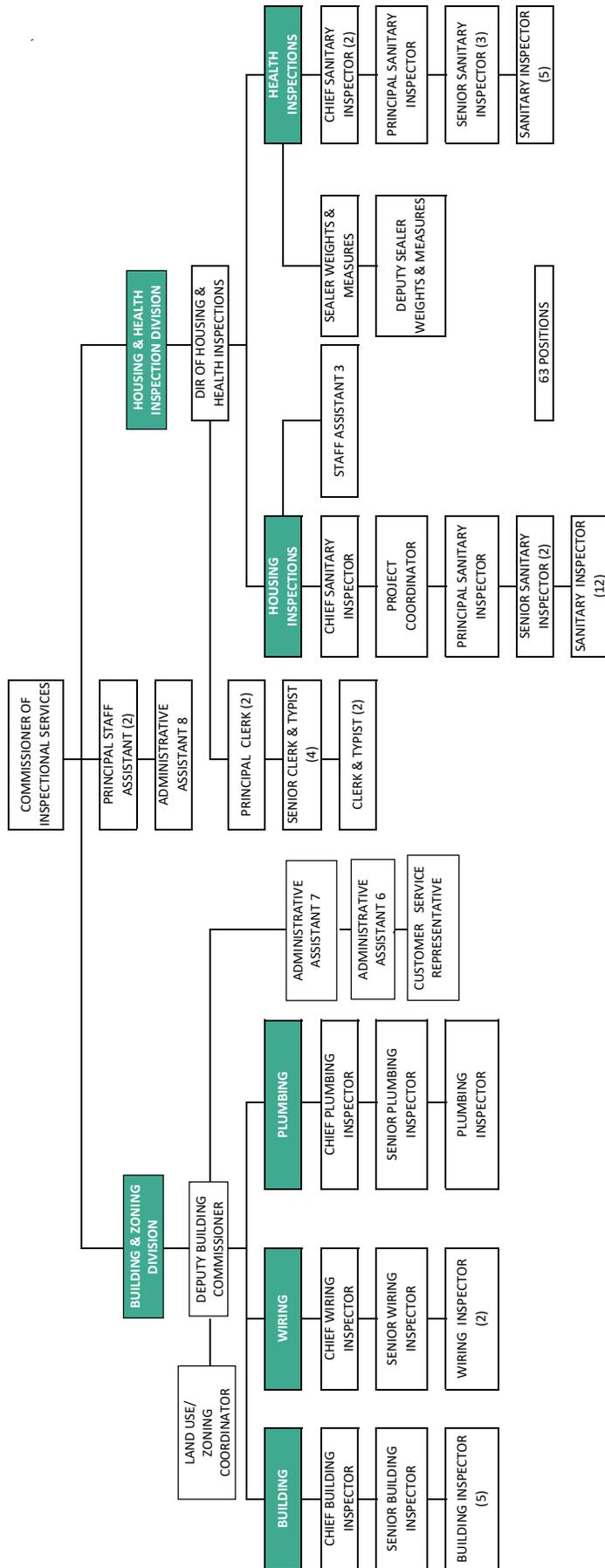
# INSPECTIONAL SERVICES

---

## New and Continued Initiatives

- Increase of permits overall by 15% due to additional staffing.
- Increase of *780 CMR 110.7* Certificate of Use and Occupancy inspections by 25% due to additional staff and by expanding the program to incorporate the inspection of three family dwellings every five years.
- Continue scanning building permit rolled plans to electronic files to eliminate paper storage files; complete years 2007, 2008 and 2009.
- Review regulations and ordinances and their effectiveness to ensure that the work of the department is the most effective.
- Create a social media presence for the department providing twitter updates of seasonal information such as food safety tips relating to the loss of electricity, barbecues; to required installation for pellet stoves or pools, heating requirements, no heat reporting, and permitting.
- Collaborate with Fire Prevention in the most challenging cases that are presented to both departments to ensure the safety of our housing stock.
- Coordinate with Technical Services to transition to cloud based system to enable all units to complete inspections in the field with current technology and make them available on the City's website.

**DEPARTMENT OF INSPECTIONAL SERVICES  
ORGANIZATIONAL CHART**



**JOHN R. KELLY, COMMISSIONER OF INSPECTIONAL SERVICES**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF INSPECTIONAL SERVICES- DEPARTMENT #280**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
<b>INSPECTIONAL SERVICES ADMINISTRATION DIVISION:</b>					
1	\$ 125,732.00	58CM	COMMISSIONER OF INSPECTIONAL SERVICES	1	\$ 125,260.00
2	152,443.00	40M	PRINCIPAL STAFF ASSISTANT	2	154,555.00
1	72,962.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	72,684.00
4	\$ 351,137.00		REGULAR SALARIES	4	\$ 352,499.00
<b>BUILDING &amp; ZONING DIVISION:</b>					
1	\$ 94,026.00	51EM	DEPUTY BUILDING COMMISSIONER	1	\$ 93,668.00
1	71,537.00	45M	LAND USE & ZONING COORDINATOR	1	71,264.00
1	88,871.00	45M	CHIEF WIRE INSPECTOR	1	91,852.00
1	88,871.00	45M	CHIEF PLUMBING & GASFITTING INSPECTOR	1	91,852.00
1	88,871.00	45M	CHIEF BUILDING INSPECTOR	1	91,852.00
1	79,675.00	39HC	SENIOR BUILDING INSPECTOR	1	81,139.00
1	81,286.00	39HC	SENIOR WIRING INSPECTOR	1	81,370.00
1	81,682.00	39HC	SENIOR PLUMBING & GASFITTING INSPECTOR	1	81,370.00
5	293,527.00	35HC	BUILDING INSPECTOR	5	307,429.00
1	63,161.00	35HC	PLUMBING AND GASFITTING INSPECTOR	1	65,264.00
2	129,349.00	35HC	WIRING INSPECTOR	2	133,427.00
1	62,928.00	35	ADMINISTRATIVE ASSISTANT, GRADE 7	1	63,309.00
1	52,941.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	53,265.00
2	75,778.00	22	SENIOR CLERK AND TYPIST	2	77,469.00
1	38,632.00	22	CUSTOMER SERVICE REPRESENTATIVE	1	40,232.00
21	\$ 1,391,135.00		REGULAR SALARIES	21	\$ 1,424,762.00
<b>HOUSING INSPECTIONS DIVISION:</b>					
1	\$ 100,483.00	51EM	DIRECTOR OF HOUSING & HEALTH INSPECTIONS	1	\$ 100,099.00
2	183,750.00	45M	CHIEF SANITARIAN	1	92,311.00
0	-	41M	PROJECT COORDINATOR	1	61,889.00
1	73,402.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	73,122.00
1	68,330.00	37	STAFF ASSISTANT 3	1	68,069.00
2	132,048.00	33HC	SENIOR SANITARY INSPECTOR	2	131,544.00
12	606,918.00	31HC	SANITARY INSPECTOR	12	631,114.00
2	92,443.00	27	PRINCIPAL CLERK	2	94,595.00
4	152,464.00	22	SENIOR CLERK AND TYPIST	4	156,000.00
25	\$ 1,409,838.00		REGULAR SALARIES	25	\$ 1,408,743.00
<b>HEALTH INSPECTIONS DIVISION:</b>					
2	\$ 162,189.00	45M	CHIEF SANITARIAN	2	\$ 169,751.00
1	88,871.00	45M	SEALER OF WEIGHTS AND MEASURES	1	91,852.00
1	51,248.00	36HC	PRINCIPAL SANITARY INSPECTOR	1	51,052.00
3	198,072.00	33HC	SENIOR SANITARY INSPECTOR	3	197,316.00
1	57,158.00	32	DEPUTY SEALER OF WEIGHTS & MEASURES	1	56,940.00
5	264,513.00	31HC	SANITARY INSPECTOR	5	271,994.00
13	\$ 822,051.00		REGULAR SALARIES	13	\$ 838,905.00
63	\$ 3,974,161.00		TOTAL REGULAR SALARIES	63	\$ 4,024,909.00
	(100,000.00)		VACANCY FACTOR		(100,000.00)
	8,654.00		EM INCENTIVE PAY		7,596.00
	6,240.00		CONTRACTUAL STIPENDS		11,440.00
	\$ 3,889,055.00		TOTAL SALARIES		\$ 3,943,945.00
	\$ (133,332.00)		<b>FUNDING SOURCES:</b>		\$ (132,824.00)
	(21,007.00)		BOND FUNDS		(20,873.00)
	(4,742.00)		SEWER REVENUES		(4,814.00)
	\$ (159,081.00)		WATER REVENUES		\$ (158,511.00)
	\$ 3,729,974.00	280-91000	TOTAL FUNDING SOURCES		\$ 3,785,434.00
			<b>TOTAL RECOMMENDED PERSONNEL SERVICES</b>		<b>\$ 3,785,434.00</b>

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	\$ 94,875.00		REGULAR OVERTIME		\$ 94,875.00
	5,125.00		SEWER INSPECTIONS		5,125.00
	<u>\$ 100,000.00</u>		TOTAL OVERTIME		<u>\$ 100,000.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (72,000.00)		CDBG GRANT		\$ (72,000.00)
	<u>\$ (72,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (72,000.00)</u>
	<u>\$ 28,000.00</u>	<b>280-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 28,000.00</u>
	\$ 24,000.00		LEASES & RENTALS		\$ 20,000.00
	50,000.00		TELEPHONES		54,000.00
	63,000.00		CONSTABLES		63,000.00
	10,000.00		NETWORK, HARDWARE, SOFTWARE		5,000.00
	1,300.00		NEWSPAPER ADVERTISING		1,300.00
	8,500.00		REGISTRATION FEES		8,500.00
	2,500.00		LEGAL FILING FEES		2,500.00
	20,000.00		EXTERMINATOR SERVICES		20,000.00
	2,500.00		PRINTING		6,600.00
	40,000.00		MAINTENANCE SYSTEM SOFTWARE		40,000.00
	46,675.00		MAINTENANCE/REPAIR VEHICLE		46,675.00
	2,450.00		MEMBERSHIP DUES		2,450.00
	500.00		BOOKS		1,000.00
	2,000.00		BUILDING SUPPLIES		1,500.00
	8,000.00		OFFICE SUPPLIES		6,000.00
	5,000.00		PRINTING SUPPLIES		5,000.00
	25,025.00		AUTO FUEL NO LEAD GAS		25,025.00
	1,500.00		PARTS/EQUIPMENT SUPPLIES		4,000.00
	2,000.00		COPY PAPER		2,000.00
	5,000.00		HARDWARE/DEVICES		5,000.00
	2,050.00		OTHER CHARGES & EXPENDITURES		2,750.00
	2,000.00		TRAVELING		2,000.00
	1,500.00		LICENSES		1,200.00
	<u>\$ 325,500.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 325,500.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (9,765.00)		SEWER REVENUES		\$ (9,765.00)
	(1,681.00)		WATER REVENUES		(1,681.00)
	<u>\$ (11,446.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (11,446.00)</u>
	<u>\$ 314,054.00</u>	<b>280-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 314,054.00</u>
	\$ 34,027.00		HEALTH INSURANCE		\$ 36,632.00
	13,933.00		RETIREMENT		13,880.00
	<u>\$ 47,960.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 50,512.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (47,960.00)		BONDS		\$ (50,512.00)
	<u>\$ (47,960.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (50,512.00)</u>
	<u>\$ -</u>	<b>280-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 4,072,028.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 4,127,488.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# WORCESTER MEMORIAL AUDITORIUM

---

**Christopher Rodwill - Chairman**  
Lincoln Square  
Worcester, Massachusetts 01609  
(508) 799-1190

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Ordinary Maintenance	\$ 86,719.50	\$ 90,200.00	\$ 64,614.01	\$ 90,200.00
<b>Total</b>	<b>\$ 86,719.50</b>	<b>\$ 90,200.00</b>	<b>\$ 64,614.01</b>	<b>\$ 90,200.00</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be level funded at \$90,200.

**CHRISTOPHER RODWILL, CHAIRMAN**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**WORCESTER MEMORIAL AUDITORIUM- #740**

APPROVED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
\$ 45,000.00	NATURAL GAS	\$ 40,000.00
-	BUILDING MAINTENANCE SERVICES	2,500.00
19,000.00	ELECTRICITY	30,000.00
300.00	SECURITY SERVICES	300.00
400.00	MAINTENANCE SYSTEM SOFTWARE	400.00
25,000.00	MAINTENANCE & REPAIR BUILDING	16,500.00
500.00	BUILDING SUPPLIES	500.00
<u>\$ 90,200.00</u>	<b>740-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 90,200.00</u>
<u>\$ 90,200.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 90,200.00</u>

# PUBLIC WORKS

**Paul J. Moosey- Commissioner**

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

The Department of Public Works & Parks provides high quality, cost effective, efficient, safe services involving public infrastructure and facilities that enhance the quality of life, and support growth in the City of Worcester.

The Department of Public Works & Parks is dedicated to maintaining and enhancing the infrastructure and appearance of the City. Responsibilities include:

- Delivery of safe, potable drinking water;
- Design and construction management of streets, bridges and public buildings;
- Managing parking garages and surface lots;
- Managing stormwater and the proper disposal of sewage;
- Protecting our urban forest;
- Street lighting;
- Weekly household trash and recycling collection; and
- Year-round street maintenance and repair.

It is also our vision to enrich the lives of residents by providing welcoming parks and to preserve, enhance, and protect our open spaces for present and future generations.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 5,713,815.40	\$ 5,802,164.00	\$ 2,732,867.04	\$ 5,689,611.00
Overtime	817,309.96	635,038.00	658,071.42	635,038.00
Ordinary Maintenance	7,585,615.63	8,529,949.00	5,411,959.76	9,277,455.00
Capital Outlay	850,223.25	18,579.00	-	-
<b>Total</b>	<b>\$ 14,966,964.24</b>	<b>\$14,985,730.00</b>	<b>\$ 8,802,898.22</b>	<b>\$ 15,602,104.00</b>
<b>Total Positions</b>	201	201	201	201

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$15,602,104, which is an increase of \$616,374 from the Fiscal 2020 amount of \$14,985,730. The salary budget decreased by \$112,553, which is a result of vacant positions budgeted at a lower step; and Fiscal 2021 having 52.2 weeks, whereas in Fiscal 2020 there were 52.4 weeks. The decrease in salaries is offset by a regrade of the Customer Service Manager.

The increase in Ordinary Maintenance is a result of an increase in Lakes & Ponds programming: upgrade to Verizon data & devices; an increase in line painting; costs associated with baseball plan/sweeping, etc.; Wheelabrator contract increase; Waste Zero contract increase; and Casella contract increases.

# PUBLIC WORKS

---

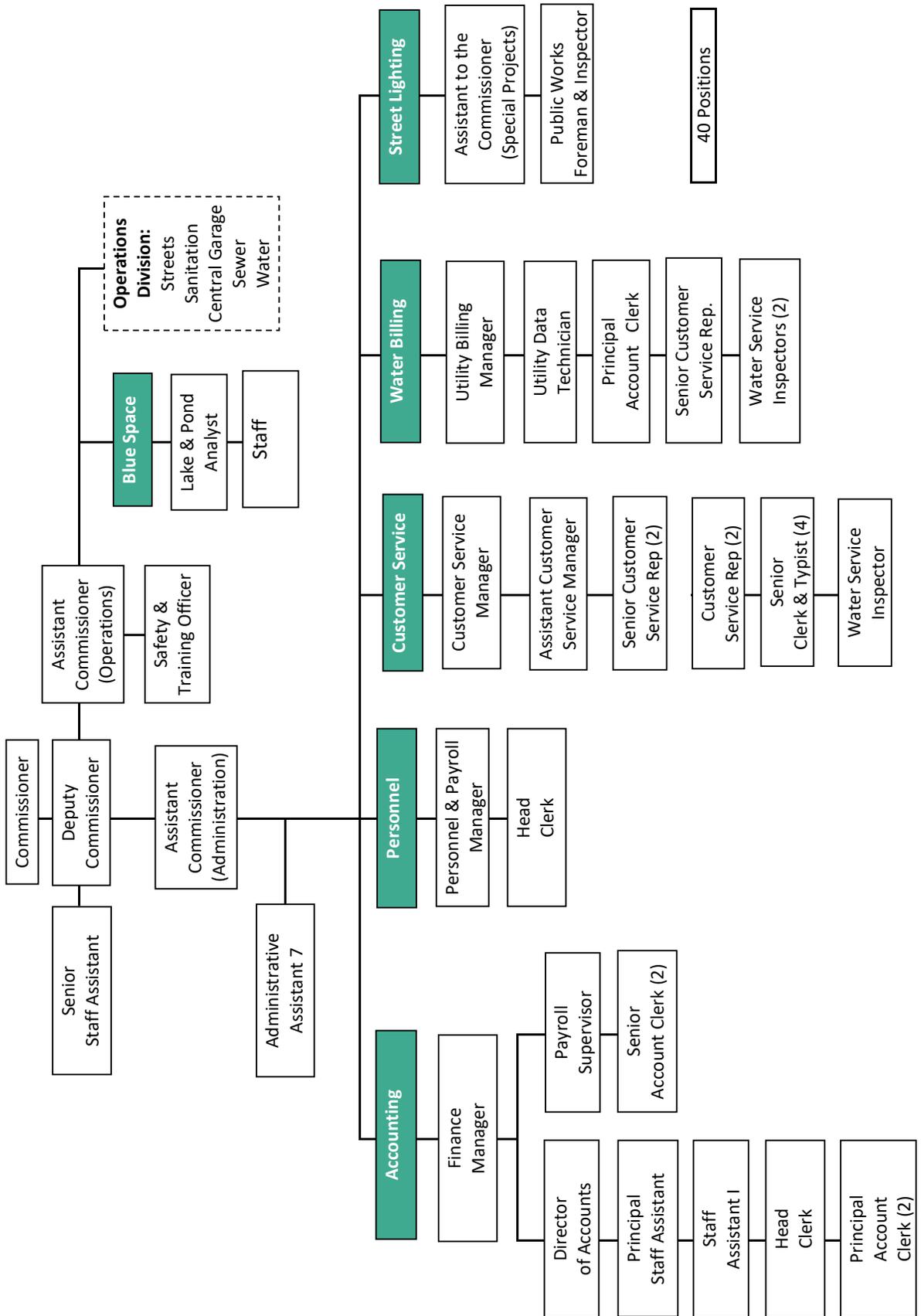
## Major Accomplishments of FY20

- Provided core municipal services including receiving more than 80,000 calls to the Customer Service Center.
- Collected 22,000 tons of residential solid waste.
- Provided for more than 5,900 bulk waste drop off appointments due in large part to the convenience of residents scheduling appointments online.
- Expanded web and mobile access to more customer service requests and deployed additional maps to allow tracking of construction related traffic notices, as well as the leaf pick up and street sweeping programs.
- In FY20, repaired more than 5,844 potholes as of March 2020.
- Began construction of a new downtown Worcester ballpark and surrounding infrastructure.
- Continued construction on a new South High School to be complete and open in September 2021.
- Carried out the objectives of the Blue Space Program, including water testing, invasive species mitigation, community education, and prioritizing and aligning lake management goals of the community.
- Continued the Route 20 Sewer extension project to encourage new commercial and industrial development along a key commercial corridor in Worcester.
- Completed the City of Worcester Integrated Water Resources Management Plan and submitted to EPA in October 2019, a comprehensive plan that allows the City to prepare for the next 50 years of investments in our Water and Sewer infrastructure in a way that is effective and affordable.

## New and Continued Initiatives

- Completing the Pearl Elm Garage improvements.
- Continuing design and construction on the infrastructure supporting the new downtown Worcester ballpark.
- Continuing implementation of a maintenance management system to track critical maintenance of infrastructure assets.
- Continuing to support the Worcester Public Schools applications for MSBA support to continue improvements to Worcester's existing school buildings, and to pursue the construction of a new Doherty High School.
- Prepare infrastructure for Biotech Park at the former Worcester Hospital site.

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



**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 170,158.00	58CM	COMMISSIONER PUBLIC WORKS	1	\$ 169,504.00
1	145,000.00	53EM	DEPUTY COMMISSIONER PUBLIC WORKS	1	144,447.00
1	126,886.00	51EM	ASSISTANT COMMISSIONER- OPERATIONS	1	126,408.00
1	123,423.00	51EM	ASSISTANT COMMISSIONER- ADM. & FINANCE	1	122,942.00
1	97,190.00	43EM	ASSISTANT TO COMM.- SPECIAL PROJECTS	1	96,821.00
1	94,027.00	48M	DIRECTOR OF ACCOUNTS, PUBLIC WORKS	1	93,668.00
1	97,485.00	46M	PERSONNEL & PAYROLL MANAGER	1	97,113.00
1	84,092.00	45M	FINANCE MANAGER	1	83,771.00
1	94,027.00	45M	UTILITY BILLING MANAGER	1	93,668.00
1	64,348.00	42M	SAFETY & TRAINING OFFICER	1	79,392.00
1	59,799.00	40M	PRINCIPAL STAFF ASSISTANT	1	59,571.00
1	75,582.00	39M	SENIOR STAFF ASSISTANT	1	75,294.00
0	-	39M	CUSTOMER SERVICE MANAGER	1	64,102.00
1	59,281.00	38	CUSTOMER SERVICE MANAGER	0	-
1	62,315.00	36	PUBLIC WORKS FOREMAN & INSPECTOR	1	64,478.00
1	64,725.00	35HC	LAKE & POND ANALYST	1	64,478.00
1	63,551.00	35	ADMINISTRATIVE ASSISTANT 7	1	63,309.00
1	61,434.00	34	UTILITY DATA TECHNICIAN	1	61,200.00
1	46,427.00	34	ASSISTANT CUSTOMER SERVICE MANAGER	1	47,628.00
1	56,599.00	32	PAYROLL SUPERVISOR	1	56,940.00
2	86,272.00	32	STAFF ASSISTANT 1	2	100,169.00
2	105,882.00	30	HEAD CLERK	2	106,530.00
3	143,943.00	28	PRINCIPAL ACCOUNT CLERK	3	136,288.00
3	103,919.00	28	SENIOR CUSTOMER SERVICE REP.	3	118,158.00
3	135,857.00	26	WATER SERVICE INSPECTOR	3	118,230.00
2	89,242.00	25	SENIOR ACCOUNT CLERK	2	89,784.00
2	81,026.00	22	CUSTOMER SERVICE REP.	2	77,562.00
4	144,553.00	22	SENIOR CLERK AND TYPIST	4	134,190.00
<b>40</b>	<b>2,537,043.00</b>		<b>TOTAL REGULAR SALARIES</b>	<b>40</b>	<b>2,545,645.00</b>
	15,553.00		EM INCENTIVE PAY		14,074.00
	(58,240.00)		VACANCY FACTOR		(58,240.00)
	5,005.00		METER REPAIR/INSTALLATION STIPEND		5,005.00
	<u>2,499,361.00</u>		<b>TOTAL RECOMMENDED SALARIES</b>		<u>2,506,484.00</u>
			<b>FUNDING SOURCES:</b>		
	(10,622.00)		GOLF REVENUES		(10,652.00)
	(751,059.00)		SEWER REVENUES		(753,151.00)
	(1,267,520.00)		WATER REVENUES		(1,321,135.00)
	(6,000.00)		PROJECT FUNDING		(6,000.00)
	<u>(2,035,201.00)</u>		<b>TOTAL FUNDING SOURCES</b>		<u>(2,090,938.00)</u>
<b>40</b>	<b>\$ 464,160.00</b>	<b>4101-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>40</b>	<b>\$ 415,546.00</b>
	\$ 31,110.00		OVERTIME		\$ 31,110.00
	<u>\$ 31,110.00</u>	<b>4101-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 31,110.00</u>
	\$ 67,632.00		ELECTRICITY		\$ 60,632.00
	10,000.00		LEASES & RENTALS		10,000.00
	60,000.00		TELEPHONE		79,500.00
	500.00		PRINTING		500.00
	5,000.00		MAINTENANCE SYSTEM SOFTWARE		15,000.00
	3,500.00		MAINTENANCE/REPAIR BUILDING		3,500.00
	-		TRAINING CERTIFICATIONS		1,000.00
	7,100.00		CLEANING SERVICES		7,100.00

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF ADMINISTRATION/FINANCE- DIVISION #4101**

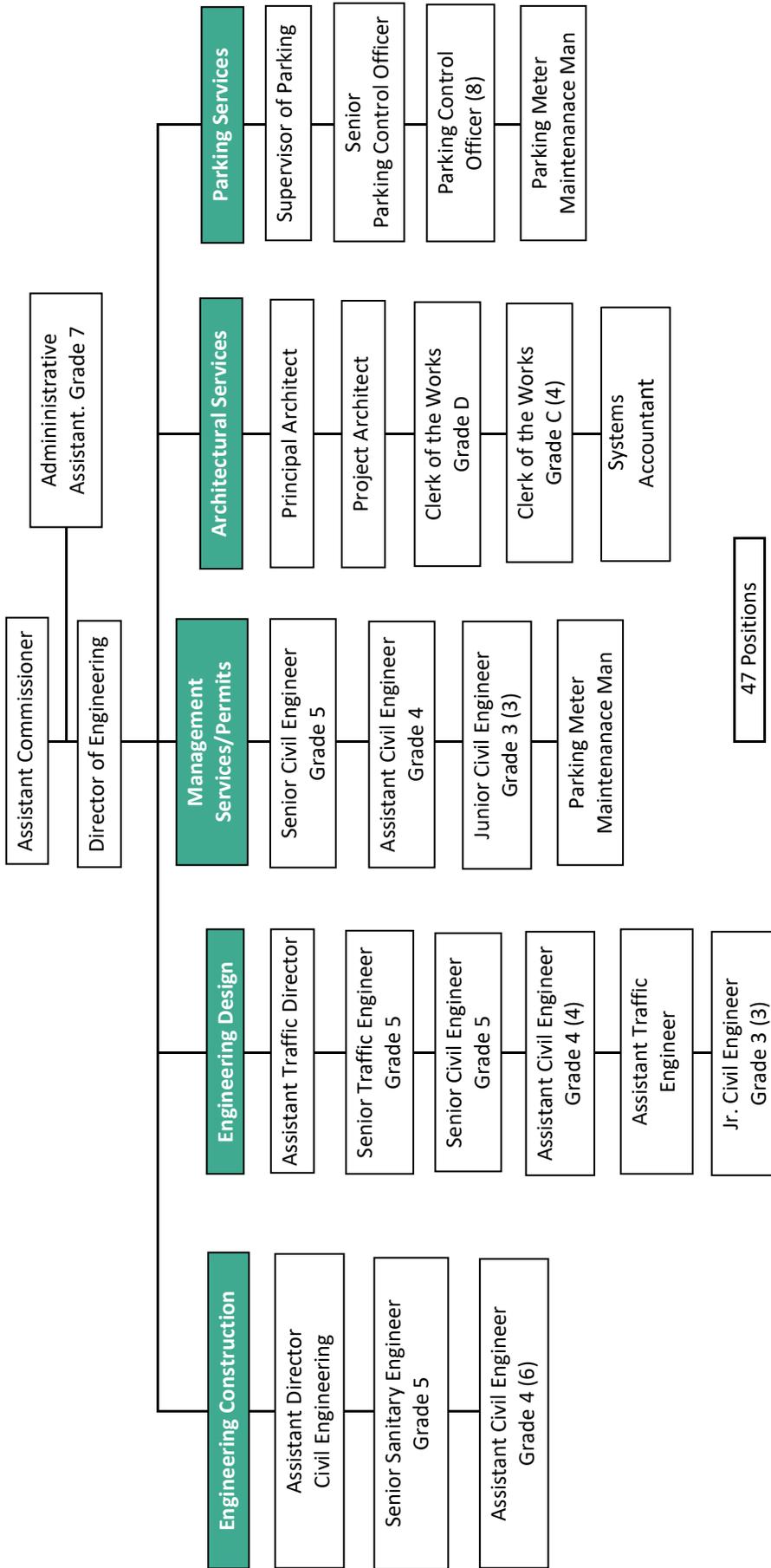
FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	\$ 160,000.00		ENVIRONMENTAL SERVICES		\$ 170,000.00
	2,000.00		HARDWARE NETWORK SUPPORT		2,000.00
	9,500.00		MEMBERSHIP DUES		9,500.00
	1,000.00		EDUCATIONAL SUPPLIES		1,000.00
	14,000.00		OFFICE SUPPLIES		11,000.00
	58,000.00		NATURAL GAS		50,000.00
	3,000.00		PRINTING SUPPLIES		3,000.00
	6,000.00		LABORATORY SUPPLIES		6,000.00
	1,000.00		PARTS/EQUIPMENT SUPPLIES		1,000.00
	2,500.00		SUBSCRIPTIONS		2,500.00
	1,700.00		COPY PAPER		1,700.00
	21,300.00		HARDWARE/DEVICES		17,300.00
	8,950.00		OTHER CHARGES & EXPENDITURES		10,450.00
	120,000.00		CENTREX TELEPHONES		120,000.00
	<u>\$ 562,682.00</u>		TOTAL RECOMMENDED ORDINARY MAINTENANCE		<u>\$ 582,682.00</u>
			<u>FUNDING SOURCES:</u>		
	(55,011.00)		SEWER REVENUES		(56,966.00)
	(48,809.00)		WATER REVENUES		(50,544.00)
	<u>(103,820.00)</u>		TOTAL FUNDING SOURCES		<u>(107,510.00)</u>
	<u>\$ 458,862.00</u>	<b>4101-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 475,172.00</u>
	\$ 8,579.00		CAPITAL OUTLAY		\$ -
	<u>\$ 8,579.00</u>	<b>4101-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ -</u>
	<u>\$ 962,711.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 921,828.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

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



**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
<b>ENGINEERING SECTION</b>					
1	\$ 124,406.00	51EM	ASSISTANT COMMISSIONER- ENG. & ARCH. SERV.	1	\$ 123,923.00
1	106,576.00	47EM	DIRECTOR OF DPW ENGINEERING	1	106,175.00
1	104,968.00	48M	ASSISTANT TRAFFIC DIRECTOR	1	104,568.00
1	96,677.00	46M	SUPERVISOR OF PARKING	1	97,113.00
1	102,581.00	48M	ASSISTANT DIRECTOR CIVIL ENGINEERING	1	104,364.00
1	90,632.00	44M	SENIOR TRAFFIC ENGINEER, GRADE 5	1	90,286.00
2	181,264.00	44M	SENIOR CIVIL ENGINEER, GRADE 5	2	159,086.00
1	90,632.00	44M	SENIOR SANITARY ENGINEER, GRADE 5	1	61,522.00
1	70,716.00	41	ASSISTANT TRAFFIC ENGINEER, GRADE 4	1	72,922.00
11	785,558.00	41	ASSISTANT CIVIL ENGINEER, GRADE 4	11	785,817.00
6	392,174.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	6	384,042.00
1	63,551.00	35	ADMINISTRATIVE ASSISTANT 7	1	47,628.00
1	57,158.00	32	SENIOR PARKING CONTROL OFFICER	1	56,940.00
2	90,741.00	26	PARKING METER MAINTENANCE MAN	2	91,371.00
8	315,474.00	22	PARKING CONTROL OFFICER	8	309,250.00
<b>39</b>	<b>2,673,108.00</b>		<b>REGULAR SALARIES</b>	<b>39</b>	<b>2,595,007.00</b>
<b>ARCHITECTURAL SECTION</b>					
1	\$ 99,414.00	48EM	PRINCIPAL ARCHITECT	1	\$ 99,034.00
1	74,094.00	46M	PROJECT ARCHITECT	1	73,811.00
1	76,043.00	40	CLERK OF WORKS - BLD. MAINT. GRADE D	1	75,753.00
4	277,071.00	39	CLERK OF WORKS - BLD. MAINT. GRADE C	4	269,666.00
1	62,991.00	38P	SYSTEMS ACCOUNTANT	1	65,056.00
<b>8</b>	<b>589,613.00</b>		<b>REGULAR SALARIES</b>	<b>8</b>	<b>583,320.00</b>
<b>47</b>	<b>3,262,721.00</b>		<b>TOTAL REGULAR SALARIES</b>	<b>47</b>	<b>3,178,327.00</b>
	3,376.00		EM INCENTIVE PAY		2,929.00
	(127,188.00)		VACANCY FACTOR		(127,188.00)
	31,000.00		TEMPORARY STAFF		31,000.00
	38,919.00		EDUCATIONAL STIPENDS- MEO		42,284.00
<b>47</b>	<b>3,208,828.00</b>			<b>47</b>	<b>3,127,352.00</b>
<b>FUNDING SOURCES:</b>					
	(854,940.00)		SEWER REVENUES		(833,864.00)
	(129,951.00)		WATER REVENUES		(126,747.00)
	(249,227.00)		PROJECT FUNDING STREETS		(250,330.00)
	(484,113.00)		PROJECT FUNDING ARCHITECTURAL SERVICES		(478,973.00)
	<b>(1,718,231.00)</b>		<b>TOTAL FUNDING SOURCES</b>		<b>(1,689,914.00)</b>
<b>47</b>	<b>\$ 1,490,597.00</b>	<b>4102-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>47</b>	<b>\$ 1,437,438.00</b>
	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
	<b>\$ 81,793.00</b>	<b>4102-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<b>\$ 81,793.00</b>

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF ENGINEERING & ARCHITECTURAL SERVICES- DIVISION #4102**

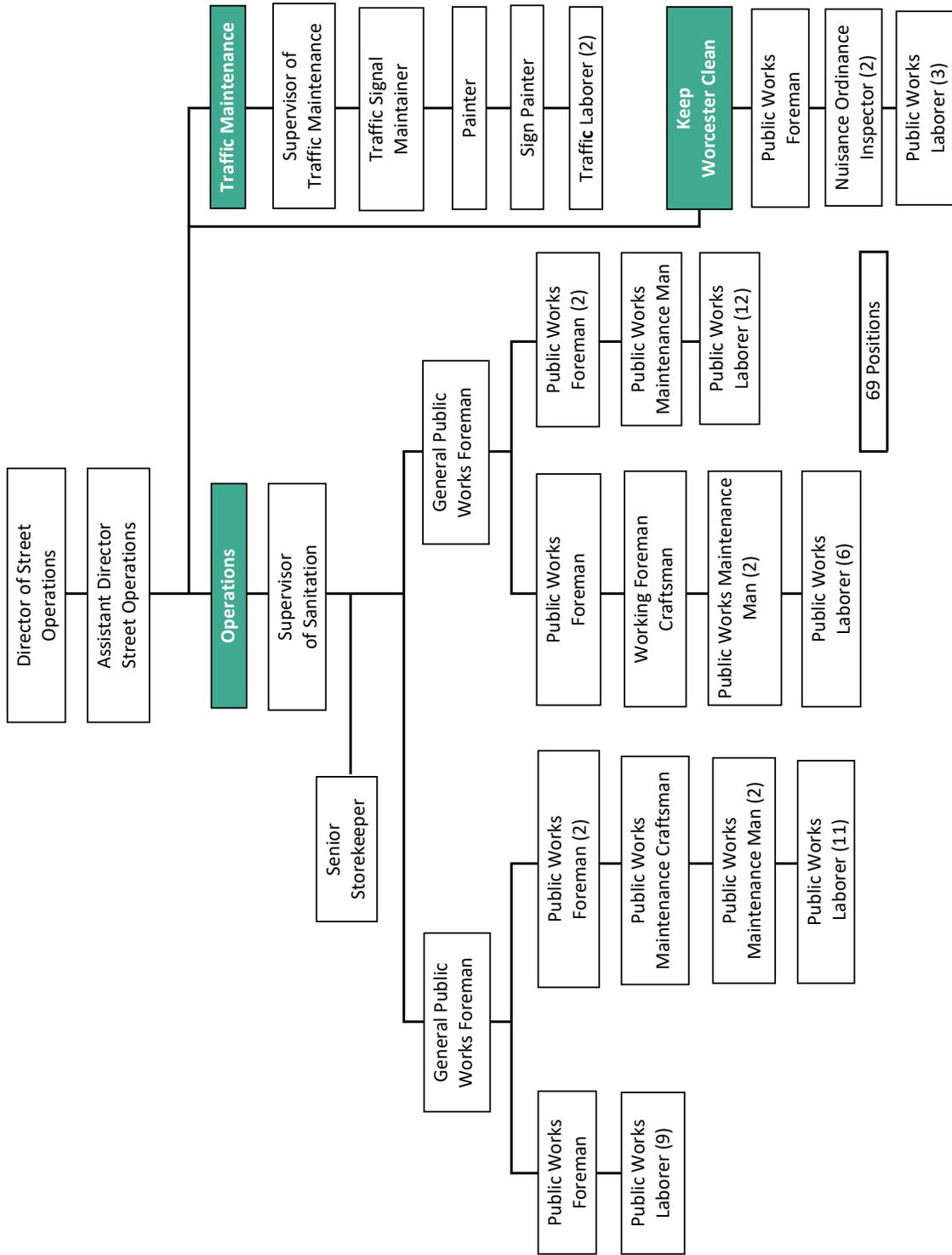
FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	\$ 83,000.00		ELECTRICITY		\$ 83,000.00
	7,000.00		LEASES & RENTALS		7,000.00
	8,000.00		SPECIAL POLICE		8,000.00
	19,000.00		TELEPHONES		9,000.00
	6,000.00		NEWSPAPER ADVERTISING		6,000.00
	2,900.00		REGISTRATION FEES		2,900.00
	6,500.00		PRINTING		6,500.00
	29,000.00		MAINTENANCE SYSTEM SOFTWARE		39,000.00
	35,000.00		MAINTENANCE SYSTEM BUILDING		5,000.00
	158,000.00		MAINTENANCE/REPAIR EQUIPMENT		102,000.00
	2,000.00		ENVIRONMENTAL SERVICES		2,000.00
	2,000.00		HARDWARE NETWORK SUPPORT		2,000.00
	2,300.00		MEMBERSHIP DUES		2,300.00
	4,000.00		BUILDING SUPPLIES		1,000.00
	9,400.00		OFFICE SUPPLIES		8,400.00
	4,800.00		PRINTING SUPPLIES		4,800.00
	31,000.00		PARTS/EQUIPMENT SUPPLIES		120,700.00
	1,500.00		SAFETY SUPPLIES		1,800.00
	1,500.00		COPY PAPER		1,500.00
	2,500.00		HARDWARE/DEVICES		2,500.00
	5,300.00		OTHER CHARGES & EXPENDITURE		5,300.00
	<u>\$ 420,700.00</u>	<b>4102-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 420,700.00</u>
	<u>\$ 1,993,090.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,939,931.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

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



**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF STREETS- DIVISION #4103**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 108,243.00	51EM	DIRECTOR, STREET OPERATIONS	1	\$ 107,825.00
1	97,485.00	46M	ASSISTANT DIRECTOR STREET OPERATIONS	1	73,811.00
1	75,582.00	39M	SUPERVISOR OF SANITATION	1	75,294.00
1	75,582.00	39M	SUPERVISOR OF TRAFFIC MAINTENANCE	1	75,294.00
2	141,900.00	38	GENERAL PUBLIC WORKS FOREMAN	2	141,358.00
7	400,596.00	34	PUBLIC WORKS FOREMAN	7	399,878.00
2	102,503.00	32	NUISANCE ORDINANCE INSPECTOR	2	90,577.00
1	53,469.00	32	WORKING FOREMAN, CRAFTMAN	1	53,265.00
1	54,814.00	32	TRAFFIC SIGNAL MAINTAINER	1	56,143.00
1	53,469.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	53,265.00
1	45,064.00	28	SENIOR STOREKEEPER	1	44,892.00
1	41,406.00	27	PAINTER	1	42,614.00
1	48,334.00	27	SIGN PAINTER	1	48,150.00
5	200,429.00	26	PUBLIC WORKS MAINTENANCE MAN	5	201,465.00
41	1,702,874.00	24	PUBLIC WORKS LABORER	41	1,671,644.00
2	82,326.00	24	TRAFFIC LABORER	2	72,763.00
<b>69</b>	<b>3,284,076.00</b>		<b>REGULAR SALARIES</b>	<b>69</b>	<b>3,208,238.00</b>
	2,634.00		EM INCENTIVE PAY		2,324.00
	345,745.00		CONTRACTUAL STIPENDS - MEO		345,745.00
	35,000.00		DOWNTOWN STREETSCAPE - POOL LABOR		35,000.00
	(103,381.00)		VACANCY FACTOR		(103,381.00)
	<b>3,564,074.00</b>		<b>TOTAL RECOMMENDED SALARIES</b>		<b>3,487,926.00</b>
			<b>FUNDING SOURCES:</b>		
	(1,072,926.00)		SEWER REVENUES		(1,050,649.00)
	(445,120.00)		WATER REVENUES		(435,878.00)
	<b>(1,518,046.00)</b>		<b>TOTAL FUNDING SOURCES</b>		<b>(1,486,527.00)</b>
<b>69</b>	<b>\$ 2,046,028.00</b>	<b>4103-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>69</b>	<b>\$ 2,001,399.00</b>
	\$ 40,160.00		SUNDAY YARD WASTE DROP OFF		\$ 40,160.00
	309,948.00		REGULAR OVERTIME		309,948.00
	<b>350,108.00</b>	<b>4103-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<b>350,108.00</b>
	\$ 3,700.00		ELECTRICITY		\$ 3,700.00
	5,000.00		LEASES & RENTALS		5,000.00
	24,000.00		SPECIAL POLICE		19,000.00
	1,075,000.00		HIRED SERVICES		455,000.00
	11,800.00		TELEPHONES		7,800.00
	2,500.00		REGISTRATION FEES		-
	5,000.00		PRINTING		4,000.00
	15,000.00		MAINTENANCE/REPAIR BUILDING		15,000.00
	9,000.00		MAINTENANCE/REPAIR EQUIPMENT		4,000.00
	3,000.00		TRAINING CERTIFICATES		3,000.00
	8,000.00		MAINTENANCE/REPAIR VEHICLE		6,000.00
	1,500.00		CLEANING SERVICES		1,500.00
	-		LINE PAINTING		795,550.00
	3,800.00		AUTOMOTIVE SUPPLIES		3,800.00
	200,000.00		BUILDING SUPPLIES		175,000.00
	2,000.00		OFFICE SUPPLIES		1,500.00
	200.00		OTHER SUPPLIES		200.00
	4,800.00		PARTS/EQUIPMENT SUPPLIES		4,800.00
	5,800.00		SAFETY SUPPLIES		4,800.00
	1,500.00		CHEMICAL SUPPLIES		1,500.00

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF STREETS- DIVISION #4103**

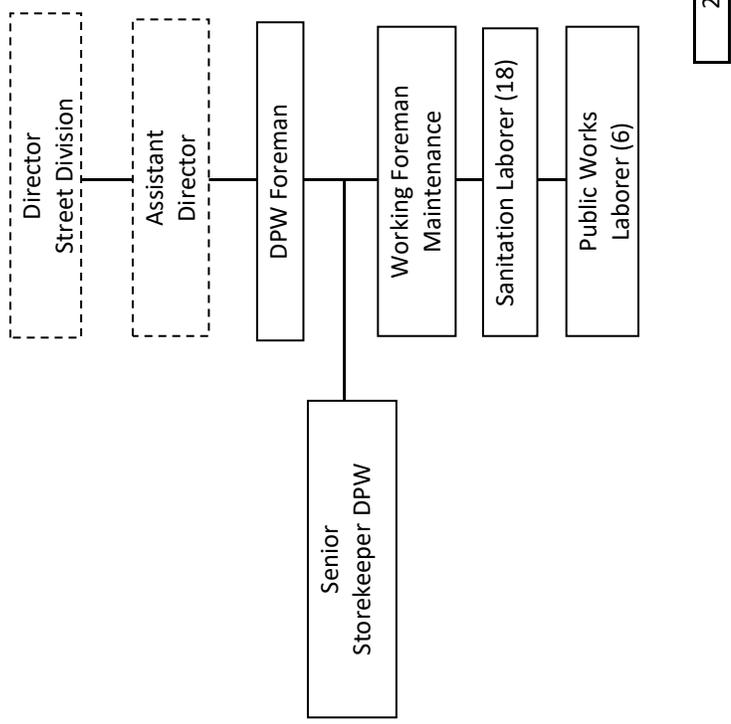
FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	\$ 2,200.00		CUSTODIAL SUPPLIES		\$ 2,200.00
	57,000.00		LANDSCAPING SUPPLIES		4,000.00
	11,550.00		OTHER CHARGES & EXPENDITURES		10,000.00
	<u>1,452,350.00</u>		ORDINARY MAINTENANCE		<u>1,527,350.00</u>
			<u>FUNDING SOURCES:</u>		
	(508,198.00)		SEWER REVENUES		(534,442.00)
	<u>(508,198.00)</u>		TOTAL FUNDING SOURCES		<u>(534,442.00)</u>
	<u>\$ 944,152.00</u>	<b>4103-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 992,908.00</u>
	<u>\$ 3,340,288.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 3,344,415.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

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

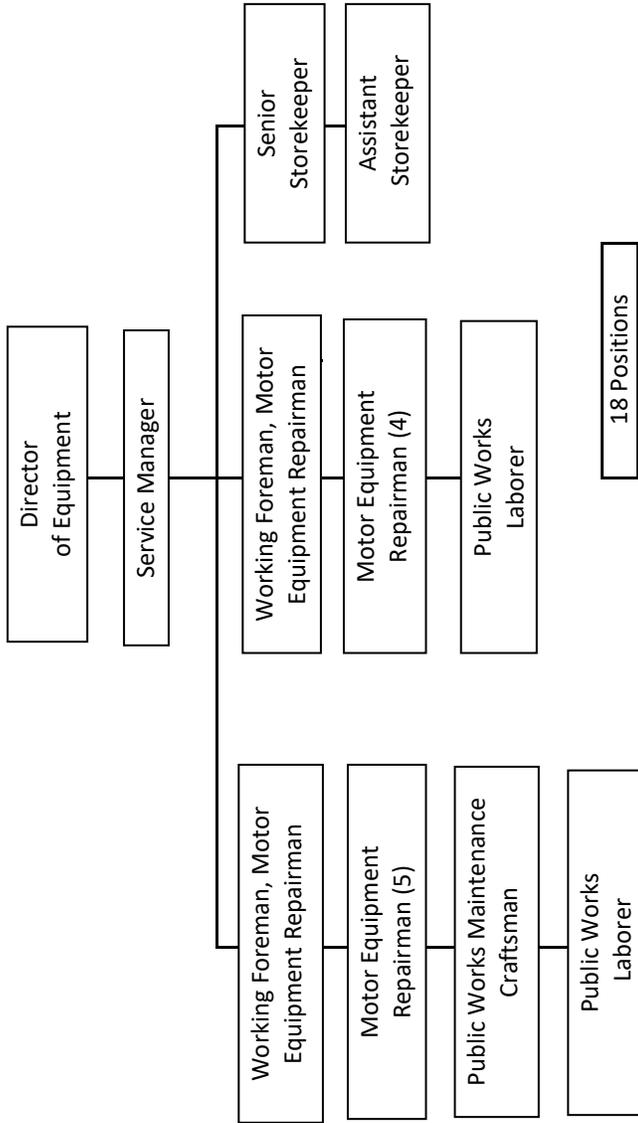


27 Positions

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2021  
DEPARTMENT OF PUBLIC WORKS & PARKS  
DIVISION OF SANITATION- DIVISION #4104**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 61,434.00	34	PUBLIC WORKS FOREMAN	1	\$ 61,200.00
1	53,469.00	30	WORKING FOREMAN, MAINTENANCE MAN	1	53,265.00
1	50,158.00	28	SENIOR STOREKEEPER	1	49,966.00
18	719,975.00	26	SANITATION LABORER	18	730,409.00
6	246,789.00	24	PUBLIC WORKS LABORER	6	250,778.00
27	1,131,825.00		TOTAL REGULAR SALARIES	27	1,145,618.00
	117,989.00		CONTRACTUAL STIPENDS/MEO		117,989.00
	20,000.00		POOL LABOR		20,000.00
	(106,075.00)		VACANCY FACTOR		(106,075.00)
27	\$ 1,163,739.00	4104-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	27	\$ 1,177,532.00
	\$ 84,056.00		REGULAR OVERTIME		\$ 84,056.00
	57,358.00		MILLBURY STREET DROP OFF CENTER		57,358.00
	\$ 141,414.00	4104-97000	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 141,414.00
	\$ 15,000.00		ELECTRICITY		\$ 15,000.00
	2,500.00		LEASES & RENTALS		2,500.00
	70,000.00		ARCHITECTS		60,000.00
	16,500.00		HIRED SERVICES		27,200.00
	1,500.00		TELEPHONE		1,000.00
	5,030,000.00		RUBBISH REMOVAL		5,687,440.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	15,000.00		MAINTENANCE REPAIR BUILDING		5,000.00
	4,000.00		MAINTENANCE REPAIR EQUIPMENT		5,000.00
	3,000.00		BUILDING SUPPLIES		3,000.00
	1,500.00		EDUCATION SUPPLIES		1,500.00
	2,000.00		OFFICE SUPPLIES		1,800.00
	14,000.00		NATURAL GAS		10,000.00
	10,000.00		PARTS/EQUIPMENT SUPPLIES		-
	12,000.00		SAFETY SUPPLIES		12,000.00
	570,000.00		CUSTODIAL SUPPLIES		618,000.00
	5,700.00		OTHER CHARGES & EXPENDITURES		5,700.00
	\$ 5,773,700.00		TOTAL ORDINARY MAINTENANCE		\$ 6,456,140.00
	(300,000.00)		FUNDING SOURCES:		(300,000.00)
	(300,000.00)		RECYCLING REVOLVING FUND		(300,000.00)
			TOTAL FUNDING SOURCES		(300,000.00)
	\$ 5,473,700.00	4104-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 6,156,140.00
	\$ 6,778,853.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 7,475,086.00

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



**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF CENTRAL GARAGE- DIVISION #4105**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 99,179.00	45EM	DIRECTOR- EQUIPMENT MAINTENANCE	1	\$ 98,805.00
1	75,582.00	39M	SERVICE MANAGER	1	75,294.00
2	110,512.00	35	WORK FOREMAN, MOTOR EQUIPMENT REPAIRMAN	2	113,345.00
9	456,126.00	31	MOTOR EQUIPMENT REPAIRMAN	9	478,235.00
1	41,732.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	1	41,573.00
1	50,158.00	28	SENIOR STORE KEEPER	1	49,966.00
1	39,488.00	25	ASSISTANT STOREKEEPER	1	40,574.00
2	83,738.00	24	PUBLIC WORKS LABORER	2	84,601.00
<u>18</u>	<u>956,515.00</u>		TOTAL REGULAR SALARIES	<u>18</u>	<u>982,393.00</u>
	14,908.00		CONTRACTUAL STIPENDS/MEO		14,908.00
	1,987.00		EM INCENTIVE PAY		3,407.00
	(77,530.00)		VACANCY FACTOR		(77,530.00)
	<u>895,880.00</u>		TOTAL RECOMMENDED SALARIES		<u>923,178.00</u>
	(186,224.00)		FUNDING SOURCES:		(191,446.00)
	(72,016.00)		SEWER REVENUES		(74,036.00)
	(258,240.00)		WATER REVENUES		(265,482.00)
			TOTAL FUNDING SOURCES		
<u>18</u>	<u>\$ 637,640.00</u>	<b>4105-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>18</u>	<u>\$ 657,696.00</u>
	\$ 30,613.00		OVERTIME		\$ 30,613.00
	<u>\$ 30,613.00</u>	<b>4105-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 30,613.00</u>
	\$ 32,000.00		ELECTRICITY		\$ 22,000.00
	5,200.00		LEASES & RENTALS		5,200.00
	15,000.00		HIRED SERVICES		9,000.00
	4,000.00		TELEPHONES		2,000.00
	1,000.00		REGISTRATION FEES		1,000.00
	3,000.00		PRINTING		2,000.00
	5,100.00		MAINTENANCE SYSTEM SOFTWARE		5,100.00
	4,000.00		MAINTENANCE & REPAIR BUILDING		8,000.00
	10,400.00		MAINTENANCE & REPAIR EQUIPMENT		14,000.00
	890,000.00		MAINTENANCE & REPAIR VEHICLE		890,000.00
	360,000.00		AUTOMOTIVE SUPPLIES		400,000.00
	3,000.00		BUILDING SUPPLIES		3,000.00
	2,000.00		OFFICE SUPPLIES		2,000.00
	80,000.00		NATURAL GAS		53,000.00
	380,000.00		AUTO FUEL NO LEAD GAS		380,000.00
	347,000.00		DIESEL FUEL		347,000.00
	8,500.00		PARTS/EQUIPMENT SUPPLIES		5,400.00
	4,000.00		CHEMICAL SUPPLIES		4,000.00
	1,000.00		CUSTODIAL SERVICES		1,500.00
	6,100.00		OTHER CHARGES & EXPENDITURES		7,100.00
	<u>\$ 2,161,300.00</u>		ORDINARY MAINTENANCE		<u>\$ 2,161,300.00</u>
	(453,626.00)		FUNDING SOURCES:		(453,626.00)
	(275,139.00)		CREDIT SEWER REVENUES		(275,139.00)
	(200,000.00)		CREDIT WATER REVENUES		(200,000.00)
	(928,765.00)		TRANSFER OF SERVICES		(928,765.00)
			TOTAL FUNDING SOURCES		
	<u>\$ 1,232,535.00</u>	<b>4105-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,232,535.00</u>
	\$ 10,000.00		CAPITAL OUTLAY		\$ -
	<u>\$ 10,000.00</u>	<b>4105-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ -</u>
	<u>\$ 1,910,788.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,920,844.00</u>

# PARKS, RECREATION & CEMETERY

**Paul J. Moosey – Commissioner**

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

The mission of the Parks, Recreation, and Cemetery Division is to provide efficient and effective grounds maintenance, permitting and renovations at/for over sixty parks and playgrounds. In addition, the Division maintains and repairs public park buildings, manages the City’s urban forest (street trees) and the Division’s comprehensive summer aquatic and recreation programs. The Division is also responsible for maintaining and managing a 160+ acre cemetery (including burials), completing the physical set up for all National, State and Local elections and providing staff and technical support to the Parks and Recreation Commission, Hope Cemetery Commission, GAR Hall, and Auditorium Board of Trustees.

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for Fiscal 2020</b>	<b>as of 3/31/20</b>	<b>Appropriation Fiscal 2021</b>
Salaries	\$ 3,375,474.90	\$ 3,882,524.00	\$ 2,663,986.49	\$ 3,899,689.00
Overtime	608,529.28	479,062.00	415,654.77	479,062.00
Ordinary Maintenance	1,728,995.17	1,828,500.00	1,013,549.46	1,971,000.00
Capital Outlay	424,686.50	-	-	-
<b>Total</b>	<b>\$ 6,137,685.85</b>	<b>\$ 6,190,086.00</b>	<b>\$ 4,093,190.72</b>	<b>\$ 6,349,751.00</b>
<b>Total Positions</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$6,349,751, which is an increase of \$159,665 from the Fiscal 2020 amount of \$6,190,086. The salary increase is mainly due to an increase of \$50,000 for the recreation division. This increase in salaries is offset by a decrease in regular salaries due to vacated positions being filled at a lower pay step; and having 52.2 weeks in Fiscal 2021 whereas there were 52.4 weeks in Fiscal 2020. The Ordinary Maintenance budget increase is a result of an increase for the Aquatics program; DEP fee increase for Bennett and Greenhill parks; equipment for the Asset Management System; and the tree removal program.

## Major Accomplishments of FY20

- Completed renovations to the Blithwood Park parking lot.
- Received a \$2,000,000.00 Grant from MassDOT and began construction on the new Worcester Fire Fighter Memorial and walkway at Institute Park which will connect Grove Street to Park Ave through a boardwalk system as well as renovations to O’Connell Field which will include a new synthetic turf field.

## PARKS, RECREATION & CEMETERY

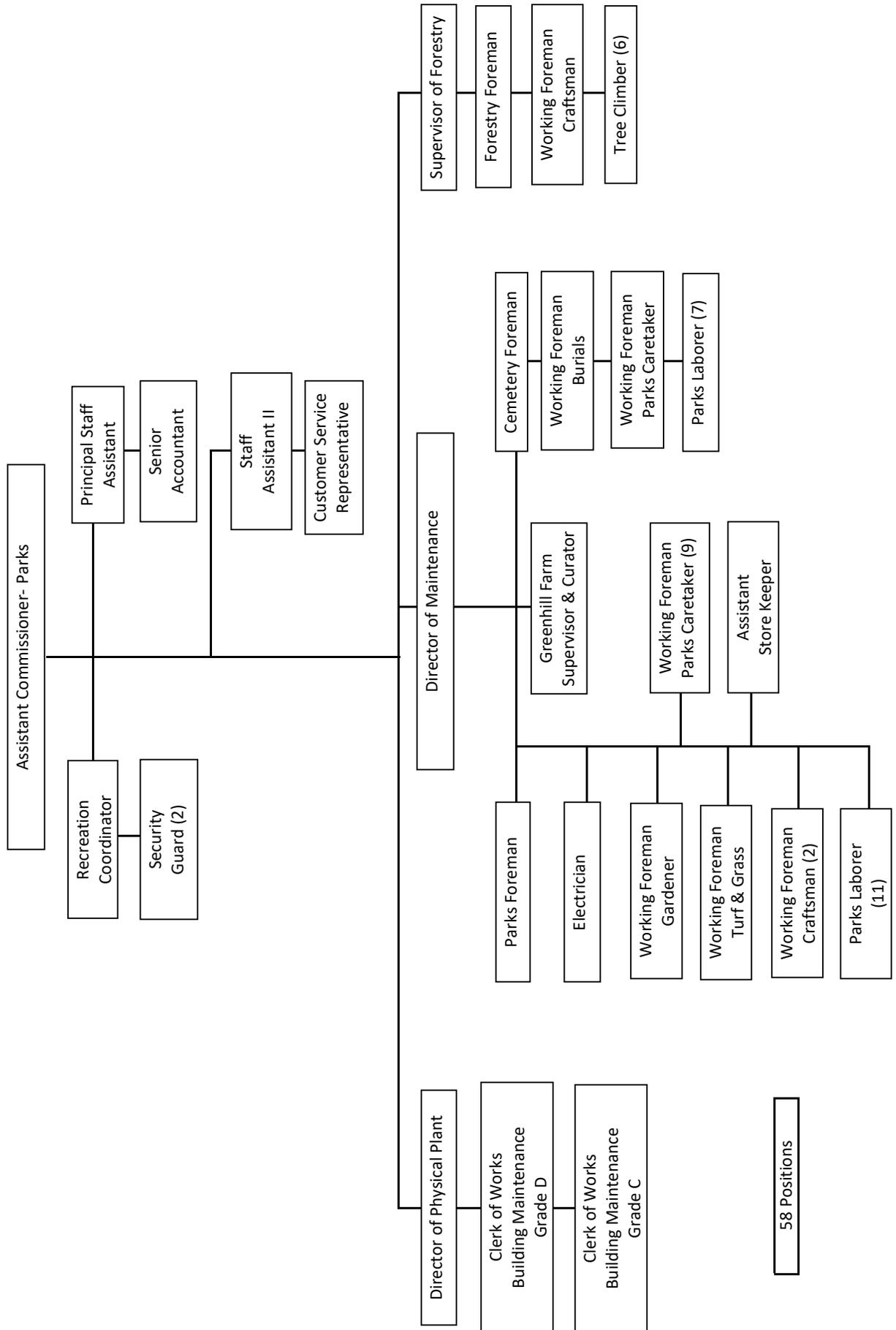
---

- Received a \$400,000 PARC Grant for the reconstruction of South Worcester Playground, which was officially opened in the summer of 2019.
- Received a \$400,000.00 PARC Grant for the reconstruction of Mulcahy Field with construction to start during the summer of 2020 and be complete in the summer of 2021.
- Received two LWCF grants totaling \$500,000 for the reconstruction of Hadwen Park and the beginning of the trail network, which will be complete on July 1, 2020.
- Received a \$1,000,000.00 LWCF Grant for the development and implementation of an accessible walkway/trail wetland replication at Columbus Park.
- Received a \$400,000 PARC Grant for the reconstruction of Crompton Park Basketball Courts with completion scheduled for June 2020.
- Opened Holmes Field with a new playground, two tennis courts (with pickleball overlays) and new accessible walkways.
- Applied for a \$750,000.00 LWCF grant to renovate Coal Mine Brook along North Lake Ave.
- Completed the renovation and refurbishment of various monuments throughout the City.
- Began phase II review of various memorials throughout the City for future refurbishment.
- Began work on various roof replacements including South Worcester Neighborhood Center.
- Opened two new burial grounds at Hope Cemetery.
- Designed security upgrades for Hope Cemetery for construction during the summer of 2020.

### New and Continued Initiatives

- Began the update of the required Open Space & Recreation Plan with completion scheduled for fall 2020.
- Completed design of a new turf field at Farber Field for construction starting in the spring of 2020.
- Began a Master Plan process for the new Skate Park at Crompton Park.
- Completed inspection and review of all City Hall portraits, photos, and frames, as well as generated a phased program for improvements.
- Implemented a new park permitting software for scheduling of events and sports leagues.
- Planned to plant 250 trees throughout the City, which has been delayed until Fall 2020.
- Became an Arbor Day Foundation - Tree City USA designee for the 34<sup>th</sup> consecutive year and a Growth Award recipient for the 21<sup>st</sup> consecutive year.
- Began design renovations to the Lincoln Square Memorial.
- Hired over 150 seasonal and summer employees.

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



58 Positions

**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 126,886.00	51EM	ASSISTANT COMMISSIONER PARKS	1	\$ 126,408.00
1	81,028.00	46EM	DIRECTOR OF PHYSICAL PLANT	1	80,723.00
1	71,937.00	40M	RECREATION COORDINATOR	1	74,224.00
1	59,799.00	40M	PRINCIPAL STAFF ASSISTANT	1	59,571.00
1	75,668.00	40	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE D	1	75,753.00
1	73,402.00	39	CLERK OF WORKS, BUILDING MAINTENANCE, GRADE C	1	73,122.00
1	61,434.00	34	SENIOR ACCOUNTANT	1	61,200.00
2	83,796.00	2	SECURITY GUARD	2	85,069.00
9	\$ 633,950.00		REGULAR SALARIES #7201	9	\$ 636,070.00
1	\$ 83,828.00	45EM	DIRECTOR OF MAINTENANCE PARKS/CEMETERY	1	\$ 83,500.00
1	59,799.00	40M	GREENHILL FARM SUPERVISOR & CURATOR	1	59,571.00
1	70,950.00	38	ELECTRICIAN	1	70,679.00
1	61,434.00	34	PARKS FOREMAN	1	61,200.00
2	112,891.00	32	WORKING FOREMAN, CRAFTSMAN	2	113,677.00
1	57,158.00	32	WORKING FOREMAN, GARDENER	1	56,940.00
10	570,470.00	32	WORKING FOREMAN PARKS	9	492,295.00
1	40,073.00	25	ASSISTANT STOREKEEPER (DPW)	1	41,053.00
12	470,043.00	24	PARK LABORER	11	446,156.00
30	\$ 1,526,646.00		REGULAR SALARIES #7203	28	\$ 1,425,071.00
1	\$ 82,375.00	42EM	SUPERVISOR OF FORESTRY	1	\$ 82,059.00
1	61,434.00	34	FORESTRY FOREMAN	1	61,200.00
1	46,657.00	32	WORKING FOREMAN, CRAFTSMAN	1	46,479.00
6	277,090.00	26	TREE CLIMBER	6	277,571.00
9	\$ 467,556.00		REGULAR SALARIES #7204	9	\$ 467,309.00
1	\$ 63,551.00	35	STAFF ASSISTANT 2	1	\$ 63,309.00
1	61,434.00	34	CEMETERY FOREMAN	1	61,200.00
1	57,158.00	32	WORKING FOREMAN BURIALS	1	56,940.00
0	-	32	WORKING FOREMAN PARKS	1	36,775.00
6	245,297.00	24	PARK LABORER	7	276,482.00
1	40,513.00	22	CUSTOMER SERVICE REP	1	40,758.00
10	\$ 467,953.00		REGULAR SALARIES #7206	12	\$ 535,464.00
58	\$ 3,096,105.00		TOTAL SALARIES - ALL DIVISIONS	58	\$ 3,063,914.00
	(26,300.00)		VACANCY FACTOR		(26,300.00)
	7,669.00		EM INCENTIVE PAY		6,997.00
	114,000.00		HOPE CEMETERY TEMPORARY LABORERS		125,000.00
	205,000.00		PARKS TEMPORARY STAFF		218,000.00
	77,800.00		PARKS STEWARD/ TEMPORARY STAFF		83,800.00
	320,000.00		AQUATICS PROGRAM/TEMPORARY STAFF		340,000.00
	252,909.00		CONTRACTUAL STIPENDS-MEO RATES		252,909.00
58	\$ 4,047,183.00		TOTAL RECOMMENDED SALARIES-ALL DIVISIONS	58	\$ 4,064,320.00
	\$ (152,037.00)		<u>FUNDING SOURCES:</u> PROJECT FUNDS		\$ (151,794.00)
	(12,622.00)		CREDIT FROM GOLF COURSE		(12,837.00)
	\$ (164,659.00)		TOTAL FUNDING SOURCES		\$ (164,631.00)
58	\$ 3,882,524.00	720-91000	TOTAL RECOMMENDED PERSONAL SERVICES	58	\$ 3,899,689.00

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
DEPARTMENT OF PUBLIC WORKS & PARKS  
DIVISION OF PARKS/ RECREATION / HOPE CEMETERY- DIVISION # 720**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	\$ 42,000.00		RECREATION DIVISION OVERTIME		\$ 42,000.00
	210,000.00		MAINTENANCE DIVISION OVERTIME		210,000.00
	125,000.00		FORESTRY DIVISION OVERTIME		125,000.00
	55,753.00		HOPE CEMETERY DIVISION OVERTIME		55,753.00
	46,309.00		SNOW REMOVAL OVERTIME		46,309.00
	<u>\$ 479,062.00</u>	<b>720-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 479,062.00</u>
	\$ 156,000.00		ELECTRICITY		\$ 156,000.00
	87,200.00		LEASES & RENTALS		94,450.00
	30,000.00		ARCHITECTS		30,000.00
	8,300.00		SPECIAL POLICE		13,300.00
	279,700.00		HIRED SERVICES		405,700.00
	27,000.00		TELEPHONE		28,000.00
	7,000.00		VETERINARIANS		10,000.00
	4,500.00		SECURITY SERVICES		7,000.00
	8,100.00		NEWSPAPER ADVERTISING		9,100.00
	5,200.00		REGISTRATION FEES		4,200.00
	2,600.00		EXTERMINATOR SERVICES		2,600.00
	16,800.00		PRINTING		19,545.00
	2,800.00		RUBBISH REMOVAL		2,400.00
	17,500.00		MAINTENANCE SYSTEM SOFTWARE		22,000.00
	373,000.00		MAINTENANCE/REPAIR BUILDING		365,000.00
	32,200.00		MAINTENANCE/REPAIR EQUIPMENT		40,955.00
	4,800.00		TRAINING CERTIFICATIONS		4,800.00
	149,000.00		MAINTENANCE/REPAIR VEHICLE		179,000.00
	5,000.00		CLEANING SERVICES		5,000.00
	24,000.00		RECREATION PROGRAMS		24,000.00
	14,500.00		ENVIRONMENTAL SERVICES		30,500.00
	19,000.00		HARDWARE NETWORK SUPPORT		10,000.00
	2,000.00		PREPARED MEALS		2,000.00
	3,450.00		MEMBERSHIP DUES		4,250.00
	16,000.00		AUTOMOTIVE SUPPLIES		17,000.00
	87,000.00		BUILDING SUPPLIES		93,500.00
	800.00		FOOD SUPPLIES		800.00
	7,500.00		OFFICE SUPPLIES		8,500.00
	15,000.00		NATURAL GAS		15,000.00
	34,000.00		OTHER SUPPLIES		21,000.00
	10,600.00		SAND & GRAVEL SUPPLIES		10,600.00
	70,500.00		RECREATIONAL SUPPLIES		70,500.00
	20,000.00		AUTO FUEL NO LEAD GAS		20,000.00
	18,200.00		DIESEL FUEL		18,200.00
	92,500.00		PARTS/EQUIPMENT SUPPLIES		114,250.00
	13,000.00		SAFETY SUPPLIES		12,000.00
	5,000.00		CHEMICAL SUPPLIES		5,500.00
	25,600.00		CUSTODIAL SUPPLIES		23,500.00
	5,500.00		HARDWARE/DEVICES		10,500.00
	92,000.00		LANDSCAPING SUPPLIES		47,000.00
	32,800.00		OTHER CHARGES & EXPENDITURES		10,000.00
	2,850.00		LICENSES		3,350.00
	<u>\$ 1,828,500.00</u>	<b>720-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 1,971,000.00</u>
	<u>\$ 6,190,086.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 6,349,751.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# GOLF

**Paul J. Moosey- Commissioner**

1929 Skyline Drive  
 Worcester, Massachusetts 01605  
 (508) 799-1359

The mission of the Green Hill Golf Course since 1929 is to provide a first class golf experience by efficiently and innovatively managing the City’s 18-hole municipal golf course.

**Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 269,406.40	\$ 293,428.00	\$ 206,541.43	\$ 293,487.00
Overtime	-	-	-	-
Ordinary Maintenance	791,379.89	858,000.00	624,249.47	935,000.00
Debt Service	292,376.43	370,534.00	366,645.88	419,639.00
Transfer of Services	33,067.00	36,479.00	36,479.00	37,087.00
Fringe Benefits	105,810.54	129,051.00	92,234.00	131,891.00
<b>Total Expenditures</b>	<b>\$ 1,492,040.26</b>	<b>\$ 1,687,492.00</b>	<b>\$ 1,326,149.78</b>	<b>\$ 1,817,104.00</b>
<b>Total Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**Operating Budget Highlights**

The budget for Fiscal 2021 is recommended to be \$1,817,104, which is an increase of \$129,612 from the Fiscal 2020 amount of \$1,687,492. The salary increase is due to a projected increase in the E.M. incentive, which is offset by Fiscal 2021 having 52.2 weeks, whereas in Fiscal 2020 there were 52.4 weeks.

The ordinary maintenance increase is due to an increase in the Golf maintenance contract.

**Major Accomplishments of 20**

- Opened the new driving range and new hole at Worcester’s Green Hill Golf Course.
- Completed the RFP process for a six year lease of golf carts and maintenance of the course.

**New and Continued Initiatives**

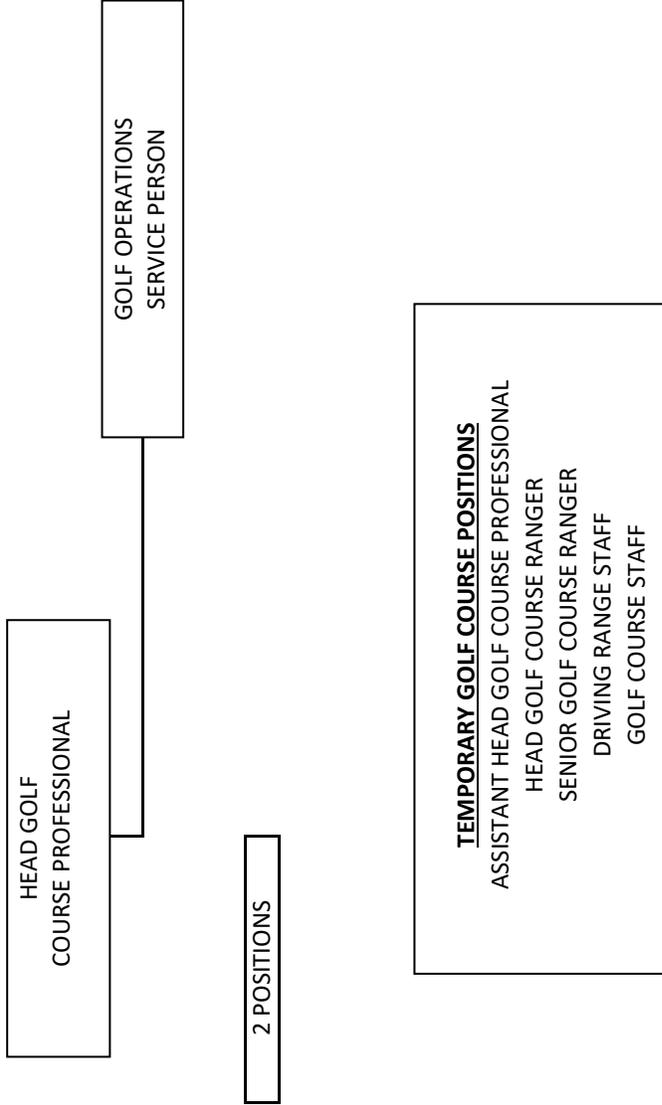
- Aggressively market the new Driving Range, including marketing to local hotels and conferences.
- Enhance marketing of the Grill on the Hill to attract additional patrons to the Golf Course.
- Held two US Kids Golf events for male and female youth, ages 8 to 16, and hosted over 60 youth participants per event.

## GOLF

---

- In the PGA Junior League, the Green Hill Team won the local league this year and sent four players to all-stars.
- High Name was added to the three City Teams, and had all girls City team in the spring.
- Green Hill was a stop on the New England PGA junior tour with approximately 120 participants.
- Greendale Men's club weekly golf event has 50 players every Tuesday throughout the season for men over the age of 60.
- Women's Golf of Mass held 2 events (a spring match and a fall match). GH team competed against other teams from around the state.
- Hosting an annual gathering of the Worcester County Women's Golf Association, founded by Alice Cosgrove in the 1950's for approximately 70 players.
- Worcester Technical High School painted the club house and completed new siding on the snack shack.

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



**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 104,972.00	44EM	HEAD GOLF COURSE PROFESSIONAL	1	\$ 104,568.00
1	75,582.00	39M	GOLF OPERATIONS SERVICE PERSON	1	75,294.00
2	\$ 180,554.00		REGULAR SALARIES	2	\$ 179,862.00
	3,305.00		EM INCENTIVE PAY		4,056.00
	25,000.00	FLT	<u>GOLF COURSE TEMPORARY STAFF:</u> ASSISTANT HEAD GOLF COURSE PROFESSIONAL		25,000.00
	8,094.00	FLT	HEAD GOLF COURSE RANGER		8,094.00
	8,818.00	FLT	SENIOR GOLF COURSE RANGER		8,818.00
	25,000.00		DRIVING RANGE TEMPORARY STAFF		25,000.00
	42,657.00		GOLF COURSE TEMPORARY STAFF		42,657.00
	109,569.00		TOTAL RECOMMENDED PERSONAL SERVICES		109,569.00
<b>2</b>	<b>\$ 293,428.00</b>	<b>710-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>2</b>	<b>\$ 293,487.00</b>
	\$ 36,600.00		ELECTRICITY		\$ 36,600.00
	45,000.00		LEASES & RENTALS		48,000.00
	-		HIRED SERVICES		565,000.00
	488,000.00		OTHER PERSONAL SERVICES		9,000.00
	700.00		SERCUITY SERVICES		700.00
	5,000.00		NEWSPAPER ADVERTISING		7,000.00
	89,000.00		WATER		89,000.00
	3,700.00		PRINTING		5,000.00
	2,000.00		MAINTENANCE SYSTEM SOFTWARE		2,000.00
	23,000.00		MAINTENANCE/REPAIR BUILDING		13,000.00
	700.00		MAINTENANCE/REPAIR EQUIPMENT		3,000.00
	4,500.00		CONSULTANTS		4,500.00
	10,000.00		PREPARED MEALS		10,000.00
	5,000.00		MEMBERSHIP DUES		5,000.00
	5,000.00		BUILDING SUPPLIES		7,200.00
	5,000.00		FOOD SUPPLIES		5,000.00
	1,900.00		OFFICE SUPPLIES		2,200.00
	6,500.00		NATURAL GAS		6,500.00
	2,500.00		HARDWARE SUPPLIES		2,500.00
	95,000.00		RECREATIONAL SUPPLIES		84,900.00
	5,700.00		AUTO FUEL NO LEAD GAS		5,700.00
	500.00		HARDWARE/DEVICES		500.00
	18,700.00		OTHER CHARGES & EXPENDITURES		18,700.00
	4,000.00		MEALS		4,000.00
	<b>\$ 858,000.00</b>	<b>710-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<b>\$ 935,000.00</b>
	<b>\$ -</b>	<b>710-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<b>\$ -</b>
	\$ 253,456.00		DEBT PRINCIPAL		\$ 314,379.00
	117,078.00		DEBT INTEREST		105,260.00
	<b>\$ 370,534.00</b>	<b>710-94000</b>	<b>TOTAL RECOMMENDED DEBT SERVICE</b>		<b>\$ 419,639.00</b>
	<b>\$ 36,479.00</b>	<b>710-95000</b>	<b>TOTAL RECOMMENDED TRANSFER OF SERVICES</b>		<b>\$ 37,087.00</b>

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
DEPARTMENT OF PUBLIC WORKS & PARKS - MUNICIPAL GOLF COURSE #710**

<u>FY20</u> <u>TOTAL</u> <u>POSITIONS</u>	<u>APPROVED</u> <u>FY20 AMOUNT</u>	<u>PAY</u> <u>GRADE</u>	<u>TITLE</u>	<u>FY21</u> <u>TOTAL</u> <u>POSITIONS</u>	<u>RECOMMENDED</u> <u>FY21 AMOUNT</u>
			FRINGE BENEFITS:		
	\$ 43,563.00		HEALTH INSURANCE		\$ 46,670.00
	10,000.00		UNEMPLOYMENT COMPENSATION		11,000.00
	55,879.00		CONTRIBUTORY PENSIONS		55,774.00
	93.00		EARLY RETIREMENT		92.00
	19,516.00		PENSION OBLIGATION BONDS		18,355.00
	<u>\$ 129,051.00</u>	<b>710-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 131,891.00</u>
<hr/>					
	<u>\$ 1,687,492.00</u>		<u>SUMMARY:</u>		
			<b>TOTAL BUDGET</b>		<u>\$ 1,817,104.00</u>
	(1,537,492.00)		<u>FUNDING SOURCES:</u>		
	(150,000.00)		GOLF COURSE REVENUES		(1,617,104.00)
	<u>\$ (1,687,492.00)</u>		TAX LEVY SUBSIDY		(200,000.00)
			<b>TOTAL FUNDING SOURCES</b>		<u>\$ (1,817,104.00)</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# SNOW

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

Snow operations provide necessary emergency services during the winter months. Snow and ice control services are provided to keep streets open, essential traffic moving, and to return streets to safe travelable conditions as quickly as possible. Snow related operations services are provided around the clock as necessary.

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Regular Salaries	\$ 19,235.95	\$ 25,000.00	\$ 48,259.78	\$ 50,000.00
Overtime	1,001,231.93	500,000.00	872,338.91	500,000.00
Ordinary Maintenance	3,533,401.16	5,475,000.00	2,913,853.83	5,450,000.00
<b>Total</b>	<b>\$ 4,553,869.04</b>	<b>\$ 6,000,000.00</b>	<b>\$ 3,834,452.52</b>	<b>\$ 6,000,000.00</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be leveled funded at \$6,000,000.

## Major Accomplishments of FY20

- Responded to thirty-one winter weather events which required plowing, sanding or salting operations.
- Directed eight General Plowing operations deploying more than 350 pieces of equipment per storm.
- Continued snow parking ban outreach, including social media posting, newspaper advertising, and AlertWorcester notifications.
- Opened the customer service center for after-hours snow events to respond to resident concerns.
- Substantially expanded the pre-treatment program, increasing the amount of lane-miles treated by 40%.

## New and Continued Initiatives

- Increased hourly rate for hired equipment and added “perfect attendance” bonus.
- Added additional snow removal equipment to the City’s fleet.
- Improving Snow inspector Customer Service application to improve customer feedback and information during snow operations.

**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS - SNOW REMOVAL #411**

APPROVED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
\$ 25,000.00	<b>411-91000 TOTAL RECOMMENDED PERSONAL SERVICES</b>	\$ 50,000.00
\$ 500,000.00	<b>411-97000 TOTAL RECOMMENDED OVERTIME</b>	\$ 500,000.00
\$ 85,000.00	SPECIAL POLICE	\$ 85,000.00
30,000.00	TELEPHONES	30,000.00
500.00	SECURITY SERVICES	500.00
6,000.00	NEWSPAPER ADVERTISING	17,000.00
3,821,850.00	SNOW REMOVAL	3,806,850.00
12,000.00	MAINTENANCE SYSTEM SOFTWARE	12,000.00
1,000.00	MAINT/REP EQUIPMENT	1,000.00
2,500.00	MAINTENANCE/REPAIR VEHICLE	2,500.00
150.00	OFFICE SUPPLIES	150.00
1,500,000.00	SAND & GRAVEL SUPPLIES	1,475,000.00
16,000.00	HARDWARE/DEVICES	20,000.00
\$ 5,475,000.00	<b>411-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	\$ 5,450,000.00
\$ 6,000,000.00	<b>TOTAL RECOMMENDED TAX LEVY</b>	\$ 6,000,000.00

# STREETLIGHTS

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

The mission of the Division of Public Works & Parks Streetlights is to provide effective management of approximately 13,783 street, bridge, tunnel, and gas lights. The Division provides timely maintenance and repairs to ensure sufficient lighting for public safety, pedestrian and vehicle traffic, and conducts citywide lighting surveys to address any problems or needs regarding streetlights for both citizens and businesses in the City.

## Department Allocation Summary

		<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Ordinary Maintenance	\$ 1,850,235.71	\$ 1,489,647.00	427,735.01	\$ 1,489,647.00
<b>Total</b>	<b>\$ 1,850,235.71</b>	<b>\$ 1,489,647.00</b>	<b>\$ 427,735.01</b>	<b>\$ 1,489,647.00</b>

## Operating Budget Highlights

The budget for Fiscal 2021 is recommended to be level funded at \$1,489,647.

The FY20 actual expenditures are lower than expected through March 31 due to the timing of billing and payments to our streetlight maintenance contractor. In addition, retroactive savings in the form of credits from National Grid are still being applied to streetlight electric bills, reducing expenditures to date and generating savings that are also recognized in the FY21 budget.

**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

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

APPROVED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
\$ 1,004,987.00	ELECTRICITY	\$ 1,004,987.00
46,470.00	SPECIAL POLICE	46,470.00
64,000.00	MAINTENANCE/REPAIR BUILDING	64,000.00
368,100.00	MAINTENANCE/REPAIR EQUIPMENT	368,100.00
5,490.00	NATURAL GAS	5,490.00
600.00	SAFETY SUPPLIES	600.00
<u>\$ 1,489,647.00</u>	<b>412-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 1,489,647.00</u>
<hr/>		
<u>\$ 1,489,647.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 1,489,647.00</u>

# SEWER

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

The mission of the Sewer Division is to provide the citizens and businesses of Worcester with a properly functioning and well maintained conveyance system for sanitary and storm water flows, as measured by the number of days in compliance with Federal and State regulations.

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 3,022,880.32	\$ 3,579,673.00	\$ 2,185,250.42	\$ 3,540,231.00
Overtime	383,856.62	250,000.00	288,937.59	250,000.00
Ordinary Maintenance	23,872,246.61	24,196,620.00	17,349,924.66	24,721,209.00
Capital Outlay	30,652.00	24,500.00	10,950.96	24,500.00
Debt Service	9,661,931.35	9,916,197.00	8,429,418.93	10,699,702.00
Transfer of Services	3,882,750.00	4,106,529.00	4,106,529.00	4,110,116.00
Fringe Benefits	3,065,112.85	3,680,891.00	2,739,489.35	3,571,627.00
<b>Total Expenditures</b>	<b>\$ 43,919,429.75</b>	<b>\$ 45,754,410.00</b>	<b>\$ 35,110,500.91</b>	<b>\$ 46,917,385.00</b>
<b>Total Positions</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>

## Operating Budget Highlights

The budget for Fiscal 2021 is recommended to be \$46,917,385, which is an increase of \$1,162,975 from the Fiscal 2020 amount of \$45,754,410. The salary decrease is mainly due to vacant positions budgeted at a lower step and Fiscal 2021 having 52.2 weeks whereas in Fiscal 2020 there were 52.4 weeks. The salary is offset by step increases for employees who are not at maximum pay.

The ordinary maintenance increase is a result of an increase in the Quinsigamond CSO treatment and chemicals costs; an increase in the catch basin waste disposal fee; a continued deployment of Lucity data; and an increase in the Upper Blackstone Assessment fee.

## Major Accomplishments of FY20

- Monitored, maintained, and responded to calls for service related to City’s sewer system, including the following:
  - 398 miles of sewer pipe
  - 29 pump stations
  - Quinsigamond Combined Sewer Overflow facility
- Cleaned more than 8,000 catch basins throughout the City.

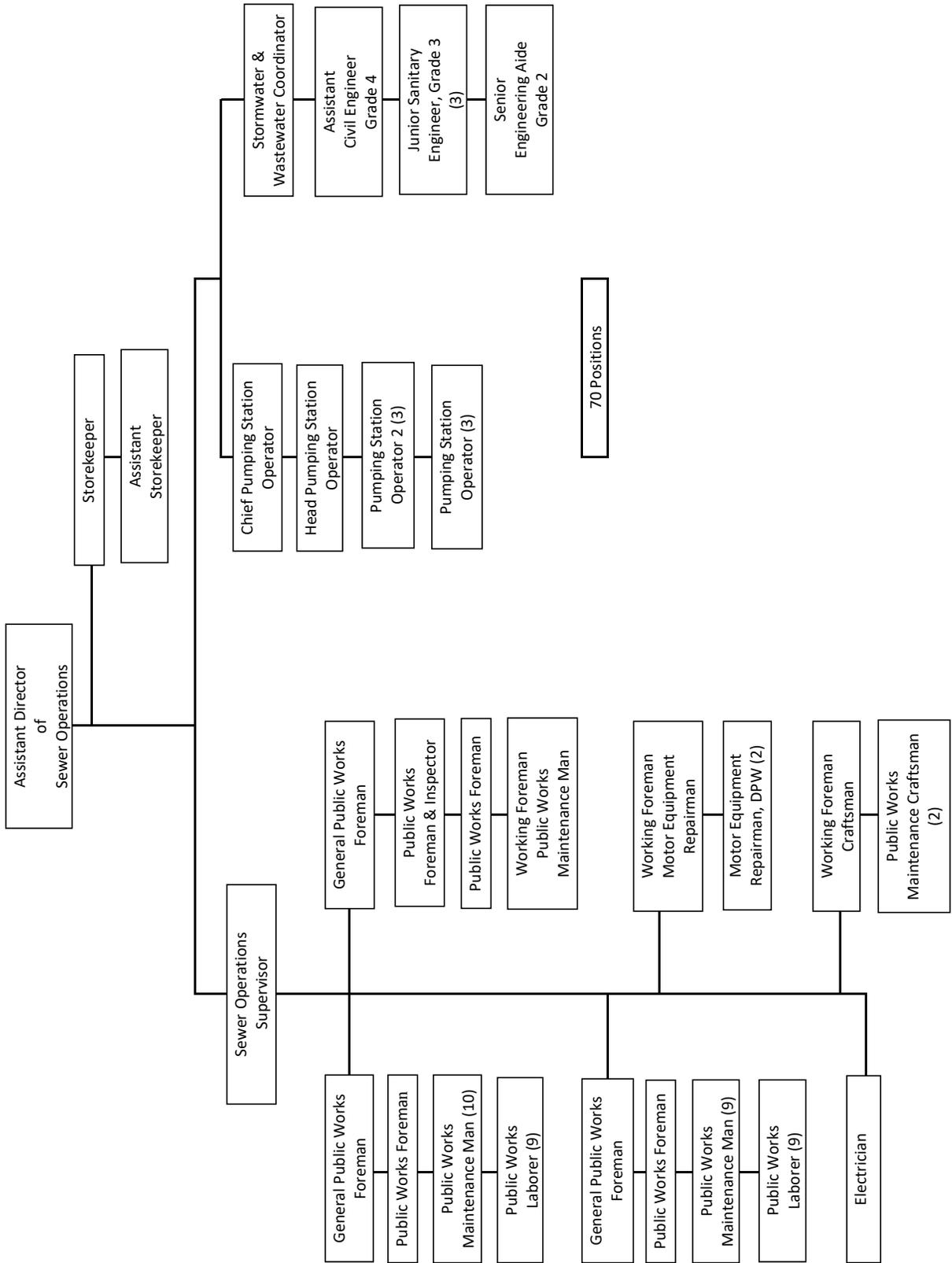
# SEWER

---

## New and Continued Initiatives

- Submitted to EPA, the City of Worcester Integrated Water Resources Management Plan, a comprehensive plan that allows the City to prepare for the next 50 years of investments in our Water and Sewer infrastructure in a way that is effective and affordable.

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



**PAUL J. MOOSEY, COMMISSIONER**

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF SEWER- DIVISION #440**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 97,569.00	47M	ASSISTANT DIRECTOR SEWER OPERATIONS	1	\$ 100,168.00
1	69,064.00	44M	STORMWATER & WASTEWATER COORDINATOR	1	68,800.00
1	75,582.00	39M	SEWER OPERATIONS SUPERVISOR	1	75,294.00
1	75,582.00	39M	CHIEF PUMPING STATION OPERATOR	1	75,294.00
1	53,826.00	39	ASSISTANT CIVIL ENGINEER, GRADE 4	1	54,685.00
1	52,987.00	38	ELECTRICIAN	1	52,785.00
3	212,850.00	38	GENERAL PUBLIC WORKS FOREMAN	3	212,037.00
1	70,950.00	38	HEAD PUMPING STATION OPERATOR	1	52,785.00
3	204,990.00	37	JUNIOR SANITARY ENGINEER, GRADE 3	3	204,207.00
1	49,529.00	36	PUBLIC WORKS FOREMAN & INSPECTOR	1	49,340.00
1	63,551.00	35	WORKING FOREMAN MOTOR EQUIPMENT REPAIRMAN	1	63,309.00
3	176,939.00	34	PUBLIC WORKS FOREMAN	3	164,390.00
1	44,750.00	33	SENIOR ENGINEERING AIDE, GRADE 2	1	44,579.00
1	57,158.00	32	WORKING FOREMAN, CRAFTSMAN	1	56,940.00
3	153,763.00	32	PUMPING STATION OPERATOR 2	3	153,177.00
2	91,890.00	31	MOTOR EQUIPMENT REPAIRMAN DPW	2	91,539.00
2	106,938.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	106,530.00
1	53,469.00	30	WORKING FOREMAN, PUBLIC WORKS MAINTENANCE MAN	1	40,132.00
3	159,311.00	30	PUMPING STATION OPERATOR	3	159,795.00
19	760,092.00	26	PUBLIC WORKS MAINTENANCE MAN	19	761,805.00
1	35,486.00	26	STOREKEEPER (DPW)	1	35,350.00
1	45,064.00	25	ASSISTANT STOREKEEPER (DPW)	1	33,868.00
18	723,510.00	24	PUBLIC WORKS LABORER	18	738,599.00
70	3,434,850.00		TOTAL REGULAR SALARIES	70	3,395,408.00
	195,342.00		CONTRACTUAL STIPENDS - MEO		195,342.00
	(50,519.00)		VACANCY FACTOR		(50,519.00)
70	\$ 3,579,673.00	440-91000	TOTAL RECOMMENDED PERSONAL SERVICES	70	\$ 3,540,231.00
	\$ 250,000.00		OVERTIME		\$ 250,000.00
	\$ 250,000.00	440-97000	TOTAL RECOMMENDED OVERTIME		\$ 250,000.00
	\$ -		BUILDING MAINTENANCE SERVICES		\$ 320,000.00
	460,000.00		ELECTRICITY		440,600.00
	145,000.00		LEASES & RENTALS		145,000.00
	40,000.00		ARCHITECTS		125,000.00
	-		LEGAL CONSULTANTS		40,000.00
	96,000.00		SPECIAL POLICE		96,000.00
	1,600,000.00		HIRED SERVICES		800,000.00
	29,000.00		TELEPHONE		29,000.00
	3,600.00		POSTAGE		5,000.00
	2,000.00		SECURITY SERVICES		2,000.00
	10,000.00		REGISTRATION SERVICES		4,000.00
	8,500.00		EXTERMINATOR SERVICES		8,500.00
	3,000.00		PRINTING		3,000.00
	100,000.00		RUBBISH REMOVAL		135,000.00
	7,000.00		MAINTENANCE SYSTEM SOFTWARE		8,400.00
	100,000.00		MAINTENANCE/REPAIR BUILDING		369,300.00
	20,000.00		MAINTENANCE/REPAIR EQUIPMENT		20,000.00
	8,000.00		TRAINING CERTIFICATES		8,000.00
	395,000.00		MAINTENANCE/REPAIR VEHICLE		395,000.00
	33,000.00		CLEANING SUPPLIES		33,000.00

**CITY OF WORCESTER -RECOMMENDED APPROPRIATION FOR FISCAL 2021  
DEPARTMENT OF PUBLIC WORKS & PARKS  
DIVISION OF SEWER- DIVISION #440**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	PROPOSED FY21 AMOUNT
	\$ 10,500.00		INSURANCE		\$ 10,500.00
	20,000.00		CONSULTANTS		20,000.00
	38,150.00		ENVIRONMENTAL SERVICES		8,150.00
	2,000.00		MEMBERSHIP DUES		2,000.00
	23,000.00		AUTOMOBILE SUPPLIES		23,000.00
	102,000.00		BUILDING SUPPLIES		102,000.00
	2,000.00		EDUCATIONAL SUPPLIES		2,000.00
	9,000.00		OFFICE SUPPLIES		9,000.00
	30,000.00		NATURAL GAS		30,000.00
	1,000.00		PRINTING SUPPLIES		1,000.00
	50,000.00		AUO FUEL NO LEAD GAS		50,000.00
	140,000.00		DIESEL GAS		140,000.00
	2,000.00		MEDICAL SUPPLIES		2,000.00
	13,000.00		LABORATORY SUPPLIES		3,000.00
	48,000.00		PARTS/EQUIPMENT SUPPLIES		48,000.00
	25,000.00		SAFETY SUPPLIES		20,000.00
	110,000.00		CHEMICAL SUPPLIES		110,000.00
	10,000.00		CUSTODIAL SUPPLIES		10,000.00
	25,000.00		HARDWARE/DEVICES		29,000.00
	20,466,670.00		SEWAGE TREATMENT		21,105,559.00
	5,200.00		OTHER CHARGES & EXPENDITURES		5,200.00
	2,000.00		TRAVELING		2,000.00
	2,000.00		LICENSES		2,000.00
	<u>\$ 24,196,620.00</u>	<b>440-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 24,721,209.00</u>
	<u>\$ 24,500.00</u>	<b>440-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 24,500.00</u>
	\$ 5,681,105.00		DEBT SERVICE:		\$ 6,481,904.00
	4,235,092.00		REDEMPTION OF BONDS		4,217,798.00
	<u>\$ 9,916,197.00</u>	<b>440-94000</b>	<b>TOTAL RECOMMENDED DEBT SERVICES</b>		<u>\$ 10,699,702.00</u>
	<u>\$ 4,106,529.00</u>	<b>440-95000</b>	<b>TOTAL RECOMMENDED TRANSFER OF SERVICES</b>		<u>\$ 4,110,116.00</u>
	\$ 1,330,356.00		HEALTH INSURANCE		\$ 1,362,817.00
	1,650,485.00		CONTRIBUTORY PENSIONS		1,567,251.00
	58,615.00		EARLY RETIREMENT		65,778.00
	576,435.00		PENSION OBLIGATION BONDS		515,781.00
	60,000.00		WORKERS COMPENSATION		60,000.00
	5,000.00		UNEMPLOYMENT COMPENSATION		-
	<u>\$ 3,680,891.00</u>	<b>440-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 3,571,627.00</u>
	<u>\$ 45,754,410.00</u>		<b>TOTAL SEWER</b>		<u>\$ 46,917,385.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# WATER

**Paul J. Moosey- Commissioner**

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

The mission of the Water Division is to provide a safe and dependable water supply to the Worcester community, as measured by the number of days in compliance with State and Federal Regulations.

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 5,897,900.02	\$ 7,359,443.00	\$ 4,212,333.48	\$ 7,290,779.00
Overtime	734,076.16	643,000.00	665,912.51	643,000.00
Ordinary Maintenance	3,638,191.09	4,215,100.00	2,574,067.02	4,215,100.00
Capital Outlay	12,725.59	25,000.00	-	25,000.00
Debt Service	7,520,784.86	7,194,451.00	6,172,169.27	7,369,858.00
Transfer of Services	2,438,155.00	2,708,681.00	2,708,681.00	2,769,967.00
Fringe Benefits	4,329,013.12	5,095,131.00	3,807,757.20	4,950,547.00
<b>Total Expenditures</b>	<b>\$ 24,570,845.84</b>	<b>\$ 27,240,806.00</b>	<b>\$ 20,140,920.48</b>	<b>\$ 27,264,251.00</b>
<b>Total Positions</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>140</b>

## Operating Budget Highlights

The budget for Fiscal 2021 is recommended to be \$27,264,251, which is an increase of \$23,445 from the Fiscal 2020 amount of \$27,240,806. The salary decrease is mainly due to vacant positions budgeted at a lower step and Fiscal 2021 having 52.2 weeks whereas in Fiscal 2020 there were 52.4 weeks. The salary is offset by step increases for employees who are not at maximum pay.

## Major Accomplishments of FY20

- Distributed nearly 20 Million gallons of water per day to residential and commercial users throughout the region.
- Maintained 10 reservoirs and treated over seven billion gallons of water at the Water Filtration Plant.
- Monitored, repaired, and responded to calls for service related to the City’s 592 miles of water mains, 6,100 fire hydrants, and 40,000 service connections.
- Began operating new energy efficient ozone generation equipment at the Water Filtration Plant that further improves water treatment and significantly reduces electricity use.

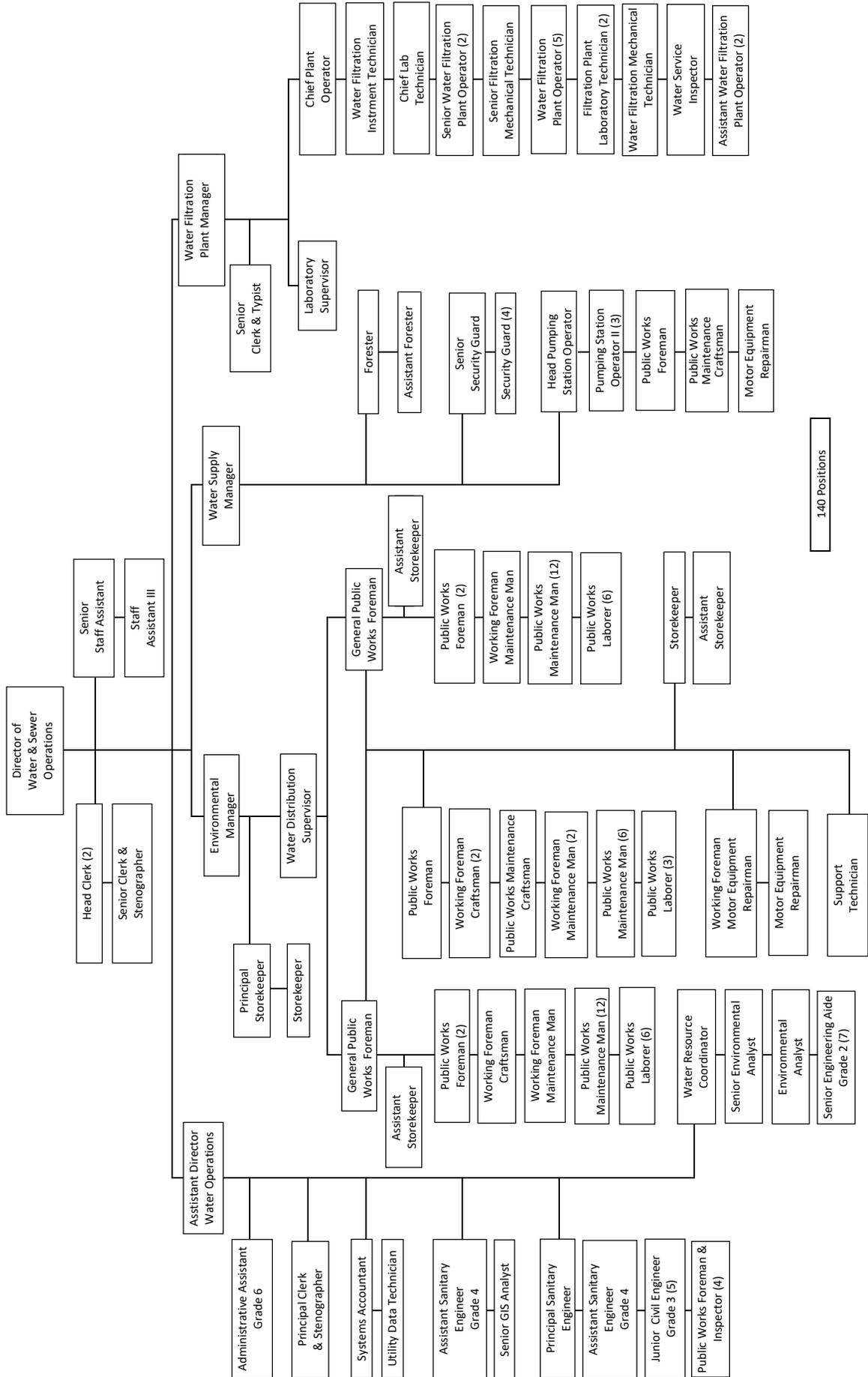
# WATER

---

## New and Continued Initiatives

- Submitted to the EPA, the City of Worcester Integrated Water Resources Management Plan, a comprehensive plan that allows the City to prepare for the next 50 years of investments in our Water and Sewer infrastructure in a way that is effective and affordable.
- Expanded the Worcester Blue Space program to include more monitoring and treatment of the City's lakes and ponds and additional training opportunities for lake and pond volunteers.

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



140 Positions

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF WATER- DIVISION #450**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 116,731.00	47EM	DIRECTOR, WATER & SEWER OPERATIONS	1	\$ 116,281.00
1	104,968.00	48M	ASSISTANT DIRECTOR OF WATER OPERATIONS	1	104,568.00
1	97,485.00	46M	WATER FILTRATION PLANT MANAGER	1	97,113.00
1	74,094.00	46M	PRINCIPAL SANITARY ENGINEER	1	73,811.00
1	69,064.00	44M	CHIEF PLANT OPERATOR	1	68,800.00
1	82,436.00	44M	ENVIRONMENTAL MANAGER	1	85,274.00
1	84,092.00	42M	WATER SUPPLY MANAGER	1	83,771.00
1	57,787.00	39M	WATER DISTRIBUTION SUPERVISOR	1	57,567.00
1	57,787.00	39M	SENIOR STAFF ASSISTANT	1	63,805.00
2	147,119.00	41	ASSISTANT SANITARY ENGINEER, GRADE 4	2	146,557.00
1	78,328.00	40P	SYSTEMS ACCOUNTANT	1	60,210.00
1	78,789.00	41	SENIOR GIS ANALYST	1	78,488.00
1	56,865.00	40	LABORATORY SUPERVISOR	1	56,648.00
1	76,043.00	40	WATER FILTRATION INSTRUMENT TECHNICIAN	1	75,753.00
1	73,402.00	39	FORESTER	1	73,122.00
1	73,402.00	39	WATER RESOURCE COORDINATOR	1	54,685.00
2	146,804.00	39	SENIOR WATER FILTRATION PLANT OPERATOR	2	146,244.00
1	69,926.00	38	CHIEF LAB TECHNICIAN	1	70,679.00
2	139,280.00	38	GENERAL PUBLIC WORKS FOREMAN	2	123,464.00
1	70,950.00	38	HEAD PUMPING STATION OPERATOR	1	70,679.00
5	319,427.00	37	JUNIOR CIVIL ENGINEER, GRADE 3	5	320,549.00
1	63,551.00	37	STAFF ASSISTANT III	1	63,309.00
1	57,090.00	37	SUPPORT TECHNICIAN	1	58,956.00
1	66,024.00	36	SENIOR FILTRATION MECHANICAL TECHNICIAN	1	65,772.00
4	229,436.00	36	PUBLIC WORKS FOREMAN AND INSPECTOR	4	238,159.00
1	61,434.00	34	UTILITY DATA TECHNICIAN	1	61,200.00
6	337,236.00	34	PUBLIC WORKS FOREMAN	6	324,962.00
5	277,335.00	34	WATER FILTRATION PLANT OPERATOR	5	280,040.00
2	105,130.00	34	FILTRATION PLANT LABORATORY TECHNICIAN	2	106,565.00
1	46,427.00	34	WORKING FOREMAN, MOTOR EQUIP REPAIRMAN	1	46,250.00
1	58,164.00	33HC	SENIOR ENVIRONMENTAL ANALYST	1	60,010.00
7	342,918.00	33	SENIOR ENGINEERING AIDE, GRADE 2	7	343,395.00
1	59,338.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	44,579.00
1	49,078.00	33	ASSISTANT FORESTER	1	50,416.00
1	48,670.00	33	ENVIRONMENTAL ANALYST	1	50,195.00
1	57,158.00	32	PRINCIPAL STOREKEEPER	1	42,972.00
3	151,413.00	32	WORKING FOREMAN, CRAFTSMAN	3	152,376.00
1	56,149.00	32	WATER FILTRATION MECHANICAL TECHNICIAN	1	56,940.00
3	167,785.00	32	PUMPING STATION OPERATOR II	3	167,145.00
2	80,572.00	30	MOTOR EQUIPMENT REPAIRMAN DPW	2	80,264.00
2	100,702.00	30	PUBLIC WORKS MAINTENANCE CRAFTSMAN	2	102,080.00
4	213,876.00	30	WORKING FOREMAN, MAINTENANCE MAN	4	214,126.00
2	91,788.00	30	HEAD CLERK	2	82,744.00
1	36,238.00	27	PRINCIPAL CLERK & STENOGRAPHER	1	36,457.00
30	1,216,057.00	26	PUBLIC WORKS MAINTENANCE MAN	30	1,211,808.00
1	46,657.00	26	WATER SERVICE INSPECTOR	1	46,479.00
2	70,972.00	26	STOREKEEPER	2	70,700.00
3	107,161.00	25	ASSISTANT STOREKEEPER	3	108,023.00
2	87,026.00	24	ASSISTANT FILTRATION PLANT OPERATOR	2	76,359.00
1	33,660.00	24	SENIOR CLERK AND STENOGRAPHER	1	33,868.00
15	569,720.00	24	PUBLIC WORKS LABORER	15	587,274.00
1	31,732.00	22	SENIOR CLERK AND TYPIST	1	31,926.00
1	56,374.00	4	SENIOR SECURITY GUARD	1	57,897.00
4	158,327.00	1	SECURITY GUARD	4	160,438.00
140	7,209,977.00		REGULAR SALARIES	140	7,141,752.00

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF WATER- DIVISION #450**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	2,570.00		EM INCENTIVE PAY		2,131.00
	252,398.00		CONTRACTUAL STIPENDS - MEO		252,398.00
	(105,502.00)		VACANCY FACTOR		(105,502.00)
	<u>7,359,443.00</u>		TOTAL RECOMMENDED SALARIES		<u>7,290,779.00</u>
<u>140</u>	<u>\$ 7,359,443.00</u>	<b>450-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>140</u>	<u>\$ 7,290,779.00</u>
	<u>\$ 643,000.00</u>		OVERTIME		<u>\$ 643,000.00</u>
	<u>\$ 643,000.00</u>	<b>450-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 643,000.00</u>
	\$ -		BUILDING MAINTENANCE SERVICES		\$ 206,400.00
	1,184,000.00		ELECTRICITY		1,189,000.00
	17,500.00		LEASES & RENTALS		20,500.00
	107,000.00		SPECIAL POLICE		110,000.00
	35,000.00		HIRED SERVICES		39,000.00
	45,000.00		TELEPHONE		45,000.00
	1,600.00		POSTAGE		3,600.00
	3,500.00		SECURITY SERVICES		4,000.00
	3,000.00		NEWSPAPER ADVERTISING		2,000.00
	1,600.00		REGISTRATION FEES		16,500.00
	265,000.00		WATER		315,000.00
	2,000.00		EXTERMINATOR SERVICES		6,000.00
	15,000.00		PRINTING		16,000.00
	5,000.00		RUBBISH REMOVAL		5,000.00
	42,000.00		MAINTENANCE SYSTEM SOFTWARE		45,000.00
	65,000.00		MAINTENANCE/REPAIR BUILDING		93,000.00
	69,000.00		MAINTENANCE/REPAIR EQUIPMENT		100,000.00
	3,000.00		TRAINING CERTIFICATES		7,000.00
	249,000.00		MAINTENANCE/REPAIR VEHICLE		281,000.00
	6,500.00		CLEANING SERVICES		9,500.00
	50,500.00		INSURANCE		40,000.00
	12,500.00		CONSULTANTS		12,500.00
	6,500.00		ENVIRONMENTAL SERVICES		2,000.00
	7,000.00		HARDWARE NETWORK SUPPORT		7,000.00
	9,500.00		MEMBERSHIP DUES		15,000.00
	1,000.00		AUTOMOTIVE SUPPLIES		1,700.00
	335,000.00		BUILDING SUPPLIES		363,000.00
	13,000.00		OFFICE SUPPLIES		14,500.00
	131,500.00		NATURAL GAS		131,500.00
	4,000.00		SAND & GRAVEL SUPPLIES		4,000.00
	7,500.00		PRINTING SUPPLIES		10,000.00
	80,000.00		AUTO FUEL NO LEAD GAS		88,000.00
	72,000.00		DIESEL FUEL		95,000.00
	90,000.00		LABORATORY SUPPLIES		43,000.00
	175,000.00		PARTS/EQUIPMENT SUPPLIES		220,000.00
	29,000.00		SAFETY SUPPLIES		34,000.00
	2,000.00		SUBSCRIPTIONS		2,000.00
	310,000.00		CHEMICAL SUPPLIES		370,000.00

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF PUBLIC WORKS & PARKS**

**DIVISION OF WATER- DIVISION #450**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	\$ 18,000.00		CUSTODIAL SUPPLIES		\$ 17,000.00
	2,000.00		COPY PAPER		2,400.00
	2,000.00		UNIFORMS		2,000.00
	2,500.00		HARDWARE/DEVICES		2,500.00
	3,400.00		LANDSCAPING SUPPLIES		2,900.00
	567,000.00		OTHER CHARGES & EXPENDITURES		22,500.00
	160,000.00		TAXES		195,000.00
	4,500.00		LICENSES		4,100.00
	<u>\$ 4,215,100.00</u>	<b>450-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 4,215,100.00</u>
	\$ 25,000.00		CAPITAL OUTLAY		\$ 25,000.00
	<u>\$ 25,000.00</u>	<b>450-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 25,000.00</u>
	\$ 4,639,193.00		DEBT SERVICES: REDEMPTION OF BONDS		\$4,893,823.00
	2,555,258.00		INTEREST ON BONDS		2,476,035.00
	<u>\$ 7,194,451.00</u>	<b>450-94000</b>	<b>TOTAL RECOMMENDED DEBT SERVICES</b>		<u>\$ 7,369,858.00</u>
	<u>\$ 2,708,681.00</u>	<b>450-95000</b>	<b>TOTAL RECOMMENDED TRANSFER OF SERVICES</b>		<u>\$ 2,769,967.00</u>
	\$ 1,869,218.00		HEALTH INSURANCE		\$ 1,947,603.00
	2,207,507.00		CONTRIBUTORY PENSIONS		2,069,414.00
	132,430.00		EARLY RETIREMENT		129,488.00
	770,976.00		PENSION OBLIGATION BONDS		681,042.00
	110,000.00		WORKERS COMPENSATION		120,000.00
	5,000.00		UNEMPLOYMENT COMPENSATION		3,000.00
	<u>\$ 5,095,131.00</u>	<b>450-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 4,950,547.00</u>
	<u>\$ 27,240,806.00</u>		<b>TOTAL WATER</b>		<u>\$ 27,264,251.00</u>

# OFF STREET PARKING

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

The Off-Street Parking Division provides a safe and economical parking supply program, which maintains and supports economic development in the City and supplements the City's curbside parking, as well as the private sector's parking supply, at no cost to the taxpayer.

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
<b>Expenditures</b>				
Pearl Elm Garage	\$ 604,491.00	\$ 737,913.00	\$ 801,632.00	\$ 1,669,314.00
Federal Plaza Garage	631,651.00	678,047.00	497,271.00	681,978.00
Off Street Parking Lots	192,775.00	353,322.00	105,635.00	362,829.00
Parking Meters	347,388.00	300,000.00	255,073.00	315,000.00
Union Station Garage	694,867.00	740,155.00	565,083.77	756,534.00
Major Taylor Blvd Garage	1,261,356.00	834,214.00	489,412.00	772,834.00
Worcester Common Garage	510,600.00	480,000.00	453,118.00	505,000.00
<b>Total Expenditures</b>	<b>\$ 4,243,128.00</b>	<b>\$ 4,123,651.00</b>	<b>\$ 3,167,224.77</b>	<b>\$ 5,063,489.00</b>
<b>Funding Sources</b>				
Pearl Elm Garage	\$ 751,967.00	\$ 737,913.00	\$ 538,732.00	\$ 775,000.00
Federal Plaza Garage	370,148.00	450,000.00	302,765.00	681,978.00
Off Street Parking Lots	407,423.00	353,322.00	211,550.00	362,829.00
Parking Meters	709,963.00	300,000.00	214,108.00	315,000.00
Union Station Garage	599,743.00	435,100.00	565,083.77	575,000.00
Major Taylor Blvd Garage	1,508,590.00	1,597,316.00	1,179,302.00	1,968,682.00
Worcester Common Garage	200,612.00	250,000.00	378,054.00	385,000.00
<b>Total Funding Sources</b>	<b>\$ 4,548,446.00</b>	<b>\$ 4,123,651.00</b>	<b>\$ 3,389,594.77</b>	<b>\$ 5,063,489.00</b>

## Operating Budget Highlights

The budget for Fiscal 2021 is recommended to be \$5,063,489, which is an increase of \$939,838 from the Fiscal 2020 amount of \$4,123,651. The majority of this increase is due to the debt service on the improvements to the Pearl Elm Garage. In addition, the budgets for all garages recognize increased costs associated with the current garage management contract.

**PAUL J. MOOSEY, COMMISSIONER****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021****DEPARTMENT OF PUBLIC WORKS & PARKS****OFF STREET PARKING PROGRAM #46S**

RECOMMENDED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
\$ 629,000.00	PEARL / ELM GARAGE ORDINARY MAINTENANCE	\$ 642,000.00
29,182.00	INTEREST ON BONDS	298,934.00
79,731.00	REDEMPTION ON BONDS	728,380.00
<u>\$ 737,913.00</u>	<b>TOTAL PEARL ELM GARAGE</b>	<u>\$ 1,669,314.00</u>
\$ 432,000.00	FED/PLAZA GARAGE ORDINARY MAINTENANCE	\$ 445,000.00
55,673.00	INTEREST ON BONDS	47,248.00
190,374.00	REDEMPTION ON BONDS	189,730.00
<u>\$ 678,047.00</u>	<b>TOTAL FEDERAL PLAZA GARAGE</b>	<u>\$ 681,978.00</u>
\$ 300,000.00	PARKING METERS ORDINARY MAINTENANCE	\$ 315,000.00
<u>\$ 300,000.00</u>	<b>TOTAL PARKING METERS</b>	<u>\$ 315,000.00</u>
\$ 208,000.00	OFF STREET PARKING LOT ORDINARY MAINTENANCE	\$ 225,000.00
72,461.00	INTEREST ON BONDS	70,989.00
72,861.00	REDEMPTION ON BONDS	66,840.00
<u>\$ 353,322.00</u>	<b>TOTAL OFF STREET PARKING LOT</b>	<u>\$ 362,829.00</u>
\$ 385,000.00	UNION STATION ORDINARY MAINTENANCE	\$ 415,000.00
82,624.00	INTEREST ON BONDS	68,997.00
272,531.00	REDEMPTION ON BONDS	272,537.00
<u>\$ 740,155.00</u>	<b>TOTAL UNION STATION GARAGE</b>	<u>\$ 756,534.00</u>
\$ 775,000.00	MAJOR TAYLOR BOULEVARD GARAGE ORDINARY MAINTENANCE	\$ 715,000.00
25,214.00	INTEREST ON BONDS	23,834.00
34,000.00	REDEMPTION ON BONDS	34,000.00
<u>\$ 834,214.00</u>	<b>TOTAL WORCESTER CENTER BOULEVARD GARAGE</b>	<u>\$ 772,834.00</u>
\$ 480,000.00	WORCESTER COMMON GARAGE ORDINARY MAINTENANCE	\$ 505,000.00
<u>\$ 480,000.00</u>	<b>TOTAL WORCESTER COMMON GARAGE</b>	<u>\$ 505,000.00</u>
<u>\$ 4,123,651.00</u>	<b>TOTAL OFF - STREET PARKING</b>	<u>\$ 5,063,489.00</u>
	<b>FUNDING SOURCES:</b>	
\$ (737,913.00)	PEARL ELM GARAGE	\$ (775,000.00)
(450,000.00)	FEDERAL PLAZA	(681,978.00)
(300,000.00)	PARKING METERS	(315,000.00)
(353,322.00)	OFF STREET PARKING LOTS	(362,829.00)
(435,100.00)	UNION STATION GARAGE	(575,000.00)
(1,597,316.00)	MAJOR TAYLOR BOULEVARD GARAGE	(1,968,682.00)
(250,000.00)	WORCESTER COMMON GARAGE	(385,000.00)
<u>\$ (4,123,651.00)</u>	<b>TOTAL FUNDING SOURCES</b>	<u>\$ (5,063,489.00)</u>
<u>\$ -</u>	<b>RECOMMENDED TAX LEVY</b>	<u>\$ -</u>

# ECONOMIC DEVELOPMENT

## Michael E. Traynor - Chief Development Officer

City Hall  
 455 Main Street, 4<sup>th</sup> Floor  
 Worcester, MA 01608  
 508-799-1400

The mission of the Executive Office of Economic Development is to encourage the creation of residential, commercial, industrial, retail, entertainment, and cultural opportunities for residents, workers, and visitors. The departments responsible for:

- Coordinating with and encouraging public and private entities to envision and build a city that attracts new businesses and residents;
- Generating land value that draws private investment to vacant and underutilized properties;
- Procuring funds for, administering, and otherwise facilitating 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;
- Providing credible, timely, and accessible data for decision-making and problem solving that effectively brings the organization’s interdisciplinary analytic capacity to bear on significant planning problems.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 1,360,419.42	\$ 1,708,537.00	\$ 966,811.39	\$ 1,686,274.00
Overtime	-	-	-	-
Ordinary Maintenance	166,061.35	405,569.00	130,897.46	412,554.00
Capital Outlay	2,970.00	2,500.00	-	-
<b>Total Expenditures</b>	<b>\$ 1,529,450.77</b>	<b>\$ 2,116,606.00</b>	<b>\$ 1,097,708.85</b>	<b>\$ 2,098,828.00</b>
<b>Total Positions</b>	37	37		39

### Operating Budget Highlights

The Fiscal 2021 tax levy for the Economic Development Department is recommended to be funded at \$2,098,828, which is a decrease of \$17,778 from Fiscal 2020. The salary decrease is mainly due to vacant positions budgeted at a lower step, increase in grant funding, and Fiscal 2021 having 52.2 weeks whereas in Fiscal 2020 there were 52.4 weeks. The Ordinary Maintenance increase of \$6,985 is due to legal filing fees, books, and land management to incorporate sufficient funding for vegetation maintenance. Capital Outlay was not funded in Fiscal 2021.

# ECONOMIC DEVELOPMENT

---

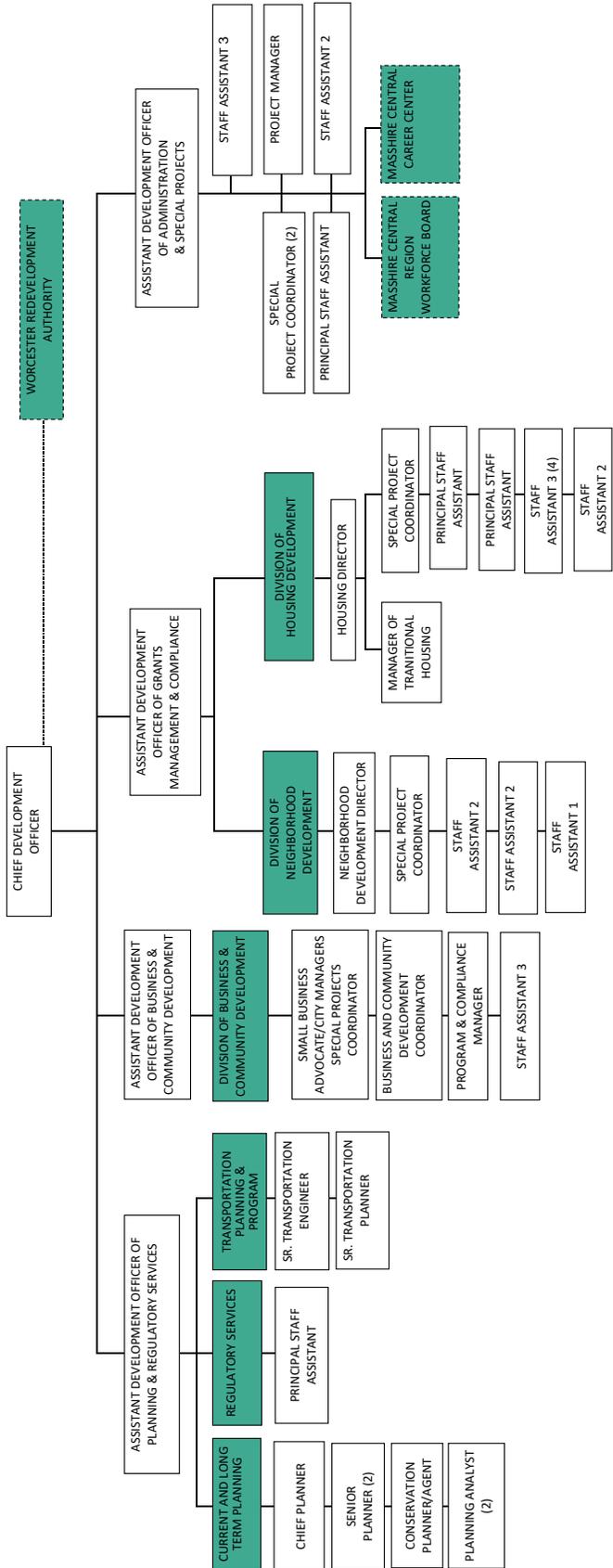
## Major Accomplishments of FY20

- Awarded \$5.6M Lead-Paint Abatement Grant by the U.S. Department of Housing and Urban Development
- Received grant award within the inaugural round of the Gateways Housing Rehabilitation Program (GHRP) in the amount of \$275,000
- Development and formal announcement of the Worcester Housing Now Initiative
- Secured \$2,000,000 in brownfields funding from MassDevelopment and \$500,000 from U.S. EPA to support site preparation at Polar Park
- Signed an agreement to sell the long stagnant, City-owned 95 Grand Street for \$210,000.
- Received special legislation to offer a 90-year lease and facilitate the redevelopment of the former St. Vincent Nurses' Building at 128 Providence Street.
- Successfully closed on the sale of tax title property at 261 Clover Street, which will be fully remediated and redeveloped into 90-units of market-rate housing.
- Secured the first anchor company of the Reactory bio-manufacturing park, WuXi Biologics – a \$60 million facility, in partnership with the Economic Development Coordinating Council.
- Launched the Diverse Business Directory in partnership with the Human Rights Division, Center for Women & Enterprise and Worcester Regional Chamber of Commerce.
- Implemented new goals for construction workforce diversity on economic development projects receiving property tax incentives.
- Permitting activity through the Planning Board, Zoning Board of Appeals, and Conservation Commission has increased by 46 percent over the past three years (FY16 through FY 19), and continues to trend higher in FY20.
- Planning, permitting and execution of public infrastructure and private development associated with construction of Polar Park.
- The Small Business Resiliency Grant Program was launched to assist in the stabilization of businesses that have had significant business disruption due to the impact of COVID-19. The first round of the program in March 2020 supported 191 businesses at \$1,500,500 in total CDBG funding, capped at \$10,000 per business. The second round in May 2020 is anticipated to support at least 150 additional businesses.

## New and Continued Initiatives:

- Establishment of a transportation planning program to coordinate mobility local and regional mobility initiatives and administer the City's Complete Streets policy.
- Implementation of licensing and permitting for Adult Use Marijuana Establishments.
- Conveyance and redevelopment of the Lincoln Square Boys Club.
- Conveyance and redevelopment of 2 Clover Street property.
- Development of a new hotel in Washington Square.
- Development of a Diverse Business Directory in partnership with the Human Rights Division.

# EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT ORGANIZATIONAL CHART



39 FUNDED POSITIONS

**MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT #043**

FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 144,973.00	58CM	CHIEF DEVELOPMENT OFFICER	1	\$ 144,427.00
1	90,401.00	48EM	ASSTISTANT DEVELOPMENT OFFICER - SPECIAL PROJ.	1	80,014.00
1	96,743.00	48EM	ASSTISTANT DEVELOPMENT OFFICER- GRANTS MGMT. & COMPLIANCE	1	96,424.00
2	168,653.00	45M	SPECIAL PROJECT COORDINATOR	2	159,544.00
1	70,991.00	42M	PROJECT MANAGER	1	82,570.00
1	78,349.00	40M	PRINCIPAL STAFF ASSISTANT	1	78,050.00
1	68,330.00	37	STAFF ASSISTANT 3	1	68,069.00
1	55,601.00	35	STAFF ASSISTANT 2	1	57,393.00
9	\$774,041.00		REGULAR SALARIES	9	\$ 766,491.00
	5,032.00		EM INCENTIVE PAY		749.00
9	\$ 779,073.00		TOTAL SALARIES	9	\$ 767,240.00
			<u>FUNDING SOURCES:</u>		
	\$ (137,900.00)		FEDERAL GRANTS		\$ (132,054.00)
	(87,036.00)		URBAN RENEWAL		(90,045.00)
	\$ (224,936.00)		TOTAL FUNDING SOURCES		\$ (222,099.00)
9	\$ 554,137.00		TOTAL PERSONAL SERVICES	9	\$ 545,141.00
1	\$ 93,705.00	48EM	ASSISTANT DEVELOPMENT OFFICER- BUSINESS & COMMUNITY DEVELOP.	1	\$ 93,355.00
1	94,048.00	46EM	SMALL BUSINESS ADVOCATE/CM'S SPECIAL PROJECTS COORD.	1	93,689.00
1	64,348.00	42M	BUSINESS & COMMUNITY DEVELOPMENT COORDINATOR	1	66,652.00
1	59,799.00	40M	PROGRAM & COMPLIANCE MANAGER	1	78,050.00
1	68,330.00	37	STAFF ASSISTANT 3	1	68,069.00
5	\$ 380,230.00		TOTAL REGULAR SALARIES	5	\$ 399,815.00
1	\$92,594.00	42EM	NEIGHBORHOOD DEVELOPMENT DIRECTOR	1	\$ 92,248.00
1	63,551.00	35	SPECIAL PROJECT COORDINATOR	1	63,309.00
2	118,660.00	35	STAFF ASSISTANT 2	2	118,159.00
1	50,081.00	32	STAFF ASSISTANT 1	1	51,536.00
5	\$ 324,886.00		TOTAL REGULAR SALARIES	5	\$ 325,252.00
1	\$90,777.00	42EM	HOUSING DIRECTOR	1	\$ 90,432.00
1	71,537.00	45M	SPECIAL PROJECT COORDINATOR	1	75,308.00
2	154,321.00	40M	PRINCIPAL STAFF ASSISTANT	2	155,484.00
1	67,321.00	37	MANAGER OF TRANSITIONAL HOUSING	1	68,069.00
2	130,513.00	37	STAFF ASSISTANT 3	4	235,748.00
1	50,167.00	37	STAFF ASSISTANT 2	1	50,467.00
8	\$ 564,636.00		TOTAL REGULAR SALARIES	10	\$ 675,508.00
1	\$101,607.00	48EM	ASSISTANT DEVELOPMENT OFFICER- PLANNING & REGULATORY SERVICES	1	\$ 101,227.00
1	84,248.00	45M	CHIEF PLANNER	1	87,184.00
1	69,064.00	44M	SENIOR TRANSPORTATION ENGINEER	1	67,242.00
1	65,103.00	42M	SENIOR TRANSPORTATION PLANNER	1	67,294.00
1	68,148.00	42M	CONSERVATION PLANNER/AGENT	1	70,310.00
2	128,696.00	42M	SENIOR PLANNER	2	136,509.00
1	78,349.00	40M	PRINCIPAL STAFF ASSISTANT	1	78,050.00
2	110,966.00	37	PLANNING ANALYST	2	106,338.00
10	\$ 706,181.00		REGULAR SALARIES	10	\$ 714,154.00
28	\$ 1,975,933.00		REGULAR SALARIES	30	\$ 2,114,729.00
	(10,000.00)		VACANCY FACTOR		(10,000.00)
	6,145.00		EM INCENTIVE PAY		3,611.00
28	\$ 1,972,078.00		TOTAL PERSONAL SERVICES	30	\$ 2,108,340.00
			<u>FUNDING SOURCES:</u>		
	\$ (751,171.00)		FEDERAL GRANTS		\$ (919,235.00)
	(34,615.00)		STATE GRANTS		(26,748.00)
	(31,892.00)		EPA PROJECTS		(21,224.00)
	(817,678.00)		TOTAL FUNDING SOURCES		(967,207.00)
28	\$ 1,154,400.00		TOTAL PERSONAL SERVICES	30	\$ 1,141,133.00
37	\$ 1,708,537.00	<b>043-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	39	\$ 1,686,274.00

FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	\$ 550.00		BOOKS		\$ 1,110.00
	218,800.00		CONSULTANTS		218,800.00
	2,200.00		COPY PAPER		2,200.00
	12,317.00		ENVIRONMENTAL SERVICES		12,317.00
	100.00		EQUIPMENT INSURANCE		100.00
	950.00		HARDWARE/DEVICES		950.00
	1,200.00		LEASE & RENTALS		1,200.00
	60,000.00		LEGAL CONSULTANTS		60,000.00
	75.00		LEGAL FILING FEES		500.00
	1,200.00		LICENSE COMMISSION		1,200.00
	25,000.00		LIVE WORCESTER INCENTIVE PROGRAM		25,000.00
	400.00		MAINTENANCE SYSTEM SOFTWARE		400.00
	1,200.00		MEMBERSHIP DUES		1,200.00
	14,000.00		NEWSPAPER ADVERTISING		14,000.00
	4,000.00		OFFICE SUPPLIES		4,000.00
	1,085.00		PRINTING		1,085.00
	14,000.00		PRINTING SUPPLIES		14,000.00
	1,885.00		RECREATION PROGRAMS		1,885.00
	500.00		REGISTRATION FEES		500.00
	1,100.00		SECURITY SERVICES		1,100.00
	10,000.00		SNOW REMOVAL		-
	25,000.00		SUSTAINING HOUSING FIRST SOLUTIONS PILOT PROGRAM		25,000.00
	5,067.00		TELEPHONES		5,067.00
	1,500.00		TRAVEL		1,500.00
	440.00		WATER		440.00
	3,000.00		TREE REMOVAL		-
	-		LAND MANAGEMENT		19,000.00
	<u>\$ 405,569.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 412,554.00</u>
	<u>\$ 405,569.00</u>	<b>043-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 412,554.00</u>
	<u>\$ 2,500.00</u>		CAPITAL OUTLAY		\$ -
	<u>\$ 2,500.00</u>		TOTAL CAPITAL OUTLAY		\$ -
	<u>\$ 2,500.00</u>	<b>043-93000</b>	<b>TOTAL RECOMMENDED TAX LEVY CAPITAL OUTLAY</b>		<u>\$ -</u>
	\$ 141,583.00		HEALTH INSURANCE		\$ 169,076.00
	98,795.00		RETIREMENT		107,038.00
	<u>\$ 240,378.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 276,114.00</u>
			<b>FUNDING SOURCES:</b>		
	\$ (240,378.00)		FUNDING SOURCES		\$ (276,114.00)
	<u>\$ (240,378.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (276,114.00)</u>
	<u>\$ -</u>	<b>043-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 2,116,606.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 2,098,828.00</u>

**FISCAL YEAR 2021  
DEPARTMENT OF ECONOMIC DEVELOPMENT  
FUNDING SOURCES**

**DIVISION: ADMINISTRATION**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CDBG	\$ 119,532.00	31,467.00	\$ 150,999.00
LEAD	2,915.00	934.00	3,849.00
EMERGENCY SOLUTION	1,943.00	622.00	2,565.00
HOME	7,664.00	1,919.00	9,583.00
URBAN RENEWAL	90,045.00	26,350.00	116,395.00
	<u>\$ 222,099.00</u>	<u>\$ 61,292.00</u>	<u>\$ 283,391.00</u>

**DIVISION: BUSINESS ASSISTANCE**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CDBG	\$ 61,876.00	11,574.00	\$ 73,450.00
EPA GRANTS	21,224.00	5,323.00	26,547.00
	<u>\$ 83,100.00</u>	<u>\$ 16,897.00</u>	<u>\$ 99,997.00</u>

**DIVISION: NEIGHBORHOOD DEVELOPMENT**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CDBG	\$ 265,789.00	\$ 63,795.00	\$ 329,584.00
	<u>\$ 265,789.00</u>	<u>\$ 63,795.00</u>	<u>\$ 329,584.00</u>

**DIVISION: HOUSING DEVELOPMENT**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
CDBG	\$ 218,229.00	\$ 46,065.00	\$ 264,294.00
CLPP GRANT	26,748.00	5,764.00	32,512.00
2015 LEAD HAZARD GRANT	271,473.00	57,519.00	328,992.00
HOME	88,255.00	19,955.00	108,210.00
HOPWA	3,403.00	1,207.00	4,610.00
EMERGENCY SOLUTION	10,210.00	3,620.00	13,830.00
	<u>\$ 618,318.00</u>	<u>\$ 134,130.00</u>	<u>\$ 752,448.00</u>

<b>DEPARTMENT TOTAL</b>	<u><u>\$ 1,189,306.00</u></u>	<u><u>\$ 276,114.00</u></u>	<u><u>\$ 1,465,420.00</u></u>
-------------------------	-------------------------------	-----------------------------	-------------------------------

# UNION STATION / WORCESTER REDEVELOPMENT AUTHORITY

**Michael E. Traynor, Esq.**  
**Chief Development Officer**  
 Worcester Redevelopment Authority  
 City Hall, 4<sup>th</sup> Floor  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1400

The Worcester Redevelopment Authority (WRA) board undertakes and implements urban renewal activities in the city of Worcester pursuant to G.L. c. 121B. The WRA is currently overseeing the construction of Polar Park, the future home of the Triple-A affiliate of the Boston Red Sox that will be known as the Worcester Red Sox. The WRA owns and oversees the operations and management of Union Station and carries out other administrative functions of the WRA, including the oversight and implementation of the Downtown Urban Revitalization Plan. The WRA is staffed by key operational personnel from the City’s administrative departments. In addition to the management and maintenance of Union Station, the WRA seeks new tenants for leasable areas in Union Station and the retail space in the Union Station Parking Garage.

## Department Allocation Summary

		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/2020</b>	<b>Fiscal 2021</b>
Ordinary Maintenance	\$ 1,803,569.26	\$ 1,876,220.00	\$ 1,169,253.38	\$ 1,522,074.00
<b>Total Expenditures</b>	<b>\$ 1,803,569.26</b>	<b>\$ 1,876,220.00</b>	<b>\$ 1,169,253.38</b>	<b>\$ 1,522,074.00</b>
<b>Funding Sources</b>				
Operating Revenue	\$ 226,696.43	\$ 396,149.00	\$ 324,027.52	\$ 620,369.00
FTA Preventative Maintenance	767,980.83	984,000.00	473,172.61	498,400.00
General Revenue Funds	808,892.00	496,071.00	372,053.25	403,305.00
<b>Total Funding Sources</b>	<b>\$ 1,803,569.26</b>	<b>\$ 1,876,220.00</b>	<b>\$ 1,169,253.38</b>	<b>\$ 1,522,074.00</b>

The budget for Fiscal 2021 is recommended to be \$403,305 which is a decrease of \$92,766 from the Fiscal 2020 amount of \$496,071. This is mainly due to an increase in Cannabis Control Commission (CCC) rent offset by a decrease in security service, therefore decreases the FTA Preventative funding.

## Operating Budget Highlights

- The Massachusetts Cannabis Control Commission took occupancy of its new headquarters at Union Station in November 2019.

# UNION STATION / WORCESTER REDEVELOPMENT AUTHORITY

---

## Downtown Urban Renewal Initiative: Worcester Redevelopment Authority Highlights

- Construction activities for the Canal District Ballpark Project included site clearance and preparation, installation of footings, foundations, retaining walls, underground utilities and steel erection.
- Renovation projects at Union Station included the buildout of a Worcester Police Department sub-station, restroom improvements and renovations to the Harding Street entrance corridor, including improving handicap accessibility in that corridor.
- Began monthly dialogue with the owners of 521 Main Street (the Great Wall Restaurant property) and 12 & 22 Front Street (the “Midtown Mall properties”) relative to the respective property owner’s plans for rehabilitation and renovation of the properties.

## New and Continued Initiatives

- Build out a portion of the Union Station Garage retail space and execute a lease for the space.
- Continue the Canal District Ballpark Project featuring the construction of Polar Park and the development of a publicly owned parking garage on the south side of Madison Street.
- Coordinate with the MBTA to advance the Center Platform Project at Union Station, including the creation of a new pedestrian access from inside Union Station to the center platform, and the demolition of the existing passenger platform on the southerly side of Union Station.
- Continue meeting and working with the owners of the 521 Main Street and 12 & 22 Front Street to attain the rehabilitation and renovation of those properties.
- Continue to push for redevelopment of other properties identified in the Downtown Revitalization Plan.

**MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF ECONOMIC DEVELOPMENT**

**DIVISION OF UNION STATION- DIVISION #480**

APPROVED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
<b><u>UNION STATION AND BUSPORT OPERATIONS</u></b>		
\$ 203,100.00	JANITORIAL SERVICES	\$ 272,800.00
141,000.00	MAINTENANCE & REPAIR	165,000.00
903,300.00	SECURITY	341,400.00
160,000.00	SNOW REMOVAL & GROUNDS	159,500.00
65,000.00	UNION STATION PROPERTY MANAGEMENT	68,800.00
34,320.00	TENANT PARKING	34,300.00
5,500.00	OTHER ORDINARY MAINTENANCE	3,700.00
90,000.00	REAL ESTATE TAXES	179,074.00
17,000.00	INSURANCE	17,000.00
18,000.00	GENERAL & ADMINISTRATIVE	22,500.00
239,000.00	UTILITIES	258,000.00
<u>\$ 1,876,220.00</u>	ORDINARY MAINTENANCE UNION STATION	<u>\$ 1,522,074.00</u>
<u>-</u>	DOWNTOWN URBAN RENEWAL INITIATIVE	<u>-</u>
<u>\$ 1,876,220.00</u>	TOTAL WORCESTER REDEVELOPMENT AUTHORITY	<u>\$ 1,522,074.00</u>
<b><u>FUNDING SOURCES:</u></b>		
\$ (396,149.00)	TENANT REVENUE	\$ (620,369.00)
(984,000.00)	FTA PREVENTATIVE MAINTENANCE	(498,400.00)
<u>\$ (1,380,149.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,118,769.00)</u>
<u>\$ 496,071.00</u>	<b>480-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 403,305.00</u>
<u>\$ 496,071.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 403,305.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# MASSHIRE CENTRAL REGION WORKFORCE BOARD

## Jeffrey Turgeon - Director

340 Main Street  
 Worcester, MA 01608  
 508-799-1590

### **MassHire Central Region Workforce Board Mission Statement:**

The mission of the MassHire Central Region Workforce Board is to create a coherent and integrated workforce development system to effectively serve the employment, education and training needs of employers and the labor force within the 38 communities in its workforce development area. The Workforce Board establishes policies and oversees the operations of the workforce development system.

### Department Allocation Summary

	<b>Actuals</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/19</b>	<b>Fiscal 2021</b>
Salaries	\$ 516,763.25	\$ 577,816.00	\$ 329,436.00	\$ 564,182.00
Ordinary Maintenance	2,469,930.20	130,720.00	1,152,040.00	2,025,895.00
Capital Outlay	-	3,600.00	-	3,600.00
Fringe Benefits	70,650.41	162,475.00	52,987.00	133,464.00
<b>Total</b>	<b>\$ 3,057,343.86</b>	<b>\$ 874,611.00</b>	<b>\$ 1,534,463.00</b>	<b>\$ 2,727,141.00</b>
Federal & State Grants	(2,857,343.86)	(674,611.00)	(1,334,463.00)	(2,527,141.00)
<b>Net Total Tax Levy</b>	<b>\$ 200,000.00</b>	<b>\$ 200,000.00</b>	<b>\$ 200,000.00</b>	<b>\$ 200,000.00</b>
<b>Total Positions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

### Operating Budget Highlights

The total Fiscal 2021 Budget is recommended to be \$200,000, which is a level funded budget to Fiscal 2020. The increase in Ordinary Maintenance is to account for the Sub-Recipient and Vendor Contracts for participant education and training that wasn't displayed in prior year budgets.

### Major Accomplishments of FY20

- Successful completion of a revised regional workforce “blueprint” through the State’s Workforce Skills Cabinet to identify priority occupations for additional training resources regionally.
- Earned nominations for two MCRWB staff for statewide MassHire “brand” awards, including the “Living the Brand” award for the MCRWB Director of Youth Services, Ed Gagne.
- Successful completion of the bi-annual regional career center operator certification process and annual contract monitoring process.
- On track for achievement of Worcester Jobs Fund FY 20 participant goals (70 trainees, average placement 80%+, wage at \$16/per hour), and leveraging of more than \$80,000 in state and federal funding.

# MASSHIRE CENTRAL REGION WORKFORCE BOARD

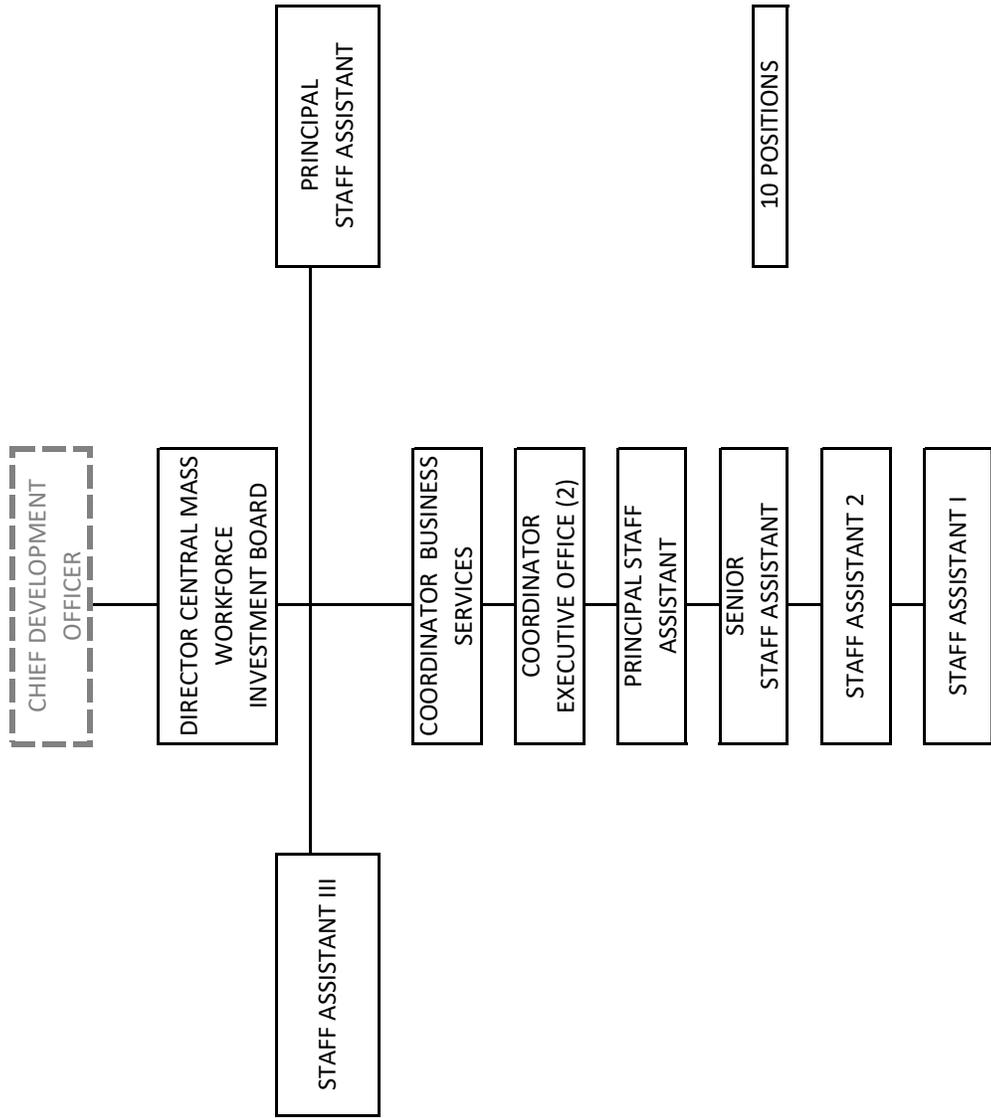
---

- Successful advancement a Pharmacy Technician State grant project, training more than 35 area residents in this field.
- Successful completion of a State funded child development apprenticeship planning grant project that has established a local Registered Apprenticeship in this occupation with several provider partners and a state application for recognition of three Worcester Public Schools early child education programs as pre-apprenticeships.
- Successful integration of regional WIOA partners and development of the region's FY20 partner Memorandum of Understanding.
- Successfully oversaw the region's summer youth jobs program (YouthWorks) for 284 youth and 19 youth in the Year-Round YouthWorks initiative conducted in partnership with the Worcester Public Schools and the Worcester Community Action Council.  
Successfully managed the region's WIOA Youth programming, provided by three contracted providers (the Fieldstone School, Worcester Community Action Council, and YOU, Inc.), and the regional school-to-career Connecting Activities program in partnership with 21 area school districts.

## New and Continued Initiatives

- Continued coordination of the regional workforce system pursuant to the Workforce Innovation and Opportunity Act and state regulations, as well as Maintained Workforce Board Certification approval from the MA Executive Office of Labor and Workforce Development.
- Continue leverage state, federal, and private funding to support regional workforce initiatives and programs.
- Approval from MA Division of Career Services for our Workforce Development Area's (WDA) WIOA FY20 plan.
- Continued engagement with the City's youth jobs task force and youth anti-violence initiatives.

# EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT MASSHIRE CENTRAL REGION WORKFORCE BOARD



**JEFFREY TURGEON - DIRECTOR**

**CITY OF WORCESTER - NET COST FISCAL 2021**

**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT**

**DIVISION OF MASSHIRE CENTRAL REGION WORKFORCE BOARD- DIVISION #31S, 310**

FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 108,885.00	53EM	DIRECTOR OF MASSHIRE CENTRAL REGION WORKFORCE BOARD	1	\$ 108,469.00
1	65,192.00	43EM	COORDINATOR OF BUSINESS SERVICES	1	66,566.00
2	164,952.00	42EM	COORDINATOR, EXECUTIVE OFFICE	2	164,640.00
2	145,636.00	40M	PRINCIPAL STAFF ASSISTANT	2	131,376.00
1	57,787.00	39M	SENIOR STAFF ASSISTANT	1	57,567.00
1	51,248.00	37	STAFF ASSISTANT 3	1	51,052.00
1	47,810.00	35	STAFF ASSISTANT 2	1	47,628.00
1	43,545.00	32	STAFF ASSISTANT 1	1	45,093.00
<u>10</u>	<u>\$ 685,055.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 672,391.00</u>
	7,392.00		EM INCENTIVE PAY		8,219.00
	(114,631.00)		VACANCY FACTOR		(116,428.00)
<u>10</u>	<u>\$ 577,816.00</u>	<b>31S-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>10</u>	<u>\$ 564,182.00</u>
	\$ 130,720.00		ORDINARY MAINTENANCE		\$ 2,025,895.00
	<u>\$ 130,720.00</u>	<b>31S-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 2,025,895.00</u>
	\$ 3,600.00		CAPITAL PURCHASE		\$ 3,600.00
	<u>\$ 3,600.00</u>	<b>31S-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 3,600.00</u>
	\$ 90,780.00		HEALTH INSURANCE		\$ 63,080.00
	71,695.00		RETIREMENT		70,384.00
	<u>\$ 162,475.00</u>	<b>31S-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ 133,464.00</u>
	<u>\$ 874,611.00</u>		<b>TOTAL MASSHIRE CENTRAL REGION WORKFORCE BOARD BUDGET</b>		<u>\$ 2,727,141.00</u>
	\$ (674,611.00)		FUNDING SOURCES:		\$ (2,527,141.00)
	\$ (674,611.00)		FEDERAL AND STATE GRANTS		\$ (2,527,141.00)
	\$ (674,611.00)		TOTAL FUNDING SOURCES		\$ (2,527,141.00)
	<u>\$ 200,000.00</u>		<b>TOTAL RECOMMENDED TAX LEVY/WORCESTER JOBS FUND</b>		<u>\$ 200,000.00</u>

# MASSHIRE CENTRAL CAREER CENTER

**Janice Ryan Weekes- Director**

340 Main St, Suite 400  
 Worcester, MA 01608  
 508-373-7628

**MassHire Central Career Development Mission Statement:**

The mission of the MassHire Central Career Center (MCCC) is to create and sustain powerful connections between businesses and job seekers through a statewide network of employment professionals. The vision is for a better future for people and businesses in Massachusetts, through meaningful work and sustainable growth. MCCC promises to champion prosperity, connecting employers with talent, and job seekers with tools, services, and connections to achieve meaningful and sustained employment.

**Department Allocation Summary**

	<b>Actuals</b>	<b>Approved Budget for</b>	<b>Actuals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/19</b>	<b>Fiscal 2021</b>
Salaries	\$ 1,252,968.62	\$ 1,904,558.00	\$ 845,753.00	\$ 1,906,516.00
Ordinary Maintenance	1,262,246.00	1,182,679.00	852,016.05	1,182,679.00
Capital Outlay	-	-	-	-
Fringe Benefits	271,929.86	511,917.00	206,947.00	582,339.00
<b>Total</b>	<b>\$ 2,787,144.48</b>	<b>\$ 3,599,154.00</b>	<b>\$ 1,904,716.05</b>	<b>\$ 3,671,534.00</b>
Federal & State Grants	(2,787,144.48)	(3,599,154.00)	(1,904,716.05)	(3,671,534.00)
<b>Net Total Tax Levy</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Positions</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>

**Operating Budget Highlights**

The total Fiscal 2021 Budget is recommended to be \$3,671,534, which is an increase of \$72,380 from the Fiscal 2020 amount of \$3,599,154. The salary increase is due to step increases for employees that are not at maximum pay which is offset by Fiscal 2021 having 52.2 weeks whereas in Fiscal 2020 there were 52.4 weeks. The Fringe Benefit costs increased due to conventional Health Insurance rate changes. These budget increases are fully supported by Federal and State grant funding.

**Major Accomplishments of FY20**

- In FY19, we served 6,650 customers. YTD Jan FY20 numbers are tracking slightly lower however, the majority of the customers we are currently serving have significantly more barriers to employment requiring Career Center staff to devote more time and resources to assist with their success. Outside of customers, who are referred by the DUA (Department of Unemployment Assistance), through our various partnerships targeting specific populations, including DTA (Department of Transitional Assistance), MRC (Mass Rehabilitation Commission), MCB (Mass Commission for the Blind), & WPS ALC

## MASSHIRE CENTRAL CAREER CENTER

---

(Worcester Public Schools - Adult Learning Center), to name a few, these referrals, as well as, the underemployed seeking our assistance, contribute to the number of customers served.

- We continue to host monthly on site job fairs, as well as, industry or targeted population specific job fairs, and employer specific recruitments. Our annual spring job fair in partnership with DCU, and annual Fall Veterans focused job fair continue to receive positive reviews.

### New and Continued Initiatives

- **Access to Recovery (ATR):** In the Fall of 2017, MCCC applied for the Massachusetts Opioid State Targeted Response (STR) grant, which is administered through the Substance Abuse Mental Health Services Administration (SAMHSA), and authorized under the 21st Century Cures Act. This funding has made it possible for the Career Center to provide services for participants who are in active recovery and seeking employment. The initial two-week program curriculum was redesigned and updated in the fall of 2019, and now occurs across three weeks of programming in the career center facilitated by staff focusing on work readiness. With this extension of the programming, the stipend each participant receives at the end of the 3 weeks has also increased to \$600. To date, 218 have graduated, representing 23 cohorts.
- **Veterans' Services:** MCCC's Veteran Representatives founded and administer the Central Massachusetts Veteran Services Provider Coalition (CMVSPC), which meets quarterly, and gained the distinction of being recognized as a best practice at both the state and federal levels by MA Secretary of Veterans' Affairs, Francisco Urena. Last year we reported "The Coalition" had more than 50 member agencies and organizations serving the veteran population. That number is close to doubling, since last year with memberships closing in on the 100 mark. Membership includes VSOs, the NEADS Program, Homebase, Project New Hope, MANG Family Assistance, Worcester County Sheriff's Office, Congressman Jim McGovern's office, and Shoulder to Shoulder. Additionally, in an effort to continue to develop relationships, the group acknowledges veteran-friendly businesses in Central MA, who aggressively seek to hire veterans.
- Once again, we earned the Gold Award for distinction of services from the Commonwealth of MA's DCS Veterans' Employment and Training Division, which recognized the MassHire Central Career Centers' ability to work as a cohesive team in supporting the needs of veterans and their families. We were recognized for the number of veterans served, those entered into employment, retention rates and services for veterans with significant barriers to employment, and quality service.
- **Re-entry:** MCCC Executive Director has a leadership role in working in collaboration with Dr. Matilde Castiel, COW's Health and Human Services Commissioner, and Sheriff Evangelidis, on Worcester's Community Taskforce on Re-entry, and is Co-chair of the Training/Education & Workforce Subcommittee.
- **Community Event Support:** MWCC has an active annual presence at the following community events: Latin American Festival, Black Heritage/Juneteenth Festival, Southeast Asian Festival, Gospel Festival, Worcester County Fathers' Festivals, Convoy of Hope, and City of Worcester Opportunity Fairs/Block Parties. Additionally, we are often able to support other events in a continued effort to market our services.
- **Department of Transitional Assistance (DTA) – Work Participant Program (WPP):** MWCC works collaboratively with the Worcester DTA Office, who have also designated staff to ensure that

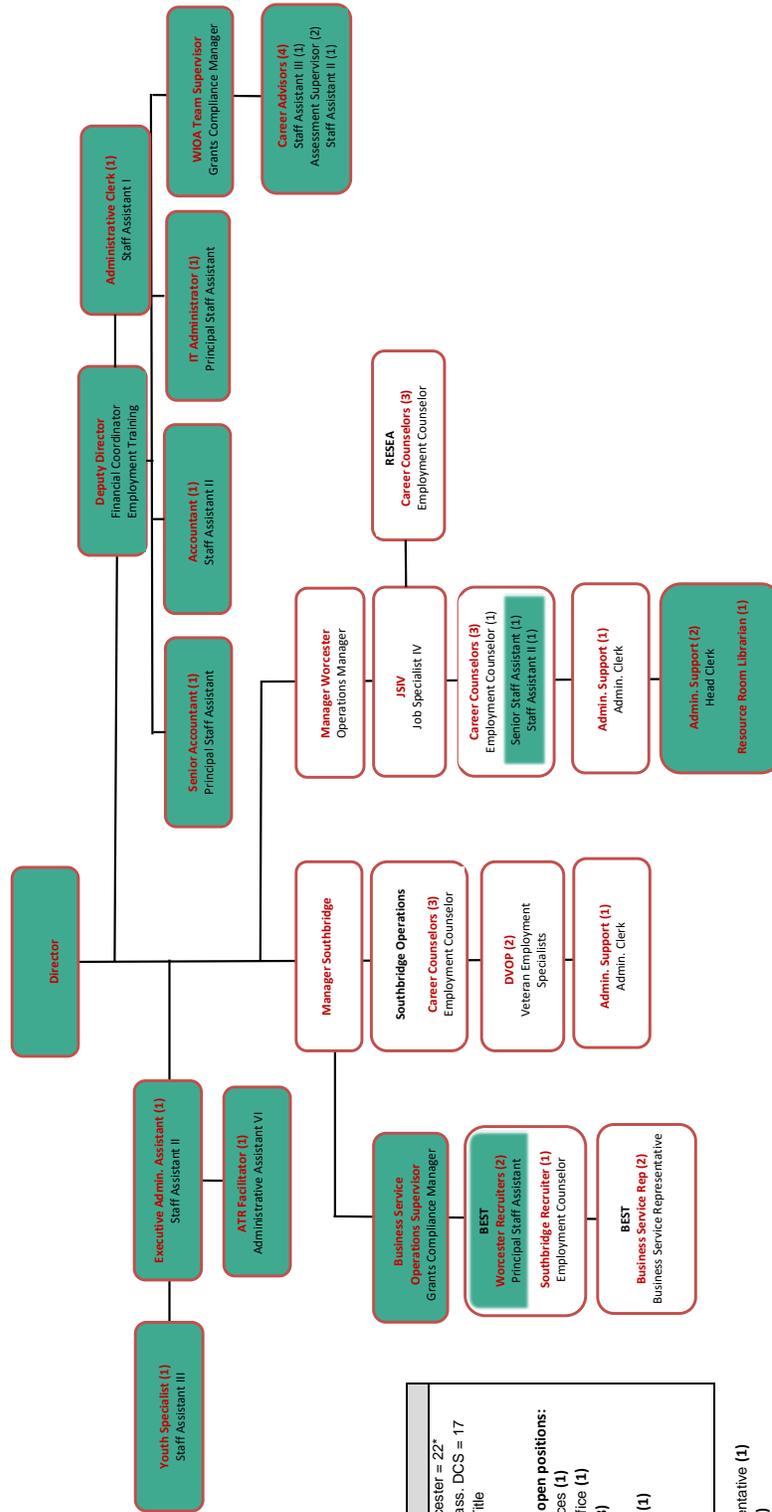
## MASSHIRE CENTRAL CAREER CENTER

---

Transitional Aid To Families with Dependent Children (TAFDC) and Supplemental Nutrition Assistance Program (SNAP) clients receive tailored and appropriate job readiness, job matching, coaching and employment supports. DTA staff are housed at the Career Center, and Career Center staff participate in programming at the local office, which has recently moved from downtown Worcester to the Southwest Corridor/Route 20. Collaboratively we have developed specific programming to serve and support this targeted population.

- **UMass Memorial Health Care - Anchor Mission Program:** Mass Hire has been one of the lead partners working with UMass Memorial Health Care on their Anchor Mission Program, which was developed to establish a solid hiring process of members of the Worcester community. UMass' Anchor Mission program is a commitment to consciously apply the long-term, place-based economic power of the institution in combination with its human and intellectual resources to better the long-term welfare of the community in which the institution is anchored.

MASSHIRE CENTRAL CAREER CENTERS  
ORGANIZATION CHART



**KEY**  
 City of Worcester = 22\*  
 Comm of Mass. DCS = 17  
 Functional Title  
 Above Line  
 Below Line  
 HR Title  
 \* There are 13 additional open positions:  
 Coordinator, Career Services (1)  
 Coordinator, Executive Office (1)  
 Principal Staff Assistant (3)  
 Senior Staff Assistant (1)  
 Admin. Assistant Grade 8 (1)  
 Staff Assistant 3 (2)  
 Staff Assistant 2 (4)

State Open Positions:  
 Business Service Representative (1)  
 Employment Counselor (2)  
 JSIV (1)

**JANICE RYAN WEEKES, DIRECTOR MASSHIRE CENTRAL CAREER CENTER**

**CITY OF WORCESTER - NET COST FISCAL 2021**

**EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT**

**DIVISION OF MASSHIRE CENTRAL CAREER CENTER- DIVISION #31S**

FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 101,488.00	48EM	DIRECTOR OF MASSHIRE CENTRAL CAREER CENTERS	1	\$ 101,101.00
1	70,252.00	45EM	COORDINATOR CAREER SERVICES	1	71,383.00
1	101,808.00	43EM	FINANCIAL COORDINATOR	1	101,415.00
3	210,114.00	42EM	COORDINATOR, EXECUTIVE OFFICE	3	214,033.00
7	467,329.00	40M	PRINCIPAL STAFF ASSISTANT	7	465,549.00
2	133,369.00	39M	SENIOR STAFF ASSISTANT	2	132,861.00
1	55,796.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	55,583.00
2	133,055.00	37	ASSESSMENT SUPERVISOR	2	134,802.00
5	285,625.00	37	STAFF ASSISTANT 3	5	297,960.00
7	391,722.00	35	STAFF ASSISTANT 2	7	376,641.00
1	44,750.00	33	ADMINISTRATIVE ASSISTANT, GRADE 6	1	45,418.00
2	111,487.00	32	STAFF ASSISTANT 1	2	111,061.00
2	90,083.00	30	HEAD CLERK	2	93,063.00
35	\$ 2,196,878.00		TOTAL REGULAR SALARIES	35	\$ 2,200,870.00
	2,034.00		EM INCENTIVE PAY		-
	-		INTERDEPARTMENTAL CHARGE		-
	(294,354.00)		VACANCY FACTOR		(294,354.00)
35	\$ 1,904,558.00	<b>31S-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	35	\$ 1,906,516.00
	\$ 1,182,679.00		ORDINARY MAINTENANCE		\$ 1,182,679.00
	\$ 1,182,679.00	<b>31S-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 1,182,679.00
	\$ -		CAPITAL PURCHASE		\$ -
	\$ -	<b>31S-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		\$ -
	\$ 282,314.00		HEALTH INSURANCE		\$ 352,348.00
	229,603.00		RETIREMENT		229,991.00
	\$ 511,917.00	<b>31S-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ 582,339.00
	\$ 3,599,154.00		<b>TOTAL CENTRAL CAREER CENTER BUDGET</b>		\$ 3,671,534.00
	\$ (3,599,154.00)		FUNDING SOURCES:		\$ (3,671,534.00)
	\$ (3,599,154.00)		FEDERAL GRANTS		\$ (3,671,534.00)
			TOTAL FUNDING SOURCES		\$ (3,671,534.00)
	\$ -		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ -



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# MARKETING CAMPAIGN

---

**Michael E. Traynor, Esq. – Chief Development Officer**

City Hall- 4<sup>th</sup> Floor  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1400

	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b><u>Expenditures</u></b>	<b><u>Fiscal 2019</u></b>	<b><u>Fiscal 2020</u></b>	<b><u>3/31/20</u></b>	<b><u>Fiscal 2021</u></b>
Ordinary Maintenance	\$500,000.00	\$500,000.00	\$ 250,000.00	\$ -
Funding Source	-	(500,000.00)	-	-
<b>Total Expenditures</b>	<b>\$500,000.00</b>	<b>\$ -</b>	<b>\$ 250,000.00</b>	<b>\$ -</b>

### Operating Budget Highlights

The Fiscal 2021 budget recommends \$0 in tax levy funding for the Marketing Campaign. Due to unforeseen economic financial impacts as a result of the COVID-19 emergency, the DCU Special District Financing will not be able to fund \$500,000 in anticipated Fiscal 2021 expenditures. If funding becomes available throughout the fiscal year, a portion can be appropriated for marketing expenses.

**MICHAEL E. TRAYNOR, CHIEF DEVELOPMENT OFFICER**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF ECONOMIC DEVELOPMENT**

**WORCESTER'S MARKETING CAMPAIGN- DIVISION #041**

APPROVED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
\$ 500,000.00	DESTINATION WORCESTER	\$ -
<u>\$ 500,000.00</u>	TOTAL ORDINARY MAINTENANCE	<u>\$ -</u>
	<u>FUNDING SOURCES:</u>	
\$ (500,000.00)	DCU SPECIAL DISTRICT FINANCING ZONE	\$ -
<u>\$ (500,000.00)</u>	TOTAL FUNDING SOURCES	<u>\$ -</u>
<u>\$ -</u>	<b>041-92000 TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ -</u>
<u>\$ -</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ -</u>

# PUBLIC SCHOOLS

## Maureen F. Binienda - Superintendent

Durkin Administration Building  
20 Irving Street, Worcester, MA 01609  
508-799-3116

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

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 218,278,227	\$ 238,332,595	150,395,405.09	\$ 247,874,150
Overtime	1,660,308	1,330,842	1,180,972.31	1,357,459
Ordinary Maintenance	40,287,980	40,394,438	26,127,581.84	41,357,891
Capital Outlay	707,149	350,000	201,882.02	350,000
Fringe Benefits	62,742,922	67,123,047	54,378,924.65	73,027,957
<b>Total Expenditures</b>	<b>\$ 323,676,586</b>	<b>\$ 347,530,922</b>	<b>232,284,765.91</b>	<b>\$ 363,967,457</b>
<b>Non Net School Spending</b>				
Salaries	\$ 4,132,791	\$ 4,402,727	3,292,629.35	\$ 5,127,174
Overtime	862,872	648,804	497,994.89	700,000
Ordinary Maintenance	16,252,421	16,952,877	9,175,707.82	18,660,573
Capital Outlay	131,694	-	-	-
<b>Total Expenditures</b>	<b>\$ 21,379,777</b>	<b>\$ 22,004,408</b>	<b>12,966,332.06</b>	<b>\$ 24,487,747</b>
<b>Total Worcester Public Schools Budget</b>	<b>\$ 345,056,363</b>	<b>\$ 369,535,330</b>	<b>245,251,097.97</b>	<b>\$ 388,455,204</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$388,455,204, which is an increase of \$18,919,874, or 5.1% from the Fiscal 2020 amount of \$369,535,330. The budget increase represents a \$19.8 million increase in Chapter 70 state aid and charter school reimbursement, \$1.1 million increase in City contribution, offset by a \$2.0 million increase in charter school tuition, school choice and state special education assessments. The Fiscal 2021 budget also reflects the elimination of the state's Extended Learning Time Grant, phase out of both the state Innovation Pathways and Inclusive Pre-School Learning Grants, and loss of \$1.6 million non-recurring state aid for displaced student assistance.

The Fiscal 2021 budget presents the Public School budget in two organizations, separating those appropriations that are considered "educational expenses" by the Department of Elementary and Secondary Education, which count toward Net School Spending from those that are non-educational expenditures, and

## PUBLIC SCHOOLS

---

therefore not counted toward the state's Net School Spending levels. The final allocation of appropriations these two organizations is completed by the School Committee, which has appropriating authority over the Public School budget.

Based on the Governor's recommended budget, this budget allocation includes funds for 13 additional teachers (three added during FY20) and 12 additional educational service positions to support students with disabilities (SWD), 7 additional teachers (two added during FY20) at the middle and high school levels to address enrollment increases and course offering needs, 7 additional teachers (1 added during FY20) to support English learners at mandated service levels based on student language proficiency (noting between FY18 and FY20 budgets included 41 additional ESL positions to address mandated student instructional services), two English Learner Instructional Assistants (one added in FY20) to support the district's dual language program, 3 school psychologists (one added in FY20) to support social-emotional learning of students throughout the district and 1 School Adjustment Counselor (added during FY20), funding (\$291,000 additional funding) for a third-party student information system (including online grading and parent portal) to be purchased in 2020-21 and implemented in 2021-22 school year, and increases the Day-by-Day Substitute Rate by \$5 per day from \$75 to \$80 per day, continuing the Administration's commitment to phase-in the daily rate increase and up to \$85 per day by the 2021-22 school year.

The non-net school spending increase is primarily due to the increased cost of transportation which is going up \$2.4M or nearly 12% in Fiscal 2021. This reflects the new two-year contract with Durham School Services approved by the School Committee (\$1 million increase), 8 additional bus routes (3/Durham, 5/WPS) reflecting new school scheduling for the loss of the state's extended day grant (\$700k), increase in homeless student transportation (\$314k), lease of 10 school buses (\$150k), and general inflationary costs.

Funding for the Public Schools comes from direct educational aid from the Commonwealth in the form of Chapter 70 and Charter Reimbursement aid. These revenues are offset by assessments from the Commonwealth for Charter Tuitions, School Choice (out of district and Special Education tuitions). In addition, to the direct aid described above, the Education Reform legislation required mandatory local contributions toward educational purposes.

**MAUREEN F. BINIENDA, SUPERINTENDENT**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
WORCESTER PUBLIC SCHOOLS - DEPARTMENT #500 and #540**

Net School Spending Funding			
APPROVED FY20 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY21 AMOUNT
\$ 238,332,595.00		REGULAR SALARIES	\$ 247,874,150.00
<u>\$ 238,332,595.00</u>	<b>500-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>\$ 247,874,150.00</u>
<hr/>			
\$ 1,330,842.00		OVERTIME	\$ 1,357,459.00
<u>\$ 1,330,842.00</u>	<b>500-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>	<u>\$ 1,357,459.00</u>
<hr/>			
\$ 40,394,438.00		ORDINARY MAINTENANCE	\$ 41,357,891.00
<u>\$ 40,394,438.00</u>	<b>500-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 41,357,891.00</u>
<hr/>			
\$ 350,000.00	<b>500-93000</b>	<b>TOTAL CAPITAL OUTLAY</b>	<u>\$ 350,000.00</u>
<hr/>			
\$ 67,123,047.00	<b>500-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 73,027,957.00</u>
<hr/>			
<u>\$ 347,530,922.00</u>		<b>TOTAL RECOMMENDED BUDGET TAX LEVY</b>	<u>\$ 363,967,457.00</u>
<hr/>			
Non Net School Spending Funding			
RECOMMENDED FY20 AMOUNT	PAY GRADE	TITLE	RECOMMENDED FY21 AMOUNT
\$ 4,402,727.00		REGULAR SALARIES	\$ 5,127,174.00
<u>\$ 4,402,727.00</u>	<b>540-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>\$ 5,127,174.00</u>
<hr/>			
\$ 648,804.00		OVERTIME	\$ 700,000.00
<u>\$ 648,804.00</u>	<b>540-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>	<u>\$ 700,000.00</u>
<hr/>			
\$ 16,952,877.00		ORDINARY MAINTENANCE	\$ 18,660,573.00
<u>\$ 16,952,877.00</u>	<b>540-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 18,660,573.00</u>
<hr/>			
<u>\$ 22,004,408.00</u>		<b>TOTAL RECOMMENDED BUDGET TAX LEVY</b>	<u>\$ 24,487,747.00</u>
<hr/>			
<u>\$ 369,535,330.00</u>			<u>\$ 388,455,204.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# PUBLIC LIBRARY

## Sulma Rubert-Silva, Acting Head Librarian

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

The mission of the Worcester Public Library (WPL) is to serve as a gathering place that actively promotes the free exchange of ideas in our democratic society. WPL makes information and services available to all people, while fostering intellectual freedom, protecting privacy, encouraging personal growth and enrichment, and celebrating our diverse community heritage.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Budget for</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 3,845,437.30	\$ 4,161,759.00	\$ 3,027,129.95	\$ 4,170,433.00
Overtime	114,494.33	126,795.00	97,409.26	126,795.00
Ordinary Maintenance	1,816,715.74	1,914,658.00	1,262,486.72	1,903,942.00
Capital Outlay	-	7,400.00	-	-
<b>Total</b>	<b>\$ 5,776,647.37</b>	<b>\$ 6,210,612.00</b>	<b>\$ 4,387,025.93</b>	<b>\$ 6,201,170.00</b>
<b>Total Positions</b>	93	93	93	93

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 for the Public Library is recommended to be funded at \$6,201,170, which is a decrease of \$9,442 from the Fiscal 2020 amount of \$6,210,612. The decrease is a net result of step increases for employees that are not at maximum pay which is offset by Fiscal 2021 having 52.2 weeks whereas in fiscal 2020 there were 52.4 weeks, and increase Library Page salaries to meet Massachusetts State Minimum wage. In addition, Ordinary Maintenance library materials increased to meet the state aid requirement per MGL Ch. 78 19A. Capital Outlay was not funded in Fiscal 2021.

### Major Accomplishments of FY20

Worcester Public Library's 2017-2022 Strategic Plan

#### Satisfy Curiosity and Stimulate Learning and Imagination:

On September 30, 2019, a two-year project funded through a \$30,000 Massachusetts Board of Library Commissioners Preservation of Library and Archival Materials Grant to stabilize 1,500 fragile volumes from the collection of Worcester Public Library's founder, Dr. John Green was completed. Dr. Green donated his 7,000-volume library to the City of Worcester in 1859 for the purpose of establishing a free public library, and by the time of his death in 1865, he had contributed several thousand more. The Green Collection was the seed from which the Worcester Public Library's vast holdings grew, and the preservation of this unique resource continues

## PUBLIC LIBRARY

---

to be of enormous importance. In addition to preserving selected items, entries pertaining to the project were posted on the library's blog, four workshops on basic preservation and the Green Collection were offered to both the public and staff, and exhibits of unique items from the collection were displayed at the Main Library and at City Hall. While individual items from the Green Collection are of historic, aesthetic and/or monetary value, the collection's value as a whole is even greater as a reflection of the interests and concerns of an educated, civic-minded, 19<sup>th</sup>-century Worcester resident, and of the times in which he lived. [A column by journalist Clive McFarlane published in the \*Telegram and Gazette\* in July drew considerable attention to the Green Collection, and to the Worcester Public Library, in general.](#) This year City Manager Edward M. Augustus Jr. demonstrated his commitment to the project by allocating \$15,000 for the purpose of preserving 1,700 additional volumes.

"Libby" and "Lilly", the mobile libraries, made 7% more stops, issued 9% more library cards, assisted 14% more patrons, and circulated 40% more items than in the same time period of the previous year. The lending policy was adjusted in October 2019, allowing patrons to renew mobile library materials. This additional flexibility improved service to mobile library patrons.

### **Share Information with the Community:**

The Talking Book Library, which provides large type and audio books to visually or physically disabled patrons, continues to work on increasing their visibility within Central Massachusetts. The hiring of an outreach associate has increased visits within the community by 250% compared to last fiscal year. In addition to traditional venues such as nursing homes and schools, the Talking Book Library is reaching out to other organizations such as caregiver support groups and Meals on Wheels in the hopes to provide resources to some of the hardest to reach members of our community. We are hoping to grow these opportunities even further as we increase awareness of our services.

In collaboration with the City's Grant Coordinator and the Election's Office, the Library submitted a grant proposal to the Office of the Secretary of the Commonwealth for the Census Division Complete Grant Program and was awarded \$65,000. The funding will be used primarily for outreach and to implement a promotional campaign aimed at increasing participation in the federal census among hard to reach populations. Grant funding will help the Library implement a strategy that supports a city-wide effort to help educate the public about the importance of the census, as well as where and how to access support.

### **New and Continued Initiatives**

Worcester Public Library's 2017-2022 Strategic Plan

#### **Provide Community Space:**

The Worcester Public Library's renovation of the Main Library began in October 2019. The first phase of the project is scheduled to be completed in early September 2020. Once the first phase of the renovation has been completed the walkway along Salem Street will be enclosed, adding 8,000 additional square feet of space to the first floor. The additional square feet will allow for the expansion of the Banx meeting room, a New Americans Corner, expansion of the Fiction area, the creation of a new Digital Studio, improvements to the

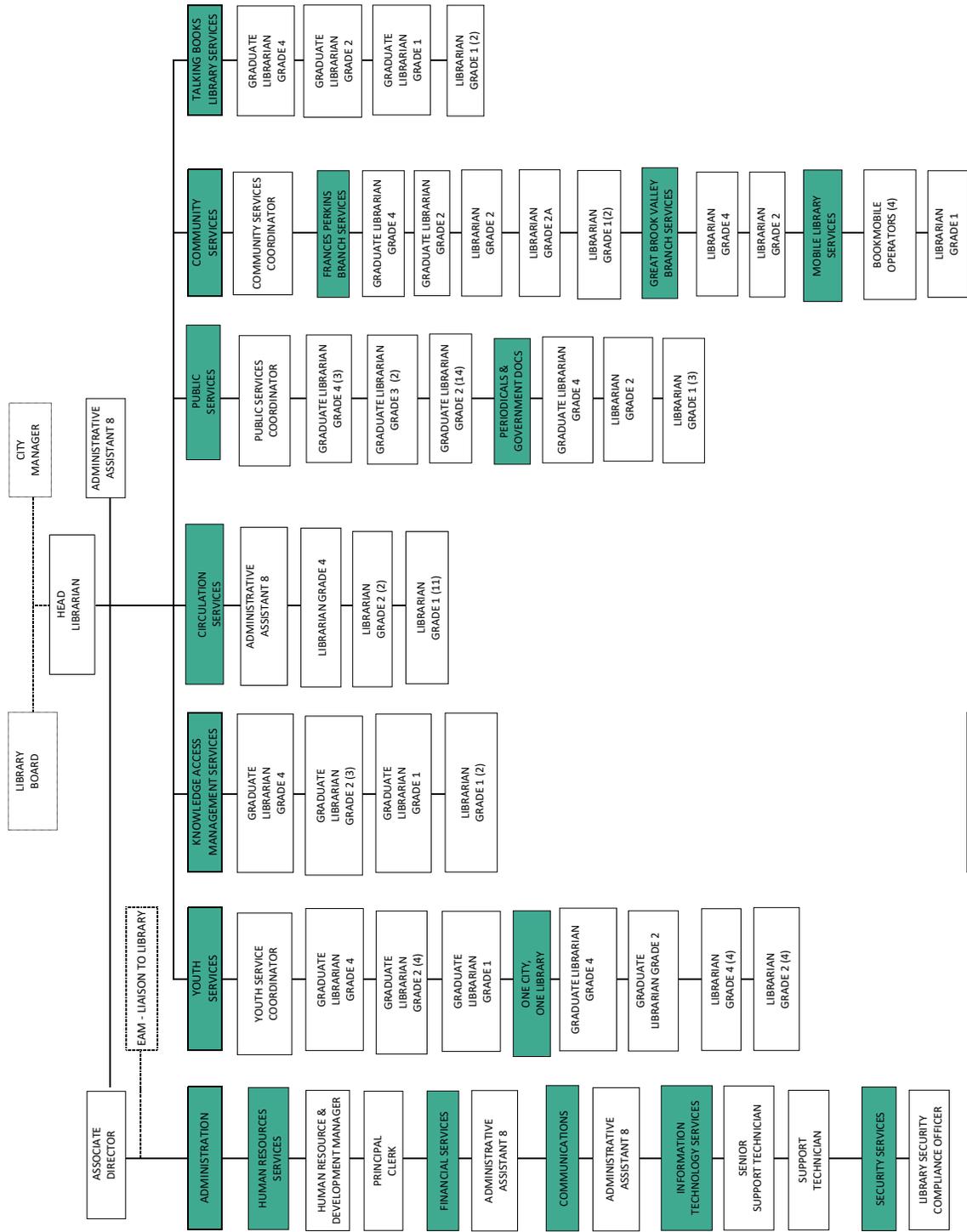
## PUBLIC LIBRARY

---

audiovisual area, periodicals and bookstore. The new entrance on Franklin Street, when completed, will open up the Library to the Worcester Common. The new entrance will help the Library contribute to the vibrancy of the up-and-coming neighborhood, while making it easier to connect with people in the heart of downtown. The Library will remain open throughout the renovation project.

The second phase of the project is scheduled to be completed in December 2020. Once completed a new state of the art Children's Room located on the 3<sup>rd</sup> floor of the Library will be completely re-imagined into a space that will evoke curiosity, exploration, and a love of reading and learning, all in an exciting Worcester-centric space. The new layout and design will make the room more visually appealing, while also supporting interactive learning and development. The Teen Room will be significantly enlarged, allowing young adults their own space to work, learn and play. We will be adding an Innovation Center, which will provide a unique, flexible space for experiential learning for all ages.

**WORCESTER PUBLIC LIBRARY  
ORGANIZATIONAL CHART**



93 POSITIONS

**RUBERT-SILVA SULMA, ACTING HEAD LIBRARIAN**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**WORCESTER PUBLIC LIBRARY- DIVISION #550**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 117,672.00	53EM	HEAD LIBRARIAN	1	\$ 125,001.00
1	104,968.00	48M	ASSOCIATE DIRECTOR	1	104,568.00
1	86,562.00	44M	YOUTH SERVICES COORDINATOR	1	89,042.00
1	90,632.00	44M	COMMUNITY SERVICES COORDINATOR	1	90,286.00
1	90,632.00	44M	PUBLIC SERVICE COORDINATOR	1	90,286.00
6	473,215.00	40P	GRADUATE LIBRARIAN, GRADE 4	6	453,722.00
1	72,962.00	39M	HUMAN RESOURCE & DEVELOPMENT MANAGER	1	74,635.00
4	276,043.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	4	270,407.00
2	146,286.00	37P	GRADUATE LIBRARIAN, GRADE 3	2	146,244.00
21	1,227,711.00	36P	GRADUATE LIBRARIAN, GRADE 2	21	1,234,633.00
2	114,757.00	31P	GRADUATE LIBRARIAN, GRADE 1	2	114,319.00
1	76,043.00	40	SENIOR SUPPORT TECHNICIAN	1	75,753.00
1	68,330.00	37	SUPPORT TECHNICIAN	1	68,069.00
2	107,740.00	31	LIBRARIAN, GRADE 4	2	109,219.00
1	42,654.00	27	PRINCIPAL CLERK	1	44,016.00
2	86,884.00	27	BOOKMOBILE OPERATOR	2	88,894.00
1	43,951.00	26	LIBRARIAN, GRADE 2A	1	44,765.00
4	170,435.00	25	LIBRARIAN, GRADE 2	4	168,590.00
18	653,928.00	21	LIBRARIAN, GRADE 1	18	637,051.00
1	39,831.00	24	LIBRARY SECURITY COMPLIANCE OFFICER	1	40,879.00
<b>72</b>	<b>\$ 4,091,236.00</b>		<b>TOTAL REGULAR SALARIES WITHOUT PAGES</b>	<b>72</b>	<b>\$ 4,070,379.00</b>
1	\$ 71,828.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 74,132.00
1	53,600.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	55,427.00
1	49,922.00	31	LIBRARIAN, GRADE 4	1	51,348.00
3	148,372.00	31	LIBRARIAN, GRADE 4	3	148,008.00
2	91,701.00	27	BOOKMOBILE OPERATOR	2	92,882.00
4	153,024.00	25	LIBRARIAN, GRADE 2	4	152,445.00
1	33,766.00	21	LIBRARIAN, GRADE 1	1	34,749.00
<b>13</b>	<b>\$ 602,213.00</b>		<b>REGULAR SALARIES</b>	<b>13</b>	<b>\$ 608,991.00</b>
<b>85</b>	<b>\$ 4,693,449.00</b>		<b>REGULAR SALARIES</b>	<b>85</b>	<b>\$ 4,679,370.00</b>
	101,816.00		TOTAL PAGES SALARIES		116,816.00
	2,093.00		EM INCENTIVE		-
	353,501.00		BUILDING OPERATION		362,594.00
	(56,887.00)		VACANCY FACTOR		(49,356.00)
<b>85</b>	<b>\$ 5,093,972.00</b>		<b>TOTAL RECOMMENDED SALARIES</b>	<b>85</b>	<b>\$ 5,109,424.00</b>
	(727,905.00)		<b>FUNDING SOURCES:</b> PILOT		(731,183.00)
	(80,000.00)		BOOKMOBILE FUNDING		(80,000.00)
	(124,308.00)		LIBRARY RESOURCE FUNDING-SALARIES		(127,808.00)
	(932,213.00)		TOTAL FUNDING SOURCES		(938,991.00)
<b>85</b>	<b>\$ 4,161,759.00</b>	<b>550-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>85</b>	<b>\$ 4,170,433.00</b>
FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	\$ 25,658.00		REGULAR OVERTIME		\$ 25,658.00
	66,137.00		SUNDAY OVERTIME		66,137.00
	<b>\$ 91,795.00</b>		<b>TOTAL OVERTIME</b>		<b>\$ 91,795.00</b>
	\$ 35,000.00		BUILDING OPERATIONS		\$ 35,000.00
	<b>\$ 126,795.00</b>	<b>550-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<b>\$ 126,795.00</b>

\$ 1,904.00		AUTO FUEL	\$ 1,904.00
3,382.00		BUILDING SUPPLIES	3,382.00
2,500.00		CLEANING SERVICES	2,500.00
1,888.00		COPY PAPER	1,888.00
5,178.00		CUSTODIAL SUPPLIES	5,178.00
4,200.00		FOOD SUPPLIES	4,200.00
17,600.00		HARDWARE NETWORK SUPPORT	17,600.00
50,766.00		HARDWARE/DEVICES	50,766.00
720.00		INSURANCE	720.00
11,200.00		LEASES & RENTALS	11,200.00
3,485.00		LICENSES	3,485.00
2,800.00		MAINTENANCE REPAIR EQUIPMENT	2,800.00
6,030.00		MAINTENANCE REPAIR VEHICLE	6,030.00
80,775.00		MAINTENANCE SYSTEM SOFTWARE	80,775.00
71,248.00		MEDIA/LIBRARY SUPPLIES	71,248.00
100.00		MEDICAL SUPPLIES	100.00
194,000.00		MEMBERSHIP DUES	194,000.00
7,200.00		NEWSPAPER ADVERTISEMENT	7,200.00
19,000.00		OFFICE SUPPLIES	19,000.00
5,300.00		OTHER CHARGES & EXPENDITURES	5,300.00
17,600.00		OTHER PERSONAL SERVICES	2,600.00
14,013.00		POSTAGE	14,013.00
13,850.00		PRINTING	13,850.00
21,000.00		PRINTING SUPPLIES	21,000.00
2,400.00		REGISTRATION FEES	2,400.00
7,130.00		RENTAL/NETWORK STORAGE	7,130.00
31,000.00		SECURITY SERVICES	31,000.00
20,354.00		TELEPHONE	20,354.00
500.00		UNIFORMS	500.00
853,535.00		LIBRARY MATERIALS	856,819.00
<u>\$ 1,470,658.00</u>		ORDINARY MAINTENANCE	<u>\$ 1,458,942.00</u>
444,000.00		BUILDING OPERATIONS	445,000.00
<u>\$ 1,914,658.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$ 1,903,942.00</u>
<u>\$ 1,914,658.00</u>	<b>550-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 1,903,942.00</u>
\$ 7,400.00		CAPITAL OUTLAY	\$ -
<u>\$ 7,400.00</u>	<b>550-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>	<u>\$ -</u>
\$ 38,403.00		HEALTH INSURANCE	\$ 41,335.00
9,191.00		RETIREMENT	9,449.00
<u>\$ 47,594.00</u>		TOTAL FRINGE BENEFITS	<u>\$ 50,784.00</u>
\$ (47,594.00)		FUNDING SOURCES:	\$ (50,784.00)
<u>\$ -</u>	<b>550-96000</b>	LIBRARY RESOURCE FUNDING-FRINGE BENEFITS	<u>\$ -</u>
<u>\$ 6,210,612.00</u>		<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ -</u>
		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 6,201,170.00</u>

**RUBERT-SILVA SULMA, ACTING HEAD LIBRARIAN**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**WORCESTER PUBLIC LIBRARY- DIVISION #550**

1	\$	72,849.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$	75,182.00
1		61,119.00	36P	GRADUATE LIBRARIAN, GRADE 2	1		63,089.00
1		37,426.00	25	LIBRARIAN, GRADE 2	1		38,569.00
3	\$	171,394.00		REGULAR SALARIES	3	\$	176,840.00
		32,501.00		FRINGE BENEFITS			34,507.00
	\$	203,895.00		<b>TOTAL EXPENSES- LIBRARY RESOURCES</b>		\$	211,347.00
		(171,394.00)		<u>FUNDING SOURCES-STATE REVENUES:</u>			
		(32,501.00)		SALARIES			(176,840.00)
		(203,895.00)		FRINGE BENEFITS			(34,507.00)
				TOTAL CREDITS- LIBRARY RESOURCES			(211,347.00)
	\$	-		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$	-

FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 71,619.00	40P	GRADUATE LIBRARIAN, GRADE 4	1	\$ 73,904.00
1	49,529.00	36P	GRADUATE LIBRARIAN, GRADE 2	1	37,537.00
1	59,338.00	31P	GRADUATE LIBRARIAN, GRADE 1	1	59,112.00
2	79,146.00	21	LIBRARIAN, GRADE 1	2	78,844.00
5	\$ 259,632.00		REGULAR SALARIES	5	\$ 249,397.00
	3,000.00		OVERTIME		3,000.00
	139,064.00		ORDINARY MAINTENANCE		157,943.00
	57,820.00		FRINGE BENEFITS		57,877.00
	\$ 459,516.00		<b>TOTAL EXPENSES- TALKING BOOKS</b>		\$ 468,217.00
	(259,632.00)		<u>FUNDING SOURCES-STATE REVENUES:</u>		
	(3,000.00)		SALARIES		(249,397.00)
	(139,064.00)		OVERTIME		(3,000.00)
	(57,820.00)		ORDINARY MAINTENANCE		(157,943.00)
	\$ (459,516.00)		FRINGE BENEFITS		(57,877.00)
			TOTAL CREDITS- TALKING BOOKS		\$ (468,217.00)
	\$ -		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ -



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# HEALTH AND HUMAN SERVICES

## Dr. Matilde Castiel - Commissioner

City Hall- Room 101  
 455 Main Street  
 Worcester, MA 01608  
 508-799-8486

The mission of the Department of Health & Human Services (HHS) is to ensure that all people have the power to equitably access the resources they need to thrive. HHS facilitates sustainable solutions for issues faced by the City’s most vulnerable community members to improve the quality of life for all.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 793,135.19	\$ 908,578.00	\$ 538,115.14	\$ 702,222.00
Ordinary Maintenance	1,813,591.50	2,041,331.00	1,343,915.49	2,021,411.00
Capital Outlay	1,880.00	-	-	-
<b>Total</b>	<b>\$ 2,608,606.69</b>	<b>\$ 2,949,909.00</b>	<b>\$ 1,882,030.63</b>	<b>\$ 2,723,633.00</b>
<b>Total Positions</b>	19	19	19	19

### Operating Budget Highlights

The Fiscal 2021 operating budget for the Department is recommended to be funded at \$2,723,633 which is a decrease of \$226,276 from Fiscal 2020 amount of \$2,949,909. The salary decrease is a net result of vacant positions budgeted at a lower step, Fiscal 2021 having 52.2 weeks, whereas in Fiscal 2020 there were 52.4 weeks, position upgrades, and increase in grant funding. The decrease in Ordinary Maintenance is mainly due to a reduction in Veteran’s benefits based on spending history.

### Major Accomplishments of FY20

- The Division of Youth Opportunities offered its first virtual Recreation Worcester program platform.
- The Divisions of Youth Opportunities and Human Rights collaborated in a fair housing poster contest and education initiative with Worcester Public School students participating in the Recreation Worcester after school programs.
- The Divisions of Human Rights and Disabilities created a policy and online request form for raising a flag in front of City Hall to commemorate cultural and civil rights observances.
- The Divisions of Human Rights and Disabilities, through the City Deaf Taskforce, was recognized for galvanizing state efforts for the adoption of a Visor Card for use by Deaf and Hard of Hearing driver. Visor Cards are now used statewide and residents and local and state police continue with education and training of its use.
- The Division of Human Rights, Consumer Rights Program, recovered \$102,358 to residents as a result of closed cases through March 31. The program has also been successful in outreach, education and public engagement that is now driving business awareness of best practices and ways to avoid complaints filed through the MA Attorney General’s Office.

## HEALTH AND HUMAN SERVICES

---

- The Division of Veterans' Services assisted several residents in obtaining alternate sources of income improving resident's lives and saving the City \$ 114,811.44.
- The Division of Veterans' Services increased outreach and further improved coordination between local non-profits to assist veterans and their families in the City.
- The department partnered with Worcester Public Schools to administer flu clinics at 43 schools. A total of 2,784 students and 700 staff members were vaccinated.
- The department partnered with the District Attorney's Office and UMass Memorial to continue harm reduction strategies in the community in response to the Opiate Crisis for individuals with Substance Use Disorder (SUD). These partnerships include a Harm Reduction Mobile Van and the participation in the DA's Sequential Intercept Mapping (SIM) model.
- The department continues coordinating and participating in the Mayor's Mental Health Taskforce, a community-wide initiative to tackle stigma associated with mental health. The Taskforce worked diligently to increase access for the mental health workforce pipeline.
- The department continued maintenance, updates, and outreach for the Stigma Free Worcester Application.
- The department was awarded a grant from the Greater Worcester Community Foundation to acquire and distribute Narcan to the community. Roughly 200 Narcan doses were distributed to City employees in City Hall, the Worcester Public Library, the Division of Public Health, the Department of Public Works, MassHire, the Fire Department, and the Police Department. Additional community stakeholders served include organizations such as Elder Services of Worcester, South Bay Community Services, Worcester State University, Thriveworks Counseling, and UMass Medical School.
- The department coordinated and participated in the Worcester Reentry Taskforce, which brought together 150 individuals from over 40 agencies to collaborate on systemic improvements for individuals reentering the community.
- The City's Homelessness Coordinator, under the Commissioner for Health and Human Services, provided case management resources for 182 unduplicated homeless individuals; roughly 50% exited the program with permanent housing or intervention services.
- The department also leads the Worcester's Recovery Coach Initiative, which supported a total of 97 individuals with wrap-around recovery services this year.
- As the COVID-19 outbreak reached the US, the department worked with 24 community stakeholders for Train the Trainer information workshops.
- The department is currently coordinating four emergency homeless shelters (three healthy shelters and one clinical shelter) that have run 24/7 for the past month, serving between 60-90 homeless individuals daily.

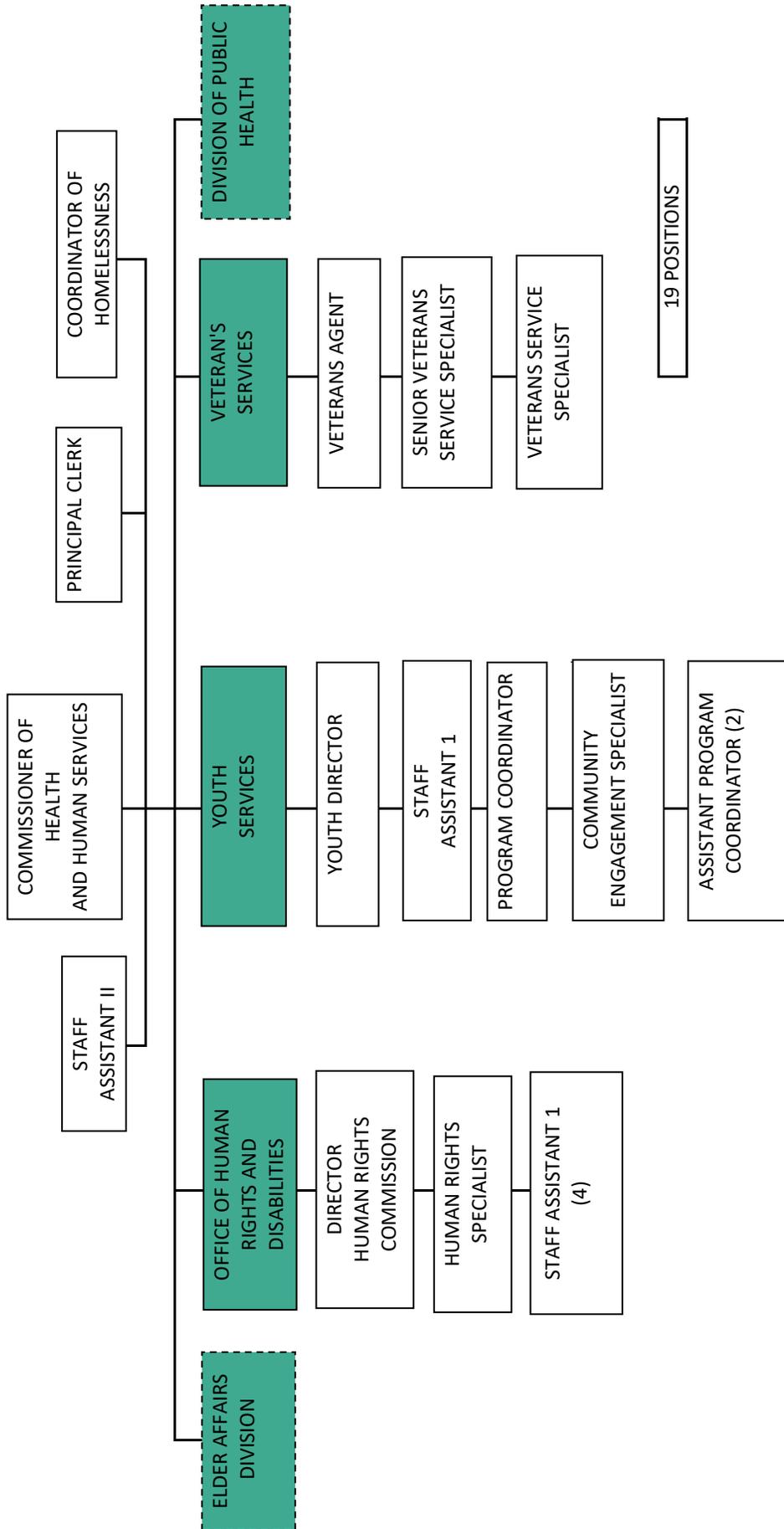
# HEALTH AND HUMAN SERVICES

---

## New and Continued Initiatives

- Provide consultations to City departments and boards, as well as community and social service provider forums addressing indigenous rights.
- Increase racial equity to undo the effects of structural racism and discrimination, which are key to Worcester's progress in the 21<sup>st</sup> century. Recognizing this, the Worcester Office of Human Rights has proposed a partnership with the Greater Worcester Community Foundation to create a capacity-building grant program to help local nonprofits and City departments make strides on these issues.
- Create an HHS Quality Council, HHS LEAN / ideas board, HHS Employee Resource Group, and identify Division Diversity Liaison.
- Expand funding streams.
- Form and maintain connections to services and enhance communication networks throughout the City.
- Share data, reports, and information across HHS divisions.
- Addressing the upstream determinants of addiction, such as trauma in public schools, to downstream effects, like harm reduction and improved reentry efforts
- Expand outreach efforts by meeting clients in the community and having a steady presence at identified locations.
- Increase access to benefit information by providing documents different languages.
- Provide greater transparency by capturing and reporting data on performance and ongoing efforts.
- Continue collaboration between community stakeholders and agencies to identify and create housing opportunities for the homeless population in Worcester.
- Continue wrap-around services support for homeless individuals so that permanent housing situations can be identified.
- Expand outreach efforts to Worcester County Jail and House of Corrections so that individuals reentering the community could begin to receive services prior to exiting.

# DIVISION OF HEALTH AND HUMAN SERVICES ORGANIZATIONAL CHART



19 POSITIONS

**MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021**  
**DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES**  
**DIVISION OF ADMINISTRATION- DIVISION #331**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
<b>HEALTH AND HUMAN SERVICES</b>					
1	\$ 127,506.00	58CM	COMMISSIONER OF HEALTH AND HUMAN SERVICES	1	\$ 127,014.00
1	62,982.00	37P	COORDINATOR OF HOMELESSNESS	1	65,046.00
1	58,973.00	35	STAFF ASSISTANT II	1	62,601.00
1	47,391.00	27	PRINCIPAL CLERK	1	48,150.00
4	\$ 296,852.00		TOTAL REGULAR SALARIES	4	\$ 302,811.00
	3,650.00		EM INCENTIVE PAY		2,555.00
	<u>300,502.00</u>		TOTAL SALARIES		<u>305,366.00</u>
	\$ (31,354.00)		<b>FUNDING SOURCES:</b>		\$ (32,523.00)
	\$ (31,354.00)		EMERGENCY SHELTER GRANT		\$ (32,523.00)
			TOTAL HHS PERSONAL SERVICES		\$ (32,523.00)
4	\$ 269,148.00	331-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES- HHS</b>	4	\$ 272,843.00
	\$ 500.00		COPY PAPER		\$ 500.00
	1,500.00		HARDWARE DEVICES		1,000.00
	20,000.00		HUMAN RIGHTS EQUITY FUND		-
	2,000.00		HUMAN RIGHTS PROGRAMMING		-
	1,200.00		MAINTENANCE SYSTEM SOFTWARE		500.00
	3,000.00		MEMBERSHIPS		-
	500.00		NEWSPAPER ADVERTISEMENT		300.00
	1,750.00		OFFICE SUPPLIES		1,000.00
	500.00		PREPARED MEALS		800.00
	1,000.00		PRINTING SUPPLIES		-
	-		REGISTRATION FEES		2,000.00
	2,500.00		TELEPHONE		2,000.00
	2,250.00		TRAVEL		1,500.00
	400.00		WATER		500.00
	\$ 37,100.00	331-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- HHS</b>		\$ 10,100.00
<b>OFFICE OF HUMAN RIGHTS AND DISABILITIES</b>					
1	\$ 75,661.00	42EM	EXECUTIVE DIRECTOR HUMAN RIGHTS COMMISSION	1	\$ 75,377.00
1	41,732.00	31	COMMUNITY RELATIONS SPECIALIST, HUMAN RIGHTS	1	41,573.00
2	79,437.00	32	STAFF ASSISTANT 1	4	143,075.00
1	21,355.00	32	DISABILITIES INTAKE WORKER	0	-
1	35,591.00	FL	INTAKE WORKER HOUSING DISCRIMINATION	0	-
6	\$ 253,776.00		TOTAL REGULAR SALARIES	6	\$ 260,025.00
	1,949.00		EM INCENTIVE PAY		1,083.00
6	\$ 255,725.00		TOTAL SALARIES	6	\$ 261,108.00
	\$ (34,478.00)		<b>FUNDING SOURCES:</b>		\$ (42,972.00)
	(75,000.00)		WORCESTER FAIR HOUSING PROJECT		(75,000.00)
	\$ (109,478.00)		CONSUMER AID PROGRAM		\$ (117,972.00)
			TOTAL FUNDING SOURCES		\$ (117,972.00)
6	\$ 146,247.00	3311-91000	<b>TOTAL RECOMMENDED PERSONAL SERVICES- HUMAN RIGHTS</b>	6	\$ 143,136.00
	\$ 800.00		COPY PAPER		\$ 800.00
	550.00		FOOD SUPPLIES		1,300.00
	400.00		HARDWARE DEVICES		100.00
	-		HUMAN RIGHTS EQUITY FUND		20,000.00
	-		HUMAN RIGHTS PROGRAMMING		2,000.00
	2,100.00		LEASE & RENTALS		2,100.00
	500.00		MAINTENANCE SYSTEM SOFTWARE		500.00
	400.00		NEWSPAPER ADVERTISING		600.00
	1,250.00		OFFICE SUPPLIES		2,000.00
	150.00		OTHER SUPPLIES		100.00
	500.00		PREPARED MEALS		500.00
	850.00		PRINTING		500.00
	2,000.00		PRINTING SUPPLIES		4,000.00
	500.00		REGISTRATION FEES		700.00
	1,100.00		TELEPHONE		1,000.00
	11,000.00		TRANSLATION/INTERPRETATION		11,000.00
	200.00		TRAVELING		100.00
	\$ 22,300.00	3311-92000	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- HUMAN RIGHTS</b>		\$ 47,300.00

**MATILDE CASTIEL, COMMISSIONER OF HEALTH AND HUMAN SERVICES**  
**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021**  
**DEPARTMENT OF THE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES**  
**DIVISION OF ADMINISTRATION- DIVISION #331**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
<b>OFFICE OF VETERANS SERVICE</b>					
1	\$ 73,139.00	42EM	VETERANS AGENT	1	\$ 65,027.00
0	-	35	SENIOR VETERANS SERVICE SPECIALIST	1	55,834.00
2	98,251.00	30	VETERANS SERVICE SPECIALIST	1	46,193.00
3	\$ 171,390.00		TOTAL REGULAR SALARIES	3	\$ 167,054.00
	-		EM INCENTIVE PAY		-
3	\$ 171,390.00	<b>3312-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES- VETERANS</b>	3	\$ 167,054.00
	\$ 150.00		COPY PAPER		\$ 100.00
	20,500.00		FLAGS & WREATHS FOR VETERAN'S GRAVES		29,600.00
	1,500.00		HARDWARE DEVICES		1,500.00
	42,000.00		LEASE & RENTAL		42,000.00
	700.00		MAINTENANCE SYSTEM SOFTWARE		500.00
	150.00		MEMBERSHIP DUES		200.00
	2,100.00		OFFICE SUPPLIES		1,800.00
	15,300.00		OTHER PERSONAL SERVICES		7,000.00
	800.00		PRINTING		500.00
	1,825,500.00		VETERAN'S BENEFITS		1,800,000.00
	\$ 1,908,700.00	<b>3312-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- VETERANS</b>		\$ 1,883,200.00
<b>YOUTH SERVICES</b>					
1	\$ 75,601.00	42EM	YOUTH DIRECTOR	1	\$ 75,294.00
1	57,158.00	32	STAFF ASSISTANT 1	1	56,940.00
1	48,334.00	27	PROGRAM COORDINATOR	1	48,150.00
1	45,735.00	26	COMMUNITY ENGAGEMENT SPECIALIST	1	38,649.00
2	80,236.00	22	ASST. PROGRAM COORDINATOR	2	79,877.00
6	\$ 307,064.00		TOTAL REGULAR SALARIES	6	\$ 298,910.00
	534,561.00		YOUTH PROGRAM TEMPORARY STAFF		709,523.00
	(118,017.00)		RECREATION WORCESTER VACANCY FACTOR		(136,836.00)
6	\$ 723,608.00		TOTAL SALARIES	6	\$ 871,597.00
	\$ (281,815.00)		FUNDING SOURCES:		\$ (192,408.00)
	-		RECREATION WORCESTER STATE GRANT FUNDING		(400,000.00)
	(120,000.00)		CDBG GRANT FUNDING		(160,000.00)
	\$ (401,815.00)		RECREATION WORCESTER SUMMER PROGRAM DONATIONS		\$ (752,408.00)
			TOTAL FUNDING SOURCES		
6	\$ 321,793.00	<b>3314-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES- YOUTH SERVICES</b>	6	\$ 119,189.00
	\$ 15,481.00		LEASE & RENTALS		\$ 15,481.00
	1,500.00		NEWSPAPER ADVERTISING		-
	6,750.00		OFFICE SUPPLIES		8,000.00
	500.00		PRINTING		300.00
	30,000.00		RECREATIONAL PROGRAMING		36,000.00
	46,000.00		RECREATIONAL SUPPLIES		49,500.00
	4,000.00		TELEPHONE		4,000.00
	1,950.00		TRAINING COSTS		1,980.00
	1,225.00		TRAVEL		2,500.00
	2,000.00		YOUTH COUNCIL		2,000.00
	\$ 109,406.00		TOTAL ORDINARY MAINTENANCE		\$ 119,761.00
	\$ (36,175.00)		FUNDING SOURCES:		\$ (38,950.00)
	\$ (36,175.00)		RECREATION WORCESTER STATE GRANT FUNDING		\$ (38,950.00)
			TOTAL FUNDING SOURCES		
	\$ 73,231.00	<b>3314-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE- YOUTH SERVICES</b>		\$ 80,811.00
	\$ 3,162.00		HEALTH INSURANCE		\$ 4,764.00
	3,291.00		RETIREMENT		3,399.00
	\$ 6,453.00		TOTAL FRINGE BENEFITS		\$ 8,163.00
	\$ (6,453.00)		FUNDING SOURCES:		\$ (8,163.00)
	\$ (6,453.00)		FEDERAL GRANTS		\$ (8,163.00)
			TOTAL FUNDING SOURCES		
	\$ -	<b>3314-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ -
19	\$ 2,949,909.00		<b>TOTAL RECOMMENDED TAX LEVY</b>	19	\$ 2,723,633.00

# PUBLIC HEALTH

## Karyn E. Clark– Director

25 Meade Street  
Worcester, MA 01610  
508-799-8531

The mission of the Worcester Division of Public Health (WDPH)/Central Massachusetts Regional Public Health Alliance (CMRPHA) is to equitably improve health outcomes and quality of life for all residents by providing high quality, data-driven, public health leadership and services.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 479,650.43	\$ 572,140.00	\$ 482,743.04	\$ 709,454.00
Overtime	228.75	500.00	-	500.00
Ordinary Maintenance	68,772.92	74,500.00	44,969.33	123,400.00
<b>Total</b>	<b>\$ 548,652.10</b>	<b>\$ 647,140.00</b>	<b>\$ 527,712.37</b>	<b>\$ 833,354.00</b>
<b>Total Positions</b>	25	25	25	27

### Operating Budget Highlights

The tax levy budget for Fiscal 2020 is recommended to be \$833,354, which is an increase of \$186,214 from the Fiscal 2020 amount of \$647,140. This is mainly due to step increases for employees who are not at maximum pay, tax levy increase for previous grant funded position, and a Nursing Unit Deputy Chief being added to the table of organization for succession planning. These costs are offset by Fiscal 2021 having 52.2 weeks, whereas in Fiscal 2020 there were 52.4 weeks and increase in grant funding. The increase in Ordinary Maintenance is a net result of a decrease in rubbish removal for completion of shredding project, and additional funding to support the reaccreditation process of dues and a consultant.

### Major Accomplishments of FY20

- In collaboration with the Central MA Mosquito Control Project (of which the City officially joined in 2018), WDPH triaged an unprecedented Eastern Equine Encephalitis (EEE) high risk mosquito season with Emergency Management, Inspectional Services, DPW & Parks and the City Manager’s Office. Information, education, and alerts were coordinated to provide residents information on how to protect themselves against dangerous mosquito-borne illness, as well alerts and messaging on first-time aerial spraying to mitigate a wide spread public health threat. CMMCP provided extensive trapping and testing and will continue to do so this upcoming season.
- In collaboration with a multitude of City departments, WDPH lead the COVID-19 response efforts to mitigate transmission through proper hygiene education and monitoring of quarantined travelers. This new coronavirus strain and the medical impact it has on the world is ever changing and as such, WDPH will continue to monitor and provide guidance, as appropriate from MDPH and CDC.
- WDPH successfully conducted drills in all CMRPHA communities to test Emergency Dispensing Site (EDS) plans. COVID-19 is a timely example of why public health prepares for public health

## PUBLIC HEALTH

---

emergencies such as pandemics. An EDS plan allows for through put of all residents in a community to receive lifesaving medications or vaccines in a 48 hour period. This is a tremendous undertaking that will require municipal staff and volunteers to assist.

- Through efforts to reduce youth access to tobacco products, WDPH provided policy technical assistance throughout CMRPHA, providing education to approximately 300 retail tobacco permit holders. Several large vaping forums were also held throughout the regional public health district to educate parents and concerned adults on the youth vaping epidemic, a profound public health crisis across the country.
- Central MA Mosquito Control Program (CMMCP): WDPH coordinated the City's participation in the CMMCP, a quasi-state agency that provides comprehensive mosquito control services to reduce mosquito exposure to the public, and the potential for disease transmission by mosquitoes, by utilizing proven, sound mosquito control techniques. In addition to extensive trapping and testing, 21 spraying events occurred in affected areas, 128 residents called for spraying service and 13,222 catch basins were treated to interrupt breeding grounds.

### New and Continued Initiatives

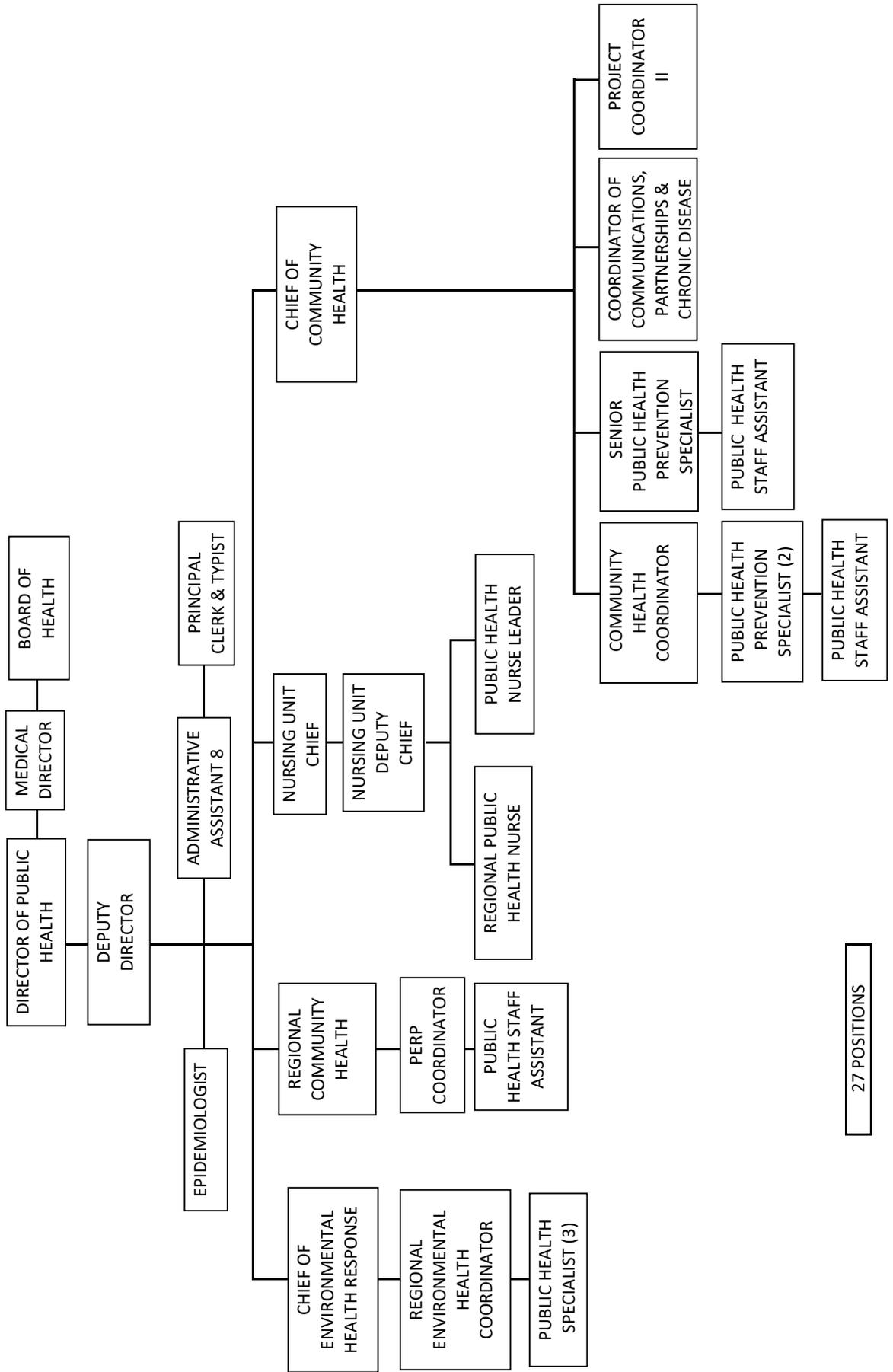
- The 2016 – 2020 Greater Worcester Community Health Improvement Plan (CHIP) Annual Report was released in November 2019, highlighting the continued collective work of hundreds of individuals participating in CHIP priority strategy work. The report indicates that 90 percent of strategies are in process or completed. The goal of the CHIP is health equity for all that live, work, play or attend school in Worcester and CMRPHA communities.
- A new 2020 – 2024 CHIP, set to be released by the end 2020, is currently under construction, with heavy emphasis on both qualitative and quantitative data collected from research and the community in the 2018 Community Health Assessment (CHA). New data-driven strategies and policies will populate the next CHIP, which will provide a continued blueprint for WDPH and CMRPHA to focus on to improve health outcomes for our most vulnerable populations. We continue to strive toward health equity for all.
- The WDPH Academic Health Collaborative of Worcester (AHCW) and community partners hosted 70 student interns, many of whom chose to continue with their internships for multiple semesters, increasing the depth of student research projects and health outcomes in the community. This work represented 13 colleges and universities (8 local) and one high school (North) and two different youth job training programs (YouthWorks and Mass Rehabilitation Commission). Additionally, the AHCW co-hosted the Woo Health Hack at UMass Medical School, with a focus on innovating transportation solutions. This event engaged faculty and students from area colleges to work collaboratively on public health solutions. This year the AHCW began creating a roadmap for community engaged research in Worcester to help bridge the gaps between academics and community partners to improve research partnerships.
- Through the Racial and Ethnic Approaches to Community Health (REACH) cooperative agreement, 10 bilingual community members attended a Community Health Worker training course which lead to many new job placements. One of the newly trained community health workers was accepted into a REACH Internship program at UMass Memorial Healthcare. The internship was a success and the community health worker was offered a position to work on a newly established REACH home visiting program that addresses new mothers nutrition, breastfeeding, and other needs.

## PUBLIC HEALTH

---

- WDPH staff worked collaboratively with many City departments and community organizations to improve the walkability across the community. WDPH is a member of the School Safety Assessment Team and the Transportation Advisory Group, which look at Worcester sidewalks and other street infrastructure and make recommendations on improvements to increase pedestrian safety and ease of use. WDPH is also assisting with neighborhood Walk Audits using data to assess and prioritize the types of infrastructure improvements that will increase pedestrian safety.

# DIVISION OF PUBLIC HEALTH ORGANIZATIONAL CHART



27 POSITIONS

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DIVISION OF PUBLIC HEALTH -#330**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 104,160.00	52EM	DIRECTOR OF PUBLIC HEALTH	1	\$ 103,753.00
1	45,773.00	50EM	MEDICAL DIRECTOR	1	46,511.00
1	94,027.00	45M	DEPUTY DIRECTOR OF PUBLIC HEALTH	1	93,668.00
1	74,094.00	43M	CHIEF OF EPIDEMIOLOGIST & HEALTH PROTECTION	1	76,505.00
1	72,962.00	38M	ADMINISTRATIVE ASSISTANT 8	1	72,684.00
1	41,395.00	27	PRINCIPAL CLERK & TYPIST	1	43,064.00
6	\$ 432,411.00		TOTAL SALARIES	6	\$ 436,185.00
			<u>FUNDING SOURCES:</u>		
	\$ (131,799.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (121,783.00)
	\$ (131,799.00)		TOTAL FUNDING SOURCES		\$ (121,783.00)
	\$ 300,612.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- PUBLIC HEALTH ADMINISTRATION OFFICE</b>		\$ 314,402.00
1	\$ 81,443.00	43M	CHIEF OF COMMUNITY HEALTH	1	\$ 84,103.00
1	64,348.00	42M	COORD. OF COMMUNICATIONS, PARTNERSHIPS & CHRONIC DISEASE	1	69,130.00
1	62,720.00	41M	PROJECT COORDINATOR, PUBLIC HEALTH	1	64,753.00
1	57,787.00	40M	COMMUNITY HEALTH COORDINATOR	1	59,571.00
1	57,787.00	38M	SENIOR PUBLIC HEALTH PREVENTION SPECIALIST	1	59,571.00
2	100,710.00	33P	PUBLIC HEALTH PREVENTION SPECIALIST	2	103,860.00
1	51,198.00	34	PUBLIC HEALTH STAFF ASSISTANT	2	108,630.00
8	\$ 475,993.00		TOTAL SALARIES	9	\$ 549,618.00
			<u>FUNDING SOURCES:</u>		
	\$ (381,289.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (404,212.00)
	\$ (381,289.00)		TOTAL FUNDING SOURCES		\$ (404,212.00)
	\$ 94,704.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- COMMUNITY HEALTH OFFICE</b>		\$ 145,406.00
1	\$ 76,045.00	43M	REGIONAL COMMUNITY HEALTH COORDINATOR	1	\$ 79,449.00
1	68,447.00	38M	PERP COORDINATOR	1	59,571.00
1	59,780.00	34	PUBLIC HEALTH STAFF ASSISTANT	1	60,935.00
3	\$ 204,272.00		TOTAL SALARIES	3	\$ 199,955.00
			<u>FUNDING SOURCES:</u>		
	\$ (204,272.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (199,955.00)
	\$ (204,272.00)		TOTAL FUNDING SOURCES		\$ (199,955.00)
	\$ -		<b>TOTAL RECOMMENDED PERSONAL SERVICES- EMERGENCY PREPAREDNESS OFFICE</b>		\$ -
1	\$ 87,299.00	43M	NURSING UNIT CHIEF	1	\$ 86,966.00
0	-	41M	NURSING UNIT DEPUTY CHIEF	1	71,264.00
1	52,059.00	36	REGIONAL PUBLIC HEALTH NURSE	1	54,568.00
1	65,207.00	80B	PUBLIC HEALTH NURSE LEADER	1	64,958.00
3	\$ 204,565.00		TOTAL SALARIES	4	\$ 277,756.00
			<u>FUNDING SOURCES:</u>		
	\$ (34,759.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (35,981.00)
	\$ (34,759.00)		TOTAL FUNDING SOURCES		\$ (35,981.00)
	\$ 169,806.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- NURSING UNIT</b>		\$ 241,775.00
1	\$ 87,299.00	43M	CHIEF OF ENVIRONMENTAL HEALTH AND RESPONSE	1	\$ 86,966.00
1	64,348.00	40M	REGIONAL ENVIRONMENTAL HEALTH COORDINATOR	1	66,566.00
3	172,347.00	33P	REGIONAL PUBLIC HEALTH SPECIALIST	3	162,601.00
5	\$ 323,994.00		TOTAL SALARIES	5	\$ 316,133.00
			<u>FUNDING SOURCES:</u>		
	\$ (319,629.00)		GRANT & REGIONAL FUNDING SOURCES		\$ (311,784.00)
	\$ (319,629.00)		TOTAL FUNDING SOURCES		\$ (311,784.00)
	\$ 4,365.00		<b>TOTAL RECOMMENDED PERSONAL SERVICES- REGIONAL PUBLIC HEALTH OFFICE</b>		\$ 4,349.00
25	\$ 569,487.00		TOTAL SALARIES	27	\$ 705,932.00

CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021

DIVISION OF PUBLIC HEALTH -#330

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	520.00		PUBLIC HEALTH NURSE STIPENDS		522.00
	10,000.00		REGIONAL HEALTH STIPEND		12,000.00
	<u>10,520.00</u>		TOTAL CONTRACTUAL STIPENDS AND EXTRAS		<u>12,522.00</u>
	(10,000.00)		VACANCY FACTOR		(10,000.00)
	1,133.00		EM INCENTIVE PAY		-
	1,000.00		NURSE UNIFORM CONTRACTUAL ALLOWANCE		1,000.00
	<u>\$ 572,140.00</u>		TOTAL SALARIES		<u>\$ 709,454.00</u>
	<u>\$ 572,140.00</u>	<b>330-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>		<u>\$ 709,454.00</u>
	\$ 3,000.00		OVERTIME - REGIONAL HEALTH	\$	3,000.00
	500.00		OVERTIME - NURSING		500.00
	<u>\$ 3,500.00</u>		TOTAL OVERTIME	<u>\$</u>	<u>3,500.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (3,000.00)		GRANT & REGIONAL FUNDINGS SOURCES	\$	(3,000.00)
	<u>\$ (3,000.00)</u>		TOTAL FUNDING SOURCES	<u>\$</u>	<u>(3,000.00)</u>
	<u>\$ 500.00</u>	<b>330-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>	<u>\$</u>	<u>500.00</u>
\$	1,100.00		AUTO FUEL	\$	1,100.00
	50,000.00		CONSULTANT		80,000.00
	400.00		COPY PAPER		400.00
	1,000.00		EDUCATIONAL SUPPLIES		1,000.00
	500.00		HARDWARE DEVICES		400.00
	3,000.00		LEASE & RENTALS		3,000.00
	300.00		LICENSES-NURSING		300.00
	2,500.00		MAINTENANCE REPAIR VEHICLE		2,500.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	2,000.00		MEDICAL SUPPLIES-NURSING		2,000.00
	500.00		MEMBERSHIP DUES		20,400.00
	200.00		NEWSPAPER ADVERTISEMENT		200.00
	950.00		OFFICE SUPPLIES-NURSING		950.00
	1,000.00		PRINTING		1,000.00
	200.00		PRINTING SUPPLIES		200.00
	150.00		REGISTRATION FEES-NURSING		150.00
	3,500.00		RUBBISH REMOVAL-NURSING		2,500.00
	6,000.00		TELEPHONE		6,000.00
	100.00		TRAVELING		200.00
	100.00		WATER		100.00
	<u>\$ 74,500.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$</u>	<u>123,400.00</u>
	<u>\$ 74,500.00</u>	<b>330-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$</u>	<u>123,400.00</u>
\$	119,464.00		HEALTH INSURANCE	\$	118,519.00
	96,457.00		RETIREMENT		96,635.00
	<u>\$ 215,921.00</u>		TOTAL FRINGE BENEFITS	<u>\$</u>	<u>215,154.00</u>
	\$ (215,921.00)		<u>FUNDING SOURCES:</u>		
	\$ (215,921.00)		GRANT & REGIONAL FUNDING SOURCES	\$	(215,154.00)
	<u>\$ (215,921.00)</u>		TOTAL FUNDING SOURCES	<u>\$</u>	<u>(215,154.00)</u>
	<u>\$ -</u>	<b>330-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$</u>	<u>-</u>
	<u>\$ 647,140.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$</u>	<u>833,354.00</u>

**FISCAL YEAR 2021  
DIVISION OF PUBLIC HEALTH  
FUNDING SOURCES**

**DIVISION: PUBLIC HEALTH**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
HMCC	\$ 9,367.00	\$ 987.00	\$ 10,354.00
OVC	10,711.00	2,183.00	12,894.00
REACH	32,822.00	6,503.00	39,325.00
REGIONALIZATION	17,017.00	2,546.00	19,563.00
UMASS	51,866.00	5,952.00	57,818.00
	<u>\$ 121,783.00</u>	<u>\$ 18,171.00</u>	<u>\$ 139,954.00</u>

**DIVISION: COMMUNITY HEALTH**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
MASS IN MOTION	\$ 11,069.00	\$ 2,078.00	\$ 13,147.00
BSAS	93,640.00	20,421.00	114,061.00
OVC	34,069.00	7,872.00	41,941.00
REGIONALIZATION	5,254.00	557.00	5,811.00
UMASS	2,979.00	691.00	3,670.00
REACH	257,201.00	54,062.00	311,263.00
	<u>\$ 404,212.00</u>	<u>\$ 85,681.00</u>	<u>\$ 489,893.00</u>

**DIVISION: EMERGENCY PREPARDNESS & NURSING**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
HMCC	\$ 199,955.00	\$ 39,939.00	\$ 239,894.00
REGIONALIZATION	35,981.00	8,492.00	44,473.00
	<u>\$ 235,936.00</u>	<u>\$ 48,431.00</u>	<u>\$ 284,367.00</u>

**DIVISION: REGIONAL PUBLIC HEALTH**

<b>GRANT NAME</b>	<b>SALARY AMOUNT</b>	<b>FRINGE AMOUNT</b>	<b>TOTAL</b>
REGIONALIZATION	\$ 311,784.00	\$ 62,871.00	\$ 374,655.00
	<u>\$ 311,784.00</u>	<u>\$ 62,871.00</u>	<u>\$ 374,655.00</u>

**DEPARTMENT TOTAL**

<b>\$ 1,073,715.00</b>	<b>\$ 215,154.00</b>	<b>\$ 1,288,869.00</b>
------------------------	----------------------	------------------------



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# ELDER AFFAIRS

## Amy Vogel Waters- Director

Senior Center  
128 Providence Street, Worcester, MA 01604  
508-799-1232

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

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 386,171.76	\$ 459,096.00	\$ 297,073.45	\$ 456,100.00
Ordinary Maintenance	149,192.30	153,350.00	112,684.68	206,350.00
Capital Outlay		3,000.00	1,622.10	-
<b>Total</b>	<b>\$ 535,364.06</b>	<b>\$ 615,446.00</b>	<b>\$ 411,380.23</b>	<b>\$ 662,450.00</b>
Total Positions	8	9	9	9

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$662,450, which is an increase of \$47,004 from the Fiscal 2020 amount of \$615,446. The decrease in salaries is a net result of a regrade to the Director of Elder Affairs wages, and a decrease in salaries due to only 52.2 weeks in fiscal 2021 whereas there were 52.4 weeks budgeted in Fiscal 2020. The increase of \$53,000 in Ordinary Maintenance is to support the new Fitness Center operations and computer lab purchases.

### Major Accomplishments of FY20

- Dementia Friendly Worcester (DFW) is official, with an action team coordinated by the operations director of the Division of Elder Affairs, DFW meets monthly with representatives from hospitals, health & elder service providers, housing, transportation, long term care, insurance, law and other interested parties. Accomplishments include:
  - Establishment of DFW website: [www.tinyurl.com/DFWorchester](http://www.tinyurl.com/DFWorchester)
  - Over 100 people trained as Dementia Friends, including City of Worcester employees.
  - Outreach to over 30 businesses to become Dementia Friendly.
- Director earned the “Lifetime Achievement Award” from the Massachusetts Association of Councils on Aging (MCOA) and co-presented with the Division’s multi-cultural & senior services coordinator, a workshop at the MCOA annual conference, “Creating Multi-cultural Senior Centers-It’s Worth the Effort.”

## ELDER AFFAIRS

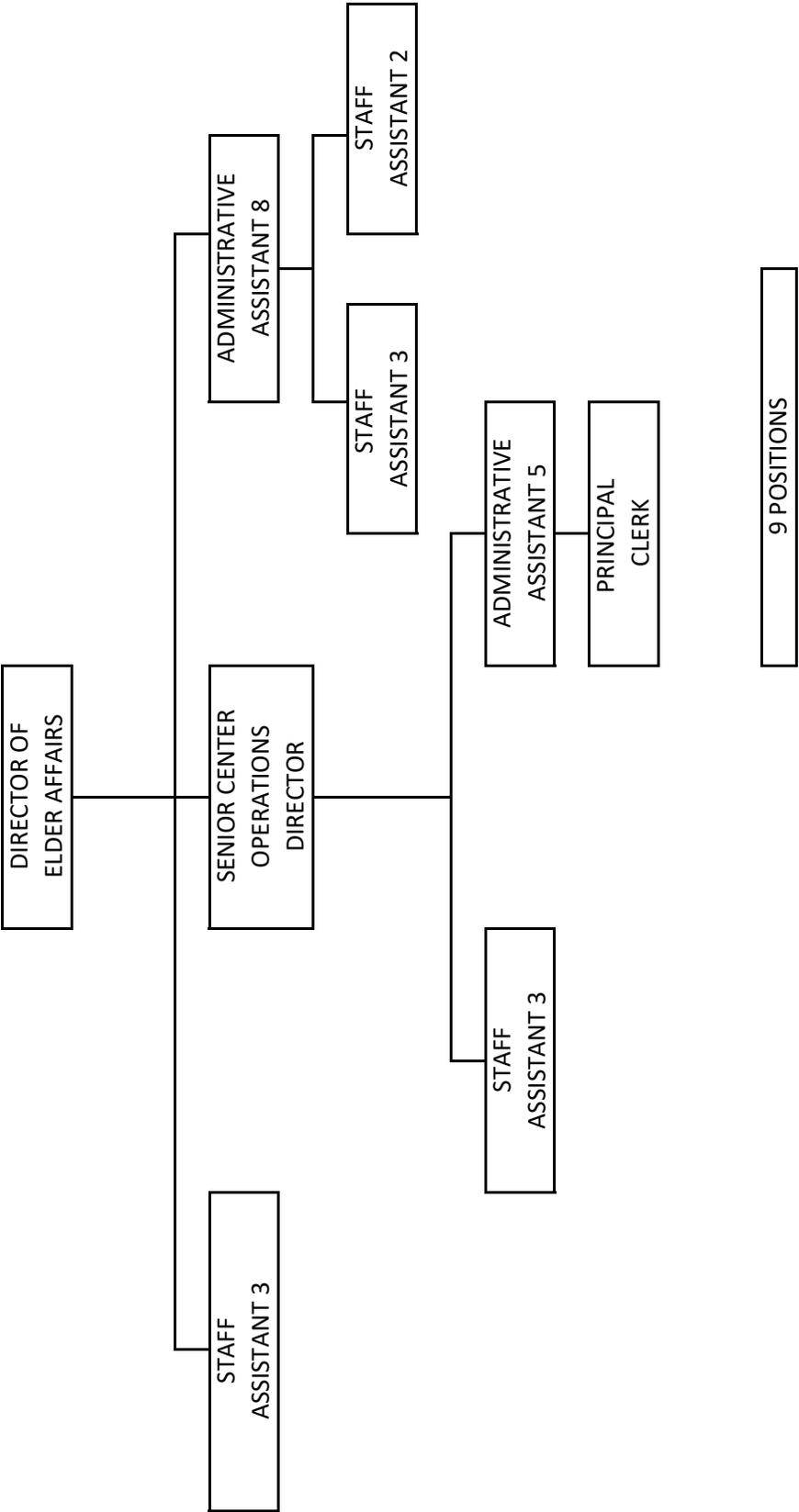
---

- As part of a Harvard Pilgrim contest, 80 diverse seniors in the Center’s Walking Club logged over 1.8 million steps. A special walking trip to Elm Park had the added feature of Art in the Park.
- Research and design continued for the new Fitness Center in the Worcester Senior Center, scheduled to open in December 2020 to augment the current array of health and wellness programs.
- New programming attracted hundreds of participants each time, for such events as Veteran’s Day which created new connections and understanding between US Veterans of the Vietnam War, Junior ROTC members, “Baby Boomers,” as well as Vietnamese Veterans and refugees; Valentine’s Day education about the heart from a cardiologist, followed by entertainment by “Elvis;” a program on the “Be Like Brit” foundation which had the unintended but expressed positive impact on our Arabic Elder Group who identified with the people of Haiti helped by the foundation; and many other “distinguished speakers,” concerts, and art exhibits.
- Successfully piloted cultural lunches, funded by the City’s HHS Community Compact grant, and in collaboration with Elder Services of Worcester Area, Quinsigamond Community College, and the Worcester Senior Center. Planned expansion will include weekly meal options reflecting Latino, Vietnamese/Vegan, Chinese, and Arabic/Mediterranean cultures as part of the ongoing free senior center lunch program.

### New and Continued Initiatives:

- Maintain Dementia Friendly Worcester as well as the weekly “Time to Care” respite program for caregivers of people living with dementia and the monthly “Memory Café.”
- Continue structured effort via the 2020 Community Health Improvement Plan, to work towards Worcester being declared an official age friendly community. This will help ensure that the needs of older residents’ are better addressed, as well as boosting the City’s attractiveness to retirees.
- Manage the operation of a newly renovated Fitness Center at the Senior Center. While health clubs and gyms exist for those who can pay, many of our seniors do not have the resources. To help meet the growing need for exercise space as well as facilitating access to fitness tools for those who cannot afford commercial fitness centers, a grant of \$100,000 has been secured from Blue Cross/Blue Shield to purchase the appropriate equipment. These funds are being held by the Friends of Worcester’s Senior Center, Inc. A Massworks grant is expected to pay for the renovation this spring. To operate the center the FY21 budget includes funds to support Orientations, Supervision, Monitors/Cleaners, Equipment Maintenance, and Consumables.
- Maintain expanded cultural meals options.
- Secure additional, cutting edge programs to promote healthy aging and social connection.

# DIVISION OF ELDER AFFAIRS ORGANIZATIONAL CHART



**AMY VOGEL WATERS, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF HEALTH & HUMAN SERVICES**

**DIVISION OF ELDER AFFAIRS - DIVISION #340**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 91,632.00	44EM	DIRECTOR OF ELDER AFFAIRS	1	\$ 96,288.00
1	87,299.00	43M	SENIOR CENTER OPERATIONS DIRECTOR	1	86,966.00
1	72,962.00	38M	ADMINISTRATIVE ASSISTANT 8	1	72,684.00
3	203,649.00	37	STAFF ASSISTANT 3	3	199,374.00
1	61,713.00	35	STAFF ASSISTANT 2	1	62,950.00
1	51,985.00	31	ADMINISTRATIVE ASSISTANT 5	1	46,262.00
1	36,597.00	27	PRINCIPAL CLERK	1	37,710.00
<b>8</b>	<b>\$ 605,837.00</b>		REGULAR SALARIES	<b>9</b>	<b>\$ 602,234.00</b>
	3,672.00		EM INCENTIVE PAY		3,597.00
<b>8</b>	<b>\$ 609,509.00</b>		TOTAL RECOMMENDED SALARIES	<b>9</b>	<b>\$ 605,831.00</b>
			<u>FUNDING SOURCES:</u>		
	\$ (150,413.00)		STATE COUNCIL ON AGING GRANT		\$ (149,731.00)
	\$ (150,413.00)		TOTAL FUNDING SOURCES		\$ (149,731.00)
<b>8</b>	<b>\$ 459,096.00</b>	<b>340-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>9</b>	<b>\$ 456,100.00</b>
	\$ 100.00		BUILDING SUPPLIES		\$ 100.00
	500.00		COPY PAPER		500.00
	2,000.00		CONSULTANTS		52,000.00
	150.00		FOOD SUPPLIES		150.00
	3,000.00		HARDWARE/DEVICES		3,000.00
	1,000.00		HIRED SERVICES		1,000.00
	150.00		INSURANCE		150.00
	3,900.00		LEASES & RENTALS		3,900.00
	4,900.00		MAINTENANCE /REPAIR BUILDING		4,900.00
	2,500.00		MAINTENANCE SYSTEM SOFTWARE		2,500.00
	6,000.00		MAINTENANCE/REPAIR EQUIPMENT		6,000.00
	3,000.00		MARKETING		3,000.00
	500.00		NEWSPAPER ADVERTISEMENT		500.00
	2,500.00		OFFICE SUPPLIES		5,500.00
	1,000.00		OTHER SUPPLIES		1,000.00
	600.00		PRINTING		600.00
	1,500.00		PRINTING SUPPLIES		1,500.00
	92,900.00		PROGRAMS		92,900.00
	7,100.00		PROGRAMS-TRANSLATION/INTERPRETATION		7,100.00
	12,200.00		PROGRAMS-TRANSPORTATION		12,200.00
	3,400.00		RECREATION PROGRAMS		3,400.00
	150.00		SECURITY SERVICES		150.00
	600.00		SUBSCRIPTIONS		600.00
	3,500.00		TELEPHONES		3,500.00
	150.00		TRAVELING		150.00
	50.00		WATER		50.00
	<b>\$ 153,350.00</b>		ORDINARY MAINTENANCE		<b>\$ 206,350.00</b>
	<b>\$ 153,350.00</b>	<b>340-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<b>\$ 206,350.00</b>
	\$ 3,000.00		CAPITAL OUTLAY		\$ -
	\$ 3,000.00		TOTAL ORDINARY MAINTENANCE		\$ -
	<b>\$ 3,000.00</b>	<b>340-93000</b>	<b>TOTAL RECOMMENDED TAX LEVY CAPITAL OUTLAY</b>		<b>\$ -</b>

**AMY VOGEL WATERS, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF HEALTH & HUMAN SERVICES**

**DIVISION OF ELDER AFFAIRS - DIVISION #340**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	\$ 13,535.00		HEALTH INSURANCE		\$ 13,535.00
	15,718.00		RETIREMENT		15,647.00
	<u>\$ 29,253.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 29,182.00</u>
			<u>FUNDING SOURCES:</u>		
	(29,253.00)		STATE GRANTS		(29,182.00)
	<u>(29,253.00)</u>		TOTAL FUNDING SOURCES		<u>(29,182.00)</u>
	<u>\$ -</u>	<b>340-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 615,446.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 662,450.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# TECHNICAL SERVICES

## Eileen M. Cazaropoul- Chief Information Officer

1 Skyline Drive, Building A  
 Worcester, Massachusetts 01605  
 (508) 799-1272

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

### Department Allocation Summary

	Actual	Approved Budget for	Actuals as of	Recommended Appropriation
Expenditures	Fiscal 2019	Fiscal 2020	3/31/20	Fiscal 2021
Salaries	\$ 2,394,848.04	\$ 2,793,460.00	\$ 1,923,972.37	\$ 2,896,591.00
Overtime	14,888.70	30,000.00	16,680.03	30,000.00
Ordinary Maintenance	1,941,069.29	2,256,360.00	2,300,066.87	2,484,503.00
Capital Outlay	199,616.38	279,100.00	35,667.09	300,000.00
<b>Total</b>	<b>\$ 4,550,422.41</b>	<b>\$ 5,358,920.00</b>	<b>\$ 4,276,386.36</b>	<b>\$ 5,711,094.00</b>
<b>Total Positions</b>	34	34	34	34

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$5,711,094, which is an increase of \$352,174 from the Fiscal 2020 amount of \$5,358,920. The salary increase is due to step increases for employees who are not at maximum pay which is offset by Fiscal 2021 having 52.2 weeks whereas in Fiscal 2020 there were 52.4 weeks, position regrades to re-align pay with current responsibilities. In addition, the increase in Ordinary Maintenance of \$228,143 is mainly due to provide funding for City Fiber, Open Data Portal Software platform, and a consultant for the ERP replacement process. In Fiscal 2021, Capital outlay funding of \$300,000 is for Data center water line removal, Network Firewall replacement, Wireless LAN controller, and GHP mesh network replacement.

### Major Accomplishments of FY20

- Upgraded 1,615 City computers and laptops to Microsoft Windows 10 and Office 2016.
- Delivered foundational cybersecurity awareness training to over 1,600 City employees, Worcester Public School administrators and principals.
- Received cybersecurity awareness training software licenses through a grant from the State’s Executive Office of Technology and Security Services to continue employee awareness training.
- Received a Commonwealth Community Compact Grant to perform a cybersecurity risk assessment.
- Contracted with a consulting firm to perform a requirements assessment and assist the City with the replacement of the legacy financial (ERP) system.
- Performed extensive programming changes to accommodate the Federal ACA health reporting requirements and new W4 withholding rules.
- Performed a state of the art upgrade to the City’s data center infrastructure
- Contracted with a consulting firm to develop a Five-Year IT Strategic Plan for the City.

# TECHNICAL SERVICES

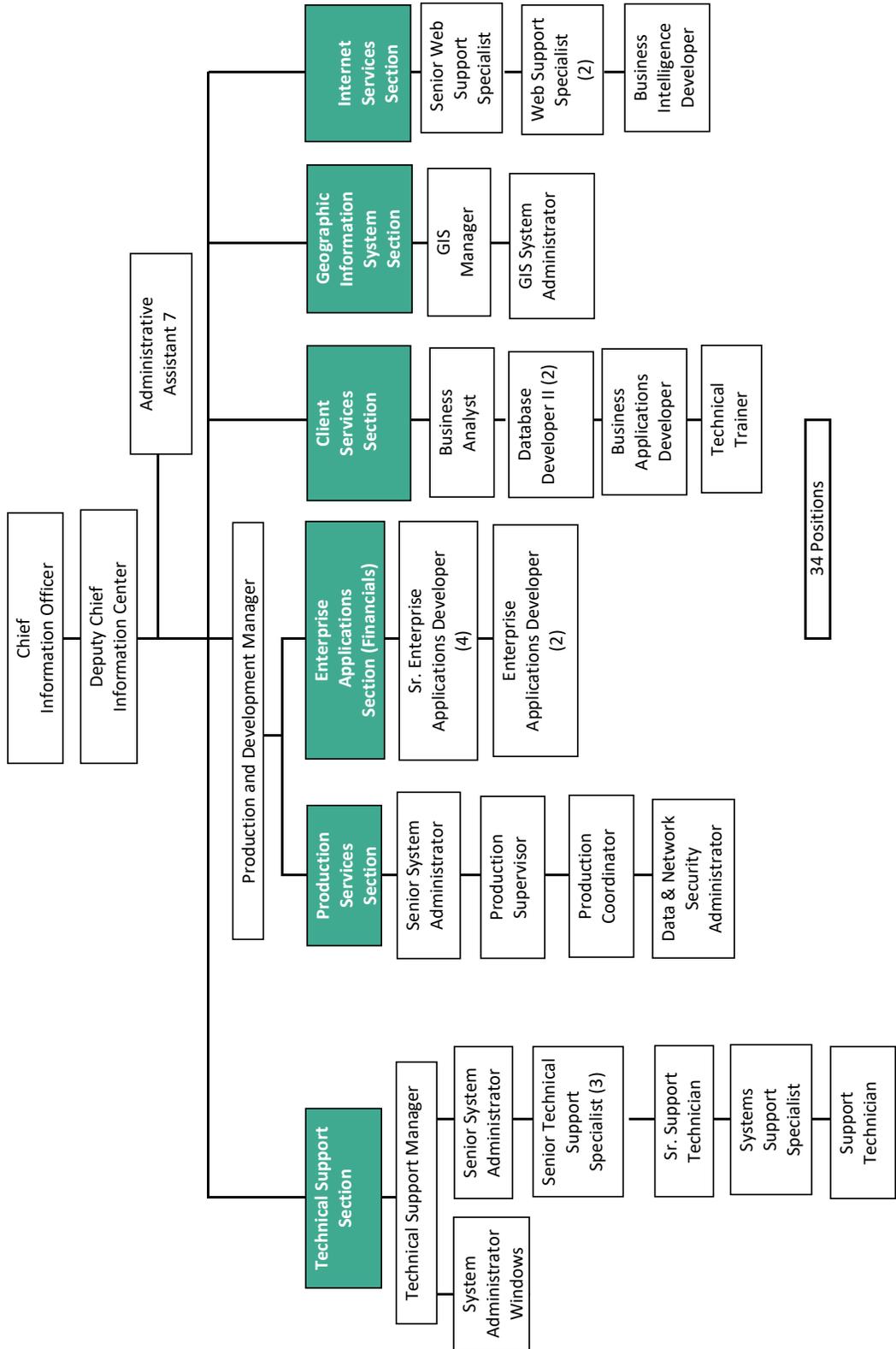
---

- Developed an HR utility to input and summarize Alcohol/Drug test results for CDL driver testing.

## New and Continued Initiatives

- Continue the development of citywide addressing standards and an electronic master address repository to integrate with all applications/systems via GIS.
- Review and prioritize recommended changes in the Five-Year IT Strategic Plan.
- Assist the public safety departments with the process to select the public safety system replacement.
- Work with the ERP replacement consultant and departments to select an ERP replacement product.

**TECHNICAL SERVICES DIVISION  
ORGANIZATIONAL CHART  
ORGANIZATIONAL CHART**



34 Positions

**EILEEN M. CAZAROPOUL, CHIEF INFORMATION OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
DEPARTMENT OF ADMINISTRATION & FINANCE  
DIVISION OF TECHNICAL SERVICES- DIVISION #680**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 130,178.00	53EM	CHIEF INFORMATION OFFICER	1	\$ 129,686.00
1	119,211.00	48EM	DEPUTY CHIEF INFORMATION CENTER	1	118,766.00
1	113,289.00	47EM	PRODUCTION AND DEVELOPMENT MANAGER	1	116,949.00
1	114,507.00	47EM	TECHNICAL SUPPORT MANAGER	1	116,949.00
0	-	50P	SENIOR SYSTEM ADMINISTRATOR	2	212,726.00
2	209,936.00	48P	SENIOR DATABASE DEVELOPER	2	209,136.00
2	197,455.00	48P	SENIOR CLIENT SERVER DATABASE ANALYST	2	200,100.00
1	65,301.00	48P	SENIOR ENTERPRISE APPLICATIONS DEVELOPER	1	79,449.00
1	101,365.00	48P	NETWORK ADMINISTRATOR	1	103,619.00
2	188,673.00	48P	SYSTEM ADMINISTRATOR	1	86,572.00
4	404,069.00	48P	SENIOR TECHNICAL SUPPORT SPECIALIST	3	302,224.00
4	313,410.00	48P	SENIOR CLIENT SERVER PROGRAMMER/ANALYST	4	336,786.00
0	-	44P	SENIOR WEB SUPPORT SPECIALIST	1	85,274.00
0	-	44P	DATABASE DEVELOPER II	2	170,548.00
1	83,390.00	42P	CLIENT SERVER PROGRAMMER/ANALYST	1	83,771.00
2	168,184.00	42P	DATABASE DEVELOPER	0	-
3	235,696.00	42P	WEB SUPPORT SPECIALIST	2	153,930.00
1	78,670.00	42P	SYSTEM SUPPORT SPECIALIST	1	81,138.00
1	68,370.00	40P	BUSINESS INTELLIGENCE DEVELOPER	1	70,499.00
1	78,328.00	40P	PRODUCTION SUPERVISOR	1	59,571.00
1	75,078.00	40	SENIOR SUPPORT TECHNICIAN	1	75,753.00
1	70,950.00	38	PRODUCTION COORDINATOR	1	70,679.00
1	67,460.00	37	SUPPORT TECHNICIAN	1	68,069.00
1	63,551.00	35	ADMINISTRATIVE ASSISTANT 7	1	63,309.00
1	62,148.00	35	PRODUCTION SUPPORT SPECIALIST	1	63,210.00
34	\$ 3,009,219.00		REGULAR SALARIES	34	\$ 3,058,713.00
	14,584.00		EM INCENTIVE PAY		14,700.00
	(22,658.00)		VACANCY FACTOR		(23,390.00)
	20,000.00		TEMPORARY STAFF		20,000.00
34	\$ 3,021,145.00		TOTAL RECOMMENDED SALARIES	34	\$ 3,070,023.00
			<b>FUNDING SOURCES:</b>		
	\$ (3,326.00)		GOLF REVENUES		\$ (3,380.00)
	(66,520.00)		SEWER REVENUES		(67,604.00)
	(100,805.00)		WATER REVENUES		(102,448.00)
	(57,034.00)		COMMUNITY COMPACT GRANT		-
	\$ (227,685.00)		TOTAL FUNDING SOURCES		\$ (173,432.00)
34	\$ 2,793,460.00	<b>680-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	34	\$ 2,896,591.00
	\$ 30,000.00		OVERTIME		\$ 30,000.00
	\$ 30,000.00	<b>680-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ 30,000.00
	\$ 30,000.00		ELECTRICITY		\$ 30,000.00
	100,000.00		LEASE AND RENTALS		100,000.00
	150,000.00		TELEPHONES		150,000.00
	300.00		POSTAGE		300.00
	5,000.00		NEWSPAPER ADVERTISEMENT		5,000.00
	500.00		SECURITY SERVICES		500.00
	8,000.00		REGISTRATION FEES & TRAINING CERTIFICATIONS		8,000.00
	10,000.00		OFFICE SUPPLIES		10,000.00
	800.00		OTHER SUPPLIES		800.00
	3,500.00		COPY PAPER		3,500.00
	4,300.00		PRINTING & PRINTING SUPPLIES		4,300.00
	37,000.00		MAINTENANCE/REPAIR BUILDINGS		37,000.00
	5,000.00		MEMBERSHIP DUES		5,000.00
	5,000.00		TRAVELING		5,000.00
	1,550,073.00		REGULAR SYSTEM MAINTENANCE		1,797,349.00
	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

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**  
**DEPARTMENT OF ADMINISTRATION & FINANCE**  
**DIVISION OF TECHNICAL SERVICES- DIVISION #680**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	96,420.00		EMC BACKUP HW/SW SUPPORT		96,420.00
	49,000.00		GIS HARDWARE/SOFTWARE		49,000.00
	26,500.00		VIDEO SURVEILLANCE SOFTWARE SUPPORT		26,500.00
	36,000.00		SQL ORDINARY MAINTENANCE		36,000.00
	<u>\$ 2,610,248.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 2,857,524.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (151,916.00)		CREDIT INET		(151,916.00)
	(2,000.00)		CREDIT FROM GOLF		(2,189.00)
	(80,875.00)		CREDIT FROM SEWER		(88,537.00)
	(119,097.00)		CREDIT FROM WATER		(130,379.00)
	<u>\$ (353,888.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (373,021.00)</u>
	<u>\$ 2,256,360.00</u>	<b>680-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 2,484,503.00</u>
	\$ 279,100.00		FURNITURE & EQUIPMENT		\$ 300,000.00
	<u>\$ 279,100.00</u>	<b>680-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ 300,000.00</u>
	<u>\$ 5,358,920.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 5,711,094.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# HUMAN RESOURCES

## Dori A. Vecchio - Director

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

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 residents of the City of Worcester.

### Department Allocation Summary

		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 949,698.94	\$ 1,095,680.00	\$ 708,056.04	\$ 1,086,968.00
Overtime	4,585.10	3,000.00	1,404.88	3,000.00
Ordinary Maintenance	424,504.08	436,101.00	207,541.83	436,101.00
<b>Total</b>	<b>\$ 1,378,788.12</b>	<b>\$ 1,534,781.00</b>	<b>\$ 917,002.75</b>	<b>\$ 1,526,069.00</b>
<b>Total Positions</b>	18	17	17	17

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be funded at \$1,526,069, which is a decrease of \$8,712 from Fiscal 2020. The salary decrease is mainly due to vacant positions budgeted at a lower step and Fiscal 2021 having 52.2 weeks, whereas in Fiscal 2020 there were 52.4 weeks. Ordinary Maintenance and Overtime are recommended to be level funded.

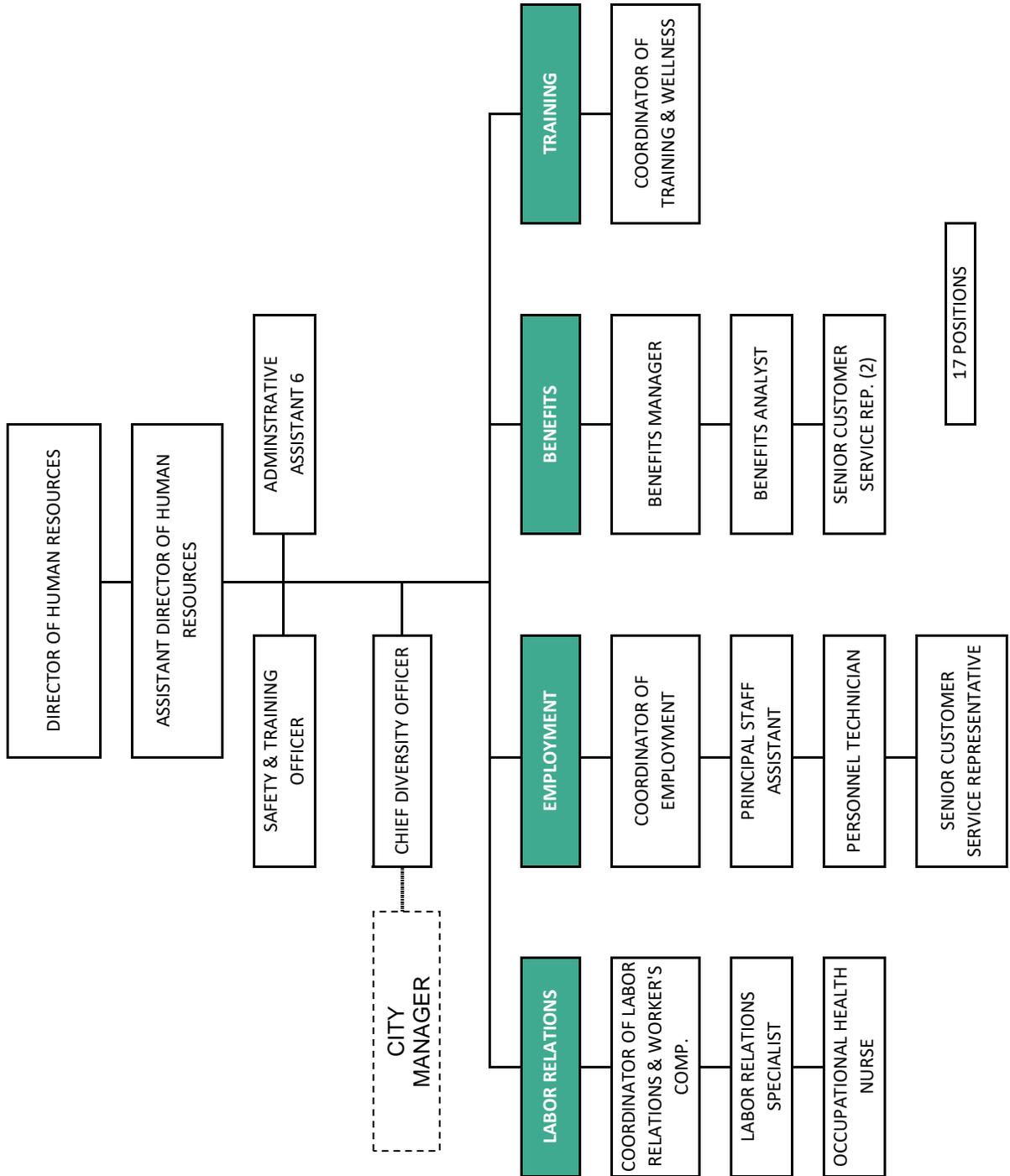
### Major Accomplishments of FY20

- Successful completion of a pay equity study for all City non-union personnel.
- Administered 61 civil service certifications and made 134 appointments and departmental promotions for all City Departments, and 84 appointments for the Worcester Public Schools Department; conducted the civil service certification process for a class of 28 Firefighters.
- Training and professional development opportunities were attended by over 637 City employees and 1440 employees participated in City offered employee wellness programs.
- Assisted in the submission and received funding from a Department of Industrial Accidents for workplace safety training.

### New and Continued Initiatives

- Develop a Citywide Occupational Health and Safety Program that will increase employee awareness on matters of safety in the workplace and continuously improve all City workplaces for the betterment of both employees and citizens.
- Provide various levels of opportunity for Cultural Competency Training for the City's workforce.
- Enhance training in the areas of harassment prevention for all City personnel.

# HUMAN RESOURCE DEPARTMENT ORGANIZATIONAL CHART



17 POSITIONS

**DORI VECCHIO, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**HUMAN RESOURCES DEPARTMENT - DEPARTMENT #170**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
<b>ADMINISTRATION:</b>					
1	\$ 127,506.00	58CM	DIRECTOR HUMAN RESOURCES	1	\$ 127,014.00
1	-	47EM	ASSISTANT DIRECTOR HUMAN RESOURCES	1	-
1	84,092.00	42M	SAFETY & TRAINING OFFICER	1	79,736.00
1	76,798.00	41M	CHIEF DIVERSITY OFFICER	1	79,449.00
1	41,390.00	33	ADMINISTRATIVE ASSISTANT 6	1	46,863.00
5	\$ 329,786.00			5	\$ 333,062.00
1	\$ 97,490.00	42EM	COORDINATOR OF EMPLOYMENT	1	\$ 97,113.00
1	71,376.00	40M	PRINCIPAL STAFF ASSISTANT	1	60,681.00
1	68,330.00	38M	PERSONNEL TECHNICIAN	1	68,069.00
1	47,779.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	1	49,196.00
4	\$ 284,975.00			4	\$ 275,059.00
1	\$ 104,968.00	48M	COORD. LABOR RELATIONS & WORKER'S COMP.	1	\$ 104,568.00
1	93,533.00	45M	LABOR RELATIONS SPECIALIST	1	93,668.00
1	72,835.00	42M	OCCUPATIONAL NURSE	1	75,174.00
3	\$ 271,336.00			3	\$ 273,410.00
1	\$ 90,632.00	44M	BENEFITS MANAGER	1	\$ 83,861.00
1	51,351.00	35	BENEFIT ANALYST	1	50,565.00
2	92,981.00	28	SENIOR CUSTOMER SERVICE REPRESENTATIVE	2	94,372.00
4	\$ 234,964.00			4	\$ 228,798.00
1	\$ 90,632.00	44M	COORD. OF TRAINING, DEVELOP. AND WELLNESS PROGRAMS	1	\$ 90,286.00
1	\$ 90,632.00			1	\$ 90,286.00
17	\$ 1,211,693.00		REGULAR SALARIES	17	\$ 1,200,615.00
	\$ 92,400.00		INTERNSHIP PROGRAM		\$ 92,400.00
	-		EM INCENTIVE PAY		-
	(4,002.00)		VACANCY FACTOR		(3,373.00)
	\$ 1,300,091.00		TOTAL RECOMMENDED SALARIES		\$ 1,289,642.00
	\$ (976.00)		FUNDING SOURCES:		\$ (968.00)
	(88,244.00)		CREDIT FROM GOLF COURSE		(87,494.00)
	(115,191.00)		CREDIT FROM SEWER		(114,212.00)
	\$ (204,411.00)		CREDIT FROM WATER		\$ (202,674.00)
			TOTAL FUNDING SOURCES		
17	\$ 1,095,680.00	170-91000	TOTAL RECOMMENDED PERSONNEL SERVICES	17	\$ 1,086,968.00
	\$ 3,000.00		OVERTIME		\$ 3,000.00
	\$ 3,000.00	170-97000	TOTAL RECOMMENDED OVERTIME		\$ 3,000.00

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**HUMAN RESOURCES DEPARTMENT - DEPARTMENT #170**

FY20 TOTAL POSITIONS	PROPOSED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	PROPOSED FY21 AMOUNT
	\$ 2,000.00		BOOKS		\$ 2,000.00
	2,000.00		CONSTABLES		2,000.00
	66,000.00		CONSULTANTS		66,000.00
	1,100.00		COPY PAPER		1,100.00
	1,000.00		HARDWARE/DEVICES		1,000.00
	4,500.00		LEASES & RENTALS		4,500.00
	207,050.00		LEGAL CONSULTANTS		207,050.00
	6,000.00		LEGAL FILING FEES		6,000.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	1,400.00		MEMBERSHIP DUES		1,400.00
	34,000.00		NEWSPAPER ADVERTISING		34,000.00
	4,000.00		OFFICE SUPPLIES		4,000.00
	1,000.00		OTHER SUPPLIES		1,000.00
	12,000.00		PHYSICIANS/SURGEONS		12,000.00
	100.00		POSTAGE		100.00
	2,000.00		PREPARED MEALS		2,000.00
	6,000.00		PRINTING		6,000.00
	1,000.00		PRINTING SUPPLIES		1,000.00
	1,500.00		PROFESSIONAL DEVELOPMENT-RECREATIONAL PROGRAM		1,500.00
	6,000.00		PROFESSIONAL DEVELOPMENT-REGISTRATION FEES		6,000.00
	1,500.00		PROFESSIONAL DEVELOPMENT-SUBSCRIPTIONS		1,500.00
	55,000.00		PROFESSIONAL DEVELOPMENT-TRAINING CERTIFICATIONS		55,000.00
	12,000.00		PROFESSIONAL DEVELOPMENT-TRAVELING		12,000.00
	10,000.00		PROFESSIONAL DEVELOPMENT-TUITION		10,000.00
	5,000.00		PSYCHOLOGIST/BEHAVIORAL SERVICES		5,000.00
	4,345.00		SECURITY SERVICES		4,345.00
	1,000.00		TELEPHONE		1,000.00
	17,000.00		TRANSLATION/INTERPRETATION		17,000.00
	8,500.00		TRAVELING		8,500.00
	500.00		WATER		500.00
	100.00		LICENSES		100.00
	<u>\$ 474,595.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 474,595.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (3,848.00)		CREDIT FROM SEWER		\$ (3,848.00)
	(4,646.00)		CREDIT FROM WATER		(4,646.00)
	(30,000.00)		INTERDEPARTMENTAL CREDIT		(30,000.00)
	<u>\$ (38,494.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (38,494.00)</u>
	<u>\$ 436,101.00</u>	<b>170-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 436,101.00</u>
	<u>\$ 1,534,781.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,526,069.00</u>

# WORKERS' COMPENSATION

**Dori A. Vecchio - Director**

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

**Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Budget for</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Ordinary Maintenance	\$ 75,227.52	\$ 91,359.00	\$ 52,765.40	\$ 91,359.00
Fringe Benefits	860,876.67	1,155,467.00	558,509.88	1,098,301.00
<b>Total</b>	<b>\$ 936,104.19</b>	<b>\$ 1,246,826.00</b>	<b>\$ 611,275.28</b>	<b>\$ 1,189,660.00</b>

**Operating Budget Highlights**

The total Worker’s Compensation budget for Fiscal 2021 is recommended to be \$1,189,660, which is a decrease of \$57,166 from the Fiscal 2020 amount of \$1,246,826. The State Workers’ Compensation statute is designed to be a wage replacement system for the benefit of those who sustain injuries arising out of, and in the course of, their employment with the City, per the workers’ compensation M.G. L Chapter 152.

**DORI VECCHIO, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF HUMAN RESOURCES**

**DIVISION OF WORKERS' COMPENSATION - DIVISION #171**

APPROVED FY20 AMOUNT		TITLE	RECOMMENDED FY21 AMOUNT
\$ 91,359.00		ADMINISTRATIVE SERVICES	\$ 91,359.00
\$ 91,359.00	171-92000	<b>TOTAL ORDINARY MAINTENANCE</b>	\$ 91,359.00
\$ 1,371,147.00		BASIC WORKERS' COMPENSATION	\$ 1,323,981.00
\$ 1,371,147.00	171-96000	<b>TOTAL FRINGE BENEFITS</b>	\$ 1,323,981.00
		<u>FUNDING SOURCES:</u>	
\$ (110,000.00)		CREDIT FROM WATER	\$ (120,000.00)
(60,000.00)		CREDIT FROM SEWER	(60,000.00)
(45,680.00)		CREDIT FROM SCHOOLS	(45,680.00)
\$ (215,680.00)		TOTAL FUNDING SOURCES	\$ (225,680.00)
\$ 1,246,826.00		<b>TOTAL RECOMMENDED TAX LEVY</b>	\$ 1,189,660.00

# INJURED ON DUTY CLAIMS

**Dori A. Vecchio - Director**

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

**Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Budget for</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Ordinary Maintenance	\$ 98,550.00	\$ 98,550.00	82,125.00	\$ 98,550.00
Fringe Benefits	692,419.48	640,109.00	491,919.07	703,386.00
<b>Total</b>	<b>\$ 790,969.48</b>	<b>\$ 738,659.00</b>	<b>\$ 574,044.07</b>	<b>\$ 801,936.00</b>

**Operating Budget Highlights**

The City incurs salary expenses for uniformed police officers and firefighters when they have been injured in the line of duty. This account pays for all non-salary costs of uniformed police and fire personnel who are injured in the line of duty. The total tax levy appropriation for Fiscal 2021 is recommended to be \$801,936, which is an increase of \$63,277 from the Fiscal 2020 amount of \$738,659. This increase is primarily due to M.G.L. Chapter 148 Acts of 2018 amending Chapter 32, Section 94B. The new legislation grants firefighters a legal presumption that several cancer diagnoses arose in the line of duty. The law mandates leave without loss of pay for the period of incapacity until the employee retires or a physician returns the firefighter to work. The new legislation also expands the types of cancers now eligible for benefits.

**DORI VECCHIO, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
DIVISION OF PUBLIC SAFETY INJURED ON DUTY (IOD) CLAIMS- DIVISION #174**

APPROVED FY20 AMOUNT		TITLE	RECOMMENDED FY21 AMOUNT
\$ 98,550.00	174-92000	ADMINISTRATIVE SERVICES	\$ 98,550.00
<u>\$ 98,550.00</u>	<b>174-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 98,550.00</u>
\$ 266,649.00	1741	POLICE DEPARTMENT IOD CLAIMS	\$ 333,399.00
373,460.00	17412	FIRE DEPARTMENT IOD CLAIMS	369,987.00
<u>\$ 640,109.00</u>	<b>174-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 703,386.00</u>
<u><u>\$ 738,659.00</u></u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u><u>\$ 801,936.00</u></u>

# UNEMPLOYMENT COMPENSATION

**Dori A. Vecchio - Director**

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

**Department Allocation Summary**

		<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Actual</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Fringe Benefits	\$ 64,788.04	\$ 100,000.00	\$ 28,870.73	\$ 101,000.00
<b>Total</b>	<b>\$ 64,788.04</b>	<b>\$ 100,000.00</b>	<b>\$ 28,870.73</b>	<b>\$ 101,000.00</b>

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

**Operating Budget Highlights**

The total Worker’s Compensation budget for Fiscal 2021 is recommended to be \$101,000, which an increase of \$1,000 from the Fiscal 2020 amount of \$100,000. 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.

**DORI VECCHIO, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
DEPARTMENT OF HUMAN RESOURCES  
DIVISION OF UNEMPLOYMENT COMPENSATION - DIVISION #172**

APPROVED FY20 AMOUNT	ACCOUNT NUMBER	TITLE	RECOMMENDED FY21 AMOUNT
<u>\$ 120,000.00</u>		REGULAR UNEMPLOYMENT COMPENSATION	<u>\$ 115,000.00</u>
<u>\$ 120,000.00</u>		TOTAL UNEMPLOYMENT COMPENSATION	<u>\$ 115,000.00</u>
		FUNDING SOURCES:	
\$ (5,000.00)		CREDIT FROM SEWER	\$ -
(5,000.00)		CREDIT FROM WATER	(3,000.00)
<u>(10,000.00)</u>		CREDIT FROM GOLF	<u>(11,000.00)</u>
\$ (20,000.00)		TOTAL FUNDING CREDITS	\$ (14,000.00)
<u>\$ 100,000.00</u>	<b>172-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 101,000.00</u>
<u>\$ 100,000.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 101,000.00</u>

# HEALTH INSURANCE

**Dori A. Vecchio- Director**

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

**Health Insurance:**

The Human Resources Department is responsible for the administration and direction of all phases of the Health Insurance program for City of Worcester and Worcester Public School employees and retirees. The City currently administers five (5) conventional and five (5) Medicare health plans. Great efforts have been made over the last ten years to implement many cost control measures to minimize the cost of health insurance such as self-funding the City’s plans, the adoption of Section 18 to shift costs to the Federal Medicare program, carving out prescription drugs and use of a Pharmacy Benefit Management program, adopting GIC-like health plans designed to drive members to lower costs local providers, creating Medical Management programs directed to assist members with complicated medical issues, and introducing Wellness Plans designed to lower claim costs. These reforms have cumulatively saved the City on premium costs, allowing us to redirect these dollars to critical services and control the OPEB liability.

**Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Fringe Benefits	\$ 25,215,087.53	\$ 26,769,946.00	\$ 20,958,385.78	\$ 28,157,580.00
<b>Total</b>	<b>\$ 25,215,087.53</b>	<b>\$ 26,769,946.00</b>	<b>\$ 20,958,385.78</b>	<b>\$ 28,157,580.00</b>

**Operating Budget Highlights**

The Fiscal 2021 tax levy budget for Health Insurance and employee Fringe Benefit costs, excluding Worcester Public Schools is recommended to be funded at \$28,157,580, which is an increase of \$1,387,634 from Fiscal 2020. The increase is a net result of lower enrollment counts of 18 and a 7.89% increase in premium costs to conventional plans. The recommended Health Insurance tax levy budget will fund employee and retiree health insurance premiums, and other fringe benefit costs for 3,167 of the 3,553 active and retired City employees that carry the Health Insurance benefit. The other 386 employees are funded by grants, projects and enterprise funds.

**Medicare Payroll Tax:**

Medicare is a federally administered health insurance trust fund that pays for health services for individuals 65 years or older and the disabled receiving social security cash benefits. The Medicare Hospital Insurance Trust Fund is financed primarily through a tax on current earnings from employment covered by the Social Security Act. The Medicare supplement insurance is financed through premiums paid by persons enrolled in the program and from general fund revenues of the Federal government. Pursuant to Federal law, all employees hired after April 1, 1986 are subject to a 1.45% Medicare payroll tax. 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.

# HEALTH INSURANCE

---

## **Life Insurance & Disability Coverage:**

The City of Worcester offers \$5,000 basic term insurance coverage to interested employees and retirees (if retiree was enrolled prior to retirement). The City contributes 50% of the premium costs for this coverage. Optional term insurance, level premium term insurance, universal life (UL) and short- and long-term disability plans (DI) (with specific qualifications) are also available to active employees and retirees (if the retiree was enrolled in Optional or UL prior to retirement, they can continue, however they are not eligible to continue DI post-retirement) with the employee paying the total cost of the premium.

## **Employee Assistance Program:**

The City has contracted with All One Health for the provision of an Employee Assistance Program. The program supplies counseling to employees, their spouses and dependents in the areas of substance abuse, family relations, consumer debts, as well as employee work performance issues. They provide federal mandatory substance abuse counseling to employees who test positive for drugs and/or alcohol, along with keeping up with the DOT regulations and the City's drug and alcohol testing policy.

## **Health Insurance Consultant:**

The City contracts with Gallagher Benefits Strategies (GBS) for consulting services. This company specializes in both municipal and corporate health insurance management. GBS monitors the City's health insurance expenses, prepares and reviews health insurance quotes and proposals, analyzes and projects premium rates, and recommends cost-saving enhancements. GBS works closely with the City of Worcester on all regulations surrounding the Affordable Care Act and all other governmental mandates.

**DORI VECCHIO, DIRECTOR****CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021****HEALTH INSURANCE - DEPARTMENT #663**

APPROVED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
\$ 675,266.00	BC/ BS PREFERRED	\$ 646,134.00
4,887,032.00	NETWORK BLUE NEW ENGLAND	5,227,636.00
2,891,028.00	CITY OF WORCESTER DIRECT	3,120,588.00
14,640,155.00	CITY OF WORCESTER ADVANTAGE	15,369,444.00
3,639,534.00	BC/ BS MEDEX	3,737,208.00
-	FALLON MEDICARE PLUS	57,731.00
-	FALLON MEDICARE CENTRAL	21,034.00
423,358.00	TUFTS MEDICARE PREFERRED	373,875.00
832,095.00	TUFTS MEDICARE SUPPLEMENT	895,637.00
75,000.00	HEALTH INSURANCE CONSULTANT	75,000.00
50,000.00	PBM ADMINISTRATIVE COSTS	50,000.00
105,704.00	HIGH DEDUCTIBLE HEALTH PLAN	298,422.00
<u>\$ 28,219,172.00</u>	<b>TOTAL HEALTH INSURANCE</b>	<u>\$ 29,872,709.00</u>
\$ 136,469.00	LIFE INSURANCE	\$ 136,313.00
2,199,291.00	MEDICARE INSURANCE	2,113,901.00
26,500.00	EMPLOYEE ASSISTANCE PROGRAM	26,500.00
26,136.00	WELLNESS PROGRAM	26,136.00
<u>\$ 2,388,396.00</u>	<b>TOTAL OTHER COSTS</b>	<u>\$ 2,302,850.00</u>
72,300.00	RESERVE FOR SETTLEMENTS	80,000.00
<u>\$ 30,679,868.00</u>	<b>TOTAL FRINGE BENEFITS</b>	<u>\$ 32,255,559.00</u>
	<b>FUNDING SOURCES:</b>	
\$ (1,006,639.00)	CREDIT FROM INDIRECT	\$ (1,034,255.00)
(25,256.00)	CREDIT ELDER AFFAIRS	(25,087.00)
(299,522.00)	CREDIT FROM WORKFORCE DEVELOPMENT	(310,542.00)
(68,202.00)	CREDIT DPW- PROJECTS	(74,290.00)
(226,594.00)	CREDIT GRANTS	(285,698.00)
(739,745.00)	CREDIT FROM SEWER	(754,268.00)
(1,459,170.00)	CREDIT FROM WATER	(1,528,169.00)
(37,583.00)	CREDIT FROM GOLF	(40,398.00)
(47,211.00)	CREDIT FROM AIRPORT	(45,272.00)
<u>\$ (3,909,922.00)</u>	<b>TOTAL FUNDING SOURCES</b>	<u>\$ (4,097,979.00)</u>
\$ 26,769,946.00	<b>663-96000 TOTAL RECOMMENDED FRINGE BENEFITS</b>	\$ 28,157,580.00
<u>\$ 26,769,946.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 28,157,580.00</u>

**DORI VECCHIO, DIRECTOR**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**  
**HEALTH INSURANCE ENROLLMENT**

FISCAL 2021	IND. BLUE CARE		FAM. BLUE CARE		IND. C. OF W. DIRECT		FAM. C. OF W. DIRECT		IND. C. OF W. ADVANTAGE		FAM. C. OF W. ADVANTAGE		MEDEX (NEW)		FALLON MEDICARE PLUS		FALLON MEDICARE CENTRAL		TUFTS MEDICARE SUPPLEMENT		TUFTS MEDICARE PREFERRED		COW HIGH DEDUCT. INDIVIDUAL		COW HIGH DEDUCT. FAMILY		TOTAL
	IND. BLUE CARE PREFERRED	IND. BLUE CARE NETWORK	IND. BLUE CARE NETWORK	IND. BLUE CARE NETWORK	IND. C. OF W. DIRECT	IND. C. OF W. ADVANTAGE	FAM. C. OF W. DIRECT	FAM. C. OF W. ADVANTAGE	IND. C. OF W. ADVANTAGE	FAM. C. OF W. ADVANTAGE	MEDEX (NEW)	FALLON MEDICARE PLUS	FALLON MEDICARE CENTRAL	TUFTS MEDICARE SUPPLEMENT	TUFTS MEDICARE PREFERRED	COW HIGH DEDUCT. INDIVIDUAL	COW HIGH DEDUCT. FAMILY	TOTAL									
CITY OF WORCESTER	23	158	149	117	365	1074	661	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3167
CABLE SERVICES	0	0	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
REGIONAL LIBRARY	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
FINANCE (GRANTS)	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
ECONOMIC DEVELOPMENT (GRANTS)	0	0	2	1	1	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10
HEALTH (GRANTS)	0	3	2	1	3	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13
INSPECTIONAL SERVICES (GRANTS)	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
CITY MANAGER (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DPW (PROJECTS)	0	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5
ELDER AFFAIRS	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
WORKFORCE DEVELOPMENT	0	2	6	2	3	8	7	0	0	0	0	1	0	6	1	0	0	0	0	0	0	0	0	0	0	0	37
SEWER	0	5	10	3	17	28	13	0	0	0	0	0	0	7	7	0	0	0	0	0	0	0	0	0	0	0	95
WATER	1	16	15	9	31	62	25	0	0	0	0	0	0	18	11	1	0	0	0	0	0	0	0	0	0	0	202
GOLF	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
AIRPORT	0	0	1	1	0	3	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	11
<b>SUB TOTAL</b>	<b>24</b>	<b>184</b>	<b>187</b>	<b>136</b>	<b>426</b>	<b>1175</b>	<b>718</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>10</b>	<b>296</b>	<b>136</b>	<b>33</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3553</b>
WORC PUBLIC SCHOOL	33	475	298	242	791	1798	1100	0	0	0	0	21	13	550	208	8	11	0	0	0	0	0	0	0	0	0	6045
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SUB TOTAL</b>	<b>33</b>	<b>475</b>	<b>298</b>	<b>242</b>	<b>791</b>	<b>1798</b>	<b>1100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>13</b>	<b>550</b>	<b>208</b>	<b>8</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6045</b>
<b>GRAND TOTAL</b>	<b>57</b>	<b>659</b>	<b>485</b>	<b>378</b>	<b>1217</b>	<b>2973</b>	<b>1818</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42</b>	<b>23</b>	<b>846</b>	<b>344</b>	<b>41</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9598</b>

FISCAL 2020	IND. BLUE CARE		FAM. BLUE CARE		IND. C. OF W. DIRECT		FAM. C. OF W. DIRECT		IND. C. OF W. ADVANTAGE		FAM. C. OF W. ADVANTAGE		MEDEX (NEW)		FALLON MEDICARE PLUS		FALLON MEDICARE CENTRAL		TUFTS MEDICARE SUPPLEMENT		TUFTS MEDICARE PREFERRED		COW HIGH DEDUCT. INDIVIDUAL		COW HIGH DEDUCT. FAMILY		TOTAL
	IND. BLUE CARE PREFERRED	IND. BLUE CARE NETWORK	IND. BLUE CARE NETWORK	IND. BLUE CARE NETWORK	IND. C. OF W. DIRECT	IND. C. OF W. ADVANTAGE	FAM. C. OF W. DIRECT	FAM. C. OF W. ADVANTAGE	IND. C. OF W. ADVANTAGE	FAM. C. OF W. ADVANTAGE	MEDEX (NEW)	FALLON MEDICARE PLUS	FALLON MEDICARE CENTRAL	TUFTS MEDICARE SUPPLEMENT	TUFTS MEDICARE PREFERRED	COW HIGH DEDUCT. INDIVIDUAL	COW HIGH DEDUCT. FAMILY	TOTAL									
CITY OF WORCESTER	25	179	157	118	371	1105	677	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3193
CABLE SERVICES	0	0	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
REGIONAL LIBRARY	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
FINANCE (GRANTS)	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
ECONOMIC DEVELOPMENT (GRANTS)	0	0	2	1	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8
HEALTH (GRANTS)	0	4	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13
INSPECTIONAL SERVICES (GRANTS)	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
CITY MANAGER (GRANTS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DPW (PROJECTS)	0	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5
ELDER AFFAIRS	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
WORKFORCE DEVELOPMENT	0	1	4	3	3	9	8	0	0	0	0	0	0	5	1	0	0	0	0	0	0	0	0	0	0	0	35
SEWER	0	7	11	3	13	27	15	0	0	0	0	0	0	8	8	0	0	0	0	0	0	0	0	0	0	0	97
WATER	0	13	16	8	31	61	32	0	0	0	0	0	0	14	11	0	0	0	0	0	0	0	0	0	0	0	193
GOLF	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
AIRPORT	0	0	1	1	0	3	0	0	0	0	0	0	0	3	4	0	0	0	0	0	0	0	0	0	0	0	12
<b>SUB TOTAL</b>	<b>25</b>	<b>204</b>	<b>197</b>	<b>137</b>	<b>428</b>	<b>1205</b>	<b>741</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>275</b>	<b>154</b>	<b>7</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3571</b>
WORC PUBLIC SCHOOL	30	463	297	235	752	1801	1087	0	0	0	0	0	0	503	236	4	3	0	0	0	0	0	0	0	0	0	5869
COBRA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SUB TOTAL</b>	<b>30</b>	<b>463</b>	<b>297</b>	<b>235</b>	<b>752</b>	<b>1801</b>	<b>1087</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>503</b>	<b>236</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5869</b>
<b>GRAND TOTAL</b>	<b>55</b>	<b>667</b>	<b>494</b>	<b>372</b>	<b>1180</b>	<b>3006</b>	<b>1828</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>778</b>	<b>390</b>	<b>11</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9440</b>

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

**DORI VECCHIO, DIRECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**  
**LIFE INSURANCE & FEDERAL MEDICARE PAYMENTS**

<b>MEDICARE PAYMENTS</b>				
<u>DEPARTMENT</u>	<u>February 20 DEDUCTIONS</u>	<u>AVERAGE WEEKLY</u>	<u>YEARLY AMOUNT</u>	<u>BUDGET FY21</u>
<b>CITY OF WORCESTER</b>	<b>147,085.50</b>	<b>36,771.37</b>	<b>1,919,465.71</b>	<b>1,919,465.71</b>
CABLE SERVICES	273.71	68.43	3,571.92	3,571.92
REGIONAL LIBRARY	206.47	51.62	2,694.43	2,694.43
FINANCE (GRANTS)	158.23	39.56	2,064.94	2,064.94
ECONOMIC DEVELOPMENT (GRANTS)	904.39	226.10	11,802.24	11,802.24
HEALTH (GRANTS)	1,024.58	256.15	13,370.80	13,370.80
INSPECTIONAL SERVICES (GRANTS)	267.51	66.88	3,491.01	3,491.01
HUMAN SERVICES (GRANTS)	-	-	-	-
DPW (PROJECTS)	419.41	104.85	5,473.30	5,473.30
ELDER AFFAIRS	171.50	42.88	2,238.12	2,238.12
WORKFORCE DEVELOPMENT	1,824.43	456.11	23,808.81	23,808.81
AIRPORT	-	-	-	-
GOLF	189.84	47.46	2,477.41	2,477.41
SEWER	3,516.33	879.08	45,888.11	45,888.11
WATER	5,942.88	1,485.72	77,554.58	77,554.58
<b>SUB TOTAL</b>	<b>14,899.28</b>	<b>3,724.82</b>	<b>194,435.67</b>	<b>194,435.67</b>
<b>TOTAL COST</b>	<b>161,984.78</b>	<b>40,496.20</b>	<b>2,113,901.38</b>	<b>2,113,901.38</b>
PUBLIC SCHOOL	285,893.47	71,473.37	3,730,909.78	3,730,909.78
<b>TOTAL</b>	<b>447,878.25</b>	<b>111,969.56</b>	<b>5,844,811.16</b>	<b>5,844,811.17</b>

**Comments:**

Expenditures are extracted from the City's IFMS system displaying the actual Federal Medicare cost totals for the various citywide departments. FY21 projections are based on the total cost for February divided by the # of weeks in that month to get a weekly cost. Take the weekly cost x 52.2 weeks.

<b>LIFE INSURANCE</b>				
	<u>ACTIVE February 20 ENROLLMENTS</u>	<u>RETIREES February 20 ENROLLMENTS</u>	<u>TOTAL ENROLLMENTS</u>	<u>ENROLLMENTS X RATE 77.76</u>
<b>CITY OF WORCESTER</b>	<b>708.13</b>	<b>828.00</b>	<b>1536.13</b>	<b>119,449.47</b>
CABLE SERVICES	1.00	0.00	1.00	77.76
REGIONAL LIBRARY	2.00	0.00	2.00	155.52
FINANCE (GRANTS)	1.75	0.00	1.75	136.08
ECONOMIC DEVELOPMENT (GRANTS)	8.42	0.00	8.42	654.74
HEALTH (GRANTS)	8.16	0.00	8.16	634.52
HEALTH & HUMAN SERVICES	1.00	0.00	1.00	77.76
INSPECTIONAL SERVICES (GRANTS)	1.08	0.00	1.08	83.98
DPW (PROJECTS)	4.00	0.00	4.00	311.04
ELDER AFFAIRS (GRANTS)	0.46	0.00	0.46	35.77
WORKFORCE DEVELOPMENT	14.00	8.00	22.00	1,710.72
SEWER	34.00	26.00	60.00	4,665.60
WATER	46.00	56.00	102.00	7,931.52
AIRPORT	0.00	5.00	5.00	388.80
GOLF	0.00	0.00	0.00	-
<b>SUB TOTAL</b>	<b>121.87</b>	<b>95.00</b>	<b>216.87</b>	<b>16,863.81</b>
<b>TOTAL COST</b>	<b>830.00</b>	<b>923.00</b>	<b>1753.00</b>	<b>136,313.28</b>
PUBLIC SCHOOL	1132.00	1340.00	2472.00	192,222.72
<b>TOTAL</b>	<b>1962.00</b>	<b>2263.00</b>	<b>4225.00</b>	<b>328,536.00</b>

**Comments:**

Expenditures are extracted from the City's IFMS system displaying the actual Life Insurance cost totals for the various citywide departments. FY21 projections are based on the total enrollments for February x the yearly insurance rate.



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# LAW

## Michael E. Traynor- City Solicitor

City Hall- Room 301  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1161

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.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved Budget for</b>	<b>Totals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 982,956.90	\$ 1,087,255.00	\$ 762,269.59	\$ 1,171,897.00
Ordinary Maintenance	146,228.96	168,250.00	61,345.19	168,250.00
<b>Total</b>	<b>\$ 1,129,185.86</b>	<b>\$ 1,255,505.00</b>	<b>\$ 823,614.78</b>	<b>\$ 1,340,147.00</b>
<b>Total Positions</b>	15	15	15	16

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$1,340,147, which is an increase of \$84,642 from the Fiscal 2020 amount of \$1,255,505. The salary increase is due to a Public Information Officer being added to the table of organization; and step increases for employees that are not at maximum pay. This is offset by Fiscal 2021 having 52.2 weeks, whereas in Fiscal 2020 there were 52.4 weeks.

### Major Accomplishments of FY20

- Provided critical legal advice and counsel to the Worcester Redevelopment Authority, the City Manager, and various other City officials on a multitude of legal issues arising out of the production of a ten-thousand seat baseball stadium for the Boston Red Sox Triple-A baseball franchise.
- Provided substantial legal advice and counsel to various City departments with regard to major construction projects currently underway including the Polar Park project, new South High School, and major renovations being performed in the Worcester Public Schools, Eminent Domain Takings for the Kelly Square, Grafton Street, and Shore Drive Road Improvement projects, major renovation projects of the Main Library and DCU Center, and a variety of other citywide initiatives.
- Received favorable decisions in four police civil rights cases and successfully caused litigation to be filed on behalf of the City against almost forty manufacturers, distributors, pharmacies and individuals responsible for the opioid epidemic, seeking damages and recoupment of costs needed to address the effects of the crises on the City, which has had impacts across many different City departments and divisions.
- Provided timely and pertinent legal advice and counsel to the City Manager, Records Retention Officer, and various departments relevant to the influx and increased volume of public records requests.

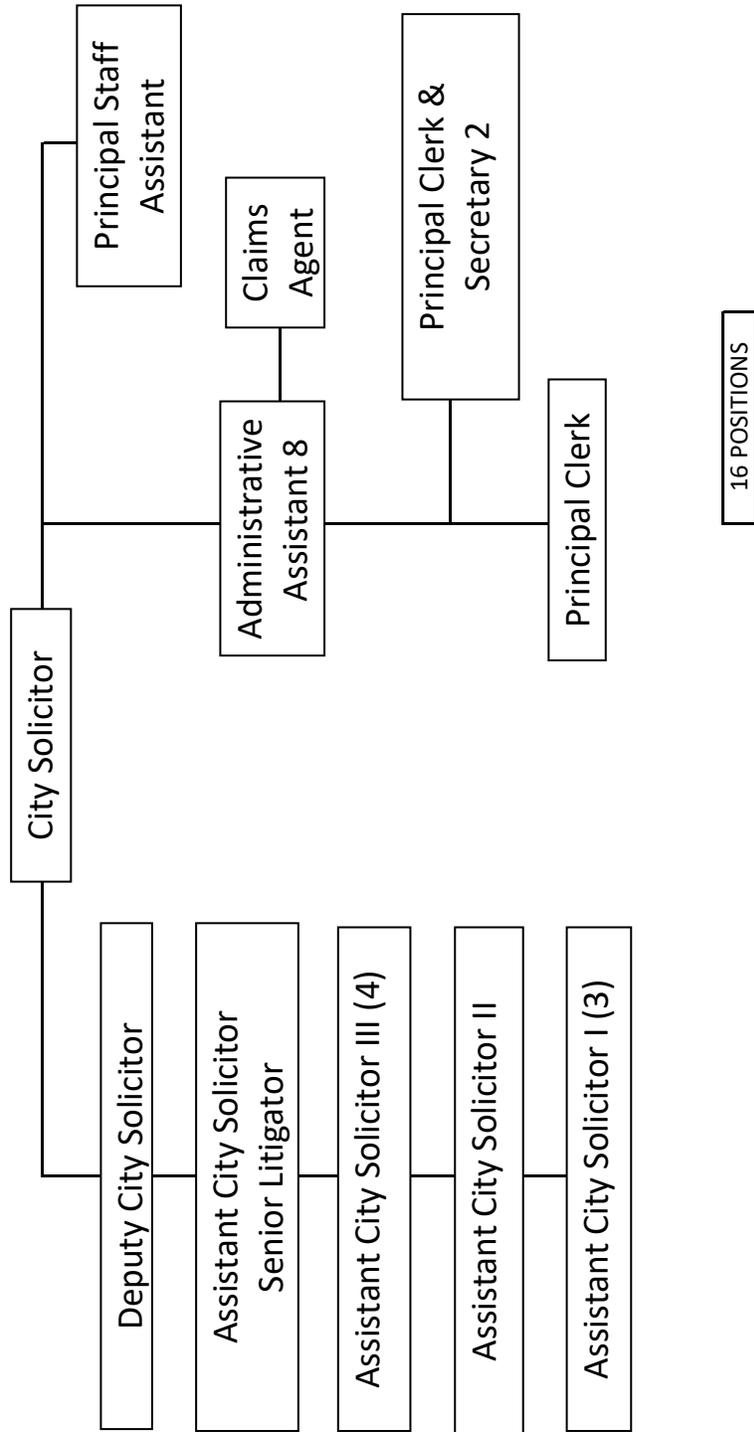
# LAW

---

## New and Continued Initiatives

- Continue to review the methods and processes used to handle claims.
- Improve the responsiveness, both in time and content, to the individual citizens who file claims.
- Improve the level and speed of communications with the department involved in the claim and ways to convert to an electronic claims processing and filing system.

# LAW DEPARTMENT ORGANIZATIONAL CHART



16 POSITIONS

**MICHAEL E. TRAYNOR, CITY SOLICITOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
LAW DEPARTMENT- DEPARTMENT #120**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 168,832.00	58CM	CITY SOLICITOR	1	\$ 168,189.00
1	115,838.00	50EM	DEPUTY CITY SOLICITOR	1	120,624.00
0	-	48EM	ASSISTANT CITY SOLICITOR HEAD LITIGATOR	1	120,060.00
1	113,059.00	50M	ASSISTANT CITY SOLICITOR HEAD LITIGATOR	0	-
4	384,659.00	46M	ASSISTANT CITY SOLICITOR 3	4	386,552.00
1	46,857.00	44M	ASSISTANT CITY SOLICITOR 2	1	46,678.00
3	224,207.00	42M	ASSISTANT CITY SOLICITOR 1	3	219,863.00
0	-	40M	PRINCIPAL STAFF ASSISTANT	1	78,050.00
1	72,962.00	38M	WORKER'S COMPENSATION AGENT	1	72,684.00
1	71,537.00	38M	ADMINISTRATIVE ASSISTANT, GRADE 8	1	72,684.00
1	41,647.00	31	PRINCIPAL CLERK & SECRETARY 2	1	43,567.00
1	36,238.00	27	PRINCIPAL CLERK	1	38,798.00
15	\$ 1,275,836.00		REGULAR SALARIES	16	\$ 1,367,749.00
	3,383.00		EM INCENTIVE PAY		6,766.00
	(6,375.00)		VACANCY FACTOR		(6,375.00)
15	\$ 1,272,844.00		TOTAL RECOMMENDED SALARIES	16	\$ 1,368,140.00
	(1,980.00)		FUNDING SOURCES:		
	(60,125.00)		GOLF COURSE REVENUES		(2,128.00)
	(68,657.00)		SEWER REVENUES		(64,604.00)
	(54,827.00)		WATER REVENUES		(73,772.00)
	\$ (185,589.00)		CABLE LICENSE REVENUES		(55,739.00)
			TOTAL FUNDING SOURCES		\$ (196,243.00)
15	\$ 1,087,255.00	120-91000	TOTAL RECOMMENDED PERSONAL SERVICES	16	\$ 1,171,897.00
	\$ 3,800.00		LEASES & RENTALS		\$ 3,800.00
	46,000.00		LEGAL CONSULTANTS		46,000.00
	33,000.00		CONSTABLES		32,000.00
	1,000.00		NEWSPAPER ADVERTISING		1,000.00
	6,000.00		REGISTRATION FEES		6,000.00
	30,000.00		LEGAL FILING FEES		30,000.00
	1,800.00		PRINTING		1,800.00
	-		MAINTENANCE SYSTEM SOFTWARE		4,000.00
	30,000.00		CONSULTANTS		30,000.00
	3,000.00		BOOKS		3,000.00
	8,000.00		OFFICE SUPPLIES		5,000.00
	1,500.00		COPY PAPER		1,500.00
	4,150.00		OTHER CHARGES & EXPENDITURES		4,150.00
	168,250.00	120-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 168,250.00
	\$ 1,255,505.00		TOTAL RECOMMENDED TAX LEVY		\$ 1,340,147.00

# PROPERTY & CASUALTY INSURANCE

**Michael E. Traynor- City Solicitor**

City Hall- Room 301  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1161

**Property & Casualty Insurance:** The City obtains a grand total of \$319M in insurance for City buildings, structures, equipment, and data components for claims of personal property theft, vandalism, and damage in locations at the Department of Public Works & Parks (DPW&P), Emergency Communications, Cable Services, the City Common Garage, Public Libraries and DCU Vault. There is \$285M in coverage for buildings and contents, \$27.5M in coverage for electronic data, \$2.5M in coverage for business income, and \$4M in coverage for equipment.

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Ordinary Maintenance	\$ 128,602.44	\$ 139,832.00	122,358.28	\$ 146,824.00
<b>Total</b>	<b>\$ 128,602.44</b>	<b>\$ 139,832.00</b>	<b>\$ 122,358.28</b>	<b>\$ 146,824.00</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$146,824, which is an increase of \$6,992 from the Fiscal 2020 amount of \$139,832. This increase is due to projected increase premium costs of insurances.

**General Liability Personal Injury Insurance:** The City continues to obtain general liability insurance to cover claims arising from personal injuries valued between \$100,000 and \$1,000,000 per occurrence at the following locations: polling locations, municipal garages, Public Library, City Hall and Common, and the Senior Center. This policy has various sub-limits based on the type of claim. Claims from third parties, under \$100,000, are handled out of the court judgments/claim account. The DCU Center is covered by policies obtained directly by SMG, as operator, and charged as an expense of the operation under the management agreement. The City also insures against personal injury claims at the New Bond Street maintenance building with a limit of \$200K per occurrence and maintains an excess liability policy for 3 Eaton Place with a limit of \$4M.

**Flood Insurance:** The City, in accordance with the National Flood Insurance Program administered through FEMA, insures certain City buildings against claims arising from floods for damage to buildings and contents, as required by law. The covered locations are Webster Street Fire Station, Beaver Brook Fieldhouse, Crompton Park Fieldhouse, and the Quinsigamond Avenue Treatment Facility. Each location has a \$2,000 deductible.

**Boiler & Machinery Insurance:** The City maintains a grand total of \$463M in Boiler and Machinery insurance. There is \$19.7M coverage for the Worcester Fire Department, \$47.6M coverage for the Worcester Police Department,

## PROPERTY & CASUALTY INSURANCE

---

for the DPW&P, \$37.2M coverage for the Public Libraries, \$7.9M coverage for the Emergency Communications, \$7.9M coverage for City Hall, \$4.2M coverage for the Senior Center, \$113M coverage for the DCU, and \$1.2m coverage for Meade Street. There is a \$1,000,000 limit for property damage and a \$4,000,000 limit for business income, both having a \$50,000 deductible.

**Public Official Bonds:** These surety bonds are obtained to insure the City against public theft. Positions requiring bonding include Treasurer, Assistant Treasurer, City Clerk, and Auditor.

**Music Licenses:** The City obtains licenses authorizing the City to broadcast, perform and display copyrighted music & songs.

**MICHAEL E. TRAYNOR, CITY SOLICITOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**PROPERTY AND CASUALTY INSURANCE - DEPARTMENT #122**

<u>APPROVED FY20 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY21 AMOUNT</u>
\$ 136,095.00	INSURANCE	\$ 142,900.00
3,737.00	LICENSES	3,924.00
<u>\$ 139,832.00</u>	TOTAL PROPERTY AND CASUALTY INSURANCE	<u>\$ 146,824.00</u>
<u>\$ 139,832.00</u>	<b>122-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 146,824.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# COURT JUDGMENTS

---

**Michael E. Traynor-City Solicitor**  
City Hall- Room 301  
455 Main Street  
Worcester, Massachusetts 01608  
(508) 799-1161

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Ordinary Maintenance	\$ 3,212,049.53	\$ 2,990,000.00	\$ 2,659,035.81	\$ 2,990,000.00
<b>Total</b>	<b>\$ 3,212,049.53</b>	<b>\$ 2,990,000.00</b>	<b>\$ 2,659,035.81</b>	<b>\$ 2,990,000.00</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be level funded at \$2,990,000.

**MICHAEL E. TRAYNOR, CITY SOLICITOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**COURT JUDGMENTS - DEPARTMENT #121**

<u>APPROVED FY20 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY21 AMOUNT</u>
<u>\$ 3,027,162.00</u>	COURT CLAIMS AND JUDGMENTS	<u>\$ 3,027,162.00</u>
<u>\$ 3,027,162.00</u>	TOTAL CLAIMS AND JUDGMENTS	<u>\$ 3,027,162.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (26,483.00)	SEWER REVENUES	\$ (26,483.00)
(10,679.00)	WATER REVENUES	(10,679.00)
<u>\$ (37,162.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (37,162.00)</u>
<u>\$ 2,990,000.00</u>	<b>121-92000</b> TOTAL RECOMMENDED ORDINARY MAINTENANCE	<u>\$ 2,990,000.00</u>
<u>\$ 2,990,000.00</u>	TOTAL RECOMMENDED TAX LEVY	<u>\$ 2,990,000.00</u>

# AUDITING

## Robert V. Stearns – City Auditor

City Hall - Room 102  
 455 Main Street, Worcester, MA 01608  
 508-799-1053

The mission of the Auditing Department is to perform pre-audits of all invoices and payrolls submitted for payment by City departments. The Department is responsible for:

- Auditing the books and accounts of all City departments;
- Producing timely and accurate financial reports; and
- Enforcing the budget as approved by the City Council.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 501,678.20	\$ 527,788.00	\$ 356,489.34	\$ 529,135.00
Overtime	2,563.08	3,000.00	1,923.72	3,000.00
Ordinary Maintenance	91,260.88	91,735.00	78,972.98	91,735.00
<b>Total</b>	<b>\$ 595,502.16</b>	<b>\$ 622,523.00</b>	<b>\$ 437,386.04</b>	<b>\$ 623,870.00</b>
<b>Total Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$623,870 which is an increase of \$1,347 from the Fiscal 2020 amount of \$622,523. The salary increase is due to step increases for employees that are not at maximum pay which is offset by Fiscal 2021 having 52.2 weeks whereas in Fiscal 2020 there were 52.4 weeks.

### Major Accomplishments of FY20

- For the twenty-eighth year in a row, the Department has been instrumental in the City receiving an unqualified “clean” audit opinion from outside independent auditors for the audit of the Basic Financial Statements.
- For the past twenty-six consecutive years, the Department has received the Certificate of Achievement for Excellence in Financial Reporting for the City’s Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association. An application has been submitted for the fiscal 2019 report that is anticipated to be favorable.
- 30,983 vendor checks and 1,664 interdepartmental charges were issued in Fiscal 2019 within the self-imposed two-day deadline.
- Over 250,000 documents related to paid invoices were converted into electronic images for retention.
- Approved payroll warrants for over 5,600 City employees’ weekly, biweekly, bimonthly, and monthly payrolls while enforcing proper classification and authorized budget appropriations.

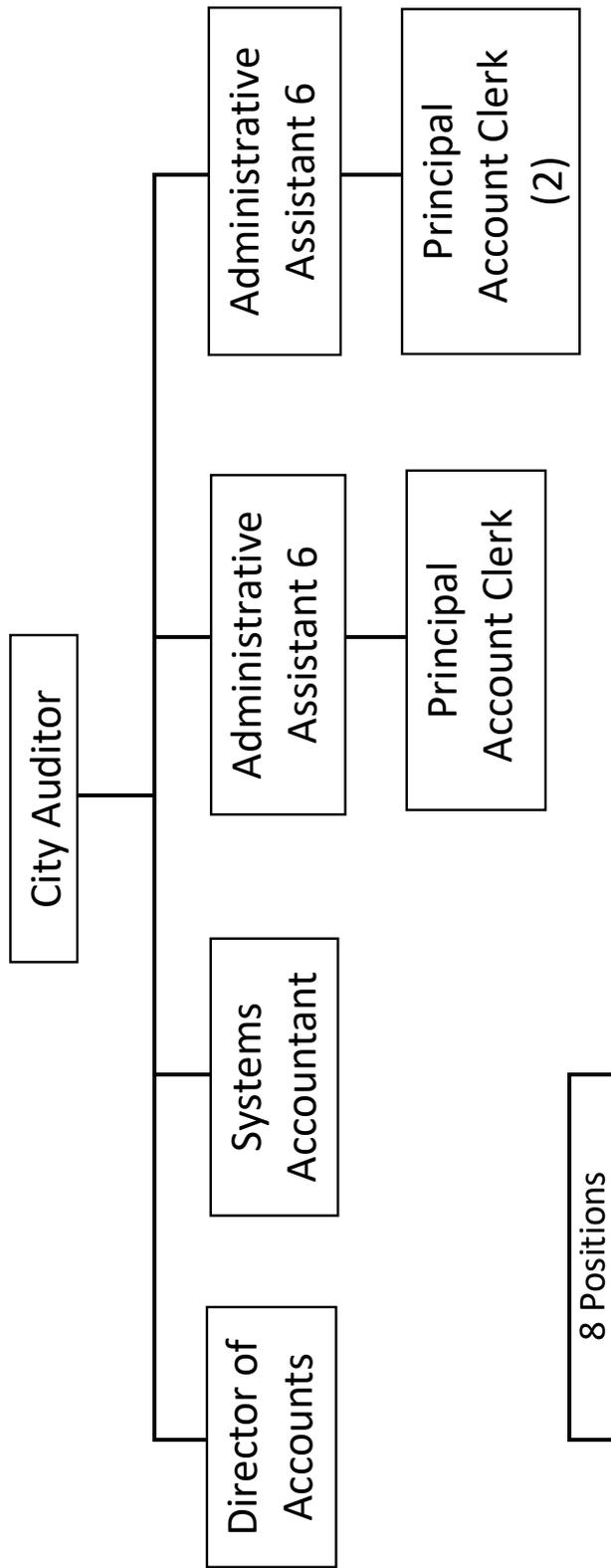
# AUDITING

---

## **New and Continued Initiatives**

- Submit timely and accurate year-end reports and schedules to the Department of Revenue.
- Certify various components of the annual tax recap in a timely manner.
- Reconcile and certify the Statement of Indebtedness.
- Review and certify the School Department's End of the Year Report.
- Prepare a schedule of federal awards for the single audit report submitted to the federal audit clearinghouse in a timely manner.

# AUDITING DEPARTMENT ORGANIZATIONAL CHART



8 Positions

**ROBERT V. STEARNS, CITY AUDITOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**AUDITING - DEPARTMENT #650**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 138,409.00	56EM	CITY AUDITOR	1	\$ 137,871.00
1	90,632.00	44M	DIRECTOR OF ACCOUNTS	1	90,286.00
1	70,950.00	38	SYSTEMS ACCOUNT	1	70,679.00
2	112,331.00	33	ADMINISTRATIVE ASSISTANT 6	2	114,762.00
3	143,877.00	28	PRINCIPAL ACCOUNT CLERK	3	146,302.00
<u>8</u>	<u>\$ 556,199.00</u>		REGULAR SALARIES	<u>8</u>	<u>\$ 559,900.00</u>
	768.00		CONTRACTUAL STIPENDS AND EXTRAS		768.00
	5,499.00		EM INCENTIVE PAY		3,233.00
	(300.00)		VACANCY FACTOR		(300.00)
<u>8</u>	<u>\$ 562,166.00</u>		TOTAL SALARIES	<u>8</u>	<u>\$ 563,601.00</u>
	(1,390.00)		<u>FUNDING SOURCES:</u> CREDIT FROM GOLF COURSE		(1,394.00)
	(13,692.00)		CREDIT FROM SEWER		(13,727.00)
	(19,296.00)		CREDIT FROM WATER		(19,345.00)
	<u>(34,378.00)</u>		TOTAL FUNDING SOURCES		<u>(34,466.00)</u>
<u>8</u>	<u>\$ 527,788.00</u>	<b>650-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>8</u>	<u>\$ 529,135.00</u>
	3,000.00		OVERTIME		3,000.00
	<u>3,000.00</u>	<b>650-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>3,000.00</u>
	\$ 3,500.00		LEASES & RENTALS		\$ 2,500.00
	1,100.00		TELEPHONE		1,100.00
	-		MAINTENANCE SYSTEM SOFTWARE		1,500.00
	300.00		TRAINING CERTIFICATIONS		-
	81,200.00		CONSULTANT- AUDIT		81,200.00
	4,100.00		OFFICE SUPPLIES		3,100.00
	800.00		COPY PAPER		800.00
	-		HARDWARE DEVICES		1,000.00
	2,300.00		OTHER CHARGES & EXPENDITURES		2,100.00
	<u>\$ 93,300.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 93,300.00</u>
	(39.00)		<u>FUNDING SOURCES:</u> CREDIT FROM GOLF COURSE		(39.00)
	(568.00)		CREDIT FROM SEWER		(568.00)
	(958.00)		CREDIT FROM WATER		(958.00)
	<u>(1,565.00)</u>		TOTAL FUNDING SOURCES		<u>(1,565.00)</u>
	<u>\$ 91,735.00</u>	<b>650-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 91,735.00</u>
	<u>\$ 622,523.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 623,870.00</u>

# CONTRIBUTORY PENSIONS

---

**Lisa M. Poske- Executive Secretary**

City Hall- Room 103

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1062

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Fringe Benefits	\$ 28,213,123.95	\$ 29,998,584.00	\$ 29,905,248.98	\$ 31,880,419.00
<b>Total</b>	<b>\$ 28,213,123.95</b>	<b>\$ 29,998,584.00</b>	<b>\$ 29,905,248.98</b>	<b>31,880,419.00</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$31,880,419, which is an increase of \$1,881,835 from the Fiscal 2020 amount of \$29,998,584.

**LISA M. POSKE, EXECUTIVE SECRETARY**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**CONTRIBUTORY PENSIONS- DEPARTMENT #161**

APPROVED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
\$ 34,036,474.00	CONTRIBUTORY PENSIONS	\$ 35,709,316.00
<u>\$ 34,036,474.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 35,709,316.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (55,879.00)	CREDIT FROM GOLF	\$ (55,774.00)
(1,650,485.00)	CREDIT FROM SEWER	(1,567,251.00)
(2,207,507.00)	CREDIT FROM WATER	(2,069,414.00)
(12,542.00)	CREDIT FROM FINANCE GRANTS	(12,556.00)
(86,002.00)	CREDIT FROM ECONOMIC DEVELOPMENT GRANTS	(88,603.00)
(23,001.00)	CREDIT FROM CABLE SERVICES	(23,442.00)
(96,457.00)	CREDIT FROM HEALTH DEPARTMENT GRANTS	(99,177.00)
(13,537.00)	CREDIT FROM ELDER AFFAIRS GRANTS	(13,745.00)
(28,175.00)	CREDIT FROM MASSHIRE CENTRAL REGION WORKFORCE BOARD	(27,951.00)
(92,871.00)	CREDIT FROM WORKFORCE CAREER CENTER	(94,945.00)
<u>\$ (4,266,456.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (4,052,858.00)</u>
<u>\$ 29,770,018.00</u>	<b>161-96000 TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 31,656,458.00</u>

**LISA M. POSKE, EXECUTIVE SECRETARY**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**CONTRIBUTORY PENSIONS- DEPARTMENT #161**

**EARLY RETIREMENT COSTS**

APPROVED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
\$ 440,186.00	EARLY RETIREMENT CONTRIBUTIONS- FY11	\$ 439,782.00
<u>\$ 440,186.00</u>	TOTAL FRINGE BENEFITS	<u>\$ 439,782.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (20,482.00)	CREDIT FROM AIRPORT	\$ (20,463.00)
(93.00)	CREDIT FROM GOLF	(92.00)
(58,615.00)	CREDIT FROM SEWER	(65,778.00)
(132,430.00)	CREDIT FROM WATER	(129,488.00)
<u>\$ (211,620.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (215,821.00)</u>
<u>\$ 228,566.00</u>	<b>161-96000</b> TOTAL RECOMMENDED TAX LEVY	<u>\$ 223,961.00</u>

# NON-CONTRIBUTORY PENSIONS

**Lisa M. Poske- Executive Secretary**

City Hall- Room 103  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1062

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 of 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.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
	<b>Budget for</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Fringe Benefits	\$ 31,986.33	\$ 25,411.00	\$ 18,612.52	\$ 25,981.00
<b>Total</b>	<b>\$ 31,986.33</b>	<b>\$ 25,411.00</b>	<b>\$ 18,612.52</b>	<b>\$ 25,981.00</b>

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$25,981, which is an increase of \$570 from the Fiscal 2020 amount of \$25,411. This increase is a result of a projected 3% increase for retirees on the first \$13,000 of salary.

**LISA M. POSKE, EXECUTIVE SECRETARY**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**NON-CONTRIBUTORY PENSIONS- DEPARTMENT #162**

APPROVED FY20 AMOUNT		TITLE	RECOMMENDED FY21 AMOUNT
\$ 25,411.00		NON-CONTRIBUTORY PENSIONS	\$ 25,981.00
<u>\$ 25,411.00</u>	<b>162-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>	<u>\$ 25,981.00</u>
<hr/>			
<u>\$ 25,411.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 25,981.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# CITY COUNCIL

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

**Mayor Joseph M. Petty**  
**Councilor Sean M. Rose *District 1***  
**Councilor Candice Mero-Carlson *District 2***  
**Councilor George J. Russell *District 3***  
**Councilor Sarai Rivera *District 4***  
**Councilor Matthew E. Wally *District 5***

**Councilor-At-Large Morris A. Bergman**  
**Councilor-At-Large Donna M. Colorio**  
**Councilor-At-Large Khrystian E. King**  
**Councilor-At-Large Gary Rosen**  
**Councilor-At-Large Kathleen M. Toomey**

The City Council is elected by the registered voters of the City of Worcester. As the head governing body, the City Council exercises all the legislative powers of the City except those powers that are reserved by the City Charter to the School Committee, or to qualified voters in the City of Worcester.

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 353,631.96	\$ 411,506.00	\$ 268,639.83	\$ 423,952.00
Ordinary Maintenance	23,061.20	24,259.00	13,830.61	24,259.00
<b>Total</b>	<b>\$ 376,693.16</b>	<b>\$ 435,765.00</b>	<b>\$ 282,470.44</b>	<b>\$ 448,211.00</b>
<b>Total Positions</b>	12	12	12	12

## Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$448,211 which is an increase of \$12,446 from the Fiscal 2020 amount of \$435,765. This increase is due to the salary increase for the Mayor and the City Councilors is for a full year in Fiscal 2021 whereas the salary increase for Fiscal 2020 was for six months; and the staff support position was regraded mid-year in Fiscal 2020.

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**  
**CITY COUNCIL- DEPARTMENT #010**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 38,166.00	FL	MAYOR	1	\$ 38,544.00
10	325,530.00	FL	COUNCILOR	10	328,760.00
0	-	40	CHIEF OF STAFF, CITY COUNCIL	1	56,648.00
1	47,810.00	35	SECRETARY TO THE COUNCIL	0	-
<b>12</b>	<b>\$ 411,506.00</b>	<b>010-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>12</b>	<b>\$ 423,952.00</b>
	\$ 9,600.00		TELEPHONE		\$ 10,100.00
	4,242.00		NEWSPAPER ADVERTISING		4,242.00
	2,000.00		PRINTING		1,500.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE		500.00
	588.00		TRANSLATION/INTERPRETATION		607.00
	1,400.00		OFFICE SUPPLIES		1,400.00
	-		OTHER SUPPLIES		500.00
	2,719.00		PRINTING SUPPLIES		2,700.00
	1,010.00		COPY PAPER		1,010.00
	1,700.00		HARDWARE/DEVICES		1,700.00
	<b>\$ 24,259.00</b>	<b>010-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<b>\$ 24,259.00</b>
	<b>\$ 435,765.00</b>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<b>\$ 448,211.00</b>

# MAYOR

---

**Joseph M. Petty- Mayor**

City Hall- Room 305

455 Main Street

Worcester, Massachusetts 01608

(508) 799-1154

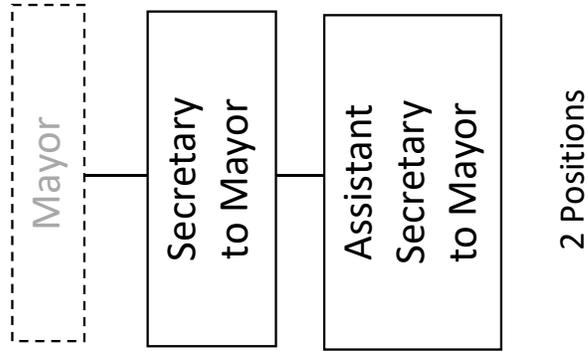
## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 131,958.40	\$ 136,953.00	\$ 99,316.80	\$ 138,749.00
Ordinary Maintenance	9,894.53	10,100.00	4,340.54	10,100.00
<b>Total</b>	<b>\$ 141,852.93</b>	<b>\$ 147,053.00</b>	<b>\$ 103,657.34</b>	<b>\$ 148,849.00</b>
<b>Total Positions</b>	2	2	2	2

## Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$148,849, which is an increase of \$1,796 from the Fiscal 2020 amount of \$147,053. This is due to upgrades to both positions, which is offset by only having 52.2 weeks in Fiscal 2021, whereas there were 52.4 weeks in Fiscal 2020.

# MAYOR ORGANIZATIONAL CHART



**JOSEPH M. PETTY, MAYOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
OFFICE OF THE MAYOR- DEPARTMENT #030**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
0	\$ -	41	SECRETARY TO MAYOR	1	\$ 74,271.00
1	73,402.00	39	SECRETARY TO MAYOR	0	-
0	-	40	ASSISTANT SECRETARY TO MAYOR	1	64,478.00
1	63,551.00	35	ASSISTANT SECRETARY TO MAYOR	0	-
<b>2</b>	<b>\$ 136,953.00</b>	<b>030-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>2</b>	<b>\$ 138,749.00</b>
	\$ 3,000.00		LEASES & RENTALS		\$ 3,000.00
	2,700.00		PRINTING		2,700.00
	3,600.00		OFFICE SUPPLIES		3,600.00
	300.00		COPY PAPER		300.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	<b>\$ 10,100.00</b>	<b>030-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<b>\$ 10,100.00</b>
	<b>\$ 147,053.00</b>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<b>\$ 148,849.00</b>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# CITY CLERK

## Nikolin Vangjeli – City Clerk

City Hall - Room 206  
 455 Main Street, Worcester, MA 01608  
 508-799-1121

The mission of the City Clerk’s Office is to assist the operations of the City of Worcester as the official keeper and archivist of City records; done in accordance with State statues, City charter and local ordinances. The office provides clerical assistance for all City Council meetings and their standing committees.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 581,356.17	\$ 610,646.00	481,122.24	\$ 589,617.00
Overtime	377.72	1,000.00	589.26	1,000.00
Ordinary Maintenance	45,909.94	61,900.00	39,794.08	54,700.00
<b>Total</b>	<b>\$ 627,643.83</b>	<b>\$ 673,546.00</b>	<b>\$ 521,505.58</b>	<b>\$ 645,317.00</b>
<b>Total Positions</b>	10	10	10	10

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$645,317, which is a decrease of \$28,229 from the Fiscal 2020 amount of \$673,546. The salary decrease is mainly due to vacant positions budgeted at a lower step and Fiscal 2021 having 52.2 weeks whereas in Fiscal 2020 there were 52.4 weeks. This decrease in salaries is offset by the Assistant City Clerk being regraded to a Deputy City Clerk mid-year in Fiscal 2020. The decrease in Ordinary Maintenance is mainly due to a reduction in the budget for binding vital records.

### Major Accomplishments of FY20

- Utilized the City’s receipt manager for cash transactions.
- Summarized City Council meeting minutes, as well as their standing committee minutes in accordance with the open meeting law.
- Provides services for the City’s Municipal Service Center pilot program.
- Continue binding all City records to ensure the preservation and integrity of the City documents through proper storage.

### New and Continued Initiatives

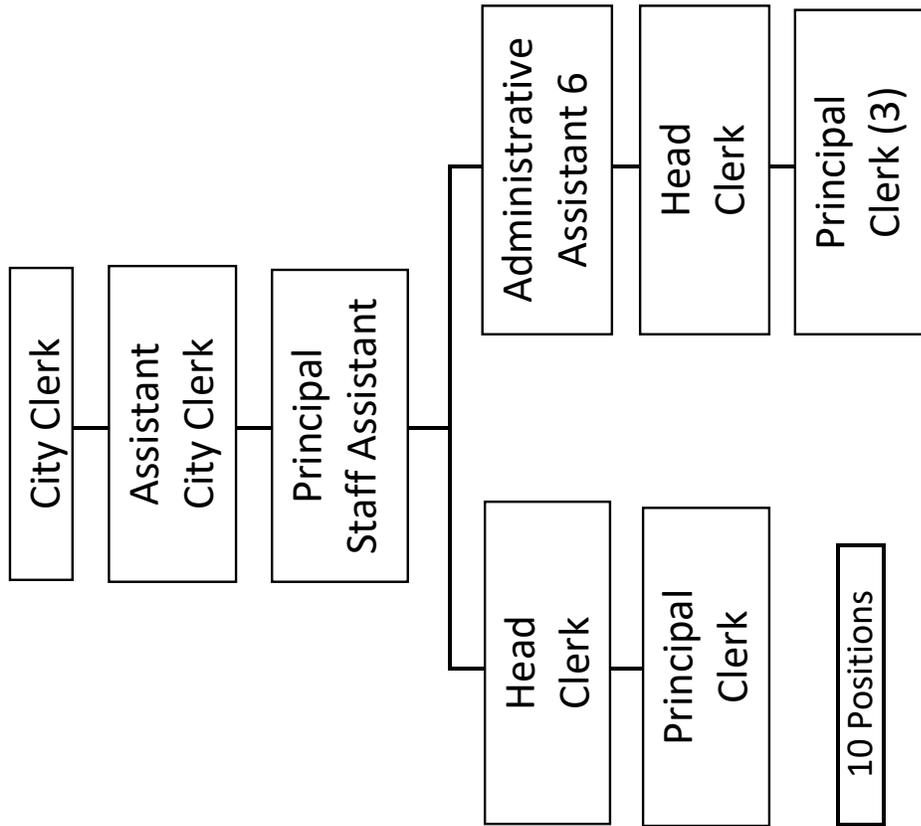
- Design an open meeting portal on the City Website.
- Create a platform for Interactive City Council Meetings.
- Translate the City Council agendas to Spanish.
- Purchase iPad’s for the City Council and launch a City Council Application.

## CITY CLERK

---

- Record resident Informational videos.
- Establish a City archive.
- Schedule City Council subcommittee meetings in the community.
- Improve communications with Worcester residents through social media and online portals.
- Create, update, and publish minutes for the City Council and their standing committees on the City of Worcester website.
- Update, maintain, and publish City ordinances and regulations on the City website.
- Notarize and attest city documents.
- Administer oaths of office.
- File, record, and copy papers in the custody of the City Clerk.
- Post meetings and events to the City website for boards, commissions and community groups.
- Ensure all dogs within the City are licensed.
- Perform civil wedding ceremonies for the City.

# CITY CLERK DEPARTMENT ORGANIZATIONAL CHART



**NIKOLIN VANGJELI, CITY CLERK**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**CITY CLERK DEPARTMENT**

**CITY CLERK DIVISION #100**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 141,338.00	56EM	CITY CLERK	1	\$ 130,000.00
0	-	50EM	DEPUTY CITY CLERK	1	110,423.00
1	82,702.00	45M	ASSISTANT CITY CLERK	0	-
1	63,551.00	40M	PRINCIPAL STAFF ASSISTANT	1	60,255.00
0	-	33	ADMINISTRATIVE ASSISTANT 6	1	56,488.00
2	101,013.00	30	HEAD CLERK	2	92,869.00
5	220,460.00	27	PRINCIPAL CLERK	4	140,832.00
<u>10</u>	<u>\$ 609,064.00</u>		TOTAL SALARIES	<u>10</u>	<u>\$ 590,867.00</u>
	2,832.00		EM INCENTIVE PAY		-
	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>\$ 610,646.00</u>	<b>100-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>10</u>	<u>\$ 589,617.00</u>
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	<u>\$ 1,000.00</u>	<b>100-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 1,000.00</u>
	\$ 27,000.00		LEASES & RENTALS		\$ 26,000.00
	10,000.00		HIRED SERVICES		-
	600.00		TELEPHONE		600.00
	18,000.00		PRINTING		20,500.00
	-		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	300.00		MAINTENANCE/REPAIR EQUIPMENT		300.00
	200.00		MEMBERSHIP DUES		200.00
	2,500.00		OFFICE SUPPLIES		2,800.00
	3,000.00		PRINTING SUPPLIES		3,000.00
	500.00		HARDWARE/DEVICES		500.00
	300.00		TRAVELING		300.00
	1,800.00		LICENSES		1,800.00
	3,700.00		OTHER CHARGES & EXPENDITURES		3,700.00
	<u>\$ 67,900.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 60,700.00</u>
	\$ (6,000.00)		FUNDING SOURCES:		\$ (6,000.00)
	\$ (6,000.00)		PRESERVATION GRANT		\$ (6,000.00)
	<u>\$ 61,900.00</u>	<b>100-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 54,700.00</u>
	<u>\$ 673,546.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 645,317.00</u>

# ELECTIONS

## Nikolin Vangjeli– City Clerk

City Hall - Room 208  
455 Main Street, Worcester, MA 01608  
508-799-1134

The mission of the Elections Division 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; and
- To communicate annually with City residents 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.

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Totals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 539,959.46	\$ 770,358.00	627,584.13	\$ 593,086.00
Overtime	16,120.30	16,500.00	9,126.65	-
Ordinary Maintenance	137,281.45	144,725.00	110,736.08	145,925.00
Capital Outlay	2,184.53	-	-	-
<b>Total</b>	<b>\$ 695,545.74</b>	<b>\$ 931,583.00</b>	<b>\$ 747,446.86</b>	<b>\$ 739,011.00</b>
Total Positions	9	9	9	10

## Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$739,011, which is a decrease of \$192,572 from the Fiscal 2020 amount of \$931,583. This decrease is due to having only two elections in Fiscal 2021, whereas there were three elections in Fiscal 2020. The decrease in regular salaries is due to a vacant position budgeted at a lower pay grade position; an increase in State funding; and that there are only 52.2 weeks in Fiscal 2021, whereas there were 52.4 weeks in Fiscal 2020. The salary decrease is offset by a Principal Clerk position being added to the table of organization. There will be no overtime budget recommendation as a result of the new Principal Clerk position being added to the table of organization.

## Major Accomplishments of FY20

- Encouraged and facilitated the registration of eligible voters, with an emphasis on increasing electronic voter registrations.
- Accepted, processed, and certified initiative petitions and nomination papers for the 2020 State Election.
- Conducted three successful Elections: September 10, 2019 with 9% of voters casting ballots, November 5, 2019 with 17% of voters casting ballots and March 3, 2020 with 29% of voters casting ballots.

# ELECTIONS

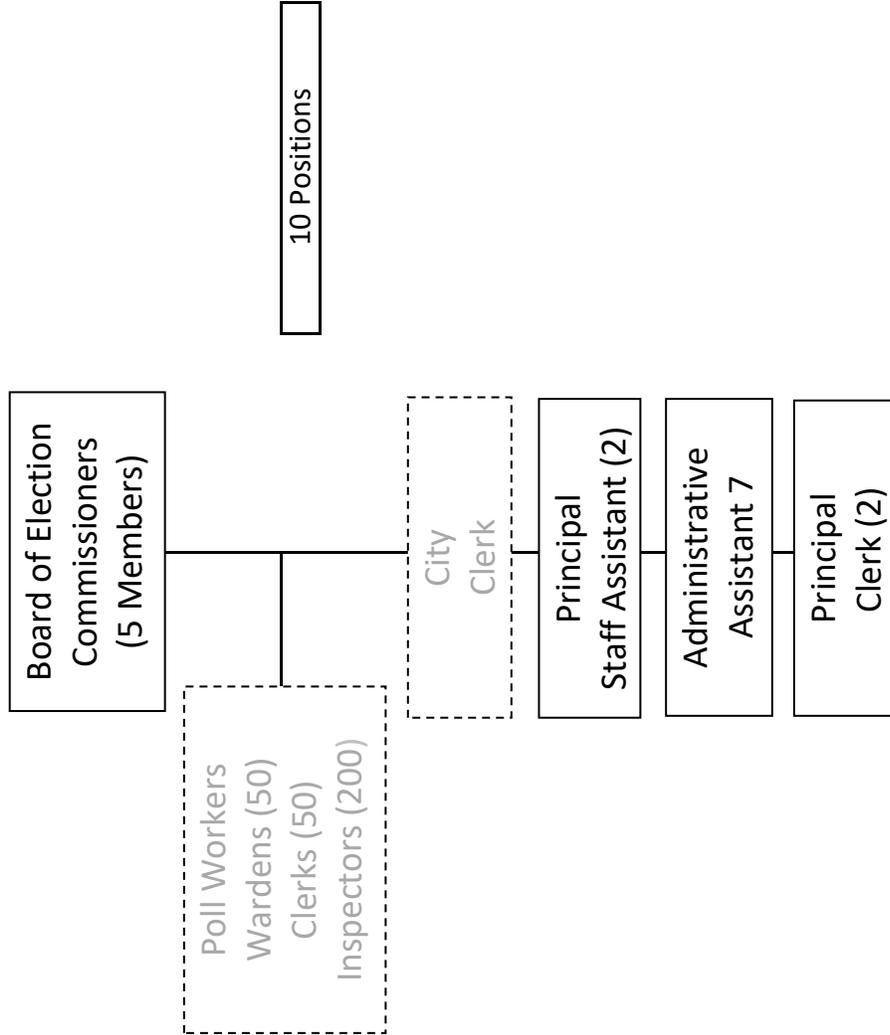
---

- Implemented early voting in the 2020 Presidential Primary Election for five days with 3% of voters casting early ballots.
- Promoted civic engagement among eligible voters in the City. Organized Worcester Rising Civics Camp in partnership with the Worcester Public Schools and Worcester State University. Through the generous time commitment and talent of many guest speakers, high school students gained an understanding of how and why civic engagement and government at all levels is essential.
- Visited public high schools, colleges, and local organizations to provide voter education and registration.
- Properly appointed and trained over 350 temporary election officials.
- Throughout the year, diligently maintained voter registration records 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 division include ballot initiative petition papers, non-depository campaign finance records, election results, absentee requests, and residency verification certificates.

## New and Continued Initiatives

- Support Worcester's Census 2020 efforts by working with the Complete Count Committee and Subcommittees to have a complete and accurate Census 2020 count.
- Increase census return rate and voter turnout.
- Engage citizens with census and voter outreach programs through citizen groups, public events, and City communication channels.
- Encourage voter turnout in upcoming elections by attending community events throughout the year.
- Conduct impartial and efficient elections.
- Maintain security of ballots and comply with all State regulations during the voting process.
- Collaborate with public safety and other department officials in order to establish an evacuation plan to evacuate a polling location in the event of an emergency.
- Collaborate with the School Department, to recruit high school students to work at the polls for the 2020 Presidential Election.
- Continue to maintain accurate census records, voter records, and campaign finance reports.
- Ensure preservation of voter records and security of ballots and voting machines.
- Establish polling places in compliance with State and Federal laws.
- Implement Early Voting for the November 3, 2020 Presidential Election.

# ELECTIONS DEPARTMENT ORGANIZATIONAL CHART



**NIKOLIN VANGJELI, CITY CLERK**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
CITY CLERK DEPARTMENT  
ELECTIONS DIVISION #150**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
5	\$ 4,500.00	FL	ELECTION COMMISSIONER	5	\$ 4,500.00
1	85,876.00	45M	ASSISTANT CITY CLERK	0	-
1	68,208.00	40M	PRINCIPAL STAFF ASSISTANT	2	129,891.00
1	62,928.00	35	ADMINISTRATIVE ASSISTANT 7	1	63,309.00
1	46,546.00	27	PRINCIPAL CLERK	2	84,366.00
9	\$ 268,058.00		REGULAR SALARIES	10	\$ 282,066.00
	528,300.00		MISCELLANEOUS SALARIES		362,020.00
	(1,000.00)		VACANCY FACTOR		(1,000.00)
9	\$ 795,358.00		TOTAL SALARIES	10	\$ 643,086.00
	(25,000.00)		<u>FUNDING SOURCES:</u>		
	(25,000.00)		STATE REIMBURSEMENTS FOR STATEWIDE ELECTION		(50,000.00)
			TOTAL FUNDING SOURCES		(50,000.00)
9	\$ 770,358.00	150-91000	TOTAL RECOMMENDED PERSONAL SERVICES	10	\$ 593,086.00
	\$ 16,500.00		OVERTIME		\$ -
	\$ 16,500.00	150-97000	TOTAL RECOMMENDED OVERTIME		\$ -
	\$ 23,000.00		LEASES & RENTALS		\$ 21,200.00
	4,200.00		TELEPHONE		4,200.00
	44,000.00		POSTAGE		44,000.00
	31,350.00		PRINTING		31,350.00
	27,000.00		MAINTENANCE SYSTEM SOFTWARE		30,000.00
	2,300.00		OFFICE SUPPLIES		2,500.00
	2,300.00		OTHER SUPPLIES		2,300.00
	6,050.00		PRINTING SUPPLIES		5,650.00
	1,000.00		COPY PAPER		1,000.00
	3,525.00		OTHER CHARGES & EXPENDITURES		3,725.00
	\$ 144,725.00	150-92000	TOTAL RECOMMENDED ORDINARY MAINTENANCE		\$ 145,925.00
	\$ 931,583.00		TOTAL RECOMMENDED TAX LEVY		\$ 739,011.00

# EXECUTIVE OFFICE OF THE CITY MANAGER

## Edward M. Augustus, Jr. City Manager

City Hall- Room 309  
 455 Main Street, 2nd Floor  
 Worcester, MA 01608  
 508-799-1175

The mission of the Executive Office of the City Manager is to provide efficient and effective municipal services to the residents of Worcester in a customer-friendly, transparent and inclusive environment while working to improve the quality of life of all by creating a thriving, vibrant, and safe place to live, work, play, and study.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 1,072,215.28	\$ 1,411,444.00	\$ 1,013,503.63	\$ 1,426,920.00
Overtime	-	-	441.21	-
Ordinary Maintenance	136,220.25	282,900.00	147,957.84	232,900.00
Capital Outlay	37,384.00	-	37,384.00	-
<b>Total</b>	<b>\$ 1,245,819.53</b>	<b>\$ 1,694,344.00</b>	<b>\$ 1,199,286.68</b>	<b>\$ 1,659,820.00</b>
<b>Total Positions</b>	10	14	14	14

### Operating Budget Highlights

The Fiscal 2021 operating budget for the Executive Office of the City Manager is recommended to be \$1,659,820, which is a decrease of \$34,524 from Fiscal 2020 amount of \$1,694,344. The decrease is due to Fiscal 2021 having 52.2 weeks, whereas in Fiscal 2020 there were 52.4 weeks; and a reduction in ordinary maintenance of \$50,000. This decrease is offset by step increases for employees who are not at maximum pay.

### Major Accomplishments for FY20

- Broke ground on the WooSox Polar Park
- Implemented CM Public Safety Task Force in coordination with Emergency Management including all internal and external Public Safety partners
  - Enhanced communication among participating agencies
  - Reviewed City Emergency Response Plan
  - Established training, drill and exercise goals for the City
- Created new Division of Urban Innovation under Office of City Manager
  - Conducted Lean Training for City Employees
  - Compiled metrics and established Key Performance Indicators (KPI) in line with the Municipal Strategic Plan
- Integrated Division of Cultural and Cable Services under Office of City Manager

## EXECUTIVE OFFICE OF THE CITY MANAGER

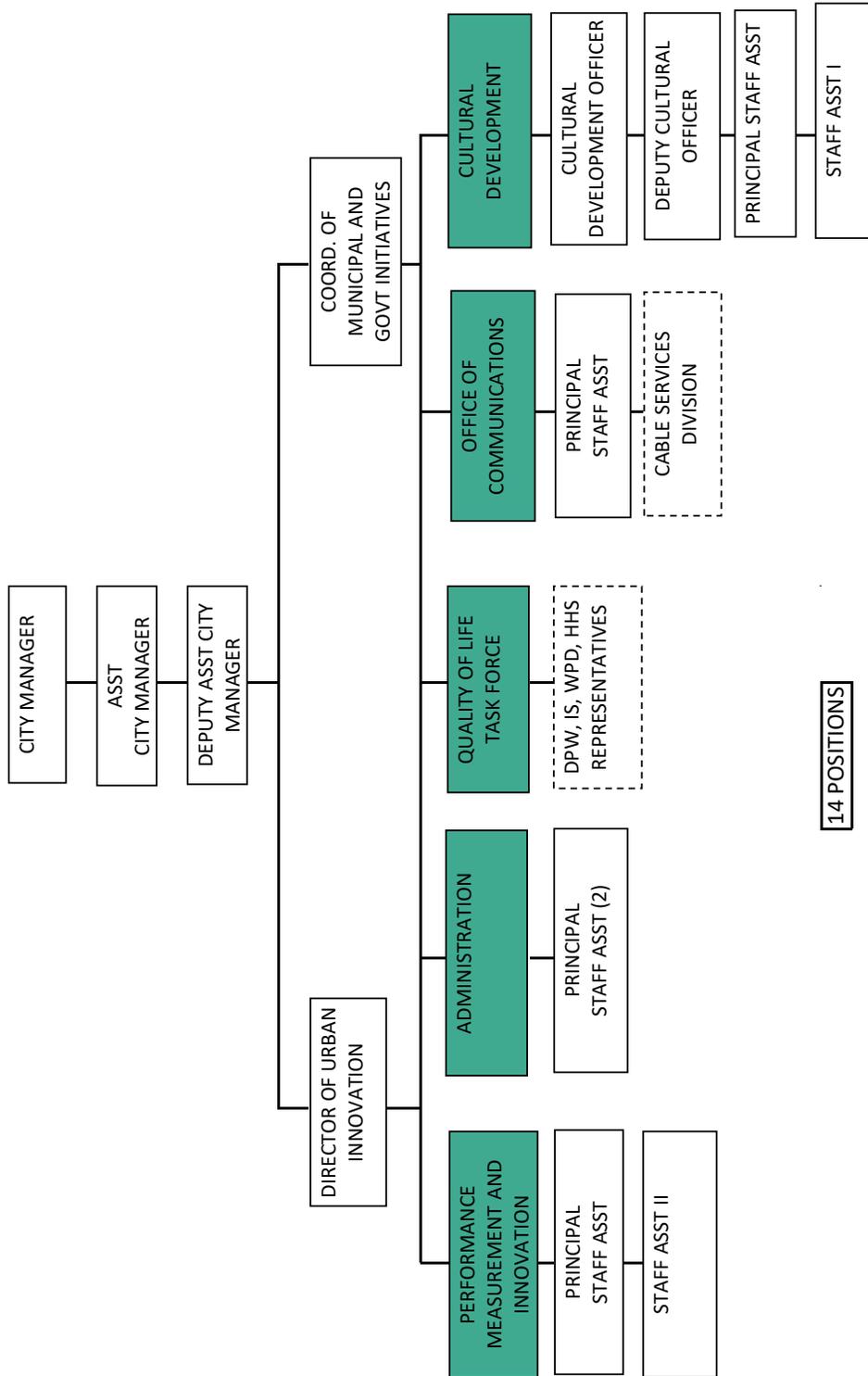
---

- Completion of City's Cultural Plan
  - Wayfinding Initiative Launched
  - Developed a Poet and Youth Poet Laureate Initiative
- Led fight against COVID-19
  - Established Emergency Shelters
  - Provided supplies to municipal and community organizations
  - Coordinated first remote hospital in the State
  - Created and updated new policies and procedure in response to the ever-changing environment for employee leaves, work at home, and return to work protocols

### New and Continued Initiatives

- Manage the Ballpark project and related infrastructure and economic development initiatives in the Canal District
- Continue the enhancement of departmental performance metrics and process improvements
- Reopen new Municipal Service Center & Main South Biz Hub to provide improved citizen access to city services and programs
- Implementation of new technology and policies to modernize employees' ability to work remotely, which can be leveraged to lower costs

# EXECUTIVE OFFICE OF THE CITY MANAGER



**EDWARD M. AUGUSTUS JR., CITY MANAGER**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**THE EXECUTIVE OFFICE OF THE CITY MANAGER**

**DIVISION OF ADMINISTRATION- DIVISION #040**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
<b>EXECUTIVE OFFICE OF CITY MANAGER</b>					
1	\$ 217,591.00	FL	CITY MANAGER	1	\$ 218,428.00
1	172,167.00	58CM	ASSISTANT CITY MANAGER	1	171,509.00
1	125,001.00	50EM	DEPUTY ASST CITY MANAGER	1	124,524.00
1	104,800.00	47EM	COORD. OF MUNICIPAL & INTERGOVERNMENTAL INITIATIVES	1	104,400.00
3	231,647.00	40M	PRINCIPAL STAFF ASSISTANT	3	231,394.00
7	\$ 851,206.00		TOTAL REGULAR SALARIES	7	\$ 850,255.00
	\$ 851,206.00		<b>TOTAL PERSONAL SERVICES- ADMINISTRATION OFFICE</b>		\$ 850,255.00
<hr/>					
1	94,027.00	45M	CULTURAL DEVELOPMENT OFFICER	1	\$ 93,668.00
1	74,094.00	42M	DEPUTY CULTURAL OFFICER	1	76,505.00
1	65,500.00	40M	PRINCIPAL STAFF ASSISTANT	1	74,327.00
1	47,452.00	32	STAFF ASSISTANT 1	1	49,854.00
4	281,073.00		TOTAL REGULAR SALARIES	4	\$ 294,354.00
	\$ 281,073.00		<b>TOTAL PERSONAL SERVICES- CULTURAL DEVELOPMENT</b>		\$ 294,354.00
<hr/>					
1	104,800.00	47EM	DIRECTOR OF URBAN INNOVATION	1	\$ 104,400.00
1	70,310.00	40M	PRINCIPAL STAFF ASSISTANT	1	72,972.00
1	52,421.00	35	STAFF ASSISTANT II	1	56,892.00
3	227,531.00		TOTAL REGULAR SALARIES	3	\$ 234,264.00
	\$ 227,531.00		<b>TOTAL PERSONAL SERVICES- URBAN INNOVATION</b>		\$ 234,264.00
<hr/>					
	(5,000.00)		VACANCY FACTOR		(5,000.00)
	\$ 19,500.00		RETIREMENT FUND		\$ 19,500.00
	7,000.00		DISABILITY AND LIFE INSURANCE EXPENSES		7,000.00
	15,600.00		AUTOMOBILE REIMBURSEMENT		15,600.00
	20,000.00		WORCESTER CULTURAL COALITION STIPEND		20,000.00
	\$ 62,100.00		TOTAL STIPENDS		\$ 62,100.00
	\$ 17,034.00		EM INCENTIVE PAY		\$ 13,437.00
	\$ 1,433,944.00		TOTAL SALARIES		\$ 1,449,410.00
<hr/>					
	\$ (2,500.00)		<u>FUNDING SOURCES:</u> CABLE REVENUES		\$ (2,490.00)
	(20,000.00)		WORCESTER CULTURAL COALITION REVENUES		(20,000.00)
	\$ (22,500.00)		TOTAL FUNDING SOURCES		\$ (22,490.00)
14	\$ 1,411,444.00	<b>040-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	14	\$ 1,426,920.00
<hr/>					
	\$ 7,600.00		LEASES AND RENTALS		\$ 8,000.00
	500.00		SPECIAL POLICE		7,500.00
	9,500.00		TELEPHONE		11,500.00
	300.00		POSTAGE		2,300.00
	500.00		NETWORK, HARDWARE, SOFTWARE		500.00
	68,100.00		OTHER PERSONAL SERVICES		36,100.00
	300.00		NEWSPAPER ADVERTISING		300.00
	3,000.00		REGISTRATION FEES		3,000.00
	700.00		WATER		700.00
	4,000.00		PRINTING		6,000.00
	-		MAINTENANCE SYSTEM SOFTWARE		2,500.00
	4,000.00		PREPARED MEALS		4,000.00
	31,500.00		MEMBERSHIP DUES		35,000.00
	-		FOOD SUPPLIES		500.00
	7,200.00		OFFICE SUPPLIES		7,200.00
	3,100.00		OTHER SUPPLIES		29,100.00

**EDWARD M. AUGUSTUS JR., CITY MANAGER**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**THE EXECUTIVE OFFICE OF THE CITY MANAGER**

**DIVISION OF ADMINISTRATION- DIVISION #040**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	2,700.00		PRINTING SUPPLIES		4,300.00
	1,300.00		SUBSCRIPTIONS		1,800.00
	1,000.00		COPY PAPER		1,000.00
	136,300.00		OTHER CHARGES AND EXPENDITURES		65,600.00
	1,300.00		TRAVELING		6,000.00
	<u>\$ 282,900.00</u>	<b>040-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 232,900.00</u>
	<u>\$ -</u>	<b>040-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ -</u>
	<u>\$ 1,694,344.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,659,820.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# CONTINGENCY

**Edward M. Augustus Jr. – City Manager**

City Hall- Room 309  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1175

	<b>Actual</b>	<b>Approved Budget for</b>	<b>Totals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Ordinary Maintenance		\$ 1,935,000.00	\$ 1,435,349.00	\$ 3,940,000.00
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,935,000.00</b>	<b>\$ 1,435,349.00</b>	<b>\$ 3,940,000.00</b>

**Operating Budget Highlights**

The Fiscal 2021 Budget includes \$3,940,000 for the City Manager’s Contingency account. This is an increase of \$2,005,000 compared to the Fiscal 2020 amount of \$1,935,000. These funds have been identified to provide funding for potential state aid cut or revenue shortage reserve (\$2,000,000), L504 union settlements carried over from last fiscal year (\$800,000), reserve for Worcester Fire Department study results (\$500,000) and new training program funds (\$140,000), Public Health Department contingency for resurgence of COVID-19 (\$250,000), and other City-wide contingency funds as required throughout the fiscal year (\$250,000).

**EDWARD M. AUGUSTUS JR., CITY MANAGER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**CITY MANAGER'S CONTINGENCY - DEPARTMENT #900**

<u>APPROVED FY20 AMOUNT</u>	<u>TITLE</u>	<u>RECOMMENDED FY21 AMOUNT</u>
<u>\$ 1,935,000.00</u>	CONTINGENCY	<u>\$ 3,940,000.00</u>
<u>\$ 1,935,000.00</u>	<b>900-92000</b> <b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 3,940,000.00</u>
<hr/>		
<u>\$ 1,935,000.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 3,940,000.00</u>

# CABLE SERVICES

**Judith A. Warren, Director**

City Hall  
 455 Main Street  
 Worcester, MA 01608  
 508-799-1175

**Divisional Mission Statement:**

The mission of the Cable Services Division is to operate the government access channel which includes providing coverage of numerous public meetings and creating award-winning original programming. The Division:

- Administers the cable television franchise agreement and disburses funds received by that agreement;
- Processes customer inquiries, discounts, and complaints with the cable operator;
- Monitors activities of the cable operator and assists the Cable Television Advisory Committee;
- Provides oversight to all cable operations including public, education, and government access.

**Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/2020</b>	<b>Fiscal 2021</b>
Salaries	\$ 297,839.43	\$ 255,568.00	\$ 185,441.60	\$ 260,467.00
Overtime	3,336.64	5,000.00	1,946.81	3,500.00
Ordinary Maintenance	1,335,881.63	3,590.00	640,033.43	6,890.00
Capital Outlay	330,000.00	-	-	-
Fringe Benefits	53,217.50	98,959.00	30,603.26	88,278.00
<b>Total</b>	<b>\$ 2,020,275.20</b>	<b>\$ 363,117.00</b>	<b>\$ 858,025.10</b>	<b>\$ 359,135.00</b>
Cable Revenues	(2,020,275.20)	(363,117.00)	(858,025.10)	(359,135.00)
<b>Net Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**OPERATING BUDGET HIGHLIGHTS**

The Fiscal 2021 operating budget for the Cable Services Division is recommended to be funded at \$359,135, which is a decrease from Fiscal 2020 of \$3,982. Cable revenues have gone down therefore, operating costs are being decreased.

# CABLE SERVICES

---

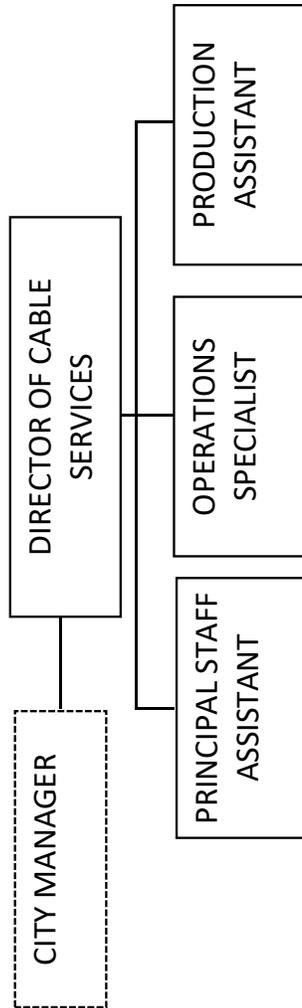
## Major Accomplishments of FY20

- Record number of ORIGINAL Programs Produced – 102; in addition to 328 meetings
- Full High Definition (HD) Streaming and production
- Updated graphics to be uniform with City branding.

## New and Continued Initiatives

- Increased programming for Social Media.
- Work with Communications Team to create steady flow of Social Media videos
- Launched Blue Space Video Series for Channel and online streaming

**CITY OF WORCESTER**  
**EXECUTIVE OFFICE OF THE CITY MANAGER**  
**CABLE SERVICES DIVISION**



4 POSITIONS

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 90,380.00	45M	DIRECTOR OF CABLE SERVICES	1	\$ 93,668.00
1	71,223.00	40M	PRINCIPAL STAFF ASSISTANT	1	76,505.00
1	48,901.00	29	OPERATIONS SPECIALIST	1	50,240.00
1	45,064.00	25	PRODUCTION ASSISTANT	1	40,054.00
4	\$ 255,568.00		TOTAL RECOMMENDED SALARIES	4	\$ 260,467.00
	\$ (255,568.00)		FUNDING SOURCES:		\$ (260,467.00)
	\$ (255,568.00)		CABLE LICENSE REVENUES		\$ (260,467.00)
			TOTAL FUNDING SOURCES		\$ (260,467.00)
4	\$ -	<b>04S-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	4	\$ -
	\$ 5,000.00		REGULAR OVERTIME		\$ 3,500.00
	\$ 5,000.00		TOTAL RECOMMENDED OVERTIME		\$ 3,500.00
	\$ (5,000.00)		FUNDING SOURCES:		\$ (3,500.00)
	\$ (5,000.00)		CABLE LICENSES REVENUES		\$ (3,500.00)
			TOTAL FUNDING SOURCES		\$ (3,500.00)
	\$ -	<b>04S-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		\$ -
	\$ 3,590.00		ORDINARY MAINTENANCE		\$ 6,890.00
	\$ 3,590.00		TOTAL ORDINARY MAINTENANCE		\$ 6,890.00
	\$ (3,590.00)		FUNDING SOURCES:		\$ (6,890.00)
	\$ (3,590.00)		CABLE LICENSE REVENUES		\$ (6,890.00)
			TOTAL FUNDING SOURCES		\$ (6,890.00)
	\$ -	<b>04S-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ -
	\$ 23,044.00		FRINGE BENEFITS:		\$ 22,851.00
	26,707.00		HEALTH INSURANCE		26,219.00
	21,123.00		RETIREMENT		16,123.00
	28,085.00		CONTRIBUTORY PENSIONS		23,085.00
	\$ 98,959.00		PENSION OBLIGATION BONDS		\$ 88,278.00
	\$ (98,959.00)		TOTAL FRINGE BENEFITS		\$ 88,278.00
	\$ (98,959.00)		FUNDING SOURCES:		\$ (88,278.00)
	\$ (98,959.00)		CABLE LICENSE REVENUES		\$ (88,278.00)
			TOTAL FUNDING SOURCES		\$ (88,278.00)
	\$ -	<b>04S-94000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		\$ -
	\$ -		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ -

# ADMINISTRATION & FINANCE

## Kathleen G. Johnson- Acting Chief Financial Officer

City Hall- Room 201  
 455 Main Street, Worcester, MA 01608  
 508-799-1180

The mission of the Department of Administration and Finance is to oversee all aspects of Worcester’s financial functions by preparing and monitoring each fiscal year’s capital, grant, and tax levy budgets, performing financial analyses on various projects and annual City programs, and coordinating with the Auditing Department and Treasurer’s office to maintain internal controls.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 648,086.60	\$ 627,496.00	\$ 398,863.78	\$ 621,154.00
Ordinary Maintenance	27,992.64	43,385.00	23,377.75	43,385.00
<b>Total</b>	<b>\$ 676,079.24</b>	<b>\$ 670,881.00</b>	<b>\$ 422,241.53</b>	<b>\$ 664,539.00</b>
<b>Total Positions</b>	11	11	11	11

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$664,539, which is a decrease of \$6,342 from the Fiscal 2020 amount of \$670,881. This decrease is due to vacant positions being budgeted at a lower steps; and Fiscal 2021 having 52.2 weeks, whereas in Fiscal 2020 there were 52.4 weeks. This is offset by step increases for employees that are not at maximum pay.

### Major Accomplishments of FY20

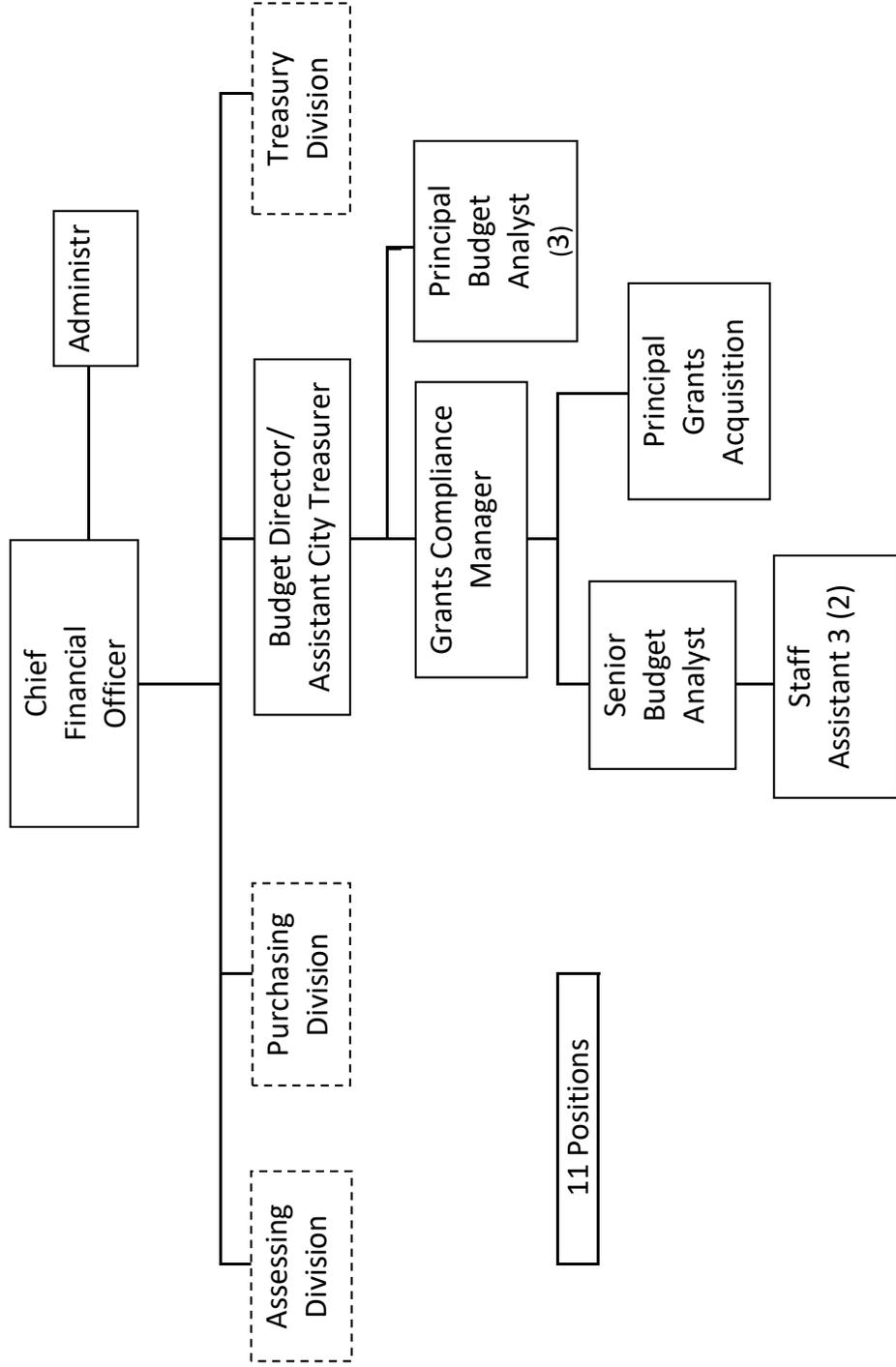
- Maintained compliance with the City’s Financial Integrity Plan.
- Maintained AA bond ratings from all rating agencies.
- The amount of funding requested from grants increased by 87% and the amount of grant funds awarded increased by 191% from the prior Fiscal Year.

### New and Continued Initiatives

- Submit Budget document to the Government Finance Officers Association Distinguished Budget Presentation Award program.
- Maintain strong AA bond rating to ensure the credit worthiness of the City to prospective investors in the Bond Market, ultimately yielding lower interest rates for the City.
- Update Financial Elements of Citywide Strategic Plan.
- Integrate Performance Measurement and Financial Reporting on a quarterly basis.

# ADMINISTRATION & FINANCE

## BUDGET OFFICE ORGANIZATIONAL CHART



11 Positions

**KATHLEEN G. JOHNSON, ACTING CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**ADMINISTRATION AND FINANCE- DEPARTMENT #610**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 158,014.00	58CM	CHIEF FINANCIAL OFFICER	1	\$ 157,415.00
1	87,591.00	47EM	BUDGET DIRECTOR/ASSISTANT CITY TREASURER	1	87,257.00
1	84,092.00	42M	GRANTS COMPLIANCE MANAGER	1	83,771.00
3	222,830.00	40M	PRINCIPAL BUDGET ANALYST	3	215,671.00
1	74,901.00	39M	SENIOR BUDGET ANALYST	1	75,294.00
1	75,196.00	39M	PRINCIPAL GRANTS ACQUISITION	1	75,294.00
2	119,340.00	37	STAFF ASSISTANT 3	2	119,121.00
1	63,551.00	35	ADMINISTRATIVE ASSISTANT 7	1	63,309.00
<b>11</b>	<b>\$ 885,515.00</b>		REGULAR SALARIES ADMIN & FINANCE	<b>11</b>	<b>\$ 877,132.00</b>
	4,976.00		EM INCENTIVE PAY		5,880.00
	2,500.00		WRA FINANCIAL MANAGER STIPEND		2,500.00
	<b>\$ 892,991.00</b>		TOTAL REGULAR SALARIES FINANCE & BUDGET		<b>\$ 885,512.00</b>
			<u>FUNDING SOURCES:</u>		
	\$ (72,778.00)		FEDERAL & STATE GRANTS		\$ (72,919.00)
	(66,572.00)		PUBLIC HEALTH GRANTS		(66,353.00)
	(689.00)		GOLF REVENUES		(683.00)
	(83,258.00)		SEWER REVENUES		(82,559.00)
	(42,198.00)		WATER REVENUES		(41,844.00)
	<b>\$ (265,495.00)</b>		TOTAL FUNDING SOURCES		<b>\$ (264,358.00)</b>
<b>11</b>	<b>\$ 627,496.00</b>	<b>610-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<b>11</b>	<b>\$ 621,154.00</b>
	\$ 4,500.00		LEASES & RENTALS		\$ 4,500.00
	1,200.00		TELEPHONE		1,000.00
	500.00		POSTAGE		500.00
	-		NEWSPAPER ADVERTISEMENT		200.00
	100.00		REGISTRATION FEES		100.00
	500.00		WATER		300.00
	2,000.00		PRINTING		2,000.00
	300.00		MAINTENANCE & SYSTEM SOFTWARE		300.00
	-		CONSULTANTS		1,300.00
	400.00		MEMBERSHIP DUES		300.00
	1,500.00		OFFICE SUPPLIES		800.00
	1,000.00		PRINTING SUPPLIES		700.00
	1,200.00		COPY PAPER		1,200.00
	300.00		HARDWARE DEVICES		300.00
	500.00		OTHER CHARGES & EXPENDITURES		500.00
	30,000.00		TRAVEL		30,000.00
	<b>\$ 44,000.00</b>		TOTAL ORDINARY MAINTENANCE		<b>\$ 44,000.00</b>
			<u>FUNDING SOURCES:</u>		
	\$ (85.00)		SEWER REVENUES		\$ (85.00)
	(530.00)		WATER REVENUES		(530.00)
	<b>\$ (615.00)</b>		TOTAL FUNDING SOURCES		<b>\$ (615.00)</b>
	<b>\$ 43,385.00</b>	<b>610-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<b>\$ 43,385.00</b>

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
			<u>FRINGE BENEFITS:</u>		
	\$ 16,827.00		HEALTH INSURANCE		\$ 19,571.00
	14,562.00		RETIREMENT		14,554.00
	<u>\$ 31,389.00</u>		TOTAL FRINGE BENEFITS		<u>\$ 34,125.00</u>
			<u>FUNDING SOURCES:</u>		
	(31,389.00)		FEDERAL & STATE GRANTS		(34,125.00)
	<u>(31,389.00)</u>		TOTAL FUNDING SOURCES		<u>(34,125.00)</u>
	<u>\$ -</u>	<b>610-96000</b>	<b>TOTAL RECOMMENDED FRINGE BENEFITS</b>		<u>\$ -</u>
	<u>\$ 670,881.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 664,539.00</u>

# TREASURY

## Sandra J. Flynn- City Treasurer & Collector

City Hall- Room 203  
 455 Main Street, Worcester, MA 01608  
 508-799-1180

The mission of the Office of Treasurer and Collector is to act as the receipting and disbursing agent of public financial assets in order to maximize the utilization and safekeeping of City funds.

The Division timely and accurately bills and collects all City revenues, including taxes on real estate, personal property and vehicles, as well as water, sewer, and all other City services including parking, parks, and public safety. The Division safeguards financial assets and controls disbursement of payroll and warrant payments by the City and the Worcester Retirement System. The Division issues and manages all indebtedness authorized by the City to support capital acquisitions.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 1,105,310.26	\$ 1,170,699.00	\$ 668,579.91	\$ 1,171,292.00
Overtime	19,403.58	30,500.00	18,668.61	30,500.00
Ordinary Maintenance	1,259,476.72	719,605.00	1,049,194.79	719,605.00
Capital Outlay	-	10,605.00	10,789.05	-
<b>Total</b>	<b>\$ 2,384,190.56</b>	<b>\$ 1,931,409.00</b>	<b>\$ 1,747,232.36</b>	<b>\$ 1,921,397.00</b>
<b>Total Positions</b>	27	27	27	27

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$1,921,397, which is a decrease of \$10,012 from the Fiscal 2020 amount of \$1,931,409. The decrease in salaries is a result of Fiscal 2021 having 52.2 weeks whereas in Fiscal 2020 there were 52.4 weeks. This decrease is offset by step increases for employees who are not at maximum pay step; and an upgrade for the vacant Supervisor of Payroll position, which is required to properly administer complex tax compliance and IRS regulations.

### Major Accomplishments of FY20

- Increased net interest income to \$2.0M from \$2.4M for the periods ended March 31, 2020 and 2019, respectively. This is an increase of approximately \$0.4M in an environment of decreasing interest rates. This was accomplished primarily through improved cash flow management and proactive engagement of banking vendors.
- Completed process to enhance bank branch payment acceptance during the COVID-19 emergency. The City's operational banking partner was able to handle all in-person payments for the period while City Hall has been closed to the public. This, combined with other lockbox and electronic

# TREASURY

---

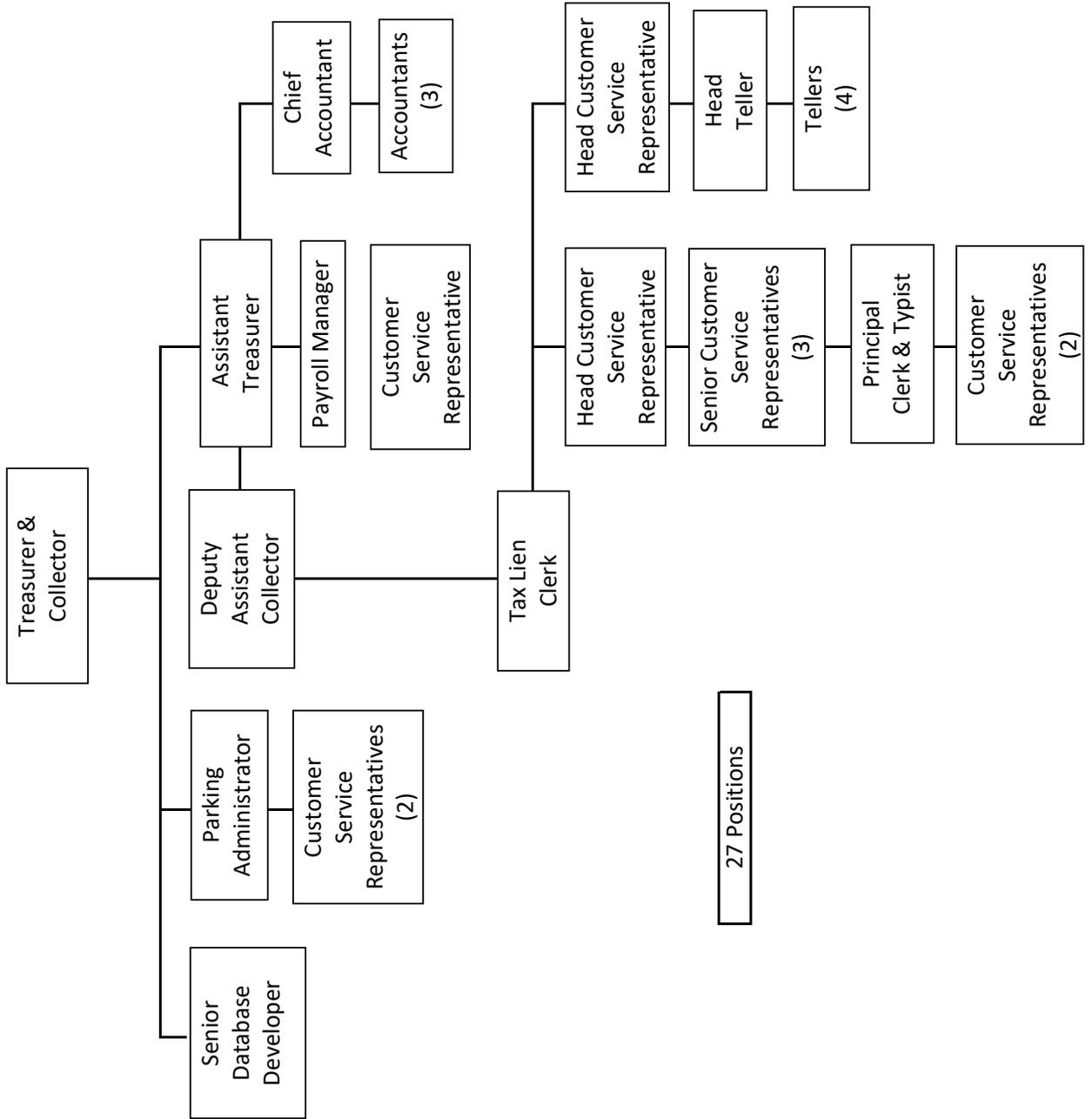
receipting methods has maintained the City's collections at pre-pandemic levels through March 31. The City's banking partner accepts payments at all of their 49 Massachusetts Peoples United Bank branches that have drive-through windows, allowing taxpayers to utilize three branches inside the City and many others outside of the City to make payments.

- Performed analysis and drafted a needs/gap analysis Electronic Bill Payment and Presentment (EBP&P) solution for the City, which increases payment efficiency and ease of use for all service and tax payments remitted to the City electronically. The analysis includes preference for a solution that provides enhanced motivation for payers to utilize electronic means of payment by minimizing convenience fees. Additional utilization of electronic payments should reduce traffic to the Collector's physical payment location.

## New and Continued Initiatives

- Draft an Electronic Bill Payment and Presentment (EBP&P) solution Request for Proposal that increases payment efficiency and ease of use for all service and tax payments remitted to the City electronically. The solution should consider the ease of use for the payers and for the support staff within the Division to more efficiently and effectively service the information needs of the constituents. Additionally, the solution should provide enhanced motivation for payers to utilize electronic means of payment by minimizing convenience fees. Additional utilization of electronic payments should reduce traffic to the Collector's physical payment location.
- Implement an integrated Human Capital Management solution either independently or in coordination with an enterprise financial management solution to address the needs and gaps identified in the risk assessment.
- Address all physical and electronic security concerns identified in the PCI risk assessment to assure that the Division is properly safeguarding the financial assets of the City and protecting the physical safety of its employees

# TREASURY ORGANIZATIONAL CHART



27 Positions

**SANDRA J. FLYNN, CITY TREASURER & COLLECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**TREASURY- DEPARTMENT #660**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 123,209.00	53EM	CITY TREASURER & COLLECTOR	1	\$ 122,733.00
1	87,249.00	47EM	ASSISTANT TREASURER	1	86,924.00
1	104,968.00	48P	SENIOR DATABASE DEVELOPER	1	104,568.00
1	90,632.00	44M	DEPUTY ASSISTANT COLLECTOR	1	90,286.00
1	84,092.00	42M	PARKING ADMINISTRATOR	1	83,771.00
1	67,266.00	39P	CHIEF ACCOUNTANT	1	66,519.00
0	-	38M	PAYROLL MANAGER	1	57,567.00
2	130,740.00	36	HEAD CUSTOMER SERVICE REPRESENTATIVE	2	131,544.00
0	-	36	SUPERVISOR OF PAYROLL & TAX COMPLIANCE	0	-
1	58,747.00	33	HEAD TELLER	1	59,112.00
1	56,599.00	32	SUPERVISOR OF PAYROLL	0	-
3	155,906.00	32	ACCOUNTANT	3	157,584.00
1	56,599.00	32	TAX-LIEN CLERK	1	56,940.00
4	194,545.00	30	TELLER	4	198,833.00
3	148,983.00	28	SR. CUSTOMER SERVICE REPRESENTATIVE	3	149,898.00
2	38,079.00	22	PRINCIPAL CLERK & TYPIST (P.G. 27)	2	39,597.00
4	159,289.00	22	CUSTOMER SERVICE REPRESENTATIVE	4	152,527.00
<u>27</u>	<u>\$ 1,556,903.00</u>		REGULAR SALARIES	<u>27</u>	<u>\$ 1,558,403.00</u>
	710.00		EM INCENTIVE PAY		-
	3,500.00		MUNICIPAL HEARING OFFICER STIPEND		3,500.00
	<u>\$ 1,561,113.00</u>		TOTAL SALARIES		<u>\$ 1,561,903.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (2,369.00)		GOLF REVENUES		\$ (2,370.00)
	(184,123.00)		SEWER REVENUES		(184,216.00)
	(203,922.00)		WATER REVENUES		(204,025.00)
	<u>\$ (390,414.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (390,611.00)</u>
<u>27</u>	<u>\$ 1,170,699.00</u>	<b>660-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>27</u>	<u>\$ 1,171,292.00</u>
	\$ 30,500.00		OVERTIME		\$ 30,500.00
	<u>\$ 30,500.00</u>	<b>660-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 30,500.00</u>

**SANDRA J. FLYNN, CITY TREASURER & COLLECTOR**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**TREASURY- DEPARTMENT #660**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
	\$ 600.00		LEASES & RENTALS		\$ 600.00
	34,000.00		OTHER PERSONAL SERVICES- TREASURY		34,000.00
	13,000.00		OFFICE SUPPLIES & COPY PAPER- TREASURY		11,500.00
	3,000.00		HARDWARE/DEVICES - TREASURY		3,500.00
	9,000.00		CONSABLES/LEGAL FILING FEES - TREASURY		5,200.00
	-		NETWORK, HARDWARE, SOFTWARE- TREASURY		1,200.00
	1,000.00		MAINTENANCE SYSTEM SOFTWARE- TREASURY		2,000.00
	1,000.00		MAINTENANCE REPAIR EQUIPMENT- TREASURY		1,500.00
	12,200.00		PRINTING & PRINTING SUPPLIES - TREASURY		12,200.00
	2,000.00		REGISTRATION/MEMBERSHIP/LICENSES- TREASURY		2,600.00
	3,500.00		LEASES & RENTALS- COLLECTORS		3,500.00
	75,180.00		OFFICE SUPPLIES & OTHER CHARGES- COLLECTORS		75,180.00
	2,000.00		TELEPHONE - COLLECTORS		2,000.00
	4,400.00		LEASES & RENTALS- MAILING		4,400.00
	450,000.00		POSTAGE- MAILING		450,000.00
	5,000.00		OTHER PERSONAL SERVICES- MAILING		5,000.00
	48,800.00		PRINTING - MAILING		48,800.00
	5,000.00		OFFICE SUPPLIES- MAILING		4,500.00
	1,000.00		OTHER PERSONAL SERVICES - TAX TITLE		1,000.00
	5,000.00		NEWSPAPER ADVERTISING - TAX TITLE		5,000.00
	-		MAINTENANCE REPAIR BUILDING- TAX TITLE		7,000.00
	21,500.00		LEGAL FILING FEES - TAX TITLE		16,500.00
	90,000.00		PARKING VIOLATION PROCESSING		90,000.00
	500.00		OFFICE SUPPLIES- PARKING		500.00
	1,000.00		TRAVELING		1,000.00
	<u>\$ 788,680.00</u>		TOTAL ORDINARY MAINTENANCE		<u>\$ 788,680.00</u>
			<u>FUNDING SOURCES:</u>		
	\$ (30,701.00)		SEWER REVENUES		\$ (30,701.00)
	<u>(38,374.00)</u>		WATER REVENUES		<u>(38,374.00)</u>
	<u>\$ (69,075.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (69,075.00)</u>
	<u>\$ 719,605.00</u>	<b>660-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 719,605.00</u>
	\$ 10,605.00		FURNITURE & EQUIPMENT		\$ -
	<u>\$ 10,605.00</u>	<b>660-93000</b>	<b>TOTAL RECOMMENDED CAPITAL OUTLAY</b>		<u>\$ -</u>
	<u>\$ 1,931,409.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 1,921,397.00</u>

# PURCHASING

## Christopher Gagliastro- Purchasing Agent

City Hall- Room 201  
 455 Main Street, Worcester, MA 01608  
 508-799-1180

The mission of the Purchasing Division is to procure materials, supplies, equipment, and services at the lowest possible cost (through open and fair competition) consistent with the quality necessary for the proper operation of various City organizations, thereby attaining the maximum value for each public dollar spent. The division:

- Maintains the City’s reputation for fairness and integrity by promoting impartial, equal treatment to all who wish to conduct business with the City.
- Encourages a mutually cooperative relationship with all City departments, recognizing successful purchasing is a result of team planning and effort.
- Promotes social and economic goals such as encouraging small, minority and women-owned business to participate in bidding of City business activities.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 214,120.29	\$ 240,083.00	\$ 150,077.38	\$ 230,139.00
Ordinary Maintenance	12,878.41	16,920.00	6,261.42	16,920.00
<b>Total</b>	<b>\$ 226,998.70</b>	<b>\$ 257,003.00</b>	<b>\$ 156,338.80</b>	<b>\$ 247,059.00</b>
<b>Total Positions</b>	3	3	3	3

### Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$247,059, which is a decrease of \$9,944 from the Fiscal 2020 amount of \$257,003. This is due mainly to a position being budgeted at a lower pay grade and Fiscal 2021 has 52.2 weeks whereas Fiscal 2020 had 52.4 weeks.

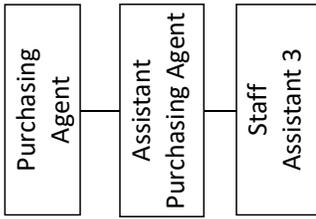
### Major Accomplishments of FY20

- The Division successfully issued 140 bids and RFP’s through February 2020, with a total estimate of roughly 210 bids for the Fiscal Year.

### New and Continued Initiatives

- Continue to make procurement training available to all department staff and local community.
- Develop/maintain Administrative Manuals for procurement modules – to train new and current employees regarding procurement operations.
- Monitor and analyze contracts – to avoid unnecessary costs associated with contract extensions, etc.
- Incorporate DPW contracts in formal contract tracking.

**PURCHASING  
ORGANIZATIONAL CHART**



3 POSITIONS

**CHRISTOPHER GAGLIASTRO, PURCHASING AGENT**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**PURCHASING- DEPARTMENT #600**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 109,205.00	50EM	PURCHASING AGENT	1	\$ 108,785.00
1	81,996.00	43M	ASSISTANT PURCHASING AGENT	1	70,462.00
1	66,989.00	37	STAFF ASSISTANT 3	1	68,069.00
3	\$ 258,190.00		REGULAR SALARIES	3	\$ 247,316.00
	4,377.00		EM INCENTIVE PAY		4,376.00
	\$ 262,567.00		TOTAL SALARIES		\$ 251,692.00
			FUNDING SOURCES:		
	\$ (466.00)		GOLF REVENUES		\$ (447.00)
	(8,273.00)		SEWER REVENUES		(7,930.00)
	(13,745.00)		WATER REVENUES		(13,176.00)
	\$ (22,484.00)		TOTAL FUNDING SOURCES		\$ (21,553.00)
3	\$ 240,083.00	<b>600-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	3	\$ 230,139.00
	\$ 750.00		TELEPHONE		\$ 1,200.00
	500.00		POSTAGE		500.00
	500.00		PREPARED MEALS		500.00
	2,290.00		NEWSPAPER ADVERTISEMENT		2,290.00
	1,800.00		PRINTING		1,800.00
	-		MAINTENANCE SYSTEM SOFTWARE		1,000.00
	560.00		MEMBERSHIP DUES		560.00
	6,000.00		OFFICE SUPPLIES		5,000.00
	2,500.00		PRINTING SUPPLIES		2,500.00
	1,668.00		SUBSCRIPTIONS		1,218.00
	1,000.00		COPY PAPER		1,000.00
	200.00		TRAVELING		200.00
	500.00		TRAINING CERTIFICATE		500.00
	\$ 18,268.00		TOTAL ORDINARY MAINTENANCE		\$ 18,268.00
			FUNDING SOURCES:		
	\$ (604.00)		SEWER REVENUES		\$ (604.00)
	(744.00)		WATER REVENUES		(744.00)
	\$ (1,348.00)		TOTAL FUNDING SOURCES		\$ (1,348.00)
	\$ 16,920.00	<b>600-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		\$ 16,920.00
	\$ 257,003.00		<b>TOTAL RECOMMENDED TAX LEVY</b>		\$ 247,059.00

# ASSESSING

**Kathleen G. Johnson- Acting Chief Financial Officer**

City Hall- Room 209  
 455 Main Street, Worcester, MA 01608  
 508-799-1098

The mission of the Assessing Division is to value real and personal property efficiently, fairly and accurately, in accordance with the laws of the Commonwealth of Massachusetts; to administer motor vehicle excise, exemption, and abatement programs; and to address concerns of the public professionally, quickly and courteously. The Division:

- Applies best practices in assessing to the appraisal of real and personal property and maintains the level of assessment at its full and fair cash value, as required by the laws of the Commonwealth of Massachusetts, in conformance with the regulations of the Department of Revenue;
- Develops and maintains accurate records of all real estate parcels and personal property accounts within the City, including property record folders, electronic databases, tax maps, deed references, etc.;
- Maintains an accurate personal property database by continuing a six-year data collection cycle for existing personal property accounts, and inspection and review of new accounts contributing to new growth;
- Administers motor vehicle excise tax programs that include commitment of excise tax bills, and the exemption, abatement and appeal processes related to individual taxpayer’s excise bills.

**Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 494,947.03	\$ 620,700.00	\$ 430,220.55	\$ 657,340.00
Overtime	-	1,000.00	-	1,000.00
Ordinary Maintenance	155,636.28	156,689.00	72,157.71	293,751.00
<b>Total</b>	<b>\$ 650,583.31</b>	<b>\$ 778,389.00</b>	<b>\$ 502,378.26</b>	<b>\$ 952,091.00</b>
<b>Total Positions</b>	10	10	10	10

**Operating Budget Highlights**

The tax levy budget for Fiscal 2021 is recommended to be \$952,091, which is an increase of \$173,702 from the Fiscal 2020 amount of \$778,389. The salary increase is mainly due to step increases for employees that are not at maximum pay and an upgrade of Principal Assistant Assessor to Deputy Assessor which is offset by Fiscal 2021 having 52.2 weeks, whereas in Fiscal 2020 there were 52.4 weeks.

The Ordinary Maintenance increase of \$137,062 is required to execute the recertification program to develop values and provide analysis for real property and utility assessments. In addition, the assessment software requires upgrading due to a change in the city-wide computer server. The Division will implement a Windows based CAMA system that will add additional features and enhance productivity.

# ASSESSING

---

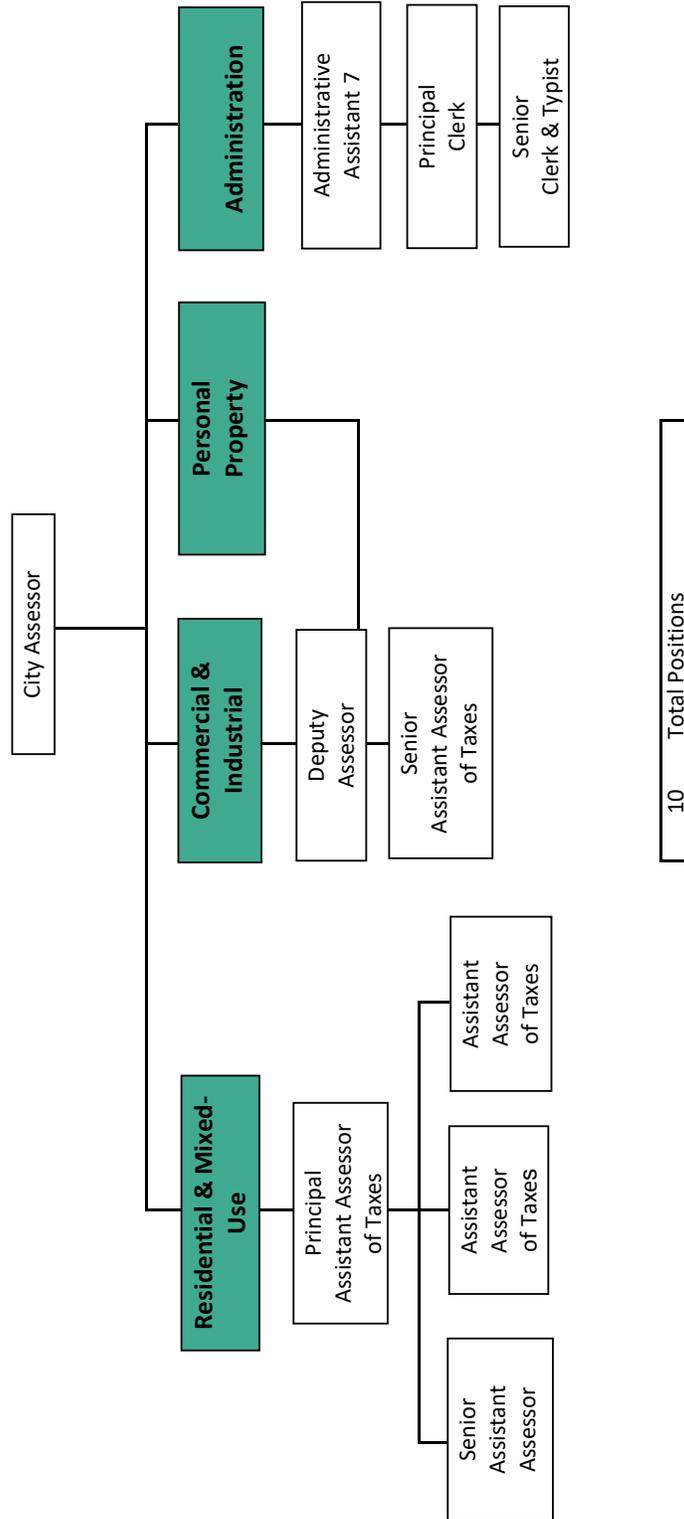
## Major Accomplishments of FY20

- Valued New Growth due to construction and renovations that resulted in approximately \$6.5 million in “new” revenue.
- Received and reviewed 339 Residential and Commercial Property abatement applications, an increase of 1.2% from the 335 in the prior year.
- Received and reviewed 990 Exemption applications, a decrease of 1.4% from the 1004 in the prior year.
- Reviewed and inspected 1834 three-family properties (update program of sales, etc.)
- Performed 4046 residential (including 3-Fam.), 331 commercial, and 1007 personal property inspections.

## New and Continued Initiatives

- Updating ownership within two weeks of deeds filed at the Worcester Registry, processed 3680 in 2019 calendar year.
- Review and key entry of income and expense returns within two months.
- Review and key entry of 471 Exempt Property (3ABC) returns.
- Periodically inspect and review all City property and update electronic data files to continue the cyclical building inspection program to improve existing data integrity and capture new growth from building improvements.
- Update assessing districts in conjunction with improvements to the statistical model for valuing residential property.

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



10 Total Positions

**KATHLEEN G. JOHNSON, ACTING CHIEF FINANCIAL OFFICER**  
**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**  
**DEPARTMENT OF ADMINISTRATION & FINANCE**  
**ASSESSING DIVISION - DIVISION #670**

FY20 TOTAL POSITIONS	APPROVED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21 AMOUNT
1	\$ 122,375.00	53EM	CITY ASSESSOR	1	121,898.00
0	-	45M	DEPUTY ASSESSOR	1	88,532.00
2	152,846.00	40M	PRINCIPAL ASSISTANT ASSESSOR OF TAXES	1	73,665.00
2	133,950.00	39	SENIOR ASSISTANT ASSESSOR OF TAXES	2	134,724.00
1	47,335.00	35	ADMINISTRATIVE ASSISTANT 7	1	57,660.00
2	93,100.00	32	ASSISTANT ASSESSOR OF TAXES	2	112,453.00
1	47,859.00	27	PRINCIPAL CLERK	1	48,150.00
1	40,513.00	22	SENIOR CLERK AND TYPIST	1	40,758.00
<u>10</u>	<u>\$ 637,978.00</u>		TOTAL REGULAR SALARIES	<u>10</u>	<u>\$ 677,840.00</u>
	1,139.00		EM INCENTIVE PAY		-
	(18,417.00)		VACANCY FACTOR		(20,500.00)
<u>10</u>	<u>\$ 620,700.00</u>	<b>670-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>10</u>	<u>\$ 657,340.00</u>
	\$ 1,000.00		OVERTIME		\$ 1,000.00
	<u>\$ 1,000.00</u>	<b>670-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 1,000.00</u>
	\$ 2,700.00		LEASES & RENTALS		\$ 2,700.00
	500.00		TELEPHONE		500.00
	-		OTHER PERSONAL SERVICES		77,062.00
	2,500.00		NEWSPAPER ADVERTISING		500.00
	500.00		REGISTRATION FEES		500.00
	500.00		LEGAL FILING FEES		-
	100.00		WATER		200.00
	1,000.00		PRINTING		1,500.00
	33,450.00		SOFTWARE MAINTENANCE		34,850.00
	4,989.00		MAINTENANCE/REPAIR VEHICLES		3,989.00
	60,983.00		PERSONAL PROPERTY VALUATION		120,183.00
	18,483.00		RESIDENTIAL PROPERTY VALUATION		18,483.00
	23,484.00		UTILITY VALUATION SERVICES		23,484.00
	1,000.00		MEMBERSHIP DUES		1,000.00
	1,000.00		BOOKS		500.00
	200.00		OFFICE SUPPLIES		2,500.00
	3,000.00		PRINTING SUPPLIES		3,000.00
	300.00		AUTO FUEL		600.00
	500.00		SUBSCRIPTIONS		700.00
	500.00		COPY PAPER		500.00
	500.00		HARDWARE DEVICES		500.00
	500.00		TRAVELING		500.00
	<u>\$ 156,689.00</u>	<b>670-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>		<u>\$ 293,751.00</u>
	<u>\$ 778,389.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>		<u>\$ 952,091.00</u>

# CITY ENERGY AND ASSET MANAGEMENT

**John W. Odell- Director**

City Hall- Room 108  
 455 Main Street  
 Worcester, MA 01608  
 508-799-8325

The mission of the Energy and Asset Management (EAM) Division is to oversee the sustainability and resilience of some of the largest and most visited City facilities, including City Hall, the Library, Union Station, Senior Center and DCU Center. The Division is responsible for timely and appropriate capital and maintenance projects, energy efficiency improvements, which help ensure the work environment for employees maximizes productivity and minimizes discomfort and downtime. EAM is also responsible for the City’s and WPS energy procurement and for Electricity Aggregation program.

**Department Allocation Summary**

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Salaries	\$ 446,797.78	\$ 425,968.00	\$ 399,527.23	\$ 436,494.00
Overtime	18,343.09	17,100.00	16,391.62	17,100.00
Ordinary Maintenance	993,340.17	1,139,276.00	610,305.03	1,148,416.00
Capital Outlay	-	245,500.00	4,439.00	239,000.00
<b>Total Expenditures</b>	<b>\$ 1,458,481.04</b>	<b>\$ 1,827,844.00</b>	<b>\$ 1,030,662.88</b>	<b>\$ 1,841,010.00</b>
<b>Total Positions</b>	16	17	17	17

**Operating Budget Highlights**

The tax levy budget for Fiscal 2021 is recommended to be \$1,841,010, which is an increase of \$13,166 from the Fiscal 2020 amount of \$1,827,844. The salary increase is mainly due to step increases for employees that are not at maximum pay which is offset by fiscal 2021 having 52.2 weeks, whereas in fiscal 2020 there were 52.4 weeks. The increase to Ordinary Maintenance is the net result of additional funding for natural gas, building maintenance, and an increase in funding sources. In addition, Capital Outlay funding of \$239,000 was budgeted for City Hall carpeting, painting, window blinds.

**Major Accomplishments of FY20**

**Worcester Public Library Renovation Project:**

- The renovations will include a build out of the portico on the Salem Street side; new entrance on Franklin Street; new, larger Teen Zone; new Children’s Room; new location for the periodicals area, including new quiet reading room; larger Banx Room; enhanced New Americans Corner; and new Innovation Lab and Digital Studio. (<https://www.mywpl.org/?q=article/renovation>)

## CITY ENERGY AND ASSET MANAGEMENT

---

- The seed for the WPL project started several years ago with the idea to relocate the library entrance directly on to Franklin Street so it would open up towards the Worcester Common. This new entrance would help contribute to the vibrancy of an up-and-coming neighborhood, while making it easier to connect with people in the heart of downtown. However, since the entrance redesign would affect the entrance into the children's room, it, in turn, led City and WPL staff to consider the current, larger library redesign.
- 2018-2019 – EAM facilitated a Contract Amendment with LLB, Architects for Design and Engineering Services. The design stage of the project was an inclusive and reiterative process with a number of schematic and final design versions that had to balance the desires of the stakeholders with budget constraints. EAM provided critical plan reviews prior to final approvals, which will reduce cost overruns during construction.
- 2019 – Renovation commenced in the fall, with a project timeline of approximately 16-18 months. Est. completion - winter 2021.

### **Worcester Senior Center Renovation Project:**

- Parking repaving and demolition of the old Anderson building, including a significant Low-Impact-Development (LID) rain garden that will take much of the water run-off from the upgraded parking lot and properly filter and manage the flow to minimize flooding downstream after large rain events. Demo of the Anderson Building is underway. Design work for the rain gardens and paving is expected to be completed for bidding in late April/early May with construction to begin in June. Est. completion – fall 2020.
- Interior work to create a fitness center and an activity room in the 1st and 2nd floors, which was formerly part of the old Nurse's quarters – Design work is expected to be done in late spring with construction to begin over the summer of 2020. Est. completion – winter/spring 2021.
- Lighting Retrofit Project (via Green Communities Grant) – Completed: Spring 2020.

### **Union Station Projects:**

- Oversaw Completion of the office fit-out for the Cannabis Control Commission (CCC) Headquarters, which opened for business in November, 2019. The CCC has a 10-year lease with Worcester Redevelopment Authority to occupy ~15,000 square feet of space at Union Station, which will include a public meeting room.
- Miscellaneous Renovations: a variety of upgrades to the building are being made to improve the safety and comfort of patrons and tenants using the facility. This upgrades include:
  - A WPD substation off the rotunda on the main level,
  - A new ramp to replace the ADA elevator lift in the Harding St. corridor,
  - Restroom upgrades,
  - A new corridor in the NE section of the building to create a viable tenant space.

These projects are all under construction. Est. completion - spring 2020.

- Center Platform Construction: The existing platform allows access for only one train at a time which limits flexibility and the quantity of trains arriving and departing the station. The building also suffers from water leak damage through the existing plaza deck and platform. The MBTA is spearheading a project that would build a center higher-level platform between the 2 tracks, allowing the existing platform to be demolished and the plaza deck leaks to be repaired. This project will improve the commuter rail services on the

# CITY ENERGY AND ASSET MANAGEMENT

---

Framingham/Worcester line thus allowing more than a single train car to enter and exit the station at the same time, and making all trains fully accessible. EAM will assist coordination of the project effecting Union Station. Est. completion – fall/winter 2022

## **DCU Projects:**

- EAM hired an architect, Populous, who provided a list of potential improvement projects for the DCU Center. The Civic Center Commission has approved a number of the proposed projects, for a total of \$21M worth of improvements. Also a contract with an Owner’s Project management company – Arcadis has been finalized. Next steps include defining the exact scope of work, hiring a General Contractor, developing and approving designs and bid specifications, bidding and contracting for the projects and then scheduling and implementing the work.

## **Inspectional Services (Meade St):**

- Fire Alarm system Replacement Design completed in winter 2019-2020
- Bid completed Spring 2020 with construction completion planned for end of FY20

## **City Hall:**

A variety of general upgrades have been completed or are in process:

- Door access system - complete
- First Floor Women’s room renovation – complete
- ADA counter upgrades for Treasury, Elections, and Planning – spring/summer 2020
- Replace window blinds – spring 2020
- Upgrade Fire Alarm Panel – design spring 2020, installation summer/fall 2020

## **Energy Savings Performance Contract**

- Completed preliminary engineering efforts for additional solar arrays at four separate City/WPS facilities, winter 2019-2020
- Executed contract to upgrade lighting in dozens of City/WPS facilities, upgrade inefficient heating boilers, install new and upgrade existing HVAC controls, and design and install solar thermal for the Worcester Senior Center

## **Sustainability Work:**

- **Leading By Example Award:** The City of Worcester was selected as a recipient of a 2019 Leading by Example Award from the Commonwealth of Massachusetts for outstanding public sector energy and environmental efforts in the Municipal category. On December 10<sup>th</sup>, 2019, the City was formally recognized at the Leading by Example Awards Ceremony in the State House in Boston.
- **Green Worcester Strategic Plan:** In 2019, the City launched its sustainability strategic plan which will provide a blueprint for actions to make Worcester the “greenest” medium-size cities in the country. The work is conducted with heavy community input and under the guidance of the Green Worcester Working Group as well as a consultant. The final plan will include a detailed list of goals, actions and suggested funding sources. The plan, which has been vetted by the public, had a completion date aimed for the 50<sup>th</sup>

# CITY ENERGY AND ASSET MANAGEMENT

---

anniversary of Earth Day (April 22, 2020). However, due to Covid19, the actual release date has been postponed.

- **Municipal Aggregation:** In the fall of 2019, the City commenced its municipal aggregation program which will at least double the renewable energy for all participants by purchasing 20% more of local renewable energy (Class I Renewable Energy Certificates) above the mandated percentage of the state's Renewable Portfolio Standard. The program took effect with customers March electric bills and will also provide price stability at a projected average cost less than National Grid's basic service price. More info regarding the program can be found at: [www.WorcesterCommunityChoice.com](http://www.WorcesterCommunityChoice.com).
- **Municipal Vulnerability Preparedness:** In 2019, the City completed a Municipal Vulnerability Preparedness plan, which involved conducting city-wide climate change vulnerability assessment, and designed an action plan for preparedness activities to make the city more resilient to extremes weather events and impacts of climate change. In November 2019, the City also applied and received MVP Action Grant for ~\$466k to install a rain garden as part of the Senior Center parking lot repaving project. As noted above, this work is expected to be completed in the fall of 2020.
- **Promoted Progress Toward More Energy Efficient Building Code:** EAM facilitated City staff to participate in voting on the International Energy Conservation Code (IECC) for 2021. In November, 2019, 22 city staff from 3 Departments voted for code amendments that promote building energy efficiency (and vote-down those that roll back energy efficiency gains) in-line with the City's broader energy efficiency and sustainability goals. Preliminary voting results already indicate that increase in municipal officials' voting this round resulted in excess of 10% gains for both residential and commercial buildings, bringing us closer to the ultimate goal of net-zero buildings.
- **Assisting with Planning Departmental Re-Organization Related to Facilities and Sustainability:** EAM, with a consultant, Ripples Group, is working on a multiphase plan to consider the benefits and process for reorganizing into two separate departments.
  - Phase I: To conduct a comprehensive study examining the feasibility, benefits, and disadvantages from both an efficiency and cost perspective of the following: a) combining all City facility maintenance, design, construction and management under the Energy & Asset Division/Department, and b) combining municipal and school district facility construction, maintenance and operations. The final study report with a recommendation was presented to the Council on October 15, 2019 and led to the extension of the contract for 2 additional project phases:
  - Phase II: To develop and execute implementation plan of the proposed plan of action from Phase I (i.e. creating a new Department of Facilities for municipal operations, with a later phase of merging municipal facilities management department with the WPS facilities department), and
  - Phase III: To propose a design and roadmap for a new Department of Sustainability & Resilience, which would serve to align with the expected new policies, goals, and priority of the upcoming Green Worcester Plan.
- **Energy Supply Contracts:** With assistance of an Energy Market Advisory Services Consultant (SourceOne), EAM procured energy supply contracts for the municipal/school facilities: a 32-month electricity supply contract with Constellation NewEnergy, Inc. (starting April 2020), and a 23-month natural gas supply contract with Direct Energy Business Marketing, LLC (starting November, 2019).
- **Green Community Action Grant:** EAM applied for and was awarded a 2019 Green Community Action Grant (\$225,000) for the following work ([www.WorcesterEnergy.org](http://www.WorcesterEnergy.org)):
  - Worcester Senior Center – lighting retrofits to LED lights, which is projected to result in 90,000 kWh reduction and more than \$15,000 in avoided costs annually.

## CITY ENERGY AND ASSET MANAGEMENT

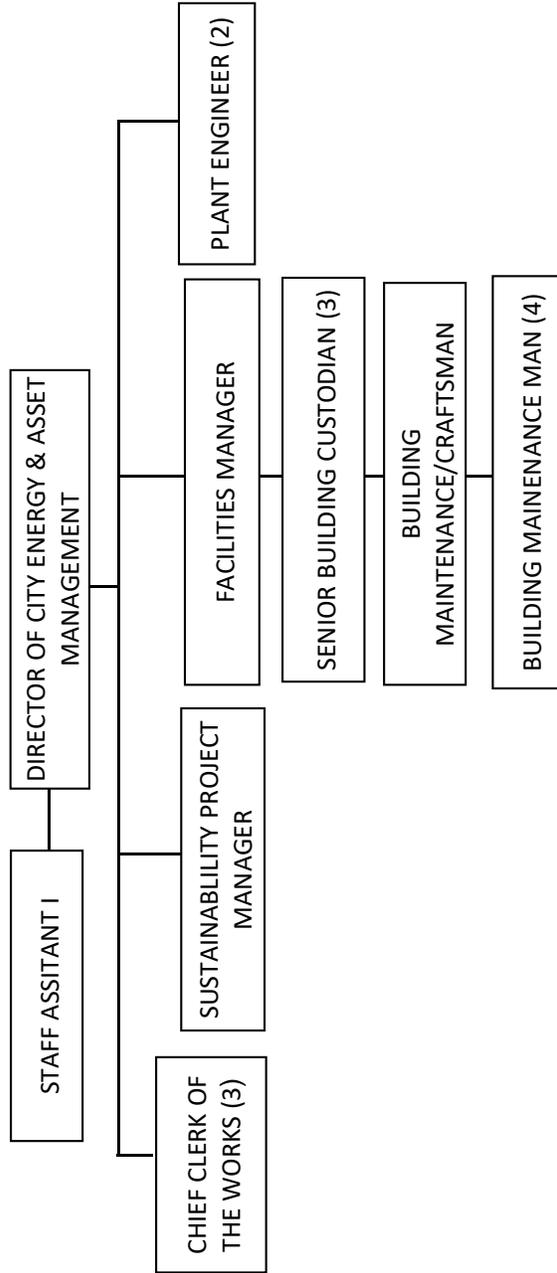
---

- Forest Grove Middle School – replacing distribution transformers with new ones, reducing 50,000 kWh, and saving over \$8,000 in avoided costs annually.
- Work has commenced, with anticipated completion date in the spring of 2020.

### New and Continued Initiatives

- Begin implementation of the new Green Worcester Plan to make Worcester the “Greenest City in America.”
- Complete the Library renovation project.
- Complete the paving project for the Senior Center parking lot.
- Complete design and installation of LID measures (rain garden) as part of the Senior Center parking lot repaving project.
- Continue ongoing maintenance and planned EAM facilities upgrades.
- Implement energy efficiency upgrades at dozens of municipal facilities through the IA5 contract.
- Review and begin process for incorporating additional facilities into the EAM Division for oversight and management.
- Assess, purchase, install and start implementation of a work-order system for EAM maintenance projects.

# CITY ENERGY AND ASSET MANAGEMENT DIVISION ORGANIZATIONAL CHART



17 POSITIONS

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
DEPARTMENT OF ADMINISTRATION & FINANCE  
CITY ENERGY AND ASSET MANAGEMENT-DIVISION#110**

FY20 TOTAL POSITIONS	RECOMMENDED FY20 AMOUNT	PAY GRADE	TITLE	FY21 TOTAL POSITIONS	RECOMMENDED FY21AMOUNT
1	\$ 117,629.00	47EM	DIRECTOR OF CITY ENERGY & ASSET MANAGEMENT	1	\$ 117,179.00
3	326,831.00	50M	CHIEF CLERK OF THE WORKS	3	325,583.00
1	90,632.00	44M	FACILITIES MANAGER	1	90,286.00
1	84,092.00	42M	SUSTAINABILITY PROJECT MANAGER	1	83,771.00
1	63,551.00	35	PLANT ENGINEER - CITY HALL	1	63,309.00
1	49,253.00	35	PLANT ENGINEER-UNION STATION	1	51,824.00
1	43,136.00	32	STAFF ASSISTANT I	1	56,359.00
3	160,407.00	30	SENIOR BUILDING CUSTODIAN	3	159,795.00
1	45,114.00	30	BUILDING MAINTENANCE/CRAFTSMAN	1	46,357.00
4	164,286.00	26	BUILDING MAINTENANCE MAN	4	172,686.00
<u>17</u>	<u>\$ 1,144,931.00</u>		REGULAR SALARIES	<u>17</u>	<u>\$ 1,167,149.00</u>
	(11,419.00)		VACANCY FACTOR		(13,163.00)
	1,136.00		EM INCENTIVE PAY		1,684.00
<u>17</u>	<u>\$ 1,134,648.00</u>		TOTAL SALARIES	<u>17</u>	<u>\$ 1,155,670.00</u>
			FUNDING SOURCES:		
	\$ (102,914.00)		DCU SPECIAL DISTRICT		\$ (102,521.00)
	(135,738.00)		ESCO PROJECT		(135,220.00)
	(49,253.00)		FTA PREVENATIVE MAINTENANCE		(51,824.00)
	(353,501.00)		LIBRARY INTERGOVERNMENTAL CHARGE		(362,594.00)
	(67,274.00)		POWER AGGREGATION FUNDS		(67,017.00)
	<u>\$ (708,680.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (719,176.00)</u>
<u>17</u>	<u>\$ 425,968.00</u>	<b>110-91000</b>	<b>TOTAL RECOMMENDED PERSONAL SERVICES</b>	<u>17</u>	<u>\$ 436,494.00</u>
	\$ 52,100.00		OVERTIME		\$ 52,100.00
	<u>\$ 52,100.00</u>		RECOMMENDED OVERTIME		<u>\$ 52,100.00</u>
			FUNDING SOURCES:		
	\$ (35,000.00)		LIBRARY INTERGOVERNMENTAL CHARGE		\$ (35,000.00)
	<u>\$ (35,000.00)</u>		TOTAL FUNDING SOURCES		<u>\$ (35,000.00)</u>
	<u>\$ 17,100.00</u>	<b>110-97000</b>	<b>TOTAL RECOMMENDED OVERTIME</b>		<u>\$ 17,100.00</u>
	\$ 1,300.00		AUTO FUEL		\$ 1,700.00
	218.00		AUTOMOTIVE SUPPLIES		200.00
	210,008.00		BUILDING MAINTENANCE SERVICES		100,000.00
	16,100.00		BUILDING SUPPLIES		19,000.00
	5,390.00		CHEMICAL SUPPLIES		6,000.00
	234,800.00		CLEANING SERVICES		239,426.00
	84,000.00		CONSULTANTS		84,000.00
	200.00		COPY PAPER		200.00
	18,220.00		CUSTODIAL SUPPLIES		26,000.00
	466,559.00		ELECTRICITY		478,000.00
	5,015.00		EXTERMINATOR SERVICES		7,500.00
	2,752.00		HARDWARE/DEVICES		3,100.00
	10,000.00		LANDSCAPING SUPPLIES		-
	6,300.00		LEASE & RENTALS		6,300.00
	-		MAINTENANCE & REPAIR		9,500.00

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021  
DEPARTMENT OF ADMINISTRATION & FINANCE  
CITY ENERGY AND ASSET MANAGEMENT-DIVISION#110**

7,400.00		MAINTENANCE /REPAIR EQUIPMENT	4,500.00
1,000.00		MAINTENANCE SYSTEM SOFTWARE	3,500.00
1,050.00		MAINTENANCE VEHICLE	1,000.00
243,466.00		MAINTENANCE/REPAIR BUILDING	341,300.00
1,650.00		MEMBERSHIP DUES	1,600.00
192,000.00		NATURAL GAS	196,840.00
2,200.00		OFFICE SUPPLIES	1,600.00
6,500.00		OTHER CHARGES & EXPENDITURES	3,500.00
5,025.00		OTHER SUPPLIES	-
2,500.00		PARTS/EQUIPMENT SUPPLIES	2,500.00
1,850.00		PRINTING	1,500.00
200.00		PRINTING SUPPLIES	-
3,000.00		REGISTRATION FEES	3,000.00
12,260.00		RUBBISH REMOVAL	12,500.00
1,008.00		SAFETY SUPPLIES	1,000.00
2,900.00		SAND & GRAVEL SUPPLIES	2,500.00
11,500.00		SECURITY SERVICES	18,000.00
17,150.00		SNOW REMOVAL	17,000.00
9,100.00		TELEPHONE	-
35.00		TRAVEL	50.00
500.00		UNIFORMS	500.00
120.00		WATER	100.00
<u>\$ 1,583,276.00</u>		TOTAL ORDINARY MAINTENANCE	<u>\$ 1,593,416.00</u>
		<u>FUNDING SOURCES:</u>	
\$ (444,000.00)		LIBRARY INTERGOVERNMENTAL CHARGE	\$ (445,000.00)
<u>\$ (444,000.00)</u>		TOTAL FUNDING SOURCES	<u>\$ (445,000.00)</u>
<u>\$ 1,139,276.00</u>	<b>110-92000</b>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 1,148,416.00</u>
<hr/>			
\$ 245,500.00		CAPITAL OUTLAY	\$ 239,000.00
\$ 245,500.00		TOTAL CAPITAL OUTLAY	\$ 239,000.00
<u>\$ 245,500.00</u>	<b>110-93000</b>	<b>TOTAL RECOMMENDED TAX LEVY CAPITAL OUTLAY</b>	<u>\$ 239,000.00</u>
<hr/>			
<u>\$ 1,827,844.00</u>		<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 1,841,010.00</u>

# DEBT SERVICE OBLIGATIONS

**Kathleen G. Johnson- Acting Chief Financial Officer**

City Hall- Room 203

455 Main Street

Worcester, Massachusetts 01608

(508) 799-11180

## Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Budget for Fiscal 2020</b>	<b>as of 3/31/20</b>	<b>Appropriation Fiscal 2021</b>
Debt Principal	\$ 50,488,283.63	\$ 48,320,551.00	\$ 45,092,551.07	\$ 50,554,456.00
<b>Total Principal</b>	<b>\$ 50,488,283.63</b>	<b>\$ 48,320,551.00</b>	<b>\$ 45,092,551.07</b>	<b>\$ 50,554,456.00</b>
<b>Funding Sources</b>				
CREDIT WATER ENTERPRISE	\$ 5,191,335.07	\$ 4,639,193.00	\$ 4,329,193.22	\$ 4,893,823.00
CREDIT SEWER ENTERPRISE	5,802,648.65	5,681,105.00	5,421,105.11	6,481,904.00
STABILIZATION-BUILDING CAMPAIGN	6,809,941.87	6,420,551.00	6,420,550.76	6,020,283.00
STABILIZATION-NORTH HIGH SCHOOL	844,334.00	847,333.00	847,333.00	850,333.00
MAJOR TAYLOR BOULEVARD GARAGE	588,000.00	34,000.00	34,000.00	34,000.00
CREDIT AIRPORT FUNDS	7,580.31	5,700.00	5,700.00	4,700.00
CREDIT OFF STREET PARKING	462,964.24	342,966.00	333,965.89	712,016.00
CREDIT UNION STATION GARAGE	271,563.00	272,531.00	272,531.00	272,537.00
CREDIT DCU CENTER SPECIAL DISTRICT	1,598,069.57	2,038,881.00	2,037,881.49	2,231,639.00
CREDIT CITY SQUARE FUND	1,738,675.00	1,779,325.00	1,022,325.00	1,912,893.00
CREDIT GOLF REVENUES	194,436.00	253,456.00	253,456.00	314,379.00
CREDIT INSITUTE PARK PROJECTS	126,000.00	126,000.00	126,000.00	126,000.00
CREDIT CSX PARKS PROJECTS	102,000.00	102,000.00	102,000.00	102,000.00
CREDIT UNIVERSITY PARK PROJECTS	109,000.00	106,000.00	106,000.00	106,000.00
CREDIT SOLAR NET METERING	864,229.00	864,229.00	-	864,229.00
CREDIT HUD 108	-	88,000.00	-	88,000.00
<b>Sub-Total Self Supporting Debt</b>	<b>24,710,776.71</b>	<b>23,601,270.00</b>	<b>21,312,041.47</b>	<b>25,014,736.00</b>
GENERAL FUND	25,777,506.92	24,719,281.00	23,780,509.60	25,539,720.00
<b>Total</b>	<b>\$ 50,488,283.63</b>	<b>\$ 48,320,551.00</b>	<b>\$ 45,092,551.07</b>	<b>\$ 50,554,456.00</b>

## Operating Budget Highlights

The total budget for Debt Principal for Fiscal 2021 is recommended to be \$50,554,456, which is an increase of \$2,233,905 from the Fiscal 2020 amount of \$48,320,551. Of the Fiscal 2021 allocation, \$25,014,736 is funded through Self Supporting Credits, and \$25,539,720 is General Fund tax levy, an increase of \$820,439 from the Fiscal 2020 tax levy allocation.

# DEBT SERVICE OBLIGATIONS

## Department Allocation Summary

	Actual	Approved	Actuals	Recommended
Expenditures	Fiscal 2019	Budget for Fiscal 2020	as of 3/31/20	Appropriation Fiscal 2021
Debt Interest	\$ 22,786,937.18	\$ 25,426,384.00	\$ 19,604,184.54	\$ 25,380,101.00
<b>Total Interest</b>	<b>\$ 22,786,937.18</b>	<b>\$ 25,426,384.00</b>	<b>\$ 19,604,184.54</b>	<b>\$ 25,380,101.00</b>
Funding Sources				
Credit Water Enterprise	\$ 2,329,449.79	\$ 2,555,258.00	\$ 2,083,224.35	\$ 2,476,035.00
Credit Sewer Enterprise	3,859,282.70	4,235,092.00	3,291,251.98	4,217,798.00
Stabilization- Building Campaign	1,421,565.66	1,117,534.00	1,024,326.94	1,167,554.00
Stabilization- North High School	467,025.50	439,475.00	298,290.75	613,941.00
Major Taylor Boulevard Garage	85,223.69	25,214.00	12,941.88	23,834.00
Credit Airport Funds	1,775.27	1,396.00	1,101.26	1,136.00
Credit Off-Street Parking	152,808.78	462,654.00	465,960.66	674,059.00
Credit Union Station Garage	97,993.13	82,624.00	66,604.20	68,997.00
Credit DCU Center Special District	1,435,140.07	1,476,067.00	968,902.09	1,375,095.00
Credit City Square Funds	2,468,732.77	2,410,873.00	1,765,824.49	2,333,929.00
Credit Golf Revenues	97,940.43	117,078.00	113,189.88	105,260.00
Credit Institute Park Projects	37,790.00	32,815.00	18,590.00	27,635.00
Credit CSX Parks Projects	27,950.00	24,890.00	13,210.00	21,830.00
Credit University Park Projects	40,431.26	35,961.00	19,080.63	31,161.00
Credit HUD 108	-	45,535.00	-	45,535.00
Credit Baseball Capitalized Interest	-	1,465,324.00	732,662.05	1,465,324.00
<b>Sub-Total Self Supporting Debt</b>	<b>12,523,109.05</b>	<b>14,527,790.00</b>	<b>10,875,161.16</b>	<b>14,649,123.00</b>
General Fund	10,263,828.13	10,898,594.00	8,729,023.38	10,730,978.00
<b>Total</b>	<b>\$ 22,786,937.18</b>	<b>\$ 25,426,384.00</b>	<b>\$ 19,604,184.54</b>	<b>\$ 25,380,101.00</b>

## Operating Budget Highlights

The total budget for Debt Interest for Fiscal 2021 is recommended to be \$25,380,101, which is a decrease of \$46,283 from the Fiscal 2020 amount of \$25,426,384. Of the Fiscal 2021 allocation, \$14,649,123 is funded through Self Supporting Credits, and \$10,730,978 is General Fund tax levy, a decrease from the Fiscal 2020 tax levy allocation.

**KATHLEEN G. JOHNSON, ACTING CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**FINANCE - DEBT SERVICE PRINCIPAL- #661**

APPROVED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
\$ 48,320,551.00	REDEMPTION ON BONDS	\$ 50,554,456.00
<u>\$ 48,320,551.00</u>	TOTAL PRINCIPAL	<u>\$ 50,554,456.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (4,639,193.00)	CREDIT WATER ENTERPRISE	\$ (4,893,823.00)
(5,681,105.00)	CREDIT SEWER ENTERPRISE	(6,481,904.00)
(6,420,551.00)	STABILIZATION-BUILDING CAMPAIGN	(6,020,283.00)
(847,333.00)	STABILIZATION-NORTH HIGH SCHOOL	(850,333.00)
(34,000.00)	MAJOR TAYLOR BOULEVARD GARAGE	(34,000.00)
(5,700.00)	CREDIT AIRPORT FUNDS	(4,700.00)
(342,966.00)	CREDIT OFF STREET PARKING	(712,016.00)
(272,531.00)	CREDIT UNION STATION GARAGE	(272,537.00)
(2,038,881.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(2,231,639.00)
(1,779,325.00)	CREDIT CITY SQUARE FUND	(1,912,893.00)
(253,456.00)	CREDIT GOLF REVENUES	(314,379.00)
(126,000.00)	CREDIT INSITUTE PARK PROJECTS	(126,000.00)
(102,000.00)	CREDIT CSX PARKS PROJECTS	(102,000.00)
(106,000.00)	CREDIT UNIVERSITY PARK PROJECTS	(106,000.00)
(864,229.00)	CREDIT SOLAR NET METERING	(864,229.00)
(88,000.00)	CREDIT HUD 108	(88,000.00)
<u>\$ (23,601,270.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (25,014,736.00)</u>
<u>\$ 24,719,281.00</u>	<b>661-94000 TOTAL RECOMMENDED PRINCIPAL PAYMENT</b>	<u>\$ 25,539,720.00</u>
<u>\$ 24,719,281.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 25,539,720.00</u>

**KATHLEEN G. JOHNSON, ACTING CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**FINANCE - DEBT SERVICE INTEREST - #662**

APPROVED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
\$ 22,595,734.00	EXISTING LONG TERM DEBT	\$ 23,237,907.00
<u>2,830,650.00</u>	BAN INTEREST	<u>2,142,194.00</u>
<u>\$ 25,426,384.00</u>	TOTAL INTEREST	<u>\$ 25,380,101.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (2,555,258.00)	CREDIT WATER ENTERPRISE	\$ (2,476,035.00)
(4,235,092.00)	CREDIT SEWER ENTERPRISE	(4,217,798.00)
(1,117,534.00)	STABILIZATION-BUILDING CAMPAIGN	(1,167,554.00)
(439,475.00)	STABILIZATION-NORTH HIGH SCHOOL	(613,941.00)
(25,214.00)	MAJOR TAYLOR BOULEVARD GARAGE	(23,834.00)
(1,396.00)	CREDIT AIRPORT FUNDS	(1,136.00)
(462,654.00)	CREDIT OFF STREET PARKING	(674,059.00)
(82,624.00)	CREDIT UNION STATION GARAGE	(68,997.00)
(1,476,067.00)	CREDIT DCU CENTER SPECIAL DISTRICT	(1,375,095.00)
(2,410,873.00)	CREDIT CITY SQUARE FUND	(2,333,929.00)
(117,078.00)	CREDIT GOLF REVENUES	(105,260.00)
(32,815.00)	CREDIT INSITUTE PARK PROJECTS	(27,635.00)
(24,890.00)	CREDIT CSX PARKS PROJECTS	(21,830.00)
(35,961.00)	CREDIT UNIVERSITY PARK PROJECTS	(31,161.00)
(45,535.00)	CREDIT HUD 108	(45,535.00)
<u>(1,465,324.00)</u>	CREDIT BASEBALL CAPITALIZED INTEREST	<u>(1,465,324.00)</u>
<u>\$ (14,527,790.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (14,649,123.00)</u>
<u>\$ 10,898,594.00</u>	<b>662-94000 TOTAL RECOMMENDED INTEREST PAYMENT</b>	<u>\$ 10,730,978.00</u>
<u>\$ 10,898,594.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 10,730,978.00</u>

# PENSION OBLIGATION BONDS

**Kathleen G. Johnson- Acting Chief Financial Officer**

City Hall- Room 201  
 455 Main Street  
 Worcester, Massachusetts 01608  
 (508) 799-1180

Pension Obligation Bonds are a method of funding the system’s unfunded liability. In December 1998, the City issued \$221M in Debt to establish a funding source for the City’s pension obligation. Since that time, these funds have been part of the funding recognized as part of the City’s pension liability. As such, they have been invested consistently with the Retirement System’s investment policies with the intent of improving the system’s funded status over time.

## Department Allocation Summary

	<b>Actual</b>	<b>Approved Budget</b>	<b>Totals as of</b>	<b>Recommended Appropriation</b>
<b>Expenditures</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Fringe Benefits	\$11,843,147.50	\$ 11,808,019.00	\$ 11,843,147.50	\$ 11,751,906.00
Credits	(1,341,704.00)	(1,366,927.00)	(1,366,927.00)	\$ (1,215,178.00)
<b>Total</b>	<b>\$10,501,443.50</b>	<b>\$ 10,441,092.00</b>	<b>\$ 10,476,220.50</b>	<b>\$ 10,536,728.00</b>

## Operating Budget Highlights

The tax levy budget for Fiscal 2021 is recommended to be \$10,536,728, which is an increase of \$95,636 from the Fiscal 2020 amount of \$10,441,092.

**KATHLEEN G. JOHNSON, ACTING CHIEF FINANCIAL OFFICER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DEPARTMENT OF ADMINISTRATION & FINANCE**

**DIVISION OF PENSION OBLIGATION BONDS- DIVISION #665**

APPROVED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
\$ 11,808,019.00	DEBT SERVICE	\$ 11,751,906.00
<u>\$ 11,808,019.00</u>	TOTAL DEBT SERVICE	<u>\$ 11,751,906.00</u>
	<u>FUNDING SOURCES:</u>	
\$ (19,516.00)	CREDIT FROM GOLF	\$ (18,355.00)
(576,435.00)	CREDIT FROM SEWER	(515,781.00)
(770,976.00)	CREDIT FROM WATER	(681,042.00)
<u>\$ (1,366,927.00)</u>	TOTAL FUNDING SOURCES	<u>\$ (1,215,178.00)</u>
<u>\$ 10,441,092.00</u>	<b>665-94000 TOTAL RECOMMENDED DEBT SERVICE</b>	<u>\$ 10,536,728.00</u>
<hr/>		
<u>\$ 10,441,092.00</u>	<b>TOTAL RECOMMENDED TAX LEVY</b>	<u>\$ 10,536,728.00</u>

## CITY OF WORCESTER - ALLOCATION OF PENSION COSTS BY DEPARTMENT

## PENSION OBLIGATION BONDS DEPARTMENT #665

<u>DEPARTMENT</u>	<u>FY21 PRINCIPAL</u>	<u>FY21 INTEREST</u>	<u>TOTAL PENSION OBLIGATION</u>
<b><u>EXECUTIVE OFFICE OF THE CITY MANAGER:</u></b>			
MANAGER	68,529.92	42,772.67	111,302.59
<b>TOTAL</b>	<b>68,529.92</b>	<b>42,772.67</b>	<b>111,302.59</b>
<b><u>HUMAN RESOURCES:</u></b>			
HUMAN RESOURCES	64,150.72	40,039.41	104,190.13
<b>TOTAL</b>	<b>64,150.72</b>	<b>40,039.41</b>	<b>104,190.13</b>
<b><u>OFFICE OF EXECUTIVE &amp; NEIGHBORHOOD DEVELOPMENT:</u></b>			
CABLE SERVICES	13,702.46	8,552.34	22,254.80
ECONOMIC DEVELOPMENT	125,111.69	78,087.95	203,199.64
MASSHIRE	97,441.02	60,817.42	158,258.44
<b>TOTAL</b>	<b>236,255.17</b>	<b>147,457.71</b>	<b>383,712.88</b>
<b><u>ADMINISTRATION &amp; FINANCE:</u></b>			
BUDGET	42,952.11	26,808.38	69,760.49
ASSESSOR	31,216.06	19,483.38	50,699.44
PURCHASING	12,743.44	7,953.77	20,697.21
TECHNICAL SERVICES	152,625.03	95,260.29	247,885.32
TREASURY	80,729.21	50,386.80	131,116.01
<b>TOTAL</b>	<b>320,265.85</b>	<b>199,892.62</b>	<b>520,158.47</b>
<b><u>PUBLIC WORKS &amp; FACILITIES:</u></b>			
ADMINISTRATION	111,570.33	69,636.17	181,206.50
ENGINEERING	135,949.09	84,852.07	220,801.16
STREETS	183,083.50	114,270.82	297,354.32
CENTRAL GARAGE	46,222.71	28,849.72	75,072.43
SANITATION	62,134.93	38,781.26	100,916.19
PARKS	163,006.55	97,689.17	260,695.72
CITY MESSENGER	55,559.98	34,677.54	90,237.52
SEWER	156,741.46	97,829.55	254,571.01
WATER	302,041.22	188,517.87	490,559.09
GOLF	3,284.37	6,100.63	9,385.00
<b>TOTAL</b>	<b>1,219,594.14</b>	<b>761,204.80</b>	<b>1,980,798.94</b>
<b><u>PUBLIC SAFETY:</u></b>			
POLICE	2,352,245.43	1,468,144.40	3,820,389.83
FIRE	1,989,836.02	1,241,948.04	3,231,784.06
COMMUNICATIONS	183,264.47	114,383.77	297,648.24
<b>TOTAL</b>	<b>4,525,345.92</b>	<b>2,824,476.21</b>	<b>7,349,822.13</b>
<b><u>INSPECTIONAL SERVICES:</u></b>			
INSPECTIONAL SERVICES	199,216.37	124,340.08	323,556.45
<b>TOTAL</b>	<b>199,216.37</b>	<b>124,340.08</b>	<b>323,556.45</b>
<b><u>HEALTH &amp; HUMAN SERVICES:</u></b>			
ELDER AFFAIRS	30,506.01	19,040.20	49,546.21
HEALTH & HUMAN SERVICES	44,662.90	27,876.17	72,539.07
HEALTH	82,053.91	51,213.61	133,267.52
LIBRARY	262,603.83	163,903.11	426,506.94
<b>TOTAL</b>	<b>419,826.65</b>	<b>262,033.09</b>	<b>681,859.74</b>
<b><u>LEGISLATIVE OFFICES:</u></b>			
COUNCIL	17,982.47	11,223.69	29,206.16
MAYOR	7,361.47	4,594.63	11,956.10
AUDITING	30,252.20	18,881.79	49,133.99
LAW	61,436.54	38,345.37	99,781.91
CITY CLERK	46,855.64	29,244.76	76,100.40
<b>TOTAL</b>	<b>163,888.32</b>	<b>102,290.24</b>	<b>266,178.56</b>
RETIREMENT	18,671.80	11,653.93	30,325.73
<b>TOTAL CITY DEPARTMENTS</b>	<b>7,235,744.86</b>	<b>4,516,160.76</b>	<b>11,751,905.62</b>
PUBLIC SCHOOL	3,009,255.00	1,878,214.25	4,887,469.25
<b>TOTAL WITH SCHOOL</b>	<b>10,244,999.86</b>	<b>6,394,375.01</b>	<b>16,639,374.87</b>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

# DCU CENTER

## John M. Harrity- Commission Chairman

50 Foster Street  
 Worcester, Massachusetts 01608  
 (508) 755-6800

The mission of the Civic Center Commission is to oversee the operation of the DCU Center Arena and Convention Center facility, and protect the interests of the City of Worcester in its business dealings with the facilities' management group, all third party vendors, and contractors.

### Department Allocation Summary

	<b>Actual</b>	<b>Approved</b>	<b>Actuals</b>	<b>Recommended</b>
	<b>Fiscal 2019</b>	<b>Budget for</b>	<b>as of</b>	<b>Appropriation</b>
<b>Expenditures</b>		<b>Fiscal 2020</b>	<b>3/31/20</b>	<b>Fiscal 2021</b>
Ordinary Maintenance	\$ 944,674.39	\$ 914,193.00	\$ 915,710.63	\$ 1,050,451.00
Debt Service Arena	297,422.29	297,423.00	213,705.69	148,489.00
Debt Service Special District	2,563,890.88	2,462,663.00	2,631,324.93	3,302,941.00
Debt Service Scoreboard	171,896.47	171,896.00	161,752.96	158,613.00
<b>Total Arena</b>	<b>\$ 3,977,884.03</b>	<b>\$ 3,846,175.00</b>	<b>\$ 3,922,494.21</b>	<b>\$ 4,660,494.00</b>
<b>Funding Sources:</b>				
DCU Arena Naming Rights	\$ 460,000.00	\$ 460,000.00	\$ 460,000.00	\$ 1,200,000.00
DCU Arena Operating Revenue	753,991.90	751,616.00	669,416.32	163,000.00
Facility Fee Surcharge	200,001.25	171,896.00	161,752.96	60,000.00
DCU Special District Available Funds	2,563,890.88	2,462,663.00	2,631,324.93	700,000.00
DCU Capital Contract Fund	-	-	-	200,000.00
General Fund Revenue	-	-	-	2,337,494.00
<b>Total Funding Sources</b>	<b>\$ 3,977,884.03</b>	<b>\$ 3,846,175.00</b>	<b>\$ 3,922,494.21</b>	<b>\$ 4,660,494.00</b>

### Operating Budget Highlights

The budget for Fiscal 2021 is recommended to be \$4,660,494, which is an increase of \$814,319 from the Fiscal 2020 amount of \$3,846,175 and includes \$500,000 in tax levy. This includes an increase in debt service and funds for operations to ramp up to normal operational and revenue levels during the fiscal year.

**JOHN M. HARRITY, COMMISSION CHAIRMAN**

**CITY OF WORCESTER- RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**DCU CENTER- DIVISION #750**

APPROVED FY20 AMOUNT	TITLE	RECOMMENDED FY21 AMOUNT
\$ 346,382.00	MANAGEMENT FEES	\$ 353,654.00
336,293.00	MANAGEMENT INCENTIVE FEES/CASH FLOW	450,000.00
54,413.00	PROPERTY INSURANCE	56,012.00
1,737.00	BUSINESS INTERRUPTION INSURANCE	1,825.00
3,182.00	BOILER INSURANCE	3,171.00
831.00	VAULT INSURANCE	828.00
136,855.00	LIABILITY INSURANCE	149,961.00
19,500.00	ACCOUNTING CONSULTANT	20,000.00
15,000.00	ORDINARY MAINTENANCE & SUPPLIES	15,000.00
<u>\$ 914,193.00</u>	<b>TOTAL ORDINARY MAINTENANCE</b>	<u>\$ 1,050,451.00</u>
	<b>FUNDING SOURCES:</b>	
(460,000.00)	DCU ARENA NAMING RIGHTS	(780,000.00)
<u>(454,193.00)</u>	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	<u>(163,000.00)</u>
<u>(914,193.00)</u>	<b>TOTAL AVAILABLE REVENUES</b>	<u>(943,000.00)</u>
<u>\$ -</u>	<b>TOTAL RECOMMENDED ORDINARY MAINTENANCE</b>	<u>\$ 107,451.00</u>

**DCU ORGANIZATION DEBT SERVICE**

\$ 258,540.00	DEBT BUILDING PRINCIPAL	\$ 126,019.00
38,883.00	DEBT BUILDING INTEREST	22,470.00
1,204,428.00	DEBT- SPECIAL DISTRICT PRINCIPAL	1,970,308.00
1,258,235.00	DEBT- SPECIAL DISTRICT INTEREST	1,332,633.00
135,102.00	DEBT - SCOREBOARD/SIGNAGE PRINCIPAL	135,312.00
36,794.00	DEBT - SCOREBOARD/SIGNAGE INTEREST	23,301.00
<u>\$ 2,931,982.00</u>	<b>TOTAL DEBT SERVICE</b>	<u>\$ 3,610,043.00</u>
	<b>FUNDING SOURCES:</b>	
(171,896.00)	SCOREBOARD TICKET SURCHARGE REVENUES	(60,000.00)
(2,462,663.00)	DCU SPECIAL DISTRICT AVAILABLE FUNDS	(700,000.00)
-	DCU SPECIAL DISTRICT FINANCING EXCISE REVENUE	(1,837,494.00)
-	DCU ARENA NAMING RIGHTS	(420,000.00)
-	DCU CAPITAL CONTRACT FUND	(200,000.00)
<u>(297,423.00)</u>	DCU ARENA CONVENTION CTR. NET OPERATING INCOME	<u>-</u>
<u>(2,931,982.00)</u>	<b>TOTAL AVAILABLE REVENUES</b>	<u>(3,217,494.00)</u>
<u>\$ -</u>	<b>TOTAL RECOMMENDED DEBT SERVICE</b>	<u>\$ 392,549.00</u>
<u>\$ -</u>	<b>RECOMMENDED TAX LEVY BUDGET</b>	<u>\$ 500,000.00</u>

# FIVE POINT PLAN FUNDS

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

## FY21 Budget Overview

	Actuals	Approved	Totals		Recommended
	Fiscal 2019*	Budget for	as of	Account	Appropriation
Financial Plan Funds		Fiscal 2020	3/31/2020	Number	Fiscal 2021
Bond Rating Stabilization fund	\$ 2,149,072.00	\$ -	\$ 2,952,837.00	35-921	\$ -
Capital Campaign Stabilization	8,307,665.00	7,794,612.00	7,794,612.00	04D802	8,107,870.00
CitySquare DIF Reserve Fund	2,982,458.00	3,557,119.00	3,557,119.00	04D803	3,557,119.00
North High Construction Fund	470,000.00	-	-	04D806	-
New High School Fund	3,025,000.00	3,327,500.00	3,025,000.00	04D810	4,325,750.00
OPEB Reserve Fund	1,894,443.00	665,500.00	2,437,202.00	04T803	732,050.00
<b>Total Transfers to Funds</b>	<b>\$ 18,828,638.00</b>	<b>\$ 15,344,731.00</b>	<b>\$ 19,766,770.00</b>		<b>\$ 16,722,789.00</b>

## Financial Integrity Plan Funds

The City of Worcester's Five Point Financial Plan, originally adopted in 2007, established a long term plan for the financing of known debt obligations and the building of reserves to maintain and improve the City's bond rating over time. This plan was updated in 2017 to improve reserve building and expand long term capital planning and debt management.

### **Capital Campaign for Worcester Technical High School/other projects:**

The Capital Campaign fund exists to meet the current debt service obligations for major construction projects that have been completed: Worcester Technical High School, Worcester Public Library Renovation, Worcester Senior Center, and Forest Grove Middle School. This fund is also the fund where future projects can be prepared for in advance.

### **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 2021 is \$3.5M, an increase in recognition of the increasing value of the City Square properties.

### **The North High Construction Fund:**

This fund was established for the purpose of funding future debt service associated with the construction of a new North High School. With the school complete, no additional funds are being allocated to this fund and the debt service is paid from the reserve built up to date and then funded from the debt service appropriation in future years.

## FIVE POINT PLAN FUNDS

---

### **The New High School Construction Fund:**

This fund was established for anticipated debt service arising from construction of South High and Doherty High Schools. The deposit for Fiscal Year 2021 \$4,325,750.

### **OPEB Reserve Fund:**

The OPEB Reserve Fund provides a fund where the City can prepare to address the future costs of retiree health insurance costs. OPEB, which stands for Other Post Employment Benefit includes all benefits provided to current employees when they retire. The largest liability among these is health insurance. The deposit for Fiscal 2021 is funded at \$732,050, a 10% increase as called for in the Financial Integrity Plan.

**EDWARD M. AUGUSTUS, JR. , CITY MANAGER**

**CITY OF WORCESTER - RECOMMENDED APPROPRIATION FOR FISCAL 2021**

**FINANCIAL INTEGRITY PLAN FUNDS**

RECOMMENDED FY20 AMOUNT	TITLE		RECOMMENDED FY21 AMOUNT
\$ -	BOND RATING STABILIZATION	35-921	\$ -
7,794,612.00	CAPITAL CAMPAIGN STABILIZATION	04D802	8,107,870.00
3,557,119.00	CITY SQUARE DIF RESERVE FUND	04D803	3,557,119.00
3,327,500.00	NEW HIGH SCHOOL FUND	04D810	4,325,750.00
665,500.00	OPEB RESERVE FUND	04T803	732,050.00
<u>\$ 15,344,731.00</u>	TOTAL FINANCIAL INTEGRITY PLAN FUNDS		<u>\$ 16,722,789.00</u>
<hr/>			
<u>\$ 15,344,731.00</u>	TOTAL FINANCIAL INTEGRITY PLAN FUNDS		<u>\$ 16,722,789.00</u>



The City of  
**WORCESTER**

This Page is Intentionally Left Blank

**CITY OF WORCESTER  
FISCAL 2021  
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	423,952.00	24,259.00						448,211.00
MAYOR	030	138,749.00	10,100.00						148,849.00
CITY MANAGER	040	1,426,920.00	232,900.00						1,659,820.00
PROMOTION OF TOURISM	041								
ECONOMIC DEVELOPMENT	043	1,686,274.00	412,554.00						2,098,828.00
CABLE SERVICES	04S								
CITY CLERK	100	589,617.00	54,700.00					1,000.00	645,317.00
CITY ENERGY & ASSET MGMT.	110	436,494.00	1,148,416.00	239,000.00				17,100.00	1,841,010.00
LAW	120	1,171,897.00	168,250.00						1,340,147.00
COURT JUDGMENTS	121		2,990,000.00						2,990,000.00
PROPERTY & CASUALTY	122		146,824.00						146,824.00
ELECTIONS	150	593,086.00	145,925.00				31,880,419.00	0.00	739,011.00
CONTRIBUTORY PENSIONS	161						25,981.00		25,981.00
NON CONTRIBUTORY PENSIONS	162							3,000.00	1,526,069.00
HUMAN RESOURCES	170	1,086,968.00	436,101.00				1,098,301.00		1,189,660.00
WORKERS COMPENSATION	171		91,359.00				101,000.00		101,000.00
UNEMPLOYMENT COMPENSATION	172						703,386.00		801,936.00
PUBLIC SAFETY IOD	174								
POLICE	250	44,819,582.00	2,709,727.00	637,305.00				4,600,000.00	52,766,614.00
FIRE	260	38,409,033.00	1,556,958.00	143,000.00				1,152,176.00	41,261,167.00
COMMUNICATIONS	270	2,355,668.00	1,108,218.00					204,482.00	3,668,368.00
INSPECTONAL SERVICES	280	3,785,434.00	314,054.00					28,000.00	4,127,488.00
PUBLIC HEALTH	330	709,454.00	123,400.00					500.00	833,354.00
HEALTH & HUMAN SERVICES	331	702,222.00	2,021,411.00						2,723,633.00
ELDER AFFAIRS	340	456,100.00	206,350.00						662,450.00
DPW ADMINISTRATION	4101	415,546.00	475,172.00					31,110.00	921,828.00
DPW ENGINEERING	4102	1,437,438.00	420,700.00					81,793.00	1,939,931.00
DPW STREETS	4103	2,001,399.00	992,908.00					350,108.00	3,344,415.00
DPW SANITATION	4104	1,177,532.00	6,156,140.00					141,414.00	7,475,086.00
DPW CENTRAL GARAGE	4105	657,696.00	1,232,535.00					30,613.00	1,920,844.00
SNOW REMOVAL	411	50,000.00	5,450,000.00					500,000.00	6,000,000.00
STREET LIGHTS	412		1,489,647.00						1,489,647.00
UNION STATION	480		403,305.00						403,305.00
PUBLIC SCHOOLS NET SCHOOL	500	247,874,150.00	41,357,891.00	350,000.00			73,027,957.00	1,357,459.00	363,967,457.00
PUBLIC SCHOOLS NON NET SCHOOL	540	5,127,174.00	18,660,573.00					700,000.00	24,487,747.00
PUBLIC LIBRARY	550	4,170,433.00	1,903,942.00					126,795.00	6,201,170.00
PURCHASING	600	230,139.00	16,920.00						247,059.00
BUDGET	610	621,154.00	43,385.00					3,000.00	664,539.00
AUDITING	650	529,135.00	91,735.00					30,500.00	623,870.00
TREASURY	660	1,171,292.00	719,605.00						1,921,397.00
DEBT PRINCIPAL	661				25,539,720.00				25,539,720.00
DEBT INTEREST	662				10,730,978.00				10,730,978.00

Cont...

**CITY OF WORCESTER  
FISCAL 2021  
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						28,157,580.00		28,157,580.00
PENSION OBLIGATION BONDS	665				10,536,728.00				10,536,728.00
ASSESSING	670	657,340.00	293,751.00					1,000.00	952,091.00
TECHNICAL SERVICES	680	2,896,591.00	2,484,503.00	300,000.00				30,000.00	5,711,094.00
PARKS	720	3,899,689.00	1,971,000.00					479,062.00	6,349,751.00
AUDITORIUM	740		90,200.00						90,200.00
DCU	750		107,451.00		392,549.00				500,000.00
MASSHIRE CENTRAL	31S	-	200,000.00						200,000.00
CONTINGENCY	900		3,940,000.00						3,940,000.00
<b>TOTAL TAX LEVY APPROPRIATION</b>		<b>371,708,158.00</b>	<b>102,501,419.00</b>	<b>1,669,305.00</b>	<b>47,199,975.00</b>	<b>0.00</b>	<b>134,994,624.00</b>	<b>9,869,112.00</b>	<b>667,942,593.00</b>
TUITION ASSESSMENTS									32,867,013.00
OTHER INTERGOVERNMENTAL									4,088,776.00
FIVE POINT PLAN TRANSFERS OUT									15,990,739.00
OPEB RESERVE									732,050.00
GOLF COURSE									200,000.00
<b>TOTAL TRANSFERS AND INTERGOVERNMENTAL</b>									<b>53,878,578.00</b>
SEWER	440	3,540,231.00	24,721,209.00	24,500.00	10,699,702.00	4,110,116.00	3,571,627.00	250,000.00	46,917,385.00
WATER	450	7,290,779.00	4,215,100.00	25,000.00	7,369,858.00	2,769,967.00	4,950,547.00	643,000.00	27,264,251.00
GOLF COURSE	710	293,487.00	935,000.00		419,639.00	37,087.00	131,891.00		1,817,104.00
<b>TOTAL ENTERPRISE APPROPRIATION</b>		<b>11,124,497.00</b>	<b>29,871,309.00</b>	<b>49,500.00</b>	<b>18,489,199.00</b>	<b>6,917,170.00</b>	<b>8,654,065.00</b>	<b>893,000.00</b>	<b>75,998,740.00</b>